

**SIOUX FALLS HOUSING AND
REDEVELOPMENT COMMISSION**



**Engaging Community,
Empowering People.**

2021-2025 STRATEGIC PLAN



**SIoux FALLS
HOUSING**
AND REDEVELOPMENT COMMISSION

MISSION

Sioux Falls Housing and Redevelopment Commission strives to improve the quality of life for members of the Sioux Falls Community and its lower-income residents by providing affordable, decent, safe and inclusive housing opportunities that further self-sufficiency and/or independent living.

Commitment

As a public organization, we strive to be collaborative leaders of our community providing affordable housing in the Sioux Falls area that empowers residents to achieve their life goals and that contributes to the community vision for economic development, community enrichment, and inclusiveness.

siouxfallshousing.org

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PROGRAM & SERVICE GROWTH

- ◆ **FOCUS ON HOUSING RETENTION.** *The Sioux Falls Housing and Redevelopment Commission will expand staffing levels to ensure that participant families are able to locate and retain housing opportunities in the community.*
- ◆ **INCREASE PROGRAM CAPACITY AT CURRENT FUNDING LEVELS.** *Primary emphasis will continue to maximize the utilization of current programs while maintaining necessary reserves to sustain the programs over time.*
- ◆ **ADD NEW PROGRAMS / SECURE NEW PROGRAM FUNDING.** *As the needs of the community continue to evolve, the Commission will look to expand its program offerings. This may be achieved independently or through the collaboration with community partners.*
- ◆ **PROGRAM-SPECIFIC GOALS.** *Below are some more specific objectives relative to the many programs offered by the SFHRC.*
 - ◇ HCV - Maintain lease-up at a level that limits program reserves at or below 8%. Coordinate landlord recruitment to ensure the long-term success of the program.
 - ◇ FSS - Create more robust fundraising campaigns with the United Way and other agencies to ensure greater program flexibility moving into the future.
 - ◇ SPECIAL PROGRAMS - Expand the effectiveness of special programs that the Commission offers to increase housing stability for program participants.
 - ◇ RENTAL NAVIGATION/RETENTION - Create a staff position that focuses primarily on providing support for housing retention and navigation support in locating housing options.
 - ◇ PARTICIPANT /LANDLORD TRAINING & EDUCATION - Expand the trainings made available to program participants and landlords through greater capacity to provide on-site education/training.

| Program / Service Growth—OBJECTIVES | | | |
|---|---------------|---------------|---------------|
| | <i>1-Year</i> | <i>3-Year</i> | <i>5-Year</i> |
| Focus on Housing Retention | | | |
| Increase Program Capacity at Current Funding Levels | | | |
| Add New Programs / Secure New Program Funding | | | |
| Program-specific Goals | | | |
| | | | |
| | | | |

COMMUNITY ENGAGEMENT

- ◆ **MAKE PROGRAMS MORE ACCESSIBLE & UNDERSTANDABLE TO THE PUBLIC.** *Evidence has shown that many in the Sioux Falls community do not understand the complexity of programs that Sioux Falls Housing offers. Investment should be made to promote the accessibility TO our programs and understanding OF our programs. Website redesign, marketing investment, software conversion all can play a role in this objective.*
- ◆ **ACTIVELY ENGAGE / PARTNER WITH LOCAL HOUSING SERVICE AGENCIES.** *Engagement by the Commission with key community, regional and state stakeholders that share in our affordable housing mission, goals and values are fundamental in achieving objectives outlined in this plan. Emphasis shall be placed on engaging and building relationships with the business community, non-profit service providers, housing providers and members of the Sioux Falls community.*
- ◆ **INCREASE MARKETING THROUGHOUT COMMUNITY.** *The Commission will expand marketing and promotion of its housing programs through the dedication of funding to create marketing support potentially through funding of a staff position.*
- ◆ **ESTABLISHMENT of PARTICIPANT ADVISORY COUNCIL.** *Public Housing occupants have failed to serve as an active advisory board. In order to better serve its clients, the SFHRC will establish and engage an Advisory Council composed of program participants and property residents.*
- ◆ **PROMOTE EQUITY.** *As a public agency, the Commission is committed to delivering services in a culturally respectful manner. SFHRC strives to eliminate individual, institutional and systemic discriminatory bias in its policies and practices.*

| Community Engagement—OBJECTIVES | | | |
|---|--------|--------|--------|
| | 1-Year | 3-Year | 5-Year |
| Make Programs More Accessible & Understandable to the Public | | | |
| Actively Engage / Partner with Local Housing Service Agencies | | | |
| Increase Marketing Throughout Community | | | |
| Establish & Engage Advisory Council | | | |
| Promote Equity | | | |

ORGANIZATIONAL, ADMINISTRATIVE & FINANCIAL

- ◆ **DEDICATE RESTRICTED FUNDS FOR MARKETING / GRANT WRITING POSITION.** *In order to achieve the program and service objectives before the Commission, it is essential to dedicate resources to increasing our marketing/outreach and grant writing capabilities.*

- ◆ **ADJUST STAFFING TO ALLOW INVESTMENT IN COMMUNITY ENGAGEMENT.** *Staffing should be made with the conscious effort to encourage management-level staff to actively pursue engagement activities within the Sioux Falls Community.*

- ◆ **CREATE ORGANIZATIONAL PLAN TO GROW OUTREACH & SERVICES.** *Staffing decisions should be made in order to promote effective and supportive relationships among our participants/residents, staff, partner organizations and community neighbors. Internal culture should reflect this commitment.*

- ◆ **SUCCESSION PLANNING.** *The Commission will implement a succession planning program to assist with the smooth transition in the recruitment and hiring of executive team members. Succession planning will be instituted through proper career development and planning through the Director's office.*

- ◆ **PROMOTE STAFF EXCELLENCE.** *We are committed to recruiting, retaining and developing people whose skills and dedication allow them to consistently perform at the top of their field(s). Not only is training and agency culture imperative for this objective, wage rates and quality workplace are vital to retaining the best people.*

| Organizational, Administrative & Financial - OBJECTIVES | 1-Year | 3-Year | 5-Year |
|--|--------|--------|--------|
| Dedicate Restricted Funds for Marketing / Grant Writing Position | | | |
| Adjust Staffing to Allow ED to Invest in Community Engagement | | | |
| Create Organizational Plan to Grow Outreach & Services | | | |
| Succession Planning | | | |
| Promote Staff Excellence | | | |
| | | | |

REAL ESTATE DEVELOPMENT & MANAGEMENT

- ◆ **ENHANCE PARTNERSHIP WITH AHS TO EXPAND DEVELOPMENT OF HOUSING OPPORTUNITIES WITHIN THE SIOUX FALLS AREA.** *The Commission looks to become a more active partner in the creation of additional housing units in the Sioux Falls area. Partnering with Affordable Housing Solutions is a logical next step; however, the Commission is open to partnering with all non-profit developers.*

- ◆ **SERVE AS A GUARANTOR OR INVESTOR OF AFFORDABLE HOUSING DEVELOPMENT.** *The Commission will actively seek to utilize its financial standing to assist area non-profits in accessing construction lending or other development monies. The Commission will provide this service to encourage the addition of more affordable and diverse type of housing in the community.*

- ◆ **ADVANCE DEVELOPMENT-FRIENDLY AFFORDABLE HOUSING POLICIES.** *The Commission strives to be a leader and advocate for the adoption of public policies that increase the viability, accessibility and, ultimately, availability of affordable housing opportunities for people or families with specific needs and lower incomes.*

- ◆ **DIVERSIFY AFFORDABLE HOUSING CHOICES IN THE COMMUNITY.** *The Commission will look to diversify housing choice in all that it undertakes regarding development. This also means that deconcentration will be a part of the dialogue moving forward for housing development.*

- ◆ **PROPERTY MANAGEMENT & MAINTENANCE.** *The Commission will emphasize the development of trained and professional staffing to ensure that all of its housing remains safe, accessible, sustainable and enjoyable living environments for those in the Sioux Falls Community.*

| Real Estate Development | 1-Year | 3-Year | 5-Year |
|---|--------|--------|--------|
| Partner with AHS to Expand Development | | | |
| Serve as a Guarantor/Investor of Affordable Housing Development | | | |
| Advance Development-friendly Policies | | | |
| Create more Diverse Housing Opportunities | | | |
| Property Management & Maintenance | | | |