



SECTION I: B2 Goals and Objectives

Improve Public Housing Operations and Management

Achieve higher performance indicators under the PHAS (Public Housing Assessment System) matrix for housing authority's public housing portfolio:

- Increase our Physical REAC scores across all sites to an 85 or greater with no health and safety findings.
- Maintain a vacancy rate of 2% or lower across the public housing portfolio.
- Reduce our unit turnaround time to 14 days, maintain an account receivable collection rate of 95% or greater.

Improve Public Housing Operations and Management

- Update and revise Admissions and Continued Occupancy Agreement.
- Revise Public Housing Lease and Community Rules.
- Update maintenance charge list for residents.
- Establish visibility in the broader community by actively participating in local professional organizations.
- Implement a work preference policy to our site based wait lists at various public housing communities.
- Develop a new Public Housing orientation to include video material on our website.
- Develop and implement more efficient and convenient ways for residents to pay rent, to minimize collection of late fees.

Enhance our Safety and Security for our Public Housing Residents and Employees

- If funds are available the Housing Authority will continue our partnerships with the Wilmington Police and New Hanover County Sheriff's departments.
- Review property environments to improve crime prevention through environmental design.
- Conduct quarterly safety trainings with maintenance employees.
- Develop and Conduct annual disaster drills at various public housing properties.

Create a thriving work environment

- Reduce staff turnover
- Reduce needs for temporary external staffing.
- Maintain trained and certified staff.

Improve Housing Choice Voucher Operations and Management

Achieve higher performance indicators under the SEMAP (Section Eight Management Assessment Program) matrix for housing authority's Housing Choice Voucher program:

- Ensure all units are inspected at least once within a 12 month period, and re-inspected within 30 days of a failed inspection, unless it is a 24 hour health & safety or extensions have been approved.
- Update our HCV payment standards annually.
- Review and update HCV utility allowance schedule annually and as necessary in accordance with HUD.
- Focus on increasing and maintaining HCV program utilization with HUD authorized ACC.

Improve Housing Choice Voucher Program Operations

- Update and revise Housing Choice Voucher Program Administrative Plan.
- Conduct annually scheduled landlord trainings to educate them on the program requirements and any other updates to the HCV program.
- Implement, along with the current orientation, a new addition, to include video material available to participants on our website.
- Establish visibility in the broader community by actively participating in local professional organizations.

Improve Customer Service

- Respond to all (internal and external inquiries) the same day it is received.
- Obtain customer service training for all staff.
- Implement Customer Satisfaction surveys to track progress.
- Promote excellence by exceeding standards.

Enhance the Quality of Residents with Resident Service Programs and Self-Sufficiency Opportunities

- Provide overview and interest form of both the HCV and PH Family Self-Sufficiency Programs to new admissions, voucher briefings, recertifications, and Resident Advisory Board meetings.
- Provide overview and requirements of HCV Homeownership program to new admissions, voucher briefings and recertification meetings.
- Establish an in house Resident Association Training Program.
- The Resident Association Training Program is designed to build strong leadership for the housing authority Resident Organizations. By addressing recurring issues of recruiting, training, and retaining viable resident councils, this program will provide individuals with leadership and administration skills, training in conflict management, an understanding of how to build consensus, and clarification of roles among organization leaders and members.

- Publish a Community Bi-Monthly Newsletter that features residents, issues that affect low-income housing and stories written by the residents.

Improve the Financial Health of the Housing Authority

- Apply to become a Moving to Work agency to increase our flexibility in our funding sources.
- Develop long range financial goals for construction, acquisition and redevelopment of public and other affordable units in connection with real estate development.
- Streamline accounting processes to include accounts payable automation and electronic document filing, accepting online payments and other advances in technology for efficiency and better record keeping.
- Apply for portfolio wide RAD (Rental Assistance Demonstration)

Engage in a Number of Real Estate Activities to Increase and Improve Inventory

Expand Affordable Housing Inventory

- Maximize the number of public housing units up to our Faircloth limits.
- Expand ACC units as permitted and other affordable housing units through leveraging private or public funds through partnerships and private developers and LIHTC projects.
- Submit funding applications for Low Income Housing Tax Credit, mix-finance and other sources to support WHA's mission to develop and re-develop properties.
- Apply for additional vouchers if and as funds are available through the SuperNofa process and other funding streams as appropriate.
- Apply for a Choice Neighborhoods Implementation grant to redevelop Hillcrest Apartments.
- Explore leverage opportunities for both Capital funds, Replacement Factor Housing Funds, and for Project-Based Vouchers for further development and re-development of public housing units.

Modernization of our Public Housing Communities

- Submit funding applications for Low-Income Housing Tax Credit, mixed-finance and other sources to support WHA's mission in re-developing existing properties.
- Complete a detailed needs assessment of our public housing properties to see where our priorities should be in budgeting capital improvements with use of Capital funds.

Demolition and/or Disposition

- Apply for a Demo/Disposition application for Hillcrest and Houston Moore Apartments.

Strengthen Relationships with Community Partners

- Strengthen relationships and improve networking amongst other Housing Authorities to share policies and procedures, contractor listings, and best practices.
- Build strategic partnerships with State, County, City, and community organizations.

Contract and Procurement Management

- Expand Supplier and Contractor outreach.
- Expand Section 3 employment opportunities.

- Revise the housing authority’s procurement policies and procedures to streamline current procurement policies.
- Develop a program to maximize the value of surplus or obsolete assets in order to generate income.

Management Information and Information Technology improvements

- Upgrade agency’s property management, HCV, procurement, and accounting software to create efficiencies amongst all departments.
- Update our website to better serve our residents and partners.
- Update our current computer servers to create improved securities with additional backups located off site.
- Update business equipment and computer hardware.
- Update business phones and voicemail system.

Human Resources- Staff Development and Succession Planning

- Create training programs in all staffing areas that will provide both in-house and off site training opportunities.
- Develop succession planning for all department level positions.
- Build partnerships with local colleges, in an effort to create a talent pool for entry level positions.
- Ensure that all new hires receive training in the areas they are being hired for.
- Develop strategies for management succession, recruitment, and skill and knowledge development for manager, directors and staff.
- Fully implement a Smoke-Free work place policy and identify programs that are available to assist employees in smoking cessation.

Equal Opportunity and Affirmatively Furthering Fair Housing

The Housing Authority Furthers Fair Housing in the administration of the program by complying with all federal and local nondiscrimination laws and administers programs in accordance with the rules and regulations governing Fair Housing and Equal Opportunity in housing and marketing the program to members of protected classes who are “least likely to apply.”

The Authority will not discriminate against any applicant, participant, or landlord because of race, color, national origin or ethnic origin, religion, sex, age, familial status, marital status, sexual orientation, military status or disability.

- The Housing Authority Continues collaboration with the City of Wilmington on our efforts to Affirmatively Further Fair Housing with an Assessment of Fair Housing (AFH), so that participants are able to share resources and consider Fair Housing issues from a broader perspective.
- The Housing Authority will make efforts to complete the below goals that were found in the AFH.
 - ✓ **Increase Affordable Housing Options:** See Category on “Expanding Affordable Housing”.

- ✓ **Increase Local Housing Enforcement Efforts:** Collaborate with local agencies to apply for FHAP or FHIP to establish a local Fair Housing Initiative to monitor fair housing issues and complaints, provide funding to assist with FHIP application. Hold at least one fair housing workshop for landlords and real estate agents annually.
- ✓ **Reduce Housing Discrimination Based on Disabilities:** Conduct at least one workshop annually on fair housing for landlords, lenders, and housing managers to review housing for persons with disabilities and reasonable accommodations; create working group of City/WHA staff, disability service providers, landlords, and advocates to discuss responses to recent cases of discrimination.
- ✓ **Expand & Improve Access to Funding Sources for Affordable Housing Development:** Present recommendations to City Council and New Hanover County Commission for action on recommended immediate, short-term and long-term strategies to increase affordable housing and reduce housing cost burden.
- ✓ **Increase Homeownership Opportunities:** Partner with area banks to provide additional mortgages annually, through the HOP program, to households at or below 80% AMI. WHA will enhance the existing HCV homeownership program to foster homeowner stability and success.
- ✓ **Improve Access to Employment Training Opportunities:** Support agencies providing job training programs. Refer public housing and HCV participants to employment training to promote self-sufficiency.
- ✓ **Improve Public Perception of Affordable Housing:** Host at least one fair housing event annually, host annual workshops with lenders, realtors and landlords, Fair Housing promotional program annually.
- Obtain regular Fair Housing Training for all Housing Authority staff.



SECTION II: B3 Progress Report

The Housing Authority of Wilmington, NC had last submitted a 5-year plan in January of 2015. This updated progress report will be based on the items that were listed in our last submitted plan.

Improve REAC, PHAS and maintain high performer status for SEMAP scores

- ✓ WHA improved our REAC scores for our sites over the last year

Increase occupancy rates at all Public Housing sites

- ✓ Occupancy has increased at our all public housing communities

Decrease turn-around time on all Public Housing vacant units

- ✓ Our turn-around time has decreased on average from 31 days to 17 days

Seek additional grant funding for residents services, FSS, security, new construction and rehabilitation of Public Housing units

- ✓ WHA continues to actively look for funding for resident services, including partnerships with local organizations and non-profits

Maximize of public housing units up to Faircloth Limits

- ✓ WHA continues to explore opportunities to purchase properties using RHF to increase our public housing inventory.

Explore Leverage opportunities for both Capital Fund, RHF, and for Project Based Vouchers for further development and rehabilitation of public housing

- ✓ WHA continues to explore opportunities for funding to further develop and rehab our units. Currently, Capital funds are being used to install dumpster enclosures at Houston Moore to decrease our annual trash bills. Project-Based Vouchers are being utilized at our Rankin Terrace site along with RAD. The housing authority is looking to spend RHF funds for the potential purchase of additional units to convert to public housing.

Modernize Public Housing Units

- ✓ WHA continues to look for funding along with our Capital Funds to modernize our units beyond what we have accomplished at our public housing sites in the past.

Streamline and Enhance Effectiveness of Operations

- ✓ A strong effort by WHA has been made to streamline and enhance the effectiveness of operations, including better turn-around time for units as well as Procurement and Payments. WHA will be pursuing the purchase of new Housing Authority software to further enhance operations.

Maximize full Utilization of Housing Choice Vouchers

- ✓ WHA has increased our utilization of HCV, adding nearly 100 vouchers over the last year.

Strengthening relationships with Community Partners for Resident services.

- ✓ Our FSS and ROSS Coordinators continue to strengthen and build relationships with community partners for resident services. Our biggest success has been the afterschool programming at our Houston Moore site for pre-teens and younger children.
- ✓ We have also been working with the Cub Scouts and have started a troop at our Creekwood site.

Enhance quality of resident service programming and self-sufficiency opportunities

- ✓ Our FSS and ROSS Coordinators continue to enhance the quality of our resident services programming and self-sufficiency opportunities by looking for greater participation and quarterly Programming Community Committee meetings.

Plans for new construction will include green building strategies to the extent possible

- ✓ For any new construction planned, WHA looks to include green building strategies and energy efficiency to the extent possible and also looks that the strategies make fiscal sense for the project in terms of both costs and reward

Expand agency presence to include affordable housing throughout the jurisdiction of Wilmington and New Hanover County

- ✓ WHA is in the process of constructing an 8-unit supportive housing property for individuals with disabilities. This project should be completed by the end of this year.
- ✓ WHA is currently looking to properties to purchase located within and just outside the City of Wilmington and into New Hanover County.



SECTION III: B6 Resident Advisory Board (RAB) Comments

Will be updated following the 45 day Public Comment Period