

HANO 

ANNUAL PROGRESS REPORT

+ PROGRAM HIGHLIGHTS

2023



HOUSING AUTHORITY OF NEW ORLEANS

2023 ANNUAL PROGRESS REPORT AND PROGRAM HIGHLIGHTS

GREETINGS FROM EVETTE HESTER, EXECUTIVE DIRECTOR OF HANO



Colleagues and Stakeholders,

As this Agency embarks on a new fiscal year, it is my pleasure to present to you the latest progress report. Over the past year, the dedicated team at HANO has worked tirelessly to advance our mission of providing safe, affordable, and inclusive housing solutions and expansive resident services to the New Orleans area.

In this report, we will delve into key achievements, ongoing initiatives, and future plans that underscore HANO's commitment to enhancing the quality of life for our residents. From strategic partnerships to innovative programs, we have remained steadfast in our pursuit of excellence and community empowerment.

Our commitment to continuous improvement is reflected in the various initiatives currently underway which encompass expanded developmental partnerships, enhanced resident services, technology advancements, and comprehensive employee policy changes. Through various community engagement programs, educational initiatives, and support services, we aim to create vibrant and inclusive communities that thrive on collaboration and mutual support.

We invite you to explore the detailed sections of this report, and we welcome any feedback or suggestions you may have. Together, we will continue to build a future where everyone has access to safe, affordable, and dignified housing.

Warm regards,

Evette Hester

Executive Director

Housing Authority of New Orleans

STATUS REPORT

01. EXPANDING AFFORDABLE HOUSING

- Ground Breakings and Ribbon Cuttings - 4
- Modernization and Development Projects Overview - 5
- Housing Choice Voucher Program Data - 6
- Homeownership Program Data - 7

02. HELPING NEW ORLEANS' MOST VULNERABLE

- Special Programs Data - 8-9
- Resident Opportunities and Self-Sufficiency Program Data - 10
- Family-Self Sufficiency Program Data - 11
- Resident Entrepreneurship Program Summary - 12

03. INVESTING IN YOUTH

- Annual College Tour Summary - 13
- Summer Youth Employment Program Data - 14
- Choice Neighborhood Scholarships Data - 15

04. BUILDING A BETTER HANO

- Information Technology Upgrades -16
- Human Resources Updates - 17
- Communications Strategy - 18
- Procurement Updates - 19
- HANO Police Department Updates - 20
- Local Conferences Summaries - 21

05. RESOURCES

- Resources - 22

06. CHANGING NEIGHBORHOODS

- B.W. Cooper Choice Neighborhood Planning Grant - 23

07. 2024 AGENCY GOALS AND OBJECTIVES

- Breakdown of HANO's 2024 Goals and Objectives - 24-25

08. ACKNOWLEDGEMENTS

- Board of Commissioners and Partners - 26

EXPANDING AFFORDABLE HOUSING: GROUNDBREAKINGS AND RIBBON CUTTINGS (2022 - 2023)

HANO has partnered with developers to increase the affordable housing stock in New Orleans. Below is a list of properties and units that became available from 2022 to 2023.



ST. BERNARD CIRCLE APARTMENTS

- Ground broke in October 2023
- Will bring 52 mixed-income units in the historic 7th Ward neighborhood



LAKE FOREST MANOR

- Opened September 2022
- 202 project-based vouchers for senior residents



THE REVEAL

- Opened July 2022
- 150-unit community affordable housing community in the New Orleans East



CHEF TOWER

- Opened April 2022
- 42 affordable housing units
- Project-based vouchers



CITY SQUARE 162

- Opened April 2022
- 76-unit mixed-income
- 30 public housing replacement units (15 public housing and 15 project-based voucher assisted units)



THE TATE ETIENNE AND PREVOST CENTER

- Opened May 2022
- 25 affordable housing units
- Project-based vouchers

EXPANDING AFFORDABLE HOUSING: MODERNIZATION AND DEVELOPMENT PROJECTS OVERVIEW

This brief overview provides a glimpse into HANO's ongoing **Modernization and Development** projects.



Development Projects

- **Bywater/Mazant Royal Project**
 - Number of Units: 82
 - Executed Memorandum of Agreement
- **2256 Barrone Street**
 - Number of Units: 22
- **B.W. Cooper Phase II - Multifamily**
 - Number of Units: 85
- **B.W. Cooper Phase II - Senior**
 - Number of Units: 103
- **Christopher Park**
 - Number of Units: 204
- **Winn Dixie Phase II**
 - Number of Units: 45
- **Iris Uptown Scattered Sites**
 - Phase I: 52 Units
 - Phase II: 58 Units
- **River Garden I (Recapitalization)**
 - Number of Units: 296
- **Lafitte VII**
 - Number of Units: 51
- **Columbia Parc (Grocery Store and Infrastructure)**
 - Commercial



Modernization Projects

- **Guste High Rise:** Fan coils, boilers, generators, and water softener system
- **Guste I:** Exterior repairs to balconies, storm doors and siding
- **Guste III (M Building):** Generator, bathtub replacements, water heaters, interior repairs, exterior repairs
- **Fischer Senior Village:** interior repairs and exterior repairs
- **Fischer 4 and 4A:** Flooring repairs and unit upgrades
- **Fischer Storage Shed**
- **New Florida:** HVAC and roof replacement
- **HANO Building:** Roof replacement
- **Scattered Sites:** HVAC and roof replacement

EXPANDING AFFORDABLE HOUSING: HOUSING CHOICE VOUCHER PROGRAM



The Housing Authority of New Orleans (HANO) currently supports over **18,000 families through the Housing Choice Voucher Program (HCVP)**, which was formerly known as Section 8.

This federal assistance program, administered by HANO, aims to help low-income families, the elderly, and individuals with disabilities afford safe and decent housing in the private market.

The program's primary objective is to provide financial assistance in the form of vouchers. This enables participants to choose housing that best meets their family's needs in terms of location, size, and amenities.

HANO's HCV Program currently has **a waiting list of 7,740 additional families**. The chart below provides a detailed snapshot of the **program's utilization data from 2021 to 2023**, highlighting the scale and impact of the program over recent years.

HCV PROGRAM DATA BY YEAR	2023	2022	2021
Lease Up Goal	18,129	18,098	18,098
Actual Lease-Up	17,944	17,631	17,665
Utilization Rate	99%	97%	98%

HCVP lease up was at 95% in 2019.

EXPANDING AFFORDABLE HOUSING: HOMEOWNERSHIP PROGRAM

HANO's **Homeownership Program** is among the largest of its kind in the country. To date, the program has assisted over **500 families** in becoming first-time homebuyers.

List of Lenders:

- Hancock Whitney Bank
- Bank Plus
- Fidelity Bank
- First Horizon
- Hibernia Bank
- Hope Credit Union
- Investar Bank
- Metairie Bank
- Standard Mortgage

List of collaborating Counseling Agencies:

- Neighborhood Development Foundation
- Neighborhood Housing Services
- Family Resources
- Desire Community Housing Corporation
- NID-HCA New Orleans

HOMEOWNERSHIP PROGRAM DATA (2022-2023)

01

Over **500 families** have become homeowners through the program

02

18 closings in 2022

03

15 closings in 2023 as of October

04

264 active caseloads



HOMEOWNERSHIP PROGRAM SPOTLIGHT

Last May, Precious Thomas completed participation in HANO's Homeownership Program and became a first-time homebuyer. Ms. Thomas, a lifelong resident of New Orleans, enrolled in the program in 2017. Ms. Thomas dreamed of owning a home to provide better opportunities and a larger living space for her children.

Throughout her time in the program, Ms. Thomas focused on credit repair and financial literacy. Through vigorous work and guidance from HANO's Homeownership Program team, Ms. Thomas overcame financial obstacles and reached her long-awaited goal of becoming a homeowner. She is now the proud owner of a spacious 4-bedroom home.

HELPING NEW ORLEANS' MOST VULNERABLE: SPECIAL PROGRAMS

Special programs are initiatives or services designed to address specific needs, circumstances, or populations within the community. These programs go beyond traditional housing assistance and aim to provide additional support or tailored solutions.

HANO offers a variety of special programs which include the **Mainstream Voucher Program**, the **Veterans Affairs Supportive Housing (VASH) Program**, and the **Community Choice Demonstration Program**.

MAINSTREAM VOUCHER PROGRAM: LEASING DATA

Mainstream Vouchers assist non-elderly persons with disabilities. Aside from serving a special population, Mainstream Vouchers are administered using the same rules as other housing choice vouchers.

The Mainstream Voucher Program plays a vital role in promoting independence and community integration for individuals with disabilities by offering targeted rental assistance, ensuring they have the support needed to thrive in inclusive living environments.

HANO is one of 646 public housing authorities to receive Mainstream Voucher funding from the U.S. Department of Housing and Urban Development in 2023.

	2023	2022	2021
Leasing Goals	154	154	154
Actual Lease-Up	151	149	106
Utilization Rate	98%	97%	69%

Mainstream lease up was at 24 % in 2019.

VETERANS AFFAIRS SUPPORTIVE HOUSING: LEASING DATA

The Veterans Affairs Supportive Housing (VASH) program is a collaborative effort between the U.S. Department of Veterans Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), and local housing authorities to provide housing and support services for homeless and at-risk veterans. The VASH program was established to address the critical issue of homelessness among veterans and to help them secure stable housing and access to essential services.

The VASH program combines rental assistance vouchers from HUD with case management and supportive services from the VA. Veterans who are eligible for the program receive a housing voucher, which can be used to help cover the cost of renting private-market housing.

	2023	2022	2021
Leasing Goals	371	371	371
Actual Lease-Up	360	341	349
Utilization Rate	97%	92%	94%

VASH lease up was at 87% in 2019.

HELPING NEW ORLEANS' MOST VULNERABLE: SPECIAL PROGRAMS

COMMUNITY CHOICE DEMONSTRATION

Grant Awarded: 2021 - 2027

Grant Amount: \$4.9 Million

HANO's **Community Choice Demonstration Program** is designed to provide eligible voucher holders with the opportunity to move to areas of greater opportunity, expand housing choices, and access higher-quality neighborhoods.

The program aims to enhance economic and educational opportunities for families by allowing them to use their vouchers to rent housing in a wider geographic area. Here are key aspects and considerations for the Community Choice Demonstration Program:



1. **Geographic Mobility:** The program allows eligible families to use their housing vouchers to rent units outside of their initial jurisdiction, providing them with the flexibility to move to neighborhoods that better suit their needs.



2. **Opportunity Areas:** Emphasis is placed on encouraging families to move to areas with better economic and educational opportunities. This can contribute to improved outcomes for families and individuals by exposing them to higher-quality schools, employment options, and community resources.



3. **Landlord Outreach and Engagement:** Emphasis is placed on outreach efforts to encourage landlords in opportunity areas to accept HCV holders. Building positive relationships with landlords has increased the availability of options for families to move into opportunity areas.



4. **Monitoring and Evaluation:** HANO's Special Programs team has implemented a robust monitoring and evaluation system to assess the effectiveness of the program. This involves tracking the mobility of voucher holders, assessing their experiences in new neighborhoods, and measuring the impact on their overall well-being.

Enrollment to Date

197 families

HELPING NEW ORLEANS' MOST VULNERABLE: RESIDENT OPPORTUNITIES AND SELF-SUFFICIENCY (R.O.S.S.) PROGRAM DATA

Grant Awarded: 2020 - 2023

Grant Amount: \$478,500

HANO's **Resident Opportunities and Self-Sufficiency (R.O.S.S.) Program** provides opportunities for public housing residents to become self-sufficient by connecting them to supportive resources. Since October 1st, 2022, HANO's R.O.S.S. Program has provided **over 1,457 supportive services** to public housing residents in the following key point indicators: **(1) financial literacy, (2) education, (3) employment, (4) health and wellness, and (5), elderly/disabled needs.**

R.O.S.S. places a focus on the development of collaborative partnerships to provide on-site programs and activities to the residents we serve. Some of these activities include:



- **Health and Wellness Programs**

- On-site line dancing courses to promote physical wellness exams
- On-site podiatry exams with a local licensed physician
- Mother's and Father's Day Wellness events



- **Education Programming**

- Back-to-school supplies giveaways to prepare young residents for the start of school
- Partnerships with Delgado and Nunez Community Colleges to provide high school diploma equivalency programs, job certifications, and career opportunities
- Pending partnership with Prime Time to sponsor an after-school literacy program



- **Financial Literacy Services**

- Free credit repair
- Referrals to HANO's Family Self-Sufficiency Program

- **Employment Services**

- In collaboration with Clover, R.O.S.S. offers free interviewing skills and resume-writing workshops
- R.O.S.S. also co-facilitated the Thrive 9th Ward Resource and Job Fair with over 30 community partners



- **Elderly/Disabled Needs**

- A partnership with the New Orleans Council on Aging to help senior residents age in place
- A partnership with High Voltage and JenCare Senior Medical Center to sponsor senior activities
- Collaboration with JenCare Senior Medical Senior Center to bring on-site farmers markets to senior communities (Fischer, New Florida, Guste, Scattered Sites, and The Estates)
- Assistance to senior residents in filling out TCA applications
- Senior Festivals held at New Florida, The Estates, and Fischer to celebrate senior residents and bring health and wellness resources to sites
- Thanksgiving luncheons and turkey giveaways held in November of 2023

HELPING NEW ORLEANS' MOST VULNERABLE: FAMILY SELF-SUFFICIENCY (FSS) PROGRAM DATA

Grant Awarded: 2022-2023

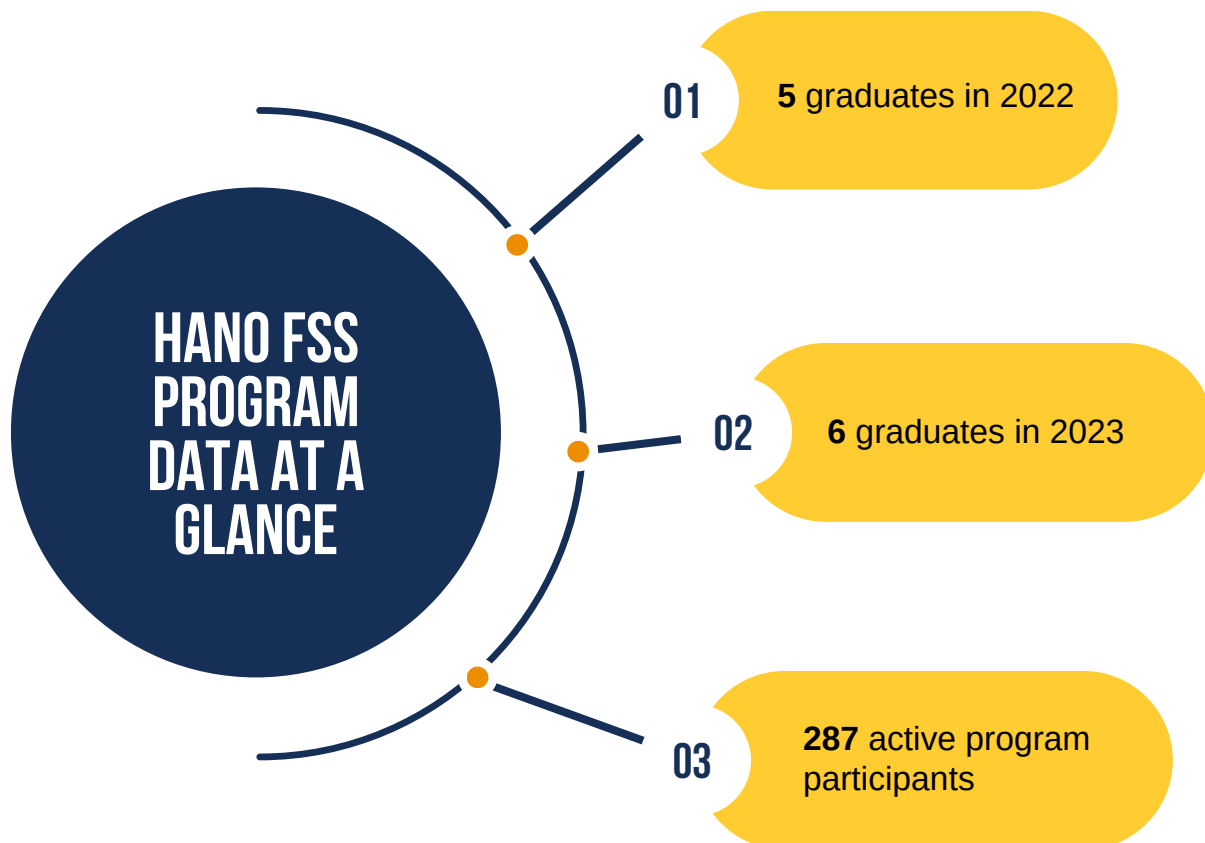
Grant Amount: \$64,949

HANO's **Family Self-Sufficiency Program** works to provide comprehensive services to residents who seek to:

- Find employment
- Increase their income
- Complete their education
- Become better at managing their finances and build financial capability
- Acquire assets such as a home, savings account, small business, or vehicle

The FSS Program is designed to assist residents with setting measurable goals and developing a plan and timeline to achieve those goals. The program connects participants with local resources and the supportive services necessary to overcome obstacles in achieving self-sufficiency.

Upon enrolling in the FSS Program, an interest-bearing escrow account is established in the participant's name. This account grows through earned income and accomplishing milestones throughout the program. Upon completion of the program, graduates typically use their funds for debt reduction, tuition, purchasing a vehicle or even putting a down payment on a home.



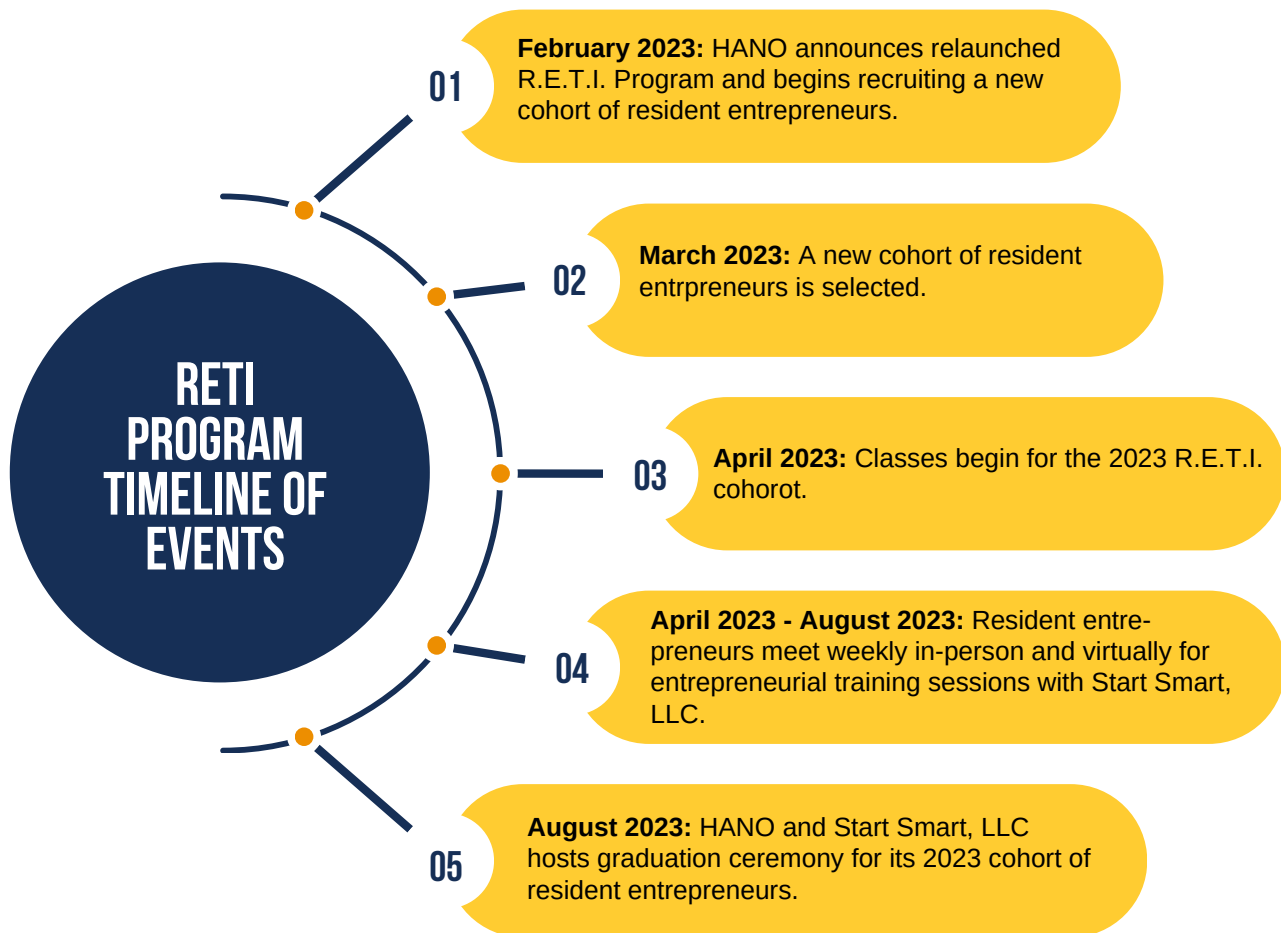
HELPING NEW ORLEANS' MOST VULNERABLE: RESIDENT ENTREPRENEURS TRAINING INITIATIVE (R.E.T.I.) PROGRAM



In 2023, HANO's Client Services Department relaunched its **Resident Entrepreneurs Training Initiative (R.E.T.I.) Program** in conjunction with Start Smart, LCC. The R.E.T.I. Program is a free entrepreneur training and development program offered to eligible HANO Housing Choice Voucher Program participants and public housing residents.

The program works to provide resident entrepreneurs with the knowledge, tools, resources, and assistance necessary to become successful entrepreneurial business owners. During the program, resident entrepreneurs learn about strategic business planning, credit repair, business certifications, insurance and risk management, social media marketing, and additional business-related tools to support their business aspirations. At the end of the program, participants write a strategic plan for their potential business.

For 2023, **12 resident entrepreneurs graduated** from the R.E.T.I. Program after successfully writing and submitting strategic plans.



INVESTING IN YOUTH: ANNUAL COLLEGE TOURS



After the disruptions caused by the COVID-19 pandemic, HANO's **Client Services Department** has reinstated its longstanding tradition of organizing **three-day college tours**, each catering to a group of 40 high school seniors. Traditionally held twice a year, in both spring and fall, these tours provide valuable opportunities for participants to explore various educational institutions and gain insights into potential academic paths.



Participants in HANO's college tours, organized in collaboration with College **Campus Tours, LLC.**, have the unique opportunity to visit universities in Alabama, Arkansas, Mississippi, Georgia, and Louisiana. This immersive experience includes not only campus visits but also engaging walking tours of the cities where each college is situated. Visits to museums and other historic sites add a meaningful dimension to their journey, fostering a deeper understanding of the historical and cultural context in which these academic institutions thrive. Additionally, participants get to soak in the vibrant college culture by attending a college football game. HANO covers all expenses, ensuring that these high school seniors can fully embrace and explore their potential future academic environments.

Number of Tours Since 2022

4

Colleges Visited by State:



Louisiana: Louisiana State University, Southern University, and Grambling State University



Alabama: University of Alabama, Stillman College, Miles College, Tuskegee University, and Alabama State University



Arkansas: University of Arkansas at Pine Bluff



Georgia: Morehouse College, Spelman College, and Clark Atlanta University



Mississippi: Mississippi Valley State University, Jackson State University and Alcorn State University

INVESTING IN YOUTH: SUMMER YOUTH EMPLOYMENT PROGRAM

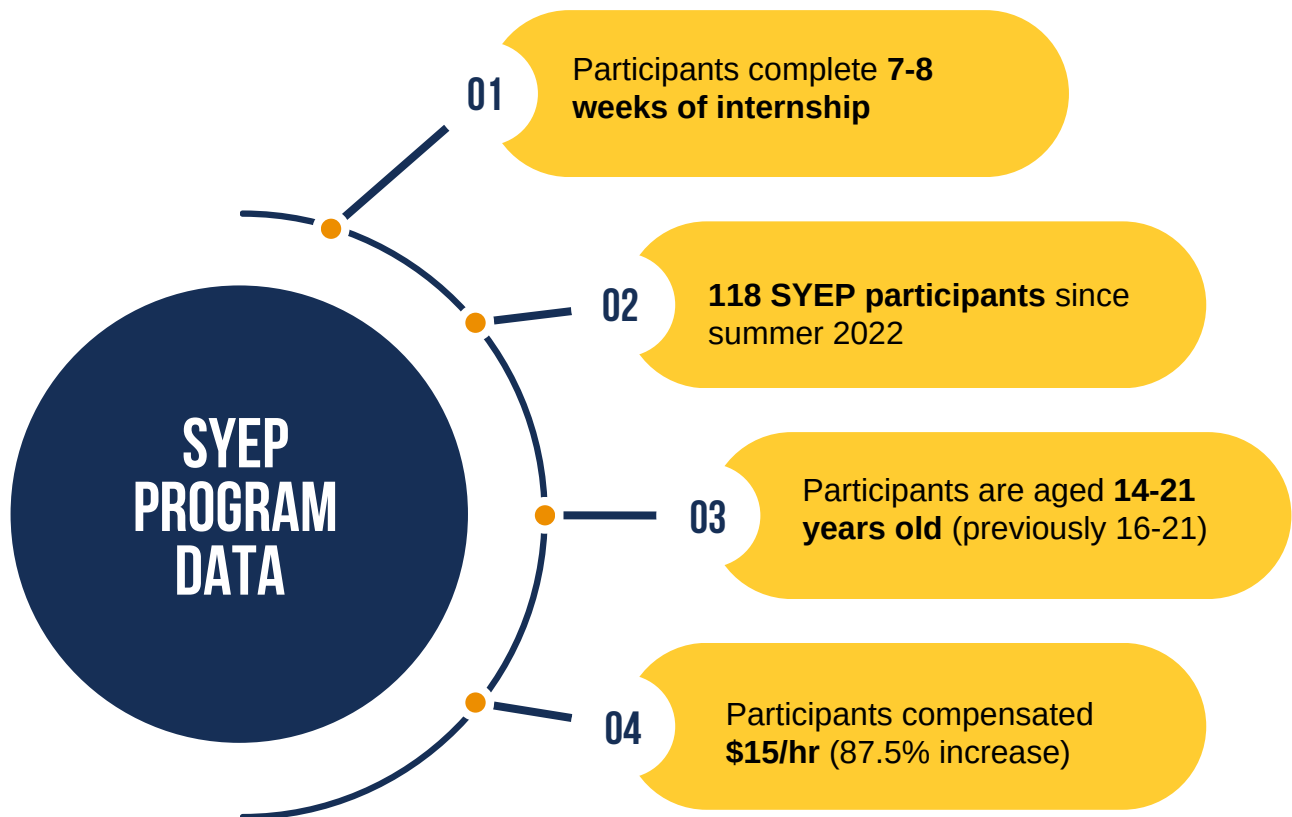


Program Overview and Data

HANO's **Summer Youth Employment Program (SYEP)** is spearheaded by HANO's Client Services Department in collaboration with the Resident Advisory Board and offers internships to residents of high school and college age. Program participants are carefully matched with a local business or organization that aligns with their career and educational goals. Participants also meet weekly for life-skills courses and other skills-building workshops.

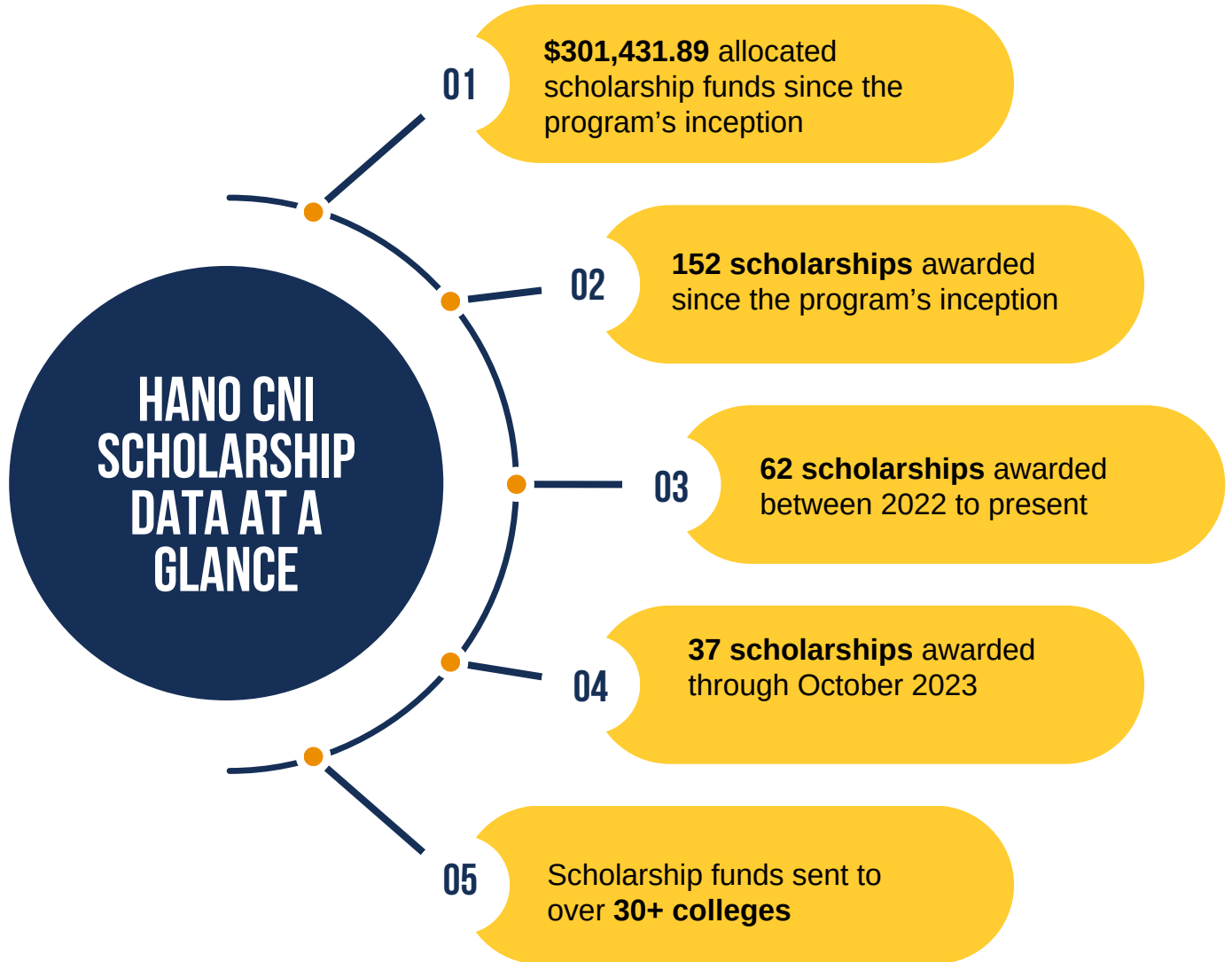
After a two-year hiatus due to the COVID-19 pandemic, SYEP returned in the summer of 2022 and has experienced continuous growth since.

The program saw exciting changes this year with an expanded program participation age range. This year, residents ages 14-21 were able to participate in SYEP. This change brought the program back to its pre-COVID-19 format. Additionally, the hourly salary for the program participants increased from \$8 an hour to \$15 an hour. These changes have greatly contributed to the program's efficiency and participant engagement with some participants being offered full-time positions at the agencies they worked for over the summer.



INVESTING IN YOUTH: CHOICE NEIGHBORHOOD INITIATIVE (CNI) SCHOLARSHIP

HANO offers a **Choice Neighborhood Initiative (CNI) Scholarship** to all HANO assisted residents with plans to attend an accredited two- or four-year college or trade school.



CNI SCHOLARSHIP RECIPIENT SPOTLIGHT

Last May, CNI Scholarship recipient **Noel Wolf** graduated *Magna cum laude* from Loyola University of New Orleans with a Bachelor of Science in Chemistry. Noel credits HANO's Client Services Department with helping her navigate the application process.

BUILDING A BETTER HANO: INFORMATION TECHNOLOGY UPGRADES

In 2023, HANO's **Information Technology Department** achieved remarkable milestones in training initiatives, reinforcing our commitment to continuous improvement and skill development.



Collaborative Training & Needs Assessment :

- Conducted a comprehensive assessment with key stakeholders to identify agency training needs and developed and implemented tailored training programs addressing specific needs
- Facilitated efficient waitlist management training for MyHousing application, assisting thousands of applicants in navigating the portal effectively.



Cybersecurity Initiatives:

- Successfully implemented Multi-Factor Authentication (MFA) across Housing Authority Resources, significantly enhancing cybersecurity.
- In 2023, Arctic Wolf's Managed Security Services enhanced the agency's cybersecurity with 24/7 monitoring and incident response, ensuring continuous protection of digital assets. Advanced sensors enabled real-time threat detection, and expert teams efficiently managed incidents. Regular reporting provided insights into the security posture, allowing proactive vulnerability management.
- In 2023, SentinelOne's endpoint protection enhanced the agency's cybersecurity with AI-driven defenses and real-time threat detection. Its autonomous capabilities automated threat hunting and remediation, ensuring consistent protection and operational continuity.
- Conducted comprehensive phishing and vishing testing, enhancing staff resilience against social engineering threats.
- Implemented and optimized procedures for the efficient deactivation of user accounts, ensuring compliance with security protocols.



Software Upgrades:

- In 2020, the Housing Authority of New Orleans (HANO) began upgrading its technology by replacing JD Edwards EnterpriseOne with ProcureIT, going live in early 2023. This transition eliminated costly maintenance of both Oracle and Microsoft SQL database environments, saving the agency valuable funds. HANO's IT department managed the technical aspects of the process smoothly, addressing issues promptly and providing comprehensive support significantly advancing operational capabilities.
- Successfully completed the first phase of transitioning the data center to the cloud with the migration of the Microsoft Exchange Server.



Elevating Customer Service:

- Launched the Smiley Face App that allows visitors to rate their service effortlessly.
- To work in conjunction with the agency's Cisco phone system, HCVP and the IT Department successfully implemented the Eleveo Quality Management System, transforming Call Center operations by introducing a structured performance evaluation for agents and supervisors. The system provided detailed insights into customer interactions, improving feedback accuracy. IT ensured seamless integration, comprehensive training, and process refinement, enhancing quality assurance, agent motivation, and overall service delivery.
- Enabled call recording capabilities, ensuring a comprehensive record of interactions for training and quality assurance purposes.

BUILDING A BETTER HANO: HUMAN RESOURCES



HANO's **Human Resources** department has recently introduced a comprehensive set of new policies and procedures, accompanied by an enhanced employee recognition program, aimed at fostering a more efficient and positive workplace culture.



- **New Policy Implementation: Educational Assistance Program** – HANO implemented a new benefit for employees to encourage and provide financial assistance to employees pursuing higher education goals, growth potential at HANO, and professional development.



- **HANO Employee of the Year (EOTY) Award** – The EOTY Award is the highest distinction granted to one deserving employee who has embodied HANO's mission, has gone above and beyond in the performance of their job duties consistently, and represents HANO well in all they do. The granting of this award recognizes and acknowledges this employee for all that they do and has achieved.



- **HANO HERO Awards** – HANO HERO Awards are granted to employees who stand out amongst others and have responded to the needs of the Agency during challenging times. HERO Awards have been given to those who were instrumental in keeping the Agency operational during the height of the COVID pandemic and Hurricane IDA.



- **Employee Planning and Advisory Committee** – Launched in 2023, this committee is comprised of a team of HANO employees across the Agency that will assist with the planning of Agency sponsored employee events, act as advisors on many topics related to employment at HANO, and exist as the Agency's Ambassadors that will represent HANO for internal and external Agency sponsored events.



- **Cost of Living Adjustment (COLA)** - HANO engaged a consultant to review and assess the Agency's operations, including a comprehensive compensation and class analysis for all positions. This ensured that HANO's salaries remained competitive in the current market and adhered to industry standards. Following the analysis, adjustments were made to certain salaries in line with the findings, and these changes were promptly implemented.



- **Focus Group** - In 2022, HANO initiated the use of focus groups to gather feedback on the Agency's workplace culture, employee policies and procedures, and compensation.

BUILDING A BETTER HANO: COMMUNICATIONS STRATEGY

AGENCY REBRAND AND WEBSITE RE-DESIGN

HANO is undergoing an exciting transformation with a comprehensive **rebranding initiative** and the **development of a new, cutting-edge website** to enhance its online presence. HANO's Communications Department is overseeing these projects and will be instrumental in all stages of development.



- HANO awarded a contract to **Prismatic** for the rebranding of the Agency. The goal of the rebrand is to redefine the Agency's visual identity, incorporating modern design elements that reflect its innovative spirit and commitment to the communities we serve. The first stages of the rebrand began in September of 2023. The rebrand is also data-driven. The voices of essential stakeholders will be at the center of the Agency's rebranding initiatives. Prismatic is most well-known for the development of Columbia Parc's brand identity. Their expertise in strategic brand development will ensure a cohesive and impactful representation of HANO's values and mission.
- Simultaneously, **Velocity** has been enlisted to craft a state-of-the-art website that not only aligns with the refreshed brand but also provides an intuitive and engaging user experience. This dynamic partnership between Prismatic and Velocity promises to bring forth a harmonious fusion of aesthetics and functionality, propelling HANO into a new era of digital prominence. The rebranding and website launch are eagerly anticipated, marking a significant milestone in HANO's journey toward a more contemporary and compelling brand image.

OTHER COMMUNICATIONS TACTICS

The Communications Department at HANO has employed numerous strategic communication tactics to bolster the agency's mission and objectives while keeping residents and key stakeholders informed about ongoing developments at HANO.



- **Redevelopment Video Production:** HANO enlisted Velocity to create a seven-minute video chronicling the agency's post-Hurricane Katrina redevelopment efforts. This video was showcased to over 2,000 attendees at the 2023 NAHRO Conference and Exhibition in October.
- **Newsletter Relaunch:** In early 2023, HANO revitalized its outward-facing newsletter, "HANO Highlights." This digital publication is distributed monthly to more than 12,000 subscribers, with print copies available for senior residents.
- **Social Media Engagement:** HANO actively utilizes Facebook, Instagram, and X (formerly Twitter) to connect with residents, city leaders, and key stakeholders. Weekly campaigns, such as Workforce Wednesday, focus on digital recruitment efforts, while Flashback Friday showcases historic photos of HANO communities spanning its 86-year history. HANO's social media channels also serve as platforms for disseminating information about both in-person and digital community meetings, program information, and community events.
 - **Facebook:** 1,512 followers
 - **Instagram:** 1,693 followers
 - **X (formerly Twitter):** 266 followers
- **Digital Archiving Process:** Starting in 2022, HANO initiated the digitalization of its historic archives, encompassing a vast array of materials such as photos, videos, press clips, news articles, and reports that span the agency's 86-year history.

BUILDING A BETTER HANO: PROCUREMENT STRATEGY



The **Procurement Department** has made many strides in supplier relationship enhancement, technology implementation, and compliance.

- To enhance supplier relationships, in December of 2022, the department provided valuable information on HANO's procurement processes and policies to numerous businesses with the **New Orleans Regional Black Chamber of Commerce**.
- As part of **National Procurement Month**, HANO hosted its first annual **Procurement Workshop** on March 30, 2023. The goal of the workshop was to increase compliance with procurement laws and regulations and detail how to become a responsive and responsible bidder. Detailed presentations and a question-and-answer session gave attendees in-depth insight into the bidding process at HANO. Special guest speaker Elizabeth Gordon, Senior Counsel at Irwin Fritchie demystified the bidding process for those in attendance.
- Due to HANO's dedication to improving diversity and inclusion in their contracts, **50% of the contracts for the fiscal year 2023 were awarded to Disadvantaged Business Enterprises (DBEs)**.
- In September of 2022, HANO's Procurement Department hosted its first-ever **Developer Symposium**, an in-person symposium designed to help contractors and developers navigate the process of working with HANO. Attendees received specialized advice about development and financing from leading industry experts. Invited speakers included independent developer Steven Kennedy; Chief Executive Officer of **Finance New Orleans**, Damon Burns; **Louisiana Housing Corporation** Director of Multifamily Housing Development, Louis Russell; Stephen Kroll, and Kelly Butler from the **City Planning Commission Office**; and **City of New Orleans Management Development** Specialists, Tanya Bernard and Lichelle Adams.

BUILDING A BETTER WORKPLACE: HANO POLICE DEPARTMENT UPDATES



The HANO Police Department - 2023 Updates



■ Minimum Training Standards

- HANO's Police Department (HANO PD) fulfilled the annual training prerequisites outlined and certified by the Louisiana Council on Peace Officers Standards. Many of our officers exceeded the minimum requirements by engaging in additional in-person and online training sessions.



■ Drone Utilization for Emergency Response

- In the aftermath of natural disasters such as hurricanes or tornadoes, reaching hazardous areas without endangering officers has become challenging. By employing drones, HANO officers can efficiently survey disaster zones, identifying and aiding stranded individuals more rapidly than ground units. Our department's drones facilitate the swift delivery of essential supplies and assist in monitoring criminal activities around affected areas.



■ Decrease in Crime Rate within Developments

- Crime rates in all but two of the eight housing developments have significantly decreased, approaching a state of insignificance.



■ Enhanced Security with Magnetometers

- To ensure the safety of our staff, stakeholders, and community residents, HANO PD implemented magnetometer security in the HANO's B Building, which houses HANO's HCVP (Section 8) offices. Since its installation, numerous attempts to enter our facility with weapons have been thwarted, enhancing our security measures significantly.



■ Enhanced Community Safety Measures

- Our officers played a crucial role in initiating and supporting an ongoing covert operation that successfully shut down a grocery store that had long served as a central hub for various criminal activities, including drug trafficking and related offenses. This establishment had been a focal point for illegal activities for over twenty years. Following its closure, the store is now permanently shut down, and the property has been seized and turned over to the city authorities.



■ Active Shooter Training

- HANO PD organized and hosted an active shooter training at HANO's main offices in collaboration with the New Orleans Police SWAT. HANO employees learned several crucial skills and tactics to use in the event of an active shooter crisis. These tactics included the "run, hide, fight" strategy which emphasizes the importance of quick decision-making, communication and coordination, and first aid and casualty care.

BUILDING A BETTER HANO: 2022 -2023 CONFERENCE SUMMARIES



The **National Association of Housing and Redevelopment Officials (NAHRO)** held its annual National Conference and Exhibition in New Orleans this past October. HANO was proud to be a part of this momentous conference, celebrating NAHRO's 90th year of service. Over 2,000 housing professionals attended workshops, sessions, and exhibits over the course of 3 days. HANO's Executive Director, **Evette Hester** and HANO Board of Commissioners President **Carol Johnson** had the honor of joining NAHRO leaders, **Mayor LaToya Cantrell** and Congressman **Troy Carter** in delivering remarks to the conference's opening plenary session. Ms. Hester also served as a panelist for "Changemakers: Women Breaking Ground In Affordable Housing," discussing women's leadership in affordable housing. HANO leadership and staff served as volunteer coordinators, session hosts, and directional aides. Members of HANO's Resident Advisory Board also attended the 3-day conference. Additionally, HANO staff facilitated a bus tour in which over 200 conference attendees visited many of HANO's signature communities and learned about the history of affordable housing in New Orleans.



The **National Alliance of Resident Services in Affordable and Assisted Housing (NAR-SAAH)** held its **2023 National Conference** this past September in New Orleans. NAR-SAAH is a national organization that works to shape national housing policy, expand partnerships with community agencies, and leverage funds to support resident programs. HANO leaders and staff joined NAR-SAAH as they hosted their annual conference which centered on challenges, accomplishments, and opportunities in resident leadership in the wake of COVID-19.

HANO Executive Director, **Evette Hester** had the honor of delivering the welcome address at the opening general session of the conference where she welcomed leaders from around the country to New Orleans. HANO's Resident Opportunity and Self-Sufficiency Program Coordinator, **Irajuan Cooley** was awarded the 2023 Resident Services Professional of the Year Award by NAR-SAAH. Additionally, HANO's Client Services Director, **Jedidiah Jackson** co-facilitated a presentation with **Bridget McLaughlin** of the Housing Authority of the City of Annapolis. Mr. Jackson discussed the challenges and accomplishments of HANO's Client Services following the COVID-19 pandemic. HANO staff also facilitated a bus tour in which conference attendees visited many of HANO's signature communities. Local Resident Advisory Board leadership attended the conference as well, joining the national dialogue about challenges, opportunities, and accomplishments in resident services.



The **2022 Annual Conference** of the **Southeast Regional Council - NAHRO (SERC-NAHRO)** took place in New Orleans in June last year. Themed "Unmasking Opportunities," the conference included workshops designed to explore and harness resources for affordable housing professionals in the southeastern region of the country. **Evette Hester**, the Executive Director of HANO welcomed conference attendees and participants to the City of New Orleans.

HOUSING AUTHORITY OF NEW ORLEANS: RESOURCES

GRANT INCOME AND FEES

HANO's **Strategic Planning Department** not only drafts long term plans and policies based on local, State, and Federal regulations, but it also aggressively pursues grant resources to help HANO better serve the residents of New Orleans.

The chart below provides a detailed breakdown of the funds we receive through grants and fees from third party developers.

Grant Income and Fees	Source of Funds	Amount	Date Awarded
Resident Opportunity and Self-Sufficiency Program	HUD	\$ 478,500.00	2020 -2023
Section 8 Housing Choice Vouchers: Implementation of the Housing Choice Voucher Mobility Demonstration	HUD	\$ 4,900,000.00	2021-2027
VASH	HUD	\$ 97,408.00	2022
CNI Supplemental	HUD	\$ 4,000,000.00	2021
Choice Neighborhood Planning	HUD	\$ 409,000.00	2022
FSS Renewal	HUD	\$ 161,037.00	2022 -2024
Developer Fees	HRI - River Garden	\$ 400,000.00	2022
TOTAL		\$ 10,445,941.00	

TAX CREDIT EQUITY

HANO secured tax credit equity for **River Garden I** and **Winn Dixie**.

- **River Garden I** - \$9.7M in tax credit equity (9% credit)
- **Winn Dixie** - \$13.5M in tax credit equity (9% credit)

NEW ORLEANS EMERGENCY RENTAL ASSISTANCE PROGRAM (NOERAP)

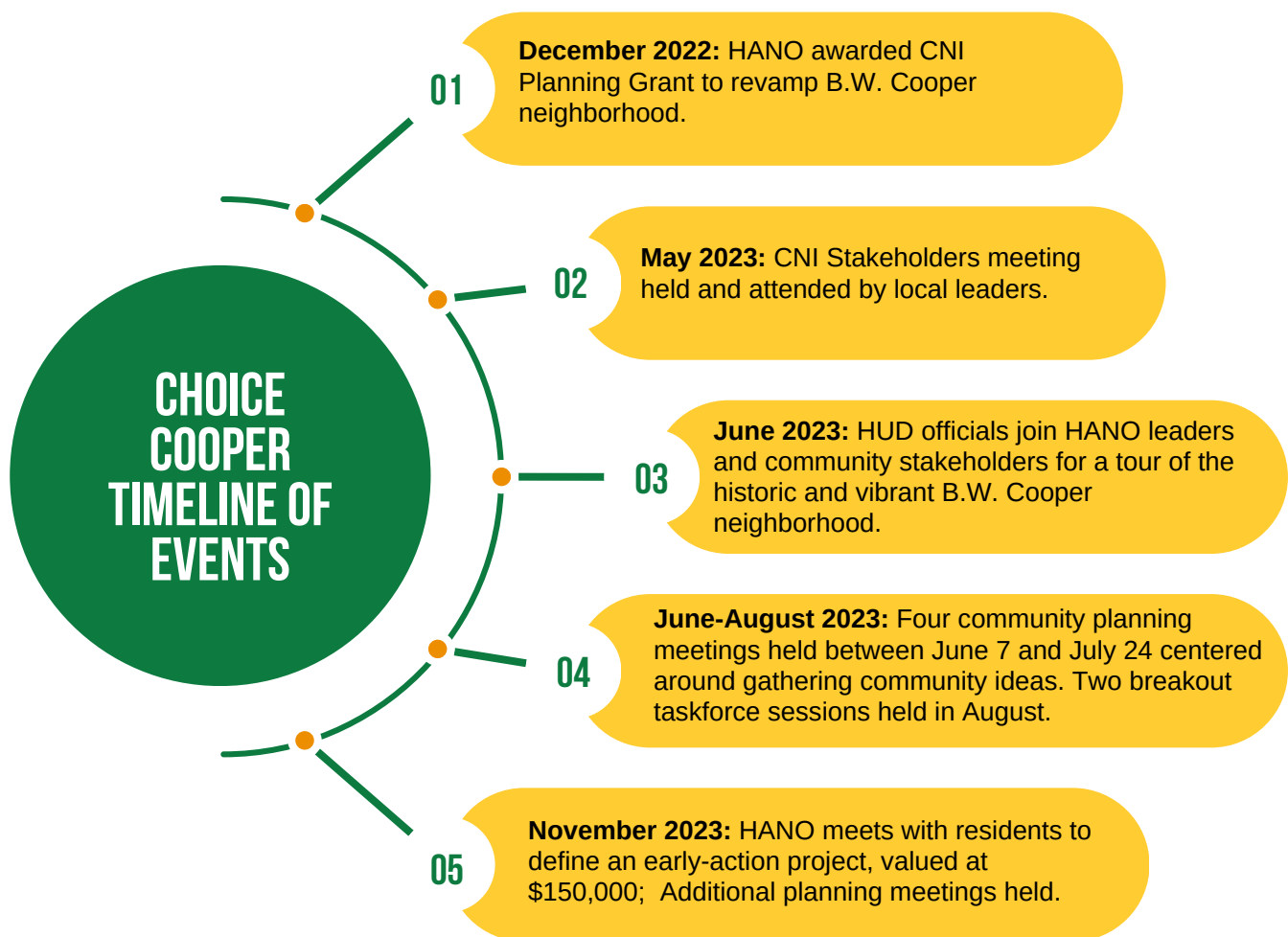
- HANO accumulated **\$2,147,583.47** in administrative fees.

CHANGING NEIGHBORHOODS: CHOICE COOPER (CHOICE NEIGHBORHOODS PLANNING GRANT)

Grant Awarded: 2022 - present

Grant Amount: \$409,000

In 2022, HANO was selected by the U.S. Department of Housing and Urban Development (HUD) as an awardee of the **Choice Neighborhoods Planning Grant** for its B.W. Cooper Transformation Plan. The \$409,000 planning grant allows HANO, B.W. Cooper residents, and community stakeholders to revamp and revitalize the B.W. Cooper/Earhart neighborhood. The planning initiative is called **Choice Cooper** and is geared towards involving residents in identifying key stakeholders and areas of opportunity. The planning initiative kicked off this past summer with a series of community meetings and a visit from HUD officials. See the graph below for a timeline of events.



2024 AGENCY GOALS AND OBJECTIVES

» **Goal 1: Expand affordable housing by leveraging project-based vouchers and other HANO resources.**

Objectives:

- Provide vouchers to support affordable housing; increase affordable housing units over the next 3 years.
- Depose of non-performing assets; reinvest proceeds in future development projects.
- Implement Scattered-Site Strategy
 - Develop disposition policy for immovable assets.
 - Identify and dispose of non-performing assets; reinvest proceeds for future development projects.
 - Self-Develop 1-3 dwelling units.
 - Solicit affordable housing proposals that will need Project-Based Vouchers (Development and HCVP departments)
 - Solicit new developers.
 - Expand outreach for developers in the immediate community, host annual workshop.
 - Explore non-traditional homeownership including condominiums and co-ops.

» **Goal 2: Preserve existing portfolio through direct and indirect reinvestment.**

Objectives:

- Renovate/restore units at Fischer and Guste and place them back in service.
- Provide resources to complete ADA retrofits as required by the Department of Justice
- Reposition HANO operated Scattered Sites; invest in capital improvements.
- Evaluate expiring tax credit properties to determine whether to reposition through purchase or recapitalization.
- Update Maintenance Plan
- Update 5-Year Inspection plan to identify capital needs for all HANO owned and operated properties and work closely with the development team to determine needs and forecast accordingly.

» **Goal 3: Improve internal and external customer service using technology, regular feedback tools, training, and community engagement.**

Objectives:

- Implement developed action plan for the Call Center
- Automate business processes to create no-contact transactions.
- Establish routine meetings with stakeholders.
- Conduct annual internal and external customer service training.
- Respond to inquiries within 24 hours.
- Administer internal survey to HANO workforce to measure overall satisfaction with work-life balance.

» **Goal 4: Maintain at least a Standard Performer under the Housing Choice Voucher Program and the Public Housing Program; strive towards High-Performer status**

Objectives:

- Refine performance metrics for HANO and third-party.
- Revise compliance protocols for review of third-party managed properties; meet quarterly with third-party management company senior staff.
- Provide Corrective Action Plans for areas of deficiencies.
- Fully utilize funding availability in the HCV program
- Incorporate daily site inspections centered on KPI's for each 3rd party and in-house managed site.
- Request Action Plan for any management teams underperforming based on HUD standard requirements for leasing and rental collections.
- Incorporate Quality Assurance procedures for Asset Manager Site inspection of 3rd party and in-house site inspections.

» **Goal 5: Rebrand the Agency to improve HANO's public image.**

Objectives:

- Procure Consultant to assist with developing a Rebranding Strategy
- Elevate presence in communities by attending neighborhood association meetings.
- Provide training to brand ambassadors to include staff, residents and Board Members.

2024 AGENCY GOALS AND OBJECTIVES CONTINUED

- Participating/serving in leadership roles in local, state, and national organizations
- Expand communication platforms to highlight signature and new programs.
- Develop a sustainable media strategy including routinely utilizing press releases, public appearances, target stories for print and visual media.
- Refine the Agency brochure that can be used for marketing at events.
- Continue to produce videos and live stream meetings, webinars.
- Review internal process to prevent delays in vendors being paid timely.

» **Goal 6: Improve Business Operations to create efficiency, effectiveness and reduce costs in all departments.**

Objectives:

- Continue to automate business process, forms.
- Continue to update hardware and software.
- Retool dashboard.
- Activate software to create necessary management reports.
- Solicit new software implementation Manager and new software.
- Eliminate unnecessary processes, forms.
- Implement Document Image Program
- Explore and implement Project Management software that can used across department (Development/Modernization, Asset Management and Procurement)

» **Goal 7: Continue to develop and implement sustainable client self-sufficiency programs that create economic mobility and generational wealth.**

Objectives:

- Increase the number of homeownership candidates in the HCV homeownership.
- Increase the number of FSS participants; maximize points under SEMAP.
- Create Homeownership opportunities through development activities.
- Create a Mentoring Program.
- Increase number of persons participating in the entrepreneurial program; establish pop-ups on vacant HANO property.
- Seek grant opportunities, secure additional funding.
- Adopt/revisit policies that will advance the economic position of residents/participants.

» **Goal 8: Improve financial sustainability through conservative investments and cash management, increasing partnerships, and securing grant opportunities.**

Objectives:

- Increase reserves by \$1,000,000.
- Secure leveraged funding to support development projects.
- Obtain grant funding to support self-sufficiency efforts.
- Structure development deals to include developer fees and market rate payments for ground leases.
- Develop a sustainable plan for policing services, market services to private sector property management outfits.
- Ensure that all grant funds are obligated and expended timely.
- Receive Unqualified Opinion on IPA.
- Continue to reduce legal caseload/liability.
- Increase partnerships with community organizations that can leverage resources for supportive services.

» **Goal 9: Engage in Leadership Development Training to Build a Stronger, Cohesive Management Team and for Succession Planning**

Objectives:

- Update as necessary mission and vision statements; create core values.
- Implement recommendations from organizational review, as needed.
- Engage in annual senior staff team building.
- Develop professional development training programs for all managers, supervisors, and Director.
- Hire Professional staff (within 45 days of vacancy)
- Develop a staff retention plan.

ACKNOWLEDGEMENTS

The Housing Authority of New Orleans (HANO) owes enormous thanks to our partners, staff, and Board of Commissioners who devoted their time and expertise to helping HANO serve our clients. It is through their assistance that we were able to make great strides in 2023.

COMMISSIONERS

Carol George Johnson

Board President

Paul Richard

Vice President

Avery Foret

Commissioner

Percy Manson

Commissioner

Monika McKay

Commissioner

Kim Piper

Commissioner

Rev. Michael Bernard Raymond

Commissioner

PARTNERS

Health and Wellness

- DePaul Community Health Centers
- Planned Parenthood
- Community Care Solutions
- GNO Health and Wellness
- Beacon Behavioral Health
- Just Life Insurance
- New Orleans Recreation Development Commission (NORD)

Employment

- Thrive and Thrive 9th Ward
- Job 1 NOLA
- Goodwill Industries

Financial Literacy

- Neighborhood Development Foundation
- United Way
- NewCorp, Inc.
- National Institute of Health

Elderly/Disabled

- JenCare Senior Medical Center
- Program of All-Inclusive Care for the Elderly (PACE GNO)
- AARP
- Humana
- Oak Street Health
- Total Community Action
- Council on Aging

General Support Stakeholders

- New Orleans Saints
- New Orleans Pelicans
- Bridge House/Grace House
- New Orleans Public Library
- NORD
- Unity of Greater New Orleans
- Coca Cola
- Chick Fil A
- One Life One Future
- Hampton & Harrison Law Firm
- Enterprise Mobility

Education

- Southeast Louisiana Legal Services
- Delgado Community College
- Nunez Community College
- Xavier University of Louisiana
- Southern University at New Orleans
- Dillard University
- NOLA Public Schools (One App Service)
- Goodwill Technical College
- Training Grounds
- Booker T. Washington High School
- KIPP Central City Primary
- STEM NOLA

CONTACT US

STAY CONNECTED!

Follow us online for daily updates on all things HANO!



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Columbia Parc	(504) 284-4769
Heritage Senior	(504) 282-0082
Faubourg Lafitte	(504) 821-6687
Lafitte Senior	(504) 518-4799
Fischer	(504) 266-2503
Guste Homes	(504) 529-3392
Harmony Oaks	(504) 894-8828
Marrero Commons	(504) 524-9011
New Florida	(504) 558-4664
River Garden I	(504) 412-8216
River Garden II	(504) 371-5485
The Estates	(504) 940-3060
Scattered Sites	(504) 558-4664
HANO PD Hotline	(504) 670-3372
Public Housing Hotline	(504) 670-3446
HCVP Hotline	(504) 708-2800
HANO Disaster Line	1 (887) 426-6677
PBV Hotline	(504) 670-3468
Email	info@hano.org
Maintenance - Fischer	(504) 915-2804
Maintenance - New Florida/Scattered Sites	(504) 915-6160

HANO 

2023 ANNUAL
PROGRESS
REPORT

+PROGRAM HIGHLIGHTS

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