

Housing Partnership 3-5 Year Strategic Plan Accomplishments Overview by Year

2009-2010 Objectives	2011 Objectives
<p>1. Achieve exceptional outcomes to our Supportive Programs, and grow our capabilities to serve more families with supportive services.</p> <ul style="list-style-type: none"> ✓ Develop a better selection process ✓ Wait-List Management for Supportive Programs ✓ Process simplification of our Supportive Services process - Establish and implement a plan for automating our case records – carried over to 2011. - Expand on the number of families served with Supportive Services – carried over to 2011. 	<p>1. Achieve exceptional outcomes to our Supportive Programs, and grow our capabilities to serve more families with supportive services.</p> <ul style="list-style-type: none"> ✓ Improve collaboration with Harbor House and the delivery of supportive services and tenant selection for clients in Partnership Apartments. ✓ Review and revise our Transitional Housing applicant selection process ✓ Establish case notes process - Improve data collection on clients 6 and 12 months after leaving program - More clearly define our Supportive Services “Model”, and how we apply these actions consistently from client-to-client
<p>2. Demonstrate and report the measurable benefits to the community of our housing programs and supportive services.</p> <ul style="list-style-type: none"> ✓ Develop a Data Collection and Analysis process relative to community benefits - Establish clear success measures for our programs – carried over to 2011. 	<p>2. Demonstrate and report the measurable benefits to the community of our housing programs and supportive services.</p> <ul style="list-style-type: none"> ✓ Establish tools for collecting, tracking and analyzing our measurable outcomes - Report community benefits to the community - Establish clear success measures for all our programs
<p>3. Establish, and execute to, a strategy for adding to, and replacing, the properties in our portfolio to best meet community needs, and return on our property investments.</p> <ul style="list-style-type: none"> ✓ Obtain NSP funds, and develop a clear plan for how we will use them ✓ Develop our process for making property decisions ✓ Establish plans and direction for each of our existing properties 	<p>3. Execute to our ongoing strategy for adding to, and replacing, the properties in our portfolio to best meet community needs, and return on our property investments.</p> <ul style="list-style-type: none"> - Assess existing property cash flow performance and define actions to address our lowest performing properties - Evaluate our existing (and pending) properties for re-designation of program purpose - Begin to increase our portfolio of Permanent, Accessible, Supportive Housing properties - Evaluate potential of establishing an acquisition program of foreclosed properties for rehab and resale (to low-income owners) - Investigate the feasibility of HPFC taking on the ownership / management of donated properties with restrictive use covenants

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<p>4. Support a greater percent of our operating costs through rental revenue by acquiring, allocating and managing our property assets closer to fair market rate rent.</p> <ul style="list-style-type: none"> ✓ Trade out some of our lower rent properties for higher rent properties ✓ Obtain higher average rents from our Affordable Housing ✓ Develop Marketing Plans for pursuing higher rent tenants. Not Applicable. ✓ Develop allocation model of our existing properties ✓ Develop a process for faster turnover of our units - Establish a plan for Crime-Free Housing Program Certification – carried over to 2011. 	<p>4. Support a greater percent of our operating costs through rental revenue by acquiring, allocating and managing our property assets closer to fair market rate rent.</p> <ul style="list-style-type: none"> - Sustain at the 2010 level of Revenue and Expense (or better) average per property across our entire portfolio (excluding Wire Works) - Refine the Property Profitability Assessment Model - Establish a plan for Crime Free Housing Program Certification
<p>5. Achieve improved results in our Resource Development efforts and reduce our overall dependency on government funding.</p> <ul style="list-style-type: none"> ✓ Achieve an increase in Individual Giving - Increase Board and Volunteer involvement in Resource Development – carried over to 2011. 	<p>5. Achieve improved results in our Resource Development efforts and reduce our overall dependency on government funding</p> <ul style="list-style-type: none"> - Achieve an increase in Individual Donors and Individual Giving to \$22K in FY2011 - Obtain Corporate and Foundation Grants of at least \$225K in FY2011 - Pursue funding for rehab, and accessibility retrofitting, of properties - Maintain our current (core, regular) Federal Program funding of \$200K to \$225K - Increase Board and Volunteer involvement in Resource Development
<p>6. Improve the effectiveness, and reduce the cost, of our Property Maintenance.</p> <ul style="list-style-type: none"> ✓ Improve our scheduling process for work and volunteers ✓ Develop greater efficiency of the Maintenance Work Order process ✓ Begin to develop a Preventive Maintenance process and plan ✓ Expand on our Property Records Database ✓ Establish property maintenance standards 	<p>6. Improve the effectiveness, and reduce the cost, of our Property Maintenance</p> <ul style="list-style-type: none"> - Continue our process for transition out of our warehouse and rent out warehouse space (as available) - Create (by July 1) a more formal recordkeeping of property upgrades to assure currency of property records
<p>7. Expand our use of Information Technology to improve our productivity, improve the execution, and reduce the costs, of our critical processes</p> <ul style="list-style-type: none"> - Evaluate and implement Case Records automation – carried over to 2011 ✓ Implement electronic payment capabilities ✓ Launch new web site ✓ Build Donor and Volunteer Database 	<p>7. Expand our use of Information Technology to improve our productivity, improve the execution, and reduce the costs, of our critical processes.</p> <ul style="list-style-type: none"> - Information Technology infrastructure improvements - Implement Donor Data Base E-Tapestry - “Tailoring” of Service Point System to best support our Case Records improvement needs - Identify and develop a better method for emergency maintenance communication

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<p>8. Acquire, grow, develop and retain the Staff, Volunteers and Board Members we need to support our growth strategy</p> <ul style="list-style-type: none"> - Establish a staff resource plan for growth – carried over to 2011. - Improve our Volunteer base and Volunteer coordination – carried over to 2011. - Board Development – carried over to 2011. - Develop a compensation and benefits plan for staff – carried over to 2011. 	<p>8. Acquire, grow, develop and retain the Staff, Volunteers and Board Members we need to support our growth strategy.</p> <ul style="list-style-type: none"> - Develop solutions for Front Desk / First Floor / Staff safety - Staffing of the Receptionist area - Further develop the compensation structure for Housing Partnership roles - Update, and document, our Program Procedures and Policies - Develop greater organization, structure, and standardization of our regular reporting
<p>9. Develop greater recognition and awareness of the Housing Partnership, and our mission, in the Fox Valley</p> <ul style="list-style-type: none"> ✓ Develop greater clarity of our role in the community ✓ Re-evaluate / Revise our Marketing Plan 	<p>9. Develop greater recognition and awareness of the Housing Partnership, and our mission, in the Fox Valley.</p> <ul style="list-style-type: none"> - Implement Marketing Plan elements that drive greater community awareness of HPFC - Update HPFC Marketing collateral materials - Provide greater information to various government entities on HPFC programs - Update the HPFC Mission / Vision / Values statements

- ✓ Means objective accomplished
- Means objective not completed