



2015-2020 Strategic Plan

STRATEGIC GOALS



1. CREATE A 5 YEAR PLAN TO IMPLEMENT THE TRANSFORMATION OF LARGE PUBLIC HOUSING DEVELOPMENTS.

- 1.1 Adopt prioritization criteria and form a realistic, achievable, resourced, inclusive of resident input, plan.
 - 1.1.1 Conduct physical needs assessment.
 - 1.1.2 Develop prioritization schedule for large public housing redevelopment.
- 1.1.3 Engage resident council in proposed prioritization schedule and seek feedback.
 - 1.1.4 Seek board approval on schedule.
- 1.2 Engage residents/stakeholders in the redevelopment process utilizing mixed income approach, Section 8 Project based voucher, and rental assistance.
 - 1.2.1 Pilot a resident engagement process at Creighton Court and Fay Towers leveraging strategic partnerships.
 - 1.2.2 Quarterly review of resident engagement process.
 - 1.2.3 Conduct overall assessment and create a new resident engagement process model.
 - 1.2.4 Proactively generate a list of anticipated FAQ's and create transparent answers.
- 1.3 Craft a revitalization plan for each transformation project.
 - 1.3.1 Create a template revitalization plan to analyze each of the current capital assets.
 - 1.3.2 Create a plan for each redevelopment project for the top four priorities.
 - 1.3.3 Review annually.

2. USE OUR EXISTING RESOURCES STRATEGICALLY AND DEVELOP ALTERNATE REVENUE SOURCES.

- 2.1 Use HUD, local, and state funding/programs (i.e. Capital Funds, RAD, Project Based Vouchers) to complete current projects.
 - 2.1.1 Close the HOPE VI project.
- 2.1.2 Explore Rental Assistance Demonstration project opportunities for prioritized projects.
 - 2.1.3 Create a plan to use funding to complete Highland Grove Phase II.
 - 2.1.4 Create a plan to use funding to complete Creighton Phase I - Armstrong.
 - 2.1.5 Create a plan to use funding to complete Creighton Phase II - Main Site.
 - 2.1.6 Create a plan to use funding to complete Creighton Phase III – Off sites.
 - 2.1.7 Create a plan to use funding to complete Fay Phase I - Highland Park.
 - 2.1.8 Create a plan to use funding to complete Fay Phase II - Baker City School.
 - 2.1.9 Create a plan to use funding to complete Fay Phase III - Jackson Place.
- 2.2 Dispose/redevelop under utilized assets to create reserves.
 - 2.2.1 Complete disposition of NHI properties.
 - 2.2.2 Create a plan for disposing of or using Greenwalk.
 - 2.2.3 Realign 80 CDBG funded properties annually.
 - 2.2.4 Create an inventory of non-federal properties.
 - 2.2.5 Create a plan for the disposal of non-federal properties.
 - 2.2.6 Create a disposition plan for the mortgage portfolio.
 - 2.2.7 Complete the disposition of the mortgage portfolio.
- 2.3 Determine best practices for revenue generation.
 - 2.3.1 Explore the creation of a private management firm and/or fee for services.

- 2.3.2 Explore opportunities for outside management of all Public Housing Authority complexes and projects.
 - 2.3.3 Market Tax Exempt Bond Program.
- 2.4 Institutionalize resource development function
 - 2.4.1 Create an annual campaign plan.
 - 2.4.2 Explore engagement with contract grant writers.
- 2.5 Act as a co-developer on PHA revitalization efforts to earn fees and gain experience.
 - 2.5.1 Identify targeted projects.
- 2.5.2 Develop a Request For Qualifications for Co-Developer Private Partnerships.

3. SUPPORT OUR CUSTOMERS SUCCESS.

- 3.1 Examine and redesign the Resident Services Programs and establish metrics that will promote sustainability among our residents.
 - 3.1.1 Implement an enhanced structure of the resident services program.
 - 3.1.2 Survey and audit current programs to ensure that they improve quality of life and promote self sufficiency.
 - 3.1.3 Train staff on Yardi case management system.
- 3.2 Create a plan to meet resident needs.
 - 3.2.1 Raise funds to increase resident services staffing to an optimal case management portfolio of 100 residents per staff member.
 - 3.2.2 Revise the resident needs assessment.
 - 3.2.3 Examine the supervision structure of the resident services program.
 - 3.2.4 Develop an Individual Service Plan for all new, able-bodied residents that targets the top 2 priorities
- 3.3 Examine the needs and available services for residents under 18 years of age and develop partnerships and programs to support them.
 - 3.3.1 Conduct an asset inventory for each public housing property.
 - 3.3.2 Develop a program and partnership plan for each public housing property.
- 3.4 Create a plan to organize residents in order to promote participation in resident services.
 - 3.4.1 Reengage the Tenant Councils.
 - 3.4.2 Develop a resident engagement plan.
 - 3.4.3 Deploy the resident engagement plan and develop success metrics.
- 3.5 Develop Self-Sufficiency for housing choice voucher participants and public housing residents.
 - 3.5.1 Train Resident Services Coordinators in the FSS Program.
 - 3.5.2 Fill mandated FSS Program slots.
 - 3.5.3 Achieve a ten percent increase in the FSS Program beyond mandated slots.
 - 3.5.4 Implement the Section 8 Homeownership Program.
- 3.6 Increase safety for all RRHA communities.
 - 3.6.1 Conduct a safety enhancement audit for every community by partnering with applicable stakeholders to include: capital improvements, cameras, RPD enforcement, and lease enforcement.
 - 3.6.2 Develop priorities for implementing the safety enhancement plan.

3.6.3 Develop an implementation plan for every community depending on funding to include: capital improvements, cameras, RPD enforcement, and lease enforcement.

4. BUILD STRATEGIC PARTNERSHIPS TO ADVANCE OUR WORK.

4.1 Create and sustain successful partnerships with resident councils and neighborhood organizations and service providers.

4.1.1 Implement semiannual meetings of our clients' service providers to explore improvements to service delivery and provide programmatic updates.

4.1.2 Increase participation in professional and trade groups representing rental property owners and service providers.

4.1.3 Increase resident attendance at resident council meetings to promote programs, services, and benefits, particularly FSS.

4.1.4 Create an internal team to ensure representation at key civic association and City Councilmember meetings, that will gather information and advise on issues.

4.2 Expand relationships with new non-profit Community Development Corporations and private developers in transforming communities.

4.2.1 Increase involvement of CDC's and private developers efforts in RRHA's efforts in Creighton.

4.2.2 Increase involvement of CDC's and private developers efforts in RRHA's efforts in NHI Homes.

4.2.3 Increase involvement of CDC's and private developers efforts in RRHA's efforts in Fay Towers.

4.3 Engage our public leaders (i.e. local, state, and federal elected officials) to accomplish our work and identify areas of common interest.

4.3.1 Increase meetings and relationship building with City Council to identify areas of interest and strategic priorities.

4.3.2 Increase meetings and relationship building with Senators to identify areas of interest and strategic priorities.

4.3.3 Increase meetings and relationship building with Congressional representatives to identify areas of interest and strategic priorities.

4.3.4 Increase meetings and relationship buildings with philanthropic partners to identify areas of interest and strategic priorities.

4.4 Identify and engage stakeholders in our future communities.

4.4.1 Create a stakeholder engagement plan for new communities.

4.4.2 Implement the stakeholder engagement plan for the east end, Creighton, and Armstrong.

4.4.3 Implement the stakeholder engagement plan for Jackson Ward and North Jackson Ward.

4.4.4 Implement the stakeholder engagement for plan Highland Park.

4.5 Build relationships with media to share our successes.

4.5.1 Develop a communications plan reflecting our strategic priorities.

4.5.2 Find resources to expand our brand impact.

4.5.3 Invest in media training for key staff in the organization and develop subject matter experts.

- 4.5.4 Create proactive positive stories.
- 4.6 Improve customer service relationships with all stakeholders.
 - 4.6.1 Review and implement improvements to current customer contact systems (telephones, website, email, social media, and databases).
 - 4.6.2 Develop a customer service escalation plan.
 - 4.6.3 Measure customer service satisfaction and develop a plan for improvement and advancement.
- 4.7 Craft a stakeholder matrix identifying key stakeholders and secondary stakeholders.
 - 4.7.1 Engage employees in the development of the stakeholder matrix.
 - 4.7.2 Refine the stakeholder matrix and adopt an agency wide template.

5. CONDUCT AN INNOVATIVE AND COLLABORATIVE WORK/ORGANIZATIONAL CULTURE.

- 5.1 Increase board knowledge and engagement.
 - 5.1.1 Develop individual work plans for commissioners to increase engagement with the agency.
 - 5.1.2 Identify 12 key areas of financial and operational literacy and provide 10-15 minute trainings at board meeting to increase financial awareness and understanding among board members. Ask the board for input on prioritization.
 - 5.1.3 Appoint one board designee to attend each industry training.
 - 5.1.4 Require mandatory completion of HUD board training for all existing and future board members.
- 5.2 Develop a robust talent management plan to execute the strategic plan.
 - 5.2.1 Stabilize Human Resources operations.
 - 5.2.2 Update the current performance management system.
 - 5.2.3 Develop professional development plans for business units and individual employees.
 - 5.2.4 Develop recruitment, retention, and succession plans for all business units.
 - 5.2.5 Incorporate the strategic plan into employee annual work plans.
 - 5.2.6 Explore iEmployee options for employee communication.
 - 5.2.7 Revive employee communications mechanism.
- 5.3 Build a customer service culture that thrives on transparency, inclusivity, trust, and excellence to achieve success.
 - 5.3.1 Develop and implement an agency-wide customer service plan to improve skills.
 - 5.3.2 Define transparency and it's application to our key stakeholders.
 - 5.3.3 Develop an information dissemination plan for key stakeholders focused on transparency.
 - 5.3.4 Re-evaluate the use of intranet/IT storage programs (SharePoint).
- 5.4 Create an internal Yardi Expert Bank.
 - 5.4.1 Revive task force by identifying new department leads and training them accordingly.
 - 5.4.2 Identify a key employee responsible for ongoing Yardi knowledge and maintenance and train them accordingly.
 - 5.4.3 Develop a strategy for all new employee training.

5.4.4 Develop a strategy for existing employee training.

5.4.5 Develop a strategy for ongoing education for new system features.

6. MEASURE AGENCY SUCCESS.

6.1 Develop measurements to gauge success in all departments in order to create a High Performing culture.

6.1.1 Revise former key performance indicators for each department to achieve a High Performing scorecard

6.1.2 Measure key performance indicators monthly and communicate results to the staff and board.

6.1.3 Set annual goals for key performance indicator improvements.

6.2 Develop a plan with annual benchmarks to achieve HUD designation Move to Work accreditation by 2020.

6.2.1 Identify strengths and weaknesses and develop an annual plan to improve PHAS score.

6.2.2 Identify strengths and weaknesses and develop an annual plan to improve CMAP score.

6.2.3 Identify strengths and weaknesses and develop an annual plan to improve redevelopment/capital fund score.