

Approved Authority Draft Goals and Objectives With Success Metrics

1. Secure safety and soundness of organization

Goal 1.1. Identify risks

- **Objective:**
To identify risks to Authority business in order to take appropriate action to prevent loss in assets, and loss of information that might endanger private information of those using Authority services.
- **Measurement:**
Performance of Risk Analysis at Audit Committee or Board meeting as evidenced by meeting minutes.
- **Standard:**
A minimum of one Risk Analysis performed.
- **Achieved:** Yes No

Goal 1.2: Emphasize Authority Board and Team ethics, fraud awareness, and public records training, and professional development.

- **Objective:**
To insure top-down climate of ethics and compliance and avoid legal risk.
- **Measurement:**
The number of Board and Team Trainings held annually.
- **Standard:**

Schedule quarterly Board Trainings and monthly Team continuing education trainings.

- **Achieved:** Yes No

2. Foster housing markets that promote equitable access to affordable and sustainable housing

Goal 2.1 Advance equity in housing finance, including education and compliance with fair lending/housing laws

- ***Objective:***

To make affordable housing happen.

- ***Measurement:***

Prioritize and streamline Authority Team development and outreach to increase community awareness and affordable housing networking opportunities.

Serve as a reliable source of affordable housing information by cooperating in and/or hosting community presentations relating to affordable housing or fair housing.

- ***Standard:***

Each staff member should attend a minimum of one professional development seminar or conference, assist in hosting at least one community presentation, or participate in one event providing affordable housing or fair housing each quarter.

- **Achieved:** Yes No

Goal 2.2 Implement or continue strategic initiatives to reinforce focus on organizational goals

- **Objective:**

To facilitate greater availability of affordable housing supply and remove barriers to financing affordable housing in Escambia County

- **Measurement:**

Work to finance multifamily units by encouraging applications for bond issues and Florida Housing RFAs.

Continue first-time single family mortgage loan program with down payment assistance.

Continue to provide revolving loan program to finance Urban infill homes.

- **Standard:**

Staff will participate in at least one RFA process with an application to Florida Housing or a local source of subsidy; Authority will dedicate at least \$2,000,000 toward originating first or second mortgage loans for first time homebuyers; Authority will appropriate at least \$2,000,000 for a revolving fund to make 0% loans to Urban Infill builders.

- **Achieved (RFA):** Yes No

- **Achieved (Single Family Program):** Yes No

- **Achieved (Urban Infill Program):** Yes No

3. Stewardship of Authority Infrastructure

Goal 3.1 Ensure stewardship of assets and resources, through strategic investment.

- **Objective:**

To maintain long-term ability to continue to provide necessary services to those needing affordable housing in Escambia County.

- **Measurement:**

The purchase of Authority originated mortgage-backed securities to enhance the Authority's ability to provide low interest loans and ensure higher investment returns in accordance with annual investment recommendations by Municipal Advisor.

- **Standard:**

The Authority should purchase not less than \$2,000,000 Authority originated MBS during the course of the 2024/2025 fiscal year.

- **Achieved:** Yes No

Goal 3.2 Cultivate high performing, accountable, and engaged workforce

- **Objective:**

To ensure succession and optimize investment in salary and benefits.

- **Measurement:**

Annually assess all functional duties and responsibilities to realign staff goals and training, as necessary.

Highlight daily learning opportunities in financial processing, housing operations, technology, professional communication, and marketing to better position staff for potential succession.

- **Standard:**

The Authority should perform the assessment of functional duties and responsibilities and undertake a formal staff training program for succession during the 2024/2025 fiscal year.

- **Achieved:** Yes No