

NRHA 2010 Annual Plan Update

10/22/2010

<u>FIVE YEAR GOALS:</u>
GOAL 1 - Increase the availability of decent, safe and affordable housing:
Provide a one-for-one replacement of assisted rental housing.
Apply for additional rental and special purpose vouchers as made available by HUD.
Leverage private or other public funds to develop mixed income communities.
Seek partnerships with entities to further the goal of creating additional affordable housing opportunities.
Acquire or build 100 units.
Pursue units or developments located throughout the city of Norfolk, particularly in non-impacted areas.
Apply for multifamily Sponsor Partnerships for Revitalizing Communities (SPARC) rental housing funding.
Work closely with other entities, including City of Norfolk departments, to create incentives to expand the supply of affordable housing.
Explore, develop and if feasible acquire affordable housing in locations throughout Norfolk to decrease densities of low-income persons and to promote mixed-income communities.
GOAL 2 - Improve the quality of assisted housing
Continue to work toward achieving high performer status for the Low-income Public Housing (LIPH) program through ongoing monitoring and review of key property management indicators.
Maintain high performance status for the Housing Choice Voucher (HCV)/Section 8 program.

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Provide ongoing staff training on performance and revised duties as it relates to increasing efficiency in rent collections, rent calculations, income verification, performance standards and monitoring.
Concentrate on efforts to improve lease enforcement, unit inspections, and rent calculation functions.
Develop a team to revise the existing plan for eliminating roach infestation. The team will include a member from the Resident Advisory Board, tenants at large, & staff from Client Services, Property Management and Facilities Management departments of NRHA.
Renovate or modernize public housing units in Oakleaf Forest, Grandy Village and Diggs Town.
Continue participation in the City of Norfolk's strategic planning process to redevelop St. Paul's Quadrant downtown Norfolk area, which includes Tidewater Gardens public housing community.
Conduct a comprehensive assessment of entire asset portfolio, paying particular close attention to the properties that have not been renovated so as to determine feasibility of redeveloping, disposition, or demolishing and clearing those properties.
GOAL 3 - Increase assisted housing choices
Provide voucher mobility counseling for new move-in, transfer and port-in clients.
Conduct outreach efforts to potential voucher landlords.
Implement voucher homeownership program to provide housing opportunities for 25 participants.
Continue to implement homeownership programs.

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Work with other private and public entities to create homeownership opportunities.
Seek vouchers as requested by displaced residents for replacement of units.
GOAL 4 - Improve community quality of life and economic vitality
Implement measures to deconcentrate poverty by attracting higher-income public housing households to lower-income developments.
Implement public housing security improvements.
Identify and prioritize the services that can be sustained by NRHA.
Identify, develop and acquire revenue producing properties (e.g., Mission College, Oakmont North, Merrimack Landing properties).
Explore and implement property management and housing services to improve both the physical and social environments of Norfolk neighborhoods.
Expand the endowment with private contributions to support youth and social services.
Explore the feasibility to develop entities to attract alternative sources of capital and to generate fee/investment income.
Identify and aggressively pursue public and private grant opportunities to achieve the mission.
GOAL 5 - Promote self-sufficiency and asset development of families and individuals
Continue to expand NRHA's workforce development program to focus on pre-employment assessment, training, and placement of both public housing residents and HCV clients.

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Provide or obtain partnerships to provide supportive services to improve recipients' employability.
Provide or obtain partnerships to provide supportive services to increase lifestyle and economic independence for both the elderly and for families with disabled family members.
Develop or coordinate education and training programs that will assist residents in becoming self sufficient. Resources will be applied to client service programs that increase resident/client employment, training, and job skills.
Increase the rental revenue in public housing family communities.
GOAL 6 - Ensure Equal Opportunity in Housing for all Americans
Undertake affirmative measures to ensure assisted housing access 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 disabilities regardless of unit size required.
Affirmatively market assisted housing to races/ethnicities shown to have disproportionate housing needs.
Affirmatively market assisted housing to local non-profit agencies that assist families with disabilities.
Affirmatively market the HCV/Section 8 program to owners outside areas of poverty/minority concentrations.
Seek designation of public housing for the elderly.
Apply for special-purpose vouchers targeted to the elderly and families with disabilities.
Build broad political support for our mission among our stakeholders.
Be actively involved in professional organizations and governmental boards.

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Align internal and external communications and policies to the mission, improve customer and stakeholder perceptions of NRHA to become the premier provider of housing and redevelopment services.
Create positive awareness of NRHA activities and achievements with target audiences.
GOAL 7 - Improve energy efficiency in public housing
Study and if feasible implement an Energy Performance Contract (EPC) to fund energy conservation measures and reduce energy consumption in public housing.
Incorporate green initiatives in the operation and maintenance of public housing such as recycling, energy-saving lighting, using Energy Star appliances, and using green cleaning products, paints and other materials.
Educate public housing residents on energy conservation methods.

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2010 ANNUAL GOALS
GOAL 1 - Increase the availability of decent, safe and affordable housing:
Maintain public housing occupancy rate of 98 percent or higher.
Leverage private and/or other public funds to support the development of additional affordable housing in NRHA-owned communities, such as Grandy Village, Partrea Apartments, Park Terrace, and Oakmont North. Financing measures may include Low Income Housing Tax Credits (LIHTC), New Market Tax Credits (NMTC), Replacement Housing Fund (RHF).
GOAL 2 - Improve the quality of assisted housing
Complete the Grandy Village Community Center building and achieve Leadership in Energy and Environmental Design (LEED) silver-level certification.
Strive for certifications such as LEED and or Earth craft to promote the best quality housing in all future NRHA new construction projects.
Continue to develop the Grandy Village public housing site to prepare for the new construction of both public housing units and affordable housing units.
Leverage Capital Fund program funds with other sources of financing - such as low-income housing tax credits - to continue the housing modernization program at the Oakleaf Forest public housing community.
Continue participation in the City of Norfolk's strategic planning process to redevelop the St. Paul's Quadrant downtown Norfolk area, which includes the Tidewater Gardens public housing community.
Continue progress on all American Recovery and Reinvestment Act (ARRA) grant projects to ensure that they are completed on time and within budget.
Respond to maintenance requests within 72 hours and complete all emergency requests within 24 hours.
Continue efforts with pest eradication team. The team includes a member from the Resident Advisory Board; tenants-at-large, and staff from the Client Services, Property Management and Facilities Management departments of NRHA.
Maintain current write-off rate at five percent or less.

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Increase customer satisfaction by surveying residents annually to help determine levels of customer satisfaction.
Continue customer service training for staff.
Survey residents at move-in and move-out time to determine level of customer satisfaction with housing developments.
Include customers in planning and implementation of programs.
Implement a leadership development and training program for Tenant Management Corporations (TMCs).
GOAL 3 - Increase assisted housing choices
Demolish the designated existing Moton Circle public housing units in preparation for the new development of affordable and public housing units.
Implement revised voucher payment standards.
Implement site-based waiting lists for all NRHA public housing communities. Applicants will be able to pick up applications at property management offices and select one site-specific community, up to three communities, or all communities.
Conduct an analysis to determine the feasibility of converting the four midrise apartment complexes (Partrea, Hunter Square, Bobbitt, and Sykes Apartments) to project-based HCV/Section 8.
Seek vouchers for replacement of units as requested by residents being displaced.

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Seek special purpose vouchers as made available by HUD.
Provide accessible housing in all new housing developments.
Incorporate universal design features in new housing developments as resources permit.
Collaborate with other housing developers to provide more accessible housing for the disabled.
Explore co-housing options for viability and feasibility.
GOAL 4 - Promote self-sufficiency and asset development of families and individuals
Increase the number of assisted families obtaining employment by 20 percent of current workforce development program caseload.
Maintain agreements with various human services groups such as Opportunity Inc., Community Services Board, Tidewater Community College, Virginia Maritime Board, Norfolk Public Schools, Southeastern Tidewater Opportunity Project (STOP), Veteran's Administration, Norfolk State University, Section 3 contractors, Life Enrichment Center, YMCA, YWCA, Metropolitan Laboratories, Hampton Rapid Transit (HRT), Virginia Employment Commission (VEC), Alliant Human Services, faith-based organizations, Heart to Heart, Dress for Success, Department of Rehabilitation Services, Genesis Group, Old Dominion University, the Department of Human Services, and the two local advocacy agencies that serve disabled residents, the Endependence Center, Inc. and the City of Norfolk's Office to End Homelessness.
Maintain informal workforce development agreements with local businesses such as Tropical Smoothie; Givens Transportation and Warehouse, Inc.; Tidewater Community College (all campuses); Print Pak; Catalina Cylinders; Headway Employment Services (Hampton and Newport News); MacArthur Mall; Red Coat Janitorial Services; local naval shipyards; and the City of Norfolk Parking Authority.
Develop partnerships with local and regional businesses for job placement and training.
Expand private contributions to support youth and social services to build upon success of previous grants.
GOAL 5 - Ensure Equal Opportunity in Housing for all Americans

Develop a transition plan for public housing based on Section 504 needs assessment.
GOAL 6 - Improve energy efficiency in public housing
Study and if feasible implement an Energy Performance Contract to fund energy conservation measures and reduce energy consumption in public housing.
Incorporate green initiatives in the operation and maintenance of public housing, such as recycling; energy-saving lighting; using Energy Star appliances; and using green cleaning products, paints, and other materials.
Educate public housing residents on energy conservation methods.

Activities
<p>Pursuing development of new units at Grandy Village, redevelopment of Moton Circle. Will achieve 1 for 1 replacement with development of new units and new vouchers through demolition process. Board commitment to provide new units for all Moton residents who wish to return and eligible based on return criteria. Applied and was approved for 95 vouchers for Moton Demolition, currently working on Hope VI application with 1 for 1 replacement as goal.</p>
<p>Responded to two notices of funding availability made by the Department of Housing and Urban Development for additional vouchers. NRHA received 25 Veterans Assisted Supportive Housing (VASH) vouchers and 150 vouchers for non-elderly disabled persons.</p>
<p>Applied for Capital Magnet fund to provide predevelopment costs for mixed finance projects.</p>
<p>Continue to promote programs that can support additional housing opportunities with public and private partners.</p>
<p>Applied for Capital Magnet fund to provide predevelopment costs for mixed finance projects, pursuing Hope VI application for Moton Circle, pursuing additional residential units at Grandy Village, and other potential Low Income Housing Tax Credit (LIHTC) projects.</p>
<p>Currently pursuing potential development of an elderly project and a family project to expand quality affordable units in Norfolk.</p>
<p>No activity to report.</p>
<p>No activity to report.</p>
<p>Pursuing demolition and redevelopment of Moton Circle through a Hope VI program with a development program of new rental units, renovation of rental units, new homeownership units and housing choice vouchers. Evaluating potential expansions of existing sites and acquisition of new sites.</p>
<p>Submitted MASS Certification August 23, 2010 with score of 30 points (maximum points allowed). Report Cards redesigned to provide monthly grade in key management indicators based on new regulations.</p>
<p>Submitted SEMAP Certification August 23, 2010 as High Performer with a score of 99%.</p>

<p style="text-align: center;">Activities</p>
<p>Rent calculation training provided through Nan McKay from August 11 through August 13, 2010 for all Property Managers, Administrative Specialists, Occupancy Specialists, Zone Managers, and Director of Property Management. Housing Credit Certified Professional training and certification provided through VHDA from May 26 through May 28, 2010 for Tax Credit Property Manager, Zone Managers, and Director of Property Management. In-house training provided for all Property Managers and Administrative Staff on Annual Recertifications, Verifications, 50058 processes.</p>
<p>Security Manager reviewed lease enforcement procedures with Property Managers after conferring with Attorney. Zone Managers accompanying Property Managers on community inspections. New process developed to ensure timely follow up on inspection findings. Rent calculation training provided through Nan McKay from August 11 through August 13, 2010 for all Property Managers, Administrative Specialists, Occupancy Specialists, Zone Managers, and Director of Property Management.</p>
<p>A team consisting of residents and staff was developed in FY2010 to address pest eradication. The team recommended changes are currently being implemented.</p>
<p>Grandy A/C installation and Grandy Village Learning center completed as of June 2010. At Oakleaf Forest, staff is monitoring the tax credit market and is planning to utilize a combination of tax exempt bonds and 4% tax credits to fund interior renovation. Site work at Grandy Village will allow future development. Site will allow development of planned elderly building, along with additional family units.</p>
<p>Staff continues to participate in the City of Norfolk's planning process.</p>
<p>Study is underway and will be completed by November 2010.</p>
<p style="background-color: #cccccc;"> </p>
<p>Voucher mobility counseling takes place at all participant briefings. Participants are also given an information fact sheet at Portability.</p>
<p>Two orientations are held each month for prospective landlords. Thirty-five new landlords have been recruited into the program.</p>
<p>Voucher homeownership program not implemented.</p>
<p>NRHA continues to implement public housing homeownership program. Scattered site units are available for purchase by current public housing residents. Residents are referred to the home buyers program designed to prepare for homeownership.</p>

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NRHA continues to work with other entities to create homeownership opportunities.
Activities
Applied and approved for 95 demolition/relocation vouchers for Moton Circle residents
Continuing improvements at Grandy Village to enhance community with additional amenities and new lease requirements to better position community for more competitive rental market. Physical Needs Assessment currently underway includes a market study and recommendations for improvements to communities to enhance their market appeal.
An additional Security Coordinator was hired to assist with the implementation of community policing initiatives that include crime prevention programs for youth and adults. Security Camera system design initiative underway. Security Programs has assisted in the preparation of security and emergency preparedness plans. Security Programs Coordinators have developed and administered crime prevention initiatives within the agency which are inclusive of, but not limited to, the planning and implementing of educational, intervention, and mentoring programs for youth. Two ongoing programs include the Girls 2 Women mentoring program and the Parent Connection program.
Client Services Director recently hired. The Client Services Director along with other key staff will conduct an evaluation.
Evaluating potential expansions of existing sites and development of new sites.
Currently exploring sites for property management.
NRHA designated HOPE VI funds for the endowment.
No activity to report.
Submitted for Capital Magnet Fund for predevelopment expenses for LIHTC projects, Pursuing Hope VI application for Moton Circle redevelopment.
To enhance job creation and expand opportunities for both public housing residents and HCV clients, the Workforce Development staff has designed a curriculum that encompasses a health component, educational advancements, and job training/readiness pre-employment assessment for families and individuals.

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<p>The Client Services Department continues to explore and engage partnerships that will provide a holistic pipeline of jobs meeting the skills and abilities of program participants that will allow them to be marketable to multiple employers and businesses.</p>
<p>Will apply for additional funding through HRT for elderly/disabled transportation support to assist targeted population to live independently for as long as possible.</p>
<h2 style="margin: 0;">Activities</h2>
<p>Planning a Promise Neighborhood Program to improve the academic and developmental outcomes of students living in Tidewater Gardens.</p>
<p>Continue to work with public housing residents to increase employment.</p>
<p>NRHA continues to ensure assisted housing access regardless of race, color, religion, national origin, sex, familial status and disability.</p>
<p>NRHA continues to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion, national origin, sex, familial status and disability.</p>
<p>NRHA will incorporate universal design into project planning as well as follow HUD and VHDA 504 requirements in all future developments.</p>
<p>NRHA markets assisted housing to races/ethnicities shown to have disproportionate housing needs.</p>
<p>NRHA markets assisted housing to local non-profit agencies that assists families with disabilities.</p>
<p>HCV Landlord Liaison seeks properties to place on the referral list that are in low poverty areas.</p>
<p>Franklin Arms is designated for the elderly. As additional senior complexes are planned, will review need for designated housing.</p>
<p>Applied for rental assistance funding through the Department of Housing and Urban Development for non elderly persons with disabilities Notice Of Finding Availability.</p>
<p>Routinely conduct Board briefings, meet with residents, adjacent communities, Council Members, and other interest parties to keep abreast of planned activities and to build support.</p>
<p>Staff actively involved in Commission on Aging, Norfolk Task Force on Aging, Senior Olympics, and various committees and organizations. The goal of the new Client Services Director is to affiliate herself with professional organizations and governmental boards (i.e., Workforce Investment Board, Community Task Forces) to expand opportunities for growth and development of services provided to residents and clients.</p>

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Enhanced resident and client participation in five-year and annual PHA plan development. Monthly coordination meetings between Housing Reinvention and Housing Operations departments.
NRHA continues to work towards creating a positive awareness of NRHA activities and achievements with target audiences. Residents are involved in many planning activities. Input is sought on program development and implementation, such as pest eradication.
Activities
Energy audit was completed and Energy Service Company is preparing final report and scope of work for contract. Report due January 2011.
NRHA is beginning to update purchasing manual to include green initiatives. Communities beginning to utilize green products for cleaning. Purchases made for refrigerators are energy star. Recycling is done in Housing Operations building. The Work Force Development staff is currently in the process of investigating opportunities to employ residents in green jobs.
Residents are encouraged to conserve energy.

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Activities
FY10 Occupancy rate was 99.53%. As of September 21, 2010 vacant unit turn time is 14.47 days.
Planning for the development of additional units at Grandy Village using Replacement Housing Funds (RHF), LIHTC and other sources. Also pursuing potential LIHTC project to be financed using LIHTC and debt on property adjacent to Partrea apartments.
The Grandy Village Community Center completed. LEED silver level certification anticipated (designations are given after one year of operations).
No activity to report.
Site is currently being prepared for future development. Future development plan to be discussed with the community and coordinated with the City.
A mixed finance renovation project is still under consideration for Oakleaf Forest to leverage the investment of the road work that is currently under construction. Staff is monitoring the tax credit market and is planning to utilize a combination of tax exempt bonds and 4% tax credits to fund interior renovation.
Continue to participate in City of Norfolk's planning process.
Work continues on all projects and will meet the 60% complete deadline of March 2011 and the 100% complete by March 2012.
Maintenance response times for routine resident work requests average 2.60 days and emergency work requests are completed 99.89% within 24 hours for the period of 7/1/09 through 6/30/10.
Currently implementing recommendations made by the Pest Eradication team.
Write-offs have been maintained at a rate of 1.44% for fiscal year 2010.

Activities
<p>Customer service survey distributed to assess the resident's satisfaction with Property Management. Resident satisfaction survey response rate was 59% with the following results: 84% felt that the management staff was welcoming, responsive, and courteous, 78% felt that the staff communicated well, and 65% were satisfied with maintenance and repairs. Move out survey response rate was 31% with the following results: 50% lived in housing more than 6 years, 50% lived in housing less than 6 years, 86% felt management was welcoming, responsive, and courteous, 86% felt management communicated, 60% felt the condition of their apartment was excellent or good, 73% were satisfied with maintenance and repairs.</p>
<p>Customer service training provided in March and April 2010 for all Property Management staff.</p>
<p>New resident survey response rate was 53% with the following results: 97% were satisfied with the information provided at New Resident Orientation, 95% were satisfied with the on-site management staff, 90% felt that management provided information on rules, policies, and programs, 53% felt the condition of their unit was excellent or good upon move-in. Move out survey response rate was 31% with the following results: 50% lived in housing more than 6 years, 50% lived in housing less than 6 years, 86% felt management was welcoming, responsive, and courteous, 86% felt management communicated, 60% felt the condition of their apartment was excellent or good, 73% were satisfied with maintenance and repairs.</p>
<p>The Client Services Department plans to be more aggressive in the planning and implementation of programs by attending resident meetings and seeking ways to incorporate their ideas into our Workforce Development plans.</p>
<p>Quarterly leadership training developed and currently being implemented to include, but not limited to, security training, capacity building and resource development.</p>
<p>Demolition application approved on May 27th 2010, relocation scheduled to be completed by December 2010.</p>
<p>Effective July 1, 2010 NRHA's new Voucher Payment Standards were set at 100% of the HUD Fair Market Rate for the area.</p>
<p>Implemented site-based waiting lists for all NRHA public housing communities. Applicants are able to pick up applications at property management offices and select one site-specific community, up to three communities, or all communities.</p>
<p>No activity to report.</p>
<p>Applied and approved for 95 demolition/relocation vouchers for Moton Circle residents.</p>

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Responded to two notices of funding availability made by the Department of Housing and Urban Development for additional vouchers. NRHA received 25 Veterans Assisted Supportive Housing (VASH) vouchers and 150
Activities
504 or VHDA requirements will be met in all future developments and renovations.
Universal design principles will be incorporated into the future redevelopment of Moton Circle.
No activity to report.
No activity to report.
Increased the number of assisted families obtaining employment by 25 percent of current workforce development program caseload. (Current employed caseload is 89) Anticipate developing Section 3 initiatives through the HOPE VI Moton Circle project.
Maintain agreements with current partners and build new partnerships based upon the program/service needs of the clients. New partnerships include Eastern Virginia Medical Center (EVMS), Hampton Roads Community Health Center (HRCHC), Comfort Systems of VA Inc., Autumn Care, Navy Exchange, Consulate Health Care, Ocean Marine Yacht Club, Personal Touch Home Care, Day Porter, National Right to Work, One Home Health Care, Barnes & Nobles, Artifax, and Maersk Distribution.
A Workforce Development staff person has been designated as the person responsible for developing partnerships with local employers for the purpose of providing employment opportunities to residents participating in the Workforce Development Program.
Maintaining agreements with local businesses as well as seeking new partnerships for the purpose of providing employment opportunities to residents participating in the Workforce Development Program.
Exploring the feasibility of developing a tax-exempt arm of client services for the purpose of applying for funding from foundations and other private organizations to support on-going self-sufficiency services and programs.

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504 Committee meets monthly to develop transition plan. Physical evaluation of public housing communities currently underway as part of a strategic capital plan service contract.
Activities
Energy audit was completed and Energy Service Company is preparing final report and scope of work for contract. Report due January 2011.
NRHA is beginning to update purchasing manual to include green initiatives. Communities beginning to utilize green products for cleaning. Purchases made for refrigerators are energy star. Recycling is done in Housing Operations building. The Work Force Development staff is currently in the process of investigating opportunities to employ residents in green jobs.
Residents are encouraged to conserve energy through Community Newsletters.