

# STRATEGIC PLAN

2020 - 2024







Sal F. Martinez,  
Chairman



Alana C. Green,  
Executive Director

As the executive leaders of the Saint Louis Housing Authority (SLHA), we are pleased to present the 2020-2024 Strategic Plan (the Plan), contained herein. The Plan provides a holistic framework and vision that will allow us to reaffirm and rethink strategies and initiatives to better serve our residents, participants, staff, and stakeholders. We are proud to support the Mission and Vision developed through the planning process, as well as the Goals and Objectives to propel SLHA forward.

SLHA recognized a need to put this Agency on a new strategic course to help ensure the services we provide align with our Mission, Vision, and Core Values. The Plan has been designed in collaboration with the current SLHA Senior Leadership Team and staff in accordance with the Mission and Vision developed during the staff retreat in August 2019. It is designed to clearly articulate and communicate our Vision for the future to our vast array of stakeholders and partners, both public and private, within the Greater St. Louis Area.

The nine Goals developed by the SLHA Senior Leadership Team and staff during the planning retreat are the blueprint to achieve our Vision, Mission, Goals, Objectives, and fulfill our commitment to providing efficient and effective services to our residents and participants. Moreover, it provides a roadmap for success as we strive to attain HUD's High Performer status.

SLHA remains dedicated to enhancing the social and economic well-being of the residents and program participants it serves. In effect, we have developed a new Mission to create and maintain sustainable housing opportunities, provide pathways to a better quality of life, and empower our vibrant communities. The Plan articulates our commitment to create communities of choice in the Greater St. Louis Area.

We know it will not be easy, but we are confident that the content included in the Plan will provide the roadmap necessary to achieving our Vision. We sincerely hope that readers will find the Plan to be a dynamic demonstration of our Agency's commitment to the community we serve and recognize how various key players involved will collaborate to preserve and provide affordable housing opportunities to residents of St. Louis.

Respectfully,

A handwritten signature in black ink that reads "Sal Martinez".

A handwritten signature in black ink that reads "Alana C. Green".

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# ABOUT SLHA

## SLHA OVERVIEW

The St. Louis Housing Authority is a municipal corporation created by state statute, formed in 1939. SLHA is governed by a seven member Board of Commissioners. Five are appointed by the Mayor and two are elected by the public housing residents. The majority of SLHA's funding is provided by federal sources from the U.S. Department of Housing and Urban Development (HUD). SLHA has approximately 60 employees, an annual operating budget of approximately \$60 million, and manages 2790 Housing Units and 6888 Housing Choice Vouchers.

## STRATEGIC PLAN

The plan establishes the strategic focus that will drive the St. Louis Housing Authority (SLHA) to deliver quality housing and services to our community.

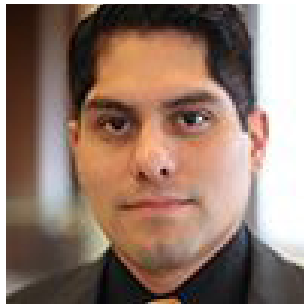
We are making a statement about who we are as SLHA and laying out the path to create engaged, educated, empowered, and vibrant communities of choice.

## BOARD OF COMMISSIONERS

The Board of Commissioners provided significant input throughout the Strategic Planning process. Through their leadership and passion, they have provided the direction necessary to guide SLHA to success.



**Sal F. Martinez**  
*Chairman*



**Constantino Ochoa**  
*Vice Chairman*



**Regina D. Fowler**  
*Treasurer*



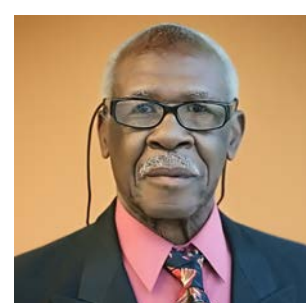
**Annetta Booth**  
*Commissioner*



**Regina Stewart**  
*Commissioner*



**Shelby Watson**  
*Commissioner*



**James Murphy**  
*Commissioner*

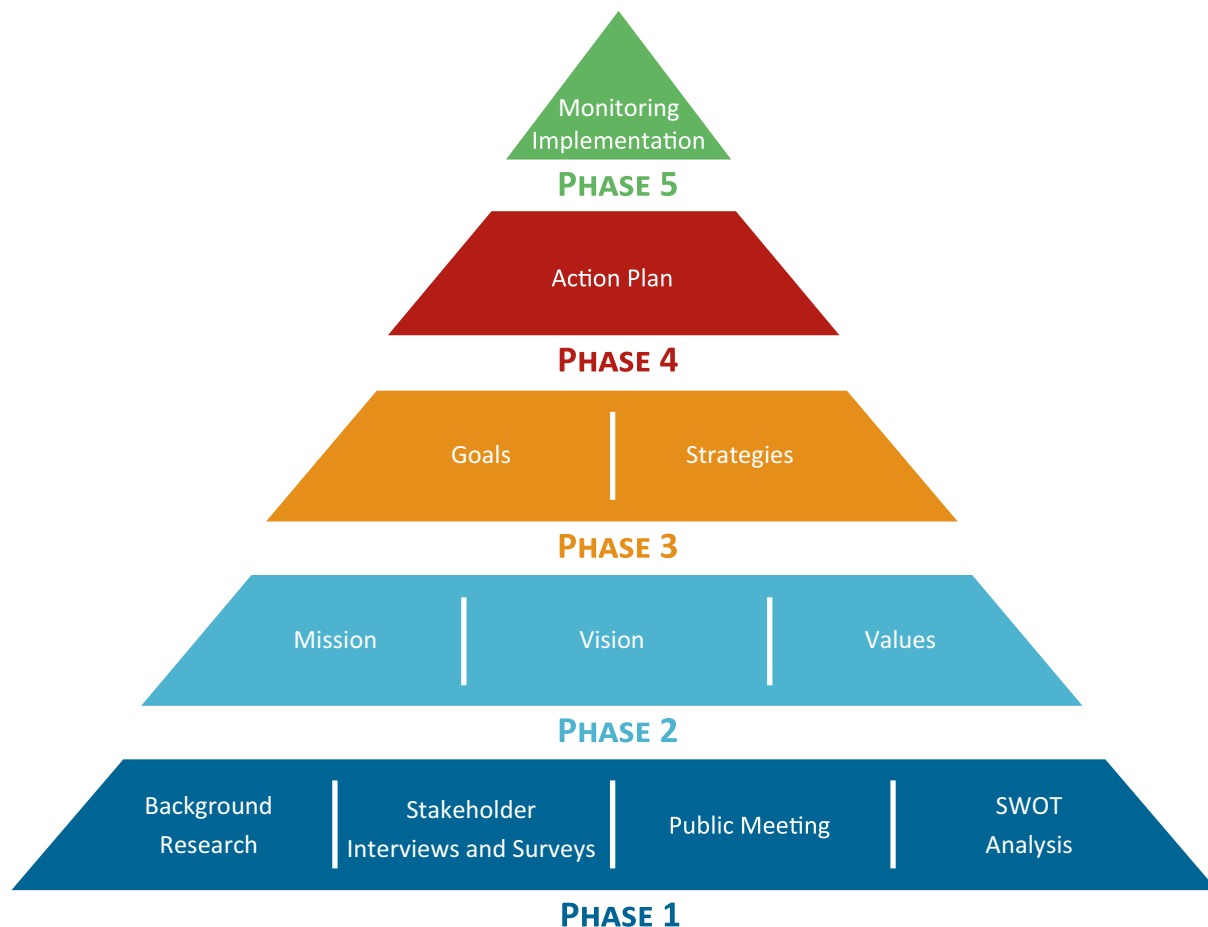
# STRATEGY | OVERVIEW

The St. Louis Housing Authority engaged in an extensive process over the past year to develop this Strategic Plan (the Plan). The three central goals of the process were to develop a Plan which:

- Builds upon SLHA's organizational strengths and successes to support organizational growth and contribute to the prosperity of the City of St. Louis;
- Establishes yearly milestones which identify, communicate, and monitor progress of key priorities to assist in the advancement of the Strategic Plan; and,
- Determines organizational priorities.

The Plan was developed over five phases.  
A detailed outline of the process can be found below:

## STRATEGIC PLANNING PROCESS





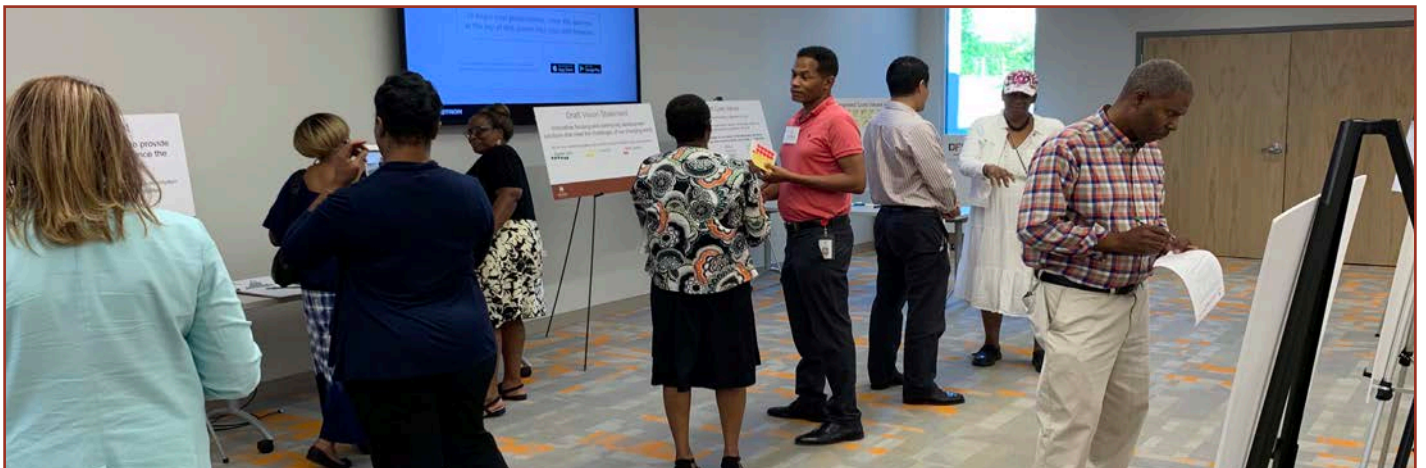
# STRATEGY | ANALYSIS

A comprehensive process was performed to develop a sustainable foundation for the Plan:

- Existing and previous SLHA strategic and Agency plans were reviewed
- SLHA Senior Leadership Team, managers, and staff were interviewed, as well as a wide range of stakeholders including, but not limited to:
  - Board of Commissioners
  - Participants & Residents
  - Community Partners
- SLHA Senior Leadership Team, managers, and staff were surveyed to gain an understanding of employees' views on work environment and assess current and potential opportunities for the Agency
- SLHA Vendors were also surveyed to gain further insight on external processes, such as level of satisfaction with the Agency's purchasing process

Survey Name	Audience	Administered		Responses
<b>Workplace Environment</b>	SLHA Employees	Electronically	Aug 18 - Sept 17, 2018	56
<b>Participant &amp; Resident Feedback</b>	SLHA Participants & Public Housing Residents	Electronically & In-person	Aug 18 - Sept 28, 2018	355
<b>Landlord Feedback</b>	Landlords within HCV Program	Electronically	Aug 18 - Sept 17, 2018	309
<b>Vendor Feedback</b>	SLHA Vendors	Electronically	Aug 18 - Sept 17, 2018	6

- SLHA's Senior Leadership Team and Board of Commissioners participated in a retreat in August 2019 to help develop SLHA's Mission, Vision, Values, and Goals and again in September 2019 to begin development on an Action Plan to support the achievement of the Goals.
- SLHA hosted two public meetings in both August and October of 2019 to solicit feedback from residents, HCV participants, and the public on the draft revisions to SLHA's Mission, Vision, Values, and Goals.



## STRATEGY | ACTION PLAN

Several steps were taken to ensure the Plan could be successfully implemented, including the creation of a detailed Action Plan with an accompanying implementation framework.

In September 2019, SLHA's Senior Leadership Team and Board of Commissioners participated in a second retreat to develop the Action Plan to identify metrics, timelines, and responsible entities to support the achievement of Goals.

The Action Plan will be updated by project leads regularly to aid in tracking implementation. This Strategic Plan document includes key information from the Action Plan. Regular meetings will be held to discuss the status of projects.





# STRATEGY | VISION, MISSION AND VALUES

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As part of the Strategic Planning process, SLHA developed new Mission and Vision statements to clearly identify our current role and how we envision our communities' future.

## OUR VISION

Innovative housing and community development solutions that meet the challenges of our changing world.

## OUR MISSION

The St. Louis Housing Authority commits to provide diverse housing opportunities and to enhance the quality of life of the families we serve.

## OUR VALUES

The Values outlined below govern the actions of all SLHA Commissioners and employees and establish a standard of excellence for the Agency. Following each value are the components that each value entails. SLHA's Values can be summed up in one word, **CORE**.

**C****COMMUNITY**

Customer Driven | Dedicated | Safety | Equity | Inclusive | Collaborative

**O****OPPORTUNITY**

Awareness | Impactful | Empowerment | Sustainable | Innovative | Accessible

**R****RESPECT**

Dignity | Trust | Timeliness | Consistency | Teamwork | Neighborly

**E****EXCELLENCE**

Accountability | Integrity | Responsible | Professionalism | Transparency  
Productive

# GOALS | OVERVIEW

This Strategic Plan contains nine Goals, driven by our dedication to our CORE value. Each Goal contains Objectives and specific action items to measure SLHA's success.



## GOAL 1 | SUPPORT SAFE AND SECURE ENVIRONMENTS FOR SLHA'S RESIDENTS AND STAFF

### OBJECTIVES

1

Develop Safety Plan for all properties and sites

4

Identify and address environmental hazards to promote healthy homes

2

Work collaboratively with residents, neighbors and the Police Department to foster safe and secure environments

5

Create a safety plan for SLHA central office

3

Enforce existing policies regarding access to SLHA properties



## GOAL 2 | REPOSITION, REDEVELOP AND CREATE NEW SLHA PROPERTIES

### OBJECTIVES

1

Update Capital and Property Portfolio Plans



2

Communicate benefits and program changes of new housing programs to internal and external stakeholders



3

Implement Portfolio Plan



4

Pursue development opportunities



## GOAL 3 | STRENGTHEN MONITORING AND OVERSIGHT OF PROPERTY MANAGEMENT COMPANIES

### OBJECTIVES

1

Strengthen contract compliance monitoring and enforcement

2

Create and enforce standards of professionalism and customer service across all properties

## GOAL 4 | PLAN AND IMPLEMENT REDEVELOPMENT OF CLINTON-PEABODY

### OBJECTIVES

1

Continue to implement actions agreed upon in Consent Agreement

2

Identify financing to complete redevelopment of Clinton-Peabody

3

Provide clear communication in transparent manner to residents and the community

4

Develop and Implement plan to redevelop Clinton-Peabody

5

Ensure safe and secure environments for Clinton-Peabody residents and staff (see Goal 1)

## GOAL 5 | EXPAND HOUSING OPPORTUNITIES WITHIN THE HOUSING CHOICE VOUCHER PROGRAM

### OBJECTIVES

1

Improve relations with HCV participants and property owners

2

Increase number of vouchers

3

Provide mobility support to households that seek to live in areas of opportunity

## GOAL 6 | EXPAND AND DIVERSIFY FUNDING AND PARTNERSHIPS

### OBJECTIVES

1

Expand resources for resident services

2

Explore creating “grant writing” position

3

Expand resources for housing opportunities

4

Attract resources from the local civic and business community with specific requests

5

Leverage instrumentalities to generate additional resources to support the authority's mission

## GOAL 7 | OPTIMIZE INTERNAL OPERATIONS

### OBJECTIVES

1

Leverage technology for efficiencies and improved performance

6

Develop relationships within affordable housing industry to share knowledge and best practices

2

Optimize processes, procedures and controls

7

Strengthen internal communication

3

Create Business Continuity Plan to ensure critical processes continue in the event of a disruption

8

Create culture of employee engagement and ownership

4

Retain and attract talent

9

Maintain Housing Choice Voucher program High Performer status

5

Provide training and professional development opportunities to staff

10

Recapture Public Housing High Performer status

## GOAL 8 | PROMOTE AND MAINTAIN POSITIVE COMMUNITY IDENTITY AND RELATIONSHIPS

### OBJECTIVES

1

Create PH Resident Engagement Plan

2

Create HCV Participant/Landlord Engagement Plan

3

Strengthen relationships with the community and civic organizations

4

Utilize website and social media more effectively to communicate with stakeholders

5

Create Transparency Plan that provides guidance to public on SLHA communication practices

6

Update communications plan to include crisis communication

7

Streamline and simplify forms and documents used by residents, HCV participants and landlords





## GOAL 9

IMPROVE QUALITY OF LIFE OF PUBLIC HOUSING RESIDENTS AND HOUSING CHOICE VOUCHER PARTICIPANTS THROUGH SERVICES AND PROGRAMS

### OBJECTIVES



1

Expand resources for resident services, including funding for additional resident services staff

2

Continue implementation of Human Services Plan



3

Prepare for transition for completion of Jobs Plus program

4

Expand residents' access to technology



5

Complete improvements to Al Chappelle Community Center and increase utilization of center for programs and events

6

Expand access of resident initiatives programs to HCV participants

# CONCLUSION

## THANK YOU

To residents, HCV participants, landlords, partners, stakeholders, SLHA staff, the senior leadership team, and the Board of Commissioners for your dedication to the Plan.



**STAY INFORMED AND GET INVOLVED! | [SLHA.ORG/ABOUT/STRATEGIC-PLAN](https://slha.org/about/strategic-plan)**





ST. LOUIS  
**HOUSING**  
AUTHORITY