

THE AURORA HOUSING AUTHORITY

# Strategic Planning Document

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2013 - 2018

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4/22/2013



# **The Aurora Housing Authority 5 Year Strategic Plan**

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## **Chapter 1: Rebranding**

## **Rebranding**

The Aurora Housing Authority, in order to shed the image of our business that currently exists, requires that we must spend a significant amount of time and energy rebranding ourselves. Currently the Aurora Housing Authority is viewed simply as a manager of government subsidized public housing. However, through the vision of the Board of Commissioners and the Executive Director, we envision the Aurora Housing Authority (AHA) doing much more than simply managing public housing. Our vision is for the AHA to do more than simply house families. We envision an agency that empowers families to become productive community members, that encourages homeownership and entrepreneurship and that leverages federal dollars to promote local investment and growth. We intend to be not only the largest manager of housing in the City of Aurora, but the best manager of housing as well. This effort must first begin with a revision of how we view ourselves and how we present ourselves to the public. We have determined that the best way to do this is to rebrand the Aurora Housing Authority and make a singular reference to the business that we are in, without limiting ourselves to the affordable housing expectations of the past. Our business is focused on the provision of diverse housing in the City of Aurora, thus our rebranding efforts must identify with this reality.

## **New Logo**

The Aurora Housing Authority's logo is a reminder of the way affordable housing has been managed in the City of Aurora for the past 64 years. To give the citizens of Aurora and the Aurora Housing Authority a new face, we will redesign the logo utilized on all letterhead, business cards and all correspondence and marketing materials going forward. The Housing Aurora logo will be professionally designed and will be made the official logo of the agency. The logo needs to be both sleek and modern, but must also be nondescript in such a way as to not influence the impressions it gives to the public when it is viewed. We will continue to use the color green in our logo, as a reference to the history of the agency. However we will incorporate new colors into the logo to give a fresh take on the image. These colors may include white and grey or any other colors that make for a clean and professional logo. We will also create a new tagline for the agency which will be used on our website and on certain promotional materials. This tagline, though not yet determined, will emphasize our ability to do more than house families. It will focus on our ability and efforts to be an economic driver in the City of Aurora, and will also align us with city government in terms of how we are positioned in the community. We will also have a Spanish language version of our logo and tagline created to make ourselves accessible to the significant Latino community in the City of Aurora. This version will stay as true to the original English language version as possible, however it may be necessary to slightly alter the wording or the organization of the logo and tagline to make it appropriate for Spanish language audiences. The logo redesign will occur during the first year of the plan and should be completed prior to the end of calendar year 2013.

# HOUSING Aurora

Concept Logo for AHA



Concept Logo for the AHA

## **New Website**

One of the primary tools that the public uses to make a determination about our business is our website. It is typically the first place that people go when looking for information on public housing, housing choice vouchers and our business in general. Our web presence says a lot about the kind of operation that we run. Our current website, while effective, is not particularly engaging or interesting. Our website needs to be interesting and must do a much better job of selling the housing authority to the general public, particularly those who are not public housing residents.

A complete overhaul of the website will take place, and we will utilize cutting-edge technologies in our new revamped website. The website will incorporate high resolution graphics, videos and sound. It will include maps of our properties, and will rival the website of private market leasing companies such as Alexan Apartments, AMLI and the Lincoln Property Company. We will include specific amenities, floor plans and neighborhood information as it relates to each of our public housing properties. If possible we will include a room designer and tools to help residents understand the amount of space in each unit. As much as is possible we will include the opportunity to residents to select a specific unit during the lease up process via an online portal. Several high end property managers allow potential residents to apply for a certain unit within their buildings directly from the website. The website will allow applicants of our programs to apply online, track their waiting list status, pay rent and request maintenance services. There will be up to date resident news and links to resource providers in the city and region.

We will also create a housing choice voucher portal, which will allow both current residents and landlords access vital information about the program. Landlords will be able to obtain supporting documentation about their payments on the website, while residents will be able to apply and move through the lease up process on the website. The opportunity to participate in our ROSS program and any other program that the authority offers will be made available on the website. Vendors will be able to register with the housing authority and when rfp's are made available, they will be able to submit their interest online. The website will continue to offer all public information like notices for board meetings, board minutes and resolutions, and will add functionality for new technology.

Because of the continuing trend that is moving web users from traditional computers to mobile devices, we will also have a fully functional mobile website that will allow mobile users to access the same information as our traditional computer users. We will also consider the creation of a mobile app that can be used by Android and Apple users to provide timely and useful information in the same manner as they would on full internet sites. By utilizing all three of these internet resources to ensure that all of our residents have access to the resources of the housing authority in a new and more flexible manner, we will ensure that our residents and the general public are able to find



out valuable information about the housing authority at any time. The website redesign will occur during the first year of the plan and should be completed prior to the end of calendar year 2013.





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# + AMLI at Kirkland Crossing

Amenities & Exteriors

Apartment Interiors



## Resident Home



### Time Saving Workouts

Posted Mar 20, 2013 at 3:57 PM



By: Arthur Hernandez, New Found Fitness

The biggest excuse for skipping a workout is not have the time. Time should never be an excuse for missing a workout. Anyone should be able to find 20 minutes in their day. You can accomplish many... [Read Full Article](#)

### Eating Healthy Without Feeling Deprived

Posted Jan 21, 2013 at 2:46 PM



By: Leslie Dougherty, Food Guru

### Things you can do...



Service Request



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View Lease Details

### Events

April 4, 2013

#### Conservation @ Home

Thu 7:00 PM - 8:00 PM

Invite Nature to Your Yard! Come to City Hall Council Chambers on Thursday, April 4th at 7pm to learn how! The Conservation @ Home program is all about creating more eco-friendly yards! The "typical" yard can easily be improved to help reduce water run-off, increase wildlife habitat, and improve the soil. The benefits of improving the environment are many, including: reducing your water use, creating more habitat for birds and butterflies, reducing chemical use, less lawn mowing, and learning how to make your garbage into rich compost. This education program will cover a variety of techniques for transforming your yard, including the use of Rain Barrels, Rain Gardens, and the selection and use of native plants to solve yard problems. Native plants grow naturally and need no watering or fertilizers once established. Native plants thrive on their own and do well, even during drought conditions. Their deep roots hold the soil, allow water to filter down deep into the

## **New Office Location**

The Aurora Housing Authority's main office is currently located on the first floor of our Centennial Place housing development. This is a particularly unusual situation for a housing authority to be in, as it is uncommon for the main office of a Public Housing Authority to be located in the same building that houses residents. This creates advantages and disadvantages. The advantages are limited to only the residents of the Centennial House property, as they don't have to travel to meet with housing authority personnel. However this also means that residents at the remaining developments are required to travel significant distances to perform the same tasks. A major disadvantage of this situation is that the traffic generated by the main office of the housing authority can interfere with the comforts of the residents in the development. Both the maintenance and the administrative offices are located at this site, and the traffic takes up parking spaces intended for the residents, as well as creates significantly more foot traffic that often is located in the common areas intended for resident use. A new office would alleviate these concerns for the residents and would also allow the AHA to have a more professional and distinguished work location.

By expanding to a new site, the AHA could easily expand the amount of space available by which to hold meetings, and do the work that is incumbent upon the Authority. The proposed new office location is at 1449 Jericho Circle, which is the current site of the Community Center at Jericho Circle. This location is ideal for multiple reasons, foremost of them being pricing. Of all of the locations surveyed by staff, this location offered the best cost situation for the housing authority over a 5 year period. Because the AHA owns the property there are only costs to renovate the building and the ongoing costs of operations, which will be very limited. Over a 5 year period the cost to renovate and operate the space here would be approximately \$330,000, which is significantly lower than the 5 year cost of any other location. The average cost of all the other surveyed locations was nearly \$600,000. Also, other locations either denied our request for renovations or required that the AHA cover the cost of the renovations as well.

The Jericho location is easily accessible; with the average bus ride from any of our properties being under 45 minutes and the nearest bus stop less than 300 feet away. The renovated building will be a modern professional building, and will be an integral part of our rebranding efforts. The office will include meeting spaces, a dynamic board room and ample parking for staff and visitors. With a new office of this caliber, technology will be integrated into the building, which will include secure card access, videoconferencing, wireless internet throughout the premises and climate control features. Further, building materials could be required to be 100% recyclable and/or be from reused materials. If completed, the building would be one of the most prestigious office addresses in the City of Aurora and in the entire suburban region.

As we look farther into the future than this strategic plan is designed to cover, the opportunity to utilize our resources to develop and build a multi-use office complex exists in the 5-10 year future. There is currently vacant land on the old Jericho Circle housing site, which based upon current community perception is unusable for affordable housing. The opportunity then does exist to utilize that property to build out a large scale office complex that includes community features such as a pool, sports complex, hotels as well as office and retail space. The increase in traffic in that region should spur further development of the surrounding area and become an economic catalyst for further development on the southwest side of the city. The office complex could house

more than just the housing authority's offices, and could generate significant non-federal resources for the agency if additional space was developed that could be utilized by other organizations. The envisioned project would include partnerships with the Fox Valley Park District, Aurora University, the West Aurora School District and the City of Aurora in order to create an office and community campus that brought multiple community and private organizations together in one place. This would be of immense benefit to the surrounding community in terms of investment and improved services, as the increased traffic in the area would undoubtedly bring additional private investment and services to the region. This building would be designed to meet the highest green standards, and if at all possible be fully self-sustaining in terms of energy efficiency.

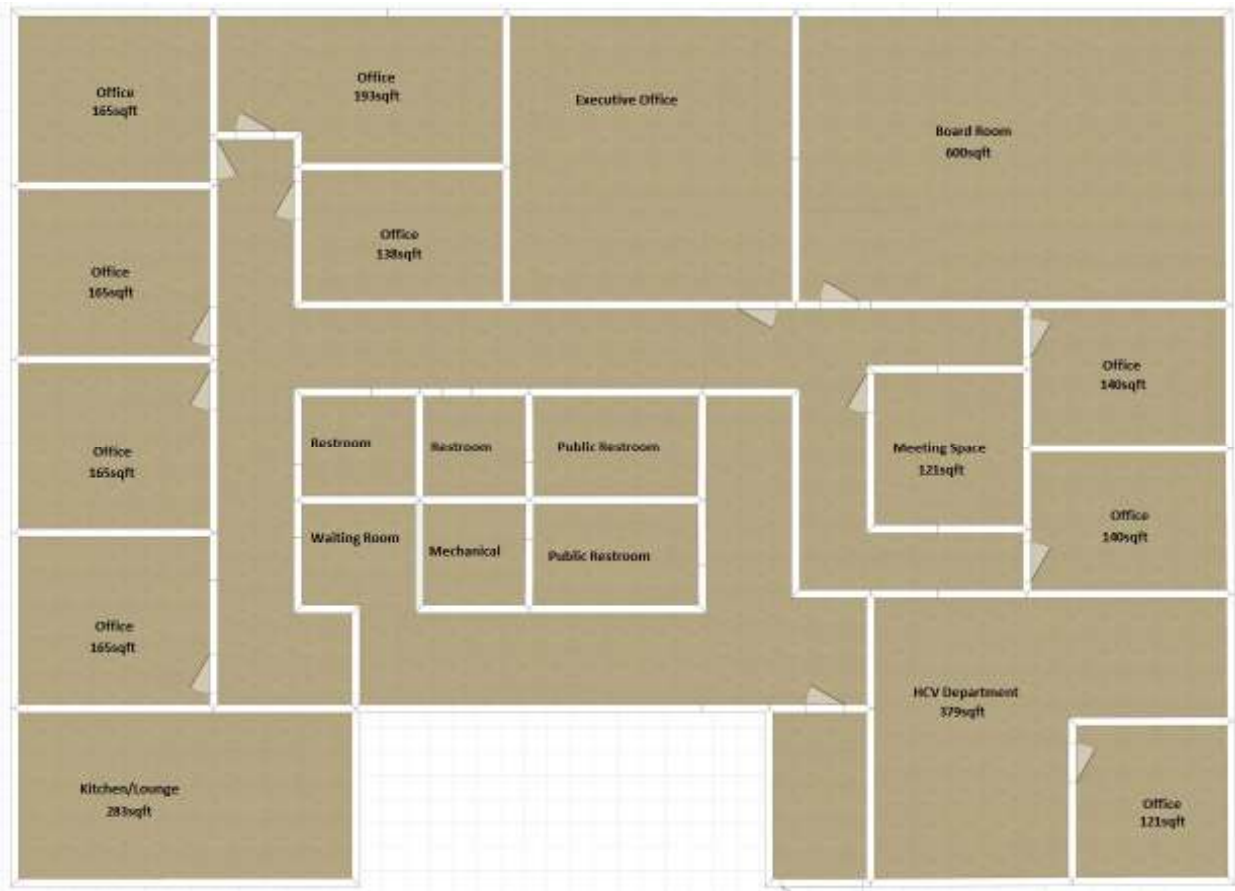




Former Jericho Circle Community Center (Proposed Office)







Proposed Office Layout

## **New Vehicles**

The current fleet of the housing authority averages 10 years in age. The maintenance on these vehicles and their low fuel efficiency are costs that the housing authority must bear in order to maintain a functioning fleet of vehicles for use by maintenance and professional staff to perform the necessary functions of their jobs. Furthermore, as one of the most visible properties of the agency, the vehicle we are seen as owning have an impact on the image of the agency. A truly modern and cutting edge agency would incorporate fuel efficient vehicle into their fleet, including hybrid and electric vehicles. Due to the combination of age and the availability of new technologies, we are at an optimal point for replacing our vehicles and making a substantial statement about the future of the agency at the same time.

Our sedans, which are all Ford Taurus sedans, could be replaced with smaller hybrid vehicles. The most efficient purchase has been identified as the Nissan Versa, which has fuel efficiency nearly double that of the vehicles we currently own at 31mpg city. It is also a significantly cheaper vehicle to own, as its total price is under \$15,000. The Versa also comes with a 3 year/36,000 mile warranty, which would cover the vehicle almost to its next scheduled replacement date. This would further decrease the costs borne by the agency. By utilizing smaller, more fuel efficient vehicles the agency would be following in the footsteps of other forward thinking agencies and putting forth a smart, environmentally friendly image to the general public.

Our small trucks could be replaced with Toyota Tacoma trucks, which are slightly smaller but also considerably more fuel-efficient. Toyota vehicles are known for their high quality standards and low cost of maintenance. That, coupled with the improved fuel efficiency and warranty, would reduce the agency's costs for fuel and repairs dramatically. The improved vehicles would be a mobile reminder of the change that is taking place at the authority.

The options for new vehicles may also be better met by leasing vehicles from a fleet management company such as Enterprise Fleet Services. These firms offer complete management of the vehicle fleet which includes scheduled maintenance, insurance and fuel cards. An extensive cost analysis would need to be performed before a final determination is made, but ultimately the most cost effective means of decreasing costs and improving the vehicles would be selected. By upgrading our vehicles to smaller, less costly and more fuel efficient vehicles, our residents, our corporate partners and the general public would have a mobile reminder of the change taking place at the agency.

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## Professionalism

One of the reputational concerns that plague not just the AHA but most housing authorities is the professionalism of the staff. How we are perceived by the outside public is generally driven by interactions that they have with the staff of the housing authority. In many cases, government workers are considered to be rude, inconsiderate and lacking empathy and concern. This is an environmental situation at the agency that must be changed. As a part of being a manager of this agency it will be expected that senior staff will set an example that can be followed by their staff. This example must include being an ambassador to our residents, customers and the public and must also include being a fair and honest member of the housing authority. The professionalism example must be set at the highest levels of the authority, starting with the Executive Director and must trickle down to each employee on the staff.

All staff will participate in a training designed to give them the tools to act in a professional manner and all staff will be required to exemplify those traits considered to be professional. Our site managers and those that interact with the public on a regular basis must be prepared to speak intelligently about the agency, and must adhere to a strict professionalism code as it relates to their interactions with the residents. In order to create properties where residents feel respected, and properties that encourage the community to think differently about the kind of operation that we run, it will be imperative that staff maintain a much higher level of professionalism than has existed in the past. Staff will need to dress in professional attire at all times. As such, in order to allow staff to maintain a certain level of professionalism without enduring significant expense, the agency will purchase for staff polo shirts with the company logo on them to wear. While it will be the choice of staff whether to wear the polo shirts or dress in appropriate work attire, the shirts, coupled with a basic dress code, will provide a minimum level of attire that will still raise the public image of the agency.

Also, in our interactions with residents, property managers will be required to adhere to a significantly higher level of professionalism. Our residents are our customers and as such it is important that they are treated no differently than a private rental company would treat their customers. We can no longer afford to treat residents as anything less than paying customers, because it is their presence which delivers to us several million dollars in federal funds. As such, we must see and treat each resident as if they are themselves contributing nearly \$900 in rent/subsidy each month. The reality is that each resident is bringing that much in funding to us each month.

Professionalism must also extend to our maintenance staff. We must insure that all staff interactions with residents are pleasant, and that we are doing everything that we can to ensure their safety and their enjoyment of our property. We will implement a 24 hour required turnaround time on any voicemails and phone calls, to ensure that residents do not have to wait an inordinate amount of time to have their concerns heard or resolved.

This policy will also apply to non-resident callers from either the community or from our vendors. We must do better to ensure that individuals who do call us are speaking to the right person as soon as possible. By being responsive to individuals who call our office, we will further improve the impression that our business is one of the utmost professionalism and we will also be much better at limiting negative word of mouth about the agency. Administrative staff must also be held to the highest levels of professionalism.

## **Marketing Efforts**

The housing authority must change the image that it has in the public. The agency will employ tactics used by top companies in the U.S. such as Apple, Google and UPS to market our services. We must utilize market analysis and be flexible in terms of how we market our products and services based upon the demand. The agency must get in front of negative press, instead of waiting and reacting to events that may affect the public opinion of the entity. We must reach out of the community in ways that we previously have not, including sponsoring non-traditional events and activities including local sporting events, community activities and dinners to help to bring our image into the forefront of local conversation.

Our efforts must also reach out to a customer base that we have traditionally ignored, which is families that earn 60% to 80% of the area median income (AMI). Those families make up a significant portion of our potential customer base that we are not serving to the fullest extent. In order to attract these families to our business we must utilize a more focused marketing approach. One in which we reach out to the specific communities that typically serve this population. Research and analysis of the demographic information available on this region will be useful in helping to determine where these families currently reside, and will help us to determine which services are most in demand by this population group. Then a targeted marketing campaign that includes billboards, commercials and other under-utilized marketing activities will be implemented to reach out directly to our new target audience.

Our advertising campaign should also be designed to generate partnerships between the agency and groups in the community with both political and popular sway. By creating partnerships with organizations with influence, we will be at an advantage when attempting to implement our strategies as well as when we attempt to reach out to our target market. In order for this process to work we will need to invest heavily in the upgrades that we make to our properties. In order to attract a different kind of customer to our business we will need to provide a different kind of service to those customers who have traditionally avoided public housing. In order to do so we will need to create units with more amenities, in more desirable locations locally. We will also need to create a separate waiting list that preferences our target audience and allows them to move into our units quicker and with less hassle.

Our marketing efforts must be well designed and thought out, and must also be highly effective in a relatively short period of time. In order to properly develop and implement this plan the services of a professional marketing team will be procured and a plan will be developed and implemented. The procurement of a marketing firm will take place during the second half of year 1 of the strategic plan, with implementation occurring shortly thereafter.

## **Internship Program**

The agency will, within the next 5 to years, begin to experience the transition of a large portion of its workforce into retirement. With a current average age of over 50, the agency has a staff that will change dramatically over the next 10 years. In anticipation of this event and in an effort to bring a new energy and image to the agency, an internship program should be developed and implemented in order to both introduce new workers to the housing authority and its operations as well as to bring renewed interest to the work we do. By engaging a younger core for our staff, the agency will begin to experience a growth in fresh ideas, and could potentially be considered an excellent incubator for top-notch talent within the housing industry.

By developing a training/internship program that gives students the proper tools to excel in the housing industry we will become a desired employer in the region and will be able to attract top talent from some of the area's top colleges and universities such as the University of Chicago, Loyola University, DePaul University and Northwestern.

By creating a track record of success and developing a pipeline to these universities the agency will also have a positive effect on its image in the general community and the broader Chicago metropolitan area. The agency will become a focus area for top students, and can become a place where other entities look to model their recruitment effort. As a result of developing a successful recruitment and training program we will attract additional attention to the Aurora region, bringing families to the area that look for opportunities for their children and themselves.

This internship program should be developed with the college undergraduate in mind, as often in the public housing industry a master's degree is not a prerequisite. The experience could be tailored to specific areas of interest, such as finance, social service, management, etc. If a successful program that develops college level students can be developed, then a similar program could be developed to engage high performing students from local high schools during the school year. While the high school program would be limited in both scope and timeframe, it would be an excellent introduction for students into the inner workings of an innovative real estate operation.

We have developed a line of communication with DePaul University, and should utilize that line of communication to begin developing our internship program. The groundwork for a program has been discussed, and the details will be determined and implemented. While we are currently limited by the size of our office space, once we have secured adequate office space the agency should immediately commence developing the program. The program in its inaugural year will occur during the second half of year 1 of this program with implementation taking place during the summer of year 2. We anticipate expanding the program in year 4 of the strategic plan and including our high school program in year 5 and beyond. We anticipate that the first year could accommodate as many as 3 students, preferably juniors who are interested in civic service. In future years the program could expand to include freshman and sophomores, and the program could be developed as a multi-year program that will allow students to become fully immersed in the public housing employee experience.

## **Chapter 2: The Resident Experience**

## **The Resident Experience**

One of the most important aspects of our business is the resident experience. The experiences that our residents have from application to move out will define how the housing authority is seen in the eyes of both the public and the business community. The experience that we desire to provide to our residents will also shape the kinds of programs and offerings that we develop and offer. We must strive to understand our residents so that we can tailor the experience that residents have to their needs and wants. Our elderly clientele should be able to expect high quality service that engages them in their communities and provides an active and social community for them to be a part of. Our younger family clientele should be able to expect for us to provide them access to the kinds of tools that will help them to become self-sufficient and to gain the educational and employment skills that they will need to improve their living conditions and meet their personal and professional goals. From beginning to end the authority needs to design the programs and processes with the resident experience in mind.



## **The Application Process**

Currently in order for a resident to apply for public housing or the housing choice voucher program they must come into the office and fill out an application. Their application is then reviewed by staff and they are then called to come back into the office to present their documentation to receive a place on the waiting list. Upon receiving a place on the waiting list they are not contacted again until the agency is either updating its waiting list or when they are near the top of the waiting list when they are placed on a ready to lease list. In order to be placed on the ready to lease list a potential resident must come in a re-verify their information to ensure that they are still eligible for the program. Currently both of our waiting lists are closed indefinitely.

It is our intent to revise the application process so that as much of the information being collected can be done electronically. We intend to redesign the agency website to include functionality that will allow applicants to fill out an online application that would collect as much information as possible. Our caseworkers could then review that information for an initial application approval or denial and then contact the potential resident to have them come in to verify their actual information. Any information that could be scanned and emailed to the agency would be collected prior to this meeting. Once an applicant has been approved and placed on the waiting list they will be given access to the waiting list which will show, at any given time, their location on the waiting list. This will eliminate applicants need to check their place on their waiting list by calling into the housing authority when they could simply check the information on their own on the website. This application process could also allow them to indicate their preferences for properties, programs and refer them to additional assistance to which they may qualify. This application could also allow residents to update their information, keeping the agency abreast of changes in their potential eligibility without forcing the agency to contact the residents annually or on some other interval to keep them updated in our systems. We could also collect information on their willingness and ability to work, and begin to develop a program to assist incoming residents with becoming self-sufficient. Ultimately the idea behind updating and making electronic this process is that it will ease the burden administratively for the staff, but it will also improve the resident experience by providing ease of access to the information that resident's desire. Even for residents that do not qualify for public housing programs they could still be referred, based on the information in their application profile, to other providers of services that would be of use to them.

## **The Admission Process**

Once a resident has been moved from the waiting list to the ready to be housed list, we need to again ensure that their transition is as smooth as possible. Currently being leased in the public housing program requires that you take the first available housing situation that you are eligible for, without regard to the situation or needs of the family being housed. In the public housing program this requires no less than 3 separate meetings while in the voucher program this process can become even more belabored as you must first be issued a voucher before you can begin searching for a unit to lease. Typically 2 to 3 months goes by before a new voucher participant is able to find suitable housing. The lease up process should be streamlined to mimic that of the private market. Once eligibility has been confirmed the resident's unit preferences should be considered and their first choice unit should be offered. The resident should be allowed during the application process to select the unit type that they desire, and once an eligibility determination has been made, the resident should be able to pick from the available units at their eligibility level. This will give the residents more control over their living situation and will give the agency a truer sense of the demand and where we may need to focus our improvement in order to improve the attractiveness of lesser desired properties. For example if we find that the Maple Terrace property is consistently the least desired property then it will be evident that this property should be targeted for improvements that will improve its attractiveness.

Once a resident has made their unit selection and passed all eligibility reviews they will be introduced to their property manager and taken on a walkthrough of their unit. This walk through will allow the resident to view their unit and address and identify problems they see prior to moving in. Upon move in the resident will receive a move in packet with important phone numbers as well as some helpful trial size home accessories (such as dish soap or laundry detergent). This packet will also inform the resident of the names and numbers of their resident council members, as well as access information for our resident website portal which will allow residents to pay their rent online, request maintenance service and keep up to date on information for their property. We will perform a 1 month check up on the resident to ensure that their move in was smooth and that their transition to public housing was successful.

We want to engage our customers so that they are aware that they are welcome and wanted in our property and so that we build a strong relationship with our clientele. By taking these steps during the lease up and move in process we should be able to build better relationships with our residents as well as open lines of communication that have not been accessible.

## **Unit Tiers**

We intend to create a new market for affordable housing that currently doesn't exist by moving a significant portion of our portfolio upmarket to serve higher income clientele. The agency is authorized to serve any and all families whose household income falls under 80% of the Area Median Income (AMI). Currently our strict focus has been on families whose median income is below 20% of the AMI. This has driven the perception of who lives in public housing and what kind of public housing we offer, which is often identified as housing of last resort. By creating tiers of housing that offer significantly different amenities and services, we will create a new market of housing that could far surpass the options currently available in the marketplace for our clientele. By segregating our portfolio into income tiers we will be able to provide better amenities and locations and offer an incentive to our residents in lower income brackets to earn higher incomes so that they can enjoy the rewards that come with higher income. The idea being that by showing our residents that there is indeed something to be gained from having a higher income and paying a higher rent, that we may encourage families to seek out the means by which they can significantly improve their own living situation.

### **Tier 1**

Tier 1 housing will be our base level housing. We will not make any significant upgrades to this level of housing. All residents will be eligible for this tier of housing which will include units in all 5 of our standing apartment communities but not in our scattered site portfolio. This tier of housing will have basic lighting fixtures, appliances and flooring options. There will be no paint options aside from the eggshell white that will be standard in all of our units.

### **Tier 2**

Tier 2 housing will be upgraded housing for families that represent higher rent paying families, particularly those in the top 20% of all AHA families as it relates to the amount of rent paid. Approximately 25 of the units will be tier 2 units based upon demand. These units will have upgraded paint options; appliances will be newer and come in varying colors and styles, and will be in prime locations within our properties. Corner units will typically be designated as tier 2, as well as units that are located in quieter areas and in more desirable locations throughout our properties. We will spread these properties throughout all of our locations, and we will focus this tier of upgrade on our apartment style units in locations such as Eastwood, Southwind, Maple Terrace and Centennial House.

### **Tier 3**

Tier 3 housing will be almost entirely focused within our scattered site portfolio. This tier of housing will be reserved for families at the highest income levels and will total at approximately 25 units. These units will receive complete overhauls in regards to flooring, paint options, appliances, HVAC equipment and cabinetry. These units will be designed to mirror any private market unit currently in the market. These units will also be located in desirable areas with access to excellent schools and amenities. We have targeted 5 units for this level of upgrade so far, and of those 5 units 3 are located in the high performing Indian Prairie School District 204. The homes are located in higher end and better maintained neighborhood close to the best amenities that the City of Aurora has to offer such as the Route 59 shopping corridor, the 204 school district, the Vaughn Center, etc. The remaining

homes are in excellent locations that are low poverty, low crime, and high performance school areas. We anticipate that this will create a demand that will encourage families at a higher income level to consider the housing authority for their living needs. We have already begun creating tier 3 housing units. Our test unit at 1830 Brighton Circle will be utilized to determine the cost effectiveness of the program.

#### **Tier 4**

Tier 4 housing currently does not exist. As the housing authority utilizes both federal and non-federal sources to expand its housing portfolio we intend to create a fourth tier of housing that is considered to be affordable luxury. This style of housing would actually exceed the highest rental standards in the general community but would do so by utilizing a minimalist approach to decorating and building or unit design. We would identify locations that were ideally priced to allow for a discounted purchase and renovation (particularly distressed homeowners such as those in foreclosure or other situations that would allow for a purchase at below market value). These units would ideally be located in the best areas of the city, areas identified as opportunity areas by the housing authority. These homes would be renovated to the highest standards, and their rents, though discounted from market pricing, would be higher than those of most families eligible for public housing assistance. The idea being that the agency could entice voucher holders to move into housing that is owned and operated by the housing authority, thus effectively keeping the money in house. Voucher program rents are considerably higher, and would allow for more customization and upgrades than normal. These units would be designed to be in emerging locations as determined by the housing authority, such as the fox valley corridor in the Far East, or the downtown sector between River Street and Broadway.



Tier 2 Proposed Home Interior (Kitchen)



Tier 3 Proposed Home Interior (Kitchen)



Tier 4 Proposed Interior (Living Room)



Tier 4 Proposed Interior (Dining/Kitchen)

## **Rent Payment/Maintenance Requests**

Currently our rent payment process works as follows:

- Residents make their payment at the management office for their property.
- Those rent payments are collected and entered into the accounting system, then hand delivered to the main office where they are double checked and received into the resident accounts receivable system.
- The checks and money orders are then personally deposited into the bank by the financial analyst.

This process occurs multiple times per month depending upon when checks come in. We have determined that a process that provides multiple payment means is appropriate and have begun the process of implementing those changes. We will move to a lockbox system first, which will give residents a singular point of delivery for all payments, which is at the bank. The bank will provide a file to the housing authority that will be uploaded into our accounting system. This entire receipt process takes less than 30 minutes. The current process requires no less than a full day and the efforts of up to 3 people per property. Once the authority has reworked the website, we will allow residents to make their payments electronically via our new website, which will have a resident portal for making rent payments. This will save the residents time and bring our payment processes in line with most real estate businesses. We will research and also give consideration to providing automatic drafting from resident accounts, though in other experiences in the industry this approach is rarely utilized by residents.

Maintenance requests currently are required to be delivered, either in person or by phone to the receptionist who enters the work orders into the system. Currently she is the only individual who enters work orders into the computer system to be worked. Because of this there is a layered process necessary for a resident to report a work order. In order to streamline and improve this process we will give residents, through the resident portal, the ability to submit work order requests directly to maintenance so that they maintenance staff can respond sooner to the problems of the residents. We will also give managers and any other agency employee the authority to report work orders as they see them, so that all staff can properly report and address items as they realize they exist. This approach will help to make the agency more efficient, as residents will be much more likely to report items themselves if they do not have to go through a third party to be heard. By making this change not only will we improve our relationships with the residents but we will be able to improve our processes and response times which should have a profound impact on our REAC scores, which has been a major factor in preventing this agency from obtaining high performer status.

## **Self Sufficiency/Opportunity Creation**

One of the most important pieces of the strategic plan is our efforts to realign families with employment and other services that will assist them in becoming self-sufficient and allow them to move through the public housing assistance system. We feel strongly that our purpose as a public housing authority is to provide support for families in their time of need, not to create a population of families that depend upon our services to ensure their long-term housing needs. In order to provide the necessary services we will create and maintain partnerships with as many local and regional resource groups as possible.

We intend, after our relocation into a new main office location, to utilize our existing main office as a resource center that will be a singular focal point for services from our ROSS coordination services to educational, employment and medical services. We plan to provide incentives to our residents to join our ROSS program, including rent incentives, escrow accounts, down payment assistance and a homeownership program that will help our residents to save money and build their credit so that they can become successful homeowners. By joining our ROSS program, we will be able to help them set goals, and monitor and assist in their progress through those goals.

We already have instituted an internship program to help our residents gain valuable work experience, and we will work to expand that program to include additional employers, preferably larger employers in more diverse settings including factories, offices and medical environments. By having a variety of employers for our participants to choose from we will have a higher success and placement rate do to the wealth of opportunities available. We also want to provide opportunities for those in our population who may have the skills for entrepreneurship, and we intend to encourage and potentially support those opportunities and businesses as well.

For our youth we want to implement programs that promote higher education and/or vocational skill building. We desire to have a large group of youth who are building the skills necessary to either immediately contribute in the workplace or to attend and graduate college. In order to meet this goal we will partner with both vocational programs in the region as well as tutoring and educational support systems to assist children with gaining the skills necessary to succeed and to avoid creating generational poverty. Partnerships with all of the school districts that our youth attend will be a pivotal part of the success of the this goal, and we also intend to partner with Aurora University and Wabaunsee Community College for our educational goals, as well as the International Union of Operating Engineers and other unions to help with the vocational portion. We desire for these partnerships to be mutually beneficial, as the colleges may gain potential students while the unions stand to gain additional membership.



## **Homeownership Assistance**

We have begun the process of developing a homeownership institute that will assist our resident in obtaining the necessary skills and funds for homeownership. We are attempting to obtain grant funding that will assist us in funding this program, and once funding has been obtained we will move forward with identifying program providers that can manage and grow our program. Ideally our program would grow to serve more than just public housing residents, and could be utilized by lower income families throughout the city of Aurora. There are currently several housing authorities including the Housing Authority of the County of Cook (HACC) and the Housing Authority of the City of Pittsburgh (HACP) that have successful programs that we can model our program after. We have already reached out to both organizations and are expecting to use the knowledge we gain from their staff to implement our program.

We also intend to look beyond the standard view of assisting families obtain a new home, but also look to ensure that current homeowners are able to maintain their present home. It is our opinion that it is easier and equally beneficial to keep a current homeowner in their home than it would be to potentially have a new homeowner purchase a home. The city of Aurora has a stated and public foreclosure concern, and the homeownership program that we implement should also look for help mitigate that problem. By partnering with banks and other lending assistance program we will provide refinancing and cost control assistance. We may also become a lender as well, purchasing homes from families facing foreclosure and earning revenue from their repayment of the loan to us. We intend to provide services that include down payment assistance, credit repair, lending assistance and foreclosure prevention.

## **Resident Outcomes Statistical Modeling**

We plan to develop a tool by which we can effectively monitor each family's progress through public housing. We intend for this to develop into a tool by which we can accurately determine the likelihood of successfully moving a family through public housing and returning them to the general population of homeowners and renters. This tool will most likely be a computer algorithm designed to statistically determine, based upon our historical information about a family, their probability of successfully becoming self-sufficient. In doing so we hope to be better able to target programs and forms of assistance to those families that would be most receptive to that assistance and most likely to turn that assistance into success. It will assist us in more effectively utilizing our resources and focusing more effectively those resources. By better understanding what resources and assistance might have an impact on a family, we will be much more effective at determining what resources each family in our population needs. That effectiveness should translate into a much higher success rate for our programs and ultimately our residents. Based upon the amount of information that we collect about each resident currently, the development of a system by which to make certain resource decisions will be complex, but should be attainable. This program will be developed in the first year of our plan and implemented in the second and third. We do not expect to have sufficient data until the third or fourth year.

## **Follow Up**

As part of our goal of returning residents to the general rental and homeowner population, we want to work particularly hard to avoid recidivism. We want to ensure that our successful residents remain successful and have access to the tools necessary to keep them self-sufficient. In order to do so, as part of our resident experience program, we must develop and implement a program that provides what we would consider aftercare level support. We want to ensure that families that successfully move out of public housing have support for the first 1 to 3 years of self-sufficiency to ensure that they are capable of maintaining housing outside of the support of the public housing system. We will utilize our partnerships with various organizations and our own staff to provide support services that include rent assistance, bill payment organization, educational and family services support. We may also attempt to develop and or maintain a relationship with a high quality provider of childcare, as one of the biggest obstacles to obtaining and maintaining employment is obtaining quality affordable child care services. Ideally our follow up program would require a fixed number of visits and updates on the status of our residents, and a transition to additional programming designed to assist them in their transition from public housing to the market rate rental and homeownership markets. We would ideally partner with childcare organizations, educational resources, healthcare providers and employment agencies but also with local community groups and churches to provide assistance that may not be easily met by traditional sources. We intend to develop this alongside our self-sufficiency program during the second year of the plan.

## **Chapter 3: Expansion/Growth**

## Expansion/Growth

The housing authority currently serves approximately 1,400 renter families. By contrast the City of Aurora estimates in their 2010 - 2014 Consolidated Plan (page 33) that there are approximately 9,314 low, very low or extremely low income renter households in the City. Based on this information we are serving only 15% of our target audience within our jurisdiction. The growth potential for the housing authority in the immediate term is nearly 557% on customer base alone. The potential gross rent from housing these additional families is an estimated \$55.96 million annually. The potential growth prospects for the authority are very promising given that we take the necessary action to capitalize on the customer base and the underlying demand for quality affordable housing. By capping our rents at 30% of adjusted annual income, we will provide families the opportunity to live in quality environments at an affordable price, while also providing programming and the tools necessary to move them back in the market rate rental pool. The City of Aurora has determined that a significant need exists, our responsibility as a housing authority is to ensure that we are doing all that we can within the authority that we have been provided to address that need. Also, by expanding our operations to include more families that pay varying amounts of rent to us, we will be able to expand our supportive offerings to the residents that we serve as well as create a vast array of housing opportunities and programs that will serve an ever growing and changing population of affordable housing clientele.

## City of Aurora Determination of Need

The City of Aurora's Consolidated Plan 2010 -2014 ("The Plan") outlines the needs for housing in the City. This report has detailed information regarding the overall housing needs of the City, as well as the varying income levels of the rental population. The City has identified a total of 14,766 total renter households in the city. Of those households nearly 10,000 of them fall into one of the low income/affordable housing categories and another 1,386 are considered moderate income renters (income between 81% and 95% of AMI). All of these household are ideal targets for expansion as well as meeting the need in the City of Aurora. The Plan notes on page 33 that

*"Without housing assistance, these households are at risk of becoming homeless. With it, they gain security, and potentially the ability to become homeowners in the future."*

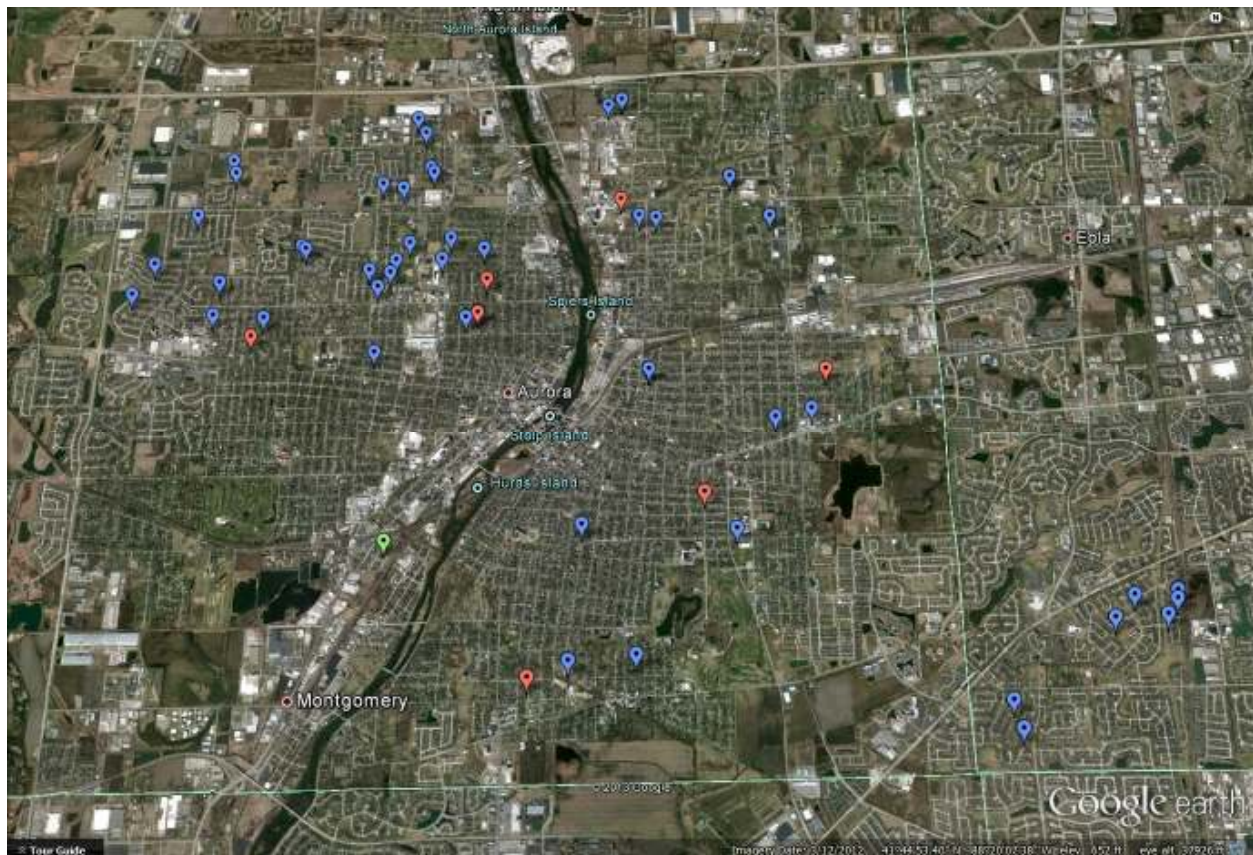
That notation is evidence that demand for the services exist, yet currently there is not enough supply to meet that demand. The housing authority can benefit greatly from taking advantage of its position within the City of Aurora, as currently we are the only provider of housing services that focuses on affordable and low income housing. Our expertise in this area gives us a significant advantage over any potential competition. The Plan also notes that overcrowding and substandard housing are serious concerns within the City as well. Another group of impacted renter households are those of elderly and disabled families. The housing stock that is currently available largely under-serves their needs as a renter group and as a result, causes those families to potentially add to the overcrowding in some units due to their needs for assistance. If appropriate housing was provided within their means some of the potential overcrowding that exists could be mitigated through the development or acquisition of affordable assistive and disabled housing. Both of these are housing options that the authority currently has experience providing and has the tools to modernize existing homes to fit these needs easily.

## Opportunity Areas

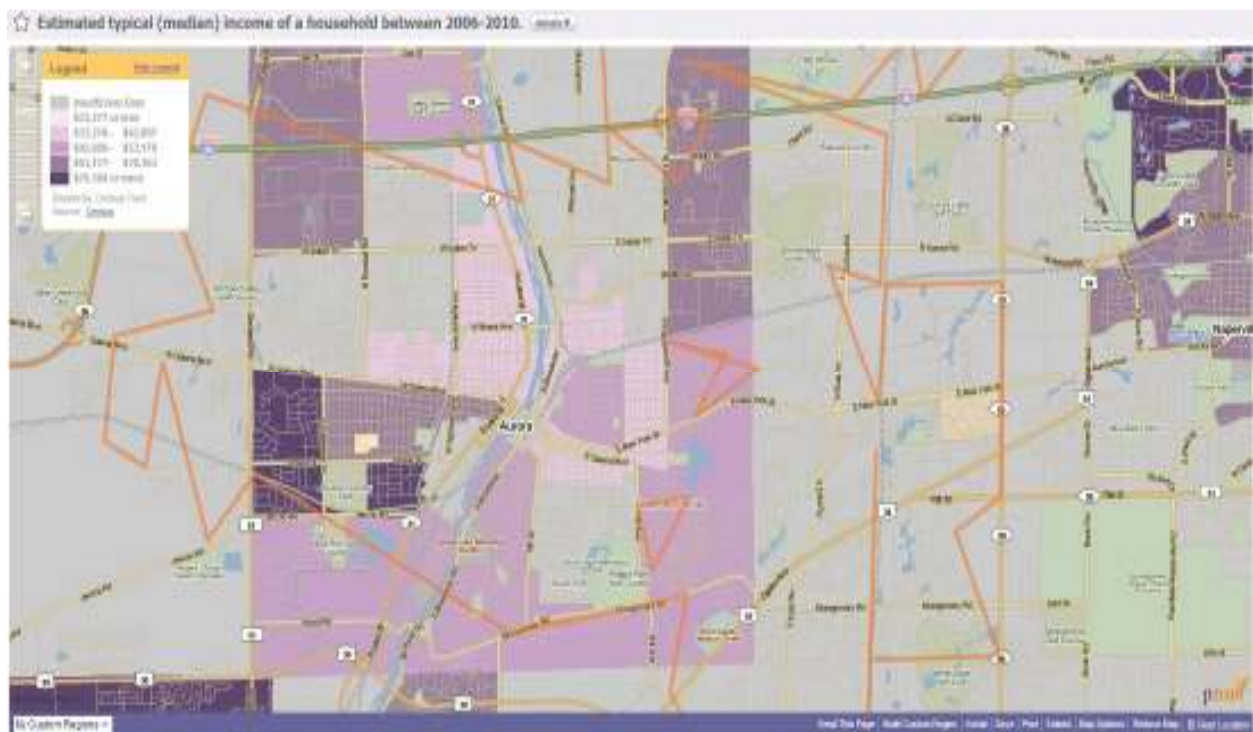
While the addition of more affordable housing in the City of Aurora is a primary focus for the authority, it is also important that we realize that a continued concentration of low income families in areas of the city that already have disproportionate amounts of lower income residents will only further the problems of those neighborhoods. It is important that, as we strive to improve the living situation of our residents, we also consider the areas in which we intend to place our properties. Areas with poor performing schools, high crime and a disproportionate amount of families living near or below the poverty line will not help us to meet our goal of moving families through the public housing system. It is preferable for the agency to place future housing in areas that offer significant opportunity for our residents to improve their living conditions. By placing housing (both upgraded single family units and new homes) in designated opportunity areas, our residents will be presented with opportunities for improvement that may not currently be possible in less affluent neighborhoods. The AHA defines an opportunity area as one that is in a low density area as it relates to poverty, has schools that meet the needs of their students, has a lower amount of pre-existing affordable housing and is in low crime areas. We have identified the following areas as opportunity areas within the city of Aurora:

- 1.) All City of Aurora areas west of Orchard Road
- 2.) South of Butterfield Road, north of I-88, east of Kirk Rd. and west of Route 59
- 3.) South of Montgomery Rd, north of Wolfs Rd, east of Ogden Ave and west of Route 59
- 4.) South of Indian Trail, north of Montgomery Rd, east of Eola Rd. and west of Route 59

Each of the identified areas of the City of Aurora are low poverty and low crime areas. Additionally these areas typically have higher performing school districts, including the Indian Prairie 204 School District and the Batavia 101 School District. Both offer some of the state's best educational opportunities for the children that reside in those districts. The current opportunity areas of located generally on the outer regions of the city limits, however that does not prevent us from identifying certain smaller areas of opportunity within the inner city corridor. Examples of inner city corridor areas that also can be viewed as opportunity areas are both the near and far west side of the city of Aurora, as well as some of the southwestern regions which are newly developed neighborhoods that have a significantly higher than average number of single family homes. It is our intent to focus on our identified opportunity areas to ensure that we are deconcentrating poverty in the city of Aurora but also more importantly that we are choosing locations that are in the best interests of the residents that we intend to serve. Not to mention that by choosing highly desirable areas to place our housing units, we will increase the demand for our units and improve the marketability of our business model. By locating our units in designated opportunity areas we will attract renters that otherwise may have stayed in their present housing situation. Also, as we reach out to residents at higher income levels (particularly the low and moderate income families) we will need to have amenities and opportunities that will attract those families to our units as opposed to our competitors. Thus having units located in more desirable neighborhoods will be a primary marketing tool for our efforts.



Google Earth Map Showing All AHA Properties



Policy Map Data Showing Poverty in the City of Aurora





Combined Data Showing Poverty in the City of Aurora with AHA Property Locations



Median Household Income Map (City of Aurora)

## Sources of Growth

As we attempt to expand our customer base and increase our market share we must identify, with relative accuracy, where our proposed growth strategy will be sourced. The housing authority must look at the needs assessment of the City of Aurora in their Consolidated Plan 2010 - 2014 as well as perform market analysis of our own to ensure that we are aware of the needs of our target market, and then identify the resources that will be needed to secure the required amount of supply to meet those needs. As mentioned previously, the Consolidated Plan has identified the total need for affordable housing to be 9,199 units at varying income levels. The authority is currently serving approximately 1,400 units of that need through the various programs that we offer. Thus the remaining potential growth within the City of Aurora is 7,799 units of housing. While obviously, each family represented in this need analysis is currently living somewhere, our strategy must be to underprice and outperform the competition. As a result of this strategy, as leases end and families consider their housing options, we expect to be at the forefront of the conversation for their housing options. Our marketing efforts must be successful in informing the public of the housing opportunities that we have available and must stress our benefits, which include price and programming. Currently the Consolidated Plan identifies the following groups as potential growth candidates:

- Extremely Low Income: 2,879 families (average income below \$18,600)
- Very Low Income: 2,241 families (average income between \$18,601 and \$30,000)
- Low Income: 2,678 families (average income between \$30,001 and \$48,000)

Furthermore the Consolidated Plan also identifies families that are above threshold for low income but still not earning at the AMI:

- Moderate Low Income: 1,386 families (average income between \$48,004 and \$57,000)

According to the Consolidated Plan there is a total potential of 9,199 renter families that we could serve by expanding our market share. This is a market that is not often disrupted by a challenge to the standard business model, which by offering high quality market rate units at a discounted price below what the current market is most likely charging we intend to do. Our approach also includes a sliding rent scale, which protects families financially in the event of a downturn in their individual economic situation, which is not something that is typically offered by the general rental market. Our ability to work at a decreased profit margin will make our units more attractive and more likely to be occupied.

## **Financing Growth**

Public housing authorities are governed largely by rules and regulations set by the US Department of Housing and Urban Development. Those guidelines allow for certain funding vehicles to exist that allow housing authorities to expand their operations or to do large scale capital improvements.

### **Capital Fund Financing Program**

Each year housing authorities are given an allotment of funds for their use in performing large scale capital improvements called the capital fund program. These funds are often not significant enough to perform all of the needed improvements at an agency. However, housing authorities are allowed to bundle several years' worth of capital funding together for the purpose of obtaining debt financing that provides large amounts of funding up front in return for multiple years (usually 10 to 30) of repayment to the lender. The Capital Fund Financing Program (CFFP) is designed for the purpose of allowing housing authorities to dramatically increase the amount of available funding to them for modernization projects in the current year. While this program will not allow us to directly purchase new properties, it would allow us to perform a one-time upgrade, and a massive scale, to all of our properties in order to improve their appearance, performance and marketability.

### **Replacement Housing Funds**

Because the authority demolished 146 units of housing on the Jericho Circle site, we will be entitled to the use of Replacement Housing Funds (RHF) from HUD. Replacement Housing Funds are for the sole purpose of redeveloping or acquiring property to make up for the loss of housing through approved demolition. These funds are offered for a 5 to 10 year period and should total nearly \$700,000 each year. These funds must be utilized only for redevelopment of replacement of demolished housing, and as such are ideal funds for the plans of expansion presented within this strategic plan.

### **Energy Performance Contract**

An Energy Performance Contract (EPC) commonly referred to as an ESCo is a program by which a housing authority contracts with a large scale contractor, such as Honeywell Corporation, to upgrade their systems for heating, cooling and water usage in order to decrease the overall cost of energy in the properties. ESCo contracts typically provide the housing authority with an operating loan from the contractor that is paid back over multiple years through utility payments that are now run through the contractor. The loan provides the housing authority with current operating cash flow which can be used for any operating purpose. These programs, while effective are difficult to implement properly because the authority must be a quality candidate for the program in order to interest any potential company to engage in the activity.

All of the aforementioned programs are existing opportunities for the authority of engage in the expansion of our programs and the enactment of the strategic plan. We must carefully assess the usefulness and the obligations that each potential program presents, and then make a determination on how to implement each activity. Each of these potential programs suit the needs of the authority and can be implemented relatively easily. They will allow for the expansion of our

programming, the upgrade and improvement of our units and the acquisition of additional housing within the City of Aurora.

## **Jericho Circle Office Complex/Resident Services/Sports Complex**

The housing authority currently owns a 14 acre parcel on the city's southwest side. This parcel was the previous site of the now demolished Jericho Circle housing complex. This complex has been a political and community concern for several years and in recent years has been the source of a considerable amount of backlash in regards to new affordable housing on the site. The site in and of itself is not the most ideal location for housing, however as a resource, the land is more valuable than its market price might suggest. At 14 acres with an adjacent community park the total continuous land is nearly 16 acres. This land could be redeveloped into a multi-use complex that included an office, community/resident services space and a sports complex. If divided evenly into 3 sections, there is still nearly 5.3 acres for each proposed activity. The office complex would house the housing authority and any affiliated services and organizations that desired a new location. The resident services complex could house both educational opportunities and community services including any programs that the housing authority developed for its residents. The sports complex would combine the park district's community park land with the remaining 3 acres of housing authority owned land to create an indoor/outdoor sports complex. The potential of a substantial construction project that did not in any way involve actual housing on the site should be acceptable to the community and the associated construction will bring jobs to the City of Aurora. Furthermore, the proposed development could incorporate and bring together under one location, several very valuable service and resource providers including the Fox Valley Park District, Wabunsee Community College, Hesed House, The Aurora Housing Authority, Aurora University and a multitude of other services that all residents from the City could benefit from.



Concept Photo of Office Building



Concept Photo of Community Opportunities Center





Concept Photo of Community Sports Center

## **Chapter 4: The Operation**



## **The Operation**

In order to enact the large scale changes that the housing authority wishes and feels strongly should be implemented, we will need to make significant changes to our operations and how we do business. A full scale assessment of our processes to make improvement to our effectiveness and efficiency is paramount to the success of every portion of this plan. We have begun to take steps to streamline our processes, including becoming more mobile with the addition of Google docs for business to our IT portfolio as well as improving our banking process by implementing a lockbox for payment receipt which will cut down on employee hours spent on the task of receipting funds drastically. There are still several areas where we need to analyze and make changes in order to become more effective and efficient. We will implement all strategies that are best practices and also create new processes where we are lacking in controls or in documentation.

We have spent time working with our technology partners in order to ascertain what technologies might exist that could potentially become useful for the authority. One such technology is utilizing a paperless documentation system. This system will eliminate the thousands of pages of documentation that the agency must create and store, thereby decreasing staff time searching through paper documents as well as decreasing costs by eliminating both printing and paper supply costs. Our current technology vendor has the capacity to provide this service to us at a minimal cost along with several other upgrades that may exist. We must also look at the organization of the agency.

We must eliminate unnecessary layers of bureaucracy and management that don't add value to the agency. Areas of oversight that don't add value must be decreased both due to our funding environment as well as our need to be more efficient in our decision making processes. The authority must be able to operate its business in a manner that is flexible to the changing demands of our client base as well as to the changing realities of our finances.

## Technology

The authority will be implementing several technology upgrades to ensure that we are utilizing the most efficient technology available. Our software vendors have the capacity to manage the upgrades to our services at a relatively low cost, which will improve overall efficiency dramatically. The authority will utilize a cloud based housing software to manage all of our public housing and voucher program applications, recertifications and all financial information. Our software vendor, Emphasys Software, has a software package that is industry recognized that we will utilize for this purpose.

We will also move to a paperless environment, through the use of a paperless transition process that our current software vendor provides to us. By going paperless and utilizing a web based technology; our employees will be able to access all of their information anyplace that an internet connection exists. This will also significantly decrease our need to store physical documents onsite which should decrease costs to a small degree.

Our website will allow residents to both pay their rent online via a credit or debit card, as well as place maintenance requests online. It will also include a robust suite of information for potential renters, such as floor plans, available units and photos of furnished units. A pre-application will be accepted online as well, to allow families to learn of their eligibility prior to gathering large quantities of information and coming to the office. This way we can potentially screen residents and perform some of the necessary background work on our clients prior to requesting they come in to our offices.

As new technological advances become available we will review them to determine if their implementation holds value for the authority either financially or operationally. We will also continually review our technology and our technological needs to ensure that we are exceeding our needs and utilizing any technology that could potentially save the authority funding and/or improve our operational effectiveness.

## **Processes**

The authority has put together several small group committees of employees of varying backgrounds to assist in understanding how our processes work, and to look at ways that we could improve and streamline our operations. We will focus our efforts in the short term on improving our internal communications, and how we communicate and enter information into our computer systems. We will also focus our efforts on finding more efficient ways of responding to resident requests and concerns, and being more proactive in our efforts to ensure that we are consistently improving the quality of our housing operations. We will create multiple small teams, which will meet regularly throughout each month. These teams will include the following:

- Technology implementation
- Public Housing operations
- HCVP operations
- Maintenance operations
- Resident experience
- Communications

While this is not an exhaustive list of teams that may be formed, we will attempt to cover all areas of operations and interaction to ensure that we are, on a regular basis, meeting to discuss and debate the best practices for our authority with the intent being that we will come up with innovative solutions to the challenges we face.

## **Private Management Company**

The housing authority has several limitations as it relates to the kinds of business ventures that we can be a part of. In order to get around this problem, we are proposing to create a for profit private management company, that will be minority owned by the housing authority. The housing authority could then outsource its administrative functions to the private management company (PMC), in return for a percentage of the operating subsidy received from HUD as well as allowing the PMC to collect the rent on behalf of the agency. The resulting cash flow at the private management company would no longer be tied to the federal funding guidelines and could be utilized however the PMC saw fit. This would allow the PMC to engage in the purchase and rehabilitation of homes throughout the city of Aurora and elsewhere in order to further the provision of affordable housing in the City of Aurora. As a result of these activities, the housing authority would stand to profit from its ownership stake in the business as any profits generated and not utilized for acquisition could be returned to the housing authority as non-federal funds. The PMC could also engage in market rate and other higher income rental activities such as luxury housing, for sale housing as well as the acquisition and management of commercial properties. Also, by leveraging the freedom of the PMC to operate the administration of our properties the authority will have additional free cash flow with which to further its more social mission of improving the lives of residents and proving resident service opportunities. In the situation where the authority may keep 40% of the operating subsidy, but no longer have the financial burden of staffing or administrative expenses, the authority will be better able to focus its efforts on assisting families with self-sufficiency goals and providing more focused and much needed assistance in the areas of self-sufficiency and homeownership.

## **Chapter 5: The Plan**

## **Year 1 (April 2013 to March 2014)**

1. Plan adoption (May - June 2013)
2. Staffing/Reorganization (April 2013 and dates forward)
3. Tech Upgrades (Spring 2013, completed by March 2014)
4. New Logo (June 2013)
5. New Office (planning May - July 2013, construction August - December 2013, relocation January 2014)
6. New Vehicles (funding determined, 5 vehicles September 2013)
7. New website (process beginning Summer 2013, completion December 2013, live January 2014)
8. Tiered Units (test site completed April 2013, analysis completed June 2013, 6 houses complete Mar 2014)
9. Creation of private management company (Fall 2013)
10. Professionalism (Training in Fall 2013, dress code changes winter 2014)
11. Marketing Firm Procurement (December 2013)
12. Resident Outcomes Statistical Modeling (Development starting January 2014)
13. Internship Program (Planning phase January 2014)

## **Year 2 (April 2014 to March 2015)**

1. Private Management Company (procurement complete, leasing of upgraded units turned over Spring 2014, full management proposal Winter 2015)
2. Paperless Housing Authority (Spring 2014)
3. Online Application Process (Summer 2014)
4. Revised Admission Process (Summer 2014)
5. Internship Program (first class Summer 2014, planning for high school program and vocational program Fall 2014)
6. Marketing Activity (first phase of implementation, flyers, radio, public awareness - Summer 2014)
7. New vehicles (5 vehicles September 2014)
8. Addition of online payment and maintenance portal to website (Fall 2014)
9. Energy Performance Contract (research to begin Fall 2014)
10. Capital Fund Financing Program (research and development of plan Fall 2014)
11. Self-Sufficiency/Entrepreneurship institute (development Winter 2015)
12. Social Media policy and planning (Winter 2015)
13. Resident Outcomes Statistical Modeling (Implementation March 2015)
14. Tiered Units (8 scattered sites homes, 4 apartment upgrades, development of Tier 4 housing plan)

### **Year 3 (April 2015 to March 2016)**

1. Capital Fund Financing Program (application submission spring 2015 - if feasible)
2. Energy performance Program (procurement to begin spring 2015, implementation fall 2015)
3. Resident Outcomes Statistical Modeling (development of original algorithm by summer 2015)
4. Self Sufficiency/Entrepreneurship Institute (implementation Summer 2015)
5. Internship Program (introduction of vocational program, planning for expanded high school outreach program – summer 2015, planning taking place fall 2015)
6. Social media activity (implementation Summer 2015)
7. Homeownership Assistance (program funded Summer 2015, granting funds winter 2016)
8. Marketing Activity (full marketing campaign, utilization of all forms of media and outreach by Fall 2015)
9. Jericho Circle Multi-Use Complex (proposal developed fall 2015 if feasible)
10. New vehicles (5 vehicles September 2015)
11. Private Management Company (full administrative control of AHA public housing fall 2015, management proposal for voucher program winter 2016)
12. Tiered Units (6 scattered site homes, 6 apartment upgrades, test site, tier 4)
13. Revision of strategic plan (updates to goals to date, adjustments to realities)



#### **Year 4 (April 2016 to March 2017)**

1. Capital Fund Financing Program (funding spring 2016 - if determined to be feasible)
2. Energy Performance Program (construction begin if necessary spring 2016)
3. Marketing Activity (continuation of campaign, targeted media, social media advertising Spring 2016)
4. Resident Outcomes Statistical Modeling (first run reporting and modeling, assessment of results and planning for next strategic plan to incorporate documentation summer 2016)
5. Jericho Circle Multi Use Complex (if approved, planning work spring & summer 2016, breaking ground winter/spring 2017)
6. Private Management Company (full administrative control of all AHA programs except maintenance fall 2016)
7. Internship Program (all programs running, high school outreach implemented Fall 2016)
8. Strategic Plan (2nd 5 year increment planning phases winter 2017)
9. Tiered Units (5 scattered site homes, 5 apartments, if feasible 3 tier 4 units)
10. Homeownership Program (fully implemented, granting funds)
11. Vehicle replacement (trade in and replacement of Year 1 vehicles)

## **Year 5 (April 2017 to March 2018)**

1. Internship Program (all programs running, proposal to expand to additional housing authorities - spring 2017)
2. Social Media Activity (managed social media presence, targeted media marketing tie-in - spring 2017)
3. Capital Fund Financing Program (expenditure phase - summer 2017)
4. Energy Performance Program (completion - summer 2017)
5. Jericho Circle Multi Use Complex (construction phase – summer 2017 completion summer 2019)
6. Strategic Planning Process (Second 5 year increment plan developed Fall 2017)
7. Self Sufficiency/Entrepreneurship Institute (expansion of operation to include venture capital Fall 2017)
8. Resident Outcomes Statistical Modeling (full utilization, using programming to determine outcomes, studying results of AHA actions - winter 2018)
9. Vehicle Replacement (trade in and replacement of Year 2 vehicles)
10. Tiered Units (5 scattered site homes, 5 apartments, if feasible 3 tier 4 units)
11. Marketing Activity (continuation of all campaigns, emphasis on self-sufficiency programming)