



2016-2018

# STRATEGIC PLAN

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

The availability of affordable housing established by city leaders as Denver's highest need compels the Denver Housing Authority to develop thoughtful, grounded and well-designed strategies that result in contributing to a wide-ranging housing environment.

The simultaneous convergence of rapid population growth, soaring rents and declining vacancies places the vast majority of Denver's low-income families at risk. DHA's significant role in helping to meet the city's pressing affordable housing demands for the short and long term requires that the agency:

- Develop mixed-income housing communities while also planning for shifting population demographics;
- Develop affordable housing in conjunction with critical support services to assist residents in becoming self-sufficient; and
- Implement its Strategic Plan using forward-thinking program administration and sound financial management strategies.

With these challenges and opportunities as its backdrop, DHA has established the following five key areas of action as the focus for its two-year Strategic Plan:

- **Quality and Affordable Housing Initiatives**
- **Vibrant Living Initiatives**
- **Resident Empowerment and Economic Self-Sufficiency Initiatives**
- **Business Operations Initiatives**
- **Employee Initiatives**

PHOTO COVER:  
Rendering future Sun Valley EcoDistrict Housing  
Sun Valley children at Play outside Sun Valley Youth Center

## CORE GUIDING PRINCIPLES

### 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.

### 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, the surrounding community and to our mission.

### 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.

### 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.

### Empower Our Residents

DHA residents will be empowered to participate in leadership development, civic engagement and responsibility and will be supported in their individual and collective efforts to improve their condition and the quality of their neighborhood.

### 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.





## Quality and Affordable Housing Initiatives

### Preservation

**GOAL:**  
DHA will maintain housing units on a 20-year life cycle. Annually update the recapitalization plan as well as schedule and implement one-for-one replacement of subsidized housing units during any redevelopment project.

*Schedule: Q3, 2016—Q2, 2017*

### Production

**GOAL:**  
Increase the quantity of affordable housing units for low-income residents (30% to 50% of Area Medium Income) by maintaining a three-year housing development pipeline.

- DHA will construct new units and strategically acquire and preserve existing affordable properties.
- Additionally, develop and implement a real estate investment strategy for land sales proceeds and DHA reserves.

*Schedule: Q1, 2019*

**GOAL:**  
Increase the opportunities for affordable home ownership through programs, partnerships and disposition.

- Initiate community revitalization efforts that include for-sale affordable and mixed-income housing production in partnership with non-profit and private developers.
- For potential DHA home buyers, DHA Resident Services will increase access to home ownership opportunities through counseling, home buying clubs and financial literacy classes on-site and/or via online technology (ConnectHome Denver).

*Schedule: Q2, 2017*

### Special Needs Housing

**GOAL:**  
Expand supportive housing options for families and households with special needs. New construction will include on-site senior health services and integrated supportive family homeless programs.

- Fully utilize Veterans Affairs Supportive Housing (VASH) vouchers and full deployment of Project Based vouchers through the state/city toolkit and Social Impact Bond (SIB) developments.

*Schedule: Q3, 2016*

**GOAL:**  
Ensure that DHA supportive services and housing and unit types meet the needs of the evolving population. Monitor population shifts and issue DHA Demographic Report.

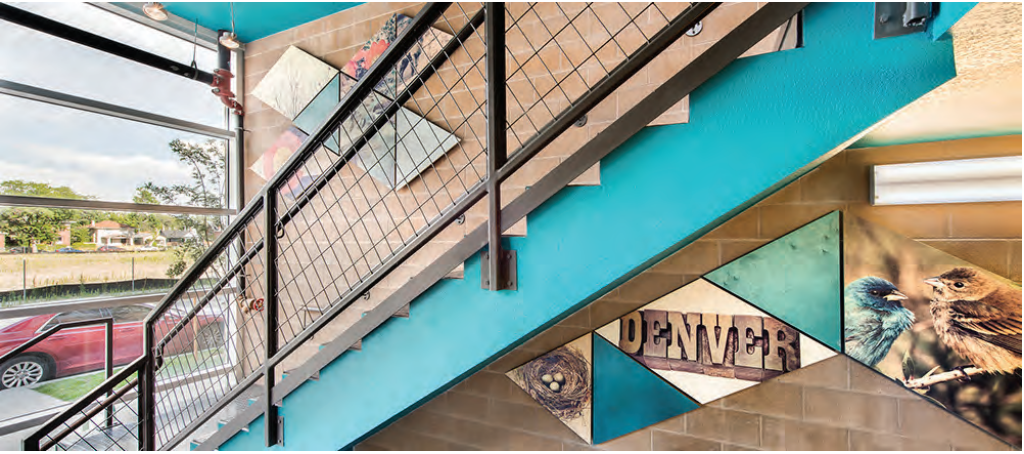
- Expand and take to scale the Mariposa Behavioral Health Initiatives in Sun Valley and West SDenver, as appropriate.
- Implement patient navigation and health insurance navigator services to all DHA housing sites.

*Schedule: Q3, 2017*

**GOAL:**  
Enhance partnerships to increase comprehensive services offered on-site in order to increase resident retention. Include the use of technology through the assessment and roll-out of the Centura TeleHealth Initiatives (ConnectHome Denver) and expansion of the Dominican Home Health services to other DHA properties.

*Schedule: 2Q, 2017*

*PHOTOS CLOCKWISE:  
Preservation--Syracuse Apartments;  
Westwood Homes family development;  
Globeville Townhomes;  
Goldsmith Townhomes;  
Production--Mariposa Aeire Apartments.*





# Community Impact II:

## Vibrant Living Environment Initiatives

### Safe and Healthy Living

#### GOAL:

DHA will work to ensure that DHA developments are safe places to live in by coordinating with residents, community, the Denver Police Department (DPD), neighborhood associations and non-profit organizations including the implementation of the Department of Justice Byrne Criminal Justice Innovation Grant in the Sun Valley neighborhood; technology integration pilot (i.e., High Activity Location Observation (HALO), Shot Spotter, etc.);

- Next Door Neighbor (virtual neighborhood watch) goals for Sun Valley; and expansion West Denver with a focus on Westwood to Homes.
- Continue to work with DPD District 1 on the La Alma Lincoln Park/Mariposa District Safety Initiative in collaboration with Denver Parks and Recreation, neighborhood schools, charter school and the vocational education training center.

- Continue to collaborate on safe lighting strategies around all DHA properties

*Schedule: Q1, 2017*

#### GOAL:

Consistent with healthy living efforts, DHA will work to guarantee that residents have access to healthy food and active living options at all properties, conducting a formal launch with Revision in the Westwood neighborhood; EarthLinks in Sun Valley; and continued work with the Denver Urban Gardens and Denver Botanic Gardens.

- Develop the Healthy Food Production Report Template for use at each DHA property.
- Explore and launch fitness programs targeted for different demographics, targeting chronic conditions (i.e., obesity, diabetes, etc.).

*Schedule: Q2, 2018*

### Sustainable Development

#### GOAL:

DHA will strive to make all DHA developments green and sustainable, providing residents with access to essential services. This will be accomplished by developing a Zero Emission District (ZED) designation energy plan for the Sun Valley EcoDistrict (SVED) by securing a Choice Neighborhood Initiative (CNI) Implementation Grant.

- DHA will launch West Denver Renaissance Collaborative (WDRC) with the City, University of Colorado and community partners.
- Complete a strategic evaluation and expansion of the Healthy Living Initiative Toolkit in all DHA Neighborhood Transformation Initiatives.

*Schedule: Q4, 2017*

#### GOAL:

Consistent with commitment to transit oriented development, DHA will work to offer multi-modal and affordable transit connections at all new communities.

*Schedule: Q4, 2017*

### Economic Empowering Spaces

#### GOAL:

Over the years DHA has committed to creating mixed-use opportunities. DHA will continue to act as a catalyst for and strategically invest in commercial space that creates access to services and programs offering economic empowerment opportunities and personal sustainability, ensuring the development of areas that foster human intersection and social support.

*Schedule: Q1, 2017*

- Achieve high adoption rates and access to education, jobs and health care applications and services through ConnectHome Denver.

*Schedule: Q3, 2016*



PHOTOS CLOCKWISE:  
Denver Police Mounted Patrol at Mariposa community event;  
Mulroy Community Garden;  
Sun Valley EcoDistrict site visit Phase 1 Housing;  
DPD Sun Valley Denver Days;  
Denver Mayor Michael B. Hancock Comcast Internet Essential ConnectHome Denver announcement.





## Resident Empowerment and Economic Self-Sufficiency Initiatives

### Youth and Family Services

#### GOAL:

DHA is committed to breaking the cycle of generational poverty through individual academic achievement and family engagement.

- Expand the Youth Employment Academy (YEA) offerings through the acquisition and operation of Art Street.
- Implement ConnectHome Denver and track new Internet access, training and school performance.

*Schedule: Q2, 2017*

### Moving to Work

#### GOAL:

DHA continues to pursue HUD designation for Moving to Work. In the interim, DHA has several initiatives to transition households out of subsidized housing through education and employment opportunities including:

- Expand the Academies to Work program for work-able adults.
- Successfully implement the Jobs Plus initiative at Quigg Newton Homes and Sun Valley.
- Conduct analysis and develop recommendations for the next social enterprise through YEA or Academies to Work.

*Schedule: Q4, 2017*

### Seniors and Disabled Residents

#### GOAL:

It is DHA's wish to support seniors as they age in place and for non-elderly, disabled residents to live independently for the longest possible time by developing a plan for a sustainable Senior Daycare space/program at the Vida Apartments at the St. Anthony's redevelopment site (Centura Health).

*Schedule: Q3, 2016*

### Cross Sector Resident Initiatives

#### GOAL:

DHA will work to improve the reach and impact of all resident services across DHA programs and communities to include expanded outreach and service delivery to Housing Choice Voucher (HCV) clients.

- Integrate ConnectHome Denver broadband initiative across resident service delivery.
- Develop a Resident Services Plan for mixed-income communities.

*Schedule: Q2, 2017*



PHOTOS CLOCKWISE:  
Arts Street 2016 Making Connections Festival;  
DHA ConnectHome Denver Technology Hub Launch;  
Resident Community Services Resident Council workshop.



## Business Operations Initiatives

### Financial Sustainability

#### GOAL:

DHA will work to create a sustainable and diversified funding model that is adaptive to external challenges and opportunities as well as maintain the administration of core programs. This goal will be accomplished by:

- Evaluating the effectiveness and sustainability of DHA's Affiliates;
- Expanding the Housing Management Division (HMD) to provide services to the mixed-income communities, including acquisitions or mergers with an existing management company;
- Increasing income from the Affiliates and the Intergovernmental Agreement organizations; and
- Achieving maximum utilization of Housing Choice Vouchers (HCV) program vouchers and earned administrative fees.

*Schedule: Q4, 2017*



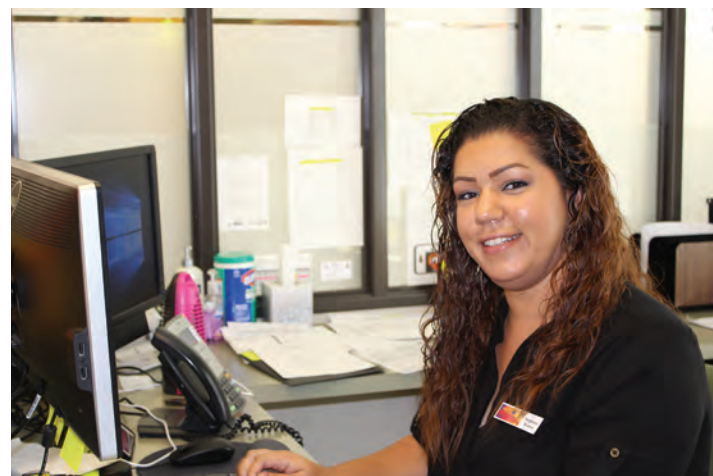
### Living Green Operations

#### GOAL:

DHA will identify and implement sustainable practices throughout the agency to minimize impacts on the environment and expand DHA's Energy Performance Contract's (EPC) Intergovernmental Agreement clients. Include:

- Exploring opportunities with Denver Waste Management to expand and make recycling more convenient and inexpensive at DHA properties.

*Schedule: Q4, 2016*



### Process Efficiencies

#### GOAL:

Improve DHA processes through automation, technology upgrades and continuous process improvements.

- Initiate DHA's website redesign and rebranding.
- Implement and expand the LEAN program throughout the agency, starting with the Housing Management Department (HMD) in 2016.
- Continue the successful implementation of Housing Choice Voucher (HCV) streamlining regulations.

*Schedule: Q2, 2016*

DHA will evaluate and implement new software and technology to improve operating efficiency, costs and communications.

- Identify NexGen technology solutions with the design of the new corporate office.

Establish a Technology Steering Committee for the redesign of work processes, including DHA's website redesign and rebranding.

*Schedule: Q4, 2017*

Update and launch a new Supplier Diversity Initiative to improve DHA's impact on minority, women and small business enterprises and Section 3 businesses.

*Schedule: Q4, 2017*





## Employee Initiatives

### Customer Service

#### GOAL:

DHA will offer courteous, helpful and friendly service to all in a prompt and timely manner. Customers are not just those that we serve, but those that we work with.

- Treat each employee as we treat our customers.
- Design and implement additional internal training for upward mobility and supervisor/ leadership training.
- Expand training on dealing with difficult populations and conflict resolution.

Within HCV, increase enrollment in the Gold Star Renters Program.

*Schedule: Q4, 2016*



### Employee Recognition

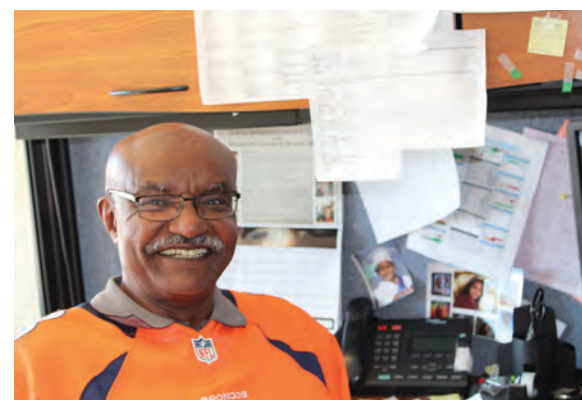
#### GOAL:

DHA will work to attract and retain the best qualified employees and recognize their contributions to DHA.

- Revamp/redesign of onboarding of new staff.
- Consider a web-based or new technology approach for early orientation.

In addition, develop a three to five-year forecast for retirement of critical staff positions and a succession plan for each (i.e., mentors, apprentice, cross-training, etc.).

*Schedule: Q2, 2017*



### Communications

#### GOAL:

DHA will establish a long-term foundation for both internal and external communications fueling its business, partnerships, customer service growth and sustainability.

- Increase the utilization of smart phone applications and social media to push information out to staff and residents.
- Improve and develop communication tools and outreach to HCV landlords.
- Complete the rebranding initiative in line with the building of DHA's new corporate offices.

*Schedule: Q3, 2017*

*Schedule: Q3, 2017*

#### GOAL:

Research and evaluate DHA. Specifically, evaluate if residents are aging in place in a safe and healthy manner. Develop resident economic self-sufficiency data reflecting five core metrics.

*Schedule: Q3, 2017*





## VIDA APARTMENTS

---

### Centura Health

- Senior Daycare
  - Non-Elderly Disabled
- 







**Creating Vibrant Communities**

777 Grant St  
Denver, CO 80203

Voice	720.932.3000
Facsimile	720.932.3001
TTY	720.932.3110

**[www.denverhousing.org](http://www.denverhousing.org)**

