

August 21, 2008 Strategic Planning notes for the
Housing Authority of Washington County

- I. Staff
 - A. Insure all staff members are aware of changes, policies, opportunities, and available programs
 - B. Encourage more interaction and communication
 - C. Have staff attend some board meetings
 - D. Have staff attend landlord association meetings

- II. Landlord
 - A. Develop landlord newsletter
 - B. Encourage use of website
 - C. Develop landlord checklist
 - D. Encourage landlords to check tenant references

- III. General Public
 - A. Facilitate greater presence of Housing Authority in Washington County
 - B. Make presentations to community and civic organizations
 - C. Submit news releases / articles for printing to local newspaper
 - D. Contact Hagerstown magazine for promotional article

- IV. Client/Tenant
 - A. Encourage clients to get involved with Housing Authority programs
 - B. Provide education to customers for self-sufficiency
 - C. Encourage sense of pride in house ownership vs. "entitlement mentality"

 - D. Develop exit interview/survey for customers to determine educational needs/strategies

- V. Increase/Improve Housing Facilities
 - A. Acquire land and build more housing in various locations: Smithsburg, Clear Spring, Hancock, Boonsboro, Keedysville, Williamsport,
 - B. Build own Housing Authority housing by using "Habitat" model
 - C. Provide adequate parking at all locations
 - D. Consider "green buildings" and retrofitting older homes as changes are needed

- VI. Administrative & Organizational Management
 - A. Review tenant preference options/guidelines
 - B. Consider mandatory participation in Housing Authority programs to encourage clients to migrate out of assistance programs
 - C. Explore options for mandatory/expected transition out of system/programs
 - D. Consider direct payment to utility companies
 - E. Review Housing Authority policies/procedures
 - F. Increase funding to Housing Authority through lobbying efforts with federal/state and county
 - G. Conduct housing inspections on a quarterly basis
 - H. Identify strategies to prevent individuals from "working the system"
 - I. Increase staff as housing expands