



Southern Nevada Regional Housing Authority

2010-2015 STRATEGIC PLAN



Inspiring a Shared Vision

Superior service through quality customer care

Neighborhood initiatives that are sustainable

Respect for all clients

Holistic approach to service delivery to promote self-sufficiency for all

Accountability for “everyone”



Historical Summary:

In July 2009, the Nevada Legislature authorized through Assembly Bill 478 the consolidation of the Housing Authorities of the City of Las Vegas, North Las Vegas and Clark County, creating the Southern Nevada Regional Housing Authority (SNRHA). This merger was fully supported by the U.S. Department of Housing and Urban Development (HUD). The primary purpose of this regionalization was to provide improved public housing services in Southern Nevada in a more effective and efficient manner. The SNRHA began operations on January 1, 2010.

The agency has a jurisdiction which includes all of Clark County; the 15th largest county in America, with a population exceeding 1.9 million citizens. The governing body of the SNRHA consists of nine commissioners appointed by the governing bodies of the county (two each from Clark County, Las Vegas, North Las Vegas, and Henderson and one resident commissioner).

The SNRHA has an annual budget of \$131 million, and approximately \$20 million in additional American Recovery and Reinvestment Act funds. Further, the agency received \$12 million of Neighborhood Stabilization Program funds from Clark County to purchase and rehabilitate 109 homes to rent to low income families. Upon completion of these homes, they are owned by the housing authority. The agency also owns 24 conventional public housing developments and over 400 scattered site properties throughout Clark County. Of the 24 developments, 4 are designated as senior developments, 5 are elderly/disabled developments and 15 are family developments. These developments contain 2751 units of public housing and are home to 7290 family members.

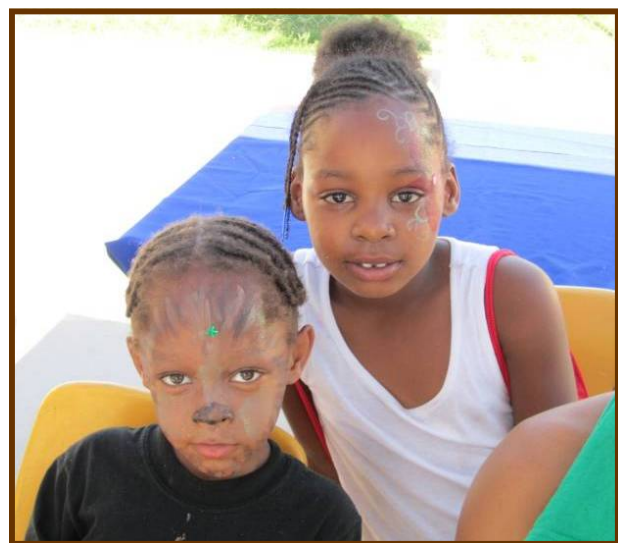
The agency also administers approximately 10,000 Housing Choice Vouchers which allow families to rent in the private market from private owners and receive a subsidy towards their rent. The voucher program is the fastest growing program of the agency, and is expected to expand homeownership opportunities for qualified families. The voucher program provides housing for approximately 38,000 family members.

Finally, the agency owns 960 units through its Affordable Housing Division, which includes 2 mobile home parks, 1 senior site, 3 Neighborhood Stabilization Program (NSP) sites (which will consist of 130 houses upon completion), 3 family sites, and a scattered sites program with 32 units. These Affordable Housing Programs are fully supported through the rents received, and are not subsidized; affordable rent rates are determined through income limits. The Affordable Housing Division also manages a Section 202 senior site, which is subsidized by project based Housing Choice Vouchers.

This agency has a culturally, racially and ethnically diverse staff of 255 employees. This staff diversity contributes to our awareness and understanding of the needs and assets of the people we serve.

The board hired a new Executive Director in September, 2010, who immediately began working with staff, residents and other stakeholders through a listening tour and performing a preliminary assessment of the agency. These steps set the stage for his motto *“lead by inspiring a shared vision”*. New leadership is also committed to conducting an agency-wide assessment which is currently in progress. Over the last six months, the agency has become poised to complete the pre-merger integrations that were incomplete and post-merger integration tasks that will promote accountability, teamwork and solid agency values.

The Board and the new Director knew that there had to be a Strategic Plan. The strategic planning process began with a one-day off-site Board retreat in December, 2010. Following this, the Executive Director appointed a Strategic Planning Team of thirty-four to participate in staff retreats. Team members included directors, managers, non-managers, public housing residents, Section 8 participants, including a homeowner, and community partners. The team met in three off-site full day retreats and countless other meetings; sharing ideas, developing strategies, and agreeing on work items which will address the challenges facing the agency. This work led to the development of bold Goals, Sub-Goals and Strategies that will position the Southern Nevada Regional Housing Authority for *growth* and *opportunity*.





“Inspiring a shared vision”

The year 2010 marked the start of major changes in the delivery of low-income housing services in Clark County, Nevada. The merger of the Las Vegas, North Las Vegas, and Clark County housing authorities created a consolidated agency with new leadership, added responsibilities and unique challenges.

As we embarked upon the major task of developing a comprehensive Strategic Plan (“The Plan”) to set the short and long term direction of the agency our overall goal was operational excellence.

It was paramount that systems be established in place over the next five years that will transform the Southern Nevada Regional Housing Authority into a model for consolidated housing authorities across the country. The strategic planning team met off-site in several full-day sessions, which were facilitated by Valerie Jackson of Jackson Management Consulting, LLC, who both challenged and engaged participants in this process. The team was especially moved by the “Who Moved My Cheese” video, which speaks to *change, leadership* and *accountability*. I also showed this video to the entire staff in early March.

The Plan is our roadmap for the future and reflects the core values, mission, and commitment of SNRHA to provide superior services to our clients with transparency, respect, dignity, and accountability.

We have set high standards for our agency as articulated in the six Goals, Sub-Goals and numerous Strategies all with measurable outcomes and are designed to assist us in achieving a high level of efficiency, reduce bureaucracy, promote agency growth, and be more responsive to the needs of our clients and the community. We expect to accomplish each of these Goals with efficiency, team work and the presence of forward management.

I look forward to working with our Board of Commissioners, staff, residents and community partners to put our Strategic Plan in motion and to begin building an exceptional and high performing agency.

Come with us on this journey as we pave the road to excellence.

Regards,

John Hill
Executive Director



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TABLE OF CONTENTS

Historical Summary

Message from the Executive Director

Mission, Vision and Values 1

STRATEGIC GOALS

Goal 1: Transform the Way We Do Business 2

Goal 2: Improve the Quality of Life for Residents 4

Goal 3: Increase Housing Opportunities
and Options for Qualified Families 7

Goal 4: Promote Excellence in Management Practices 9

Goal 5: Create a High Performing Professional
and Skilled Workforce 11

Goal 6: Increase Capital Gain Opportunities to
To Promote Our Sustainability 13

How We Compare With HUD's FY 2010-2015 Strategic Plan 15



Our Vision

Our vision is to be a well recognized, innovative leader in the continuum of housing programs. We will offer opportunities that are creative, consistent, meaningful and that will lead to empowerment and greater self-sufficiency. We strive to be recognized for leadership, quality service and excellence that achieves the highest level of performance, experience and financial stability.

Our Mission

We will conduct business fairly and in transparency and create partnerships in the community which exemplify the same values. We will maintain high standards, be sensitive to cultural diversity and work to provide quality and sustainable housing options and opportunities that promote empowerment and self-sufficiency. We will provide quality products and professional service and be good stewards of the public trust.

Our Core Values

The Southern Nevada Regional Housing Authority's Core Values are to be passionate, honest, committed, ethical and consistent professionals who provide excellence in business practices and customer service.

M A N Y H A N D S , O N E P U R P O S E



S N R H A T E A M W O R K

“Coming together is a beginning. Keeping together is progress. Working together is success.”

~ Henry Ford



GOAL 1

Transform the Way We Do Business

Needless to say, changing the name of the agency is not enough; there must be visionary leadership, accountability, community cooperation, and regulatory compliance for “transformation” and redefinition of organizational culture. Goal 1, through effective reengineering of corporation, establishment of clear expectations at each position, and meaningful corporate mission, values and quality controls, the Southern Nevada Regional Housing Authority (SNRHA) expects to become a premier business model in Southern Nevada.

Complete all remaining tasks associated with the Agency merger.

- Work with HUD and the City of North Las Vegas to finalize the Settlement Agreement for NLVHA assets.

Completed December, 2010

Create a business strategy that reforms bureaucracy by standardizing systems, reducing complexity and promoting responsiveness.

- Conduct a comprehensive agency-wide assessment of the organizational structure. *September, 2010*
- Create a workflow map for key departments that integrate functions. *March 2012*
- Become an Institute of Real Estate Management (IREM) designated Agency. *January, 2012*
- Provide work environments that ensure efficiency and productivity. *2010 through 2015*

- Analyze and select best business practices from the consolidated agency and recommendations of the organizational assessment. *November, 2011*
- Establish a bi-monthly Agency Report Card & Performance Meeting to ensure continuous review & monitoring of performance. *July, 2011*
- Develop an agency-wide system of quality controls. *September, 2011*
- Implement measures to eliminate operational redundancies. *July, 2011*
- Procure general consulting services. *July, 2011*

Create a robust and fully integrated information technology infrastructure that meets the long term needs of the agency.

- Upgrade the Agency website to improve its usefulness for staff, Clients, vendors, and the general public. *2010 through 2015*
- Conduct an IT systems analysis to determine strengths and deficiencies in the way SNRHA captures and stores information. *May, 2011*
- Explore software programs for implementing a paperless Client and employee file management system. *December, 2011*
- Implement IT infrastructure upgrades that support the long term needs of the Agency. *2011 through 2015*



Restructure work environments to promote efficiency, productivity and boost staff morale.

- Assess the current geographical placement and logistics of business offices and determine how to consolidate facilities in locations. *January, 2012*
- Redesign office spaces, work areas and upgrade equipment to maximize utilization, flexibility and enhance working conditions. *February, 2015*
- Construct new Section 8 administrative building. *August, 2012*

Develop and implement a Performance Management System based on productivity, compliance and efficiency measures.

- Develop measurable performance standards for each staff member that will ensure accountability. *January 2012*

Create a plan to address emergencies and disasters.

- Create a Housing Disaster Plan to address the re-housing and shelter of Clients displaced due to a natural disaster in SNRHA's jurisdiction. *October, 2011*
- Develop a plan to continue Agency operations in the event of an emergency and/or disaster. *October, 2011*

- Create an Emergency Response Team. *July, 2011*

Reposition the SNRHA as a positive, recognizable brand in the Southern Nevada region.

- Design and implement a public relations campaign to change negative public perceptions of the SNRHA by accentuating its value in the community. *June, 2011*
- Increase the visibility of SNRHA through more substantive community outreach and participation. *2010 through 2015*

- Implement initiatives to educate staff on SNRHA's core values and on how to incorporate the values into daily work routines and interaction with the public. *2010 through 2015*



Key Expected Outcomes of Goal 1 Include:

- Reengineering of agency departments
- Conduct comprehensive organizational assessment using a consulting firm and implement targeted recommendations
- Improved customer service
- Implement a communications plan
- Improved community relationships
- Updated exterior signs and agency forms
- Redefined organizational culture
- Improved client access to services
- Increased efficiency and productivity
- Increased morale
- Improved information system infrastructure
- Improved work environments that promote teamwork
- Elimination of operational redundancies
- Establish a bi-monthly Agency Report Card Meeting
- Professional development of staff
- Establish agency-wide quality controls
- Delivery of an effective Communications Plan
- Implement meaningful and measurable performance measures
- Compliance to applicable HUD and Agency compliance requirements
- Updated Policy Manuals agency-wide



GOAL 2

Improve the Quality of Life for Clients

It is expected that as we create innovative training, promote healthy communities, leave no child behind and preserve our housing stock through reinvestment, the quality of life will improve for our residents.

This Goal identifies initiatives that will lead to *breaking the cycle of poverty* through the creation of collaborative partnerships. In order to address this issue, we must identify and remove barriers to living wage employment, affordable housing, stable communities and quality education. Data shows an increase by 15 percent in the number of Nevada children living in poverty, with families earning below \$19,806 a year. At the same time, 71 percent of low-income families in Nevada spent more than 30 percent of their income on housing, making Nevada one of the 10 most expensive states for low-income families.

Data also shows the Nevada graduation rate at 47.3 percent, with the Clark County graduation rate listed even lower at 46.8 percent; placing Nevada at 43 among the nation's 50 biggest school districts. The housing authority presently has no initiative to identify students who have dropped out or are in danger of dropping out. According to Bureau of Labor Statistics data by the Employment Policies Institute (EPI), Nevada has the fifth highest percent of teen unemployment in the nation. This means that the need is there for employment among adults, but also among teens. A lack of viable employment, affordable housing and education are all directly correlated. If Nevada's graduation rate does not increase, the cycle of poverty will continue for many of our residents.

In the last two reporting periods, the unemployment rate in Nevada remained at 13.7 percent (15.2 percent a year ago). The average household income of the 2571 families in public housing at SNRHA is \$10,814., the number of families with unearned income is 2171, there are 536 families with earned income and 142 families are unemployed. Using creative approaches, we intend to reduce the dependency on housing subsidy, increase the graduation rate and increase homeownership opportunities for housing program residents.

Finally, there is nothing that says we can't get away from the stereotypical look of public housing. Therefore, we intend to change what public housing looks like by not only improving interior quality and curb appeal, but also by encouraging and promoting resident responsibility.



Create opportunities that promote training & economic self-sufficiency for clients.

- Establish a task force through new partnerships to create a sustainable plan to develop economic self-sufficiency opportunities for Clients through apprenticeship programs, job development, grants, employer agreements and innovative training, mentoring and job placement. *June, 2011*
- Conduct routine Section 3 Program educational sessions for Clients and contractors to familiarize them both with the hiring and training requirements of Section 3.
- Remove barriers to success by educating clients on public housing operations, creating collaborative training/networking opportunities and implementing innovative programs leading to personal and professional growth.
- Expand the Resident Opportunities for Self Empowerment (R.O.S.E.) Foundation and Focused Living to assist Clients in achieving greater economic self-sufficiency. *September, 2012*
- Explore the opportunity of a Moving To Work (MTW) designation.

Implement a “Good Neighbors Make Good Neighborhoods” program.

- Work with the Safe Village Initiative as demonstrated with the Sherman Gardens Annex community to improve the quality of life for Clients. *September, 2012*
- Develop strategies to reduce crime, enhance safety and improve quality of life.
- Implement steps that will enhance residency compliance.
- Require all Clients to review and sign off on a Good Neighbors Statement prior to tenancy or receiving a voucher. *June, 2011*

Develop a plan that promotes and supports the “No Child Left Behind” program.

- Appoint an Education Task Force to develop a comprehensive education plan for children and youth. *July, 2011*
- Partner with the Clark County School District, institutions of higher learning, elementary, middle and high schools and community agencies. *2011*
- Establish an educational support network to provide educational opportunities for all ages at each family site.
- Apply for grants that

support childhood education at the grass roots level. *September, 2015*

Preserve and improve the



quality of housing stock in the Agency’s portfolio.

- Conduct an updated Physical Needs Assessment (PNA). *November, 2011*
- Implement an aggressive preventative maintenance program. *July, 2011*
- Implement a Force Account program. *September, 2011*
- Explore Energy Performance Contracting (EPC) opportunities. *July, 2011*
- Submit application for Capital Fund Financing Program. *November, 2011*
- Conduct a Best Practices study of innovative housing programs.
- Improve the curb appeal of properties. *2010 through 2015*
- Analyze PNA and develop a Consolidated Plan to modernize the Agency’s housing stock. *April, 2012*

Promote Fair Housing Practices through proactive initiatives and innovations.

- Actively monitor placements of low-income clients in the public housing, assisted, HCV and Affordable Housing programs.
- Create an aggressive outreach campaign to educate housing clients and staff about discriminatory housing practices. *2011 through 2015*



Key Expected Outcomes of Goal 2 Include:

- Improved housing stock
- Establishment of an Economic Self-Sufficiency Task Force
- Implementation of enhanced employment training
- Reduction in the dropout rate among clients
- Increase in the school re-entry rate
- Creation of innovative partnerships
- Marketing of the Safe Village Initiative
- Removal of barriers to education, training and employment
- Increased self-reliance and confidence of clients
- Increased communications with residents
- Obtain greater client participation
- Improved Section 3 compliance with contractors
- Creation of employment for clients
- Increased security in communities and reduction in crime



GOAL 3

Increase Housing Opportunities for Qualified Families

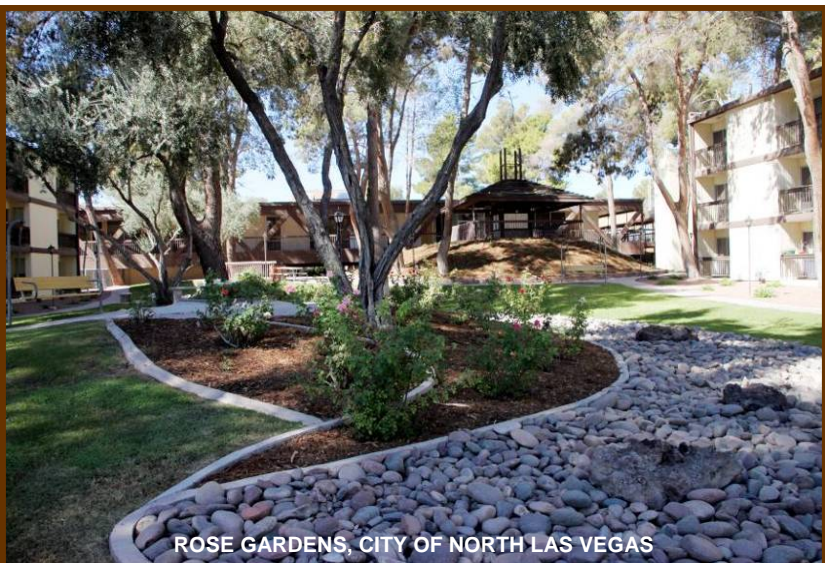
Presenting viable options and choices for families to choose the place in which they want to live is in keeping with the American dream. If homeownership is said to be number one, yet all do not choose homeownership, what's next? Having additional choices other than homeownership is critical. This is one of the great challenges for the agency. The questions that must be answered include: What are the housing needs in Clark County? What are the ways to fund the purchases or modernize the sites? How do we remove barriers so that more families can participate in homeownership? What about reducing homelessness and providing prisoner re-entry programs? What partnerships exist or must be created to address these issues by not only providing housing, but also meaningful supportive services?

Data shows that in 2009, there were 13,338 homeless families in Clark County. Homelessness is a fast growing concern nationwide, and providing permanent housing has at best only produced moderate results.

HUD currently promotes a program called Transforming Rental Assistance (TRA); one of the provisions in this initiative encourages housing agencies to project-base some of the agency's housing.

Additionally, SNRHA provides an Affordable Housing Program which is supported largely from the rent that is received. This program has fewer regulatory requirements, which allows us to explore various funding options. One such option is the \$12 million in Neighborhood Stabilization Program (NSP) funds that SNRHA was awarded from Clark County to purchase and rehabilitate vacant single family homes throughout the Valley. After the homes are rehabilitated, the housing authority becomes the owner and the property is rented to qualified families. There is a strong need for more of these types of opportunities.

Based upon a Portfolio Repositioning Study which is expected to occur in mid-2012, the housing authority will present marketing studies and target sites including vacant land holding for mixed income-mixed use developments that will become viable communities unto themselves. The SNRHA plans to seek Low Income Housing Tax Credits (LIHTC), and apply for HOPE VI and other grants to build such sites.



Develop new, innovative, low-cost and sustainable housing.

- Conduct a Portfolio Repositioning Study to determine the value and viability of properties. *December, 2012*
- Use additional housing choice vouchers for homeownership. *2011*
- Apply for HOPE VI, Tax Credits, Department of Transportation and other revitalization grants. *2011 through 2015*
- Explore the possibility of acquiring properties or converting existing properties to project based assistance or other revitalization opportunities. *2011 through 2015*

- Incorporate green building and renewable energy strategies when renovating existing housing and facilities. *September, 2015*
- Modernize vacant Affordable Housing properties and selected scattered sites. *September, 2015*
- Develop a plan to examine opportunities regarding Bureau of Land Management (BLM) land reservations. *September, 2015*



Increase housing options for low-income, homeless, disabled and other special needs families.

- Increase number of accessible units in the Agency's portfolio.
- Develop Memorandums Of Understanding (MOU's) for a limited number of rental units and/or vouchers through partnering with agencies that provide services for homeless families currently not on the waiting list. *July, 2011*
- Develop MOU's for a limited number of rental units through partnering with agencies that provide prisoner re-entry and supportive services. *August, 2011*
- Identify opportunities to partner with agencies to develop a transitional housing site. *January, 2013*

Key Expected Outcomes of Goal 3 Include:

- Increased homeownership opportunities through Section 8
- Increased housing choice
- Increased number of senior designated housing units
- Increased Affordable Housing opportunities
- Reduced number of vacant units in Affordable Housing and Public housing
- Enter into agreements to reduce homelessness in Clark County
- Enter into agreements to house special needs families
- Apply for various grants for housing purchase and rehabilitation
- Initiate project-based opportunities in agency sites or property
- Enter into collaborative housing partnerships through Affordable Housing





GOAL 4

Promote Excellence in Management Practices

To get a “high performance” organization, you must first have high performing staff. With the reengineering of corporations, new expectations are paramount to maximize customer satisfaction and productivity. Although this agency is a housing authority, we view it as a business which happens to be a housing authority. Our goal is “*excellence*”. This requires an assessment of current practices, and determining Best Practices that will promote above average expectations as a norm. To do this, the changes in organizational culture must be measurable.

An exercise was conducted in one of our agency meetings, each table consisted of 10 employees, each of whom were asked to jot down up to ten things they would like to change at SNRHA. The number 1 item at 33 percent was “communications”.

[1] An organization’s climate correlates with optimal performance characteristics: flexibility, responsibility, standards, rewards, clarity, and team commitment.

- *Flexibility*: Acceptance of new ideas and minimizing unnecessary rules.
- *Responsibility*: Employees' sense of responsibility to the organization.
- *Standards*: Challenging but obtainable goals are set and measured.
- *Rewards*: Employees' sense of accuracy about performance feedback and all types of compensation.
- *Clarity*: The sense employees have about the practice's values and how they contribute to them.
- *Team commitment*: The level of commitment to a common purpose—a sense of pride, providing the extra effort when needed, and loyalty to the practice. For an organization to improve its image and efficiencies there must be commitment to the values and mission of the agency and the team must work as one unit in achieving this objective.

“Strategy “is the concept to reduce the general management functions to manageable proportions and enable technical specialists to understand the proper relationship between their department objectives and the goals of their company”.

“The Concept of Corporate Strategy”
—Kenneth R. Andrews

^[1]Best Practices: Applying Management Analysis of Excellence to Immunization – American Academy of Pediatrics

Create a customer friendly atmosphere and provide superior service to Clients and all other stakeholders.

- Establish a Customer Service Excellence Review Team. *August, 2011*
- Create a system for seamless information exchange within the Agency. *September, 2011*
- Conduct professional customer service training for 100% of staff. *October, 2011*
- Implement Customer Satisfaction surveys.
- Standardize Agency business communication systems. *December, 2011*
- Assess current and full capabilities of the Cisco telephone system, including expanding Interactive Voice Response (IVR) system. *January, 2012*
- Create e-mail protocol. *July, 2011*

Develop various on-line services.

- Implement on-line applications for all SNRHA business.
- Provide on-line landlord information. *2011*
- Set up computer kiosks at various management offices for housing applications and other SNRHA business. *April, 2013*

- Establish debit card accounts for resident utility payments. *April, 2014*



Update and standardize all policies and procedures.

- Develop and/or revise all Standard Operating Policies and Procedures (SOPs) to ensure regulatory compliance. *October, 2011*
- Identify and eliminate any redundancies. *October, 2011*



Establish recordkeeping systems that are less paper dependent.

- Identify and explore software programs conducive to implementing a paperless tenant and employee file management system that records and stores hardcopy forms electronically. *November, 2012*
- Develop and implement a standardized file protocol and a quality control system. *February, 2012*

Key Expected Outcomes of Goal 4 Include:

- Achieve staff buy-in
- Improved customer service
- Improved staff satisfaction
- Improved internal and external communications
- Improved agency image
- Established quality control systems
- Reduced dropped calls
- Improved internal systems
- Well trained and knowledgeable staff
- Updated policies and procedures
- Improved quality of audits
- Improved efficiencies and access for clients



GOAL 5

Create a High Performing Professional and Skilled Workforce

The Southern Nevada Regional Housing Authority will reach the high performance status in several ways: by developing a comprehensive Professional Development Training Calendar; developing measurable performance tools at all positions, including revised job descriptions, performance planning tools and evaluations; and developing a recruiting plan and comprehensive training opportunities for new hires.

Process and analysis, rather than instincts, take precedence in employee retention and training. Employees will be expected to work through task details based upon a systematic approach and make alternative decisions where appropriate. Analytical ability and high level skill sets will be utilized to consider problems in relation to one another, distinguish the more important from the less important and consider the impact of the selected approach to one problem upon all the others.

Our comprehensive training plan will use recognized institutions and learning modules where directors and managers will take self-contained and confident ownership of their departments. Work assignments will achieve the objective of effective work leading to positive outcomes.

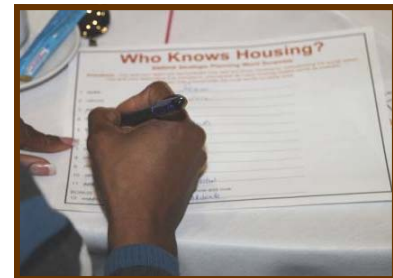
The top 100 companies in America promote leadership and accountability in the workforce by creating learning environments where staff are expected to not only sharpen their skills in the various program elements, but also improve leadership, communications, supervision and other important skills that are important to the contribution of their work. Our investment in human capital will help us obtain high performance outcomes.

Create a model for employee recruiting, training and retention by utilizing best practices.

- Develop a comprehensive Recruitment Plan that includes custom job advertisements for each position, recruitment steps and requirements internally and externally, and a standardized selection process. *December, 2011*
- Revise job descriptions to accurately reflect position expectations. *January, 2012*
- Implement a comprehensive new employee orientation and refresher program for current employees. *October, 2011*

Create learning opportunities for staff by increasing access to training.

- Develop a Staffing and Professional Development Plan that establishes performance standards, goals, and training requirements for each SNRHA position and an annual professional development calendar. *December, 2011*



- Create and cultivate synergy by requiring all supervisors to participate in leadership training and team building activities that inspire a shared vision.
- Conduct a skills survey to determine if existing skills, knowledge, and abilities of each employee match the requirements of their current positions and to discover new skills. *August, 2011*

Improve the employee performance evaluation systems to achieve measurable performance standards.

- Develop meaningful performance management tools for all staff utilizing best practices. *December, 2011*
- Determine how to incorporate standard business approaches to achieve excellence in the workforce. *November, 2011*



Implement a program that inspires employees toward a shared vision.

- Implement an on-going communications program. *2011*
- Establish a task force to research workforce enhancement programs. *July, 2011*



Key Expected Outcomes of Goal 5 Include:

- Improved communication skills internally and externally
- Increased staff morale
- A highly skilled workforce
- Reduction in complaints internally and externally
- Developed leaders, managers and staff at all positions
- A systematic training module
- Improved customer service
- Increased ownership of work tasks and assignments
- Increased professionalism and confidence
- Increased compliance with agency values
- Increased staff buy-in and participation
- Clear and obtainable expectations
- Increased accountability
- A positively rebranded agency image
- Improved compliance





GOAL 6

Increase Capital Gain Opportunities to Promote Our Sustainability

Sustainable funding from federal sources has been a moving target for at least the past twelve years. SNRHA's Operating Subsidy, Capital Fund, HOPE VI Grant, Community Development Block Grant, and others have not been funded consistently at 100 percent. The 2011 Operating Subsidy was funded at 103 percent, up from about 88 percent the previous year. At mid-year, this funding has dropped to below 95 percent.

The expectation is that the final funding percentage may be as low as the 2008 levels, which would be insufficient to sustain operations for a public housing agency the size of the SNRHA. With the recent 2011 budget agreement in Washington, future allocations are uncertain. It is also anticipated that the 2012 federal budget will bring additional cuts in key programs.

It is certain that cuts at any level will affect our ability to manage and maintain the assets in an acceptable manner and would require the agency to obtain alternative funding from a variety of sources or to create alternative ways to generate revenue.

Additionally, the agency is under-utilizing its ability to leverage its non-profit affiliates to apply for non-traditional sources of federal and non-federal funds.

The SNRHA will develop a business plan which identifies these sources of funds and grants, thus allowing for the introduction of new business ventures and partnerships.

Create a SNRHA franchise to expand economic development and capital gain opportunities for the agency.

- Conduct a regional market analysis to explore and identify consumer services and product needs for Clark County. *December, 2012*
- Develop a business plan to position the Agency as a productive business enterprise. *July, 2013*
- Research and develop alternative funding sources. *2011 through 2015*

- Determine the role SNRHA's non-profit affiliate can play in expanding economic opportunities. *January, 2012*

- Explore and research agency best practices nationwide.
- Explore opportunities to acquire properties.



Preserve and improve the quality of the commercial stock in the Agency's portfolio.

- Conduct an updated Physical Needs Assessment (PNA).
- Implement an aggressive preventative maintenance program. *August, 2011*
- Improve the curb appeal of properties. *2011 through 2015*



Key Expected Outcomes of Goal 6 Include:

- Development of a business plan
- Implementation of business diversity
- Less dependency on federal funds
- Increased visibility in business opportunities
- Increased economic sustainability
- Increased use of non-profit affiliates
- Discovery of new business ventures

How We Compare with HUD's FY 2010-2015 Strategic Plan

SNRHA Goals

HUD Goals

Goal 1: Transform the Way SNRHADoes Business



Goal 5: Transform the Way HUD Does Business

Goal 2: Improve the Quality of Life for Clients



Goal 3: Utilize Housing as a Platform for Improving Quality of Life

Goal 3: Increase Housing Opportunities and Options for Qualified Families



Goal 2: Meet the Need for Quality Affordable Rental Homes

Goal 4: Build Inclusive and Sustainable Communities Free From Discrimination

Goal 4: Promote Excellence in Business Practices



Goal 5: Transform the Way HUD Does Business

Goal 6: Increase Capital Gains Opportunities to Promote Our Sustainability



Goal 1: Strengthen the Nation's Housing Market To Bolster the Economy and Protect Consumers

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April, 2011