

AGENDA

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EXECUTIVE COMMITTEE Meeting of the Boards of Commissioners

3:30pm November 24, 2015 – Board Room

1331 Fulton Mall, Fresno, CA 93721

Interested parties wishing to address the Boards of Commissioners regarding this meeting's Agenda Items, and/or regarding topics not on the agenda but within the subject matter jurisdiction of the Boards of Commissioners, are asked to complete a "Request to Speak" card which may be obtained from the Board Secretary (Tiffany Mangum) at 11:45 a.m. You will be called to speak under Agenda Item 3, Public Comment.

The meeting room is accessible to the physically disabled, and the services of a translator can be made available. Requests for additional accommodations for the disabled, signers, assistive listening devices, or translators should be made at least one (1) full business day prior to the meeting. Please call the Board Secretary at (559) 443-8475, TTY 800-735-2929.

3:30pm

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1. Call to Order

2. Public Comment

This is an opportunity for the members of the public to address the Boards of Commissioners on any matter within the subject matter jurisdiction of the Boards of Commissioners that is not listed on the Agenda. At the start of your presentation, please state your name, address and/or the topic you wish to speak on that is not on the agenda. Presentations are limited to a total of three (3) minutes per speaker.

3. Discussion

Administrative Matters

2016 Agency Goals

4. Adjournment

2015 Agency Goals and Strategic Plan Implementation

Create and sustain vibrant communities across Fresno County

Quality housing. Engaged residents. Vibrant communities.

Goal One – PLACE

Develop and expand the availability of quality affordable housing options throughout city and county by growing and preserving appropriate residential assets and increasing housing opportunities for low income residents.

- Continue to grow portfolio of assets that responds to the needs of low and very low income residents of city and county of Fresno through the construction of new housing and renovation of existing stock.
- **Utilize the HCV Program and the landlord relationships to influence improvement in quality housing standards for our residents and in neighborhoods in general.**
- Implement an Asset Management strategy across the agency for all physical assets utilizing the past analysis from Sound Ventures combined with new analysis and planning to generate business plans for each property

Goal Two - PEOPLE

Respect community needs and knowledge - by listening, learning, and researching - and respond to issues compassionately, intelligently, and intentionally - by developing exceptional programs based on shared experiences.

- **Develop a theory of action for Resident Services that articulates a clear focus on defined goals, an accountability model, and the infrastructure necessary to support the work – all with program sustainability in mind.**

Goal Three - PUBLIC

Build support for housing as a key component of vibrant, sustainable communities through public information, engagement, and advocacy that promotes high quality affordable housing and supports the advancement of Fresno's low-income residents.

- **Utilize the 75th anniversary celebration to clearly define a set of key messages to communicate consistently across the community for the entire year.**

Goal Four - PARTNERSHIP

Collaborate to strengthen the Housing Authority's ability to address the challenges facing Fresno communities.

- Continue to build alliances and partnerships that engage Fresno organizations to develop holistic solutions to homelessness across the Fresno Community
- Develop and utilize partnerships with multiple stakeholders in the West Fresno and Firebaugh Communities to create Community Development Action Plans for the organization to follow as we look to redevelop existing properties and contribute to vibrant neighborhoods in these areas.

Management Goal One – SUSTAINABILITY

(Staffing, Finances, Effectiveness, Evaluation, Technology, Facilities)

Build and maintain an innovative, engaged, visible, and sustainable organization, committed to its mission of providing housing for low-income populations.

- **Review the structure of each of the major programs (HCV and Housing Management) and administrative support departments (HR, Procurement, IT, Fleet/Facilities) to evaluate efficiency and effectiveness and resources required to deliver services or programs AND remain financially sustainable.**
- Develop basic set of Evaluation and Accountability measures for each department that can begin to create the framework of an agency data dashboard.
- **Enhance the skills and capacity of the entire staff by continuing the implementation of performance management at the management and analyst level, and the examination of existing training programs and deployment of new training programs for line staff across the agency.**
- Continue with the evaluation and implementation of a new Enterprise Management System (EMS) with a significantly improved software solution across all platforms with initial emphasis on improving financial reporting, procurement and contracting accuracy

Management Two – STRUCTURE

(Governance):

Maintain a committed, active, community-based Board of Commissioners.

- In conjunction with the Board, develop an orientation tool for new board members

Management Goal Three – STRATEGIC OUTREACH

(Image, Visibility, Materials and Tools, Outreach)

Heighten agency visibility; facilitate community dialogue about housing solutions; and build support for the agency and quality affordable housing.

- Work with the Board to more clearly define and articulate our “brand” and the appropriate messaging that will be consistently delivered to both external and internal stakeholders