



POLK COUNTY  
**HOUSING  
TRUST FUND**

Basic Needs | Powerful Solutions

## Polk County Housing Trust Fund Organizational Strategic Plan for 2016-2020

### 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: Be a trusted resource for information to help communities and organizations plan for their current and future housing needs, reduce barriers to equitable development, and implement innovative housing solutions.***

***Goal 2: Educate regional stakeholders on the need for and advantages of safe, stable and affordable housing and advocate for action necessary to increase and preserve inventory in the communities we serve.***

***Goal 3: Support the development and preservation of safe, stable and affordable housing in Polk County and help improve the lives of households living in that housing.***

***Goal 4: Increase our financial and organizational capacity to meet the PCHTF mission.***

**Goal 1: Be a trusted resource for information to help communities and organizations plan for their current and future housing needs, reduce barriers to equitable development, 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.

<b>Strategies</b>	<b>Annual Activities 2016 – June 2017</b>
1. Remain informed about housing policy trends and issues both locally and nationally, and share information to expand community knowledge of housing issues.	<ul style="list-style-type: none"> <li>• Collect and curate relevant information, and share with the community through communications vehicles such as social media and email. (1.1, 2.5, 3.2, 4.1, 4.3)</li> <li>• Participate in relevant professional organizations and development opportunities to learn from leaders in the field. (1.1, 4.4)</li> </ul>
2. Develop specialized regional and local data analyses and proactively help communities understand current and future housing needs.	<ul style="list-style-type: none"> <li>• Provide current housing data for eight cities in the region. (1.2)</li> </ul>
3. Implement an ongoing series of planning workshops for communities throughout the region to address their unique housing challenges and opportunities.	<ul style="list-style-type: none"> <li>• Provide funding for and sponsor at least 1 city housing needs workshop. (1.2, 1.3, 2.4)</li> </ul>

**Goal 2: Educate regional stakeholders on the need for and advantages of safe, stable and affordable housing and advocate for action necessary to increase and preserve inventory in the communities we serve.**

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

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

<b>Strategies</b>	<b>Annual Activities 2016 – June 2017</b>
1. Convene and educate public officials, planners, housing industry and other influencers/stakeholders to encourage ongoing dialogue, increase knowledge, and increase effectiveness of advocacy efforts.	<ul style="list-style-type: none"> <li>• Establish a means of regular communication with and convene the Housing Tomorrow Steering Committee at least annually to discuss and evaluate progress and maintain momentum. (2.1, 2.4)</li> <li>• Create a ULI Housing Work Group within the Iowa Chapter. (2.1)</li> </ul>
2. Identify and empower advocates with the evidence and best practices that they need to influence public policies in support of housing opportunity.	<ul style="list-style-type: none"> <li>• Provide one enhanced educational opportunity during each Affordable Housing Week in 2016 and 2017. (2.2, 2.4, 2.5, 4.1)</li> <li>• Produce six Advocates Guides for Housing Tomorrow. (1.1, 2.2)</li> </ul>
3. Collaborate and partner to influence housing policies at the state and federal level.	<ul style="list-style-type: none"> <li>• Encourage all Iowa local housing trust funds to adopt a unified set of statewide policy statements. (2.1, 2.3)</li> <li>• Participate in government advocacy activities of regional organizations. (2.3)</li> </ul>
4. Implement and expand public awareness campaigns focused on housing choice, opportunity, services and connections to other sectors (education, health, economy, etc.).	<ul style="list-style-type: none"> <li>• Design and test new Affordable Housing Week messaging during 2016 to be rolled out for Affordable Housing Week 2017. (2.2, 2.4, 2.5)</li> <li>• Evaluate impact of CIBYN Campaign and develop metrics for measurement. (2.4)</li> <li>• Refresh messaging of CIBYN Campaign for 2016 and 2017. (2.4)</li> </ul>
5. Expand the opportunities to collaborate across sectors to advance the PCHTF Mission and Vision.	<ul style="list-style-type: none"> <li>• Provide ongoing leadership for Healthy Homes East Bank. (2.5)</li> <li>• Search for an additional opportunity for a formal cross sector collaboration. (2.5)</li> <li>• Explore appropriate allocation of PCHTF resources to collaborative efforts. (2.5)</li> </ul>

**Goal 3: Support the development and preservation of safe, stable and affordable housing in Polk County and help improve the lives of households living in that housing.**

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

- By an increase in overall PCHTF investment in housing and services.
- By an increase in PCHTF's funding levels for housing and/or services in mixed-income developments, low-poverty neighborhoods, or other high-opportunity areas.
- By an increase in the percentage of the developments supported by PCHTF that provide access to supportive services for the very low-income residents they serve.

Strategies	Annual Activities 2016 – June 2017
1. Create funding incentives for housing development in high opportunity areas.	<ul style="list-style-type: none"> <li>• Design the 2016 and 2017 Housing Allocation Plans to address funding incentives for high opportunity areas. (3.1, 4.1)</li> </ul>
2. Increase the amount and share of allocations supporting housing development, renovation and services for households below 30% of AMI.	<ul style="list-style-type: none"> <li>• Establish a target for total percentage of allocations for projects and programs supporting extremely low income (below 30% AMI) households. (3.2)</li> </ul>
3. Identify and utilize creative financing mechanisms to leverage our traditional financial support.	<ul style="list-style-type: none"> <li>• Evaluate opportunities and develop plan to introduce a revolving loan fund for the 2017/2018 fiscal year. (3.3)</li> </ul>
4. Support programs and organizations that improve resident self-sufficiency and lead to successful housing outcomes	<ul style="list-style-type: none"> <li>• Refresh and refine scoring criteria for allocations to supportive housing programs. (3.4, 4.1)</li> <li>• Highlight program outcomes funded by Supportive Service allocations through PCHTF marketing and communications channels. (3.4)</li> </ul>

**Goal 4: Increase our financial and 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 the community financial response for supportive service programs for residents of affordable housing.

<b>Strategies</b>	<b>Annual Activities 2016 – June 2017</b>
1. Expand funding from a variety of traditional and non-traditional sources to allow a greater focus on housing in high opportunity areas, services for extremely low-income households, and support of our planning and advocacy work.	<ul style="list-style-type: none"> <li>• Inventory potential funding sources for housing services and reach out to new local funders. (4.1,3.1, 3.2)</li> <li>• Establish an annual target and work plan for Combined Campaign for Housing. (4.1)</li> </ul>
2. Provide services (administrative, research, planning, etc.) to other entities in the region to help provide more sustainable funding for operations while leveraging our strengths.	<ul style="list-style-type: none"> <li>• Develop a business plan for this activity that identifies the areas with greatest potential for ongoing revenue generation. (3.3, 4.2)</li> </ul>
3. Engage with regional and national entities to attract additional resources and expertise.	<ul style="list-style-type: none"> <li>• Investigate membership or participation in regional and national entities that may bring new resources to Central Iowa. (4.3)</li> <li>• Engage with national research and training organizations to learn from leaders in the field. (4.3, 1.1)</li> </ul>
4. Establish and implement a board development plan to increase the visibility, influence and impact of the board and PCHTF.	<ul style="list-style-type: none"> <li>• Create Board Member Job Description. (4.4)</li> <li>• Create Committee Charters. (4.4)</li> <li>• Create meaningful Board Orientation process. (4.4)</li> <li>• Offer additional Board and staff education, development, and engagement opportunities. (4.4, 1.1)</li> </ul>
5. Expand our asset management capacity to ensure continued success of funded projects.	<ul style="list-style-type: none"> <li>• Develop an inventory of current assets. (4.5)</li> <li>• Research options for an asset servicing system. (4.5, 3.3)</li> <li>• Explore options for achieving a rate of return on development allocations. (3.4, 4.5)</li> </ul>

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