

Strategic Goal 1: Portfolio Redevelopment and Positioning

LMHA will continue its successful initiatives to completely redevelop, replace, and modernize its entire portfolio of residential developments as well as furthering options to better serve low-income and homeless residents through creatively increasing voucher units and utilization, non-traditional affordable housing, and market rate housing. Key considerations in these new initiatives will be providing for mixed-income communities, furthering housing choice, investing in and engaging stakeholders in neighborhood community building, striving for investment without displacement, providing for broadband connectivity and furthering racial equity. LMHA will be a leader in sustainability and green practices utilized in new and modernized developments, as well as in agency operations. High standards of asset management and maintenance will ensure that properties continue to be the highest quality of housing in their neighborhoods.

Action Plan Lead: Jeff Ralph

Objective 1A: Complete a comprehensive physical needs assessment of the portfolio/determine capital needs / long-range budgeting for modernization.

Benchmark 1A1: Complete a comprehensive physical needs assessment of 100% of the LMHA portfolio of properties. (11/1/2021)

September 2021	The draft RFP is near final form. The RAD Physical Conditions Assessment and CNA e-Tool RFP will soon be released for bid.
October 2021	The RAD Physical Conditions Assessment and CNA e-Tool RFP was released for bid. LMHA staff are currently evaluating responses.
November 2021	RFP responses were evaluated. A resolution to award a contract to the successful bidder will be presented to the Board in December.
December 2021	<u>The Board approved a resolution to approve the procurement of Atlas Technical Consultants in late December. Staff will meet with Atlas in January for an introduction and initial project meeting.</u>

Benchmark 1A2: Utilize the needs assessment to prioritize assets to schedule upgrades and modernization or repositioning in 2021 and 2022. (1/1/2022)

ON HOLD

On hold until the PNAs and/or CNAs are received. Resume May 2022.

Benchmark 1A3: Prepare the budget workups and budgeting timelines / strategies for implementation in 2022 and 2023. (3/1/2022)

ON HOLD

On hold until the PNAs or CNAs are prepared. Resume June 2022.

Objective 1B: LMHA will formulate redevelopment plans and implementation strategies for properties that are deemed to be in a state of functional obsolescence.

Benchmark 1B1: Engage community stakeholders in the planning and investment for strategies for properties that are deemed to be in a state of functional obsolescence. (1/1/2022)

ON HOLD

Determination of functional obsolescence will be made when the PNAs and/or CNA's are received. Resume June 2022.

Benchmark 1B2: Prepare the budget workups and budgeting timelines / strategies for implementation properties that are deemed to be in a state of functional obsolescence. 4/1/2022)

ON HOLD

Budgets and timelines will be prepared upon determination of functional obsolescence. Resume June 2022.



Objective 1C: LMHA will provide for additional housing to reduce the affordable housing gap that may include more vouchers, market rate housing, housing for people experiencing homelessness, and acquisition of properties coming out of affordability.

Benchmark 1C1: Apply for any available emergency housing assistance related to COVID-19. (5/10/2021)

ON HOLD

As of 5/10/2021 LMHA has received 129 Emergency Housing Vouchers. As opportunities become available, the team will continue to pursue emergency housing assistance opportunities for the duration of the pandemic or declaration of emergency.

Benchmark 1C2: Explore transitional housing options for those experiencing homelessness. (12/1/2021)

June 2021

Transitional housing options are being explored by an LMHA team. While several properties are being evaluated, LMHA and the stakeholders have not determined a location and specific program that best meets the target population's needs.

ON HOLD

This Benchmark is ON HOLD until a specific property or properties has been identified.

Objective 1D: LMHA will utilize its MTW funding flexibility and regulatory waivers to increase HCV leasing efficiencies and streamline processes and to fund non-traditional affordable housing opportunities.

Benchmark 1D1: Utilize the tools above to meet substantially the same commitments. (6/30/2022)

May 2021

A Corrective Action Plan has been approved by HUD. Future year budgets are being reviewed to evaluate operations and reserves. Strategies will involve consideration of substantially the same commitments.

ON GOING

Above action is On Going

Objective 1E: LMHA will evaluate the merits of placed based versus deconcentration investments and the options for investment without displacement that factors in resident preference and community stability.

Benchmark 1E1: For functionally obsolete properties, examine the benefits of place based strategies versus deconcentration. (4/1/2022)

ON HOLD

On hold until specific properties are identified as obsolete. As plans are made for obsolete properties, consideration will be given to placed based strategies versus deconcentration. Resume June 2022.

Objective 1F: LMHA will deconcentrate low-income housing and further housing choice through mixed-income developments that are situated throughout all Louisville Metro neighborhoods. (6/30/2022)

Benchmark 1F1: Provide support to CNI/PBV off-site awardees.

September 2021

LMHA is meeting bi-weekly with Donerail property management. Thirteen original Beecher Terrace families have accepted offers for PBV replacement units at Donerail.

October 2021

LMHA continues to meet bi-weekly with Donerail property management. Thirteen original Beecher Terrace families have accepted offers for PBV replacement units at Donerail.

November 2021

Bi-weekly meetings with Donerail property mgt. Seventeen BT families have accepted offers for PBV replacement units at Donerail. Ongoing technical support for other off-site developers as needed.

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December 2021

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Objective 1G: LMHA will factor fair housing and racial equity as well as broadband connectivity and green building and sustainability practices in all redevelopment, aspects of the as key considerations expansion and repositioning of the portfolio.

Benchmark 1G1: Define and determine best measurement practices for racial equity and fair housing. (6/30/2022)

September 2021

No Progress

October 2021

Dan participated in Metro United Ways Racial Wealth Gap simulation.

November 2021

Draft Racial Equity Tool for new or redeveloped housing begun based on Government Alliance on Race & Equity example.
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December 2021

<u>Compiling list of types/situations of housing development and potential negative impacts.</u>
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Benchmark 1G2: Ensure all substantial rehab, new construction and comprehensive modernization plans contain broadband connectivity standard. (6/30/2022)

June 2021

As development efforts are planned, the above goal will be pursued.

ON HOLD

This Benchmark is ON HOLD until there are new development efforts.

Benchmark 1G3: For all substantial rehab, new construction and comprehensive modernization incorporate green building and sustainability practices to the greatest extent possible. (6/30/2022)

June 2021

As development efforts are planned, the above goals will be pursued.

ON HOLD

This Benchmark is ON HOLD until there are new development efforts.

Objective 1H: LMHA will engage community stakeholders in the planning and investment in affordable housing developments and other amenities and services that will enhance community building.

Benchmark 1H1: Develop community building and engagement plan for larger scale developments. (6/30/2022)

ON HOLD

On hold until specific properties are identified as obsolete. Resume June 2022.

Strategic Goal 2: Human Resources Management/Capacity Building

LMHA will promote its commitment to equal employment and affirmative recruitment (racial equity, diversity, and inclusion), open communication, succession planning and quality enterprise-wide customer service. LMHA will apply best practices in recruitment, training and retention, professional development, recognition, and rewards in being an inclusive, progressive employer of choice. This goal will be accomplished through utilizing the Human Resources Department as a centralized function with input from other departments and feedback from an employee satisfaction survey.

Action Plan Lead: Joyce Babb

Objective 2A: LMHA will review and update human resources policies and practices that will position the agency as a progressive employer of choice in recruitment, retention, and succession planning.

Benchmark 2A1: Review policies and practices in relation to current human resources practices and survey results. (1/31/2022)

September 2021	In Progress
October 2021	In Progress
November 2021	No update to report for this month.
December 2021	<u>Began preliminary work on LMHA's COVID Vaccine Requirement Policy based on OSHA's Emergency Temporary Standards with input from the Board of Commissioners.</u>

Benchmark 2A2: Present human resources policies and practices to Board of

Commissioners and Management Team. (4/30/2022)

ON HOLD

Pending completion of Benchmark 2A1

Benchmark 2A3: Implement and distribute new human resources policies and practices and train staff. (6/30/2022)

ON HOLD

Pending completion of Benchmarks 2A1-2

Objective 2B: LMHA will create a culture where employees embrace change, adapt to changing work environments, and provide for a culture of opportunity for all employees.

Benchmark 2B1: Identify good and bad parts of LMHA's culture (traditional practices, customs & rituals). (10/15/2021)

October 2021

BENCHMARK COMPLETED: Action Plan and recommendations submitted to Executive Director for review and approval.

Benchmark 2B2: Identify and prioritize areas for improvement. (1/31/2022)

September 2021

In Progress

October 2021

Action Plan and recommendations to Executive Director for review and approval.

November 2021

Edits being made to Action Plan.

December 2021

ON HOLD while Human Resources deals with additional work due to the current COVID surge and implementing COVID vaccine policy.

Benchmark 2B3: Begin long term implementation of cultural adaptation. (On-going beginning 2/1/2022)

May 2021

Have not began.

June 2021

On Hold - Expect to begin reporting 2/1/2022.

Objective 2C: LMHA will provide for a comprehensive assessment of the current skill sets of staff and how these skills match up with the talents and abilities needed to be a future high performing agency.

Benchmark 2C1: Survey department managers as to what skills sets are needed to be successful in the future and to what extent do employees have those skills. (7/31/2021)

October 2021

BENCHMARK COMPLETED.

Objective 2D: LMHA will provide for external hires and other options such as outsourcing to infuse new ideas and approaches to meet changing needs and priorities of the agency. (6/30/2021)

Benchmark 2D1: Create report on past internal vs. external hires and the extent of outsourcing - last 3 years.

May 2021

The report on past internal vs. external hires and the extent of outsourcing for the last 3 years has been completed. BENCHMARK COMPLETED.

Objective 2E: LMHA will evaluate all departments for diversity, inclusion, race equity, and compensation fairness and provide for action plans to address any departments lacking such standards.

Benchmark 2E1: Define acceptable standards for diversity, inclusion, race equity and compensation fairness. (6/30/2021)

June 2021

In progress.

ON HOLD

Placed on Hold - Expect to resume reporting in December 2021

Benchmark 2E2: Utilize data from employee survey for determining inclusion. (11/1/2021)

October 2021

BENCHMARK COMPLETED. Survey results did not indicate inclusion as a high problematic area. Inclusion is also part of the department evaluations and will receive further eval. during that process.

Benchmark 2E3: Develop plan to correct any issues identified. (3/31/2022)

September 2021 In Progress

October 2021 Action Plan and recommendations completed and submitted to Executive Director for review and approval.

November 2021 Edits being made to Action Plan.

December 2021 ON HOLD while Human Resources deals with additional work due to the current COVID surge and implementing COVID vaccine policy.

Objective 2F: LMHA will provide for training and professional development plans that will be fair and equitable to all employees.

Benchmark 2F1: Based on department surveys identify sources for training and professional development needed. (2/28/2022)

September 2021 In Progress

October 2021 In Progress

November 2021 In Progress

December 2021 ON HOLD while Human Resources deals with additional work due to the current COVID surge and implementing COVID vaccine policy.

Benchmark 2F2: Train staff. (On-going beginning 6/1/2022)

August 2021 In progress.

September 2021 Development of specific training plan on hold. Expect to resume reporting in January 2022.

ON HOLD On Hold - Expect to resume reporting in January 2022

Objective 2G: LMHA will implement an annual employee satisfaction survey.

Benchmark 2G1: Designing survey document with team and consultant. (7/31/2021)

July 2021 This Benchmark has been COMPLETED.

Benchmark 2G2: Send survey to employees. (8/31/2021)

July 2021

TOLE's narrative has been completed, received, reviewed and discussed by the committee and TOLE. This Benchmark has been COMPLETED.

Benchmark 2G3: Analyse Survey Results. (10/15/2021)

October 2021

BENCHMARK COMPLETED.

Strategic Goal 3: Self-Sufficiency and Independent Living Outcomes

LMHA will ensure that all residents are linked to the critical support services including digital literacy and broadband connectivity that will provide opportunities for self-sufficiency for families and/or independent living for the elderly and persons with disabilities. LMHA will partner with public and private entities in workforce development to provide job training and placement opportunities that prepare residents not just for today's living wage jobs, but for the jobs of tomorrow, the future of work. It will be the expectation that residents that are capable of transitioning into the workforce and out of assisted housing will participate in self-sufficiency initiatives and will transition into market rate rental housing or homeownership. Independent living programs and services participation will continue to be expanded for all elderly and/or persons with disabilities.

Action Plan Lead: Dan Farrell

Objective 3A: LMHA will increase its commitment to strategies, practices and performance metrics that will result in increases in the success rates of working families transitioning out of assisted housing.

Benchmark 3A1: Define metrics that will be utilized to determine "success rate" of working families transitioning out of assisted housing. (8/31/2021)

May 2021

Special Programs team has identified potential "success rate" metrics with the next step of determining the feasibility of pulling the needed information from LMHA's current and future software systems.

ON HOLD

After consulting the Yardi implementation team, final public housing & Housing Choice Voucher success metrics will be finalized after each of those programs goes live in Yardi. This will push out the next two Benchmarks into 2022.

Benchmark 3A2: Establish Baseline measurements based on metrics, evaluate annually thereafter. (9/30/2021)

ON HOLD

On hold until Benchmark 3A1 is completed.

Benchmark 3A3: Set goals that will be measured annually against baseline metrics. (12/31/2021)

ON HOLD

On hold until Benchmark 3A2 is completed.

Objective 3B: LMHA will facilitate the linkages, both public and private, of residents with sustainable wage employers and support services providers that will improve self-sufficiency results and transitions out of assisted housing with an emphasis on the jobs of tomorrow.

Benchmark 3B1: Explore Workforce Development Board's relationship with Chamber of Commerce and employers, determine points of entry. (6/30/2021)

July 2021

Met with KentuckianaWorks team and will retrain LMHA team on access to their systems. Team is also ready to make referrals to GLI's Career Acceleration Network after informational meeting.

August 2021

Received and reviewed system access refresher from KentuckianaWorks. Special Programs team has begun referrals to GLI.

September 2021

Special Programs team continues to share hiring event and training opportunities provided through KentuckianaWorks.

ON GOING

These efforts remain ON GOING until new possibilities for partnerships are developed.

Benchmark 3B2: Develop improved communication methods for reaching residents regarding employment and training opportunities. (12/31/2021)

May 2021	Not yet begun
June 2021	Not yet begun
July 2021	Participated in demonstration of potential email/text notification system.
ON HOLD	This is ON HOLD until a new email/text notification system is chosen.

Benchmark 3B3: Explore Incentives for resident participation in workforce training / maintaining employment / reaching benchmarks. (3/1/2022)

ON HOLD	Will begin fall 2021
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Objective 3C: LMHA will improve the staff capacities and resource materials to be able to advise residents on support services available in the community. (3/1/2022)

Benchmark 3C1: Develop a plan to increase LMHA staff access to Unite Us and LouieConnect, train staff on use. (9/30/2021)

July 2021	Remaining two employees now trained. The only remaining action is to onboard and train any future team members and provide support in using the systems. COMPLETED.
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Benchmark 3C2: Work with resident councils to evaluate resident communication methods and develop strategies to improve. (9/30/2021)

ON GOING

These efforts with Resident Councils is now on going and the Benchmark COMPLETED.

Objective 3D: LMHA will increase the number of families connected to low or no-cost broadband and improve digital skills.

Benchmark 3D1: Develop digital skills plans (Remote & In-person Options). (8/1/2021)

September 2021

LMHA Digital Inclusion team is providing support remotely in most cases with occasional support provided in homes.

October 2021

LMHA Digital Inclusion team continues to follow up with remote or in-home training after a resident receives a refurbished computer.

November 2021

Received grant from Spectrum that will allow for Wi-Fi hardware installation at Senior/Disabled site community rooms. This will make training residents on-site easier.

December 2021

These efforts are ON-GOING

Benchmark 3D2: Begin to offer Digital Skills classes. (8/15/2021)

ON HOLD

On hold until Benchmark 3D1 is completed.

Benchmark 3D3: Utilize communication strategies developed in 3B and 3C to rollout information to residents re: broadband assistance. (12/31/2021)

September 2021

Special Programs provided in-person assistance with Internet sign-up at Parkway for five days at the beginning of September.

October 2021

Special Programs team is compiling a list of Parkway residents who have had difficulty signing up for Internet to work with Spectrum on identifying any bottleneck or needs for additional training.

November 2021

Outreach has resulted in 471 residents signed up for broadband internet. Efforts will continue.

December 2021

[Team continues to reach out to residents and encourage them to sign up for broadband.](#)

Objective 3E: LMHA will expand its on-site support services and social interaction opportunities in its high-rises to provide for improved independent living and quality of life.

Benchmark 3E1: Identify space in high rises for service providers to visit and work with residents on-site (group and confidential spaces) - include Zoom. (3/31/2021)

May 2021

Indetified potential space at Avenue Plaza, Dosker Manor, Lourdes Hall, Noltemeyer Wynde, St Catherine Court, Will Seay Plaza and Parkway Place. BENCHMARK COMPLETE

Benchmark 3E2: Outreach to residents to define needed / desired services. (6/30/2021)

June 2021

A list of services and service providers to reach out to created.

July 2021

As LMHA's reopening approaches, verifying that spaces at each development are safe and usable.

August 2021

With new COVID surge, department is determining best timing and approach.

ON HOLD

ON HOLD until best COVID approach can be indetified.

Benchmark 3E3: Outreach to service providers to determine interest in participation. (9/30/2021)

ON HOLD

On hold until Benchmark 3E2 completed and COVID-19 restrictions are lifted.

ON HOLD

Still ON HOLD with new surge.

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Objective 3F: LMHA will increase the commitment to initiatives that further homeownership preparedness and transitions to being a homeowner.

Benchmark 3F1: Identify available financial skills programs (in-person & on-line). (6/30/2021)

June 2021	List of available programs completed.
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July 2021	Special Programs is participating in the planning of Louisville Metro Governments new Financial Empowerment Center, funded by Bloomberg Philanthropies. LMHA plans to partner in this effort to bring financial advisors to the families we serve.
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August 2021	Attended Financial Empowerment Center Advisory Group meeting.
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ON HOLD	ON HOLD until Financial Empowerment Centers are taking referrals.
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Benchmark 3F2: Develop and implement HCV Homeownership marketing plan (external & internal). (9/30/2021)

June 2021	HCV Homeownership staff has met Public Affairs Officer to begin development of marketing plan, website and other recruitment materials.
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July 2021

Working on new brochure and current LMHA website has been updated.

August 2021

Developed new HCV Homeownership Brochure.

ON HOLD

Homeownership brochures are printed. Other outreach such as email newsletters are on hold until new systems are in place.

Benchmark 3F3: Develop distribution and referral processes. (12/31/2021)

September 2021

New homeownership brochures have been placed in the United Building lobby.

October 2021

HCV HO postcards continue to be mailed to LMHA residents and participants in the Russell Neighborhood with good response. New brochures will be sent to public housing sites in November.

November 2021

HCV HO team continues to mail post to LMHA residents in the Russell Neighborhood. Distribution of brochures to public housing sites has been moved to December.

December 2021

HCV HO team continues to mail postcards to LMHA residents in targeted neighborhoods. The new HCV HO brochure has been sent to public housing property management offices.

Objective 3G: LMHA will expand the employment and contracting opportunities and pipelines for Section 3 residents and MBE/WBE businesses.

Benchmark 3G1: Develop outreach plan for residents. (8/31/2021)

June 2021 SmartSheet is undergoing revisions.

July 2021 Online form for Section 3 Applicant registration is complete and ready to put on the website.

November 2021 Section 3 Applicant registration added to the LMHA website.

December 2021 Information was shared with Mayor's task force on Economic & Workforce Development on CRM software. No Section 3 Applicants have registered through the LMHA website. Will work with Public Info Officer on ideas to promote registration.

Benchmark 3G2: Implement the outreach plan. (9/15/2021)

ON HOLD On hold until Benchmark 3G1 is completed.

June 2021 In progress creating & scheduling training for MWDBE contractors on completing bid documents. Collaborating with OneWest.

ON HOLD

Further outreach is ON HOLD pending LMHA choosing a system to better communicate with residents and participants through email and text.

Benchmark 3G3: Explore technology options for making easier connections between employers and residents. (12/31/2021)

May 2021

Not yet begun

ON HOLD

Dependent on completion of SmartSheet in Benchmark 3G1, but continue to add Section 3 Business Concerns to the HUD database. 15 so far this year.

Objective 3H: LMHA will provide strategies, policies & practices that support residents that have been or might be impacted by COVID.

Benchmark 3H1: Identify ongoing / long-term COVID-related needs among residents. (8/31/2021)

September 2021

Gathered 54 completed surveys from Parkway Place residents.

October 2021

Parkway Place Survey results: 65% unvaccinated; 35% experienced a loss of income; 7% behind on rent; 60% had no bank account; 36% had not received 2021 stimulus.

November 2021

LMHA Team continues to work on hosting additional vaccine events for

residents, including children.

December 2021

Plans are in place for a two-part vaccine/testing event in January for residents and staff.

Benchmark 3H2: Evaluate LMHA's ability to address those needs / Identify community partners. (9/30/2021)

May 2021

On hold until Benchmark 3H1 is completed.

Benchmark 3H3: Develop a plan to provide / refer to resources, communicate expectations re: when eviction moratoriums end. (10/31/2021)

September 2021

LMHA is assisting public housing residents with balances complete rental assistance application with Louisville Metro Government.

October 2021

LMHA has assisted public housing residents by turning in 71 completed requests for rental assistance to Louisville Metro Government. Flyers continue to be sent to new residents housed through emergency referrals.

November 2021

LMHA has received rental assistance from the City for 56 residents totaling \$131,000. Team is now reaching out to all public housing residents who owe at least \$500.

December 2021

LMHA has submitted requests through Louisville Metro Government for assistance for 151 residents. The total amount of assistance requested is \$264,398.



Strategic Goal 4: Community and Regional Engagement

LMHA will ensure that the agency is a leader in engaging key community and regional stakeholders in building and implementing a shared vision, mission, goals, and values related to affordable housing, community building and neighborhoods without barriers. A special emphasis will be placed on continuing to strengthen relations and interactions with metro government, economic development/business interests, racial equity advocates, fair housing interests, support services providers, and affordable housing/homeless assistance providers.

Action Plan Lead: Sarah Galloway

Objective 4A: LMHA will provide Board and staff leadership in community and regional engagement that furthers its goals and values that include, but are not limited to, affordable housing, resident self-sufficiency and racial equity.

Benchmark 4A1: Identify board and staff participation in community and regional boards. (6/30/2021)

September 2021

BENCHMARK COMPLETE

Benchmark 4A2: Identify gaps and missing linkages. (9/30/2021)

ON HOLD

On hold until Benchmark 4A1 is completed.

October 2021

Gaps: (2 or fewer responses) Education, Foundations, Neighborhood Associations, Housing, Consumer Safety, Arts, Health Agencies. (3 or less responses) Workforce Development, Equity

November 2021

A summary of survey responses was compiled and forwarded to the Strategic Planning Committee

December 2021

[Awaiting Strategic Planning Committee review.](#)

Benchmark 4A3: Recruit/encourage board and staff to join boards or get involved with organizations/build pipeline. (On-going beginning 10/1/2021)

ON HOLD

On hold until Benchmarks 4A1 and 4A2 are completed.

Objective 4B: LMHA will expand its engagement with economic development, job training, and major employer partners to further resident employment, Section 3, and MBE / WBE opportunities.

Benchmark 4B1: Identify community resources that LMHA partners with to assist with capacity building. (7/31/2021)

June 2021

Have identified 8 agencies that LMHA currently partners with - OneWest, LCCC, WEOP, Equity in Procurement Task Force, YouthBuild, GLI / Metro Chamber, Kentuckiana Works, AMPED

July 2021

The identification of community resources is ongoing.

ONGOING

Ongoing

Benchmark 4B2: Inventory of resources that can assist in filling gaps for Section 3 and MWDBE participation. (7/31/2021)

September 2021	Exploring use of CRM database for use by LMHA and community partners to recruit and communicate with Section 3 and MWDBE firms, track outcomes.
October 2021	Continuing to explore CRM and Marketing software. Compiled list of suggested edits to LMHA website, including placement of Section 3/MWDBE information and registration instructions
November 2021	Received CRM quote, staff reviewed and requested modifications. Recorded Demo calls will be placed in a DB folder to be shared with the Mayor's task force on Economic & Workforce Development
December 2021	<u>Information on the CRM software was shared with the Mayor's task force on Economic and Workforce Development</u>

Benchmark 4B3: Develop relationships to fill the gaps. (On-going beginning 8/1/2021)

June 2021	Have developed a list of how LMHA is currently interacting with the following: OneWest, LCCC, Equity in Procurement, WEOP, YouthBuild, and AMPED. This work is ongoing.
ONGOING	Relationship development is ongoing.

Objective 4C: LMHA will advocate for public and private investments and job opportunities in West Louisville and in other neighborhoods where the agency has invested in affordable

housing and building quality communities.

Benchmark 4C1: Assist the Board's Economic Opportunity Committee with membership growth, staffing, scheduling and mission implementation. (On-going)

May 2021	In-process - Committee has not met
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June 2021	Working with Board members to schedule first meeting
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July 2021	Working with Board members to schedule first meeting
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ON HOLD	ON HOLD until committee meeting is scheduled.
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Benchmark 4C2: Utilize the Board's Economic Opportunity Committee to direct advocacy initiatives. (On-going)

ON HOLD	On hold until Benchmark 4C1 begins
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Benchmark 4C3: Seek out new community engagement opportunities to impact on economic investment in West Louisville. (12/31/2021 initial report)

ONGOING	Ongoing
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Objective 4D: LMHA will provide strong leadership and expertise in the local planning initiatives that impact on affordable housing, community development, homelessness, fair housing, and racial equity.

Benchmark 4D1: Identify key planning initiative where LMHA is involved and identify and prioritize gaps. (6/30/2021)

June 2021

Inventory has been created of gaps and opportunities. BENCHMARK COMPLETED

Benchmark 4D2: Identify board/staff to fill gaps. (9/30/2021)

September 2021

Developing strategy to identify staff and Board members.
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October 2021

Inventory shared with Strategic Planning Board committee members.

November 2021

Lisa has been in contact with and is ongoing conversations with Local Initiatives Support Corporation, LISC.
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December 2021

<u>Awaiting Strategic Planning Committee review.</u>
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Benchmark 4D3: Develop plan to promote activities externally and report out on internally.
(12/31/2021)

ON HOLD

ON HOLD until Benchmark 4D2 is complete.

Strategic Goal 5: Marketing and Image-Building

LMHA will expand the marketing, promotion and communication of its image, mission, and products to the general public, its business partners and its housing clients. The agency will bring clarity and transparency in proactively defining the many public values that are furthered by providing affordable housing in the Louisville – Jefferson County Metro Area. LMHA will be recognized as a strong leader and advocate in the community and region for affordable housing and community building.

Action Plan Lead: Jelisa Chatman

Objective 5A: LMHA will prioritize Board and staff engagement in improving external marketing and communications through website improvements, brochures, speaking engagements and a social media presence.

Benchmark 5A1: Develop an external communications plan. (6/4/2021)

June 2021	First draft of plan submitted to task group/ executive director.
July 2021	Edits in progress
ON HOLD	ON HOLD until Public Information Coordinator position is filled.
December 2021	<u>Public Information Officer hired with January 2022 start date.</u>

Benchmark 5A2: Begin building brand and messaging. (10/15/2021)

ON HOLD

On hold for 5A1

Benchmark 5A3: Implement the new plan (updated website, brochures, speaking engagements and social media). (1/1/2022)

ON HOLD

On hold for 5A2

Objective 5B: LMHA will expand the public values that benefit from public housing to also include values such as fair housing, racial equity, welfare to work, economic development, community building and resident empowerment.

Benchmark 5B1: Define values listed above. (6/15/2021)

July 2021

BENCHMARK COMPLETED

Benchmark 5B2: Use focus group(s) to identify values the LMHA adds to the community and include results in 5A. (7/15/2021)

June 2021

Questions for focus groups/ survey established. Will work with new team member to select groups and excute focus groups/ survey.

ON HOLD

On hold for new team member

December 2021

[Public Information Officer hired with January 2022 start date.](#)

Objective 5C: LMHA will prepare a presentation that profiles the strategic plan, the agency's social and community impact and resident testimonials for the Board and key staff to present to community groups.

Benchmark 5C1: Determine best form(s) for the presentaion and target audiences. (7/15/2021)

July 2021

Video determined to be the best form of presentation. BENCHMARK COMPLETED

Benchmark 5C2: Develop and utilize presentation(s). (1/1/2022)

ON HOLD

On hold until completion of 5C1

Objective 5D: LMHA will improve its internal communication channels through breaking down bureaucratic silos, engaging in more teambuilding across business units, and providing for full transparency.

Benchmark 5D1: Researching and identifying options for better internal communications. (7/15/2021)

June 2021

Meeting with Edward to select best internal communication platform

July 2021

BENCHMARK COMPLETED

Benchmark 5D2: Implement improved internal communications systems. (11/15/2021)

ON HOLD

On hold until completion of 5D1

Benchmark 5D3: Emphasize the LMHA vision/mission, strategic goals and values to all employees through new communications. (Beginning 1/1/2022)

ON HOLD

On hold until completion of 5D2

Objective 5E: LMHA will expand its outreach and communication with populations underserved by the agency because of language, cultural or other barriers.

Benchmark 5E1: Identify underserved populations. (5/20/2021)

July 2021

Reviewed Census data and Language Line data. Had a meeting with the Office of Globalization. Identified populations that are English as Second Language. BENCHMARK COMPLETED

Benchmark 5E2: Develop language access plan. (6/1/2021)

June 2021

Completed. Language Access Plan written and included in ACOP and

Admin Plan to be updated within the next two weeks. (See attached).

July 2021

No update

ON HOLD

ON HOLD until Public Information Coordinator position is filled.

December 2021

Public Information Officer hired with January 2022 start date.

Benchmark 5E3: Engage local agencies to identify other barriers and solutions to improve outreach. (10/15/2021)

June 2021

No update

July 2021

No update

ON HOLD

ON HOLD until Public Information Coordinator position is filled.

December 2021

Public Information Officer hired with January 2022 start date.



Strategic Goal 6: Technology/Software Systems Upgrades and Utilization

LMHA will provide for new and/or upgraded information technology systems and software for all departments. All employees will be trained on the upgraded technology and software systems and will be expected to fully utilize such systems in improving agency productivity, networking interaction with customers, and reducing the dependency on paper documents. All systems should be highly integrated to the extent possible. High standards will be set for data security, data integrity and data redundancy.

Action Plan Lead: Cheryl Butler

Objective 6A: LMHA will evaluate and upgrade the entire information technology and software systems and provide for the additional staffing capacity to provide for implementation, technical assistance and ongoing evaluation.

Benchmark 6A1: Sign contract with vendor. (4/15/2021)

May 2021

Contract has been signed. BENCHMARK COMPLETED

Benchmark 6A2: Testing & implementation of new software system (Phase I & Phase II). (6/30/2022)

July 2021

Phase I set up began.

August 2021

Phase I set up and pilot conversion testing is COMPLETE. Final conversion scheduled for November.

November 2021

Final Conversion postponed. Necessary Programming for MTW requirements currently being completed

December 2021 Phase I Custom programming is in review. Final Conversion scheduled for April 1, 2022

Benchmark 6A3: Train staff. (6/30/2022)

September 2021 End user training began September 20 and continues through October 23 for all modules of the software

October 2021 All PH site staff training is complete. Technical and Finance staff are in continued training through November. Yardi trainer will be on site in November to assist with go live for PH site staff.

November 2021 Yardi trainer rescheduled for February for Go Live assistance and refresher classes

December 2021 On Site training has been scheduled for February prior to Go Live in April

Objective 6B: LMHA will ensure that the systems will be fully integrated to the extent possible and that the systems will address the issues of data security, data integrity, and redundancy.

Benchmark 6B1: Review security, integrity and redundancy of new software system. (4/30/2021)

September 2021 The Letter to commissioners confirming data security has been completed and should be distributed soon.

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October 2021

Letter has been received

November 2021

ON HOLD

Benchmark 6B2: Review need for subsequent periodic study and reporting of new software system. (6/30/2021)

ON HOLD

Dependent on completion of 6B1

Objective 6C: LMHA will provide for Scorecard / Dashboard instruments to address the financial implications and data mining considerations.

Benchmark 6C1: Survey board and management on data metrics for scorecards/dashboards. (6/30/2022)

ON HOLD

Dependent on being further along with implementation
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Objective 6D: LMHA will utilize the new technology and software to better compare, contrast and collaborate with other Moving to Work agencies and HUD MTW evaluators.

Benchmark 6D1: Collaborate with other MTW agencies who use YARDI and evaluators

explore potential benefits. (4/30/2022)

ON HOLD

Dependent on being further along with implementation

Objective 6E: LMHA will provide for training and learning applications for all employees to ensure that all technology and software systems are fully utilized and implemented.

Benchmark 6E1: Utilize manager/supervisor and employee satisfaction surveys for baselines of skills needed. (10/31/2021)

ON HOLD

Dependent on completion and analysis of above referenced surveys

November 2021

No Progress

December 2021

Benchmark 6E2: Select and provide staff training. (1/15/2022)

ON HOLD

Dependent on completion of 6E1

Objective 6F: LMHA will utilize technology to enhance the agency's interactions with

customers.

Benchmark 6F1: Collect email addresses at all certifications and update phone number.
(6/1/2021)

ON GOING

These efforts will remain ON GOING and will not be reported upon until new communications systems are in place.

Strategic Goal 7: Customer Satisfaction/Customer Service

LMHA will set high standards for excellence in resident satisfaction and quality of life that will be measured through a biennial Customer Satisfaction Survey process. Satisfaction is being evaluated for factors that include customer service, maintenance quality, safety/security, residence quality, social interaction, and support services. Satisfaction ratings and trending are analyzed and factored into decisions regarding portfolio investments, community partnerships/interaction, support services linkages, as well as employee evaluations and staffing needs.

Action Plan Lead: Pam Bischoff

Objective 7A: LMHA will utilize the results from the Customer Satisfaction Survey as key considerations in portfolio investments, community building, resident quality of life, and employee evaluations.

Benchmark 7A1: Share survey and results with a large cross-section of staff. (6/30/2021)

June 2021

6/22/2021: Dan distributed the customer satisfaction survey for HCV and PH to all staff. COMPLETED

Benchmark 7A2: Conduct departmental focus groups to review and create plan. (8/15/2021)

September 2021

Draft focus group questions developed for two of the groups: Maintenance/Property Management and Capital Improvements

October 2021

Working to schedule first focus group - Capital Improvements - for early December.

November 2021

Capital Improvements focus group scheduled for Dec 15.

December 2021

Capital Improvements focus group conducted Dec 15. Questions for Property Management/Maintenance have been drafted.

Benchmark 7A3: Identify how each department & employee can contribute to customer satisfaction & employee performance evaluations. (12/31/2021)

ON HOLD

Dependent on completion of 7A2

Objective 7B: LMHA will share the CSS results with key stakeholder groups such as landlords, business partners and support services providers as well as resident boards / councils.

Benchmark 7B1: Provide survey and results to HCV landlords and Lou Apartment Association. (7/31/2021)

September 2021

Survey results were distributed to landlords via email and mail. Benchmark is COMPLETE.

Benchmark 7B2: Provide survey and results to business partners & service providers (Special Referrals). (7/31/2021)

July 2021

Survey results emailed to Special Referral partners. COMPLETED

Benchmark 7B3: Provide survey and results to resident councils and seek feedback. (9/30/2021)

August 2021

Several recommendations: better cleaning and lighting, new security company, lease enforcement, replacing all plumbing, and replacing all carpet with tile. Benchmark is COMPLETE.

Objective 7C: LMHA will encourage CSS high performing Asset Management Projects (AMPs) on satisfaction factors to provide training to other AMPs that are low performers in customer ratings.

Benchmark 7C1: Identify high & low performing AMPs by each satisfaction factor. (7/31/2021)

July 2021

Survey results analyzed by housing site and grouped into the following categories: Yellow - national average; Red - below average; Green - meeting or exceeding average. BENCHMARK COMPLETE

Benchmark 7C2: High performing AMPs develop training for low performing AMPs. (9/30/2021)

ON HOLD

Dependent on completion of 7C1

August 2021

With so many differences in the properties, cross-training may not always be the best training method.

ON HOLD

ON HOLD until focus groups have met in areas of Property Management / Maintenance, to determine needed training areas and methods.

Benchmark 7C3: Train low performing AMPs. (3/30/2022)

ON HOLD

Dependent on completion of 7C2

Objective 7D: LMHA will expect that all supervisors will share the CSS results with their employees and that all employees will have some customer satisfaction performance standards and reward opportunities.

Benchmark 7D1: Directors & supervisors will share CSS with all employees and solicit feedback. (9/30/2021)

May 2021

PH & HCV survey results to be distributed to Directors in June 2021 and supervisors no later than July 2021

June 2021

6/23/2021: Full PH & HCV survey results distributed to senior staff. Heath to contact directors regarding soliciting feedback through supervisors.

ON HOLD

ON HOLD until Benchmark 7A2 is completed.

Benchmark 7D2: Identify how each department & employee can contribute to customer satisfaction & employee performance evaluations. (12/31/2021)

ON HOLD

Dependent on completion of 7D1

Benchmark 7D3: Updated position descriptions and performance evaluations to reflect customer satisfaction emphasis. (6/30/2022)

ON HOLD

Dependent on completion of 7D2

Objective 7E: LMHA will update the CSS in two years to determine the customer satisfaction trends and indicators that can be compared and contrasted with the 2020 survey.

FY 2021

Please note that this Objective will not have any Action Plan steps until FY 2022

Strategic Goal 8: Board Leadership Development

LMHA will be governed by a Board of Commissioners that is fully prepared to meet its critical roles and responsibilities as strategic leaders and advocates in achieving the vision, mission, strategic goals, and values of the agency. Strategic planning will provide one of the key leadership tools that can be utilized to collaboratively focus with the staff leadership team on strategic thinking-based decision-making, policy-setting, performance metrics setting, resident communications and community engagement. Training and professional development opportunities and leadership tools will be provided to advance these leadership roles. Strategies and tools for Board succession planning will be formulated.

Action Plan Lead: Gena Harris

Objective 8A: LMHA Board will define and implement its Board leadership roles and responsibilities including, but not limited to, strategic planning, policy-setting and strategic thinking.

Benchmark 8A1: Evaluating Commissioner's skill sets and then identify any gaps. (April each year)

May 2021

In process. To be completed by April 2022

ON HOLD

In process. Needs to be initiated by an appointed Chair of the Governance Committee. Committee Chair and members still need to be identified. ON HOLD

November 2021

Lisa Nicholson agreed to chair LMHA's Governance Committee.

December 2021

Benchmark 8A2: Define Board and Committee roles & responsibilities to include policies. (12/31/2021)

May 2021

In process. To be completed by December 2021

ON HOLD

For the most part, these will be defined with Charters following approval of the By Laws by the County Attorney. See Objective 8C. ON HOLD

Benchmark 8A3: Utilize Skills/Needs Assessment for the purpose of committee assignments and recruitment of new committee members and commissioners. (On-going beginning 10/1/2021)

ON HOLD

Need to appoint a lead person to take action on this. Will start in October and will be an on-going assessment.

Objective 8B: LMHA Board will define and implement its Board leadership roles in partnering with the Executive Director on the marketing, advocacy and community engagement goals and objectives outlined in the Strategic Plan.

Benchmark 8B1: Define opportunities for Board support of the ED in meeting marketing, advocacy and community engagement goals. (7/31/2021)

May 2021

Discussions with ED will begin on this topic before end of June 2021

June 2021

Need to organize a meeting with ED week of July 12th

ON HOLD

Further action on this benchmark is dependent on the Community & Regional Engagement Committee (see tab 4) and the Marketing & Image Building Committee (see tab 5).

Benchmark 8B2: Match Commissioners' skills and community connections to above opportunities. (9/30/2021)

ON HOLD

Process will start in August 2021

Benchmark 8B3: Formalize list of skills and connections (directory) for ED. (9/30/2021)

ON HOLD

Dependent on 8B1

Objective 8C: LMHA Board will consider the options of creating a Board Governance Committee and a Board Strategic Planning Committee and evaluate the current structure of other committees.

Benchmark 8C1: Evaluate current committee structure and determine what committees are needed. (9/30/2021)

May 2021

Already being proposed through new By Laws that are currently being drafted. Anticipate finalization before 9/30/2021

ON HOLD

Committee structure has been included in latest draft of the By Laws. Will be finalized before Sept. 2021 ON HOLD

October 2021

Committees defined in Blaws approved October 2021. This Benchmark is COMPLETED, but it remains the prerogative of the Board Chair to create additional committees as needed.

Benchmark 8C2: Select Commissioners to Write Committee Charters. (9/30/2021)

ON HOLD

This process will follow immediately after completion of 8C1

ON HOLD

ON HOLD, waiting on By Law approval from County Attorney and make charters official immediately after

Benchmark 8C3: Write the charter of each committee. (11/30/2021)

ON HOLD

This process will follow after completion of 8C2

Benchmark 8C4: Approval of revised committee structure, charters & committee chairs. (1/31/2022)

ON HOLD

Process to start after completion of 8C3

Objective 8D: LMHA Board will provide for and implement a performance evaluation

instrument and process for evaluating both the Executive Director and the Board of Commissioners.

Benchmark 8D1: Determine process and timing for performance evaluation (ED & Board). (6/30/2021)

September 2021 Drafts for both the ED and Board Evaluations have been prepared.

October 2021 No progress

November 2021 No progress

December 2021

Benchmark 8D2: Create evaluation tools and introduce to Board. (12/31/2021)

May 2021 Personnel Committee held initial meeting to begin work on evaluation tools.

ON HOLD Dependent on completion of 8D1.

Benchmark 8D3: Conducting evaluations. (5/31/2022)

ON HOLD

On hold until Benchmark 8D2 is completed.

Objective 8E: LMHA Board will collaborate with the Executive Director on defining a select group of performance metrics (8 to 10) that will be reported out on quarterly.

Benchmark 8E1: Obtain 12 - 15 metrics from ED. (10/31/2021)

June 2021

Need input from ED during week of July 12th

July 2021

Metrics should be indicative of the health of the organization including: 1. Internal Controls, 2. Staff, 3. Compliance, 4. Finances and 5. Audits

ON HOLD

ON HOLD, the metric will follow developing a new monthly Board report, See 8G3 below.

Benchmark 8E2: Commissioners review and rank, selecting 8 to 10. (11/30/2021)

ON HOLD

Dependent on completion of 8E1

Benchmark 8E3: Develop Report. (11/30/2021)

ON HOLD

Dependent on completion of 8E2

Objective 8F: LMHA Board will schedule a Board Leadership Training event to build the leadership capacity and toolkit.

Benchmark 8F1: Define leadership training needs. (8/31/2021)

July 2021

Strategic Planning Committee to organize a date to start process. Develop skills matrix of each commissioner and identify gaps. Consider housing industry groups and the Center for Non Profit Excellence as possible trainers.

ON HOLD

ON HOLD until survey in 8F2 is completed.

Benchmark 8F2: Survey Commissioners. (8/31/2021)

September 2021

Survey approved.

October 2021

Survey will be sent to Commissioners in November.

November 2021 Working to determine the best method for sending survey.

December 2021 Survey issued through Survey Monkey. As of 12/31, five commissioners had responded. Deadline for response is January 12.

Benchmark 8F3: Develop & possibly advertise scope of work. (10/31/2021)

ON HOLD Dependent on completion of 8F2

Benchmark 8F4: Select trainer. (11/30/2021)

ON HOLD Dependent on completion of 8F3

Benchmark 8F5: Conduct training. (6/30/2022)

ON HOLD Dependent on completion of 8F4

Objective 8G: LMHA Board will identify opportunities to engage with the staff to show appreciation for their work and to network with the staff to better learn about agency

operations.

Benchmark 8G1: Identify and schedule events interacting with staff. (8/31/2021)

September 2021	In Progress
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October 2021	In Progress
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November 2021	In Progress
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December 2021	
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Benchmark 8G2: Conduct events scheduled above. (6/30/2022)

ON HOLD	Dependent on completion of 8G1
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Benchmark 8G3: Identify monthly staff reports to Commisioners. (On-going beginning 7/1/2021)

August 2021	Initial meeting held to discuss new monthly report. Each participant is to prepare a draft for their area of the report as well as offer suggestions for
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making the report easier to read (more graphic).

October 2021

In Progress

November 2021

In Progress

December 2021

Objective 8H: LMHA Board will collaborate with the Executive Director on updating the Bylaws to better define Board roles, governance responsibilities, and ethical expectations.

Benchmark 8H1: First Draft of By Laws Created. (4/15/2021)

May 2021

Done and reviewed by Strategic Planning Committee BENCHMARK COMPLETED

Benchmark 8H2: Review Full Draft and Obtain Feedback from Strategic Planning Committee. (5/28/2021)

May 2021

BENCHMARK COMPLETED

Benchmark 8H3: Create Second Draft incorporating All Comments. (6/15/2021)

June 2021

Completed. Final DRAFT at County Attorney for approval

Benchmark 8H4: Strategic Planning Committee Reviews Second Draft to Ensure All Comments Are addressed. (6/30/2021)

June 2021

Completed early June

Benchmark 8H5: Obtain Review of Final Version with City Attorney and Others in Metro Government Required to Sign Off. (7/31/2021)

September 2021

Review of Bylaws by County Attorney completed. No changes suggested. COMPLETED

Benchmark 8H6: If Changes Suggested by County Attorney or Other Metro Government Resources, discuss with them or just accept changes. (8/31/2021)

September 2021

No changes suggested, so COMPLETED.

Benchmark 8H7: Review with Board of Commissioners and Approve at Board Meeting. ((9/21/2021)

October 2021

Revised LMHA Bylaws were approved at the October 19, 2021 Board of Commissioners meeting. COMPLETED

