



Berkeley Housing Authority

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Office of the Executive Director

Item 10C
NEW BUSINESS
February 17, 2026

To: Honorable Chair and Members of the Berkeley Housing Authority Board
From: James E. Williams, Executive Director
Subject: Adopt a Resolution Approving the Berkeley Housing Authority's Strategic Goals and Objectives

In 2025 the Board of Commissioners of the Berkeley Housing Authority ("Authority") approved the formation of an ad hoc committee tasked with creating a strategic plan for the Board's consideration. The ad hoc committee focused on crafting a strategy that defines the Authority's long-term vision, mission, values and goals over a 5-year period. To assist with developing the strategy the committee gathered information from internal and external stakeholders, programmatic initiatives, opportunities, and potential threats.

The ad hoc committee is recommending the Board of Commissioners approve the proposed Strategic Goals and Objectives being presented as part of this action. The Strategic Goals and Objectives address the following areas:

- Portfolio Development
- Landlord Engagement and Incentives
- Community Image, Perception and Public Engagement
- Resident Service and Resident Satisfaction
- Working Families Housing Transition
- Resident Support Services
- Professional Development and Career Growth
- Organizational Culture and Workplace Environment
- Office Space and Workplace Quality
- Organizational/Human Resources Management

The proposed Strategic Goals and Objectives are consistent with and support the Authority's mission to (i) enable our clients to become self-sufficient and economically independent through delivery of housing assistance and other related services, (ii) enable elderly and disabled individuals to achieve economic independence and self-sufficiency, and to live independently within their economic resources, (iii) encourage short-term reliance on housing assistance for able-bodied family members by promoting economic independence and self-sufficiency participation in education, training or job development activities designed to lead to self-sufficiency in return for the housing assistance, and (iv) and require personal responsibility for the economic consequences of family decisions.

FISCAL IMPACT
No fiscal impact.

RECOMMENDATION
Adopt a Resolution Approving the Berkeley Housing Authority's Strategic Goals and Objectives

ATTACHMENTS
1. Resolution Approving the Berkeley Housing Authority's Strategic Goals and Objectives
2. Berkeley Housing Authority's Strategic Goals and Objectives

RESOLUTION NO. 26-__

APPROVING THE BERKELEY HOUSING AUTHORITY'S STRATEGIC GOALS AND OBJECTIVES

WHEREAS, the Berkeley Housing Authority ("BHA") is a public housing authority (PHA) established under the U.S. Housing Act of 1937, as amended ("Act") and a Housing Authority duly created, established and authorized to transact business and exercise its powers, all under and pursuant to the provision of the Housing Authorities Law which is Part 2 of Division 24 of the California Health and Safety Code commencing with Section 34200 et seq;

WHEREAS, the BHA Board of Commissioners formed an ad hoc committee tasked with creating a strategic plan for the Board's consideration;

WHEREAS, the ad hoc committee focused on crafting a strategy that defines BHA's long-term vision, values and goals over a 5-year period;

WHEREAS, the ad hoc committee is recommending the Board adopt the Strategic Goals and Objectives attached hereto as Exhibit A and incorporated herein by this reference ("Strategic Goals and Objectives");

WHEREAS, the proposed Strategic Goals and Objectives are consistent with and support BHA's mission and core values;

WHEREAS, the proposed Strategic Goals and Objectives will serve as a guide for BHA to align resources and efforts, and to outline specific actions needed to achieve the stated objectives while considering internal and external factors; and

WHEREAS, the proposed Strategic Goals and Objectives include several milestones for BHA to achieve long-term sustainability through annual and long-term planning.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE BERKELEY HOUSING AUTHORITY, CALIFORNIA, AS FOLLOWS:

BE IT RESOLVED THAT, the above recitals are true and correct and incorporated herein by reference and serve, together with the Board Memorandum, as the basis of the actions of the Board of Commissioners set forth below;

BE IT FURTHER RESOLVED, that the Strategic Goals and Objectives attached hereto as Exhibit A and incorporated herein by this reference are hereby approved;

BE IT FURTHER RESOLVED , that the Executive Director is directed to establish an implementation schedule with measurable target dates for the Strategic Goals and Objectives and present the implementation schedule to the Board within 90 days from the adoption of this Resolution;

BE IT FURTHER RESOLVED , that the Executive Director is hereby directed to implement and administer the Strategic Goals and Objectives, to make non-substantive changes to the Strategic Goals and Objectives as needed to align with the goals and objectives of the Board, and to present regular updates to the Board as milestones are accomplished;

BE IT FURTHER RESOLVED , that the Executive Director is hereby directed to publish the Berkeley Housing Authority Strategic Goals and Objectives on the Authority's website; and

BE IT FURTHER RESOLVED, that this Resolution shall take effect on the date of its adoption.

The foregoing Resolution was adopted by the Board of the Berkeley Housing Authority on February 17, 2026 , by the following vote:

Ayes:

Noes:

Abstain:

Absent:

Attest: _____
James Williams, Secretary

EXHIBIT A
BERKELEY HOUSING AUTHORITY
STRATEGIC GOALS AND OBJECTIVES
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BERKELEY HOUSING AUTHORITY

STRATEGIC GOALS AND OBJECTIVES

PORTFOLIO DEVELOPMENT

The Berkeley Housing Authority and its nonprofit affiliate Affordable Housing Berkeley will expand and diversify its affordable housing portfolio to meet the housing needs of low-income residents and the homeless population and to position the agency for long-term business sustainability. Collaborative relationships will be achieved with key affordable housing stakeholders to leverage financial resources and maximize political support.

- Continuing to prioritize the engagement in all proceedings related to the closing of a deal for resident development at the Ashby BART site.
- Building the capacity of the Berkeley Housing Authority to complete housing development through staff hires and / or consultant services.
- Authorizing a loan from the Berkeley Housing Authority to Affordable Housing Berkeley to fund small-scale development opportunities.
- Developing small-scale developments selection criteria to include project size, extent of rehab, neighborhood preferences, and tenant occupancy status.
- Developing large-scale developments selection criteria to include developer fee expectations, the role of AHB, the use and value of PBVs, and participation terms.
- Ensuring that there is community and resident input that is integrated into all major aspects of the development, particularly with Ashby BART.

LANDLORD ENGAGEMENT AND INCENTIVES:

The Berkeley Housing Authority will engage with local landlords to utilize the landlord incentive options under the Moving to Work Program to expand the number of quality landlords in the HCV Program and to increase the utilization rates in the HCV Program. BHA will evaluate the impact of landlord incentives and consider the implementation of other incentives being successfully applied by other MTW agencies.

- Improving the landlord recruitment by utilizing a contractor dedicated to landlord outreach based on the contractor waitlist management model.
- Training and empowering staff and engaging current landlord participants in recruiting landlords during their routine interactions and landlord briefings.

- **Emphasizing lease-up opportunities in the new below market rate properties that are being mandated by the City of Berkeley.**
- **Researching and adopting successful landlord incentives that have been tested by other MTW agencies participating in the same Landlord Incentives Cohort.**
- **Providing BHA security deposit assistance that would be refunded to the tenant to improve opportunities for mobility.**
- **Providing for lease-up bonuses of \$1000 to landlords leasing to voucher holders and a transition bonus up to two months rent for adding new placements.**
- **Clarifying and promoting the underutilized City of Berkeley Unit Turnover Funding Pool for damage to properties.**
- **Exploring hybrid programs or shadow subsidies for middle-income residents to qualify for income-based assistance beyond traditional HUD definitions.**
- **Assessing opportunities to support residents transitioning out of Section 8 with soft landing supports like time-limited income-based aid.**

COMMUNITY IMAGE, PERCEPTION AND PUBLIC ENGAGEMENT

The Berkeley Housing Authority will expand its community image, perception, and public engagement initiatives to profile its vision, mission, goals, and values, define the agency leadership role in affordable housing, share the many public values provided through the provision of affordable housing, and build strong partnerships with governmental, for-profit, and nonprofit stakeholders.

- **Contracting with a public relations consultant to prepare plans, strategies, and resource materials for dissemination to stakeholders and the general public.**
- **Building the capacity in-house to assume eventual responsibility for public relations and to challenge all Board and staff to be part of the marketing team.**
- **Upgrading the website to be a user-friendly, comprehensive option for profiling BHA and its vision, mission, goals, programs, and services.**
- **Continuing, and building on, the 3x3 Committee of three standing committee of three Council members and three BHA Board members.**
- **Joining with the Non-Profit Housing Association of Northern California and the East Bay Housing Organization to collaborate on affordable housing matters.**
- **Conducting quarterly one-on-one sessions between the BHA Executive Director, BHA Board members, and Berkeley City Housing staff.**
- **Sponsoring booths or otherwise engaging in community events (Juneteenth, Solano Stroll, etc.) that offer opportunities to tell the BHA story.**

- **Conducting an annual BHA appreciation event to recognize outstanding Board, staff, residents, and stakeholder contributions to the BHA mission and goals.**
- **Engaging with the University of California at Berkeley for internships, case studies, consulting services, and training / professional development.**

RESIDENT SERVICE AND RESIDENT SATISFACTION:

The Berkeley Housing Authority will conduct an evaluation of its customer service and customer satisfaction performance metrics and utilize the results to collaborate with residents on initiatives to be taken to improve performance outcomes and outputs. Evaluations should include, but may not be limited to, staff services, maintenance, safety / security, unit quality, social interaction, and support services.

- **Implementing integrated phone / ATS system that are independent of the City IT infrastructure and that enable hosted systems without firewall restrictions.**
- **Establishing data-driven customer service performance reporting weekly and regular Board reporting that includes response rates and satisfaction scores.**
- **Introducing performance-based accountability and incentive policies that align with measurable customer service benchmarks.**
- **Implementing standardized tenant / landlord communications for common scenarios to prevent inappropriate language and limit freeform communication.**
- **Ensuring direct management engagement with frontline staff by temporarily increasing supervision and shifting to hands-on culture-building.**
- **Engaging with the Union on an MOU to clarify which elements are impacted by Union agreements and engaging the Union in cultural / performance changes.**
- **Conducting every two years a Resident Satisfaction / Services survey to track performance scores, evaluate trends, and define needed corrective action plans**

WORKING FAMILIES HOUSING TRANSITION:

The Berkeley Housing Authority will significantly improve its success rates in transitioning working families out of the agency's affordable housing programs in accordance with the intended program outcomes. BHA will link residents with sustainable wage employers and Section 3 business opportunities that will provide for economic independence and empowerment.

- **Creating an internal department, program structure, and operations manual with funding and staffing to better focus on transitioning BHA working families.**

- Including during the resident intake process an emphasis on the program outcome of transitioning out of public housing after a set number of years,
- Messaging during resident intake the agency expectation to utilize training and self-sufficiency programs to set and achieve resident goals.
- Pursuing Moving to Work flexibility to pilot an incentive-based program that would be directed at economic mobility.
- Clarifying with legal staff where BHA has some discretion to implement innovative income handling during the transition process.
- Establishing a tracking system to monitor both short-term transition success rates as well as longer-term success rates.

RESIDENT SUPPORT SERVICES:

The Berkeley Housing Authority will ensure that all residents are linked to the critical support services that will provide for self-sufficiency for families and independent living for the elderly and persons with disabilities. Support services will be provided through servicers in the community as well as directly by BHA. MOAs with providers will document client eligibility, services delivery, and in-kind services documentation.

- Updating staff job descriptions and staff performance expectations that align with the goal of increasing support services utilization by residents.
- Establishing training plans and pathways that will be provided by staff and services providers to achieve resident self-sufficiency and independent living.
- Formulating and disseminating a Resident Support Services Guidebook that provides staff and residents with the key support services providers in the City.
- Revising operating policies, procedures, and best practices to ensure that staff effectively provide resident messaging and referrals regarding support services.
- Reinstating Career Days and similar events that connect residents with opportunities for empowerment, self-sufficiency, and economic mobility.
- Upgrading technology, equipment, and new office space security protocol to ensure that staff and residents can interact effectively and efficiently.
- Reviewing all past and potential partnerships, including the City, to benefit from other professional development resources related to resident services.
- Tracking resident support services utilization and trending through a Resident Satisfaction and Customer Service administered every other year.

PROFESSIONAL DEVELOPMENT AND CAREER GROWTH:

The Berkeley Housing Authority will expand its opportunities for professional development, career growth, and rewards options for all staff of the agency and that such opportunities will be administered equitably.

- **Expecting supervisors to meet with their staff to better understand staff goals and how such goals might be supported and advanced by the agency.**
- **Establishing individualized career growth / development plans that will provide for accountability on the part of the agency and the staff person.**
- **Providing training and contingency planning that will give staff more opportunities to move up in the organization or in another organization.**
- **Formulating annual training plans that will be based on initial input from staff and subsequent review and recommendations by the supervisor.**
- **Utilizing annual performance evaluations to formulate staff training needs and to prioritize such needs in the annual training plan.**
- **Ensuring that there are fair and equitable opportunities for every employee to be considered for training and professional development opportunities.**
- **Expanding opportunities for networking and professional development through industry professional conferences and collaboration with other housing authorities.**
- **Ensuring that mandatory training is provided to all staff on ethics and computer training as well as mandatory training for all supervisors.**
- **Utilizing other training and learning that can be achieved through options such as, but not limited to, coaching, team problem-solving, and volunteerism.**
- **Providing access to City computer stations and training modules to reduce costs and provide for access to such options.**
- **Utilizing performance evaluation opportunities to recognize professional development achievements and its impact on employee / agency performance.**

ORGANIZATIONAL CULTURE AND WORKPLACE ENVIRONMENT:

The Berkeley Housing Authority will provide for a business culture, workplace environment, and organizational values that provide a positive environment for employees to work, interact with staff, and engage with residents and other stakeholders.

- **Building a vision statement and values statement that defines what it means to have an outstanding agency culture and workplace environment.**
- **Establishing and implementing a Code of Ethics, Standards of Conduct, and Conflicts of Interest to be applied to the Board, staff, and business partners.**
- **Providing for diversity, equity, and inclusion initiative that will celebrate diversity and equity and maximize the benefits to be achieved from inclusion.**
- **Celebrating the historical culture of BHA while still adapting that culture to be highly relevant in today's environment and workspace.**
- **Expanding the level of staff interaction and teambuilding that will reduce silo barriers, provide for cross-cutting training, and build a one-agency mindset.**
- **Providing staff with greater levels of empowerment, accountability, priority-setting, problem-solving, and decision implementation.**
- **Expanding social interaction opportunities and celebratory events that enhance staff, Board, and resident interaction to build comradery, unity, and morale.**
- **Formulating human resources policies and practices that will define BHA as a progressive employer and outstanding place to work and build a career.**

OFFICE SPACE AND WORKPLACE QUALITY:

The Berkeley Housing Authority will provide for a new office location that greatly enhances the quality of the workspace, the efficiency of operations, and the interactions with residents and stakeholders in a welcoming, safe environment.

- **Providing for a new quality workspace environment that enhances work productivity, provides meeting rooms, and improves office safety and security.**
- **Addressing resident concerns for improved accessibility to staff, availability of parking, privacy for meetings, and a welcoming reception area.**
- **Meeting with the City to address some of the interim office space concerns such as non-functioning elevators, poor air quality, heating / ventilation issues, and lead paint.**
- **Selecting a new office location anywhere in the City that has public transportation access, high quality safety and security, and adequate parking.**
- **Providing for office equipment and information technology that will improve agency efficiency and effectiveness and will achieve a paperless organization.**
- **Considering the creation of an off-site resident services center to handle the high volume business interaction that involves current and future residents.**

ORGANIZATIONAL / HUMAN RESOURCES MANAGEMENT:

The Berkeley Housing Authority will strengthen its organizational and human resources management capacity to be highly effective and efficient in aligning and managing its resources.

- **Maximizing the designation as a Moving to Work agency in providing for funding flexibility and local decision-making that better meets local needs / priorities.**
- **Evaluating work flows and work loads to ensure that there is workload equity and fairness among all staff positions.**
- **Considering the staffing of a Deputy Director and clerical positions to provide an additional internal presence and support to professional staff.**
- **Establishing annual performance evaluations that assess and measure employee performance and set subsequent expectations and training needs.**
- **Updating the employee performance descriptions to ensure that these are strategic oriented in focusing on the future vision, mission, and goals of BHA.**
- **Conducting a salary comparability study to ensure that salaries and fringe benefits are competitive with other comparable housing authorities in the area.**
- **Providing for rewards and incentives to recognize outstanding achievements of staff based on performance evaluations / professional development progress.**
- **Improving IT computer hardware and software and providing training to all staff on the updated technology that will allow the agency to go paperless.**
- **Improving the files management systems to allow the agency to transition to being a paperless organization.**
- **Considering the options for the provisions of an on-site human resources presence that might also include a shared position with the City of Berkeley.**
- **Conducting a collaborative session with the City of Berkeley or other housing authorities to share organizational / human resources services and functions.**