

PHA Plans

Streamlined 5-Year/Annual Version

**U.S. Department of Housing and
Urban Development**
Office of Public and Indian Housing

OMB No. 2577-0226
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This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937 that, introduced 5-year and annual PHA Plans. The full PHA plan provides a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission and strategies for serving the needs of low-income and very low-income families. This form allows eligible PHAs to make a streamlined annual Plan submission to HUD consistent with HUD's efforts to provide regulatory relief to certain PHAs. Public reporting burden for this information collection is estimated to average 11.7 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Privacy Act Notice. The United States Department of Housing and Urban Development, Federal Housing Administration, is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Information in PHA plans is publicly available.

Streamlined 5-Year Plan for Fiscal Years 2001 - 2005

Streamlined Annual Plan for Fiscal Year 2005

March 15, 2004

NOTE: This PHA Plan template (HUD-50075-SA) is to be completed in accordance with instructions contained in previous Notices PIH 99-33 (HA), 99-51 (HA), 2000-22 (HA), 2000-36 (HA), 2000-43 (HA), 2001-4 (HA), 2001-26 (HA), 2003-7 (HA), and any related notices HUD may subsequently issue. Full reporting for each component listed in the streamlined Annual Plan submitted with the 5-year plan is required.

Streamlined Five-Year PHA Plan

Agency Identification

PHA Name: Norfolk Redevelopment and Housing Authority

PHA Number: VA006

PHA Fiscal Year Beginning: 07/2005

PHA Programs Administered:

- Public Housing and Section 8** **Section 8 Only** **Public Housing Only**
- Number of public housing units: Number of S8 units: Number of public housing units:
- Number of S8 units:

PHA Consortia: (check box if submitting a joint PHA Plan and complete table)

Participating PHAs	PHA Code	Program(s) Included in the Consortium	Programs Not in the Consortium	# of Units Each Program
Participating PHA 1:				
Participating PHA 2:				
Participating PHA 3:				

Public Access to Information

Information regarding any activities outlined in this plan can be obtained by contacting: (select all that apply)

- Main administrative office of the PHA (11th floor)
- PHA development management offices
- PHA local offices (**910 Ballentine Blvd.**)

Display Locations for PHA Plans and Supporting Documents

The PHA Plans and attachments (if any) are available for public inspection at: (select all that apply)

- Main administrative office of the PHA - **201 Granby Street, 11th floor, Public Relations and Marketing Office**
- PHA development management offices **excluding supporting documents (see listing on page 3)**
- PHA local offices (**910 Ballentine Blvd.**)
- Main administrative office of the local government- **City Hall Bldg. Division of City Planning, 5th floor (excluding supporting documents)**
- Main administrative office of the County government
- Main administrative office of the State government
- Public library: **Kirn Library at City Hall Avenue and Blyden Branch Library at 879 E. Princess Anne Rd. (excluding supporting documents)**

PHA website: www.nrha.va.us (excluding supporting documents)

Other (list below) (excluding supporting documents)

- **Norfolk Public Schools – High Schools Only**
- **Homeless Shelters: The Dwelling Place, FOR Kids, Inc., and the Union Mission**
- **Tenant management offices in each public housing community (see below listing)**

PHA Plan Supporting Documents are available for inspection at: (select all that apply)

Main business office of the PHA (201 Granby Street, 11th floor)

PHA development management offices

Other (list below) **NRHA satellite office 910 Ballentine Blvd.**

PHA DEVELOPMENT MANAGEMENT OFFICES LISTING

Calvert Square – 900 Bagnall Rd. 624-8611
Diggstown – 1619 Vernon Drive, 624-8606
Grandy Village – 3151 Kimball Terrace, 624-8608
Oakleaf Forest – 1701 Greenleaf Drive, 624-8612
Roberts Village – 2726 Monrovia Drive, 624-8603
Tidewater Gardens – 450 Walke Street, 624-8602
Young Terrace – 816 Cumberland Street, 624-8610
Bobbitt Midrise - 5920 Poplar Hall Drive, 624-8616
Hunter Square Midrise – 825 Goff Street, 624-8619
Robert Partrea Midrise – 701 Easy Street, 624-8618
Sykes Midrise – 555 E. Liberty Street, 624-8617
Franklin Arms – 2500 Princess Anne Road, 314-1522

TENANT/RESIDENT MANAGEMENT CORPORATIONS (TMC/RMC OFFICES)

Calvert Square Advisory Council – 938 Bagnall Road, 625-3070
Diggs Town TMC – 1619 Greenleaf Drive, 543-0316
Grandy Village TMC – 705 Kimball Court, 627-2613
Oakleaf Forest TMC – 1800 Greenleaf Drive, 543-3568
Roberts Village RMC – 2771 Monrovia Drive, 623-1562
Tidewater Gardens TMC – 1016 Mariner Street, 625-2926
Young Terrace TMC – 823 Smith Street, 625-3006
Bobbitt Advisory Council – 5920 Poplar Hall Drive, 624-8616
Hunter Square Advisory Council – 825 Goff Street, 625-1434
Robert Partrea Advisory Council – 701 Easy Street, 624-8616
Sykes Advisory Council – 555 E. Liberty Street, 624-8617

Streamlined Five-Year PHA Plan PHA FISCAL YEARS 2004- 2005

[24 CFR Part 903.12]

A. Mission

State the PHA's mission for serving the needs of low-income, very low income, and extremely low-income families in the PHA's jurisdiction. (select one of the choices below)

- The mission of the PHA is the same as that of the Department of Housing and Urban Development: To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.
- The PHA's mission is: (state mission here)
The mission of NRHA is to improve the physical and social environment, thereby enabling the people and the neighborhoods of Norfolk to reach their greatest potential.

B. Goals

The goals and objectives listed below are derived from HUD's strategic Goals and Objectives and those emphasized in recent legislation. PHAs may select any of these goals and objectives as their own, or identify other goals and/or objectives. Whether selecting the HUD-suggested objectives or their own, **PHAs ARE STRONGLY ENCOURAGED TO IDENTIFY QUANTIFIABLE MEASURES OF SUCCESS IN REACHING THEIR OBJECTIVES OVER THE COURSE OF THE 5 YEARS.** (Quantifiable measures would include targets such as: numbers of families served or PHAS scores achieved.) PHAs should identify these measures in the spaces to the right of or below the stated objectives.

HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.

- PHA Goal: Expand the supply of assisted housing
Objectives:
- Apply for additional rental vouchers: **Maximum available**
 - Reduce public housing vacancies: **Average 10 days unit turns time**
 - Leverage private or other public funds to create additional housing opportunities:
 - Acquire or build units or developments: **When available acquire HUD owned properties that are in default or deemed troubled and seek ownership of other housing located in low poverty communities.**
 - Other (list below) **Explore the feasibility of developing "Assisted living" housing for the elderly and disabled and housing for grandparents raising their grandchildren.**
- PHA Goal: Improve the quality of assisted housing
Objectives:
- Improve public housing management: (PHAS score) **100**
 - Improve voucher management: (SEMAP score) **100**
 - Increase customer satisfaction:
Provide annual staff training in customer service
Survey new residents within 90 days of occupancy
Develop and conduct customer services/program survey of residents
 - Concentrate on efforts to improve specific management functions:

(list; e.g., public housing finance; voucher unit inspections)

On going staff training and monitoring

Maintain current write off rate at 5% or less

Reduce cost of turns to 20%

Respond to routine maintenance requests within 48 hours

Renovate or modernize public housing units: **337 units in Grandy Village will be renovated and modernized consistent with NRHA's Five Communities 2010 Master plan.**

Demolish or dispose of obsolete public housing: **Grandy Village will lose 56 units through demolition. We will build 22 new units, incurring a net loss of 34 units. We received a HOPE 6 grant for 175 units in Bowling Green and 412 units in Roberts Village to be demolished consistent with the Communities 2010 Master Plan.**

Provide replacement public housing: **Received HOPE 6 funds to replace 300 units in public housing in Bowling Green and Roberts Village consistent with the Five Communities 2010 Master Plan.**

Provide replacement vouchers: **Requested 385 vouchers for families from Bowling and Roberts Village affected by HOPE 6 activities.**

Other: (list below)

PHA Goal: Increase assisted housing choices

Objectives:

Provide voucher mobility counseling: **conduct counseling annually**

Conduct outreach efforts to potential voucher landlords: **Hold annual meetings for potential landlords. Meet with community civic leagues to explain program. Continue newsletter for Section 8 landlords.**

Increase voucher payment standards: **Continue to review voucher payment standards and increase as needed for recruitment and retention of landlords.**

Implement voucher homeownership program: **At least 5 Section 8 participants will become homeowners as a result of the voucher homeownership program.**

Implement public housing or other homeownership programs: **A minimum of 5 families will purchase their scattered site public housing units.**

Implement public housing site-based waiting lists: **Implement site based waiting list for other elderly complexes (Partrea, Hunter Square, Bobbitt and Sykes). Franklin Arms currently has site based waiting list. Grandy Village will have site based waiting list upon completion of renovations.**

Convert public housing to vouchers:

Other: (list below) **Explore the feasibility of developing assisted housing in other locations throughout the City in an effort to decrease concentration of low income persons and to have more mixed income communities.**

HUD Strategic Goal: Improve community quality of life and economic vitality

- PHA Goal: Provide an improved living environment
Objectives:
- NA Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:
 - NA Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
 - Implement public housing security improvements: **PHDEP survey and NRHA's safety and security survey score improve by 15%. Enhance residents understanding of One Strike and trespass policies Expand resident patrol program Expand community resource officer program Implement Neighborhood Watch Program (compliment fraud hotline and hot spot cards)**
 - Designate developments or buildings for particular resident groups (elderly, persons with disabilities) **Continue to explore feasibility of designating a Midrise as an Assisted living facility, a public housing community for grandparents raising grandchildren and or designating a Midrise for disabled only.**
 - Other: (list below)

HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals

- PHA Goal: Promote self-sufficiency and asset development of assisted households
Objectives:
- Increase the number and percentage of employed persons in assisted families: **Of the total number of households that receive TANF, 20% will become employed.**
 - Provide or attract supportive services to improve assistance recipients' employability: **Enter into agreements with employment service providers such as Empowerment 2010, Goodwill Industries and DSS.**
 - Provide or attract supportive services to increase independence for the elderly or families with disabilities: **Enter into MOUs with Endependence Center, Senior Services of Southeastern Virginia, continuation of service coordinator's grant and develop service agreements with home health care agencies.**
 - Other: (list below)

HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans

- PHA Goal: Ensure equal opportunity and affirmatively further fair housing
Objectives:
 - Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability:
 - Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:
 - Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:
 - Other: (list below)

Other PHA Goals and Objectives: (list below)

Other goals and objectives are outlined in NRHA’s proposed Strategic Plan, which is awaiting approval by the Board of Commissioners.

Streamlined Annual PHA Plan PHA Fiscal Year 2005

[24 CFR Part 903.12(b)]

Table of Contents

Provide the following table of contents for the streamlined Annual Plan submitted with the Five-Year Plan, including all streamlined plan components, and additional requirements, together with the list of supporting documents available for public inspection.

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- 14. Other (List below, providing name for each item)36
Strategic Plan attachment C

B. SEPARATE HARD COPY SUBMISSIONS TO LOCAL HUD FIELD OFFICE

Form HUD-50077, PHA Certifications of Compliance with the PHA Plans and Related Regulations: Board Resolution to Accompany the Standard Annual, Standard Five-Year, and Streamlined Five-Year/Annual Plans;

Certification by State or Local Official of PHA Plan Consistency with Consolidated Plan.

For PHAs APPLYING FOR CAPITAL FUND PROGRAM (CFP) GRANTS:

Form HUD-50070, Certification for a Drug-Free Workplace;

Form HUD-50071, Certification of Payments to Influence Federal Transactions;

Form SF-LLL & SF-LLLa, Disclosure of Lobbying Activities.

Executive Summary (optional)

[903.7(r)]. If desired, provide a brief overview of the contents of the streamlined 5-Year/Annual Plan.

1. Statement of Housing Needs [24 CFR Part 903.12 (b), 903.7(a)]

A. Housing Needs of Families on the Public Housing and Section 8 Tenant- Based Assistance Waiting Lists

State the housing needs of the families on the PHA’s waiting list/s. **Complete one table for each type of PHA-wide waiting list administered by the PHA.** PHAs may provide separate tables for site-based or sub-jurisdictional public housing waiting lists at their option.

Housing Needs of Families on the PHA’s Waiting Lists			
Waiting list type: (select one)			
<input type="checkbox"/>	Section 8 tenant-based assistance		
<input checked="" type="checkbox"/>	Public Housing		
<input type="checkbox"/>	Combined Section 8 and Public Housing		
<input type="checkbox"/>	Public Housing Site-Based or sub-jurisdictional waiting list (optional)		
If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	3,034		
Extremely low income <=30% AMI	2,635	86.8	
Very low income (>30% but <=50% AMI)	359	11.8	
Low income (>50% but <80% AMI)	32	1.1	
Families with children	2,128	70.1	
Elderly families	69	2.3	
Families with Disabilities	560	18.5	
Race/ethnicity (Black)	2,857	94.17	
Race/ethnicity (White)	117	3.86	

Housing Needs of Families on the PHA's Waiting Lists			
Race/ethnicity (Other)	45	1.48	
Race/ethnicity (Amer Indian)	13	.43	
Race/ethnicity (Asian)	2	.06	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	901	29.70	
2 BR	1,444	47.59	
3 BR	515	16.97	
4 BR	169	5.57	
5 BR	1	.04	
5+ BR	4	.13	
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
If yes:			
How long has it been closed (# of months)? 4 months			
Does the PHA expect to reopen the list in the PHA Plan year? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
Housing Needs of Families on the PHA's Waiting Lists			
Waiting list type: (select one)			
<input checked="" type="checkbox"/> Section 8 tenant-based assistance			
<input type="checkbox"/> Public Housing			
<input type="checkbox"/> Combined Section 8 and Public Housing			
<input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional)			
If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	693		
Extremely low income <=30% AMI	548	79.1	
Very low income (>30% but <=50% AMI)	129	18.6	
Low income (>50% but <80% AMI)	14	2.0	
Families with children	499	72.0	
Elderly families	5	1.0	
Families with Disabilities	48	7.0	
Race/ethnicity (Black)	669	96.54	
Race/ethnicity (White)	21	3.03	
Race/ethnicity (Other)	2	.29	
Race/ethnicity (Amer Indian)	1	.14	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	180	25.97	
2 BR	327	47.19	
3 BR	148	21.36	

Housing Needs of Families on the PHA's Waiting Lists			
4 BR	35	5.06	
5 BR	3	.42	
5+ BR			
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes If yes: How long has it been closed (# of months)? 21 months Does the PHA expect to reopen the list in the PHA Plan year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			

B. Strategy for Addressing Needs

Provide a brief description of the PHA's strategy for addressing the housing needs of families on the PHA's public housing and Section 8 waiting lists **IN THE UPCOMING YEAR**, and the Agency's reasons for choosing this strategy.

(1) Strategies

Need: Shortage of affordable housing for all eligible populations

Strategy 1. Maximize the number of affordable units available to the PHA within its current resources by:

Select all that apply

- Employ effective maintenance and management policies to minimize the number of public housing units off-line
- Reduce turnover time for vacated public housing units
- Reduce time to renovate public housing units
- Seek replacement of public housing units lost to the inventory through mixed finance development
- Seek replacement of public housing units lost to the inventory through section 8 replacement housing resources
- Maintain or increase section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction
- Undertake measures to ensure access to affordable housing among families assisted by the PHA, regardless of unit size required
- Maintain or increase section 8 lease-up rates by marketing the program to owners, particularly those outside of areas of minority and poverty concentration
- Maintain or increase section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program
- Participate in the Consolidated Plan development process to ensure coordination with broader community strategies
- Other (list below) **Coordinate the development and or develop more accessible housing**

Strategy 2: Increase the number of affordable housing units by:

Select all that apply

- Apply for additional section 8 units should they become available
- Leverage affordable housing resources in the community through the creation of

mixed - finance housing

- Pursue housing resources other than public housing or Section 8 tenant-based assistance.
- Other: (list below)

Need: Specific Family Types: Families at or below 30% of median

Strategy 1: Target available assistance to families at or below 30 % of AMI

Select all that apply

- Exceed HUD federal targeting requirements for families at or below 30% of AMI in public housing
- Exceed HUD federal targeting requirements for families at or below 30% of AMI in tenant-based section 8 assistance
- Employ admissions preferences aimed at families with economic hardships
- Adopt rent policies to support and encourage work
- Other: (list below)

Need: Specific Family Types: Families at or below 50% of median

Strategy 1: Target available assistance to families at or below 50% of AMI

Select all that apply

- Employ admissions preferences aimed at families who are working
- Adopt rent policies to support and encourage work
- Other: (list below)

Need: Specific Family Types: The Elderly

Strategy 1: Target available assistance to the elderly:

Select all that apply

- Seek designation of public housing for the elderly
- Apply for special-purpose vouchers targeted to the elderly, should they become available
- Other: (list below)
Develop housing for grandparents raising their grandchildren if feasible, possibly Moton Circle.
Develop assisted living for frail elderly and disabled

Need: Specific Family Types: Families with Disabilities

Strategy 1: Target available assistance to Families with Disabilities:

Select all that apply

- Seek designation of public housing for families with disabilities
- Carry out the modifications needed in public housing based on the section 504 Needs Assessment for Public Housing
- Apply for special-purpose vouchers targeted to families with disabilities, should they become available

- Affirmatively market to local non-profit agencies that assist families with disabilities
- Other: (list below)
Develop more accessible housing as funds permit.
Partner with agencies/organizations serving disabled population to increase housing supply for disabled.

Need: Specific Family Types: Races or ethnicities with disproportionate housing needs

Strategy 1: Increase awareness of PHA resources among families of races and ethnicities with disproportionate needs:

Select if applicable

- Affirmatively market to races/ethnicities shown to have disproportionate housing needs
- Other: (list below)

Strategy 2: Conduct activities to affirmatively further fair housing

Select all that apply

- Counsel section 8 tenants as to location of units outside of areas of poverty or minority concentration and assist them to locate those units
- Market the section 8 program to owners outside of areas of poverty /minority concentrations
- Other: (list below) **Work with City and other developers to develop housing in low poverty communities.**

Other Housing Needs & Strategies: (list needs and strategies below)

(2) Reasons for Selecting Strategies

Of the factors listed below, select all that influenced the PHA's selection of the strategies it will pursue:

- Funding constraints
- Staffing constraints
- Limited availability of sites for assisted housing
- Extent to which particular housing needs are met by other organizations in the community
- Evidence of housing needs as demonstrated in the Consolidated Plan and other information available to the PHA
- Influence of the housing market on PHA programs
- Community priorities regarding housing assistance
- Results of consultation with local or state government
- Results of consultation with residents and the Resident Advisory Board
- Results of consultation with advocacy groups
- Other: (list below) **Shortage of affordable assisted living housing, to address aging in place, decrease early institutionalization and increase in numbers of grandparents raising their grandchildren in our housing communities.**

2. Statement of Financial Resources

[24 CFR Part 903.12 (b), 903.7 (c)]

List on the following table the financial resources that are anticipated to be available to the PHA for the support of Federal public housing and tenant-based Section 8 assistance programs administered by the PHA during the Plan year. Note: the table assumes that Federal public housing or tenant based Section 8 assistance grant funds are expended on eligible purposes; therefore, uses of these funds need not be stated. For other funds, indicate the use for those funds as one of the following categories: public housing operations, public housing capital improvements, public housing safety/security, public housing supportive services, Section 8 tenant-based assistance, Section 8 supportive services or other.

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2005 grants)		
a) Public Housing Operating Fund	15,767,299	
b) Public Housing Capital Fund	8,833,806	
c) HOPE VI Revitalization	20,691,078	
d) HOPE VI Demolition	1,255,293	
e) Annual Contributions for Section 8 Tenant-Based Assistance	12,885,588	
f) Resident Opportunity and Self-Sufficiency Grants	86,307 (ESCG) 85,000 (ROSS) 16,688 (ROSS)	
g) Community Development Block Grant		
h) HOME		
Other Federal Grants (list below)		
Section 8	1,555,470	Section 8 Operating Expenses
2. Prior Year Federal Grants (unobligated funds only- list below)		
3. Public Housing Dwelling Rental Income	6,951,871	Operating Expenses
4. Other income (list below)		
Grandy Capital Reserves	7,795,200	Renovation
4. Non-federal sources (list below)		
Housing Opportunity	56,000	Public Housing Programs
Merrimac Landing	2,767,178	Reserves
CCDI Micro Loan	70,005	Business Loans for Residents
Total resources	78,816,783	

3. PHA Policies Governing Eligibility, Selection, and Admissions

[24 CFR Part 903.12 (b), 903.7 (b)]

A. Public Housing

Exemptions: PHAs that do not administer public housing are not required to complete subcomponent 3A.

(1) Eligibility

a. When does the PHA verify eligibility for admission to public housing? (select all that apply)

- When families are within a certain number of being offered a unit: (state number)
- When families are within a certain time of being offered a unit: (state time) **90 days**
- Other: (describe)

b. Which non-income (screening) factors does the PHA use to establish eligibility for admission to public housing (select all that apply)?

- Criminal or Drug-related activity
- Rental history
- Housekeeping
- Other (describe) **1. School aged children enrolled in school**
2. Credit history

c. Yes No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?

d. Yes No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?

e. Yes No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

(2)Waiting List Organization

a. Which methods does the PHA plan to use to organize its public housing waiting list (select all that apply)

- Community-wide list
- Sub-jurisdictional lists
- Site-based waiting lists
- Other (describe)

b. Where may interested persons apply for admission to public housing?

- PHA main administrative office
- PHA development site management office
- Other (list below) **Telephone**

c. Site-Based Waiting Lists-Previous Year

1. Has the PHA operated one or more site-based waiting lists in the previous year?
NO

If yes, complete the following table; if not skip to d.

Site-Based Waiting Lists

Development Information: (Name, number, location)	Date Initiated	Initial mix of Racial, Ethnic or Disability Demographics	Current mix of Racial, Ethnic or Disability Demographics since Initiation of SBWL	Percent change between initial and current mix of Racial, Ethnic, or Disability demographics

2. What is the number of site based waiting list developments to which families may apply at one time?

3. How many unit offers may an applicant turn down before being removed from the site-based waiting list?

4. Yes No: Is the PHA the subject of any pending fair housing complaint by HUD or any court order or settlement agreement? If yes, describe the order, agreement or complaint and describe how use of a site-based waiting list will not violate or be inconsistent with the order, agreement or complaint below:

d. Site-Based Waiting Lists – Coming Year

If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to subsection **(3) Assignment**

1. How many site-based waiting lists will the PHA operate in the coming year? **1**

2. Yes No: Are any or all of the PHA’s site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)?
If yes, how many lists?

3. Yes No: May families be on more than one list simultaneously
If yes, how many lists? **2**

4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?

- PHA main administrative office
- All PHA development management offices
- Management offices at developments with site-based waiting lists
- At the development to which they would like to apply
- Other (list below) **Telephone**

(3) Assignment

a. How many vacant unit choices are applicants ordinarily given before they fall to the bottom of or are removed from the waiting list? (select one)

- One
- Two
- Three or More

b. Yes No: Is this policy consistent across all waiting list types?

d. If answer to b is no, list variations for any other than the primary public housing waiting list/s for the PHA: **According to HUD's new handbook for public housing we must participate in Plan B for site based waiting list.**

(4) Admissions Preferences

a. Income targeting:

Yes No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 40% of all new admissions to public housing to families at or below 30% of median area income?

b. Transfer policies:

In what circumstances will transfers take precedence over new admissions? (list below)

- Emergencies
- Over-housed
- Under-housed
- Medical justification
- Administrative reasons determined by the PHA (e.g., to permit modernization work)
- Resident choice: (state circumstances below)
- Other: (list below)

c. Preferences

1. Yes No: Has the PHA established preferences for admission to public housing (other than date and time of application)? (If "no" is selected, skip to subsection **(5) Occupancy**)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences:

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences: (select below)

- Working families and those unable to work because of age or disability
- Veterans and veterans' families
- Residents who live and/or work in the jurisdiction **For ranking preference only**
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below)

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use "1" more than once, "2" more than once, etc.

Date and Time

Former Federal preferences:

- 1 Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- 1 Victims of domestic violence
- 2 Substandard housing
- 2 Homelessness
- 3 High rent burden

Other preferences (select all that apply)

- 1 Working families and those unable to work because of age or disability
- Veterans and veterans' families
- Residents who live and/or work in the jurisdiction
- 3 Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- 2 Those previously enrolled in educational, training, or upward mobility programs
- 1 Victims of reprisals or hate crimes
- Other preference(s) (list below)

4. Relationship of preferences to income targeting requirements:

- The PHA applies preferences within income tiers
- Not applicable: **the pool of applicant families ensures that the PHA will meet income-targeting requirements**

(5) Occupancy

a. What reference materials can applicants and residents use to obtain information about the rules of occupancy of public housing (select all that apply)

- The PHA-resident lease
- The PHA's Admissions and (Continued) Occupancy policy
- PHA briefing seminars or written materials
- Other source (list)

b. How often must residents notify the PHA of changes in family composition? (select all that apply)

- At an annual reexamination and lease renewal
- Any time family composition changes
- At family request for revision
- Other (list)

(6) Deconcentration and Income Mixing

a. Yes No: Does the PHA have any general occupancy (family) public housing developments covered by the deconcentration rule? If no, this section is complete. If yes, continue to the next question.

b. Yes No: Do any of these covered developments have average incomes above or below 85% to 115% of the average incomes of all such developments? If no, this section is complete. If yes, list these developments on the following table:

Deconcentration Policy for Covered Developments			
Development Name	Number of Units	Explanation (if any) [see step 4 at §903.2(c)(1)(iv)]	Deconcentration policy (if no explanation) [see step 5 at §903.2(c)(1)(v)]
**NA			

****A review of our public housing communities indicates that average incomes are consistent in all communities. Therefore, none of the public housing communities fit the policy for deconcentration.**

B. Section 8

Exemptions: PHAs that do not administer section 8 are not required to complete sub-component 3B. Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).

(1) Eligibility

- a. What is the extent of screening conducted by the PHA? (select all that apply)
- Criminal or drug-related activity only to the extent required by law or regulation
 - Criminal and drug-related activity, more extensively than required by law or regulation
 - More general screening than criminal and drug-related activity (list factors):
 - Other (list below) **Past history with PHA**

b. Yes No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?

- c. Yes No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?
- d. Yes No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)
- e. Indicate what kinds of information you share with prospective landlords? (select all that apply)
- Criminal or drug-related activity
- Other (describe below) **Past rental history**

(2) Waiting List Organization

- a. With which of the following program waiting lists is the section 8 tenant-based assistance waiting list merged? (select all that apply)
- None
- Federal public housing
- Federal moderate rehabilitation
- Federal project-based certificate program
- Other federal or local program (list below)
- b. Where may interested persons apply for admission to section 8 tenant-based assistance? (select all that apply)
- PHA main administrative office
- Other (list below) **Telephone**

(3) Search Time

- a. Yes No: Does the PHA give extensions on standard 60-day period to search for a unit?
- If yes, state circumstances below:

Extenuating circumstances such as hospitalization or a family emergency for an extended period of time, which has affected the family's ability to find a unit within the initial 60-day period.

And if the PHA is satisfied that the family has made a reasonable effort to locate a unit, including seeking the assistance of the PHA, throughout the initial 60-day period.

(4) Admissions Preferences

- a. Income targeting
- Yes No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 75% of all new admissions to the section 8 program to families at or below 30% of median area income?
- b. Preferences
1. Yes No: Has the PHA established preferences for admission to section 8 tenant-based assistance? (other than date and time of application)

(if no, skip to subcomponent **(5) Special purpose section 8 assistance programs**)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences (select all that apply)

- Working families and those unable to work because of age or disability
- Veterans and veterans' families
- Residents who live and/or work in your jurisdiction **For ranking purpose only**
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below)

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use "1" more than once, "2" more than once, etc.

- Date and Time **Ranking preference only**

Former Federal preferences:

- 1** Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- 1** Victims of domestic violence
- 2** Substandard housing
- 2** Homelessness
- 3** High rent burden

Other preferences (select all that apply)

- 1** Working families and those unable to work because of age or disability
- Veterans and veterans' families

- Residents who live and/or work in your jurisdiction
- 3** Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- 2** Those previously enrolled in educational, training, or upward mobility programs
- 1** Victims of reprisals or hate crimes
- Other preference(s) (list below)

4. Among applicants on the waiting list with equal preference status, how are applicants selected? (select one)

- Date and time of application
- Drawing (lottery) or other random choice technique

5. If the PHA plans to employ preferences for “residents who live and/or work in the jurisdiction” (select one) **Not applicable**

Used for ranking preference only

- This preference has previously been reviewed and approved by HUD
- The PHA requests approval for this preference through this PHA Plan

6. Relationship of preferences to income targeting requirements: (select one)

- The PHA applies preferences within income tiers
- Not applicable: **The pool of applicant families ensures that the PHA will meet income-targeting requirements**

(5) Special Purpose Section 8 Assistance Programs

a. In which documents or other reference materials are the policies governing eligibility, selection, and admissions to any special-purpose section 8 program administered by the PHA contained? (select all that apply)

- The Section 8 Administrative Plan
- Briefing sessions and written materials
- Other (list below)

b. How does the PHA announce the availability of any special-purpose section 8 programs to the public?

- Through published notices
- Other (list below) **Through advertisements in local newspapers and by contacting special interest groups, Churches, organizations, agencies and other media sources**

4. PHA Rent Determination Policies

[24 CFR Part 903.12(b), 903.7(d)]

A. Public Housing

Exemptions: PHAs that do not administer public housing are not required to complete sub-component 4A.

(1) Income Based Rent Policies

Describe the PHA’s income based rent setting policy/ies for public housing using, including discretionary (that is, not required by statute or regulation) income disregards and exclusions, in the appropriate spaces

below.

a. Use of discretionary policies: (select one of the following two)

- The PHA will not employ any discretionary rent-setting policies for income-based rent in public housing. Income-based rents are set at the higher of 30% of adjusted monthly income, 10% of unadjusted monthly income, the welfare rent, or minimum rent (less HUD mandatory deductions and exclusions). (If selected, skip to sub-component (2))
- The PHA employs discretionary policies for determining income-based rent (If selected, continue to question b.)

b. Minimum Rent

1. What amount best reflects the PHA's minimum rent? (select one)

- \$0
 \$1-\$25
 \$26-\$50

2. Yes No: Has the PHA adopted any discretionary minimum rent hardship exemption policies?

3. If yes to question 2, list these policies below:

c. Rents set at less than 30% of adjusted income

1. Yes No: Does the PHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?

2. If yes to above, list the amounts or percentages charged and the circumstances under which these will be used below:

Flat rents

d. Which of the discretionary (optional) deductions and/or exclusions policies does the PHA plan to employ (select all that apply)

- For the earned income of a previously unemployed household member
- For increases in earned income
- Fixed amount (other than general rent-setting policy)
If yes, state amount/s and circumstances below:
- Fixed percentage (other than general rent-setting policy)
If yes, state percentage/s and circumstances below:
- For household heads
- For other family members
- For transportation expenses
- For the non-reimbursed medical expenses of non-disabled or non-elderly families
- Other (describe below)

e. Ceiling rents - **Not applicable**

1. Do you have ceiling rents? (rents set at a level lower than 30% of adjusted income)

(select one)

- Yes for all developments
- Yes but only for some developments
- No

2. For which kinds of developments are ceiling rents in place? (select all that apply) **Not applicable**

- For all developments
- For all general occupancy developments (not elderly or disabled or elderly only)
- For specified general occupancy developments
- For certain parts of developments; e.g., the high-rise portion
- For certain size units; e.g., larger bedroom sizes
- Other (list below)

3. Select the space or spaces that best describe how you arrive at ceiling rents (select all that apply) **Not applicable**

- Market comparability study
- Fair market rents (FMR)
- 95th percentile rents
- 75 percent of operating costs
- 100 percent of operating costs for general occupancy (family) developments
- Operating costs plus debt service
- The "rental value" of the unit
- Other (list below)

f. Rent re-determinations:

1. Between income reexaminations, how often must tenants report changes in income or family composition to the PHA such that the changes result in an adjustment to rent?

(Select all that apply)

- Never
- At family option
- Any time the family experiences an income increase
- Any time a family experiences an income increase above a threshold amount or percentage: (if selected, specify threshold)_____
- Other (list below) **any time the family experiences an increase in household composition**

g. Yes No: Does the PHA plan to implement individual savings accounts for residents (ISAs) as an alternative to the required 12 month disallowance of earned income and phasing in of rent increases in the next year?

(2) Flat Rents

a. In setting the market-based flat rents, what sources of information did the PHA use to establish comparability? (Select all that apply.)

- The section 8 rent reasonableness study of comparable housing
- Survey of rents listed in local newspaper
- Survey of similar unassisted units in the neighborhood
- Other (list/describe below)

B. Section 8 Tenant-Based Assistance

Exemptions: PHAs that do not administer Section 8 tenant-based assistance are not required to complete sub-component 4B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

(1) Payment Standards

Describe the voucher payment standards and policies.

a. What is the PHA's payment standard? (Select the category that best describes your standard)

- At or above 90% but below 100% of FMR
- 100% of FMR
- Above 100% but at or below 110% of FMR
- Above 110% of FMR (if HUD approved; describe circumstances below)

b. If the payment standard is lower than FMR, why has the PHA selected this standard? (select all that apply)

- FMRs are adequate to ensure success among assisted families in the PHA's segment of the FMR area
- The PHA has chosen to serve additional families by lowering the payment standard
- Reflects market or submarket
- Other (list below)

c. If the payment standard is higher than FMR, why has the PHA chosen this level? (select all that apply)

- FMRs are not adequate to ensure success among assisted families in the PHA's segment of the FMR area
- Reflects market or submarket
- To increase housing options for families
- Other (list below)

d. How often are payment standards reevaluated for adequacy? (select one)

- Annually
- Other (list below)

e. What factors will the PHA consider in its assessment of the adequacy of its payment standard? (select all that apply)

- Success rates of assisted families
- Rent burdens of assisted families
- Other (list below) **Market analysis**

(2) Minimum Rent

a. What amount best reflects the PHA's minimum rent? (select one)

- \$0
- \$1-\$25
- \$26-\$50

b. Yes No: Has the PHA adopted any discretionary minimum rent hardship exemption policies? (if yes, list below)

5. Capital Improvement Needs

[24 CFR Part 903.12(b), 903.7 (g)]

Exemptions from Component 5: Section 8 only PHAs are not required to complete this component and may skip to Component 6.

A. Capital Fund Activities

Exemptions from sub-component 5A: PHAs that will not participate in the Capital Fund Program may skip to component 5B. All other PHAs must complete 5A as instructed.

(1) Capital Fund Program

- a. Yes No Does the PHA plan to participate in the Capital Fund Program in the upcoming year? If yes, complete items 12 and 13 of this template (Capital Fund Program tables). If no, skip to B.

- b. Yes No: Does the PHA propose to use any portion of its CFP funds to repay debt incurred to finance capital improvements? If so, the PHA must identify in its annual and 5-year capital plans the development(s) where such improvements will be made and show both how the proceeds of the financing will be used and the amount of the annual payments required to service the debt. (Note that separate HUD approval is required for such financing activities.).

B. HOPE VI and Public Housing Development and Replacement Activities

(Non-Capital Fund)

Applicability of sub-component 5B: All PHAs administering public housing. Identify any approved HOPE VI and/or public housing development or replacement activities not described in the Capital Fund Program Annual Statement.

(1) Hope VI Revitalization

- a. Yes No: Has the PHA received a HOPE VI revitalization grant? (if no, skip to next component; if yes, provide responses to questions on chart below for each grant, copying and completing as many times as necessary)

- b. Status of HOPE VI revitalization grant (complete one set of questions for each grant)
Development name: **Bowling Green**

Development (project) number: **VA006-07**

Status of grant: (select the statement that best describes the current status)

- Revitalization Plan under development
- Revitalization Plan submitted, pending approval
- Revitalization Plan approved
- Activities pursuant to an approved Revitalization Plan underway

a. **Yes** **No:** Has the PHA received a HOPE VI revitalization grant? (if no, skip to next component; if yes, provide responses to questions on chart below for each grant, copying and completing as many times as necessary)

b. Status of HOPE VI revitalization grant (complete one set of questions for each grant)

Development name: **Roberts Village**

Development (project) number: **VA006-03**

Status of grant: (select the statement that best describes the current status)

- Revitalization Plan under development
- Revitalization Plan submitted, pending approval
- Revitalization Plan approved
- Activities pursuant to an approved Revitalization Plan underway

a. **Yes** **No:** Has the PHA received a HOPE VI revitalization grant? (if no, skip to next component; if yes, provide responses to questions on chart below for each grant, copying and completing as many times as necessary)

b. Status of HOPE VI revitalization grant (complete one set of questions for each grant)

Development name: **Roberts Village East**

Development (project) number: **VA006-04**

Status of grant: (select the statement that best describes the current status)

- Revitalization Plan under development
- Revitalization Plan submitted, pending approval
- Revitalization Plan approved
- Activities pursuant to an approved Revitalization Plan underway

c. **Yes** **No:** Does the PHA plan to apply for a HOPE VI Revitalization grant in the Plan year? If yes, list development name/s below:

Young Terrace, Tidewater Gardens, and Moton Circle

d. **Yes** **No:** Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year? If yes, list developments or activities below: **Grandy Village, Tidewater Gardens, Young Terrace, Bowling Green, Roberts Village, Robert Village East, Marshall Manor, Moton Circle and scattered site housing located off-site.**

e. **Yes** **No:** Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement? If yes, list developments or activities below: **Tidewater Gardens, Young Terrace, Moton Circle, Marshall Manor, Roberts Village, Robert Village East, Bowling Green, Marshall Manor and scattered site housing located off site.**

6. Demolition and Disposition

[24 CFR Part 903.12(b), 903.7 (h)]

Applicability of component 6: Section 8 only PHAs are not required to complete this section.

a. **Yes** **No:** Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 or 24 (Hope VI) of the U.S. Housing Act of 1937 (42 U.S.C. 1437p) or Section 202/Section 33 (Mandatory Conversion) in the plan Fiscal Year? (If “No”, skip to component 7; if “yes”, complete one activity description for each development on the following chart.)

Demolition/Disposition Activity Description
1a. Development name: Bowling Green 1b. Development (project) number: VA006-07
2. Activity type: Demolition <input checked="" type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one) Approved <input checked="" type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input type="checkbox"/>
4. Date application approved, submitted, or planned for submission: Demolition approved: 06/2/02. Disposition approved 01/05/03.
5. Number of units affected: 165
6. Coverage of action (select one) <input checked="" type="checkbox"/> Part of the development This is the second and final phase of demolition <input type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: January 2, 2004 b. Projected end date of activity: May 2004
Demolition/Disposition Activity Description

1a. Development name: Roberts Village
1b. Development (project) number: : VA006-03
2. Activity type: Demolition <input checked="" type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one) Approved <input checked="" type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input type="checkbox"/>
4. Date application approved, submitted, or planned for submission: : <u>06/2/02 approved for demolition and disposition</u>
5. Number of units affected: 229
6. Coverage of action (select one) <input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: February 04 b. Projected end date of activity: December 30, 04
Demolition/Disposition Activity Description
1a. Development name: Roberts Village East
1b. Development (project) number: VA006-04
2. Activity type: Demolition <input checked="" type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one) Approved <input checked="" type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input type="checkbox"/>
4. Date application approved, submitted, or planned for submission: 06/2/02 approved; submitted for Disposition March 04
5. Number of units affected: 189
6. Coverage of action (select one) <input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: June 05 b. Projected end date of activity: December 30, 07
Demolition/Disposition Activity Description
1a. Development name: Grandy Village
1b. Development (project) number: VA006-08
2. Activity type: Demolition <input checked="" type="checkbox"/> Disposition <input checked="" type="checkbox"/> Contingent on mixed finance possibilities
3. Application status (select one) Approved <input type="checkbox"/> Submitted, pending approval <input checked="" type="checkbox"/> Planned application <input checked="" type="checkbox"/>

4. Date application approved, submitted, or planned for submission: 24/09/01
5. Number of units affected: 56 for demolition and 361 for disposition
6. Coverage of action (select one) <input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: April 2002 b. Projected end date of activity: December 2005

7. Section 8 Tenant Based Assistance--Section 8(y) Homeownership Program

[24 CFR Part 903.12(b), 903.7(k)(1)(i)]

(1) Yes No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982 ? (If “No”, skip to the next component; if “yes”, complete each program description below (copy and complete questions for each program identified.)

(2) Program Description

a. Size of Program

Yes No: Will the PHA limit the number of families participating in the Section 8 homeownership option?

If the answer to the question above was yes, what is the maximum number of participants this fiscal year? **25**

b. PHA-established eligibility criteria

Yes No: Will the PHA’s program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?

If yes, list criteria below:

FSS participation

Minimum income

Landlord Recommendation

c. What actions will the PHA undertake to implement the program this year (list)?

Execute partnership agreement with loan institutions and non-profit organizations

Conduct marketing and outreach

Establish wait list

(3) Capacity of the PHA to Administer a Section 8 Homeownership Program

The PHA has demonstrated its capacity to administer the program by (select all that apply):

- a. Establishing a minimum homeowner downpayment requirement of at least 3 percent of purchase price and requiring that at least 1 percent of the purchase price comes from the family's resources.
- b. Requiring that financing for purchase of a home under its Section 8 homeownership will be provided, insured or guaranteed by the state or Federal government; comply with secondary mortgage market underwriting requirements; or comply with generally accepted private sector underwriting standards.
- c. Partnering with a qualified agency or agencies to administer the program (list name(s) and years of experience below).
- d. Demonstrating that it has other relevant experience (list experience below).

8. Civil Rights Certifications

[24 CFR Part 903.12 (b), 903.7 (o)]

Civil rights certifications are included in the *PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations: Board Resolution to Accompany the Standard Annual, Standard Five-Year, and Streamlined Five-Year/Annual Plans*, which is submitted to the Field Office in hard copy—see Table of Contents.

9. Additional Information

[24 CFR Part 903.12 (b), 903.7 (r)]

A. PHA Progress in Meeting the Mission and Goals Described in the 5-Year Plan

(Provide a statement of the PHA's progress against the goals and objectives established in the previous 5-Year Plan for the period FY 2001 - 2005.)

Attachment D

B. Criteria for Substantial Deviations and Significant Amendments

(1) Amendment and Deviation Definitions

24 CFR Part 903.7(r)

PHAs are required to define and adopt their own standards of substantial deviation from the 5-year Plan and Significant Amendment to the Annual Plan. The definition of significant amendment is important because it defines when the PHA will subject a change to the policies or activities described in the Annual Plan to full public hearing and HUD review before implementation.

- a. Substantial Deviation from the 5-Year Plan
- b. Significant Amendment or Modification to the Annual Plan

Substantial deviations or significant amendments or modifications are defined as discretionary changes in the plans or policies of the housing authority that fundamentally change the mission, goals, objectives, or plans of the agency and which require the formal approval of the Board of Commissioners.

C. Other Information

[24 CFR Part 903.13, 903.15]

(1) Resident Advisory Board Recommendations

- a. Yes No: Did the PHA receive any comments on the PHA Plan from the

Resident Advisory Board/s?

If yes, provide the comments below: **Resident Advisory Board comments will be provided later upon completing their review of the plan.**

b. In what manner did the PHA address those comments? (select all that apply)

- Considered comments, but determined that no changes to the PHA Plan were necessary.
- The PHA changed portions of the PHA Plan in response to comments
List changes below:
- Other: (list below)

(2) Resident Membership on PHA Governing Board

The governing board of each PHA is required to have at least one member who is directly assisted by the PHA, unless the PHA meets certain exemption criteria. Regulations governing the resident board member are found at 24 CFR Part 964, Subpart E.

a. Does the PHA governing board include at least one member who is directly assisted by the PHA this year?

- Yes No:

If yes, complete the following:

Name of Resident Member of the PHA Governing Board: **Hattie Anderson**

Method of Selection:

- Appointment
Present Resident board member term expires April 14, 2004. All Board members may serve a term up to 4 years, no more than 8 years.
- Election by Residents (if checked, complete next section--Description of Resident Election Process)

Description of Resident Election Process

Nomination of candidates for place on the ballot: (select all that apply) **Not applicable**

- Candidates were nominated by resident and assisted family organizations
- Candidates could be nominated by any adult recipient of PHA assistance
- Self-nomination: Candidates registered with the PHA and requested a place on ballot
- Other: (describe)

Eligible candidates: (select one) **Not applicable**

- Any recipient of PHA assistance
- Any head of household receiving PHA assistance
- Any adult recipient of PHA assistance
- Any adult member of a resident or assisted family organization
- Other (list)

Eligible voters: (select all that apply) **Not applicable**

- All adult recipients of PHA assistance (public housing and section 8

- tenant-based assistance)
- Representatives of all PHA resident and assisted family organizations
 - Other (list)

b. If the PHA governing board does not have at least one member who is directly assisted by the PHA, why not? **Not applicable**

- The PHA is located in a State that requires the members of a governing board to be salaried and serve on a full time basis
- The PHA has less than 300 public housing units, has provided reasonable notice to the resident advisory board of the opportunity to serve on the governing board, and has not been notified by any resident of their interest to participate in the Board.
- Other (explain):

Date of next term expiration of a governing board member: **NA**

Name and title of appointing official(s) for governing board (indicate appointing official for the next available position): **NA**

(3) PHA Statement of Consistency with the Consolidated Plan

[24 CFR Part 903.15]

For each applicable Consolidated Plan, make the following statement (copy questions as many times as necessary).

Consolidated Plan jurisdiction: (provide name here)

City of Norfolk

a. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply):

- The PHA has based its statement of needs of families on its waiting list on the needs expressed in the Consolidated Plan/s.
- The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
- The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.
- Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)
- Other: (list below)

b. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

(4) (Reserved)

Use this section to provide any additional information requested by HUD.

Community Service Policy

Community Service and self-sufficiency requirement is a legislative mandate

by Congress as part of the **Public Housing Reform Act of 1998**. It requires **8 hours a month in a community service or a self-sufficiency activity or a combination of both, as a condition of receipt of federal housing assistance. Under this provision of law, noncompliance with the community service and self sufficiency requirement is a violation of the lease and is grounds for nonrenewal of the lease at the end of a 12 month lease term, but not for termination of tenancy during the course of the 12 month lease term. However, nonrenewal of the lease is ultimately grounds for eviction. The following exemptions will be granted:**

- **62 years of age or older or**
- **blind or disabled individual and not able to comply with this requirement**
- **primary caretaker of a blind or disabled individual**
- **employed 20 hours or more per week**
- **full-time student with satisfactory attendance (ABE, GED, high school, College, professional training programs i.e. CNA, HVAC etc.)**
- **engaged in a work activity in a State-administered welfare-to-work program, such as VIEW**
- **participant in a job search, job readiness, or job training program**
- **participant in an approved community service program**
- **active participant in the Family Self-Sufficiency Program**
- **custodial parent of a child under 12 months of age**
- **childcare provider for an individual who is participating in a community service program**
- **temporarily disabled (4 weeks or more) due to a health concern. (*This requires verification from physician*)**

10. Project-Based Voucher Program

- a. Yes No: Does the PHA plan to “project-base” any tenant-based Section 8 vouchers in the coming year? If yes, answer the following questions.
- b. Yes No: Are there circumstances indicating that the project basing of the units, rather than tenant-basing of the same amount of assistance is an appropriate option?

If yes, check which circumstances apply:

- Low utilization rate for vouchers due to lack of suitable rental units
- Access to neighborhoods outside of high poverty areas
- Other (describe below:)

- c. Indicate the number of units and general location of units (e.g. eligible census tracts or smaller areas within eligible census tracts):

11. List of Supporting Documents Available for Review for Streamlined Five-Year/ Annual PHA Plans

PHAs are to indicate which documents are available for public review by placing a mark in the “Applicable

& On Display” column in the appropriate rows. All listed documents must be on display if applicable to the program activities conducted by the PHA.

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Related Plan Component
X	<i>PHA Certifications of Compliance with the PHA Plans and Related Regulations and Board Resolution to Accompany the Standard Annual, Standard Five-Year, and Streamlined Five-Year/Annual Plans.</i>	Standard 5 Year and Annual Plans; streamlined 5 Year Plans
X	State/Local Government Certification of Consistency with the Consolidated Plan.	5 Year Plans
X	Fair Housing Documentation Supporting Fair Housing Certifications: Records reflecting that the PHA has examined its programs or proposed programs, identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions’ initiatives to affirmatively further fair housing that require the PHA’s involvement.	5 Year and Annual Plans
X	Housing Needs Statement of the Consolidated Plan for the jurisdiction(s) in which the PHA is located and any additional backup data to support statement of housing needs for families on the PHA’s public housing and Section 8 tenant-based waiting lists.	Annual Plan: Housing Needs
X	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources
X	Public Housing Admissions and (Continued) Occupancy Policy (A&O/ACOP), which includes the Tenant Selection and Assignment Plan [TSAP] and the Site-Based Waiting List Procedure.	Annual Plan: Eligibility, Selection, and Admissions Policies
	Any policy governing occupancy of Police Officers and Over-Income Tenants in Public Housing. <input type="checkbox"/> Check here if included in the public housing A&O Policy.	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Public housing rent determination policies, including the method for setting public housing flat rents. <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Rent Determination
X	Schedule of flat rents offered at each public housing development. <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Rent Determination
X	Section 8 rent determination (payment standard) policies (if included in plan, not necessary as a supporting document) and written analysis of Section 8 payment standard policies. <input checked="" type="checkbox"/> Check here if included in Section 8 Administrative Plan.	Annual Plan: Rent Determination
X	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation).	Annual Plan: Operations and Maintenance
X	Results of latest Public Housing Assessment System (PHAS) Assessment (or other applicable assessment).	Annual Plan: Management and Operations
X	Follow-up Plan to Results of the PHAS Resident Satisfaction Survey (if necessary)	Annual Plan: Operations and Maintenance and Community Service & Self-Sufficiency
X	Results of latest Section 8 Management Assessment System (SEMAP)	Annual Plan: Management and Operations
X	Any policies governing any Section 8 special housing types <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Operations and Maintenance
NA	Consortium agreement(s).	Annual Plan: Agency Identification and Operations/ Management
X	Public housing grievance procedures <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Grievance Procedures
X	Section 8 informal review and hearing procedures.	Annual Plan: Grievance

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Related Plan Component
	<input checked="" type="checkbox"/> Check here if included in Section 8 Administrative Plan.	Procedures
X	The Capital Fund/Comprehensive Grant Program Annual Statement /Performance and Evaluation Report for any active grant year.	Annual Plan: Capital Needs
	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grants.	Annual Plan: Capital Needs
X	Approved HOPE VI applications or, if more recent, approved or submitted HOPE VI Revitalization Plans, or any other approved proposal for development of public housing.	Annual Plan: Capital Needs
	Self-evaluation, Needs Assessment and Transition Plan required by regulations implementing Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. See PIH Notice 99-52 (HA).	Annual Plan: Capital Needs
X	Approved or submitted applications for demolition and/or disposition of public housing.	Annual Plan: Demolition and Disposition
X	Approved or submitted applications for designation of public housing (Designated Housing Plans).	Annual Plan: Designation of Public Housing
NA	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act, Section 22 of the US Housing Act of 1937, or Section 33 of the US Housing Act of 1937.	Annual Plan: Conversion of Public Housing
NA	Documentation for required Initial Assessment and any additional information required by HUD for Voluntary Conversion.	Annual Plan: Voluntary Conversion of Public Housing
X	Approved or submitted public housing homeownership programs/plans.	Annual Plan: Homeownership
X	Policies governing any Section 8 Homeownership program (Section _____ of the Section 8 Administrative Plan)	Annual Plan: Homeownership
X	Public Housing Community Service Policy/Programs <input checked="" type="checkbox"/> Check here if included in Public Housing A & O Policy	Annual Plan: Community Service & Self-Sufficiency
X	Cooperative agreement between the PHA and the TANF agency and between the PHA and local employment and training service agencies.	Annual Plan: Community Service & Self-Sufficiency
X	FSS Action Plan(s) for public housing and/or Section 8.	Annual Plan: Community Service & Self-Sufficiency
X	Section 3 documentation required by 24 CFR Part 135, Subpart E for public housing.	Annual Plan: Community Service & Self-Sufficiency
X	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports for public housing.	Annual Plan: Community Service & Self-Sufficiency
X	Policy on Ownership of Pets in Public Housing Family Developments (as required by regulation at 24 CFR Part 960, Subpart G). <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Pet Policy
X	The results of the most recent fiscal year audit of the PHA conducted under the Single Audit Act as implemented by OMB Circular A-133, the results of that audit and the PHA's response to any findings.	Annual Plan: Annual Audit
NA	Consortium agreement(s), if a consortium administers PHA programs.	Joint PHA Plan for Consortia
NA	Consortia Joint PHA Plans ONLY: Certification that consortium agreement is in compliance with 24 CFR Part 943 pursuant to an opinion of counsel on file and available for inspection	Joint PHA Plan for Consortia
	Other supporting documents (optional). List individually.	(Specify as needed)

13. Capital Fund Program Five-Year Plan

Annual Statement / Performance and Evaluation Report		U. S. Department of Housing and Urban Development Office of Public and Indian Housing			
Part I: Summary					
Capital Fund Program (CFP)		OMB Approval No. 2577-0157 (exp. 7/31/95)			
PHA/IHA Name		Capital Fund Grant Number	FFY of Grant Approval		
Norfolk Redevelopment and Housing Authority		VA36P00650103	2003		
<input checked="" type="checkbox"/>	Original Annual Statement	<input type="checkbox"/>	Revised Annual Statement/Revision Number _____		
<input type="checkbox"/>	Reserve for Disaster/Emergencies	<input type="checkbox"/>	Performance and Evaluation Report for Period Ending		
<input type="checkbox"/>	Final Performance and Evaluation Report				
Line No.	Account Summary by Development	Total Estimated Cost Original	Total Estimated Cost Revised (1)	Total Actual Cost (2) Obligated	Total Actual Cost (2) Expended
1	Total Non-CGP Funds				
2	1406 Operations (may not exceed 10% of 18)				
3	1408 Management Improvements	\$318,000			
4	1410 Administration	\$500,000			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$166,000			
8	1440 Site Acquisition				
9	1450 Site Improvement	\$307,000			
10	1460 Dwelling Structures	\$542,000			
11	1465.1 Dwelling Equipment-Nonexpendable				
12	1470 Nondwelling Structures	\$180,000			
13	1475 Nondwelling Equipment	\$307,610			
14	1485 Demolition				
15	1490 Replacement Reserve	\$3,500,000			

13. Capital Fund Program Five-Year Plan

16	1492	Moving to Work Demonstration					
17	1495.1	Relocation Costs					
18	1499	Development Activities					
19	1501	Collaterization or Debt Service					
20	1502	Contingency					
21	Amount of Annual Grant (Sum of lines 2-20)		\$5,820,610				
22	Amount of line 21 Related to LBP Activities						
23	Amount of line 21 related to Section 504 Compliance		\$56,000				
24	Amount of line 21 Related to Security		\$97,000				
25	Amount of line 21 related to Energy Conservation Measures		\$100,000				

Annual Statement/Performance and Evaluation Report
Part II: Supporting Pages
 Capital Fund Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing

OMB Approval No 2577-0157 (Exp. 7/31/95)

Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	
N. Wellington VA 6-22	HVAC	1460		\$66,000				
	Subtotal			\$66,000				
	Total Programmed Work			\$5,820,610				

13. Capital Fund Program Five-Year Plan

Performance and Evaluation Report Part II: Supporting Pages Capital Fund Program		Office of Public and Indian Housing OMB Approval No 2577-0157 (Exp. 7/31/95)						
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	Status of Proposed Work
VA 6-8 GRANDY	LEARNING CENTER	1408		\$42,000	\$38,815			
	RESIDENT MGMT.	1408		\$15,000	\$15,282			
	PARKING LOT	1450		\$35,000	\$53,948			
	BLDG. EXTERIOR	1460		\$29,500				
	WINDOWS	1460		\$37,600				
	TUCKPOINT	1460		\$8,500				
	EXTERIOR PAINT	1460		\$50,000				
	CAULKING	1460		\$46,000				
	RANGES	1465		\$16,880	\$100,138			
	REFRIGERATORS	1465		\$7,800	\$161,944			
	ADMIN. BLDG.	1470		\$4,500	\$11,008			
	SUBTOTAL			\$292,780	\$381,135	\$381,135	\$376,357	
VA 6-10 YOUNG	RESIDENT MGMT.	1408		\$15,000				
	PAVED AREAS-WALKS	1450		\$30,400				
	ASBESTOS ABATEMENT	1460		\$25,000				
	EXTERIOR DOORS	1460		\$200,000	\$305,685			
	SCREEN DOORS	1460		\$127,500	\$80,315			
	HEATING CONTROLS	1460		\$32,560				
	CAULKING	1460		\$65,000	\$65,332			
	BOILER ROOM	1470		\$58,500				
	RECREATION BLDG.	1470		\$100,000	\$5,624			
		SUBTOTAL			\$653,960	\$456,956	\$456,956	\$456,956

13. Capital Fund Program Five-Year Plan

Annual Statement / Performance and Evaluation Report Part II: Supporting Pages Comprehensive Grant Program (CGP)		U. S. Department of Housing and Urban Development Office of Public and Indian Housing						OMB Approval No 2577-0157 (Exp. 7/31/95)	
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)	
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)		
VA 6-11 CALVERT	RESIDENT MGMT.	1408		\$15,000	\$14,225				
	ARCHITECT FEES	1430			\$15,038				
	PAVED AREAS-OTHER	1450		\$70,000					
	PARKING LOT	1450			\$26,590				
	HEAT TRENCH	1450		\$58,500					
	FENCING	1450		\$50,000	\$2,005				
	SITE/INFRASTRUCTURE	1450							
	INTERIOR IMPROV.	1460			\$1,060,572				
	EXTERIOR IMPROV.	1460			\$561,437				
	BUILDING SETTLEMENT	1460		\$40,000					
	BASEBOARD	1460		\$22,000					
	LBP ABATEMENT	1460		\$10,000					
	KITCHENS	1460		\$521,325					
	INTERIOR DOORS	1460		\$27,000					
	BATHROOMS	1460		\$15,000	\$3,002				
	EXTERIOR DOORS	1460		\$60,000	\$44,987				
	WINDOWS	1460		\$51,000					
	CANOPIES	1460		\$232,000					
	SCREEN DOORS	1460		\$38,250	\$8,776				
	TUCKPOINT	1460		\$44,000					
	SMOKE DETECTORS	1460		\$15,000					
	WATER CUTOFFS	1460		\$7,000					
VINYL TILE	1460		\$135,750						
EXTERIOR PAINT	1460		\$7,500						
CAULKING	1460		\$7,500						
INTERIOR PAINT	1460		\$60,000						
RELOCATION	1495		\$50,000	\$63,489					

13. Capital Fund Program Five-Year Plan

	SUBTOTAL			\$1,536,825	\$1,800,121	\$1,800,121	\$954,993
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Annual Statement / Performance and Evaluation Report Part II: Supporting Pages Comprehensive Grant Program (CGP)		U. S. Department of Housing and Urban Development Office of Public and Indian Housing						
		OMB Approval No 2577-0157 (Exp. 7/31/95)						
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	
VA 6-12 OAKLEAF	RESIDENT MGMT.	1408		\$15,000	\$10,150			Office
	ARCH./ENG.	1430			\$100,000			
	LANDSCAPING	1450		\$10,000	\$151			
	SEWER CLEANOUT	1450		\$79,500	\$93,840			
	PAVED AREAS-WALKS	1450		\$25,000	\$23,299			
	TOT LOTS	1450		\$5,000				
	FENCING	1450		\$30,000				
	LBP ABATEMENT	1460		\$17,500				
	ASBESTOS ABATEMENT	1460		\$17,500				
	EXTERIOR DOORS	1460		\$112,800	\$97,217			
	WINDOWS	1460		\$112,500	\$129,936			
	SCREEN DOORS	1460		\$82,110	\$6,000			
	ROOFING	1460		\$320,000	\$108,000			
	EXTERIOR PAINT	1460		\$8,500				
	RANGES	1465		\$70,225	\$56,719			
	INTERIOR IMPROV.	1460		\$424,000	\$1,862,961			
	RELOCATION	1495			\$55,521			
ADMINISTRATION BLDG.	1470			\$2,500				
OFFICE EQUIP.	1475			\$458				

13. Capital Fund Program Five-Year Plan

VA 6-18 PARTREA	STORAGE EQUIP.	1475		\$1,250				outfitting Constr. support
	SUBTOTAL		\$1,329,635	\$2,548,002	\$2,548,002	\$1,170,005		
	SEWER CLEAROUT	1450	\$10,000					
	PARKING LOT	1450	\$25,000					
	HVAC	1460	\$12,000	\$8,486				
	HANDICAP	1460	\$20,000					
	EXTERIOR PAINT	1460	\$8,500	\$8,500				
	CAULKING	1460	\$1,500	\$6,217				
	RANGES	1465	\$32,490	\$27,702				
	REFRIGERATORS	1465	\$44,460	\$44,460				
SUBTOTAL		\$153,950	\$95,365	\$95,365	\$95,365			

Annual Statement / Performance and Evaluation Report
Part II: Supporting Pages
Comprehensive Grant Program (CGP)

U. S. Department of Housing and Urban Development Office of Public and Indian Housing

OMB Approval No 2577-0157 (Exp. 7/31/95)

Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Developm ent Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)
				Original	Revised (1)	Funds	Funds	
						Obligated (2)	Expended (2)	
VA 6-19 HUNTER	SEWER CLEAROUT	1450		\$10,000				
	HVAC	1460		\$6,500				
	SECURITY SYSTEM	1460		\$100,000	\$41,948			
	ELECTRICAL	1460		\$75,000				
	HANDICAP	1460		\$20,000				
SUBTOTAL			\$211,500	\$41,948	\$41,948	\$41,948		

13. Capital Fund Program Five-Year Plan

VA 6-20 BOBBITT	PARKING LOT	1450		\$15,000	\$42,516		
	HVAC	1460		\$12,000			
	KITCHENS	1460					
	BOILERS	1460		\$20,000	\$42,675		
	TANK	1460		\$20,000			
	HANDICAP	1460		\$20,000	\$28		
	BOILER	1460		\$55,000			
	CONTROLS	1460					
	SUBTOTAL			\$142,000	\$85,219	\$85,219	\$85,219
VA 6-21 SYKES	PARKING LOT	1450		\$17,000	\$34,476		
	HVAC	1460		\$90,000			
	WINDOWS	1460		\$15,000			
	HANDICAP	1460		\$20,000			
	SUBTOTAL			\$142,000	\$34,476	\$34,476	\$34,476
	TOTAL			\$4,517,130	\$5,443,222	\$5,443,222	\$3,215,319

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Annual Statement / Performance and Evaluation Report Part II: Supporting Pages Comprehensive Grant Program (CGP)			U. S. Department of Housing and Urban Development Office of Public and Indian Housing					OMB Approval No 2577-0157 (Exp. 7/31/95)	
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)	
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)		
VA 6-7 Bowling Green	Site: Landscaping Playgrounds	1450		\$25,000 \$20,000	\$0	\$0	\$0		

13. Capital Fund Program Five-Year Plan

Resurface parking lots			\$16,000				
		Total Site:	\$61,000	\$0	\$0	\$0	\$0
Mechanical and Electrical:							
None	1460		\$0	\$0	\$0	\$0	\$0
		Total M&E:	\$0	\$0	\$0	\$0	\$0
Building Exterior:							
None	1460		\$0	\$0	\$0	\$0	\$0
		Total B.E.:	\$0	\$0	\$0	\$0	\$0
Dwelling Units:							
Kitchen cabinets	1460		\$5,000	\$0	\$0	\$0	\$0
Plaster repairs			\$6,000				
		Total DUs:	\$11,000	\$0	\$0	\$0	\$0
Dwelling Equipment:							
None	1465.1		\$0	\$0	\$0	\$0	\$0
		Total D.E.:	\$0	\$0	\$0	\$0	\$0
Interior Common Areas:							
None	1470		\$0	\$0	\$0	\$0	\$0
		Total ICAs:	\$0	\$0	\$0	\$0	\$0
Non-Dwelling Structures							
Recreation Center Renovations	1470		\$15,000	\$0	\$0	\$0	\$0
		Total SWFs:	\$15,000	\$0	\$0	\$0	\$0
Nondwelling Equipment:							
None	1475		\$0	\$0	\$0	\$0	\$0
		Total NDE:	\$0	\$0	\$0	\$0	\$0

13. Capital Fund Program Five-Year Plan

Total	Bowling		Project Total:	\$87,000	\$0	\$0	\$0
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Annual Statement / Performance and Evaluation Report Part II: Supporting Pages Comprehensive Grant Program (CGP)		U. S. Department of Housing and Urban Development Office of Public and Indian Housing						OMB Approval No 2577-0157 (Exp. 7/31/95)
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	
VA 6-8 Grandy Village	Site: Tot Lots	1450		\$10,000	\$0	\$0	\$0	
			Total Site:	\$10,000	\$0	\$0	\$0	
	Mechanical and Electrical: None	1460		\$0	\$0	\$0	\$0	
			Total M&E:	\$0	\$0	\$0	\$0	
	Building Exterior: None	1460		\$0	\$0	\$0	\$0	
			Total B.E.:	\$0	\$0	\$0	\$0	
	Dwelling Units: Kitchen cabinets	1460		\$15,250	\$0	\$0	\$0	
			Total DUs:	\$15,250	\$0	\$0	\$0	
	Dwelling Equipment: None	1465.1		\$0	\$0	\$0	\$0	
			Total D.E.:	\$0	\$0	\$0	\$0	
Interior Common Areas:								

13. Capital Fund Program Five-Year Plan

	None	1470		\$0	\$0	\$0	\$0
	Non-Dwelling Structures		Total ICAs:	\$0	\$0	\$0	\$0
	Recreation Center Renovations	1470		\$10,000	\$0	\$0	\$0
			Total SWFs:	\$10,000	\$0	\$0	\$0
	Nondwelling Equipment:						
	None	1475		\$0	\$0	\$0	\$0
			Total NDE:	\$0	\$0	\$0	\$0
Total, Grandy			Project Total:	\$35,250	\$0	\$0	\$0

Annual Statement / Performance and Evaluation Report Part II: Supporting Pages Comprehensive Grant Program (CGP)		U. S. Department of Housing and Urban Development Office of Public and Indian Housing				OMB Approval No 2577-0157 (Exp. 7/31/95)		Status of Proposed Work (2)
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	
VA 6-10 Young Terrace	Site: Playgrounds Resurface Parking Lots	1450		\$30,000 \$15,000	\$0	\$0	\$0	
	Mechanical and Electrical:		Total Site:	\$45,000	\$0	\$0	\$0	

13. Capital Fund Program Five-Year Plan

	None	1460		\$0	\$0	\$0	\$0
			Total M&E:	\$0	\$0	\$0	\$0
	Building Exterior:						
	Replace exterior doors	1460		\$12,000	\$0	\$0	\$0
			Total B.E.:	\$12,000	\$0	\$0	\$0
	Dwelling Units:						
	None	1460		\$0	\$0	\$0	\$0
			Total DUs:	\$0	\$0	\$0	\$0
	Dwelling Equipment:						
	None	1465.1		\$0	\$0	\$0	\$0
			Total D.E.:	\$0	\$0	\$0	\$0
	Interior Common Areas:						
	None	1470		\$0	\$0	\$0	\$0
			Total ICAs:	\$0	\$0	\$0	\$0
	Non-Dwelling Structures						
	Recreation Center	1470		\$8,000	\$0	\$0	\$0
	Kitchen						
			Total SWFs:	\$8,000	\$0	\$0	\$0
	Nondwelling Equipment:						
	None	1475		\$0	\$0	\$0	\$0
			Total NDE:	\$0	\$0	\$0	\$0
Total, Young			Project Total:	\$65,000	\$0	\$0	\$0

13. Capital Fund Program Five-Year Plan

Annual Statement / Performance and Evaluation Report Part II: Supporting Pages Comprehensive Grant Program (CGP)		U. S. Department of Housing and Urban Development Office of Public and Indian Housing				OMB Approval No 2577-0157 (Exp. 7/31/95)		
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Quantity	Total Estimated Cost		Total Actual Cost		Status of Proposed Work (2)
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	
VA 6-19 Hunter Square	Site: None	1450		\$0	\$0	\$0	\$0	
			Total Site:	\$0	\$0	\$0	\$0	
	Mechanical and Electrical: Hitachi Unit Replacement	1460		\$160,000	\$0	\$0	\$0	
			Total M&E:	\$160,000	\$0	\$0	\$0	
	Building Exterior: None	1460		\$0	\$0	\$0	\$0	
			Total B.E.:	\$0	\$0	\$0	\$0	
	Dwelling Units: Kitchen and bathroom floors Lobby Area Renovations	1460		\$22,750	\$0	\$0	\$0	
			Total DUs:	\$44,750	\$0	\$0	\$0	
	Dwelling Equipment: None	1465.1		\$0	\$0	\$0	\$0	
			Total D.E.:	\$0	\$0	\$0	\$0	
Interior Common Areas:								

13. Capital Fund Program Five-Year Plan

	None	1470		\$0	\$0	\$0	\$0
	Site-Wide Facilities:		Total ICAs:	\$0	\$0	\$0	\$0
	None	1470		\$0	\$0	\$0	\$0
	Nondwelling Equipment:		Total SWFs:	\$0	\$0	\$0	\$0
	None	1475		\$0	\$0	\$0	\$0
			Total NDE:	\$0	\$0	\$0	\$0
Total, Hunter			Project Total:	\$204,750	\$0	\$0	\$0

Annual Statement / Performance and Evaluation Report Part III: Implementation Schedule Capital Fund Program			U. S. Department of Housing and Urban Development Office of Public and Indian Housing OMB Approval No. 2577-0157 (Exp. 7/31/95)				
Development Number/ Name HA-Wide Activities	Funds Obligated End of Quarter			Funds Expended End of Quarter			Reasons for Revised Target Dates (3)
	Original	Revised (1)	Actual (2)	Original	Revised (1)	Actual (2)	
Va 6-2	09/17/05			09/17/07			
Va 6-3	09/17/05			09/17/07			
Va 6-4	09/17/05			09/17/07			
Va 6-5	09/17/05			09/17/07			
Va 6-6	09/17/05			09/17/07			
Va 6-7	09/17/05			09/17/07			
Va 6-8	09/17/05			09/17/07			
Va 6-9	09/17/05			09/17/07			
Va 6-10	09/17/05			09/17/07			
Va 6-11	09/17/05			09/17/07			
Va 6-12	09/17/05			09/17/07			

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Va 6-18	09/17/05			09/17/07		
Va 6-19	09/17/05			09/17/08		
Va 6-20	09/17/05			09/17/07		
Va 6-21	09/17/05			09/17/07		
Va 6-22	09/17/05			09/17/07		
HA-Wide	09/17/05			09/17/07		

Annual Statement / Performance and Evaluation Report				U. S. Department of Housing and Urban Development Office of Public and Indian Housing			
Part III: Implementation Schedule				OMB Approval No. 2577-0157 (Exp. 7/31/95)			
Capital Fund Program							
Development Number/ Name HA-Wide Activities	Funds Obligated End of Quarter			Funds Expended End of Quarter			Reasons for Revised Target Dates (3)
	Original	Revised (1)	Actual (2)	Original	Revised (1)	Actual (2)	
Va 6-2	09/17/06			09/17/08			
Va 6-3	09/17/06			09/17/08			
Va 6-4	09/17/06			09/17/08			
Va 6-5	09/17/06			09/17/08			
Va 6-6	09/17/06			09/17/08			
Va 6-7	09/17/06			09/17/08			
Va 6-8	09/17/06			09/17/08			
Va 6-9	09/17/06			09/17/08			
Va 6-10	09/17/06			09/17/08			
Va 6-11	09/17/06			09/17/08			
Va 6-12	09/17/06			09/17/08			
Va 6-18	09/17/06			09/17/08			
Va 6-19	09/17/06			09/17/08			
Va 6-20	09/17/06			09/17/08			
Va 6-21	09/17/06			09/17/08			
Va 6-22	09/17/06			09/17/08			
HA-Wide	09/17/06			09/17/09			

13. Capital Fund Program Five-Year Plan

Annual Statement / Performance and Evaluation Report
Part III: Implementation Schedule
 Capital Fund Program

U. S. Department of Housing and Urban Development
 Office of Public and Indian Housing

OMB Approval No. 2577-0157 (Exp. 7/31/95)

Development Number/ Name HA-Wide Activities	Funds Obligated End of Quarter			Funds Expended End of Quarter			Reasons for Revised Target Dates (3)
	Original	Revised (1)	Actual (2)	Original	Revised (1)	Actual (2)	
Va 6-2	09/17/07			09/17/09			
Va 6-3	09/17/07			09/17/09			
Va 6-4	09/17/07			09/17/09			
Va 6-5	09/17/07			09/17/09			
Va 6-6	09/17/07			09/17/09			
Va 6-7	09/17/07			09/17/09			
Va 6-8	09/17/07			09/17/09			
Va 6-9	09/17/07			09/17/09			
Va 6-10	09/17/07			09/17/09			
Va 6-11	09/17/07			09/17/09			
Va 6-12	09/17/07			09/17/09			
Va 6-18	09/17/07			09/17/09			
Va 6-19	09/17/07			09/17/09			
Va 6-20	09/17/07			09/17/09			
Va 6-21	09/17/07			09/17/09			
Va 6-22	09/17/07			09/17/09			
HA-Wide	09/17/07			09/17/09			

Annual Statement / Performance and Evaluation Report
Part III: Implementation Schedule
 Capital Fund Program

U. S. Department of Housing and Urban Development
 Office of Public and Indian Housing

OMB Approval No. 2577-0157 (Exp. 7/31/95)

Development Number/ Name HA-Wide Activities	Funds Obligated End of Quarter			Funds Expended End of Quarter			Reasons for Revised Target Dates (3)
	Original	Revised (1)	Actual (2)	Original	Revised (1)	Actual (2)	
Va 6-2	09/17/08			09/17/10			

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Va 6-3	09/17/08			09/17/10		
Va 6-4	09/17/08			09/17/10		
Va 6-5	09/17/08			09/17/10		
Va 6-6	09/17/08			09/17/10		
Va 6-7	09/17/08			09/17/10		
Va 6-8	09/17/08			09/17/10		
Va 6-9	09/17/08			09/17/10		
Va 6-10	09/17/08			09/17/10		
Va 6-11	09/17/08			09/17/10		
Va 6-12	09/17/08			09/17/10		
Va 6-18	09/17/08			09/17/10		
Va 6-19	09/17/08			09/17/10		
Va 6-20	09/17/08			09/17/10		
Va 6-21	09/17/08			09/17/10		
Va 6-22	09/17/08			09/17/10		
HA-Wide	09/17/08			09/17/10		

Annual Statement / Performance and Evaluation Report				U. S. Department of Housing and Urban Development Office of Public and Indian Housing			
Part III: Implementation Schedule				OMB Approval No. 2577-0157 (Exp. 7/31/95)			
Capital Fund Program							
Development Number/ Name HA-Wide Activities	Funds Obligated End of Quarter			Funds Expended End of Quarter			Reasons for Revised Target Dates (3)
	Original	Revised (1)	Actual (2)	Original	Revised (1)	Actual (2)	
Va 6-2	09/17/09			09/17/11			
Va 6-3	09/17/09			09/17/11			
Va 6-4	09/17/09			09/17/11			
Va 6-5	09/17/09			09/17/11			
Va 6-6	09/17/09			09/17/11			
Va 6-7	09/17/09			09/17/11			
Va 6-8	09/17/09			09/17/11			
Va 6-9	09/17/09			09/17/11			
Va 6-10	09/17/09			09/17/11			
Va 6-11	09/17/09			09/17/11			

13. Capital Fund Program Five-Year Plan

Va 6-12	09/17/09			09/17/11		
Va 6-18	09/17/09			09/17/11		
Va 6-19	09/17/09			09/17/11		
Va 6-20	09/17/09			09/17/11		
Va 6-21	09/17/09			09/17/11		
Va 6-22	09/17/09			09/17/11		
HA-Wide	09/17/09			09/17/11		

Five-Year Action Plan		U.S. Department of Housing and Urban Development Office of Public Housing and Indian Housing				
Part I: Summary Capital Fund Program (CFP)						Original Revision No:
Pha/Ha Name: Norfolk Redevelopment and Housing Authority		Locality: (City/County & State) Norfolk Virginia				
A. Development Number/Name	Work Statement for Year 1	Work Statement for Year 2	Work Statement for Year 3	Work Statement for Year 4	Work Statement for Year 5	
Physical Improvement by Project						
Tidewater Gardens 6-2	See	\$136,000	\$320,000	\$100,000		
Roberts Village 6-3						
Roberts Village East 6-4	Annual					
Moton Circle 6-5		\$210,000	\$146,000	\$76,000		
Diggs Town 6-6	Statement	\$265,000	\$729,000	\$1,450,000		
Bowling Green 6-7						
Grandy Village 6-8		\$3,500,000				
Tidewater North 6-9		\$75,000	\$550,000	\$200,000		
Young Terrace 6-10		\$180,000	\$2,532,610	\$2,176,610	\$3,902,610	

13. Capital Fund Program Five-Year Plan

Calvert Square 6-11		\$78,000	\$190,000	\$450,000	
Oakleaf Forest 6-12		\$45,000			
Partrea 6-18		\$150,000	\$100,000	\$100,000	\$95,000
Huntersquare 6-19		\$50,000	\$185,000	\$200,000	\$760,000
Bobbitt 6-20		\$95,000	\$100,000	\$100,000	
Sykes 6-21		\$92,610	\$120,000	\$100,000	\$195,000
North Wellington 6-22		\$76,000	\$80,000		

Five-Year Action Plan Part II: Supporting Pages Physical Needs Work Statement(s) Capital Fund Program				U. S. Department of Housing and Urban Development Office of Public and Indian Housing		
Work Statement for Year 1	Work Statement for Year 2 FFY 2004			Work Statement for Year 3 FFY 2005		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	Tidewater Gardens 6-2			Tidewater Gardens 6-2		
	Sewer Cleaning		\$16,000	Cathodic Protection		\$75,000
	Kitchens		\$25,000	Kitchens		\$60,000
	Tile		\$25,000	Tile		\$60,000
	Ranges		\$30,000	Security Screens		\$25,000
	Security Screens		\$15,000	Energy Improvements		\$100,000
	Energy Improvements		\$25,000			
	Subtotal		\$136,000	Subtotal		\$320,000
	Moton 6-5			Moton 6-5		
				Cathodic Protection		\$45,000

13. Capital Fund Program Five-Year Plan

	Site Improvements		\$75,000	Caulking		\$25,000
	Building Exterior		\$75,000	Energy Improvements		<u>\$76,000</u>
	Exterior Paint		\$30,000			
	Energy Improvements		<u>\$30,000</u>	Subtotal		\$146,000
	Subtotal		\$210,000	Diggs 6-6		
	Diggs 6-6			Boiler Room		\$66,000
	Column Repairs		\$50,000	Column Repairs		\$50,000
	Kitchens		\$90,000	Kitchens		187,000
	Tile		\$75,000	Tile		\$126,000
	Energy Improvements		<u>\$50,000</u>	Energy Improvements		<u>\$300,000</u>
	Subtotal		\$265,000	Subtotal		\$729,000
	Grandy 6-8			Tidewater 6-9		
	Replacement Reserve		<u>\$3,500,000</u>	Cathodic Protection		\$100,000
	Subtotal		\$3,500,000	Kitchens		\$100,000
				Tile	\$	100,000
				Security Screens		\$50,000
				Energy Improvements		<u>\$200,000</u>
				Subtotal		\$550,000
	Subtotal of Estimated Cost		\$ 4,111,000	Subtotal of Estimated Cost		\$1,745,000

Five-Year Action Plan Part II: Supporting Pages Physical Needs Work Statement(s) Capital Fund Program				U. S. Department of Housing and Urban Development Office of Public and Indian Housing			
Work Statement for Year 1	Work Statement for Year 2 FFY 2004			Work Statement for Year 3 FFY 2005			
	Development Number/Name/General	Quantity	Estimated Cost	Development Number/Name/General	Quantity	Estimated Cost	

13. Capital Fund Program Five-Year Plan

	Description of Major Work Categories		Description of Major Work Categories	
See Annual Statement	Tidewater 6-9		Young 6-10	
	Sewer Cleaning	\$25,000	Cathodic Protection	\$150,000
	Kitchens	\$10,000	Kitchens	\$126,000
	Tile	\$10,000	Tile	\$130,000
	Security Screens	\$20,000	Replacement Reserve	\$1,836,610
	Energy Improvements	<u>\$10,000</u>	Electrical Distribution	\$40,000
			Energy Improvements	<u>\$300,000</u>
	Subtotal	\$75,000	Subtotal	\$2,432,610
	Young Terrace 6-10		Calvert 6-11	
	Kitchens	\$35,000	Ranges	\$90,000
	Tile	\$35,000	Energy Improvements	<u>\$100,000</u>
	Energy Improvements	\$50,000		
	Exterior Paint	<u>\$60,000</u>	Subtotal	\$190,000
	Subtotal	\$180,000	Partrea 6-18	
	Calvert 6-11		Energy Improvements	<u>\$100,000</u>
	Handrails-Handicap	\$13,000	Subtotal	\$100,000
	Exterior Paint	\$40,000	Hunter 6-19	
	Energy Improvements	<u>\$25,000</u>	Exterior Paint	\$30,000
	Subtotal	\$78,000	Energy Improvements	\$100,000
	Oakleaf 6-12		Interior Paint	<u>\$55,000</u>
	Heat Exchangers	<u>\$45,000</u>	Subtotal	\$185,000
	Subtotal	\$45,000	Bobbitt 6-20	
	Partrea 6-18		Energy Improvements	<u>\$100,000</u>
Energy Improvements	\$25,000	Subtotal	\$100,000	

13. Capital Fund Program Five-Year Plan

	Roof		\$125,000		
	Subtotal		\$150,000		
	Subtotal of Estimated Cost		\$ 528,000	Subtotal of Estimated Cost	
				\$3,007,610	

Five-Year Action Plan Part II: Supporting Pages Physical Needs Work Statement(s) Capital Fund Program			U. S. Department of Housing and Urban Development Office of Public and Indian Housing			
Work Statement For Year 1	Work Statement for Year 2 FFY 2004			Work Statement for Year 3 FFY 2005		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	Hunter 6-19			Sykes 6-21		
	Windows		\$25,000	Energy Improvements		\$100,000
	Energy Improvements		\$25,000	Roof		\$20,000
	Subtotal		\$50,000	Subtotal		\$120,000
	Bobbitt 6-20			North Wellington 6-22		
	Tile		\$25,000	Roofs		\$80,000
	Exterior Paint		\$20,000	Subtotal		\$80,000
	Energy Improvements		\$25,000	Total Programmed Work		\$4,952,610
	Interior Paint		\$25,000			
	Subtotal		\$95,000			

13. Capital Fund Program Five-Year Plan

	Sykes 6-21				
	Boiler Room			\$67,610	
				<u>\$25,000</u>	
	Subtotal			\$92,610	
	North Wellington 6-22				
	Windows			\$25,000	
	Interior Doors			\$18,000	
	HVAC			<u>\$33,000</u>	
	Subtotal			\$76,000	
	Total Programmed Work			\$4,952,610	
	Subtotal of Estimated Cost			Subtotal of Estimated Cost	

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Five-Year Action Plan Part II: Supporting Pages Physical Needs Work Statement(s) Capital Fund Program	U. S. Department of Housing and Urban Development Office of Public and Indian Housing
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Work Statement For Year 1	Work Statement for Year 4 FFY2006			Work Statement for Year 5 FFY 2007		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
	Tidewater 6-2			Young 6-10		
	Energy Improvements		<u>\$100,000</u>	Replacement Reserve		<u>\$3,902,610</u>

13. Capital Fund Program Five-Year Plan

See Annual Statement	Subtotal		\$100,000	Subtotal	\$3,902,610
	Moton 6-4			Partrea 6-18	
	Energy Improvements		<u>\$76,000</u>	Exterior Paint	\$35,000
	Subtotal		\$76,000	Interior Paint	<u>\$60,000</u>
	Diggs 6-6			Subtotal	\$95,000
	Boiler Room		\$650,000	Hunter 6-21	
	Gym		\$500,000	HVAC	<u>\$760,000</u>
	Energy Improvements		<u>\$300,000</u>	Subtotal	\$760,000
	Subtotal		\$1,450,000	Sykes 6-21	
	Tidewater 6-9			Tile	\$125,000
	Energy Improvements		<u>\$200,000</u>	Exterior Paint	\$20,000
	Subtotal		\$200,000	Interior Paint	<u>\$50,000</u>
	Young 6-10			Subtotal	\$195,000
	Energy Improvements		\$300,000	Total Programmed Work	\$4,952,610
	Replacement Reserves		<u>\$1,876,610</u>		
	Subtotal		\$2,176,610		
	Calvert 6-11				
	Boiler Room		\$350,000		
	Energy Improvements		<u>\$100,000</u>		
	Subtotal		\$450,000		
Subtotal of Estimated Cost		\$ 4,452,610	Subtotal of Estimated Cost	\$7,995,220	

13. Capital Fund Program Five-Year Plan

Five-Year Action Plan Part III: Supporting Pages Management Needs Work Statement(s) Capital Fund Program				U. S. Department of Housing and Urban Development Office of Public and Indian Housing		
Work Statement For Year 1	Work Statement for Year 2			Work Statement for Year 3		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	Computer Systems		64,000	Computer Systems		64,000
	Youth Services		32,000	Youth Services		32,000
	Staff Training		23,000	Staff Training		23,000
	Resident Management		51,000	Resident Management		51,000
	Security		21,000	Security		21,000
	Learning Centers		42,000	Learning Centers		42,000
	Resident Management Interns		35,000	Resident Management Interns		35,000
	Subtotal of Estimated Cost		\$268,000	Subtotal of Estimated Cost		\$268,000

13. Capital Fund Program Five-Year Plan

Five-Year Action Plan Part III: Supporting Pages Management Needs Work Statement(s) Comprehensive Grant Program (CGP)			U. S. Department of Housing and Urban Development Office of Public and Indian Housing			
Work Statement For Year 1	Work Statement for Year 4			Work Statement for Year 5		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	Computer Systems		64,000	Computer Systems		64,000
	Youth Services		32,000	Youth Services		32,000
	Staff Training		23,000	Staff Training		23,000
	Resident Management		51,000	Resident Management		51,000
	Security		21,000	Security		21,000
	Learning Centers		42,000	Learning Centers		42,000
	Resident Management Interns		35,000	Resident Management Interns		35,000
		Subtotal of Estimated Cost		\$268,000	Subtotal of Estimated Cost	

Attachment B

NRHA Accomplishments Towards 5 Year Goals

- Voucher mobility counseling conducted when staff meets with participants annually.
- Community meetings have been held to publicize the program in hopes of allaying misconceptions.
- Newsletter developed for Section 8 landlords.
- Voucher payment increased to attract more landlords.
- Section 8 homeownership program developed.
- One family has purchased their scattered site home.
- Site based waiting list due to be implemented at Franklin Arms February 2003. Will implement Grandy Village upon completion of renovation.
- Staff currently working with City to identify areas where mixed income housing can be developed.
- PHDEP survey and NRHA survey scores have improved. Community forums held to increase residents' understanding of one strikes and trespass policies. Resident leaders were involved in the development of the trespass policy.
- Average vacant unit turn time has been reduced to 11 days.
- NRHA now designated as a high performer due to achieving PHAS score of 91%
- Grandy Village renovation around 40% complete
- Achieved SEMAP score of 100%
- Demolished 184 units in Bowling Green
- Franklin Arms construction completed and fully occupied
- 2-computer resource centers
- Secured financing for electrical work at Grandy through 1st VA bank
- Customer service training provided to staff annually
- Residents surveyed within 90 days of occupancy and annually via Drug Elimination surveys, suggestion boxes in some management offices, Input from residents is also obtained through Fraud hotline, hot spot cards and "Tell the Director" brochure
- Employees recognized for customer service activities
- 910 Ballentine addition providing more space for staff
- Current write off less than 3%
- Routine maintenance requests handled within 48 hours and emergency requests handled within 24 hours
- Preventative maintenance program implemented, concentrating on energy conservation.

EXECUTIVE SUMMARY

Norfolk Redevelopment and Housing Authority (NRHA) is recognized nationally for its success in the provision of quality housing, revitalized neighborhoods and commercial/institutional development. At its retreat in April 2002, the NRHA Board of Commissioners directed its Executive Director to develop a strategic business plan that would be far-reaching, optimistic and sustainable to take NRHA to the year 2007 and beyond. This plan has been developed under the leadership of Ernest Freeman, Executive Director, through the collaborative efforts of a 22-member Strategic Planning Team, and the utilization of facilitation services from C.W. Hines and Associates, Inc.

To provide the basis for the plan, an environmental scan was conducted of driving and restraining forces that are moving NRHA to change and which define the context in which NRHA operates. The forces driving NRHA to change include funding uncertainty, developments in the political environment, market conditions, organizational turnover and the emergence of programs and initiatives that transcend historical boundaries between housing and development. The forces that restrain our ability to adapt to the changing environment include annual funding limitations, the diversity of customer expectations and current legislative/regulatory parameters.

The plan process included an effort to review NRHA's Vision, Mission and Values following an analysis of its customers, stakeholders, business areas, products and services. The Vision, Mission and Values of NRHA have been revised or reconfirmed as follows as the result of this effort:

Vision: We see Norfolk as the city of choice to live, work, play and visit.

Mission: The Mission of Norfolk Redevelopment and Housing Authority is to provide quality housing opportunities and services, neighborhood revitalization and urban development for the citizens of Norfolk.

Values:

- Honesty and Integrity.
- Customer Service.
- Competence.
- Respect.
- Teamwork.
- Innovation.

Strategic Goals: Effectively articulated, shared vision, mission and values establish context for the development and implementation of strategic goals and objectives. The following five strategic goals have been identified for NRHA to pursue during the next five years:

- STRATEGIC GOAL 1: Deliver a full continuum of affordable housing opportunities and the supportive services needed by residents to become self-sufficient.
- STRATEGIC GOAL 2: Revitalize Norfolk's neighborhoods and urban areas as safe, stable, sustainable and desirable places to live, work, visit and play.

- STRATEGIC GOAL 3: Double the current amount of resources provided for NRHA operations from entrepreneurial activities and discretionary grant sources during the next five years.
- STRATEGIC GOAL 4: Attain the highest standards of fiscal accountability and quality of products and services to our customers.
- STRATEGIC GOAL 5: Build broad political support for our mission among our stakeholders.

The Executive Director has appointed a "Sponsor" for each Goal and a "Champion" for each Objective.

The Sponsors will head teams that will prepare detailed work plans with specific outcome and accountability measures, maximize goal progress, recommend appropriate goal changes and facilitate the exchange of information among customers and stakeholders.

NRHA employees were afforded 10 days to review and provide comments on this plan. The plan was then updated and submitted to the Board of Commissioners for discussion and adoption. The NRHA Strategic Plan is not a final product, but a work in progress that is subject to continuous evaluation and renewal.

INTRODUCTION

As a result of outcomes developed at a Board of Commissioners Retreat in April 2002, the Commissioners directed the Executive Director and his staff to develop and recommend a Strategic Business Plan that would take NRHA to the year 2007 and beyond. The Deputy Executive Director and Assistant Executive Directors appointed individuals from each division to become members of the Strategic Planning Team. The Commissioners asked three primary questions with a codicil that NRHA's responsibility for providing quality and well-maintained housing for Norfolk's lower income citizens is fundamental to its future. The three questions were:

- Where do we want to go? (Predicting the future).
- How will we get there? (Funding streams).
- Who will help us get there? (Human capital).

The overall theme and direction was to develop a strategic business plan that is far-reaching, optimistic, and sustainable to insure maximum contribution to the citizens of Norfolk. This document is the result of that planning process.

We would like to recognize:

- Our Commissioners for challenging and allowing the staff to recommend our future direction, particularly Chairman Joshua Paige for his participation on the Strategic Planning Team.
- The Strategic Planning Team, who embraced the opportunity with enthusiasm and accountability.
- Our consulting team, C.W. Hines and Associates, Inc., JRH Associates, Inc., and Wilson's Services, who guided and cajoled us to stay focused and directed to the tasks at hand!

Without this collaborative partnership, success would have been less than optimal.

STRATEGIC PLANNING PROCESS

An outcome of the commissioner and executive staff retreat held in April 2002 was the establishment of a Strategic Planning Team charged with developing a five-year plan for NRHA. The team included the Chairman of the Board of Commissioners, the Executive Management Team, and staff selected from each division of the organization.

On November 25, 2002, the 22-member team began its task by examining the efficiency and effectiveness of the current operation and discussing the internal and external factors driving the organization to change. On January 16, 2003, NRHA contracted with C. W. Hines and Associates, Inc. to facilitate the remainder of the planning process.

The facilitated retreat took place on February 26 - 28, 2003, during which time the Strategic Planning Team worked to identify and anticipate NRHA's customers, stakeholders, products and services for the next five years. Additionally, it updated the organization's vision, mission, and values and established bold, measurable goals and objectives. Computer usage significantly accelerated information sharing and data processing of the creation of lists. Because information was inputted anonymously, participants were at liberty to offer candid responses about the current and future opportunities facing NRHA.

The next step in the process was drafting a Strategic Plan document. The deliverable from the first two days was a skeletal outline of the team's responses. On day three, five members of the team began to draft a plan document based upon the outline. The draft document was finalized with input from the full team.

The draft was made available to all employees for a comment period and presented to the Board of Commissioners for adoption.

Implementation strategies will be developed by the Goal Sponsors and Objective Champions. (Additional details about the Strategic Planning Process are included in an Appendix.)

ENVIRONMENTAL SCAN

NRHA is recognized nationally for a more than 60-year history of creating and maintaining quality housing and neighborhoods. The Strategic Planning Team recognizes a convergence of factors that have forced the need to revisit the primary mission of NRHA and our vision for Norfolk. This "environmental scan" articulates the forces that are moving NRHA toward change, and describes the context in which we operate. In this time of change, NRHA is adopting a comprehensive strategic plan to successfully advance its programs and business objectives.

Key Driving Forces

Funding Uncertainty:

To fulfill its objectives, NRHA relies heavily on funding from the Federal and local governments, with more limited financial support from the Commonwealth of Virginia. Funds that support public housing and housing choice voucher programs come directly to NRHA from the U. S. Department of Housing and Urban Development (HUD). Efforts to revitalize neighborhoods through the implementation of redevelopment and conservation plans are supported primarily through funding agreements with the City of Norfolk (some of which pass on Federal funding and some of which originate from local dollars). While NRHA has been successful in maintaining a high level of productivity amidst fluctuating mandates and funding levels throughout its history, the following factors will present additional challenges to its financial stability in the near future:

- Changing perceptions toward programs that serve the disadvantaged.
- Federal Administration proposals to reduce public housing operating subsidies, convert housing choice voucher funding to block grants for the States, eliminate the HOPE VI program and terminate funding for Empowerment Zone communities.
- Citywide housing and neighborhood initiatives that may diminish the level of funding available for targeted areas (redevelopment and conservation areas) of need being served by NRHA.
- Pressures to reduce domestic funding programs to provide support for Homeland Security initiatives.

Political Environment:

At the local level, the ward system has created more focus on neighborhoods.

At the state level the current composition of the General Assembly appears to be less receptive to urban/inner city concerns. Norfolk has also lost senior representation in the General Assembly that is critical to securing funding.

At the federal level, the Administration is attempting to eliminate the HOPE VI program and reduce public housing operating subsidies.

Market Forces:

As is typical of many older core cities in expanding regions, Norfolk has struggled to maintain its economic base in the face of loss of population, commerce and retail businesses to the lower-density suburbs surrounding the city. Norfolk is a city of more than 90 neighborhoods, ranging from the urban grid of downtown to suburban subdivisions built in the 1950s to upscale water-oriented communities on the city's edges. Many of Norfolk's older neighborhoods are flourishing. Others have been the target of extensive redevelopment efforts and have been designated as Conservation and Redevelopment Areas. Yet other neighborhoods are showing signs of decline and are likely to continue on that trend unless steps are taken to encourage and maximize investment in them. Many of Norfolk's neighborhoods have suffered from housing market trends that, until recently, have favored new houses over older ones and new suburban subdivisions over older traditional neighborhoods.

New construction in other cities and counties within the Hampton Roads region represents significant competition for Norfolk's neighborhoods, which typically cannot provide houses of equal size and amenities. New construction in rapidly-developing areas of the Hampton Roads region (primarily Chesapeake, Suffolk and Virginia Beach) is targeted primarily to family households, with the bulk of new housing production concentrated on single-family detached houses containing a minimum of three bedrooms, and priced between approximately \$100,000 and \$200,000. Because strong residential neighborhoods are critical to the economic and social sustainability of a city, it is vital that Norfolk provide and maintain secure and comfortable neighborhoods that offer housing options for a broad range of lifestyles, ages and incomes. Norfolk's owner-occupied housing stock was estimated at 38 percent of all occupied dwelling units in 2000, down from 44 percent in 1990. Even discounting the military rental households that occupy non-military quarters, the city's housing supply is currently dominated by rentals. The successful transformation of Norfolk's housing stock from predominantly rental to a more balanced ratio of rental and for-sale units must therefore include the following residential strategies:

- **Preservation of the Built Environment:** the restoration, repositioning and/or adaptive re-use of existing houses and buildings. This will serve to increase the range of housing options available to the potential market, particularly through the upgrading of existing houses.
- **New Residential Construction:** the introduction of housing types, unit types, and sizes, not currently available or under-represented, in appropriate locations within the city. At the optimum market position, Norfolk's market-rate single-family detached housing stock should range in price from \$75,000 to \$200,000, and even higher for special locations or conditions.

From the market perspective, the most attractive rental apartments in the region are located in relatively new developments that also provide a variety of community amenities. A substantial percentage of the city's rental properties were constructed during and after World War II. Without substantial rehabilitation, these apartments do not meet the expectations of today's rental market, which is comprised largely of younger singles and couples. Whenever possible, Norfolk's market-rate multi-family rental housing stock should be enhanced to meet the market expectations of the predominantly younger singles and couples who are likely to prefer rental housing.

An important market segment identified by the Zimmerman/Volk Study are the Empty Nester and Retirees. This group represents between 15 to 29% of the of the market for housing units in the city. These older households have different expectations, and paramount among them is the perceived ease and convenience of single-level living and an ability of the house to accommodate, to the fullest extent possible, their ability to age in place.

(Source: *Strategic Improvement Plan for Norfolk's Neighborhoods*, American Community Partnership and Zimmerman/Volk Associates, November 1, 2001.)

Employee and Board Turnover:

Changes in board composition and recent turnover in key staff positions, including a new Executive Director, present opportunities for fresh perspectives and the pursuit of new partnerships with various public and private stakeholders. At the same time, the organization is challenged with maintaining positive relationships with existing partners with established expectations.

Emergence of programs and initiatives that transcend historical boundaries between housing and development:

The Housing and Development Divisions of NRHA have had little overlap and have allowed for operations in both areas to continue in a largely mutually exclusive manner. However, recent programs such as HOPE VI call for revitalization strategies relying on mixed-income approaches to the redevelopment of public housing communities as well as redevelopment and conservation neighborhoods. These new initiatives, along with a growing belief in the value of de-concentrating poverty in cities such as Norfolk, have resulted in a greater need for the Housing and Development Divisions to combine their expertise in pursuing new housing development.

Key Restraining ForcesAnnual Funding Availability for Multi-year Projects:

Successful neighborhood revitalization and the modernization of public housing communities require sustained commitments of funding and effort over a period of years. It is often difficult to maintain momentum and appropriate sequencing of these efforts while relying on funding that is subjected to annual appropriations (at both the Federal and local levels). This restraining force requires disciplined planning and effective communications with alliance partners and stakeholders to ensure consistent funding.

Multiple Changing Customers:

NRHA has employees from various disciplines and perspectives. We recognize that some of us see physical development as being paramount while others think that human development and partner development is more important. NRHA has a diverse base of customers with differing priorities and needs. Sometimes we do not agree on who our primary customers are or should be. As our project focus changes, our primary customers will also change. We will become a better organization as we become better at anticipating the needs of our customers.

State Code (“Housing Authorities Law”):

Title 36 of the Code of Virginia provides the authority for NRHA’s powers and defines the parameters under which we operate. While the State Code grants broad powers to redevelopment and housing authorities, there are also several code provisions that limit these powers in order to protect Virginia citizens. For example, the use of eminent domain or condemnation authority is subjected to time limits in our redevelopment and conservation areas. NRHA is challenged to respect limitations such as these while striving to achieve its mission in the most efficient practical manner.

Virginia Public Procurement Act:

We work diligently to encourage contractors to create opportunities for public housing residents in training, employment, and contracting. However, the Virginia Public Procurement Act (VPPA) limits NRHA's ability to use our procurement and contracting activities to fully generate training, employment and economic development opportunities for lower-income households.

Section 3 of the federal Housing and Urban Development Act of 1968, as amended (HUD Act), requires that recipients of federal housing assistance and their contractors generate economic opportunities for low-income persons, to the greatest extent feasible. Economic opportunities are training, employment, and contracting for residents and businesses in Section 3 areas when such federal funding is used.

NRHA is a recipient as defined in the HUD Act, and must comply with the Virginia Public Procurement Act (VPPA). The VPPA provides no preferences in public procurement for geographical or income-based groups. Section 3 residents and businesses are geographical and income based.

Economic opportunities generated in accordance with Section 3 must be consistent with existing federal, state, and local laws. The VPPA is more restrictive than the HUD Act so NRHA's procurement and contracting activities are limited by the VPPA regarding full implementation of the federal Section 3 mandate.

CUSTOMERS

- Citizens of Norfolk.
- Low/moderate income families (public housing and Housing Choice Voucher (Section 8) applicants and residents).
- Residents and businesses in conservation and redevelopment areas.
- Home buyers (first time and other).
- U.S. Department of Housing and Urban Development (HUD).
- Norfolk City Council.
- Large institutional customers (e.g., Norfolk State University, Old Dominion University, U.S. Navy).

STAKEHOLDERS

- NRHA Board of Commissioners.
- NRHA employees.
- NRHA executive management.
- Norfolk City Council.
- City of Norfolk staff.

- Norfolk Police Department
- Norfolk Public Schools
- Virginia Congressional delegation.
- General Assembly delegation.
- Financial community.
- Legal community.
- Landlords.
- Faith community.
- Civic leagues and other neighborhood organizations.
- Residents.
- Academic community.
- Nonprofit community.
- U.S. Department of Housing and Urban Development (HUD) and other federal agencies.
- Virginia Housing Development Authority (VHDA) and other state housing organizations.
- Construction industry (e.g., developers, contractors, private builders, distributors, suppliers).
- Realtors.

BUSINESS AREAS

- Property Management (e.g., public housing communities).
- Resident Services (e.g., self-sufficiency, youth and elderly programs).
- Housing Development (full continuum: e.g., subsidized, affordable, market rate, rental, elderly).
- Neighborhood Revitalization (e.g., neighborhood conservation, rehabilitation, historic preservation).
- Commercial and institutional real estate development (e.g., Tidewater Community College, MacArthur Center).

PRODUCTS

- Housing (e.g., affordable housing, new construction, rental units, for sale, rehabilitation).
- Cleared land for development (e.g., cleared lots, site improvements, housing, retail, commercial, institutional, and parks).
- Developed neighborhoods.

SERVICES

- Assisted Housing (e.g., Public Housing; the Housing Choice Voucher Program, which provides affordable housing for lower income families in the private rental market.).
- Commercial Property Management (e.g., property management such as The Waterside).
- Human Services (e.g., services that support the residents of public housing communities, such as case management, relocation, self-sufficiency, resident, elderly, and youth programs, home ownership training and/or counseling).
- Financial assistance (e.g., residential rehabilitation loans and grants, bond services, commercial aesthetic improvement grants, commercial loans, micro loans, procure state, federal and private grants as well as loan guarantees).
- Project Management (e.g., coordination of neighborhood conservation and revitalization services).
- Real Estate Development (e.g., planning, design, acquisition, relocation, demolition, construction, rehabilitation, marketing).
- Administrative Services (e.g., financial, human resources, and information services).

VISION

The Vision states where we want our city to be after implementing this Strategic Plan.

Current Vision

NRHA will be a world-class leader in providing housing, housing services, revitalized neighborhoods and urban development.

New Vision

We see Norfolk as the city of choice to live, work, play and visit.

MISSION

The Mission Statement is our organizations' purpose for existence.

Current Mission Statement:

The mission of NRHA is to improve the physical and social environment, thereby enabling the people and the neighborhoods of Norfolk to reach their greatest potential.

New Mission Statement:

The Mission of Norfolk Redevelopment and Housing Authority is to provide quality housing opportunities and services, neighborhood revitalization and urban development for the citizens of Norfolk.

VALUES

The NRHA values embrace the essential and enduring guiding principles that guide our behavior at all times. The current values were re-affirmed, with additional emphasis on employee development, diversity, community involvement, environmental stewardship, and entrepreneurial outlook.

We believe we can best fulfill our vision and accomplish our mission by living these values daily:

HONESTY and INTEGRITY: We uphold the highest ethical standards in all of our business dealings. We communicate openly and honestly, with attention to fairness and integrity.

CUSTOMER SERVICE: We consistently provide exceptional customer service with a caring attitude and sense of urgency. We solicit input from our customers, stakeholders, and alliance partners to achieve our mission.

COMPETENCE: We perform our jobs at a high standard that achieves superior quality. We provide opportunities for employee education, training, and professional development to build capacity, broaden competencies, and create opportunities for career advancement.

RESPECT: We value the diversity of our employees and customers. We treat each other and those we serve with respect and dignity, regardless of individual and cultural differences. We are actively involved in our community and we commit to responsible environmental stewardship.

TEAMWORK: We value unity in diversity. We commit to coming together as a diverse work force to achieve our shared vision.

INNOVATION: We believe innovation will keep us vital and growing. We embrace creativity and pursue new opportunities that further our mission with an entrepreneurial perspective.

STRATEGIC GOALS AND OBJECTIVES

The Strategic Planning Team identified five Strategic Goals with Objectives to achieve them:

- STRATEGIC GOAL 1: Deliver a full continuum of affordable housing opportunities and the supportive services needed by residents to become self-sufficient.
- STRATEGIC GOAL 2: Revitalize Norfolk's neighborhoods and urban areas into safe, stable, sustainable and desirable places to live, work, visit and play.
- STRATEGIC GOAL 3: Double the current amount of resources provided for NRHA operations from entrepreneurial activities and discretionary grant sources during the next five years.
- STRATEGIC GOAL 4: Attain the highest standards of fiscal accountability and quality of products and services to our customers.
- STRATEGIC GOAL 5: Build broad political support for our mission among our stakeholders.

STRATEGIC GOAL 1: Deliver a full continuum of affordable housing opportunities and the supportive services needed by residents to become self-sufficient.

Purpose Statement: NRHA currently provides a variety of affordable housing choices to low and moderate income residents in Norfolk, including public housing, Housing Choice Vouchers (Section 8), market-rate rental and homeownership. While seeking to enhance this continuum of affordable housing opportunities, NRHA also strives to provide supportive services to families, youth and seniors that allow residents to become not only economically self-reliant but also to enrich their quality of life.

Sponsor: Ray Strutton

OBJECTIVE 1.1: Increase our capacity to produce quality homeowner units (multi-family, single family) to meet customers' demand.

Champion: Jim Gehman

Start Date: August 1, 2003

OBJECTIVE 1.2: Expand and improve affordable, quality, market rate rental housing in Norfolk.

Champion: Jim Gehman

Start Date: August 1, 2003 (link to Annual Plan)

OBJECTIVE 1.3: Improve assisted rental housing within and outside public housing neighborhoods.

Champion: Ray Strutton and Jim Gehman

Start Date: April 1, 2003 (link to Annual Plan)

OBJECTIVE 1.4: Expand and improve low-income rental housing.

Champion: Ray Strutton and Jim Gehman

Start Date: April 30, 2003

OBJECTIVE 1.5: Facilitate the development of an integrated service delivery system to support scattered assisted housing.

Champion: Ray Strutton and Ernie Freeman

Start Date: April 30, 2003

Objective 1.6: Develop and implement continuum of supportive services that meet the needs of customers at different stages of housing needs.

Champion: Ray Strutton and Phyllis Armistead

Start Date: July 1, 2003

Objective 1.7: Enhance Section 3 activities to provide greater employment and economic opportunities.

Champion: Bob Jenkins

Start Date: July 1, 2003

STRATEGIC GOAL 2: Revitalize Norfolk's neighborhoods and urban areas into safe, stable, sustainable and desirable places to live, work, visit and play.

Purpose Statement: Norfolk is a very desirable place to live, however, much of its housing stock is functionally obsolete and many of its neighborhoods have been neglected. There seems to be a significant market for more livable homes and neighborhoods. The NRHA and the City of Norfolk have partnered on a housing study and initiative to improve the housing stock and neighborhoods. NRHA's role is articulated in that study.

Sponsor: Jim Gehman

OBJECTIVE 2.1: Enhance the value of Norfolk's neighborhoods:

- Improve the civic infrastructure (e.g., roads, utilities, landscaping and lighting).
- Construct houses that are of a higher quality of design and character than that being developed by the private sector.
- Construct houses that have "curb appeal" and improve the character of the neighborhood.
- Insist on quality design and construction.

Champion: Jim Gehman

Start Date: April 30, 2003

OBJECTIVE 2.2: Enhance the livability of Norfolk's neighborhoods:

- Safe, mixed income, pedestrian friendly, housing variety and diversity, open space, landscaping and other amenities, connectivity.
- Employment, recreational, educational and shopping opportunities.

Champion: Jim Gehman

Start Date: April 30, 2003

OBJECTIVE 2.3: Build on and reinforce the character and unique attributes of each neighborhood and area of the City:

- Sense of place, identifiable center, icons and landmarks, vistas.

Champion: Jim Gehman
Start Date: April 30, 2003

OBJECTIVE 2.4: Measure, monitor and report on the progress of neighborhoods:

- Gather and analyze data, report on trends

Champion: Jim Gehman
Start Date: April 30, 2003

STRATEGIC GOAL 3: Double the current amount of resources provided for NRHA operations from entrepreneurial activities and discretionary grant sources during the next five years.

Purpose Statement: NRHA relies on funding from a variety of sources to undertake the redevelopment and conservation of targeted areas and to provide affordable housing choices for disadvantaged families in Norfolk. A predominance of these resources is provided to NRHA by either the City of Norfolk or the U. S. Department of Housing and Urban Development (HUD). While it is recognized that public subsidy at some level is required to accomplish our mission, NRHA sees a continuing need to explore and expand the use of new and existing housing and urban development tools.

Sponsor: Bob Jenkins

OBJECTIVE 3.1: Maximize use of mixed finance options and tax credit tools for new business development, property management and urban development.

Champion: Bob Jenkins, Ray Strutton and Jim Gehman
Start Date: Ongoing

OBJECTIVE 3.2: Conduct market analyses to identify the demand for services that could be provided by NRHA.

This may result in the formation of an entrepreneurial subsidiary of NRHA. This would require a cost-benefit analysis (CBA) to determine an estimated return on investment (ROI).

Champion: Bob Jenkins, Ray Strutton, and Jim Gehman
Start Date: August 1, 2003

OBJECTIVE 3.3: Identify, develop or acquire revenue-producing properties (e.g., Mission College, Oakmont North, Merrimack Landing).

Champion: Bob Jenkins, Ray Strutton, and Jim Gehman

Start Date: July 1, 2004

OBJECTIVE 3.4: Explore development, property management and housing services for the military.

Champion: Bob Jenkins, Ray Strutton, and Jim Gehman

Start Date: August 30, 2003

OBJECTIVE 3.5: Pursue urban development partnerships with related entities to enhance both the physical and social environment of our communities.

Establish partnerships with educational institutions such as Norfolk Public Schools, Old Dominion University (ODU), Norfolk State University (NSU), Tidewater Community College (TCC) and Eastern Virginia Medical School (EVMS) to provide opportunities to share in the cost of physical redevelopment as well as social amenities that serve mutual interests. Other partnerships with entities such as Hampton Roads Transit (HRT) (e.g., light rail) and the City of Norfolk's Economic Development Authority can provide similar synergies.

Champion: Ernie Freeman

Start Date: Ongoing

OBJECTIVE 3.6: To establish an endowment with private contributions to support youth and social service activities to build upon the success of the Drug Elimination Grant.

Champion: Denise Christian and George Crawley

Start Date: April 30, 2003

OBJECTIVE 3.7: To organize three to five affiliate corporations to attract alternative sources of capital and to generate fee / investment income.

Champion: Bob Jenkins

Start Date: September 30, 2003

OBJECTIVE 3.8: To identify and aggressively pursue public and private grant opportunities to achieve our mission.

Champion: Denise Christian and Stephen Blair

Start Date: March 20, 2003

STRATEGIC GOAL 4: Attain the highest standards of fiscal accountability and quality of products and services to our customers.

Purpose Statement: NRHA recognizes the importance of fiscal accountability in order to achieve our mission. To ensure the highest quality for delivery of our products and services, NRHA recognizes the importance of enhancing feedback and evaluation processes. These objectives outline areas for customer feedback, communications, and productivity measurement essential to maximize efficiency and accountability. NRHA must also build management capacity for the future.

Sponsor: John Kownack

OBJECTIVE 4.1: Combine fiscal management and administrative services under the position of a Chief Financial Officer (CFO).

Champion: Ernie Freeman

Start Date: May 30, 2003

OBJECTIVE 4.2: Examine all NRHA business processes to streamline operations for maximum efficiency.

Champion: John Kownack

Start Date: March 10, 2003

OBJECTIVE 4.3: Conduct external and internal surveys to evaluate product and service delivery, with a commitment to following up on the results.

Develop a culture of evaluation.

Champion: Bob Jenkins / Program Managers

Start Date: July 2, 2003

OBJECTIVE 4.4: Establish clear measures for evaluation of products, programs and services to align with budget development.

Champion: Bob Jenkins and John Kownack

Start Date: October 1, 2003

OBJECTIVE 4.5: Develop a culture of continuous learning, training, and skill development to build capacity.

Champion: Bob Jenkins and Dave Griffin

Start Date: Implementation date for Strategic Plan

OBJECTIVE 4.6: Develop a Succession Plan to develop future leaders.

Champion: Bob Jenkins

Start Date: Implementation date for Strategic Plan

STRATEGIC GOAL 5: Build broad political support for our mission among our stakeholders.

Purpose Statement: Developing strong, positive political alliances is critical in obtaining support for our programs and services. To build broad support for our mission, NRHA needs to be positioned at the local, state and federal levels as a positive and creative force for housing and redevelopment. We will accomplish this by developing and implementing a communications program that provides consistent and ongoing contact with customers and stakeholders.

Sponsor: Ernie Freeman

OBJECTIVE 5.1: Meet regularly with political leaders:

- Norfolk City Manager - Executive Director - meet monthly.
- Norfolk City Council Members (individually) – Executive Director, Deputy Executive Director, Assistant Executive Directors, and NRHA Commissioners - meet monthly.
- Norfolk City Council – Executive Director, Deputy Executive Director, Assistant Executive Directors and NRHA Commissioners - Rotate attendance at meetings on a monthly basis.
- Virginia State Delegates - Executive Director, Deputy Executive Director and NRHA Commissioners - six month intervals.
- U.S. Congress - Executive Director, Deputy Executive Director, Assistant Executive Director and Commissioners - annually.
- Civic League - Project Managers - monthly.
- Norfolk Public Schools - Executive Director, Deputy Executive Director, Assistant Executive Directors, and NRHA Commissioners - semi-annually.
- U.S. Housing and Urban Development (HUD) -Executive Director / Deputy Executive Director / Assistant Executive Directors / staff - semi-annually.
- Planning Commission - Executive Director, Deputy Executive Director, Assistant Executive Directors - twice monthly.

Start Date: Ongoing

OBJECTIVE 5.2: Be actively involved in professional associations and governmental boards.

- National Association of Housing and Redevelopment Officials (NAHRO).
- Council of Large Public Housing Authorities (CLPHA).

- Virginia Association of Housing and Community Development Officials (VAHCDO).
- Professional Associations:
 - Association of Commercial Real Estate (ACRE).
 - Institute of Real Estate Management (IREM).
 - National Institute of Governmental Purchasing (NIGP).
 - Society for Human Resource Management (SHRM).
 - Tidewater Builders Association (TBA).
 - Urban Land Institute (ULI).
- Governmental boards and commissions.
Start Date: Ongoing.

OBJECTIVE 5.3: Align internal and external communications and policies to our Mission.

Champion: Bob Jenkins, George Crawley, Ed Ware and Dave Griffin

Start Date: Implementation date for Strategic Plan

OBJECTIVE 5.4: Improve customer and stakeholder perception of NRHA as the premier provider of housing and redevelopment services.

Champion: George Crawley and Ed Ware

Start Date: August 1, 2003

OBJECTIVE 5.5: Create positive awareness of NRHA activities and achievements with target audiences.

- Internal: Management, Staff and Board of Commissioners.
- External: Government (staff and elected officials), business community, realtors, developers, legal, financial and retail.
- Government agencies, other housing authorities and industry organizations.
- Civic leagues and neighborhood organizations.
- Minority communities.
- General public.
- Local, state, and national media.

Champion: George Crawley and Ed Ware

Start Date: August 1, 2003

IMPLEMENTING THE STRATEGIC PLAN

Several steps were taken to implement the Strategic Plan. The final draft prepared by the Strategic Planning Team was circulated to all employees for a ten-day comment period. At the conclusion of that period, the Strategic Planning Team reviewed responses and appropriately "fine tuned" the plan in accordance to recommendations. The draft with employees' comments was then distributed to the NRHA Board of Commissioners for its approval. Final board review and approval occurred at a Commissioner Retreat. Equipped with the approved document, the Executive Director convened an "all hands" meeting to communicate the Strategic Plan to the entire NRHA family.

The process established to implement goals and objectives complements NRHA's existing organizational structure. A member of the Executive Team was selected to serve as "Sponsor" for each Goal. The Executive Director also selected a "Champion" to serve as the chief advocate for each Objective within the major Goals. With the Executive Director's approval, the Sponsor for each goal will select the members of the Goal Team whose responsibility is to:

- Prepare a goal work plan by November 1, 2003 with specific outcome and accountability measures.
- Insure that the stated goal achievements are maximized.
- Recommend changes to the goal as appropriate.
- Serve as liaison to the NRHA employees both for input and output of information.

For optimum effectiveness the Strategic Plan will be linked to the Annual Plan and to the Annual Budget. In addition, a best-practices review team will be established to identify, analyze and study other organizations that are doing like or similar activities as those required to accomplish each of NRHA's major goals.

Each Goal Team will meet regularly to determine the status of stated goals and objectives. The Sponsor will make monthly status reports to the Executive Director. In turn, the Executive Director or his designee will provide quarterly updates to the Board of Commissioners. Semi-annually, the Executive Director will issue progress reports to all employees with the method of communication at the discretion of the Executive Director.

CONCLUSION

The NRHA Strategic Plan is not a final product, but a work in progress that is subject to continuous evaluation and renewal. The value of the Strategic Plan is not in its development, but its execution. We believe that the successful implementation of our Strategic Goals will achieve our Mission "to provide quality housing opportunities and services, neighborhood revitalization and urban development for the citizens of Norfolk," and, ultimately, to realize our Vision of Norfolk as "the city of choice to live, work, play and visit."

APPENDIX: STRATEGIC PLANNING PROCESS

An outcome of the commissioner and executive staff retreat held in April 2002 was the establishment of a Strategic Planning Team charged with developing a five-year plan for NRHA. The Strategic Planning Team included the Chairman of the Board of Commissioners, the Executive Management Team, and staff selected from each division of the organization. Specifically, the team included:

- Joshua Paige, Chairman, Board of Commissioners.
- Ernest Freeman, Executive Director.
- Robert K. Jenkins, Jr., Deputy Executive Director.
- George Crawley, Assistant Executive Director/Community Building.
- James Gehman, Assistant Executive Director/Development Operations.
- Ray Strutton, Assistant Executive Director/Housing Operations.
- Tim Coyle, General Counsel.
- Phyllis Armistead, Property Management Director.
- Ann Barnes, Housing Opportunities Manager.
- Lonnie Ballard, Community Support Services Programs Manager.
- Chris Bolton, Rehabilitation Finance Specialist/Loan Production.
- David Campbell, Senior Human Resources Generalist.
- Denise Christian, Community Development Specialist.
- Terri Giuliana, Initiatives Administrator.
- David Griffin, Human Resources Director.
- John Kownack, Program Services Director.
- Abdelkader Labidi, Hope VI Programs Manager.
- Steve Morales, Project Manager-Area IV.
- Ginger Turner, Purchasing Director.
- Ed Ware, Public Relations and Marketing Director.
- Brenda Wilson, Budget and Compliance Director.
- Ernie Wilson, Economic Development Manager.

At the first meeting held on November 25, 2002, the Strategic Planning Team began responding to three questions:

- Where do we want to go?
- How will we get there?
- Who will help us get there?

Answers to those questions lead the team to examine the efficiency and effectiveness of the current operation and to discuss the internal and external factors driving the organization to change.

On January 16, 2003, NRHA contracted with C. W. Hines and Associates, Inc. to assist the team in bring the planning process to a conclusion. This firm, which had significant knowledge and experience with public housing authorities, was selected from among a short list of three firms that were invited to make presentations to the Strategic Planning Team.

At a preliminary meeting, C. W. Hines and Associates, Inc. prepared the team for an intensive two-day planning session and introduced the technology that would be used. Instead of relying exclusively on flip charts, team members would type responses into a laptop computer. Once submitted, the responses would be visible on all laptops and on an overhead screen. Because data was submitted anonymously and simultaneously, all participants were at liberty to offer candid responses. To acquaint them with the general purposes and methodology of strategic planning prior to the start of the session, team members were instructed to read portions of two texts: Built to Last: Successful Habits of Visionary Companies by James Collins and Jerry Porras and Successful Strategic Planning by Stephen Haines. Of particular importance was the chapter on "Big, Hairy Audacious Goals," or establishing challenging, often risky goals and projects, which garner organizational support, create momentum and stimulate forward progress.

Agenda Day One, February 26, 2003

Day One consisted of defining and reaching consensus on the following items:

- Environmental Scan: Internal and external forces driving NRHA to change.
- Customers.
- Stakeholders.
- Products.
- Services.

From the participants' responses to the above, lists were developed and ultimately reduced to include only the most pertinent responses as determined by the team. Final lists were saved on the computer and written on flip chart paper for further reference.

The first day's session also contained reports on NRHA's "Budget Revenue by Funding Source" presented by the Initiatives Administrator and a "Benchmarking Other Authorities" report presented by the consultant. In the latter report, the consultant, having researched best and innovation practices from select housing authorities nation-wide, would suggest practices for NRHA to examine and possibly adopt into its operations as appropriate.

Agenda Day Two, February 27, 2003

The team worked through the following agenda on day two:

- Vision.
- Mission.
- Values.
- Strategic Goals and Objectives.

On Day Two participants examined the continued relevance of the vision and mission statements and ultimately voted to revise each. First through suggestions submitted via the laptop computers and then in small groups, participants worked to create "SMART" goals and objectives. SMART goals are "specific," "measurable," "action-oriented," contain a "responsible" Champion and include a "time" element for implementation. Outcomes of the planning are detailed in the following sections of this document.

Agenda Day Three, February 28, 2003

The next step in the process was the writing of a comprehensive strategic plan document. The deliverable from the two days was a skeletal outline of the team's responses. Five members of the team volunteered to draft the plan document based upon team discussions and other research previously conducted.

The writers' draft was shared with the remaining members of the Strategic Planning Team for substantive input and revision.

The Strategic Plan was distributed to NRHA employees for recommendations and presented to the Board of Commissioners for adoption and implementation.

Implementation strategies will be developed by the Goal Sponsors and Objective Champions.

Evaluation of the Strategic Planning Process

Participants had an opportunity to evaluate C. W. Hines and Associates, Inc. and the strategic planning process. The process allowed participants maximum input both through the use of technology and through full team and group discussions. The use of the computers facilitated information sharing and significantly accelerated data processing or list creation. The consultants adeptly guided the team through each item on the agenda in the allotted timeframe. A significant amount of work was accomplished in the two-day period.

Team members expressed less than satisfaction with the consultant's presentation on benchmarking. Few examples of practices from other public housing authorities were cited, and the examples cited seemed vague and ill researched. Overall, the team expressed satisfaction with both the quality and quickness of the strategic planning process.

**NRHA Public Hearing Comments
March 8, 2004
Ruffner Middle School**

Minutes

Attendance consisted of 18 residents and staff.

Welcome extended by Robert K. Jenkins, Acting Executive Director of NRHA. Phyllis Armistead, Director of Property Management, gave an overview of the annual plan. Floor was opened to the public for comments and questions. The following comments or questions were received:

- Resident asked what was the time frame for exploring the feasibility of assisted living. ***It was explained that the study would take about 9 months to one year to complete.***
- Resident asked that NRHA provide utility usage training for residents with emphasis on young heads of household. ***It was agreed that it would be provided.***
- Resident asked if housing being developed in Hope 6 for low income. ***It was explained that the community would be a mixed income community for all incomes with certain conditions.***
- Franklin Arms residents requested screen doors be provided for patios and balconies. ***It was explained that it would have to be part of the Capital fund program and residents were asked to participate in that process which takes place around October.***
- Resident requested assistance for elderly and disabled residents who have to transfer from one unit to another. ***It was suggested that staff explore using volunteers through Sheriff McCabe's workforce program.***
- Resident asked that we look into the pesticides being used for extermination. ***It was explained that a committee, which consists of a resident, maintenance staff and a property manager, has been set up to look into the program.***
- Resident stated that she noticed power washing in Diggstown and she requested that it be done on the outside of her home. ***It was explained that the power washing is being done in preparation of painting. About a 5th of the community each year is painted.***
- Resident asked about the construction activity behind Franklin Arms? ***It was explained that that is part of Hope 6 and bungalows are currently under construction.***

There being no further questions or comments, the meeting was adjourned shortly after 7:00 p.m.

March 9, 2004

To Whom It May Concern:

The Resident Advisory Board (RAB) met several times to discuss the contents of the annual plan. The plan was reviewed and discussed in its entirety. There were no concerns with the contents of the plan. Further, members of the RAB attended the public hearing held March 8th on the plan. Questions and concerns were voiced by residents in attendance. However, no changes are recommended by the RAB.

Respectfully,

Members of the Resident Advisory Board

Diggstown

Oakleaf Forest

Hunter Square Midrise

Skyline Midrise *Larry L. Blow*

Patricia Midrise

Hobbit Midrise

Tidewater Gardens

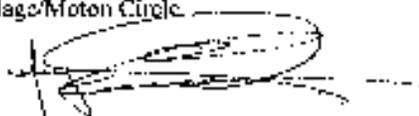
Young Terrace *Yvira Robertson, and Sharon Lee*

Calvert Square

Grandy Village

Roberta Village/Moton Circle

Section 8

A large, stylized handwritten signature in black ink, appearing to be a cursive name, possibly "LARRY L. BLOW", written over a horizontal line.