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# STRATEGIC GOALS REPORT

## HACC Goals 2018-2023 – Status Report February 2019

Initiate and plan for possible conversion of one or more public housing sites to the alternative ownership process in the HUD Rental Assistance Demonstration Program (RAD). – GOAL 1  
 Goal Coordinator: Executive Director

Action	Relevant Factors	Outcomes	Anticipated start/end	Responsible Staff	Status
Planning	Timeline, possible need for a consultant	Become familiar with the notice Determine if properties have existing debt	Start : 10/2017 End: 01/2019	Executive Director Asset Management Supportive Services Administration	Done
Identifying RAD projects	PNA	RAD rent levels and property income Operating expenses Development budget Get in line with HUD	Start: 01/2017 End: 01/2019	Executive Director Asset Management Supportive Services Administration	Application was submitted for 4 developments; residents were consulted; CHAPPS due
Resident protections and choice mobility		Keep residents informed. Right to return Choice mobility	Ongoing	Executive Director Asset Management Supportive Services Administration	Not started
Assembling the development team		Decide to add a development partner to the team	Start: 06/2018 Ongoing	Executive Director Asset Management Supportive Services Administration	Begun
Confirming Financial partners	4% 9% Tax-exempt bonds	Begin conversations with possible lenders		Executive Director Asset Management Supportive Services	Begun

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RAD Conversion Occurs	Financing in place.	Go to closing on RAD developments.	Start: 01/2019 End: 01/2020	Administration Executive Director	Not started

## HACC Goals 2018-2023

Creation of a new agency wide staffing plan to ensure maximum and timely delivery of quality services.  
 Goal Coordinator: Administration GOAL - 2

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Review and revamp job descriptions for accuracy.	Job Analysis must be done for each function. Expectations are clear.	Accurate job descriptions for each position are completed.	Start: 11/2017 End: 11/2018	Sr. Staff Employees	Started
Review all letters within Emphasys software for consistency.	Timing and availability of Sr. Staff	Consistency throughout the agency. Forms are updated as needed.	Start: 01/2018 End: 01/2019	Sr. Staff Administration	Delayed- Projected start 2019

Apply to become a Moving To Work (MTW) Housing Authority and, concurrently, develop the required master plan.  
 Goal Coordinator: Executive Director GOAL - 3

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Review HUD issued notice on expansion of MTW in regards to requirements.	Limited expansion of MTW; significant competition and any expansion may be subject to Congressional action.	Locate and study relevant background materials; develop a listing of key action components for discussion and decision	Start: 01/2018 End: 02/2018	Executive Director Special Programs	Notice was just issued by HD in October 18; HACC is not eligible at this time due to having more than the 1000 unit limit
Develop an initial plan to address any issues that would disqualify HACC from eligibility.	Possible impact of PHAS being below 90%.	Develop initial plan with broad strategies and actions outlined; determine if consultant assistance is needed	Start: 03/2018 End: 04/2018	Executive Director Special Programs	Not begun
Create a working task force to draft the formal plan and to complete submission	Should be as diverse as possible and include significant resident participation	Create task force and write plan	Start: 04/2018 End: 05/2018	Executive Director Special Programs	Not begun

Submit plan.	Processing by HUD could be of significant length.	Submit all necessary documents to HUD in required formats and with all necessary supportive documents.	Start: 06/2018 End: 10/2018	Special Programs	Not begun
Amend as necessary based on HUD review and implement.		Amend and implement at HUD's direction.	Start: 01/2019 End: On Going	Executive Director Special Programs	Not begun

Explore and implement solutions to satisfy outstanding bond debt  
 Goal Coordinator: Executive Director GOAL - 4

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Finalize draft request for loan from the County of Chester	Bond rating of county could be affected if HACCC defaulted; Request must be reasonable	Create document to request loan; review and submit	Start: 08/2017 End: 09/2017	Chairman Executive Director HACC Legal Counsel	Request submitted. Awaiting decision
Identify non-federal source for loan repayment	All resources (both current and anticipated) should be explored in the Central Office Cost Center; impact of possible re-federalization of the COCC should be factored into strategy.	Research current non-federal sources existing at HACCC and which may be created through new efforts (e.g., disposition of GP interests)	Start: 09/2017 End: 10/2017	Executive Director Finance Fee Accountant	Sources have been identified

Negotiate as needed with the County (as needed) and draft agreement.	Zero interest should be pursued and some consideration given to HACCC if non-federal sources are reduced	If negotiation is successful, work with County to create agreement acceptable to them.	Start: 11/2017 End: 01/2018	Chairman Executive Director HACC Legal Counsel	Delayed; waiting on County Commissioner Action
Pay bond debt		Submit payment	Start : 02/2018 End: 02/2018	Finance	Not scheduled but must be done by 6/19
Initiate repayments to County	Spread over 5 years or more; 10 + preferred	Repay per agreed schedule.	Start : 03/2018 End: 02/2023 (approximate)	Finance	Not begun



Dispose of partnership interests in mixed finance, tax credit properties and do so with the best possible financial return to HACC.  
 Goal Coordinator: Executive Director GOAL - 5

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Submit counter offer to potential owners and begin negotiation.	Majority of money paid by 12/31/17 and, without question, settlement by then of formal transfer.	Written counter offer made	Start: 09/2017 End: 09/2017	Consultant General Partner Boards Executive Director	Done but there are ongoing offers being exchanged. We are still actively in the process of negotiation
Participate in talks with limited Partners to secure their approval and their withdrawal from process also.	Consultant should lead discussions; no tax consequences to HACC.	Initiate talks and reach signed agreements	Start: 09/2017 End: 11/2017	Consultant General Partner Boards Executive Director HACC Legal Counsel	Hacc has acquired one LP and is working on the 2 <sup>nd</sup> . LP transfers will occur concurrent with the GP closings
Create contract with the buyers of the General Partnerships.		Contract drafted	Start: 10/2017 End: 11/2017	General Partner Boards; Executive Director; HACC Legal Counsel	MOU and debt payments have been extended to end of 2018; Seeking HUD OK

<p>Initiate steps involved with disposition including debt restructuring, settlement of tax issues and exploration of RAD feasibility.</p>	<p>This might possibly be included in some manner in the contract.</p>	<p>Create and present written strategy to buyers.</p>	<p>Start: 09/2017 End: 11/2017</p>	<p>General Partner Boards Executive Director HACC Legal Counsel</p>	<p>In progress; RAD applications have been submitted; Term Sheets created and submitted to HUD for approval</p>
<p>Settle on the transfer of General Partnerships.</p>	<p>To occur by 12/31/17 without question unless an extension is mutually agreed upon.</p>	<p>Final written agreement specifying terms of General Partnership transfer.</p>	<p>Start: 09/2017 End: 12/2017</p>	<p>General Partner Boards Executive Director HACC Legal Counsel</p>	<p>Delayed</p>

Develop and implement a strategy to convert tenant based housing choice vouchers to the project based format.  
 Goal Coordinator: Executive Director GOAL - 6

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Determine number of potential available vouchers for conversion.	Federal allocation and timing of announcing any proration is significant to decision making	Preparation of an analysis and recommendations report as to potential number of vouchers that could be issued	Start: 01/2018 End: 02/2018	Executive Director HCV Division	Conversion RFP being worked on. Out by end of July
Create a work task force to identify target groups (disabled, veterans, etc.), the anticipated scheduling and dollar levels that can be committed.	Our partners should be involved (e.g., VA, shelters, County Human Services, DCD, etc...)	Create group; prepare and submit recommendations report as to target populations.	Start: 02/2018 End: 05/2018	Executive Director HCV Division	Task Force not yet organized but an RFP for vouchers was issued and awards were made to three developers.
Implement	Timing issues perhaps	Issue Request For Proposals base on above submitted recommendations.	Start: 07/2018 End: On Going	Special Programs	Not begun

Design an annual and multi-year training plan for staff at all levels of the organization.  
 Goal Coordinator: Administration GOAL - 7

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Develop formalized training within the organization.	Cost factor/timeliness	Training plans created to provide exemplary customer service. Consistency within the organization.	Start: 01/2018 End: Ongoing	Administration Sr. Staff	Started
Cross train functionalities.	Benchmarking with other "like" organizations.	Succession Planning across divisions that allows HACG to maintain exemplary customer service.	Start: 01/2018 End: 01/2020	Administration Sr. Staff	Started- preliminary stage

Partner with selected developers to create new affordable housing opportunities for special populations.  
 Goal Coordinator: Executive Director GOAL - 8

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Create standardized Request For Proposal (RFP) that provides incentives for set aside of units targeted at special populations	Research other agencies to perhaps include new incentives to stimulate interest	Write Model RFP	Start: 06/2018 End: 10/2018	Executive Director Special Programs	RFP prepared, and vouchers awarded; 45 Mainstream vouchers were received; 5 VASH and 21 Family Unification
Develop and implement a marketing strategy to increase developer awareness and interest in these set aside units for special populations	Talk to some selected developers to find out what would enhance their interest in doing this	Develop a written strategy with appropriate action steps involving direct contact with potential developers	Start: 06/2018 End: 09/2018	Executive Director Special Programs	Not begun

Accelerate electronic automation of all work functions, products and services delivered by HAACC staff.  
 Goal Coordinator: Administration GOAL - 9

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Explore barcode tracking and electronic filing with our current software provider- Emphasys.	Cost to implement and train.	Become a paperless environment in an effort to decrease misplaced documents.	Start: 01/2018 End: Ongoing	Administration HCV Division	Delayed-
Explore other options for IT- onsite, possible RFP.	Comparable salary for the talent required. More control to improve turnaround time of requests.	If an alternative approach is adopted, either create a new position or issue RFP for outside contractor.	Start: 01/2018 End: 01/2019	Administration HCV Division Executive Director Supportive Services	Completed

Develop a customer service strategy that emphasizes timely response to issues and follow up to ensure quality control.

Goal Coordinator: Administration GOAL -10

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Implement a quality control system to ensure quality service to our internal and external customers.	Cost IT help Software	Track customer service improvements through internal and external surveys. Decrease complaints from consumers and partner agencies to improve reputation.	Start: 03/2018 End: 02/2019	Administration Executive Director Sr. Staff	Started
Implement listening Sessions- Percentage of phone calls to be determined.	Software Cost Timeliness	Install and utilize equipment; evaluate effectiveness.	Start: 03/2018 End: 03/2019	Administration HCV Division	Delayed due to contract issues.
Survey internal and external customers - interaction with HAC's staff.	Timeliness. Improve customer service. More focus on the customer.	Initiate survey and evaluate results.	Start: 01/2018 End: 01/2019	Administration Sr. Staff	Delayed-2019

Create a plan for office expansion and possible staff transfer to satellite locations if required.

Goal Coordinator: Administration GOAL - 11

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Explore office space at our satellite offices- Church St, Phoenixville and Maple, Locust and Spruce.	Cost Space Set up of computers/compatibility	Make a recommendation for alternative office space and if approved secure space.	Start: 01/2018 End: 01/2018	Administration Executive Director Asset Management	Started.
Expansion of the COCC office functions.	Cost Timeliness Relocation of staff until project is done. Relocation of software- IT's assistance will be critical.	Make recommendations on additional staff and if approved, hire possible new positions such as: Complaint Liaison, Quality control Person, Administration clerk, HCVP clerk and IT.	Start: 01/2018 End: on-going	Administration Executive Director Sr. Staff	HR Assistant on-board Reviewing options for additional staff



Review, analyze and revise (as necessary) the existing procurement system utilized by HACC.

Goal Coordinator: Administration GOAL - 12

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Revisit the Procurement process and establishment of responsibility.	IT on site Training	Train staff on their procurement duties.	Start: 07/2017 End: Ongoing	Administration Supportive Services Asset Management	Completed
Review and evaluate new process.		Modify procurement policy as needed.	Start: 04/2018 End: Ongoing	Administration Supportive Services Asset Management	done

## Supportive Services Goals 2018-2023

Create a plan/schedule to explore new alternate sources of funding to offset diminishing revenues at the federal level.  
 Goal Coordinator: Supportive Services GOAL - 13

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Research funding streams.	Budget Access to information	Identify information sources to always have up to date information about what funding opportunities are available/coming available.	Start: 01/2018 End: Ongoing	Supportive Services	Webinars complete on CRA opportunities.
Utilize network to stay abreast of funding changes.		Attend community meetings. Attend workshops and webinars on grantsmanship. Review and analyze all non-HUD funded programs on an annual basis; and modify as needed.	Start: 09/2017 End: Ongoing	Supportive Services	Attended PCHF meeting. Attended DCD meeting. Held Brainstorming PHARE meeting.
Stay aware of changes to the federal budget.	Budget	Be prepared for any funding changes before they are implemented to allow for other options to fill the gap.	Start: 09/2017 End: Ongoing	Executive Director	Read all documents and emails from Dale. SAFMR
Apply for funding		Based on funding availability, make grant applications as applicable.	Start: 09/2017 End: Ongoing	Supportive Services	Awarded: HL, RRH Admin, Mainstream, HCM, United Way, 5 VASH vouchers, VASH Pending: ROSS, PHARE, Home4Good, DV

Develop employee incentives linked to innovative practices, initiative, and quality service delivery and customer satisfaction with that delivery.

Goal Coordinator: Administration GOAL - 14

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Create a compensation package that is comparable to job function.	Timeliness Benchmarking	Develop an approved compensation package that is industry comparable and specific to job functions.	Start: 04/2018 End: 06/2019	Administration Executive Director	Started
Re-vamp the current Perf. Evaluation to be used as a development tool.	Timeliness	Develop specific goals to be a part of the performance evaluation; which will be sued to develop staff.	Start: 05/2018 End: 3/2019	Administration	Started August 2018
Provide clear understanding of goals and expectations.	Timeliness-meet with employees Employee buy-in	Implement approved goals that are specific to each function and/or division.	Start: 03/2018 End: 3/2019	Administration Executive Director Sr. Staff	Delayed- November 2018
End of year employee incentive program.	Budget	Approved employee incentive program contingent upon budget.	Start: 9/2018 End: 11/2018	Administration	Started exploring options.

Phone call recordings.	New phone systems	Approve a new phone system that will have the ability to record phone calls/playback. Approved software will gauge the delivery of customer service to our clients.	Start: 9/2017 End: 2/2018	Administration	Delayed Contract issue
Develop customer service surveys.	Increase customer satisfaction.	Distribute surveys on a regular basis to our customers to monitor the quality of HACCC's customer service.	Start: 10/2017 End: 12/31/2019	Administration	Delayed -

				Transitional Housing
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Focus on establishing meaningful and timely contacts with affordable housing owners that will lead to substantial expansion of our landlord base.

Goal Coordinator: Supportive Services GOAL - 15

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Engage landlords on an annual basis.	Budget	Hold at least 2 landlord forums each year.	Ongoing	Supportive Services HCV	Forum being planned for May with the Link, new landlord newsletter to begin in March and go out quarterly.  Seeking approval from UW to expand LI Incentive Program.
Build relationships and rapport with new landlords and property management companies.	Bias	Meet and engage "chain" apartment complexes and gain their program buy in.	Ongoing	Supportive Services	A second housing locator was hired.  One on one meetings with new landlords and owners of apartment complexes in WC.
Keep a working list of landlords in Chester county.		Comprehensive excel spreadsheet with available units.	Ongoing	Supportive Services	Utilizing the new pahousingsearch and an excel sheet

Expand and maximize utilization of HACCC website through a plan stressing quality and rapid, accurate response to customer needs.

Goal Coordinator: Administration GOAL -16

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
IT RFP	Evaluate current product to determine modifications needed.	Based on an approved budget, put out an RFP to solicit an IT company. Determine if current IT can meet our current product needs. Contract IT firm. Based on approved budget, hire 1 additional staff who will be able to provide technical on-site assistance.	Start: 12/2017 End: 02/2018	Supportive Services Administration	Completed
Have the ability to make changes to the website without a third party.	Cost of a new employee	Have a discussion and agreement with current IT/Website vendor to give HACCC the capability to make changes on the website directly.	Start: 01/2018 End: 01/2019	Administration Supportive Services	Started-seeking options with new IT firm.

Create an advocacy strategy that is local, state and federal in its scope.

Goal Coordinator: Executive Director GOAL -17

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Expand contacts with existing advocacy groups including NAHRO, PAHRA and the Housing Alliance of PA.	Must be careful to separate advocacy from lobbying	Initiate new contacts; expand number of staff directly participating. Further develop current relationships.	Start: 10/2017 End: On Going	Executive Director	Have started
Develop a written advocacy policy for HACCC that identifies issues, positions and the process of contact with key elected officials	Talk with Housing Alliance of PA to get their input and recommendations on process	Write policy paper.	Start: 11/2017 End: 07/2018	Executive Director	Begun
Implement and evaluate on an annual basis		Conduct advocacy based on various methods as outlined in written policy	Start: 10/2018 End: On Going	Executive Director	Not begun

Expand the Family Self-Sufficiency program to serve the greatest potential number of voucher holds and consider in that expansion, the inclusion of public housing residents.

Goal Coordinator: Supportive Services GOAL - 18

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Research how to expand to PBV and PH.	Limited number of Public Housing families.	Choose the best implementation model for HACC.	Start: 12/17 End: 6/18	Supportive Services	Research started- the program is currently at capacity.
Develop a new brochure to market the program.	Time Cost	Create brochure and gain approval. Have brochures at the front desk. Give out brochures with all annual packets and as needed.	Start: 12/17 End: Ongoing	HCV Division	HCV Department has developed.
Market the program to new HCV participants at voucher briefing and annual.		Create written marketing strategy. Have partner agencies market the program to their participants through case managers. Have PCC market to their clients.	Start: 2/18 End: Ongoing	Supportive Services	Needs attention.



Create a formal quality control system to review, evaluate and improve all services delivered by HACC staff.

Goal Coordinator: Administration GOAL - 19

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Have a complaint liaison to handle incoming complaints.	Cost-new employee Software Space Training	Hire an additional staff to handle all incoming complaints. *Contingent on budget*	Start: 03/2018 End: Ongoing	Administration	Delayed-1 <sup>st</sup> quarter 2019
Have a quality control person to review and ensure quality work being produced.	Cost Space Training	Hire a person to perform quality checks on work being produced. The additional staff will verify that the correct procedures are being followed: *documentation *customer service	Start: 03/2018 End: Ongoing	Administration Sr. Staff	Delayed-
Create standardized letters to maintain a level of consistency within the organization.	Timeliness Emphasys software-access	Create standardized letters within HACC for consistency and quality.	Start: 04/2018 End: 04/2019	Administration Sr. Staff	Started-review public housing-temp delayed 2019

Increase opportunities for and access to safe, decent and affordable housing.

Goal Coordinator: Supportive Services GOAL 20

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Develop new affordable rental units in opportunity areas.	-Displacement of residents due to economic pressures; location/type of affordable housing. -Segregation; R/ECAP; Disparities in access to opportunities; disproportionate housing need	Create 200 new affordable units in areas of opportunity	Start: 01/2018 End: 12/2023	Executive Director	SAFMR's will help with this-effective. 4 applications for PBV 09/18.
Support homebuyer programs, including the use of housing choice vouchers to promote homeownership.	Location and type of affordable housing; availability of affordable units in range and sizes	Expand and market the Housing Choice Voucher Homeownership Program to ensure higher utilization through the Family Self-Sufficiency Program	Start: 01/2018 End: 12/2023	Supportive Services Division	HO training completed by FSS Coordinator. Relationships with PathStone, USDA, Fulton, Susquehanna and CC Housing Partnership.
Participate in Decade to Doorways' activities	Location and type of affordable housing; displacement of residents due to economic pressures; availability of	Compile affordable housing landlord database.	Start: 09/2017 End: 12/2017	Supportive Services Division	On-going completion-re-organization.
		Research Healing place	Start:	Supportive Services Division	

	affordable units in a range of sizes; impediments to mobility; access to publicly supported housing for persons with disabilities	best management practices and provide recommendations	11/2017 End: 03/2018		
Design, seek funding and implement a flexible subsidy system to create maximum housing options for placement of eligible low-income families	Location and type of affordable housing; availability of affordable units in a range of sizes.	Create a shallow subsidy system utilizing non-housing choice voucher funding.	Start: 10/2017 End: 12/2019	Housing Choice Voucher Division Supportive Services	Waiting on awards for Home4Good and PHARE for a Diversion Coordinator with flexible funding program.

Work in coordination with providers and consumers from the disabled, special needs and homeless community to remove physical and institutional barrier to obtain and maintain housing.

Goal Coordinator: Executive Director GOAL 21

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
<p>Develop new affordable rental units in opportunity areas through strategic leveraging of housing resources which many include Community Development Block Grant, HOME Investments Partnerships, Health Choices Reinvestment, County Housing Trust Program, or other available funds. Number of units per year may vary based on funding availability and proposals received.</p>	<p>Location and type of affordable housing; lack of affordable, accessible housing in range of unit sizes; lack of affordable, integrated housing for individuals who need supportive services; lack of assistance for transitioning from institutional settings to integrated housing.</p>	<p>Develop 25 new affordable units for individuals with mental health needs through DCD's annual RFP process to create an average of 5 new rental units per year.</p>	<p>Start: 01/2018 End: 01/2023</p>	<p>Executive Director</p>	<p>Three projects have been supported with vouchers set aside for mental health referrals.</p>

<p>Continue operation of the Housing Locator Program to identify housing opportunities for homeless persons</p>	<p>Access to publicly supported housing for persons with disabilities; lack of affordable, accessible housing in range of unit sizes; location of accessible housing; impediments to mobility.</p>	<p>Placement of 50 households annually. Add 20 active participating landlords to the housing locator on an annual basis to reach a total of 150</p>	<p>Start: 09/2017 End: Ongoing</p>	<p>Supportive Services</p>	<p>On-going</p>
<p>Create and implement a marketing plan to landlords to encourage leasing to voucher holds with disabilities and/or special needs</p>	<p>Lack of affordable, accessible housing in range of unit sizes, access to publicly supported housing for persons with disabilities.</p>	<p>Partner with agencies that have funds for rental unit accommodations. Implement marketing plan to landlords at designated events including bi-annual landlord forums.</p>	<p>Start: 12/2017 End: 12/2018</p>	<p>HCV Division</p>	<p>In progress</p>
<p>Coordinate paratransit services to residents with limited mobility options that reside in Chester County affordable housing developments so that they have greater access to</p>	<p>Availability, type, frequency and reliability of public transportation; Access to transportation for persons with disabilities.</p>	<p>Expand ridership and access to transportation by establishing a program that will accommodate 1,000 annual trips for residents of affordable housing properties.</p>	<p>Start: 01/2019 End: 01/2020</p>	<p>Executive Director</p>	<p>Not begun</p>

<p>required services, including medical appointments.</p>				<p>Executive Director</p>	<p>On-going</p>
<p>Explore possibilities for providing transit options for low income residents to connect with job opportunities throughout Chester County and other employment hubs through involvement in the development and implementation of the Chester County Planning Commission's comprehensive plan, Landscapes3.</p>	<p>Availability, type, frequency and reliability of public transportation; Access to transportation for persons with disabilities.</p>	<p>Coordinate efforts with the Chester County Planning Commission to provide transportation access to low-income persons and those with disabilities.</p>	<p>Start/End: Ongoing</p>		

## HACC Strategic Planning Goals 2018-2023

### HCVP -22, 23, 29

Provide more diverse housing opportunities and encourage mobility among low income residents living in areas of poverty, particularly those in Catesville's racially and ethnically concentrated areas of poverty.

Goal Coordinator: **HCVP Division GOAL - 22**

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Comments
Implement Small Area Fair Market Rent (SAFMR) Program to encourage mobility	HUD has the mandate. It is now voluntary, possible negative impact in areas where there is existing affordable housing. Feasibility is subject to federal appropriations	Create and implement SAFMR Program	Start: 01/2018 End: Ongoing	Executive Director Special Programs HCVP Division	SAFMR implemented since April 1, 2018 (attached) Ongoing
Develop an educational program to encourage voucher holders to consider housing in other opportunities areas	Location and type of affordable housing. Impediments to mobility availability of units in other areas	Create an educational program to be used by housing specialists and develop written materials for distribution	Start: 01/2018 End: 04/2018 with ongoing implementation	Special Programs HCVP Division	Letters were mailed asking participants and being counseled at every move/new voucher issuance Ongoing

<p>Conduct an annual evaluation of housing choice voucher locations to monitor mobility efforts including research into geographic preferences for both current Section 8 recipients and new applicants</p>	<p>Location and type of affordable housing impediments to mobility; availability of units in a range of sizes</p>	<p>Decrease vouchers in Coatesville 1% per year from 44% to 39% and create a comprehensive survey (to be administered annually) to determine geographic preferences</p>	<p>Start: 01/2018 End: 05/2018 Then on going in subsequent years</p>	<p>HCV Division</p>	<p>reports have been printed at the start of implementation April 2018 and will continue to be monitored. -Ongoing</p>
<p>Target two future allocations of project based vouchers to developments either existing in or proposed for areas of higher opportunity</p>	<p>Location and type of affordable housing impediments to mobility; availability of units in a range of sizes; consideration of income discrimination</p>	<p>Dependent upon federal funding availability, provide 35 new PBV units at the two targeted projects</p>	<p>Start: 01/2018 End: 12/2020</p>	<p>Executive Director Special Programs PBV Housing Specialist</p>	<p>Provided letters of support for proposed units in Phoenixville</p>
<p>Research the geographic location preferences for participants in the housing choice voucher program including new applicants who are searching for housing and those currently living in subsidized units who wish to move.</p>	<p>Location and type of affordable housing; availability of affordable units in a range of sizes.</p>	<p>Create a comprehensive survey to assess housing needs and preferences among housing choice voucher holders. Implement survey and collect and analyze the results of the responses to inform future housing policies and programming.</p>	<p>Start: 01/2018 End: 12/2018  Start: 01/2019 End: 12/2021</p>	<p>HCV Division</p>	<p>Meeting was held on 5-5-2018 started to create a Survey and Brochure. Brochure has been created.</p>



Expand efforts to increase understanding of fair housing rights, responsibilities and affordable housing resources.

Goal Coordinator: Supportive Services GOAL - 24

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Review fair housing programming on a quarterly basis and target fair housing educational efforts to remove barriers to fair housing.	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports.	Conduct 2 fair housing events annually in coordination with the Chester County Department of Community Development.	Start: 11/2017 End: Ongoing	Supportive Services	Fair housing speaker annually at the landlord forum.
Include fair housing educations for homebuyer program participants (through referrals to partner agencies).	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports.	Provide education to 35 individuals annually	Start: 09/2017 End: Ongoing	Supportive Services	All of our referral agencies do provide this in their HO counseling. Homeownership workshop scheduled for March 2019.
Provide fair housing materials for all residents living in publicly supported housing.	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports.	Ensure recipients of affordable housing funding provide air housing materials to residents.	Start: 12/2017 End: Ongoing	HCV Division Asset Management	Fair Housing documents are given out to everyone in HCV and RRH.

Integrate housing efforts between HAAC and the various Chester County departments.

Goal Coordinator: Executive Director GOAL - 25

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Participate as an active member in the Decade to Doorways Plan to eliminate homelessness and issue vouchers to the most vulnerable members of that population.	Location and type of affordable housing; ways to increase it as part of a larger strategy	Participate as team members and utilize VISPDAT tool in helping to determine most vulnerable population for voucher issuance	Start: 01/2018 End: On Going	Executive Director	On-going
Participate in the Chester County's Landscape 3 planning	Location and type of affordable housing; ways to increase it as part of a larger strategy	Participate in planning meetings and provide information when requested	Start: 01/2018 End: 12/2020	Executive Director	On-going; attended an April meeting; awaiting the next meeting in late October
Participate as a member of Chester County's Housing Options Task Force to increase housing opportunities in Chester county	Location and type of affordable housing; ways to increase it as part of a larger strategy	Participate in planning meetings and provide information when requested	Start: 01/2018 End: On Going	Executive Director	On-going; awaiting the next meeting in late October as a follow-up to our April meeting. The draft Plan is ready to be released

## HACC Goals 2018-2023

Develop a detailed five year capital plan based upon findings and recommendations from a comprehensive physical needs analysis.

Goal Coordinator: Asset Management GOAL - 26

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Award Physical Needs Analysis (PNA) contract.	May need to reissue current RFP due to few submittals	Contract developed and executed	Start: 09/2017 End: 11/2017	Consultant Special Programs	Done
Coordinate on site PNA with chosen architectural firm	Residents should be advised of what is happening and perhaps have a chance to offer input	Accompany staff from firm performing PNA and provide background information as needed	Start: 01/2018 End: 07/2018	Asset Management	Done

Finalize PNA and then create a work group and jointly develop a Capital Plan based on the PNA results	Include residents and architect in the group	Receive finalized PNA and create Capital Plan	Start: 05/2018 End: 08/2018	Consultant Asset Management Special Programs	Ongoing
Present plan to public housing residents for review and comment	Make the presentation as relevant as possible to their existing concerns	Advertise Plan on website and schedule a public hearing; modify plan as required	Start: 08/2018 End: 09/2018	Consultant Asset Management Special programs	
Secure necessary environmental review and implement 5 year plan		Submit to County for review and implement as soon as the environmental requirement is met	Start: 09/2018 End: 10/2018	Asset Management Special Programs	

Create a flexible and responsive voucher issuance strategy that emphasizes our commitment to housing special populations.

Goal Coordinator: Executive Director GOAL - 27

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Create task force to explore need for vouchers in Chester County especially in relation to special populations	Diverse as possible	Select key participants and create work group	Start: 01/2018 End: On Going	Executive Director HCV Division	Teams was formed to respond to opportunities for Mainstream and Family Unification Program Vouchers; 45 Mainstream and 5 VASH vouchers received
Determine annual targets for issuance	Review past allocation pattern by Congress; Carefully research EOP statistics	Perform necessary research; hold meetings to discuss needs and categorize those special populations by priority based on vulnerability	Start: 02/2018 End: 05/2018	Executive Director HCV Division	Begun

<p>Initiate issuance (with no less than quarterly evaluation of efforts)</p>	<p>Perhaps allocate some of issued vouchers to regular waiting list; level of issuance dependent upon adequate federal appropriations</p>	<p>Issue vouchers and review every three months</p>	<p>Start: 06/2018 End: On Going</p>	<p>Executive Director HCV Division</p>	<p>Issuance to begin 11/1/18</p>
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Increase opportunities for and access to safe, decent and affordable housing.

Goal Coordinator: Administration GOAL - 28

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Review and update personnel policy annual	None	Review the personnel policy on an annual basis to stay in compliance with new laws. Make necessary revisions and submit for Board approval.	Start: 01/2018 End: Ongoing	Administration	Currently reviewing
Explore ways to improve/modify benefits: <ul style="list-style-type: none"> <li>- Health insurances</li> <li>- Tuition reimbursement</li> </ul>	Timeliness Benchmarking-SHRM, Market analysis for various insurances/benefits.	Provide benefits that are affordable and attractive to incoming and current employees; by possibly modifying what HACC currently has and what is out on the market	Start: 01/2018 End: Ongoing	Administration Sr. Staff Executive Director	Started

Review and update on an annual basis the Housing Choice Voucher Administrative Plan.

Goal Coordinator: HCV Division GOAL - 29

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Comments
Research all relevant changes in the HCVP in regards to HUD Guidance HUD Notices and changes in the Code of Federal Regulations.	Utilize NAHRO notifications and updates from Nan McKay	Compile listing of required regulatory changes to HCV program	Start: 01/2018 End: 03/2018	HCV Division	Seminar was held on 5-5-2018 on Move briefings and landlord briefings! -October 25, 2018 landlord briefing
Form a work team with Section 8 staff to analyze current internal policies that may need modification	Very Important to improve customer service and professional product delivery	Assemble staff recommendations on procedural improvements	Start: 01/2018 End: 03/2018	HCV Division	Same as HUD Guidance and changes
Compose new plan and submit for comment	Share any comments with staff and Board to receive their thoughts and suggestions	Write plan, post on website and invite comments	Start: 04/2018 End: 06/2018	HCV Division	Ties in with goal 29
Submit for Board approval and		Implement revised Administrative Plan	Start: 07/2018	HCV Division	Ties in with goal 29



Implementation

End: On Going

Review and update on an annual basis the Public Housing Admissions and Continued Occupancy Plan.

Goal Coordinator: Asset Management GOAL - 30

Action	Relevant Factors	Outcomes	Anticipated start/end date	Responsible Staff	Status
Research all relevant changes in HUD Guidance regarding Public Housing; HUD Notices and changes in the Code of Federal Regulations.	Utilize NAHRO notifications and updates from Nan McKay	Compile listing of required regulatory changes to Public Housing	Start: 03/2018 End: 06/2018	Asset Management	Begun
Form a work team to analyze current internal policies that may need modification.	Very important to streamline processes to improve vacancy rates.	Assemble staff recommendations on procedural improvements	Start: 03/2018 End: 06/2018	Asset Management	Begun
Compose new plan and submit for comment	Share any comments with staff and Board to receive their thoughts and suggestions.	Write plan, post on website and invite comments.	Start: 06/2018 End: 08/2018	Asset Management	
Submit for Board approval and implementation.		Implement revised ACOP	Start: 08/2018 End: On Going	Asset Management	