

**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: Kathleen O’Neal**

**Objective 1A:** Complete a comprehensive physical needs assessment of the portfolio/determine capital needs / long-range budgeting for modernization. (12/31/2023)

**Benchmark 1A1:** Complete a comprehensive physical needs assessment of 100% of the LMHA portfolio of properties. (2/28/2023)

**ON HOLD**

ON HOLD until Director of Strategic Initiatives is hired. Date will be revised.

**August 2023**

Kathleen O’Neal selected as new Director of Strategic Initiatives. Updates to this report section will be added as completed.

**Benchmark 1A2:** Utilize the needs assessment to prioritize assets to schedule upgrades and modernization or repositioning in 2022 and 2023. (6/30/2023)

**ON HOLD**

ON HOLD until Director of Strategic Initiatives is hired. Date will be revised.

**Benchmark 1A3:** Prepare the budget workups and budgeting timelines / strategies for implementation in 2023 and 2024. (10/31/2023)

**ON HOLD**

ON HOLD until Director of Strategic Initiatives is hired. Date may be revised.

**Objective 1B:** LMHA will formulate redevelopment plans and implementation strategies for properties that are deemed to be in a state of functional obsolescence. (2/28/2024)

**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. (1/31/2024)

**ON HOLD**

Determination of functional obsolescence will be made when the PNAs and/or CNA's are received. Resume November 2023.

**ON HOLD**

ON HOLD until Director of Strategic Initiatives is hired. Date may be revised.

**Benchmark 1B2:** Begin preparation of the budget workups and budgeting timelines / strategies for implementation strategies for select properties that are deemed to be in a state of functional obsolescence. 4/30/2024

**ON HOLD**

Budgets and timelines will be prepared upon determination of functional obsolescence. LMHA's receipt of RAD Physical Conditions Assessments has been delayed. Resume October 2023.

**ON HOLD**

ON HOLD until Director of Strategic Initiatives is hired. Date may be revised.

[Redacted]

**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:** Lease up additional emergency housing assistance vouchers related to COVID-19. (12/31/2022)

**ON HOLD**

As of 5/1/2022 LMHA has received 161 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 housing options for those experiencing homelessness. (On Going)

**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. (On Going)

**ON GOING**

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 substantial the same commitments. The 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. (1/31/2024)

**Benchmark 1E1:** For select functionally obsolete properties, examine the benefits of place based strategies versus deconcentration. (1/31/2024)

**ON HOLD**

ON HOLD until specific properties are identified as obsolete. As plans are made for obsolete properties, consideration will be given to place based and deconcentration strategies, weighing the benefits, opportunities, and feasibility of each.

**Objective 1F:** LMHA will deconcentrate low-income housing and further housing choice through mixed-income developments that are situated throughout all Louisville Metro neighborhoods.

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

**ON GOING**

ON GOING Support for all off-site awardees continues.

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

**Benchmark 1G1:** Define and determine best measurement practices for racial equity and fair housing. (11/30/2023)

**Previous**

Rough first draft of tool completed. Still need to add guidance section, data resources and glossary.

**August 2023**

No updates to report.

**September 2023** No updates to report.

**October 2023** No updates to report.

**Benchmark 1G2:** Ensure all substantial rehab, new construction and comprehensive modernization plans contain broadband connectivity standard. (On Going)

**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 appropriate green building and sustainability practices to the greatest extent possible. (On Going)

**June 2023** Along with predevelopment efforts, the structure of the transaction, ownership of the new development, and the form of Housing Assistance Payment Agreement are being evaluated.

**August 2023** No updates to report.

**September 2023** No updates to report.

**October 2023** No updates to report.



**Objective 1H:** LMHA will engage community stakeholders in the planning and investment in select 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. (On-Going)

**ON-GOING**

Continue with community building and engagement for Iroquois site. Develop community building and engagement plans for LMHA's other large-scale sites as they are identified for redevelopment and/or disposition.

## 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.

**July 2023**

Review of policies and practices complete. Pending completion of ED review.

**August 2023**

No update to report

**September 2023**

No update to report.

**October 2023**

Continue to await completion of ED review.

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

Commissioners and Management Team. (12/2023)

**ON HOLD**

Pending completion of ED review and any additional comments from ED.

**Benchmark 2A3:** Implement and distribute new human resources policies and practices and train staff. (4/1/2024)

**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:** Select consultant to assist in identifying LMHA's tradition practices and culture for review and potential change. (9/30/2022)

**COMPLETED**

Reviewed quotes - Consultant selected. Met with consultant to discuss project. BENCHMARK COMPLETED

**Benchmark 2B2:** Identify good and bad parts of LMHA's culture (traditional practices & customs). (12/31/2022)

**COMPLETED**

Committee met with Strategic HR - survey results and recommendations were presented. Follow-up mtg to be scheduled with committee to determine next steps. BENCHMARK COMPLETED

**Benchmark 2B3:** Identify and prioritize areas for improvement and create adaptation model. (Continuing)

**July 2023**

Previously met with ED & Dept. Heads to discuss customer service trainer observations & recommendations. Discussed possible actions to



take for improvement in specific areas.

**August 2023**

No training in August.

**September 2023**

No update to report.

**October 2023**

No updates to report.

**Benchmark 2B4:** Begin long term implementation of cultural adaptation. (On-going beginning 4/1/2023)

**July 2023**

Efforts continuing.

**August 2023**

Nothing to report.

**September 2023**

No update to report.

**October 2023**

No updates to report.

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**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 maintain high performing agency status.

**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. (12/31/2023)

**ON HOLD**

Review Biennially starting in Fall 2023. No reporting required until next fiscal year.
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**August 2023**

Skills survey launched by HR Committee member Director of Property Management.
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**September 2023**

In progress.
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**October 2023**

<u>In progress.</u>
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**Objective 2D:** LMHA will continue to 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. (On-Going)

**ON GOING**

This effort is on-going and there will be no reporting unless changes are
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made to these efforts.

**Objective 2E:** LMHA will evaluate all departments for compensation fairness and provide for action plans to address any disparities.

**Benchmark 2E1:** Determine scope of work for compensation survey and prepare RFP. (9/15/2022)

**COMPLETED**

Bid proposals reviewed and evaluated by HR Strategic Action Committee; and consultant selected. BENCHMARK COMPLETED

**Benchmark 2E2:** Select consultant for compensation survey and submit to board. (10/31/2022)

**COMPLETED**

Resolution taken to April Board Meeting. Approval given to enter into contract with selected consultant. Preliminary meeting with consultant has been scheduled. BENCHMARK COMPLETED

**Benchmark 2E3:** Complete compensation survey. (December 2023)

**July 2023**

Requested/required information to Consultant. Final preparations in progress for release compensation survey. Bi-weekly meetings held to discuss and monitor progress.

**August 2023**

Compensation Survey launched August 16, 2023. Survey to be out for responses and follow-ups as necessary 3 to 5 weeks.

**September 2023**

In progress.

October 2023

Preliminary results received and reviewed. Met with Gallagher HR to discuss results and determine next steps in process.

**Benchmark 2E4:** Plan for implementing findings in report (Spring 2024)

**ON HOLD**

Reporting expected to begin in December 2023

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

**Benchmark 2F1:** Work with department heads to identify needed training for staff. (On-Going)

June 2023

Met with ED, Dir of Prop Management and Dir of Leased Housing to discuss employees' concerns voiced during training and the trainer's comments/suggestions.

July 2023

No updates to report.

**ON GOING**

Notification of Training opportunities forwarded to appropriate Department Heads as they become available.

**Benchmark 2F2:** Train staff. (On-going)

**July 2023**

No updates to report.

**August 2023**

Nothing to report.

**September 2023**

No update to report.

**October 2023**

No updates to report.

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

**Benchmark 2G1:** Revise survey document with team and select consultant. (TBD)

**COMPLETED  
FY23**

No action needed until Fall 2024.

**Benchmark 2G2:** Send survey to employees. (TBD)

**COMPLETED  
FY23**

No action needed until Fall 2024.

**Benchmark 2G3: Analyze Survey Results. (April - May 2023)**

**PREVIOUS  
FY23**

Meeting held with Strategic HR to review survey results. Some suggestions from survey implemented. Further action(s) pending follow-up meeting with HR committee.

**COMPLETED  
FY23**

Follow-up meeting held with HR committee in previous months. No additional actions taken. BENCHMARK COMPLETED. It is anticipated that the next employee satisfaction survey will be Fall 2024.

### 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 from Yardi that will be utilized to determine "success rate" of working families transitioning out of assisted housing. (12/31/2023)

<b>PREVIOUS</b>	Sent potential list of Success Measures to IT to see if which measures can be incorporated into new monthly Yardi reports.
<b>August 2023</b>	No updates to report.
<b>September 2023</b>	No updates to report.
<b>October 2023</b>	<u>No updates to report.</u>

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**Benchmark 3A2:** Establish Baseline measurements based on metrics, evaluate annually thereafter. (3/31/2024)

**ON HOLD**

On hold until Benchmark 3A1 is completed.

**Benchmark 3A3:** Set goals that will be measured annually against baseline metrics. (6/30/2024)

**ON HOLD**

On hold until Benchmark 3A1 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:** Develop improved communication methods for reaching residents regarding employment and training opportunities. (12/31/2023)

**PREVIOUS**

Discussed plan to send out weekly emails related to LMHA Special Programs and to study the feasibility of disseminating employment opportunities provided by other agencies.

**ON HOLD**

ON HOLD for new Public Information Coordinator.

**Benchmark 3B2:** Explore Incentives for resident participation in workforce training / maintaining employment / reaching benchmarks. (Review Annually by November)



**PREVIOUS**

Decided current every other year recertifications is a good incentive to seek employment. No new incentives will be considered this year, but will review again during next year's MTW plan update.

**Objective 3C:** LMHA will improve the staff capacities and resource materials to be able to advise residents on support services available in the community. (Reviewed Annually)

**Benchmark 3C1:** Continue LMHA staff access to Unite Us and LouieConnect, train staff on use. (Review Need Annually by September 30)

**July 2023**

No updates to report.

**August 2023**

Will report on need next month.

**September 2023**

Email reminders about Unite Us and LouieConnect sent to relevant staff along with the offer to train new team members.

**October 2023**

Special Programs will respond to requests for training as received.  
BENCHMARK COMPLETED.

**Benchmark 3C2:** Work with resident councils to evaluate resident communication methods and develop strategies to improve. (Update annually by September)

**ON HOLD**

ON HOLD until September.

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<b>September 2023</b>	Will now update after the final Resident Council elections are held.
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**Objective 3D:** LMHA will increase the number of families connected to low or no-cost broadband and improve digital skills.

**Benchmark 3D1:** Review digital skills plans (Remote & In-person Options). (Annually by September 30)

<b>ON HOLD</b>	ON HOLD until September.
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<b>September 2023</b>	ON HOLD until new Digital Inclusion Coordinator is hired.
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**Benchmark 3D2:** Connect resident to and offer Digital Skills classes. (On-Going)

<b>July 2023</b>	Internet basics and Cyber Security training provided to 29 residents at St Catherine Ct.
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<b>August 2023</b>	Internet basics and Cyber Security training provided to 34 residents at Beecher Terrace, Dosker Manor and Avenue Plaza.
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**September 2023** Internet basics and Cyber Security training provided to 34 residents at Beecher Terrace, St Catherine Ct, Will Seay Plaza and Lourdes Hall.

**October 2023** Internet basics and Cyber Security training provided to ten (10) residents at Beecher Terrace.

**Benchmark 3D3:** Utilize communication strategies developed in 3B and 3C to rollout information to residents re: broadband assistance. (On-going)

**July 2023** Parkway Field Day scheduled for August 3.

**August 2023** Affordable Connectivity Program (ACP) information provided at Parkway Field Day and LMHA ACP outreach continued at Dosker Manor.

**September 2023** Affordable Connectivity Program (ACP) events paused in September and will resume in October.

**October 2023** Affordable Connectivity Program (ACP) outreach conducted at St Catherine CT, Avenue Plaza and Beecher Terrace.

**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:** Re-evaluate space in high rises for service providers to visit and work with residents on-site (group and confidential spaces) - include Zoom. (Annually by September)

**June 2023** Potential for space identified in the CORE office at Dosker, but will require some construction to make it useable.

**July 2023** No updates to report.

**August 2023** Will update space availability next month.

**September 2023** Space is currently available at Wiggins Center and St Catherine Ct. Space could be created with some minor construction at Dosker Manor and Will Seay Plaza. BENCHMARK COMPLETED

**Benchmark 3E2:** Outreach to residents to define needed / desired services. (Review annually beginning June)

**July 2023** ROSS-SC survey mailed to all public housing residents. Special Programs will utilize the results for this metric.

**August 2023** Approximately 400 ROSS-SC surveys have been returned.

**September 2023** Additional surveys are being sent to public housing residents.

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**October 2023**

<u>No updates to report.</u>
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**Benchmark 3E3:** Outreach to service providers to determine interest in participation. (Ongoing)

**July 2023**

No updates to report.
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**ON HOLD**

ON HOLD until space is identified and surveys results are available.
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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:** Review available financial skills programs (in-person & on-line). (Annually by September 30)

**July 2023**

No updates to report.
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**August 2023**

Review will be completed next month.
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**September 2023** This will now be updated in October.

**October 2023** [Listing of available financial skills programs updated.](#)

**Benchmark 3F2:** Review & Update HCV Homeownership marketing plan (external & internal). (Annually by September 30)

**ON HOLD** Update ON HOLD for new Public Information Coordinator. Continuing with previously plan.

**Benchmark 3F3:** Develop distribution and referral processes. (On-going)

**July 2023** HCV HO materials provided at community events.

**August 2023** HCV materials provided at Parkway Field Day and back-to-school events.

**September 2023** HCV HO materials distributed at events sponsored by Louisville HeadStart and Smoketown Family Wellness Center.

**October 2023** [No updates to report.](#)

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**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. (8/31/2022)

**COMPLETED**

Section 3 outreach plan is developed and includes brochures, attending and hosting public events, as well as "how-to" videos for potential contractors. Plan begins Sept 2022. BENCHMARK COMPLETED
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**Benchmark 3G2:** Implement the outreach plan. (On-Going)

**July 2023**

No updates to report.
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**August 2023**

No updates to report.
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**September 2023**

No updates to report.
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**October 2023**

<u>No updates to report.</u>
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**Benchmark 3G3:** Explore technology options for making easier connections between employers and residents. (On-Going)

**July 2023**

Residents can now register for Section 3 employment opportunities on the LMHA website.

**August 2023**

No updates to report.

**September 2023**

No updates to report.

**October 2023**

No updates to report.

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

**Benchmark 3H1:** Update ongoing / long-term COVID-related needs among residents. (7/31/2023)

**July 2023**

Learning loss among students, poor health makes many residents more vulnerable to more dire COVID outcomes and being behind on rent.  
BENCHMARK COMPLETED

**Benchmark 3H2:** Re-Evaluate LMHA's ability to address those needs / Identify community partners. (8/31/2023)

**July 2023**

No updates to report.



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**August 2023**

No updates to report.
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**September 2023**

No updates to report.
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**October 2023**

<u>No updates to report.</u>
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**Benchmark 3H3:** Continue to communicate expectations and connect residents with resources to prevent evictions. (On-Going)

**ON GOING**

Efforts to assist public housing households apply for rental assistance are ON GOING.
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## 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:** Continue to identify gaps and missing linkages. (12/31/2023)

#### PREVIOUS

Board and staff will be re-surveyed FY24.

**Benchmark 4A2:** Identify & promote opportunities to volunteer/join boards including time allowed. (Begin 1/1/2024)

#### ON HOLD

ON HOLD pending creation of employee newsletter.

**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:** Continue to identify community resources for LMHA to partner with to assist with capacity building. (On-Going)

#### July 2023

LMHA sponsored an outreach event for contractors. The event covered

upcoming projects and provided networking opportunities for smaller contractors to meet larger, potential GC firms.

**August 2023**

LMHA met with The Plan Room project manager, Travis Foxx, on August 21 to discuss assisting contractors with bidding LMHA projects.

**September 2023**

LMHA met with Minority Contractors Association of Kentuckiana on September 29th to discuss improving MWDBE participation on capital projects.

**October 2023**

[At Louisville Mayor's Equity in Contracting & Procurement Task Force Match Maker event on Oct 10, staff spoke to diverse contractors. 242 contractors received info on upcoming projects, MWDBE certification, Section 3, & sealed bid instructions.](#)

**Benchmark 4B2:** Develop relationships to fill the gaps. (On-Going)

**July 2023**

LMHA met with the Plan Room supervisor to discuss building a closer relationship in order to help contractors learn how to work with LMHA.

**August 2023**

LMHA established a connection with Catholic Charities of Louisville to help outreach to low-income persons.

**September 2023**

LMHA met with procurement representatives from the Louisville Water Company on September 15th to discuss MWDBE certification and getting MWDBE contractors on more projects.

**October 2023**

[LMHA staff established a connection with a large construction contractor](#)

(Cornerstone Engineering, Inc.), which is interested in improving MWDBE participation in Louisville. LMHA is planning a meeting in November to discuss these efforts.

**Objective 4C:** LMHA will advocate and leverage 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:** Continue utilizing Vision Russell to impact on social capital and economic investment in West Louisville. (On-going)

**July 2023**

LMHA certified two (2) new MWDBE vendors.

**August 2023**

LMHA recertified five (5) MWDBE contractors during the month and added one (1) new MBE contractor, that LMHA certified, to the MWDBE Contractors database.

**September 2023**

LMHA is coordinating w/ Phase IV compliance subcontractor on protocol & compliance training (Oct 26) for contractors. Per protocol, contractors must provide job opportunities to LMHA & West Louisville residents thru Section 3 if hire new employees.

**October 2023**

LMHA, MBS, & Dotted i Alliance: Compliance Consulting (Beecher IV compliance subcontractor) met with John G Johnson Construction & subcontractors to discuss compliance issues. Oct 26 training on MWDBE participation & Section 3 & Davis Bacon.

**Benchmark 4C2:** Continue to work with partners on Iroquois redevelopment. (On-going)

**July 2023**

LMHA staff will attend the Iroquois Homes Family Reunion on August 5 to provide information to former Iroquois Homes residents regarding the Iroquois redevelopment and to answer any questions they may have.

**August 2023**

LMHA staff attended the Iroquois Homes Family Reunion on August 5.

**September 2023**

LMHA continues to work on Iroquois Senior Living Community pre-development activities.

**October 2023**

LMHA continues to work on Iroquois Senior Living Community pre-development activities.

**Benchmark 4C3:** Seek out & participate in new community engagement opportunities to impact on economic investment in West Louisville & other neighborhoods. (On-Going)

**July 2023**

Related to contractor outreach event, LMHA reached out to our contractors in our database and to an additional 259 contractors from the Human Relations Commission's database. These additional contractors had not been involved with LMHA in the past.

**August 2023**

LMHA attended an event sponsored by the Minority Contractors Association of Kentuckiana on August 17 to establish relationships with new contractors who were not familiar with LMHA projects and procurement.

**September 2023**

LMHA staff trained a small construction contractor on completion of capital project bid documents. This contractor has never bid a Capital Improvements Department project as a general contractor, but wanted to bid an upcoming project.

**October 2023**

LMHA staff trained an additional small MBE construction contractor on completion of capital project bid documents. This contractor has and is currently working on LMHA sites but has never bid a job as the general

[contractor.](#)

**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:** Provide strong leadership in planning Iroquois redevelopment. (On-Going)

**July 2023**

LMHA staff continue to work on Iroquois Senior Living Community pre-development activities. The environmental review for the project is currently underway.

**August 2023**

LMHA staff continue to work on Iroquois Senior Living Community pre-development activities. The environmental review for the project is currently underway.

**September 2023**

LMHA staff continue to work on Iroquois Senior Living Community pre-development activities. The environmental review for the project is currently underway.

**October 2023**

[LMHA staff continue to work on Iroquois Senior Living Community pre-development activities. The environmental review for the project is currently underway.](#)

## 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: TBD

**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:** Review external communications plan. (Annually by July 31)

#### COMPLETED

2022-2023 External communications plan has been updated with a promotions timeline and goals to create video and blog promotions  
BENCHMARK COMPLETED.

**Benchmark 5A2:** Continue implementation of the new plan (updated website, brochures, speaking engagements and social media). (On-Going)

#### August 2022

New section 3 and MWDBE flyers created and will be shared during several September events. Complete website remodel is underway with an early 2023 completion date.

#### September 2022

Passed out Sec. 3 and MWDBE brochures during two Sept. events. Working with a local, MBE production company to develop LMHA-themed videos. LMHA's mission and work is included in the latest playbill at the KY Opera.

#### October 2022

Story on LMHA's homeownership program was covered by all tv news outlets. Website development underway to be completed by early 2023

**November 2022**

ON HOLD for new Public Information Coordinator.

**Benchmark 5A3:** Explore new outreach techniques, specifically social media outlets. (9/15/2022)

**August 2022**

New outreach techniques for the FY include instructional videos, updated brochures, and website posts. Discussions on social media outlets underway. Biggest barrier appears to be manpower. Currently collecting quotes for a social media contractor.

**September 2022**

Named members of a potential social media committee and developed an initial plan on how to create consistent, effective Facebook posts.

**October 2022**

ON HOLD for new Public Information Coordinator.

**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:** Identify programs & activities that benefit LMHA residents. (8/15/2022)

**COMPLETED**

Identified 15 programs that benefit LMHA residents. The plan to promote these programs is included in the 22-23 external comms plan and will begin 9/1/22. BENCHMARK COMPLETED.

**Benchmark 5B2:** Highlight programs & activities that benefit LMHA residents. (Begin



9/1/2022)

**September 2022**

Highlighting LMHA's Homeownership program in October via press release. Public Information Coordinator is speaking with a new homeowner to use for future marketing materials and presentations. Created a video schedule of programs to highlight.

**October 2022**

MBE production company filmed a Sec. 3 video that will be prepared by the end of 2022. Images from Homeownership success story will be included in Objective 5C - which is also underway.

**November 2022**

ON HOLD for new Public Information Coordinator.

**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:** Develop presentation(s). (Begin 11/1/2022)

**ON HOLD**

ON HOLD until the above Objectives are further along.

**Benchmark 5C2:** Utilize presentation(s). (Begin 1/1/2023)

**ON HOLD**

ON HOLD until Benchmark 5C1 is completed.

**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:** Implement improved internal communications systems. (1/15/2023)

**August 2022** Met with IT to create a proper timeline to improve LMHA's intranet system by Jan 15, 2023. System will serve as an "employee hub" with resources, news, trainings, and personnel updates.

**September 2022** Speaking with IT to explore communications options in Yardi. Still saving materials for potential intranet hub. Hub will match the look of LMHA's updated website in 2023.

**October 2022** Website/HUB upgrade still underway. List of potential intranet materials saved for next Public Information Coordinator.

**November 2022** No updates to report.

**December 2022** ON HOLD for new Public Information Coordinator.

**Benchmark 5D2:** Emphasize the LMHA vision/mission, strategic goals and values to all employees through new communications. (Begin 2/1/2023)

**ON HOLD** ON HOLD until Benchmark 5D1 is completed.

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

**Benchmark 5E1:** Update data set for language access plan. (Biennially)

**ON HOLD**

ON HOLD until April 2024.

**Benchmark 5E2:** Implement language plan to improve outreach. (Spring 2024)

**ON HOLD**

ON HOLD until Benchmark 5E1 is completed.

**Benchmark 5E3:** Engage local agencies to identify other barriers and solutions to improve outreach. (TBD)

**ON HOLD**

ON HOLD for new Public Information Coordinator.

**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:** Testing & implementation of new software system (Phase II). (7/31/2023)

**PREVIOUS**

Began submitting HUD 50058 forms to HUD for Sheppard Square via Yardi software (success)

**COMPLETED**

BENCHMARK COMPLETED

**Benchmark 6A2:** Train staff. (On going)

**ONGOING**

Training continues as needed.

**July 2023**

Refresher training was provided for PH & Occupancy staff

**August 2023**

No training in August.

**September 2023**

All required training is complete, BENCHMARK COMPLETED.

**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:** Engage with auditors to perform a Yardi conversion process affirmation with management letter produced. (On-Going)

**ON-GOING**

Continuing to implement the auditor's recommendations regarding LMHA's IT security. Significant implementations will be reported as they occur.

**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. (10/31/2023)

**ON HOLD**

ON HOLD until Objective 6A is completed.

**August 2023**

No updates to report.

**September 2023**

No updates to report

**October 2023**

No updates to report.

**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:** Begin collaboration with other MTW agencies who use YARDI to explore potential benefits. (8/31/2023)

**ON HOLD**

ON HOLD until Objective 6A is completed.

**August 2023**

Key LMHA staff have joined the MTW Collaborative IT Working Group.

**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. (10/31/2023)

**July 2023**

No updates to report.

**August 2023**

no updates to report.

**September 2023**

No updates to report

**ON HOLD**

ON HOLD until results from new survey of skills are provided.

**Benchmark 6E2:** Select trainer(s) and offer staff training. (1/31/2024)

**ON HOLD**

ON HOLD until Benchmark 6E1 is completed.

**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. (On-Going)

**July 2023**

Public Housing emails in Yardi: 130 (up 4); HCV emails in Yardi:2865 (down, possibly due to End of Participations processed.

**August 2023**

Public Housing emails in Yardi: 188 (up 58); HCV emails in Yardi:2362 (down 503)

**September 2023** Public Housing emails in Yardi 204 (up 16); HCV emails in Yardi: 3169 (up 807)

**October 2023** Public Housing emails in Yardi: 212 (up 8); HCV emails in Yardi 3290 (up 121)

**Benchmark 6F2:** Utilize Yardi Rent Café to improve customer experiences with LMHA. (On-Going)

**July 2023** Resident portal implemented PH multiple Scattered Sites & HCV VASH residents.

**August 2023** Resident portal fully implemented for PH properties, plans to finalize for HCV residents.

**September 2023** HCV team reviewing the work flow for residents via Rent Cafe

**October 2023** HCV team continued reviewing the work flow for residents and began training staff to use Rent Cafe



**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: Faith Hood**

**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. (9/30/2022)

**COMPLETED  
FY23**

Preparing a plan to coordinate focus groups and find location options to host groups. BENCHMARK COMPLETED

**Benchmark 7A2:** Conduct departmental focus groups to review and create plan. (12/31/2022)

**COMPLETED  
FY23**

PH (property managers/ maintenance supervisors) focus group completed 04/06/2023; PH (maintenance/admin asst./ housing specialist) focus group completed on 04/26/23. BENCHMARK COMPLETED

**Benchmark 7A3:** Identify how each department & employee can contribute to customer satisfaction & employee performance evaluations. (9/30/2023)

**July 2023**

No updates to report.

**August 2023**

Compiled notes from focus groups will be ready for distribution in September.

**September 2023**

Compiled summary responses from focus groups and provided to Special Program Director for review.

**October 2023**

[Summary under review by Special Programs Director.](#)

**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. (No activity until next survey)

**ON HOLD**

ON HOLD until FY24 survey is completed, Winter/Spring 2024.

**Benchmark 7B2:** Provide survey and results to business partners & service providers (Special Referrals). (No activity until next survey)

**ON HOLD**

ON HOLD until FY24 survey is completed, Winter/Spring 2024.

**Benchmark 7B3:** Provide survey and results to resident councils and seek feedback. (No activity until next survey)

**ON HOLD**

ON HOLD until FY24 survey is completed, Winter/Spring 2024.

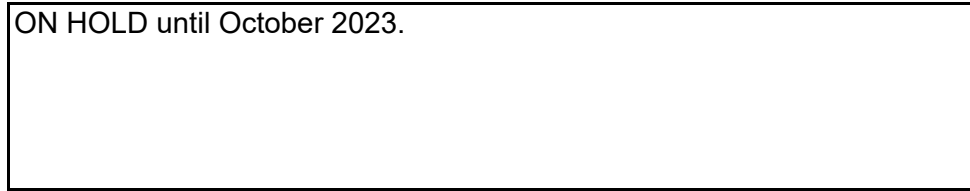


**Objective 7C:** LMHA will provide CSS lower performing Asset Management Projects (AMPs) additional training.

**Benchmark 7C1:** Provide additional REAC training. (TBD)

**ON HOLD**

ON HOLD until October 2023.

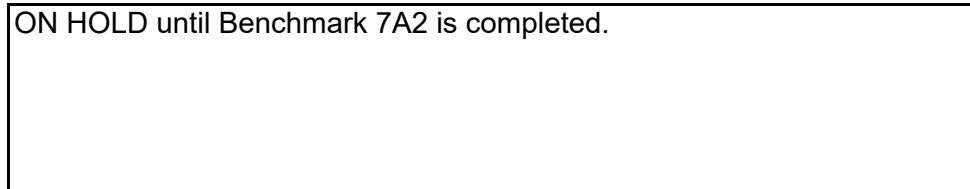


**Objective 7D:** LMHA will expect that all supervisors will share the CSS results with their employees and that all employees will have some customer satisfaction performance standards and reward opportunities.

**Benchmark 7D1:** Directors & supervisors will share CSS with all employees and solicit feedback. (10/31/2023)

**ON HOLD**

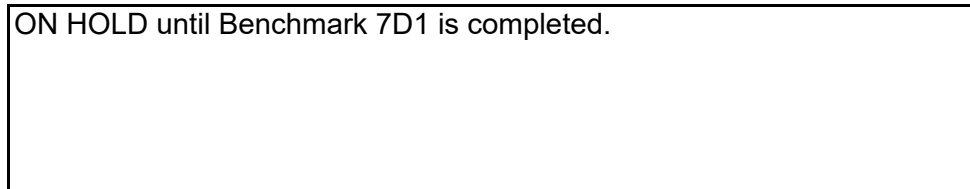
ON HOLD until Benchmark 7A2 is completed.



**Benchmark 7D2:** Identify how each department & employee can contribute to customer satisfaction & employee performance evaluations. (11/30/2023)

**ON HOLD**

ON HOLD until Benchmark 7D1 is completed.



**Benchmark 7D3:** Updated position descriptions and performance evaluations to reflect customer satisfaction emphasis. (TBD)

**ON HOLD**

ON HOLD until benchmark 7D2 is completed.

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

**Benchmark 7E1:** Select consultant to conduct CSS for HCV and LMHA managed properties. (1/31/2024)

**ON HOLD**

ON HOLD until November 2024.

**Benchmark 7E2:** Select CSS for HCV, LMHA managed & privately managed properties. (4/30/2024)

**ON HOLD**

ON HOLD until 7E1 completed.

**Benchmark 7E3:** Review CSS results with consultant. (6/30/2024)

**ON HOLD**

ON HOLD until 7E2 completed.

## 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: Open

**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. **Governance**

**Benchmark 8A1:** Evaluating Commissioner's skill sets and then identify any gaps. (June 15 of each year)

**ON HOLD**

ON HOLD until early 2024.

**Benchmark 8A2:** Define Board and Committee roles & responsibilities to include policies. (Review once a year with new Board)

**July 2023**

No updates to report.

**August 2023**

No updates to report.

**September 2023**

ON HOLD until new Governance chair is identified.

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**Benchmark 8A3:** Utilize Skills/Needs Assessment for the purpose of committee assignments and recruitment of new committee members and commissioners. (Review once a year with new Board)

**PREVIOUS**

Chairperson Harris asked all Commissioners to email her with at least two committees they would like to serve on.
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**July 2023**

New Board Committee structure recommended by the Governance Committee.
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**August 2023**

New Board Committee structure approved. BENCHMARK COMPLETED.
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**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. **Strategic Planning**

**Benchmark 8B1:** Define opportunities for Board support of the ED in meeting marketing, advocacy and community engagement goals. (12/31/2023)

**July 2023**

No updates to report.
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**August 2023**

No updates to report.
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**September 2023**

No updates to report.

**October 2023**

No updates to report.

**Benchmark 8B2:** Develop Commissioners' skills and community connections to above opportunities. (3/31/2024)

**ON HOLD**

ON HOLD until Benchmark 8b1 is completed.

**Benchmark 8B3:** Match Commissioners to community engagement opportunities. (On-Going)

**ON HOLD**

ON HOLD until Benchmark 8B2 is completed.

**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. **All Committee Chairs**

**Benchmark 8C1:** Commissioners to Review Committee Charters. (September 30 of each year)

**PREVIOUS**

All committees will write formal charters. Template will be provided.

**August 2023**

No updates to report.

**September 2023**

No updates to report.

**October 2023**

No updates to report.

**Benchmark 8C2:** Re-evaluate current committee structure and determine what committees are needed. (June 15 of each year)

**July 2023**

Governance has recommended a revision to the Board Committee structure. BENCHMARK COMPLETED.

**Benchmark 8C3:** Approval of any revised committee structure, charters & committee chairs. (As Needed)

**July 2023**

New committee structure and revision to bylaws to be voted on at August 2023 Board meeting.

**August 2023**

New committee structure and revised bylaws adopted by the Board. BENCHMARK COMPLETED.



**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. **Personnel**

**Benchmark 8D1:** Review process, timing and evaluation tools for performance evaluation (ED & Board). (Biennial by April. Due 2024)

**June 2023** ED Evaluation tool converted to a fillable PDF and sent to Personnel Committee for review.

**August 2023** No updates to report.

**September 2023** No updates to report.

**October 2023** ON HOLD until new Executive Director is in place.

**Benchmark 8D2:** Conducting evaluations. (June 30 of each year)

**ON HOLD** ON HOLD until Fall 2023.

**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. **Strategic Planning**

**Benchmark 8E1:** Obtain 12 - 15 metrics from ED. (12/31/2023)

**PREVIOUS**

ON HOLD until agency has a better understanding of metrics that can be provided from Yardi.

**Benchmark 8E2:** Commissioners review and rank, selecting 8 to 10. (3/31/2024)

**ON HOLD**

ON HOLD until Benchmark 8E1 is completed.

**Benchmark 8E3:** Develop Report. (6/30/2024)

**ON HOLD**

ON HOLD until Benchmark 8E2 is completed.

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

**Benchmark 8F1:** Define leadership training needs. (September 30 of each year)

**July 2023**

No updates to report.

**August 2023**

No updates to report.

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**September 2023**

No updates to report.
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**October 2023**

<u>No updates to report.</u>
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**Benchmark 8F2:** Survey Commissioners. (As Needed)

**ON HOLD**

ON HOLD until Governance Committee requests updated information.
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**Benchmark 8F3:** Select trainer. Non-staff trainers will be identified and selected when needed. (On-Going)

**ON HOLD**

ON HOLD until need is identified.
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**Benchmark 8F4:** Attend training. (6/30/2023)

**July 2023**

Procurement training provided to commissioners.
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**August 2023**

No training provided.

**September 2023**

No training provided.

**October 2023**

No training provided.

**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. **Personnel**

**Benchmark 8G1:** Identify and schedule events interacting with staff. (10/31/2023)

**July 2023**

No updates to report.

**August 2023**

No updates to report.

**September 2023**

No updates to report.

**October 2023**

No updates to report.

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**Benchmark 8G2:** Identify monthly staff reports to Commissioners'. (Start 3/1/2024)

**ON HOLD**

ON HOLD until 8G1 is completed.
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**Benchmark 8G3:** Conduct events scheduled above. (4/1/2024)

**ON HOLD**

ON HOLD Benchmark 8G2 is completed.
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**Objective 8H:** LMHA Board will collaborate with the Executive Director on updating the Bylaws to better define Board roles, governance responsibilities, and ethical expectations.

**Governance**

**Benchmark 8H1:** Review Bylaws. (August 31, Biennially)

**ON HOLD**

Begin review January 2024.
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