



# STRATEGIC PLAN

## 2022—2027





## INTRODUCTION

---

EXECUTIVE MESSAGE | 5

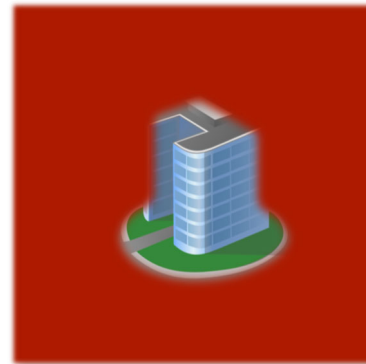
---

STAKEHOLDERS | 6

---

ABOUT DHA | 9

---



## THE PLAN

---

STRATEGIC PLAN OVERVIEW | 10

---

PLANNING PROCESS | 11

---

STAKEHOLDER ENGAGEMENT | 11

---



## WHERE WE ARE GOING

---

OVERVIEW | 12

---

GOAL 1 | 13

---

GOAL 2 | 14

---

GOAL 3 | 15

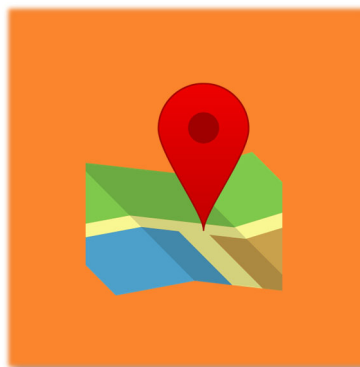
---

GOAL 4 | 16

---

GOAL 5 | 17

---



## HOW WE WILL GET THERE

---

IMPLEMENTATION | 18

---

PARTNER WITH US | 19

---

THANK YOU | 20

---



## APPENDICES

---

SUPPORTING ACTIONS | 21

---

PROCESS | 28

---

## INTRODUCTION | DENVER HOUSING AUTHORITY

---

The Housing Authority of the City and County of Denver (DHA) is excited to share its 2022-27 Strategic Plan (Plan). This document is the culmination of months of assessment, planning, and feedback from a broad range of DHA's stakeholders. The Plan shows the work needed to realize DHA's goals and ambitions over the next five years. We invite you to learn more about these plans and to join us in these efforts in the coming years ahead.



*Gateway North and South in the Sun Valley Neighborhood*

In this Plan, we share who we are and lay out the path to create engaged and empowered communities, responsive programs, and forward-looking development.



**GRACE BUCKLEY**

*BOARD CHAIR*

DHA is pleased to present its 2022-2027 Strategic Plan. The Plan creates a practical framework and mission that will allow us to reaffirm and rethink strategies and initiatives to better serve our residents, participants, staff, and stakeholders. We are proud to support the mission developed through the planning process, as well as goals, strategies, and actions that will allow DHA to deliver on the promise of its mission in the years ahead.

DHA has adopted a bold and accessible plan for the coming years to guide its development, improve and expand programming, and strengthen community partnerships. The Plan was designed through a collaborative process of retreats and planning sessions, which emphasized open communication and coordination across stakeholders and departments. The agency's focus is guided by extensive feedback from all stakeholders, including residents and participants, employees, board members, department leadership, and outside partners. DHA strives to implement the Plan reflecting the same approach and values that informed its creation; further emphasizing strong relationships, collaboration, accountability, and pragmatic decision-making. This document is designed to clearly communicate DHA's plans to our vast array of stakeholders and partners.

**DHA's Strategic Plan focuses on 5 major goals:**

- Balancing Risk and Allocating Limited Resources
- Ensuring Affordable Housing
- Realizing and Assessing Impact
- Promoting Resident Quality of Life and Empowering Families
- Planning and Strengthening Community Partnerships

We are confident that the content included in the Plan provides the roadmap necessary to carrying out our mission. We sincerely hope that readers will find DHA's Strategic Plan to be a dynamic demonstration of our agency's commitment to the communities we serve. We also hope all who engage with the Plan will recognize how various key players involved will continue to collaborate to preserve and provide affordable housing opportunities to residents of the City and County of Denver.



**DAVID NISIVOCIA**

*EXECUTIVE DIRECTOR*

### BOARD OF COMMISSIONERS

DHA's Board of Commissioners consists of nine members appointed by the Mayor of Denver and approved by the City Council. The Board is responsible for establishing DHA policy, long-term goals, objectives, and direction.

Board members led the effort to update our mission, goals, and strategies for this Strategic Plan. Their leadership and passion provided the direction necessary to guide us to success in this process.



**Grace Buckley**  
*Chair*



**Richard J. Chavez**  
*Vice Chair*



**Bruce Alexander**  
*Treasurer*



**Craig Allen**  
*Board Member*



**Fernando Sergio Ferrufino**  
*Board Member*



**Marian Lawrence**  
*Board Member*



**Melinda Pollack**  
*Board Member*



**Maria Sepulveda**  
*Board Member*

### DHA EXECUTIVE TEAM

Led by the DHA's Executive Director and supported by a team of talented and experienced experts, the Executive Team brings a disciplined and knowledgeable approach to DHA's housing development, management, and programming.

The Executive Team was instrumental in the Strategic Planning process, taking the goals identified by Board members and DHA staff, and refining them into strategies and detailed actions to be accomplished in the coming five years.



**David Nisivoccia**  
Executive Director



**Joshua Crawley**  
Agency Counsel



**Nichole Ford**  
Chief Financial Officer



**Erin Clark**  
Chief Real Estate  
Investment Officer

### RESIDENT COUNCIL BOARD

The Resident Council Board (RCB) is a city-wide resident organization, made up of representatives from each Local Resident Council (LRC). The RCB meets every other month to discuss resident issues and to assist DHA in the development of its policies and programs. The RCB provides an annual leadership conference.



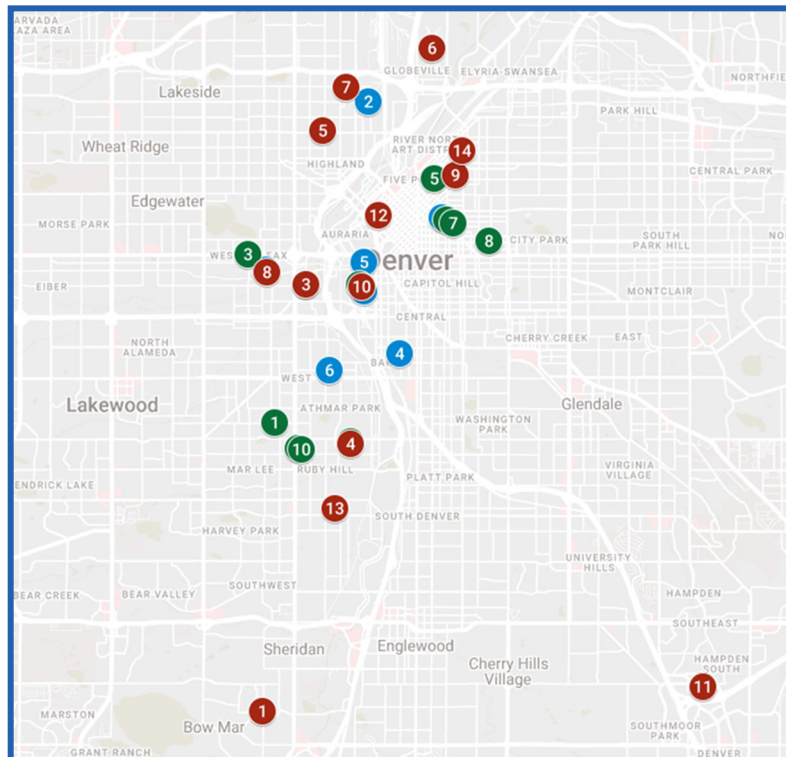
**Resident Council Board Members** (left to right): Lauren Hawkins, Phyllis Mack, Josie Escamilla, Barbie Smith



## BACKGROUND ON DHA

DHA is a quasi-municipal corporation with a portfolio of over 12,000 units and housing choice vouchers, providing affordable housing to more than 26,000 very-low, low-, and middle-income individuals representing over 12,000 families.

DHA's expanding property portfolio includes large-scale developments, mixed-use properties, and scattered site housing, as well as privately owned Housing Choice Voucher properties across the City.



### Properties Under 100 Units

- 1 South Lowell – PH/TC
- 2 Gateway North & South – PH/TC/Market
- 3 Gateway South – TC/Market
- 4 Walsh Manor – PH
- 5 Casa Loma – Multi-Family/TC
- 6 Globeville I & II – TC/PBV/Market
- 7 Shoshone Apartments – TC/Market
- 8 John R. Mulroy Apartments – PH/TC
- 9 Platte Valley Homes – PH/TC
- 10 1040 Mariposa – RAD/PBV/TC
- 11 Goldsmith Village – Multi-Family/TC
- 12 Studebaker Lofts – TC
- 13 Pacific Place – Multi-Family
- 14 Arapahoe Plaza – TC

### Properties Over 100 Units

- 1 Westwood Homes – PH/TC
- 2 Thomas W. Bean Towers – PH/TC/PBV
- 3 Vida @ Sloan's – PH/PBV/TC
- 4 Mountain View – Multi-Family/TC
- 5 The Villages at Curtis Park – PH
- 6 Walsh Manor Annex – PH/TC
- 7 Barney Ford – PH
- 8 Thomas F. Connole Apartments – PH
- 9 Tapiz at Mariposa – PH/TC
- 10 Eliot Cottages – Multi-Family/TC
- 11 Syracuse Plaza – Multi-Family/TC

### Properties Over 200 Units

- 1 Benedict – PH/TC/Market
- 2 James Quigg Newton Homes – PH
- 3 Mariposa – PH/TC/Market
- 4 Hirschfeld Towers – PH/TC
- 5 North Lincoln Park – Row type/Midrise – PH
- 6 Columbine Homes – PH
- 7 Westridge Homes – PH



## THE PLAN | STRATEGIC PLAN OVERVIEW

DHA engaged in an extensive process over the past year to develop this Plan. Major goals of this process were to develop a Plan which:

- Builds upon DHA's organizational strengths and successes to support organizational growth, affordable housing, and contribute to the prosperity of the City of Denver;
- Establishes yearly milestones which identify, communicate, and monitor progress of key priorities to assist in the advancement of the Strategic Plan; and,
- Communicates organizational priorities to DHA's stakeholders.

The Plan was developed over five phases.

### STRATEGIC PLANNING PROCESS



### STAKEHOLDER SURVEYS

Key stakeholder groups were surveyed between September and November 2021.

#### Employee Survey

232 Responses



#### Resident Survey

253 Responses



#### Vendor Survey

55 Responses



#### Landlord Survey

129 Responses



### STRATEGIC PLANNING RETREAT

Bronner Group, LLC (BRONNER) facilitated a Strategic Planning Retreat with Board members and executive and department leadership from across DHA on February 3 and 4, 2022.

During the retreat, participants identified a mission statement, identified goals and strategies to guide DHA's work for the coming five years, and discussed key issues related to policy, programs, and development at DHA.

### ACTION PLANNING MEETINGS

Retreats were followed by five Action Planning Meetings where department staff developed detailed, deliverable-based Actions related to each Goal and Strategy.

The Strategic Plan process resulted in **5 Goals, 35 Strategies, and 127 Actions**.

DHA's Strategic Plan contains five goals, driven by our dedication to our Mission and ambitions for the future. Each goal connects to a list of strategies and specific actions.

Our 2022—2027 Strategic Plan contains 35 Strategies, which connect to each Goal in greater detail, and 127 specific Actions that DHA staff will complete in the next five years to realize the Goals and further DHA's mission.

### OUR MISSION

DHA develops and provides high-quality, affordable housing with responsive services, enabling people and communities to thrive.

### 2022—2027 Strategic Plan Goals

1. Preserve and expand affordable housing by balancing innovation with risks, prioritizing resources, and being responsive and equitable.
2. Build and maintain housing that meets the needs of households of all sizes and backgrounds.
3. Collect, monitor, and communicate agency outputs and outcomes and make data-driven decisions to support continuous improvement.
4. Ensure DHA residents and participants can successfully access and benefit from opportunities and services that address the diverse needs and goals of each household.
5. Develop an ecosystem to strengthen holistic and sustainable services and financial support through collaboration with community partners at property and neighborhood scale.

**Goal 1:** Preserve and expand affordable housing by balancing *innovation* with risks, prioritizing resources, and being responsive and *equitable*.

### STRATEGIES

1

*Preserve, invest in, leverage, and integrate community needs and assets when developing properties.*

2

*Incorporate innovations in construction materials, techniques, and design in new and existing properties.*

3

*Plan for successful, long-term sustainable operations and services in new and existing developments.*

4

*Plan future development by assessing DHA's ability to leverage its financial assets and property portfolio, informed by broader market data.*

5

*Seek new opportunities, funding streams, and resources to support affordable housing.*

6

*Create a Capital Improvement Plan for existing properties based on identifying and prioritizing immediate capital needs and longer-term resilience and sustainability.*

**Goal 2: *Build*** and maintain housing that ***meets the needs*** of households of all sizes and backgrounds.

### STRATEGIES

1

*Use quantitative data to identify needs and inform decisions on property portfolio.*

2

*Use data on neighborhood and resident needs to inform the design and development of properties and related amenities and services.*

3

*Understand needs of people who are homeless and how DHA can help address their needs and backgrounds.*

4

*Meet the needs of people living in DHA properties through design and programming.*

**Goal 3:** Collect, monitor, and **communicate** agency outputs and outcomes and make data-driven decisions to support **continuous improvement**.

### STRATEGIES

1

*Create system to centralize and analyze internal and external data.*

2

*Benchmark DHA performance and financial metrics to peer entities.*

3

*Measure and monitor DHA's program metrics, especially quality of life indicators, for continuous improvement.*

4

*Measure and monitor DHA's Diversity, Equity, and Inclusion (DEI) metrics for continuous improvement.*

5

*Measure and monitor DHA's Environmental, Social, and Governance (ESG) metrics for continuous improvement.*

6

*Obtain feedback from employees on improving DHA's workplace.*

7

*Assess the systems and technology used by DHA staff and clients for improvement and streamlining.*

8

*Develop focused external communications that highlight DHA's successes in alignment with its brand.*



**Goal 4:** Ensure DHA residents and participants can successfully access and benefit from **opportunities** and services that address the **diverse needs** and goals of each household.

## STRATEGIES

1

*Increase upward socioeconomic mobility of residents and participants through the development of opportunities for job creation, skill training, and education.*

2

*Develop and expand supportive services for elderly and disabled residents and participants.*

3

*Develop and expand supportive services for youth and families for residents and participants.*

4

*Provide education, financial, and legal counseling resulting in increased financial stability and wealth building for residents and participants.*

5

*Develop and expand resources and services to HCV participants and low-income residents.*

6

*Inform property design with the needs of programming and supportive services.*

7

*Develop and expand fundraising and philanthropy to benefit resident services and successful outcomes.*

8

*Develop and invest in technology resources for residents and participants.*

**Goal 5:** Develop an **ecosystem** to **strengthen** holistic and sustainable services and financial support through collaboration with **community** partners at property and neighborhood scale.

### STRATEGIES

1

*Identify alternative revenue sources to support programs through innovative funding structures.*

2

*Evaluate and expand partnership-driven programs from site-level to neighborhood scale, where relevant and possible.*

3

*Develop programs that are self-sustaining in their finances, personnel, and organizational strength.*

4

*Improve the health of residents by providing preventative and holistic care through partnerships and conscientious development.*

5

*Evaluate needs and gaps in service provision to establish new partnerships.*

6

*Leverage DHA's community and office spaces as a site for partners to operate.*

7

*Expand existing and develop new partnerships with anchor institutions in Denver.*

8

*Invest in digital inclusion and infrastructure resources for residents internally and through external partnerships.*

9

*Share information and resources with outside partners to improve collaboration and outcomes.*

## HOW WE WILL GET THERE | IMPLEMENTATION

---

The Plan will be carried out over the next five years, with oversight from DHA's Board. Implementation of the Plan's strategies will be managed by DHA employees, with lead and supporting roles assigned to each Action, as well as timelines and metrics.

DHA's Executive Team will ensure accountability throughout the implementation process, assessing progress-to-goal via all-staff meetings, regular project team check-ins, and data tracking and reporting.



*Mariposa Phase4 Interactive Playground and Urban Garden*

## HOW WE WILL GET THERE | GET INVOLVED

---

The Plan is more than a report – it is a living, breathing document that needs your support. Help us reach our goals and make Denver a better home for all.

**STAY INFORMED AND GET INVOLVED! | [DENVERHOUSING.ORG](https://denverhousing.org)**



### **FUNDERS**

Executive Department

---



### **RESIDENTS & PARTICIPANTS**

Housing Management Division/  
Housing Choice Voucher / Section 8

---



### **NONPROFIT PARTNERS**

Resident Community Services/  
Community Connections

---



### **GOVERNMENT AGENCIES**

Communications and Public  
Affairs Department

---



### **LANDLORDS**

Housing Choice Voucher /  
Section 8

---



### **VENDORS**

Procurement Department

---

*Greenhaus Under Construction in Sun Valley*

Our deepest thank you to everyone who participated in this process; responded to a survey, attended a planning session, shared data and insights to inform our decision-making, and articulated goals and aspirations for Denver and DHA. We could not have succeeded without you.



*Decatur Fresh Market in Sun Valley*

## APPENDIX A | SUPPORTING ACTIONS

ID	Goal/Strategy/Action
<b>1.0.0</b>	<b>Preserve and expand affordable housing by balancing innovation with risks, prioritizing resources, and being responsive and equitable.</b>
<b>1.1.0</b>	<b>Preserve, invest in, leverage, and integrate community needs and assets when developing properties.</b>
1.1.1	Update DHA's 5-Year Capital Plan to improve operations and long-term capital preservation.
1.1.2	Update 5-Year Capital Financing Plan annually to inform development decisions and monitor capital resources.
1.1.3	Develop a long term source of funds for service coordinators.
1.1.4	Provide funding for supportive services staff to increase resident self-sufficiency and quality of life and maintain on-site service programs throughout redevelopment, based on number of low income units.
<b>1.1.5</b>	<b>Partner, gather data, and lead responsive programs to minimize negative impacts and leverage benefits of DHA redevelopment in neighborhoods vulnerable to displacement.</b>
<b>1.2.0</b>	<b>Incorporate innovations in construction materials, techniques, and design in new and existing properties.</b>
1.2.1	Seek alternative methods of building, including exploring modular construction for future developments.
1.2.2	Identify assessment metrics and create baseline pre-construction datasets to measure the impact of new developments.
1.2.3	Conduct studies of current projects and recent developments to assess impact and benefits.
<b>1.3.0</b>	<b>Plan for successful, long-term sustainable operations and services in new and existing developments.</b>
1.3.1	Equitably integrate service dollars across multiple properties to support long term staffing needs.
1.3.2	Create new designs that accommodate the space needs of resident services programs and activities.
1.3.3	Create Asset Management working groups to improve communications and coordination of accounting and property management.
1.3.4	Increase cross departmental training of staff to maintain consistent operations during staffing gaps or personnel transitions.
<b>1.4.0</b>	<b>Plan future development by assessing DHA's ability to leverage its financial assets and property portfolio, informed by broader market data.</b>
1.4.1	Monitor and document options for innovative new technology to improve management of financial assets and portfolio.
1.4.2	Leveraging a DEI framework, meet with other industry developers to monitor and document best practices, implementing as appropriate in DHA's development strategy.
1.4.3	Leveraging a DEI framework, work with developers to coordinate on affordable use requirements that can give DHA access to new land.
1.4.4	Proactively evaluate and make opportunistic and planned acquisitions.
<b>1.5.0</b>	<b>Seek new opportunities, funding streams, and resources to support affordable housing.</b>
1.5.1	Collaborate across departments to bring private foundation dollars to support DHA programs and assets.
1.5.2	Leveraging a DEI framework, increase partnerships with private developers to support affordable housing.
1.5.3	Leverage strong resident and community relationships to bring new funding opportunities.
1.5.4	Strengthen diverse relationships with City and State to brainstorm future opportunities and pursue shared-effort partnerships.
<b>1.6.0</b>	<b>Create a Capital Improvement Plan for existing properties based on identifying and prioritizing immediate capital needs and longer-term resilience and sustainability.</b>
1.6.1	Identify key financial options to help meet capital needs of DHA's portfolio (e.g., reserve replacement, property leveraging).
1.6.2	Expand Physical Needs Assessments (PNA) to entire DHA portfolio.
1.6.3	Develop Capital Improvement Plan.



## APPENDIX A | SUPPORTING ACTIONS

ID	Goal/Strategy/Action
<b>2.0.0</b>	<b>Build and maintain housing that meets the needs of households of all sizes and backgrounds.</b>
<b>2.1.0</b>	<b>Use quantitative data to identify needs and inform decisions on property portfolio.</b>
2.1.1	Create a Development and Real Estate Policy to guide decision-making on development and land acquisitions/sales.
2.1.2	Solicit and document quantitative and qualitative resident feedback to inform DHA's housing design, development, and maintenance decisions, including through a DEI framework, surveys and focus groups.
<b>2.2.0</b>	<b>Use data on neighborhood and resident needs to inform the design and development of properties and related amenities and services.</b>
2.2.1	Leveraging a DEI framework, conduct comprehensive Master Planning prior to redevelopment efforts.
2.2.2	Support Community Connector Program to maintain resident voice throughout design and development and create multi-department teams to prepare and review properties, including existing assets and top use priorities.
2.2.3	Conduct surveys of residents and HCV participants, including Healthy Living Initiative Survey and post construction/project surveys to inform future development and design decisions.
2.2.4	Understand implications of City Prioritization Policy on DHA's residents and participants, and develop internal policy to work alongside the one created by the City.
<b>2.3.0</b>	<b>Understand needs of people who are homeless and how DHA can help address their needs and backgrounds.</b>
2.3.1	Work internally and with partners to understand and document existing homeless service providers and resources in Denver, current gaps and needs, and key homelessness metrics.
2.3.2	Leveraging a DEI framework, assess and document DHA's current impact on homelessness through its current operations.
2.3.3	Review DHA policies and procedures to assess how DHA can better engage people experiencing homelessness in its programming, both as a partner and potential direct service provider.
2.3.4	Review DHA resources and assets and develop strategies to help address homelessness in Denver.
<b>2.4.0</b>	<b>Meet the needs of people living in DHA properties through design and programming.</b>
2.4.1	Ensure that all DHA communities include community space in all buildings and gardens at all sites.
2.4.2	Provide incentives to encourage participation and success in supportive service programs, such as education, health and wellness, and economic self-sufficiency activities.
2.4.3	Collaborate between HMD and RCS to build a program to support residents moving into DHA, including those transitioning from homelessness.

## APPENDIX A | SUPPORTING ACTIONS

ID	Goal/Strategy/Action
<b>3.0.0</b>	<b>Collect, monitor, and communicate agency outputs and outcomes and make data-driven decisions to support continuous improvement.</b>
<b>3.1.0</b>	<b>Create system to centralize and analyze internal and external data.</b>
3.1.1	Document the current data tracking capacity of each department and assess DHA's overall enterprise-wide data accessibility for key decision makers.
3.1.2	Identify and fill gaps in key performance indicators and measures (including DEI factors) for each department.
3.1.3	Create a shared filing structure across the organization for central, standardized storage of select departmental data, while protecting Personally Identifiable Information and other sensitive data.
<b>3.2.0</b>	<b>Benchmark DHA performance and financial metrics to peer entities.</b>
3.2.1	Identify peer agencies against whom DHA can benchmark its development goals, program performance, and financial metrics.
3.2.2	Identify qualitative and value driven performance goals for each department.
3.2.3	Evaluate for equity: workplace rules, flexibility and staff opportunities for growth against peer agencies.
3.2.4	Develop data dashboard to present expanded internal performance metrics across key performance areas for each department and disaggregate data across identity groups.
<b>3.3.0</b>	<b>Measure and monitor DHA's program metrics, especially quality of life indicators, for continuous improvement.</b>
3.3.1	Determine internal and external "quality of life" metrics for DHA's programs to track, analyze, and publish.
3.3.2	Collect quantitative and qualitative feedback from residents on programs, including establishing new criteria for self-sufficiency.
3.3.3	Create a matrix to measure quality of life through services and outcomes specific to DHA programs and resources.
<b>3.4.0</b>	<b>Measure and monitor DHA's Diversity, Equity, and Inclusion (DEI) metrics for continuous improvement.</b>
3.4.1	Identify and develop framework to address DEI issues in collaboration with DEI Plan Consultant.
3.4.2	Implement ongoing DEI training for DHA staff.
3.4.3	Draft DEI goals and respond to ongoing DEI needs, including updates to policies and procedure documents.
3.4.4	Create Key Performance Indicators (KPIs) to measure success towards incorporating DEI into the fabric of the agency, vendors, and residents including retention, compensation, and leadership representation.
3.4.5	Survey DHA staff annually to determine if DEI measures and activities have been effective in removing barriers.
3.4.6	Build a DEI lens/framework/rubric to be utilized in decision making, policy making, program development, etc.
<b>3.5.0</b>	<b>Measure and monitor DHA's Environmental, Social, and Governance (ESG) metrics for continuous improvement.</b>
3.5.1	Identify ESG-focused key performance indicators and performance measures.
3.5.2	Identify and prioritize areas for improvement to better conform with ESG goals.
3.5.3	Track and monitor ESG KPIs.
3.5.4	Integrate ESG data and reporting with DHA's finance department for bond offering purposes.
3.5.5	Leverage a DEI framework, identify and prioritize areas for improvement in effectively demonstrating Social (S) goals.
<b>3.6.0</b>	<b>Obtain feedback from employees on improving DHA's workplace.</b>
3.6.1	Leveraging a DEI framework, set goals for enterprise-wide learning, mentoring, and leadership training for DHA employees.
3.6.2	Evaluate qualities, compensation, and benefits that can help DHA retain and compete for top talent.
3.6.3	Implement Annual Employee Survey with input from all departments and conduct focus groups and meetings with departments to assess workplace perceptions, DEI perspectives, trends, and areas for improvement.
3.6.4	Revise 3-month, 6-month, and ongoing annual performance review process to align with goals from the Strategic Plan, DEI plan, and individual position goals.
<b>3.7.0</b>	<b>Assess the systems and technology used by DHA staff and clients for improvement and streamlining.</b>
3.7.1	Formalize IT Steering Committee to work with individual departments and facilitate cross-departmental technology coordination.
3.7.2	Share and further develop DHA's IT Plan to publicize ongoing initiatives and future plans with departments.
3.7.3	Expand department access to accounting system reports and metrics, as well as supportive training for system use.
3.7.4	Adopt and implement a new procurement system.
<b>3.8.0</b>	<b>Develop focused external communications that highlight DHA's successes in alignment with its brand.</b>
3.8.1	Create an annual Public Relations and Media Outreach Plan, including alignment with DHA's nonprofit affiliates.
3.8.2	Conduct quarterly outreach to local, state, and national leaders, with updates on ongoing DHA initiatives.
3.8.3	Leveraging a DEI lens, publicize DHA's work through regular news articles via both earned and paid media.
3.8.4	Highlight DHA's successes through recognitions and awards focused on property, people and residents.
3.8.5	Launch a quarterly external communications newsletter, publicizing initiatives, partnerships, and resident experiences.

## APPENDIX A | SUPPORTING ACTIONS

ID	Goal/Strategy/Action
<b>4.0.0</b>	<b>Ensure DHA residents and participants can successfully access and benefit from opportunities and services that address the diverse needs and goals of each household.</b>
<b>4.1.0</b>	<b>Increase upward socioeconomic mobility of residents and participants through the development of opportunities for job creation, skill training, and education.</b>
4.1.1	Expand skill training opportunities through Community Connections, Workforce Academies, Academies to Work, and other training programs in in-demand industries.
4.1.2	Partner with employers and workforce development organizations to create internships and externships, full-time hiring opportunities, and develop DHA's Section 3 hiring pipeline.
4.1.3	Leveraging a DEI framework, measure, report, and analyze outreach and training efforts related to education, skills development, and job opportunities, including through annual surveys and culturally responsive programming.
4.1.4	Promote resident and participant awareness of job and skill training resources through participation incentives and partnership with RCB members to expand outreach and expanding the reach of newsletters and other communications.
4.1.5	Ensure sustainability of funding for programs and service in financial coaching, employment and career building, homeowner-ship.
<b>4.2.0</b>	<b>Develop and expand supportive services for elderly and disabled residents and participants.</b>
4.2.1	Develop social support resources for residents and participants, including health check-ins and daycare options for seniors.
4.2.2	Develop and expand health programs for residents and HCV participants, including telehealth and fitness programs targeted at demographics with specialized needs (e.g., elderly, diabetics).
4.2.3	Bring educational initiatives to all DHA sites with high concentrations of senior and disabled residents, including financial literacy, computer technology, and healthy activities.
4.2.4	Collaborate with partners to deliver on-site health services (e.g., medical/dental check-ups) and social supports (e.g., community building, socialization) for senior and disabled residents.
4.2.5	Advocate for additional HCV vouchers for participants with special needs.
<b>4.3.0</b>	<b>Develop and expand supportive services for youth and families for residents and participants.</b>
4.3.1	Provide supportive services for working families to assist with job retention, including transportation assistance and childcare assistance.
4.3.2	Establish relationships with qualified providers to connect families with off-site ECE and afterschool programs within every neighborhood, including services for 0-3 year old children.
4.3.3	Develop on-site facilities where partner organizations can operate childcare, early learning, and school support programs on-site for DHA residents and participants.
4.3.4	Develop mental health program for youth and families through provider partnerships.
4.3.5	Develop programming and collaboration with Denver Public Schools to increase attendance and success rate.
<b>4.4.0</b>	<b>Provide education, financial, and legal counseling resulting in increased financial stability and wealth building for residents and participants.</b>
4.4.1	Develop and expand DHA's housing counseling program to assist residents, participants, and employees with home-buying process.
4.4.2	Expand financial education to all residents and HCV participants through financial counseling and classes.

## APPENDIX A | SUPPORTING ACTIONS

ID	Goal/Strategy/Action
<b>4.0.0</b>	<b>Ensure DHA residents and participants can successfully access and benefit from opportunities and services that address the diverse needs and goals of each household.</b>
<b>4.5.0</b>	<b>Develop and expand resources and services to HCV participants and low-income residents.</b>
4.5.1	Collaborate with HMD and RCS to provide increased services to HCV participants.
4.5.2	Create and support resident councils at project based Section 8 properties to share resources, referrals, services, advocacy, and engagement.
<b>4.6.0</b>	<b>Inform property design with the needs of programming and supportive services.</b>
4.6.1	Inform master planning and redevelopment efforts with input from all departments, including RCS, Housing Management, and Real Estate collaboration on scheduling, planning, staffing, and budgets for new properties.
4.6.2	Integrate low overhead commercial spaces into new developments to attract and support non-profit service providers.
4.6.3	Evaluate the need for community spaces at the master redevelopment scale, comprehensively creating multi-purpose community spaces at each site.
<b>4.7.0</b>	<b>Develop and expand fundraising and philanthropy to benefit resident services and successful outcomes.</b>
4.7.1	Determine a fundraising strategy that aligns with the agency mission and strategic plan, supporting both programming and development.
4.7.2	Collaborate with other organizations to expand fundraising efforts, including philanthropic organizations to support YEA, Friends of DHA, and expand resident programming and development efforts.
4.7.3	Collaborate across departments on fundraising and philanthropy efforts, expanding new high-impact fundraising events.
4.7.4	Establish a fundraising committee within DHA to assist with fundraising efforts.
4.7.5	Expand fundraising impact for HCV participants.
<b>4.8.0</b>	<b>Develop and invest in technology resources for residents and participants.</b>
4.8.1	Promote awareness of DHA's existing technology options and increase the utilization of smart phone applications and social media to share information with residents and participants.
4.8.2	Assess the technology needs of residents and replace DHA equipment as necessary, particularly tools that help with upward socioeconomic mobility.
4.8.3	Through partnership and fundraising, develop free technology classes for residents and participants of different ability levels.
4.8.4	Ensure all residents have access to technology resources, including affordable Wi-Fi and digital mobile libraries.

## APPENDIX A | SUPPORTING ACTIONS

ID	Goal/Strategy/Action
<b>5.0.0</b>	<b>Develop an ecosystem to strengthen holistic and sustainable services and financial support through collaboration with community partners at property and neighborhood scale.</b>
<b>5.1.0</b>	<b>Identify alternative revenue sources to support programs through innovative funding structures.</b>
5.1.1	Partner with Office of Economic Development and other government units to expand joint funding opportunities for human service programs and resources.
5.1.2	Leverage DHA's housing resources with partner organizations, increasing impact through shared investments.
<b>5.2.0</b>	<b>Evaluate and expand partnership-driven programs from site-level to neighborhood scale, where relevant and possible.</b>
5.2.1	Align internal financial and procurement systems to support partner approach.
5.2.2	Create accessible community space in resident buildings to expand services to neighborhood residents.
5.2.3	Review site-based services and determine the feasibility of expanding DHA's current services to HCV program participants and tenants living in the communities.
<b>5.3.0</b>	<b>Develop programs that are self-sustaining in their finances, personnel, and organizational strength.</b>
5.3.1	Expand fee for service programs across departments offered to broader Denver community to increase revenue.
5.3.2	Include staffing and resident service administrative costs into budget overhead for buildings and RAD conversions, including earmarking staffing budgets for DHA properties using surplus revenue each cycle.
<b>5.4.0</b>	<b>Improve the health of residents by providing preventative and holistic care through partnerships and conscientious development.</b>
5.4.1	Work with partners to provide remote and off-site health services to residents and participants.
5.4.2	Work with partners to bring on-site health services to residents and participants.
<b>5.5.0</b>	<b>Evaluate needs and gaps in service provision to establish new partnerships.</b>
5.5.1	Conduct and evaluate bi-annual surveys to understand gaps in service provision and opportunities for new partnerships.
5.5.2	Work with partner organizations to expand data sharing, collection, and analysis.
5.5.3	Leverage a DEI framework in the needs, accessibility and gaps evaluation, including defining the appropriate scope and reach of DHA's services.
5.5.4	Convene partner organizations whose missions and services intersect with DHA's for collaboration and shared impact.
5.5.5	Find a partner who will provide one on one case management for individual residents.

## APPENDIX A | SUPPORTING ACTIONS

ID	Goal/Strategy/Action
<b>5.6.0</b>	<b>Leverage DHA's community/office spaces as a site for partners to operate.</b>
5.6.1	Evaluate what partners currently use DHA space and document available unused capacity.
5.6.2	Determine future plans and best operational use for People's Hub space.
5.6.3	Leveraging a DEI framework, ensure new community spaces are designed to be flexible to support multiple programs and partner needs.
<b>5.7.0</b>	<b>Expand existing and develop new partnerships with anchor institutions in Denver.</b>
5.7.1	Leveraging a DEI framework, identify Denver's key anchor institutions, evaluate how these align with DHA's current partners, and create a plan to initiate new partnerships and expand existing ones.
5.7.2	Leveraging a DEI framework, develop partnerships to support the needs of elderly and disabled residents.
5.7.3	Leveraging a DEI framework, develop partnerships with Denver Public Schools to support and align operations, providing onsite services for DHA school aged children.
5.7.4	Leveraging a DEI framework, expand partnerships to support higher education, alternative education, and workforce development opportunities.
5.7.5	Contribute to solving homelessness in partnership with City via D3 funding initiative, as well as through partnerships with other organizations focused on homeless services.
<b>5.8.0</b>	<b>Invest in digital inclusion and infrastructure resources for residents internally and through external partnerships.</b>
5.8.1	Collaborate with internet service provider partners for all new build projects to ensure that affordable Wi-Fi services are available to residents upon move in.
5.8.2	Leveraging a DEI framework, increase collaborations with entities who can teach computer classes and provide technology support to residents.
<b>5.9.0</b>	<b>Share information and resources with outside partners to improve collaboration and outcomes.</b>
5.9.1	Create a holistic and comprehensive list of all of DHA's outside partners; store and update this list in a centrally available location.
5.9.2	Define the key objectives and timelines for partner collaboration and communication.
5.9.3	Continue Partner Collaborating Committee, led by RCS with input and participation from other departments, that brings community partners together quarterly.
5.9.4	Elevating diversity, enhance internal and external communications to better share work, achievements and support partner development.



DHA's Strategic Planning process resulted in numerous analyses of stakeholder outreach, planning session materials, reports, and tracking tools.

### Current State Assessment Deliverable Summary

1	DHA Report—Employee Survey
2	DHA Report—Landlord Survey
3	DHA Report—Resident Survey
4	DHA Report—Vendor Survey
5	DHA SWOT Analysis (analysis of stakeholder interviews)
6	Resident and Employee Surveys—Executive Summary
7	Landlord and Vendor Surveys—Executive Summary

### Strategic Planning Process Deliverable Summary

1	Pre-Retreat Topic Selection Facilitation Guide
2	Pre-Retreat Facilitation Topic Tracker
3	Strategic Planning Participant Pre-work Packet
4	Strategic Planning Retreat Session Decks (day 1 & 2)
5	Action Planning Session Participant Pre-work Packets (5-sessions)
6	Action Planning Session Facilitation Decks (5-sessions)
7	Action Planning Session Participant Post-work Packets (5-sessions)

### Final Strategic Plan Deliverable Summary

1	Strategic Plan Report
2	Strategic Plan Report—Executive Summary
3	Denver Housing Authority Goal Tracker



# DENVER HOUSING AUTHORITY

GRACE BUCKLEY, BOARD CHAIR

DAVID NISIVOCIA, EXECUTIVE DIRECTOR



1035 OSAGE STREET  
DENVER, CO 80204



(720) 932-3000



[WWW.DENVERHOUSING.ORG](http://WWW.DENVERHOUSING.ORG)



[WWW.FACEBOOK.COM/DENVERHOUSING](http://WWW.FACEBOOK.COM/DENVERHOUSING)



[WWW.INSTAGRAM.COM/DENVERHOUSINGAUTHORITY](http://WWW.INSTAGRAM.COM/DENVERHOUSINGAUTHORITY)



[WWW.TWITTER.COM/DENVERHOUSING](http://WWW.TWITTER.COM/DENVERHOUSING)

---