



# 2015-2020 Strategic Plan



This plan was approved by the Board of Commissioners of the Housing Authority of the City of Brownsville on August 3, 2015.

Resolution number: 2261

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## Message from the Chief Executive Officer

I am pleased to present to you the 2015 – 2020 Strategic Plan for the Housing Authority of the City of Brownsville (HACB). This plan was developed over the past year with input from numerous stakeholders representing diverse viewpoints on the how HACB can best serve Brownsville. HACB is dedicated to serving our existing residents and tenants, but we recognize that we have a broader role in improving Brownsville. We revised our mission statement to stress that we intend to serve “all residents of our community.” This plan contains several initiatives designed to fulfill this mission from providing new quality housing in thriving neighborhoods to serving people who need affordable housing and services.

The plan’s vision statement and three externally focused goals mirror the goals of the U.S. Department of Housing and Urban Development’s Choice Neighborhood grant programs with a focus on **Housing, People and Communities**. HACB will be working with our partners to pursue the Choice Neighborhood grants. But more importantly, this framework reflects our view that an overly narrow view of simply providing affordable housing does not reflect the need to support our residents becoming self-sufficient or our role in contributing to the overall well- being of Brownsville.

The plan established ambitious goals for developing new housing and redeveloping existing housing. HACB recognizes that we can’t do this alone and will leverage our partnerships with government, the private sector and non-profits to achieve success. Brownsville needs

more quality affordable housing and HACB will lead, facilitate and support these efforts.

The plan also provides two goals focused on staff and organizational capacity. HACB is fortunate to have fantastic hard-working and dedicated staff. This plan recognizes the need to support them if we are to achieve our goals.



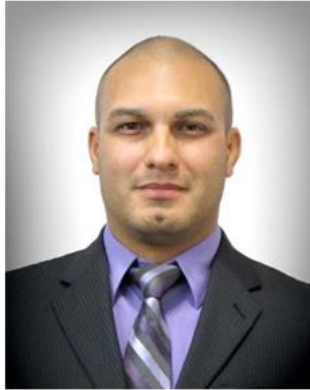
This strategic planning initiative was structured in a manner to transform our vision and goals into real results. The plan was used to guide the development of a new organizational structure for HACB. Mirroring our goals, we will have teams dedicated to facilities, clients, community and administration. Additionally, we will utilize a “goal tracker” with performance metrics to measure our progress and ensure we stay on track. The HACB Board of Commissioners recognized a need for HACB to chart a new strategic course to ensure that the opportunities were pursued to improve the quality of life for all residents of Brownsville.

I want to recognize the support of our staff and our stakeholders for their assistance in developing this plan. I also want to single out the assistance provided by the Board of Commissioners and Chairman Sampayo. They pushed us to re-envision HACB’s roles and set ambitious goals so we can play our role in making Brownsville a thriving community.

Respectfully,  
Carla Y. Mancha, Chief Executive Officer

## HACB Board of Commissioners

The Board of Commissioners provided significant input throughout the Strategic Planning process. From their leadership in starting the process through numerous meetings to discuss the mission, vision, goals and objectives, they have provided direction necessary to lead HACB for the next five years.



Noe Guerrero  
Commissioner



John F. Cowen, Jr.  
Vice Chair



Patricio Sampayo  
Chair



Ruben Arturo Longoria  
Commissioner



Norma Zepeda  
Resident Commissioner



## Planning Framework

The Housing Authority of the City of Brownsville (HACB) engaged in an extensive process over the past year to develop this strategic plan. One of the central goals of the plan was to provide clear direction to the agency as it endeavors to support the residents of Brownsville at a time of decreasing and unstable sources of revenue. This plan identifies key goals and objectives to provide the agency with a clear direction and a framework for decision making.

HACB started the process by issuing a competitive bid for assistance with the development of the strategic plan. HACB selected Bronner Group, LLC, (BRONNER) based on qualifications and price to assist the Administration Team in developing the strategic plan. Below is a visual representation of the process.



## Analyzing the Environment

A comprehensive review was undertaken to provide a solid foundation for the plan including:

- Plans developed by other agencies, such as the City of Brownsville, were reviewed to support a coordinated approach.
- HACB employees were surveyed and interviewed to identify key issues facing the agency.
- HACB leadership and staff were interviewed and surveyed. This helped identify approaches to saving costs and prioritize staff development activities.
- Interviews were conducted with a wide range of stakeholders including, but not limited to:
  - members of the Board of Commissioners,
  - City of Brownsville leadership,
  - a landlord,
  - local non-profit leadership,
  - Executive Directors of area housing authorities,
  - affordable housing developers,
  - affordable housing finance experts; and,
  - former HUD undersecretary of Public and Indian Housing.

Examples of stakeholders and their ideas that were incorporated in the plan include:

HACB Board Members	<ul style="list-style-type: none"> <li>✓ Significantly increase the number of affordable housing units and vouchers in Brownsville</li> <li>✓ Develop a structure for implementing and monitoring the plan</li> </ul>
City of Brownsville Leadership	<ul style="list-style-type: none"> <li>✓ Redevelop the Fernandez House and downtown properties</li> </ul>
BCDC, BCIC and United Way Leadership	<ul style="list-style-type: none"> <li>✓ Work in collaborative partnerships</li> <li>✓ Increase access to bike/walking trails</li> </ul>



## Identifying and Analyzing Strategic Issues

The background research and discussions with key stakeholders were used to develop draft mission and vision statements, goals and objectives. The Strategic Plan is focused on external facing projects.

The draft goals and objectives were reviewed and refined several times based on input from HACB leadership, staff, and the public. The draft goals were posted on the HACB website and a public hearing was held on October 1, 2014. The draft goals were revisited and revised several times by the Board and the Administration Team including a strategic plan workshop held on November 8, 2014 and May 9, 2015. This document provides the final version of the plan for approval by the Board of Commissioners.

## Implementation and the Action Plan

Several steps were taken to ensure the Strategic Plan is successfully implemented, including a new staff organizational structure, increased clarity on the roles of affiliated non-profits, and an action plan with implementation framework.

The Administration Team worked in coordination with the Board in developing a new organizational structure which mirrors the framework of the strategic plan's goals with teams dedicated to facilities, clients, community, and administration. This structure will support the implementation of the plan through clearly lines of accountability. The organizational structure is provided in Appendix A.

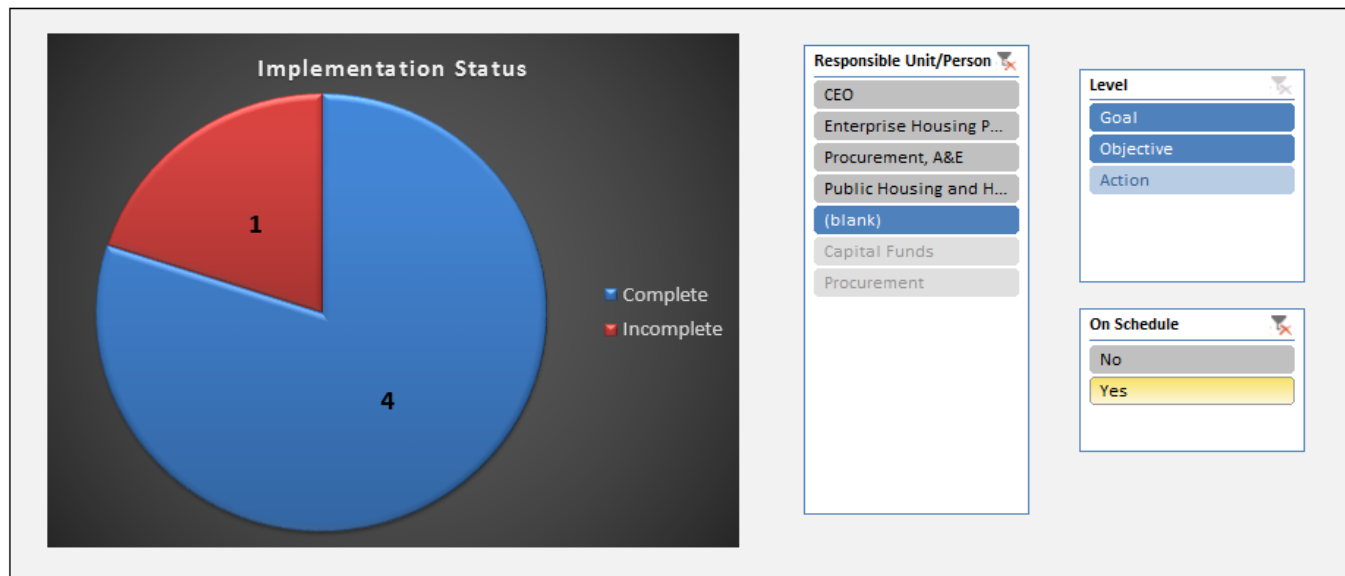
The Administration Team worked in coordination with the Board to identify an improved governance structure for affiliated non-profits as identified in Appendix B.

The Development Roadmap found in Appendix C provides a standard process to guide the development and redevelopment of properties.

An Action Plan was developed to identify responsibilities, priorities, timeline, and metrics. The Action Plan will be updated by project leads monthly to aid in tracking implementation. This Strategic Plan document includes key information from the Action Plan. Additional information, such as notes, is included in a user-friendly spreadsheet that is organized to track the progress of implementation. Regular meetings will be used to discuss the status of projects. If necessary, the information in goal tracker can be changed to reflect new information.

The Goal Tracker includes an Issue Log which is used to document ongoing and closed issues related to specific tasks and to identify tasks requiring executive action. It contains a Summary Report and Executive Dashboard that provide interactive snapshots of current progress/status for executive management. This allows the executive team to identify and focus on activities that are behind schedule.

### Strategic Planning Executive Dashboard



## Mission and Vision

As part of the strategic planning process, HACB developed new mission and vision statements below to clearly identify our current role and where we envision our future.

### MISSION:

- *To provide access to affordable, quality housing, and achieve self-sufficiency through education and collaborative partnerships, for all residents of our community.*

### VISION\*:

- **Housing:** *Replace distressed public and assisted housing with high-quality affordable housing that is well-managed and responsive to the needs of the community;*
- **People:** *Improve health, safety, employment, mobility, and educational outcomes with services and supports delivered directly to youth and their families; and*
- **Community:** *Create the conditions necessary for public and private reinvestment in our community to offer the kinds of amenities and assets, including safety, good schools and commercial activity that are important to families' quality of life.*

\* U.S. Department of Housing and Urban Development – Choice Neighborhood Initiative.

## Strategic Plan Goals (Housing, People, Communities)

Our strategic plan contains three goals focused on Housing, People, and Communities. Two supporting goals focus on staff and capacity to support our mission and vision. Each goal contains strategic objectives and specific action items to measure HACB's success.

### HOUSING AUTHORITY OF CITY OF BROWNSVILLE 2015 – 2020 GOALS



#### Goal 1 – Housing

Promote affordable housing by increasing HACB's portfolio of premium units to 5,200 by 2020.



#### Goal 2 – People

Increase the number of households served by HACB to 6,000 by 2020.



#### Goal 3 – Communities

Create resilient communities through collaborative initiatives and leveraging of resources that maximize HACB's partnership and leadership opportunities.

## Strategic Plan Goals (Organization, Capacity)

### HOUSING AUTHORITY OF CITY OF BROWNSVILLE 2015 – 2020 GOALS



#### Goal 4

Create an organizational culture of excellence by investing in our greatest asset, our employees, and becoming renowned for our record of integrity, accountability, collaboration and strong customer service.



#### Goal 5

Build capacity for a holistic approach to the development of properties.

## Strategic Goal I: Housing



**Promote affordable housing by increasing HACB's portfolio of premium units to 5,200 by 2020.**

### Objectives/Supporting Actions:

- a. Create at least 1,514 new units of housing in keeping with the City of Brownsville development plans at the following sites: Boca Chica (400 units), future sites (958 units), and other existing HACB properties (76 units), Bella Terra (80 units), and through 100 new voucher locations (Goal 2, Objective d.)
- b. Target obsolete properties to create 275 redeveloped housing units.
- c. Strategically address Rental Assistance Demonstration (RAD) conversion and implementation plan.
- d. Improve access to sidewalks, walking trails, and public transportation for the nine HACB owned properties (510 units) and six HACB tax credit properties (922 units).
- e. Promote the development of quality housing with units of adequate size, amenities and features.

## Strategic Goal II: People



**Increase the number of households served by HACB to 6,000 by 2020.**

### Objectives/Supporting Actions:

- a. Develop a centralized client services unit.
- b. Work collaboratively with the Community Services Team by increasing numbers of participants via referrals with an emphasis on services to residents of Brownsville who are most in need.
- c. Identify common processes for optimizing of case management services.
- d. Assist an additional 100 households through HUD-funded Voucher programs.
- e. Assist households on the wait list to become housed and reduce the time on the wait list from approximately 24 to 10 months.



## Strategic Goal III: Communities



**Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

### Objectives/Supporting Actions:

- a. Leverage HACB resources with external stakeholders to maximize quantity and quality of services to the community.
- b. Cooperate with other entities to obtain Promise Zone, Choice Neighborhood, and other grants to fund the comprehensive revitalization of HACB properties and communities.
- c. Create a one stop center for self-sufficiency services in a restored Fernandez House.
- d. Incorporate commercial space into developments, as appropriate, in order to contribute to economic opportunities.
- e. Establish HACB With You wellness program.
- f. Create a Senior Life Enrichment program that links 100% of seniors in HACB's households to community services.
- g. Create 500 new home-owners through the B3 Initiative – Building Homes, Building Hope, and Building Brownsville by 2020.
- h. Create a Cradle to College program that will impact 100% of children in HACB's households.
- i. Work with people who are homeless and community groups to identify housing opportunities and resources.

## Strategic Goal IV: Organization



**Create an organizational culture of excellence by investing in our greatest asset, our employees, and becoming renowned for our record of integrity, accountability, collaboration and strong customer service.**

### Objectives/Supporting Actions:

- a. Clearly define the organizational structure and staffing plan.
- b. Develop workforce and facilitate education and training to support transition planning and career ladders.
- c. Create a Crisis Management Team to develop organizational resiliency with an emphasis on both responsiveness and recovery.
- d. Improve communication via training and tools.
- e. Establish and implement standards that promote a professional work environment.
- f. Attract and retain qualified and competent employees through competitive compensation.

## Strategic Goal V: Capacity



**Build capacity for a holistic approach to the development of properties.**

### Objectives/Supporting Actions:

- a. Hire an asset management/development consultant to assist with HACB's current & future portfolios.
- b. Leverage the use of affiliated non-profits to expand the development and implementation of mixed-income housing.
- c. Expand property management capacity through the development of a property management company.
- d. Maximize and leverage public and private, resources available for supporting development of housing.
- e. Implement a collaborative planning process with our revitalization stakeholders in order to promote community support and engagement.

## Action Plan: Goal 1, Objective A

**Goal 1. Promote affordable housing by increasing HACB's portfolio of premium units to 5,200 by 2020.**

**Objective A.** Create at least 1,514 new units of housing in keeping with the City of Brownsville development plans at the following sites: Boca Chica (400 units), future sites (958 units), and other existing HACB properties (76 units), Bella Terra (80 units), and through 100 new voucher locations (Goal 2, Objective d.)

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Create and implement development plan for Boca Chica (400 units).	CEO	Finance, Legal Counsel and Consultant(s)	High	Year 1 and 2	Create development plan By January 1, 2016.
2. Create units at future sites (958 units)	CEO	Finance, Legal Counsel and Consultant(s)	High	Year 1, ongoing	Create development plan By July 1, 2016.
3. Create additional units at existing HACB properties (76 units): Citrus Gardens (25 units), Washington St. (3 units), Paseo Plaza (45 units), Sanchez-Vela (3 units)	CEO	Finance, Legal Counsel and Consultant(s)	Medium	Year 1 and 2	Create development plan By October 1, 2015.
4. Support the development at Bella Terra using Low Income Housing Tax Credits (80 units).	CEO	Finance, Legal Counsel and Consultant(s)	High	Year 1	Start Construction Jan. 2015 End Construction Dec. 2015

## Action Plan: Goal 1, Objective B

**Goal 1. Promote affordable housing by increasing HACB's portfolio of premium units to 5,200 by 2020.**

**Objective B. Target obsolete properties to create 275 redeveloped housing units.**

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Create and implement development plan for Buena Vida (150 units)	CEO, CFO	Admin Team, Consultant(s), Community Stakeholders, and Legal Counsel	High	Year 1 and 2	Create development plan By January 1, 2016.
2. Create and implement development plan for Bougainvillea (75 units)	CEO, CFO	Admin Team, Consultants and Legal Counsel	High	Year 1 and 2	Create development plan By January 1, 2016
3. Create and implement development plan for Victoria Gardens (46 units).	CEO, CFO	Admin Team, Consultants and Legal Counsel	High	Year 1 and 2	Create development plan By January 1, 2016.

## Action Plan: Goal 1, Objective C

**Goal 1. Promote affordable housing by increasing HACB's portfolio of premium units to 5,200 by 2020.**

**Objective C.** Strategically address Rental Assistance Demonstration (RAD) conversion and implementation plan.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Implement plan of action presented in HUD application for AMP 3 and AMP 5	CEO, RAD Committee	Fee Accountant, Legal Counsel	High	Year 1 and 2	Meet milestones required in HUD By March 2016
2. Develop HUD RAD application for AMP 1, AMP 6 and AMP 24	CEO, RAD Committee	Fee Accountant, Legal Counsel	High	Year 1	Submit application to HUD By May 14, 2016

## Action Plan: Goal 1, Objective D

**Goal 1. Promote affordable housing by increasing HACB's portfolio of premium units to 5,200 by 2020.**

**Objective D.** Improve access to sidewalks, walking trails, and public transportation for the nine HACB owned properties (510 units) and six HACB tax credit properties (922 units).

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Identify existing trail system and determine how properties can tie into them.	Capital Fund Coordinator	Director of Housing Facilities	High	Year 1	Develop a plan in Year 1.  Implement improvements In Year 2.
2. Coordinate planning for public transportation with Brownsville Metropolitan Planning Organization and Brownsville Metro including ensuring safe access to bus stops/shelters.	Capital Fund Coordinator	Director of Housing Facilities	High	Year 1	Increase ridership



## Action Plan: Goal 1, Objective E

**Goal 1. Promote affordable housing by increasing HACB's portfolio of premium units to 5,200 by 2020.**

**Objective E.** Promote the development of quality housing with units of adequate size, amenities and features.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Identify community standards for size, amenities and features of rental properties	Director of Housing Facilities	Admin Team	High	Year 1	Summary of standards
2. Incorporate standards in new developments and redevelopment projects	Director of Housing Facilities	Consultants, Fee Accountant and Admin Team	High	Year 1	Confirm proposed development plans includes standards
3. Implement design plan for open spaces that will reduce energy costs and contribute to quality of life	Director of Housing Facilities	Admin Team, Consultant	Medium	Year 2	Develop plan with Keep Brownsville Beautiful by Jan. 1, 2017

## Action Plan: Goal 2, Objective A

**Goal 2. Increase the number of households served by HACB to 6,000 by 2020.**

**Objective A. Develop a centralized client services unit.**

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Relocate to central office building	Director of Client Services	Admin Team, Housing Facilities Team	High	Year 1	Effective July 1, 2015
2. Cross-train eligibility specialists to handle all tenant housing assistance programs	Human Resources Officer	Director of Client Services	High	Year 1, Ongoing	Summer of 2015

## Action Plan: Goal 2, Objective B

**Goal 2. Increase the number of households served by HACB to 6,000 by 2020.**

**Objective B.** Work collaboratively with the Community Services Team by increasing numbers of participants via referrals with an emphasis on services to residents of Brownsville who are most in need.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Develop referral process including marketing to inform residents of programs and benefits	Community Services Team	Client Services Team	High	Year 1, Ongoing	Effective October 1, 2015
2. Identify community resources	Community Services Team	Admin Team	High	Year 1, Ongoing	Effective October 1, 2015
3. Identify target audience for services	Community Services Team	Admin Team	High	Year 1, Ongoing	Effective October 1, 2015
4. Train HACB staff on all available programs and assistance and referral process	Community Services Team, Human Resources Officer	Client Services Team, Housing Facilities Team	High	Year 1, Ongoing	Effective October 1, 2015

## Action Plan: Goal 2, Objective C

<b>Goal 2. Increase the number of households served by HACB to 6,000 by 2020.</b>					
<b>Objective C. Identify common processes for optimizing of case management services</b>					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Contract with vendor to map As-Is and To-Be processes	Human Resources Officer	Admin Team	High	Year 2	By January 1, 2017
2. Conduct internal assessment of processes and documentation by Client Services	Human Resources Officer	Client Services, Admin Team	Medium	Year 2	By April 1, 2017
3. Determine recommendations to optimize case management services including assessment of technology	Human Resources Officer	Client Services, Admin Team	High	Year 3	By July 1, 2017
4. Implement recommendations	Human Resources Officer	Client Services, Admin Team	High	Year 3	By August 1, 2017

## Action Plan: Goal 2, Objective D

<b>Goal 2. Increase the number of households served by HACB to 6,000 by 2020.</b>					
<b>Objective D. Assist an additional 100 households through HUD-funded Voucher programs.</b>					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Work with regional Veterans Affairs office to secure 15 additional VASH Vouchers.	Director of Client Services	Client Services Team	High	Year 1, Ongoing	Secure 15 VASH vouchers
2. Identify and pursue at least 85 additional vouchers from other sources.	Director of Client Services	Client Services Team, Admin Team	High	Year 1, Ongoing	Obtain 21 new vouchers per year

## Action Plan: Goal 2, Objective E

**Goal 2. Increase the number of households served by HACB to 6,000 by 2020.**

**Objective E.** Assist households on the wait list to become housed and reduce the time on the wait list from approximately 24 to 10 months.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Create more housing units (See goal 1)	Director of Client Services, Admin Team	Client Services Team	High	Year 3	Wait list time is reduced to 10 months
2. Provide alternative options and assistance to people on waitlist	Community Services Team	Client Services Team	High	Year 1	Track services and referrals.

## Action Plan: Goal 3, Objective A

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective A. Leverage HACB resources with external stakeholders to maximize quantity and quality of services to the community.**

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Finalize job descriptions and organizational assessment	Human Resources Officer	CEO, Consultant	High	Year 1	By June 22, 2015
2. Recruit and finalize staffing for Community Services Division	Human Resources Officer	CEO	High	Year 1	By September 1, 2015
3. Identify existing and new stakeholders and build partnerships and MOUs	Director of Community Services	Admin Team	High	Year 2	Inventory of partnerships for Year 1. Increase number of partnerships for Year 2
4. Identify and leverage HACB resources (money and facilities) that can be used to increase services to HACB residents and the community	Director of Community Services	Admin Team, Community Services Team	High	Year 2	Increase services from other agencies. Increase number of successful grants in partnerships with other entities
5. Maximize and utilize resources that the Strong Cities, Strong Communities is offering Brownsville	CEO	Community Services Team	High	Year 1, Ongoing	Engage in SCSC meeting and report out on progress quarterly to Board



## Action Plan: Goal 3, Objective B

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective B.** Cooperate with other entities to obtain Promise Zone, Choice Neighborhood, and other grants to fund the comprehensive revitalization of HACB properties and communities.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Partner with COB and other local governments and non-profits for Promise Zone application.	CEO	City of Brownsville, Admin Team	High	Year 1	Submit application on time
2. Coordinate Choice Neighborhood planning grant application process with City in anticipation of 2015 funding cycle.	CEO	City of Brownsville, Admin Team	High	Year 1	Successful application submitted in August 2015

## Action Plan: Goal 3, Objective C

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective C. Create a one stop center for self-sufficiency services in a restored Fernandez House.**

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Identify and line up potential funding sources including grants for restoration, grants for services, and HACB operating expenses.	CEO, CFO, B3 Program Manager	Director of Community Services	High	Year 1	List of potential sources
2. Identify occupants to provide services including HACB staff and partnerships.	Director of Community Services	Community Services Team	High	Year 1	List of potential occupants/uses
3. Develop operating budget including sources and uses of funds.	Director of Community Services	CFO	High	Year 1	Draft budget By January 1, 2016
4. Determine governance structure for administering house based on tenants and funding.	Director of Community Services	Admin Team	High	Year 1	MOU(s), Charter, and other governance documents in place By January 1, 2016
5. Procure services to rehab Fernandez House.	Procurement	CFO, Community Services Team	High	Year 2	Procure By October 1, 2016
6. Rehab and move in.	Director of Community Services	Admin Team, Facilities Team	High	Year 3	Move in By March 1, 2017

## Action Plan: Goal 3, Objective D

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective D.** Incorporate commercial space into developments, as appropriate, in order to contribute to economic opportunities.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1 Develop rental retail space at Boca Chica and McDavid	CEO, CFO	Admin Team	High	Year 1, Ongoing	Develop Plan By July 1, 2016
2 Identify HACB vacant property that has potential commercial use.	CEO, CFO	Admin Team	High	Year 1	Develop Plan By July 1, 2016
3 Publicize HACB's interest in developing commercial properties to solicit opportunities	CEO, CFO	Admin Team	High	Year 2	Promote By October 1, 2016
4. As part of Buena Vida Choice Neighborhood redevelopment incorporate live/work spaces.	CEO, CFO	Admin Team	High	Year 1, Ongoing	Submit Planning Grant By Fall 2015. Develop Transformation Plan for inclusion in Implementation Grant By Spring, 2016

## Action Plan: Goal 3, Objective E

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective E. Establish HACB With You wellness program.**

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Encourage weight loss and exercise through multiple initiatives	Human Resources Officer	HACB committee	High	Year 1, Ongoing	By February 1, 2016
2. Expand existing program from employees to residents	Resident Coordinator, Community Services Team	HACB committee	High	Year 1	By June 30, 2016

## Action Plan: Goal 3, Objective F

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective F.** Create a Senior Life Enrichment program that links 100% of seniors in HACB's households to community services.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Identify households with senior members	Community Services Team	Client Services Team	High	Year 1	List of potential participants By October 1, 2015
2. Identify programs that will enrich the lives of seniors	Community Services Team	Client Services Team	High	Year 1	List of services By October 1, 2015
3. Effectively communicate program information to seniors and assist service providers connect to residents	Community Services Team	Client Services Team	High	Year 1, Ongoing	Link 100% By June 30, 2016

## Action Plan: Goal 3, Objective G

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective G. Create 500 new home-owners through the B3 Initiative – Building Homes, Building Hope, and Building Brownsville by 2020.**

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Develop a housing counseling program to assist 50 households in year one, 50 households in year two, and 125 households in following years.	B3 Program Manager	Community Services Team, Admin Team	High	Ongoing	Complete By Jan. 1, 2016
2. Implement a down payment assistance program to assist 6 households in year one and 20 households in year two, contingent of funding.	B3 Program Manager	Admin Team	High	Year 1	Complete By Jan. 1, 2016
3. Develop effective partnerships with local and regional CHDOs and other agencies to increase opportunities	Director of Community Services	Community Services Team, Admin Team	High	Ongoing	Complete By April 1, 2016
4. Conduct Home Expo with clear goals and metrics related to increasing homeownerships	Community Services Team	Admin Team	High	Ongoing	Increase homeowners and increase number of vendors at each annual expo
5. Explore a Section 32 application for Sanchez Villa	CFO, Director of Facilities	CEO	Medium	Year 3	By July 1, 2018

## Action Plan: Goal 3, Objective H

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective H. Create a Cradle to College program that will impact 100% of children in HACB's households.**

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Increase number of scholarships provided to Public Housing and HCV households by 100% in year one and encourage successful completion of education.	Community Services Team	Admin Team	High	Year 1, Ongoing	Track students graduating and increase percentage
2. Partner with City to implement White House's "My Brother's Keeper" program	Community Services Team, CEO	Admin Team	High	Ongoing	Submit to White House By July 31, 2015
3. Pursue connecting households with the Internet to address "digital divide" issues	Capital Fund Coordinator	Community Services Team, Facilities Team	High	Year 1	By July 1, 2016



## Action Plan: Goal 3, Objective I

**Goal 3. Create resilient communities through collaborative initiatives and leveraging of resources, which maximize HACB's partnership and leadership opportunities.**

**Objective I.** Work with people who are homeless and community groups to identify housing opportunities and resources

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Engage with community providers, local, state, and federal agencies to coordinate efforts to provide support services and housing assistance for people who are homeless	Community Services	Admin Team	High	Year 1	Develop referral system for people who are homeless By Jan. 1 2016
2. Seek and utilize HEARTH, VASH, and other federal funding sources to provide housing assistance	Community Services	Admin Team	High	Year 1	Identify funding sources By Jan. 1, 2016

## Action Plan: Goal 4, Objective A

### Goal 4. Create an organizational culture of excellence.

#### Objective A. Clearly define the organizational structure and staffing plan.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Revise job descriptions to reflect new job duties and responsibilities.	Human Resources Officer	Admin Team Consultant	High	Year 1	By July 1, 2015
2. Revise budget to reflect new organizational chart.	CFO	CEO, Human Resources Officer	High	Year 1	By July 1, 2015

## Action Plan: Goal 4, Objective B

<b>Goal 4. Create an organizational culture of excellence.</b>					
<b>Objective B. Develop workforce to support transition planning and career ladders.</b>					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Establish career path for different departments.	Human Resources Officer	Department heads	High	Year 1	By January 1, 2016
2. Identify and promote training and professional growth of employees.	Human Resources Officer	Department heads	High	Year 1	By January 1, 2016
3. Improve the employee evaluation process through improved evaluating tool and training for managers.	Human Resources Officer	Department heads	High	Year 1	By October 1, 2015

## Action Plan: Goal 4, Objective C

<b>Goal 4. Create an organizational culture of excellence.</b>					
<b>Objective C. Create a Crisis Management Team to develop organizational resiliency with an emphasis on both responsiveness and recovery.</b>					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Work with consultant to develop draft plan	Human Resources Officer	Committee	High	Year 1	By September 1, 2015
2. Identify committee to review plan	Human Resources Officer	Committee	High	Year 1	By October 1, 2015
3. Submit to Board for approval	Human Resources Officer	Committee	High	Year 1	December Board Meeting

## Action Plan: Goal 4, Objective D

### Goal 4. Create an organizational culture of excellence.

#### Objective D. Improve communication via training and tools.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Use collaborative software for editing shared documents.	Human Resources Officer	Department Heads	Medium	Year 1	Start exploring By July 1, 2015.
2. Develop and deliver training classes on communication using Outlook, email, phone, etc.	Human Resources Officer	Department Heads	Medium	Year 1	Start By July 1, 2015.

## Action Plan: Goal 4, Objective E

<b>Goal 4. Create an organizational culture of excellence.</b>					
<b>Objective E.</b> Establish and implement standards that promote a professional work environment (dress, facility, communication, community involvement, etc.).					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Update policies and standards.	Human Resources Officer	Admin Team	Medium	Year 1	Develop schedule for updating policies By October. 1, 2015
2. Revise and update dress code policy.	Human Resources Officer	Admin Team	Medium	Year 1	By October 1, 2015
3. Develop standard signature format.	Executive Secretary	Admin Team	Medium	Year 1	By January 1, 2015
4. Posting goals, objectives, and metrics in public spaces.	Human Resources Officer	Executive Secretary	Medium	Year 1	By September 1, 2015
5. Encourage community involvement by promoting community events.	Director of Community Services	Community Services, Admin Team	Medium	Year 1	Develop system for tracking and promoting events By January 1, 2016

## Action Plan: Goal 4, Objective F

<b>Goal 4. Create an organizational culture of excellence.</b>					
<b>Objective F. Attract and retain qualified and competent employees through competitive compensation.</b>					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Attract and retain qualified and competent employees through competitive compensation.	Human Resources Officer	Admin Team	Low	Year 2	Reduce absenteeism and health care costs
2. Review compensation levels to determine if salaries are in competitive range.	Human Resources Officer	CEO Consultant	High	Year 1	By July 1, 2015

## Action Plan: Goal 5, Objective A

### Goal 5. Build capacity for a holistic approach to the development of properties.

**Objective A.** Contract with an asset management/development consultant to assist in the monitoring the HACB's tax credit portfolio and to assist with the professional development of internal capacity

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Procure a supervisory tax credit management consultant	CEO	Procurement	High	Year 1	Contract by August 31, 2015
2. Review current portfolio and provide analysis on how to maximize assets	CEO, CFO	Consultant	High	Year 1	By January 1, 2016
3. Assist the administration with development financial options for Boca Chica	CEO, CFO	Consultant	High	Year 1	By September 1, 2016
4. Teach/Coach staff on management of tax credit properties to build agency capacity	Consultant, CEO	Admin Team	High	Year 1, Ongoing	Manage properties without outside assistance By Year 3



## Action Plan: Goal 5, Objective B

<b>Goal 5. Build capacity for a holistic approach to the development of properties.</b>					
<b>Objective B. Maximize and leverage available resources for supporting the development of housing.</b>					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Clearly define roles of Non-profits	CEO	Board, Legal Counsel	High	Year 1	Updated by-laws approved December 2, 2014
2. Leverage the use of affiliated non-profits to expand on development and implementation of mixed-income housing.	CEO, Consultant	Finance	High	Year 2, Ongoing	By July 1, 2016
3. Connect with other entities to leverage resources and opportunities	CEO, Director of Community Services	CFO	High	Year 1, Ongoing	Number of Memorandums of Understanding

## Action Plan: Goal 5, Objective C

### Goal 5. Build capacity for a holistic approach to the development of properties.

**Objective C.** Expand property management capacity through the development of a property management company.

Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Work with supervisory tax credit management consultant to learn how to manage tax credit properties	CEO, Director of Housing Facilities	Admin Team	High	Year 1, Ongoing	Develop milestones for managing tax credit portfolio
2. Create a BHMC general contracting company that may include make ready, repairs, grounds keeping, and other services needed by apartment complexes	Construction Superintendent	Housing Facilities Team, Admin Team, Legal Counsel, Fee Accountant	High	Year 1, Ongoing	Draft business plan to BHMC for review and comments By September 1, 2015
3. Create a BHMC management company to manage rental properties	Admin Team, Director of Housing Facilities	Legal, Fee Accountant	High	Year 3, Ongoing	Manage properties without outside assistance By Year 3
4. Sell services to other housing authorities and entities	CEO, CFO	Admin Team	High	Year 2, Ongoing	General Contracting By July 1, 2016

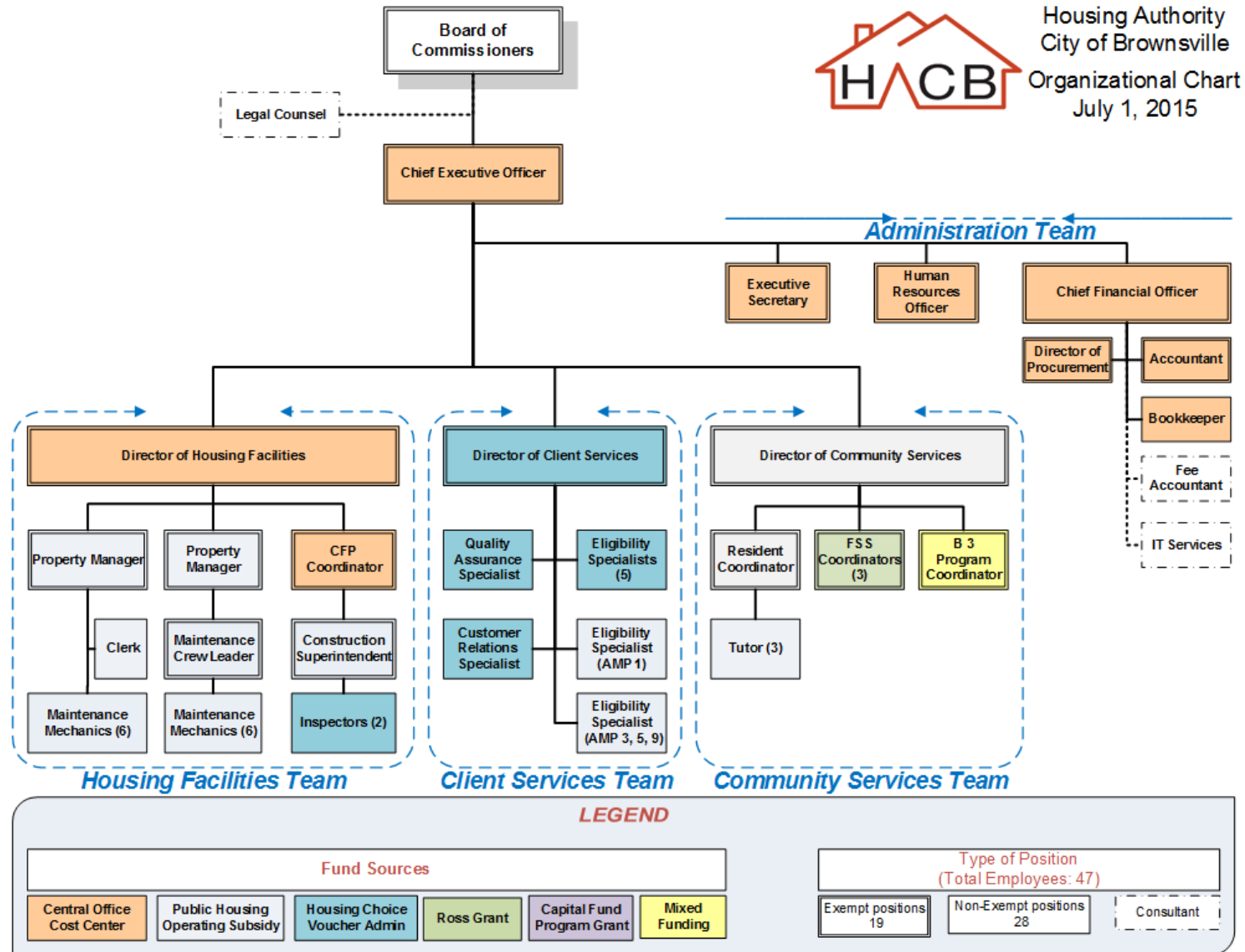
## Action Plan: Goal 5, Objective D

Goal 5. Build capacity for a holistic approach to the development of properties.					
Objective D. Explore development of subdivisions in order to promote and increase homeownership opportunities					
Action	Responsible Unit/ Person	Supporting Unit	Priority	Timing	Performance Measure, Target Date or Deliverable
1. Explore development of subdivisions in order to promote and increase homeownership opportunities	CEO, CFO	Consultant	Medium	Year 1	Create Development Plan By July 1, 2016

## Action Plan: Goal 5, Objective E

<b>Goal 5. Build capacity for a holistic approach to the development of properties.</b>					
<b>Objective E. Develop strategy for potential Moving To Work (MTW) application</b>					
<b>Action</b>	<b>Responsible Unit/ Person</b>	<b>Supporting Unit</b>	<b>Priority</b>	<b>Timing</b>	<b>Performance Measure, Target Date or Deliverable</b>
1. Finalize strategy	CEO	Admin Team	High	Year 1, Ongoing	By July 1, 2016
2. Educate stakeholders on the benefits of MTW	CEO, Consultant	Admin Team	High	Year 1, Ongoing	By Sept. 1, 2016
3. Implement strategy	CEO, Consultant	Admin Team	High	Year 1, Ongoing	By Sept. 1, 2016

# Appendix A – Organizational Chart



## Appendix B - Non Profit Structure

During the Strategic Planning process, the structure and purposes of the affiliated non-profit organizations were reviewed in order to align them with the new strategic vision of HACB. The roles of the Boards are shown below. Additionally, the Boards' structures were adapted to comprise three HACB Commissioners and two HACB employees. Their fiscal years will begin July 1.

Name		Type of Org	Role
<b>Brownsville Housing Management Corporation</b>	BHMC	Texas Public Facilities Corporation	Manage properties for HACB and other entities including other affiliated tax credit properties.
<b>Brownsville Housing Finance Corporation</b>	BHFC	Texas Public Facilities Corporation	Provide financial assistance for down payments and rehabilitation projects.
<b>Brownsville Housing Opportunity Corporation</b>	BHOC	501 C 3	Develop and own tax credit properties.

## Appendix C - Development Roadmap

Phases	Steps	Lead	Support
Pre-Development Phase	1. Hire Development Consultant	HACB	
	2. Visit other trendsetting Public Housing Authorities that have lead successful development ventures.	HACB	
	3. Identify potential funding sources and that source's application process and requirements.	HACB	Finance Consultant
	4. Determine what areas will qualify for LIHTC: Restricted due to Dallas legal issue, Qualified Census Tract (QCT), and Difficult to Develop Area (DDA).	HACB	Finance Consultant
	5. Identify any HUD approval requirements including relocation requirements if existing tenants.	HACB	
	6. Preliminary approval from HACB Board to pursue project.	HACB	
Architect and Engineering Selection Process	1. Develop Architecture and Engineering scope of work.	HACB	
	2. Identify a pre-approved Architecture and Engineering firm to provide site plans and building design.	HACB	
	3. Provide A&E firm with scope of work and negotiate price and time frame.	HACB	

Phases	Steps	Lead	Support
Conceptual Framework Phase	1. Analyze zoning including bulk area requirements, setbacks, height limits, minimum lot area, and allowable zoning uses. This will determine the potential number of units buildable on property.	HACB	Architect, Lawyer
	2. Determine preliminary development framework including mix of bedroom sizes, market/affordable, senior/family and other goals.	HACB	Market Consultant
	3. Determine preliminary framework for financing development including funds required from HACB and discuss with potential funding sources.	HACB	Finance Consultant
	4. Talk with finance syndicators to determine what type of guarantees will be required for construction completion, operating deficit (first 3 to 5 years), and compliance.	HACB	Finance Consultant
Stakeholder Feedback Phase	1. Discuss proposed plan with key stakeholders - Board, City, Residents, Neighbors, etc.	HACB	
	2. Obtain HACB Board approval on concept.	HACB	
Financing Phase	1. Submit application(s).	HACB	Finance Consultant
	2. Obtain approval of funding.	Funding Agency	HACB
	3. Hire staff and ensure they are certified/trained to manage compliance with special financing. Work with UHF for initial training.	HACB	



Phases	Steps	Lead	Support
Design Development Phase	1. Analyze Physical/Environmental issues including: Topography, wetlands, floodplains, Water, Environmental (Phase 1, Phase II), Geotechnical (Compaction/Soils), traffic, and utilities.	A&E firm	HACB
	2. Identify any zoning or building code issues that require variances or waivers (height, density, setbacks, uses, etc.)	A&E firm, Attorney	HACB
	3. Finalize details of development program including unit mix, land-use plan and timing.	HACB	A&E firm
	4. Establish land improvement budget and phasing of development.	A&E firm	HACB
	5. Obtain Zoning/Regulatory Approvals if needed.	A&E firm	HACB
	6. Approve construction drawings.	A&E firm	HACB
	7. Obtain building permits.	A&E firm	HACB
	8. Re-plot/Subdivide if necessary.	HACB	A&E firm
Close on financing		HACB, Attorney	Finance Consultant

Phases	Steps	Lead	Support
Construction Phase	1. Develop and issue RFP for General Contractor (GC) (This assumes HACB will act as Construction Manager).	HACB	
	2. Evaluate and select GC.	HACB	
	3. Finalize contract, work schedule and milestones.	HACB, Attorney	GC
	4. Link contractors to Section 3 residents.	HACB	GC
	5. Conduct Ground-breaking ceremony.	HACB	Team
	6. Construction firm will build/install roads, sidewalks, water/sewer lines, drainage, utilities and other necessary improvements. (Need to coordinate with public utilities.)	GC	HACB
	7. Construct buildings.	GC	HACB
	8. Hold regular meetings to ensure progress and address issues with HACB (owner), GC, and architect.	HACB	GC
	9. Monitor and report on construction draws, Davis-Bacon compliance, Section 3 compliance, and other requirements.	GC	HACB
	10. Ensure project meet all requirements before final payout.	HACB	GC
	11. Obtain certificates of occupancy from City.	GC	HACB

Phases	Steps	Lead	Support
Lease Up Phase	1. Hire and train property management staff.	HACB	
	2. Develop leasing information. (This occurs while units are under construction.)	HACB	
	3. Publicize apartments and develop wait list for site.	HACB	
	4. Conduct Ribbon-Cutting ceremony.	HACB	
	5. Contact households, confirm compliance info and schedule move-ins.	HACB	
Property Management Phase	1. Manage properties.	HACB	
	2. Prepare and submit compliance reports.	HACB	
	3. Monitor financial performance, debt, revenue and other issues to protect investment and ensure high quality of life.	HACB	