

Focus Area	Goals	Performance Obejectives	Measures	Targets	Initiatives	Action Steps	Owner	Timeline	Status
Finace	1) Improve the existing financial reports to allow for more effective and useful information for prperty management teams, contractors, and vendors	1a) Create a new financial reporting process for the property managers to simplify development budgeting	1a-1) Gain feedback from property management teams and provide information to finance leadership.	1a-2) Simplify reports so managers have better understanding and can calculate cost analysis and make defined projections	1a-3) Review the Yardi module and output on an as needed basis	1a-4) Make Yardi adjustments or additions where necessary	1a-5) Finance Director	1) October 1 - 2022	
	2) Increase agency revenue by increasing collections of delinquent rents	2a) Adjust lease/policy to include lease enforcement – include FMC alternative.	2a-1) Review financial statements monthly for all sites independently to determine % of any increase or decrease in collected rents	2a-2) Increase collected rents by 5% each year	2a-3) To increase site revenue through tenant obligation rents	2a-4) Research resources to provide one-way communication directly to the resident to allow for pre-rent due date notifications	2a-5) Finance Manager - LIPH Program Manager	2) January 1 - 2023	
	3) Create non-HUD supported funding sources to suport additional quality affordable housing	3a) Investigate, Identify, and secure alternative revenue streams to finance redevelopment for additional affordable units, independent of HUD or State funds	3a-1) Create and add an additional 20 units to the Bridge Rockford portfolio, per calendar year	3a-2) Create an average of an additional five affordable housing units for Bridge Rockford portfolio each calendar quarter, for the entirety of the five year plan	3a-3) Increase opportunities and choices within opportunity areas for low income individuals and families	3a-4) Establish formal platform for approaching financial institutions	3a-5) CEO - Redevelopment Coordinator	3) October 1 - 2022	
	4) Partner with Financial Institutions (to fund redevelopment efforts, to fund home ownership program for LIPH residents)	4a) Establish partnerships to financially support redevelopment of quality affordable units and a homeownership program for LIPH residents	4a-1) To establish partnerships with no less than three financial institutions to support redevelopment efforts and finance no less than five home ownership mortgages per calendar year	4a-2) RHA / Bridge Rockford will expand its capital portfolio over the 5 year plan period, with an increased asset postion of \$2.2 million	4a-3) Establish relationship with local, regional, or state financial institutions for community investment and support	4a-4) Create a 12 month performa for all potential investment units or new construction	4a-5) CEO - Finance Director - Redevelopment Coordinator	4) October 1 - 2022	
	5) Secure Funding – section 3 (increase agency revenue through contracting section 3 services	5a) Contract for Section III monitoring and complainece services with other housing authorities or public entities that recieve HUD funding	5a-1) Secure no less than five contracts with agencies each year, and participate in three conference or private training sessions annually	5a-2) Generate a minimum of gross revenue in the amount of \$20k in the first year, with a 10% increase each year, via contracted services	5a-3) Market services to all municiple entities that receive HUD funding to gain visibility and creditability as section III expert	5a-4) Create and circulate marketing materials to all public housing authorities, city governments, and municipalities, based on the marketing plan	5a-5) Section III coordinator - Director of Human Services	5) October 1 - 2022	
	6) Automate Processes (bill payment, invoicing, landlord payments)	6a) To provide expedited processing of invoices, and payments to vendors, contractors, and landlords by streamlining all administrative processes	6a-1) Create a satisfaction survey to allow for feeback, to be reviewed by the finance Director on a monthly basis and make adjustments when necessary	6a-2) To identify policies and practices that will allow for faster processing of invoicing, billing, and payroll	6a-3) Review current vendor for invoice processing to determine if other billing methods can be incorporated. If necessary, research alternative available resources for automation of current purchase order, landlord payment, and recurring payables, while reviewing all roles and responsibilities within finance department, and creating instructional training videos to ensure all staff are educated on financial responsibilities and timelines	6a-4) Memorize processes in department SOP, and review quarterly to ensure updated methodologies are documented and practiced	6a-5) Director of Finance - Finance Manager - CEO	6) October 1 - 2022	
	7) Create a wholly independant non-profit organization established as a foundation, operated under its own governance	7a) To solicit community support and investment, while applying for grants that are not available to the housing authority, a Independant Public Foundation will be implemented	7a-1) Reciept of monetary, tangelable, or in-kind donations will be moniitored weekly, and tracked and reported to the Foundation of Trustees on a quartely basis	7a-2) Once established, the Foundation will commence to solicitate for endowment, gifts, and donations, to fund the services and iniatives created for members or organizations of the low income community	7a-3) Adapt a formalized Foundation and solicitation policies to outline the goals and intent of the Foundation, and dictate how and donation will be distributed or utilized	7a-4) Creation of the Foundation in the state of Illinois, and a board of trustees to govern the operations, and establish and evoked the by-laws of the Foundation	7a-5) CEO - Director of Finance - legal representative	7) January 1 - 2023	
Partners and Stakeholders	8) Improve the overall individualized case management system to provide the highest, best empowerment service for our RHA clients.	8a) Create a strategic approach that encompasses an individual, personal approach that targets areas of disparity for all members within a household, and provides services, either internally or through partnerships, to overcome barriers to self-actualization	8a-1) Acquire individual assement of all household members at the onset of residency or through the annual recertification, and establish needs and services % Increase in credit score over prior year and referral tracking for % increase in participation	8a-2) Review and compare assesment files with Yardi residency records to verify 100% participation for all adult family members	8a-3) Ensure all adult members of the household create a strategic goals to improve, education, training, health, and financial status Review financial module in YARDI	8a-4) To review, renew, and create new partnerships that will support and encourage individual empowerment for independent growth and stability.	8a-5) Human Services manager - Director of Human Services in conjunction with our strategic partners	8) October 1 - 2022	
	9) To improve the overall communication and transparency by updating all policies and procedures for partners, stakeholders, and consitiuants.	9a) Identify policies and procedures that outline expectations to ensure transparency and consistency	9a-1) Create a formal feedback platform that allows for constituents to provide anonymus feedback, and partners to identify process-procedure barriers	9a-2) Ensure that all Human Services staff members, partners, and stakeholders are fully trained and educated on all service platforms	9a-3) To make improvements on the ongoing communication platform, and draft MOU's to outline expectations and reported results	9a-4) Review current MOU's, create a outcome reporting platform to be reviewed monthly with staff, partners, and stakeholders, to determine efficacy of programs, policies, and procedures	9a-5) Human Services manager - Director of Human Services in conjunction with our strategic partners	9) October 1 - 2022	
Products and Services	10) To improve the overall performance of quality affordable units we will review, improve, identify, and create new methodologies for the highest best good of all RHA products, programs, and operational services.	10a) Provide greater opportunities to our residents, by linking them to services and landlords utilizing our programs and operational iniatives, while providing safe, modern, quality, affordable housing	10a-1) Create and review on a monthly basis, indicators for LIPH program that will monitor and track; termination of lease work order generation and response unit inspection outcomes waitlist; number of applications and duration tenancy term All HCV utilization %	10a-2) Through new methodologies RHA will realize greater productivity, and efficiencies and staff will be able to identify capital improvements to allow for a proactive approach to physical conditions and modernization efforts, relieving the operational budgets of emergency repairs, and incurring higher fees.	10a-3) Create a preventative maintenance inspection pathway to identify and plan capital expenditures vs operation repairs, identify physcial needs, and prolong the life expectancies of building mechanics, that will be monitored monthly by the property management team along with the maintenance supervisor and foreman	10a-4) Review the Yardi maintenance module to determine if a preventative maintenance module is available or research alternative software solutions to create project management, maintenance and preventative maintenance platform	10) Maintenance Supervisor - Construction Manager Policy Manager	10) June 1 - 2023	
					10a-3a) Create, craft, and implement a digital program application	10a-4a) Review the Yardi application module/portal to enable digital applications, and create an RHA app that allows user interaction and application submission			
					10a-3b) Identify physcial needs of all units within the LIPH portfolio, and determine method to be used for modernization iniatives.	10a-4b) Physically inspect all units within the LIPH portfolio, and create a cost analysis for any perceived repairs/updates.			
	11) RHA will identify Public Housing Units for repositioning and dispositioning, will review the many distinct options, which are associated with the planning considerations, available to Public Housing Agencies (PHAs) housing units, as the agency considers the long-term future of the RHA Housing Portfolio.	11a) The performance focus, of this objective is to “reposition,” by converting through disposition housing unit properties, currently assisted under the Public Housing Program platform to the Section 8 Program, (HCV), and that proceeds be used for the provision of low-income housing or to benefit directly, the residents of RHA.	11a-1) RHA will measure, assess, and evaluate what regulatory platform is best suited for RHA to meet the long-term affordable housing challenges in our community, considering the needs of the residents, the condition of the real estate housing portfolio, and the long-term objectives of RHA and other community leaders to sell, transfer, ground lease or otherwise dispose of public housing property.	11a-2) Targeting and focus on, how and what is conducive to raising debt and equity, to help the agency achieve its Strategic Goals, from addressing backlogged capital needs and building long-term reserves necessary for preservation-oriented life cycle improvements, to constructing or acquiring new affordable housing.	11a-3a)RHA Staff will review and investigate by aligning the RHA Portfolio with the City of Rockford, FY 2020-2024 Plan. 11a-3b) Identify additional flexibilities to better meet local needs and funding options to achieve long-term viability for affordable housing, while identifying new strategies that may enable RHA to provide families across the community with better-maintained housing units, while creating opportunities to leverage public and private resources, easing administration, and preserving affordable housing.	11a-4a) The use of proceeds will be subject to HUD approval pursuant to leveraging amounts for securing commercial enterprises, scattered sites, or other onsite in RHA public housing developments appropriate to the goals and objectives of serving RHA clients through the Five-Year Strategic Plan. 11a-4b) By Repositioning through disposition, RHA intends to move families from a public housing platform to other forms of HUD rental assistance, which may include Housing Choice Vouchers (HCV), Project-Based Vouchers (PBV), or project-based rental assistance (PBRA). This change can help RHA preserve quality affordable housing units, address rehabilitation and physical needs, and place RHA properties on a more stable financial foundation.	Redevelopment Coordinator CEO		

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Clients	11) Increase, expand, and improve the overall individualized resident case management capabilities, educational and training opportunities through the MTW Initiative, the Lifeorce Development Institute, and the Jobs Plus Initiative to provide the highest, best empowerment service for our clients.	11a) Continued development of innovative approaches for aiding residents to achieve increased self-sufficiency by creating intentional strategic individualized empowerment by providing education, training, and instructional services to each member of the household.	11a-1) Through the Launch My Future initiative, measure the work readiness asset development and financial literacy of families and individuals through individualized case management, and annual assessments.	11a-2) Ensure Human Services staff is fully trained in Preparing Residents for Independent, Self-Sufficient living,	11a-3) Implement a number of communications initiatives—strengthening existing, and in some cases, developed new, resources to improve communication and provide opportunities for resident and community engagement	Through Section 3, The MTW Initiative, and the Job Plus Initiative provide incentives to Individuals and families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people in Job readiness and to obtain employment and become economically self-sufficiency.	Human Services manager - Director of Human Services in conjunction with our strategic partners	October 1-2022	
	12) Boost resident collections of delinquent rents by improving internal communication flow and coordination to ensure information quality, consistency, and effectiveness whereby RHA will realize, increased revenue.	12a) Increase efficiency through the use of technology and digital platforms to expand tenant rent collection policies and decrease client delinquency.	12b-1) Reduce client turnover by 10% (each operating FY) as a means to develop a stronger RHA client, while also reducing RHA turn over expenses.	12b-2) Empower RHA clients one that is ready to "move on" at the appropriate time,	12b-3) Implement optional on-line rent payment for all properties managed by RHA	12b-4a) Review and revise any changes made to the admissions policies, organization of the waiting list and/or tenant rent payments. 12b-4b) Update to a user-friendly RHA Residents Handbook and non-print media that will support learning, and testing, which contains updated information, advice, and resources for prospective and current residents. Topics include, What to know before signing a lease, Resident responsibilities and policies, Safety information, Emergency procedures, Public housing eligibility and income reporting, and	LIPH Program Mgr. Finance Manager Policy Manager	October 1 - 2024	
Adminstration	13) With the introduction and initiation of MTW, the RHA Admin will devise and institute alternative business procedures to achieve overall consistency and standarization	13a) Establish internal policies and procedures that ensure consistency, equity, and transparency for landlords and residents participating in the MTW initiative	13a-1) Create and establish internal tools necessary to measure the success of the MTW program initiative	13a-2) Promote and deploy MTW initiative to local landlords, community partners, and residents, ensuring the increase in voucher utilization, and improving lease-up timeframes, while decreasing administrative burden, and increasing staff education on policies and practices around MTW	13a-3) Create an additional Occupancy Specialist position to assist with administering HCV vouchers 13a-3a) Create an Landlord Liason position to assist with recruitment of new landlords, additional units for existing landlords, and connect HCV voucher holders with landlords.	13a-4) Create a job description and hire a Landlord Liason. 13a-4a) Hire a Occupancy Specialist to assist with additional voucher administration 13a-4b) Updated Standard Operating Procedures to include MTW initiative	HCV Program Manager Policy Manager LIPH Program Manager	January	
	14) Embrace our ongoing responsibility to communicate effectively with the public, residents, and constituents.	14a) Educate, enlighten, and build local political understanding and support of the RHA brand, core values, mission, and vision.	14-a1) Success will be measured and achieved when more of our community leaders and community stakeholders publicly support RHA.	14-2a) Community leaders, constituents, and community stakeholders	14-3a) Reflect the RHA's mission statement and core values when communicating who we are, how we work, and the vision and purpose of our work.	14-4a) Provide timely, accurate, and complete information to the publics in which we serve, and within the RHA organization. Continue to standardize the form and appearance of the RHA branded content communication to ensure that the community recognizes information originating from RHA. Deliver consistent and helpful messages about, and include the benefits of, our services that RHA renders. Ensure frequent opportunity for meaningful community and resident engagement Maximize our resources and plan ahead to always ensure information reaches the appropriate audiences on an ongoing and frequent basis.	RHA CEO, and RHA Media Liason	Jan-22	
	15) Working with Our Strategic Media Partner, continue to build organizational capacity, for the RHA, MTW, Brand Identity, and Branded Content Creation.	15a) Continue to change the perceptions and attitudes by the perpetuation of positive feedback in the community on social media networks, sponsored marketing, and strategic communication news outreach. Improving the RHA Corporate culture and supporting Resident Self Sufficiency goals through clear communication and interactive feedback. Advance awareness and demand around new products/services of the MTW Initiative.	15a-1) Impact Resident, Staff and Constituents behaviors, increase the knowledge and understanding of the publics and the community. Improve overall resident educational skills through the MTW Initiative by utilizing the LaunchMyFuture.com platform.	15a-2) External and internal communication and Marketing through the use of Community Relations, Public Relations and Marketing Initiatives to position RHA over the 5 Year Strategic Plan.	15a-3) For effective community and marketing engagement and outreach through RHA Websites, Social Media Platforms, presentations, meetings, events, public notices, letters, and other communication to the public, through graphic design, photography, video, marketing and branding, and other communications-related tasks.	15a-4) Maintain websites, social media accounts, RHA Digital TV Channel, Newsletters, e-mail blasts, create and produce Filmed Presentations and other marketing initiatives to continue the positioning of RHA in the community as a leader in providing affordable housing to low-income residents and the support services they need.	RHA CEO Media Partner	Over the course of the Five-Year Strategic Plan	On-going

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Employees	16) Improve the overall RHA coorparate culture through measurable proactive communication, in formal group settings and individualized engagement to increase commoradarie and inclusion through the RHA core values	16a) Move from a reactive business model to a proactive culture in the workplace, by moving toward an exemplified development of corporate flexibility, productivity, and efficiency on a daily basis.	16a-1)While culture by nature is an important intrinsic and essential value, moving toward an RHA Proactive Culture positively will affect the agency, by giving rise to a plethora of benefits, which will influence teamwork, which is an essential measurement and dimension, for boosting employee engagement, employee turnover, loyalty, and belonging.	16a-2) The RHA proactive culture will perform at 'maximum productivity and efficiency', major problems are less likely to arise, preventing the transition of minor problems into major ones, whereby, there will be measurable cost savings over the next five years. These Key Performance Indicators are a measurable value and will demonstrate how effectively the organization is achieving the key business objectives.	16a-3) With the power to instill essential information to RHA employees in a very digestible way, The RHA Leadership Team will continue to incorporate, and improve many elements of what makes up the corporate culture such as rituals (regular learning interventions), language, symbols, and stories, which will enable employees to absorb larger volumes of knowledge in a shorter amount of time.	16a-4) RHA Team leaders must decide what the agency's work culture is and will essentially 'hold the reins' to the attitudes of employees and the realization of the RHA's business goals which is unique and is the sum total of RHA's values, traditions, beliefs, interactions, behaviors, and attitudes.	CEO Director of Finance Director of Human Services		