



# STRATEGIC PLAN

## 2022 - 2027

**HOUSING AUTHORITY OF THE CITY OF BROWNSVILLE**  
2606 BOCA CHICA BLVD | BROWNSVILLE, TX 78521







*The HACB community celebrates Valentine's Day 2022 at the Buena Vida Community Garden at the Poinsettia Gardens Apartments. The Brownsville Wellness Coalition joined and led a presentation on harvesting.*





*HACB's Club de Oro gathered for the first time since the pandemic at Poinsettia Gardens at Boca Chica (PGBC) in June 2021. Members of the Club de Oro enjoyed breakfast tacos, painted a poinsettia, and cherished each other's company. The event was organized by HACB Resident Commissioner and PGBC Resident Association President, Laura Villarreal. Chief Executive Officer Carla Mancha, Director of Supportive Services Ana Trejo, former Director of Supportive Services Hilda Ledezma, and ROSS Coordinator Rosemary Rodriguez also attended.*



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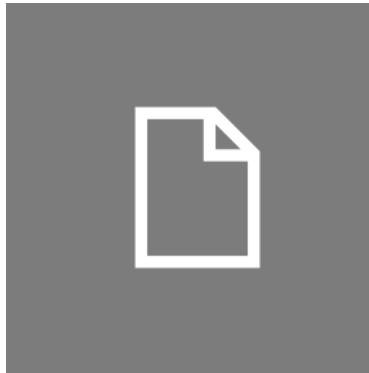
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## INTRODUCTION | HOUSING AUTHORITY OF THE CITY OF BROWNSVILLE

The Housing Authority of the City of Brownsville (HACB) has provided affordable housing for low to moderate income families and individuals since its founding in 1938. Today, the HACB and its affiliates serve 3,820 families across the City of Brownsville through the public housing, Housing Tax Credit, Rental Assistance Demonstration Program, and Housing Choice Voucher programs.



*The Brownsville Housing Opportunity Corporation Board of Directors on the El Jardin roof top. El Jardin was awarded 9% LIHTC in July 2021 and will be restored and used for affordable housing. From left to right, Employee Director Miguel Herrera, Commissioner Director Ruben Herrera, Employee Director/CEO Carla Mancha, President Luis Eduardo Garduño and Vice President Jesse Miller.*





## INTRODUCTION | MESSAGE FROM THE CEO AND BOARD CHAIRMAN

As the executive leaders of the Housing Authority of the City of Brownsville (HACB), we are pleased to present the 2022-2027 Strategic Plan (the Plan), contained herein. HACB's first Strategic Plan was approved in 2015 and increased the agency's capacity and sustainability. This new Plan builds on the successes experienced and provides a holistic framework and vision that will allow us to reaffirm and rethink strategies and initiatives to better serve our residents, clients, staff, and stakeholders. We are proud to support the Mission and Vision developed through the planning process, as well as the Goals and Strategies to propel HACB forward.



**MS. CARLA MANCHA**  
CHIEF EXECUTIVE OFFICER

As we enter the new year, HACB has even bolder plans to meet the needs of a changing community. HACB has been serving Brownsville for over 80 years. Throughout these years, HACB has built a solid foundation of high performance and innovation. Our approach has always been to look beyond housing and connect our residents with the much needed social supports that promote self-sufficiency. Our responsibility is not just to expand affordable housing opportunities but to also create choices to empower families.

Since fiscal year (FY) 2012, HACB has increased its total assets from \$31 million to over \$65 million in FY 2020. This was realized due to HACB's commitment to its Strategic Plan. Therefore, we have proven that being a mission driven agency leads to sustainability and success. The update to our Plan has been designed in collaboration with the current HACB Strategic Planning Committee and staff in accordance with the Mission and Vision developed during the board retreat in November 2021. It is designed to clearly articulate and communicate our Vision for the future to our vast array of stakeholders and partners, both public and private, within Brownsville and the Rio Grande Valley.

The five goals developed by the HACB Strategic Planning Committee and staff through this process are the blueprint to achieve our Vision, Mission, Goals, Strategies, and fulfill our commitment to providing efficient and effective services to our residents and participants.

HACB remains dedicated to enhancing the social and economic well-being of the residents and participants it serves, and to working collaboratively with our partners. To this effect, we have revised our mission statement to increase opportunities for affordable, quality housing and support self-sufficiency through collaborative partnerships.

We know we have a lot of work ahead, but we are confident that the content included in the Plan will provide the roadmap necessary to achieving our Vision. We sincerely hope that readers will find the Plan to be a dynamic testament of our Agency's commitment to the community we serve and recognize how various key players involved will collaborate to preserve and provide affordable housing opportunities to residents of Brownsville. As we present this plan, we ask you to "dream big" with us and it is our hope that the Plan inspires you to join us in a collaborative journey to sustain our mission in years to come.

Respectfully,

A handwritten signature in blue ink, appearing to read "Carla Mancha".

Mrs. Carla Mancha  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "Luis Eduardo Garduño".

Mr. Luis Eduardo Garduño  
Board Chairman

### BOARD OF COMMISSIONERS

The HACB Board of Commissioners consists of five members. One member must be a resident of the Public Housing Program or Housing Choice Voucher Program participant. Board Members are appointed by the Mayor of the City of Brownsville. HACB's Board of Commissioners played an integral role in updating HACB's mission, vision, and goals for this Strategic Plan. Through their leadership and passion, HACB's Board of Commissioners have provided the direction necessary to guide HACB to success.



**Luis Eduardo Garduño**  
*Board Chairman*



**Mr. Jesse Miller**  
*Board Vice-Chairman*



**Mr. Ruben Herrera**  
*Board Member*



**Ms. Wendy DeLeon**  
*Board Member*



**Laura Villarreal**  
*Resident Commissioner*



#### **Thank you Commissioner Seifert!**

The HACB team would like to thank Commissioner Michael Seifert for his contributions to the success of HACB through his service as a member of the Board of Commissioners and his contribution towards the development of our 2022 -2027 Strategic Plan.

### HACB DEPARTMENT DIRECTORS

Through participation in the Strategic Planning Committee, Directors from each department and select staff contributed to the development of this Strategic Plan. The team's involvement in this process will support a strong implementation process, since the team collectively knows where we are going and how we plan to get there. The HACB leadership team has both the content expertise and years of leadership experience to carry the Plan to fruition and lead the agency forward with the help of our dedicated staff members.



**Ms. Carla Mancha**  
*Chief Executive Officer*



**Mr. Miguel Herrera**  
*Chief Financial Officer*



**Mr. Robert Wilson**  
*Human Resources Officer*



**Ms. Isabel Nuñez**  
*Director of Housing  
Facilities*



**Ms. Leticia Gonzalez**  
*Director of Client  
Services*



**Ms. Ana Trejo**  
*Director of Supportive  
Services*



### HACB STRATEGIC PLANNING COMMITTEE

This Strategic Plan could not have been created without the hard work and dedication of the members of the HACB Strategic Planning Committee. Through all phases of the development of this plan, from the Current State Assessment to Vision Setting and Action Planning, the Committee members provided thoughtful contributions and feedback, resulting in the identification of strategic objectives and an actionable and realistic plan that will guide the agency through its next five years.



**Strategic Planning Committee Members, listed left to right:**

Isabel Nuñez, Director of Housing Facilities; Robert Wilson, Human Resources Officer; Fay Garcia, Property Manager; Leticia Gonzalez, Director of Client Services; Magda Fernandez, Family Self Sufficiency Coordinator; Ana Trejo, Director of Supportive Services; Jesse Miller, HACB Vice Chairman; Carla Mancha, CEO; Miguel Herrera, CFO; Luis Eduardo Garduño, HACB Chairman. Not pictured: Diana Bustinza, Client Services Coordinator, Carmen Rivera, Resident-Linda Vista.

### RESIDENT ADVISORY BOARD

The HACB Resident Advisory Board (RAB) is comprised of the presidents of each of the Resident Associations Board of Officers. Resident Association Board Officers are elected by members of the resident associations on an annual basis.



***Ms. Laura Villarreal***  
*RAB Member*



***Ms. Perlina Castillo***  
*RAB Member*



***Ms. Carmen Rivera***  
*RAB Member*

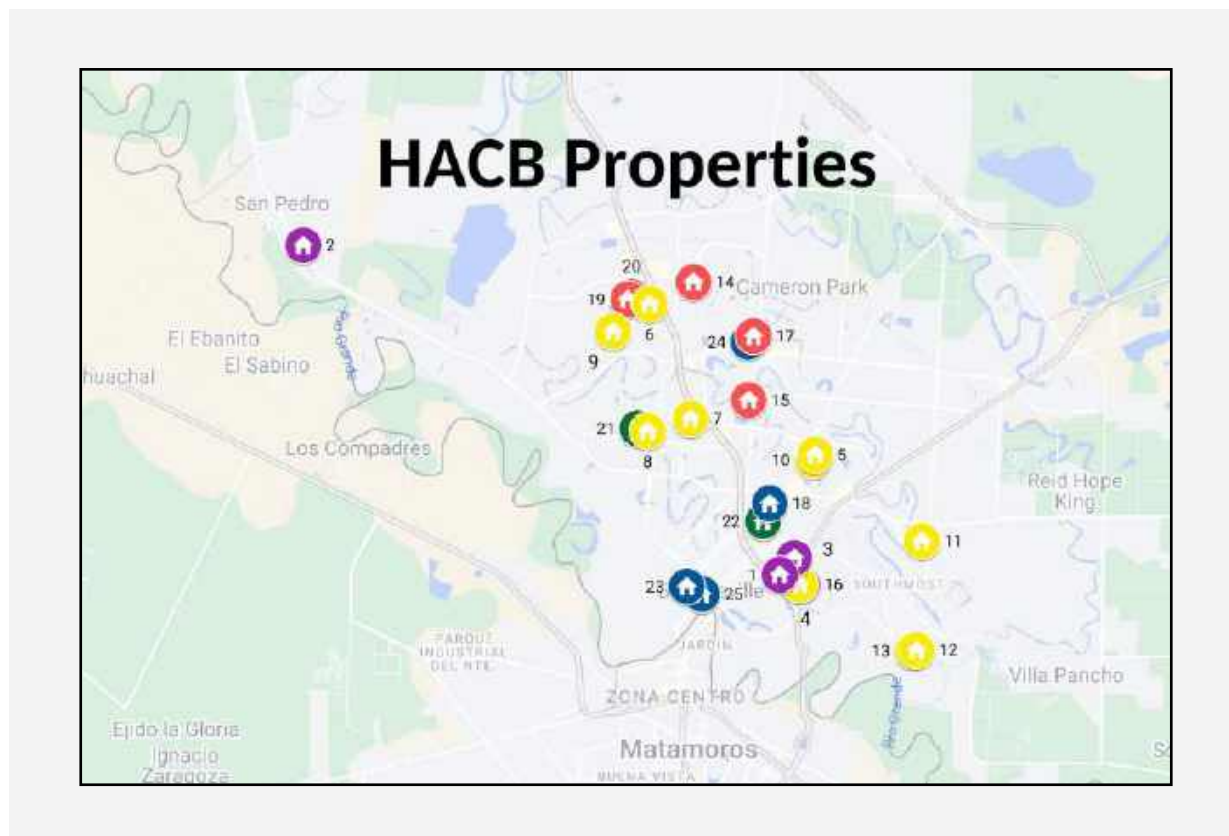


***Ms. Irene Cabrera***  
*RAB Member*



## HACB PROPERTY LOCATIONS

HACB properties are distributed throughout the City of Brownsville. Our portfolio includes four Public Housing properties, eight HACB Tax Credit properties, and nine properties that have been converted from Public Housing to the Rental Assistance Demonstration Program (RAD). The map below shows the locations of our developments.



- |   |  |   |
|---|--|---|
| <p><b>Rental Assistance Demonstration (RAD)</b></p> <ul style="list-style-type: none"> <li>4 - Citrus Annex (36)</li> <li>5 - Linda Vista (54)</li> <li>6 - Roe Gardens (45)</li> <li>7 - Las Brisas (54)</li> <li>8 - Sunset Terrace (40)</li> <li>9-13 Scattered Site(s) (5)</li> </ul> | <p><b>Tax Credit</b></p> <ul style="list-style-type: none"> <li>14 - Bella Terra (80)</li> <li>15 - Candlewick Apartments (132)</li> <li>16 - Citrus Garden Apartments (148)</li> <li>17 - Paseo Plaza (184)</li> <li>19 - Rancho del Cielo I (130)</li> <li>20 - Rancho del Cielo II (120)</li> </ul> | <p><b>Tax Credit/<br/>Rental Assistance Demonstration (RAD)</b></p> <ul style="list-style-type: none"> <li>18 - Poinsettia Gardens at Boca Chica (150)</li> <li>23 - Villa del Sol (200)</li> <li>24 - Trail Village (48)*</li> <li>25 - El Jardin (44)*</li> </ul> |
| <p><b>Public Housing</b></p> <ul style="list-style-type: none"> <li>1 - Victoria Gardens (46)</li> <li>2 - Sanchez Vela (30)</li> <li>3 - Tangelo Quarters (18)</li> </ul>  | <p><b>Tax Credit/Public Housing</b></p> <ul style="list-style-type: none"> <li>21 - Sunset Haven (100)</li> <li>22 - Tropical Gardens (158)</li> </ul>   | <p><i>*Trail Village and El Jardin are under construction as of production of this strategic plan.</i></p>  |

## THE PLAN | STRATEGIC PLAN OVERVIEW

The Housing Authority of the City of Brownsville engaged in an extensive process over the past year to develop this Strategic Plan. The three central goals of the process were to develop a Plan which:

- Builds upon HACB's organizational strengths and successes to support organizational growth, affordable housing, and contribute to the prosperity of the City of Brownsville;
- Establishes yearly milestones which identify, communicate, and monitor progress of key priorities to assist in the advancement of the Strategic Plan; and,
- Communicates organizational priorities.

The Plan was developed over five phases. A detailed outline of the process can be found below.

### STRATEGIC PLANNING PROCESS





### STAKEHOLDER SURVEYS

Key stakeholder groups were surveyed between August and October 2021.

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#### Employee Survey

43 Responses



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#### Resident Survey

161 Responses



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#### HCV Participant Survey

145 Responses



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#### Landlord Survey

90 Responses



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#### Vendor Survey

18 Responses



### STAKEHOLDER FOCUS GROUPS

A series of focus groups and interviews were held to:

- Discuss community needs from the perspective of key stakeholders
- Identify priorities HACB should consider incorporating into the next strategic plan
- Obtain stakeholder input on HACB's future work and mission

Topics for the focus groups included **health and wellness, education, workforce development, homelessness and poverty, and development of affordable housing.**

*HACB thanks our partners for their participation in this process and contributions to this plan.*

- Brownsville Community Improvement Corporation
- Brownsville Independent School District
- Brownsville Public Utilities Board
- Brownsville Wellness Coalition
- Cameron County Housing Authority
- Cameron Workforce Solutions
- Capstone Real Estate Services
- City of Brownsville, City Manager's Office
- City of Brownsville, Office Strategic Initiatives
- Community Development Corporation of Brownsville
- Friendship of Women
- Good Neighbor Settlement House
- Healthy Communities of Brownsville
- IDEA Public Schools



*The HACB Team and HUD Partners at the Buena Vida EnVision Open House in February 2020.*

- Ozanam Center
- Proyecto Juan Diego
- Texas Southmost College
- United Way Southern Cameron County
- University of Texas Rio Grande Valley
- Valley Baptist Hospital
- Valley Regional Hospital
- YouthBuild Brownsville



### VISION SETTING RETREAT

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Bronner Group, LLC (BRONNER) facilitated a Vision Setting Retreat with members of the HACB Strategic Planning Committee, including members of the Board of Commissioners on November 16th and 17th, 2021. During the retreat, participants revised the HACB mission and vision statements, and identified five strategic goals and preliminary objectives.

### STRATEGIC PLAN EMPLOYEE FEEDBACK SURVEY

HACB solicited feedback from staff on the draft Strategic Goals and Objectives through an employee survey. Employees provided feedback through the survey on prioritization and advice for implementation.

57 HACB staff participated.



### ACTION PLANNING WORKING GROUP MEETINGS

BRONNER representatives facilitated a series of working group meetings from January 3rd to January 12th. During these meetings Strategic Planning Committee Members collaborated on strategy and action planning.

Held **8 meetings** to discuss each goal, the supporting objectives, and identify actions.



Prioritized actions and drafted metrics for **130+ action items**.



## WHO WE ARE | VISION AND MISSION

As part of the Strategic Planning process, HACB revised its Mission and Vision statements to clearly identify the agency's current role and how we envision our future.

### OUR VISION

**Housing:** Increase the number of high-quality, well managed, affordable units that are responsive to the needs of the community.

**People:** Improve health, safety, employment, mobility, and educational outcomes with responsive and relevant resources delivered to our community.

**Community:** Create the conditions necessary for public and private investments in community assets and amenities that will help families live their best life.

### OUR MISSION

To increase opportunities for affordable, quality housing and support self-sufficiency through collaborative partnership.



*HACB team members with Brownsville Mayor Trey Mendez (center) in November 2019.*

## WHERE WE'RE GOING | OVERVIEW

This Strategic Plan contains five Goals, three focused on Housing, People, and Community. Two supporting goals are focused on our Organization and building Capacity to support the plan. Each goal contains strategic objectives and specific action items to support HACB's success.



### MISSION

To increase opportunities for affordable, quality housing and support self-sufficiency through collaborative partnerships.

### VISION

**Housing:** Increase the number of high-quality, well-managed, affordable units that are responsive to the needs of the community.

**People:** Improve health, safety, employment, mobility, and educational outcomes with responsive and relevant resources delivered to our community.

**Community:** Create the conditions necessary for public and private investments in community assets and amenities that will help families live their best life.

## GOALS

1. **Housing:** Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.
2. **People:** Provide high quality, impactful services to 200 more households by 2027.
3. **Community:** Promote strong communities through collaborative initiatives and coordination of services and programs.
4. **Organization:** Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.
5. **Capacity:** Build capacity for a comprehensive approach to housing, people, and community.



## GOALS | #1 HOUSING

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*Promote high quality affordable housing by increasing HACB supported units by 1,000 by 2027.*

### STRATEGIES

- 1 Create at least 500 new units of housing.
- 2 Preserve at least 500 units of affordable housing.
- 3 Promote the development of quality housing, with units of adequate size, amenities, and features, that is responsive to resident needs.
- 4 Improve access to public transportation, sidewalks, and walking trails for all HACB and affiliated nonprofit properties.
- 5 Develop stronger partnerships to create and finance more affordable housing.
- 6 Promote access to homeownership.
- 7 Work with the City of Brownsville and other partners to address all affordable housing needs in the city.



*BHOC President Mr. Patricio Sampayo (with son Mateo) & BHOC Employee Directors Ms. Carla Mancha & Mr. Miguel Herrera welcomed City of Brownsville Commissioners Ms. Nurith Galonsky & Mr. John F. Cowen, Jr. to the Trail Village construction site in April 2021. Mr. Javier Huerta from OrigoWorks, the project's architect, led the tour. This investment brings 48 additional units of much needed affordable housing options for our community. The HACB & BHOC family thanks Ms. Galonsky & Mr. Cowen for their continued support.*

## GOALS | #2 PEOPLE ---

*Provide high quality, impactful services to 200 more households by 2027.*

### OBJECTIVES

- 1 Assist households on the waitlist (both Housing Choice Voucher and Public Housing) to obtain affordable, stable housing and reduce waitlist time from approximately 12 to 6 months.
- 2 Assist an additional 200 households through voucher programs.
- 3 Improve the overall Client Services experience.
- 4 Improve communication with HACB households.
- 5 Strengthen capacity for continuous improvement based on client and partner feedback.



*HACB Receptionist Daniella Cruz assisting clients in February 2021.*

## GOALS | #3 COMMUNITY

*Promote strong communities through collaborative initiatives and coordination of services and programs.*

### STRATEGIES

1

Revitalize and expand programs targeted to supporting youth in HACB households.

2

Incorporate economic opportunities into developments for HACB families.

3

Work with partners to promote access to healthcare.

4

Continue providing Senior Life Enrichment program that links 100% of seniors in HACB's households to community services.

5

Cultivate and promote resident and participant leadership.



*HACB Supportive Services Team Members in September 2021.*



*HACB's Youth Leadership and Internship Program (YLIP) field trip to Austin and San Antonio Texas in July 2019.*



## GOALS | #4 ORGANIZATION

*Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.*

### STRATEGIES

- 1 Update the organizational structure and staffing plan.
- 2 Strengthen and reinforce employee skills and knowledge to meet the evolving needs of the agency.
- 3 Improve communication via processes, training, and tools.
- 4 Attract and retain qualified and competent employees through competitive compensation and a flexible/desirable work environment.
- 5 Continually improve management of organizational resiliency with an emphasis on both responsiveness and recovery.
- 6 Promote a culture of excellence.



*The HACB Team gathered virtually to celebrate the team's accomplishments at the end of FY 2021.*

*The HACB Team celebrated the Ribbon Cutting Ceremony and Inauguration of BiblioTech Brownsville at Poinsettia Gardens at Boca Chica in August 2021.*



## GOALS | #5 CAPACITY

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*Build capacity for a comprehensive approach to housing, people, and community.*

### STRATEGIES

1

Expand property management capacity through the creation of a property management company through Brownsville Housing Management Corporation.

2

Build capacity for Supporting Housing development.

3

Evolve HACB's use of nonprofit affiliates and instrumentalities.

4

Build capacity for research, data analysis, policy advocacy.



*The Brownsville Housing Opportunity Corporation (BHOC), an instrumentality of the HACB, was awarded \$11.8 million in 9% Low Income Housing Tax Credits for el Jardin by the Texas Department of Housing and Community Affairs (TDHCA) Board in July, 2021. Construction is scheduled to begin in summer 2022.*

*Built in 1927, El Jardin was the premier hotel in South Texas, in operation until the early 1980s. The adaptive reuse design will preserve the building's historic significance while featuring a blend of modern amenities. This 68,319-square-foot property will be transformed into a multifamily apartment complex comprised of 44 affordable housing units, a fitness room, the fourth satellite Brownsville BiblioTech site, and a community garden with a playground and walking path. In addition, the first floor will include commercial space that will aid in the enhancement of our downtown retail options.*

## HOW WE'LL GET THERE | GET INVOLVED

The Housing Authority of the City of Brownsville Strategic Plan is more than a report. It is a living, breathing plan that needs your support. Help us reach our goals and make Brownsville a better home for all!

**STAY INFORMED AND GET INVOLVED! | [WWW.HACB.US](http://WWW.HACB.US)**



**RESIDENTS & PARTICIPANTS**



**LANDLORDS**



**VENDORS**



**GOVERNMENT AGENCIES**



**NONPROFIT PARTNERS**



Members of the HACB and COB, along with the Choice Neighborhood Coordinator (COLLABO and Borderless Studio), held their kick-off meeting with HUD to officially start the International Southmost Choice Neighborhood Initiative (CNI) Planning Grant. Brownsville was one of eight communities awarded a CNI Planning Grant in 2021. HACB's public housing property Victoria Gardens is the anchor for the project.



## HOW WE'LL GET THERE | IMPLEMENTATION

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Several steps were taken to ensure the Plan could be successfully implemented, including the creation of a detailed Action Plan with an accompanying implementation framework. Detailed actions assigned to each goal be found in the Appendix. The Action Plan will be updated by project leads regularly to aid in tracking implementation and success. This Strategic Plan document includes key information from the Action Plan.



*The HACB team breaking ground at the Trail Village site in January 2021. Trail Village was made possible by a \$10 million 2019 9% tax credit award through the Texas Department of Housing and Community Affairs. The property also qualifies for HUD's Rental Assistance Demonstration Project. Families residing at Bougainvillea had the opportunity to move into the new Trail Village Apartments in January 2022.*

## HOW WE'LL GET THERE | THANK YOU

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To residents, HCV participants, landlords, partners, stakeholders, HACB staff, the Strategic Planning Committee, and the Board of Commissioners, HACB thanks you for your dedication to the strategic planning process.



*HACB children with BISD Trustee Jessica Gonzalez at the monthly HACB Reading Event in January 2020.*

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Action Plan: Goal 1 - Housing, Objective 1

Goal 1 - Housing: Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.				
Objective: Create at least 500 new units of housing.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Carla Mancha, CEO	Miguel Herrera, CFO	High	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
100 new units of housing created per year		100% of target achieved		
Actions				
<ul style="list-style-type: none"><li>✓ Create a comprehensive development plan for HACB that specifies how many units HACB will develop, where, and for which populations over a five year period.</li><li>✓ Assess current portfolio to ensure existing properties are meeting the needs of communities.</li><li>✓ Identify and pursue opportunities for HACB to acquire and develop vacant and developed properties.</li><li>✓ Develop vacant land owned by HACB.</li><li>✓ Work with the City to align Development Plan and Guidelines with City goals (e.g., discuss new City Zoning Ordinance).</li><li>✓ Identify highest need populations with the City and the Choice Neighborhoods Initiatives Grant housing study and align with Development Plan (Related to Goal 5).</li></ul>				

Action Plan: Goal 1 - Housing, Objective 2

Goal 1 - Housing: Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.				
Objective: Preserve at least 500 units of affordable housing.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Miguel Herrera, CFO	Carla Mancha, CEO	High	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
100 units of housing preserved per year		100% of target achieved		
Actions				
<div>✓ Complete RAD conversion of remaining public housing units.</div> <div>✓ Strategically purchase 15-year tax credit properties.</div> <div>✓ Develop master plans and redevelop Buena Vida, Victoria Gardens, Bougainvillea, and the vacant Thompson Street Property.</div>				

Action Plan: Goal 1 - Housing, Objective 3

Goal 1 - Housing: Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.				
Objective: Promote the development of quality housing with units of adequate size, amenities and features that is responsive to resident needs.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Miguel Herrera, CFO	Carla Mancha, CEO	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of units developed per year in alignment with HACB development guidelines		Total number of units developed in alignment with HACB development guidelines		
Actions				
<div>✓ Create clear, but flexible development guidelines.</div> <div>✓ Identify and pursue opportunities to develop mixed-use or multi-use communities.</div> <div>✓ Identify and pursue opportunities to develop Supportive Housing communities.</div> <div>✓ Solicit feedback from families on housing quality, size, amenities, and features responsive to resident needs.</div>				

## Action Plan: Goal 1 - Housing, Objective 4

Goal 1 - Housing: Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.				
Objective: Improve access to public transportation, sidewalks, walking trails for all HACB and affiliated nonprofit properties.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Isabel Nunez, Housing Facilities	Miguel Herrera, CFO	High	Year 2	Year 4
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Total number of projects identified		Total number of projects completed		
Actions				
<ul style="list-style-type: none"><li>✓ Work with the City of Brownsville to identify and advocate for needed improvements to sidewalks, walking trails, and public transportation to benefit HACB families.</li><li>✓ Review responses to socioeconomic survey to identify relevant challenges (also see 1.3.4.0).</li><li>✓ Expand Capital Needs Survey to all HACB properties.</li><li>✓ Establish accessibility guidelines into development standards (see also 1.1.1.0 and 1.3.1.0).</li><li>✓ Invest in community amenities that benefit HACB families.</li><li>✓ Coordinate with Supportive Services to ensure connections to public transportation are made where available.</li></ul>				



## Action Plan: Goal 1 - Housing, Objective 5

Goal 1 - Housing: Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.				
Objective: Develop stronger partnerships to create and finance more affordable housing.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Carla Mancha, CEO	Miguel Herrera, CFO	High	Year 2	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Amount in grant funding secured per year to support creation of affordable housing opportunities		Total amount in grant funding secured to support creation of affordable housing opportunities		
Number of MOUs in place with key partners per year		Number of MOUs in place with key partners		
Actions				
<div>✓ Cooperate with other entities to obtain grants to create more affordable housing opportunities.</div> <div>✓ Improve communication of HACB roles and responsibilities in the context of partnerships by instituting quarterly meetings with key partners.</div> <div>✓ Review and frequently revise MOUs with partners.</div> <div>✓ Develop a stronger partnership with CDCB as a potential financing partners.</div> <div>✓ Strengthen partnership with Friendship of Women to develop Supportive Housing.</div>				

Action Plan: Goal 1 - Housing, Objective 6

Goal 1 - Housing: Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.				
Objective: Promote access to homeownership.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Ana Trejo, Supportive Services	Leticia Gonzalez, Client Services	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of HACB households that achieved homeownership		Increase over time in number of HACB households that achieved homeownership		
Actions				
<ul style="list-style-type: none"><li>✓ Create a process for assessing homeownership readiness and providing referrals to CDCB for homeownership and credit counseling.</li><li>✓ Build partnerships with lenders/mortgage companies (e.g. Finance of America) that lend to Homeownership Voucher Program Participants and establish a process for referrals.</li><li>✓ Build partnerships with organizations with a shared interest in promoting access to homeownership.</li><li>✓ Increase marketing, outreach, and enrollment in the Homeownership Voucher Program.</li><li>✓ Review eligibility requirements for the Homeownership Voucher Program and advocate with HUD for additional flexibilities.</li><li>✓ Assess viability of using the Section 32 Public Housing Homeownership program.</li></ul>				

Action Plan: Goal 1 - Housing, Objective 7

Goal 1 - Housing: Promote high quality affordable housing by increasing HACB-supported units by 1,000 by 2027.				
Objective: Work with the City of Brownsville and other partners to address all affordable housing needs in the city.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Carla Mancha, CEO	Ana Trejo, Supportive Services	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Status of HACB partnership with the City of Brownsville		Number of collaborative initiatives with the City of Brownsville to address affordable housing needs in the city		
Actions				
<div>✓ Collaborate with the City to identify strategies to address housing needs of middle-income families (50%-80%).</div> <div>✓ Collaborate with the City to identify strategies to address housing needs of mixed status families.</div> <div>✓ Develop a specialized skillset for rehabilitating historic buildings.</div>				

Action Plan: Goal 2 - People, Objective 1

Goal 2 - People: Provide high quality, impactful services to 200 more households by 2027				
Objective: Assist households on the wait list (both HCV and PH) to obtain affordable, stable housing and reduce the time on the wait list from approximately 12 to 6 months.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Leticia Gonzalez, Client Services	Diana Bustinza	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Average waiting list time (Number of months), reported monthly		Average waitlist time is 6 months		
Actions				
<ul style="list-style-type: none"><li>✓ Streamline process for manual and online applications to reduce duplication.</li><li>✓ Conduct a biennial waiting list purge in Year 1. Assess after year 2 if quarterly purges are feasible.</li><li>✓ Review findings and recommendations of Organizational Assessment and identify changes to staffing levels and job responsibilities.</li></ul>				



Action Plan: Goal 2 - People, Objective 2

Goal 2 - People: Provide high quality, impactful services to 200 more households by 2027				
Objective: Assist an additional 200 households through voucher programs.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Leticia Gonzalez, Client Services	Ana Trejo, Supportive Services	Medium	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of additional households assisted with vouchers; voucher utilization rate (as close to 100% as possible)		200 additional households served through voucher programs		
Actions				
<div>✓ Reach for and maintain 100% voucher utilization rate.</div> <div>✓ Apply for and obtain new vouchers through mainstream vouchers, FUP Families, FUP Youth, Emergency Housing Vouchers.</div> <div>✓ Revise MOUs with partner organizations as needed to support households in accessing vouchers.</div> <div>✓ As vouchers increase, assess and adjust staffing levels and distribution of responsibilities.</div>				

Action Plan: Goal 2 - People, Objective 3

Goal 2 - People: Provide high quality, impactful services to 200 more households by 2027				
Objective: Improve the overall Client Services experience.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Leticia Gonzalez, Client Services	Miguel Herrera, CFO	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Annual client satisfaction scores		Year over year percent increase on client satisfaction scores		
Actions				
<ul style="list-style-type: none"><li>✓ Identify and update questions on waiting list application that require CS Staff to manually enter data (e.g., select waiting list, preference, number of bedrooms).</li><li>✓ Identify pain points and update targeted Standard Operating Procedures.</li><li>✓ Ensure all information on the HACB website is current and aligned with other communication channels (social media, rent café, etc.).</li><li>✓ Research and assess use of a CRM system to track calls to Client Services, improve documentation of calls between any HACB representative and client, and improve consistency and efficiency of communication with clients.</li></ul>				

Action Plan: Goal 2 - People, Objective 4

Goal 2 - People: Provide high quality, impactful services to 200 more households by 2027				
Objective: Improve communication with HACB households.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Leticia Gonzalez, Client Services	Ana Trejo, Supportive Services	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Status of process and procedure updates Number of households interacting with HACB per month Client Services staff average length of interaction Customer satisfaction scores		Families are fully informed about program rules, how to apply, and options should be easier for clients to understand		
Actions				
✓ Streamline communication with HACB households. ✓ Research and consider purchasing a mass communications tool (centralize and streamline mass communications via email, phone, text, etc.). ✓ Collect and analyze data on Client Services time spent serving clients to identify opportunities to streamline and improve customer experience.				

Action Plan: Goal 2 - People, Objective 5

Goal 2 - People: Provide high quality, impactful services to 200 more households by 2027				
Objective: Strengthen capacity for continuous improvement based on client and partner feedback.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Miguel Herrera, CFO	Leticia Gonzalez, Client Services	Medium	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Staus of client feedback tool development Percent of identified deficiencies addressed Percent of employees identified for cross-training who received training Number of MOUs with homeless-serving organizations in place		Year over year percent increase on client satisfaction scores		
Actions				
<ul style="list-style-type: none"><li>✓ Create systems to regularly request input from residents and participants on visits to the office, appointment length, quality of services.</li><li>✓ Create, administer, and analyze surveys to clients and partner agencies to obtain feedback on services.</li><li>✓ Create and implement processes to address deficiencies and better serve HACB clients.</li><li>✓ Incorporate processes for continuous improvement into HACB employee training, development, and supervision.</li><li>✓ Build capacity to serve families experiencing homelessness.</li></ul>				



Action Plan: Goal 3 - Community, Objective 1

Goal 3 - Community: Promote strong communities through collaborative initiatives and coordination of services and programs.				
Objective: Revitalize and expand programs targeted to supporting youth in HACB households.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Ana Trejo, Supportive Services	Isabel Nunez, Housing Facilities	High	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of new households enrolled in youth programs		Increase in the number of students in HACB households who graduate high school and matriculate through post-graduate pathways		
Actions				
<div>✓ Assess and adjust for needed capacity to recruit and expand services to serve all HACB households (includes HCV, tax credit properties, properties not served by Opportunity Centers currently (staff, partnerships, etc.).</div> <div>✓ Promote a Cradle to College program that will impact 100% of children in HACB's households.</div> <div>✓ Deepen and expand partnerships with local educational institutions (BISD, local charter schools, private schools, TSC, and UTRGV) to connect families to services.</div> <div>✓ Maximize resources by partnering with established organizations on Head Start Programs.</div>				

## Action Plan: Goal 3 - Community, Objective 2

Goal 3 - Community: Promote strong communities through collaborative initiatives and coordination of services and programs.				
Objective: Incorporate economic opportunities into developments for HACB families.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Ana Trejo, Supportive Services	Miguel Herrera, CFO	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of participants who received credentials (e.g., training certificate, other)		Increase over time in employment rates for HACB families overall		
Number of participants gained employment		Increase over time in employment rates for FSS participants		
Number of households enrolled in FSS				
Number of referrals to reskilling programs				
Number of referrals for job placement services				
Actions				
<div>✓ Increase FSS participation.</div> <div>✓ Increase internal awareness and support for all Supportive Services programs among staff and private management companies through cross-training and procedures for referrals.</div> <div>✓ Develop and formalize partnerships to bring training classes for in-demand skills.</div> <div>✓ Connect residents to opportunities to reskill through partners.</div> <div>✓ Develop and formalize partnerships to connect HACB families to job opportunities.</div> <div>✓ Connect residents to job opportunities through partners.</div>				

Action Plan: Goal 3 - Community, Objective 3

Goal 3 - Community: Promote strong communities through collaborative initiatives and coordination of services and programs.				
Objective: Work with partners to promote access to healthcare.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Ana Trejo, Supportive Services	Carla Mancha, CEO	High	Year 1	Year 3
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of MOUs executed Number of referrals made under MOUs Status of collaborating with Horizon		Feedback from resident and participant surveys regarding access to healthcare indicates improvement over time		
Actions				
<ul style="list-style-type: none"><li>✓ Work with Horizon (formerly Brownsville Community Health Clinic) to bring services to the previous facility to ensure access for HACB families living nearby.</li><li>✓ Institute quarterly communication with Outreach Specialists of all healthcare providers in Brownsville to share information about available resources (includes funding, available programs, initiatives).</li><li>✓ Establish and formalize partnership with Brownsville area clinics.</li><li>✓ Establish and formalize partnerships with Valley Regional and Valley Baptist to deliver preventative service and programs.</li><li>✓ Identify partners and work together to promote preventative dental care and cleanings.</li><li>✓ Collaborate with partners to ensure workshops on insurance, Medicare, Medicaid are provided.</li></ul>				

### Action Plan: Goal 3 - Community, Objective 4

Goal 3 - Community: Promote strong communities through collaborative initiatives and coordination of services and programs.				
Objective: Continue providing Senior Life Enrichment program that links 100% of seniors in HACB’s households to community services.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Ana Trejo, Supportive Services	Isabel Nunez, Housing Facilities	Medium	Year 1	Year 2
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of seniors registered in the program Number of members who attend events/programs Participation rate (averagenumber of attendees at events/Number of people registered)		100% of seniors in HACB households are Golden Club participants		
Actions				
<div>✓ Develop and deploy a Administer resident survey to clarify preferences for services and needs.</div> <div>✓ Establish Golden Club social group at Public Housing sites.</div> <div>✓ Expand Golden Club membership to Section 8 Participants.</div> <div>✓ Conduct outreach and raise awareness of Golden Club among all HACB households.</div> <div>✓ Establish and formalize partnerships with key partners to deliver Golden Club services. Partners may include the City of Brownsville Parks and Recreation Department, Senior Outreach Department, and Healthy Communities of Brownsville.</div> <div>✓ Develop and deliver a participant survey to evaluate member satisfaction with Golden Club.</div>				



### Action Plan: Goal 3 - Community, Objective 5

Goal 3 - Community: Promote strong communities through collaborative initiatives and coordination of services and programs.				
Objective: Cultivate and promote resident and participant leadership.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Ana Trejo, Supportive Services	Carla Mancha, CEO	Medium	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Completion of biennial leadership trainings Number of participants at leadership trainings Status of SOPs and SLAs Amount of funding opportunities secured		All Resident Association Officer positions are filled Over five years, resident participation numbers in RA meetings and events increases		
Actions				
✓ Ensure clear, consistent communication and productive working relationship between HACB and RAs/RAB. ✓ Conduct ongoing active recruitment for Resident Association Officers. ✓ Identify and secure funding and additional resources to support resident and participant leadership. ✓ Provide leadership training to RAB and Resident Associations 2x per year. ✓ Ensure mechanisms are in place to respond to and act upon resident and participant feedback. ✓ Implement best practices and industry standards for resident and participant leadership in Public Housing Authorities.				

Action Plan: Goal 4 - Organization, Objective 1

Goal 4 - Organization: Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.				
Objective: Update the organizational structure and staffing plan.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Bob Wilson, HRO	Miguel Herrera, CFO	High	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of changes made to organizational structure per year		Annual assessment and recommendations for anticipated staffing completed by each December (yes/no)		
Actions				
<div>✓ Assess need to create a real estate development team, whether to hire externally, or to reskill internal staff for real estate development (pending org assessment).</div> <div>✓ Annual assessment and recommendations for anticipated staffing completed by each December.</div> <div>✓ Meet with team leaders to assess and project annual staffing needs.</div>				

Action Plan: Goal 4 - Organization, Objective 2

Goal 4 - Organization: Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.				
Objective: Strengthen and reinforce employee skills and knowledge to meet the evolving needs of the agency.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Bob Wilson, HRO	Miguel Herrera, CFO	High	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of employees with current certifications Number of employees pending certifications Number of team lead reviews completed Number of training hours completed Number of trainings attended by employees Number of employees attended trainings		Annual assessment and recommendations for anticipated training needs completed by each December (yes/no)		
Actions				
✓ Create a resource to share and post information about training opportunities. ✓ Meet with team leaders to assess and project annual training and re-skilling needs. ✓ Annual assessment and recommendations for anticipated training and re-skilling completed by each December. ✓ Ensure all certifications are up to date. ✓ Develop a streamlined process for training identification, approval, and reporting through HR.				

Action Plan: Goal 4 - Organization, Objective 3

Goal 4 - Organization: Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.				
Objective: Improve communication via processes, training, and tools.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Miguel Herrera, CFO	Bob Wilson, HRO	High	Year 1	Year 2
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of SOPs completed Number of cross-training activities completed		Staff perception of vertical and horizontal communication improves over time, as indicated by employee feedback in surveys.		
Actions				
<div>✓ Develop Standard Operating Procedures (SOPs) for all critical processes.</div> <div>✓ Develop procedures for communication from management to staff.</div> <div>✓ Develop and implement a standard process for providing feedback from staff to management across all departments.</div> <div>✓ Engage in cross-training activities to enhance overall employee understanding of the organization and improve cross-departmental communication</div> <div>✓ Add quarterly all staff meetings to convene staff, discuss new projects, changes in guidelines or policy that impact staff, and recognize staff accomplishments.</div>				



Action Plan: Goal 4 - Organization, Objective 4

Goal 4 - Organization: Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.				
Objective: Attract and retain qualified and competent employees through competitive compensation and a flexible/desirable work environment.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Bob Wilson, HRO	Carla Mancha, CEO	High	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Complete Annual Employee Survey focused on compensation, work environment, employee satisfaction Status of flexible work policy Number of succession plans created		Feedback from Annual Employee Survey indicates high employee satisfaction		
Actions				
✓ Develop and deploy annual Employee Survey to assess compensation, work environment, and other indicators of employee satisfaction. ✓ Maintain competitive compensation and benefits. ✓ Identify strategies to improve work/life balance. ✓ Identify and execute key roles for succession planning.				

Action Plan: Goal 4 - Organization, Objective 5

Goal 4 - Organization: Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.				
Objective: Continually improve management of organizational resiliency with an emphasis on both responsiveness and recovery.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Bob Wilson, HRO	Miguel Herrera, CFO	Medium	Year 2	Year 3
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Status of Disaster Recovery Plan updates Status of Business Continuity Planning Needs Assessment		Disaster Recovery Plan is updated Assessment of Business Continuity Planning Needs is complete		
Actions				
✓ Hire consultants to update the HACB Disaster Recovery Plan. ✓ Upon completion of Standard Operating Procedures, assess business continuity planning needs.				

Action Plan: Goal 4 - Organization, Objective 6

Goal 4 - Organization: Support an organizational culture of excellence by continuing to invest in and empower our greatest asset, our employees.				
Objective: Promote a culture of excellence.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Bob Wilson, HRO	Carla Mancha, CEO	Medium	Year 1	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Status of Employee Appreciation Week Status of HACB standards for appearance and branding Status of plans for office space enhancements Status of merit increase policy revisions Status of flexible work policy Number of employees participating in community/volu		Feedback from Annual Employee Survey indicates high employee satisfaction		
Actions				
<div>✓ Engage in annual employee re-onboarding activities to build understanding and ownership over mission, vision, values, and goals.</div> <div>✓ Revise and communicate standards for appearance and consistent branding.</div> <div>✓ Identify and prioritize projects to enhance quality of physical office spaces and equipment and communicate plans with staff.</div> <div>✓ Examine and revise merit increase policy; provide relevant supervisor training on updated policies.</div> <div>✓ Review and revise policy, procedure, and communicate expectations for flexibility of work hours and location.</div> <div>✓ Encourage and support employee participation in community initiatives (boards, volunteering, etc.).</div>				

Action Plan: Goal 5 - Capacity, Objective 1

Goal 5 - Capacity: Build capacity for a comprehensive approach to housing, people, and community.				
Objective: Expand property management capacity through the creation of a property management company through Brownsville Housing Management Corporation.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Isabel Nunez, Housing Facilities	Carla Mancha, CEO	Medium	Year 3	Year 5 and Ongoing
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Status of business plan (complete/not complete)		BHMC is positioned to provide Property Management		
Number of units under hybrid management		Services to 1,500 units		
Actions				
<div>✓ Create a business plan for property management function of Brownsville Housing Management Corporation (BHMC).</div> <div>✓ Implement the BHMC business plan to transition property management function to BHMC.</div> <div>✓ Position BHMC to provide property management services to 1,500 units.</div>				

Action Plan: Goal 5 - Capacity, Objective 2

Goal 5 - Capacity: Build capacity for a comprehensive approach to housing, people, and community.				
Objective: Build capacity for Supporting Housing development.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Ana Trejo, Supportive Services	Carla Mancha, CEO	High	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Status of training with CSH Number of MOUs with potential partners		At least one supportive housing tax credit application has been submitted by end of Year 5		
Actions				
<ul style="list-style-type: none"><li>✓ Request and participate in training and technical assistance from Corporation for Supportive Housing (CSH) through the CSH Supportive Housing Institute.</li><li>✓ Assess community need for supportive housing through collaboration with the Continuum of Care and its constituent members.</li><li>✓ Identify and engage potential partners to develop a Supportive Housing tax credit application.</li><li>✓ Align supportive housing development plans with the overall development plan for HACB. (see also Goal 1)</li><li>✓ Develop and submit a Supportive Housing tax credit application through Brownsville Housing Opportunity Corporation (BHOC).</li></ul>				



Action Plan: Goal 5 - Capacity, Objective 3

Goal 5 - Capacity: Build capacity for a comprehensive approach to housing, people, and community.				
Objective: Evolve HACB’s use of nonprofit affiliates and instrumentalities.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Carla Mancha, CEO	Ana Trejo, Supportive Services	Medium	Year 2	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Staus of assessment of nonprofit entiteis		Business descriptions are revised/updated for all affiliates and instrumentalities BHOC is positioned to oversee and expand economic empowerment and self-sufficiency services BHFC is positioned to obtain bonding authority		
Actions				
<ul style="list-style-type: none"><li>✓ Assess and align purpose and duties of each nonprofit entity.</li><li>✓ Create and implement a business plan and brand identity to position BHOC to expand services to support economic empowerment and self-sufficiency initiatives.</li><li>✓ Position Brownsville Housing Finance Corporation (BHFC) to obtain bonding authority to create additional affordable housing.</li></ul>				

Action Plan: Goal 5 - Capacity, Objective 4

Goal 5 - Capacity: Build capacity for a comprehensive approach to housing, people, and community.				
Objective: Build capacity for research, data analysis, and policy advocacy.				
Responsible Person	Supporting Person	Priority	Start Year	End Year
Carla Mancha, CEO	Ana Trejo, Supportive Services	Medium	Year 1	Year 5
Performance Measure, Target Date, or Deliverable				
Output		Outcome		
Number of HACB employees working on research, data analysis, and policy-related projects Status of housing needs assessment		HACB is viewed as a community leader on a variety of affordable housing issues		
Actions				
<div>✓ Assess the possibility of adding a position to focus on communications, public relations, and policy advocacy work.</div> <div>✓ Build capacity to pursue “Healthy Housing” initiatives (e.g., health sector partnerships, addressing social determinants of health, review of housing hazards, etc.).</div> <div>✓ Together with community partners, lead a study to assess the true housing need in Brownsville and identify recommendations.</div>				



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