

ATTACHMENT J

Progress Report on 10/1/2012-9/30/2017 Five-Year Plan

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Progress the HACY has made in meeting the goals and objectives described in the 5-Year Plan (10-1-2012 through 9-30-17)

Goal/Strategy: Increase the availability of decent, safe, and affordable housing		Progress:
A	Apply for additional rental assistance vouchers, subject to their availability and it being economically feasible: 200, primarily for special needs populations such as but not limited to individuals or families eligible under the Family Unification Program, the disabled, and displaced.	We will continue to seek additional funding and vouchers that may be available.
B	Retain the level of vouchers currently administered by the YHA, as long as they are funded by HUD.	Retained level of vouchers administered by the YHA.
C	Retain public housing occupancy at a level of 98% or better.	YHA maintains at least a 98% occupancy at all public housing developments.
D	Leverage private and/or public funds and partnerships to create additional housing opportunities in York County, including York City.	We will continue to collaborate with county and city officials to increase affordable housing in areas of opportunity. We are looking for additional partners to continue this effort.
E	Collaborate with developers of affordable housing where the housing developed will assist applicants on the YHA Public Housing and/or Housing Choice Voucher Wait Lists.	We continue to talk to private developers and York County Economic Alliance to acquire and develop new housing opportunities.
F	Research all aspects of converting public housing units to vouchers under Rental Assistance Demonstration (RAD).	Still working with Creating Opportunities in Neighborhood Environments, Inc. (CONE, Inc.) in the development of affordable housing in the City and County utilizing existing housing providers or creating new dwelling units.
G	Continue to pursue opportunities to expand YHA housing programs to provide transitional housing, housing for the disabled, and affordable assisted living.	A partnership with County-based agencies such as Habitat for Humanity are occurring through NSP3. We continue to work with Center for Independent Living (CIL) and Bell Socialization Services for the potential creation of additional, transitional housing and housing for people with disabilities.
H	Develop a preference in Public Housing for veterans who have been honorably discharged, capped at 10% (15/year)	We continue to research and develop ideas anticipating that HUD will incorporate the preference.

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Goal/Strategy: Increase the availability of decent, safe, and affordable housing		Progress:
I	Apply for housing development and subsidy opportunities for veterans.	We continue to research and develop ideas anticipating that HUD will incorporate the preference.
Goal/Strategy: Improve the Quality of Assisted Housing		Progress:
A	Maintain quality of public housing management and maintenance: PHAS/REAC scores of 90% or better.	All AMPs achieved REAC score an average of 84%. A corrective action plan has been offered to HUD to decrease spending. This should restore reserves leading to a higher PHAS score for 2017.
B	Maintain a Section 8 Management Assessment Program (SEMAP) score of 85% or better, which includes indicators related to housing quality standard requirements and assistance with helping voucher holders find HQS compliant housing.	Achieved SEMAP score of 81% for FYE 9/30/16. A corrective action plan has been offered to HUD to improve and maintain the SEMAP score which includes NAHRO certification training. Also, an independent contractor is processing 25 random quality control reviews per month until at least October 2017.
C	Improve Customer Satisfaction	Ongoing emphasis on providing replies within 48 hours to residents and vendors. Ensuring current information on promotional literature and flyers on home sales initiatives. Additional written materials about our programs were developed and made available to the public. Residents are being encouraged to use the Resident Applicant Portal and to utilize the document library on the YHA website. Monitoring and maintaining current information on the Agency webpage and FaceBook page.
D	Concentrate efforts to improve specific management functions	The Board of Directors engaged a personnel consultant to aid in staff performance reviews and management tools to be used by all supervisors. It was put in place in early September 2014.
D.1	Improve efficiencies and maintain/improve technical support. Continue to upgrade software and computer systems and provide training.	Contracts on IT security and agency security are ongoing. YHA continues to upgrade software and computer systems in accordance with its IT Plan using an IT consultant. Maintain and improve TenMast WinTen2+ competency after implementation in Fall 2015. TenMast University training courses are available as needed. YHA continues to verify data and confirm information for accuracy and completeness.

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Goal/Strategy: Improve the Quality of Assisted Housing		Progress:
D.2	Continue staff training on applicable regulations, management skills, technical skills, maintenance, capital needs.	Various staff attended trainings on fair housing, hoarding, financial management, VAWA and maintenance operations this past year. National certification for HCV and PH staff.
D.3	Improve average turnaround time to 20 days for each Asset Management Project (AMP) with a site-based wait list and 25 days for those that do not.	Focused staff meetings and performance goals on the importance of unit turn time.
D.4	Reduce Tenant Accounts Receivable, which includes amount owed after move-out, to a quarterly average of 5% at each AMP.	We continue to monitor and review TAR policies in order to reduce the 5% average.
D.5	Maintain AMP occupancy at 98% or better.	YHA continues to maintain at least a 98% occupancy at all AMPs.
D.6	As required under all programs the Authority administers, update policies and procedures to comply with regulations and laws.	We continue to update all policies and procedures to comply with regulations and laws. VAWA was added to PH ACOP and HCV Plan.
E	Renovate or modernize public housing units in accordance with capital needs, subject to availability of funds.	Capital Fund 2013 is fully expended and cost certificates have been submitted. Capital Fund 2014, 2015, 2016 funds are in progress.
F	Adopt policy and procedures which take into consideration, due to reduction in funding and increased expenses, the overall efficiency of the programs while meeting the needs of the clients we serve.	Workforce adjustments were made and YHA is restructuring in order to reduce operating costs and enhance performance.
G	In management agent capacity, work with owners to improve the quality and energy efficiency of units the Authority manages.	We are monitoring EPC1 and EPC2.
H	Continue to pursue Green Initiatives such as battery and water recycling, utilizing energy efficiency of units the Authority manages.	Ongoing.
I	Review and update appeal and hearing officer procedures. Provide training for staff.	Develop a plan to review and update procedures.

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Goal/Strategy: Increase Assisted Housing Choices		Progress:
A	Provide Voucher mobility counseling: Pre-counsel all voucher holders. Provide additional counseling for those expressing a need. Work with service providers to assist clients.	Develop plan to encourage voucher clients to move to areas of opportunity.
B	Conduct outreach efforts to potential voucher landlords: Maintain or increase existing level of landlord participation. Outreach will be targeted to areas of the County where participation is limited.	Develop plan to reach out to landlords.
C	Increase voucher payment standards, as needed, in accordance with regulations. Monitor annually, at minimum.	Updated the voucher payment standards effective November 1, 2016 based on fair market rent increases effective October 1, 2016.
D	Maintain the ongoing voucher homeownership program in accordance with regulations.	Ongoing process from intake interviews, providing counseling, eligibility verification until a unit is found.
E	Implement public housing and other homeownership programs. At minimum, twice during the 5 year period, assess the feasibility of converting public housing to homeownership; Re-structure the Turnkey III Homeownership program – considering current economic climate and needs within the City, collaborating with partners interested in targeting population they serve. Have Homeowner Association operational when feasible.	YHA continues to work on getting the Turnkey III Homeownership Association operational.
F	The Agency may consider researching the advantages of converting public housing to vouchers under Rental Assist Demonstration (RAD). Analyze at least twice during 5 year plan period.	As of May 2017, the average cost to administer a voucher is lower than the cost to operate a public housing unit, including the cost of capital improvements.
G	Collaborate with public and private partners in an effort to increase homeownership in the City and County of York by households with incomes between 35% and 120% of area median income.	Continuing acquisition/rehabilitation/resale initiative with YWCA, CONE, and Habitat for Humanity. In 2014 and 2015 YHA COCC received 4 donated abandoned properties from Wells Fargo and has undertaken the rehabilitation for eventual lease with option to purchase. As a part of the corrective action plan (CAP) sold one property and looking to sell another vacant property in 2017.

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Goal/Strategy: Increase Assisted Housing Choices		Progress:
H	In accordance with regulations, allow family declaration of assets equal to/less than \$5,000.00.	Completed.
I	Change voucher bedroom size requirements to a minimum of two (2) persons per bedroom	Completed.
Goal/Strategy: Improve Community Quality of Life and Economic Vitality		Progress:
A	Implement measures to de-concentrate poverty by leasing to higher income public housing households in developments occupied with primarily lower income households: increase the number of households with incomes above 60% of area median income by 15% over the existing level of developments with 75 or more units. Where possible, increase should be due to increased earnings of existing residents in their efforts to achieve self-sufficiency.	The Authority continues to work on Family Self-Sufficiency (FSS) by developing an individualized plan with existing residents with personalized goals (ie: employment, education, better job, overcoming language barriers, etc.), and, if needed, establishing YHA escrow accounts to encourage savings.
B	Implement public housing security improvements:	Contracts with security services are in place. YHA is utilizing a defiant trespass program with police department in order to reduce crime in and around Authority owned property.
B.1	Monitor all sites on an ongoing basis for needed physical security improvements and apply for applicable grants and subsidies as needed.	YHA submitted grant application to HUD for Emergency Safety and Security for enhanced surveillance in 2015, 2016 and 2017.
B.2	Complete improvements, subject to funding availability.	Capital Fund 2013 is fully expended and cost certificates have been submitted. Capital Fund 2014 , 2015, 2016 funds are in progress.
B.3	Provide security service patrols and/or camera monitoring in “at-risk” sites.	Contracts with security services are in place. Staff responds on an ongoing basis to tenants regarding safety issues. Communicate and work with Resident Advisory Board to improve security at all Authority-owned locations.

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Goal/Strategy: Improve Community Quality of Life and Economic Vitality		Progress:
C	Designate portions of developments or buildings for particular resident groups (elderly, persons with disabilities). Review feasibility bi-annually.	The Authority has decided not to go forward with this goal at the present time.
D	Collaborate with agencies/service providers to improve the quality of life in all communities within and surrounding our public housing developments.	A Smoke Free policy is in place creating a healthier community for all. Collaboration with WellSpan have afforded smoking cessation programs for residents. The YHA Social Service department maintains partnerships with many neighboring service providers to improve the quality of life for residents. Some of those partnerships include: WellSpan, Bell Socialization, Salvation Army, York Rescue Mission, SeniorLife, Community Progress Council and many more collaborations.
D.1	Collaborate with Healthy York County Coalition and share best practices with staff and residents.	Ongoing.
D.2	Collaborate with Fresh Foods Farm of York in accordance with our agreement signed in March 2016.	Ongoing.
D.3	Collaborate with SeniorLife as a partner at Broad Park Manor for services to YHA residents and the community in accordance with the agreement signed in May 2016.	Nurse Managed Wellness Center was replaced by Memorandum of Understanding with SeniorLife to provide referral to other agencies and health care facilities.
E	As best possible, subject to public housing occupancy being at or above 98%, accommodate transfer needs of residents, above or below household limits. The goal is to transfer 25 public housing resident households as soon as possible, based on Agency transfer list, on an as needed basis.	During the FYE 9/30/17, YHA approved 23 resident household transfers to address occupancy needs; and provided ADA reasonable accommodations to 21 households. To maintain occupancy at 98%, goal of 25 must be attained.

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Goal/Strategy: Promote Self-Sufficiency and Asset Development of Families and Individuals		Progress:
A	Increase the number of employed adult leaseholders: increase by 20 public housing leaseholders and 20 Section 8 participants by 9/30/17.	Section 8 participants who are employed increased by 35, from 485 to 520, by 3/17/2017. The number of employed Public Housing Residents was 580 as of 2/17/2017.
B	If financially feasible, continue to administer the Family Self-Sufficiency Program for Section 8 and Public Housing Participants, retaining current level of “slots” for each program and increasing by 5 to 10, if funding permits.	Administered the Family Self Sufficiency programs throughout the 5-year period. The FSS program for Section 8 has 23 participants (58%); Public Housing currently has 18 participants (72%). There have been 13 new participants in the FSS PH program in the last 6 months. YHA anticipates full capacity in both programs by year’s end. The Authority has various policies in place to enhance the economic and social self-sufficiency of families, such as rent determination policies, admission policies, preference for families working or engaging in training or education programs, Turnkey and HCV Homeownership Program. The Authority is working on re-establishing a collaboration with the Self Sufficiency Advisory Committee (SSAC) to enhance the delivery and continuity of services to our FSS participants and residents alike. The SSAC helps establish a network of service providers dedicated to the promotion and enhancement of economic self-sufficiency. The FSS program has had six participants graduate to home ownership in the past year.
C	Provide and/or attract supportive services to improve program participants’ employability, such as, but not limited to assistance with transportation and child care.	Ongoing programs at the family sites: Budget Counseling, HeadStart, Lots of Love Early Learning Center, Central PA Food Bank.
D	Provide and/or attract supportive services to increase independence for the elderly and/or families with disabilities: Collaborate with local agencies in the provision of services; Collaborate toward the development of an Assisted Living Facility affordable for individuals with low income.	Ongoing partnerships with York County Area Agency on Aging, SeniorLife, Center for Independent Living (CIL), Mental Health Services, Salvation Army, White Rose Senior Center, York Rescue Mission, Central PA Food Bank, etc. Continue to operate the ROSS grant agreement to provide funding for one full-time service coordinator.

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Goal/Strategy: Ensure Equal Opportunity in Program Delivery		Progress:
A	Undertake affirmative measures to ensure access to assisted housing and provide a suitable living environment for families living in assisted housing, regardless of race, sex, color, age, religion, disability, familial status, sexual orientation, or national origin..	YHA cooperates with both the York City and Pennsylvania State Human Relations Commission. In partnership with the Center for Independent Living (York), monthly meetings are held to review accomodation requests.
B	Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.	YHA is committed to fair housing through providing reasonable accommodations.
C	Adopt an Affirmatively Fair Housing Marketing Plan based on deconcentration statistics.	The Authority complies with the Affirmative Fair Housing Marketing Plan and this will be further developed within the ACOP plan.
D	Provide Language Assistance throughout program administration	The Limited English Proficiency/Language Assistance Plan provides direction for situations requiring language assistance with non-English and non-Spanish speaking persons; YHA utilizes LanguageLine Solutions when translation services by staff is not sufficient; YHA utilized the services of York College for translation of policies and various documents into Spanish.