

# **HOUSING AUTHORITY OF THE CITY OF TULSA**

## *Strategic Plan*

**Adopted: February 26, 2007**

### **VISIONS, VALUES AND BELIEFS**

Recognized leadership in providing qualified residents with desirable housing in pleasant living environments.

Known for and measured by the professional, responsive, and caring manner in which it assists residents in their housing needs.

Known by those in need of housing assistance for maintaining the communities in a desirable and attractive manner.

An organization that supports resident efforts to achieve self-sufficiency.

An advocate for improving the lives of residents through a partnership of the community at large and the governmental, educational, religious and community service agencies.

An employer that provides challenging and rewarding careers in public service through performance measurement and reward systems.

### **MISSION STATEMENT (REVISED)**

To be a leading Public Housing Agency that enhances the quality of life in Tulsa through the efforts of a professional, caring, and responsive staff and Board.

## **STRATEGIC GOALS**

### **Finalize Transition Plan to Ensure Compliance with Asset Management Regulations.**

Under recent HUD regulations, PHAs are required to transition to property-based operations and implement the new Asset Management requirements. The goal is for HUD to fund each property rather than fund the agency as a whole and allow the PHA to evaluate its portfolio based on the property's bottom line. In 2008, PHAs must be certified by a third party to be in compliance with the regulations. The THA has employed property-based operations for several years, long before this requirement, and the tasks in this area are related to the Central Office Cost Center and its approach to charging developments for services. Objectives under this goal are:

- Review overhead costs and estimate incoming fees.
- Finalize fees for services for all centralized functions and develop final fee-for-service listing; reevaluate supervision costs.
- Conduct property viability reviews and determine the highest and best use for each development.
- Develop transition plan for compliance and implement; assess transition plan during the "test" period.

### **Evaluate the Effectiveness of Resident Services Function and Realign as Needed**

Funding for all HUD programs is on the decline, including funding for operations, capital improvements, and resident services. As the PHA transitions to full compliance with Asset Management requirements, it will become increasingly important to ensure that the resources for resident services are effectively spent and have the greatest impact possible to remain consistent with the agency's overall mission. As a result, this goal is presented to maximize the effectiveness of the resident services resources and continuously identify ways to capitalize on other services provided throughout the service area. Objectives under this goal are:

- Board to establish annual commitment for Resident Services functions.

- Review existing programs, staffing levels, and funding sources to evaluate the continued feasibility of individual efforts.
- Develop annual grant plan and ensure that grant benefits exceed administrative requirements.
- Develop cost analyses to assess the services provided and ensure the financial viability of each.
- Assess the degree to which Resident Services activities can be realigned.
- Continue to coordinate and expand linkages to other local providers.

### **Target the Authority's Development Activities and Create a Development Plan**

Affordable housing resources in the City of Tulsa are on the decline and the need for affordable housing is on the rise. As a result, the Authority must consider the expansion of those resources through acquisition or development. Since the process for both acquisition and development is extremely time sensitive, it is critical for the Authority to establish a streamlined process for the evaluation of potential deals to allow for the timely completion of due diligence efforts. Objectives under this goal are:

- Develop process outline and timeframe for development and/or acquisition and obtain Board approval.
- Establish development team for the evaluation of possible deals.
- Fine tune the criteria for the selection of properties.
- Integrate development activities with operations plan to ensure the Authority's ability to maintain properties for the long term.

### **Enhance and Target Entrepreneurial Activities**

As funding from Congress and HUD continues to decline, it is critical that the Authority develop and implement initiatives that are unrestricted and revenue producing. This will allow the agency

to capitalize on its resources and to expand the scope of core activities to entrepreneurial efforts. Objectives under this goal are:

- Develop clear training curriculum and identify target market for each.
- Expand courses and subject matter to appeal to smaller PHAs to include Property Management, Construction Management, Construction Administration, CFP Grant Management, and other products (i.e. cabinet shop).
- Enhance promotional materials and create advertising and promotion plan.
- Finalize process for Single-Family Property Acquisition and Rehabilitation Plan to consider the marketability of specific selected properties.

### **Investigate the Feasibility of Expanding the PHA Service Area**

The Authority service area is currently restricted to one mile outside the City of Tulsa limits and state law restricts the activities as well as that service area. In order to capitalize on opportunities outside the service area, the statute must be modified. In addition, as HUD continues its focus on the consolidation, or regionalization, of housing agencies, the Authority should monitor surrounding housing agencies for opportunities to provide comprehensive management services. Objectives under this goal are:

- Continue efforts to change the State Statutes to allow more flexibility in the scope and geographic location of Authority initiatives.
- Evaluate opportunities to provide comprehensive PHA management services to surrounding PHAs.
- Assess the feasibility of expanding the agency operation.