

BHA Q1 2026 Strategic Plan Action Plan Updates

| Overarching Goal  | Activity   | Metrics/Final Product   | Lead Dept     | Timeline | Due Date | Current Status | Updates   |
|---|--|---|---------------|----------|----------|----------------|---|
| <b>PARTNERSHIPS</b><br>Emphasize the development of strategic community partnerships through communication and outreach | Create list of organizational values, building on mission and vision   | Organizational values created and shared  | Comm Services | 6 mos    | Dec-26   | On track       | These have been drafted during brand update process, they just need to be presented to the board for review and adoption when there is time.  |
|   | Expand information available to the public about who we are and who we serve in order to better communicate our purpose to the community and our clients | Updated About Us page published on website  | Comm Services | 6 mos    | Sep-25   | Completed      | Has been updated, will continue to improve over time.   |
|   | Develop new logo and brand guidelines in order to best represent ourselves to the community and help to clarify who we are as an organization            | New logo developed and fully implemented  | Comm Services | 6 mos    | Sep-25   | Completed      | Staff has presented to the board on November 6, 2025 and received final approval.   |
|   | Develop a Communications & Community Engagement Plan to better share resources and updates with the community  | Communications & Community Engagement Plan developed and executed   | Comm Services | 9 mos    | Jun-26   | On track       | This was started internally, but with the hiring of a marketing consultant this has shifted to be part of their scope. A messaging platform and communications roadmap will be developed. This deadline was moved from Dec 2025 to Jun 2026 to accommodate these process changes. |
|   | Improve BHA website by increasing accessibility  | Implement website improvements to comply with new regulations, and ensure access for our clients and the public | Comm Services | 6 mos    | Dec-26   | On track       | *New Goal*  |
|   | Increase reach of BHA monthly newsletter to ensure we are reaching more partners and broadening connections  | Increase number of newsletter subscribers by 100% in 2026   | Comm Services | 12 mos   | Dec-26   | On track       | *New Goal*  |

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| <b>PARTNERSHIPS</b><br>Emphasize the development of strategic community partnerships through communication and outreach   | Board and Leadership Team connect with community partners to ensure understanding and ongoing support of BHA mission, vision and plans                 | Hold >2 events per year for partners and/or the public (in addition to Services client events)  | Comm Services               | Annually  | n/a      | On track       | Hughes Station kickoff event completed in 2025. In 2026, planning for a Ravenfield groundbreaking and Hughes Station completion celebration.  |
|   | Complete a review of the current 5-year Moving To Work (MTW) program, analyzing current implementations and challenges current participants have faced | Submit MTW supplement plan  | Occupancy                   | Annually  | n/a      | Completed      | Met with Jonathan weekly and submitted our MTW supplement plan by the deadline for 2025. This has been changed from a one-time goal to an annual timeline.  |
| <b>HOUSING PROGRAMS &amp; SERVICES</b><br>Strengthen and expand housing and services programs while utilizing funds efficiently and ensuring quality customer service | Maintain status as a "high performing agency" with HUD   | ABA utilization of 95% or more and compliance with STS requirement                              | Occupancy                   | Annually  | n/a      | On track       | YTD through 03/2026 we are above 95% for our ABA utilization  |
|   | Maintain client satisfaction rate for Community Services & Occupancy activities of 90%   | 90% client satisfaction rate maintained for Comm Services.                                      | Comm Services/<br>Occupancy | Ongoing   | n/a      | On track       | Services has maintained 100% satisfaction rates if you exclude the n/a's. Occupancy launched their survey 10/1.   |
|   | Respond to clients the same day whenever possible, always within 24 hours  | Telephone log and contact tracker indicating 95% were responded to same day, reviewed quarterly | Comm Services/<br>Occupancy | Quarterly | n/a      | On track       | Staff tracks this as part of survey referenced above. This expectation is clearly communicated to staff and there are no current concerns that it is not being met or exceeded.                           |
|   | Launch newsletter for clients to provide up-to-date info about programs and upcoming events; promote self-sufficiency opportunities                    | Newsletter launched and distributed consistently  | Comm Services               | 6 mos     | Jun-26   | On track       | Taking into account Prop Ops team being in the midst of the rehab and lease-ups, this has been delayed and is planned to start in Q2 2026. The deadline was therefore changed from Dec 2025 to June 2026. |
|   |  |   |                             |           |          |                |   |

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| <b>HOUSING PROGRAMS &amp; SERVICES</b><br>Strengthen and expand housing and services programs while utilizing funds efficiently and ensuring quality customer service | Engage at least 3 new partners or deepen relationships with existing partners to better meet client needs  | 3 partnerships deepened or created per year                            | Comm Services      | Annually | n/a      | On track       | One partnership that has been launched in 2026 is with Family Tree, working together to develop and launch a case management services program for BHA's domestic violence clients. A partnership has also been deepened with the Division of Housing (DOH), and a proposal has been resubmitted for HOME funding from Adams County for DOH's emergency housing voucher holders. |
|   | Formalize resident committee structure and expand number of active committees  | Formal structure developed and implemented with at least one committee | Comm Services      | 12 mos   | Dec-26   | On track       | Have met w/ staff at Boulder Housing Partners, Housing Catalyst, and Maiker to get their insights. This has been delayed due to competing department priorities. This due date has been changed to Dec 2025 to Dec 2026.  |
|   | Improve data and client management systems and data collection processes for services provision and grant seeking  | Research and implement a data and client management tool               | Comm Services      | 12 mos   | Dec-26   | On track       | Have started this by increasing amount of data collected. Grants consultant is keeping an eye out for potential funding to help support the purchase and implementation of a data collection system. Internal updates are being made to streamline data management.   |
|   | Formulate criteria defining BHA's services, program scope and target areas   | Development of criteria for services, project and program evaluation   | Comm Services      | 6 mos    | Sep-25   | Completed      | This has been created.  |
| <b>DEVELOPMENT &amp; PROPERTY MANAGEMENT</b>  | Evaluate each SLP opportunity based on benefit to the community and the project. Utilize criteria for qualifying SLP selection and requirements in partnership agreements based on BHA's mission and goals | BHA maintains at least 3 SLPS based on established criteria.           | Executive/ Finance | Ongoing  | N/A      | On track       | Drafted criteria for SLPs, planning to bring to Board in December or January. 3 SLPs currently. Metric changed to "at least" 3 in case additional opportunities arise.  |

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| <b>DEVELOPMENT &amp; PROPERTY MANAGEMENT</b><br>Maintain an ambitious pipeline of development and rehabilitation projects, while also building resources to expand property management | Provide input on City policies that affect development in the community  | Evaluate activities and initiatives that align with City's Housing Needs Assessment recommendations quarterly. | Executive             | Quarterly | N/A      | On track       | Regular mtgs held w City Manager and Affordable Housing Coordinator to discuss activities and initiatives.  |
|  | Establish thresholds and criteria for determining BHA's role in development projects and housing initiatives (for example: homeownership, SLPs, and rental opportunities). Review annually | Thresholds and criteria based on financial and operational capacity as defined by CHFA and investors.          | Executive/<br>Finance | 6 mos     | Aug-26   | On track       | SLP and development role criteria is being developed. A development process has been mapped out and 8 different stakeholders have been interviewed so far. This deadline has been adjusted from Aug 2025 to Aug 2026.                                   |
|  | Support current and future community affordable housing projects by leveraging BHA and partnership resources and expertise to fill potential development gaps                              | Maintenance of a Five to Ten Year Pipeline.  | Executive/<br>Finance | Ongoing   | N/A      | On track       | Outcomes of group referenced above will help define what this looks like. A pipeline is established and is regularly reviewed.  |
|  | Work with regional partners to encourage and support the development of affordable housing   | Strengthen relationships with two jurisdictions.   | Executive             | Ongoing   | n/a      | On track       | We are working to finalize an Adams County MOU. This metric has been changed to an annual item in order to continue to build momentum and support. We are starting process to formalize partnerships with PHAs through MOUs before the end of the year. |
|  | Identify and begin tracking data to determine community and regional impact of affordable housing  | Creation of metrics to define/track community impact   | Executive             | 6 mos     | Oct-25   | Completed      | Signed agmt w data consultant, using metrics in HNA. Still discussing who is responsible for which metrics.   |
|  | Support the creation/preservation of over 100 units per year through '27   | Average of 100 units per year created or preserved   | Executive             | Ongoing   | Dec-27   | On track       | Well ahead of this. 120 rehab completed in 2026, 46 in devt by BHA, involved in SLP for 264 units.  |

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| <b>DEVELOPMENT &amp; PROPERTY MANAGEMENT</b><br>Maintain an ambitious pipeline of development and rehabilitation projects, while also building resources to expand property management | Create a long-term asset management plan for property rehabs, refinances, and financial sustainability, ensuring each property meets its financial targets, verified through quarterly financial reports, RAD OCAF rent compliance, and RADII rent restrictions | Creation of asset management plan and timeline   | Finance/<br>Asset Mgmt    | 24 mos   | Dec-26   | On track       | A list of all known restrictions on the units is being compiled and communicated with appropriate parties. Property management transitions are winding down as we hit Hughes rehabilitation targets and other partners increase leasing. Yardi tracking systems are in place and operational. RAD OCAF occurs in August. First formal reports will be available at start of Q3.                             |
|  | Focus on the performance of the LIHTC properties, including occupancy and distribution metrics, verified through financial statements and CRM software reporting  | Ensure that LIHTC properties maintain an occupancy rate of 93% or higher, delinquency no more than 10%, and rents are in line with most recent LIHTC rent schedules in annual rental income and \$300k in LIHTC distributions. Achieve for all properties by due date, then maintain | Finance/<br>Asset Mgmt    | 24 mos   | May-26   | On track       | LIHTC reports are being reviewed on a monthly basis and occupancy targets are being met or action plans have been supplied. LIHTC audits and distributions will be coming in mid 05/2026 and will be reviewed for future planning to hit the distribution targets. New CHFA rents should also be available around 05/2026 and rent studies can be implemented. Deadline adjusted from Feb 2026 to May 2026. |
|  | Refine policies and procedures for properties, including a property management plan (PM Plan), and continue to evaluate based on best practices and industry standards  | Creation and ED/DD approval of a comprehensive Policy and Procedures Handbook and PM Plan  | Asset Mgmt                | 12 mos   | Jul-26   | On track       | Policy handbook revisions have been drafted while still incorporating recent changes since initial draft. Procedures handbook needs further reduction to writing in a consolidated manner. Changes to HOTMA, NSPIRE, and Fair Housing best practices has slowed formal adoption and changed the due date. Deadline adjusted from Feb 2026 to Jul 2026.  |
|  | Continue to refine the annual risk assessment process to ensure CIRSA insurance audit compliance and exceptional asset management   | Maintain a CIRSA audit score of no less than 95 annually   | Operations/<br>Asset Mgmt | Annually | n/a      | On track       | CIRSA has been moved over to Property Management/Asset Division and is proceeding to meet the metric. The 2025 score for 2024 was 106.  |

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| <b>DEVELOPMENT &amp; PROPERTY MANAGEMENT</b><br>Maintain an ambitious pipeline of development and rehabilitation projects, while also building resources to expand property management | Develop emergency response manual   | Development and ED/DD approval of emergency response manual  | Operations/<br>Asset Mgmt            | 12 mos    | Feb-26   | Completed      | Have competed & distributed to staff with acknowledgment sign-off sheet upon receipt.   |
|  | Conduct an operational optimization study of BHA's portfolio  | Establish thresholds for financial and operational targets through the study with a final report and recommendation to ED/DD | Executive/<br>Finance/<br>Asset Mgmt | 18 months | Aug-26   | On track       | Windmill Ranch, Libretto I, and BV1 to be evaluated this year. Windmill has completed its first phase analysis.   |
|  | Develop Risk and Property Condition Assessment processes and templates for all BHA properties to be conducted annually  | Creation of processes, procedures, and templates for annual assessments and ED/DD approval                                   | Asset Mgmt                           | 20 months | Nov-26   | On track       | Staff is working to put this together.  |
|  | Formally establish annual key performance metrics (KPIs) for property management, including a resident satisfaction survey, maintenance response times, and other operational metrics | Development of KPIs and ED/DD approval   | Asset Mgmt                           | 12 mos    | Jun-26   | On track       | The internal and technology systems for this are in place and operational but the client facing side is still in development or implementation phase. Deadline was updated from Feb 2026 to Jun 2026. |
|  | Review property portfolio and continue to prioritize high-risk or low-yield assets for disposition  | Analysis of priorities for portfolio liquidation   | Finance/<br>Asset Mgmt               | 24 mos    | Dec-26   | On track       | The review of the portfolio is complete. Further liquidation has been suspended at this time but remains on track.  |
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| <b>GRANTS &amp; INVESTMENTS</b><br>Diversify financial resources and develop systems to ensure long-term sustainability | Apply for at least one grant in 2025 with a partner agency in order to expand grant opportunities and strengthen programs                        | Grant submitted with partner agency   | Comm Services | 12 mos   | Dec-25   | Completed      | Have built relationship with AdCo food bank and planted the seed to potentially partner in the future. Partnered on food drive for their benefit in 2025. In Q4 2025 applied with Division of Housing (DOH) for Adams County HOME funds for an expanded TBRA Program. Have continued meeting and collaborating and reapplied for funding in March 2026. |
|   | Expand list of possible funding sources & identify and apply for at least 3 new sources in 2025  | Applications submitted for 3 new grants by end of year                        | Comm Services | 12 mos   | Dec-25   | Completed      | 3 new grants applied for: CHFA Direct Effect, AdCo SPARC, and Gates Foundation.   |
|   | Keep matrix of funding resources updated to track possible grants, applications, and results year-to-year and develop an annual funding strategy | Grants funding strategy that is reviewed annually                             | Comm Services | Ongoing  | n/a      | On track       | Matrix is developed, will continue to update.   |
|   | Explore possibility of creating nonprofit (CHDO) to help fund programs/services and expand fundraising opportunities                             | Report w/ options, recommended next steps, example organizations              | Comm Services | 12 mos   | Dec-26   | On track       | Nonprofit has been created, will be exploring how to use and potential of converting to a CHDO in 2026.   |
|   | Increase grant funding for development projects and services programs in response to increased need and changing funding landscape               | At least 5 new grants applied for in 2026, with at least 2 new grants secured | Comm Services | 12 mos   | Dec-26   | On track       | *New Goal*  |

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| <b>GRANTS &amp; INVESTMENTS</b><br>Diversify financial resources and develop systems to ensure long-term sustainability | Pursue projects and investment opportunities that enable BHA to increase NOI                             | Annual report of investment and property performance, including a plan for adjustment as-needed | Finance    | Annually  | n/a      | On track       | The development of an MTW ROI report is in the works, but MTW funds have supported Hughes Station and Ravenfield projects and succeeded in closing financial gaps. The Finance Subcommittee will need to recommend a new flexible framework in the face of interest rates falling so low from active resolution. Looking at reconstituting the finance committee in June 2026. The first annual report will be provided in Q3 2026. |
| <b>OPERATIONAL EFFICIENCY</b><br>To ensure consistency, effectiveness, and maximum community impact                     | Perform an internal audit to assess the current state of IT infrastructure, tools, and processes         | Comprehensive IT audit  | Operations | 24 months | Dec-26   | On track       | We've postponed the IT audit due to entering into a new lease agreement with the City. We will revisit the audit in December 2026, including transition planning discussions with the City at that time. Deadline was adjusted from Dec 2025 to Dec 2026.   |
|   | Refine retention policy to ensure alignment with current federal and local guidelines and best practices | Implement retention policy to address data storage and management                               | Operations | 18 mos    | Jun-26   | On track       | Operations currently working on updating spreadsheet to reflect P:Drive rather than Google Drive. Will work with each department to ensure data is stored in correct location for appropriate amount of time. Deadline was adjusted from Dec 2025 to Jun 2026.  |
|   | As the agency grows, review and update policies as needed  | Develop and update tracker of new policy requirements and status of policy updates              | Operations | Ongoing   | n/a      | On track       | We are continuing to develop and refine organizational policies as needed. The next phase will involve meeting with each department to consolidate all existing policies and align them with our overarching retention policy. In parallel, we are building a tracking system that will allow us to monitor policy implementation and ensure all updates tie back to the retention framework.                                       |

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| <b>OPERATIONAL EFFICIENCY</b><br>To ensure consistency, effectiveness, and maximum community impact | Modernization/streamlining of HAP processing   | Issuance of HAP via electronic methods    | Finance    | 6 mos     | Jun-26   | On track       | Yardi has reported that 1st Bank ACH system may not be compatible with software. 1st Bank converting to PNC in June and may resolve this issue. Alternative is to move HCV account to a different bank. Deadline was adjusted from Jun 2025 to Jun 2026.   |
|   | Develop Financial Procedures Manual to formalize processes   | Financial Procedures Manual created       | Finance    | 12 mos    | Sep-26   | On track       | The procedure manual is tracking with the audit process and department changes. Deadline was adjusted from Dec 2025 to Sep 2026.   |
|   | Update Procurement Policies & Procedures based on regulations and best practices   | Procurement Policies & Procedures updated | Finance    | 9 mos     | Sep-26   | On track       | Finance department has started review of 2019 policy and researching required updates. Procedures are being codified after the transition of procurement to Finance. Legal will review updated draft prior to adoption. Deadline was adjusted from Dec 2025 to Sep 2026.   |
|   | Conduct comprehensive review of organizational efficiency, department by department, to identify opportunities for improvement | Departmental audit report                 | Operations | 24 months | Dec-26   | On track       | We have begun providing department schedules to initiate Phase I of the operational efficiency audit, which focuses on department interviews and information gathering. The audit will be completed in three phases, with an estimated completion timeline at year-end. Deadline was adjusted from Sep 2025 to Dec 2026. |
|   | Develop and maintain a staffing plan including outsourcing and internal resource requirements                                  | Staffing plan revised annually            | Operations | Annually  | n/a      | On track       | Christie will begin interviewing each department beginning 4/2026 to gather information. Each leadership team member will work on plan for their department with Operations department ensuring completion by all and collection of each plan to build into one document.  |

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| <b>CULTURE &amp; PEOPLE</b><br>Cultivate a respectful, fair-minded and high-performance culture | Provide educational opportunities to help BHA Commissioners expand their knowledge and understanding of affordable housing and its complexities   | Board Meeting Trainings with 80% of BHA Board Members attending at least one training per year | Operations | Annually | N/A      | On track       | This metric was achieved for 2025. We offered opportunities for BHA Commissioners to attend the Colorado NAHRO Conference, Housing Colorado Conference, and various affordable housing community events. We will continue to provide similar development opportunities this year, along with CIRSA training for commissioners, PR training, and ongoing succession-planning efforts.  |
|   | Ensure BHA staff is provided with adequate training to best serve our community and provide opportunities for advancement   | BHA staff attend at least 2 trainings annually   | Operations | Annually | N/A      | On track       | In 2025, this metric was achieved. 10 staff members attended Trauma-Informed Care Training, 9 attended the CO NAHRO Conference, 4 attended the Housing Colorado Conference, 3 attended the CHFA 504 Coordinator Training, 2 participated in the MTW Collaboration Conference, and 1 attended the NAHRO Regional Procurement Training. In addition, all staff completed the CHFA Fair Housing Training and Emergency Response Training. This year staff have and will be attending the following trainings: MTW Collaborative Conference, Quadel's HCV Specialist Course, NAHRO Regional HCV Portability, NAHRO Regional NSPIRE, NCDA Home Basics Training, Colorado NAHRO Conference, as well as Crafted Leadership trainings from CHFA. We have a comprehensive Board Orientation process that includes in-person training with the Executive Director within two months of swearing in, a PowerPoint overview of the organization, and commissioner fundamentals accompanied by handouts outline board procedures and responsibilities. |
|   | Implement board orientation (how to be a board member, how to conduct themselves) and work with the Board Chair to identify gaps in knowledge and understanding and develop or identify trainings to offer to board members as needed | Board Orientation completed within 2 months of appointment                                     | Operations | Ongoing  | N/A      | On track       |   |

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| <b>CULTURE &amp; PEOPLE</b><br>Cultivate a respectful, fair-minded and high-performance culture | Create a board procedure manual including a formal process of how BHA Bylaws are enacted with board orientation process included. | Board procedure manual                                  | Operations      | 6 mos    | Jun-25   | Completed      | The Board Procedural Manual and Orientation process were finalized in June 2025.   |
|   | Make substantial updates to existing board procedure manual based on feedback and best practices.                                 | Updated board procedure manual                          | Operations      | 3 mos    | Jun-26   | On track       | We have worked to expand and refine the board procedure manual and the orientation process with additional detail and updated procedures. We will present the revised materials to the Board in May 2026 and finalize them in June 2026.       |
|   | Conduct an employee survey to evaluate employee retention, satisfaction, and performance  | Employee survey launched and then conducted annually    | Operations      | 6 mos    | Sep-26   | On track       | Work with HR Choice on drafting survey to distribute to staff in Q3 2026. Delayed based on current needs of the organization and will reschedule to ensure optimal timing and execution. This deadline was adjusted from Jun 2025 to Sep 2026. |
|   | Promote acknowledgment and recognition of employees to show appreciation and motivate for success                                 | Develop Employee Recognition Procedure                  | Operations      | 3 mos    | Mar-25   | Completed      | This task was completed in Mar 2025. However, additional work continues to happen. We implemented work anniversary recognition and the star program in 2025, and implemented an Employee of the Month Program in April 2026.                   |
|   | Continue to improve upon employee review process by conducting trainings annually and providing opportunities for feedback        | Trainings and feedback opportunities conducted annually | Leadership Team | Annually | N/A      | On track       | Completed Leadership Training in 2025 and will do Leadership Communication Training in March 2026.   |

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| <b>CULTURE &amp; PEOPLE</b><br>Cultivate a respectful, fair-minded and high-performance culture | Conduct needs assessment to understand organizational needs and identify gaps in current career progression opportunities.   | Needs assessment complete   | Leadership Team | 12 mos   | Dec-25   | Delayed        | This item will be removed due to its similarities with the Operational Efficiency Audit goal in the Operational Efficiency section.   |
|   | Uphold Fair Housing and Equal Opportunity guidelines that prohibit discrimination based on race, color, sexual orientation, gender, identity, religion, national or ethnic origin, familial status, or disability. | Commit to equity in processes, procedures, policies, and outcomes | Operations      | Ongoing  | N/A      | On track       | Complete one fair housing training this year and continue to provide trainings as available. Looking to bring on a consultant in Q4 to provide additional trainings and to audit current policies, procedures, and hiring process etc. Also hired a consultant to help advise us directly on Fair Housing and Equal Opportunity. CHFA Webinars offered to staff to complete annually as needed. |