

# **HANO RECOVERY WORK PLAN OBJECTIVES**

## **HUMAN RESOURCES DEPARTMENT**

- Develop and implement a comprehensive organizational and staffing plan.
- Develop and implement an ongoing Ethics Program.
- Develop and implement a Performance Management System.
- Develop and implement a Recruitment and Retention Program.
- Develop and institute a Training Program for staff and Management.

## **FINANCE DEPARTMENT**

- Rebuild the public trust in the financial integrity of the Housing Authority of New Orleans.
- Correct the failures regarding financial management identified in the Operational Assessment.
- Develop and implement internal control policies and procedures to prevent and detect fraud.
- Establish management systems to accurately record and report financial data in a timely manner.
- Monitor HANO's operations to effectively maintain an overall budget process to comply with HUD regulations and other internal and external entities.
- Provide comprehensive training to finance staff to correctly account for and report financial transactions.
- Develop alternative initiatives for increasing revenues and decreasing expenses.

## **HOUSING CHOICE VOUCHER PROGRAM**

- Expand affordable housing opportunities throughout New Orleans by maximizing utilization of available resources.
- Ensure that all leased units meet Housing Quality Standards (HQS).
- Ensure that all HCV rents are reasonable in comparison to rents for other unassisted units.
- Make timely and accurate payments to owners and participants.
- Complete all recertifications accurately and on a timely basis.

- Develop and implement internal controls to ensure fair and transparent management of the waiting list and full compliance with applicant selection policies and procedures as outlined in HANO's Administrative Plan.
- Improve HANO's relationship with participating landlords by ensuring that owners understand their rights and responsibilities and by providing accurate and timely information and uniform processing of all owner related transactions.
- Assist families to achieve economic and housing self-sufficiency through effective Family Self-Sufficiency (FSS) and Voucher Homeownership Programs.
- Submit accurate and timely reports to HUD's Public and Indian Housing Information Center (PIC) and Voucher Management System (VMS).

#### **REAL ESTATE PLANNING AND DEVELOPMENT DEPARTMENT**

- Prepare a Strategic Plan for Development, Modernization and Homeownership Programs with a focus on preserving and increasing the supply and quality of housing for HANO eligible clients.
- Prepare a detailed Implementation Plan that supports the Strategic Plan to include major development, modernization and homeownership activities, tasks, schedules and budgets.
- Strengthen staff capacity to reduce dependency on consultants through the hiring of qualified staff, improved management oversight and implementation of a comprehensive training program.
- Implement and monitor Standard Operating Policies and Procedures to ensure that projects, budgets, obligations, expenditures, schedules and contracts are properly managed.
- Establish and monitor internal control and quality control systems to ensure effective coordination within the department and improved coordination with other HANO departments.

#### **STRATEGIC PLANNING DEPARTMENT / POLICY ADVICE AND DEVELOPMENT**

- Develop HANO's Public Housing Agency Annual and 5-Year Plans to effectively meet HUD's requirements and promote consistency with HANO's Recovery Work plan.
- Collaborate in developing other ancillary plans and initiatives.
- Provide ongoing technical services to other HANO departments to facilitate plan implementation and performance improvement.

- Prepare applications/proposals to generate funding and non-financial resources to support HANO's programmatic and operational needs.
- Identify the array of internal policies necessary to help meet the goals of HANO, and assess whether or not those policies adequately address the agency's objectives.
- Identify and evaluate external legislation, regulations, and policies affecting HANO, and promote changes that will lead to more favorable outcomes for HANO when possible.
- Rebuild the ties between the Housing Authority of New Orleans and the city of New Orleans.

#### **ASSET MANAGEMENT DEPARTMENT**

- Provide exceptional services and improved quality of life for HANO residents through the delivery of maintenance and management services in a timely and effective manner.
- Establish a framework for the comprehensive asset management of HANO's conventional public housing to ensure its long-term viability.
- Establish an effective system of asset management oversight to ensure the work of private management firms result in improved living conditions for public housing residents.
- Improve HANO's asset management function with regard to its mixed-finance properties, including Low Income Housing Tax Credit compliance.
- Strengthen utilization of project-based budgeting protocols and manage each development's expenses within established operating budgets.
- Explore opportunities to increase revenue and reduce operating expenses.
- Address the capital needs of the properties in an efficient, cost-effective and timely manner.
- Comply with all Federal, state and local laws and regulations including asset management principles.

#### **SECURITY DEPARTMENT**

- Develop and implement a security plan to include staffing needs and strategies for the deployment of security personnel, equipment and physical changes to properties utilizing Crime Prevention through Environmental Design concepts.
- Engage public housing residents and community stakeholders in a community-based approach to providing security services.
- Design and implement a comprehensive training program to enhance capacity of the security personnel.

## **CLIENT SERVICES DEPARTMENT**

- Undertake a comprehensive needs assessment of public housing residents and Housing Choice Voucher Program participants.
- Develop a resident services plan, with a focus on economic self-sufficiency, identifying services to be provided by HANO or its partners.
- Align the organizational structure of the Client Services function to the objectives outlined in the resident services plan.
- Develop and implement policies to ensure that developers and third party contractors collaborate with HANO in providing these services to our residents.
- Identify key service providers and New Orleans government agencies and establish leveraging partnerships and collaboration to benefit HANO clients.
- Enhance Section 3 resident employment opportunities and contracting opportunities of Disadvantaged Business Enterprises (DBEs), Women Business Enterprises (WBEs) and Section 3 owned businesses.
- Improve Quality of Relocation Services to Residents.
- Implement training and enforcement of Community Service requirements.
- Develop a Service Delivery Plan for Iberville and Scattered Sites Residents.
- Develop a Plan of Action to address the needs and concerns of Resident Organizations and provide training to build leadership capacity; oversee and monitor Resident Council Elections.
- Provide regular monthly Resident Leadership meetings to address citywide leadership issues.
- Research and Identify resources and Grants to assist in providing long-term programs and services.

## **LEGAL DEPARTMENT**

- Assess the legal needs of HANO and the current status of the Legal Department workload to determine appropriate staffing and the use of outside counsel.
- Develop the capacity of the Office of General Counsel to efficiently and effectively handle the legal needs of the agency.

- Increase the internal and external responsiveness of the Legal Department including outreach and training to staff, public housing residents, voucher participants, and voucher landlords.
- Track and monitor the workload of the Legal Department for timely resolution of cases, claims, and internal requests for review of documents and policies.
- Monitor and ensure compliance with federal, state, and local law, as well as policy considerations, in the administrative grievance hearing and informal review process in the Public Housing and Housing Choice Voucher Programs.
- Develop and implement equitable policies and practices to improve lease compliance and rent collection with the goal of reducing evictions and ensuring compliance with federal, state, and local law in the eviction process.
- Work with other HANO departments, residents, and other community stakeholders to monitor compliance of private developers and/or private management with all stages of redevelopment.
- Identify, prioritize, and implement active steps in consultation with stakeholders to affirmatively further fair housing in the Public Housing and Housing Choice Voucher Programs.
- Advocate and support policies and initiatives that encourage greater self-sufficiency for public housing residents and voucher participants.
- Prepare HANO for return to local control in consultation with the City, residents, and community stakeholders.

#### **INFORMATION TECHNOLOGY DEPARTMENT**

- Stabilize HANO's Hardware, Software and Telecommunications systems.
- Maximize the use of technology to increase productivity and efficiencies in internal and external operational areas.
- Develop and Implement Standards, Policies and Procedures for all internal and external Information Technology operations.
- Ensure Information Technology staff and HANO Software Application users are sufficiently trained to support HANO business systems.

#### **CONTRACTS AND COMPLIANCE DEPARTMENT**

- Develop and implement agency Procurement Policies and Procedures that are aligned with current HANO business model and internal computer system processes.

- Foster accountability by creating a transparent and compliant procurement process both internally and externally.
- Maximize the use of technology to streamline and automate all phases of procurement and contracting process.
- Enhance Section 3 resident employment opportunities and contracting opportunities for Disadvantaged Business Enterprises (DBEs), Women Business Enterprises (WBEs) and Section 3 owned businesses.
- Establish and improve standards of customer service to both internal customers and external service providers.
- Enhance quality and value of goods and services procured by maximizing competition among vendors.

#### **COMMUNICATIONS DEPARTMENT**

- Restore the trust of HANO residents and program participants by actively providing current information regarding the successes of HANO's Recovery Plan.
- Develop and implement an internal communications plan to create a team environment that fosters trust and leads to a more productive work environment.
- Develop and implement a clear and consistent mission statement and communications operating strategy for HANO.
- Develop and implement a plan to restore client, landlord and public confidence in the Housing Choice Voucher program.
- Develop and implement an outreach plan with Client Services to engage adjacent HANO neighbors to become an active part of HANO's communities.
- Develop and implement a plan to provide marketing and outreach to the New Orleans community residents that are on the public housing and HCVP waiting lists.
- Develop and maintain HANO's website to be a fresh, rotating but informative site that adapts to our clientele.