



## Polk County Housing Trust Fund Organizational Strategic Plan for 2022-2025

**The Polk County Housing Trust Fund is the comprehensive *planning, advocacy and funding* organization for Affordable Housing in Polk County Iowa**

### **Vision**

Everyone has equal opportunity for safe, stable, affordable homes within the communities where they choose to live, work, play and learn.

### **Mission**

To provide strategic leadership, expertise and resources to strengthen communities by expanding affordable housing choices in Polk County.

### **Focus**

1. Regional Collaboration
2. Housing Choice
3. Inclusive Communities
4. Innovative Solutions

### **Guiding Principles**

The Polk County Housing Trust Fund is fully committed to the principles of ***Housing Tomorrow, Central Iowa's regional plan for affordable housing***. All of the Goals, Strategies and Tactics identified in this Strategic Plan are undertaken with the understanding that they advance these principles and express PCHTF's role in their implementation.

1. Our region will offer a variety of housing choices for our diverse population.
2. Our region will preserve, maintain, and improve its existing housing inventory.
3. Our region will make strategic decisions about the location of new housing.
4. Our region will collaborate across sectors to address the impact of housing on community health and prosperity.
5. Our region will seek new resources for housing, and use existing resources responsibly.
6. Our region will foster a dynamic community dialogue about housing.

## Organizational Goals

### **Goal 1, Research and Planning:**

***Be a trusted resource for information and assistance to help communities in the region plan for their current and future housing needs, reduce barriers to equitable development, housing choice and implement innovative housing solutions.***

### **Goal 2, Education and Advocacy:**

***Educate regional stakeholders on the need for and advantages of safe, stable and affordable housing and advocate for policies and action necessary to increase and preserve appropriate inventory in the communities we serve.***

### **Goal 3, Funding Housing:**

***Support the development and preservation of safe, stable, affordable housing in Polk County.***

### **Goal 4, Funding Programs:**

***Expand financial capacity to support programming and services that improve the lives of households living in affordable housing.***

### **Goal 5, Internal Capacity:**

***Increase organizational capacity to meet the PCHTF mission.***

### **Goal 6, Diversity, Equity and Inclusion:**

***Expand awareness, efforts and organizational choices that support PCHTF's sincere and deep commitment to addressing current and historical discrimination in housing choice and to honor and celebrate the diversity and culture that makes Polk County special.***

## Goal 1, Research and Planning:

***Be a trusted resource for information and assistance to help communities in the region plan for their current and future housing needs, reduce barriers to equitable development, housing choice and implement innovative housing solutions.***

**How will we know if we are succeeding? (What we will measure every year):**

- By the number of communities and organizations consulting and engaging with PCHTF or using PCHTF data and tools in their planning process.
- By the number of references, media sources and other outlets using PCHTF data as a source for local regional and statewide articles and resource documents.

<b>2022 - 2025 Strategies</b>
1. Position PCHTF as the affordable housing authority and thought leader in Iowa.
2. Position PCHTF as the authoritative resource for data and messaging relevant to affordable housing planning.
3. Position PCHTF as the professional expert available to assist communities in their planning efforts related to affordable housing by bringing reliable, compliant, accurate guidance into the conversation to shape local policy.
4. Ensure all housing planning efforts take into account larger trends emerging from regional data, particularly household income, household size, expectations of households of differing cultures and the changing location and types of employment opportunities.
5. Understand regional workforce and economic development strategies in order to include affordable housing as a standing consideration in regional project planning.

## Goal 2, Education and Advocacy:

***Educate regional stakeholders on the need for and advantages of safe, stable and affordable housing and advocate for policies and action necessary to increase and preserve appropriate inventory in the communities we serve.***

**How will we know if we are succeeding? (What we will measure every year):**

- By the number of PCHTF endorsed strategies and tactics that have been discussed, debated, introduced and/or implemented in communities throughout the region.
- By the number of cross-sector collaborations and discussions occurring in the community that include PCHTF as a partner.

<b>2022 - 2025 Strategies</b>
1. Clearly define and articulate the PCHTF's roles of education, advocacy, and influence.
2. Strengthen regional housing cooperation and partnerships with local governments and quasi-government organizations.
3. Create and articulate succinct and effective messaging regarding the necessity and impact of well-planned and sufficient affordable housing of choice.
4. Convene governments, organizations and individuals around a powerful regional affordable housing vision with an intentional effort to bridge differences and needs.
5. Actively engage with other affordable housing planning and advocacy groups at the federal and state level.
6. Educate regional stakeholders on the legal requirement of all communities to comply with the Federal Fair Housing Act, especially the broad requirement to Affirmatively Further Fair Housing.

### Goal 3, Funding Housing:

***Support the development and preservation of safe, stable, affordable housing in Polk County.***

**How will we know if we are succeeding? (What we will measure every year):**

- By an increase in overall PCHTF financial investment in housing.
- By an increase in PCHTF's funding levels for housing in mixed-income developments, low-poverty neighborhoods, or other high-opportunity areas.
- By an increase in state resources dedicated to housing.

<b>2022 - 2025 Strategies</b>
1. Create and clearly communicate PCHTF's guidelines for funding all project requests.
2. Take steps to assure that project funding contribute to a sustainable improvement in affordable housing inventory
3. Broadly elevate the discussion of housing as a key component of the ongoing workforce shortage and fund best practice strategies to address the shortage.

## Goal 4, Funding Programs:

***Expand financial capacity to support programming and services that improve the lives of households living in affordable housing.***

**How will we know if we are succeeding? (What we will measure every year):**

- By an increase in the community financial response for supportive service programs for residents of affordable housing.
- By an increase in the percentage of PCHTF funding to programs connected to permanent financial housing supports.
- By an increase in the number of donors to the Program and Supportive Services Campaign.

<b>2022 - 2025 Strategies</b>
1. Engage more existing and potential funders (corporations, foundations, and individuals) in understanding how investments in PCHTF positively impact multiple needs in our community.
2. Balance funding of innovative and evidence-based programs that directly impact safety, quality of life and stability for those accessing affordable housing.
3. Prioritize funding to programs connected to permanent housing supports.

## Goal 5, Internal Capacity:

### ***Increase organizational capacity to meet the PCHTF mission.***

#### **How will we know if we are succeeding? (What we will measure every year):**

- By an increase in the share of PCHTF operating funds coming from non-governmental sources.
- By an increase in followers and participants on PCHTF social media platforms.
- By annual retention of board members, volunteers, leaders, and staff (as terms or contracts apply.)

<b>2022 - 2025 Strategies</b>
1. Develop and launch a proactive succession planning and professional development strategy customized for each team member building on their strengths, expanding their skill sets and requiring stretch goals as part of annual professional development plans.
2. Update marketing/brand awareness campaigns leveraging social media and other outlets to promote the work and success of PCHTF. Messaging should be customized to reach multiple audiences (partners, developers, funders, etc.)
3. Expand Board knowledge by annually reviewing and communicating criteria for decision-making processes, providing additional clarification with regard to the types of investments being made by PCHTF, and incorporating more lived experience participation.
4. The PCHTF Board and Staff will elevate PCHTF to a high-performing organization, driving innovation, taking on the unique challenges of affordable housing by applying creative, groundbreaking ideas. Together the PCHTF Board and Staff will work collaboratively and produce outcomes at the highest levels, while looking for the best solutions, remaining flexible and adaptable to support a variety of strategies, pushing past the boundaries of the traditional approach to affordable housing.
5. PCHTF Leadership (Board and Staff) is committed to supporting a work culture making PCHTF an employer of choice and a great place to work by continuing to build an outstanding brand and work environment that is both productive and fun.

## Goal 6, Diversity, Equity and Inclusion:

***Expand awareness, efforts and organizational choices that support PCHTF's sincere and deep commitment to addressing current and historical discrimination in housing choice and to honor and celebrate the diversity and culture that makes Polk County special.***

**How will we know if we are succeeding? (What we will measure every year):**

- Our board, staff and volunteers will reflect from the communities we serve as much as possible.
- Improvement in community perception of PCHTF DEI messaging efforts.

<b>2022 - 2025 Strategies (INTERNAL)</b>
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| 1. Establish expectations for board and staff recruitment for vacant positions to create opportunities for special populations which otherwise might be overlooked. |
| 2. Use its paid Internship Program to attract and expose individuals from marginalized communities to its work.   |
| 3. Design programs and funding that affirmatively mitigate historic housing discrimination.   |

<b>2022 - 2025 Strategies (EXTERNAL)</b>
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| 1. Develop and publically adopt a Housing Justice Policy to guide its activities.  |
| 2. Evaluate policies and practices to ensure PCHTF messaging genuinely reflects the voices of all people impacted by affordable housing opportunities, challenges, and injustices. |
| 3. Elevate the legal requirement of EVERY community to comply with the Federal Fair Housing Act, especially the broad requirement to Affirmatively Further Fair Housing.           |