

Work Group Name: **Community Development**
Department Name: **Community Development**
Division Name: **Economic Development**

Mission Statement: “The goal of the Community Development Board is to improve the quality of life of Spokane's low and moderate income citizens through actions promoting affordable housing, a clean environment, access to human service programs, expanding economic opportunities and the encouragement of citizen participation within neighborhoods”

Definition of Customer:

- Spokane's low and moderate income citizens

Definition of Product/Service provided:

- Responsible and responsive administration of federal program funds.
The product/services includes improving the housing stock through 1) rehabilitation loans with a focus on health and safety concerns, 2) protecting existing structures in advance of full rehabilitation through a program focusing on replacing worn out roofs, 3) the paving of previously unpaved streets, 4) the replacement of broken sidewalks, 5) improvement and upgrades in community development neighborhood parks, 6) capital grants for enhancement of neighborhood centers and other public facilities, 7) investment in small business and micro loans, and 8) support of human and public services.

Please list only top 4-8 of each of the following:

- Strengths:
 1. citizen participation
 2. staff
 3. Community Development Board
 4. relationships with implementing departments
 5. relationship with federal agencies
 6. relationship/contacts with local providers of housing
 7. financial services and social services
- Weaknesses:
 1. lack of local funding
 2. bureaucracy
 3. citizen apathy
- Opportunities:
 1. partnerships ability to leverage other funds
 2. matching funds
 3. economic development in neighborhoods
 4. microenterprise loans
 5. improved local economy
 6. alliances with housing advocates
- Threats:
 1. diminishing federal funds
 2. federal deficit
 3. national priorities
 4. national disasters
 5. unfunded mandates

6. NIMBYism
7. public misunderstanding and/or hiatus regarding low-income households

List up to 5 of your top Key Success Factors (things you need to do particularly well to succeed in the delivery of your product/service to your target customer AND achieve your group mission):

1. strategic allocation implementation
2. effective project management
3. effective regulatory compliance through monitoring and reporting
4. strong portfolio management
5. alliances with public and private partners

Goal #1

Promote affordable housing (relates to Mayor's/Council priority for Quality of Life) (SWOT Strengths & Opportunities)

- Implement the 2007 Action Plan single family rehabilitation program management contract in July 2007 for delivery of services in 2007 and 2008.
- Hold two rounds of 2007 HOME multi-family housing project selections in September 2007 and April 2008.

Goal #2

Efficient delivery of human services (relates to Mayor's/Council priority for Quality of Life) (SWOT Strengths & Opportunities)

- Implement the 2007 Action Plan human services contracts in July/August 2007 for delivery of services in 2007 and 2008.

Goal #3

Encourage citizen participation with neighborhoods (related to Mayor's/Council priority for Customer Service) (SWOT Strengths)

- Prepare a Citizen Participation Plan for the involvement of citizens in neighborhoods and the community by June 2007 for the preparation and implementation of the 2008 Action Plan.