



# *Bloomington Housing Forward: Year 3*

Strategic Plan Progress Update

*July 2020 – July 2021*



## Year 3 Progress

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The goals set by the BHA leadership team and Board of Commissioners in July 2018, and which we continue to pursue throughout 2020 and 2021, focused on a strategic direction that promoted the mission to:

***Strengthen opportunity – beginning but not ending with housing.***

In continued pursuit of this mission, BHA is pleased to submit our third 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

Within this strategic plan year, there were some new challenges and opportunities that arose from responding to the COVID-19 pandemic. We did our best to keep our operations functioning to provide housing and keep our staff and residents safe. Federal relief in responding to the impacts of the pandemic allowed for BHA to expedite some of its strategic plan goals thanks to funding from the CARES Act and American Rescue Plan Act.



# GOAL ADVANCE HOUSING ACCESS & CHOICE

VISION Bloomington is a community with housing for all *(the home itself)*

Objective	Strategy	Progress Update Highlights
A. <b><u>PRESERVE &amp; IMPROVE</u></b> access to quality affordable housing	<u>Maintain the physical number of BHA-controlled housing units</u> <ul style="list-style-type: none"> <li>✓ Pursue full RAD conversion to maintain, manage and improve existing BHA properties</li> <li>✓ Work with development partners that add value to the BHA, share in our vision and have high design standards</li> </ul>	<ul style="list-style-type: none"> <li>✓ The RAD I (Rev. Butler and Walnut Woods) renovation process proceeded efficiently moving from Phase 1 to Phase 4 in less than a year</li> <li>✓ RAD II predevelopment activities began in the fall of 2020 with expected closing fall 2021.</li> <li>✓ Roughly 29% of RAD I renovation dollars were paid to Section 3 or W/MBE businesses</li> </ul>
	<u>Maintain the quality of BHA-controlled and HCV units</u> <ul style="list-style-type: none"> <li>✓ Set and maintain high health, safety and livability standards for all properties (meets or exceeds UPCS standards)</li> <li>✓ Implement a comprehensive asset management system ensuring maintenance and capital improvement for BHA properties</li> <li>✓ Provide specialized property maintenance through Summit Hill CDC</li> </ul>	<ul style="list-style-type: none"> <li>✓ Extensive examinations were done to look for evidence of lead-based paint and asbestos in buildings set for renovation during RAD II conversion at Crestmont.</li> <li>✓ BHA-owned or operated housing communities were upgraded with a number of new features including new ADA ramps, new light posts, solar panels, security cameras, and new dumpster enclosures.</li> <li>✓ BHA was awarded a CDBG grant to combine with Capital Funds to install ADA compliant ramps and decks on three buildings in the Reverend Butler Complex. A total cost of \$248,518.04.</li> <li>✓ The Reverend Butler and Crestmont master meter gas system was converted to Vectren Ownership. Vectren installed individual meters at 248 apartments.</li> <li>✓ During a pandemic, the maintenance team found ways to safely and efficiently address maintenance problems and conduct preventative maintenance within units.</li> </ul>
	<u>Ensure the safety and sustainability of BHA-controlled housing</u> <ul style="list-style-type: none"> <li>✓ Partner with police and residents to facilitate information sharing and adequate safety response</li> <li>✓ Increase safety and security measures in all BHA communities through policies and grant funding when available</li> </ul> <p>Promote sustainability, energy efficiency, and “green practices” at residential and administrative sites</p>	<ul style="list-style-type: none"> <li>✓ The BHA applied for and was awarded a HUD Safety and Security Grant for \$53,279. This funding along with capital funds was used to install 30 new surveillance cameras as well as several new LED lights and poles in the Crestmont complex for a total cost of \$70,000.</li> <li>✓ Completed installation of carbon monoxide detectors in all Crestmont, Rev. Butler, and Walnut Woods units thanks to a HUD Safety and Security Grant for \$77,877.</li> <li>✓ The BHA received a \$50,000 grant from the City of Bloomington to install solar panels on one building in the Reverend Butler neighborhood. This installation is estimated to save \$68,000 over a 20-year period.</li> </ul>
B. <b><u>DIVERSIFY &amp; EXPAND</u></b> housing choice and reach of assistance	<u>Increase the number and diversity of high-quality affordable housing units</u> <ul style="list-style-type: none"> <li>✓ Build landlord, resident and community relationships to maximize options available to low and extremely low income renters</li> <li>✓ Improve landlord outreach for recruitment and on-going participation in the voucher program</li> <li>✓ Leverage MTW designation to provide incentives for landlord participation and to expand housing choice</li> <li>✓ Expand project-based vouchers and program funding when available from HUD and economically feasibly</li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA began plans and FHEO approval process to convert multiple 3-bedroom units into two single bedroom units as part of the RAD II project to meet the increasingly large demand for one-bedroom applicants.</li> <li>✓ The BHA began a larger push for landlord recruiting in the summer of 2021 to meet the need of Housing Choice Voucher participants.</li> <li>✓ The BHA has continued development and sought after funding for a Landlord Risk Mitigation fund to better incentivize landlord participation in the HCV program.</li> <li>✓ The BHA submitted its proposal along with Brinshore Development and Centerstone for the redevelopment of the Kohr Building on the Bloomington Hospital site.</li> <li>✓ The BHA entered into many new PBV contracts for many units including 29 units with Union at Crescent, 7 units with Southern Knoll, and 10 units with Kinser Flats.</li> </ul>
	<u>Enhance policy and price access</u> <ul style="list-style-type: none"> <li>✓ Track impact while affirmatively furthering fair housing laws and regulations</li> <li>✓ Reduce barriers to HCV through review of current policies, then use of MTW to go deeper</li> <li>✓ Provide specialized property management and implement a smart RAD conversion process to protect residents from dislocation</li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA has accepted a number of CARES Act waivers allowed by HUD to allow for easier access of participants into housing programs.</li> <li>✓ In July, the BHA approved a new Administration Plan for the HCV program to better align with best practices suggested by HUD.</li> </ul>

<p>C. <b><u>ADVOCATE &amp; LEAD</u></b> as a catalyst for Bloomington's housing vision</p>	<p><u>Champion the accessibility, affordability and availability of housing policies for low-income households</u></p> <ul style="list-style-type: none"> <li>✓ <i>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</i></li> <li>✓ <i>Encourage participation and expand relationships with local, state, and national affordable housing industry groups</i></li> <li>✓ <i>Promote housing success, choice and achievement of BHA goals in collaboration with SCIHO and the City of Bloomington</i></li> <li>✓ <i>Seek additional state and federal funding</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA hosted a press conference in June of 2021 along with the City of Bloomington and the Housing and Neighborhood Development department to highlight upcoming housing projects in Bloomington, many of which were made possible by ARPA and CARES Act funding.</li> <li>✓ The BHA received a portion of a \$22 million American Rescue Plan grant that will be used for increasing opportunities for the community to access affordable housing, including the Landlord Risk Mitigation fund as well as bolstering the capacity of Summit Hill CDC.</li> <li>✓ The BHA agreed to be recipient of 28 Emergency Housing Vouchers (EHV) from HUD to implement an innovative program in partnership with IHCD &amp; the IN Balance of State Continuum of Care that provides Section 8 housing &amp; direct supportive services to the most vulnerable households in Monroe County. The first EHV's were issued on July 1<sup>st</sup>.</li> <li>✓ The BHA Executive Director and Administrative Director took part in the Indiana Supportive Housing Institute seminars during Q1 and Q2 of 2021.</li> </ul>
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# 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
A. <b>IMPROVE HOUSING STABILITY</b> for individuals and families in programs	<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"> <li>✓ 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)</li> <li>✓ Support, promote and collaborate with local partners to develop tenant education resources</li> <li>✓ Assess existing and emerging needs of residents and tenants and refine or develop services to meet those needs</li> <li>✓ Encourage those served to be active in giving feedback and problem-solving related to programmatic or policy issues</li> <li>✓ Collaborate with local government, nonprofits and faith-based institutions to prevent housing disruptions</li> <li>✓ 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)</li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA applied for a received a three year Resident Opportunities and Self-Sufficiency grant for \$202,148.</li> <li>✓ Held virtual briefings during the COVID-19 pandemic.</li> <li>✓ Made multiple referrals for rent assistance due to COVID-19 impacts.</li> <li>✓ Provided on-site support of linkage to rental assistance resources due to COVID-19 impacts.</li> <li>✓ Extended hours for on-site technology access and direct case-management support during the pandemic to assist households with on-going needs and eviction prevention.</li> </ul>
B. <b>BUILD SELF-SUFFICIENCY</b> for individuals and families in programs	<p><u>Implement effective self-sufficiency and resident support programs</u></p> <ul style="list-style-type: none"> <li>✓ Support new approaches to case management and referral services</li> <li>✓ Establish and expand meaningful partnerships</li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA started a Laptop Rental program to support households with regular technology access in support of their education and career-related endeavors.</li> <li>✓ The BHA started a Mobile Cart Rental program to support households reliant on public transit with a means to overcome barriers in improving access to affordable healthy food options.</li> </ul>
	<p><u>Implement a cohesive approach that creates and supports pathways to economic self-sufficiency</u></p> <p>Motivate participants to define incremental goals, strive to achieve those goals, and lessen dependence on government subsidies</p> <ul style="list-style-type: none"> <li>✓ Develop, manage and continually improve programs that promote self-sufficiency through education and employment training</li> <li>✓ Expand successful economic mobility programs (e.g., build business relationships to create pathways for employment)</li> <li>✓ Implement MTW to increase self-sufficiency efforts among program participants</li> <li>✓ Expand mortgage financing options and homeownership-readiness and education activities – strengthening reach of homeownership program</li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA received a Resilient Community Health Grant for \$5,000 in November 2020 to better equip the BHA to support residents in linkage/access to telehealth appointments and engagement in other personal capacity building activities afforded via internet and technology access.</li> <li>✓ FSS participants successfully complete the Mill Code School Program.</li> <li>✓ FSS program saw 11 graduations from the program with successes ranging from: home-ownership, establishing businesses and non-profits, as well as graduates at the undergrad (BSW) and grad school (MSW) level.</li> <li>✓ FSS is working to strengthen and build on partnership with The Mill to support participant entrepreneurship and personal capacity building through various programs that are available.</li> </ul>
	<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"> <li>✓ Identify needs, expand and strengthen partnerships and connect seniors to organizations serving elderly/disabled</li> </ul>	<ul style="list-style-type: none"> <li>✓ BHA continued its partnership with Area 10 Agency on Aging to provide access to meal service delivery (both hot and cold).</li> </ul>
	<p><u>Support achievement for youth in public housing to increase lifelong well-being</u></p> <ul style="list-style-type: none"> <li>✓ 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</li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA applied for Early Head Start expansion grant funding in partnership with SCCAP, but were not awarded this round.</li> <li>✓ BHA partnered with 21<sup>st</sup> Century Scholars to connect with households with children at community events to enroll eligible youth (grades 6-8) in the program.</li> <li>✓ BHA services team established itself as an official recommender for the IU Groups Program, a college-level scholarship program for underserved, underrepresented high schoolers that are 1<sup>st</sup> generation college students.</li> </ul>

<p>C. <b><u>CHANGE PUBLIC PERCEPTION</u></b> 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"> <li>✓ <i>Articulate and illustrate BHA's role in local housing and self-sufficiency success</i></li> <li>✓ <i>Base strategies on quantitative and qualitative outcomes as well as research that housing matters</i></li> <li>✓ <i>Foster innovation to encourage new strategies and program</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ BHA participated in re-write of Region 10 Continuum of Care Heading Home Plan, BHA Executive Director co-chaired Data and Dashboard committee; BHA Commissioner co-chaired Promising Practices committee.</li> </ul>
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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
A. <b><u>IMPLEMENT MISSION WITH EXCELLENCE</u></b>	<u>Support BHA's daily focus on values, services, and outcomes</u> <ul style="list-style-type: none"> <li>✓ <i>Maintain High Performer status as designated by the U.S. Department of Housing and Urban Development</i></li> <li>✓ <i>Provide excellent customer service</i></li> <li>✓ <i>Develop BHA's ability to collect data, analyze trends, evaluate outcomes</i></li> <li>✓ <i>Implement MTW plan as a means to improve program effectiveness and efficiency</i></li> <li>✓ <i>Use technology advancements strategically</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ The BHA began its transition to paperless occupancy files to better maintain and keep track of tenant and applicant files.</li> </ul>
	<u>Invest in staff training and development</u> <ul style="list-style-type: none"> <li>✓ <i>Recruit, develop and recognize high-performing employees</i></li> <li>✓ <i>Establish clear accountability and performance standards that are tied to each employee's job role and performance review</i></li> <li>✓ <i>Increase hard skills training and program core competencies training at all levels of the BHA</i></li> <li>✓ <i>Strive to meet diversity, equity and inclusion at an institutional level and in policy and program practice</i></li> <li>✓ <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></li> </ul>	<ul style="list-style-type: none"> <li>✓ A number of new-hire employees took part in a StrengthsFinder assessment to better understand their skills and how they can best be utilized as part of the BHA team.</li> <li>✓ Many staff members used the extra home time during the COVID-19 pandemic to further their education and qualifications, earning a variety of certifications to better accomplish the mission of the BHA. Many of these certifications were achieved by the maintenance department.</li> </ul>
B. <b><u>BUILD ORGANIZATIONAL RESILIENCE</u></b>	<u>Diversify BHA's revenue streams</u> <ul style="list-style-type: none"> <li>✓ <i>Implement MTW to improve BHA's financial performance and flexibility</i></li> <li>✓ <i>Develop new revenue streams through the activities of Summit Hill CDC</i></li> <li>✓ <i>Attract capital improvement resources through the RAD conversion process</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ BHA created budgeting strategies to incorporate ARPA and CARES Act funding into program and service delivery</li> </ul>
C. <b><u>CULTIVATE INNOVATION</u></b>	<u>Create a culture of innovation and entrepreneurship at all levels of BHA and its affiliated entities</u> <ul style="list-style-type: none"> <li>✓ <i>Create an internal culture that supports innovation and strategic risk as we achieve mission</i></li> <li>✓ <i>Cultivate commissioners as engaged advocates for BHA values and our strategic direction</i></li> <li>✓ <i>Forge creative collaborations with community partners for cohesive service delivery</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ Implemented several new ways to conduct daily business to accommodate for COVID-19 restrictions while still providing services to staff and residents.</li> </ul>

# 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	2030
		Q1	Q2	Q3	Q4	Q1	Q2						
Strategic Planning													
• Engage staff, residents and community around plan	X												
• Review progress, revise as needed, report to community			X			X	X	X	Continue Annually				
Summit Hill CDC Launch													
• Complete formation and exemption processes	X												
• Finalize BHA agreements and structures	X	X	X	X									
• Provide property management services		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	Begin and maintain continuously												
• Complete application / receive determination	X							X					
• Financial planning and partner development	X	X	X	X									
• Closing process						X	X						
• Implementation						X	X	X	X	X	X	X	
Moving to Work Innovations													
• 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								
• Implement changes that don’t need approval		Begin as soon as ideas 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	X	X	X	X	X	X	SCIHO dissolves on August 31, 2020						
• Explore property management relationship				X	X	X							

**Key:**  = Completed  = On Track  = Delayed/Behind Schedule  = On Hold  = Abandoned