



Bloomington Housing Forward: Year 1

Strategic Plan Progress Update

July 2018- July 2019



Year 1 Progress

The goals set by the BHA leadership team and Board of Commissioners in July 2018 focused on a strategic direction that promoted the mission to

Strengthen opportunity – beginning but not ending with housing.

In pursuit of this mission, BHA is pleased to submit our first year strategic plan progress report as we work to achieve three primary goals:

ADVANCE HOUSING ACCESS & CHOICE

- Preserve and improve access to quality affordable housing
- Diversify and expand housing choice and reach of assistance
- Advocate and lead as a catalyst for Bloomington’s housing vision

IMPROVE INDIVIDUAL HOUSING SUCCESS & COMMUNITY OUTCOMES

- Improve housing stability for individuals and families in programs
- Build self-sufficiency for individuals and families in programs
- Change public perception of our work, our community, our residents and their value

LEAD WITH EXCELLENCE, RESILIENCE & INNOVATION

- Implement mission with excellence, efficiency, and effectiveness
- Build organizational resilience, independence, and revenue diversity
- Cultivate innovation throughout BHA and our affiliates



GOAL **ADVANCE HOUSING ACCESS & CHOICE**
VISION **Bloomington is a community with housing for all** *(the home itself)*

Objective	Strategy	Progress Update Highlights
<p>A. PRESERVE & IMPROVE access to quality affordable housing</p>	<p><u>Maintain the physical number of BHA-controlled housing units</u></p> <ul style="list-style-type: none"> ✓ Pursue full RAD conversion to maintain, manage and improve existing BHA properties ✓ Work with development partners that add value to the BHA, share in our vision and have high design standards <p><u>Maintain the quality of BHA-controlled and HCV units</u></p> <ul style="list-style-type: none"> ✓ Set and maintain high health, safety and livability standards for all properties (meets or exceeds UPCS standards) ✓ Implement a comprehensive asset management system ensuring maintenance and capital improvement for BHA properties ✓ Provide specialized property maintenance through Summit Hill CDC <p><u>Ensure the safety and sustainability of BHA-controlled housing</u></p> <ul style="list-style-type: none"> ✓ Partner with police and residents to facilitate information sharing and adequate safety response ✓ Increase safety and security measures in all BHA communities through policies and grant funding when available ✓ Promote sustainability, energy efficiency, and “green practices” at residential and administrative sites 	<ul style="list-style-type: none"> ✓ Completed RAD Conversion Feasibility Analysis. ✓ Received CHAP for Amp 2 in November. ✓ Procured Brinshore Development as our co-development partner ✓ On track to close on first RAD deal (Amp 2) by 1Q 2020 ✓ Completed audit of 504 compliance and needs in public housing communities ✓ Staff training and certifications completed for property management knowledge of RAD PBV and LIHTC ✓ Renovated 1033-1037 Summit Street ✓ Planned release of gas line ownership and maintenance for Amp 2 to Vectren Energy ✓ Added security cameras and monitoring capabilities ✓ Applied for HUD Safety and Security Grant
<p>B. DIVERSIFY & EXPAND housing choice and reach of assistance</p>	<p><u>Increase the number and diversity of high-quality affordable housing units</u></p> <ul style="list-style-type: none"> ✓ Build landlord, resident and community relationships to maximize options available to low and extremely low income renters ✓ Improve landlord outreach for recruitment and on-going participation in the voucher program ✓ Leverage MTW designation to provide incentives for landlord participation and to expand housing choice ✓ Expand project-based vouchers and program funding when available from HUD and economically feasibly <p><u>Enhance policy and price access</u></p> <ul style="list-style-type: none"> ✓ Track impact while affirmatively furthering fair housing laws and regulations ✓ Reduce barriers to HCV through review of current policies, then use of MTW to go deeper ✓ Provide specialized property management and implement a smart RAD conversion process to protect residents from dislocation 	<ul style="list-style-type: none"> ✓ Finalized a new landlord guidebook for HCV program ✓ Extended HCV search to 90 days ✓ Conditionally committed PBV to 4 new affordable housing developments: governor Park, Union at Crescent, Sothern Knoll and Kinser Flats ✓ Implemented data tracking capability in software for voucher termination reasons to study any disparate impacts
<p>C. ADVOCATE & LEAD as a catalyst for Bloomington’s housing vision</p>	<p><u>Champion the accessibility, affordability and availability of housing polices for low-income households</u></p> <ul style="list-style-type: none"> ✓ Raise awareness about the BHA, its role in providing affordable housing and its contributions to the community, and provide ongoing communication to better educate leaders and community stakeholders ✓ Encourage participation and expand relationships with local, state and national affordable housing industry groups ✓ Promote housing success, choice and achievement of BHA goals in collaboration with SCIHO and the City of Bloomington ✓ Seek additional state and federal funding 	<ul style="list-style-type: none"> ✓ Participated in various public outreach efforts for RAD including a Facebook Live event and speaking to local community service clubs ✓ Director serves on IN NAHRO Board of Directors

GOAL **IMPROVE HOUSING SUCCESS & COMMUNITY OUTCOMES**

VISION **Bloomington’s housing programs are a foundation for residents (the people in the home)**

Objective	Strategy	Progress Update Highlights
<p>A. IMPROVE HOUSING STABILITY for individuals and families in programs</p>	<p><u>Engender stability among program applicants, BHA residents, and HCV tenants – stability that endures once off assistance</u></p> <ul style="list-style-type: none"> ✓ Strengthen fundamental resident and tenant services that promote successful tenancy (e.g., voucher briefings, move-in orientation, housekeeping workshops, eviction prevention, mediation, financial resource referrals) ✓ Support, promote and collaborate with local partners to develop tenant education resources ✓ Assess existing and emerging needs of residents and tenants and refine or develop services to meet those needs ✓ Encourage those served to be active in giving feedback and problem-solving related to programmatic or policy issues ✓ Collaborate with local government, nonprofits and faith-based institutions to prevent housing disruptions ✓ Develop the BHA’s capacity to address unique housing and supportive service needs of particularly vulnerable sub-populations (i.e., veterans, disabled, homeless, elderly, mental illness) 	<ul style="list-style-type: none"> ✓ Formed partnership with Community Justice and Mediation Center to host on-site office hours for tenants ✓ Changed PBV tenant eligibility policy to support Kinser Flats project which will offer addiction recovery resources ✓ Supporting SCIHO’s tenant and landlord education series
<p>B. BUILD SELF-SUFFICIENCY for individuals and families in programs</p>	<p><u>Implement effective self-sufficiency and resident support programs</u></p> <ul style="list-style-type: none"> ✓ Support new approaches to case management and referral services ✓ Establish and expand meaningful partnerships <p><u>Implement a cohesive approach that creates and supports pathways to economic self-sufficiency</u></p> <ul style="list-style-type: none"> ✓ Motivate participants to define incremental goals, strive to achieve those goals, and lessen dependence on government subsidies ✓ Develop, manage and continually improve programs that promote self-sufficiency through education and employment training ✓ Expand successful economic mobility programs (e.g., build business relationships to create pathways for employment) ✓ Implement MTW to increase self-sufficiency efforts among program participants ✓ Expand mortgage financing options and homeownership-readiness and education activities – strengthening reach of homeownership program <p><u>Enhance the well-being of senior and disabled residents so that they can age-in-place</u></p> <ul style="list-style-type: none"> ✓ Identify needs, expand and strengthen partnerships and connect seniors to organizations serving elderly/disabled <p><u>Support achievement for youth in public housing to increase lifelong well-being</u></p> <ul style="list-style-type: none"> ✓ Develop and promote programs and activities that support education from preschool forward to increase graduation rates, college readiness, and career-readiness for lifelong well-being 	<ul style="list-style-type: none"> ✓ Redesigned Step Up client intake forms to take a holistic look at all aspects of an individual’s life to provide more relevant coaching ✓ Launched T-Mobile wifi program to provide free internet access to 15 households ✓ Redesigned BHA Banner to be a more effective tool for reaching residents about upcoming events, job opportunities and service coordination activities ✓ Senior meal program with Area 10 Agency on Aging taking place on Monday and Wednesday evenings
<p>C. CHANGE PUBLIC PERCEPTION of our work, community, residents and their value</p>	<p><u>Implement comprehensive advocacy, communication, and innovation strategies</u></p> <ul style="list-style-type: none"> ✓ Articulate and illustrate BHA’s role in local housing and self-sufficiency success ✓ Base strategies on quantitative and qualitative outcomes as well as research that housing matters ✓ Foster innovation to encourage new strategies and programs 	<ul style="list-style-type: none"> ✓ Exploring data collection around housing and health outcomes

GOAL LEAD WITH EXCELLENCE, RESILIENCE & INNOVATION

VISION Our innovative leadership is respected locally and nationally
 BHA is strong, sustainable and in control of its future

Objective	Strategy	Progress Update Highlights
<p>A. <u>IMPLEMENT MISSION WITH EXCELLENCE</u></p>	<p><u>Support BHA's daily focus on values, services, and outcomes</u></p> <ul style="list-style-type: none"> ✓ <i>Maintain High Performer status as designated by the U.S. Department of Housing and Urban Development</i> ✓ <i>Provide excellent customer service</i> ✓ <i>Develop BHA's ability to collect data, analyze trends, evaluate outcomes</i> ✓ <i>Implement MTW plan as a means to improve program effectiveness and efficiency</i> ✓ <i>Use technology advancements strategically</i> <p><u>Invest in staff training and development</u></p> <ul style="list-style-type: none"> ✓ <i>Recruit, develop and recognize high-performing employees</i> ✓ <i>Establish clear accountability and performance standards that are tied to each employee's job role and performance review</i> ✓ <i>Increase hard skills training and program core competencies training at all levels of the BHA</i> ✓ <i>Strive to meet diversity, equity and inclusion at an institutional level and in policy and program practice</i> ✓ <i>Proactively plan for and prepare staff for the significant organizational shift of converting public housing to a Housing Choice Voucher (Section-8) funding platform post-RAD conversion</i> 	<ul style="list-style-type: none"> ✓ Maintained high performer status and 100 SEMAP scores ✓ Began accepting credit and debit card payments for rent and repayment agreements ✓ Implemented program where utility allowances are funded on a bank card. <ul style="list-style-type: none"> ✓ Clear accountability and performance standards completed for each employee position in October 2018. ✓ Property management team attended trainings related to RAD operations and received certifications such as Tax Credit Certification and RAD PBV. ✓ All-staff trainings completed around implicit bias, Clifton Strengths finder and suicide prevention ✓ Completed salary and benefit study
<p>B. <u>BUILD ORGANIZATIONAL RESILIENCE</u></p>	<p><u>Diversify BHA's revenue streams</u></p> <ul style="list-style-type: none"> ✓ <i>Implement MTW to improve BHA's financial performance and flexibility</i> ✓ <i>Develop new revenue streams through the activities of Summit Hill CDC</i> ✓ <i>Attract capital improvement resources through the RAD conversion process</i> 	<ul style="list-style-type: none"> ✓ Applying for funding to renovate 116 units of public housing through the RAD program through rental housing tax credits, tax exempt bonds, HOME and Housing Development Fund financing.
<p>C. <u>CULTIVATE INNOVATION</u></p>	<p><u>Create a culture of innovation and entrepreneurship at all levels of BHA and its affiliated entities</u></p> <ul style="list-style-type: none"> ✓ <i>Create an internal culture that supports innovation and strategic risk as we achieve mission</i> ✓ <i>Cultivate commissioners as engaged advocates for BHA values and our strategic direction</i> ✓ <i>Forge creative collaborations with community partners for cohesive service delivery</i> 	<ul style="list-style-type: none"> ✓ Commissioners helping to inform community groups about RAD conversion and associated construction trade jobs available as part of the conversion ✓ Commissioners attend NAHRO conference, including pursuing NAHRO Commission Certification

Implementation Timeline

The table below presents actual progress on initial steps for the strategic plan as a working document that will continue to evolve.

	2018		2019				2020	2021	2022	2023	2024	2025
	Q3	Q4	Q1	Q2	Q3	Q4						2030
Strategic Planning												
• Engage staff, residents and community around plan DONE	X	X										
• Review progress, revise as needed, report to community On Track				X			X	continue annually				ongoing
Summit Hill CDC Launch												
• Complete formation and exemption processes DONE	X	X										
• Finalize BHA agreements and structures On Track		X	X	X	X							
• Provide property management services On Track			explore		launch		ongoing					ongoing
• Manage RAD conversion – <i>see additional below</i>					closing		manage multiple phases of renovation					
• Develop additional mission strategies							build capacity and explore options					ongoing
RAD Conversion												
• Implement comprehensive communication plan On Track		-----	-----	begin immediately and maintain continuously				-----	-----			
• Complete application / receive determination DONE	X	X										
• Financial planning and partner development DONE		X	X	X	X							
• Closing process- to close 1Q 2020					X	X	X					
• Implementation Delayed 3 months						X	X	X	X	X		
Moving to Work Innovations ON HOLD												
• Develop 10-year MTW plan		X	X	X								
• Complete application / receive determination – <i>date yet TBA</i>				X	X							
• Develop staff, data and evaluation systems and capacity					X	X	X					
• Implement changes that don't need approval				begin as soon as ideas and opportunities emerge								
• Implement HUD-approved plan with annual adjustments							begin as approved and capacity in place					ongoing
SCIHO Partnership												
• Continue to collaborate for maximum impact and efficiency On Track	X	X	X	X	X	X	ongoing					ongoing
• Explore property management relationship On Track			X	X	X	X						