



FORT WORTH  
HOUSING SOLUTIONS

# 2024 - 2028 STRATEGIC PLAN

VOLUME 1 | JANUARY 2024

# A LETTER FROM MARY-MARGARET LEMONS



As we begin a new chapter for our agency, I am thrilled to share Fort Worth Housing Solutions' 2024-2028 Strategic Plan, a collaborative effort shaping the future of housing in our city.

Discovery sessions with our dedicated staff provided the foundation for this plan, diving into the heart of our mission and identifying key areas for growth. Collaboration with industry experts helped to define our goals, ensuring they align with the evolving affordable housing landscape. Smaller group sessions with representatives from various departments of our organization fostered a comprehensive understanding of our objectives and strategies.

I am proud to announce our Board of Directors has approved this plan. Thank you to everyone who contributed to creating it.

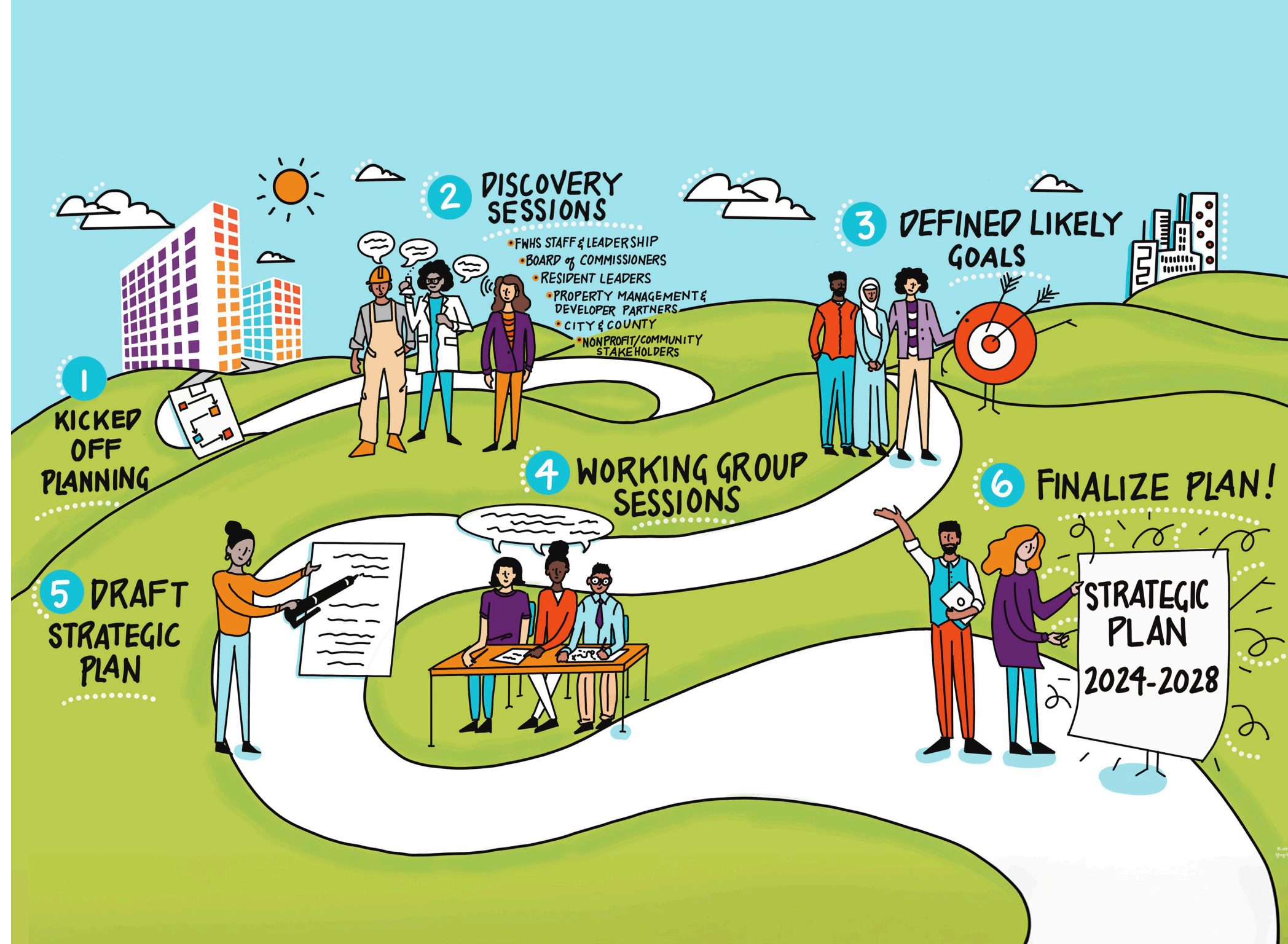
In the first year of this plan, we will be guided by our 2024 theme, "Housing Focused. Solutions Driven," as we navigate the year ahead. This theme, suggested and voted on by staff, encapsulates our collective dedication to being at the forefront of housing innovation.

This strategic plan booklet represents our commitment to transparency and progress. Subsequent volumes will be released each year to update stakeholders and community members on our achievements and where we're headed next. As we embark on this five-year plan, we stand united in our mission to create lasting and impactful solutions for the communities we serve.

With gratitude,

*Mary-Margaret Lemons*

Mary-Margaret Lemons  
President | Fort Worth Housing Solutions





# WHO WE ARE

Fort Worth Housing Solutions is changing the face of affordable housing by providing mixed-income rental and homeownership opportunities to provide the foundation to improve lives.

The agency was established by the City of Fort Worth in 1938 to provide decent, safe housing for low- to moderate-income residents. In 2023, the FWHS portfolio includes over 50 properties with 10,000+ units, 85% of which are offered at reduced rents to eligible households. The agency manages rental assistance programs to help families and individuals cover housing costs. We also foster the development of mixed income communities and invest in our families through our self-sufficiency programs.

FWHS works closely with our partners to serve more than 33,000 individuals every day. We are proud to have housing communities in all 11 city council districts in Fort Worth.



## THE NEED FOR AFFORDABLE HOUSING

**\$92,300** - Area Median Income for the Fort Worth-Arlington Metropolitan Area, 2022

**\$58,240** - Annual income needed to afford a 2-bedroom unit at market rent

**\$28.00** - Hourly wage needed to afford market rent of \$1,269 for a 2-bedroom unit

**50,110** - Housing Gap: The number of affordable, available rental housing units needed to serve low- and extremely low-income families in Tarrant County\*

### 2023 INCOME LIMITS TO QUALIFY FOR HOUSING ASSISTANCE\*

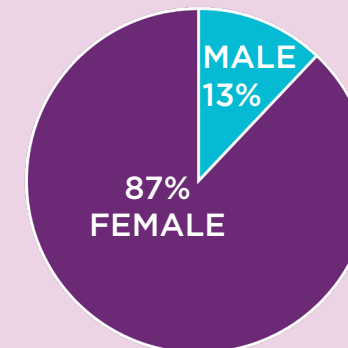
HOUSEHOLD SIZE	30% AMI	50% AMI	80% AMI
1	\$20,100	\$33,500	\$53,600
2	\$23,000	\$38,300	\$61,250
3	\$25,850	\$43,100	\$68,900
4	\$30,000	\$47,850	\$76,550

Data sourced from: \*National Low Income Housing Coalition, March 2023; \*U.S. Dept. Housing and Urban Development FY 2023 Income Limits Summary, Fort Worth-Arlington, TX HUD Metro FMR Area; \*FWHS Assisted Housing Program Monthly Report, month ending Dec. 31, 2022

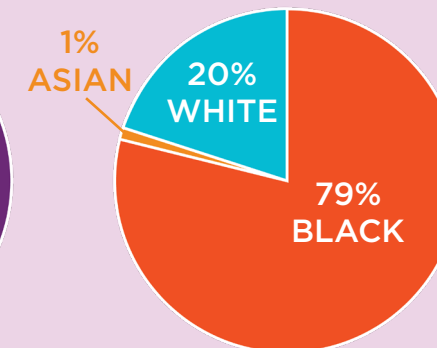
## HCV CLIENT DEMOGRAPHICS<sup>^</sup>

REPRESENTS DEMOGRAPHIC DATA FOR HEADS OF HOUSEHOLDS ONLY

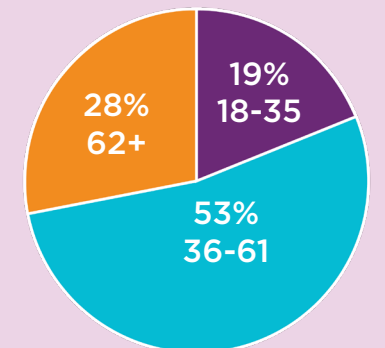
BY SEX



BY RACE



BY AGE





# 2024-2028 STRATEGIC PLAN BRIEF OVERVIEW

This concise overview outlines key objectives and initiatives, developed collaboratively with staff and stakeholders, to guide the growth of Fort Worth Housing Solutions as a leader in equitable, affordable housing over the next five years.

## MISSION

To create inclusive affordable housing communities where people can thrive.

## VISION

A thriving community where all residents have a place they are proud to call home and pursue their dreams regardless of their income or address.

## DIVERSITY, EQUITY AND INCLUSION STATEMENT

At FWHS, we prioritize Diversity, Equity, and Inclusion as fundamental principles. Our ongoing commitment is to foster an organization that not only values and embraces diversity but also actively works towards creating inclusive neighborhoods, policies, programs, and workplace. We firmly believe that everyone plays a vital role in building affordable housing communities where everyone can thrive.

## HOUSING

Work with public and private partners to preserve existing housing assets for long-term sustainability, and to expand affordable housing opportunities by 5,000 units throughout the Fort Worth community.



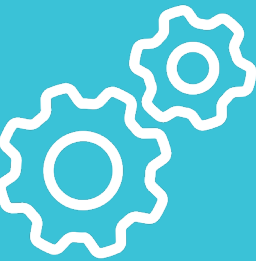
01



02

## EFFICIENCIES

Nurture an innovative workplace supported by efficiency, inclusion, and data-driven decision making.



03



04

## CLIENTS

Optimize partnership and program opportunities to improve the client experience and enhance the impact for residents to improve their quality of life.

## WORKPLACE PERSONALITY

Further efforts to recruit, develop and retain a talented workforce that values diversity, equity, inclusion, and belonging throughout the organization.





# HOUSING

*FWHS will work with public and private partners to preserve existing housing assets for long-term sustainability, and to expand affordable housing opportunities by 5,000 units throughout the Fort Worth community.*

## HOUSING STRATEGY

We will analyze the physical and financial conditions of existing housing assets to develop an asset repositioning and investment plan for all properties, to include priorities to guide future new development and acquisition decisions for growth.

**#1.** Conduct a thorough physical and financial analysis of the existing real estate portfolio and develop and implement a comprehensive growth, asset repositioning, and sustainability plan.

**#2.** Develop and implement a robust property management oversight and accountability approach.

**#3.** Work with public and private partners to determine the best use of the Butler Place property and implement a disposition strategy.





# CLIENTS

*FWHS will optimize partnership and program opportunities to improve the client experience and enhance the impact for residents to improve their quality of life.*

## CLIENT STRATEGY

We will determine opportunities to improve customer service and implement plans to maximize impacts of programs and services.

- #1. Establish a Social Benefit Enterprise that leverages partnerships, helps to address the workforce development needs of FWHS residents, and is responsive to market demand.
- #2. Explore partnership and program opportunities to develop new or connect with existing programs for children, youth, and adults.
- #3. Develop and implement plans to elevate customer service and engage with clients both at the central office and in the community.
- #4. Explore technology opportunities to improve client experience.







# OPERATIONAL EFFICIENCIES

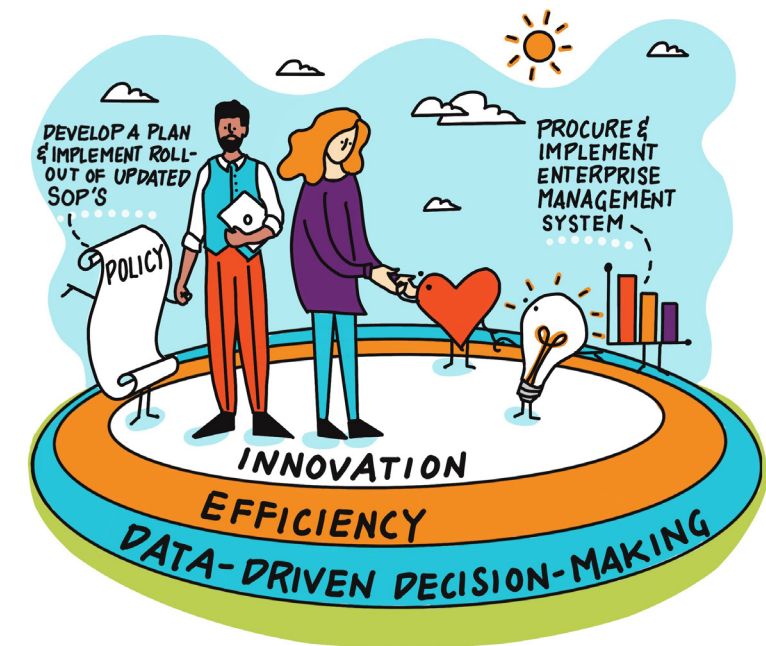
*FWHS will nurture an innovative workplace supported by efficiency, inclusion, and data-driven decision making.*

## EFFICIENCIES STRATEGY

We will identify, develop, and implement systems, policies, and procedures to streamline and standardize operations.

**#1.** Procure and implement an enhanced enterprise management system that will provide improved processes, data collection and reporting.

**#2.** Develop a plan and implement the roll out of updated Policies and Standard Operating Procedures (SOPs) for all agency operations.





# WORKPLACE PERSONALITY

*FWHS will further efforts to recruit, develop and retain a talented workforce that values diversity, equity, inclusion and belonging throughout the organization.*

## WORKPLACE PERSONALITY STRATEGY

We will ensure the workplace environment is welcoming, collaborative, and inclusive, and equips employees to grow.

- #1.** Develop a communications plan that improves internal sharing of information and external awareness of FWHS programs, success stories, and activities.
- #2.** Implement a new professional development training plan that builds staff capacity, agency knowledge, and productivity.
- #3.** Develop and implement a Diversity, Equity and Inclusion (DEI) plan that champions the uniqueness of each individual while working to create a community that respects, values, and supports all people.
- #4.** Develop a strategy to increase engagement with staff through team building events, volunteer opportunities and soliciting staff feedback for inclusive decision-making.





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