

**HOUSING AUTHORITY OF PADUCAH (KY006)  
5-YEAR PLAN  
FISCAL YEAR APRIL 1, 2025  
to  
March 31, 2030**

## **B. 5-Year Plan**

### **B.1 - Mission**

The mission of the Housing Authority of Paducah is to assist qualified, responsible families and individuals with safe, decent, and affordable housing opportunities as they strive to achieve or maintain self-sufficiency and improve the quality of their lives while treating the residents with dignity and respect. The Housing Authority of Paducah is committed to operating in an efficient, ethical, and professional manner. In its operations, the Housing Authority of Paducah is committed to revitalizing and maintaining neighborhoods and a strong urban core. The Housing Authority of Paducah will create and maintain partnerships with its clients and appropriate community agencies in order to accomplish this mission.

### **B.2 - Goals and Objectives**

#### **1. Reduce Vacancy Rate:**

- Create a vacancy reduction plan.
- Target to reduce vacancies to the HUD required percentage.
- Ensure all vacant units are filled within 21 days.

#### **2. Improve Property Conditions:**

- Conduct a thorough physical needs assessment of each property and prioritize critical repairs to improve the physical quality of housing units.
- Address tenant complaints regarding maintenance and safety to improve satisfaction.
- Create opportunities for modernization and replacement of aging units.

#### **3. Tenant Retention and Engagement:**

- Develop strategies to reduce turnover by improving tenant engagement, services, and satisfaction.

#### 4. Financial Sustainability:

- Ensure the financial health of the agency by maximizing occupancy rates and increasing rental income.

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#### Strategies:

#### Assessment and Immediate Action

- **Vacancy Audit:**
  - Conduct an audit of all vacant units, including reasons for vacancies (e.g., maintenance, affordability, location).
  - Implement a system to track vacant durations and turnover rates to identify problem areas.
- **Maintenance and Repairs:**
  - Prioritize and complete essential repairs in units to make them habitable and meet new NSPIRE inspection standards.
  - Introduce a preventive maintenance program for occupied units to prevent future maintenance issues and vacancies.

#### Strengthening Community Engagement

- **Resident Engagement:**
  - Establish tenant councils or advisory groups to gather feedback on improvements and concerns.
  - Continue efforts through the ROSS Grant and the Getting Ahead program to create opportunities for tenant self-sufficiency. Increase the availability of resident services such as financial literacy workshops, childcare, and after-school programs as needed.
- **Partnerships for Community Support:**
  - Partner with local service providers to offer supportive services for tenants, including job training, childcare, and mental health resources.
  - Establish relationships with local employers to provide job opportunities for tenants.

#### Capital Improvements and New Partnerships

- **Capital Improvement Program:**
  - Begin phased capital improvement projects based on the most urgent needs (e.g., roofing, plumbing, electrical, and HVAC).
  - Leverage federal, state, and local funds for renovations and improvements.

- Apply for low-income housing tax credits (LIHTC) and other financial resources, such as the Affordable Housing Program to fund modernization and development efforts.
- Train staff on development opportunities to reduce our dependency on HUD funding.
- **Partnerships for Community Support:**
  - Partner with local community for support with funding opportunities. Some funding opportunities require community partnerships, cost share matching, etc. so it is important to collaborate and develop strong community partnerships.

### **Enhance Property Management and Expand Services**

- **Property Management Improvements:**
  - Review opportunities to better utilize the property management and accounting software. Explore opportunities for better use of the online options, such as online payments, online recertification and interim examinations, mobile work order, etc. Refine the options we are using to get the most from the options available. Provide onsite training on the software system to ensure staff operate through best practices.
  - Set department level goals to determine effectiveness of current practices and policies.
  - Review and assess the effectiveness of the organizational changes made to the departments to determine the effectiveness of the changes. Changes have included the removal of intake staff, reallocating those duties to property management staff, removal of the Director of Property Management, and reallocating those duties to the Senior Property Managers, and the removal of the Director of Maintenance, and reallocating those duties to the Senior Maintenance Mechanics.
- **Ensure Equal Opportunity in Housing**
  - Provide Fair Housing Training to all staff on a regular basis.
  - Make reasonable accommodations based upon the determination of needs and as required by law.
- **Marketing Revamp:**
  - Review the effectiveness of the HAP “brand” and consider a marketing campaign to reimagine the future of public housing.
  - Continue to leverage digital tools, but consider traditional outreach methods, such as community events, open houses, and local partnerships.

## Evaluate and Future-Proof the Housing Agency

- **Comprehensive Review:**
  - Conduct a comprehensive review of the agencies annual planning, assessing the effectiveness of strategies and identifying areas for improvement.
  - Analyze financial performance, occupancy rates, and tenant collections.
- **Long-Term Planning:**
  - Develop a long-term capital improvement strategy based on the condition of properties and evolving needs of tenants.
  - Explore opportunities for new construction or acquisition of additional properties in collaboration with Paducah Housing Services, the Housing Authorities non-profit subsidiary company.
  - Develop a three-deep concept to ensure continuity through staff turnover.
  - Continue to build upon the Standard Operating Procedures for each department to strengthen them.
  - Analyze training needs and allocate funds appropriately.
- **Sustainability and Innovation:**
  - Implement innovative building technologies, such as smart home features or sustainable construction methods, to future-proof housing.
  - Explore new funding sources, such as green bonds or grants for social impact investing.

## Key Performance Indicators (KPIs):

1. **Vacancy Rate:**
  - Target a 10% reduction in vacancy rate each year.
  - Measure time to fill vacancies, aiming for 21 days or less.
2. **Tenant Satisfaction:**
  - Increase tenant satisfaction rates by 15% through surveys and feedback mechanisms.
3. **Revenue Generation:**
  - Achieve a 5-10% increase in rental income per unit through reduced vacancies and higher tenant collection rates.
4. **Maintenance Response Time:**
  - Reduce maintenance requests resolution time to under 72 hours for non-emergency requests.
5. **Community Engagement:**
  - Grow participation in tenant councils and community events by 20%.

## Conclusion:

The success of this 5-year public housing plan hinges on proactive vacancy management, effective community engagement, and sustained investments in property improvements. By focusing on reducing vacancy rates, efficient property management, along with training and succession planning, the agency will address vacancy issues, improve financial sustainability, and provide high-quality housing options to the community.

### B.3 - Progress Report

The last 5-year plan was submitted in 2020 and included in this submission are progress for the goals and objectives included.

In reference to the progress made:

- HAP has faced a multitude of challenges and changes in the last five years. Notably, the covid19 pandemic and the ensuing nationwide eviction moratorium brought lasting impacts on tenant accounts receivable and vacancy rates. HAP continues to strive to reduce balances and increase occupancy. Another notable change was the sudden departure of the Executive Director in November 2022, followed by the departure of the Finance Director in April 2023 and then Maintenance Director in July 2023. After a thorough search, a new Executive Director was hired in June 2023 and several other changes were made to staffing and restructuring of departments. HAP will continue to analyze staffing and organizational needs and make changes as necessary to meet performance goals.
- HAP is working to develop performance goals by department as a way of measuring success and analyzing efforts.
- HAP has continued to train staff, including all staff NSPIRE training, all staff HOTMA training, and several additional training opportunities for applicable staff.
- The property management software was evaluated and determined that we would continue using the Yardi system. Additional options were added for online applications, which includes the option for online recertifications and online interims. Other options will be explored such as online payments, etc.
- HAP continues to work toward a 98% occupancy rate and complete unit turn around within two weeks. This is an extremely difficult goal to reach considering the lack of available skilled laborers, the lack of available contractors following the local tornadoes in December 2021, the continued issues with aging units, and the condition the units are left in after a resident vacates the unit. HAP implemented Quarterly

work orders to help alleviate housekeeping issues and tenant caused damages that might increase turnaround time at move out.

- HAP has implemented the use of Force Account Labor to attack vacancy issues, along with utilizing a Pool of Contractors for modernization of units as they become vacant.
- Two physical sites have had HVAC systems fully upgraded to improve use for tenants and reduce work order calls for maintenance staff.
- HAP has a good handle on income mixing and deconcentration. We switched to a community wide waiting list, but have recently decided to return to site based waiting lists which accommodate potential tenants need to be located close to school, work, medical, etc.
- HAP worked diligently to secure a contract again to ensure the maintenance and upkeep of the security cameras. We communicate with the Paducah Police Department and share our cameras with them to aid in their efforts and have expanded that to access for the Emergency Response Call Center.
- Additional signage was added to properties for reminders of violations such as parking and smoking.
- HAP applied for the ROSS grant in 2021 and were successful in securing the grant funds. While participant numbers were slow in the beginning, we were successful in reaching the minimum 50 participants with the most recent reporting numbers. We have reapplied for the renewal of the ROSS grant and are hopeful of continuing to provide these critical self-sufficiency activities. Our primary area of success through the ROSS grant has been through the Getting Ahead program which we plan to build and expand upon.
- HAP has continued to collaborate with other organizations in the community to improve the quality of life and services that our tenants receive.
- HAP has continued to update policies and procedures for effectiveness and HUD requirements.
- HAP contracted with a consultant to complete a Physical Needs Assessment; however, the agency now questions the accuracy and comprehensiveness of the assessment received. A separate PNA was completed for Anderson Court for the completion and submission of the CNI planning grant.
- HAP has begun looking at other funding opportunities for development and modernization that will help revitalize aging units.
- HAP contracted with a consultant to provide a utility study to ensure allowances are calculated correctly.
- The HAP continues to provide equal housing opportunities for everyone and addresses reasonable accommodations as they arise.

#### **B.4 - Violence Against Women (VAWA) Goals**

The Housing Authority of Paducah (HAP) has maintained its definition of “domestic violence” in covering the provisions of VAWA. HAP’s ACOP spells out the VAWA protections granted to victims of domestic violence (i.e., they will not be evicted because they are a victim of domestic violence) who are already residents of HAP.

HAP has updated its policies per recommendations from HUD after a comprehensive review in April 2023. HAP also plans to try and work with surrounding Housing Authorities to reach agreements to offer transfers between agencies to help alleviate domestic violence issues for tenants.

#### **B.5 - Significant Amendment or Modification**

The Housing Authority of Paducah has chosen to use the HUD definition of Significant Amendment or Modification. Specifically, it will consider the following to be such modifications/amendments:

- a. Changes to rent or admission policies or organization of its waiting list
- b. Additions of non-emergency work items (not included in the current Annual Statement of 5-Year Action Plan) or change in the use of the replacement reserve funds under the Capital Fund Program costing more than \$100,000
- c. Any change with regard to demolition or disposition, the designation of projects/buildings for the elderly/disabled or families with disabilities, homeownership programs or conversion activities.

The Housing Authority of Paducah has chosen the following as its definition of Substantial Deviation from its Annual Plan:

- a. Redirection of more than 25% of its operating budget funds from any budgeted/scheduled activity to another activity
- b. A major change in program direction (e.g., new or different housing selection preference criterion, new or changes to deductions from income-based rents, additional efforts to enhance deconcentration opportunities, changes in the basis of determining ceiling/flat rent amounts, etc.) that requires action on the part of the Board of Commissioners

None of these changes will be considered a Substantial Deviation if those changes result from Government (i.e., Federal, State or Local) actions over which the HAP exercises no control, such as, reduced operating funds.