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2013-2015

Strategic Vision



Creating Vibrant Communities



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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.



Creating Vibrant Communities



..... Guiding Principles

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.



Creating Vibrant Communities

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-Rent Housing	4,066
Denver Housing Corporation	568
Park Avenue / Benedict Park Place	303
Globeville	62
Denver Housing Program	57



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 2).
- Ensure all immediate needs determined by the Physical Needs Assessments (PNAs) are completed within three years.
- Complete all Energy Performance Contracts and Energy Conservation Measures (ECM) by year-end 2013.
- 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

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

1. Develop the Troubled Asset Report that identifies underperforming assets.
2. Adopt a recovery plan for all properties in the Troubled Asset Report.

Benchmarks

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

Outcome 3:

Ensure that DHA 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

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



Partners

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

Outcome 1:

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

Metrics

- Realize 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.

Partners

City of Denver, Department of Transportation, Urban Land Conservancy, City of Lakewood, RTD, HUD, Area Banks/Mortgage Companies, Division of Regulatory Agencies, Mercy Housing, Rocky Mountain Mutual Housing, Colorado Coalition for the Homeless, Veterans Administration, Del Norte, Opt-Out owners

Strategies

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

Benchmarks

- Hire a broker to establish the value of DHA 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.



Housing Production – *continued*

Outcome 2:

Focus new development toward mixed income communities in transit corridors

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:

In revitalizing communities, increase opportunities for affordable home ownership through programs, partnerships, and disposition

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

Special Needs Housing

Outcome 1:

Expand supportive housing options for families and households 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, Department of Human Services, Atlantis Community Inc., Mercy Housing, 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 Crisis, Volunteers of America, Seniors! Inc.

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 Crisis, Volunteers of America, Seniors! Inc.

Vibrant Communities Initiatives

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.

Data for Sustainable Communities

- Transit Oriented Developments
 - 2 – Benedict Park Place & Mariposa
- ND LEED Gold
 - 1 – Benedict Park Place
- ND/NC LEED Platinum
 - 2 – Benedict Park Place & Mariposa
- Enterprise Green Communities Certification
 - 1 – Westwood Homes
- Urban Gardens
 - 5 – Citywide
- Geothermal Building Systems RD/NC
 - 3 – Hirschfeld, Benedict Park Place & Mariposa
- Geothermal Solar System
 - 1 – Mulroy Development
- B-Cycle Stations
 - 5 – Citywide
- Healthy Living Initiatives
 - 1 – Mariposa



Responsible

Real Estate Department / Housing Management Department / Resident Community Services

Outcome 1:

DHA developments will be safe places to live

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

1. Evaluate and expand the Good Neighbor model partnership with Districts 6 and 4 of the Denver Police Department.
2. Evaluate the effectiveness of the Violence Task Force (VTF) program. Improve and re-market.
3. Enhance the education of VTF options.
4. Create resident safety coalitions with active reporting.
5. Ensure the timely resolution of resident concerns. Develop new programs based on the data gathered.
6. Increase the best practices for ensuring safety.
7. 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:

DHA will be designed to encourage healthy living choices

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.

Partners

LiveWell Colorado, Denver Parks and Recreation, B-Cycle, Denver Urban Gardens, Colorado Health Foundation, Volunteers of America, HealthSET, Denver Public Schools

Benchmarks

- Track the number of followers and the level of communication developed as a result of DHA conversations (i.e., Tweets).
- Track the use of social media in the annual resident survey.
- Incorporate safety benchmarks in resident surveys.



Strategies

1. Work with health services providers to create access to important health services, resources and education.
2. Work with health and healthy living services providers to collect health data.
3. 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.
4. Create walkable neighborhoods, promoting and enabling walkability.
5. Develop smoke-free housing and a living environment policy.



Outcome 1:

Strive to make all DHA developments green, sustainable and accessible to essential services

Metrics

- Achieve Green Communities and LEED designations.
- Achieve Energy Performance Contract Phase II and Energy Conservation Measures goals.
- Reach a 50% reduction in energy, including water, in new construction.

Strategies

1. Implement an agency-wide recycling program.
 - a. Work with the City of Denver on recycling and compost.
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.

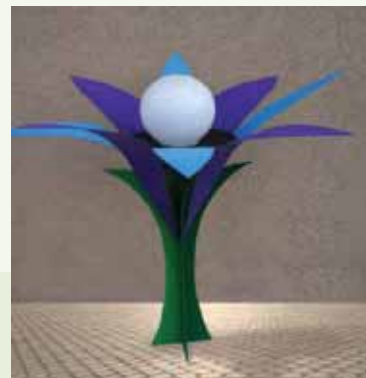


Outcome 2:

Ensure the development of areas which foster human intersection and social support

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



Resident Empowerment and Economic Opportunity

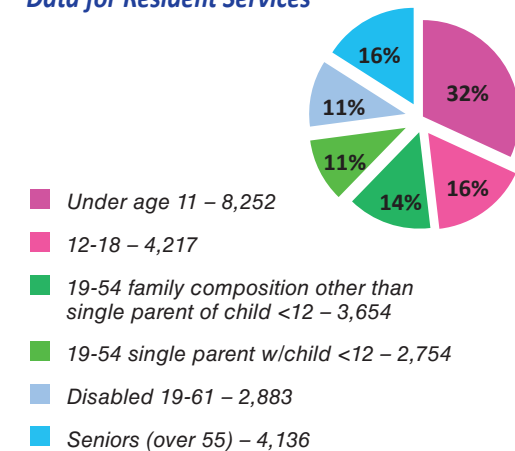
DHA's purpose is not solely to provide housing, but to provide housing as a means for residents to be empowered and become self-sufficient.

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



Responsible

Resident Community Services (lead)

Youth and Families

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

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.
- 3. Develop a DHA Policy Platform by the end of the Second Quarter of 2013.

Partners

Denver Public Schools (DPS), 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 (STAR) / School to Work Alliance Program (SWAP), services for disabled youth



Youth and Families – continued

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 0-3 year-olds.
- Parents prepared as teachers.

Goals and Benchmarks

- 1. Establish programs for 0-3 year-olds at sites where they don’t currently exist. Westwood Homes is first expansion site.

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.

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 DHA 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. Coordinate with Parks & Recreation on data sharing.

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

1. Measure and report education, outreach and training efforts of DPS Portal initiative in 2012.

Gang Rescue and Support Project (GRASP) / Gang Reduction Initiative of Denver (GRID) Collaboration

Outcomes and Metrics

- Reductions in gang related criminal activity.

Goals and Benchmarks

1. Educate and recruit youth into the GRASP and GRID programs.
2. Promote awareness of programs among residents.

Youth Arts Programs at Mariposa Community with Art Space, Flobots 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.



Adults Moving to Work

Goal Statement: Transition households out of subsidized housing through education and employment.

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 resume-writing workshops.
2. Expand focus on financial fitness and computer technology literacy.
3. Establish new criteria for self-sufficiency to confirm sustained success.

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. Increase training and certification opportunities (Occupational Safety and Health Administration and the Environmental Protection Agency).

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.).

Program Outcomes and Metrics, Including Partnerships - continued

DHA Resident Service Coordinators

Outcomes and Metrics

- Establish and report Family Self-sufficiency metrics annually.

Goals and Benchmarks

1. Focus on “banking the unbanked”.
2. Focus on computer technology training.

DHA Moving To Opportunity Assessments

Outcomes and Metrics

- Number of households transitioning out of Public Housing and Section 8 tracked.

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.

Community College of Denver

Outcomes and Metrics

- Increased number of DHA residents participating.

Goals and Benchmarks

1. Outreach conducted for Workplace Learning Project.



RTD Workforce Initiative Now (WIN) / Denver Urban Renewal Authority (DURA) First Source Program

Outcomes and Metrics

- Increased job placements.

Goals and Benchmarks

1. Program outreach and enrollment expanded.
2. Annual survey conducted of economic, education levels and other barriers faced by residents.



Adult Service Programs & Initiatives

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



Program Outcomes and Metrics, Including Partnerships

DHA With Every Heartbeat is Life (WEHL) At Mariposa Community

Outcomes and Metrics

- Increased number of residents participating in WEHL programs.

Goals and Benchmarks

1. Expand program to North Lincoln and Westridge Homes.

DHA Housing Management Department Collaboration

Outcomes and Metrics

- Measurement of resident tenure with DHA.

Goals and Benchmarks

1. Collaborate with the Housing Management Division to identify and track the residency tenure of seniors and disabled clients.

HealthSet Collaboration

Outcomes and Metrics

- Increased numbers of clients receiving on-site health care services.
- Program’s services expanded from 9 to 11 sites.
- 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

- 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.

Total Long Term Care (TLC)

Outcomes and Metrics

- 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.

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.

Housing Administration

Energy Performance

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



Financial Sustainability

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

Outcome 1:

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.

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. Proactively 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 (RAD) 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

Responsible

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



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; Year 2 - Design internal control audit process and identify areas of weakness; Year 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



Outcome 3:

Responsible
leveraging and
stewardship of
DHA assets

Metrics

- Establish balanced budgets for each program.
- Achieve a minimum 5 to 1 ratio on any dollars invested by DHA.
- Identify pay-back 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
6. Develop a comprehensive, post development Asset Management Report to monitor long-term performance.
7. Avoid cross collateralization of assets between DHA's stand-alone programs and projects.
Benchmark: Ongoing



Outcome 4:

Maintain DHA's
High Performer
status for the Public
Housing and Section
8 programs

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

The Public Housing
Assessment System (PHAS):

2007	93
2008	N/A
2009	91
2010	92
2011	94

Section 8 Management
Assessment Program (SEMAP):

2007	150
2008	150
2009	150
2010	145
2011	145



Green Operations

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

Outcome 1:

Develop an agency-wide Green Plan using the guidelines from the Certifiably Green Denver program

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

Responsible

Housing Management Department Energy Manager (lead), Green Committee and all agency staff



Process Efficiencies

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

Outcome 1:

Improve efficiencies with enhanced software or software add-ons for the housing and financial systems

Metrics

- Evaluate the effectiveness of the new software through a reduction in compliance issues, reduced phone calls and improved customer support.

Strategies

1. Evaluate and implement new or upgraded software for the Public Housing, Multifamily and Tax Credit programs.
Benchmark: Year 1 - Evaluate and test the new software; Year 2 - Train staff and implement new software.
2. Develop a Section 8 Web-based Landlord Portal
Benchmark: Year 1 – Systems analysis, design and testing of new portal. 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

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

Outcome 2:

Develop a continuous improvement program to evaluate and improve efficiencies of administrative and service delivery processes

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

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.

Partners

ECM - Management Improvement Systems (MIS) (lead); All staff impacted. Human Resources and MIS (leads); Personnel, Executive, Legal and Finance



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.
3. Pilot BOP in one department in the First Quarter of 2013.
4. Launch BOP/LCM agency-wide in the Third Quarter of 2013.
5. Ensure that all front-line staff receives customer service training.



Responsible

Housing Choice Voucher, Housing Management Department

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



Recognition

Outcome 2:

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

Metrics

- Increased number of staff receiving leadership training.
- Increased number of staff serving on cross-organizational committees.
- Increased number of staff involved in community volunteer activities.
- Employee satisfaction survey conducted.

Strategies

1. Identify and develop leadership-training programs.
2. Develop strategies to increase employee ownership of work.
3. Create cross-organizational committees to involve more employees.
4. Post volunteer opportunities in a central location.



Outcome 3:

Promote excellence and recognize employee contributions

Metrics

- Employee contributions recognized annually at the All Employees Annual Meeting and the DHA Employee Appreciation Day.
- Increased number of divisions acknowledged in recognition programs over one year.

Strategies

1. Implement an employee recognition program that is inclusive of all departments and divisions.
2. Orient employee recognition to Strategic Plan key performance indicator.

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.

Data for Social Media

Twitter @denver_housing

108 Followers
199 Following
213 Tweets

Facebook

10 Followers
22 Likes

LinkedIn

166 Followers



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).

Strategies

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. outsource 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)



Communications – continued

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.

Strategies

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, Flickr 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.
3. Share press mentions, events and DHA report results with industry groups and their networks.

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.



Outcome 3:

Provide Public Housing (PH) and Housing Choice Vouchers (HCV) residents with updated, easily accessible information regarding DHA programs, procedures and events

Metrics

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

Strategies

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

- 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.

Strategies

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:

1. Publish and distribute executive summary “Report Card” annually based on the resident survey.
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.



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:

- Publish the utilization of DHA programs. Post items of interest on DHA's sites on a quarterly basis.

Marketing:

- Arrange and conduct regular outreach for minority media coverage of DHA reports and initiatives.

Research & Evaluation:

- Identify and distribute mixed income studies from other communities.
- Highlight DHA mixed income success stories. Promote DHA as a green community developer by publishing DHA's Utility/Energy Performance Contract studies.
- 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:

- Develop and implement a survey to determine the most needed resident services.
- Assess the current level of partner services addressing high need areas.
- Target and build collaborative partnerships with key organizations addressing high need areas.
- Sustain active partnerships through social media communication.
- Share DHA survey results with strategic partners through social media.

Research & Evaluation:

- Share resident survey results with our strategic partners.
- Target press releases announcing DHA reports and findings to potential partners.



Outcome 7:

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 chain” 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. Reintroduce 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.

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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DHA Board of Commissioners

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