



Strategic Plan

2010 - 2012

Tennessee Housing Development Agency Three Year Strategic Plan

THDA strives to be the best Housing Finance Agency in the country. This Strategic Plan is a vital component in our overall effort to achieve that goal.

MISSION

Leading Tennessee Home
by creating safe, sound, affordable housing opportunities.

VISION

Every Tennessean lives in a safe, sound and
affordable home in a viable community.

VALUES

We appreciate, respect and empower employees,
and foster a fun, rewarding work environment.

We treat our customers with respect, courtesy, and dignity,
and foster a user-friendly environment.

We are flexible, creative and responsive.

We build and maintain diverse relationships.

We use our resources wisely, effectively and equitably.

We act with honesty and integrity.

Tennessee Housing Development Agency

Organizational Overview

Tennessee Housing Development Agency (THDA) was established in 1973 by the Tennessee General Assembly, TCA §13-23-101, et seq. the enabling legislation states our purpose:

To promote the production of more affordable new housing units for very low, low and moderate income individuals and families in the state,

To promote the preservation and rehabilitation of existing housing units for such persons, and

To bring greater stability to the residential construction industry and related industries so as to assure a steady flow of production of new housing units.

THDA has authority to issue bonds, a byproduct of which is the earnings that support THDA operations.

The THDA Board of Directors is currently made up of five *ex officio* members and 14 appointed members. The Board is responsible for establishing THDA policy and programs. The Board appoints the Executive Director, who serves as the Chief Executive Officer, and is responsible for carrying out THDA policy and programs. Over 200 people work for THDA to provide affordable housing opportunities for persons of low and moderate income in Tennessee.

Contact Information

For more information regarding the THDA 2010-12 Strategic Plan, contact the team leaders with each goal presented on the following pages. For information about programs please visit the THDA website at www.thda.org.

Mary McLennan,
Research & Planning Director
615.815.2124
mmclennan@thda.org

Terri Jaynes,
Planning Coordinator
615.815.2127
tjaynes@thda.org

Background to the Planning Process

In 2006, THDA, with the leadership of the Board of Directors, determined what needed to occur in order for this organization to be an effective change agent. With the Board of Directors' emphasis on preserving and increasing the supply of affordable housing stock, educating providers and consumers of affordable housing, providing flexible products, and cultivating a positive image of THDA and affordable housing, THDA senior management identified four major roles this new plan would address. These roles are being a Program Administrator, an Industry Leader, a Partnership Facilitator, and a Housing Resource.

In June 2009, THDA began the strategic planning process by inviting staff to participate in one of the four groups to help identify the organizational goals, objectives, and ideas for the plan.

Through a series of meetings, THDA staff developed the overriding themes, the pledge to continue, and the goals under each of the four identified THDA roles contained in this Strategic Plan. Together these serve as the recommended means for THDA to not only continue as an effective change agent for the next three years, but also represents what staff believes needs to be in place by the end of 2012 for THDA to be the best Housing Finance Agency (HFA) in the country .

By approving this Strategic Plan, the THDA Board of Directors is directing THDA staff to investigate and pursue the stated goals of the Strategic Plan. In accordance with normal and customary practices, the THDA Board of Directors expects that THDA staff will bring recommendations for specific implementation of these goals in addition to recommendations regarding new THDA programs and significant modification of existing THDA programs.

Overriding Themes and Principles in THDA's Strategic Plan

- 1) Housing advocacy.
- 2) Integrity.
- 3) Maintaining a first class organization.
- 4) Creating and maintaining quality partnerships / relationships.
- 5) Customer service /mission integration (includes creativity, flexibility, innovation, staff expertise and programs that are user friendly and fully utilized across the state).
- 6) Utilizing cutting edge technology (includes but not limited to document retention, automated applications and business continuity).
- 7) Transparency.

Pledge to Continue

The THDA Board recognized that THDA should continue to do what THDA does well, including preserving and increasing affordable housing stock, educating providers and consumers of affordable housing, providing flexible products to meet market changes, and to create and cultivate the positive image of THDA and affordable housing. As an organization, THDA pledges to continue with the following programs and initiatives as resources allow:

- Articles for industry publications,
- BUILD,
- Business Development,
- Community Investment Tax Credit (CITC),
- Foreclosure Prevention Counseling,
- Great Advantage,
- Great Rate,
- Great Save,
- Great Start,
- Handouts for industry meeting booths,
- HOME,
- Homebuyer Education Initiative (HBEI),
- Housing Matters*,
- Housing Review*,
- Housing Trust Fund,
- Industry presentations,
- Low Income Housing Tax Credit (LIHTC),
- Memberships in and sponsorships with industry associations,
- Multi Family Bond Authority (MFBA),
- New Start,
- Planning,
- Preserve Home Improvement Loan,
- Research,
- Section 8 Contract Administration,
- Section 8 Family Self-Sufficiency Program (FSS),
- Section 8 to Homeownership Program,
- Section 8 Rental Assistance, and
- Website.

Program Administrator

Patricia Chatman, Deputy Executive Director
pchatman@thda.org

THDA is committed to being a first-class organization by demonstrating the highest integrity in the administration of our programs. THDA uses its resources wisely, effectively and equitably while remaining flexible to market changes. THDA uses insight and inquiry to anticipate and respond to customers' needs in the creation of new programs. THDA is committed to promoting and expanding the use of beneficial alternatives to traditional program development tools, such as manufactured housing and green building techniques.

Goals

(Order does not denote priority.)

1. Become a multifamily lender.
2. Design and implement energy efficiency standards for all multi-family programs.
3. Implement Home Improvement Mortgage with THDA funds.
4. Examine and develop an on-line counseling program for first-time homebuyers.
5. Conduct housing needs assessment.
6. Conduct customer service surveys for program divisions.
7. Examine existing programs to determine whether our resources are being fully utilized, accomplishing their intent, and effectively serving Tennesseans.
8. Collaborate internally and externally during the development of programs that address specific housing needs.
9. Expand Housing Trust Fund.
10. Explore new mortgage products and the benefits of possible creation and /or implementation of new programs (energy efficient mortgages; reverse mortgages).
11. Expand the Preserve Loan program,
12. Develop incentives for Developers/Builders to build affordable single family residences.
13. Implement Financial Literacy Training for Lenders complying with the SAFE Act.

2010

- a. Conduct State HFA multifamily lending best practices study.
Leadership provided by Research & Planning Division.
- b. Design energy efficiency standards for all multi-family programs.
Leadership provided by Community Programs Division.
- c. Implement Home Improvement Mortgage Program with THDA funds.
Leadership provided by Single Family Division.
- d. Conduct study to determine feasibility of on-line homebuyer education counseling program for first-time homeowners.
Leadership provided by Single Family Division.
- e. Contract with university to conduct housing needs assessment.
Leadership provided by Research & Planning Division.
- f. Design and conduct surveys for program customers.
Leadership provided by Research & Planning Division.
- g. Explore the feasibility of new mortgage products (Energy Efficient Mortgages; Reverse Mortgages).
Leadership provided by Single Family Division.
- h. Expand the Preserve Loan Program.
Leadership provided by Executive Director and Single Family Division.
- i. Identifying incentives for Developers/Builders to build affordable single family residences.
Leadership provided by Single Family Division.
- j. Implement Financial Literacy Training for Lenders complying with the SAFE Act.
Leadership provided by Single Family Division.

2011

- k. Review data from multifamily lending study to develop new multifamily lending program.
Leadership provided by Research & Planning Division, Multifamily Development Division, Deputy Executive Director, and Legal Counsel.
- l. Implement energy efficiency standards for all multi-family programs.
Leadership provided by Deputy Executive Director.
- m. Implement on-line homebuyer education counseling program for first-time homeowners, if feasible.
Leadership provided by Single Family Division.
- n. Continue to conduct and use data from customer service surveys in program divisions to explore program delivery and effectiveness.
Leadership provided by Research & Planning Division and Program Divisions.
- o. Use data from housing needs assessment to begin examination of current programs and to develop new Housing Trust Fund programs to target specific populations.
Leadership provided by Executive Director, Deputy Executive Director, Program Divisions, and Research & Planning Division.
- p. Design and implement new mortgage products (Energy Efficient Mortgages; Reverse Mortgages), if feasible.
Leadership provided by Single Family Division.
- q. Implement Developer/Builder incentives to build single family residences.
Leadership provided by Single Family Division, Chief Strategy Officer, and Public Affairs Division.

2012

- r. Implement Multifamily Lending Program.
Leadership provided by Multifamily Development Division and Legal Counsel.
- s. Implement changes (if any) to current programs.
Leadership provided by Deputy Executive Director.
- t. Implement new Housing Trust Fund program(s).
Leadership provided by Community Programs Division.

At the end of 2012, THDA leadership will evaluate the goals presented under the Program Administrator section of the Strategic Plan to determine success.

Industry Leader

Ted R. Fellman, Executive Director
tfellman@thda.org

THDA is committed to leading the State of Tennessee as well as the country in housing matters. In this role, THDA courageously advocates for Tennessee citizens on challenging issues such as homelessness, the cost burden of housing for working families, and substandard housing conditions. THDA proactively builds relationships, thereby increasing its ability to influence policy makers in the public and private sectors, promoting housing to become a funding and resource priority. THDA is a visionary organization and leads through innovation and action, while embracing THDA's role as public servant, always acting with honesty and integrity.

Goals

(Order does not denote priority.)

1. Develop a statewide housing policy.
2. Establish a recurring source of State funding for the Housing Trust Fund.
3. Develop viable incentives for the private sector to invest in affordable housing.
4. Create and maintain an ongoing employee leadership development institute.
5. Advocate for and obtain more federal funding.

2010

- a. Develop a plan for working with the Governor's office and the Tennessee General Assembly to develop a statewide housing policy.
Leadership provided by Executive Director, Chief Strategy Officer, and Legal Counsel.
- b. Raise awareness for and publicize housing issues to assist with the development of a housing policy.
Leadership provided by Executive Director, Chief Strategy Officer, and Public Affairs Division.
- c. Develop a draft proposal for the General Assembly that will direct a portion of the real estate transfer tax and the mortgage recording fee to the Housing Trust Fund.
Leadership provided by Executive Director, Deputy Executive Director, Chief Financial Officer, Public Affairs and Legal Counsel.
- d. Get input from private sector to develop viable incentives for the investment in affordable housing. Examples including: Expanding the Community Investment Tax Credit program; Property and business tax breaks (or other local taxes) for rental housing; Tax credit for single family developers; Reduction of impact fees (and other local fees) for lower priced homes; and THDA incentives for participation.
Leadership provided by Single Family Division, Community Programs Division, and Research and Planning Division.
- e. Continue to foster an internal leadership development institute.
Leadership provided by Human Resources Division.
- f. Advocate for more federal funding for Section 8 and other programs that have lengthy waiting lists and unfilled needs.
Leadership provided by Executive Director and Public Affairs Division.

2011

- g. Introduce plan for working with the Governor's office and the Tennessee General Assembly to develop a statewide housing policy.
Leadership provided by Executive Director, Chief Strategy Officer, Legal Counsel, and Public Affairs Division.
- h. Introduce proposal for the General Assembly that will direct a portion of the real estate transfer tax and the mortgage recording fee to the Housing Trust Fund.
Leadership provided by Executive Director, Deputy Executive Director, Chief Financial Officer, Public Affairs, and Legal Counsel.
- i. Introduce incentives for the investment in affordable housing to General Assembly.
Leadership provided by Executive Director and Public Affairs Division.
- j. Continue to foster an internal leadership development institute.
Leadership provided by Human Resources Division.
- k. Advocate for more federal funding for Section 8 and other programs that have lengthy waiting lists and unfilled needs.
Leadership provided by Executive Director and Public Affairs Division.

2012

- l. If approved by the General Assembly, adopt and promote a statewide housing policy.
Leadership provided by Executive Director, Chief Strategy Officer, Legal Counsel, and Public Affairs Division.
- m. If efforts with the General Assembly are successful, begin directing a portion of the real estate transfer tax and the mortgage recording fee to the Housing Trust Fund.
Leadership provided by Chief Financial Officer.
- n. Promote incentives for the investment in affordable housing.
Leadership provided by Single Family Division.
- o. Continue to foster an internal leadership development institute.
Leadership provided by Human Resources Division.

- p. If advocacy efforts are successful, begin to address programs that have lengthy waiting lists and unfilled needs.

Leadership provided by Chief Financial Officer and Deputy Executive Director.

At the end of 2012, THDA leadership will evaluate the goals presented under the Industry Leadership section of the Strategic Plan to determine success.

Partnership Facilitator

Lorraine C. Shearon, Chief Strategy Officer
lshearon@thda.org

THDA is committed to facilitating affordable housing partnerships. In this role THDA will help develop cooperation and strengthen diverse relationships with both internal and external customers. THDA regularly brings together groups of industry leaders to discuss shared interests in a flexible, creative, and responsive environment. THDA's partnerships are necessary to fulfill our mission to lead Tennessee home.

Goals

(Order does not denote priority.)

1. Enhance THDA's participation in Partner and Industry Organizations.
2. Consider our options with regard to post-purchase counseling and begin to establish capacity.
3. Encourage use of mortgage products in underserved markets.
4. Expand the Statewide Affordable Housing Coalition and Advisory Boards and establish a system of membership transition.
5. Enhance the use of technology in facilitating partnerships.
6. Utilize the Governor's Housing Summit to facilitate partnerships.
7. Improve internal partnerships through a concerted effort to raise awareness of divisional functions and constraints.
8. Establish partnership facilitation campaign by holding regional meetings, with our program partners, for local housing providers.

2010

- a. Analyze baseline numbers in terms of Membership and Leadership Positions in industry organizations. Quantify budget used to sponsor these memberships. Set goals for improvement.
Leadership provided by Human Resources, Chief Financial Officer, and Fiscal Administration Division.
- b. Analyze sponsorship dollars of Industry and Partnership events. Establish goals for improvement, maintenance, and development of new partnerships through this mechanism.
Leadership provided by Chief Financial Officer, Public Affairs Division, and Fiscal Administration Division.
- c. Investigate existing post-purchase counseling programs, methods, and curriculums in Tennessee and other states.
Leadership provided by Single Family Division.
- d. Re-activate the Rental Advisory Board and expand their role to match that of Lender/Realtor® Boards. Establish a plan for expansion. Consider an Education Advisory Board.
Leadership provided by Chief Strategy Officer and Multifamily Development Division.
- e. Enhance THDA's website – using video clips, more online registration, program application and processing; a call center responsive to online questions; possible webinar functionality.
Leadership provided by Information Technology Division and Public Affairs Division.
- f. Determine what our partners would find beneficial at the Governor's Housing Summit and consider establishing scholarship opportunities. (Compliance training, Section 8 training)
Leadership provided by Public Affairs Division.
- g. Establish an Annual Partnership Award, to be given at the Governor's Housing Summit to recognize our top industry partners in a very public way.
Leadership provided by Public Affairs Division.

- h. Consider establishing scholarship opportunities for Governor's Housing Summit.
Leadership provided by Public Affairs Division.
- i. Consider possibilities for video-taping public sessions or providing live action streaming.
Leadership provided by Information Technology Division.
- j. Establish system for raising awareness of THDA divisional functions and constraints.
Leadership provided by Chief Strategy Officer, Chief Financial Officer, and Deputy Executive Director.
- k. Establish goals and outline activities of a partnership facilitation campaign.
Leadership provided by Chief Strategy Officer.

2011

- l. Based on 2010 analysis, increase awareness and encourage participation by staff in industry organizations.
Leadership provided by Human Resources Division and Council for Employee Excellence.
- m. Based on 2010 investigation, implement post-purchase counseling program and start training counselors.
Leadership provided by Single Family Division.
- n. Establish Advisory Board for Not-for Profit groups. Formalize Advisory Board membership transition process for existing boards.
Leadership provided by Chief Strategy Officer and Community Programs Division.
- o. Begin to use video conferencing capabilities to improve partner participation. Consider possibilities for electronic "partnership chats" and bulletin boards.
Leadership provided by Information Technology Division.
- p. Add new training opportunities to the Governor's Housing Summit based on partner discussion.
Leadership provided by Public Affairs Division.

- q. Continue system for raising awareness of THDA divisional functions and constraints.
Leadership provided by Chief Strategy Officer, Chief Financial Officer, and Deputy Executive Director.
- r. Carry out partnership facilitation campaign by holding regional meetings, with our program partners, for local housing providers.
Leadership provided by Chief Strategy Officer.

2012

- s. Evaluate success of industry organization membership initiatives for possible changes.
Leadership provided by Human Resources Division and Council for Employee Excellence.
- t. Evaluate Advisory Boards membership and organization effectiveness to determine changes, if necessary.
Leadership provided by Chief Strategy Officer and Community Programs Division.
- u. Expand our post-purchase counseling network and evaluate how well the initiative is functioning.
Leadership provided by Single Family Division.
- v. Continue system for raising awareness of THDA divisional functions and constraints.
Leadership provided by Chief Strategy Officer, Chief Financial Officer, and Deputy Executive Director.
- w. Develop an Action Plan for implementing suggestions arising from the partnership facilitation campaign.
Leadership provided by Research & Planning Division and Deputy Executive Director.

At the end of 2012, THDA leadership will evaluate the goals presented under the Partnership Facilitator section of the Strategic Plan to determine success.

Housing Resource

Patricia M. Smith, Director of Public Affairs
psmith@thda.org

THDA is committed to being the premier housing resource by remaining flexible, creative and responsive to customers' needs while fostering a user-friendly environment. THDA sees itself as an active collector and depository of information with reports and presentations widely available. THDA expects employees to be experts in their fields and to seek avenues for sharing constructive information, all while acting as ambassadors for THDA and its mission, vision, and values.

Goals

(Order does not denote priority.)

1. Create and maintain diverse marketing partnerships to expand and market TNHousingSearch and TNHousingResouce.
2. Have all staff be effective ambassadors for THDA.
3. Develop a stronger electronic presence.
4. Expand Resource Team in order to increase our physical presence in the community.
5. Increase staff involvement in the submission of marketing ideas for THDA.
6. Create a multi-department task force of state agencies to develop housing related programmatic interaction.
7. Increase the Research & Planning Division's participation in survey design.

2010

- a. Develop and implement plan for promoting and expanding the use of TNHousingSearch and TNHousingResource.
Leadership provided by Public Affairs Division.
- b. Create FAQs for each program for our website.
Leadership provided by Public Affairs Division.
- c. Create a curriculum to educate all staff on THDA programs at the “Three Question Deep” level and contact person level. Determine appropriate timing, frequency, and accountability of training and begin training all staff.
Leadership provided by Public Affairs Division, Program Divisions, and Human Resources Division.
- d. Develop plan for creating a stronger electronic presence. Determine what other HFAs are doing re: website, social networking sites, blogging, professional sites, advertising career opportunities, etc.
Leadership provided by Information Technology Division, Public Affairs Division, and Human Resources Division.
- e. Develop and implement plan for Resource Team membership. Include training requirements, compensation, and individual responsibilities.
Leadership provided by Public Affairs Division, Chief Financial Officer, Fiscal Administration Division, and Human Resources Division.
- f. Install information areas for THDA programs in all field offices.
Leadership provided by Public Affairs Division and Rental Assistance Division.
- g. Reach out to THDA staff for marketing suggestions.
Leadership provided by Public Affairs Division.
- h. Investigate a multi-department task force of state agencies involved in providing housing related services.
Leadership provided by Deputy Executive Director.
- i. Develop and implement survey design and distribution policy.
Leadership provided by Chief Strategy Officer and Research & Planning Division.

2011

- j. Expand the use of TNHousingSearch and TNHousingResource.
Leadership provided by Public Affairs Division.
- k. Continue staff training. Add new programs to the curriculum as necessary.
Leadership provided by Public Affairs Division, Program Divisions, and Human Resources Division.
- l. Implement electronic presence plan and survey to evaluate effectiveness.
Leadership provided by Public Affairs Division. Supported by Information Technology Division, Human Resources Division, and Research & Planning Division.
- m. Continue Resource Team Membership Plan.
Leadership provided by Public Affairs Division and Human Resources Division.
- n. Install computer kiosks at strategic locations across the state as part of information centers with access to THDA's website, TNHousingSearch, and TNHousingResource.
Leadership provided by Information Technology Division and Program Divisions.
- o. Continue to reach out to THDA staff for marketing suggestions.
Leadership provided by Public Affairs Division.
- p. Create a multi-department task force of state agencies involved in providing housing related services, if feasible.
Leadership provided by Deputy Executive Director.

2012

- q. Expand the use of TNHousingSearch and TNHousingResource.
Leadership provided by Public Affairs Division.
- r. Evaluate effectiveness of TNHousingSearch and TNHousingResource plan.
Leadership provided by Public Affairs Division and Chief Strategy Officer.
- s. Continue staff training. Add new programs to the curriculum as necessary.
Leadership provided by Public Affairs Division.

- t. Evaluate effectiveness of Resource Team Membership Plan.
Leadership provided by Public Affairs Division.
- u. Continue to reach out to THDA staff for marketing suggestions.
Leadership provided by Public Affairs Division.
- v. Continue multi-department task force of state agencies involved in housing related services, if feasible.
Leadership provided by Deputy Executive Director.

At the end of 2012, THDA leadership will evaluate the goals presented under the Housing Resource section of the Strategic Plan to determine success.

Strategic Plan Group Members

Program Administrator

Patricia Chatman, Team Leader
Bruce Balcom – Executive
Tanya Davis-Barlar – Human Resources
Joe Brown – Fiscal Administration
Mike Clinard – Community Programs
Donna Duarte – Program Compliance
Carolyn Estep – Contract Administration
Ray Gray – Program Compliance
Marva Hemphill – Rental Assistance
Cheryl Jett – Contract Administration
Debra Murray – Fiscal Administration
Cathy Salazar – Quality Management
Jackie Sanders – Contract Administration
Theresa Schweizer – Community Programs
Laura Sinclair – Single Family
Keisha Smith – Rental Assistance
Stephanie Stack – Rental Assistance
Laura Swanson – Rental Assistance
Ed Yandell – Multifamily Development

Industry Leader

Ted R. Fellman, Team Leader
John Allen – Human Resources
Kemekia Britton – Fiscal Administration
Donna Callahan – Rental Assistance
Christy Hollingsworth – Rental Assistance
Meg Howell – Human Resources
Nicole Lucas – Information Technology
Mia Parker – Rental Assistance
Laura Sinclair – Single Family
Judith Smith – Multifamily Development

Partnership Facilitator

Lorraine C. Shearon, Team Leader
Ron Erickson – Internal Audit
Vicki George – Single Family
Toni Harris – Public Affairs
Coralee Holloway – Community Programs
Shawna Manis – Rental Assistance
Gretchen Mason – Rental Assistance
Annette Radar – Human Resources
Debbie Reeves – Business Development
David Richardson – Program Compliance
Jason Ronnow – Information Technology
Toni Shaw – Community Programs

Housing Resource

Patricia M. Smith, Team Leader
Jennifer Ball – Human Resources
Mia Billingsley – Community Programs
Sharon Chatman – Public Affairs
Linda Foulks – Information Technology
Linda Kellogg – Human Resources
Kevin Matlock – Rental Assistance
Beth Pugh – Internal Audit
Cathy Salazar – Quality Management
Jennifer Tate – Community Programs
Bettie Teasley – Research & Planning
Danna Wall – Contract Administration