

ATTACHMENT A

Progress Report on 10/1/2014- 12/31/2019 Five-Year Plan

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Progress the HACY has made in meeting the goals and objectives described in the 5-Year Plan (10-1-2014 through 12-31-2019)

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. Received 6 HUD-VASH vouchers to administer with Lebanon VA in April 2018.
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.	Average occupancy rate for YHA PH Developments is 98.92% for FY2018 as of 4/23/2018.
D	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 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. We continue to talk to private developers and York County Economic Alliance to acquire and develop new housing opportunities.
E	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.
F	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.
G	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: Improve the Quality of Assisted Housing		Progress:
A	Maintain quality of public housing management and maintenance: PHAS/REAC scores of 90% or better.	Ongoing.
B	Maintain a Section 8 Management Assessment Program (SEMAP) score of 90% or better, which includes indicators related to housing quality standard requirements and assistance with helping voucher holders find HQS compliant housing.	Ongoing process. Successfully completed a corrective action plan for 2017 SEMAP score of 77%.
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
D.2	Continue staff training on applicable regulations, management skills, technical skills, maintenance, capital needs.	Various staff attended trainings on fair housing and financial management. All staff attended a poverty simulation and suicide prevention workshop in April 2018. National certification in 2017 for PH and in 2018 for S8 HCV staff.

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Goal/Strategy: Improve the Quality of Assisted Housing		Progress:
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.	YHA consistency meets this goal.
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. Changed subsidy standards in the HCV Plan.
E	Renovate or modernize public housing units in accordance with capital needs, subject to availability of funds.	Capital Fund 2014 & 2015 have been fully expended and cost certificates will be submitted after the final draw in May 2018. Capital Fund 2016 and 2017 funds are in progress. Windows at Wellington are to be completed by 4Q2019. Cameras at BPM and other sites are scheduled for 2020.
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 restructured 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.	Deputy Executive Director is YHA in-house general counsel and manages all appeals by himself or by delegating them to other staff or local legal firms.

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Goal/Strategy: Improve the Quality of Assisted Housing		Progress:
J.	Submit application for disposition / demolition of Codorus Homes and redevelopment of Thackston Phase II in 2019.	In process.
K.	Access scattered sites for redevelopment under Rental Assist Demonstration (RAD) or disposition in 2019.	In process.
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, 2017 based on fair market rent increases effective October 1, 2018.
D	Seek out funding to create an enhanced housing training and counseling program for prospective renters and buyers; including financial literacy within the curriculum.	Ongoing process.
E	Convert public housing to vouchers under RAD, if determined appropriate.	At this time, the average cost to administer a voucher is lower than the cost to operate a public housing unit, including the cost of capital improvements. Continue to analyze this information at least twice during a 5 year period.
F	Collaborate with public and private partners in an effort to increase homeownership in the City and County of York by households with incomes between 60% and 120% of area median income.	Ongoing process. Continuing acquisition/rehabilitation/resale initiative with CONE. 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.

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Goal/Strategy: Increase Assisted Housing Choices		Progress:
G	Small Area Fair Market Rent	To be implemented in 2020.
H	HUD Mainstream Grant	Actively working with local agencies on submitting an application in
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:	Partnering with York City Police at Wellington Center. 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 2014 & 2015 have been fully expended, cost certified and audited. Capital Fund 2016 has been fully expended, and cost certificate was submitted to HUD. Capital Fund 2017 and 2018 are open and active. Capital Fund 2019 has not yet been funded so it still closed and inactive.
B.3	Apply for grants and subsidies to support safety and security of all YHA	Ongoing.
B.4	Provide camera monitoring at "at-risk" sites.	Ongoing.
B.5	Communicate and work with Resident Advisory Board to improve security at all Authority-owned locations.	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	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, PA CareerLink and many more collaborations.
C.1	Collaborate with Healthy York County Coalition and share best practices with staff and residents.	Ongoing.
C.2	Collaborate with Fresh Foods Farm of York in accordance with our agreement signed in March 2016.	Ongoing program provides access to and education about fresh foods grown to York City residents.
C.3	Collaborate with SeniorLife as a partner at all senior high rises for health-related 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.
D	Accommodate transfer needs of residents due to a change in household composition.	Goal of transferring 15 public housing resident households over five years (3 per year).
E	Increase county payment standards.	Completed 2019.
F	Change FYE from 09/30 to 12/31.	Approved by HUD Field Office. Awaiting HUD HQ REAC approval.
G	Internet Distribution Agreement with Whyfly in 2019	Phase I - installation of antennas on roof of Broad Park Manor completed. Phase II - installation of antennas on roof of Jefferson Center to be completed 2020.
H	ATT& YHA agreement to install several small area antennas throughout Parkway Development.	In process.

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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 50 public housing leaseholders and 20 Section 8 participants by 9/30/12019.	Increase the number of employed adult leaseholders: increase by 50 public housing leaseholders and 20 Section 8 participants by 9/30/12019.
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 30 participants (75%); Public Housing currently has 24 participants (96%). There have been 10 new participants in the FSS PH program in the last 6 months. Public Housing reached full capacity at the end of 2018. 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. YHA has a list of resources and agencies where we refer residents for assistance (ie: CareerLINK, HACC, Community Progress Council, FedEx, SpiriTrust). The FSS program has had ten participants graduate to home ownership in the past year. One resident did move out of Section 8 but did the home buying process without the S8 homeownership program.
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. Memorandum of Understanding with PA CareerLink.
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)..
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	YHA provides Language Assistance throughout program administration with staff and other local resources.
E	Enhancing quality of life while aging in place.	YHA works with local and state agencies to enhance the quality of life for residents and participants while aging in place.