



HARRISBURG HOUSING AUTHORITY
STRATEGIC PLAN

2014



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SECTION 1: BACKGROUND

Purpose of Strategic Planning

Strategic planning provides a way for our organization to review, reflect, and renew our commitment to our goals. The strategic planning process has been and is focused on the future. Moreover, it is grounded in our agency's vision and mission, and serves to help provide direction and planning to our capable staff.

Our Vision

The Harrisburg Housing Authority's (HHA's) vision can be summarized as:

Being a high functioning and reputable organization that provides exceptional services for our residents and the community at large.

Our Mission

HHA's mission statement is the following:

To:

Provide affordable quality housing;

Work unyieldingly towards improving the quality of life for our residents;

Aggressively focus on programming for individual and family self-sufficiency;

Develop and maximize assets and resources for the benefit of our business interest; and

Affirmatively promote fair housing.

Our Organization

The HHA is governed by a five (5) member board of commissioners. The board is responsible for setting policies, authorizing action, establishing organizational budgets and monitoring the execution of those tasks. The responsibility for HHA's day-to-day operations is delegated by the board to HHA's executive office which includes the CEO/President and Senior Vice-President. The HHA has a workforce totaling approximately eighty (80) people.

All board members and executive staff members participated in the development of the strategic plan.

Board of Commissioners

Executive Office

Department/Programs

SECTION 2: OUR STRATEGIC GOALS - SUMMARY

Goal 1: Transform Our Agency

The Harrisburg Housing Authority (HHA) will strengthen its organization and its community relationships by developing defined performance measurements and metrics, and by communicating clear expectations and ensuring accountability. Essential functions will be identified and tracked for high performance, staff development, and management succession.

HHA will establish vertical and horizontal communication channels to impart performance metrics and transform HHA's culture so that the organization will face the future together with a shared mission.

Goal 2: Stabilize, Renew, and Revitalize HHA's Public Housing

Conduct analyses of public housing stock to determine hold, repositioning, and/or disposition strategies, including assessing the viability of each community and the overall portfolio. This can be done by commissioning a comprehensive Physical Needs Assessment (PNA) and market study.

Establish management and maintenance priorities to attain and maintain improved physical condition and occupancy scores under PHAS. Implement performance measures and metrics to track performance of communities and the overall portfolio, and establish accountability and responsibility requirements for AMP Directors.

Review admissions and occupancy policies, the public housing lease, and internal processes to ensure compliance with statutory HUD regulations and internal cohesiveness. Ensure that staff is knowledgeable about HHA policies and is appropriately applying the same.

Goal 3: Maintain High Performing Housing Choice Voucher Program

Establish and/or review performance metrics for the Housing Choice Voucher program to maintain optimal utilization and maximize funding. Ensure high performer status under SEMAP. Review administrative policies to ensure that policies are up to date, and ensure that staff is working to policies.

Goal 4: Become an Innovative Provider of Affordable Housing

The Harrisburg Housing Authority (HHA) will increase its responsiveness to housing needs in the city of Harrisburg. HHA will actively explore opportunities to better serve the housing needs of a range of populations. After a PNA and market study are complete, HHA will identify public/private partnerships to acquire new housing and/or transform existing housing into best-in-class affordable housing. HHA make every effort to develop housing that is integrated in neighborhoods with employment opportunities and other resources such as child care, health care and public transportation.

Goal 5: Become a Creative and Essential Community Partner in the Delivery and Development of Affordable Housing and Economic Development

HHA will develop public and private partnerships to develop and transform affordable housing in the city of Harrisburg; form innovative collaborations for services to residents; and build a network of experts in and champions of strategies for economic development and self-sufficiency, Section 3 training and hiring, minority-owned and women-owned business inclusion program, and investment and real estate

expertise development. These partners will be stakeholders in the community, in the Harrisburg Housing Authority strategic goals and in HHA's nonprofit.

Goal 6: Continue to Be an Unyielding Champion of Affirmatively Furthering Fair Housing

The Harrisburg Housing Authority will work diligently and methodically to identify and remove barriers to affordable housing based on race, color, religion, national origin, sex, familial status, or disability. HHA will ensure that its policies are compliant with laws and HUD regulations. HHA will rigorously monitor its processes and practices to ensure adherence, and will develop tracking and monitoring systems to document its processes.

Goal 7: Be a Leader in Self-Sufficiency, Empowerment, and Economic Development Strategies for Residents

HHA will provide core resident services to support housing stability, and foster a self-sufficiency program through the talents of its own staff and with partner agencies. HHA will coordinate the delivery of other types of resident services through strategic partnerships with local providers. HHA will serve as a policy advocate and strategic partner in the housing and related services arena.

Goal 8: Develop a Non-Profit to Further Develop and Expand Affordable Housing

HHA will complete the formation of a non-profit arm to seek expanded funding in order to more creatively develop and expand affordable housing in the City of Harrisburg.

SECTION 3: MOVING STRATEGIC GOALS FORWARD – OUR FUTURE

GOAL 1: TRANSFORM OUR AGENCY

HHA will strengthen its organization and its community relationships by developing clear expectations, defined measurements, and accountability in communication, staff development, management succession, and diversity.

Opportunities exist in a number of key areas which, when addressed, will strengthen the organization and its ability to meet community housing needs. These are opportunities for increasing communication, effective staffing, developing and acquiring new talent, diversifying the workforce, and planning for management succession.

Background

HHA has a strong Board of Commissioners and a highly capable senior management team. The Board is notable for their institutional knowledge and diverse fields of expertise and experience. The Board and HHA's senior management team are clearly motivated and ready to move the housing authority into the next evolution of the organization.

Moving Forward

HHA will take full advantage of the strengths of its Board and staff by implementing performance tracking and accountability systems. These systems will identify areas of risk in compliance and performance, and will demonstrate and document improvement and identify where high achievement is maintained.

2013 - 2014

Annually, housing authorities have endured funding reductions over the past ten (10) years. HHA will maintain fiscal integrity and stability by ensuring fiscal controls, lowering operation costs where efficient, and increasing revenues through careful management of existing properties, HCV utilization, and effective grant writing.

HHA will institute a Quality Assurance system in essential programmatic/performance areas. This important strategic initiative will be developed with participation of key management and mid-level staff, and will be fully communicated to all applicable staff. This performance tracking system will include both periodic and monthly Quality Control (QC) documentation, to include:

Annual review of the HCV administrative plan, the public housing admissions and continued occupancy policy, HHA's reasonable accommodation, LEP, and VAWA policies and practices, and community reports submitted to the central office.

Monthly monitoring will include, for the HCV program, utilization rates, administrative fees and HQS inspections.

In both the HCV and public housing programs, PIC reporting rates, and sample file reviews (error rates of staff) will be monitored monthly. In both programs, reasonable accommodation requests (and outcomes), and VAWA requests (and outcomes) will be tracked.

In the public housing program, occupancy and rent collection rates, vacant unit turnaround, emergency and nonemergency work orders, UPCS inspections (especially health & safety deficiencies), and eviction proceedings will be tracked and reported monthly.

After grounding itself in fact-based management performance, HHA will be ready to fully launch its transformation as a best-in-class agency. The organization will be in a position to fully deploy its efforts in employee development, recruitment, and succession.

2014 - 2016

Once HHA has fully implemented and communicated its fact-based metrics systems to ensure accountability, HHA will be ready to investigate the fiscal and operational impact of expanding its mission to include developing new affordable housing, managing other organization's facilities, and/or spearheading training of other organizations.

Ongoing

HHA will pursue resource development, ways to leverage HHA's investments, identify and reduce risks, communicate and disseminate achievements, and ensure consistent application of its values in all endeavors.

GOAL 2: STABILIZE, RENEW, AND REVITALIZE HHA'S PUBLIC HOUSING

The implementation of strategic initiatives in Goal #2 will provide HHA with important data concerning the quality and utility of the public housing in the city of Harrisburg.

Background

The provision of quality affordable housing is at the core of the Harrisburg Housing Authority's mission. HHA's public housing is some of the oldest in the nation. Most of the developments are in high-poverty neighborhoods and HHA's residents face the array of issues common to families living in poverty.

Every housing authority with public housing must plan strategically to evolve and transform its portfolio. Existing operating and capital funding are not sufficient to revitalize distressed stock. Housing authorities must be entrepreneurial in providing housing.

Moving Forward

HHA will identify nonperforming properties and ascertain critical problems and risk factors. Some troubled properties may be in high-crime, high-poverty neighborhoods, or stock may be too old or dilapidated to be viable.

HHA will assess the ability of the properties and portfolio to pay its frontline and shared allocated costs, fee-for service functions, conventional fees, etc.

A detailed physical needs assessment of HHA's public housing stock will be performed for the purpose of making an informed strategic decision(s).

2013 - 2014

HHA will assess its collaboration and contracts with law enforcement (HPD) to refine its public safety focus and increase consistency in lease enforcement. HHA may consider performance-based contracts, wherein HPD agrees to conduct specific activities to prevent and deter crime, as well as regular patrolling.

HHA will review and update its admissions and continued occupancy policy to ensure compliance with laws and HUD regulations and to ensure that procedures and practices adhere to policy and promote consistency of good business management of the properties. Staff will be thoroughly trained on the updated policies, and supervisors will be accountable to ensure that new policies are being applied.

HHA will seriously consider expanding the Family Self-Sufficiency (FSS) program. Community rooms will be ideal locations for in-kind contributions from universities, community colleges, family services, and youth and recreation nonprofits. Contracts with local nonprofit agencies will be considered to enhance self-sufficiency activities at the developments. The goal would be for public housing residents to receive highly competent case management and gain the necessary knowledge, skills and abilities to obtain stable work with a living wage.

HHA will conduct a risk assessment of each property, to identify risk factors. HHA will identify the expertise needed to conduct a detailed Physical Needs Assessment (PNA), which will enable HHA to quantify the short-range and long-term sustainability of each project through a 5-year project operating pro-forma.

HHA will obtain a market study to identify any redevelopment initiatives which may be promoted or funded in part by the city/region that affects neighborhoods in which HHA properties are located, and any other development/redevelopment initiatives being undertaken by nonprofit and/or for-profit developers in Harrisburg. A market study identifies affordable housing supply and demand data, existing

and future demographic data, underserved populations, distances from municipal services, project amenities, and comparable rents. The study can be used to determine need for new housing and whether existing housing is obsolete.

2014 - 2016

Once HHA has determined the position of its properties and portfolio with existing operating and capital funding and the local market, the agency will be prepared to implement its strategic asset management decisions for public housing. These strategies could include Operating Fund Financing Program (OFFP), demolishing and rebuilding as combined funding (mixed finance) properties with LIHTC, CDBG, and/or other funding, or project-based vouchers.

Ongoing

HHA will continue to become an increasingly sophisticated and entrepreneurial housing provider by first transforming its public housing into marketable, attractive, and financially healthy real estate.

GOAL 3: MAINTAIN HIGH PERFORMING HOUSING CHOICE VOUCHER PROGRAM

Harrisburg Housing Authority will maintain and ensure high performer status under SEMAP.

Background

HHA has a strong track record as a highperforming HCV program. Efficient waiting list management, optimal utilization rates, HQS inspections, effective communication with landlords and owners, and education of applicants and participants are hallmarks of a program that results in high-performer status under SEMAP.

Moving Forward

HHA will maintain a performance metrics system described in Goal #1 to ensure that all critical functions in the HCV program are tracked and monitored. HHA is committed to maintaining a well-run and financially healthy HCV program.

2013 - 2014

HHA will heavily monitor its administrative fee reserves. HHA will maintain optimal utilization and PIC reporting rates of at least 98%. HHA will conduct rigorous randomlyselected files for SE MAP self-audit certification. HHA will conduct randomized file audits at least quarterly.

HHA will review and update its administrative plan to ensure compliance with laws and HUD regulations and to ensure that procedures and practices adhere to policy and promote consistency in the program. Staff will be thoroughly trained on the updated policies, and supervisors will be accountable to ensure that new policies are being applied.

HHA will diligently strive to assist families to move to low - poverty neighborhoods. Aggressive landlord outreach and referral, continuously updated listings, and information in the briefing packet will enable HCV participants to live in areas with opportunities and resources.

HHA will offer an FSS program rich in collaboration and networking to identify and offer community

resources. Competent case managers will work closely with families as families gain skills to seek, gain, and maintain employment.

2014 - 2016

HHA will maximize its strengths in administering the HCV program. HHA will explore expanding these strengths by seeking additional vouchers and offering homeownership opportunities.

Ongoing

HHA will pursue a range of affordable rental assistance programs and opportunities to serve extremely low-, very low-, and low-income families in Harrisburg.

GOAL 4: BECOME AN INNOVATIVE PROVIDER OF AFFORDABLE HOUSING

Background

HHA does business in a community sitting on the edge of an economic resurgence. Properties with potential exist throughout the community, and investment in these properties may be prudent. At the same time, Harrisburg has some blighted neighborhoods where the absence of high-paying jobs and transportation for low- and mid-income families is a significant barrier to education and training.

The opportunity exists for the Harrisburg Housing Authority, with the expertise of management and the guidance of the Board, to be a significant partner in the community planning for revitalization, rehabilitation, modernization and economic development. With HHA at the planning table, it may be possible to secure, rehabilitate and/or manage properties serving a variety of functions. Mixed-use developments, combined funding (mixed finance) properties, service-enhanced housing and transitional housing are some of the possible innovative housing projects that HHA and the city of Harrisburg could utilize to further enhance its attractiveness as an up and coming community.

Moving Forward

HHA will collaborate with partners to identify gaps in community needs for affordable housing. There are significant opportunities to deepen existing partnerships and develop new ones in order to maximize housing and economic improvements beyond the ability of one organization.

2013 - 2014

HHA will complete a market study regarding the needs and resources for, and gaps in, affordable housing in the city of Harrisburg and surrounding areas. Based on this evaluation of local needs, resources, and gaps, HHA will work with its partners to develop a plan for strategic use of HHA resources in providing affordable housing to very low income through low to mid income families in the city of Harrisburg.

2014 - 2016

HHA will continue its work with its partners to implement the plan for strategic use of HHA resources in providing affordable housing to families in the city of Harrisburg and surrounding areas. These plans may include providing service-enriched housing for veterans, increased tenant-based (rental assistance) housing, and/or enhanced project-based housing.

Ongoing

HHA will pursue a range of affordable housing opportunities, including creative funding, to serve Harrisburg families.

GOAL 5: BECOME A CREATIVE AND ESSENTIAL COMMUNITY PARTNER IN THE DELIVERY AND DEVELOPMENT OF AFFORDABLE HOUSING

Background

Although the Harrisburg Housing Authority operates independently from the city of Harrisburg government, the Mayor appoints HHA's Board members. The relationship between the city and HHA has been historically distant. HHA's partnerships and collaborations with local government, social service agencies, and advocacy groups should be more collaborative, energetic and significant.

Moving Forward

The Harrisburg Housing Authority will actively and creatively partner, contract, and collaborate with the City, social service agencies, and advocacy groups to bring fresh ideas, creative programs, and innovative strategies to HHA families. Community planning groups, social scientists, university interns, literacy groups, youth and recreation programs, Legal Aid, fair housing agencies, refugee advocates, domestic violence advocates, transportation providers, law enforcement, and housing advocates and developers are just some of the possible fruitful partnerships that will be explored.

2013 - 2014

HHA will explore identification of a grant writer to bring funding, staffing and in-kind contributions to work in forming collaborative projects and initiatives in the city of Harrisburg, in public housing, and for housing choice voucher participants. HHA will provide one of its resources, e.g., housing and community meeting space, for these collaborations and partnerships.

2014 - 2016

Community partners will continually be added to HHA's increasingly rich network of collaboration to place HHA families at the epicenter of creative services and to position HHA as a best-in-class agency in the region.

Ongoing

HHA will commit to and pursue "working with the people who do the work".

GOAL 6: CONTINUE TO BE AN UNYIELDING CHAMPION OF AFFIRMATIVELY FURTHERING FAIR HOUSING

Background

Harrisburg Housing Authority's commitment to fair housing is stated explicitly in its mission statement. HHA's sincere commitment is to both the spirit and the letter of civil rights and fair housing laws.

Moving Forward

Affirmatively furthering fair housing must be vigilant and proactive. Policies, processes and practices must articulate and comply with federal laws prohibiting discrimination based on race, color, religion, national origin, sex, familial status and disability. HUD housing programs are open to all eligible individuals and families, regardless of sexual orientation, gender identity, or marital status. HHA must also be assured that it complies with any additional protections under State and local law.

2013 - 2014

The Harrisburg Housing Authority will do a thorough self-assessment, or obtain outside an assessment, of its fair housing policies, processes and practices, to include:

Required fair housing posters in all HHA offices;

Discrimination complaint information for applicants and participants Notice informing applicants and participants of their right to request reasonable accommodation for a person with disabilities;

Reasonable accommodation policies and procedures ;

Physical modification policies and procedures for public housing;

Language Assistance Plan (LAP) to include:

Notifying applicants and participants of their right to request competent oral interpretation, free of charge;

For written translation, four-factor analysis:

1. Determine the number or proportion of Limited English Proficient (LEP) persons eligible to be served;
2. The frequency with which LEP persons come into contact with the program;
3. The nature and importance of the program, activity, or service to people's lives; and
4. The resources available to the PHA, and any costs.

HUD guidance is that PHAs should provide written translations of vital documents for each eligible LEP language group that constitutes 5% or 1,000 persons (whichever is less) of the population eligible to be served.

New definition of family: (Equal Access Final Rule published 2/3/12): HUD housing programs are open to all eligible individuals and families, regardless of sexual orientation, gender identity or marital status.

Notifying applicants, HCV participants and PH residents of their protections under the Violence Against Women Act (VAWA).

Aggressive Section 3 compliance wherein the HHA and contractors, to the greatest extent possible, train and hire low-income residents.

504 coordinator-related duties are clear and staff knows when and how to access the 504 expertise and guidance.

Work towards all management and staff being knowledgeable about the HHA's fair housing requirements.

HHA will add the above fair housing elements to its metrics-based management and tracking system as expressed in Goal #1.

2014 - 2016

As HHA transforms and increases its housing stock and rental assistance program, HHA will vigilantly and aggressively ensure that affordable housing is increasingly situated and offered in neighborhoods with greater opportunities. HHA will work with its City government, planners, developers, advocacy groups and resident groups to ensure that roads to opportunities are smooth.

Ongoing

HHA will continually monitor its policies, programs, processes and practices to be alert to any overt discrimination, disparate treatment, or disparate impact.

GOAL 7: BE A LEADER IN SELF-SUFFICIENCY, EMPOWERMENT, AND ECONOMIC DEVELOPMENT STRATEGIES FOR RESIDENTS

Background

Harrisburg Housing Authority's mission strongly supports a self-sufficiency commitment for residents:

HHA will:

Work unyieldingly towards improving the quality of life for our residents and aggressively focus on programming for individual and family self-sufficiency

As mentioned previously, Harrisburg has some blighted neighborhoods where the absence of high-paying jobs and transportation for low and midincome families are significant barriers to education and training.

Moving Forward

In the strategic activities worksheet completed by Board members and executive leadership, the following were indicated as high priority activities: Increase public housing residents' and HCV participants' abilities to pay rent; design, write, and implement grant-funded programs; increase tenant-owned businesses; increase business and/or develop minority-owned and women-owned businesses; add self-sufficiency coordinator; add service coordinator for elderly persons and persons with disabilities; provide service-enhanced housing; provide or obtain day care for residents; and provide or partner with another entity for small business development for participants and residents.

2013 - 2014

Building joint ventures and partnerships will further HHA's ability to bring creative programs into public housing community centers. HHA will intensively seek already-existing community resources and will serve as a "bridge" to these resources. Grant-funded coordinators and case managers and knowledgeable HHA staff will have a continuously-updated list of resources and partners. Participants and residents will be referred to local resources such as job training, career counseling, ESL, and

educational programs, as well as budget and household counseling. Existing and emerging employers will be actively recruited to offer training, hiring, and job retention opportunities. Section 3 provisions will be a required component of the RFP and bidding process.

As mentioned in Goal #5, HHA will explore the identification of a grant writer to bring funding, staffing and in-kind contributions to work in forming collaborative projects and initiatives in the city of Harrisburg, in public housing, and for housing choice voucher participants. HHA will provide resources, such as housing and community meeting space, into these collaborations and partnerships. HHA will make efforts to form a partnership with the local universities and colleges in order to seek interns that can further enhance literacy, tutoring, youth, and community referrals for HHA residents.

Congress has consistently expressed the intent to expand FSS into public housing and the multifamily programs. HHA will expand the Family Self-Sufficiency (FSS) program into public housing. HHA will explore the possibility of spearheading a regional self-sufficiency effort, positioning itself as a best-in-class leader in self-sufficiency and economic development for participants and residents.

HHA will consider hiring or contracting with a self-sufficiency coordinator to build intensive collaborations and bring in-kind services to HHA properties, to write and implement grants, to fund-raise and/or to expand the FSS program to public housing, and build a dynamic FSS program coordinating committee of influential and diverse community/service providers.

2014 - 2016

The Harrisburg Housing Authority will build on the collaborations, partnerships, initiatives and enhanced resources to further develop ever more intensive and innovative assistance to families as they build the competencies to fully engage in living-wage work.

Ongoing

HHA's commitment to economic self-sufficiency of participants and residents will be an ever-increasing and a creative range of programs, grants, community resources, collaborations, contracts, and partnerships.

GOAL 8: DEVELOP A NON-PROFIT TO FURTHER DEVELOP AND EXPAND AFFORDABLE HOUSING

Background

The Harrisburg Housing Authority has begun the process of setting up a non-profit to seek expanded funding in order to more creatively develop and expand affordable housing.

Moving Forward

HHA will complete the formation of a non-profit in order to acquire, develop and/or administer publicly-and privately-financed housing for eligible households.

2013 - 2014

HHA will complete the strategic planning process to set up a non-profit. The business planning process will include:

Determining and articulating the purpose of the nonprofit;
Completing the establishment of tax-exempt entity under the IRS and any state tax authority;
Establishing by-laws which articulate the powers of the nonprofit:
-define the Board of Directors and its relationship to the HHA Board;
-establish the number of directors and terms; establish number of directors needed to
-constitute a quorum;
-define the officers; describe election;
-establish method for amending corporate by-laws; and
-the votes needed to amend;
Establishing a marketing plan, fundraising plan, and yearly operational plans;
Establishing a methodology to evaluate client needs, outcomes, and data collection
methods;
Establishing board-adopted personnel policies and performance appraisal system;
Establishing board-adopted fiscal policies, budget, internal controls, inventory system, financial
statements and balance sheets, yearly audit, and tax and other reporting schedules;
Establishing communications plan: website, annual reports, brochures/videos, media
relations.
Establishing risk management policies, office liability coverage, assessment of need for
professional liability coverage, assessment of need for director & officer liability
coverage, assessment of need for bonding, etc.; and
Completing legal documents: corporate records and retention policies, updated bylaws,
incorporation and tax status documents, and anti-discrimination policies and
procedures.

2014 - 2016

The Harrisburg Housing Authority will put its non-profit to work as it establishes and deploys a strategic business plan to administer, acquire and/or develop affordable housing in Harrisburg.

Ongoing

The Harrisburg Housing Authority's increasingly successful and innovative non-profit will work collaboratively in the community to revive housing, effectively provide affordable houses to qualified families, and provide stable streams of revenue to HHA.

