

FY 23

Priority Initiatives

(July 1, 2022 - June 30, 2023)



Connect | Analyze | Mobilize | Perform!
FY 22-24 Strategic Plan



1.0 FY 22-24 Objective: Structural Alignment Refine structure to attract and retain high caliber staff, engage a large, diverse workforce with varied subject matter expertise, connect the dots between respective functions and personnel, promote a positive and productive work culture, and enable continual professional growth opportunities for improved internal/external outcomes.

1.1 FY 22-24 Key Result: Incubating Ideas

Conceptualize and implement a process that solicits ideas for improvement to culture, structure, and/or operations and makes at least one actionable recommendation to the appropriate departmental decisionmakers on a quarterly basis.

NEW FY 23 Strategic Solutions Team Priority Initiative – Conceptualize, create, and facilitate membership for a “Champions of Change” committee to develop and implement a process for solicitation, evaluation, and prioritization of ideas for Asset Management improvement focused on structure, culture, and/or strategy for a positive and productive work environment.

1.2 FY 22-24 Key Result: Expanding Learning Lab

Create a structured, strengths-based assessment and education program that engages internal/external subject matter expertise to deliver at least two events per quarter with at least a twenty-five percent attendance level and fifty percent of attendees reporting improved understanding.

CONTINUATION FY 23 Strategic Solutions Team Priority Initiative – Analyze results from FY 22 internal AM staff survey on training needs to support related training program design.

NEW FY 23 Strategic Solutions Team Priority Initiative – Conduct a needs assessment, inclusive of internal AM and external owner/agent/partner input, to inform strategy and design for an external facing, compliance advancing, revenue generating training program.

1.3 FY 22-24 Key Result: Growing Cross-Cutting Knowledgebase

Strongly encourage and support professional growth opportunities through dedicated time for education leading one hundred percent of participants to apply an acquired skill on a special project aligned with team objectives and individual professional goals.

NEW FY 23 All Teams Priority Initiative – Develop and implement a replicable, model succession planning initiative, in partnership with Human Resources, to create career ladders, further professionally develop staff, and activate talent pipeline.

1.4 FY 22-24 Key Result: Catalyzing Compliance Through Education

During gaps in the monitoring cycle each fiscal year, develop and deliver hands-on, Federal, State, and/or IHDA required compliance requirements training addressing the top three topics pertinent to each role for internal staff to ensure comprehensive and consistent onboarding of new personnel and maintenance of standard knowledge for existing personnel.

NEW FY 23 Rental Compliance Team Priority Initiative – Create and pilot a uniform onboarding protocol (including format, content, subject matter experts) for all position types to provide standardized guidance for key work functions.

2.0 FY 22-24 Objective: Continuous Improvement Facilitate regulatory, process, document, and systems improvements to set or align with best practices, eliminate gaps or redundancies, enhance efficiency and effectiveness for benefit of external partners, maximize revenues and fee for service opportunities, leverage business and partnership opportunities and position as an agency and industry leader.

2.1 FY 22-24 Key Result: Aligning Infrastructure

Develop and update process and document infrastructure to align with structure and continually refined operations to ensure compliance and reduce risk including a fifty percent reduction in repeat audit findings and a twenty-five percent reduction in overall audit findings.

CONTINUATION FY 23 All Teams Priority Initiative – Assess and update JCAR rules and other practices to maximize eligibility to levee fees, enable operational flexibility, and align with other applicable formal regulations.

NEW FY 23 All Teams Priority Initiative – Continue to refine team workload analysis including volume drivers as well as identify/pursue opportunities for reduction through elimination, consolidation, or cooperation.

2.2 FY 22-24 Key Result: Digital Transformation

Proactively plan for digital transformation of operations and information through identification of three key needs based on pain points with multi-team and/or multi-department interface.

CONTINUATION FY 23 All Teams Priority Initiative – Provide support in coordination with selected vendor and other departments for business process consultant project including development/refinement of data protocols, identifiers, documents, processes, and workflows as deemed relevant to future digital transformation (including disentangling of single family, homeownership functions).

2.3 FY 22-24 Key Result: Deduplicating Efforts

Assess and identify duplicate processes, documents and develop recommendations for consideration for discontinuation, consolidation, or integration of at least twenty-five percent of the related universe to inform interim enhancements and future procurement of replacement systems.

NEW FY 23 Portfolio Analysis Priority Initiative – Facilitate process improvement to reduce individual workloads on an annual basis.

3.0 FY 22-24 Objective: Targeted Communications Create and implement a standardized communications approach to format, content, process, and scheduling that delivers timely, engaging, transparent and relevant information to internal/external stakeholders.

3.1 FY 22-24 Key Result: Demystifying Duties

Develop and disseminate procedural guidance and educational material to internal and external audiences via a variety of instructional methods to ensure understanding and improve compliance leading to a twenty-five percent overall portfolio reduction in property findings.

NEW FY 23 Program Administration Priority Initiative – Develop external facing Frequently Asked Questions (FAQs) resources to address common inquiries, issues for owners/agents.

CONTINUATION FY 23 Program Administration Priority Initiative – Create process maps for all functions to identify/resolve gaps or redundancies and propose/facilitate overall improvement.

3.2 FY 22-23 Key Result: Cascading Communications

Collaboratively develop and implement an internal communications protocol governing cascading of messaging up and down within the team as well as across to other AM functional units and IHDA departments producing a twenty-five percent improvement in self-reported awareness and understanding.

NEW FY 23 Executive Team Priority Initiative – Develop and implement a departmental operational guide and orientation to provide new and existing staff in Asset Management (including a condensed version for other IHDA departments). with clear, concise information including relevant resources (vendors, systems, contacts, etc.).