

Town of Islip Housing Authority

Management Report on Activities

Fiscal year July 2020- June 2021

&

Management Initiatives

July 1, 2021 -June 30, 2022



Board of Commissioners

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"The Town of Islip Housing Authority strives to achieve effective and efficient delivery of decent, safe and affordable housing to eligible tenants and applicants, while maintaining an overall commitment to the local communities and governmental entities within the HA jurisdiction to promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination."

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**Town of Islip Housing Authority
Report on Activities
Fiscal year July 2020- June 2021
&
Management Goals
Fiscal Year July 2021- June 2022**

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Executive Summary

Initially, as is common for every fiscal year, as the July 2020 fiscal year commenced the Islip Housing Authority ((the “Authority” of the “HA”)) sought to examine all operations in detail as in previous years. The Covid pandemic related health and operational issues that caused the HA’s focus to change drastically during the year were still omnipresent at the start of the HA fiscal year. The health and safety of the HA staff and program participants remain at the forefront of the HA required daily activities as well as the long-term goals. The HA, along with the rest of the World, is in the midst of dealing with a pandemic changed society. Regardless of the pandemic, the HA remained steadfast in its mission to continue subsidized housing services for the 1,250+ families housed within the programs administered by the HA. The Islip HA staff adjusted to the new required mechanisms for operating in order to assist families in need but remain compliant with HUD regulations, financial responsibilities and ensuring the Board of commissioner could continue their oversight with the same degree of care and attention to detail that has remained an Islip HA constant.

During the fall of 2020 the HA Executive Director appointed in July 2006 after serving as an employee since 1993, stepped down from the top role, a process delayed due to the pandemic to ensure the safety and security of the participant families, but re-initiated in November to serve in a part time capacity to further HA initiatives utilizing 27 years of experience and specific Islip HA knowledge as approved by the HA Board and HUD.

The transition to the new Executive Director was seamless as a result of the multiple year planning for the change. The HA Assistant Director, Jackie Foster, had worked tirelessly during the preceding five year’s working closely with the Exec. Dir. to prepare for the change. The HA Board of Commissioners recognized the efforts and her demonstrated acumen and dedication to the HA when appointing her to the Executive Director position. The transition planning has allowed the recipients of services, the HA staff and the overall operations to remain consistent but will allow for new initiatives and advancement of goals into the future as Ms. Foster establishes her vision for the HA working alongside the HA Board to achieve the desired goals and program initiatives for the families served by the HA.

As has been reported in recent years, the HA operations utilizing the conversion subsidies under RAD have allowed for a direct turn-around of annual public housing shortfalls due to HUD funding and actual and projected surpluses that are designated to fund improvements and routine maintenance designed to maintain the longevity and viability of the housing managed by the Authority. An initial review of the preliminary year ending June 30, 2021, indicates that the HA will continue to reflect effective operational planning and fiscal policy implementation resulting in positive financial and operational results.

Although the Covid related waivers caused HUD to forego scoring HAs across the country in the short term, HUD has scored the Islip Housing Authority as a High Performer for 20 consecutive years, allowing the Islip Housing Authority to maintain High Performer Status. The HA is confident that when HUD resumes the scoring process that the HA examination of operations and implementation of the Board’s policies will allow the HA to achieve High

Performer status. The Board of Commissioners are dedicated volunteers that work to ensure the HA team provide housing and services through the administration of the HUD subsidies at the highest level possible. The Board expects that the Executive Director and Housing Authority staff will perform and implement Board and/or HUD policies to achieve their goals. The Housing Authority strives to achieve the agency goals without an adverse impact on or inconsistency with the affordable housing goals of the local municipality, the Town of Islip.

The Town of Islip Housing Authority has continued its commitment to efficient and effective administration of affordable housing. By continually examining management techniques, active employee recruiting when necessary and retention policies for local rental housing landlords. Recognizing the housing needs of both the existing tenants and the greater housing needs of an ever-changing applicant community, the Authority works toward continuing its commitment to “provide effective and efficient delivery of decent, safe, sanitary and affordable housing to eligible tenants and applicants.”

The Authority continues to review and utilize its existing management and operations initiatives to strive for continued effective administration and to maintain High Performer status.

HA Management had identified eight larger goals to work toward during the 7/20-6/30/21 fiscal cycle, a summary of the

2020-2021 Key Goals.

Goal 1 Ensure continuity of leadership and transition plan with anticipated management changes.

Result-The HA achieved this goal as summarized in the Executive Summary above. The Executive Director was faced with staffing shortages and challenges with the hiring process for a new Assistant Director related to the covid-19 pandemic. The hiring process was extended as a result but a new Asst. Dir. Was hired in the spring of 2021 that allowed the new Executive Management team to effectuate a renewed plan for continued operational success. A combination of tenured promoted employees and new hires were on target to effectuate management oversight of the HA. Note The results of Goal 5 below provide a direct example of the results of Goal 1, whereas the long-term Executive Director began the initiatives through an application for funding and identifying a partner by starting the agreement process whereas; the implementation and completion of the two funding sources were carried out by the successor Executive Director on-time and on-target.

Goal 2 Effectuate a plan to identify a third party LIHTC developer to identify potential projects to expand new units of housing opportunities for low-income families. Possible areas of need include Brentwood and Central Islip. Inclusive in this goal is the creation of an application for LIHTC in furtherance of identified partner.

Result-The HA Executive Director met with an established tax credit developer and another HA that established tax credit development properties in the late spring of 2021 to begin the planning process.

Goal 3 Continue enhanced website initiative to provide more forms and documents for use

by participants and the general public.

Result-The HA revamped the HA website shortly after the initial covid pandemic related reactions by ensuring simplicity and multiple use options for program participants and the public to access services offered by the HA. The HA completed a project to allow for electronic document submission and electronic signature from program property owners leasing units to subsidized families. The HA began converting forms to electronic versions and will further this initiative in the 7/21 fiscal year. The process was delayed as a result of slowed hiring, a delay in the former Exec. Dir. Part time role until March of 2021. Attention was also shifted to ensuring that the HA website was more accessible by implementing software that corrects and identifies programming within pages that can cause users difficulty. The software also provides accessible features to users such as audio reading of the pages, contrast changes and user selected options that allows for more accessibility and access to program information. The HA also ensured the translation software installed in the site provides translation of the site to multiple languages.

Goal 4 Establish full utilization of the document management system available for property owner participant landlords to streamline and speed up the document exchange process required to house and continue to house program participants.

Result-Achieved Fall of 2020

Goal 5 Identify 2 new grant funding sources for affordable housing or affordable housing enhancements.

Result-Achieved-Mainstream Vouchers application completed Fall of 2020, 70 vouchers awarded, began waiting list in Jan 21 and issuing vouchers spring of 2021.

Goal 6 Establish a regional repository of available affordable housing units.

Result-advanced forward to 2021-22 goals

Goal 7 Pandemic response plan and repository required by NY State Law.

Result-achieved on schedule winter of 2021.

Goal 8 Ensure continuity of effective and efficient utilization of funding sources to maximum available vouchers for families as close as possible to the ACC maximum.

Result-achieved and on-going. This initiative requires DAILY attention by the HA team.

As a society Covid-19 during the initial part of the July 2020 fiscal cycle provided many obstacles and challenges. Although the pandemic related society continues to face ever changing pandemic related issues, even in a less strict environment as vaccines and other initiatives allow for a more “normal” operational atmosphere, the Islip HA remains ready to respond as required

when unexpected challenges arise. The Islip HA has been at the forefront of providing a safe workplace for staff, appropriate PPE from the start and improved operations as a result. Although the “goal” was safety and prevention of virus transmission, the HA was able to accomplish the proverbial “turn a negative into a positive.” The HA staff are commended for their efforts and dedication to serving the low-income families, more than 1,250, receiving housing subsidies.

The following areas of overall HA operations, reported on monthly and made part of the official HA Board meeting minutes reflect on going and achieved measures. The monthly reports are effectively a monthly quality control measure designed to report on activities and achievements as they occur to allow for better Board oversight and management review and reporting to ensure accountability and flexible planning to help foster operational effectiveness and to mitigate any negative impacts of procedures or policies requiring revision or implementation on a continual rather than annual basis. Unless otherwise noted, the items below were continued, achieved and/or continue as ongoing priorities in maintaining the successful level of HA operations. Not mentioned, but frequently occurring are responses to emergencies such as snowstorms, tropical storms, unexpected flooding, broken pipes, tenant disputes, employee discipline, employee morale issues, etc. Matters that although are significant in any governmental operation, are part of the routine situations facing staff every day. The following categories of reporting and consistent goal measures are designed or expected to allow for the routine, yet important functions of a Housing Authority, to flow naturally and to allow for fast resolution and mitigation of unforeseen if not unusual events requiring HA response. Although a Housing Authority is generally small in nature to a larger municipality, the functions and responsibilities are very similar on a broader scale in addition to property management and responsibility for the safety and wellbeing of its tenants related to lease requirements and building safety 24 hours a day 7 days a week. The HA staff are dedicated to their respective goals and tasks to achieve them.

Board of Commissioners Accountability

The overall goal of the Housing Authority(HA) and the Board of Commissioners(Board) is to maintain High Performance ratings, sound fiscal controls and performance and to achieve the highest level of customer service through the programs administered by the HA. Goals previously stated are effectively still in place as the means to further the overall goals of the HA. The following items were achieved and continue;

- Continue to ensure that the Executive Director reports accurate, reliable and relevant information to the Board to ensure that the Board can perform and serve in their roles as is required by HUD, NYS laws or otherwise.
- Continue to conduct meetings in an open and public manner, utilizing remote and/or in person sessions as mandated or required.
- Continue to provide names of the owners and/or principles of businesses designated prospective contract awardees to further ethic's policy goals.
- Continue to pro-actively promote HA operations.

- Renew ethics statements annually for Board members and the entire HA staff.
- Schedule single day re-training seminar or online course as a refresher where required.
- Utilize HUD new online training so that Board members can train at their convenience.
- Schedule tour of facilities periodically to allow Board members to have a visual of facilities and unit sizes.
- Ensure accurate and timely emergency management reports for Board information during designated events.
- Ensure Management utilize electronic GPS based employee time management system to ensure accuracy and maintain controls to afford accurate payroll and utilize of federal funds.

Fiscal Controls Management

The HA strives to ensure that the annual budgetary concerns are met and that the programs are administered in a “business like manner.” Attention is paid to proper financial accountability and procedures to safeguard the HA funds. This category is especially significant during HUD’s budgetary crisis as already tight fiscal oversight and controls have been further scrutinized to ensure effective and accurate expenditures of federal funds.

Productivity

The HA will continue to monitor the fiscal controls productivity to prevent unnecessary costs in administering the programs. A continued key area of focus will be to maintain the monitoring so that the key staff and accountant do not incur additional hours of billable time to fulfill the required HUD accounting and HA standards for fiscal productivity.

- 2021-22 the HA will continue to utilize more “line” staff to formulate review, thought and opinion supported by policies or regulations in order to allow management staff opportunity to provide review and less direct day to day implementation. The process is designed to achieve a more balanced approach to administering the programs and to encourage all levels of staff to be part of the process, accountability, and the opportunity to learn more of the “big picture” goals of the HA.

- Continued the program of cross training for HA staff to provide additional resources to ensure timely payments to vendors, rent payment postings, report generation and opportunities for enhanced financial productivity.
- Continued to utilize experienced part time staff to maintain lower employee costs and enhance productivity and efficiencies.
- Conducted weekly review/inquiry session(s) with Sr. Acct. Clerk to help monitor and/or identify areas for improvement on a consistent rolling basis.
- Examine methods identified through HUD Notices whereas the HA can reduce administrative burdens without compromising HA reliability and delivery of services.
- Transition to a new CPA by hiring the HA former auditor to serve in this capacity and hiring a new audit firm after public advertisement to continue financial oversight with a knowledgeable CPA and allow for refreshed review by an experienced but new to the HA audit firm

Cost efficiencies

The HA will continue to monitor the efficiencies of the fiscal accounting operations to maintain an overall mix of staff and fee for services professionals to maximize the operations.

In conjunction with the cross training, continue to allow one full time position to remain unfilled and unfunded in the budget thereby reducing the costs associated with operating the financial responsibilities within the HA accounting/financial department.

-Monitor options for staffing effectiveness adjustments in order to better utilize funding streams as compared to staff size. "More with less" without sacrificing effectiveness, efficiency, or accountability.

-Pursue 5% reduction in expenses as a goal is always present, however, a + or- 1% target has been a working measure.

Control Measures

The HA will continue to monitor the fiscal controls in accordance with established HA procedures and HUD mandated controls. The combination of employees and professionals adds layers of protections in the form of checks and balances that help to ensure consistent internal control measures. The HA will utilize the annual audit and audit exit meeting to review current practices and/or implement any required accounting practice changes.

- Continued to conduct weekly review/inquiry session(s) with Sr. Acct. Clerk to help monitor and/or identify areas requiring control or additional checks and balances.

- Meet with Sr. Acct. Clerk and CPA monthly to discuss financial entries

- Monitoring of journal entries.

- Maintain current written procedures for reviewing purchases. Review procedures with maintenance staff concerning purchasing for normal supply compared to emergency supply. Implement an electronic based work order system.

- Additional financial controls and mechanisms identified during 2020 fiscal year reports.

- Review audit(s) of other HAs to identify potential best practices improvements for controls.

Annual Audit

The HA annual audit is conducted in accordance with HUD required procedures. The auditor reviews both financial and programmatic material to ensure compliance with HUD required administrative and financial accountability. The HA will strive to maintain unqualified audit results with no material findings.

2020 audit resulted in no findings and no HUD recommendations and acceptance of the annual audit. 2021, as always, will result in a review of any required or recommended policy, control, or management issues with the auditor. The HA does not anticipate any such findings.

Programs Administration

Administration

The HA administers two main programs that comprise substantially the HA's main operational responsibilities. HUD regulations and resulting HA Board approved policies detail the manner and methods utilized by the HA to achieve compliance. The HA Executive Management staff ensures that the necessary procedures and quality control mechanisms are in place to effectuate responsible and effective implementation of the required program policies.

Other initiatives and goals include:

- RAD Transaction closing documents required by HUD. Delayed due to the Covid-19 pandemic, however, the documentation is in order and complete requiring compilation for final closing after the Fall 2021 audit cycle is completed.
- Continue process of staffing and managerial oversight changes to provide for review and quality control across all of the HA operations. The HA achieved considerable process changes as a result of Covid-19, but will continue to change and revise for effectiveness.
- Priority Item Continued implementation of a computer use and internet/data information systems policy, along with training sessions culminating in all personnel executing a computer use and information systems privacy document annually.
- Continued to enhance established "FAQ" repository.
- Priority Item Index of policies and electronic classification is refocused for 2022 as stated above.
- Safety Committee to continue identifying procedures and safeguards as necessary. Rotate participants among maintenance and admin staff; On going and in place.
- Updated annual CPR, first Aid and Automatic Defibrillator training for the staff to allow new employees to achieve the skills and current employees to enhance knowledge, added training for Narcan use and distributed to staff participating.
- Monitor and continue to review accident reporting procedures.
- Priority Item Continued to allocate adequate staff time on reviewing and analyzing current procedures to ensure that the most effective processes are being used and/or to identify improvements that can be made in an increasingly changing regulatory environment.
- Priority Item Establish video monitor information center in lobby to provide information videos. This item is being implemented as a final step to the operational plan and Covid-

19 response. All equipment purchased. Did complete a reconfiguration of lobby to allow for safe healthy access and accessibility for visitor's and staff.

-Provided annual review of informational/training session for maintenance staff and office personnel regarding implementation of fair housing policy and administration of reasonable accommodation requests, as well as sensitivity training re: persons with disabilities.

-Monitor Affirmatively Furthering Fair Housing requirements. The Executive Director continually handles this matter, and the P/T Asst Dir. is an instructor for NAHRO in this subject area.

-Update/review Affirmatively Furthering Fair Housing Marketing Plan.

Section 8

Initiatives and goals for the Section 8 program are as follows:

- Continue to identify and apply for grants as they become available to increase affordable housing opportunities and or related program services, i.e Family Self Sufficiency, security, ROSS, etc. FSS grant received in the amount of \$63,000. Received 70 Mainstream Vouchers funding. Expecting increased FSS for 2022.
- Continued to maximize effective use of available HUD subsidies in a changing and reduced funding climate to foster an environment of subsidized families at or near the total maximum HUD subsidy level of 1,035 units and/or highest utilization as compared to available units, funding and industry norms. Establish Payment Standards to maximize funding resources as compared to total subsidized units.
- Priority Item Continue revisions to the Section 8 Administrative Policies consistent with HUD regulatory changes. This is an ongoing initiative based on regulatory changes and changes realized through practice and implementation of programs.
- Priority Item Continue to recognize the need to establish additional procedures to verify rent reasonableness for rents compared to private market.
- Continue to revamp and revise program forms striving to create efficiencies and ease of use by participants.
- Continue efforts to identify potential fraud and collect funds from participant repayment agreements.
- Identify additional resources to investigate fraud. The HA continually uses software and computer matching techniques to help identify fraud and waste.

- Maintain High Performer designation.

- Perform Quality Control file review for organization and completeness of documentation for every S8 file.

- Continually monitor funding utilization to maximize the number of assisted families

RAD

Initiatives and goals for the program are as follows,

- Priority Item Comprehensive bed bug education, prevention and treatment programs for tenants, staff and overall maintenance. It is expected the cases may increase due to restrictions related to covid causing delays in inspection. The HA does not penalize or charge tenants for bed bug issues to encourage early reporting and prevent the spread.

- Accessibility improvements-504 plan are ongoing as needed.

- Fire safety training for tenants. Provided using written materials. Plans are for posted video shorts available on a regular basis.

- Encourage tenants to be self-reliant handled through communication newsletter and HA part time case manager staff.

- Encourage tenants to live independently and to achieve “market based” rental housing rather than historic Housing Authority “directed” living.

- More tenant participation in resident advisory committee utilizing information in the monthly recertification mailings.

- Enhanced emergency preparedness planning “door to door” approach.

- Maintain High Performer designation has been achieved continually for 20+ years

- Continued to improve tenant perception of effective communication from the HA. Monitor established mechanisms measuring the effectiveness of communication efforts.

- Maintain use of mass dialer and text communication system phone survey for tenants at a cost-effective level to gather information important to tenants to aide in HA decision making concerning tenant initiatives.

- Continue use of the bi-lingual Case Manager to measure and strive toward continued improvement upon first level staff delivery of case management services in order to further the goal of allowing tenants to remain living independently in place.
- Continue the HA staff attendance at monthly Tenant Assoc. Meetings as been halted due to Covid-19.
- Maintain effective and early annual recertification completion time. An additional obstacle of a pandemic did not forestall this initiative.
- Continue to revamp and revise program forms to ensure compliance and accuracy.
- Expand upon mobile food pantry service and coordinate Grant initiatives.
- Perform Quality Control file review for organization and completeness of documentation for every RAD file.

Program Compliance, Reporting, Performance and Quality Control

The HA is required to meet compliance, reporting and quality control time frames and parameters in accordance with HUD regulations.

The HA utilizes a calendar system and dual staff assignments and reporting to ensure that each timeline and parameter are adhered to. The High Performer status for the Section 8 and RAD programs combined with the auditors unqualified audits are a direct measure of the HA's continued adherence to the HUD requirements. The HA will strive to continue to meet the requirements imposed by HUD or other responsible entity.

Continue to enhance consolidated written procedural quality control protocol and procedures for quality control in:

- Priority Item Monitor and examine staffing and managerial oversight to identify quality control across all of the HA operations. A "complacency is dangerous" mantra. The HA uses a combination of meetings, sampling and inquiry to ensure the HA as a whole is achieving accountability.
- Maintenance materials inventory and control system overhaul was implemented.
- Financial reporting and monitoring as required by HUD and GAAP.

-Random reviews of RAD and Section 8 recertifications establish more formalized Quality Control procedures as does the monthly submission to the HUD electronic systems identifying abnormalities or possible entry errors requiring clarification.

RAD S8 Project Based Housing Project Management

Maintenance

Initiatives and goals for maintenance are as follows:

- Rotating employees to allow for enhanced knowledge of each sites logistics.
- Continue to Implement energy savings protocol for each apartment turn over.
- Focus on snow removal operations by purchase of updated equipment when needed. Schedule annual preparedness meeting and ensure proper maintenance of equipment and supplies. Utilize online reporting for staff to reflect completeness and as a QC measure to help prevent accidents from slip and falls.
- Priority Item Require additional quality control inspections.
- Continue Written supervisory guidance for the maintenance foreman.
- Continue to Utilize an “acting” foreman during absences to allow for cross training and continuity of operations.
- Continue use of separate phone line apart from the voice system to provide immediate answering of requests for maintenance repairs during normal business hours to improve upon 15 minute response time.
- Continue to conduct annual maintenance inspections and perform more preventative maintenance simultaneously to permit more effective use of HA staff time. Utilize an administrative staff member to perform inspection with maintenance staff for quality control, tenant interaction and fraud detection. Covid has delayed this but not
- Improve unit “make ready” time to 10 days or less has been a constant goal, however, experience reflects that a 10-12 day goal allows for added energy efficiency measures for previously rehabbed units. Unit turnover time was exacerbated during Covid, but a revised plan and oversight initiative along with a

concerted effort has been implemented to improve upon and maintain time frames to afford more opportunities to house families in need more effectively.

- Work toward continuation of rehabbing unit bathrooms, kitchens, and fixtures during unit turnovers. Expect 65 during the year and will allow for rehabilitation of existing cabinets and bath fixtures.

- Priority Item Perform ongoing review of preventative maintenance policies to measure success rates.

- Continue to complete work orders in a timely manner, i.e. average completion time for non-emergency work orders less than 24 hours.

- Management to continue plowing snow as first responders to augment the maintenance staff in the snow removal plan utilizing HA staff in order to reduce costs and continue to provide efficient and timely snow removal. This mechanism for operating has been utilized since 2009 extremely effectively as a true team effort allowing for reduced injuries, faster completion and avoiding fatigue of maintenance employees while allowing employees to still earn over time as part of the overall effort of safety, compliance with time constraints when measured against available personnel resources.

- Continue effective scheduling of staff to create efficiencies in work order completion.

- Priority Item Perform more frequent site inspections by management and Contracts Specialist to identify possible procurement and contract required maintenance or capital work.

- Priority Item Coordinate regular maintenance area inspections and cleanliness program to provide a safer work environment.

Capital Projects

Between July 2006 and October 2021, the HA has scheduled and completed many large and small scale capital improvement projects consistent with identified needs. As a result, the HA capital project goals for 2020 continue to be mitigated. Smaller scale work projects that have been refocused, re-planned or shifted in priority will be addressed.

The following projects are completed initiatives:

- Accessibility Sidewalk Improvements All sites.

- New Roofs.
 - New Windows.
 - New screen doors
 - Exterior repairs to siding.
 - Exterior touch up painting.
 - Exterior Pressure Washing.
 - New Public Restrooms.
 - Rehabbed Laundry and new Machines.
 - Continue cycle painting.
 - Continue preventative and necessary concrete repairs.
 - Improve/replace signage at all locations.
 - Landscaping improvements.
 - Resealing and stripping roadways.
 - Drainage and storm resiliency mitigation.
 - Site based automatic generator for storm response and safety including continuity of HA operations during prolonged power outages.
 - Energy efficient lighting, AC, water heaters, building envelope insulation, exhaust fans and site lighting improvements utilizing an 85% grant and 15% HA match, saving the HA 1.8 million from the capital plan.
 - Site painting.
 - Added security cameras and wifi.
 - Tree pruning and removal of diseased trees, replanting of appropriate trees.
 - Trash receptacle enclosure improvements.
 - New vanities.
 - New toilets
 - Reglazed showers and tubs.
 - New ceramic tile.
 - Refinished cabinets
 - New lighting fixtures.
- Continue implementation of project plans and materials supplier for in house revitalization of bathrooms and kitchens in rental units to be performed during unit vacancy turnover. Approx 55% of the HA units completed to date.
- Continue to implement annual capital plan utilizing 20 year capital plan. This will encompass many areas of repair and improvement. Referenced plan is available as a separate document.
- Implement 504/ADA transition assessment plan. This will encompass many areas of repair and improvement and occurs on a continual basis for improvement, replacement as needed.
- Replace HVAC internal units with “replacement units” by identifying a manufacturer. like kind units in Bay Shore and Central Islip site community rooms.

This item is refocused to 2022 and includes improved filtration for Covid-19 spread mitigation.

Work items underway or scheduled.

Emergency Management

- Continue portable and now site-based generator test schedule and test implementation.
- Expand Emergency Preparedness policies details and assessment of responses (ongoing initiative)
- Continue to perform routine fire drills and other safety plan “test drills”.
- Supply emergency “go shed/room” for HA response to emergencies.
- Assess plan parameters following any emergency event(s)
- Prepare large site plan maps for snow removal and emergency maintenance management and provide written plan for removal and areas requiring snow removal. Designate snow removal coordinator to ensure each event that all required areas are maintained. Additionally prepare site location maps of infrastructure items such as phone, cable, water, cesspools, electrical connections, etc.

The HA utilizes a continued campaign of providing written information to tenants regarding the various types of emergencies and uses a newsletter, the website and a mass dialer/text system to provide information.

Programs Promoting Safety and Security of Facilities.

Planned initiatives include:

- Continue regular staff safety committee meetings.
- Maintain CPR, First Aid, narcan and Auto Defibrillator device usage.
- Updated driver safety course for HA operators.
- Continue and revise use of emergency information phone dialer system.
- Maintain “talking sessions” with Suffolk County P.D. with tenant associations.

- Maintain liaison communication with S.C.P.D.
- Maintain and monitor site lighting.
- Priority Item Maintain job analysis inspections to identify safety issues. This was scheduled with an insurance company identified provider in March of 2020, suspended/delayed due to Covid-19. Reinitiate for 2022.
- Continue maintenance shop organization/cleaning schedule. The shops were overhauled and organized.
- Ensure vehicle and equipment maintenance.
- Ensure pandemic related protocols are maintained.

Joint Partnerships and Inter Municipal Cooperation

Not for Profits

- Priority Item Identify three new housing options. Two such options were identified and applied for in 2020. The HA expects to pursue LIHTC options in future.
- Continue the effective delivery of the FSS program services.
- Explore expanding the role of the Islip Housing Development Corp (an instrumentality of the HA) in delivery of affordable housing.
- Priority Item Create training programs for procedural or programmatic issues and market to other agencies, such as, “How to conduct an informal hearing.” refocused to 2022.

Municipalities

Continue to strive toward maintaining a high level of cooperation and responsiveness to inquiries from any level of government or inter-municipal agency. The HA prioritizes inquiries from the Town of Islip and any municipal or governmental official to ensure inquiries are given immediate attention. The HA management staff, usually the E.D. handles these items so as not to take away from program participant inquiries that are also a priority.

Programs

Continue to strive toward identification of program requests from participant families for review and consideration and/or feasibility studies to determine usefulness and financial ability of the HA to achieve them.

Affordable Housing Opportunities

Shared Services

- An ongoing initiative remains to identify permissible shared services opportunities as permitted by regulation or applicable laws to streamline operations.

Strategic Partners

Town of Islip
Town of Islip Community Development Agency
Long Island Housing Partnership, inc.
Community Development Corp of L.I.
Association of Long Island Housing Agencies

Employee Development

- Continue monthly or more frequent staff meetings to go over pertinent parts of the Admin plans as ongoing quality control and staff development/enhancement. Also helps identify where policy or procedure revisions can be made by utilizing staff input.
- Maintain ongoing employee suggested task lists and enhanced reporting parameters for key staff positions to create added levels of responsibility consistent with job descriptions.
- Continue cross training so that all layers of staff have an understanding and can contribute when necessary to different functions.
- Conduct a minimum of 10 training sessions across staff levels, various relevant topics. This has been enhanced and achieved using online trackable interactive sessions during Covid-19
- Increase level of cross training for Clerical staff.
- Executive Director to pursue and participate in National Faculty for NAHRO. P/T Asst Dir continues to serve NAHRO in the areas of Housing Quality standards, ethics, fair housing and executive management. Assistant Director to participate in local committees.
- All management staff are encouraged to identify resources and opportunities for additional training, career improvement or enhancement. The Exec. Dir. Relies on their self-directed pursuit unless the item is mandated because the self-direction and attainment of their personal growth is enhanced by pursuing items of interest outside of

HA driven requirements. An effective management team contributes through their own self direction which allows for pursuit of initiatives lending to their overall contribution to the HA.

Customer Satisfaction

-Priority Item Enhance Public Information center and repository in main lobby for participants and potential applicants-“Self-Serve” choice. This was enhanced using electronic means after Covid-19.

-Priority Item Utilize “you-tube” videos for information, programs briefings and FAQ’s. In process planning for recording. Equipment has been purchased.

- A permanent goal of the HA staff to remain professional and responsive to all inquiries even when a client or member of the public is not cooperative or becomes unsatisfied with an HA response to an inquiry and utilize training and established procedures to rectify the matter in a manner upholding the integrity of the HA.

-Revise/continue to revise, in house informational materials, rather than third party products, in areas covering major programs, general HA operations, etc. Develop indexed cataloged list of such materials to be included with the website enhancements.

- Maintain consistency with the “HA Customer Service Satisfaction Pledge”

“We, the employees of the Islip Housing Authority, recognize that providing services to the public, especially the less privileged, disabled, elderly and low-income families that participate in our programs, requires dedication, patience, understanding, compassion and a willingness to handle difficult situations with tact and diplomacy.

While performing our respective job duties and providing such services, we also strive to maintain cooperation, courtesy, professionalism, “team effort,” civility, respect, remain nonjudgmental and a willingness to “do what it takes.”

We pride ourselves in being able to put aside any individual feelings, beliefs and/or perceptions by and between the people we serve and each other in order to positively seek to “change a life.”

These goals are designed to provide guidance and reminders of our purpose and that we as people should conduct business and interact with our coworkers in the same manner that we would want to be if we are on the receiving side of such business or interaction.”

Technology Utilization Priority Item

Although the HA has identified this area as a focus category, test implementation of different electronic or online opportunities for program participants continues to result in less than 1% participation by program participants. Many of the following items remain initiatives even as the implementation has been started and are available for use by the public and participants.

- Establish online videos for training, briefings and information.
- Enhance interactive web-based service offerings to further public information and participant interaction with the HA. Ongoing and furthering options.
- Identify resources or grants to permit participant internet access from satellite locations.
- Enhance online form offerings. Create interactive fillable documents for electronic and/or manual submission. Ongoing and key items available.
- Utilize Customer Relations Manager software.
- Further and complete software to scan documents at the employee workstation level to streamline document filing and to enhance access to file records for all staff and field staff. Implemented in 2020.
- Expand implemented new Website design/update. Continue to monitor and examine enhancements for accessibility. Language and accessibility functions have been implemented.
- Create index of HA policies.
- Establish public keyboard and display programmed with language conversion software at main lobby desk to permit more communication for persons with limited English capability. Available and will be implemented upon safe application after Covid-19 operations allow full opening and safe use.
- Continue to utilize conference camera in HA conference room for training and staff meetings for offsite personnel. Added station cams for every computer.
- Implement site based wifi access at each location for internal work order or as needed/site-based IP camera installation. Possible Optimum “business” location and free wifi for faculty. Has been completed and will be overhauled/updated to current standards as part of the overall effort to maintain usefulness and improved connectivity.

-Added malware and encryption software. Updated firewall system and will be installing updated server software to 2019 (most recent) version. Installed all new workstations, remote access equipment and security software.

2021-2022 Key Goals

Goal 1

Identify and implement an updated multi-faceted proprietary software system capable of ensuring compliance with HUD programs rules and allow for effective on-site or remote operations for all HA personnel.

Goal 2

Complete a full review and revision of the Section 8 Administrative Policies covering compliance and operations within the HA programs.

Goal 3

Establish on-boarding plan for new management team to allow for effective utilization of skills, knowledge and team-based approach to ensure HA operations consistency.

Goal 4

Create a written plan for pursuing additional affordable housing opportunities.

Goal 5

Create program participant portals for enhanced and efficient program operations.

Goal 6

Digitization of forms