

**GUNNISON VALLEY REGIONAL HOUSING AUTHORITY
2024-2026 STRATEGIC PLAN**

STRATEGIC PLAN MISSION: BE THE REGIONAL LEADER & RESOURCE ON AFFORDABLE HOUSING

Objective	Objective	Objective	Objective	Objective
Operational & Service Excellence	Clear, Consistent Communication, Collaboration and Coordination with stakeholders and the public	Preserve & Improve Existing Affordable Housing Projects & Programs	Address the Community Need with New Programming	Be THE Affordable Housing Leader, Expert & Resource in the Valley
Strategy	Strategy	Strategy	Strategy	Strategy
1. Create Organizational Stability Implement best practices, internal controls, policies & procedures to support the scaling of operations. <i>By 12/31/2024 & Ongoing</i>	1. Build & Rebuild Relationships Conduct Regular Meetings with the Jurisdictions' Managers and Staff and Stakeholders to build relationships, collaborate and update on projects, programs, accomplishments & planning. <i>Immediately & Ongoing</i>	1. Optimize Current Programs Increase efficiencies, opportunities and capacity in current programs that will enable GVRHA to respond to the growing Affordable Housing needs in the community. <i>12/31/2024 & Ongoing</i>	1. Create Regional Housing Action Plan Address the needs identified in the 2024 Housing Needs Assessment results and align with each jurisdictions' housing initiatives, with the purpose of ensuring clarity and alignment for all GVRHA efforts. <i>Begin Q1 2025</i>	1. Lead the Housing Task Force Increase the understanding, sophistication & accountability in the coordination & execution of the Housing Action plan. <i>Start Leading the Task Force in Q4 2024 after summer break</i>
2. Build Organizational Capacity Create capacity that will support current projects and programs and scale with increased community needs. <i>By 12/31/2024 & Ongoing</i>	2. Improve Stakeholder Communications Implement Internal Systems and Standards to Support professional, organized, accurate, timely and pro-active communications to our community members, funders and stakeholders. <i>By 12/31/2024 & Ongoing</i>	2. Increase Fee for Service Create a Fee for Service Proposal and incorporate into the IGA by identifying opportunities in our existing projects and programs to help expand and increase services. <i>2025 Budget - Timeline TBD</i>	2. Implement New Programming Implement community education and assistance programs to best support the needs identified in the 2024 Housing Needs Assessment, and align with the Regional Housing Action Plan. <i>Begin Q2 2025</i>	2. Develop New Partnerships Support the development, design and delivery of new projects and programs that align with the Regional Action Plan to the community. <i>Begin relationship development immediately & ongoing.</i>
3. Improve Financial Reporting Create clear, accurate, timely reporting that communicates progress and results, and informs good decision making. <i>By 12/31/2024 & Ongoing</i>	3. Improve Community Communications Utilize multiple channels to inform, educate and engage the community on affordable housing issues, programs, projects, progress and results. <i>Requested 9/2024 - Proposing Q1 2025</i>	3. Fund Existing Programs Identify & seek funding opportunities for existing Projects and Programs to accelerate impact to the community. <i>Begin Identification Process Q1 2025</i>	3. Fund New Programs Secure grant funding, create private-public partnerships, implement fee-for-service and other funding opportunities to execute on the Regional Housing Action Plan and fund new projects and programming. <i>As Opportunities Arise and Begin Proactive Effort Q3 2025</i>	3. Implement Continuous Education Identify education opportunities for ED, Staff & Board to increase knowledge, legal & technical expertise, and remain current to help us become: THE AFFORDABLE HOUSING AUTHORITY <i>Present plan in 2025 Budget</i>
4. Provide Exemplary Service Provide excellent, proactive, compliant & sophisticated Property Management, Deed Restriction and GVHEAT programming. <i>By 12/31/2024 & Ongoing</i>	4. Improve Website Content Provide clear, easy access to content and available resources that inform and supports our programs, opportunities, and projects. <i>As needed to support current activities. Complete assessment / redesign to begin Q3 2025</i>	4. Implement IGA Process Implement Annual IGA Review Process to assess and align GVRHA expectations and performance of core duties, fee for service, program offerings & funding. <i>8/31/2024</i>	4. Solve for GVRHA Transaction Broker Reduce re-sale deed restriction cost and help fund administration costs of program. <i>Begin gathering information immediately, present a plan Q4 2024; likely a 2 year plan minimum.</i>	4. Be the Regional Leader Be the leader on affordable housing issues, solutions, land use planning best practices and resources. <i>Everything we do will be working towards meeting this objective, starting immediately and ongoing.</i>