

*Housing Authority  
of the City of Loveland*

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A STRATEGIC PLAN  
FOR  
THE HOUSING AUTHORITY  
OF THE CITY OF LOVELAND

*Providing low and moderate income residents  
with opportunities for home and  
community through housing.*

Presented to the Board of Directors for the Housing Authority of the  
City of Loveland  
December 4<sup>th</sup>, 2002

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THE HOUSING AUTHORITY  
OF THE CITY OF LOVELAND

STRATEGIC PLAN

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## **PREFACE**

The following document is a Strategic Plan written by and for the Housing Authority of the City of Loveland.

This Strategic Plan provides general guidelines to address the critical issues confronting our organization as it continues to strive to meet its mission and realize its vision.

The goals outlined in this plan cover a period beginning in the fall of 2002 and continuing through the end of 2005.

## STRATEGIC PLANNING CORE TEAM

### Board Members:

- Lou Dohse (LHDC)
- Ernie Giron (HACOL)
- Annie Hall (LHDC)
- Glenn Rowe (LHDC)
- Don Miller (LHDC)

### HACOL Staff:

- Sam Betters
- Carolyn Coffelt
- Rich Ekwall
- Sharlet Lee
- Moofie Miller
- Staci M. Walker-Pence

### Other Key Contributors:

- **Sally Park (Facilitator)**
- **Living Room Facilitators**
  - Jack Armstrong
  - Carla Conrardy
  - Jesse Mayben
- **Internal Stakeholders (Board & Staff)**

#### HACOL Board Members

- Sherry Anderson
- David Eikner
- Ernie Giron
- Sandra McFeron
- Walt Walkowicz

#### LHDC Board Members

- Joan Bertram
- Bernice Croft
- Lou Dohse
- Annie Hall
- Donald Miller
- Glenn Rowe
- Diane Westervelt

#### Housing Authority Staff

- **External Stakeholders (surveyed)**
  - City of Loveland
  - Colorado Division of Housing
  - Federal Home Loan Bank of Topeka
  - Bank One Colorado
  - Colorado Housing and Finance Authority
  - Town of Estes Park

## **INTRODUCTION**

The Loveland Housing Authority began in the early 1970's with the mission to provide safe, decent and affordable housing in our community. That purpose remains as the core reason for our existence. However, over the last 30 years, as our organization and our community has evolved and progressed, we realize that, in addition to putting a roof over a family's head, we also have the responsibility of developing and building a sense of community for our primary customers – our residents. In order to deliver on those goals we are committed to providing quality products and services and to manage our organization with excellence and efficiency.

The purpose of this strategic planning effort is to develop a company-wide focus on where we are going and how we are going to get there. Authorized by the Board of Commissioners in the fall of 2001, this Strategic Planning process began. A core planning group

was created comprised of members from both boards and key staff members. We anticipate, as a result of this effort, to intensify coordination and cooperation with our strategic partners, customers, staff and boards. We believe that these outcomes, along with identifying ways to better utilize and leverage core competencies and capabilities, will enhance our opportunities for success.

This strategic plan will be our “road map to the future.” It will be an important tool in assisting us in making a great organization even better. We also understand that while this process had a beginning, it has no end. It is a continuous process of planning, taking actions, monitoring progress and responding to change.

Driven by vision, focused on results, we look forward to the challenges presented by this Plan. We embrace our future with a strong sense of mission and optimism.

## MISSION STATEMENT

Providing low and moderate income residents with opportunities for home and community through housing.

## VISION STATEMENT

Our vision is

- to assure that all residents of Loveland have access to safe and decent housing
- to maintain an environment which encourages individuals to manage their life with dignity
- to be dedicated to excellence in management and in the delivery of services.

## HOUSING AUTHORITY CORE VALUES

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Contribution to community - we add value</li> <li>• Innovation – creative solutions</li> <li>• Integrity - dealing with people</li> <li>• Self-Sufficiency – promote individual’s success &amp; facilitate necessary services</li> <li>• Partnering – with other organizations</li> <li>• Quality – in products and services</li> <li>• Excellence – in all we do</li> <li>• Professionalism – conduct to the highest standard</li> <li>• Competence – we can get it done</li> <li>• Employee/Board development - a learning organization</li> </ul> | <ul style="list-style-type: none"> <li>• Maintain financial integrity - living within our means</li> <li>• We listen - your opinion counts</li> <li>• Have fun</li> <li>• Continuous improvement – organize for success</li> <li>• Compassionate - responsive to the needs of <u>all</u> employees</li> <li>• Entrepreneur – create and seize opportunity</li> <li>• Expect the best –recognize effort, reward contribution, celebrate success</li> <li>• Hire and retain the best</li> <li>• “A “can-do” attitude – whatever it takes”</li> <li>• Property Stewardship – we are good neighbors</li> </ul> |
|---|--|

## STRATEGIC ISSUES

- I. What processes and measurements need to be implemented or improved in order to achieve excellence in management and delivery of services? (Performance Attributes)
- II. Is our identity and are our accomplishments promoted adequately enough to assist HACOL in meeting its mission and vision? (Tell Our Story)
- III. What is the level of demand for safe, decent and affordable housing in the community? (Housing Demand Analysis)
- IV. Are the level of services, the built environment and quality of life (sense of community) in our managed neighborhoods adequate to encourage (enable) our residents to manage their lives with dignity? (Comprehensive Management Plan)
- V. How do we meet the demand for affordable housing in our community (service areas)? (Annual Plan)

# **GOALS**

## **PERFORMANCE ATTRIBUTES**

What processes and measurements need to be implemented or improved in order to achieve excellence in management and delivery of services?

### **GOAL I - 1**

**Identify and implement a set of performance attributes (set of measures) and proposed standards for these attributes**

### **GOAL I - 2**

**Identify, modify or create processes and staffing that contribute to achieving the performance standards defined in goal #1**

### **GOAL I - 3**

**Document and standardize key processes identified in goal**

### **Anticipated Resource Needs:**

Management Team  
Quality Team  
Staff/Department  
Core Group  
Board

Consultant  
Equipment  
New staff  
Staff Training

### **Implementation:**

Begin work November 2002

## **TELL OUR STORY**

Is our identity and are our accomplishments promoted adequately enough to assist HACOL in meeting its mission and vision?

### **GOAL II - 1**

**Tell our story to every major stakeholder (funding partner, chartering agency) at least once a year.**

### **GOAL II - 2**

**Identify new potential stakeholders and/or stakeholder groups and communicate our products, services and future directions. (our story)**

### **Anticipated Resource Needs:**

Management Team  
Quality Team  
Staff/Department  
Core Group  
Board

Consultant  
Equipment  
3<sup>rd</sup> Party Sources  
Annual Report  
Staff Training

### **Implementation:**

Begin work November 2002

## **HOUSING DEMAND ANALYSIS**

What is the level of demand for safe, decent and affordable housing in the community?

### **GOAL III - 1**

**Develop comprehensive analysis of current and future housing demand (gap) in Loveland**

### **GOAL III - 2**

**Develop methodology to update projections (annually)**

### **Anticipated Resource Needs:**

Management Team  
Quality Team  
Staff/Department  
Core Group

Board  
Consultant  
Equipment  
Staff Training

### **Implementation:**

Begin work August 2003

## **COMPREHENSIVE MANAGEMENT PLAN**

Are the level of services, the built environment and quality of life (sense of community) in our managed neighborhoods adequate to encourage (enable) our residents to manage their lives with dignity?

### **GOAL IV - 1**

**Develop a comprehensive management plan for each development that includes a physical needs analysis, quality of life analysis, services/level of demand analysis and results in the development of a comprehensive needs analysis.**

### **GOAL IV - 2**

**Assure that each facility has a comprehensive management plan in place within five years of its beginning of life and to be updated at a minimum of every five years.**

### **Anticipated Resource Needs:**

Management Team  
Quality Team  
Staff/Department  
Core Group

Board  
Consultant  
Staff Training

### **Implementation:**

Begin work October 2003

## **ANNUAL PLAN**

How do we meet the demand for affordable housing in our community (service areas)?

### **GOAL V - 1**

**Develop and implement an annual plan to create additional housing opportunities within current realities**

### **GOAL V - 2**

**Develop a long-term plan to significantly reduce demand over a specified period**

#### **Anticipated Resource Needs:**

Management Team  
Quality Team  
Staff/Department  
Core Group

Board  
Consultant  
Equipment  
Staff Training

#### **Implementation:**

Begin work March 2004

## WHAT COMES NEXT?

- Develop objectives and specific action plans through internal task force teams
- Create timelines in coordination with objectives to assist in attaining goals
- Determine staff and organizational responsibilities to attain goals
- Implement action plans and strategic initiatives
- Monitor and evaluate progress and success of initiatives

## PLANS FOR THE FUTURE

- **Training Initiatives**
  - More available funding
  - Encouragement of employees to attend training
- **Staffing Initiatives**
  - Analyze staffing needs of the Housing Authority
  - Employ staffing strategies for growth and future needs
- **Asset Management**
  - Improved management of our assets focusing on our products, services and the people who deliver these services
- **Needs Assessment**
  - Continue to address the need for affordable housing in our community
  - Assessing and enhancing the quality of life of residents in our managed communities

## CONCLUSION

This concludes the basis of the Strategic Plan for the Housing Authority of the City of Loveland. This document will continue to be updated as progress is made on the strategic planning initiatives and as our business environment and the needs of our customers evolve.