

**DOUGLAS COUNTY HOUSING AUTHORITY  
STRATEGIC PLANNING-2008**

**The Action Plan**

Following is a summary of the final action plan formulated by the Douglas County Housing Authority. The plan summary describes each priority strategic issue and lists a set of general activities to be undertaken to address the issue. Also included is the formal goal statement(s) to be attained through this work, including immediate, future, and on-going actions. Team members are also identified for each strategic goal/issue. The detailed plan (available on request from DCHA) describes action steps, tasks to be completed, required resources, responsible parties, timelines, collaborators, risks and benefits, and milestones for measuring progress. Following the cover page for each strategic issue are pages detailing specific action steps. Each major activity includes one or more tasks. Resources, time lines, and milestones are also identified in the detailed plan.

**Strategic Goal/Issue No. 1: Expansion of Resource Base**

***Strategic Issue:*** Funding of programs and activities will present a continuing strategic challenge to DCHA staff and Board.

***Goal Statement:*** DCHA will strive for long-term, competitive funding advantage as an affordable housing industry leader through: (1) expanding its awareness and utilization of funding sources (government, foundations, private lenders, etc.), (2) leveraging its assets, both financial and staff expertise. (Focus has been put on activities that are different from those already in place with acknowledgement that current and past activities through HUD, MHEG, tax credit financing, etc. be maintained and expanded). It is possible that future funding from HUD may become more available so we need to also remain diligent in expanding our relationship with HUD and their various programs.

***Activities to Address Issue:***

1. Identify potential targets for public/private partnerships for development projects.
2. Maintain existing relationships with HUD, but explore opportunities for new funding sources with other levels of government.
3. Identify and approach foundations as a source of additional funding.
4. Develop products and services that DCHA can provide to outside organizations of substitute for outside purchases.
5. Partner with local colleges and other supportive service agencies for interns, and develop a volunteer program to leverage the provision of support services for DCHA clients.

Task Force Leaders/ Members: Chuck Sederstrom, Rhonda Hodge-Mason, Co-Chairs;  
Tom Stratman, Dave Wetig and Matthew Wickham

## **Strategic Goal/Issue No. 2: Consider Organizational Collaborations**

**Strategic Issue:** Public agencies need to consider strategies that leverage limited resources and identify strategic relationships with other related organizations.

**Goal Statement:** DCHA will collaborate with the political and affordable housing entities in the greater Omaha metropolitan area in redefining the jurisdictional boundaries, identify emerging housing needs, agency competency areas, and seek inter-governmental agreements, and office space options that would better allow the agency to be more proactive in meeting the changing housing dynamics of the Omaha area.

### ***Activities to Address Issue:***

1. Define the opportunities for, and feasibility of, jurisdictional configuration
2. Define geographic scope or coverage of interest.
3. Research emerging housing needs.
4. Provide a briefing for the Douglas County Board and HUD on the DCHA vision, mission, strategic goals and action plans.
5. Explore the opportunities to collaborate with metropolitan area housing authorities (semiannually) and other key housing partners (as needed).
6. Research potential for relocation of the central office.

**Task Force Leaders/ Members:** Joan Bertolini, Stan Quy, Co-Chairs; Jake Hansen, Cindy Makinster, Ken Nielsen

## **Strategic Goal/Issue No. 3: Improve Understanding of Clientele's Needs and Connecting Them with Appropriate Services**

**Strategic Issue:** DCHA serves a changing clientele with a changing set of needs and issues. DCHA needs to know their clients and how they are changing.

**Goal Statement:** DCHA will enhance the quality of its customer service by better understanding the social, economic, technological, and demographic trends and patterns that impact on affordable housing (urban design, housing construction, energy conservation, lifestyles, household composition / profiles, aging / disabled populations, etc.) and by better responding with housing and services that factor in these trends and patterns.

### ***Activities to Address Issue:***

1. Conduct study to see what trends (identified in goal statement) will impact DCHA service area.
2. Enhance customer service provided to the Section 8 landlords/owners.
3. Collect information to determine the characteristics and changing needs of current clients served by DCHA.
4. Explore the development of a mentoring program for clients.

5. Continue ongoing training of DCHA Board Members.

**Task Force Leaders/ Members:** Evelyn Labode, Steve Hess, Co-Chairs; Jean Bradley, Geri Urban or Diane Stanton (ENOA).

## **Strategic Goal/Issue No. 4: Enhance Image of DCHA**

**Strategic Issue:** Public housing authorities need to adopt strategies that clarify their role and function to the general public and allied organizations.

**Goal Statement:** DCHA will expand its public image and agency profile through the greater marketing and community engagement of its board and staff in communicating the vision, mission, values and outcomes of the agency and how this impacts on the quality of life of its communities, its businesses, and its residents. DCHA will strengthen, and in some cases formalize, its partnership with some key community partners (supportive services agencies, economic development entities, emergency responders, other housing partners, etc.) that significantly impact, directly or indirectly, on the quality of life of agency residents.

**Activities to Address Issue:** (prioritized) (Note: Priorities were established and one of the activities was deleted because the DCHA Board will determine the mission, goals and vision of the organization.)

1. (First Priority) Develop marketing plan and strategy that promotes the mission, goal and, vision of DCHA
2. (Second priority) Identify community, audience and media. (Identify aspects of DCHA that are unique, identify aspects of DCHA that distinguish it from OHA, how does DCHA collaborate with other agencies?)
3. (Third Priority) Collaborate with community leaders to identify needs.
4. (Fourth Priority) Present to County Board. – standards for future during next 3-4 years, building ongoing relationship with County Board
5. Finalize mission and goals, create vision. DCHA Board and staff to tweak mission statement create vision statement and finalize goals. BP & SP Committee to adopt Goal Statement for Strategic Issue

**Task Force Leaders/Members:** Nikki Ingram, Deanna Wagner, Co-Chairs; Tracy Culliver; Jamie Sornberger; Alicia Stoermer

The Douglas County Housing Authority and the staff members of CORE want to recognize and thank the following DCHA staff and community stakeholders who donated their time and expertise to this planning project by participating in at least one of the planning sessions:

- Diane Stanton, Eastern Nebraska Office on Aging
- Tom Stratman, Midwest Housing Equity, DCHA Finance Committee
- Patty Poltack, HUD staff

- Ken Nielsen, DCHA staff
- Nikki Ingram, DCHA staff
- Evelyn Labode, DCHA Board
- Joan Bertolini, DCHA Executive Director
- Jake Hansen, MAPA, DCHA Strategic Planning Committee
- Rob Woodling, Private developer
- Bob Dean, Selden Property Management
- Alicia Stoermer, Selden Property Management
- Geri Urban, Eastern Nebraska Office on Aging
- Stan Quy, DCHA Board, DCHA Strategic Planning Committee
- Jan Pelletier, Douglas County
- Deanna Wagner, DCHA Board
- Cindy Makinster, DCHA Board,
- Chantell Collie, Resident
- Rhonda Hodge-Mason, DCHA staff
- Jamie Sornberger, Resident
- Steve Hess, Immanuel Health, DCHA Strategic Planning Committee
- Jean Bradley, DCHA Staff
- Joni Hendricks, HUD staff
- Chuck Sederstrom, DCHA Board, DCHA Strategic Planning Committee
- Theresa Hamerick, resident
- Matthew Wickham, DCHA Board
- David Wetig, Wells Fargo, DCHA Finance Committee
- Don Dibble, HUD staff