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Creating Vibrant Communities
Vision

DHA’s vision is that every individual or family shall have quality and affordable housing in communities offering empowerment, economic opportunity, and a vibrant living environment.

Mission

DHA’s mission is to serve the residents of Denver by developing, owning, and operating safe, decent and affordable housing in a manner that promotes thriving communities.

Strategy Summary

Recognizing the dynamic shifts underway in the realm of public, affordable housing and the opportunities and challenges that the current housing market presents, the Denver Housing Authority undertook a strategic planning process to align its mission and vision with the anticipated demands of the next three years.

DHA’s leadership sought a plan that embodied three key principles:

1) A bold plan embracing the changing environment and seeking new ways to achieve the mission of the organization;
2) A grounded plan with a high likelihood of implementation; and
3) An inclusive plan developed from multiple perspectives across departments—from leadership to line staff—that built broad ownership of the plan’s goals and strategies.
I. Promote Collaborative Partnerships and Teamwork

DHA will be a leader in forming strategic partnerships that lead to the maximum leveraging of financial, human and organizational resources. DHA staff will be recognized for being open, engaged and dependable, and for their focus on advancing the mission of the agency at every opportunity.

II. Manage Our Assets Responsibly

DHA will utilize industry best practices to maintain and modernize our real estate portfolio. Our residential properties will be healthy and thriving communities. Our commercial properties will be managed and leveraged to provide maximum benefit to DHA and to our mission.

III. Expand Housing Opportunities for All

DHA will be recognized as one of the City of Denver’s top developers by designing and developing award-winning residential communities that create a continuum of housing opportunities for those most in need. Our developments will lead to neighborhood revitalization through strategic alliances with community stakeholders and strategic leveraging of mixed-use market opportunities.

IV. Fiscally Responsible Operations

DHA will be recognized for its sound fiscal management; the diversity of its revenue generating initiatives; and its innovative financing strategies. DHA will align its financial resources to best support its strategic goals and the overall mission of the agency.

V. Empower Our Residents

DHA residents will be empowered to participate in the governance and oversight of the organization and will be supported in their individual and collective efforts to improve their condition and the quality of their neighborhood.

VI. Maximize Opportunities for Disadvantaged Residents, Businesses and Communities

DHA will promote resident employment and micro-business formation. DHA will be recognized for its innovative programs that achieve high levels of MBE/WBE participation and create economic impact in the communities we serve.

Guiding Principles
Housing Initiatives

At the core of DHA’s mission is the provision of housing for those most in need within the City of Denver. With declining public housing funding and related federal funds combined with the goal of developing economically integrated communities, the means DHA must undertake to meet its mission have shifted.

This area of the Strategic Plan describes both the traditional and emerging methods DHA will use for developing housing, maintaining units and planning for the shifting population demographics that we expect to experience.

Quality & Affordable Housing

Housing Portfolio:
11,444 Units/Housing Choice Vouchers
6,388 Housing Choice Vouchers
5,056 DHA Dwelling Units

Housing Programs:
Housing Choice Vouchers 6,388
Low-Need Housing 4,056
Denver Housing Corporation 568
Park Avenue / Benedict Park Place 82
Globeville 62
Denver Housing Program 57

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Housing Preservation

Goal Statement: Compliment Denver’s Housing Plan and the Denver Regional Council of Governments (DRCOG) Centers and the Corridors Strategy (Smart Growth).

Outcome 1:
Maintain units on a 20-year life cycle while maximizing building energy and operation efficiency

Metrics
- Achieve a 5% reduction in energy consumption by implementing the Energy Performance Contract Phase II (EPC II).
- Ensure all immediate needs determined by the Physical Needs Assessments (PNAs) are completed within three years.
- Develop and update the portfolio-wide Capital Plan annually and incorporate it into the DHA Agency Plan.
- Operational Efficiency Metrics: See Lean process reviews in the operational plans.
- Manage capital improvement reserves and ensure they are sufficient to meet the Capital Plan.
- Provide quarterly report to the Board on the Capital Plan.

Strategies
1. Implement the Energy Performance Contract Phase II and Power Purchase Agreement.
2. Implement the Five-Year Capital Investment Plan based on the completed Five-Year Capital Needs Assessment (CNA’s). Include the replacement reserve and financing plan.
3. Annually perform the Housing and Urban Development (HUD) required five-year CNA’s and energy audits to evaluate energy improvements and inform capital investments.
4. Hire an Energy Manager by May 1, 2012 to manage retrofits, resident behavior and building operations.

Benchmarks
- Hire consultants to implement the Energy Performance Contract Phase II.
- Train staff in energy conservation measures within three years.
- Launch the Resident Energy Conservation program.
- Complete the Five-Year Capital Plan.

Responsible
Housing Management Division / Real Estate Department

Partners
Energy Outreach of Colorado, Low-Income Energy Assistance Program (LEAP), State of Colorado, Governor’s Energy Office, City of Denver, Xcel Energy
Housing Preservation – continued

### Outcome 1: Increase the number of affordable housing units serving families between 30% and 50% of Area Median Income (AMI)

**Metrics**
- Increase the capital returned from the disposal of underperforming assets.
- Leverage the equity raised from the sale of assets to 8 to 1.
- Raise $5 to $10 million for the pre-development pool.
- Increase Housing Choice Vouchers (HCV) for relocation through the South Lincoln/Mariposa neighborhood revitalization and the Sun Valley Homes redevelopment.
- Record the number of foreclosed properties purchased annually.
- Increase the number of Project Based units by 10% per year for the next three years.
- Acquire one building within the next three years due to owner Opt-Out.
- Insert the target for percentage of growth of the overall portfolio and 30% to 50% AMI.

**Strategies**
- Actively participate in the current and future FasTracks Corridor Working Groups.
- Grow the Housing Choice Vouchers (HCV) pool through the strategic disposition and replacement of Public Housing units.
- Strategically acquire troubled and expiring subsidized and nonsubsidized housing units.
- Coordinate with the City of Denver to identify troubled properties owned by area nonprofits.
- Develop and adopt an acquisition policy.
- Coordinate with the U.S. Department of Housing and Urban Development (HUD) to identify expiring Project Based Section 8 contracts.
- Within the Housing Choice Voucher Program:
  - Expand the Project Based Vouchers (PBV) partnerships.
  - Partner with HUD on the transition of Opt-Out properties.
  - Monitor the regional consolida-
tion and outsourcing of the HCV program.

**Partners**
City of Denver, Department of Transportation, Urban Land Conservancy, City of Lakewood, RTD, HUD, Area Banks/Mortgage Companies, Division of Regulatory Agencies, Denver Public Schools

### Outcome 2: One-for-One replacement of subsidized units during any redevelopment

**Metrics**
- Create a report that identifies nonperforming assets.
- Dispose of underperforming assets.
- Purchase replacement units.

**Strategies**
- Develop the Troubled Asset Report that identifies underperforming assets.
- Adopt a recovery plan for all properties in the Troubled Asset Report.

**Benchmarks**
- Produce a report to track under and non performing strategies.

**Partners**
HealthSET, Enterprise Foundation, Total Longterm Care, Denver Health and Hospitals, Leading Age, Catholic Charities, DU Bridge, Denver Public Schools

### Outcome 3: Ensure that DNA supportive services and housing/unit types meet the needs of the evolving population

**Metrics**
- Increase the rate of return of the Resident Survey: 20% rate of return in 1st year; 25% in 2nd year; 30% in 3rd year.
- Produce a demographic information report on resident needs.

**Strategies**
- Complete resident surveys annually to evaluate resident needs and determine aging in place and economic self-sufficiency supportive service needs.
- Complete an annual residents needs and demographic report to identify resident needs and trends.
- Advocate to and share information with related agencies.

**Benchmarks**
- Produce a report to track under and non performing strategies.

**Partners**
HealthSET, Enterprise Foundation, Total Longterm Care, Denver Health and Hospitals, Leading Age, Catholic Charities, DU Bridge, Denver Public Schools

### Housing Production

**Metrics**
- Hire a broker to establish the value of DNA dispersed properties considering criteria to identify and prioritize underperforming properties for demolition/disposition.
- Create a report of strategic acquisition candidates.
- Partner with for profit and nonprofit agencies to provide Project Based Section 8 housing in existing and new construction developments.

**Strategies**
- Actively participate in the current and future FasTracks Corridor Working Groups.
- Grow the Housing Choice Vouchers (HCV) pool through the strategic disposition and replacement of Public Housing units.
- Strategically acquire troubled and expiring subsidized and nonsubsidized housing units.
- Coordinate with the City of Denver to identify troubled properties owned by area nonprofits.
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- Within the Housing Choice Voucher Program:
  - Expand the Project Based Vouchers (PBV) partnerships.
  - Partner with HUD on the transition of Opt-Out properties.
  - Monitor the regional consolida-
tion and outsourcing of the HCV program.

**Partners**
City of Denver Department of Transportation, Urban Land Conservancy, City of Lakewood, RTD, HUD, Area Banks/Mortgage Companies, Division of Regulatory Agencies, Denver Housing, Rocky Mountain Mutual Housing, Colorado Coalition for the Homeless, Veterans Administration, Del Norte, Opt-Out owners
Focus new development toward mixed income communities in transit corridors

Outcome 2: Metrics
- Increase the percentage of Mariposa units.
- Plan to redevelop 330 Sun Valley units in the mixed income, Transit Oriented Development (TOD) model.

Strategies
1. Complete 90 units per year at Mariposa.
2. Identify funding sources and develop an approach for Mariposa’s non-Hope VI units.

Outcome 3: Metrics
- Dispose of underperforming assets to realize capital return.
- Improve the success of the post-purchase of Homeownership Program clients.

Strategies
1. Sustain the success of the Homeownership Program for post-purchase home ownership clients.
2. Strategically dispose of dispersed units to raise additional capital for new development.
3. Determine the leveragability based on the equity raised.
4. Strategically acquire troubled and expiring subsidized and nonsubsidized housing units.
5. Facilitate the development of 20 affordable home ownership units on DHA-owned property.
6. Conduct 30 Home Buyer Club purchases at 10 per year.
7. Evaluate the potential development of joint ventures to increase housing production
   a. Partner with for profit developers to expand mixed income communities.
   b. Partner with local nonprofits to increase housing production.

Benchmarks
- Hire a broker to establish the value of DHA dispersed properties considering the criteria for identifying and prioritizing underperforming properties for demolition/disposition.
- Create a report that identifies nonperforming assets.

Partners
Northeast Denver Housing Center, City of Denver, Del Norte, NEWSED, Habitat for Humanity of Metro Denver, Colorado Housing Assistance Corporation, Colorado Housing and Finance Authority, Colorado Coalition for the Homeless, Tax credit recipients.
For over two decades, the Denver Housing Authority has been a leader in moving away from obsolete housing models that isolate families in areas of concentrated poverty. This goal has been achieved through the implementation of progressive community revitalization including: developing mixed-use, mixed-income communities designed to provide a link to life’s essentials (i.e., employment, childcare, transportation, schools, etc.); creating a sense of place and belonging for its residents; designing environmentally responsible housing sites; and offering residents opportunities for connecting to diverse social networks that increase the likelihood of their upward mobility.

In this section DHA clarifies its role in creating vibrant living communities in Denver while identifying the strategic partnerships required to undertake this broader ecological approach.

### Special Needs Housing

**Outcome 1:** Expand supportive housing options for families with special needs

**Metrics**
- Identify the demographics for underserved populations in the City of Denver to determine housing needs. Issue initial report by January 1, 2013 and update annually.
- Apply for 100% of Veteran’s Affairs Supportive Housing (VASH) and special needs vouchers funding when available.

**Strategies**
1. Advocate for additional special needs vouchers.
2. Grow the VASH and other special needs voucher programs.
3. Develop partnerships for Continuum of Care within the DHA portfolio.

**Partners**
- Veterans Administration
- Housing and Urban Development
- Colorado Coalition for the Homeless
- Mental Health Corporation of Denver
- Colorado Health Network
- Mental Health Corporation of Denver
- Denver Health and Hospitals
- Department of Human Services
- Catholic Charities
- DU Bridge
- Denver Public Schools
- Mental Health Corporation of Denver
- Denver Coalition for Integration
- Metro Cross
- Volunteers of America
- Seniors! Inc.

- Identify the demographics for underserved populations in the City of Denver to determine housing needs. Issue initial report by January 1, 2013 and update annually.
- Apply for 100% of Veteran’s Affairs Supportive Housing (VASH) and special needs vouchers funding when available.

**Outcome 2:** Enhance partnerships to increase comprehensive services on-site and resident retention

**Metrics**
- Increase partner memberships by 10% per year for three years to discuss, enhance and increase Continuum of Care services on-site.

**Strategies**
1. Develop partnerships for Continuum of Care within the DHA portfolio.

**Partners**
- HealthSET
- Total Longterm Care
- Denver Health and Hospitals
- Department of Human Services
- Catholic Charities
- DU Bridge
- Denver Public Schools
- Mental Health Corporation of Denver
- Denver Coalition for Integration
- Metro Cross
- Volunteers of America
- Seniors! Inc.

- Increase partner memberships by 10% per year for three years to discuss, enhance and increase Continuum of Care services on-site.
- Develop partnerships for Continuum of Care within the DHA portfolio.

### Vibrant Communities Initiatives

Vibrant Communities Initiatives

**Transit Oriented Developments**
- Benedict Park Place & Mariposa
- ND LEED Gold
- Benedict Park Place
- NDNC LEED Platinum
- Benedict Park Place & Mariposa

**Enterprise Green Communities Certification**
- Westwood Homes
- Urban Gardens
- Hirschfeld, Benedict Park Place & Mariposa

**Geothermal Building Systems RDNC**
- Hartfield, Benedict Park Place & Mariposa

**Geothermal Solar System**
- Hirschfeld, Benedict Park Place & Mariposa

**B-Cycle Stations**
- Hirschfeld, Benedict Park Place & Mariposa

**Healthy Living Initiatives**
- Mariposa
Safe and Healthy Living

Outcome 1: Metrics

- Decreased crime rates at DHA housing sites and facilities.
- Increased participation of the Resident Council Board.
- Increased Local Resident Council meetings attendance by 5%.
- Increased number of Local Resident Councils engaged with neighborhood associations and other neighborhood groups and organizations.
- Measures created to track the timely resolution of resident concerns.

Strategies

- Evaluate and expand the Good Neighbor model partnership with Districts 6 and 4 of the Denver Police Department.
- Evaluate the effectiveness of the Violence Task Force (VTF) program. Improve and re-market.
- Enhance the education of VTF options.
- Create resident safety coalitions with active reporting.
- Ensure the timely resolution of resident concerns. Develop new programs based on the data gathered.
- Increase the best practices for ensuring safety.
- Evaluate the potential for an ombudsman/interview program in which an outside party interviews residents to better understand the concerns and needs of residents.

Partners

Denver Department of Safety, Denver Police Department, Denver Fire Department, Local Resident Councils, Resident Council Board.

Outcome 2: Metrics

- Identify the percentage of DHA residents with health coverage. May need to adapt based on the Affordable Health Care Act.
- Increase in miles to accessible walking paths connecting to a pedestrian network.
- Increase in miles to accessible bike paths connecting to a pedestrian network.
- Increase in the number of resident students with Parks & Recreation passes.
- Increase in the number of resident health checks with health partners.
- Increase in the percentage of square feet of DHA space designated for gardens.

Strategies

- Work with health services providers to create access to important health services, resources and education.
- Work with health and healthy living services providers to collect health data.
- DHA will design buildings and sites that:
  a. Facilitate urban gardens and urban farming.
  b. Provide improved lighting. Site plan strategy should include design-oriented lighting.
  c. Facilitate urban gardens and healthy food access.
  i. Engage with partners in neighborhood food hub development in DHA neighborhoods.
- Create walkable neighborhoods, promoting and enabling walkability.
- Develop smoke-free housing and a living environment policy.

Partners

Sustainable Development

**Outcome 1:**
Strive to make all DHA developments green, sustainable and accessible to essential services

**Metrics**
- Achieve Green Communities and LEED designations.
- Reach a 50% reduction in energy, including water, in new construction.

**Strategies**
1. Implement an agency-wide recycling program.
2. Develop conservation initiatives in the areas of resident behavior and sustainable infrastructure.
3. Incorporate “smart growth principles” and “complete streets” planning into development.
4. Design and develop energy-efficient buildings, working towards a goal of net-zero energy consumption.

**Benchmarks**
- Develop monitoring and verification reports.
- Use reports to adapt plans and on-going design principles.

**Outcome 2:**
New communities will offer multi-modal and affordable transit connections

**Metrics**
- Increase access to affordable public transit.
- Increase access to alternative programs (i.e., car share, B-cycle, etc.).
- Import metrics on miles of pedestrian trails and bike access.

**Strategies**
1. Develop a car reduction initiative through B-Cycle expansion.
2. Develop a shared-car program and other alternatives to car ownership to promote Transit Oriented Development (TOD) on light rail.
3. Work with RTD to increase the number of available Eco Passes.

**Outcome 3:**
DHA leadership will adopt “vibrant communities environment policy/guidelines” which codify a core set of vibrant community initiatives and strategies into all DHA development activities

**Metrics**
- Adopt a vibrant living environment policy.

**Strategies**
1. Collaborate with the Board to develop a clear policy framework for vibrant living communities.

**Benchmarks**
- Receive Board approval for a vibrant living environment policy framework.
### Economic/Empowering Spaces

#### Outcome 1: Evaluate and provide, wherever possible, commercial space that creates access to services and programs offering economic empowerment opportunities and personal sustainability

**Metrics**
- Conduct an annual review of the commercial leasing portfolio.

**Strategies**
1. Facilitate access to essential services such as grocery stores, banking services and early childhood education.
2. Develop mixed-use communities with ground level and free-standing commercial space for economic empowerment activity.
3. Design developments that result in the everyday interaction of residents.
4. Create a minimum "1% for the Arts" fund for each new development.
5. Promote neighborhood co-ops.
6. Ensure the development of areas which foster human intersection and social support.

#### Outcome 2: Metrics
- Provide a minimum of 5% of available square feet as community and commercial space within new redevelopment projects. This will require further discussion as an indicator.

**Strategies**
1. Conduct an annual review of the commercial leasing portfolio.
2. Develop mixed-use communities with ground level and free-standing commercial space for economic empowerment activity.
3. Design developments that result in the everyday interaction of residents.
4. Create a minimum "1% for the Arts" fund for each new development.
5. Promote neighborhood co-ops.

### Resident Empowerment and Economic Opportunity

**DHA**
- Its purpose is not solely to provide housing, but to provide housing as a means for residents to be empowered and become self-sufficient.

As a developer, owner and manager of local real estate assets, the Denver Housing Authority has a unique opportunity to:
- Strategically coordinate critical services and programs that provide stability at critical moments;
- Help residents prepare for their next steps; and
- Assist residents in taking charge of their own lives.

This section begins to clarify the roles of DHA and its key partners in the provision of critical services and programs.

#### Data for Resident Services

- Under age 17 – 8,252
- 12-18 – 4,217
- 19-54 family composition other than single parent or child <12 – 3,654
- 19-54 single parent without child <12 – 2,854
- 19-54 single parent with child <12 – 2,754
- Disabled <19-61 – 2,883
- Seniors (over 55) – 4,136

**Responsible**
- Resident Community Services (lead)
Youth and Families - continued

Policy Outcomes

1. Youth and their families will obtain the life skills needed to achieve academic success.
2. Youth and families will have access to services that ensure their escape from generational poverty, graduating from high school and no longer requiring subsidized housing.

Policy Goals

1. Invite education thought leaders to present their initiatives and recommendations to the Board during Fall 2012.
2. Convene a Youth and Family Education planning retreat in the First Quarter of 2013.

Partners

DHS / Denver’s School Compact
Northeast Denver’s Children’s Corridor Youth Safety Initiative
Denver Foundation - Hunger Free Colorado, Youth Research Summit, DPS Students Taking Academic Responsibility (STARR) / School to Work Alliance Program (SWAP), services for disabled youth

Program Outcomes and Metrics, Including Partnerships

DHA Employment Academy

Outcomes and Metrics
- Number of national certifications attained.
- Number of graduation and education goals reached.
- Number of literacy and math gains achieved.

Goals and Benchmarks
1. Increase enrollment in the Youth Employment Academy (YEA) camps, including the growth of fee-for-service classes.
2. Conduct six Academies per year.
3. Launch the Osage Café venture.

Metro State / Catholic Charities / Clayton Learning Center

Outcomes and Metrics
- School readiness for 0-5 year-olds.
- Parents prepared as teachers.

Goals and Benchmarks
1. Establish programs for 0-5 year-olds at sites where they don’t currently exist. Westwood Homes is first expansion site.
2. Convene a Youth and Family Education planning retreat in the First Quarter of 2013.

Catholic Charities / Rocky Mountain Service Employment Redevelopment (SER) / Mile High Montessori

Outcomes and Metrics
- Increased number of preschool programs.
- Increased learning in the home.

Goals and Benchmarks
1. Stabilized programs running during the rehab transitions at Mariposa.
2. Conduct outreach and education on the use of Denver Parks & Recreation’s new Quick Form.
3. Coordinate with Parks & Recreation on data sharing.

Bridge Project / Boys & Girls Club / I Have a Dream

Outcomes and Metrics
- Track and report annually on DHA family/children participation in after school programs annually.
- Track and report annually on DHA family/children academic achievement.

Goals and Benchmarks
1. Finalize program concepts with the Boys & Girls Club at Mariposa.
2. Ensure that the Bridge transition to Neighborhood House is a successful expansion.

Parks & Recreation Department

Outcomes and Metrics
- Benchmark Denver Parks & Recreation Center enrollment through DHA.
- Cross reference DHS resident enrollment at Denver Parks & Recreation Centers.

Goals and Benchmarks
1. Conduct outreach and education on the use of Denver Parks & Recreation’s new Quick Form.
2. Track and report annually on DHA family/children participation in after school programs annually.

Youth and Families

Goal Statement: Break the cycle of generational poverty through individual academic achievement and family engagement.
Youth and Families – continued

Program Outcomes and Metrics, Including Partnerships – continued

- Denver Public Schools – Parent Portal at Quigg Newton, Sun Valley and Westridge Homes
- Outcomes and Metrics
  - Track site usage of Parent Portal by DHA residents.
- Goals and Benchmarks

- Youth Arts Programs at Mariposa Community with Art Space, Fllobots and Culinary Arts
  Outcomes and Metrics
  - Capital funds raised for the build out of Mariposa community/commercial space.
  - Increased enrollment of current residents.
- Goals and Benchmarks
  1. Increase enrollment at Art Space.
  2. Successfully launch the Youth Media Studio.

Policy Outcomes

1. Residents will achieve the skills and resources needed in order to transition out of subsidized housing.
2. DHA will reduce the amount of subsidy households required through increases in earned income.

Policy Goals

1. Invite DHA researchers to present their current findings during the Fall of 2012.
2. Convene a Family Self-Sufficiency Summit in the First Quarter of 2013, including partners at related human services agencies.

Partners

Self-Sufficiency Research Summit, United Way – Spark Point Model (Collective Impact best practices), NeighborWorks Housing Network, Mental Health service providers, Include youth employment organizations.
DHA Youth Employment Academy (YEA)

Outcomes and Metrics
• Number of national certifications attained.
• Number of graduation and education goals reached.
• Number of literacy and math gains achieved.

Goals and Benchmarks
1. Implement an Adult YEA program at the Culinary Academy.
2. Increase the enrollment of Section 8 clients.

DHA Family Self-Sufficiency Program

Outcomes and Metrics
• Increased high school graduation rates.
• Increased personal income.
• Increased attained employment.
• Improved credit scores.
• Increased debt reduction.
• Increased personal savings.
• Increased home sales.

Goals and Benchmarks
1. Expand placements to non-Section 3 contracts with past vendors.
2. Increase training and certification opportunities (Occupational Safety and Health Administration and the Environmental Protection Agency).

DHA Resident Employment through Section 3 Program

Outcomes and Metrics
• Increased placements.

Goals and Benchmarks
1. Expand placements to non-Section 3 contracts with past vendors.
2. Focus on “banking the unbanked”.
3. Focus on computer technology trained.

DHA Resident Service Coordinators

Outcomes and Metrics
• Establish and report Family Self-sufficiency metrics annually.

Goals and Benchmarks
1. Work with Management Improvement Systems, Housing Management Department and Housing Choice Vouchers to identify and track why residents leave DHA housing programs.

DHA Resident Achievement Program (RAP)

Outcomes and Metrics
• Increased number of residents earning RAP points.

Goals and Benchmarks
1. Monitor and evaluate RAP program outcomes.
2. Evaluate expansion of RAP to other DHA initiatives (i.e., Energy Conservation, Urban Farming, etc.).

DHA Resident Service

Outcomes and Metrics
• Increased number of DHA residents participating.

Goals and Benchmarks
1. Outreach conducted for Workplace Learning Project.

DHA Moving To Opportunity Assessments

Outcomes and Metrics
• Number of households transitioning out of Public Housing and Section 8 tracked.

Goals and Benchmarks
1. Program outreach and enrollment expanded.
2. Annual survey conducted of economic, education levels and other barriers faced by residents.
DHA Asset Building / Financial Literacy

Policy Outcomes
- Production of self-sufficiency metrics.
- Increased job stability.

Policy Goals
1. Secure housing counseling funding from the Attorney General's Foreclosure Relief Fund Settlement.
2. Increase the participation of Section 8 clients.

Partners
Banks / Housing Agencies / Real Estate Partners

Continuum of Care for Seniors and Disabled

Goal Statement: Support seniors and disabled individuals to live independently and manage their fixed incomes.

Policy Outcomes
- Residents will be supported to live independently for the longest possible time.
- Residents will be supported to manage their fixed incomes in a self-sufficient manner.

Policy Goal
Convene with other Enterprise Communities participating housing authorities to develop new strategies for providing supportive senior housing.

Partners
Transportation Options, Benefits Enrollment, Transition to Assisted Living, End of Life Planning, Access to Mental Health Services, Commission on Aging
Continuum of Care for Seniors and Disabled – continued

DHA With Every Heartbeat is Life (WEHL) At Mariposa

Outcomes and Metrics
1. Increased number of residents participating in WEHL programs.

Goals and Benchmarks
1. Expand program to North Lincoln and Westridge Homes.

HealthSet Collaboration
Outcomes and Metrics
1. Increased numbers of clients receiving on-site health care services.
2. Program’s services expanded from 9 to 11 sites.
3. Aggregate health data tracked by property.

Goals and Benchmarks
1. Expand HealthSET services to Walsh Annex and Tapiz Apartments.
2. Increase enrollment at existing sites through improved outreach by Resident Community Services.
3. Collaborate with HealthSET on data collection and sharing.

Veterans of America
Healthy Food Initiative
Outcomes and Metrics
1. Increased number of sites served.

Goals and Benchmarks
1. Collaborate with the Volunteers of America (VOA) to expand the number of sites served.

Seniors Inc.

Goals and Benchmarks
1. Expanded Senior Companion Program.

Enterprise Communities
Senior Housing Collaborative

Goals and Benchmarks, Including Partners
1. Complete an analysis of the seniors’ resident survey results and present recommendations.
2. Develop new services and initiatives based on the survey results.

1. Complete an analysis of the seniors’ resident survey results and present recommendations.
2. Develop new services and initiatives based on the survey results.

Total Long Term Care (TLC)
Outcomes and Metrics
1. Increased number of residents registered with TLC.

Goals and Benchmarks
1. Expanded visibility of TLC at senior properties.
2. Increased number of referrals to TLC services.

Housing Administration
Energy Performance
Portfolio Administered or Financed: 11,441 Units
Number of Energy Efficient Units: 4,346 Units

Business Improvements

The goals outlined in this section establish the plan for ensuring that DHA continues to increase its efficiency and effectiveness through process improvements and sound, forward-thinking program administration and financial management. It also describes the steps needed for becoming a leading “green” housing authority throughout the nation.
Financial Sustainability – continued

Outcome 2: Maintain the financial integrity of all DHA processes and operations

Metrics
- Receive external audit reports that are unqualified.
- Address any and all audit findings in a timely fashion.

Responsible
Finance Department (Lead)

Strategies
1. Maintain unqualified independent audit reports for DHA and all of its component units.  
   *Benchmark:* Every fiscal year
2. Address all audit deficiencies effectively and in a timely fashion.  
   *Benchmark:* Every fiscal year
3. Provide accurate monthly financial reporting to the Board covering all DHA activities.  
   *Benchmark:* Monthly
4. Maintain strong internal controls over all financial activities. Identify and evaluate the need for internal control improvements throughout DHA, e.g., Purchasing Card activities, Fleet Program, etc.  
   *Benchmark:* Year 1 - Conduct risk assessment; Years 2 and 3 – Implement the process.
5. Create programs for employee fraud awareness and detection.  
   *Benchmark:* Year 2
6. Review, update and provide training on DHA policies and procedures.  
   *Benchmark:* Ongoing

Outcomes
Create a realistic, long-term plan to operate DHA in the context of continued funding reductions of the Housing and Urban Development (HUD) programs

Metrics
- Strong DHA balance sheet maintained.
- DHA’s net assets increased annually.
- Increased operating reserves by program.

Responsible
Executive, Finance, Housing Management Department, Section 8, Resident Community Services and all Central Office Cost Center (COCC) departments

Strategies
1. Quantify anticipated HUD funding cuts and provide five-year revenue projections on an annual basis.  
   *Benchmark:* Year 1 and update every year thereafter
2. Create an agency-wide, Five-Year Capital Investment Plan.  
   *Benchmark:* Year 1 - Assess needs; Years 2 and 3 - Create plan and begin implementation
3. Set operating reserve goals for each program/department.  
   *Benchmark:* Year 1
4. Promotely identify DHA spending reductions in anticipation of HUD funding cuts.  
   *Benchmark:* Years 2 and 3 (by each department)
5. Identify and quantify other sources of revenue to help offset federal funding reductions.  
   *Benchmark:* Year 2 and Ongoing thereafter
   a. Identify and quantify consulting and Inter-Governmental Agreement (IGA) opportunities.
   b. Develop a business model for Housing Management to provide property management services for DHA’s full portfolio and, possibly, third parties.
6. Analyze the Moving-To-Work (MTW), Resident Achievement Program (RAP) and any other new opportunities. Prepare evaluation reports on the analysis.  
   *Benchmark:* Ongoing. To be completed by a ‘New Initiatives Committee’
7. Develop Denver Community Ventures (DCV) as a viable resource development vehicle for Resident Community Services activities. Set fundraising goals and evaluation tools.  
   *Benchmark:* Year 1 - Develop work plan, including fundraising goals and evaluation tools; Year 2 and thereafter - Monitor and evaluate effectiveness

Goal Statement: Create a sustainable and diversified funding model that is adaptive to external challenges and opportunities. Maintain administration of core programs.

Create a realistic, long-term plan to operate DHA in the context of continued funding reductions of the Housing and Urban Development (HUD) programs

Metrics
- Strong DHA balance sheet maintained.
- DHA’s net assets increased annually.
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Goal Statement: Create a sustainable and diversified funding model that is adaptive to external challenges and opportunities. Maintain administration of core programs.
**Outcome 3: Metrics**

- Establish balanced budgets for each program.
- Achieve a minimum 5 to 1 ratio on any dollars invested by DHA.
- Identify payback period for DHA investments.

**Strategies**

1. Create responsible, balanced development budgets for all new real estate ventures.
   **Benchmark:** Every fiscal year

2. Monitor all real estate development budgets effectively.
   **Benchmark:** Ongoing

3. Develop and adopt DHA’s capital investment policy.

4. Create new ventures that are financially self-sustaining.
   **Benchmark:** Create for each development effort

5. Evaluate and obtain Board approval for the long-term financial impacts of all new DHA ventures.
   **Benchmark:** Each development effort


7. Avoid cross collateralization of assets between DHA’s stand-alone programs and projects.
   **Benchmark:** Ongoing

**Responsible Finance and Real Estate Departments**

---

**Outcome 4: Metrics**

- Follow Housing and Urban Development (HUD) prescribed criteria for Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP)

**Strategies**

1. Create DHA’s PHAS/SEMAP monitoring team.
   **Benchmark:** Year 1

2. Review of PHAS/SEMAP status quarterly by interdepartmental teams.
   **Benchmark:** Quarterly/Ongoing

3. Develop PHAS/SEMAP dashboard reports tied to various PHAS/SEMAP benchmarks.
   **Benchmark:** Year 2

**Responsible Housing Management Department / Section 8 / Finance**

---

**DHA’s Performance Indicators**

<table>
<thead>
<tr>
<th>The Public Housing Assessment System (PHAS):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$3</td>
</tr>
<tr>
<td>2008</td>
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</tr>
<tr>
<td>2009</td>
<td>$1</td>
</tr>
<tr>
<td>2010</td>
<td>$2</td>
</tr>
<tr>
<td>2011</td>
<td>$4</td>
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</table>

<table>
<thead>
<tr>
<th>Section 8 Management Assessment Program (SEMAP):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>150</td>
</tr>
<tr>
<td>2008</td>
<td>150</td>
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<tr>
<td>2009</td>
<td>150</td>
</tr>
<tr>
<td>2010</td>
<td>145</td>
</tr>
<tr>
<td>2011</td>
<td>145</td>
</tr>
</tbody>
</table>
**Process Efficiencies**

**Goal Statement:** Improve DHA processes through automation, technology upgrades and continuous process improvement.

**Outcome 1:**

**Metrics**
- Reduced processing time and/or operating costs.

**Strategies**
1. Create a “Bright Idea” team and service delivery processes to maximize efficiencies.
   - Benchmark: Year 1/Ongoing
2. Link individual work plans and performance evaluations to the outcomes and metrics of the Strategic Plan.
3. Pilot one cross-divisional department process improvement project.
   - Benchmark: Year 2
4. Promote awareness of and adherence to DHA’s internal and external fraud prevention policies (possible pilot project).
   - Benchmark: Year 2
5. Incentivize team-based, cross-divisional problem solving.
   - Benchmark: Years 1-3

**Outcome 2:**

**Metrics**
- Improved efficiencies with enhanced software or software add-ons for the housing and financial systems

**Strategies**
1. Evaluate the effectiveness of new software through a reduction in compliance issues, reduced phone calls and improved customer support.
   - Benchmark: Year 1
2. Develop a Section 8 Web-based Landlord Portal
   - Benchmark: Year 1 - Systems analysis, design and testing of new portal.
   - Year 2 - Prepare training materials for staff and landlords.
3. Evaluate and purchase or design new acquisition software for procurement acquisitions.
   - Benchmark: Year 1 - Evaluate software option; Year 2 - Implement software (purchased or designed)

**Responsible**
- Executive Committee (lead) – All staff, all cross-divisional departments

---

**Green Operations**

**Goal Statement:** Identify and implement sustainable practices throughout the agency to minimize impacts on the environment.

**Outcome 1:**

**Metrics**
- Evaluate the effectiveness of green practices identified in the Long-Term Strategic Plan 2008-2011.

**Strategies**
1. Determine the oversight staff or department for the Green Plan and Practices.
   - Benchmark: Year 1
2. Perform an agency-wide review to promote green practices including evaluating and measuring energy consumption, paper utilization, and resource conservation.
   - Benchmark: Year 2
3. Add a Pilot program to test recycling at one or more remote facilities.
   - Benchmark: Year 3
4. Create a commitment to the green effort through training and incentives.
   - Benchmark: Years 1-3, Ongoing

**Outcome 2:**

**Metrics**
- Improved efficiency with enhanced software or software add-ons for the housing and financial systems

**Strategies**
1. Develop an agency-wide Green Plan using the guidelines from the Certifiably Green Denver program

**Responsible**
- Housing Management Department: Energy Manager (lead), Green Committee and all agency staff

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**Responsible**
- Management Improvement Systems (lead); Housing Management, Finance/Accounting and Resident Community Services, Housing Choice Voucher Department, Procurement Department

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**Responsible**
- Executive Committee (lead) – All staff, all cross-divisional departments
Process Efficiencies – continued

Outcome 3: Implement Lean Principles

Metrics
- Savings realized from process efficiencies measured.
- High Performer standards maintained.

Strategies
1. Develop clear metrics for measuring savings.
2. Train a core team of Lean facilitators.
3. Pilot Section 8 Department in 2012 for Lean process review.
4. Engage in one inter-agency Lean process review.

Outcome 4: Reduce costs and improve efficiencies through paperless processing

Metrics
- Evaluate the effectiveness by measuring the reduction of paper costs.

Strategies
1. Refine the Human Resources processes to include a workflow process in a paperless environment.

Benchmarks:
Year 1 - Replace the Personnel Action Form process with a workflow approval process; Year 2 - Implement on-line applications and eliminate the manual hiring process; Year 3 - Evaluate other manual/paper processes in Personnel and implement new workflow processes.

Continue the implementation of the agency-wide Enterprise Content Management (ECM) system.

Benchmarks:
Year 1 - Complete the backlog scanning for the Housing Management files. Add Procurement to the ECM system; Year 2 - Add Section 8 to the ECM system and begin the backlog scanning. Add the remainder of Finance files to the ECM system; Year 3 - Complete the backlog scanning for the Section 8 Files. Add Legal, Executive and other departments to the ECM system.

Employee Initiatives

At the heart of all of DHA’s accomplishments are its employees—DHA’s work force who are motivated by the organization’s critical mission in our community.

This section of the plan describes the means through which staff will continue to strengthen their customer service approach with DHA clients and the ways in which the agency will recognize strong performance, validate staff input, improve the organization and continue to build team-based success.

Employee Demographic Data

2011 Employee Age Composition

- 18 to 29 years
- 30 to 39 years
- 40 to 49 years
- 50 to 59 years
- 60 years and over
**Customer Service**

**Goal Statement:** To offer courteous, helpful and friendly service to all in a prompt and timely manner. Customers are not just those that we serve, but also those that we work with. Each fellow employee should be treated just as we would treat a customer.

### Outcome 1:

**Implement the Bridges-Out-Of-Poverty and Customer Life-Cycle Model**

**Metrics**
- Annual customer satisfaction survey conducted.
- Point of Contact (POC) survey results.

**Strategies**
1. Launch an internal client process reviewers pilot program in the First Quarter of 2013. Launch agency-wide by the end of the Third Quarter.
2. Develop a core team for the Bridges-Out-Of-Poverty (BOP) Life Cycle Model (LCM) to train the trainers.
5. Ensure that all front-line staff receives customer service training.

**Responsible**
Housing Choice Voucher, Housing Management Department

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**Recognition**

**Goal Statement:** Attract and retain the best qualified employees and recognize their contributions to DHA.

### Outcome 1:

**Retain a qualified and motivated workforce**

**Metrics**
- Employee survey conducted annually to identify employee needs.
- DHA workforce diversified.

**Strategies**
1. Develop an employee satisfaction survey.
2. Implement survey across divisions.
3. Evaluate results of employee satisfaction survey annually to determine needs.
4. Convene an interdepartmental team to develop recommendations based on the survey results.
5. Create management development programs.
6. Develop a DHA succession plan.
7. Foster a positive employment culture to sustain and attract employees through transparency, equity and mobility.
8. Update job descriptions to include current qualification needs.
9. Develop targeted recruitment strategies to fill positions.
10. Create a staff wellness program.
11. Promote diversity in DHA’s workforce that reflects DHA’s communities.

---

**Employee Demographic Data**

**2011 Seniority of Employees**
- Less than 3 years
- 3 to 5 years
- 6 to 9 years
- 10 to 19 years
- 20 to 29 years
- 30 years and over
Communications

DHA interacts with many people—clients, partners, potential tenants, current tenants, property owners, government staffs, elected officials, policy and decision makers, media, and community leaders—within its network. Each of these relationships carries a unique information need.

This area of the plan describes the multiple means through which DHA will convey its information, key messaging, and brand to the community.

Outcome 2: Create programs and opportunities for employees to contribute to the success of DHA and the community

<table>
<thead>
<tr>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increased number of staff receiving leadership training.</td>
</tr>
<tr>
<td>• Increased number of staff serving on cross-organizational committees.</td>
</tr>
<tr>
<td>• Increased number of staff involved in community volunteer activities.</td>
</tr>
<tr>
<td>• Employee satisfaction survey conducted.</td>
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<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>1. Identify and develop leadership-training programs.</td>
</tr>
<tr>
<td>2. Develop strategies to increase employee ownership of work.</td>
</tr>
<tr>
<td>3. Create cross-organizational committees to involve more employees.</td>
</tr>
<tr>
<td>4. Post volunteer opportunities in a central location.</td>
</tr>
</tbody>
</table>

Outcome 3: Promote excellence and recognize employee contributions

<table>
<thead>
<tr>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employee contributions recognized annually at the All Employees Annual Meeting and the DHA Employee Appreciation Day.</td>
</tr>
<tr>
<td>• Increased number of divisions acknowledged in recognition programs over one year.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implement an employee recognition program that is inclusive of all departments and divisions.</td>
</tr>
<tr>
<td>2. Orient employee recognition to Strategic Plan key performance indicator.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data for Social Media</th>
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</thead>
<tbody>
<tr>
<td>Twitter @denver_housing</td>
</tr>
<tr>
<td>110 Followers</td>
</tr>
<tr>
<td>193 Following</td>
</tr>
<tr>
<td>213 Tweets</td>
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<table>
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<tr>
<th>Facebook</th>
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<tbody>
<tr>
<td>10 Followers</td>
</tr>
<tr>
<td>22 Likes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LinkedIn</th>
</tr>
</thead>
<tbody>
<tr>
<td>166 Followers</td>
</tr>
</tbody>
</table>
Communications

Goal Statement: Establish a long-term foundation for DHA’s internal and external communications fueling its business, partnerships, customer service growth and sustainability.

Outcome 1: Enhance DHA’s communication policy and infrastructure

Metrics
- Policy adopted by the Board in advance of the implementation of social media strategies.
- Decision on the website hosting made by the end of 2012 (Social Media).
- Searchable database completed by the end of 2012 (Marketing).
- Branding platform finalized by the Second Quarter of 2012 (Marketing).
- Search Engine Optimization plan completed by the Second Quarter of 2013 (Social Media).

Social Media:
1. Develop policies and structure to guide the development and implementation of social media to maximize its potential while guarding against challenges such as privacy infringement, productivity drop-off, content management and viral message monitoring.
2. Research internal vs. outsourced management of the DHA website.
3. Develop a Search Engine Optimization plan.

Marketing:
1. Develop a searchable contact database that facilitates targeted communications to segmented DHA audience groups.
2. Implement a routinized marketing list update process in which key DHA staff regularly revise contacts in a centralized database.
3. Develop and apply a consistent branding platform across all DHA communications strategies and tools.

Responsible
Executive Department, Management Improvement Systems (MIS)

Outcome 2: Influence public officials and policy makers through the provision of up-to-date information, activity and research on DHA

Metrics
- Number of positive mentions in the press.
- Number of events DHA staff are asked to present.
- Amount of support of DHA policy proposals by the Denver City Council.
- Number of key policy makers that regularly receive DHA communications.
- Number of policy makers that regularly open DHA communications.

Social Media:
1. Identify key public officials who we want to follow DHA on Twitter.
2. Determine social media measures for analysis by studying similar organizations/agencies that use social media.
3. Include links on the DHA website to all social media, i.e., Twitter, YouTube, Facebook, Flicker and LinkedIn.
4. Utilize social media to recognize public policy makers and officials who support DHA.
5. Solicit policy makers’ contributions to DHA social media content (Years 2 and 3).

Marketing:
1. Implement the newly developed Marketing Plan and update annually.
2. Utilize the “DHA In the News” to share agency stories with public officials.

Research & Evaluation:
1. Publish and present DHA’s full evaluation reports as they become available and, at a minimum, annually. Develop summaries for multiple audiences.
2. Send press releases upon the completion of DHA reports.
3. Track the number of resources requests, such as "hits", for the DHA Web resource tab.
4. Document the image of all DHA resource reports.

Responsible
Executive Department, Management Improvement Systems (MIS)
Outcomes:

1. Increased participation in DHA services and programs.
2. Decreased phone calls to agency (through postings on website).
3. Decreased terminations in the HCV Program as a result of the posting of program updates.
4. Increased number of visits to the Resident Community Services website.

Social Media:
1. Designate content managers for all relevant departments.
2. Research and select social media management tools (i.e., HootSuite, Social Mention, TweetReach, Facebook, Insights).
3. Create website and quarterly updated FAQs for Public Housing (PH) and Housing Choice Voucher (HCV) residents linked through social media tools.
4. Utilize social media to develop and disseminate resident success stories featuring particular DHA programs and resources.

Marketing:
1. Revamp the Resident Community Services (RCS)/Housing Management Division (HMD) bimonthly newsletter and annual calendar to include HCV information. Send to all DHA households.
2. Modify DHA website pages (RCS/HCV/HMD) to be more user friendly for residents.
3. Use participant testimonials to encourage recruitment and retention for self-sufficiency programs.
4. Create an “Information Phone Line” for updated program information for PH and HCV clients.

Research & Evaluation:
1. Consolidate DHA newsletters into one cohesive source of information about all aspects of DHA.

Outcome 4:
Establish DHA as an innovative, responsive landlord working proactively toward a positive resident experience

Metrics:
1. Increased participation in programs: Family Self-Sufficiency (FSS), Youth Employment Academy (YEA), Homeownership, Employment, Local Resident Councils, Housing Choice Voucher landlord events, and resident satisfaction surveys.

Social Media:
1. Develop participant testimonial videos showcasing DHA programs and resident-centered orientation.
2. Update success stories and testimonials quarterly.
3. Improve interaction with Housing Choice Voucher (HCV) landlords to optimize the resident experience.

Marketing:
1. Incorporate testimonials and stories into marketing collateral materials.

Research & Evaluation:
2. Share Real Estate Assessment Center (REAC), Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP) with residents.
3. Create community board on DHA’s website.
Communications – continued

Outcome 5: Promote DHA’s role in creating vibrant living communities among the general public

**Metrics**
- Increased applications for affordable housing.
- Increased demand for DHA’s market-rate housing.
- Heightened perception of DHA as a mixed income developer of vibrant housing and communities.
- Increased number of “likes” on Sustainability Park’s Facebook page.
- Increased number of YouTube hits for DHA events.

**Strategies**
- Social Media:
  1. Publish the utilization of DHA programs. Post items of interest on DHA’s sites on a quarterly basis.
- Marketing:
  1. Arrange and conduct regular outreach for minority media coverage of DHA reports and initiatives.
- Research & Evaluation:
  1. Identify and distribute mixed income studies from other communities.
  3. Arrange and target DHA coverage in multiple languages.

Outcome 6: Increase active partnerships with nonprofits and for profits towards DHA outcomes

**Metrics**
- Increased number of partnerships.
- Increased number of needed services as determined by survey (refer to housing needs survey, economic survey).
- Increased number of needed services delivered by partners.

**Strategies**
- Social Media:
  1. Develop and implement a survey to determine the most needed resident services.
  2. Assess the current level of partner services addressing high need areas.
  3. Target and build collaborative partnerships with key organizations addressing high need areas.
  4. Sustain active partnerships through social media communication.
  5. Share DHA survey results with strategic partners through social media.
- Marketing:
  1. Share resident survey results with our strategic partners.
  2. Target press releases announcing DHA reports and findings to potential partners.

Research & Evaluation:
- 1. Share resident survey results with our strategic partners.

Communications – continued

Effectively utilize multiple modes of communication to increase DHA staff participation and knowledge of activities, accomplishments and events

### Metrics
- Utilization of each mode of communication/data measured.
- Increased number of departments producing regular content for communications.
- Uniform policies and practices for employees to access communication tools developed.
- Staff contributions publicly recognized.

### Strategies

#### Social Media
1. Highlight staff that are featured in studies.
2. Highlight one research project at the annual All Employee Meeting.

#### Marketing
1. Develop a “department chair” to distribute information, accomplishments and notices of upcoming activities to staff.
2. Create a “DHA Department Achievement List” to share with all DHA staff.
3. Reinstate and train employees on the Intranet.

#### Research & Evaluation
1. Evaluate the consolidation of communication mechanisms across programs, such as newsletters.
2. Evaluate the effectiveness of social network platforms.

Outcome 8: Effectively utilize multiple modes of communication to increase the Board of Commissioner’s (BOC) knowledge of DHA issues, priorities and accomplishments, allowing them to advocate on behalf of DHA

### Metrics
- Access points to DHA communication tools created for BOC.
- Increased communications tools for the BOC.
- Increased membership and communication with industry trade groups.

### Strategies

#### Social Media
1. Actively engage Board members on the use of DHA social media tools.

#### Marketing
1. Engage Board members in DHA branding and communication platform development.
2. Utilize Board members in the communication of key DHA research, reports and messaging.

#### Research & Evaluation
1. Publish and present evaluation reports and summaries of reports.
2. Obtain Board resolution upon completion of the final reports.

Outcome 7: Effectively utilize multiple modes of communication to increase DHA staff participation and knowledge of activities, accomplishments and events

### Metrics
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Outcome 7: Effectively utilize multiple modes of communication to increase DHA staff participation and knowledge of activities, accomplishments and events

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### Acknowledgements

**DHA Board of Commissioners**

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**Housing & Vibrant Living**

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**Resident Services**

Lynne Picard, Renee Nicolosi, Don Reisbeek, NormaMar, Phu Du, Jenny Reisbeek, Kasandra Omelias, Amy Banker, Shaina Burkett, Brittnee Wood

The development of DHA’s Strategic Vision began with its Board of Commissioners, executive leadership and staff engaging in a process of analysis, dialogue and planning from June 5, 2011 to June 14, 2012. The Civic Canopy was retained to support the development of the plan by providing meeting facilitation and process design support.

Over the course of six months teams of staff members from across the organization met, each focused on a different DHA Stretch Goal. Stretch Goal Teams worked to develop outcomes, metrics, strategies and benchmarks for their specific area of focus. In addition to the team-based analysis and planning, the staff and Board met monthly to participate in high-level analysis and policy development deliberations.

The Denver Housing Authority’s Board of Commissioners adopted the final 2013-2015 Strategic Plan on June 14, 2012.

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