

Patricia Wells, OHA Executive Director

MULTI-YEAR STRATEGIC GOALS

OHA MISSION STATEMENT

To assure the availability of quality housing for low-income persons and to promote the civic involvement and economic self-sufficiency of residents and to further the expansion of affordable housing within Oakland.

VISION STATEMENT

OHA is established as Oakland's trusted and valued partner in the preservation and development of affordable housing and diverse, thriving and welcoming communities.

1

Sustained High Standards of Customer Service for Residents and Stakeholders.

Multi-Year Design & Implementation Process

- Institute stronger internal & external two-way communications to include issuance of industry news to all staff; creation of a community engagement tool kit for staff, increased staff participation in community, NCPC & partner meetings, and implementation of customer/stakeholder satisfaction surveys.
- Establish a "mission driven culture" & quality work environment through staff engagement in goal development, peer accountability and development of an organizational value system; enhance professional development opportunities, and continue efforts to advance technology and streamline systems alignment.
- Design & implement a competitive business model to ensure quality property management, Housing Choice Voucher programs, and meaningful community services.

2

Position OHA as a Sustained Leader in the Preservation of Units and Expansion of Affordable Housing.

Multi-Year Design & Implementation Process

- Completion of a five-year development plan focused on permanent and specialized housing solutions.
- Continue and enhance excellence in financial management, risk management and operations processes; development of a strategic plan for optimal use of current resources; broaden funding opportunities, and advocate for local and national legislative changes to support permanent and sustainable affordable housing.
- Continue partnership & program opportunities for special needs communities, landlord incentives and other program enhancements.

3

Sustained, Impactful and Humane Resident Services, Community Engagement and Community Safety Programs.

Multi-Year Design & Implementation Process

- Facilitate resident engagement to drive the development of meaningful and relevant services and a "Healthy & Thriving Communities" strategy focused on the built environment and services that support a healthy quality of life for families.
- Continued development of innovative and humane homeless and eviction prevention efforts.
- Implement resident & staff assessments of program & services performance to determine program priorities.
- Enhance data driven program development for vulnerable populations including families with children who are unhoused, seniors, youth, and individuals with special needs.
- Establish an OHAPD 21st Century Community Policing Policy engaging the Resident Advisory Board and other resident leaders.

4

Expand Board knowledge of OHA and its Affiliates.

Multi-Year Design & Implementation Process

- Enhance Board of Commissioners engagement and advocacy.
- Implement Board workshops on new initiatives & strategic plan milestones.