



# ALBANY HOUSING --- AUTHORITY

## ORGANIZATIONAL PLAN

JUNE 2020

Albany Housing Authority is widely recognized as being a leader in the field of public housing authorities. The recent decades have brought wide-reaching advances for the residents of AHA and the community at large, including new developments, strategic land purchases, community partnerships, homeownership initiatives, youth initiatives, workforce development, and wellness.

AHA must continue to lead the way for our community. Under my leadership, I would carry on this legacy and push AHA to new heights. Strategically, I envision this work taking the form of two concurrent work streams: Internal Excellence and External Innovation. With consultation with the AHA Board of Directors and key stakeholders, I would move to execute a strategic plan that I would craft within my first 100 days as Executive Director.

***Embrace the Mission:***

*To provide high quality, affordable and sustainable housing opportunities while continuing to promote economic independence and stability for our residents.*

- Aligned with my values for Community Services Leadership
- Progressive experience
- Embrace the mission
- Community based partnership
- Responsibility and authority to strategically plan

Below is an outline of how I would seek to organize AHA's overarching strategy:

**1. Internal Excellence**

- a. Board of Commissioners
  - i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
  - ii. Fill all Board of Commissioners seats (7)
  - iii. Fill & ensure active committee participation
    1. Finance
    2. Personnel
    3. Policy/Community Relations
    4. Programs
  - iv. Plan & execute Board of Commissioners retreat & ongoing board relations activities
  - v. Assessment of governance practices and knowledge

b. Finance

- i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- ii. Establish long-term (3-5-10 year) AHA fiscal plan to ensure financial stability & monitoring system
- iii. Diversify revenue streams
  - 1. Explore grants, foundations, other non-public financing streams in order to fund:
    - a. AHA Operations
    - b. Resident and community services
  - 2. Cultivate funder relationships & develop partnership with local funding foundation to create AHA Fund (planned giving, ongoing fundraising, etc.)
- iv. Rid excess surplus land
- v. Increase transparency
- vi. Review all contractual relationships
- vii. Shared cost collaborations (city, county, others)
- viii. Reevaluate all external funding commitments that AHA is engaged in for sustainability

c. Personnel/ Human Resources

- i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- ii. Establish strong senior management team with clear roles & responsibilities
- iii. Revise organizational chart for all AHA divisions
- iv. Improve labor relations
- v. Increase transparency
- vi. Ensure all employees have performance plans (professional & personal growth) and clear managerial support
- vii. Develop talent pipeline across all divisions (homegrown programs, local recruitment & hiring, etc.)

d. Operations

- i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- ii. Improve morale of operational teams
- iii. Transparency

- iv. Quality control
- v. Improved relations with key state & federal agencies (HCR, HUD, others)
- vi. Continued relations with key local leaders (city, county, regional)
- vii. Focus on deferred maintenance / improvements to existing units
  - 1. Assess needs across AHA portfolio
  - 2. Assess cost
  - 3. Assess staffing needs
  - 4. Contracted services
  - 5. Present plan to move forward to Board of Commissioners

e. Portfolio Management & Development

- i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- ii. Review existing capital plans & consolidate or expand as needed (ex. A 2040 plan)
- iii. Development Team
  - 1. Consultants
    - a. Tony Petropulos (Dir. Of Development)
    - b. Cannon, Heyman and Weis (HCR) Mike Greco
    - c. Reno & Cavanaugh (HUD) Sarah Molseed
- iv. Review pending development projects
  - 1. 6 Homeownership partnership with Habitat for Humanity and Albany Land Trust (Ida Phase III)
  - 2. Ida North (260-70 and N. Albany) RAD/Section 18
  - 3. North Albany Homeownership (20)
  - 4. Steamboat 20 (9%)
  - 5. Reimagine Steamboat (4%) (consistent with Segway to the future)
  - 6. 15 Warren Warehouse
- v. Rental Assistance Demonstration (**RAD**)
  - 1. Pull together financing
  - 2. Development Partners (shared fee) – recommended where PHA does not have the experience/capacity
    - a. Edgemere
    - b. Homeleasing
  - 3. Understand Capital Needs of projects
  - 4. Strategize what the best aggregations are for financially viable conversions.
  - 5. Manage the reserved units in portfolio Award to efficiently utilize available units

- vi. Tax credit programs (state & federal opportunities)
- vii. Housing Trust fund- an affordable housing program with the goal of increasing and preserving the supply of affordable housing for people making between 30 and 50 percent of the Area Median Income, including families experiencing homelessness.
- viii. Opportunity Zone (2017) - Qualified Opportunity Zone is an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Localities qualify as QOZs if they have been nominated for that designation by a state, the District of Columbia, or a U.S. territory and that nomination has been certified by the Secretary of the U.S. Treasury via his delegation of authority to the Internal Revenue Service (IRS).
- ix. New development projects
- x. Rental Assistance Programs
  - 1. Section 8 (TBV, PBV, VASH, SRO)
  - 2. Veteran Affairs Supportive Housing
  - 3. Continuum of Care (Coc) - Designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.
  - 4. Re-Entry programs
    - a. Juveniles
    - b. Phasing out of Foster care
    - c. Ex-Offender (parolees)
  - 5. Tax Credits
  - 6. Home Program

f. Public Safety

- i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- ii. Strengthen partnership with law enforcement
- iii. Improve and increase camera penetration
- iv. Increase camera screening

- v. Encourage active neighborhood watched amongst our community and developments
- vi. Increase clear communication and trust amongst management and residents (technology)
- vii. Resident police program (visibility)

## 2. External Innovation

### a. Programs and Community

- i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- ii. Review current partnerships for alignment, performance, and sustainability
- iii. Establish policy & procedures for external partnerships
- iv. Creating new partnerships, potential areas include:
  - 1. Health
  - 2. Digital inclusion
  - 3. Youth development & success
- v. Transparency of partnerships (public postings online)
- vi. Increase visibility in community
- vii. Ensure sustainability of community initiatives
- viii. Neighborhood Transformation Initiatives (NTI)
  - 1. Opportunity to build wealth and stabilize
  - 2. Mixed use development
  - 3. Residential development workforce development
  - 4. Workforce development

### b. Expanding Homeownership of Current AHA Residents & Community Members

- i. Assessment of current state using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- ii. Review current programming for alignment & performance
- iii. Establish homeownership goal for residents/community
- iv. Provide direct support
  - 1. Financial literacy
  - 2. Maintenance responsibility (education)
  - 3. Housing Cooperative
- v. Surplus lots and parcels
- vi. Secure funding and revenue sources
- vii. Identify consultant & legal team resources needed

