



## **2013 - 2015 Strategic Plan**

## **Table of Contents**

---

1	Introduction .....	2
2	Setting the Context .....	3
3	Vision, Mission and Core Values .....	4
3.1	Vision.....	3
3.2	Core Values.....	4
3.3	Mission .....	4
4	Strategic Priorities, Goals and Strategies .....	5
4.1	Strategic Priority: Effective Governance .....	5
4.2	Strategic Priority: Program Capacity and Operations .....	8
4.3	Strategic Priority: Financial Adaptability and Sustainability .....	6
4.4	Strategic Priority: Visibility, Outreach, and Awareness .....	7
	Appendix A - West Virginia Affordable Housing Trust Fund Board .....	9
	Appendix B – Strategic Plan Documentation.....	10

# 1 Introduction

---

In response to the growing need of affordable housing, the WV Legislature established a permanent dedicated source of funds in 2001 through passage of the Housing Trust Fund Act. The legislation outlined the purposes of the WV Affordable Housing Trust Fund (WVAHTF) which is supported by a twenty dollar real estate transfer fee on the amount of real estate and manufactured housing sold each year.

Through requests for proposals issued annually, WVAHTF offers resources to a variety of eligible non-profit organizations enabling them to provide housing to low and very low-income families and individuals across West Virginia. In 2012 – 2013, WVAHTF committed resources of \$981,600 in forgivable loans and \$700,000 in repayment loans, resulting in 299 units of housing, as well as \$400,000 in funding for capacity building and housing counseling programs.

As outlined in the legislation, an eleven member gubernatorial-appointed Board of Directors administers the Fund. Representatives include eight members representing a specific housing-related group (statewide nonprofit organizations; local, community-based nonprofits; the manufactured housing sales industry; the real estate developer/real estate sales industry; the banking industry; the homebuilding industry; public housing authorities; and municipalities or county commissions), and three ex-officio members serving as Executive Director of the West Virginia Housing Development Fund, Executive Director of the West Virginia Development Office, and Cabinet Secretary of the West Virginia Department of Health and Human Resources. A full-time Executive Director staffs the organization and oversees day-to-day management, and the WV Housing Development Fund serves as fiscal agent.

In June 2013, the Board of Directors and staff engaged in a process to develop a three year strategic plan of action using the parameters of the legislation as a guide. The plan deliberately focuses on sustainability, governance, management and awareness in an effort to strengthen the capacity and impact of the organization on the affordable housing system in West Virginia.

As the organization's first strategic plan, it is intended the WVAHTF Board of Directors and staff will evaluate and prioritize strategies to focus on each year, over the next several years, in response to the changing environment.

The following pages outline key elements of the strategic plan, including a snapshot of the current environment, followed by vision, mission, core values, and goals and strategies for each strategic priority area.

## 2 Setting the Context

---

To set the context for the plan, findings from a survey of the board of directors and staff were reviewed and expanded upon at the first of two planning retreats to develop a snapshot of the current operating environment.

Key **strengths** associated with WVAHTF include success in distributing pre-development funds and supporting community-based programs and non-profit organizations; serving as the “go-to source” of start-up or wrap-up funds to allow projects to leverage other funds; flexibility in designing affordable housing programs; collaboration and partnership building at the state and community levels; and the ability to operate on a limited budget.

**Limitations or areas of improvement** identified included long-term sustainability, lack of an aggressive investment policy; limited staff and infrastructure capacity to aggressively secure new funding streams; reliance on small private foundation dollars; stigma and public perceptions associated with helping the working poor; and the need for stronger communication links among state-wide housing entities.

The recent legislative appropriation of one million dollars and the potential for new dollars through the National Trust Fund were viewed as **key opportunities for the future**, along with a renewed concentration on single family/multi-family rental properties, innovative models to connect single families with housing opportunities, and state-level leadership and interest in addressing issues such as substance abuse, homelessness and child poverty.

Funding and sustainability, combined with the threat of continued federal and state budget reductions; inflexible federal and state policies and the impact on small scale programs; leadership capacity issues with non-profit organizations; and a general lack of public education regarding long-term planning and budgeting were viewed as **over the horizon issues** which could potentially impact the success of the WVAHTF.

In response to strengths and opportunities, four **strategic priorities** were agreed upon for the framework of the plan:

- ⇒ Effective governance
- ⇒ Responsive program capacity and operations
- ⇒ Financial adaptability and sustainability
- ⇒ Greater visibility, outreach, and awareness

## 3 Vision, Mission and Core Values

---

In building the foundation of the plan, the Board of Directors agreed upon a shared vision for the future, and more clearly defined the purpose or mission of WVAHTF. Core values to help guide decision-making were also defined and are emphasized throughout the plan.

### 3.1 Vision

*All West Virginians have the opportunity to live in safe, decent and affordable housing.*

### 3.2 Mission

*The purpose of the West Virginia Affordable Housing Trust Fund is to assist West Virginia communities in meeting affordable housing needs through financial resources, partnerships, and planning.*

### 3.3 Core Values

WVAHTF believes in...

**Access** to affordable housing

**Partnerships** and seeking buy-in from state and community partners

**Creativity** and investing in innovation and planning in developing housing solutions

**Community** and maximizing resources to enable families to prosper

## **4 Strategic Priorities, Goals and Strategies**

---

In response to key issues, four broad strategic directions and goals will be achieved through implementation of specific strategies. To ensure momentum, “quick win” strategies have been identified for implementation within ninety days from a launch date of September 2, 2013.

### **4.1 Strategic Priority: Effective Governance**

**Goal: A dedicated and informed Board of Directors will provide strategic direction and oversee programs, operations, and legislative compliance.**

#### **2013-14 Strategies**

- Protect and retain flexible policies and guidelines to administer programs and services within the parameters of WV Code 31-18 D.
- Develop and revise as needed a comprehensive set of policies in compliance with state and federal guidelines including, but not limited to: personnel, administrative, investment, regulatory, financial, program guidance, board development, and legislative/government relations.
  - Establish annual priorities for funding and initiatives using data-driven decision making criteria
  - Formalize documents and procedures for release of funds annually
  - Collectively as a board, recommend and submit gubernatorial appointments to address existing vacancies on the board of directors through adoption of a resolution
- Develop an advanced meeting schedule of the board of directors to ensure regular attendance.
- Cultivate leadership and engagement of the board of directors through orientation sessions, ongoing training opportunities, and regular communication updates.
- As part of defining clear roles and responsibilities, identify national and constituent issues to address collectively as a Board of Directors.
- Monitor progress of the strategic plan on a regular basis, with annual updates.

## **Strategic Priority: Program Capacity and Operations**

**Goal: A flexible system of resources will readily assist eligible organizations.**

### **2013-14 Strategies**

- Develop a process to identify housing priorities, map existing resources, and develop an annual allocation plan.
- Sponsor annual stakeholder roundtables to address housing needs and priorities.
- Partner to address the 2013 legislative study on affordable housing availability (SCR 48).
- Continue gap-financing through forgivable loans and the revolving loan pool for acquisition, new construction, rehabilitation, and matching funds.
- Assess program initiatives to ensure WVAHTF is enhancing and effectively using resources to compliment services provided by other housing stakeholders using the following considerations: need, unnecessary duplication, cost, and growth potential.
- More clearly define and restrict capacity building for non-profit organizations in the areas of planning, research, and stakeholder involvement.
- Implement Phase II of the Claude Worthington Benedum Foundation initiative, *Affordable Housing in West Virginia, Funding Analysis, Strategic Planning, and Capacity Building Action Plan*, to further develop web-based community capacity building tools and Develop a Statewide Technical Assistance System to support Local Affordable Housing Agencies and Organizations.
- Continue to build collaborative relationships with community leaders, funders and stakeholders.

### **Long-term Strategies**

- Secure donor and other sources of support for establishment of a permanent endowment fund.
- Develop grant guidelines for endowment funds in the areas of ongoing and long-term administrative support, vacant and dilapidated property initiatives, and start-up and operational costs related to substandard housing.

## **Strategic Priority: Financial Adaptability and Sustainability**

**Goal: Diverse funding mechanisms sustain the long-term viability of the WVAHTF.**

### **2013-2014 Strategies**

- Create a plan of action for the 2013 legislative supplemental allocation of one million dollars.
- Advocate and protect the current dedicated public revenue source for programming and operations.
- Research other publicly funded revenue streams, monitor legislative actions, and pursue legislation as approved by the Board of Directors.
- Contract for a part-time grant writer to secure private and public grants to enhance project-specific funds.
- Maximize income opportunities from products and investments.
- Hire a part-time administrative assistant to provide staff support for day-to-day operations

### **Long-term Strategies**

- Secure donor and other sources of support for establishment of a permanent endowment fund.

## **Strategic Priority: Visibility, Outreach, and Awareness**

**Goal: Greater understanding and support of WVAHTF mission and programs.**

### **2013-14 Strategies**

- Partner with other housing organizations to promote Fair Housing Month and Housing Day at the Legislature.
- Create quarterly electronic news updates and alerts to partners and stakeholders.
- Partner with local higher education for graphic and communication interns to update organizational promotional materials.
- Continue local presentations to eligible applicants.

- Continue to attend partner meetings, events, conference and ribbon cuttings on an ongoing basis.
- Submit regular reports to the WV Legislature through publication of an Annual Report.
- Respond to legislative requests for information on an ongoing basis.
- Maintain an updated website and continue to collect project stories and online tools.

**Long-term Strategies**

- Develop a comprehensive communications plan, campaign, and materials.

## **Appendix A - WV Affordable Housing Trust Fund Board of Directors**

---

Mary Skeens, **Chair**  
CommunityWorks in West Virginia, Inc.  
*Statewide Non-Profit Organization Representative*

Marlo Long, **Vice Chair**  
BB&T  
*Banking Industry Representative*

Donna "DJ" Haynes, **Secretary**  
Parkersburg Housing Authority  
*Public Housing Authority Representative*

Raymond Joseph  
WV Board of Realtors  
*Real Estate Developer/Real Estate Sales Industry Representative*

Fred McDonald  
*Homebuilding Industry Representative*

### Ex-Officio

Erica Boggess, **Treasurer**  
Acting Executive Director  
WV Housing Development Fund

Keith Burdette  
Executive Director  
WV Development Officer  
*Designee: Kelly Workman*

Karen Bowling  
Cabinet Secretary  
WV Department of Health and Human Resources  
*Designee: Nancy Sullivan*

### Staff

Marlena Mullens  
Executive Director  
WV Affordable Housing Trust Fund

## **Appendix B – Strategic Plan Documentation**

---

**\*Materials listed below are available upon request\***

- WV Code: Chapter 31, Article 18 D. West Virginia Affordable Housing Trust Fund
- WVAHTF Strategic Planning Questionnaire
- WVAHTF Strategic Planning Retreat Agenda and Handouts – May 8, 2013
- WVAHTF Strategic Planning Retreat Agenda and Handouts – June 10, 2013
- Planning Retreat Summary, May 8, 2013
- Planning Retreat Summary, June 10, 2013
- WVAHTF Operational Work Plan Chart