STRATEGIC PLANNING
CASE STUDY

Presented for New England
NAHRO

by
Connecticut Housing Finance Authority
and
Simsbury Housing Authority
Strategic Planning Case Study

AGENDA

Introductions
Strategic Planning ~ Why?
CHFA Strategic Planning Tools
Facilitator ~ What For?
Simsbury Housing Authority Case Study
Summary
Successful Strategic Planning

Is a key part of effective management
Builds a shared vision that is values-based
Inclusive, participatory process where board/staff take shared ownership
Accepts accountability to the community
Is externally focused and sensitive to the organizations’ environment
Is based on quality data
Requires an openness to questioning the status quo
Leads to action

Provide strategic planning guidance and tools to Housing Authorities
Consists of the following activities and decisions

Formulation of the future mission of the organization in light of external factors, e.g., regulation, resources, competition, technology and residents

Development of a competitive strategy

Creation of an efficient & effective organizational structure

Requires attention to the “big picture” and a willingness to adapt to changing environment
Includes reviewing
Mission Statement
Marketing Strategy
Capital Needs
Operations
Management Structure
**One method is called SWOT**

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Management capacity, succession</td>
<td>Reputation, presence and reach</td>
</tr>
<tr>
<td>Resources, Assets, People</td>
<td>Financials</td>
</tr>
<tr>
<td>Experience, knowledge, data</td>
<td>Own known vulnerabilities</td>
</tr>
<tr>
<td>Philosophy and values</td>
<td>Timescales, deadlines and pressures</td>
</tr>
<tr>
<td>Location and geographical</td>
<td>Continuity</td>
</tr>
<tr>
<td></td>
<td>Effects on core activities, distraction</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology development and innovation</td>
<td>Political effects</td>
</tr>
<tr>
<td>Global influences</td>
<td>Legislative effects</td>
</tr>
<tr>
<td>Niche target markets</td>
<td>Environmental effects</td>
</tr>
<tr>
<td>New developments</td>
<td>Competitor intentions - various</td>
</tr>
<tr>
<td>Competitors’ vulnerabilities</td>
<td>Market demand</td>
</tr>
<tr>
<td></td>
<td>Sustaining internal capabilities</td>
</tr>
<tr>
<td></td>
<td>Obstacles faced</td>
</tr>
<tr>
<td></td>
<td>Loss of key staff</td>
</tr>
</tbody>
</table>

**SWOT ANALYSIS**

**Strategic Planning Case Study**
The ‘SWOT’ itself is only a data capture exercise - the analysis follows.
January 2011 - the Simsbury Housing Authority utilized the CHFA-provided Strategic Planning tools to initiate a comprehensive Strategic Plan.

A facilitator was engaged.

Two full day off-site sessions were held in March 2011.

This presentation focuses on the process and outcomes of the initiative.
Strategic Planning Case Study

FACILITATOR – WHAT FOR?

Independent

Not affiliated with the Housing Authority

Knowledgeable

In-depth experience with CT Public Housing

Available

Attend Planning Sessions

Moderator

Keep Session ‘On Track’
Strategic Planning Case Study

BOARD COMMISSIONERS VIEWPOINT

**Immersion**
- provides insight into current operations
- highlights current financial situation
- overviews current and future trends & demographics

**Assessment**
- provides ‘gap’ analysis – ‘needs versus affordability’
- staffing skills assessment and mapping

OWNERSHIP
Strategic Planning Case Study

BOARD COMMISSIONERS VIEWPOINT

Blueprint

- short term & longer term implementation plans
- short term & longer term financial impacts / needs
- staff continuity and succession planning

Advocacy

- knowledgeable ‘talking points’
- prior experience applicability
- tracking against short & long term plans

OWNERSHIP
### STRENGTHS

<table>
<thead>
<tr>
<th>STAFF</th>
<th>Management capacity, succession</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Resources, Assets, People</td>
</tr>
<tr>
<td></td>
<td>Experience, knowledge, data</td>
</tr>
<tr>
<td></td>
<td>Philosophy and values</td>
</tr>
<tr>
<td></td>
<td>Location and geographical</td>
</tr>
<tr>
<td>TOWN RELATIONSHIP</td>
<td></td>
</tr>
<tr>
<td>BOARD</td>
<td></td>
</tr>
<tr>
<td>RESIDENTS NEEDS</td>
<td></td>
</tr>
<tr>
<td>FACILITY</td>
<td></td>
</tr>
</tbody>
</table>
**Strategic Planning Case Study**

**SWOT ANALYSIS - WEAKNESSES**

- **Weaknesses**
  - Reputation, presence and reach
  - Financials
  - Own known vulnerabilities
  - Timescales, deadlines and pressures
  - Continuity
  - Effects on core activities, distraction

**Weaknesses**

- **SUCCESSION PLANNING**
- **RESIDENT POPULATION**
- **FINANCIAL ENVIRONMENT**
- **POLICIES & PROCEDURES**

**Opportunities**

- Technology development and innovation
- Global influences
- Niche target markets
- New developments
- Competitors’ vulnerabilities

**threats**

- Political effects
- Legislative effects
- Environmental effects
- Competitor intentions - various
- Market demand
- Sustaining internal capabilities
- Obstacles faced
- Loss of key staff

**Possibilities**

- Management capacity, succession
- Resources, Assets, People
- Experience, knowledge, data
- Philosophy and values
- Location and geographical

**Strengths**

- Reputation, presence and reach
- Financials
- Own known vulnerabilities
- Timescales, deadlines and pressures
- Continuity
- Effects on core activities, distraction

**Obstacles faced**

- Loss of key staff
Strategic Planning Case Study

SWOT ANALYSIS - OPPORTUNITIES

Aging Population – growing senior population with assisted living needs
Marketing – implement current plans, become more aggressive, increase awareness, particularly to current State Elderly residents
Communications – connect with more clubs, organizations, health care facilities, churches, social services, media
Senior Outreach – increases awareness

Be Shovel Ready – get all planning in place for future renovations or replacement so that all is ready when the time is right

Synergies with Other Housing Authorities – explore ways to gain knowledge, get volume discounts, share human resources to contain costs and improve services

Increase Revenues in non-traditional ways – explore ideas like Housing Choice Vouchers (Section 8)? Become federal rather than state? Form a non-profit organization to receive donations?

Lobbying – create more awareness of the costs savings and benefits of these types of facilities to increase funding in the future

Opportunities

Strengths
- Management capacity, succession
- Resources, Assets, People
- Experience, knowledge, data
- Philosophy and values
- Location and geographical

Weaknesses
- Reputation, presence and reach
- Financials
- Own known vulnerabilities
- Timescales, deadlines and pressures
- Continuity, supply chain robustness
- Effects on core activities, distraction

Opportunities
- Technology development and innovation
- Global influences
- Niche target markets
- New developments
- Competitors’ vulnerabilities

Threats
- Political effects
- Legislative effects
- Environmental effects
- Competitor intentions - various
- Market demand
- Sustaining internal capabilities
- Obstacles faced
- Loss of key staff

OPPORTUNITIES

AGING POPULATION
MARKETING
COMMUNICATIONS
SYNERGIES WITH OTHER HOUSING AUTHORITIES
Strategic Planning Case Study

SWOT ANALYSIS - THREATS

**Government Funding** – state financial resources may not be available in the future such as less money for the Rental Assistance Program (RAP) and assisted living programs.

**Major Expenditures** – facilities will deteriorate, long range plans would require large funds, and reserves are limited.

**Less Rent Revenue** – increasing disabled population has lower income, resulting in lower rent, requiring greater support/services.

**Loss of Residents** – people may not want to come to the facility in the future if it lacks the features and facilities needed (unit size, efficiency, aging infrastructure, etc). Private housing for 55+ is abundant in this area.

**Key Employee Departures** – executive director is on the horizon, other employees are key as well.

**Disasters** – need to be prepared for any type of emergency.

**Increased Oversight** – may create resource problems.

---

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management, capacity, succession</td>
<td>Reputation, presence and reach</td>
</tr>
<tr>
<td>Resources, Assets, People</td>
<td>Financials</td>
</tr>
<tr>
<td>Experience, knowledge, data</td>
<td>Own known vulnerabilities</td>
</tr>
<tr>
<td>Philosophy and values</td>
<td>Timescales, deadlines and pressures</td>
</tr>
<tr>
<td>Location and geographical</td>
<td>Continuity, supply chain robustness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology development and innovation</td>
<td>Political effects</td>
</tr>
<tr>
<td>Global influences</td>
<td>Legislative effects</td>
</tr>
<tr>
<td>Niche target markets</td>
<td>Environmental effects</td>
</tr>
<tr>
<td>New developments</td>
<td>Competitor intentions - various</td>
</tr>
<tr>
<td>Competitors’ vulnerabilities</td>
<td>Market demand</td>
</tr>
<tr>
<td>Sustaining internal capabilities</td>
<td>Sustaining internal capabilities</td>
</tr>
</tbody>
</table>

Obstacles faced:
- Loss of key staff

---

**THREATS**

- Government Funding
- Major Expenditures
- Loss of Residents
- Key Employee Departures
Strategic Planning Case Study

POLICIES AND PROCEDURES

Needed to identify

What we have, don’t have and need to update

Created a matrix based on areas of responsibility

Board of Commissioners
Human Resources / Administrative
Financial / Accounting
Maintenance
Resident
Contact Information
## Strategic Planning Case Study

### Sample Matrix

<table>
<thead>
<tr>
<th>BOARD OF COMMISSIONERS DOCUMENTATION</th>
<th>Have</th>
<th>Need to Update</th>
<th>Need to Create</th>
<th>Update Frequency</th>
<th>Priority (H,M,L)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Procedures:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Who oversees all the policies &amp; procedures and keeps them up to date and accessible?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Mission Statement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>By-Laws</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Board Goals &amp; Objectives for Fiscal Year</td>
<td>5 yrs</td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>status after 6 months</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Executive Director Goals &amp; Objectives for Fiscal Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>status after 6 months</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Action Items</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>items that the Board is currently addressing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>Periodic Tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>items that the Board needs to address in each particular month; tasks that the housing authority does on a daily, weekly, monthly, quarterly, semi-annual, annual basis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Meeting Procedures:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 yrs</td>
</tr>
<tr>
<td>includes how to call/post, Robert's Rules, sample agenda, schedule for year, when/how to file minutes, Regular vs. Special</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>New Commissioner Orientation Packet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
</tbody>
</table>
Strategic Planning Case Study

Capital Needs Analysis and Reserves

Last CNA was 7 years ago
Congregate reserves are limited
State Elderly Property reserves adequate for current needs only
CDBG major rehabilitation was completed in 2009
Collaboration on RFP with another Housing Authority
Results will be incorporated in the Long-Range Plan to ensure the continued viability of the housing authority

SUSTAINABLE MODEL
Strategic Planning Case Study

EXECUTIVE DIRECTOR SEARCH PROCESS

Skills Needs Assessment
- establish search committee
- define requisite skills / criteria
- prioritize and agree weighting
- assess diversity impact

Process Timetable
- define end-game target date
- outline search process action items
- identify potential professional assistance
EXECUTIVE DIRECTOR SEARCH PROCESS

Identify Candidates

- all sources
  - network / colleagues / internet / associations
- sort and compare
- develop short list

Interview and Select

- search committee interviews
- down-select to top two or three candidates
- final selection
- negotiate contractual agreement
Strategic Planning Case Study

TAKEAWAYS

Identify ‘top priorities’
Establish and confirm Responsibility
Action Timetable
Present status updates at Board Meetings

KEEP FOCUSED & STAY COMMITTED!
Initiate the process
Engage a facilitator
Conduct SWOT analysis – independently
Do advance preparation
Conduct Workshop
Summarize Action Points
Assign Responsibilities & Timetable
Monitor Progress

JUST DO IT!
Strategic Planning Case Study

CONTACT INFORMATION

Lynn Koroser-Crane ~ CHFA
860.571.4393 ~ lynn.koroser-crane@chfa.org

Bob Counihan ~ CONN-NAHRO
robertcounihan@conn-nahro.org

Joseph Loewy ~ Simsbury Housing Authority
860.658.1147 ~ simsburyha@comcast.net

Christine Winters ~ Simsbury Housing Authority
860.658.1147 ~ cwinters.simsburyha@comcast.net

Ronald P Zappile ~ Simsbury Housing Authority
860.658.1147 ~ thezappilegroup@comcast.net
THANK YOU

Q&A

SIMSBURY Housing Authority

CONNECTICUT HOUSING FINANCE AUTHORITY