

## Dane County Housing Authority Strategic Plan 2008-2013

### Section 8: *Maximize opportunities for Section 8 eligible household.*

<b>Goal</b>	<b>Strategies</b>	<b>Results</b>	<b>Responsibility</b>
1. Seek opportunities to use Project Based Section 8	1.1 Determine what will be feasible by analyzing voucher allocations 1.2 Put out an RFP if feasible	<ul style="list-style-type: none"> <li>• RFP plan will be determined by 2008 and the RFP released by 2009 at the earliest</li> </ul>	Executive Director with Board approval of plan
2. Start a Family Self-Sufficiency Program for Section 8 Participants	2.1 Attend training 2.2 Identify and seek funding 2.3 Begin with a pilot 2.4 Identify families ready to enter homeownership	<ul style="list-style-type: none"> <li>• Training will be attended in 2008 and a plan developed and submitted to HUD</li> <li>• A pilot program will be begun in 2009</li> </ul>	Executive Director, Home Ownership Counselor and Rent Assistance Coordinator
3. Conduct an advocate briefing on a regular basis	3.1 Identify and reach advocate groups that work with eligible families 3.2 Adapt training for voucher holders 3.3 Collaborate with CDA	<ul style="list-style-type: none"> <li>• Beginning in 2008 briefings will be held on an annual basis</li> </ul>	Executive Director and Rent Assistance Coordinator

**Public Housing: Evaluate opportunities to maximize efficiency and effectiveness of public housing.**

Goal	Strategies	Results	Responsibility
1. Determine the future of the Monona property	1.1 Explore homeownership possibilities (e.g. lease-to-purchase)	<ul style="list-style-type: none"> <li>A decision regarding the property will be made by the end of 2008</li> </ul>	DCHA Board
2. Assess the existing inventory	2.1 Release an RFP to determine life-cycle of existing stock and create an asset management plan	<ul style="list-style-type: none"> <li>An RFP will be released in 2008</li> <li>Assessment will continue through 2013</li> </ul>	Executive Director
3. Implement energy audit recommendations	3.1 Work with property management company to create a plan and timeline 3.2 Identify items to be contracted out	<ul style="list-style-type: none"> <li>Implementation will be completed in 2009 and audit process will take place again</li> </ul>	Executive Director and management company
4. Explore interest in a Family Self Sufficiency Program	4.1 Survey residents for interest 4.2 Identify potential funders	<ul style="list-style-type: none"> <li>Executive Director and Homeownership Counselor</li> </ul>	Executive Director
5. Have residents complete an assessment on a regular basis	5.1 Explore possibility of including the assessment questionnaire with annual income recertification forms	<ul style="list-style-type: none"> <li>Starting in 2008 assessments will be completed annually</li> </ul>	Executive Director with assistance from an intern

**Home Ownership: Provide opportunities in home ownership.**

<b>Goal</b>	<b>Strategies</b>	<b>Results</b>	<b>Responsibility</b>
1. Expand foreclosure counseling activity	1.1 Expand capacity by seeking additional funding 1.2 Explore operating through a fiscal agent 1.3 Hold foreclosure workshops	<ul style="list-style-type: none"> <li>Expand resources in order to hire an additional counselor</li> </ul>	Executive Director and Homeownership Counselor
2. Expand post-purchase counseling	2.1 Explore opportunities for additional collaboration (e.g. Project Home and MG & E) 2.2 Identify and seek funding	<ul style="list-style-type: none"> <li>Offer four to six post-purchase workshops in 2008 and on an ongoing basis</li> </ul>	Executive Director and Homeownership Counselor
3. Start a housing resource center	3.1 Determine collaborative partners, potential services and likely funders 3.2 Continue investigating the possibility	<ul style="list-style-type: none"> <li>Feasibility of creating and operating a center will be determine by 2013</li> </ul>	Executive Director and Community Partners

**Organizational Capacity: Strengthen the organization's ability to carry out its mission.**

Goal	Strategies	Results	Responsibility
<p>1. Identify and seek additional opportunities to receive grant funds to support development and counseling activities</p>	<p>1.1 Explore hiring a grant writer or consultant for all programs</p>	<ul style="list-style-type: none"> <li>Added capacity to secure funding</li> </ul>	<p>Executive Director</p>
<p>2. Perform IT upgrades</p>	<p>2.1 Determine IT needs to run programs and maintain reporting compliance</p>	<ul style="list-style-type: none"> <li>HQS software will be upgraded in 2008</li> <li>Other hardware and software updates will occur as needed or according to established plans</li> </ul>	<p>Executive Director and staff with outside IT assistance</p>
<p>3. Look at opportunities to coordinate policy and programs, and communicate with the CDA</p>	<p>3.1 Determine areas where collaboration can and should happen and for what purpose</p> <p>3.2 Establish a meeting between board chairs</p> <p>3.3 Create an agenda for a joint board meeting</p>	<ul style="list-style-type: none"> <li>If partnership opportunities are identified enter an MOU</li> </ul>	<p>Board Chair and full Board</p>
<p>4. Review staffing pattern</p>	<p>4.1 Review recent reorganization</p> <p>4.2 Determine if a manager is needed</p> <p>4.3 Work with a consultant to review staffing needs and make recommendations</p>	<ul style="list-style-type: none"> <li>Housing Counselor position will be reclassified in 2008</li> <li>Engage a consultant in 2009</li> </ul>	<p>Executive Director, Personnel Committee of the Board, and an outside consultant</p>
<p>5. Ensure development opportunities for Executive Director and Staff</p>	<p>5.1 Seek and provide for training opportunities</p>	<ul style="list-style-type: none"> <li>Executive Director will participate in housing development training</li> </ul>	<p>Executive Director and Staff</p>

**Public Presence: Increase positive visibility.**

<b>Goal</b>	<b>Strategies</b>	<b>Results</b>	<b>Responsibility</b>
1. Utilize board connections to increase awareness and attract resources	1.1 Conduct a sphere of influence	<ul style="list-style-type: none"> <li>Determine potential partners and resources</li> </ul>	DCHA Board
2. Increase visibility regarding development resources and activities as well as other positive programs	2.1 Become part of public bodies' agendas 2.2 Engage staff and Board more 2.3 More press releases 2.4 Conduct more outreach to TV, radio and newspapers 2.5 Network with developers 2.6 Create and spread positive news stories	<ul style="list-style-type: none"> <li>Ongoing visibility and partnerships</li> </ul>	DCHA Board and staff

**Development: Develop affordable housing in Dane County through DCDG.**

<b>Goal</b>	<b>Strategies</b>	<b>Results</b>	<b>Responsibility</b>
<p>1. Generate some development expertise</p>	<p>1.1 Identify members of a development team                      1.2 Identify and attend training opportunities                      1.3 Explore hiring a project manager</p>	<ul style="list-style-type: none"> <li>Executive Director will attend at least one training</li> <li>DCDG will be ready to move forward with development</li> </ul>	<p>Executive Director and DCDG Board</p>
<p>2. Determine development role</p>	<p>2.1 Hold focus groups to help identify needs and expectations                      2.2 Hold conversations with lenders to determine expectations and roles                      2.3 Determine functional relationship with DCHA</p>	<ul style="list-style-type: none"> <li>Specific development goals will be developed</li> </ul>	<p>DCDG Board</p>
<p>3. Determine desired development activities</p>	<p>3.1 Determine specific plans                      3.2 Identify and approach potential partners</p>	<ul style="list-style-type: none"> <li>An initial project will be identified</li> </ul>	<p>DCDG Board</p>
<p>4. Identify a role on Allied Drive</p>	<p>4.1 Identify members of a development team                      4.2 Discuss prospects with the City                      4.3 Determine specific plans                      4.4 Identify and approach potential partners</p>	<ul style="list-style-type: none"> <li>A potential future role will be determined in 2008</li> </ul>	<p>DCDG Board</p>
<p>5. Become a CHDO</p>	<p>4.1. Obtain 501(c)(3) status                      4.2. Review structure to ensure compliance with CHDO requirements                      4.3. Determine structural relationship with DCHA</p>	<ul style="list-style-type: none"> <li>501(c)(3) status will be obtained by 2008</li> <li>CHDO status will be obtained by 2009</li> </ul>	<p>Potential assistance from a consultant</p>