

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. (2/28/2024)

November 2023	Strategic Initiatives and other LMHA staff have begun reviewing the completed 2022 needs assessments, and conducting inspections of properties with the most urgent needs. Results of the inspections will be used to update the assessments internally.
December 2023	LMHA staff and consultants continued to review site needs assessments, energy audits, and inspection results, with a focus on Dosker Manor, and anticipate having updated recommendations of long-range strategies for Dosker in early 2024.
January 2024	LMHA's new ED, along with other staff and consultants continued to work on short and long-term plans for LMHA's "Legacy Developments" - Dosker Manor, Avenue Plaza and Parkway Place.
February 2024	<u>Sherman Carter Barnhardt began moving forward with Physical Needs Assessments (PNA) for LMHA's three Legacy developments.</u>

Benchmark 1A2: Utilize the needs assessment to prioritize assets to schedule upgrades and modernization or repositioning in 2022 and 2023. (3/30/2024)

November 2023 Strategic Initiatives and other LMHA staff have begun reviewing needs assessments to prioritize modernization upgrades and repositioning. These suggestions will be reviewed with the new Executive Director during the upcoming transition period.

December 2023 Staff and consultants prepared a briefing on Dosker and plan to present to the new Executive Director during the first week of January.

January 2024 Staff met with the architectural firm on annual contract (Sherman Carter Barnhart) to begin developing an updated comprehensive needs assessment and cost estimate for the Dosker site.

February 2024 [The PNA for Dosker Manor which will help inform repositioning options and redevelopment strategies for the site, was completed on February 23, 2024 and is currently under review with staff.](#)

Benchmark 1A3: Prepare the budget workups and budgeting timelines / strategies for implementation in 2023 and 2024. (6/30/2024)

November 2023 ON HOLD until the 1A1 and 1A2 are complete. Dosker Manor and Avenue Plaza may be prepared separately to fast track pressing needs. Additional needs assessments may also be needed for Liberty Green and Sheppard Square.

ON HOLD ON HOLD until 1A1 and 1A2 are complete.

February 2024

LMHA staff developed a timeline for the planning process for Dosker Manor and a tentative date for a Kick Off meeting with residents is scheduled for April 1.

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. (6/30/2024)

November 2023

Refer to Objective 1A above. Dosker Manor and Avenue Plaza may need to be fast tracked to address pressing needs.

December 2023

Refer to Objective 1A above. Dosker Manor and Avenue Plaza may need to be fast tracked to addressing pressing needs.

January 2024

Dosker is being fast tracked to address pressing needs. A newsletter is under development, and plans are underway for a resident meeting. Staff has also been meeting with U of L to develop a plans for community outreach.

February 2024

The first of monthly "Office Hours" events was held on February 9th at Dosker Manor. The Executive Director and other Senior Staff attended, along with an LMPD HALO officer. A resident survey to determine preferences on meeting types, timing and topics was launched that same day. The Dosker resident newsletter was finalized.

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. (6/30/2024)

November 2023

Refer to Objective 1A above. Dosker Manor and Avenue Plaza may need to be fast tracked to address pressing needs.

December 2023 Refer to Objective 1A above. Dosker Manor and Avenue Plaza may need to be fast tracked to address pressing needs.

January 2024 Sherman Carter Barnhart began working on an updated needs assessment and cost estimate for the Dosker site. They anticipate completing their estimate in late February. In-house Nspire Inspections will begin at Avenue Plaza in mid-February.

February 2024 [SCB completed an updated Physical Needs Assessment for Dosker Manor on February 23.](#)

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. (9/30/2023)

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.

November 2023 The lease up period for the emergency housing assistance vouchers related to COVID-19 expired on September 30, 2023. As of October 1, 2023, LMHA was leasing 139 of these 161 vouchers. BENCHMARK COMPLETED.

Benchmark 1C2: Explore housing options for those experiencing homelessness. (On Going)

ON HOLD

This Benchmark continues to be ON HOLD as staff research potential property acquisitions and relocation options that may be needed in conjunction with modernization or repositioning efforts.

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)

November 2023

LMHA continues to expand its MTW HCV special referral partnerships, with plans to allocate 125 additional vouchers this fiscal year. LMHA also continues to grow its Homeownership Preservation Program, which currently serves 19 households.

December 2023

No updates to report.

January 2024

New hires have been assigned to assist with new family HCV leasing.

February 2024

The FY2025 MTW Plan includes an MTW initiative to limit interim recertifications to twice per recertification cycle.

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. (6/30/2024)

Benchmark 1E1: For select functionally obsolete properties, examine the benefits of place based strategies versus deconcentration. (6/30/2024)

November 2023 This Benchmark is being factored into the decision making and prioritization process underway for Objective 1B.

December 2023 This Benchmark is being factored into the decision making and prioritization process underway for Objective 1B.

January 2024 This Benchmark is being factored into the decision making and prioritization process underway for Objective 1B.

February 2024 This Benchmark is being factored into the decision making and prioritization process underway for Objective 1B.

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.

November 2023 ON GOING. LMHA's Special Projects Consultant and staff continue to provide support to all CNI PBV partners.

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. (3/30/2024)

November 2023 The Director of Strategic Initiatives will be meeting with special programs director in late 2023 or early 2024 to complete first draft.

December 2023 First draft updated and provided to Director of Strategic Initiatives.

January 2024 The draft is currently under review.

February 2024 The draft is still under review.

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

November 2023 Broadband connectivity is included in Iroquois Phase I plans, which are currently out to bid.

December 2023 Iroquois Phase I bid opening in January.

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January 2024

The General Contractor was selected for Iroquois Phase I. Plans for this age 55+ community include broadband connectivity.

February 2024

No updates to report.

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.

ON-GOING

ON-GOING.

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.

ON-GOING

ON-GOING.

February 2024

LMHA met with UofL staff to enlist their assistance in developing and conducting a resident needs assessment and planning process for Dosker Manor. A resolution to approve an IGA for these services will be presented at the March Board meeting.

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.

October 2023

Continue to await completion of ED review.

December 2023

No updates to report.

January 2024

Copy of handbook to new ED for review.

February 2024

Under 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.

November 2023 No updates to report.

December 2023 No updates to report.

ON HOLD ON HOLD

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

July 2023 Efforts continuing.

November 2023 No updates to report

December 2023 No updates to report.

ON HOLD ON HOLD

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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)

August 2023	Skills survey launched by HR Committee member Director of Property Management.
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November 2023	In progress.
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December 2023	In progress.
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ON HOLD	ON HOLD
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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)

November 2023

Continuing progress meetings with Gallagher. In process of reviewing draft salary structures with Gallagher.

December 2023

Received summary report from Gallagher. Committee will review and assess next steps in January 2024.

January 2024

Progress meeting with Gallagher. Follow-up meeting with Committee members only. Review of options for LMHA's current salary schedule in progress.

February 2024

Follow up meeting held with HR committee members. Options for LMHA's current salary schedule reviewed and discussed. Findings and recommendations to be presented and discussed with ED.

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

ON HOLD

Reporting expected to begin in December 2023

December 2023

Received summary report from Gallagher. Committee will review and assess next steps in January 2024.

January 2024

In progress

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)

November 2023

No updates to report.

December 2023

No updates to report.

January 2024

Planning for harassment/sexual harassment training in progress.

February 2024

[Awaiting verification of trainer's availability for harassment/sexual harassment training.](#)

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.

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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.
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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)

PREVIOUS	Sent potential list of Success Measures to IT to see if which measures can be incorporated into new monthly Yardi reports.
November 2023	Resident Characteristic reports in Yardi have some of the metrics that staff has identified.
January 2024	No updates to report.
February 2024	<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.

January 2024 Special Programs team is exploring the possibilities for increasing FSS enrollment through MTW waivers.

February 2024 [Assistant Director of Special Programs will attend the MTW conference in April to explore FSS enrollment ideas.](#)

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.

September 2023

Will not update until December after the final Resident Council elections are held.

December 2023

Began working with resident councils to update communication plans.

January 2024

Resident Councils' communications plans include newsletters, posting flyers, delivering notices door-to-door and where available, making announcements over intercom systems. BENCHMARK COMPLETED

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)

September 2023

ON HOLD until new Digital Inclusion Coordinator is hired.

December 2023

New Digital Inclusion Coordinator has accepted the position and will start in January 2024.

January 2024

Digital Inclusion Coordinator has begun developing digital skills plans.

February 2024

Digital Inclusion Coordinator has received feedback from Resident Councils as to the types of trainings residents would be interested in and is incorporating those in to the digital skills plan.

Benchmark 3D2: Connect resident to and offer Digital Skills classes. (On-Going)

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. No additional classes until new Digital Inclusion Coordinator is hired.

January 2024

No formal classes scheduled, but Digital Inclusion Coordinator has started providing 1-on-1 trainings when requested.

February 2024

1-on-1 trainings continue.

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

November 2023 No Affordable Connectivity Program (ACP) events in November.

December 2023 No Affordable Connectivity Program (ACP) events in December. Events will resume in January.

January 2024 The Affordable Connectivity Program (ACP) is winding down due to funding not being renewed. Enrollments end February 7 with the benefit expiring the end of April. LMHA ACP participants have been notified and Special Programs is working to identify other affordable internet options.

February 2024 [Special Programs continues to get word out to residents about ACP ending.](#)

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)

October 2023

No updates to report.

November 2023

Surveys entered into tracking system. Results will be available in December.

December 2023

Employment interest & concern high among working-age adults. Seniors were more interested in physical health & senior living assistance. High interest in digital skills and financial issues across all ages. BENCHMARK COMPLETED

Benchmark 3E3: Outreach to service providers to determine interest in participation. (Ongoing)

July 2023

No updates to report.

ON HOLD

ON HOLD until space is identified and surveys results are available.

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)

September 2023

This will now be updated in October.

October 2023

Listing of available financial skills programs updated. BENCHMARK COMPLETED.

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)

November 2023

No updates to report. There are currently 20 signed contracts for

Housing Choice Voucher Homeownership participants.

December 2023 Attendance at Homeownership orientations remains high and there are currently 15 signed sales contracts.

January 2024 Interest in homeownership remains strong with 46 actively looking for homes and 12 current sales contracts.

February 2024 Currently, 46 participants are actively looking for homes and there are 14 sales contracts.

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

Benchmark 3G2: Implement the outreach plan. (On-Going)

November 2023 No updates to report.

December 2023 Adding information to Family Self-Sufficiency (FSS) newsletter about LMHA, Sec. 3 and LMHA contractor employment options along with QR codes to the LMHA website.

January 2024 No updates to report.

February 2024 [Provided information including QR codes to Resident Councils for distribution and sharing.](#)

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.

December 2023 No updates to report.

January 2024 No updates to report.

February 2024 [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)

November 2023

No updates to report.

December 2023

No updates to report.

January 2024

No updates to report.

February 2024

Began working with the Office of Safe and Healthy Neighborhoods to develop a plan for increased social services at Dosker Manor and Avenue Plaza.

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.

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)

November 2023 | LMHA staff met with The Plan Room Director, Donovan Taylor, on

November 15. Future LMHA projects were discussed and an on-site meeting was organized for December to help contractors accurately complete LMHA bid documents.

December 2023

Staff & partners outreached to promote Iroquois project, yielding 29 contractors & vendors attending Dec. 5 pre-bid, significantly more than any recent pre-bid. MWDBE/Section 3 contractors discussed opportunities with large general contractors.

January 2024

Due to considerable outreach, Iroquois Senior Living project had 5 GCs submit bids on Jan. 9, a significant improvement in getting partners to the table that may not normally have worked with MWDBE contractors & Section 3 businesses.

February 2024

Urban Strategies, with LMHA, will help small M/DBE working on Beecher IV pre-interview potential employees for project, allowing contractor to work on job site & still be provided pre-qualified candidates meeting Section 3 prioritization schedule.

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

November 2023

LMHA staff met with a large construction contractor on November 8. This contractor is interested in bidding the Iroquois Senior Living Community project and improving MWDBE participation in Louisville.

December 2023

Staff did on-site support at The Plan Room (MWDBE business incubator in West End) office on Dec. 7 with 4 MWDBE contractors, assisting with future LMHA bid documents, Section 3 regulations, & MWDBE goals. More contractors wanted to schedule time.

January 2024

Staff had meeting with MBE/WBE contractor on Jan. 24 to discuss preparing company for future capital projects & to continue to build closer relationships with LMHA Operations personnel, so that the owner can build capacity into her business.

February 2024

Efforts are in progress to develop a closer relationship with YouthBuild

[Louisville.](#)

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)

November 2023 LMHA participated in a contractor outreach on November 8 for the Prestonian Apartments construction project, which is part of the LMHA Project-Based Voucher Program. Additionally, LMHA recertified two MBE vendors and certified one new MBE company.

December 2023 LMHA staff attended a meet and greet at the annual Minority Contractors Association of Kentuckiana's holiday event on December 14. Staff and contractors discussed capital projects and MWDBE goals, along with Section 3 requirements for projects.

January 2024 Beecher project positions are being advertised by LMHA managers at sites. Outreach by FSS Program in conjunction with lmha.org & visionrussell.org websites, & Urban Strategies is providing employment opportunities for residents & low-income persons.

February 2024 [The Vision Russell website was utilized to advertise multiple positions created by the ongoing Beecher Phase IV redevelopment.](#)

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

November 2023 LMHA continues to work on Iroquois Senior Living Community pre-development activities.

December 2023

Staff held pre-bid conference on Dec. 5 with 29 contractors & vendors, significantly more than any recent pre-bid. This was a great opportunity for MWDBE/Section 3 contractors to meet and discuss opportunities with large general contractors.

January 2024

Thanks to in-depth outreach, LMHA received 5 bids for the Iroquois Senior Living Community project on Jan. 9, significantly more bids than are typically received for agency projects.

February 2024

[Louisville Metro Government is currently conducting the subsidy layering review for the Iroquois Senior Living Community project.](#)

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

November 2023

LMHA staff members are continuing the training of contractors for preparing bid documents for capital projects. A newly-certified contractor was trained on bid document preparation on November 10.

December 2023

The Capital Improvements Team, through multiple emails and phone calls, encouraged 6 MWDBE contractors to apply for LMHA certification and to contact LMHA Operations staff for non-capital opportunities within the agency.

January 2024

LMHA is currently working to certify 12 local contractors interested in becoming MWDBEs, so that they can use the certification to take advantage of project opportunities where the LMHA's MWDBE participation goals apply.

February 2024

[LMHA staff presented Feb 29 to 30+ contractors on Iroquois Senior Living project on Section 3 & prevailing wages. Miranda Construction, general contractor, hosted. Discussed compliance documents &](#)

[registration forms for David Bacon data & Section 3.](#)

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)

November 2023

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

December 2023

LMHA staff continues to work on Iroquois Senior Living Community pre-development activities. The environmental review is now complete and a Section 18 disposition application has been submitted to HUD.

January 2024

LMHA staff continues to work on Iroquois Senior Living Community pre-development activities. The Section 18 disposition application has been approved by HUD.

February 2024

[Louisville Metro Government is currently conducting the subsidy layering review for the Iroquois Senior Living Community project.](#)

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)

November 2023

No updates to report.

December 2023

No updates to report.

January 2024

No updates to report.

February 2024

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)

November 2023

Public Housing emails in Yardi: 219 (up 7); HCV emails in Yardi 3468 (up 178)

December 2023

Public Housing emails in Yardi 264 (up 45); HCV emails in Yardi 4,448 (up 980)

January 2024

Public Housing emails in Yardi: 276 (up12); HCV emails in Yardi: 5087 (up 639)

February 2024

Public Housing emails in Yardi 318 (up 42); HCV emails in Yardi: 5751 (up 664)

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

November 2023

We had an onsite visit from our Yardi Account Manager, to discuss any 'pain points' with the software. The primary focus was HCV Operations. A summary of the visit will be sent to LMHA during December.

December 2023

Hosted onsite training for the HCV team to cover 'Rent Cafe' for HCV participants.

January 2024

Rent Cafe implemented for PH & S8 Waitlist applicants

February 2024

No updates to report for February

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)

October 2023

Summary under review by Special Programs Director.

December 2023

No updates to report

January 2024

Summary reviewed and forwarded to Executive Director. Summary will be reorganized to better reflect responses from individual departments.

February 2024

Currently reorganizing summary of responses for each department.

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.

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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)

August 2023

No updates to report.

September 2023

ON HOLD until new Governance chair is identified.

January 2024

New committee chairs and members named.

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February 2024

<u>No updates to report.</u>

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.

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)

October 2023

No updates to report.

ON HOLD

ON HOLD until new ED starts.

January 2024

New Executive Director started January 22.

February 2024

Executive Director has been meeting with commissioners 1-on-1.

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.

December 2023

No updates to report.

January 2024

No updates to report.

February 2024

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)

August 2023

No updates to report.

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September 2023

No updates to report.

October 2023

No updates to report.

ON HOLD

ON HOLD until new Governance Chair is named.
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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.

Benchmark 8F4: Attend training. (6/30/2023)

November 2023 No training provided

December 2023 Training held for four new Board Commissioners.

January 2024 No training provided

February 2024 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)

August 2023 No updates to report.

September 2023 No updates to report.

October 2023 No updates to report.

ON HOLD

ON HOLD until new ED starts.

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

ON HOLD

ON HOLD until 8G1 is completed.

December 2023

Brief report on LMHA Resident Councils requested for January Board meeting.

January 2024

Special Programs presented update on Resident Councils at the January Board meeting.

February 2024

Special Programs is developing a monthly report to the COPE Committee. First version will be provided in March.

Benchmark 8G3: Conduct events scheduled above. (4/1/2024)

ON HOLD

ON HOLD Benchmark 8G2 is completed.



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.