

Housing And Community Services Agency of Lane County

Strategic Plan – 2016-2018

MISSION: Making a difference in the quality of affordable housing and related community services

VISION: Safe, affordable, energy-efficient housing for all low-income Lane County residents



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Transmittal Letter

January, 2016

To Our Residents, Employees and Stakeholders,

The Housing And Community Services Agency (HACSA) has served Lane County since 1949. Despite difficult economic times, we continue our mission of making a difference in the quality of affordable housing and related community services.

The Agency's seven person Board of Commissioners is comprised of the five Lane County Commissioners and two appointed commissioners who are residents of HACSA-owned housing.

In December 2010, the Board approved the Agency's strategic plan for the period January 1, 2011 through December 31, 2015. The five year time frame was chosen because it is enough time to make some meaningful changes and it is short enough to maintain a sense of urgency. Over the last five years, regular semi-annual implementation reviews were submitted to the Board, and we have achieved or made significant progress on all of our strategic goals.

We are now submitting a new strategic plan for the three-year period 2016-2018. HACSA is in a period of change; 2015 brought a new Executive Director and almost all new division directors. The shorter strategic planning horizon will allow the new leadership to resolve near term challenges and seize near term opportunities, while developing a plan for the organization beyond the three year period immediately in front of us.

This strategic plan was prepared by HACSA management with significant assistance from three graduate student/consultants from the University of Oregon Department of Planning, Public Policy and Management. The foundation of the plan is the information derived from interviews and focus group exercises conducted by the consultants.

The goals and objectives for the coming three years fall into four general categories: Community Engagement, Service Delivery, Capacity Building and Organizational Systems.

The pages that follow include an organizational overview, for readers not already familiar with HACSA, a more detailed description of the planning methodology, a summary of the SWOT data (Strengths, Weaknesses, Opportunities, Threats) and finally the strategic plan matrix: the goals, objectives and time bound tasks that staff will undertake.

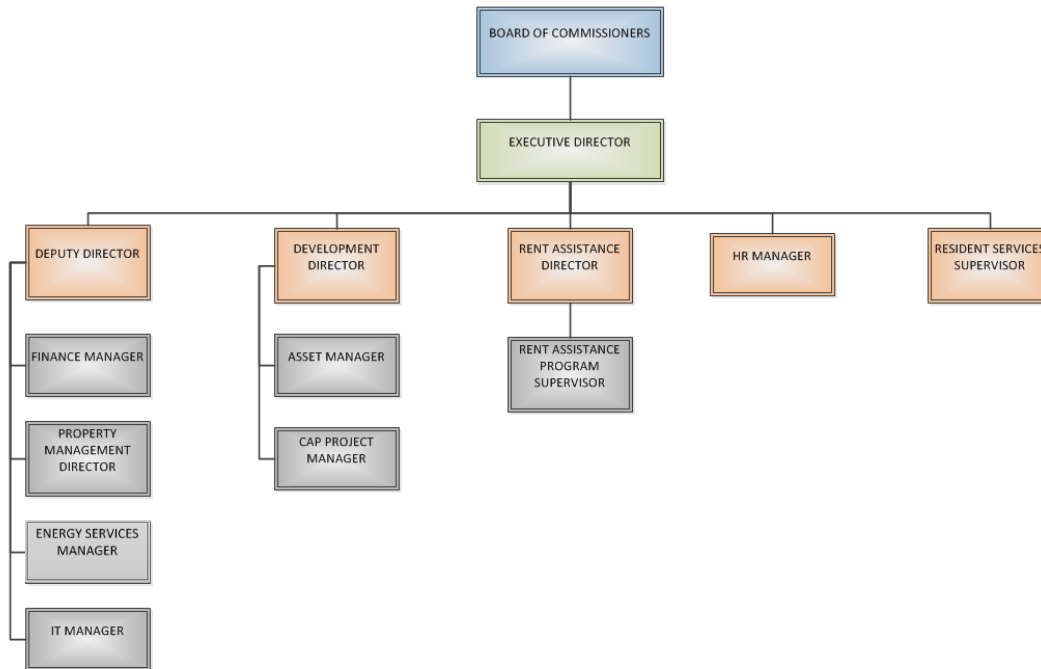
In carrying out this strategic plan, we commit to the energetic pursuit of excellence as an organization, to an enhanced community image, to strengthening our many strategic alliances and forming new ones, and to providing ever-improved services to our clients.

Organizational Overview

History

The Lane County Housing Authority was founded in 1949, and was reorganized in 1977 as the Lane County Housing and Community Services Agency. HACSA’s mission is to make a difference in the quality of affordable housing and related community services. The organization aims to ensure safe, affordable, energy-efficient housing for all low-income Lane County residents. A board consisting of all five Lane County Commissioners plus two appointed HACSA residents governs the organization. The Executive Director is Jacob Fox, who started in that position recently after a multi-year succession process.

HACSA Programs



HACSA provides a wide range of services to thousands of families in Lane County. We currently own 1533 housing units, including several large public housing complexes, and administer housing subsidies comprised of 2,817 Section 8 vouchers and 211 VASH vouchers, Resident Services, Family Self Sufficiency, and Energy Services. We are one among a network of housing-related nonprofits in Lane County, with whom we partner for development, service provision, and other joint projects.

The largest programs that HACSA administers are the federal Section 8 housing subsidy, and our own public housing sites. Section 8 provides vouchers for low-income renters to reduce the cost of their housing through a private landlord. HACSA has other voucher programs, including VASH (for veterans), but Section 8 is by far the

largest. The public housing program is made up of 707 units across Lane County. HACSA has divisions dedicated to the development of new affordable housing properties, managing the existing properties, and providing maintenance and repairs to public housing. Several community non-profit organizations partner with HACSA on housing projects, including Cornerstone Community Housing, St. Vincent de Paul of Lane County, Shelter Care, Inc. and Sponsors, Inc.

Other HACSA divisions provide a range of resident services. The Family Self-Sufficiency program is a critical program that assists people who are working to improve their financial status. Residents of HACSA housing have opportunities to work toward home ownership through access to Individual Development Accounts as well as the Section 8 Home Ownership Program. Energy Services supports weatherization, heat crisis support, and energy conservation programs. HACSA also works with or refers out to many other programs to support low-income residents of Lane County. HACSA has established partnerships or lines of referral to Food for Lane County, The Neighborhood Economic Development Corporation (NEDCO), Lane Workforce Partnership, Goodwill Industries, and Womenspace - among others.

Report Methodology

Document Overview

The consultants reviewed countless documents from HACSA’s website prior to the site visit. Of particular interest were the organization’s previous strategic plans. The team used these past plans to guide their document research, and later, their initial meeting with HACSA leadership. Through this research and discussion, the team was able to develop a sense of which of these previously set strategic goals had not yet been met and should be considered for possible inclusion in the next strategic plan.

Site Visit

During the site visit with the organization, the consultant team was introduced to HACSA’s leadership, including both executive leadership and department heads. This group discussed the breadth of services that HACSA provides, as well as current organizational challenges. A few key areas emerged as being highly important to consider when creating the plan, particularly: prioritizing need among a wide range of special populations; efficiently managing human and financial resources within the organization; employee morale; customer service; creating and maintaining effective community partnerships; and marketing and branding the organization in an effort to diversify funding streams in an effort to increase fiscal stability.

SWOT Analysis

An analysis of the organization’s Strengths, Weaknesses, Opportunities, and Threats (SWOT) was conducted to gather information from key stakeholders external to the day-to-day operations of HACSA. The consultants conducted one-on-one SWOT interviews with 30 stakeholders, including, but not limited to: board members, landlords, public officials, community partners and former staff.



Focus Groups

To further research some of the key areas that HACSA leadership prioritized, consultants participated in three focus groups:

Employees

This consultant-led group aimed to get line staff input on HACSA's strengths, weaknesses, opportunities, and threats, as well as discuss employee morale issues, including attributes that make HACSA a great place to work, and areas of the workplace that could be improved.

Customer Service

This consultant-led group aimed to get tenant input on HACSA's strengths, weaknesses, opportunities, and threats specific to their customer service.

Prioritization of Need

This group, led by HACSA's executive leadership team, brought together key service providers in the Lane County area. The discussion centered on how HACSA can best utilize their ability to set preferences within their programs, based on need or geography.

SWOT Matrix

	Positive	Negative
Internal	<ul style="list-style-type: none"> • Influence & Reputation • Mission & Programs • Staff & Leadership • Property Development • New Executive Director • Partnerships • Financial Decision-Making 	<ul style="list-style-type: none"> • Customer Service • Branding and Recognition • Stagnant/Declining Funding • Employee Morale • Cultural Competency • Staff Training • Stakeholder Communication
External	<ul style="list-style-type: none"> • Service Partnerships • Community Education • Political Advocacy • Marketing & Branding • Client Self-Sufficiency • Accessibility of Services • Housing Innovations • “Hot” Public/Political Issue 	<ul style="list-style-type: none"> • Board Structure • Staff Turnover • Informality of Collaboration • Aging Portfolio • Reliance on Federal Funding • Increasing Community Need

SWOT Results

The consultants have organized information and feedback from stakeholders into strengths, weaknesses, opportunities and threats. Within each area, data has also been organized into thematic areas, followed by a description of the theme.

Strengths

- **Influence and Reputation:** Many stakeholders described the sheer power and leadership HACSA exerts over housing issues in Lane County.
- **Mission and Programs:** Stakeholders expressed appreciation for the work HACSA does in the community and the homes they provide in the area.
- **Staff and Leadership:** Stakeholders commended the passion and energy many HACSA staff members bring to the work.
- **Property Development:** HACSA is very effective at building homes for the community.
- **New Executive Director:** Many stakeholders mentioned Jacob Fox as an organizational strength, specifically the passion, experience and vision he brings to the organization.
- **Partnerships:** HACSA is great at identifying partners in the community and acts as a backbone for many of the organizations working to solve housing issues in Lane County.
- **Financial Decision-Making:** Stakeholders thought it was important that HACSA had the ability to bring together key leaders and players before making financial decisions that could affect programming. Many appreciated the ability to plan and voice concerns before major changes took place.

Weaknesses

- **Customer Service:** Stakeholders described their interactions with HACSA as frequently negative and suggested that better customer service is needed.
- **Branding and Recognition:** There were strong sentiments from stakeholders that HACSA is great at what it does, but that only those close to the organization are aware of their work. It was indicated that HACSA does not adequately promote its own successes.
- **Stagnant/Declining Funding:** Many stakeholders cited HACSA's reliance on federal funding as a weakness that keeps the organization from being able to meet the increasing public need.
- **Employee Morale:** Both internal and external stakeholders voiced concerns that employees are "burning out" as a result of both feeling overworked and not having enough training or information to carry out their jobs effectively and efficiently.
- **Cultural Competency:** Internal and external stakeholders cited a need for continuous employee training on how to work effectively with underserved and marginalized populations.
- **Staff Training:** Stakeholders stated that more continuous staff training was needed not only for the professional development of staff, but that training would allow staff to effectively serve clients.
- **Stakeholder Communication:** Many stakeholders described poor communication with HACSA. Information was often described as hidden or inaccessible and inconsistent.

Opportunities

- **Service Partnerships:** Increasing the number and effectiveness of service partnerships; e.g. wet-bed services, mental health services, referral systems, etc.
- **Community Education:** Educating the community (including employees, partner organizations, private landlords, and others) about available programs and how they work.
- **Political Advocacy:** Lobbying governments at the local, state, and federal levels to provide additional funding and support for affordable housing.
- **Marketing and Branding:** Developing a more recognizable and understandable "brand" in the community, and taking efforts to get that brand out there.
- **Client Self-Sufficiency:** Expanding services that boost the self-sufficiency and resiliency of HACSA clients in an effort to support all residents, and assist those who are able to effectively transition out of housing services to do so.
- **Accessibility of Services:** Some clients encounter barriers that make it harder to enter programs - HACSA must work to be more accessible in terms of language, mental health, etc.
- **Housing Innovations:** There are a variety of innovative approaches to housing development, maintenance and service delivery, which HACSA could support.
- **"Hot" Public/Political Issue:** Housing issues are a "hot" topic in the community: HACSA can leverage this spotlight to gain more resources and push for innovative solutions.

Threats

- **Board Structure:** While stakeholders described the current Board of Directors as supportive of HACSA's work, they also cited Commissioner turnover as a threat as that supportiveness may not continue.
- **Staff Turnover:** HACSA has an aging staff, many of which are retiring or nearing retirement. This could lead to a loss of institutional knowledge and capacity if not addressed.
- **Informality of Collaboration:** Many of the ties between HACSA and their partner organizations are seen as being more person-to-person and not organizationally formalized.
- **Aging Portfolio:** The housing stock is getting older and is in need of costly repairs.
- **Reliance on Federal Funding:** This source of revenue accounts for the vast majority of HACSA's budget, and is seen by many as unpredictable and likely to decline.
- **Increasing Community Need:** In Lane County (mirroring Oregon and the rest of the nation) there is an increasing need in the community for low-income housing, and the number of people without housing is seen as being at or approaching crisis levels.

Strategic Plan Matrix

STRATEGIC ISSUE 1: COMMUNITY ENGAGEMENT				
<i>Goal: Increase HACSA's ability to lead and facilitate conversations about affordable housing opportunities and challenges in the local community.</i>				
Objectives	Tasks	Responsible Leaders	Proposed Performance Indicators	Timeline
1. Communications Capacity: Create a communication plan, and allocate the resources necessary to implement and maintain this plan.	1. Develop comprehensive communications plan for HACSA that includes all relevant objectives in this strategic plan.	Jacob Fox and Ela Kubok	Communications plan is in place and updated at least annually.	6/30/2016
	2. Determine the dedicated FTE necessary to implement and maintain the communications plan and account for this in the HACSA FY 16-17 organizational budget	Jacob Fox and Valerie Warner	Dedicated FTE allocated to implement and maintain communications plan.	9/30/2016
	3. Develop template presentations with information about departments, programs, and the organization.	Communications Coordinator and/or key managers	template presentations completed and updated as needed	12/31/2016
	4. Designate communications committee with a point person from each division to implement and maintain the communications plan.	Senior Management Team	committee established and meets regularly	6/30/2016
	5. Regularly test advertised links, phone numbers, and resources.	Communications committee members	no reports of links, phone numbers and resources not working	3/31/2016, ongoing
	6. Develop strong media relationships including culturally specific media outlets and maximize positive media opportunities.	Communications Coordinator and/or key managers	# of positive media reports; # of mentions of HACSA in related reports	3/31/2017
	7. Create a "map" of internal and external stakeholders including culturally specific stakeholders with details about which group needs what information and what method will be use to communicate.	Communications Coordinator and/or key managers	# of stakeholders increased plugged in for info updates	6/30/2016

2. Community Education: Increase opportunities for information sharing between HACSA and relevant members of the housing community.	1. Inventory and expand current HACSA staff membership in boards, committees, community groups, etc.	Ela Kubok	expand membership on key boards, committees and community groups by 25%	6/30/2016, inventory 6/30/17, expand membership
	2. Establish a forum for executive directors and senior staff members to exchange knowledge about resources available within each organization and the community.	Jacob Fox	Lane county housing providers are successful in increasing resources at the state and local level	12/31/2016
	3. Create opportunities for staff to engage with community housing partners and exchange information and share ideas.	Jacob Fox	# of meetings or cross agency visits	9/30/2016, ongoing
	4. Conduct routine landlord communications and periodic meetings to update and clarify information specific to the Rent Assistance Division	Beth Ochs and Communications Coordinator	50% increase in proactive communication to LL's	6/30/2016, ongoing
	5. Conduct periodic HACSA contractor communications to update and clarify information specific to contracting opportunities and requirements for HACSA contractors.	Communications Coordinator, Steve Ochs and Kurt von der Ehe	50% increase in proactive communication to contractors	TBD
3. Political Advocacy: Advocate for the expansion of funding opportunities for low-income housing development, housing preservation and resident services.	1. Map advocacy opportunities at the local, state, and federal level.	Jacob Fox	master calendar developed that identifies these advocacy opportunities	9/30/2016
	2. Assign senior managers to advocacy opportunities; track opportunities and contacts with decision makers and other housing advocates.	Jacob Fox	# of communications with decision-makers	12/31/2016
	3. Identify groups with shared interests, and work to coordinate advocacy efforts at the state level.	Jacob Fox	increased awareness of Lane County affordable housing issues with state elected officials	6/30/2016
	4. Maintain a current contact list for local, state and national elected officials and their assigned affordable housing staff members when appropriate.	Ela Kubok		6/30/2016, update annually

4. Branding: Increase brand recognition to promote a positive and consistent image of the organization to internal and external stakeholders.	1. Facilitate (or hire a facilitator) to baseline current HACSA brand and to develop strategies to improve the HACSA brand.	Communications Coordinator and/or key managers		3/30/2017
	2. Review and update HACSA's mission and values	Communications Coordinator and/or key managers	Mission and values updated	9/30/2017
	3. Coordinate all branding with Cornerstone as appropriate to strengthen the partnership effort	Jacob Fox and Communications Coordinator		TDB
	4. Change the agency's name from HACSA to something more relevant and recognizable.	Jacob Fox and Senior Management Team	HACSA, in its new name, is known as the largest affordable housing provider in Lane County and the 2nd largest in the states	9/30/2018
	5. Establish social media accounts and protocol for content and distribution	Communications Coordinator and/or key managers		12/31/2016
	6. Create branding manual and downloadable resources for employees to ensure consistent communications.	Communications Coordinator and/or key managers		6/30/2017

STRATEGIC ISSUE 2: SERVICE DELIVERY

Goal: Provide employees with support to improve customer service outcomes.

Objectives	Tasks	Key Leaders	Proposed Performance Indicators	Timeline
1. Staff Training: Expand opportunities for staff to gain necessary knowledge and skills to carry out their positions successfully.	1. Provide trainings in: customer service skills; meeting the needs of clients with unique or marginalized needs; de-escalation.	Karla Ramsdal	Pre training survey completed to baseline knowledge of key issues and specific training requests. Post training evaluations completed and analyzed to ensure trainings are providing intended improvements in knowledge.	Initial trainings complete by 9/30/16 and annual refreshers in 2017 and 2018

	2. Create a system to periodically seek feedback from staff to determine what other trainings and skill development are needed for effective service delivery.	Karla Ramsdal	training and skill development opportunities are developed based on input from staff	6/30/2016
	3. Research and create an inventory of possible trainings and services that could be offered. Publish a list of available internal and external training opportunities.	Karla Ramsdal		3/30/2017
	4. Create opportunities for staff from both HACSA locations to engage on topics relevant to their shared work.	Karla Ramsdal	# of interdepartmental events	6/30/2016
2. Service Accessibility: Help underserved clients enter programs that meet their needs, and decrease clients' barriers to accessing HACSA services.	1. Consider adding positions and/or reclassifying existing Rent Assistance and Property Management line staff positions to provide expanded resident services including housing search supports.	Beth Ochs, Darlene Kelly and Mira Gattis		9/30/2017
	2. Identify key property management and rent assistance documents to translate into Spanish. Complete translation into Spanish. Research to determine whether other non-English language document translations are merited.	Christi Champ and Jill Fields		9/30/16 documents identified, 12/31/16 Spanish translations complete, 6/30/17 other language assessments complete
	3. Establish and advertise a process for providing interpretation services.	Christi Champ and Jill Fields	survey non-English speaking residents/participants to determine satisfaction with HACSA's efforts	3/30/2017
	4. Identify opportunities for face-to-face client engagement.	Beth Ochs and Darlene Kelly	# of face-to-face client interactions increase	6/30/2016, ongoing
<i>Goal: Increase client self-sufficiency and units/vouchers dedicated to special needs populations</i>				
Objectives	Tasks	Key Leaders	Proposed Performance Indicators	Timeline
1. Client Self-Sufficiency:	1. Expand Family Self-Sufficiency program to include more clients.	Mira Gattis, Beth Gydé	# of additional clients	ongoing

Create and expand programs that develop the self-sufficiency of clients, in order to better serve waitlisted people and underserved clients.	2. Provide links to partner services on the website for residents and community members to access.	Mira Gattis, Ela Kubok	# of links added	6/30/2016
	3. Create and incentivize community-building opportunities for HACSA residents across various properties and programs.	Mira Gattis	# of events/opportunities	6/30/2016, ongoing
	4. Create additional services for tenants or participants aging in place, particularly those in LIHTC housing.	Mira Gattis, Beth Gydé	# of added services	6/30/2016, ongoing
2. Special Needs Housing: Expand the number of new units and existing units that are dedicated to special needs populations including individuals and families experiencing homelessness, coming out of corrections, etc.	1. Baseline the number of current units and vouchers that are dedicated to special needs populations including commitments yet to be made for development projects and grants like the Pay for Success DOJ/HUD grant.	Mira Gattis	# of current units and commitments baselined and used in communications plan to demonstrate HACSA's commitment to special needs populations	6/30/2016
	3. Survey all 2015 new residents of HACSA housing and Section 8 participants to determine how many could be representatives from a special needs classification	Beth Ochs, Darlene Kelly and Mira Gattis	# identified of 2015 new residents and new participants that represent special needs populations	9/30/2016
	4. Modify admissions systems to better track and report special needs populations that are utilizing HACSA properties and housing programs.	Beth Ochs and Darlene Kelly	reports can be pulled from housing software HAB that shows how many special needs populations are served by HACSA	6/30/2017
	5. Lead and/or assist in applications for grants that will expand HACSA's ability to serve special needs populations	Mira Gattis	increased funding for resident services for special needs populations	3/30/16 first grant, 9/30/17 second grant, 9/30/18 third grant
	6. Convene other housing provider leadership to determine whether a joint efforts to expand housing opportunities for special needs populations could be a partnership effort	Jacob Fox	additional units are designated in non-HACSA housing	9/30/2017

STRATEGIC ISSUE 3: CAPACITY BUILDING				
<i>Goal: Develop and preserve more affordable housing units by leveraging collaborations, reducing costs, and seeking alternative approaches to funding.</i>				
Objectives	Tasks	Key Leaders	Proposed Performance Indicators	Timeline
1. Funding Streams: Build the organization's ability to seek diverse revenue sources.	1. Explore innovative ways to leverage existing properties to draw in more funds - ex. cell phone tower.	Steve O., Beth G., Darlene Kelly	revenue diversified	3/31/2016, ongoing
	2. Document successes from existing programs and partnerships, to increase HACSA's attractiveness to major grantors.	Communications Officer and Mira Gattis	increased coverage for HACSA successes in the local media	12/31/2016, ongoing
	3. Formalize Cornerstone partnership for grant-writing and fundraising skill-sharing.	Jacob Fox and Mira Gattis	increased funding available for resident services	3/31/2016
	4. Align local and state political advocacy efforts to seek out new opportunities and funding for property development.	Jacob Fox, Steve Ochs	increased funding acquired for existing and new developments	3/31/2016, ongoing
2. Asset Preservation: Maintain and upgrade existing properties in order to reduce long-term costs.	1. Develop comprehensive asset preservation plan and corresponding presentation for elected officials and senior leadership from the jurisdictions	Steve Ochs, Darlene Kelly and Beth Gyde	necessary support is achieved from the local jurisdictions	12/31/2016
	2. Develop 5 year capital improvement plan for all HACSA affordable housing assets	Beth Gyde and Kurt von der Ehe	HACSA knows what capital projects are happening when over the next 5 years	9/30/2016
	3. Determine HACSA's total square footage needs and parking needs and assess whether there are any existing buildings that could be acquired and renovated to meet HACSA's administrative office needs.	Ela Kubok	HACSA is able to make decision on whether to purchase an existing property or build a new administrative building	6/30/2016
	4. Market Day Island, 48th and Main and the River Road sites and maximize return on the sale of these properties.	Jacob Fox and Steve Ochs	HACSA has the proceeds necessary to acquire a new administrative building and the remainder of the funds will be used for preservation	6/30/2017

	5. Secure new administrative building for HACSA and future development sites with the funds from the sale of previously mentioned buildings		HACSA combines two locations into one administrative building.	12/31/2018
	6. Complete the conversion of the RAD award from portfolio to multi-phase and complete the multi-phase plan for all associated projects	Steve Ochs	RAD project continues on schedule	6/30/2016
	7. Complete the financial structuring for Sheldon Village, Richardson Bridge and Laurel Gardens and complete necessary renovations	Steve Ochs, Beth Gyde and Kurt von der Ehe	All three properties have extended their useful life by at least 20 years.	9/30/17 SV and RB renovations complete, 9/30/18 LG complete
	8. Complete sale of 112 housing units and provide replacement housing: use portion of proceeds to pay for new construction and a portion for preservation of existing units.	Steve Ochs and Kurt von der Ehe	Proceeds acquired and deployed strategically between new construction and capital projects on existing buildings	9/30/17 sale of initial 10 units complete
	9. Secure consultant to complete RAD subsidy conversion analysis on the remainder of HACSA's public housing portfolio and submit RAD application if appropriate.	Steve Ochs and Darlene Kelly	informed decision made on whether or not to submit application for conversion	9/30/2017
	10. Continue to find ways to reduce expenses with an emphasis on decreasing utilities use and minimizing landscaping costs on existing properties.	Valerie Warner	cost saving measures implemented	3/31/2016, ongoing
	11. Develop a funding strategy for capital needs at Firwood (carried over from 2015 strategic plan)	Darlene Kelly and Vicki Nutter	Firwood has funding for capital needs improvements	6/30/2016
	12. Develop preventive maintenance schedule for HACSA-managed buildings	Darlene Kelly and Kurt von der Ehe	Preventative maintenance schedule is in place and is completed per schedule	6/30/2016
3. New Development: Increase number of affordable housing units available to Lane County Residents.	1. Complete construction of Bascom Village	Steve Ochs, Kurt von der Ehe and Beth Gyde	Project is successfully leased up with new residents	12/31/2016
	2. Complete construction of the Oaks at 14th	Steve Ochs, Beth Gyde and Kurt von der Ehe	Project is successfully leased up with new residents	9/30/2017

	3. Complete financing plan for the 6th and Oaks project to include 10 two bedroom RAD units if feasible	Steve Ochs	9% LIHTC application is submitted.	6/30/2017
	4. Determine whether Glenwood Place is a viable project given infrastructure uncertainty not under HACSA control. Make corresponding decision on timing related to the purchase of the property.	Steve Ochs	Clear go/no go infrastructure needs for project success communicated to jurisdictional partners	6/30/2017
	5. Develop Project Based Section 8 program to support new developments and existing projects for special needs populations.	Steve Ochs and Beth Ochs	Project Based Section 8 program exists with specific special needs population targets.	9/30/2017
	6. Identify sites and complete the financing plan for the remaining new developments necessary to complete the RAD requirements	Jacob Fox and Steve Ochs	RAD requirements met	9/30/2018
4. Innovative Partnerships: Continue to develop and formalize service partnerships to increase efficiency, social equity, and effectiveness.	1. Formalize partnerships initiated by staff to ensure survival after retirement, promotion, etc. (e.g. writing MOUs).	Jacob Fox and Mira Gattis		9/30/2016
	2. Host a regular meeting with housing partners in the community focused on development, preservation and asset management.	Steve Ochs and Beth Gyde	increased real estate development coordination and asset management coordination	Quarterly
	3. Research and support innovative approaches to housing design, development, maintenance, and resident services.	Steve Ochs and Mira Gattis	# of innovative approaches employed	9/30/2017
	4. Expand partnerships between the Energy Services Department and the Utility Companies to better serve HACSA's multi-family housing assets	Valerie Warner and Steve Jole	increased financial contributions from utility companies	12/31/2017

STRATEGIC ISSUE 4: ORGANIZATIONAL SYSTEMS				
<i>Goal: Formalize and monitor organizational systems to increase effectiveness and efficiency.</i>				
Objectives	Tasks	Key Leaders	Proposed Performance Indicators	Timeline
1. Personnel Management: Improve systems to support employee development and promotion, to reduce the impact of retirement and turnover.	1. Create a standard method for onboarding new staff, promoted staff and lateral transferring staff including the transfer of knowledge between incoming and outgoing staff for all unique positions within HACSA.	Karla Ramsdal and Senior Management Team	Survey completed by HR as part of 1st performance review to indicate whether onboarding system is effective.	12/31/2017
	2. Update employee performance evaluation process and related documents.	Karla Ramsdal and Senior Management Team	performance evaluation process and related documents updated with Union involvement as necessary	3/30/2017
	3. Develop a awards system to recognize HACSA employees for key achievements and exceptional performance	Karla Ramsdal and Senior Management Team	awards are given to staff	12/31/2016
	4. Identify local, state, regional and national awards and apply for them to ensure that HACSA staff is receiving the external recognition deserved.	Communications Coordinator and Karla Ramsdal	local, state, regional awards are received	Ongoing
2. Policies and Procedures: Improve communication about policies with clients and among employees.	1. Ensure all current internal policies and procedures are available and easily located on the website and/or intranet.	Karla Ramsdal and Senior Management Team	Policies and procedures are updated and widely available.	12/31/2016
	2. Create, communicate and practice resiliency plan (i.e. emergency/crisis plan) with employees, including agency's IT section of the resiliency plan	Karla Ramsdal/Safety Committee, Wes Brumwell	resiliency plan in place	3/30/2017
	3. Secure necessary equipment to implement and support HACSA resiliency Plan (i.e. emergency/crisis plan)	Jacob Fox and Kurt von der Ehe	equipment to implement and maintain resilience plan secured	6/30/2017
	4. Improve agency procurement process by providing training, creating documentation and performing regular compliance activities	Valerie Warner and Kurt von der Ehe	Updated procurement policies in place and regular training for staff is offered	6/30/2016

	6. Develop and implement a Resource Conservation plan for the Housing Division, as a pilot for the rest of the organization (leads into agency-wide plan).	Valerie Warner	resource conservation plan in place to inform budget decisions and other related decisions	12/31/2016
	7. Revise Personnel Policy (Employee Handbook) and Job descriptions	Karla Ramsdal	Employee handbook created and updated annually	12/31/2016
3. Information Technology Systems: Implement information technology management system improvements and train employees in their use.	1. Make existing website easier to navigate, and regularly "test" information. Determine whether to migrate to another website platform	Communications coordinator and communications committee	- Overall less click-through on website to get to the correct pages/information	12/31/2016
	2. Explore other website platforms that are more user-friendly for employees.	IT		6/30/2016
	3. Select specific product and implement contact management software.	Communications Coordinator and IT		12/31/2016
	4. Improve HAB utilization by convening a super user group and providing regular staff trainings	Jill Fields		9/30/2016
	5. Analyze whether HAB is the best long term housing software for HACSA.	Valerie Warner and Jill Fields	Informed decision made on whether to continue with HAB or migrate to another software	9/30/2018
	6. Implement paperless software Filevision.	Beth Ochs, Jill Fields, IT	paperless conversion complete	12/31/2016
	7. Investigate options for electronic timecards and implement electronic timecard system	Vicki Nutter	electronic timecard system implemented	6/30/2017
	8. Identify and implement Human Resources Information System (HRIS) to track employee data (turnover, terminations, new hires, demographics, performance management. data reporting capabilities, standard and custom, applicant tracking, job and pay history, benefits management, employee self-service option, electronic form processing, training management.)	Karla Ramsdal	HRIS system implemented	6/30/2017
	9. Continue to expand ACH payments for landlords and vendors,	Vicki Nutter	maintaining the % of ACH for landlords and increasing the % of ACH for vendors to 25%	6/30/2016

4. Accountability Systems: Create processes that increase the transparency and accountability of the organization.	1. Provide ongoing opportunities for clients and stakeholders to provide feedback to the organization on customer service, etc.	Darlene Kelly, Beth Ochs, Kurt von der Ehe, Steve Jole and Steve Ochs	Regular surveys are completed and changes are implemented based on feedback from these survey's	12/31/2016
	2. Create a more informative budget document (reference the county budget document).	Vicki Nutter	HACSA budget process and document considered local best practice	6/30/2016
	3. Develop a system to ensure compliance with Federal program requirements.	Valerie Warner	HACSA reestablishes HUD "high performer" status by 12/31/16	9/30/2016
	4. Issue monthly budget vs actual reports in electronic format for all HACSA cost centers	Vicki Nutter	Reports allow for HACSA leadership to communicate financial position of agency to board more frequent that annual budget approvals	11/30/2016
	5. Develop and implement a Data Dashboard for HACSA including all appropriate	Jacob Fox and Valerie Warner	Board and leadership monitor performance throughout the year	3/31/2016
	6. Evaluate and possibly implement a corporate p-card (purchasing card) program for HACSA	Vicki Nutter	P-card program evaluated	12/31/2016

Conclusion

Successful strategic plan implementation requires the commitment of all stakeholders. The implementation of HACSA's strategic plan begins with commitment and buy-in of the organization's Board of Directors, leadership team, and other staff members. After plan adoption by the Board, staff will continue to provide the regular semi-annual implementation reports to the Board.