



**Housing Authority of  
the County of DeKalb**  
*Open the Door to Independence*

## **Housing Authority of the County of DeKalb Strategic Plan**

Adopted December 16, 2014  
By Resolution 15-07

Strategic Planning Retreat  
October 30-31, 2014

### *Participants*

Donna Moulton, Chair  
Jerry Wahlstrom, Vice Chair  
Ron Bemis, Commissioner  
Ging Smith, Commissioner  
Herodote Hounsrou Adjegan, Resident Commissioner  
Vivian Bright, Director of Operations  
Christine Sauter, CFO  
Michelle Perkins, Executive Director

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# Executive Summary

The Board of Commissioners and senior staff from the Housing Authority of County of DeKalb (HACD) met in October 2014 to create a long-range plan that will provide HACD with the capacity to endure and be resilient over time while creating new value for current and future clients. At the Strategic Planning Retreat, the planning team revised its mission statement; identified organizational values; agreed upon a vision statement; conducted an organizational scan; and determined long-range action areas and goals.

## MISSION

A nonprofit's mission identifies what the group's ultimate purpose is, what makes the group stand apart from others, signifies a commitment to a common cause, and provides direction for daily action. The Strategic Planning Team modified HACD's mission statement to the following:

***Positively impact lower income people by providing affordable housing.***

## VALUES

Like the mission, core values drive organizational decision-making and attitudes, while helping to define how a nonprofit will allocate its staff, financial and volunteer resources. The programs that are implemented and the actions that are taken by HACD's leaders and staff will provide concrete evidence that the organization practices what it preaches. The Strategic Planning Team agreed upon adherence to the following values:

***Integrity  
Commitment  
Respect  
Accountability***

## VISION

A vision is an image of the organization's desired future. It provides an aspirational focus for the activities the association will undertake to fulfill its mission. The Strategic Planning Team adopted the following vision:

***HACD will be a national model of a progressive, efficient and caring public housing agency.***

## STAYING THE COURSE

The Strategic Planning Team identified several strength areas it considered vital for HACD to retain:

- High quality maintenance of properties.
- Safety of tenants.
- Responsiveness to tenants and voucher clients.
- High perceived value and acceptance in the community.
- Highly qualified, highly committed staff and board.
- Data-driven operations.

## ACTION AREAS

The Strategic Planning Team defined several specific action areas that HACD will emphasize as it strives to achieve the vision in support of the mission. Those details are outlined on the following pages.

## ACCOUNTABILITY

To ensure ongoing clarity and action, the mission, vision and focus areas will be regularly reviewed and tied to specific items on board and staff agendas.

# Organizational Scan

## Assets

### Strengths

- Good condition of properties
- Quality and commitment of staff
- Quality, commitment and leadership of board of commissioners and executive director
- Stability of board and staff
- Ability to roll with change
- Positive culture
- Teamwork
- Financial position
- Data-driven
- Industry leader
- Community partnerships
- Improved community acceptance

### Opportunities

- Further collaboration with DCRDC
- Developing/acquiring other properties
- Manage non-agency properties
- Expand client base
- Community partnerships
- NIU internships
- Expand outreach to community groups
- Mergers
- RAD
- Hinckley
- Networking with other housing authorities

## Liabilities

### Weaknesses

- Paper-based
- Technology
- Outdated physical technologies
- Restrictions on fund use
- Low staffing levels
- Burnout
- Lack of diversity on staff
- Lack of advancement opportunities for staff
- Age of properties
- Limited resources
- Being able to adequately serve all client bases
- Lack of external data or inability to access external data
- Technical expertise

### Threats

- Decline in HUD funding, changes in support
- Regulation
- Voucher port outs
- Client base with lack of supportive services
- Community perception / “haters”
- Regionalization of housing authorities
- Economy
- Political climate
- Geographic challenges
- Influx of different cultural norms

# Action Area #1

## Revenue Diversification

**Goal**

HACD will diversify its revenue streams.

**Desired Outcome**

In the year 2025, HACD will be providing affordable housing to an equal or greater number of low income people.

ACTIONS	START DATE AND/OR COMPLETION DATE	PARTIES RESPONSIBLE
1. Based upon the success of the Briarwood model, explore the DeKalb County marketplace for other multi-unit properties to purchase. <ul style="list-style-type: none"> <li>➤ Consider sale of Sunset Place House and or Hinckley property and use proceeds to assist with down payment if the appropriate multi-unit property becomes available.</li> </ul>	Begin 1/1/15. Completion date TBD based upon availability of “right fit” properties.	Senior staff – Shelly, Chris, Vivian.
2. Examine revenue generation potential of Rental Assistance Demonstration (RAD) program.	Begin 1/1/15 with report to the board by 3/1/15.	Senior staff – Shelly, Chris, Vivian.
3. Expand applications for grants for property upgrades. <ul style="list-style-type: none"> <li>➤ Potentially outsource grant-writing, grant-seeking legwork.</li> <li>➤ Explore possibility of NIU interns providing labor pool for grant-seeking and grant-writing.</li> </ul>	Begin 3/1/15.	Shelly; Ging and other board members.

**Supplemental Notes**

- a. While not actively pursuing opportunities to manage properties owned by others, HACD will be open to listening to requests for management services if approached.
- b. While not actively pursuing the possibility of merging with or acquiring other housing authorities, or providing executive management to other housing authorities, HACD will be open to exploring these possibilities should opportunities arise.
- c. Board members and senior staff will continue to research other methods for revenue diversification, while staying focused on services that are specifically housing-related, avoiding the addition of ancillary services.

**Progress Reports**

## Action Area #2 Technology

**Goal**

HACD will finish development and subsequently implement a master plan to significantly upgrade its use of technologies for administrative purposes.

**Desired Outcome**

By the year 2020, through the use of more advanced technology, HACD will have:

- Improved responsiveness to clients and prospective clients.
- Improved tracking of key data that will improve overall operations and position HACD as a high performer.
- Reduced/streamlined its use of paper in implementation of administrative procedures.

ACTIONS	START DATE OR COMPLETION DATE	PARTIES RESPONSIBLE
1. The Board of Directors will authorize the necessary funding to aggressively implement new technologies. The master plan compiled by staff will address technology improvements including, but not limited to: <ul style="list-style-type: none"> <li>• Professional consultation.</li> <li>• Computer hardware and software.</li> <li>• iPADS.</li> <li>• Off-site “cloud-based” data archive.</li> <li>• Photocopiers.</li> <li>• Phone system.</li> <li>• Staff training and support.</li> </ul>	Master plan to be complete by 5/1/15 with implementation to begin immediately thereafter.	

**Progress Reports**