



Stanislaus Regional Housing Authority

Alpine ■ Amador ■ Calaveras ■ Inyo ■ Mariposa ■ Mono ■ Stanislaus ■ Tuolumne Counties

DATE: October 11, 2018
TO: Board of Commissioners
FROM: Barbara S. Kauss, Executive Director
SUBJECT: Strategic Plan
PREPARED BY: Teresa Kinney, Administrative Analyst

BACKGROUND / DISCUSSION

The Strategic Plan is a roadmap for the journey towards responsible expansion. This journey has been presented in three phases which reflect the short-term, mid-term and long-term objectives designed to achieve the strategic commitments. This plan has evolved and will continue to evolve over time. As such the classification plan has been refined to reflect an organizational structure to support the agency and facilitate development.

FISCAL IMPACTS

This item does not have a fiscal impact.

ATTACHMENTS

1. Strategic Plan Classification Plan Update PowerPoint



HOUSING AUTHORITY OF THE COUNTY OF STANISLAUS

THE JOURNEY TOWARDS RESPONSIBLE EXPANSION STRATEGIC PLAN



MISSION STATEMENT

- **HOUSING**

- Provide decent, safe and affordable rental housing and home ownership opportunities.

- **ECONOMIC DEVELOPMENT**

- Provide and promote service opportunities that encourage and support individuals and families toward achieving greater independence and self-sufficiency.

- **COMMUNITY DEVELOPMENT**

- Provide opportunities for conserving and upgrading affordable housing stock, improving infrastructure, and stabilizing and creating desirable neighborhoods.



STRATEGIC COMMITMENTS

- The Housing Authority and Affiliate Great Valley Housing Development Corporation Commit to Creating Additional Affordable Housing Opportunities
- Enhance the Variety of Services Offered
- Develop Property in each of the 7 Counties to Establish Regional Authority

STRATEGIC COMMITMENTS, CON'T

- Sustain High Performance Standards
- Sustain Housing Authority and Strengthen Infrastructure
- Address Areas of Community Need and HUD Requirements
- Obligate Restricted Reserves Subject to HUD Recapture
- Completed Facility Development Plan
- Renaming and Rebranding to highlight Regional Authority

ACCOMPLISHMENTS

- Atlantic/Pearson/Benson (3 units)
- Glendale Quarters (Veteran small houses, Home Funds)
- Leon (Duplex)
- Varley Place (Amador County – 12 Veteran Units)
- Applied for and received an additional 43 VASH Vouchers (20-Stanislaus, 10-Amador, 3-Mariposa, 10-Tuolumne)

ACCOMPLISHMENTS, CON'T

- Ross Services Coordinator Position
- FSS/FVP Demonstration Program Implemented
- Implemented Wellness Program
- Wait List Conversion to YARDI for Housing Authority Owned Properties
- HUD Higher Performer Public Housing & Housing Choice Voucher Program
- Entered into agreement with Cal Affordable Housing Association to obligate Public Housing Reserves
- Direct Deposit for Landlord's
- Finalized Facility Development Plan

ACCOMPLISHMENTS, CON'T

- Hired IT Director
 - Upgraded: Phone System, Email Security, Mobile Devices, Server and Backup Infrastructure
- Completed Upgrade of YARDI 7s Project Kickoff
- Mobile Inspections HQS
- Redeveloped Website with New Language, Hosting, and Mobile Access
- Expanded Wireless Network and Security
- Implemented Surveillance System
- Implemented Intranet Development for HACCS Employee Access
- Developed Online Job Applications

ACCOMPLISHMENTS, CON'T

- Streamlined/restructured the Eligibility/Wait List Division for all HA administered programs and merged into one division
- Opened the Housing Choice Voucher Program (HCVP) Wait Lists for Mariposa, Amador, Calaveras, and Tuolumne and admitted 70 new program participants; 1200 residents applied
- Housing Choice Voucher Program: Annual Figures – 8,500 inspections conducted annually by Housing Quality Standards Division, 6,500 eligibility appointments seen annually, approximately 16,000 individuals served annually.

CURRENT OPPORTUNITIES

- The Bunk-House in Westley (Single Resident Occupancy)
 - Oakleaf Meadows
 - Westley Mobile Home
 - Palm Valley
 - Kestrel Ridge
 - Las Palmas
 - Foothill Terrace
 - Bentley Estates
- Helen White Senior Homes & King Kennedy Veterans Homes
 - Hospital Road – Sonora
 - Jamestown Property
 - Oregon Street Property
- (Above added since June 2014 board meeting)*

CURRENT OPPORTUNITIES, CON'T

- Mono County Behavioral Health Properties
- Edwards Estates at Village One Town Center
- Benson
- Acquired two Small Houses
- Public Housing Rental Assistance Demonstration (RAD) Program
- Moving to Work Application
- Master Lease Program (Palm Valley)

EXTERNAL VARIABLES

- HUD Focus on Regional Agencies
- Community Housing Needs and Efforts (e.g. Focus on Prevention)
- HUD's Continual Increases in HUD Reporting Requirements
- HUD's Ability to Recapture or Offset Reserve Funding
- Federal Housing Funds Decreasing (Need for Agency Self-Sufficiency)
- Local/State Funding Sources

TIMELINE OF STRUCTURAL ENHANCEMENTS

PHASE I

- Implementation within zero to 6 months



PHASE 2

- Implementation within six months to 24 months



PHASE 3

- Implementation within two years to 5+ years

PHASE I

- Human Resources
 - Provide and promote employee awareness as to employee benefits, rules, policies, and procedures in order to provide a safe, comfortable and enjoyable working environment.
 - Brown Bag Lunch Trainings/Overview
 - Benefit Fair
 - Provide and promote agency's wellness program (Healthy U) in order to provide employees with various examples and opportunities of healthy living and maintaining a healthy balance between work and home.
 - Calendar additional marathon's
 - Re-evaluate current Fitness Program Commitment with Fit Republic

PHASE I, CON'T.

- Human Resources

- Enhance the agency's Safety Awareness Platform

- Provide Active Shooter Training
 - Provide agency-wide evacuation plan
 - Provide procedures for emergency situations
 - **Add additional Inspection Manager position to assist the development team**
(Added since June 2014 board meeting)

PHASE I, CON'T.

- I.T.
 - YARDI 7s Implementation
 - Convert to 7s environment
 - Implemented Workflow for PR>PO Process
 - Smartsheet Project Management
 - Development Management Reporting
 - Unit Turnover Management Reporting
- Housing Choice Voucher Program (HCVP)
 - Reduce Administrative Cost to perform HQS, Wait List Management, and Annual Income Reviews

PHASE I, CON'T.

- **Property Management Division**
 - Assign maintenance staff to designated areas/district to allow for more organized and effective distribution of resources
 - Develop and implement a comprehensive list of policies and procedures
 - Increase Staff Accountability for professional and timely service delivery

PHASE 2

- **Human Resources**

- Provide and promote team building incentives and morale enhancing activities in order to continue to promote teamwork and trust among one another within the agency (Possibility of extending into Phase 3 as well)
 - Employee Appreciation Events
 - Employee Incentive Programs
- Provide and promote training opportunities, as well as internal promotional employment opportunities that encourage and support individuals towards achieving career goals within the agency.
 - Expand on training offered to employees in order to increase and/or enhance skill sets.
 - Host Brown bag Training lunches for employees regarding specific topics to increase and/or enhance skill sets

PHASE 2, CON'T.

- I.T.
 - YARDI
 - Update & Define Workflow for Work Order, Inventory, Mobile Work Orders
 - Update Workflow for Mobile UPCS & HQS Inspection access
 - Online Presence for Client, Landlord, and Applicant Access
 - Lobby Kiosks for Online Portal Access (Landlord, Client, Applicant)
 - Direct Deposit – Move Toward 100% Participation
 - Online Payment System for All Programs
 - Reporting from Resource Management Software

PHASE 2, CON'T.

- **HCV**
 - Improve Customer Service and Reduction of Administrative Cost to Operate the programs through automation of Online Applicant, Owner, and Tenant Features with YARDI
- **Property Management**
 - Physical Improvements to Community Center Building Interior/Exterior
 - Create Customer Service Center and Relocated Property Management Division Operations in Community Center to better serve Residents and Applicants
 - Solicit and Respond Feedback

PHASE 3

- **Human Resources**
 - Promote community awareness with regard to career opportunities available with the agency in terms of recruitment.
 - Continue to update and revise the current Employment Opportunities webpage for potential employment candidates.
 - Engage in Job Fair's and Community Events to enhance the agency's exposure to potential employment candidates.
 - Continue to Update and revise the current Human Resources webpage on the agency's intranet
 - Provide a streamlined recruitment platform within the agency in order to ensure vacancies are filled within a reasonable time frame in order to continue the flow of business and avoid as minimal interruption to the workplace as possible.
 - Create recruitment platform that can streamline and organize the recruitment process from start to finish.

PHASE 3, CON'T.

- **Human Resources**

- Explore further community and sister-agency collaboration by creating a resources platform that will be available for outside agencies to utilize.
 - Explore Funding Opportunities
 - Examples:
 - Trainings: Maintenance,ABI234 Ethics,ABI825 Harassing
 - Hearing Officer Services
 - Internal Investigation Services

PHASE 3, CON'T.

- I.T.
 - Paperless Functionality within YARDI for all applicable modules/functions saving postage and paper costs
 - Increase services and activities provided through the Community Center
 - Achieve and maintain program compliance
 - Set and achieve high performance standards to establish the HACCS as a premier commercial and residential property management company

PHASE 3, CON'T.

- HCV
 - Increase Housing Subsidy Inventory – Apply for additional programs as they become available
 - Convert to Paperless Administration for Annual Reviews/Inspections/Application Processing

PHASE 3, CON'T.

- **Property Management**

- Implement Asset-Based Community Development (ABCD) initiatives to engage and unite residents, associations and institutions from within our communities for more sustainable community and economic development
- Continue to grow opportunities for individuals and families to achieve greater independence and self-sufficiency

ONGOING

- **Grants**

- Little Library Expansion
- Read and Feed Program – Resident Program to Address Literacy, Healthy Living for Community Residents
- Your Money Your Goals – Resident Program to Address Financial Literacy and Education
- CoC Renewal Grant \$1.2m for Housing Homeless
- ROSS Grant \$240k Family Self Sufficiency Program Personnel

RESOURCES AND POLICY APPROVALS

- **Admissions & Continued Occupancy Policy**
 - Under Review for Update within 60 days
- **Administrative Plan**
 - Mandatory Legislative Changes from Modernization Act of 2016 (HOTMA) have been Incorporated into the HCV Administrative Plan by BOC Action on February 9, 2017. Optional Revisions to Policy will be Completed through the 2017 Annual Plan Review Process.
- **Capital Fund Program**
- **Maintenance**
- **Budget**
- **Personnel**

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