

GOAL 1: *Organizational Governance: To maintain high quality and engaged Board of Directors to lead and oversee the Housing Authority and the Redevelopment Authority*

STRATEGIC OBJECTIVES:

- 1. Maintain full complement of active Board members
- 2. Maintain strong and productive working relationship with County Commissioners
- 3. Maintain full compliance with PA Ethics Commission requirements and Board Code of Ethics
- 4. Maintain list of possible future Board members
- 5. Advocate on all levels (community, federal, state, local) for resources and supports for Housing and Redevelopment Authorities programs and services

Action Step Description	Target Completion Date	Responsible Entities	Funding Source	Progress Toward Goal
Review annually member terms of service and willingness to serve on the board	6/30 each year	Tim Whelan	Operations	
Obtain Cumberland County Commissioner appointments for Board members	As Needed	Tim Whelan	Operations	
Review annually Officer appointments and willingness to serve as an officer	6/30 each year	Tim Whelan	Operations	
Identify and recruit new board members including consumer of services for Housing Authority	As Needed	Tim Whelan	Operations	

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Conduct officer elections at Annual Meeting	July Board meeting	Tim Whelan	Operations	
Provide an orientation for new members	As Needed	Tim Whelan	Operations	
Obtain Conflict of Interest, Code of Conduct and Ethics Statements on an annual basis	January each year	Tim Whelan	Operations	
Develop an annual Advocacy Agenda	Prepare for January meeting each year	Tim Whelan	Operations	

GOAL 2: *Housing Operations and Tenant Relations: To provide and maintain housing units that meet established standards for building conditions, on-going maintenance and operations while fostering positive relationships with all tenants*

STRATEGIC OBJECTIVES:

1. Maintain information on and understanding of county population demographics
2. Maintain information on and an understanding of tenant and client demographics
3. Maintain ability to serve all clients and tenants in a culturally sensitive manner
4. Maintain strong, productive and positive relations with all tenants to provide safe, decent and desirable properties
5. Maintain ability to serve Low-English Proficiency tenants and clients
6. Maintain and develop positive relationships with supporting organizations and services that benefit tenants
7. Maintain housing priority lists and waiting lists effectively and efficiently
8. Manage all housing units under the care of CCHRA in an cost efficient and cost effective manner
9. Maintain high occupancy rates and keep unit turnover time to a minimum

Action Step Description	Target Completion Date	Responsible Entities	Funding Source	Progress Toward Goal
Conduct study of county population demographic information to identify population trends and understand implications for CCHRA operations	6/30/22	Tim Whelan	Operations, may need additional supplemental funds	

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Conduct study annually on tenant demographics to identify trends and understand implications for CCHRA operations	6/30 each year	Cindy Martin	Operations	
Conduct training programs for staff to enhance cultural sensitivity for the needs of all tenants	6/30/21	Cindy Martin, Becky Shull	Operations	
Review annually all written materials and communications with tenants and clients with Limited English Proficiency to ensure compliance with applicable laws, rules and regulations	6/30 each year	Cindy Martin, Becky Shull	Operations	
Review annually management and utilization of housing priority and waiting lists to ensure operational efficiency and effectiveness and ability of clients to understand the list management processes and procedures	6/30 each year	Tim Whelan, Cindy Martin, Becky Shull and Amy Black	Operations	
Conduct a study on the cost efficiency and cost effectiveness of housing unit management to develop new operational metrics	12/31/22	Tim Whelan, Cindy Martin	Operations	
Review annually housing unit turnover management and length of time to lease a unit	6/30 each year	Cindy Martin, Amy Black, Kirk Wickard and Les Jumper	Operations	
Revitalize Tenant Association in public housing communities	6/30/21	Cindy Martin and Amy Black	Operations	

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Prepare balanced annual budgets for all properties owned and managed by the Authorities with adequate resources for maintenance, repairs and tenant safety	6/30 each year	Cindy Martin, Les Jumper, Peg Bower	Operations	
Identify, recruit and enroll 25 new landlords to accept Housing Choice Vouchers and other vouchers	6/30/22	Becky Shull, Housing Representatives, LHOT Manager	Operations	

GOAL 3: New Community Leadership Opportunities: To be recognized as the county's leading organization for emerging housing and redevelopment issues

STRATEGIC OBJECTIVES:

1. Local Housing Options Team (LHOT) is recognized as the leadership and community coordination group for addressing homelessness in Cumberland County including the coordinated assessment process. LHOT as a leader in creating equitable housing opportunities and strengthening landlord relations with tenants.
2. Lead efforts for the revitalization of downtowns and the surrounding neighborhoods located in Cumberland County
3. Lead efforts to combat blight in Cumberland County communities

Action Step Description	Target Completion Date	Responsible Entities	Funding Source	Progress Toward Goal
Increase involvement of the Cumberland County Blighted Property Reinvestment Board in blighted property remediation including development of Cumberland County Land Bank and implementation of Act 152 fee	6/30/21	Chris Rafferty, Tim Whelan	Operations	
Develop a list of problem properties in cooperation with local municipalities, and code enforcement officers.	6/30 each year	Tim Whelan, Community Development Staff, Rebecca Yearick	Operations	
Increase community involvement from the business sector in LHOT projects and programs	6/30/21	Maureen Mahr Nations	LHOT Funding	

Provide and promote PREP class and certificate on-line with landlords and community organizations	6/30/21	Maureen Mahr Nations	LHOT Funding	
Use LHOT as a vehicle for developing a coordinated approach for engaging landlords in assisting low to moderate income families find and maintain rental housing.	6/30/22	Maureen Mahr Nations	LHOT Funding	

GOAL 4: Internal CCHRA Operations: To maintain a high quality, high performing Housing Authority and Redevelopment Authority that offers a productive and attractive work place where all employees succeed.

STRATEGIC OBJECTIVES:

- 1. Develop and maintain effective communications with all staff members in the areas of employee orientation, regular staff activities, and financial management
- 2. Develop and maintain strong staff development activities including: staff recruitment and retention, training opportunities and positive staff morale programs
- 3. Maintain organization charts, job descriptions, routine salary and benefit review processes and employee performance review processes
- 4. Develop and maintain an effective management information system, both hardware and software
- 5. Maintain existing office facilities to ensure health and safety of working conditions
- 6. Seek a new headquarters facility or significantly renovate existing facility

Action Step Description	Target Completion Date	Responsible Entities	Funding Source	Progress Toward Goal
Develop, maintain and review annually new employee on-boarding and orientation materials	6/30 each year	Jennifer Alton, Mary Beth Smith	Operations	
Develop new practices and activities to keep all employees informed on the evolving roles and responsibilities of all divisions	6/30/22	Tim Whelan, Division Heads	Operations	
Develop an annual training budget and training opportunities for all employees	6/30 each year	Tim Whelan, Peg Bower	Operations	

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Prepare, distribute and analyze employee surveys concerning working conditions, morale, and opportunities to advance the work of the Authorities	6/30/22	Tim Whelan	Operations	
Review organization chart on an annual basis in conjunction with the budget development process	6/30 each year	Tim Whelan, Jennifer Alton, Mary Beth Smith, Peg Bower, Division Heads	Operations	
Review the job descriptions, salary scales and employee benefits to ensure the Authorities' remain competitive	6/30/2021	Tim Whelan, Jennifer Alton, Peg Bower, Mary Beth Smith	Operations	
Explore the feasibility of acquiring a new headquarters facility or major renovations of existing facility	6/30/21	Tim Whelan, Rebecca Yearick	Operations	
Invest in upgrading and improving existing facility to ensure health and safety of existing Authority owned buildings	6/30/21	Tim Whelan, Les Jumper, Peg Bower	Building Reserves, CDBG	
Develop new activities to improve Employee Engagement	6/30/21	Tim Whelan, Jennifer Alton, Mary Beth Smith, Division Heads	Operations	
Develop a Technology Management and Replacement Plan to ensure up-to-date hardware and software	6/30/21	Tim Whelan, Peg Bower	Operations	
Review, revise and update Personnel Policy Manual	6/30/23	Tim Whelan, Jennifer Alton, Mary Beth Smith, Board of Directors	Operations	

GOAL 5: *Organizational Communications:* To develop and maintain high community visibility for the Authorities’ services and programs

STRATEGIC OBJECTIVES:

- 1. Improve signage at all locations to ensure easy and understandable visibility to public
- 2. Maintain a user-friendly and easily accessed website
- 3. Prepare and maintain promotional and informational materials for all programs and services
- 4. Improve media relations for all types of mass media

Action Step Description	Target Completion Date	Responsible Entities	Funding Source	Progress Toward Goal
Review signage at all locations, and if necessary, redesign and replace to ensure strong community visibility	6/30/21	Tim Whelan, Les Jumper, Rebecca Yearick	Operations, Capital and Reserve Funds	
Update the Authorities’ website to ensure user-friendly and easily accessed site for the general public, applicants and stakeholders	6/30/21	Tim Whelan, Rebecca Yearick	Operations	

Conduct a “communications and publications audit” to review all informational and promotional materials and make recommendations for improvements and new materials needed	6/30/21	Rebecca Yearick	Operations	
Develop a media communications plan for regular and routine interaction with local media and stakeholders to promote the Authorities’ services and programs	6/30/21	Rebecca Yearick	Operations	
Prepare annual State of Housing and Redevelopment in Cumberland County Reports to the community	6/30 each year	Tim Whelan, Rebecca Yearick	Operations	
Prepare annual organizational Achievements Review	1/31 each year	Tim Whelan, Division Heads, Rebecca Yearick	Operations	

GOAL 6: Organizational Resource Development and Accounting: To ensure the financial health and long-term financial stability of the Authorities through acquisition of adequate resources and full transparent accounting for the resources entrusted to the organization

STRATEGIC OBJECTIVES:

1. Acquire all available governmental financial resources to support the services and programs of the Authorities
2. Acquire all available private and non-governmental financial resources available to support the services and programs of the Authorities
3. Develop new sources of revenue through the development of fee-for-services offerings
4. Ensure full and transparent accounting for all financial and other resources entrusted to the Authorities
5. Ensure full compliance with all rules, regulations and requirements from various funding sources supporting the Authorities services and programs

Action Step Description	Target Completion Date	Responsible Entities	Funding Source	Progress Toward Goal
Prepare Annual Plan for expected governmental funding opportunities such as CDBG, HOME, RACP	6/30 each year	Chris Rafferty, Tim Whelan	Operational	
Prepare Annual Plan for expected private, non-governmental funding opportunities such as foundations, corporations	6/30 each year	Tim Whelan	Operational	
Explore development of fee-for-services initiative such as property management, grant management	6/30/21	Cindy Martin, Chris Rafferty, Tim Whelan	Operational	
Examine Internal Controls to ensure full accountability, transparency and compliance for all programs	6/30 each year	Peg Bower, Mary Beth Smith, Division Heads	Operational	

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Ensure annual audit process meets all accounting and compliance standards and is completed in a timely manner	6/30 each year	Peg Bower	Operational	
Explore feasibility of creating new revolving loan programs to address unmet housing and redevelopment opportunities	6/30/21	Chris Rafferty, Tim Whelan, Rebecca Yearick	Operational	
Explore feasibility of new accounting software systems	6/30/22	Peg Bower	Operational	
Explore and apply for funding outside of Continuum of Care to support Special Needs Housing programs	6/30/21	Jillian Yoder	Operational	

GOAL 7: Redevelopment and Community Development Opportunities: To identify potential redevelopment and community development project sites and marshal the resources necessary to complete projects that enhance the economic and social fabric of the county.

STRATEGIC OBJECTIVES:

- 1. Maintain and manage a county-wide inventory of potential brownfield and redevelopment sites
- 2. Sustain, manage and expand programs to redevelop brownfield sites
- 3. Sustain, manage and expand downtown development/enhancement programs and resources
- 4. Identify developers and facilitate creation of new tax-credit properties
- 5. Lead blight remediation efforts throughout the county

Action Step Description	Target Completion Date	Responsible Entities	Funding Source	Progress Toward Goal
Develop and maintain a county-wide inventory of brownfield and development sites	6/30/21	Chris Rafferty	To Be Identified	
Apply for all appropriate financial resources to address, remediate and prepare identified brownfield sites for new development	6/30/21	Chris Rafferty	To Be Identified	
Engage “local downtown” merchants in development and facility improvements and apply for all appropriate financial resources and programs to create and sustain viable downtowns	6/30/21	Rebecca Yearick, Chris Rafferty	Operations	

Facilitate applications from developers to create new tax credit properties to provide “workforce” and other housing for disadvantaged populations	As Opportunities Are Announced	Chris Rafferty	Operations and Developer Fees	
Explore opportunities for issuing bonds to facilitate redevelopment opportunities	6/30/21	Chris Rafferty, Tim Whelan	Operations	
Identify two opportunities for collaboration with local developers to create LIHTC applications and projects	6/30/23	Chris Rafferty, Tim Whelan	HOME Funds, Affordable Housing Trust Funds, CDBG	
Identify 10 blighted properties for demolition, renovation and/or rehabilitation	6/30/23	Chris Rafferty, Tim Whelan, Rebecca Yearick	HOME Funds, Act 152 Funds, Affordable Housing Trust Funds, CDBG	