



QUADEL CONSULTING

Newark Housing Authority

Managing Change for Cost Savings and Housing Choice Voucher Program Efficiencies



CELEBRATING 25 YEARS OF SERVICE
TO AFFORDABLE HOUSING



Introduction

- Quadel Consulting Corporation:
Who are we and why are we in Newark, NJ?
- Newark Housing Authority (NHA):
New Administration and City of Newark Goals



NHA Housing Choice Voucher Program Profile

- General Overview:
 - ACC Budget Authority for 5,389 units
 - Units leased as of 4/30/09 = 3,484
 - CY 2009 annual budget is \$23.5M
 - Estimated monthly HAP expense is \$2.8M
 - Average monthly HAP = \$820/unit
 - Payment Standard for 2 Bedroom = \$1,334



NHA Housing Choice Voucher Program Profile

- Participant Profile (9,250 members):
 - About 50% of households consist of one or two persons
 - 25% consist of three persons
 - 25% consist of four+ persons
 - The average household income is \$15,938
 - 70% of H/H are between the ages of 32 to 61 years old

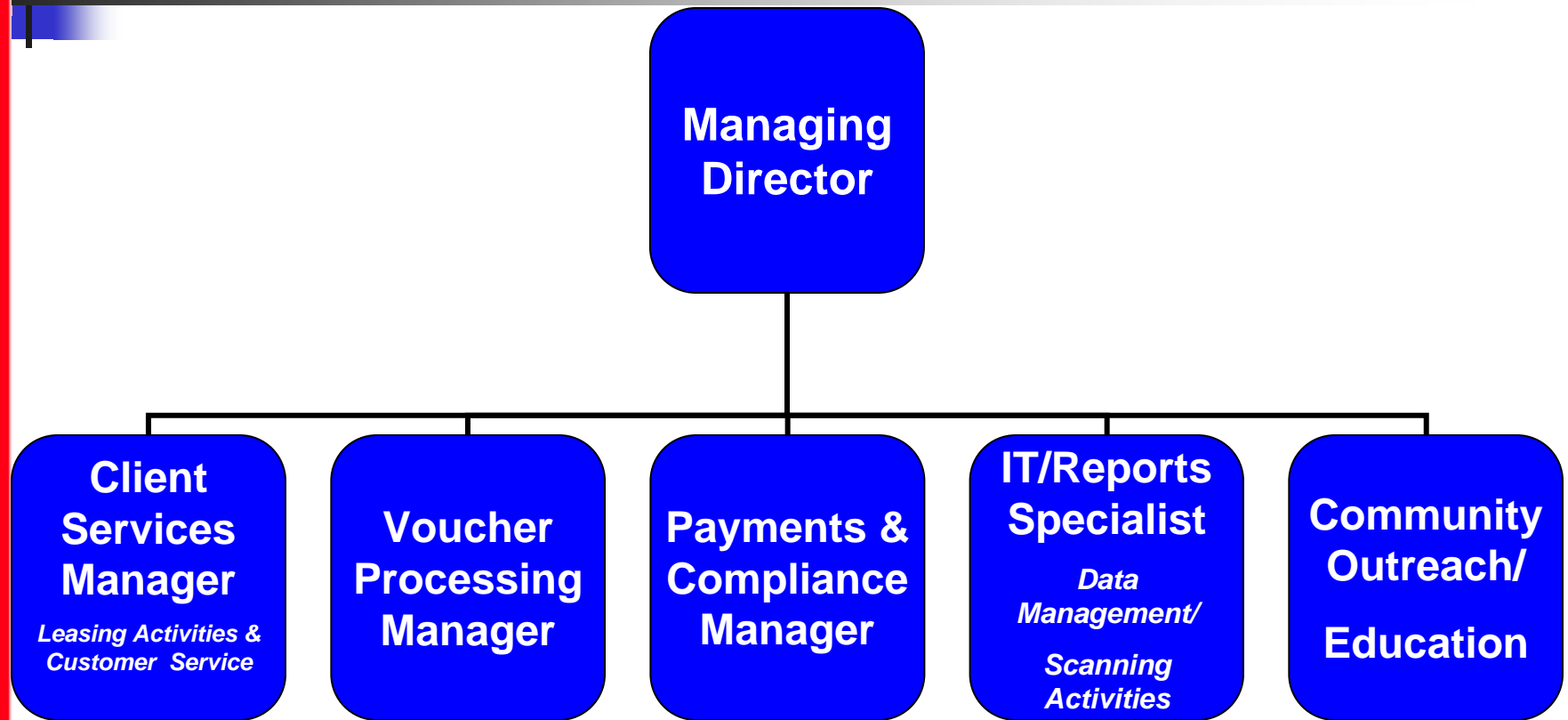


NHA Housing Choice Voucher Program Profile

- Property Owner/Landlord Profile:
 - Currently there are 1,907 owners
 - 80% have only one HCVP tenant
 - 18% have two to four HCVP tenants



HCVP Key Staffing Model



- HQS Inspections by McCright & Associates



Initial Challenges

- 3/31/08 SEMAP score of 30% = Troubled
- Waiting list of 19,000+ from 2002
- Over 290 tenant files missing out of 2,897
- Over 600 outstanding re-exams/hundreds of rent increases
- As of 1/1/2008, approximately \$400,000 of unprocessed HAP for 638 owners plus other unprocessed transactions (URP, FSS, ports)



Initial Challenges *(Continued)*

- Entire NHA staff laid-off and an Interim Director was managing with 10 temps
- Administrative Plan not updated since 2002
- System of Record not fully utilized and poor data integrity including missing documents
- Poor customer service/lack of responsiveness



Management Solutions

- Established Participant & Owner Informational Sessions with guest speakers
- Published & distributed brochures
- Revised & updated NHA website



Management Solutions *(Continued)*

- Comprehensive revisions to Admin Plan
- Purge waiting list - mail house vendor
- Implement work flow processing tool
- Recruit, hire & train staff – include ongoing training
- Establish file protocol checklist and conduct file review



Management Solutions *(Continued)*

- Purged stale, inactive data from system of record and processed transactions
- Completed data conversion to new system of record
- Update all letters and forms – easy to follow
- Barcode & scan re-exam documents
- Worked forward beginning with September re-exams and simultaneously addressed backlog



Lessons Learned

- Improved Customer Service, responsiveness and professionalism fosters a more cooperative relationship with landlords and participants
- Emphasize Quality Assurance
- Educating clients and the community about the HCV program ultimately helps to achieve performance goals



Lessons Learned *(Continued)*

- Establish separate teams to complete current & backlogged re-exams
- Barcode forms prior to mailing
- Create procedures manual for consistency
- Ensure that all staff understand the inter-relationship between VMS, PIC and SEMAP.



Results!

- Within a one year period, a Standard Performer status has been achieved
- Relationship with landlords, participants and the community have significantly improved



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Thank you