

## Housing Solutions' Community Investment Plan – November 2017

**Goal #1: Continue strengthening our administration and the impact of the housing programs we operate through contracts with DHCD.**

<b>A. Performance management</b>	
Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Develop performance metrics and reports</li> <li>2. Develop protocol to review metrics on fixed schedules w/board and management to drive improvements</li> </ol>	<ul style="list-style-type: none"> <li>• Track performance metrics against established goals.</li> <li>• Report results to board.</li> </ul>
<b>B. Business Process Improvement for improved customer service and impact in all program areas</b>	
Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Identify bottlenecks + inefficiencies and devise plans to address.</li> <li>2. Develop QC screening plan</li> <li>3. Maintain program performance w/in the top 1/3<sup>rd</sup> of regional housing agencies by all DHCD measures</li> </ol>	<ul style="list-style-type: none"> <li>• Measure turnaround time on the allocation of housing resource and service through monitoring of established metrics.</li> <li>• Track number of people served through each housing program.</li> <li>• Measure impact of assistance provided based on established metrics for each program (e.g. length of time stable housing was maintained, income increase enabled by stable housing, # of homebuyer class participants who bought homes, etc.</li> <li>• Where data exists for other Regional Housing agencies, monitor relative program administration status.</li> </ul>

**Goal #2: Expand and improve Housing Solutions' family economic opportunity programs and practices.**

<b>A. Create professional development opportunities to build the knowledge and skills staff need to advance the changing lives agenda.</b>	
Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Form interdepartmental "best practice" economic mobility team and meet w/organizations that are leaders in this area including:               <ul style="list-style-type: none"> <li>• EmPath</li> <li>• ROCA</li> <li>• CONNECT – Chelsea</li> <li>• The Corp. for Enterprise Development (CFED)</li> <li>• Assets and Opportunities Network.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Track number of organizations for which Best Practice research +/- or site visits have taken place.</li> <li>• Track # of employees and board members who've participated in research.</li> <li>• Assure that written report(s) re. Best Practice research is shared with staff and board.</li> </ul>
<b>B. Form a team to explore strategies for expanding and strengthening the FSS program.</b>	
Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Research FSS expansion feasibility, including influencing DHCD's MTW plan.</li> <li>2. Determine staffing requirements and seek funding.</li> <li>3. Set enrollment and outcome goals.</li> </ol>	<ul style="list-style-type: none"> <li>• Produce written report to board and Management team re. the feasibility of growing the FSS program and setting growth goals accordingly.</li> </ul>

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### C. Evolve professional practices that support an agency-wide customer service orientation focused on family wellbeing and economic mobility.

Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Provide various Trainings:                             <ul style="list-style-type: none"> <li>- Supervisor Training</li> <li>- Agency-wide trauma-informed service delivery and customer service training</li> <li>- Staff Retreat to inform staff of Housing Solution's programs.</li> <li>- Motivational interviewing and coaching training for select staff</li> <li>- Change management training</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Have trainings taken place or been scheduled? (Supervisor and trauma trainings have already taken place)</li> <li>• Collect evaluations from participants and incorporate feedback into follow-up training.</li> </ul>

### D. Explore interest among regional organizations in forming a Bristol-Plymouth Family Assistance Network

Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Draft concept paper describing rationale for the network</li> <li>2. Meet 1-on-1 w/agency leaders to discuss a concept paper w/aim of spawning a collective impact initiative.</li> <li>3. If a core group coalesces, convene planning meetings to launch.</li> </ol>	<ul style="list-style-type: none"> <li>• Has concept paper been drafted and circulated to board and management team?</li> <li>• Jointly develop list of stakeholders with whom collective impact efforts will be discussed and report to board and managers on those meetings.</li> <li>• Determine and report as to whether there is sufficient organizational capacity and regional interest to launch collective effort.</li> </ul>

### Goal #3: Expand the Supply of Affordable Housing

#### A. Resume affordable housing production.

Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Develop MoU w/NeighborWorks So. MA re. collaboration re. affordable housing development</li> <li>2. Pursue Taunton, Brockton and Kingston opportunities</li> <li>3. Outreach to communities with Community Preservation Act funds</li> </ol>	<ul style="list-style-type: none"> <li>• Has MoU w/NWSM been completed and implemented? Report to board</li> <li>• Track tangible project milestones (e.g. permits secured, secured pre-development funds, applied for state funds, etc.)</li> <li>• Develop prioritized list of municipalities and track those w/which we have made contact w/results and next steps.</li> </ul>

#### B. Build a constituency to support affordable housing production.

Activity	Evaluation
<ol style="list-style-type: none"> <li>1. Participate in So. Shore CoC Housing Task Force efforts to influence recommendations re. need for affordable housing.</li> <li>2. Pursue additional opportunities to highlight the need for affordable housing with opinion leaders by writing op-eds, seeking to place feature stories that highlight our "opening doors, changing lives" vision.</li> </ol>	<ul style="list-style-type: none"> <li>• Report to board and managers the results and activities of the Chamber's Housing Task Force.</li> <li>• Annually track and report on media coverage cultivated by our efforts.</li> <li>• Develop prioritized list of congregations and track those w/which we have made contact w/results and next steps.</li> </ul>

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<p>3. Identify + build relationship w/a few religious congregations w/a mission interest in housing and homelessness (<i>a la</i> the HoSo/SSH key historic relationship w/Scituate 1<sup>st</sup> Parish Unitarian Church).</p>	
<p><b>C. Increase the supply of rental units available to voucher holders.</b></p>	
<p><b>Activity</b></p>	<p><b>Evaluation</b></p>
<p>Outreach to large landlords to make well-managed units available to Section 8 voucher holders.</p>	<ul style="list-style-type: none"> <li>• Develop prioritized list of developers and landlords - track those w/which we have made contact w/results and next steps.</li> </ul>

<p><b>Goal #4: Strengthen Housing Solutions' organizational capacity to successfully pursue its mission.</b></p>	
<p><b>A. Augment and diversify revenue by securing unrestricted and recurring sources.</b></p>	
<p><b>Activity</b></p>	<p><b>Evaluation</b></p>
<ol style="list-style-type: none"> <li>1. Apply for an allocation of CITC.</li> <li>2. Explore how other CDCs have used CITC to build individual and corporate fundraising capacity</li> <li>3. Prepare grant proposals to fund initiatives identified in this strategic plan.</li> <li>4. Form a fundraising committee of the board and begin to build fundraising as one of the board's functions.</li> <li>5. Identify and engage a fundraising and/or grant-writing consultant.</li> </ol>	<ul style="list-style-type: none"> <li>• Track and report to board and managers on progress on all these steps.</li> <li>• Annually develop a list of foundation and corporate grants to be targeted. Report to board and managers quarterly on results.</li> </ul>
<p><b>B. Develop a long-term plan to prioritize investments to strengthen core management and administrative functions (e.g. human resources, and deputy director/COO)</b></p>	<ul style="list-style-type: none"> <li>• Report from Finance Committee on this is scheduled for the summer of 2018. Agree on and pursue follow-up steps</li> </ul>