



2022 - 2026

West Palm Beach Housing Authority STRATEGIC PLAN SUMMARY



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- **Mission Statement** – To provide safe, decent, and affordable housing to persons and families with limited financial resources and to provide residents with access to programs that will assist them in making the transition to greater financial security.
- **Vision Statement** – To be the leading provider of affordable housing in Palm Beach County.

	Values	Values Statements
	Customers First	We treat all residents, participants and clients with professionalism, respect and dignity.
	Employee Care	We strive to create an environment where every employee is engaged and has an opportunity to make meaningful contributions to the success of the agency.
	Ethics & Integrity	We maintain the highest levels of integrity and ethical standards in all our actions.
	Diversity & Inclusion	We value diversity and are committed to cultivating and preserving a culture of equity and inclusion.
	Pursuit of Excellence	We relentlessly pursue excellence and continuous improvement in all that we do.
	Innovation	We challenge the status quo, embrace change and value and encourage creativity and innovation.
	Fiscal Responsibility	We practice sound and effective management of our fiscal resources and exercise the prudent stewardship of public funds.



Housing

Strategic Goal

Build and expand quality affordable housing

Strategic Initiative	Strategic Objective
Land Acquisition, Development & Redevelopment Projects	Build homes for low-to-moderate income renters and homebuyers
Property Acquisition & Rehabilitation Projects	Acquire and rehabilitate multifamily properties to expand affordable rental housing opportunities
Housing Choice Voucher Program	Pursue additional allocations of housing choice vouchers



Customer Service Excellence

Strategic Goal

Create exceptional customer experiences that exceed expectations and maximize satisfaction and retention

Strategic Initiative	Strategic Objective
Customer Experience Program	Create and implement a plan that captures strategies, standards, practices and policies to deliver high quality and consistent customer experiences
Customer Service Training Program	Provide training, coaching and education to teach employees the skills and knowledge to deliver outstanding customer service



Landlord Management

Strategic Goal

Create exceptional landlord experiences to improve performance, satisfaction and retention

Strategic Initiative	Strategic Objective
Landlord Recruitment & Retention Program	Create and implement a plan to recruit and retain landlords to participate in the Housing Choice Voucher Program
Landlord Training Program	Establish and manage a program to provide regular training to landlords to improve their property management practices and elevate their tenant rental experiences



Revenue Generation

Strategic Goal

Establish and manage diverse methods to generate financial and other resources and effectively administer these resources to ensure sustainability

Strategic Initiative	Strategic Objective
Revenue Growth Strategy	Create a roadmap that details diverse revenue streams and methods to maximize them
Grants Program	Generate significant revenue through rigorous prospect identification and research, customized grant proposals and effective grants management
Business Opportunity Exploration Initiative	Identify and explore revenue-generating opportunities that align with the agency's mission

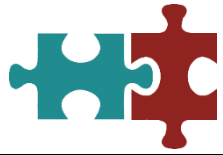


Marketing, Branding & Communications

Strategic Goal

Increase awareness and visibility and enhance brand reputation

Strategic Initiative	Strategic Objective
Marketing & Branding Program	Craft a plan and build and manage a program that incorporates diverse marketing strategies and tactics to increase exposure and awareness
Public Relations Program	Protect the organization's reputation, enhance its stature and present a favorable public image
Marketing & Communications Collateral	Produce marketing collateral to promote the organization and its programs, services and events
Employee Brand Ambassador Program	Train and support employees to serve as brand ambassadors that promote a positive community presence
External Communications Program	Develop and implement a plan that incorporates strategies to inform, communicate and connect with external stakeholders
Newsletter Management	Publish informative, educational, inspiring and engaging newsletters
Website Redesign	Redesign and manage an engaging, content-rich and multifunctional website
Social Media Program	Utilize social media to inform, promote programs, services, events and activities and communicate with stakeholders



Strategic Partnership Management

Strategic Goal

Establish and maintain strong alliances with diverse organizations to achieve common goals for mutual and community benefit

Strategic Initiative	Strategic Objective
Strategic Partnership Program	Collaborate with organizations to elevate success



Vendor & Supplier Management

Strategic Goal

Build, maintain and strengthen mutually-beneficial vendor and supplier relationships that drive organizational success

Strategic Initiative	Strategic Objective
Vendor Management Program	Oversee the identification, qualification, selection, management and evaluation of vendors to maximize programmatic, operational and financial performance and minimize risk
Supplier Diversity Program	Build relationships with and purchase goods and services from high-quality diverse suppliers



Operations & Technology Management



Strategic Goal

Build and manage effective systems and efficient processes to support operational success

Strategic Initiative	Strategic Objective
Office Relocation Project	Identify, acquire, lease and/or build an attractive office space to maximize operational-efficiency and employee engagement, productivity and satisfaction
Technology Needs Assessment	Assess the organization's hardware, software, online applications and other technologies
Cybersecurity Risk Assessment	Identify, analyze and evaluate cybersecurity risks and define methods to reduce vulnerabilities
Strategic Technology Plan	Create and implement a plan that details hardware, software and other technologies to strengthen core and supporting business functions
Enterprise Risk Management & Business Continuity Management	Develop plans that identify and assess potential risks and methods to prevent, mitigate or control them
Community Safety & Security Program	Improve safety and security in the developments
Preventive Maintenance Program	Conduct regular and planned inspections of units, buildings, equipment and major systems to minimize deterioration, damage and breakdowns, extend longevity and reduce repair costs



Planning & Evaluation



Strategic Goal

Engage in smart planning to formulate strategies, conduct effective monitoring to inform decision making and administer rigorous evaluations to improve performance

Strategic Initiative	Strategic Objective
Strategy Management System	Establish and operate a system of continuous planning and strategy management
Department Plans	Create plans to more effectively manage departments
Program Plans & Toolkits	Create plans and tools to more effectively manage programs and services
Stakeholder Survey Program	Establish and administer a program to survey stakeholders to better understand their needs, interests and expectations
Program Evaluation System	Build and implement a system to monitor and evaluate program and service performance