

## Attachment 3. DHA Mission and Goals

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### 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 STATEMENT

*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.*

### VALUES

- **Respect**

*We treat tenants, employees, Board of Commissioners, and the public with a high level of respect.*

- **Honesty**

*We promote and encourage the highest level of ethics within the city and community.*

- **Teamwork**

*We promote a cooperative working relationship among tenants, employees, Commissioners, and external partners because; we are all members of a team striving to improve housing and economic opportunities in our community.*

- **Integrity**

*We conduct our internal and external affairs with impartiality and equity. We strive to "do the right thing", even when it is difficult.*

- **Diversity**

*We embrace the personal and cultural variations that enrich our community.*

- **Excellence**

*By utilizing the creativity and innovation of staff, board and tenants, we shall continue to lead the nation in providing high quality housing and tenant services.*

<b>GUIDING PRINCIPLES AND STRATEGIES</b>
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**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.

# Denver Housing Authority Strategic Plan

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 in 2018 to align its mission and vision with the anticipated demands of FYs 2019-2021.

DHA’s leadership sought a plan that embodied these 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 – from leadership to line staff – that built broad ownership of the plan’s goals and strategies.

## Finance and Administration

Finance and Administration (Finance) will excel at supporting DHA’s departments will maintaining outstanding control and compliance outcomes.

Key Program Initiatives	<p>Finance will have an effective LEAN Team.          Finance will increase use of electronic workflows.          Finance will develop an Enterprise Risk Management model.          Finance will evaluate reserves and debt load to benefit DHA development and operational opportunities.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>1. Collaborate with City of Denver Peak Academy to produce an active and effective LEAN Team</li> <li>2. Create paperless Personnel Action processes within the PDS payroll software</li> <li>3. Create a paperless workflow process for Resident/Client Applications</li> <li>4. Conduct an MIS Risk Assessment and implement mitigation plans</li> <li>5. Finance will review current procedures and introduce an Enterprise Risk Management framework</li> <li>6. Partner with Real Estate to manage balance sheet reserves and debt to achieve strategic investment of DHA Capital assets.</li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• Service Processing Times</li> <li>• Audit Report of Findings</li> <li>• Creation of analysis tool</li> <li>• Financial Dashboard with Balance Sheet Ratios</li> </ul>

## Housing Choice Vouchers

Housing Choice Vouchers (HCV) will provide the highest level of customer service to ensure that housing units meet HUD housing quality standards and that families are educated on benefits of obtaining housing in neighborhoods of opportunity.

Key Program Initiatives	HCV will improve client success through Gold Star Renters Program. HCV will expand housing options through Housing Providers. HCV will improve program service and quality.
Strategic Goals	<ol style="list-style-type: none"> <li>1. Improve Client Experience by expanding Gold Star Renter by 10%</li> <li>2. Increase Housing Opportunities by increasing the number of units accessible to HCV clients through a 10% increase in Housing Providers</li> <li>3. Improve Housing Quality by decreasing inspection failures by 5%</li> <li>4. Decrease late HAP Payments (more than 60 days) to less than 5%</li> <li>5. Increase number of HP's receiving initial payment within 30 days of lease signing to 50%</li> <li>6. Increase Staff Performance and Productivity through new skills training opportunities and LEAN rapid improvement events</li> <li>7. Achieve 100% lease up of 125 LIVE Denver Vouchers</li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• HCV Voucher Utilization</li> <li>• Project Based Voucher Property Lease Rates</li> <li>• Gold Star Renter Participation Rates</li> <li>• Number of Active Housing Providers</li> <li>• On-time HCV Payment Rate</li> <li>• LEAN Rapid Improvement Events</li> <li>• HCV SEMAP Score</li> </ul>

## Resident and Community Services

Resident and Community Services (RCS) supports low-income residents of DHA and surrounding communities with opportunities to achieve self-sufficiency.

Key Program Initiatives	<p>RCS will enhance On-Site Self-Sufficiency services to residents in mixed-income and non-public housing communities.</p> <p>RCS will Improve resident tenancy skills.</p> <p>Connect Home Denver will expand digital inclusion initiatives at Senior/Disabled properties.</p> <p>RCS will improve staff recruitment and retention.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>1. Expand RCS self-sufficiency programming to mixed-income and non-public housing communities</li> <li>2. Improve Resident tenancy skills and behaviors through transitional support, resident training, reduction of poor behaviors like late payments and damage to units</li> <li>3. Expand Connect Home Denver digital inclusion initiatives with focus on increasing connectivity and digital literacy at senior and disabled communities.</li> <li>4. Improve the reach and effectiveness of Welcome Neighbor Program.</li> <li>5. Improve staff recruitment, training, and retention through expanded training, improved work experience, and professional development opportunities.</li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• Increase number of properties receiving on-site resident services.</li> <li>• Increased referrals from RCS Service Coordinators.</li> <li>• Increased number of residents attending financial coaching and classes.</li> <li>• Decrease resident late payments and damage to units.</li> <li>• Increase CHD digital literacy classes and property connectivity.</li> <li>• Improve RCS contract employee benefits status.</li> </ul>

## Legal and Personnel

Legal/Personnel ensure that DHA staff succeed and excel through on-time training, career advancement, and timely appreciation; and that DHA properties are safe and healthy places to live and work.

Key Program Initiatives	<p>Legal/Personnel will maintain policies and procedures up to date.            Legal/Personnel will support health and safety initiatives at DHA communities.            Legal/Personnel will continuously improve New Hire Orientation.            Legal/Personnel will expand Training and Leadership Development opportunities.            Legal/Personnel will lead DHA's Succession Planning efforts.            Legal/Personnel will launch Employee Recognition Program.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>1. New Hire Orientation and First Year Onboarding Improvements</li> <li>2. Offer improved Leadership Training in 2019</li> <li>3. DHA Succession Planning Program Implemented</li> <li>4. All Employee Survey - Workplace Improvement Action Plan</li> <li>5. DHA Employee Recognition Program</li> <li>6. Launch new Employee Wellness Program</li> <li>7. Continuous Updates to DHA Policies and Procedures</li> <li>8. Ensure clear coordination of HUD Audits and Reviews</li> <li>9. Health And Safety of DHA Staff and Properties</li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• Improved engagement scores on All Employee Survey</li> <li>• Increased Best Places To Work overall ratings</li> <li>• Decreased recruitment time to fill vacant positions</li> <li>• Increased number of staff attending training/development classes</li> <li>• Improved Legal Department Service Quality Benchmarks</li> </ul>

# Workforce Development and Community Initiatives

Workforce Development and Community Initiatives (WDCI) strives to make all DHA communities active, vibrant, and healthy places to live while delivering quality education and employment opportunities to residents of all ages.

Key Program Initiatives	<p>WDCI will provide Sun Valley Residents with access to education, employment, healthy food, and active living options.</p> <p>WDCI will evaluate and expand the Healthy Living Initiative Toolkit to WDRC neighborhoods.</p> <p>WDCI will improve resident access to innovative, demand-driven job opportunities through training academies.</p> <p>WDCI will improve access to career education opportunities for young adults.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>1. Sun Valley Choice Neighborhoods Initiatives             <ol style="list-style-type: none"> <li>a. Grow Garden / Grow Market Initiated in 2019</li> <li>b. Initiate Launch of Sun Valley Healthy Living Initiative Campaigns</li> </ol> </li> <li>2. Expand and Enhance Healthy Living Initiatives             <ol style="list-style-type: none"> <li>a. Launch HLI at Westridge Community</li> <li>b. Develop an HLI strategy for VIDA Community</li> <li>c. Evaluate Health Outcomes of Mariposa HLI efforts</li> </ol> </li> <li>3. Education, Employment, and Training             <ol style="list-style-type: none"> <li>a. Complete Employer Surveys in demand-driven industries</li> <li>b. Develop One New Career Academy</li> <li>c. Improve Post-Secondary Options, including certificate programs and trade unions</li> <li>d. Expand Section 3 Employment Opportunities</li> </ol> </li> <li>4. Youth Employment Academy             <ol style="list-style-type: none"> <li>a. Secure 2 new funding relationships for YEA</li> <li>b. Launch the 1035 Mercado job training program</li> <li>c. Increase Social Enterprise Sales by 10% or more</li> </ol> </li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• Increase access to behavioral health services in Sun Valley</li> <li>• Increase early childhood education utilization by 10%</li> <li>• Launch new HLI Campaigns in Sun Valley and Westridge</li> <li>• Increase number of Career Academy offerings</li> <li>• Improve HUD Section 3 Program benchmarks</li> <li>• Increase number of Academy Certificates awarded to residents</li> <li>• Increase employment placement and increased earned income benchmarks</li> <li>• Increase YEA academy graduates</li> <li>• Increase Art Street Client commissions</li> </ul>

# Housing Management

Housing Management (HMD) will deliver outstanding property management through high quality service to residents, staff, and partners.

Key Program Initiatives	<p>HMD will expand services to provide in-House Management of all DHA Properties.  HMD will fully establish its Commercial Management program.  HMD will ensure successful staff transitions.  HMD will successfully manage all property capital improvements.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>1. HMD will pursue in-house management of all new DHA housing developments, including VIDA, new Sun Valley Mixed-Income Communities, and future affordable housing developed through the D3 Affordable Housing Bond Initiative</li> <li>2. Establish and Perform to Industry Best-Practices Benchmarks related to occupancy, physical conditions, financial ratios, and quality resident experience.</li> <li>3. Fully launch DHA's Commercial Management group to professionally manage all of DHA's commercial assets, including future management of 1035 Osage Multitenant Offices and VIDA Health Clinics</li> <li>4. Enhance HMD recognition and reputation through property branding and marketing</li> <li>5. Improve recruitment, training, and on-boarding of new staff through succession planning, leadership and professional growth opportunities, and on-time performance evaluations.</li> <li>6. Increase Staff Performance and Productivity through new skills training opportunities and LEAN rapid improvement events</li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• Residential Unit Occupancy Rates</li> <li>• Commercial Space Occupancy Rates</li> <li>• Property Branding and Marketing Initiatives</li> <li>• Staff Trainings</li> <li>• Property REAC Scores</li> <li>• HUD PHAS Score</li> </ul>



## Real Estate

Real Estate (RE) advances DHA's core housing goals by delivering quality affordable housing units through creative, sustainable development and innovative financing investments.

Key Program Initiatives	RE will develop a clear, detailed 3-5 year housing production pipeline. RE will identify and secure new leveraged investment sources to advance housing and community serving commercial development. RE will lead master planning and development of neighborhood transformation efforts at Sun Valley and Westridge communities.
Strategic Goals	<ol style="list-style-type: none"> <li>1. Maintain Three Year Housing Development Pipeline             <ol style="list-style-type: none"> <li>a. Sun Valley Choice Neighborhood Development Plan</li> <li>b. Westridge Community vision and planning</li> <li>c. Denver Health Senior Housing Partnership</li> <li>d. Shoshone Apartments</li> </ol> </li> <li>2. D3 Bonds – Land Acquisition and Permanent Supportive Housing Partnerships</li> <li>3. Incorporate Active Living Guidelines into all DHA Housing Communities</li> <li>4. Expand and Enhance ground level commercial activation of DHA mixed-use properties</li> <li>5. Finalize Planning and Financing for Sun Valley EcoDistrict Infrastructure Subdivision</li> <li>6. Collaborate with MIS and HMD on implementation of next generation technology at 1035 Osage</li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• Increase units owned/managed by DHA</li> <li>• Increase community serving commercial space owned by DHA</li> <li>• Increase number of PBV partnerships in PSH Pipeline</li> <li>• Increased total affordable housing funding secured by DHA</li> </ul>

## Executive and Commissioners

Executive Department (ED) and the Board of Commissioners (BOC) provide strategic leadership and support to all DHA departments, programs, and stakeholders in advancing DHA's Mission.

Key Program Initiatives	<p>ED will lead DHA relocation efforts to new office space at 1035 Osage.  ED will initiative new affordable housing opportunities through WDRC.  ED will ensure smooth, effective on-boarding of new Commissioners.  ED will lead new DHA branding refresh campaign.  ED will collaborate with Personnel on making DHA a Best Places to Work organization.</p>
Strategic Goals	<ol style="list-style-type: none"> <li>1. Ensure well-coordinated transition to new offices at 1035 Osage</li> <li>2. Recruitment and On-Boarding of new Commissioners in 2019</li> <li>3. Successful Launch of WDRC Single-Family Plus Program</li> <li>4. Collaborate with Personnel on Best Places To Work action plans</li> <li>5. DHA Branding Refresh Completed</li> <li>6. Launch new Quarterly BOC Strategic Plan Report and Dashboard</li> <li>7. Enhanced Employee Communications through social media platforms</li> <li>8. Complete updating of Agency Continuity Plans</li> <li>9. Improve visibility and appreciation of DHA's resident programs and initiatives</li> <li>10. Identify and establish comparative benchmarks with other PHA's</li> <li>11. Improve Commissioner engagement at BOC and Committee meetings</li> <li>12. Improve technology for alternate meeting participation options</li> <li>13. Engage with City neighborhood equity and anti-displacement initiatives</li> </ol>
Performance Metrix	<ul style="list-style-type: none"> <li>• Secure appointment and on-boarding of new commissioners</li> <li>• Increase utilization and following on Social Media platforms</li> <li>• Increase number of positive DHA stories across all media</li> <li>• Complete and successful transition to new DHA branding across all collateral material and departments</li> <li>• Increase knowledge and engagement in Agency Continuity Plan</li> <li>• Increase All Employee Survey scores across strategic engagement and communication benchmarks</li> </ul>