

DEPUTY DIRECTOR GOALS AND OBJECTIVES

1. Strengthen Operational Performance & Compliance

Goal: Improve organizational efficiency, oversight, and HUD compliance across all Agency programs.

Key Objectives (Metrics Included):

- Implement **Departmental Procedure Manuals** by **Dec 2027**; Assist Management staff, and update as needed.
- Utilizing HUD's performance **dashboards** for public housing and HCV by **June 2026** showing occupancy, funding, subsidy eligibility, etc., key performance indicators (KPIs) **for** internal planning, monthly reporting and monitoring.
- Obtain High Performer status and maintain it through 2030.
- Achieve **100% on-time** submission of HUD-required reports (EPIC, VMS, SEMAP, etc.) annually.

2. Enhance Financial Stability & Internal Controls

Goal: Strengthen financial health through improved controls, accurate reporting, and new funding streams.

Key Objectives:

- Maintain **zero audit findings** annually.
- Implement monthly operational budget meetings with managers for budget development and tracking by **January 2026**.
- Assist Executive Director to Identify, apply for, or secure **two new funding opportunities** annually.
- Complete establishment **of a new entity** (501(c)(3), LLC, etc.) as soon as reasonable.

Metrics:

- 12 budgets vs. actuals management planning meetings per year
- 100% on-time financial submissions to HUD and OSA

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- 2 new funding sources streams identified annually
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3. Strengthen Human Resources & Workforce Development

Goal: Build a productive, well-trained workforce supported by consistent HR processes.

Key Objectives:

- Ensure every employee completes **3+ relevant training per year, regarding HUD Compliance or required certifications.** Ensure management staff receive **federal, state and other relevant training** pertaining to their position as needed
- Ensure staff receive **annual CPR, Defensive Driving,** and any other relevant safety training
- compensation/benefits and organizational structure analysis to be conducted **every two years.**
- Update Job Descriptions **every five years**
- Implement a new **evaluation form** by **January 2026**
- **Update personnel policies by June 2026,** to become effective July 1 , 2026

Metrics:

- 3 trainings completed per employee per year regarding HUD compliance
 - Work with managers to identify and schedule training
 - Bi-annual wage and salary studies & Org Charts
 - Completed Personnel Policy update by 05/01/25, to be presented to Board for approval in June 2026. Work session with board as needed to review changes.
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4. Improve HUD Program Performance & Capital Fund Management

Goal: Ensure strong compliance and high program performance in Capital Funds.

Key Objectives:

- Maintain **90%+ CFP obligation rates and 100% expenditure rate** within HUD deadlines each year.

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- Submit all Capital Fund 5-Year Plan, EPIC submissions, obligation & expenditure reporting, and grant close-outs **100% on time** through 2030.
- Work with Capital Projects Coordinator and management team to update budgets based on current activity and five-year plan as needed

Metrics:

- 90%+ CFP obligation rate by designated due date
- 100% on-time reporting and submissions

5. Modernize Technology & Strengthen Cybersecurity

Goal: Improve technological capacity, cybersecurity protection, and staff digital skills.

Key Objectives:

- Monitor and maintain an ongoing 3–5-year IT Replacement Plan for workstations, equipment, and server
- Ensure all office staff achieve **100% employee completion** of cybersecurity training every year.
- Digitize **50% of paper-based processes and document retention by 2027** (workflows, forms, approvals, records).
- Complete **setup and maintenance of GHA Website** and social media pages to be live by **July 2026**

Metrics:

- 100% cybersecurity training compliance from office staff
- 50% workflow digitization by 2029
- Active (live) website by July 1, 2026

6. Improve Property Management & Tenant Services

Goal: Maintain high-quality property operations and strong tenant file compliance.

Key Objectives:

- Maintain **100% accuracy** in rent posting, deposits, and adjustments through 2030.

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- Oversee complete setup of Tenant, Applicant, and Landlord Portals by December 2026.
- Establish online, debit/credit card payment, and/or other payments systems for tenants by December 2026

Metrics:

- 100% accuracy in processing tenant accounts receivables
 - Actively using PHA Web portals by January 1, 2027
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7. Succession Planning

Goal: Ensure organizational continuity.

Key Objectives:

- Identify potential vacancies for key staff (within next five years) and begin **succession/cross-training** staff to ensure the integrity of operations

Metrics:

- 90% of essential functions have cross-trained backup staff by Year 4.
 - Conduct annual risk assessments and update succession plan annually
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8. Management Coordination

Goal: Strengthen Agency-wide leadership.

Key Objectives:

- Conduct **quarterly management meetings** beginning Jan 2026 to continue alignment on goals and review progress.
- Conduct monthly managers meetings to discuss policies, procedures, and other operational issues.

Metrics:

- 4 management meetings per year to discuss Goals and Objectives progress
 - Monthly operational management meetings
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