



Strategic Plan Narrative 2021-2025



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Executive Summary

HOSWWA's current five-year plan extends through September 2020.¹ This new 2021-2025 plan narrative affirms the organization's mission/vision/values and sets goals/objectives for operational activities and initiatives. As this plan's end-term approaches, HOSWWA reflects upon its achievements during these past five years, its challenges for growth ahead, the increasing and ever-evolving needs for housing supports across Southwest Washington, and expectations for accountability and transparency from its Board and community stakeholders.

HOSWWA operates under the authority of RCW Chapter 35.82 (Housing Authorities Law) and the interlocal agreements between the counties and municipalities it serves. Officially chartered as the

¹ See at <http://www.longviewha.org/strategic-plan.html>

Housing Authority of the City of Longview (dba HOSWWA, or Housing Opportunities of Southwest Washington), it serves a four county region inclusive of Cowlitz (with the exception of Kelso and Kalama), Wahkiakum, Lewis, and Pacific counties – with a total population expected to reach nearly 250,000 by 2025, spread across 5,000 square miles. HOSWWA provides executive oversight, development and maintenance services to housing properties, and administration of government assistance programs related to housing. Washington State RCWs establish housing authorities as county and municipal public benefit organizations with broad authority and empowerment – including specifically, “to engage in research, studies, and experimentation” – to improve the number of “safe and sanitary dwelling accommodations which persons of low income can afford”.²

As of mid-2020, HOSWWA directly owns or manages 379 total units, of which 226 are project-based rental units. Another 1,268 tenant-based vouchers are currently available. Additional properties are under development or negotiation for acquisition, and additional housing vouchers are continually being pursued through state and federal programs. Demand for project placements and vouchers continues to (far) outstrip openings, with over 1900 applications on current wait lists.

Funding of new developments and voucher programs by HOSWWA relies primarily on county, state, and federal program sources. Inconsistency and variations in funding (both in amount and timing) from state and federal sources complicate planning and budgeting, with additional uncertainty introduced in 2020 due to the COVID-19 pandemic impact.

The four-county region served by HOSWWA is distinguished by generally low- to medium household incomes (median household income is just over \$50,000, compared with over \$70,000 for Washington State overall), and large demographic populations with unique needs (over 21% of households receive food stamp SNAP assistance, over 20% claiming disability status, with over 36% of children living in single-parent households). Over 21% of the region’s population is over 65 years of age and 7% are veterans, notably higher than for Washington State overall.³

Nearly 115,000 housing units are available across the HOSWWA region, but many are aged. Less than 30% of total housing units were constructed in the last 30 years. Older homes, particularly manufactured homes and those subject to the region’s harsh seasonal weather with its persistent precipitation, may lack needed safety protections and expected quality standards of particular importance for elderly and disabled residents.

The planning process for this 2021-2025 strategic plan began in December 2019. Data collections in early 2020 included interviews with current HOSWWA Board members. Subsequent workshops with the Board and leadership team gathered additional perspectives and assessment of capacities and

² RCW 35.82.010, Finding and declaration of necessity, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.010>

³ Data sourced through the U.S. Census American Community Survey (ACS), with the 2014-2018 survey compilation being the most recent; Covid-19 recession impact not included. Collected from Chmura JobsEQ™ and Headwaters Economics, September 2020.

risks, documented through a SWOT development (Strengths, Weaknesses, Opportunities, and Threats). The planning outcomes include five primary goals that will guide HOSWWA investment and focus during this five-year operating horizon:

1. Preserve and Expand Housing Opportunities
2. Provide Housing “Supports” that Encourage Stability
3. Execute Broadly-engaging Communications Outreach Program
4. Ensure Financial Sustainability through Diversification of Revenues and Effective Stewardship
5. Ensure Sufficient Staff Capacity and a Flexible and Resilient Infrastructure

Planning Scope and Process

The following deliverables and outcomes are expected from this planning exercise:

- Establish a strategic planning process meant to effectively deliver this five-year plan and oversee its implementation.
- Affirm the vision, mission, values and business strategy for the upcoming five (5) year horizon (2021-2025).
- Assess HOSWWA achievements, financial condition (relative to its ability to complete its mission and sustain operations), operating effectiveness, regulatory and contractual commitments, known opportunities for growth and service enhancement, risks which can reasonably be anticipated, and existential challenges or threats. The intent is to ensure a robust and honest appraisal of HOSWWA’s present and future capacity to meet regional needs for affordable housing, document known issues in providing housing and delivering services, understand the constraints under which HOSWWA operates, seek opportunities for growth and service enhancement, and mitigate risks to achieving goals.
- Identify and prioritize medium and long-term goals as well as strategies for their achievement. Include aspirational goals as well as strategic priorities. These goals and directions may extend beyond the expected five-year term of this new plan.

Figure 1 maps the overall planning calendar. Beginning in December 2019, one-on-one interviews were conducted with HOSWWA Board members and baseline demographic data was collected from public reference sources (federal census and HUD databases, county/state/federal agencies, HOSWWA archives). Board workshops in January and February 2020 reviewed this interview feedback and demographic detail. COVID-19 pandemic closures beginning in March 2020 disrupted opportunities for

face-to-face workshops, replaced instead with Zoom-based video conferences continuing through September. These workshop meetings affirmed the mission/vision for HOSWWA, prepared and reviewed a SWOT analysis, and finalized a set of “GoalPOST” objectives⁴ for the upcoming five-year planning horizon.



Figure 1: Strategic Planning Development Calendar

Background

Statewide, housing affordability remains a serious problem for many residents. Despite increases in permitting for both single-family and multifamily homes, affordability (as measured by the Center for Real Estate Research at the University of Washington) worsened throughout the state by 10% in just 2019.⁵ The majority of new construction is targeted to higher wage earners, reflecting both strong increases in upper-class wealth as well as ever-increasing development costs. “The consequence of this combination of factors is that more affordable markets cannot compete with higher-priced markets, and less profitable but more affordable housing types are not produced to the extent they are needed.”⁶

The counties served by HOSWWA are experiencing these same statewide pricing and development pressures, with added competitiveness from in-migration of affluent upper-income households. New construction to meet the buying interests of the wealthy leads to considerably more expensive inventory than most residents can afford. And despite the impact of COVID-19, housing prices continue to rise. Just in Cowlitz County, the median single-family house price increased 20% year-over-year in July to \$316,000.⁷ Values across the HOSWWA region have risen similarly. Unfortunately, wages and employment opportunities for residents have not increased and remain depressed given the region’s economic exposure to cyclical industries (timber processing, fishing) and lower-wage services businesses (retail, hospitality, transportation).⁸

⁴ See Appendix: GoalPOST Methodology for discussion.

⁵ From the “2019 Affordable Housing Update” (Dept of Commerce, <https://www.commerce.wa.gov/wp-content/uploads/2020/03/2019-AHAB-Annual-Report.pdf>)

⁶ *Ibid*, p. 3.

⁷ https://tdn.com/news/local/median-home-price-breaks-300-000-in-cowlitz-county-in-july/article_45272ccb-de5f-59fd-94cc-0893765d892c.html

⁸ Headwaters Economics, Economic Profile 2020 for four-county HOSWWA area from data from U.S. Census Bureau and Bureau of Labor Statistics (September 2020).

The Longview Housing Authority was created in 1976 by the city council of that municipality. Its dba moniker, Housing Opportunities of Southwest Washington (HOSWWA), reflects a broader regional outreach to Cowlitz, Lewis, Wahkiakum, and Pacific counties. HOSWWA is directed to fulfill the requirement of state laws pertaining to Housing Authorities (RCW chapter 35.82) “to prepare, carry out, acquire, lease and operate housing projects; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof...” and “To investigate into living, dwelling and housing conditions and into the means and methods of improving such conditions ... and to engage in research, studies and experimentation on the subject of housing.”⁹

HOSWWA funding for new development primarily draws from the Washington State Housing Trust Fund. Variations in available budget available and timing of funding complicate planning assumptions.

The impact of the COVID-19 pandemic on federal and state funding supports housing programs is unclear at the time of writing (September 2020) as is the pandemic’s expected impact to the Southwest Washington economy, family housing needs, and housing affordability. As a general historical guide, however, we “accept the fact that less and less federal and state funding will be available”, per a 2018 interview with Judith Olsen of Impact Capital.¹⁰ Similarly, funding amounts and priorities from the Washington State Housing Trust Fund¹¹ shift over time per the biennial budget direction of the elected legislature.

Of direct relevance to HOSWWA, policies of the United States Department of Housing and Urban Development (HUD) expressly favor large housing authorities, specifically those managing many thousands of units with voucher programs. The regional scope of HOSWWA service offerings is recognized as a strategic advantage when competing for state and federal housing assistance resources.

Strategic Perspectives

HUD defines “cost-burdened families” as those “who pay more than 30 percent of their income for housing costs, including utilities” and “may have difficulty affording necessities such as food, clothing, transportation, and medical care.”¹² This “30% Rule” disproportionately impacts poorer families, since rents and mortgages for quality housing do not scale higher or lower relative to family income. Rather, rents reflect market demand and availability that does not necessarily correlate to demographic incomes. Severe rent burdens disproportionately impacts poor families.¹³

Across the HOSWWA region, most renters and nearly all homeowners with mortgages pay more than

⁹ RCW 35.82.070, Powers of authority, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.070>

¹⁰ Interview, January 29, 2018.

¹¹ <https://deptofcommerce.app.box.com/s/f89ytc0qtime7dl6wpqke5h2z1jwzlm>

¹² HUD User, <https://www.huduser.gov/portal/pdredge/pdr-edge-featd-article-081417.html>

¹³ HUD User, Rental Burdens: Rethinking Affordability Measures, <https://www.huduser.gov/portal/pdredge/pdr-edge-featd-article-092214.html>

30% of their income for housing. As illustrated in Figure 2, renters in Cowlitz County and in Longview proper pay over half their income for housing, with Wahkiakum and Lewis County renters nearly at the 50% mark.

Workforce housing is of special concern, as many businesses across the HOSWWA region pay only modest wages to their employees and sometimes only seasonally, resulting in low overall income levels by state and federal standards. HUD itself notes that “a family with one full-time worker earning the minimum wage cannot afford the local fair-market rent for a two-bedroom apartment anywhere in the United States.”¹⁴

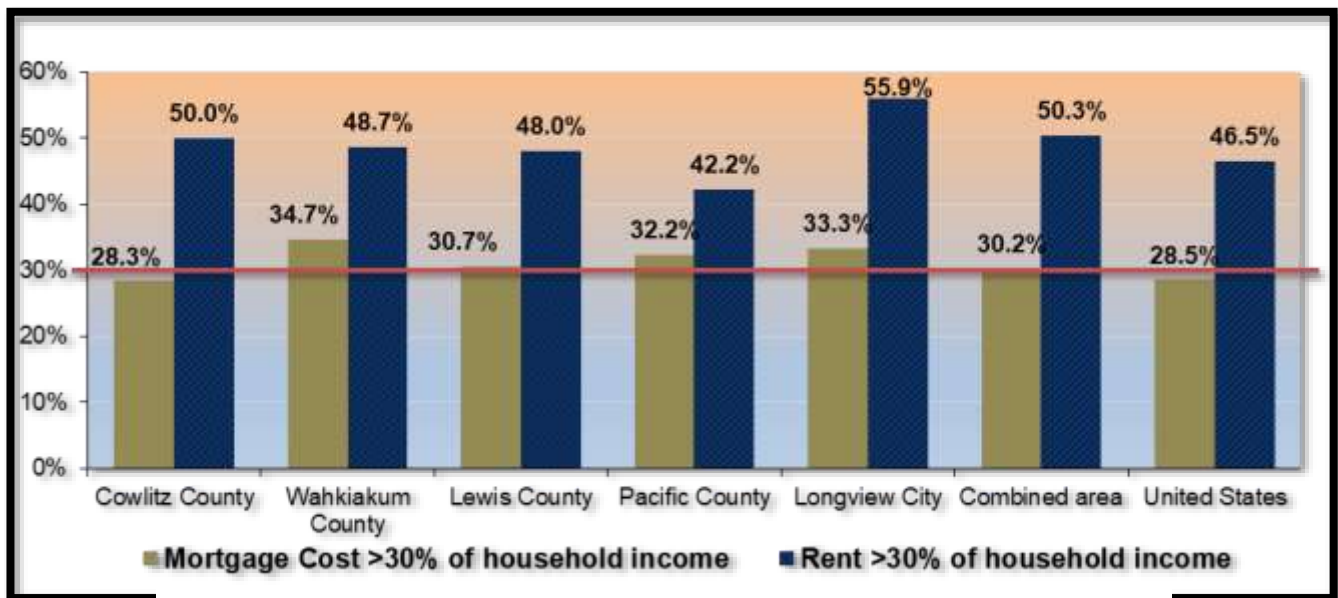


Figure 2: Housing Costs as % of Income

Aging housing stock throughout the HOSWWA region poses financial and rehab challenge for owners. As presented in Figure 3, only about 30% of all housing was built in the last 30 years.¹⁵ In the city of Longview, over 40% of all units are over 50 years old. Protecting affordability as well as structural integrity of these older structures may involve (significant) financial support for repairs, weatherization, and safety protections.

¹⁴ HUD website, https://www.hud.gov/program_offices/comm_planning/affordablehousing

¹⁵ Sourced by Headwaters Economics from U.S. Census American Community Survey, combined 2014-2018.

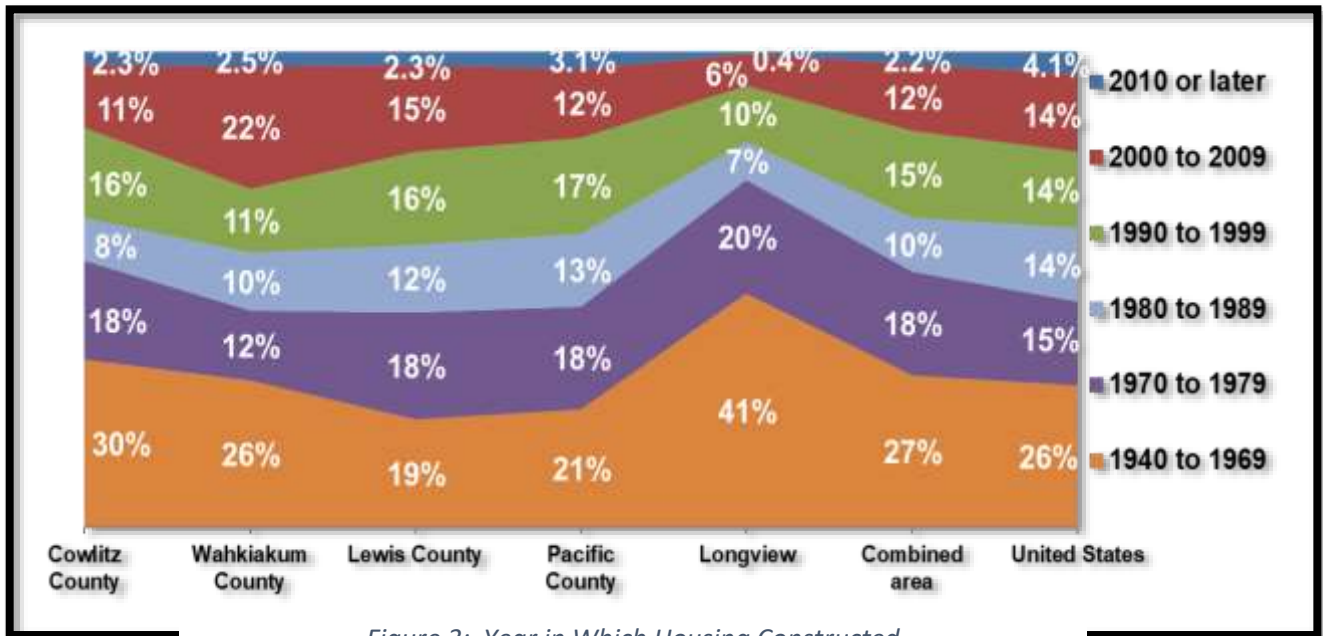


Figure 3: Year in Which Housing Constructed

Rental homes are generally not maintained as well as those that are owned. Mobile homes are especially vulnerable to damage in extreme weather, which poses a risk for both the structure and the occupants. Across the HOSWWA region, the percentage of rental units and mobiles relative to total available housing is significant, as seen in Figure 4.

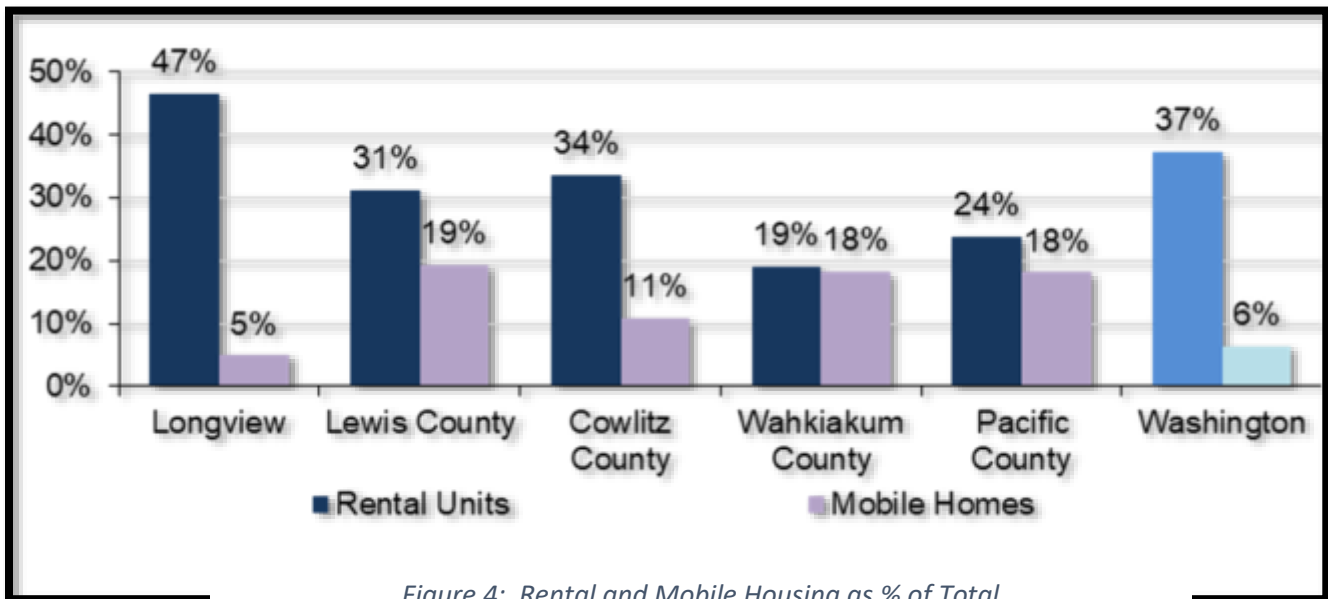


Figure 4: Rental and Mobile Housing as % of Total

Household poverty is pervasive throughout the HOSWWA region. As illustrated in Figure 5, much higher percentages of households receive government assistance for basic food and income supports than across Washington State overall. Household assistance needs are expected to increase as layoffs influenced by COVID-19 and recessionary hardships become more apparent in late 2020.

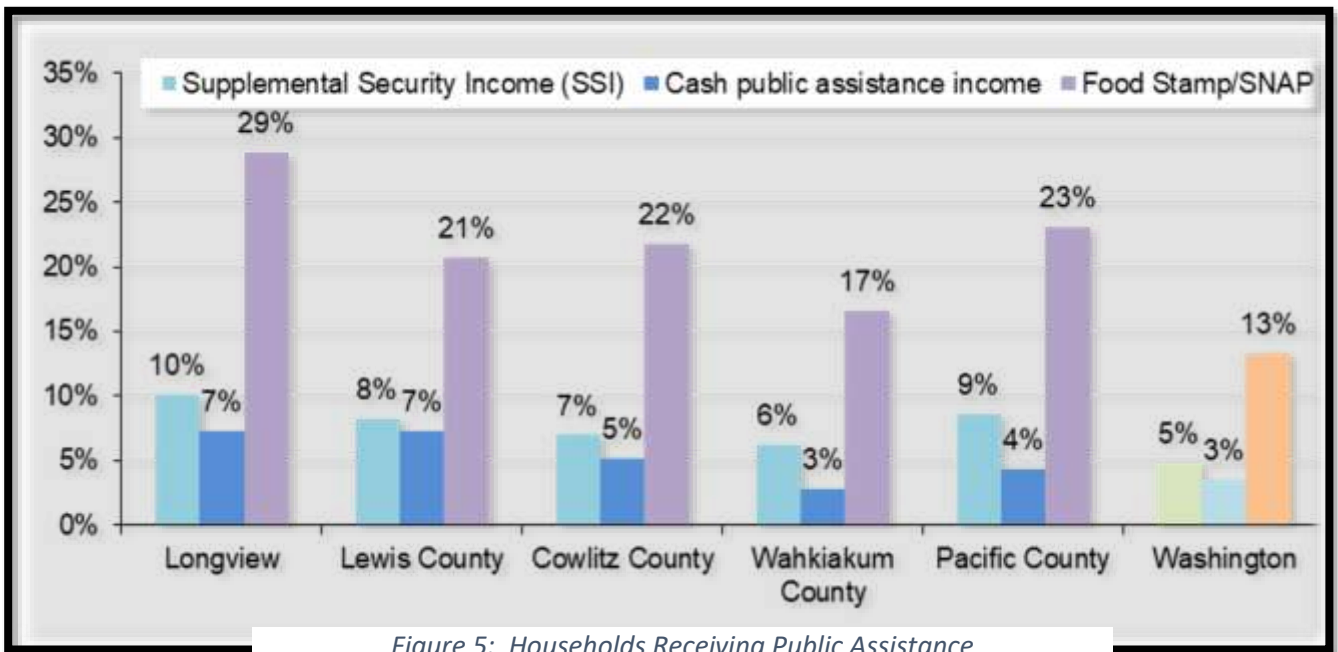


Figure 5: Households Receiving Public Assistance

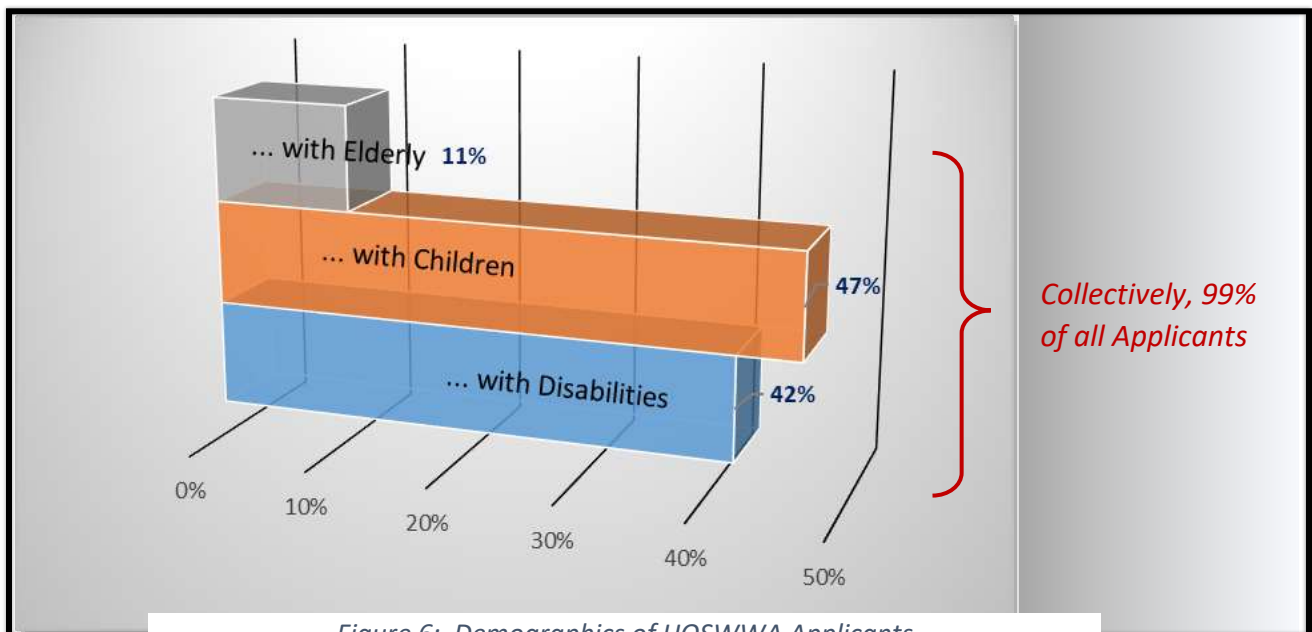


Figure 6: Demographics of HOSWWA Applicants

These general socio-economic characteristics of the HOSWWA region are uniquely personalized in the demographics of actual applicants for housing assistance. Over 99% of applicants to HOSWWA are in one or more of the categories illustrated in Figure 6: elderly, families with children, or disabled. Moreover, nearly one-third (32%) of total individuals served by HOSWWA programs are elderly and over two-thirds (68%) are disabled. It is expected that these populations will remain indefinitely in subsidized housing as their income levels will likely remain low.

Of unique consideration for this five-year planning horizon is the impending retirement of many long-experienced HOSWWA staff. As seen in Figure 7, at least 45% of current staff will reach or exceed age 65 within five years and will likely depart HOSWWA for well-earned retirement. The overwhelming majority (73%) of current staff over age 50 is an indicator of the need to boost recruitment efforts overall and build succession plans into key roles specifically. HOSWWA leadership confirms that salary schedules and benefit plans are uncompetitive with nearby housing authorities (Portland/Vancouver-metro or Olympia, per a 2020 salary study from Archbright.com). Revision of compensation plans is suggested as a near-term priority.

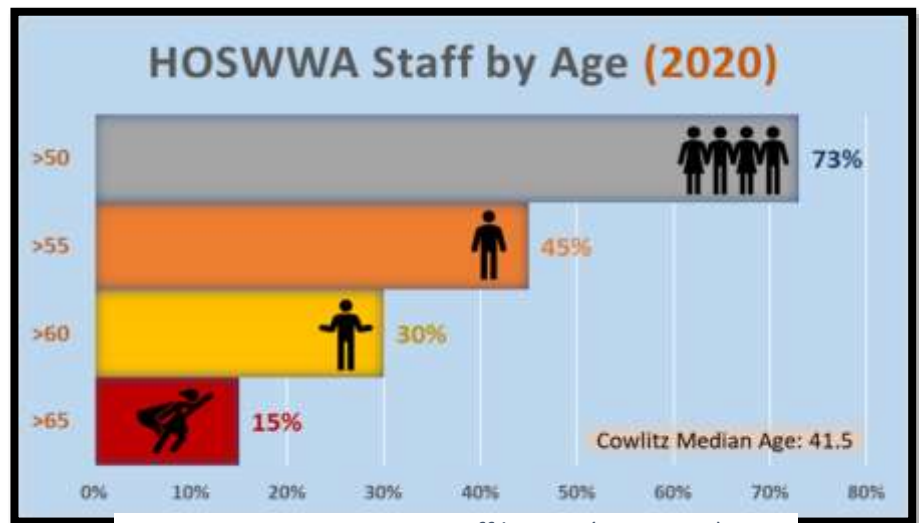


Figure 7: HOSWWA Staff by Age (Sept 2020)

During the Board’s May 2020 planning workshop, overall subject areas of strategic concern were reviewed in the context of “when...” priority attention needs be focused on solutions or resolution. A summary of the Board’s deliberations is presented below. “Top of mind” and “near-term” concerns include investment into infrastructure (software technology, expanded office space), investment into people (staff training, recruitment, compensation), and outreach to community stakeholders to educate, advocate, and understand public concerns. Medium-term initiatives to pursue include succession planning for key staff roles (noted earlier) and exploring new opportunities to generate revenue by offering property management services to commercial customers. Of additional interest during this planning cycle is the opportunity for new revenues and gains in operations effectiveness in directly providing supportive services to project-based tenants. These services (including counseling, employment assistance, connections to available aid providers) are currently delivered by external agency providers that often fail to meet HOSWWA expectations for reliable and quality outcomes.

Urgent Attention ...upcoming 18 mos	Strategic Horizon ...through 2025
Technology investment (prioritize financial systems software; consider possible refinance of office space)	
Training (cross-training; regs/rules training)	
Public perception/education (media op-ed messaging; media contacts)	
Advocacy (legislators and support agencies)	
Staff recruitment to address lack of capacity and missed development opportunities	Succession Plans (for key leadership positions)
Staff stress (e.g., overwork, COVID-triggered home schooling and childcare responsibilities)	
Near-term opportunity to expand Property Mgmt Services (new revenues to leverage internal strength and capacity)	Pursue creation of new for-profit and non-profit subsidiary organizations to access unique grant funding opportunities and increase revenues (e.g., Supportive Housing Services)

Mission, Vision, and Value

At the February 2020 HOSWWA Board workshop, the current Mission and Vision for the organization were reviewed and affirmed, as seen in Figure 8. These describe a “future state” that envisions “what success should be”. The HOSWWA Vision’s reference to “vibrant communities” and “hope and opportunity” are particularly appealing. And the Mission’s emphasis on “stable and affordable” housing while “encouraging personal responsibility” is especially applauded, reflecting HOSWWA Board beliefs that clients of its housing programs should have “skin in the game” to commit themselves to bettering their circumstances.

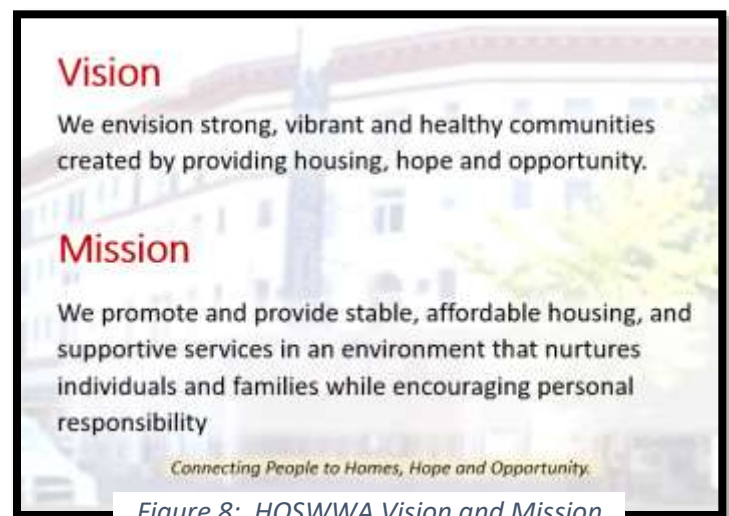


Figure 8: HOSWWA Vision and Mission

Strengths / Weaknesses / Opportunities / Threats (SWOT)

The HOSWWA Board workshop in May 2020 assembled and refined a SWOT analysis, through which “Strengths” (assets, recognized capabilities, positive momentum) were contrasted with perceived

“Weaknesses” (issues or concerns with existing resources and programs), and future “Opportunities” (external factors or forces that could be pursued for growth) were considered alongside “Threats” (external factors/forces that could impair current operations and/or future growth). The resulting SWOT table is presented below:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Engaged & Supportive Board • HOSWWA staff (experienced, competent, thorough, resourceful, deep institutional knowledge – particularly specialized Housing knowledge) • Supportive work culture; strong team collaboration ethic • Management/Leadership “can do” attitude! Appetite for growth/change/excellence • HOSWWA employee benefits (Public Emp Retirement System and satisfactory vacation/leave/holiday policy). • HOSWWA properties and programs are well-managed • Strong positive reputation with funders and agencies • Collaborative multi-county/regional housing relationships (enables projection of greater size/influence/recognition & stronger competitiveness for funding) 	<ul style="list-style-type: none"> • Operations resiliency: COVID-19-exposed weaknesses in technology • Lack of virtual client interface or tenant portal • No electronic imaging of documents • Lack of webcams and microphones required for virtual meetings • Insufficient laptops to issue to staff • Known concerns in technology infrastructure • VIP software uses old Access database which is failing. • Current payroll software will cease to be supported in Dec 2021 • Poor data query/reporting functions constrain operations and management decision-making • HOSWWA personnel are stretched to maintain workload • Limited succession plans amidst expectations of staff attrition (significant risk of experience loss) • Lack of training regimen (to maintain competence with changing regulations) • Pay scales at HOSWWA are (significantly) under market • Lack of in-house support for IT, Marketing, Legal, Development (constrains growth goals/opportunities)

Opportunities	Threats
<ul style="list-style-type: none"> • HOSWWA property management: Expand aggressively for new revenues? • Supported Housing Services: directly provide supportive services (through different funding sources) to improve quality of service and create new revenue streams) • Property Refinance: Seek savings through lower mortgage rates (consider several properties including Sylvester, Stratford, Beechwood duplexes, Woodside West and the Administrative Offices) • Foundation: create new non-profit 501(c)(3)? • Public property development? Abandoned or foreclosed properties? • Raise public awareness to educate the public on the services we provide and increase public visibility and appreciation 	<ul style="list-style-type: none"> • Unsustainable financials • COVID-19-related budget reductions (presuming fed/state/local budget funding shortfalls) • Rents from tenants (interrupted rents from COVID-19-related job losses) • Large numbers of staff departing at the same time (would deplete paid-out-leave reserves) • Loss of critical personnel due to external recruitment/retirement (would create mega risk to sustained operations excellence) • Development project(s) “go bad” (cost overruns, design failures, litigation) • Development costs generally (high, and regularly increasing) • NIMBY (“Not In My Back Yard”) public objections to new development • For development projects, could state/federal funding be “pulled” prior to contract signing?

In addition to these overall perspectives, systemic challenges for HOSWWA’s future include government regulatory and funding ecosystem. HUD methods for funding of projects are often inconsistent and delayed relative to determination of appropriate program fees and reimbursements. At the state level, reimbursements typically underfund actual work by significant amounts. As noted earlier, overall government funding for new projects is expected to be limited and far less than actual needs.

HOSWWA Goals 2021-2025

Draft goals were proposed by HOSWWA leadership and reviewed/refined with the Board during workshops in June and July 2020. Final GoalPOSTs that detail objectives and supporting strategies and tactics are presented below:

Goal 1: Preserve and Expand Housing Opportunities

Existing and projected needs for affordable housing across the HOSWWA region are significant, given demographic characteristics (including large elderly and disabled populations) and socio-economic conditions (stagnant wage growth, limited employment opportunities, COVID-19 impact). The organization is driven to acquire/grow/develop as much new housing as possible, with consideration to community perception and support. HOSWWA will pursue new funding opportunities (grants, collaborative initiatives) as available.

Objective	Strategy	Tactics	Timeline
Maximize the number of families supported through rental assistance programs	Apply for new HUD voucher allotments as they become available	Establish Voucher Committee to review each new opportunity; determine if we should apply; assist in completion of the application--Voucher Manager as Lead	Year 1 and on-going
	Implement voucher utilization strategy to maximize benefits.	Utilize two-year tool from HUD. Assign staff person to update monthly. Review at minimum quarterly with CEO and Finance Manager.	on going
		Create Voucher Committee to review voucher processes including application processes and voucher lease up success rates and identify actions that could be taken to either remove barriers or otherwise improve success.	Second Year
	Hire landlord liaison to improve voucher leasing success rates	Seek funding to support position	Year 1

Objective	Strategy	Tactics	Timeline
	Leverage new/emerging programs and initiatives that support housing	Assign staff person to watch for grant opportunities throughout the agency	Year 1
Increase housing stock owned and or managed by HOSWWA by at least 5% annually through 2025	Acquire existing properties for preservation/extension of affordability	Review opportunities as they become available	On-going
	Seek to develop new housing through creative and inventive means.	Explore alternative development methods (modular) with internal and external development resources	Year 3
	Maintain annual occupancy of 98% in existing units	Review statistics monthly. Track goal with Regional Property Manager monthly.	On going
		Seek Realtor. Look for unit that will fit the need; perform NEPA; obtain approval from City; purchase; seek funds for improvements needed.	Year 1
Preserve/Maintain existing housing units for affordable housing	Assist where possible in preservation of existing low-income units	Pursue acquisition where it makes sense. Facilitate contacts with other agencies if HA cannot preserve.	On going

Goal 2: Provide Housing Supports that Encourage Stability

Supportive housing is a foundation for resident success. “Supportive housing” combines affordable housing assistance with wrap-around social service assistance for individuals and families with special needs, such as those experiencing homelessness, people with disabilities, families in stress, and veterans. Research demonstrates that supportive housing increases housing stability and improves resident health as

well as lowering costs by reducing the use of publicly-funded crisis and counseling services, including shelters, hospitals, psychiatric centers, jails, and prisons.¹⁶

These supportive services are historically under-funded, and focus is needed to increase funding and deploy resources optimally. New opportunities should be pursued to include these health considerations in the context of affordable housing solutions.

Objective	Strategy	Tactics	Timeline
Improve Client Outcomes* by increasing access to quality supportive services	Nurture existing partnerships and develop new partnerships with other supportive service providers	From list of partners determine where relationships need to be developed/improved. Assign lead to each partner. Schedule at minimum annual meetings with partners.	Year 1 and on-going
	Use Set Asides within developments to obtain services at no cost	first opportunity would be 38th/referral residents and services	
	Explore grant opportunities to increase supportive services provided by HOSWWA, leading to internal provision/delivery of services.	research the types of supportive service grants to determine what is a good fit with our business model	Year 2
Transform VIP to serve all veterans in need	Revise the VIP per new grant objectives	Establish MOU with Cowlitz Family Health Center and Columbia Wellness for mental health/substance abuse case management	Year 1
		Provide case management training to ensure preparation for new clientele	

¹⁶ <https://www.usich.gov/solutions/housing/supportive-housing/#:~:text=Supportive%20housing%20combines%20on%2Dtime,as%20other%20people%20with%20disabilities.> and <https://www.rand.org/blog/rand-review/2018/06/supportive-housing-reduces-homelessness-and-lowers.html> and <https://www.healthaffairs.org/doi/10.1377/hpb20180313.396577/full/> (September 2020)

Objective	Strategy	Tactics	Timeline
	Utilize HOME funds for additional unit(s)		Year 1

** Measures of success can include: number of grants obtained, contracts with other partners, surveyed client outcomes...*

*** The FSS program facilitates access to supportive services that families need to become free of public assistance over time. All participating Housing Choice Voucher (HCV) families can participate in the FSS program if they desire. The program enables current rental assistance families to increase their earned income by obtaining or advancing employment opportunities, education, and building financial assets as their household earned income increases from employment.*

Goal 3: Execute Broadly Engaging Communications Outreach Program

HOSWWA will pursue regular engagement and communications sharing with community stakeholders, to ensure mutual understanding of programs, activities, and outcomes. While the need for affordable housing is readily voiced by leaders across the HOSWWA region (and in communities across the country), public perceptions about programs, clientele, property values, and funding sources are rooted in myth, fear, prejudice and misunderstanding.

Objective	Strategy	Tactics	Timeline
Develop and maintain personal connections with area stakeholders and support service providers	Create opportunities for regular and intermittent interaction with area stakeholders	Add outside agency presentations to all staff agenda	Year 1
		Provide presentations about HOSWWA services at other agency events	Year 3
		Assign staff to attend various regional meetings	on going

Objective	Strategy	Tactics	Timeline
		Provide table of HOSWWA services at Community Events	on going
	Develop and maintain database of key stakeholders.	Create tracking in SharePoint; ask all staff to add contacts	Year 1
Visibly and regularly engage with community	Present annual update to City Council	Create PowerPoint to share annual achievements	on going
	Publish Annual Report	Choose annual theme; Gather materials; Edit materials; contract with consultant for compilation	on going
	Develop and execute Community Outreach Plan	Create committee for community outreach with representation from all departments	Year 3
	Develop and fulfill Media Plan	Hire media consultant? Reach out to LCC and WSU for media intern	Year 1
	Develop Board Capacity to deliver/champion HOSWWA messaging		

Goal 4: Ensure Financial Sustainability through Diversification of Revenues and Effective Stewardship of Resources

Financial strength and stability is fundamental to HOSWWA effectiveness. HUD and State funding will remain uncertain and must be bolstered by diversified revenue sources and optimized use/deployment of resources. Administration of HOSWWA resources must be optimized for sustained operations success to support our service region of nearly 5,000 square miles.

Objective	Strategy	Tactics	Timeline
Identify Opportunities for New Revenues	Deliver robust financial reporting (through new software infrastructure)	contract with new software company	Year 1
		implement new software	Year 1
		review financial reports from new software to determine what more is needed	Year 1
	Standardize financial review processes (consistent definitions, sufficient for Board and leadership oversight, inclusive of historical perspectives, closely monitoring budgets)	Enlist assistance from finance committee to create common terminology	Year 2
		management team review of financials once monthly	on going
	Improve budgeting process (for consistency, comprehensiveness, historical credibility, strategic effectiveness)	Hold till after new software	Year 2
Review Assets for Cost-reduction Opportunities	Develop and Manage Property/Asset Management Plan (institute regular review of assets to enable consideration of opportunities for improved financing/leverage).	Develop form for asset review; fill with relevant data such as debt service; amount due; interest rate; current rents; NOI; etc.	Year 2
	-	Hold quarterly asset management meetings to review status of properties and identify opportunities for better function	Year 2

Objective	Strategy	Tactics	Timeline
	Prepare and Monitor Reserves Budget to ensure sufficient repairs and CapEx funding for properties	Maintain ongoing visibility and reporting to Board of operations financing and asset (property) conditions.	on going
Decrease Administrative Costs	Develop Agency wide Contract Tracking	Review all Existing Contracts	Years 1-5
		create file process for contracts	Year 2
	Improve Procurement Procedures	create checklist to make process more user friendly	Years 1-5
	Develop Procedures for review of high cost areas	Identify highest cost areas; develop process and timeline for regular review of these areas	year 3
Increase non-HUD Revenues	Continue earning developer fees	Continue maximizing potential for developer fees in development projects	years 1-5
	Continue earning Property Management Fees and expand where possible		years 1-5
	Investigate other revenue generating options creatively and inventively.	Explore new grant opportunities	years 1-5
		Investigate commercial cleaning business for blinds	Year 2
Create new funding vehicles	Launch a 501(c)(3) Non-profit to complement HOSWWA objectives via philanthropic contributions	Budget for additional legal services	Year 2
		Create Board Committee to assist in strategizing this objective	year 2

Goal 5: Ensure Sufficient Staff Capacity and a Flexible and Resilient Infrastructure

We cannot overstate the importance of staff empowerment for HOSWWA to execute at its best. We seek to institute a culture of individual empowerment and personal initiative to achieve maximum staff engagement and understanding of their role in contributing to organizational success. Fundamental to this initiative is recruiting, training, and retaining qualified staffing at sustained levels to execute programs and pursue opportunities as available.

Objective	Strategy	Tactics	Timeline
Restructure for Success	Proceed progressively by department to evolve leadership and culture: Begin with Asset Mgmt and Central/Exec Administration, followed by VIP, then Section 8 programs	CEO to work with each team individually; perform analysis of functions; determine with department manager where changes would be productive	Year 1-5
		Managers to follow up on restructure and check in monthly to ensure changes are working and are solidified;	Year 1-5
Pursue internalization of staff resources to maximize resiliency, capacity, and flexibility	Prepare budget and timeframe to recruit internal resources for development, legal, HR, etc. as feasible	Identify where we have insufficient capacity; develop list of job functions; determine job descriptions and salary schedule; budget for recruitment	Year 1
Improve competitiveness in recruitment	Develop a Market-competitive Compensation Plan	get independent cost estimate for comp plan; budget for comp plan; procure expert and issue contract	Year 3-4
	Develop Recruitment Plan (to improve "how we hire")	reach out to Work Force for recruitment strategies; possible intern/apprentice approach to recruitment	Year 1

Objective	Strategy	Tactics	Timeline
		Committee of current line staff to provide recommendations to management team for improved recruitment	Year 2
	Develop and Execute a Diversity and Inclusion Plan	Create committee to provide recommendations; committee to begin with review diversity and inclusion tool to see if it can be adapted for this agency	Year 2
Improve Employee Retention	Develop and Implement a Staff Training Plan	Establish committee for review of staff training needs; identify needs and intervals; create plan within budget reality	Year 3
	Assess staff opportunities for (and encourage) upward mobility within the agency	Staff survey to identify areas of satisfaction and dissatisfaction--use resources from Archbright	Year 2
Prepare for Staff Attrition (expected through retirements during this planning horizon)	Capture institutional memory through written procedures	Development of desk manuals agency wide; assigned by managers; progress review through managers team	Year 1-5
	Develop Key Staff Succession Plan and review annually	Get succession plan model from other agency or HR consultant	Year 1-3
	Create opportunities for mentoring/staff development	staff survey to identify staff with desires for moving up	Year 1-3
		identify those who wish to serve as mentor; pair up mentor/mentees; request reports back (method?)	Year 3
Improve Staff Well-being	Institute Wellness Committee	Committee (established and ongoing); freshen up with new members	on going

Objective	Strategy	Tactics	Timeline
	Revise Personnel/HR Policy Manual: Update to document standards for principled growth and administration as well as current legal/statutory employment regulations.	HR Consultant + Management team and Staff Committee	Year 1-3
	Update Benefits Program (including review of Leave policies for statutory conformance and flexibility for staff incentives and retention)	integrate into policy revision;	Year 1-3
Optimize Systems Technology and Processes	Develop robust capacity to work remotely	Add Software with Client Portals	Year 1
		Replace Failing Software (Housing Mate)	Year 1
		Develop Remote Work Security Plan	Year 2
		Purchase equipment updates (laptops/cameras)	Year 1-2
		Develop Document Imaging Capacity	Year 1-2
	Develop and execute overall IT Infrastructure Resilience Plan	Document equipment inventory and propose a replacement plan	Year 3

Summary

Even without the extraordinary impact of COVID-19 on current (as of 2020) business and community norms, HOSWWA recognizes the importance to approach “strategic planning” with agility and flexibility given fast-changing economic conditions, political sensitivities, and vocal community perspectives relative to housing issues. To be responsive to change and opportunities for growth, HOSWWA must also understand the characteristics of the demographic profile across its service region and closely monitor changes in traditional sources of financing and government support. In parallel, innovative designs and concepts for housing structures and communities offer new ideas for development and inspiration, and public awareness and activism in support of affordable housing has never been higher.

Effective “strategic planning” for the 21st century demands a new approach, suggests Roger Martin in a seminal article for the Harvard Business Review. He argues that “fear and discomfort are essential; if you’re entirely comfortable with your strategy, there’s a strong chance that it’s not very good. True strategy is about taking bets and making hard choices, not to eliminate risk but to increase odds of success.”¹⁷ This challenge parallels the language of Washington State RCWs establishing housing authorities, directing these organizations “to investigate into living, dwelling and housing conditions and into the means and methods of improving such conditions...” and “to engage in research, studies and experimentation on the subject of housing.”¹⁸

The strategies and tactics outlined for HOSWWA for 2021 through 2025 provide a roadmap to increasing housing options and sustainable well-being for residents, not solely based upon construction or acquisition of new units, but also through increased engagement with service organizations and agencies aligned in support of safe and quality housing. With these acts and engagements, HOSWWA not only achieves its state-mandated charter of “providing of safe and sanitary dwelling accommodations for persons of low income”¹⁹ but raises its visibility as a leading advocate for all seeking affordable housing as a foundation to individual and family well-being.

¹⁷ Roger Martin, “The Big Lie of Strategic Planning,” Harvard Business Review, January-February issue, 2014, <https://hbr.org/2014/01/the-big-lie-of-strategic-planning>

¹⁸ RCW 35.82.070 (7), Powers of Authority, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.070>

¹⁹ RCW 35.82.010, Finding and declaration of necessity, <http://app.leg.wa.gov/rcw/default.aspx?cite=35.82.010>

Appendix: Glossary

AFFORDABLE HOUSING

Affordable housing is defined by statute RCW 43.185B.010(1) as “residential housing that is rented or owned by a person or household whose monthly housing costs, including utilities other than telephone, do not exceed 30 percent of the household’s monthly income. The affordability of housing is a function of the income of the people in the household and the price of housing (monthly mortgage or rent payment plus utilities).

The U.S. Department of Housing and Urban Development (HUD) designates housing as affordable if the gross costs to live in that housing unit, including utilities, do not exceed 30 percent of the gross income of the resident(s). In this glossary, HUD defines “moderate income” as between 81 and 95 percent of AMI. Elsewhere, “moderate income” is defined differently as income levels between 80 percent and 120 percent of AMI (see e.g., California Department of Housing and Community Development, “Income Limits,” available at <http://www.hcd.ca.gov/grants-funding/income-limits/index.shtml> (September 2020)).

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

Affordability measures the extent to which enough rental housing units of different costs can provide each renter household with a unit it can afford (based on the 30-percent-of-income standard). Affordability, which is the broadest measure of the relative supply of the housing stock, addresses whether sufficient housing units would exist if allocated solely on the basis of cost. The affordable stock includes both vacant and occupied units.

<https://www.huduser.gov/portal/sites/default/files/pdf/Worst-Case-Housing-Needs.pdf>

AMERICAN COMMUNITY SURVEY (ACS)

A nationwide survey designed to provide communities with a fresh look at how they are changing. It is a critical element in the **Census Bureau's** reengineered 2010 census plan. The ACS collects information such as age, race, income, commute time to work, home value, veteran status, and other important data from U.S. households.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

AREA MEDIAN INCOME (AMI)

To determine whether housing costs or rents are affordable for residents of a certain community, HUD uses the area median income (AMI). In a designated area, half of the population makes more than the AMI, and the other half makes less than the AMI. HUD designates households to certain income groups based on their income relative to the AMI:⁴

- “Extremely Low Income”: Below 30 percent of AMI
- “Very Low Income”: Below 50 percent of AMI
- “Low Income”: Below 80 percent of AMI

- “Moderate Income”: Between 80 and 120 percent of AMI

Note: All these levels are adjusted based on how many people are in a household.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

HOMELESS

An individual who lacks a fixed, regular, and adequate nighttime residence; as well an individual who has a primary nighttime residence that is a supervised publicly- or privately-operated shelter designed to provide temporary living accommodations, an institution that provides a temporary residence for individuals intended to be institutionalized; or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

Under the federal McKinney-Vento Homeless Assistance Act (P.L. 100–77, July 22, 1987, 101 Stat. 482) and clarified in RCW 43.330.702, a student (“child,” “juvenile,” “youth,” and “minor” means any unemancipated individual under the chronological age of eighteen years) is considered homeless if he or she lacks a regular and adequate place to sleep at night. That could mean students who sleep in a shelter, in a car or park, a motel or hotel — or “doubled up,” which means they slept in someone else's home. “Unaccompanied” means a youth or young adult experiencing homelessness while not in the physical custody of a parent or guardian.

<http://app.leg.wa.gov/RCW/default.aspx?cite=43.330.702> and <http://www.k12.wa.us/HomelessEd/default.aspx>

HOUSEHOLD

All the people who occupy a housing unit. A household includes the related family members and all the unrelated people, if any, such as lodgers, foster children, wards, or employees who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roomers, is also counted as a household.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, “Resources,” available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

HOUSING PROJECT

“Housing project” shall mean any work or undertaking: (a) To demolish, clear or remove buildings from any slum area; such work or undertaking may embrace the adaptation of such area to public purposes, including parks or other recreational or community purposes; or (b) to provide decent, safe and sanitary urban or rural dwellings, apartments, mobile home parks, or other living accommodations for persons of low income; such work or undertaking may include the rehabilitation of dwellings owned by persons of low income, and also may include buildings, land, equipment, facilities and other real or personal property for necessary, convenient or desirable appurtenances, streets, sewers, water service, parks, site preparation, gardening, administrative, community,

health, recreational, welfare or other purposes; or (c) without limitation by implication, to provide decent, safe, and sanitary urban and rural dwellings, apartments, mobile home parks, or other living accommodations for senior citizens; such work or undertaking may include buildings, land, equipment, facilities, and other real or personal property for necessary, convenient, or desirable appurtenances, streets, sewers, water service, parks, site preparation, gardening, administrative, community, health, recreational, welfare, or other purposes; or (d) to accomplish a combination of the foregoing. The term "housing project" also may be applied to the planning of the buildings and improvements, the acquisition of property, the demolition of existing structures, the construction, reconstruction, alteration and repair of the improvements and all other work in connection therewith.

RCW 35.82.020 Definitions, <https://app.leg.wa.gov/rcw/default.aspx?cite=35.82.020>

HOUSING UNIT

A housing unit is a house, an apartment, a group of rooms, or a single room occupied or intended for occupancy as separate living quarters. Separate living quarters are those in which the occupants do not live and eat with other persons in the structure and which have direct access from the outside of the building or through a common hall. For vacant units, the criteria of separateness and direct access are applied to the intended occupants whenever possible. If the information cannot be obtained, the criteria are applied to the previous occupants. Tents and boats are excluded if vacant, used for business, or used for extra sleeping space or vacations. Vacant seasonal/migratory mobile homes are included in the count of vacant seasonal/migratory housing units. Living quarters of the following types are excluded from the housing unit inventory: Dormitories, bunkhouses, and barracks; quarters in predominantly transient hotels, motels, and the like, except those occupied by persons who consider the hotel their usual place of residence; quarters in institutions, general hospitals, and military installations except those occupied by staff members or resident employees who have separate living arrangements.

A housing unit is **occupied** if a person or group of persons is living in it at the time of the interview or if the occupants are only temporarily absent, as for example, on vacation. The persons living in the unit must consider it their usual place of residence or have no usual place of residence elsewhere. The count of occupied housing units is the same as the count of households.

A housing unit is **vacant** if no one is living in it at the time of the interview, unless its occupants are only temporarily absent. In addition, a vacant unit may be one which is entirely occupied by persons who have a usual residence elsewhere.

Year-round units are those intended for occupancy at any time of the year, even though they may not be in use the year round. In resort areas, a housing unit which is usually occupied on a year-round basis is considered a year-round unit. As indicated above, year-round units temporarily occupied by persons with usual residence elsewhere are included with year-round vacant units.

U.S. Census Housing Definitions <https://www.census.gov/housing/hvs/definitions.pdf>

INADEQUATE HOUSING

Housing with severe or moderate physical problems, as defined in the American Housing Survey (AHS) since 1984. A unit is defined as having severe physical problems if it has severe problems in any of five areas: plumbing, heating, electrical system, upkeep, and hallways. It has moderate problems if it has problems in plumbing, heating upkeep, hallways, or kitchen, but no severe problems.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

LOW-INCOME HOUSING TAX CREDIT (LIHTC)

A tax incentive intended to increase the availability of low-income housing. The program provides an income tax credit to owners of newly constructed or substantially rehabilitated low-income rental housing projects. In exchange for tax credits, properties are required to comply with investment regulations for 15 years and meet affordable rent requirements for at least 30 years. The Consolidated Appropriations Act of 2018 (the federal omnibus appropriations bill passed in March 2018) amended LIHTC tenant income standards to now allow households earning up to 80 percent of AMI in LIHTC-assisted units as long as the average income of all households in assisted units is 60 percent of AMI or below.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

The LIHTC program offers two types of tax credits, a 9 percent tax credit and a 4 percent tax credit, each with different award processes, investor benefits, and financing structures. Both credits, however, produce newly constructed, rehabbed, or refinanced rental properties that follow the same income eligibility standards and affordability requirements.

The 9 percent credits are allocated to states annually by the IRS to distribute to eligible projects through a competitive process through state housing finance agencies. Award criteria are updated each year through a state's Qualified Allocation Plan. The 4 percent credits are available to all projects that receive at least 50% of their funding through tax-exempt bond financing. For both credits, investors claim tax credits over a 10-year period and are subject to a 15-year compliance period.

Financing and structuring a LIHTC deal requires several partners. In addition to federal, state, and often local government agencies, deals involve equity investors, who invest in a property in exchange for tax credits; attorneys, who navigate the legal process; and project developers or owners, who build and manage the property. Sometimes other housing funds (such as the HOME Investment Partnerships Program and the Community Development Block Grant program, both run through the US Department of Housing and Urban Development) are leveraged to finance projects.

Although LIHTC is widely popular and is successful in producing and preserving critical affordable rental units, it continues to face challenges. Units are not required to be permanently affordable and need additional infusions of capital when equity investors take their money out of the property once tax benefits end. Further, the program does not serve the lowest-income households well on its own: many tenants need federal rental assistance to afford rents.

Urban Institute, "The Low-Income Housing Tax Credit: How it works and who it serves," 2018.
<https://www.urban.org/research/publication/low-income-housing-tax-credit-how-it-works-and-who-it-serves>

MANUFACTURED HOME

A structure, transportable in one or more sections, which in the traveling mode is 8 body feet or more in width, or 40 body feet or more in length, or which when erected onsite is 320 or more square feet, and which is built on a permanent chassis and designed to be used as a dwelling with or without a permanent foundation when connected to the required utilities, and includes the plumbing, heating, air conditioning, and electrical systems contained in the structure. The term does not include any self-propelled recreational vehicle. Calculations used to determine the number of square feet in a structure will include the total of square feet for each transportable section comprising the completed structure and will be based on the structure's exterior dimensions measured at the largest horizontal projections when erected onsite. These dimensions will include all expandable rooms, cabinets, and other projections containing interior space, but do not include bay windows.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

MODERATE INCOME

Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families. HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs, fair market rents, or unusually high or low family incomes.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

SUBSIDIZED (AND GOVERNMENT-ASSISTED HOUSING)

"Subsidized" and "government-assisted housing" will be used in this report to describe income-restricted housing that is publicly owned or assisted through direct housing subsidies, capital funding or rent supplements and intended to meet the needs of those households with low-to-extremely-low incomes (below 50 percent of the area median income) who would not be able to afford housing without assistance.

2017 Housing Affordability Response Team (HART) Recommendations, <http://www.commerce.wa.gov/wp-content/uploads/2016/10/ahab-hart-affordablehousing-report-2017.pdf>

TRANSITIONAL HOUSING

A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

VERY LOW-INCOME

Households whose incomes do not exceed 50 percent of the median area income for the area, as determined by HUD, with adjustments for smaller and larger families and for areas with unusually high or low incomes or where needed because of facility, college, or other training facility; prevailing levels of construction costs; or fair market rents.

U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research, "Resources," available at <https://www.huduser.gov/portal/glossary/glossary.html> (September 2020).

Appendix: GoalPOST Methodology

The Goal POST business planning process was originally inspired by Michael Porter, well-known author and professor at Harvard Business School, as a simple yet comprehensive format to develop and articulate detailed actions leading to achievement of strategic outcomes²⁰. The methodology begins with the end in mind: the “Goal”. “Strategies” and “Tactics” are then developed to move from “where you are today” to “where you want to be” at some future date. An effective Goal POST process encompasses fact-finding, brainstorming, and debate among stakeholders before arriving at decisions. The Goal POST format helps structure discussions and planning as well as provides a common language for communicating ideas. A completed Goal POST also provides a structure with which to follow and track progress towards objectives.

The POST in Goal POST is an acronym: P = profile, O = objective, S = strategy, T = tactics. Each is a critical component of any plan. See Figure 1 for an example Goal POST template:

Goal	Where you’re going in the long run
P: Profile	Describe the current situation. Summarize factually per the SWOT analysis.
O: Objective(s)	What are the specific outcomes (measurable, time-specific) that we plan to achieve?
S: Strategies	“How” will we achieve each objective? State in clear and simple terms the deliberate approach you will take to reach each objective.
T: Tactics	What actions and activities need be committed to fulfill each objective? Be specific as to what needs be done, by when, and under whose responsibility to make it happen.

²⁰ <https://pubhtml5.com/lxrz/thrh/basic>

Goal – What and where we want to go in the long run.

The Goal describes what we need to accomplish in the long run and the direction to pursue to get there. This is the “BIG idea”. Goals are encouraged to be lofty but always in the realm of possibility. Parallel to the organization’s “Vision”, the goal is something we continually strive to reach and may not be easy to actually know when achieved.

Profile – Where we’re starting from.

The Profile is a factual analysis of the current situation and what you are doing now. It includes what other organizations are doing competitively, in parallel, or collaboratively in pursuit of similar goals. The profile also describes current strengths and weaknesses.

Objective – What you plan to achieve along the way.

Unlike goals, each Objective is specific and measurable. These are outcomes to be achieved in a defined time period. Think “SMART”: S = specific, M = measurable, A = achievable, R = results oriented, T = time bound. Objectives are the measures of success and progress toward the Goal. There may be multiple objectives for a particular goal, but each is focused on the most important measures of success. For each Goal, limit the Objectives to no more than five (5).

Strategy – “How” you are going to get there.

Strategies reflect the deliberate, sustainable approach to move towards the Goal and achieve Objectives. A winning strategy needs to consider “competition” writ large and define an operational path to delivers genuine value to clients and other stakeholders. Strategies should infer how your organization is different from other organizations with similar objectives or focus.

Strategies should reflect the consensus understanding of the organization’s situational awareness, often documented in a “SWOT Analysis” (Strengths/Weakness/Opportunities/Threats).

Internal Analysis	
Strengths Resources and capabilities that can or could give us a competitive advantage	Weaknesses Resources and capabilities that we lack, that will negatively impact our ability to compete
External Analysis	
Opportunities External or market factors that give us an opportunity for profit and growth	Threats External or market factors that prevent or threaten our opportunities and strengths

When developing a Strategy, the SWOT analysis can inform whether the Strategy will focus on your strengths or minimize weaknesses relative to perceived opportunities and threats. Is there a strategy that will allow us to pursue an opportunity that has been identified? Do we need a strategy to mitigate specific threats?

	Strengths	Weaknesses
Opportunities	Propose strategy that takes advantage of a strength in pursuit of a defined opportunity.	Propose a strategy to overcome a weakness so that a defined opportunity can be pursued.
Threats	Identify ways to leverage strengths to overcome external threats.	Propose defensive plan to mitigate weaknesses in both long and short term.

Tactics – What steps to take to reach your objectives.

Tactics are “what” needs to be done to fulfill each Strategy; “how” we’ll go about achieving them. Tactics are your action plan of specific activities that need to happen, by specific dates, and assigned to whomever will make them happen.

Although Tactics spell out detailed marching orders for team actions, effective execution depends upon team understanding and buy-in to the overarching Goal(s), Profile, Objective(s) and Strategy(ies). Ideally, key team members will also be involved in developing Tactics to a sense of shared responsibility and increase the plan’s chance of success. Encourage creativity around Tactics to accelerate achievement and improve results. The better the owner of the tactic understands the other elements of the Goal POST, the more likely its success!