

**New Albany Housing Authority
FYB 2010-FB2014
Agency Strategic Five-Year Plan, Annual Plan FYB 2012**

This third Five-Year Strategic Plan analyzes the agency strengths and weaknesses following the implementation of Asset Management during NAHA Fiscal Years 2008, 2009 and 2010. Following in-depth conversations with the Residents, Board of Commissioners, and Community leaders, NAHA has revised some of the long term goals of the agency to invest some of the resources on several main items.

This Five Year Plan will concentrate on the following areas:

1. Resident Empowerment
2. Support Service to People and Family Self-Sufficiency
3. Housing: Renovation, Demolition or Disposition
4. Neighborhood Safety and Security
5. Positive Perception of NAHA
6. Organizational/Systems Improvement
7. Financial Stability/growth

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: NAHA will apply in years 1-5 for available vouchers to the limit available measured by # of applications for vouchers. *Staff Responsibility: Finance Department and Section 8 Department*

Update 2011: NAHA applied for 20 additional housing choice vouchers under the Family Unification Program. If awarded NAHA would provide \$201,000 in voucher subsidy to youth aging out of foster care. NAHA was awarded 15 Veterans Assistance & Supportive Housing (VASH) vouchers to serve veterans who are homeless or at-risk of homelessness.

Update 2012: NAHA met threshold requirements for FUP vouchers but was not awarded any vouchers in the subsequent lottery. NAHA will apply if funding for additional vouchers is appropriated during FY2012/2013

Reduce public housing vacancies: NAHA will reduce vacancy average by 1 unit each year for years 1-5. *Staff Responsibility: Occupancy Department and Maintenance Department*

Update 2011 NAHA has achieved occupancy rate of over 99% for the past calendar year. Goal achieved.

Update 2012: Goal maintained.

- ☒ Leverage private or other public funds to create additional housing opportunities:
Staff Responsibility: Finance Department

NAHA will make one application per year for years 1-5 for additional private or public funds to create additional housing opportunities.

Update 2010: NAHA was awarded \$2,142,124 in Formula Recovery Funds. NAHA was competitively awarded \$590,000 for ADA related community space improvements at AMP 1 (Beechwood and Riverside developments; \$350,000 for ADA related community space improvements at AMP 2 (Vance Court and Parkview Towers); \$1,105,000 for renovation of 24 units to meet ADA requirements at AMP 3 (Parkview and Broadmeade Terraces); and, \$662,000 for ADA related community space improvements at AMP 4 (Riverview and Mark Elrod Towers.)

Update 2011: NAHA is making applications for the following grants: Family Unification Programs (\$200,000); Housing Choice Voucher Family Self-Sufficiency (\$50,000); Choice Neighborhoods Planning Grant (\$250,000); Capital Funds Community Building (\$3,000,000); Family Self Sufficiency Case Manager (\$50,000); Family Self-Sufficiency Program (\$424,000). In addition, NAHA was awarded \$70,000 planning grant as match for the Choice Neighborhoods Planning Grant. NAHA is currently working with the Permanent Supportive Housing Institute under the aegis of the Indiana Housing Finance and Community Development Administration to initiate construction of up to 40 units of Family Unification Units for both families at risk of homelessness and for youth foster out of foster care.

Update 2012: NAHA did not receive a Choice Neighborhoods Planning grant. The New Albany Redevelopment Commission rescinded the award of \$70,000.

Update 2012: NAHA was awarded the following grants During FY2012: June 2011, ROSS Case Manager (\$114,000); June 2011 Housing Choice Voucher for calendar year 2011, (\$49,975), September 2011 ROSS Service Coordinator (\$374,000); September 2011 ROSS Case Manager (\$114,000); September 2011 Housing Choice Voucher Case Manager for calendar year 2012 (\$49,975). NAHA continues to work with Permanent Supportive Housing Institute to construct 70 new units, 20 of which are supportive housing during calendar year 2012. These units will serve chronically homeless persons.

Other (list below)

Work with the City of New Albany to implement the Neighborhood Stabilization Program during Calendar year 2009 to reduce the number of blighted and vacant properties adjacent to NAHA sites.

Staff Responsibility: Finance Department

Update 2010: NAHA was not part of city designated as blighted by the City of New Albany and therefore did not apply

Update 2011: NAHA is working with the State of Indiana on implementing the NSP3 grant to serve homeless populations in the future. This is part of the work of the Permanent Supportive Housing Institute.

Update 2012: NAHA was not a recipient of NSP funding. NAHA is using agency nonfederal funds to purchase abandoned, foreclosed or derelict properties adjacent to current developments to remove the perception that NAHA endorses or participates in abandoned homes. No outside funding is available to purchase these properties.

PHA Goal: Improve the quality of assisted housing
Objectives:

Improve public housing management: (PHAS score) 90
NAHA will improve PHAS score by one point per year for years 1-5.
Staff Responsibility: All Departments

Update 2010: PHAS scores deferred during transition year. NAHA has reviewed scoring protocol for implementation of new protocol and each AMP has defined goals to reach minimum score of 90 at each site. Finance Department (Financial and Capital Fund) will maintain current high performance scores.)

Update 2011: NAHA was designated a High Performer under the PHAS transformation scoring.

Update 2012: Scoring not available at present.

Continue High-Performer voucher management: (SEMAP score) 100
Staff Responsibility: Section 8 Department and Finance Department

Update 2010: Section 8 maintains current High-Performer status.

Update 2011: Section 8 maintains current High-Performer status.

Update 2012: Section 8 maintains current High-Performer status.

☒ Improve and/or increase the marketability of NAHA properties through increased emphasis on customer satisfaction.

1. Site managers will provide one strategy for improved performance in the market in each of years 1-5.

Update 2010: Each AMP was provided an allowance of Capital Fund Management Improvement funds in the fall of 2009. Each manager is reviewing property status to spend funds

Update 2011: Ongoing improvements are planned. NAHA conducted one customer service training during current fiscal year.

Update 2012: NAHA increased the number of intake staff to insure prompt attention to resident issues and improve the quality of intake process.

2. Site managers will provide a management improvement plan for use of capital funds during Year 1.

Update 2010: Plans due January 21, 2010. Plan delayed by late distribution of Capital Fund 109 by HUD due to Recovery Fund implementation.

Update 2011: As a result of funding provided by the ARRA, NAHA site managers have upgraded all community spaces to ADA standards as well as updated the physical appearance of the public areas. AMP 2 which contained Crystal Court, completely rehabilitated 23 units of public housing which has a scheduled occupancy date of April 1, 2011. AMP 3 is rehabilitating 24 units of public housing not only to meet ADA requirements, but also as the model homes for public housing of the future. Scheduled completion date is October 30, 2011.

If NAHA is awarded a Choice Neighborhoods Planning Grant we will undertake a long term strategic plan for deconcentrating the number of units at the Parkview Broadmeade Housing Development.

NAHA is purchasing the Brown-Starks Community Center which will be rehabilitated to provide not only a Social Services Center, but also an Education, Health and Training Center as part of an expansion of the original building.

Update 2012: All community spaces were upgraded to Section 504 standards; laundry facilities added at Parkview Terrace and Beechwood Court; Crystal Court reopened and features green building standards, 3 rain gardens, native plantings; computer labs upgraded and all three high-rise labs will have wireless hotspots for free internet access by

residents. Due to the extensiveness of remodeling, AMP 3 ADA opening date was set back to May 1, 2012. All model units have received very positive feedback from residents and the community. NAHA is creating long term plan for total replacement of non ADA units at Parkview Terrace. NAHA is working with HUD Headquarters on a plan to use tax credits during the next six years to replace or renovate all properties. NAHA continues to work with the Permanent Supportive Housing Institute to create low-demand housing for residents who require additional supports to maintain housing stability. NAHA completed the purchase of the Brown Starkes Neighborhood Center and entered into a long term relationship with Interfaith Community Council to improve access to community services via the multi-denominational faith based social service agency.

3. NAHA will improve tenant relations by having managers make home visit to new residents before 45 days of occupancy to measure resident satisfaction with units.
Update 2012: Goal not obtained.



Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections)

1. Will improve the efficiency of occupancy department as a result improved job descriptions and performance goals.
Staff Responsibility: Central Office Cost Center
Update 2010: Job descriptions are reviewed. Request for Qualifications for consulting services to do compensation, staffing, and job description review in 2010. RFQ will be released by March 1, 2011
Update 2011: As a result of management concerns at AMP 2 (which was comprised of public housing developments Crystal Court, Vance Court, and Parkview Towers as well a non federal affordable housing site, Valley View) will be integrated into AMPs 3 and 4 based on building types and geography. All current staff was absorbed by receiving AMPs without loss of jobs.
Update 2012: In September 2011 NAHA contracted with Human Capital Initiatives to undertake a compensation survey which includes review of staff positions, job descriptions, and compensation. Final report to the board should be no later than January 2012.
2. Will maintain occupancy rate of 97% in years 1-5.
Staff Responsibility: Asset Management Property staff.

Update 2010: Goal met, will be maintained.

Update 2011: Goal met, will be maintained

Update 2012: Goal met, will be maintained

3. Will increase housekeeping inspections by 10% in each of years 1-5.

Staff Responsibility: Occupancy Department

Update 2010: Goal not met, will renew efforts in 2010.

Update 2011: Goal not met, will renew efforts in 2011.

Update 2012: Goal not met, will renew efforts in 2012.

4. Will promote the use of online application process to reduce Intake Staff data entry

Staff Responsibility: Human Resources and Intake Staff

Will increase the total percentage of applications entered by applicants by 10% in each of years 1-5

Update 2010: Goal not met, will review marketing of online applications and renew efforts.

Update 2011: Goal not met, will review marketing of online applications and renew efforts as part of the new website development.

Update 2012: Goal not met, will review marketing of online applications and renew efforts as part of the new website development.

5. Will reduce tenant accounts receivable by 5% in each of years 1-5

Staff Responsibility: Occupancy Department and Finance Department

Update 2010: Goal not met. Current instability and distress in economy has resulted in increase of approximately 10% in Tenant Accounts Receivable. NAHA is implementing corrective action and reviewing policies to improve rent collection and eviction process.

Update 2011: Goal not met. AMP 3 receivables actually increased resulting in a management decision to restructure the TAR function at AMP 3 as part of the management plan for non performing properties.

Update 2012: Goal not met. Due to the increased unemployment in local area as well as economic downturn all AMP's receivables actually increased.

6. All staff will become knowledgeable regarding the new PHAS indicators for all departments in public housing during year 1.

Staff Responsibility: All staff

Update 2010: Goal met, NAHA COCC conducted detailed training during staff retreat on the new PHAS

indicators including estimation of scoring using new tool. Staff will train and measure progress on an ongoing basis.

Update 2011: Goal met, NAHA COCC continues to emphasize the components of the new PHAS scoring. The release of the new indicators was delayed by HUD and NAHA continues to monitor both the current transitional scoring and the proposed scoring.

Update 2012: Goal renewed due to changes in transitional scoring in February 2011. NAHA COCC has shared new scoring tool for Financial and Management indicators. Final rule remains pending.

7. Will decrease average vacant unit turnaround average days by 2% in each of years 1-5.

Staff Responsibility: All Staff

Update 2010: Goal met. Vacant unit turnaround has decreased on agency average by more than 10%.

Update 2011: Goal met. Vacant unit turnaround days have decreased by 95% under asset management from 210,000 days in 2006 to 10,000 in FY10.

Update 2012: Goal met. Vacant unit turnaround remains under 20 day average required for full score under this PHAS component.

8. Will increase the MASS indicator score by 3 points by year 5.

Staff Responsibility: All Departments

Update 2010: Goal deferred pending final release of new Management Indicators by HUD.

Update 2011: Goal met under transitional PHAS scores and NAHA received all 30 points possible under the Management Indicator.

Update 2012: Goal deferred pending final release of new Management Indicators by HUD.

9. Will complete decentralization of all warehouse facilities by end of Year 1.

Staff Responsibility: All Departments

Update 2010: Goal met. Warehouses now decentralized.

10. Will improve the management of Valley View Court by decreasing annual vacancy months by 5% in each of years 1-5.

Staff Responsibility: AMP 2 Site Staff

Update 2010: Goal met. Valley View Court has averaged over 99% occupancy for past year.

Update 2011: Goal met but site has had increased vacancy days due to higher turnover at the site secondary to increased utility costs.

Update 2012: Goal met but site has had increased vacancy days due to higher turnover at the site secondary to increased utility costs. NAHA formed a new partnership with Family Scholar House to provide additional stability and onsite support for residents with the goal of a two or four year degree.



Renovate or modernize public housing units:

1. Will complete energy performance contractor selection for renovation and energy conservation with energy and savings corporation (in process) during year 1.

Staff Responsibility: Finance Department

Update 2010: Goal met. Contract signed, energy conservation measures 95% installed.

Update 2011: Goal met. All EPC work completed and NAHA is in the Measurement and Verification Phase of the project.

Update 2012: Goal met. All EPC work completed and NAHA is in the Measurement and Verification Phase of the project. Preliminary analysis of cost and consumption data indicates the savings have been gained.

2. Will complete scope of work and initiate construction for performance contracting during year 2.

Staff Responsibility: Finance Department and Maintenance Department

Update 2010: Goal exceeded. Contract signed, energy conservation measures 95% installed.

Update 2011: Goal met. All EPC work completed and NAHA is in the Measurement and Verification Phase of the project

3. Will complete 95% of construction by end of year 3.

Staff Responsibility: Finance Department and Maintenance Department

Update 2010: Goal exceeded. Contract signed, energy conservation measures 95% installed.

Update 2011: Goal met. All EPC work completed and NAHA is in the Measurement and Verification Phase of the project

4. Will use cost savings for additional work by end of year 5.

Staff Responsibility: Finance Department and Maintenance Department

Update 2012: Awaiting results of May 2011 Measurement and Verification to determine amount of excess savings.

- Demolish or dispose of obsolete public housing:
Staff Responsibility: Finance Department, All staff
Update 2010: NAHA is reviewing performance of all AMPs for future possible HOPE VI application.
Update 2011: NAHA is completing application for Choice Neighborhoods Planning Grant to reduce the concentration of public housing at the Parkview/Broadmeade site. NAHA is considering the future of all sites as part of the planning process. NAHA has hired an Urban Planner to assist with the long term renovation goals of the agency.
Update 2012: NAHA did not receive a Choice Neighborhoods Planning Grant, but was admitted to the Permanent Supportive Housing Institute. The PSH will provide access to LIHTC financing to initiate demolition and replacement of units at Parkview/Broadmeade site.
Update 2012: NAHA will be making an application for phased demolition of Parkview/Broadmeade Terraces. This will affect 418 family units at this site. The units will be replaced as Low Income Housing Tax Credits are available through the State of Indiana. There will be a one-for-one replacement. The entire demolition and replacement is expected to take 6 years due to limited number of tax credits available each year.
NAHA will use routine turnover units to house current residents and comply with applicable Federal regulations regarding tenant relocation.
NAHA anticipates a detailed plan of Phase 1 will be available no later than May 1, 2012 following notice of award of LIHTCs for the current period.
- Provide replacement vouchers as part of effectiveness review in year as needed.
Staff Responsibility: Finance Department
Update 2012: As part of the application for demolition NAHA will apply for a limited number of tenant protection vouchers.

- PHA Goal: Increase assisted housing choices
Objectives:

- Provide voucher mobility counseling:
Staff Responsibility: Section 8 Department
 Update 2010: Goal met.
 Update 2011: Goal met.
 Update 2012: Goal met.
- Conduct outreach efforts to potential voucher landlords
 Will participate in 2 fair housing events and have 1 landlord outreach effort in years 1 through 5.
 Update 2010: Goal not met. Will renew efforts in FY11.
 Update 2012: Goal not met. Will renew efforts in FY13.
- Implement voucher homeownership program:
 New homeownership plan is part of this plan. Will be initiated during year 1 of this plan.
Staff Responsibility: Section 8 Department
 Update 2010: Section 8 Department has implemented Homeownership Program. January 2010 saw first homeowner.
 Update 2011: Homeownership Program continues to thrive, three homeowners have homes
 Update 2012: Homeownership Program continues to thrive, three homeowners have homes, Four are in readiness program. NAHA had the first public housing resident complete the Section 8 homeownership program (voucher is reserved for public housing residents if they complete the program.)
- Implement public housing or other homeownership programs:
Staff Responsibility: Finance Department and Section 8 Department
 Update 2010: Section 8 Department has implemented Homeownership Program. In addition, NAHA has expanded the homeownership program to Public Housing residents and has two residents preparing for home ownership.

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

- PHA Goal: Provide an improved living environment
 Objectives:
 - Implement measures to de-concentrate poverty by bringing higher income public housing households into lower income developments:
Staff Responsibility: Finance Department
 This goal is being reviewed pending the published Final Rule Streamlining Public Housing Initiative, Final Rule during 2009.

Update 2010: Final rule still pending.
Update 2010: Final rule still pending
Update 2010: Final rule still pending

- ☒ Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
See deconcentration comments above.
Staff Responsibility: Finance Department
Update 2010: NAHA has implemented actions to increase income mixing at AMP 3.

- ☒ Implement public housing security improvements:
 1. *Will increase remote surveillance activities in years 1 through 5.*
Staff Responsibility: Safety and Security Department
Update 2010: NAHA has implemented new surveillance capabilities throughout NAHA sites.
Update 2011: NAHA is undertaking a dedicated network for security improvements to increase the reliability of the security network.
Update 2012: Dedicated security network fully implemented, systematic camera deployment and upgrades 50% implemented; offsite monitoring using upgraded software capability installed. In addition, NAHA has implemented access tracking via fob system to verify entrance and exit in all public spaces.

 2. *Will complete plan to have PHA security watch in year 1.*
Staff Responsibility: Safety and Security Department
Update 2010: Goal deferred due to staff changes.
Update 2011: Goal deferred due to staff changes.
Update 2012: NAHA has partnered with New Albany Police Department to introduce Problem Oriented Policing (POP) in neighborhoods with demonstrable security issues.

 3. *Will analyze results of PHA security vs. contract police patrols in year 1.*
Staff Responsibility: Safety and Security Department and Finance Department
Update 2010: Goal deferred due to staff changes.
Update 2011: Goal met, new Safety and Security Coordinator is reviewing all aspects of procedures and updating communication, use of contract patrols, implementation of patrols.

Update 2012: Goal met.

4. Will continue extra security efforts based on analysis of security patrol in year 2 during year 3.

Staff Responsibility: Safety and Security Department and Finance Department

Update 2010: NAHA is currently assessing effectiveness of current security efforts and realigning all security and safety efforts.

Update 2011: New Coordinator will continue to analyze effectiveness of current efforts.

Update 2011: NAHA is currently the site of the Problem Oriented Policing Program which not only provides additional patrols, but is the primary focus of the New Albany Police Department for a short period of time.

5. Will continue to implement effective screening for appropriate housing of applicants during years 1 through 5.

Staff Responsibility: Safety and Security Department and Occupancy Department

Update 2010: NAHA will release Request for Proposal for new tenant screening contractor to improve screening during calendar year 2010, goal performance was deferred due to staffing changes.

Update 2011: Request for Proposals will be released in first quarter of 2011 due to change in staffing.

Update 2012: NAHA is reviewing available resident screening applications for accuracy in reporting.

Anticipate decision on whether to change current vendor will be made by end of FY 2012.

- Designate developments or buildings for particular resident groups (elderly, persons with disabilities)

Staff Responsibility: Finance Department

After review of vacancy rates at sites, Parkview Towers was not re-designated as elderly only, but reverted to mixed population. Riverview Towers was designated as elderly/near elderly due to continuing vacancy problems and need for one-bedroom apartments for near-elderly and disabled residents based on analysis of needs demonstrated by NAHA waiting list analysis.

- Other: (list below)

1. Will make decision regarding possible conversion of public housing units during year 3.

Staff Responsibility: All Staff

Based on physical needs, data related to resident satisfaction, information provided during recent renovation of 24 units at Parkview Terrace, NAHA has decided to seek funding for phased in replacement of units at Parkview and Broadmeade Terraces. NAHA COCC will present plans to residents, commissioners, staff and general public during the FYB2012 planning process prior to submission of FYB 2012 Annual Plan. See additional information presented during public review period.

2. If needed, will begin conversion process.

Staff Responsibility: All Departments

Update 2011: Formal planning will begin during CY2011 with new Planner in place.

Update 2012: Formal planning began during CY2011 despite the loss of agency planner. NAHA will make formal demolition application to the Special Application Center following public review period. NAHA has spent time reviewing the Rental Assistance Demonstration and due to the limited support available during the demonstration program, will continue with plan to demolish and replace units under the existing Annual Contribution Contract.

3. Will complete process of computerized access at all high rises.
Staff Responsibility: Finance Department and Maintenance Department

Update 2010: Goal met. New access system installed.

Update 2011: Dialing system updated during FY2010 to decrease unauthorized access to high rises as part of renovation of all entries at high rises.

Update 2012: New dialing system in place at all high rises, new system of access implemented. Additional time restricted locks placed to safeguard high rises. New cameras and access points in all community spaces within the NAHA.

4. Will provide amenities to 5% of housing units each year during years 1 through 5.

Staff Responsibility: All Staff

Update 2010: NAHA installed new bathrooms at 725 family units (67%).

Update 2011: NAHA renovated 50 units of public housing and all community spaces were contracted for extensive improvements.

Update 2012: NAHA renovated 50 units of public housing and all community spaces were updated and completed. NAHA provided three additional Laundromats for residents use. All Laundromats were outsources to provide all new equipment, income to NAHA, and reduce maintenance time related to Laundromat maintenance.

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:
Staff Responsibility: Family Self Sufficiency and Supportive Services

1. Will increase % of employed persons in assisted families by 2% in each of years 1 through 5.

Update 2011: Goal not met due to nation wide recession and local rise in unemployment.

Update 2012: Goal not met due to nationwide recession and local rise in unemployment.

Provide or attract supportive services to improve assistance recipients' employability:
Will seek out 1 additional supportive service in each of years 1 through 5.

Staff Responsibility: Family Self Sufficiency and Supportive Services

Update 2010: NAHA applied for 1 Section 8 case manager position (renewal) and 2 Public Housing Case manager positions.

Update 2011: NAHA is applying for 4 additional FSS positions for FYB 2011.

Update 2012: NAHA applied for and received 6 additional FSS positions during June and September 2011.

Provide or attract supportive services to increase independence for the elderly or families with disabilities.

1. Will provide a community service brochure for each elderly/disabled person residing in public housing.
Staff Responsibility: Family Self Sufficiency and Supportive Services
 Update 2010: Goal not met.
 Update 2011: Goal not met.
 Update 2011: Goal not met.

2. Will seek 2 additional partnerships by year 2
Staff Responsibility: Family Self Sufficiency and Supportive Services
 Update 2010: NAHA has increased partnerships with IUS and NAFC Parks and Recreation Departments.
 Update 2011: NAHA has increased partnerships with Scholar House and Interfaith Community Services.
 Update 2011: NAHA has strengthened their partnership with American Red Cross through a grant from the Horseshoe Foundation for onsite sponsored Certified Nursing Assistant classes.

3. Will apply for additional grant funding when available in years 1 through 5.
Staff Responsibility: Contractor or in-house staff
 Update 2010: Goal met.
 Update 2011: Goal met
 Update 2012: Goal met

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:
 Will participate annually in Fair Housing Fair and/or participate in training annually to insure all staff are aware of responsibility in enforcing Fair Housing requirements.
Staff Responsibility: All Staff
 Update 2010: Goal not met.
 Update 2011: Goal met through off site training.
 Update 20112: Goal met through off site training.
 NAHA will increase scope of advertising by participating in IndianaHousingNow.com, an Indiana State tenant portal for subsidized or low-income housing. Rental information is disseminated state wide.

- ☒ 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.

Update 2010: Goal met, printed materials contain affirmative action statements.

1. Will market PHAs mobility-impaired, vision-impaired, and hearing-impaired units.

Staff Responsibility: AMP managers

Update 2012: Will increase efforts to market units with the opening of 24 ADA compliant units at Parkview

2. Will market to Hispanic community more aggressively since it is the fastest growing ethnic group in Southern Indiana.

Staff Responsibility: AMP managers

Update 2012: NAHA staff has increased their participation in minority communities including Hispanic Connection.

3. Will continue to participate in ethnic and minority outreach symposia, fairs, consortia.

Staff Responsibility: All Staff

Update 2012: NAHA staff continues to be attendees at all cultural outreach events.

- ☒ Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:

Have completed large number of ADA compliant units. Will conduct outreach efforts during years 1 through 5.

Staff Responsibility: All Departments

Year 2-5 Update: Outreach is ongoing.

Update 2012: NAHA is participating in Permanent Supportive Housing Institute. Part of the participation in PSH is increasing awareness of accommodations other than physical changes in the environment that will improve housing stability for persons experiencing disabilities.

Other PHA Goals and Objectives: (list below)

- ☒ **To improve the overall management strategies of New Albany Housing Authority.**

- ☒ Improve the purchase order system by requiring mandatory purchase orders for all goods and services.
Staff Responsibility: Finance Department
Update 2010: Goal met. Purchase order system fully implemented within finance department operations.
Update 2012: Goal met.
- ☒ Review and improve communication technology systems within NAHA. Annual provide technology plan to all staff for review and comments.
Staff Responsibility: Finance Department
Update 2010: Goal met. NAHA implemented new administrative cell phones. Will deploy to entire staff in year 2.
Update 2011: Goal met. NAHA implemented new cell phones agency wide.
- ☒ Implement enhanced attendance system to complement PTO policy during year 1.
Staff Responsibility: Finance Department and Human Resources
Update 2010: Goal met. New time and attendance system implemented.
- ☒ Improve the reporting function of all departments to increase the ability to track and analyze department functions. Each department will present a management plan to improve key indicators in HUD Form 5834 when released.
Staff Responsibility: All Departments
Update 2010: Goal deferred pending release of HUD 5834 and PHAs transitional scoring protocol.
Update 2011: Management developed a statement regarding assessment of non performing properties which was related to all staff between September 2010 and December 2010 resulting in realignment of AMPs and staffing changes at AMPs 2, 3 and 4.
Update 2012: Final PHAS rule not implemented. HUD released an updated version in February 2011 which was completely different than proposed rule.
- ☒ Develop a safety program for residents of NAHA.
Staff Responsibility: Safety and Security Department, Occupancy Department, and Family Self-Sufficiency Department
Update 2010: Goal deferred due to staff changes.
Update 2011: Goal met, new initiative being developed.
Update 2012: Emergency Preparedness Plan is currently being developed to conform with Department of Homeland Security and Federal Emergency Standards.

- ☒ Improve the system of costing maintenance jobs during Year 1.
Staff Responsibility: Finance Department and AMP managers.
Update 2010: Goal met. Maintenance costs are now captured within work-order system.
- ☒ Continue to develop enhanced personnel policies and procedures manual
Staff Responsibility: Human Resources
Update 2010: Goal met. Current policies are being reviewed for additional enhancements.
Update 2012: NAHA has contracted for a compensation survey and management analysis through HCI in order to assess overall management strategy and staffing for the futures.
- ☒ Develop procedures for systematic management and reporting for all departments when Final PHAS rule is released
Staff Responsibility: All Departments
Update 2010: Goal deferred pending final rule.
Update 2011: Goal deferred pending final rule.
Update 2012: Goal deferred pending final rule.
- ☒ Increase accountability for all staff: Directors, Coordinators, Line staff. During Calendar Year 2009, NAHA will release a Request for Proposal for a comprehensive independent assessment of salaries, benefits, organizational policies, job descriptions, and staffing ratios.
Staff Responsibility: Central Office Cost Center
Update 2010: Goal met. RFP will be released by March 2010.
Update 2011: Goal not met. RFP will be released by March 2011.
Update 2012: In September 2012 NAHA contracted with Human Capital Initiatives to undertake a compensation survey which includes review of staff positions, job descriptions, and compensation. Final report to the board should be no later than January 2012.
- ☒ **To improve the overall positive perception of New Albany Housing Authority.**
- ☒ Develop Community Outreach presentations that demonstrate the functions of New Albany Housing Authority and each of its departments

Staff Responsibility: All Departments

Update 2010: Goal met. New presentations being developed. Have engaged a consultant for marketing plan.

Update 2011: Website has been developed for early 2011 release.

Update 2012: Goal not met.

- ☒ Develop outreach articles and newsletters to present a picture of NAHA as an agency striving to improve

Staff Responsibility: Human Resources and Communications Department

Update 2010: Goal met and ongoing.

Update 2011: Goal met and ongoing.

Update 2012: Goal met and ongoing.

- ☒ Develop a safety program for residents of NAHA.

Staff Responsibility: Maintenance Department and Human Resources and Communications Department

Update 2010: Goal deferred due to staff changes.

Update 2011: Goal not met.

Update 2012: Goal not met.

- ☒ Develop an agency wide customer friendly attitude through annual customer service training and/or awareness day.

Staff Responsibility: All Departments

Update 2010: Goal not met.

Update 2011: Goal met. Trainer conducted customer service training in October 2010.

Update 2012: Goal not met for the year.

- ☒ Develop programs for special at-risk populations by submitting proposals for grant funding or creating partnerships to assist at-risk populations on an annual basis.

Staff Responsibility: Family Self Sufficiency and Supportive Services Department

Update 2010: Goal met. FSS program continuously develops new programs to meet needs of at-risk populations of all ages. New mentoring program developed during 2009.

Update 2011: Goal met. FSS program continuously develops new programs to meet needs of at-risk populations of all ages. New Homeownership program implemented during 2010.

Update 2012: Goal met. FSS program continuously develops new programs to meet needs of at-risk populations of all ages. GED program for residents, after school tutoring, and new partnership with Family Scholar House implemented. Renewed relationship with the Department of Workforce Development to implement new pathways to living wage

jobs. NAHA partnered with American Red Cross to gain a grant to develop on site Certified Nursing Assistant program.

STAFF, BOARD, AND RESIDENT ACTIVITY BOARD COMMENTS

NO CHALLENGED ELEMENTS

Comments received from staff on the PHA plan:

This is from the annual retreat held on October 28-29, 2011.

October 28, 2011

Managers and Administration

Presentation by Sherman, Carter, Barnhart started the morning.

1. We need to make certain all fines, fees and charges are applied consistently and that maintenance makes management aware of charges. Administration should create a master list of all fines, fees, and charges from our policies.
2. We need to consider using small claims for evictions related to rent only to save legal fees.
3. Move outs need to be handled consistently between AMPs. Some AMPs are more consistent in the way charges are made. Tenant charges for damages are for time and materials. We have 45 days to finish and return deposit. If the unit takes that long to turn it is usually due to excessive damages. When damages equal the security deposit a letter should go out stating no security deposit will be returned and this is not a final bill.
4. Any type of breakage should be charged back.
5. We need to be very careful about the deposit situation, need to confer with attorney.
6. We need to have set hours for tenants who have abandoned property to come retrieve the property, not let them just call and send a maintenance person.
7. We need to change our policy on legal fees during a court action for eviction. Ask the court to award all legal fees as part of the action.
8. Once someone has an agreed order, it stays in effect with following leases.
9. Meet to discuss arbitration and working with residents in resolving issues versus going to court all the time.
10. Remind everyone 40% of all points in PHAS are occupancy related.
11. Cora will try to have all managers active in EIV by January 2012.
12. We need to remember we have to send offline units to field office quarterly.

Improvements to AMPs:

AMP 1: Shed doors at Riverside-Capital item

Replace ductless exhaust fans-can be done with routine maintenance

Foundation work at Beechwood-Capital item

Electrical upgrades completed at Beechwood-Capital item

Security system completed and alarms at laundry-Operations

AMP 3: Foundations at Crystal-Capital item

Sidewalks at PV/BM-Capital item

Full time clerk for move outs and housekeeping-Operations

Additional training-Operations

Additional security on doors-Operations

AMP 4: Parkview Towers doors and locks-Capital item

Parkview Towers replace pad in back-Operations

Parkview Towers replace bifold doors-Operations

Parkview Towers stoves-Operations

Riverview Towers stoves-Operations

AMP 4: continued

Mark Elrod call buttons replace or research and remove

Riverview Towers paint stripe at the top

Landscaping plan

Replace current boilers with geothermal heating

Maintenance Staff and Administration

(Released the Reconnect plan for Parkview Broadmeade site and received these comments.)

1. How will the demolition plan affect jobs? R: might be some layoffs or may use current staff to replace contract work like painting and cleaning but would have to have the same criteria. This is to be determined.
2. What about concrete floors on the second floor?
3. How will the plan work? R: phased on plan and relocate as we go. (END)
4. When we evict residents we need lawyer and judges on our side. R: we try to have all our documents in order to prove our case, but tenants have rights. Sometimes takes a lot of backup and time.
5. We should take turns taking maintenance staff to court with managers on court day to see what we have to do to evict.
6. Is there any way we can get rid of abandoned property in 14 days? R: Indiana State law allows 90 days storage. We can create an abandoned property policy and see if it is legal.
7. Will Duke (Electric Company) give us a list of when electric meter is pulled? The refrigerators are ruined when electric is off for several days. R: sometimes we find out and sometimes we do not know. All staff should keep their eyes open for pulled meter. We can get stickers to note we know the meter is missing.
8. We lose money when people not on the lease live in the apartments. Managers know there are unauthorized people there. R: it is very difficult to prove in court, there are privacy issues, we do follow up on these issues, if maintenance is willing to put something in writing about the person living there it could help.
9. You go into a 2 bedroom and find 4 kid beds in there.
10. The new units need drains and seals so water does not get behind the stone work and freeze then pop off. Need weep holes.
11. We need more curb appeal. R: this is part of Reconnect Plan, both through demolition at Parkview/Broadmeade and renovation at the rest of the sites.

12. Need to replace all bad roofs. R: we have included spot repair/replacement in the Capital Fund budget, but is spent as soon as it is available. Will continue to replace and track worst roofs and replace as funds are available.
13. We need more tree trimming. R: this is both a maintenance and contract issue. Handle as funds are available.
14. We have a lot of sidewalk heaving. R: will place in Capital funds.
15. Need to replace dropped stoops at Beechwood. R: will place on Capital fund list.
16. Need to replace mortar at Beechwood. R: will place on Capital fund list.
17. Interior doors at Beechwood need to be replaced. R: will place on Capital fund list.
18. Beechwood needs electrical upgrades. R: will place on Capital fund list.
19. Outside meter base at Riverside needs to be replaced. R: will place on Capital fund list.
20. 73-76 Riverside are holding water. R: maintenance should follow up with plan.
21. Riverside: need to replace exhaust fans and have an issue with the cabinets to replace them. R: this can be done as needed through operations and routine maintenance.
22. The shed doors need to be replaced at Riverside, they are rotting. R: will place in Capital Fund budget.
23. The spalling needs to be replaced at Riverside. R: will place on Capital fund list.
24. Riverside ADA units countertops need repair/replace. R: can be done as needed through operations and routine maintenance.
25. Need gas sniffer. R: purchase through maintenance materials if needed.
26. Riverside will need new furnaces/air conditioners, they are the originals. R: replace as needed through routine maintenance.
27. Beechwood down flow furnaces need to be reversed. R: need to be done through outside contractor and non-routine maintenance.
28. We need more storage on all sites as we move forward.
29. We need concrete replaced at PVT and MET.
30. PVT elevator is in bad shape.
31. AMP 4 parking lots need sealed and striped.
32. Need curbs and curb cuts
33. Need elevator cameras
34. Need a vehicle to haul stuff at PVT.

October 29, 2011

Commissioners and Administrative Staff

Presentation by Sherman, Carter, Barnhart on Project Reconnect started the morning

Commissioners were pleased with the style. Asked about other PHAs who had completed similar work. SCB cited St. Louis, Louisville, and Lexington as recent projects of similar scope and could be visited easily. Discussed issues related to reconfiguration. Purpose of the Reconnect was to connect site to city

streets so public housing no longer a “dead end” but part of a city. The street grid would connect park system, surrounding neighborhood, Parkview/Broadmeade. The focus of the site would be the entrance to the west of the Brown Starks Neighborhood Center, which would be an open esplanade with greenspace. The BSNC would be expanded to include comprehensive training center, partner space, existing tenant Interfaith and possible medical center. This would be a 5-6 phase project depending on the availability of tax credits and would attempt to complete project with no debt to insure the long term viability of the development.

Comments

1. What would be the area in back of units? R: clean up the hillside, presented the proposed ped-way and bike path for community that would circle the site. Some type of community use space (TBD) would be created in conjunction with the NAFC Parks Department.
2. Would site have resident storage? R: yes.
3. How many units would come down and be replaced? R: the first phase would remove about 122 units to gain the maximum open space. We would start in the Broadmeade and adjacent area because the units are less dense and need space to relocate streets, develop infrastructure.
4. Would all the units be replaced? R: eventually we are dedicated to a one-for-one replacement. All units would not be replaced at one time.
5. Are we going to keep displaced residents engaged, how? R: We are required to create a relocation plan as part of the demolition application. NAHA has around 250 units turned year. We would start well in advance of demolition to rehouse all residents in our own units. We will apply for some relocation vouchers to make certain the right size unit is available for each tenant. We have to meet the rules of the Uniform Relocation Act.
6. How will we notify residents? We will introduce the idea through, first, the newsletter, then as we go we will have public meetings for residents, other stake holders. These have to be ongoing.
7. Commissioners need to engage the community by personal phone calls. Develop materials to present to community when questions arise.
8. Have received positive comments on the new ADA units from the community.
9. Would like regular ongoing public meetings to update all involved in the demolition and reconnection.
10. We need to deal with abatement and surface water at the site. R: part of infrastructure review. All streets and utilities will be reworked, have to look at storm water as well.
11. Will need both a development attorney and development consultant.
12. Request a time line with objectives to be completed.
13. Need to have a meeting after the election to present to new council members and the new mayor. Set several provisional times.
14. Commissioners will speak individually with their contacts to improve attendance.
15. Accepted copy of strategic plan.

Comments received from Resident Activity Board on the PHA plan:

January 6, 2012

See list of attendees

Presentation of Five Year Plan, Strategic Plan Update for FYB 2012 by Bob Lane, Executive Director

All RAB members commented on how they appreciated public housing, helps people when they need it.

1. Would like to know whose idea it was to put up so many bright lights at Beechwood. R: it was for security at the mailboxes due to vandalism.
2. Would like AMP 3 to look like the ADA units, there is a stigma attached to being a "Project Kid" and residents would be proud to live here.
3. We would like to be able to compare AMP 3 to Park DuValle.
4. This will be amazing, a good thing.
5. Would like enough lights all around AMP 3.
6. How do people get on the Banned List? Have some friends who say they do not know how or why they are on it. R: at some point the person was inappropriate on our property. Banned persons get a copy either in person or at their last known address. Any issues should be addressed to Safety and Security about the history. Nearly all bans are permanent.
7. Would like to see cameras on poles so when we have vandalism we can see who does it. Especially when cars are vandalized.
8. Best: Provide affordable homes
9. Best: Our Section 8 program is very friendly, very responsive. When residents have issues, Chris Habermel gets back with us very quickly.
10. Best: The FSS program is very friendly, feel like the staff care, always helping.
11. Best: The FSS program provides a lot of help for everyone, the transportation program is really needed, help residents care for each other.
12. Best: All the computer labs are wonderful, lots of amenities for families and high rises.
13. Worst: feel like many residents just nitpick all the time. They never had it so good but just want more. The most rent you pay in a high rise is \$291, they have so much to be grateful for.

Challenged Elements:

The New Albany Housing Authority received no challenged elements.

CERTIFICATION OF CONSISTENCY WITH THE CITY OF NEW ALBANY'S CONSOLIDATED PLAN

This submission does not contain the Mayor's Certification of Consistency with the City of New Albany's Consolidated Plan. As of January 17, 2012 he has not signed the certification.

Mayor Gahan took office on January 1, 2012. He has the NAHA Annual Plan and is taking it under advisement. Any challenged issues will be presented in a second version of this PHA Plan when received by the New Albany Housing Authority.

Housing Needs of Families on the PHA's Waiting Lists			
Waiting list type: (select one)			
<input type="checkbox"/> Section 8 tenant-based assistance			
<input type="checkbox"/> Public Housing			
<input checked="" 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	256		361
Extremely low income <=30% AMI	213	83.2%	
Very low income (>30% but <=50% AMI)	38	14.8%	
Low income (>50% but <80% AMI)	6	2.3%	
Families with children	153	60.1%	
Elderly families	5	2%	
Families with Disabilities	151	59%	
Race/ethnicity-Cauc	138	53.9%	
Race/ethnicity-Af/Am	117	45.7%	
Race/ethnicity			
Race/ethnicity			
Characteristics by Bedroom Size (Public Housing Only)			307
1BR and 0	2	2.6%	
2 BR	39	30.3%	
3 BR	23	15.8%	
4 BR	1	1.3%	
5 BR	None in inventory		
5+ BR	None in inventory		
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes Section 8 only			
If yes:			
How long has it been closed (# of months)? 36			
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 type="checkbox"/> No <input checked="" type="checkbox"/> Yes Non-elderly disabled and Family Unification Vouchers			

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) Increase marketability of PH units by entering into mixed-finance development.

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)

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)

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)

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)