

The Hightstown Housing Authority

Strategic Plan - 2013

January 1, 2013

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Mission Statement **Housing Authority of the Borough of Hightstown**

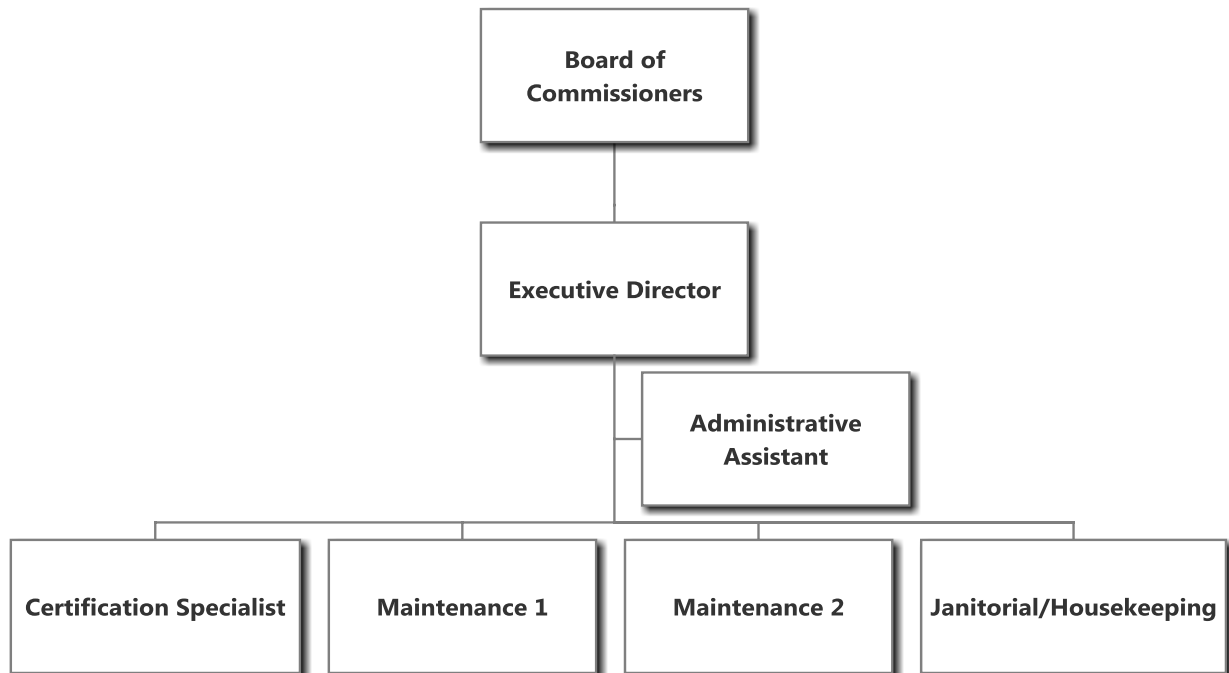
The Hightstown Housing Authority is a dynamic organization that is committed to providing the best quality of life for our residents. Through responsible leadership, teamwork, and collaboration we are the catalyst for positive change, revitalization and redevelopment in our community. Our dedicated staff will continue to meet the challenges of the ever-changing world in which we live. We are committed to serving our community's housing needs, providing an affordable, safe and nurturing environment in a neighborhood that is attractive, clean and well-maintained. Our interaction with residents shall demonstrate courtesy and respect. We will work with government and community resources as well as partnering with local entities to provide families with opportunities for affordable housing in livable neighborhoods.

Overview

Strategic plans define the organizations goals and objectives for a period of time. Leadership, governments, policies, funding and social values change over time, but if we always refer back to our mission when developing our plans, we can remain true to what is important to our organization and to the public we serve.

The following document outlines the administrative goals for the Hightstown Housing Authority for the calendar year 2013. They represent the essence of our mission, improving the quality of the buildings where our residents live; improving the education of the children we house; improving the impact our community has on the environment by reducing storm water runoff, dramatically reducing our dependence on fossil fuels, and increasing the comfort to our residents; continuing to beautify our community through sustainable landscaping; and finally forming new partnerships with our governments and local leaders to increase the availability of affordable housing in Hightstown.

Hightstown Housing Authority Organizational Chart



Administrative Goals

- Maintain 99% occupancy rate or higher throughout the year.
- Continue staff training to improve skills and customer service.
- Continue to modernize all policies and procedures.
- Conduct updated energy audit and HUD's "Green Property Needs Assessment." (GPNA) This will provide us with our Capitol Needs assessment for the next 20 years which we can convert into our ongoing 5 year and annual plans for capital improvement.
- Continue to improve the landscape and curb appeal of the property.
- Continue to re-landscape the facades of the buildings with new sustainable plantings and storm water reduction techniques.
- Initiate our own Leo Dauwer conference in Hightstown. Invite E.D's and commissioners from other local HA's to attend.
- Add site signage on Rogers Avenue.
- Improve courtyard landscape and in doing so continue to expand upon our project of reducing the storm water runoff from the site. This will be accomplished by using pervious paving instead of concrete in the center of the courtyard.
- Bid and complete the Well Baby Clinic construction.
- Implement the Homework Help program. Seek funding through grants to expand the program.
- Complete the ESCO (Energy Services Contract) process and implement the funding and development.
- Seek either LEED or Energy Star certification on our buildings and infrastructure when renovations are done. Publicize our projects and our new certifications.
- Complete the renovation of the senior side bathrooms.
- Begin the planning process for remodeling the kitchens throughout the property.
- Complete the construction of the rain garden and complete the grant required signage and education program.
- Create 4 new 10 foot square resident gardens for vegetables and flowers. This will be done by installing 2 gardens on either end of the gravel parking lot and installing a rain barrel with a hose at each location for water.
- Seek out grant opportunities to assist in funding the above goals
- Develop a clear vision for Rogers Avenue and South Academy streets. Request formal designation from the municipality as a redevelopment authority for S. Academy Street and be given authority to undertake the project.
 - Develop and start the non-profit development corporation-"Hightstown Housing Trust" to act as the vehicle for future expansion.
- Attain HUD status as a "High Performing" Housing Authority with HUD.
- Encourage increased resident participation in all aspects of the Authority including participation on the Board of Commissioners.

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the 2013 capitol spreadsheet.

Time line for implementing specific Goals: Hightstown Housing Authority, 2013

Administrative Goals:

- Maintain 99% occupancy rate or higher throughout the year.
 - Ongoing project that will be addressed each week.
- Continue staff training to improve skills and customer service.
 - Specific training will be addressed as conferences and classes are offered.
- Continue to modernize all policies and procedures.
 - Monthly the Policy committee will continue to review and update policies
- Conduct updated energy audit and HUD's Green Property Needs Assessment.(GPNA)
This will provide us with our Capitol Needs assessment for the next 20 years which we can convert into our ongoing 5 year and annual plans for capital improvement.
 - January-February- the GPNA tool will be completed by HUD.
 - March-April the Investment Grade Energy Audit will be completed.
 - March-April- review of the tool and editing of the units to be correct with the existing conditions.
 - April to July- Addition of specific materials and costs for repair and replacement items.
 - August-September- Final Review of GPNA
 - October- Submission of GPNA to HUD.
- Continue to improve the landscape and curb appeal of the property.
 - November, 2012
 - Installation of drywell and landscape on Rail Road Avenue
 - Installation of overflow drainage- Office area
 - Installation of overflow drainage- building 1 façade
 - Completion of the RR Avenue/Greenway planting
 - March, 2013
 - Installation of the landscape-sidewalk entrance to building 2
 - Installation of the landscape- building 1 façade
 - Installation of the Rain Garden
- Continue to re-landscape the facades of the buildings with new sustainable plantings and storm water reduction techniques.
 - January-February
 - Photograph and document the buildings facades'
 - Develop plans for each building's façade with sustainable planting
 - Develop planting schedule based on Cash Flow projections

- Initiate our own Leo Dauwer conference in Hightstown. Invite E.D's and commissioners from other local HA's to attend.
 - April-May, 2013
- Add site signage on Rogers Avenue
 - June, 2013
- Improve courtyard landscape and in doing so continue to expand upon our project of reducing the storm water runoff from the site. This will be accomplished by using pervious paving instead of concrete in the center of the courtyard.
 - January-February
 - Design courtyard landscape using pervious materials and sustainable plantings
 - April-May, solicit contractors, get pricing
 - June- implement project based on budget and costs
- Bid and complete the Well Baby Clinic construction.
 - December 2012 Project goes out for public bid
 - February, 2012 Construction to begin
 - April, 2012 Grand opening of the Well Baby Clinic
- Implement the Homework Help program. Seek funding through grants to expand the program.
 - December, 2012 Meeting with partners to discuss implementation and feedback we have received
 - January-May, 2012 Impliment the program with limited students-possibly 4-5. Work our systems for our volunteers, children and staff to develop the develop the daily operating plan for the center
 - August- Enrollment for our Fall 2013 program
 - September, program begins
- Complete the ESCO process and implement the funding and development.
 - December, 2012. Select ESCO to conduct Energy Audit
 - January-March 2013, Conduct Energy Audit
 - April-May 2013. Solicit bids for energy upgrades
 - April-May 2013, Solicit financing options and quotes
 - May, 2013, Seek HUD final approval on ESCO project and financing
 - June-October 2013. Implement and complete construction of Energy program
- Seek either LEED or Energy Star certification on our buildings and infrastructure when renovations are done. Publicize our projects and our new certifications.
 - October 2013-December 2013
- Complete the renovation of the Senior Side Bathrooms.
 - December 2013- January 2013
- Begin the planning process for remodeling the kitchens throughout the property.
 - March-April, 2013
- Complete the construction of the "Rain Garden" and complete the grant required signage and demonstrations.
 - April-May 2013

- Create 4 new 10 foot square resident gardens for vegetables and flowers. This will be done by installing 2 gardens on either end of the gravel parking lot and installing a rain barrel with a hose at each location for water.
 - May, 2013
- Seek out grant opportunities to assist in funding the above goals
 - Ongoing
- Develop a clear vision for Rogers Avenue and South Academy streets. Request formal designation from the Municipality as a redevelopment authority and be given authority to undertake the project.
 - January-April, 2013
 - Develop and start the Non-Profit development corporation-“Hightstown Housing Trust” to act as the vehicle for future expansion. June-September, 2013
- Attain HUD status as a “High Performing” Housing Authority with HUD.
 - December 2012- clean out Accounts Payable to zero balance
 - Maintain as close to 100% occupancy. Ongoing
 - Maintain “0” PIC errors on all reports
 - May-July, 2013 Review each apartment and the grounds for possible REAC violations
 - October-November 2013. Review and inspect entire property for possible REAC items and correct as needed
 - November, 2013 REAC inspection

Implementation Plan for:

Hightstown Housing Authority 2013

Administrative Goals:

- Maintain 99% occupancy rate or higher throughout the year.
 - This will occur as a team effort led by the Executive Director, A. Keith LePrevost with substantial assistance from Sherry Cavanaugh Cavanaugh as the Certification Specialist. Coordination will be done with the maintenance staff and outside vendors to insure on time completion of the vacated units for the new tenants.
- Continue staff training to improve skills and customer service.
 - Register 2 new commissioners for the Rutgers training program. Follow up and track completion of courses.
 - A. Keith LePrevost to take 2 more courses at Rutgers for redevelopment
 - Sherry Cavanaugh to work on the PHM designations on line.
 - Charlie Shilling, maintenance mechanic will begin to take online courses offered through HTVN
- Continue to modernize all policies and procedures
 - A. Keith LePrevost will meet with the board committee monthly or more often to review policies and procedures. New policies will be introduced and reviewed. Existing policies will be reviewed periodically and modernized as needed or as required by the government or funding sources.
- Conduct updated energy audit and HUD's "Green Property Needs Assessment." This will provide us with our Capitol Needs assessment for the next 20 years which we can convert into our ongoing 5 year and annual plans for capital improvement.
 - A. Keith LePrevost will coordinate with our EPC the documents and materials that will be needed to complete the IGEA(Investment Grade Energy Audit). A. Keith LePrevost will then use the Green PNA tool provided by HUD to update our property and facilities data and input all component fixtures. Review will be done using our contract architect and accountant to assess both the data and the costs.
- Continue to improve the landscape and "Curb Appeal" of the property
 - A. Keith LePrevost will review with the board proposed changes to the landscape that will improve the aesthetics of the property and improve the sustainability of the landscape. This will be done by use of native plants that are drought tolerant and require less maintenance.
- Continue to re-landscape the facades of the buildings with new sustainable plantings and storm water reduction techniques.
 - Utilizing the Sustainable Jersey Grant and monies within our operating and capital budgets we will complete the projects associated with the grant, re

landscape the front of building 1, install drainage and drywells to eliminate the flooding behind building 5, and address the courtyard.

- Initiate our own “Leo Dauwer” conference in Hightstown. Invite E.D’s and commissioners from other local HA’s to attend.
 - A. Keith LePrevost will reach out to other HA’s in the area to see if there is interest in other commissioners and ED’s to attend a one day Leo conference. The cost of the conference is a good value for just our commissioners, but if we can help offset the cost by including other communities, the cost per person becomes more affordable.
- Add site signage on Rogers Avenue
 - A. Keith LePrevost will have a site sign designed to match our current logo and apply to the town for zoning approval to install the sign.
- Improve courtyard landscape and in doing so continue to expand upon our project of reducing the storm water runoff from the site. This will be accomplished by using pervious paving instead of concrete in the center of the courtyard.
 - By removing the concrete “spokes and the concrete on the interior of the courtyard and replacing them with pervious paving such as brick or paving stones. We will also rebuild the retaining wall to seat height surrounding the center plantings and install 8 ornamental trees in the center of the spoke areas.
- Bid and complete the Well Baby Clinic construction.
 - This project will begin in the winter and will take a couple months to complete. A. Keith LePrevost will manage the construction and the refurbishing of the community room.
- Implement the Homework Help program. Seek funding through grants to expand the program.
 - Starting in January, we will set up the first computer and begin the Homework Help program with a couple participants. The program will evolve and grow naturally and we will address the renovations to the community room to allow the program to evolve. A. Keith LePrevost will research grants for this type of program and apply as they are available.
- Complete the ESCO process and implement the funding and development.
 - This is an ongoing project that will take quite a bit of time and effort over the course of the year. It involves not only the Energy services contractor, but numerous engineers, architects, and service contractors that will be in and around every unit of the property making upgrades and modifications.
- Seek either LEED or Energy Star certification on our buildings and infrastructure when renovations are done. Publicize our projects and our new certifications.
 - This coincides with our EPC, and through the renovations we should be able to achieve one of the two certifications. These are nationally recognized standards for energy efficiency and typically used for new buildings. I believe we can reach these standards in our 50+ year old buildings and in turn receive local and national recognition for our efforts. This will increase the availability of funds later on for the HA.

- Complete the renovation of the Senior Side Bathrooms.
 - This project will be managed by A. Keith LePrevost and will be finished by early February.
- Begin the planning process for remodeling the kitchens throughout the property.
 - This project will be funded from the “extraordinary maintenance” line item and will be designed to be done in house. We will probably make it a project that is done on turnover of the units.
- Complete the construction of the “Rain Garden” and complete the grant required signage and demonstrations.
 - This project will be done in April and be coordinated by A. Keith LePrevost to include a large event with Environmental commissions from around the State coming to an event at the Housing Authority to meet with our elected officials and our commissioners to discuss the storm water project. We will also invite HUD, NAHRO, and PHADA personnel to our event to showcase our efforts.
- Create 4 new 10 foot square resident gardens for vegetables and flowers. This will be done by installing 2 gardens on either end of the gravel parking lot and installing a rain barrel with a hose at each location for water.
 - This project will complement our demonstration efforts last year with our sample gardens. We will make the gardens available to individual or groups of residents to plant vegetables or flowers. This compliments our “Sustainable” goals for landscaping and housing.
- Seek out grant opportunities to assist in funding the above goals
 - Grant opportunities will be researched on an ongoing basis to compliment our resources and to expand our programs.
- Develop a clear vision for Rogers Avenue and South Academy streets. Request formal designation from the Municipality as a redevelopment authority and be given authority to undertake the project.
 - A. Keith LePrevost will work with our elected officials to be given the authority to undertake the redevelopment of these areas.
 - Develop and start the Non-Profit development corporation-“Hightstown Housing Trust” to act as the vehicle for future expansion.
- Attain HUD status as a “High Performing” Housing Authority with HUD.
 - This score will be a combination of a high score for physical plant, financial management and for occupancy. This will mean additional resources in both operations and capitol fund. A. Keith LePrevost will continue to monitor the overall operations to insure this score.

Project Management

All of the projects we have detailed in this plan will be done using a collaborative effort of staff, commissioners and skilled professionals that will be directed by me to accomplish our goals. I will be working over the following weeks to detail the strategic plan into a format that will present as a flow chart.

Impact on our Community

The overall goal of our plan for 2013 and beyond is to improve the overall quality of the Hightstown Housing Authority. This will be accomplished by:

- Improving the curb and overall visual appeal of the property. This has a multileveled benefit. The residents will respect and respond more positively to the site and in turn take better care of the property, reducing littering and debris left on the balconies.
- Improving the bathrooms on the senior side of the property. This will complete the bathroom renovations. This improves the creature comfort of the bathrooms, makes them easier to clean, and the new baths save water.
- Modernizing the infrastructure of the Housing Authority. This complex project will modernize every aspect of the property that uses electric or natural gas. This will save on utilities, but will also give the residents better control of the temperature in their apartments.
- Improving our children's performance in school. Our Homework Help program will assist our children, extending their educational time and improving their grades. We will also be creating a peer environment of learning in the afternoon that can create a long lasting effect.
- Improving our standing in Hightstown. By being a leader in the field of energy efficiency, water conservation, storm water management and resident satisfaction we can become a source of information and a demonstration of "Best Practices" for new and existing businesses in Hightstown and the surrounding area.