

**ARHA/CITY STRATEGIC PLAN  
OUTLINE OF INFORMATION AND ANALYSIS NEEDS**

*Please note: The Strategic Plan will require extensive research on the part of those developing the Plan in order to produce accurate information by which to make decisions. To that end, the information items referenced below are illustrative, and will be supplemented with additional requests for information/documentation, as required, to support a comprehensive analysis*

**Financial – Operating**

ARHA Information Needed

1. Current and historical information on amount of public housing operating subsidy provided to ARHA for the purpose of trending funding on a forward basis. Relevant years (i.e., starting point) to be determined in consultation with ARHA.
2. Other sources of funds used/available for the operation of ARHA housing (Resolution 830 and market affordable units) and sustainability of social services, current and historical.
3. Amount of Section 8 voucher funding in ARHA non-public housing properties rented to voucher holders.
4. Rental income from tenant rent payments; current and projected.
5. Annual maintenance, management, and other operating costs, current and anticipated.
6. Items 1 – 5 to be broken out by property (as well as by Central Office) beginning in a year to be determined in consultation with ARHA.

Analysis

Demonstrate increasing funding gap over time. Assess trends in HUD funding and estimate likely future funding for the next several years. Assess current and projected funding gap. Identify untapped resources available to support programs and projects.

## **Financial – Capital**

### ARHA Information Needed

1. HUD capital funding provided to ARHA, historical and current, for same years as operating funds analysis. (May also want to show amounts of potentially available capital funds lost to ARHA for those years that ARHA did not apply, as demonstration of declining HUD commitment.)
2. Other capital funding received by ARHA; historical, current, and anticipated/desired (e.g., tax credits, HOPE VI, CDBG, HOME).
3. Capital expenditures for ARHA properties, historical and current.
4. Update and analyze previously provided physical needs assessment, for purpose of projecting needs forward.
5. Known updates and corrections to previously provided capital needs assessment, including identification of any known problems for which costs have not yet been determined.
6. All information to be broken down by property, including Central Office where applicable, for some amount of years to be determined in consultation with ARHA.
7. Age of each property (already available to City staff; need verification only).

### Analysis

Quantify gap between capital needs and current/anticipated capital funding. Useful life of properties. Identify properties where rehabilitation may not be the best option and where redevelopment is desirable. Identify untapped resources to support capital needs.

## **Redevelopment Potential**

### City (P&Z) Information Needed

1. Current density; land uses and density allowed under current zoning (per site).
2. Desired land uses, densities under any relevant area plans (existing or in development).

## Analysis

Potential for providing replacement units on site (to include likely number of units); potential for mixed-income and/or mixed-use redevelopment. Strategy for securing/developing off-site replacement units where necessary.

## **Organization – Structure and Capacity**

### ARHA Information Needed

1. Organizational chart and staffing information, including key areas of responsibility/duties of senior management. Copies of all job descriptions.
2. Copies of all policies, procedures, SOPs.
3. Detail of current staffing levels/vacancies, noting recurrent vacancies or hard-to-fill positions.
4. Use and cost of consultants and/or outsourced staffing/services to supplement permanent staff.

## Analysis

Potential to expand/supplement staffing resources, as required. Identify opportunities to enhance staff capacity through training/education. Develop management strategy to resolve staffing/personnel issues and challenges.

## **Transitioning Residents to Self-Sufficiency**

### ARHA Information Needed

1. Relevant tenant demographic information (income, family size/composition, employment status, etc.)
2. *(If available)* Number and percentage of public housing households who leave public housing each year (distinguish between evictions and voluntary moves).
3. *(If available)* Number of move-outs (per year) who move to:
  - a. unsubsidized rental housing
  - b. homeownership
4. ARHA programs and services (including linkages to City services) designed to promote upward mobility/self-sufficiency among public housing residents.

## Analysis

What degree of success is ARHA achieving in transitioning residents (where appropriate) to unsubsidized housing? What additional actions/initiatives might be appropriate?

## **Overarching Concerns**

Establish a clear set of measurable goals and objectives with regard to the provision of Resolution 830 housing that can be used to assess agency performance.

Re-examine Resolution 830 and examine alternative ways of providing housing for the population currently served by Resolution 830 units.