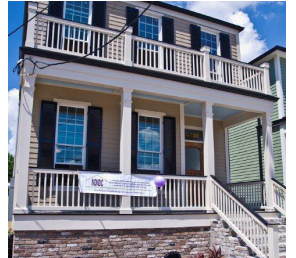




Housing Authority of New Orleans

JUNE 30, 2011



Strategic Plan for Real Estate Development

Planning for the Future of New Orleans

2011 - 2015



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Mission Statement



As the Legislature of the State of Louisiana has determined that the availability of decent, safe, affordable housing for low to moderate income citizens is a fundamental state value that creates economic and ethnic diversity and is an essential public function, it is therefore the Mission of the Housing Authority of New Orleans to provide and encourage the development of quality, affordable housing and the preservation of healthy, vibrant neighborhoods for the citizens of New Orleans in a manner that promotes self-sufficiency and economic opportunity.

Executive Summary



HANO and our housing partners have worked tirelessly to increase the availability of affordable housing in this community and today currently serve more low income households than before Hurricane Katrina. Despite this effort, there remains a significant shortage of affordable housing

in New Orleans. There are tens of thousands of low income renters in this city paying an excessive amount for housing, living in overcrowded or dilapidated homes, or worse, living without any shelter at all.

In the context of our Mission and the ongoing needs of our community, HANO's primary goal is to seize upon every possible opportunity and mechanism to increase the availability and supply of quality, affordable housing of as many types and circumstances that are available, and to make maximum use of every public, private, and non-profit program to which we have access.

New Orleans struggled with providing decent, safe, sanitary housing for lower income residents long before Katrina devastated the city. Many areas of the city were blighted and suffered from high crime rates, especially in some of the poorest neighborhoods. Katrina exacerbated the problem in two ways.

First, many of the housing units that had been affordable prior to Katrina were destroyed, reducing the housing options available to the city's most vulnerable population. Second, with fewer units available, the cost of renting

the available units has increased dramatically, placing a significant financial burden on many individuals and families.

While much progress has been made by HANO and others throughout the city, the fact remains that there is still a substantial gap between the number of New Orleans residents who need affordable housing and the number of affordable housing options available. HANO's Strategic Plan for Development lays the groundwork for how we intend to use our resources over the next several years to maximize affordable housing opportunities. Equally important, this document emphasizes our determination to work with the City and our partners to tackle some of the more complex issues that we collectively face in creating a healthy and sustainable community.

We began our Strategic Planning process in December of 2010. After extensive data analysis and community engagement we have developed the objectives that will guide us over the next five years. These objectives represent a marriage of HANO principles, HUD policy priorities, and the ongoing needs of New Orleans.

This Strategic Plan sets a precedent for HANO, in that going forward we will make decisions based on documentable need and sound housing policy. The goals and strategies outlined in this plan also grow out of substantial engagement with stakeholders to ensure that HANO's mission is coordinated with the city's long term goals. This outreach effort included scheduling public



speaking engagements; data collection and analysis; internal department meetings; stakeholder meetings; and community outreach. We have worked with HANO residents, State and City government, local advocacy groups, non-profit organizations, housing policy specialists and the development community in trying to address current and future housing needs.

From March through May 2011, HANO engaged in public meetings for this plan on at least eight separate occasions and received thoughtful and meaningful feedback from a variety of stakeholders. This process has allowed us to develop a Strategic Plan that is attainable and addresses not only HANO's goals but the goals of the larger New Orleans community.

Over the next several months, HANO will be developing an Implementation Plan detailing how we will accomplish our objectives. It will be a challenging task, one in which we will be very specific about deliverables, responsibilities, budgets and timelines. We will continue to work with our stakeholders to coordinate remaining resources and revise our previous plans to address current goals. Periodically, both the Strategic Plan and Implementation Plan will be updated to incorporate changing needs and realities. But our mission will remain the same, reflecting our ongoing commitment to provide quality affordable housing for those in need and working with our partners to improve the New Orleans community.

Key Objectives:

1. Invest in HANO communities and the surrounding neighborhoods to encourage future investment and revitalization.
2. Address identified housing needs through partnerships and in collaboration with the City, non-profit, and private market housing providers.
3. Encourage mixed income communities within HANO developments and their surrounding neighborhoods.
4. Integrate HANO residents with the greater community to take advantage of the public resources available to all city residents.
5. Provide resources and develop partnerships to foster resident self-sufficiency.
6. Ensure the Agency remains fiscally sound.



A Brief History



The history of public housing in New Orleans is complex, marked by economic and social challenges yet at the same time providing much-needed housing and a sense of community for this city's poor. With the passage of the U.S. Housing Act of 1937, the federal government began funding the

construction and operations of housing for low income households. The majority of New Orleans' public housing was developed shortly thereafter in a manner similar to the government-funded communities of that era, notably the low rise red brick structures in superblock configurations. While attractive in its day, By the 1970s, public housing in New Orleans had deteriorated to the point where units were no longer habitable under basic living standards of that time.

In the early 1990s, HUD introduced the HOPE VI program, a grant program which funded the redevelopment of distressed public housing sites into traditionally designed neighborhoods for a variety of income groups. This model encouraged higher quality construction, with housing designs and street patterns designed to integrate the

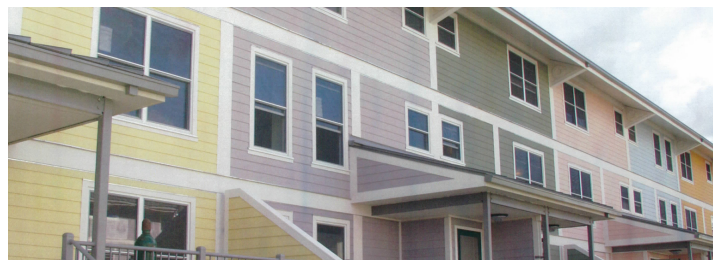
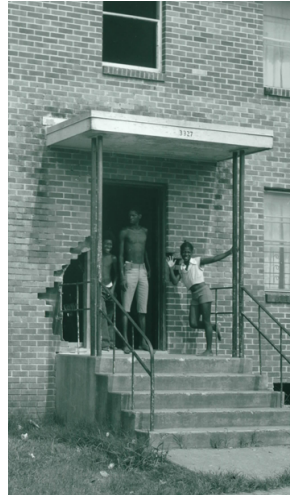
site into the fabric of the surrounding neighborhood. The program also utilized the skills of private developers and property managers to enhance the long-term viability of these new communities. Since the late 1990s, HANO has redeveloped several of its public housing sites under this model.

When Hurricane Katrina struck in 2005, it destroyed much of HANO's existing and newly constructed housing stock. The impact of the storm on the New Orleans community as a whole was devastating, displacing more than 80% of the population and severely damaging more than 200,000 homes. The majority of HANO residents were displaced to various parts of the country, with approximately 90% receiving HUD rental assistance or living in a HUD-assisted unit at some point post-Katrina.

Since the storm, HANO has engaged in a massive redevelopment initiative which includes the redevelopment of the "Big Four" – C.J. Peete, St. Bernard, Lafitte and B.W. Cooper – along with the continuation of previously started redevelopment activities at Desire, Fischer, St. Thomas and Guste. This was part of a necessary and ongoing process to address the deterioration and inadequacy of the New Orleans public housing stock, resulting in newly built, pedestrian-oriented and safer communities with larger, modernized units.

As of May 2011, HANO has 2,192 occupied public housing units and 17,195 vouchers in use, representing an overall increase of 5,258 households being served today compared to pre-Katrina.





Needs of Our Community

In preparing this Strategic Plan, HANO analyzed extensive primary and secondary data to determine the housing needs of the New Orleans community, both within HANO and among the general population. We have collected data which illustrates affordable housing needs among a variety of household types. Our research uses HUD's Comprehensive Housing Affordability Strategy (CHAS) data as well as the waiting lists for public housing and the Housing Choice Voucher Program (HCV). Additionally, we have examined the recent 2010 Census data, survey information on citywide blight and homelessness, and the market perspectives of leading local market analysts. According to the information gathered, there remains a tremendous need for affordable housing in New Orleans despite the extensive housing construction activity that has taken place since the storm.

Need for affordable housing.

Because market analysts and HUD reports illustrate that there may be an oversupply of housing in New Orleans, both for rent and for sale, it is important to distinguish the need for affordable housing versus the need for housing in general. To do this, we must understand what "affordable housing" means. Using HUD's definition, it is housing (including utilities) that costs no more than 30% of household income and applies to every household, regardless of income. Someone who earns \$800 a month and pays \$240 in rent has affordable housing; someone who earns \$3,000 a month and pays \$1,200 in rent does not. But there is a very limited supply of housing at the lower price points, and the chance for someone earning



\$800 finding an apartment for \$240 is slim, whereas the person earning \$3,000 a month has a very good chance of finding an apartment for less than \$900. For this reason, HUD specifically focuses on providing housing for low income households. And while there may be an oversupply of housing overall, there is still a shortage of affordable housing, evidenced by the high occupancy rates in affordable housing developments (average of 94% citywide); the 22,000 applications currently on the HCVP Wait List; the 4,700 applications submitted for the Public Housing Wait List; and more than 20,000 low income renters in New Orleans that are currently cost-burdened.

High number of cost burdened households.

This report uses HUD's CHAS data to quantify affordable housing need, defined as the sum of all households that pay more than 30% of their income on housing. This is not equivalent to a more general housing demand, which looks at how many new units need to be added to meet future growth (households moving into the market plus local household growth). Based on the 2009 CHAS data provided by HUD, there are 22,000 low income renters in New Orleans that pay too much for housing





(see Table 1), roughly two-thirds of all low income renters in the city. This figure includes those who may choose to pay more for a better neighborhood or amenities. It also includes households that may already be served by HANO or the LIHTC program, but pay more than 30% due to utility costs or again, out of choice.

Who are the most cost-burdened?

We see from the data that the greatest need, in terms of numbers, is among non-family, non-elderly households. These are single individuals or a group of non-related individuals sharing a home as roommates (see Table 2). This group comprises approximately 40% of all rental housing need. The second greatest need, in terms of numbers, is among the small, non-elderly families consisting of 2 to 4 people. This group comprises approximately one third of all rental housing demand. There is also a significant demand among the elderly and disabled in terms of percentages, with more than half of all elderly and disabled paying more than 30% on housing (See Tables 2 and 3).



Affordable homeownership.

We also examined the potential demand for affordable homeownership. There is an extremely limited supply of homes for sale that are priced below \$130,000. As summarized in Table 4, the most cost-burdened homeowners are very low income (66.8%) or extremely low income individuals/families (74.2%). In addition, most cost-burdened homeowners are similar to most cost-burdened renters – the non-family, non-elderly and the small family, non-elderly are the predominant household types in need of affordable housing (see Table 5). Like the rental market, home prices also increased post-Katrina and the majority of renters cannot afford to enter into homeownership without some form of subsidy. Currently in New Orleans, this subsidy is in the form of soft-second mortgages made available to low-income homebuyers and grants to non-profit developers for the rehabilitation and sale of blighted homes. In HANO's experience, even the market for subsidized affordable homeownership is weak in the more distressed neighborhoods. As a result, the homeownership components of HANO's mixed-income communities are moving slowly or on hold until the market improves.

Homeless and Special Needs populations.

The group of individuals not represented in the CHAS data, but that obviously have the greatest need for housing, are the homeless. Service providers have found through point-in-time surveys and outreach efforts that the number of homeless in New Orleans has skyrocketed since Katrina and the city may have the highest homeless population per capita in the U.S. It is a problem that is unfortunately difficult to quantify because it is impossible to locate all of the homeless in a community. Many squat in abandoned buildings or stake a hidden corner of public space as their home. There are currently anywhere between 1,700 to 10,000 homeless, reflecting the difference between the point-in-time survey results and the figure provided by Unity of Greater New Orleans, the primary homeless service provider in the region.



Due to the spike in rents post-storm, which are now, based on current Census figures and survey reports, 35% higher than pre-Katrina, the percentage of renters and owners who are cost-burdened is alarming in both the Extremely Low Income (<30% AMI) category and the Very Low Income (30% to 50% AMI) category. Households who earned less than 30% AMI have historically had a very difficult time affording an apartment, but before Katrina there was an ample supply of privately owned rental units for households earning 30% to 50% AMI. The average market rate rental unit was priced below \$600 a month in 2004; now it is very difficult to find rental housing for less than \$800 a month. As a result, many households previously not served by subsidized housing are now in need and it extends across income ranges. Even those with housing subsidy report that high utility costs (in excess of utility allowances) contribute to them paying more than 30% of their income for housing, emphasizing the need to promote energy efficiency in both publicly subsidized and private housing.

Table 1: Cost-Burdened Low-Income Renter Households in New Orleans

Income Range	Moderate Cost Burden	Severe Cost Burden	All Cost Burden	% of Cost Burdened Renters
Extremely Low Income (<30% AMI)	1,595	8,970	10,565	70.6%
Very Low Income (30% AMI - 50% AMI)	3,385	3,980	7,365	70.8%
Low Income (50% AMI - 80% AMI)	3,360	955	4,315	48.3%
Total	8,340	13,905	22,245	64.9%

* Cost burden info unavailable for 2,760 Extremely Low Income renters, therefore % of cost-burdened renters earning less than 30% AMI likely exceeds 70.6%

Source: HUD CHAS 2009 (using ACS 2005-2007 data)

Table 2: Cost-Burdened Renter Households by Type, New Orleans

Renter	No Cost Burden	%	Moderate Cost Burden	%	Severe Cost Burden	%	Total	%
Large family	1,215	5%	480	5%	955	7%	2,650	5%
Non-family, elderly	2,800	11%	1,450	14%	2,260	16%	6,510	13%
Non-family, non-elderly	11,970	45%	4,400	44%	5,525	39%	21,895	43%
Small family, elderly	1,610	6%	475	5%	495	4%	2,580	5%
Small family, non-elderly	8,790	33%	3,200	32%	4,855	34%	16,845	33%
Total	26,385	100%	10,005	100%	14,090	100%	50,480	100%

Source: HUD CHAS 2009 (using ACS 2005-2007 data)



Table 3: Housing Problems among Disabled Households, New Orleans

Income Range	Renter			Owner			All		
	All	Disabled	Disabled w/ Housing Problem	All	Disabled	Disabled w/ Housing Problem	All	Disabled	Disabled w/ Housing Problem
0-30% AMI	12,370	1,630	1,370	4,425	1,010	895	16,795	2,640	2,265
30%-50% AMI	9,625	945	675	4,890	1,340	820	14,515	2,285	1,495
50%-80% AMI	8,200	850	350	7,970	1,395	555	16,170	2,245	905
>80% AMI	14,710	910	230	32,810	3,310	485	47,520	4,220	715
Total	44,905	4,335	2,625	50,095	7,055	2,755	95,000	11,390	5,380

Source: HUD CHAS 2009 (using ACS 2005-2007 data)

*Excludes 650 owners and 5,575 renters without housing problem information

Table 4: Cost-Burdened Owner Households in New Orleans

Income Range	Moderate Cost Burden	Severe Cost Burden	All Cost Burden	% of Cost Burdened Renters
Extremely Low Income (<30% AMI)	855	2,905	3,760	74.2%*
Very Low Income (30% AMI - 50% AMI)	1,250	2,015	3,265	66.8%
Low Income (50% AMI - 80% AMI)	2,305	1,655	3,960	49.7%
Moderate Income (80% AMI - 95% AMI)	835	320	1,155	29.8%
Total	5,245	6,895	12,140	55.7%

Source: HUD CHAS 2009 (using ACS 2005-2007 data)

Table 5: Cost-Burdened Owner Households by Type, New Orleans

Owner	No Cost Burden		Moderate Cost Burden		Severe Cost Burden		Total	
		%		%		%		%
Large family	2,705	8%	405	5%	280	4%	3,390	7%
Non-family, elderly	4,250	12%	1,115	13%	1,605	20%	6,970	14%
Non-family, non-elderly	6,370	19%	2,005	24%	2,360	30%	10,735	21%
Small family, elderly	5,415	16%	930	11%	875	11%	7,220	14%
Small family, non-elderly	15,555	45%	4,010	47%	2,865	36%	22,430	44%
Total	34,295	100%	8,465	100%	7,985	100%	50,745	100%

Source: HUD CHAS 2009 (using ACS 2005-2007 data)

Who HANO Serves

Today, HANO serves more households than before Katrina.

HANO is the primary affordable housing provider in New Orleans, currently serving close to 20,000 households through public housing and the HCV Program. The vast majority of these households participate in the HCV program, reflecting the shift that occurred post-Katrina from “hard units” to voucher assistance. Today, approximately 2,200 households reside in public housing compared to 5,148 households pre-storm. Based on the most recent decennial census, HANO now serves one in four renter households in New Orleans.

Variety of households served but few large families.

Despite certain stereotypes of public housing residents and voucher recipients, HANO serves a variety of people from many walks of life. This includes working families, the disabled, elderly and those in transition. Each HANO community possesses its own demographic characteristics that make it unique. When we analyze the overall composition of households served by HANO, there are several notable demographic characteristics that stand out.

- First, there is a misconception that the vast majority of public housing households are large families. In fact, **almost half (42%) are single-person, non-family households**. The second greatest household type is the small family, defined as a household with two or three persons (39%). This means that for every ten households living in public housing, four are single individuals and four have two or three members. Families with large numbers of children comprise only 8% of the population. This figure is similar within the HCVP voucher program, with 75% of households consisting of three or fewer household members and 33% as single individuals.

- **Even with such small households, HANO serves a large number of children.** Almost half of all residents served by HANO are under 18 years old. The numbers are significantly higher within the HCVP Program, likely due to the larger units and private yards that are associated with private market rentals which are more desirable to families with children. Most of the children are school-aged (32%), defined as children between 6 and 17 years old. When combining this information with the fact that the majority of households have between one and three members, we can infer that many HANO households are single mothers with one or two children.



- **Almost half of the households served by HANO are either elderly or disabled** (41%) and more than half (57%) receive a pension, social security benefits or supplemental security income. In terms of numbers, elderly comprise a relatively small percentage of the HANO population (4%) but this figure is expected to increase as baby boomers age into their elder years. Public housing residents aged 51-61 comprise 12% of the population within HANO sites while 8% of residents in the voucher program are in this age group.

- Another commonly held misconception is that public housing residents we currently serve have lived in public housing their entire lives. This may be true in some cases, but when we review the data, we see that **more than half (55%) have lived in public housing for less than five years**. A full 25% of HANO households have been in the program for less than one year. While this may be a post-Katrina reality, for many in this community, housing provided by HANO is used as a transitional support as one moves towards self-reliance. Only 1,000 households



(6%) have lived in HANO-subsidized units for more than 10 years.

- In addition to elderly households and those with special needs, ***HANO serves a working population***. More than one third of all HANO households earn income through work (36%). These are individuals and families that go to work but do not earn enough to afford housing in the open market. The reasons for this are abundantly clear; the average rents in New Orleans skyrocketed after Katrina yet we are still a service-based economy comprised of low-paying jobs. Interestingly, 24% of HANO households earn more than 30% AMI (at least \$21,000 a year) and 8% of public housing residents earn more than 50% AMI (at least \$34,320 a year). This supports the important role HANO resources play in providing affordable housing to a variety of income groups in an expensive housing market post-Katrina.

In summary, households that receive housing assistance through HANO are a diverse group. Many are in need of housing due to their age or physical disabilities, and are limited in their capacity to afford housing on the open market. Almost half of all households receive disability, social security or pension funds. There are also a large percentage of households that work, but their incomes are not sufficient to afford market rate housing. And while family sizes are typically small, there are a substantial number of children living in HANO sites. This is a critical issue when planning for supportive services and self-sufficiency, indicating a need for support beyond housing, including childcare, recreation and education.

Table 6: Households Served by Public Housing and HCV Program

	Pre-Katrina	Today	Change
Public Housing	5,148	2,192	-2,956
Vouchers	8,981	17,195	8,214
Total	14,129	19,387	5,258

*Effective May 2011



HANO's Portfolio

HANO's current portfolio (May, 2011) includes 2,192 occupied public housing units and 17,195 utilized HCV Program vouchers. Of the public housing units, 778 units are in mixed-income developments owned and managed by third parties, and the remaining 1,414 public housing units are in developments that are solely comprised of public housing. The vast majority of HANO-owned property is managed by a third party (resident management company). The only units managed by HANO staff today are Iberville and the 85 newly rehabbed scattered sites which HANO may move to third party management in the near future.

Regarding the HCV Program, 96% of the vouchers are tenant-based; the remaining vouchers consist of



1,139 project-based vouchers and 54 used for homeownership. In addition to the 2,192 public housing units, there are units within HANO sites that are owned by private developers and operated by 3rd party management companies as part of a mixed-finance development. These include properties developed using tax credits, CDBG funds and/or state grant funding to create an economically diverse community. These sites combine public housing units and project-based vouchers with tax

credit units (i.e. workforce housing) and market rate units. In total, HANO sites have over 5,000 units, of which 3,254 are deeply subsidized (either public housing units or project-based vouchers).

HANO has been in the process of extensive redevelopment activity for the past decade. More recently, this includes

the redevelopment of the "Big Four" into mixed income communities, including C.J. Peete, St. Bernard, Lafitte and B.W. Cooper; the modernization of Iberville; the rebuilding of the former Desire community; ongoing redevelopment at Guste, Fischer and River Garden; and the demolition of many scattered site properties.

The "Big Four".

As of April 2011, the onsite redevelopment of C.J. Peete (now Harmony Oaks), consisting of 460 units, has been completed and is 95% occupied. The first phase of St. Bernard (now Columbia Parc), consisting of 466 units, was completed in November of 2010. While new units are still in the process of being rented, the lease-up rate thus far is healthy and the current occupancy rate is 85%. At both Harmony Oaks and Columbia Parc, former residents





displaced by Hurricane Katrina were given priority to return. At both sites, not enough former residents wanted to come back to fill all of the public housing units, and the units were made available to the general public.

Reasons for why previous residents do not wish to return

may include: a) a desire to keep their current voucher and the flexibility it provides; b) greater access to community resources such as schools and recreational facilities in their current location; c) difficulty with strict operating and management standards at both sites; d) concerns about or inability to meet admission requirements; and e) relocation and settlement to areas outside of New Orleans. We expect similar return rates of previous residents at Lafitte and B.W. Cooper, although at Cooper there are 300 households still living in a portion of the original buildings who may move into the new units. This leads us to believe that the majority of displaced residents have settled into preferred housing arrangements elsewhere in the city or other parts of the country.



Lafitte has completed 134 of its planned 517 units onsite and is working with non-profit organizations to develop offsite housing for rent and homeownership. The current plan for Lafitte is a one-for-one replacement of previous units in combination with tax credit units, creating a mixed income community of public housing and workforce housing residents. The current plans call

for the development of 1,500 units, of which 600 will be for homeownership. This is largely dependent on funding availability and the current market once the on-site phases are completed.

Mixed-income works in New Orleans.

Both Columbia Parc and Harmony Oaks are designed as mixed income communities, with approximately one-third public housing, one-third workforce housing and one-third market rate. Based on these two properties thus far, in addition to the River Garden development that was built under a similar model before Katrina, the mixed income model works in New Orleans. At both River Garden and Harmony Oaks, occupancy rates for the site overall and for non-HANO units is above 90% and at Columbia Parc, the workforce and market rate units are leasing up faster than the public housing units. All three developments have commonalities that make the mixed income model work. This includes high end features in all of the units, not just market rate units; a large number of well-integrated community amenities such as clubhouses, pools and fitness areas; a balanced mix of incomes; and the ability to connect to existing, vibrant communities. The mixed income model is also planned for the 410 units at B.W. Cooper, currently in the initial construction phase. Its success as a mixed income model will largely be determined by funding availability and more importantly, the ability to stimulate revitalization in the surrounding area.

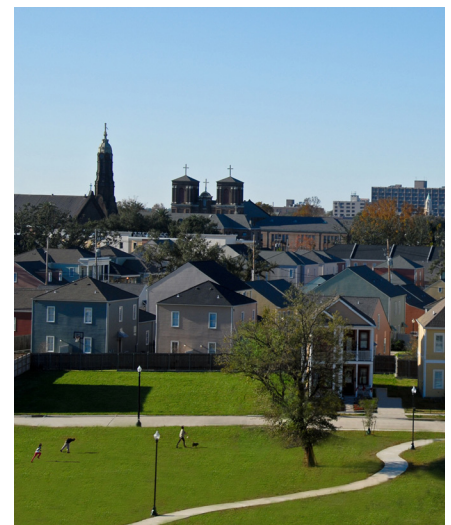
Other development efforts in progress.

The Fischer development is within a month of completion and includes 347 units, of which 44 are for homeownership. Like Lafitte, Fischer is 100% affordable using HANO assistance, CDBG, FEMA funds, and Low Income Housing tax credits.

Guste II, consisting of 16 units of public housing, is also nearing completion. Funding from this project is coming from FEMA and HUD Capital funds.

Currently planned development activities.

Over the next several years, HANO will be challenged by more limited resources for development purposes. With Gulf Opportunity Zone credits largely expended, limited FEMA funds remaining, and expected cuts in





HUD funding, the sources of funds previously used to develop complex, mixed finance projects will become more of a challenge to coordinate. HANO will need to prioritize its development opportunities while at the same time aggressively pursue additional funding sources. The following is a list of some of HANO's development planning activities currently in progress:

- Iberville is HANO's largest and most complex prospective development undertaking. We are in the process of applying for HUD's Choice Neighborhoods Implementation Grant to redevelop Iberville into a mixed income community. The current plan calls for a one-for-one replacement of all 821 units, with 300 onsite and 521 throughout the surrounding neighborhood. If HANO is awarded the Choice Neighborhoods grant, then the Iberville redevelopment will be an integral part of the revitalization efforts within Downtown New Orleans and the Tremé neighborhood. There are currently 434 Iberville households onsite.
- The 3rd and final phase of Guste will consist of 155 units funded by FEMA and 901 funds. Infrastructure work for this phase will begin late this summer and construction is expected to be completed by the middle of 2013.
- HANO is also in the planning stages for the Florida site, which will be redeveloped to meet the needs of those residents who want to return to their original community.

Scattered Site Program.

HANO currently owns 219 scattered parcels of land



containing 743 units of housing (consisting mostly of small apartment buildings with less than 10 units). Of these units, 85 have been rehabbed with ARRA funds and will soon be occupied. The remaining units, however, were damaged by Katrina and/or are uninhabitable. The majority are also located in distressed neighborhoods and surrounded by vacant and abandoned housing. Excluding the 85 recently rehabilitated scattered site units, HANO is seeking to dispose of most of the remaining scattered site properties to responsible parties with a proven track record who have the capacity to redevelop the parcels for housing, commercial use, or some other community benefit. HANO currently manages the 85 recently rehabilitated units but is evaluating the possibility of contracting out the management of these units. See Appendix for the full Scattered Site Plan.

The full extent of our current housing development is provided in the following tables. HANO's future portfolio is dependent on a variety of factors, including the timeline of current projects, future grant awards and the potential for HANO to partner with fellow housing providers to increase the supply of affordable housing and foster sustainable neighborhoods.



Current Portfolio:

	Rental Units					Homes for Sale			Total
	Public Housing	Project Based Vouchers	LIHTC / Workforce	Market Rate	Total Rental	Affordable	Market	Total Ownership	Units
B.W. Cooper	351	0	0	0	351	0	0	0	351
Fischer	185	0	118	0	303	44	0	44	347
Harmony Oaks (formerly C.J. Peete)	193	0	144	123	460	8	0	8	468
Columbia Parc (formerly St. Bernard)	157	0	160	149	466	0	0	0	466
River Garden	184	57	101	360	702	15	23	38	740
Iberville	821	0	0	0	821	0	0	0	821
Faubourg Lafitte (formerly Lafitte)	74	60	0	0	134	10	0	10	144
Guste	680	15	0	0	695	0	0	0	695
Desire	283	109	31	2	425	0	0	0	425
Florida	0	0	0	0	0	0	0	0	0
Other	85	898	0	0	983	0	0	0	983
Total	3,013	1,139	554	634	5,340	77	23	100	5,440



HANO and Our City

As the primary affordable housing provider in this city, it is critical for our organization to integrate with the housing programs and community initiatives of our partners, particularly the City of New Orleans government.

HANO can assist our community through more ways than just providing housing. New Orleans is on a path towards positive change, and HANO can work with the City, non-profit organizations and advocacy groups to continue on that path. While New Orleans still grapples with ongoing recovery efforts post-Katrina, neighborhood organizations, non-profit entities and foundations have found a way to work together to restore neighborhoods block by block. This grassroots support, coupled with continuing investments in new roads, schools, streetcar lines and open green space, creates the perfect opportunity for HANO to combine its efforts with neighboring projects.

Most New Orleanians don't need data to know that the City needs better jobs and job training for its residents. The connection between affordable housing and quality jobs is inextricably linked; if everyone made a living wage, there would be little need for housing subsidies. But New Orleans is largely rooted in a service-based economy structured around low-paying jobs. There are twice as many people working in the accommodation

and food service industry than national average, with average monthly earnings of \$1,500. A typical worker in this industry cannot afford housing in New Orleans without some form of subsidy. Additionally, this household has difficulty paying for healthcare, childcare and transportation to and from work. The City and State recognize this and are working to diversify our economy, investing in expansion opportunities within the health care, creative arts and construction industries. HANO acknowledges the importance of this and will work with other entities to improve job opportunities for all residents.

Access to jobs and increased earnings are key ingredients needed for an improved quality of life. People also need ongoing access to health care, multiple transportation options, a quality education for all children, access to affordable childcare so that mothers can work, and the ability to walk through their neighborhoods without fear of being victimized. It also means that neighborhoods are beautiful and well-maintained, children have a place to play and abandoned homes do not pose a threat to public safety or lower property values. These are all goals the City is working towards to improve our quality of life, and HANO intends to contribute, through its partnerships and developments, to further those goals.



Objectives



This Strategic Plan marks a turning point for HANO as it moves towards operating efficiently and integrating with the City's housing operations. The objectives and strategies laid out in this plan are not random but are the result of extensive research, outreach within the community and ongoing internal collaboration, creating a holistic direction that marries HUD policy with City goals and works to address housing needs within our community.

Objective One:

Invest in HANO Communities and Neighborhoods

This goal marks a continuation of HANO's ongoing commitment to improve public housing and increase access to affordable quality housing in New Orleans. Much of our efforts have been focused specifically on the HANO sites themselves, replacing dilapidated structures with new construction, increasing unit sizes, mixing incomes, and increasing community space and amenities. We are still in that process, but also have come to realize that the success of these communities is intrinsically linked to the safety and viability of the surrounding neighborhoods. The 2010 Census indicates that there are 47,000 vacant homes in New Orleans, but this is not all attributable to Katrina. New Orleans has struggled with blighted neighborhoods and disinvestment long before the storm. To keep our communities healthy, HANO will focus its attention and resources in neighborhoods surrounding our public housing sites.

Strategies:

1. Concentrate offsite replacement housing around HANO sites.

The majority of our public housing redevelopment projects have an offsite development component. HANO will make it a priority in future planning to ensure all offsite development is within the targeted neighborhood.

2. Encourage soft-second mortgages to support redevelopment around HANO sites.

Much of the blight surrounding HANO developments is found within single family homes and double units, and the redevelopment of these structures has been a target for State CDBG funds, the City and a multitude of non-profits created after Katrina. HANO will support these efforts by encouraging soft-second mortgages in and around HANO sites to support both new construction by others as well as the rehab of existing structures. This can be accomplished through financial support, the discounted sale/donation of HANO land, and technical assistance.

3. Target resources towards HANO projects located in neighborhoods at risk.

Our Agency has invested hundreds of millions in undervalued areas. These are neighborhoods that have been neglected for years but have the potential to be reborn as thriving communities due to their location and community networks. HANO will strategically invest in these areas to support the longevity and health of our newly developed public housing communities.

4. Work with our community stakeholders to determine the best use for HANO scattered sites.

HANO is currently planning to transfer the majority of its vacant and non-rehabbed scattered site portfolio to responsible organizations for redevelopment as part of its mission to foster healthy, vibrant neighborhoods and alleviate blight. Putting these properties back into commerce will also have the potential to add value to neighborhoods and generate additional sales and property tax revenue for the City. HANO will work with neighborhood stakeholders, non-profit groups and public entities to determine the best redevelopment strategies for these sites.

Objective Two:

Address Identified Housing Needs and Work With Partners to Meet Those Needs

HANO has identified several groups that are in significant need for affordable housing. They include the disabled, single-person households and small families, households with incomes less than 50% AMI and the elderly. To target these needs, HANO will do the following:

Strategies:

1. Partner with service providers to support the development of housing for the homeless and permanent supportive housing for those individuals with special needs.

HANO may target specific groups within the homeless population, such as youth transitioning out of foster care or war veterans. Because HANO is not a social services provider, any project targeted towards the homeless and special needs will require outside resources capable of providing the supportive services these individuals need. HANO has recently partnered with Unity of Greater New Orleans to redevelop an abandoned HUD building into permanent supportive housing.

2. Provide incentives to landlords participating in the HCV Program to address housing needs.

The HCV Program is the primary affordable housing resource in New Orleans, with 4 out of 5 households served by HANO now using a voucher to find housing on the open market. One of the main benefits of the HCV Program is its ability to deconcentrate poverty by giving people a choice in where they live. But when we examine where these leased units are located, we see a concentration of vouchers in high poverty areas. There is also a significant shortage of one-bedroom units to meet the demand. Although HANO has little impact on what rental housing is available from individual landlords, there is potential to incentivize landlords to target specific housing needs. This may include rent boosts in high-cost areas or access to low interest loans for rehabilitation of private rentals to become one-bedroom units or handicapped accessible units.

3. Increase the number of handicapped accessible units and elderly units.

We have identified a shortage of affordable, handicapped accessible and/or elderly rental units on the open market to meet demand. To increase the supply of accessible units, HANO intends to maintain the current requirement that 10% of all new units be suitable for those with mobility impairments, 5% higher than what is required by HUD. HANO will also work to increase the supply of elderly units and age-in-place units.

4. Work with State housing agencies, the City, and other housing funders to target resources towards specific housing need.

HANO cannot address all of the housing needs in our community. Therefore, it is essential for HANO to partner with the City, State housing agencies, and other housing funders to maximize our efforts in providing affordable housing. This can be accomplished through tailored pilot programs or set-asides and bonus points within the Qualified Allocation Plan.

Objective Three:

Encourage Mixed Income Communities Within HANO Sites and Throughout New Orleans

HUD has long emphasized the need to integrate various income groups at the neighborhood level and within public housing developments as a means to deconcentrate poverty and provide a greater amount of resources to our poorest families. HANO will refine existing policies and programs to further this goal within our current communities and with future development.

Strategies:

1. Provide incentives to current residents to increase wages and ensure residents are aware of existing self-sufficiency programs.

It is a HUD and HANO goal to encourage families who are living in public housing or HCVP to become more economically self-sufficient. This means increasing their earnings potential so that they can afford housing in the private market. This can be accomplished through a variety of ways, including formal education, job training, and incentive programs developed at the federal or local level that encourage families to earn higher wages. HANO will develop a pilot program which incentivizes self-sufficiency and is customized to the local job market. Additionally, working with private managers, we will ensure that our residents are aware of existing programs and services that will assist in mitigating barriers to employment, such as child care, transportation and homeownership counseling that can assist our residents towards self-sufficiency.

2. Maintain work preferences within HANO sites.

HANO currently has a policy in place at public housing sites that gives a new admission housing preference to working adults, disabled and the elderly. This means that when a waiting list is opened, HANO goes directly to the list of households that meet one of these three conditions. The reason for this preference is twofold: giving priority to working households increases economic diversity within the public housing site; and the preference establishes HANO's policy of encouraging able-bodied adults to work. The agency also maintains a community service requirement for all public housing residents. We intend to maintain this work preference and community service requirement over the next five years and may establish specific tasks within the forthcoming Implementation Plan that further this strategy.

3. Establish HANO as a resource for all low income households in need of affordable housing.

Historically, HANO has strictly focused on public housing. It was not until recent years that HANO has become active in creating mixed income, mixed finance housing developments. Now our Agency is looking to branch out even further, through partnerships, soft second mortgage assistance, project-basing vouchers, and blight remediation to assist in providing a range of low income housing assistance beyond public housing. Additionally, we need to make our community aware of our actions and understand the diversity of the households we serve. This can be accomplished through public announcements, collaboration with our local partners, reports, and ongoing community outreach.

4. Support the development of a variety of housing types at a range of affordability levels.

HANO is committed to increasing economic diversity in and around HANO sites and throughout New Orleans. This will deconcentrate poverty, spur private market investment, and create sustainable neighborhoods. To accomplish this, HANO will utilize and promote mixed finance, mixed income developments and homeownership for a variety of income levels.

Objective Four:

Integrate HANO Residents with the Community

Traditionally, HANO communities have separated their amenities from surrounding neighborhoods, using their own recreation areas, community facilities, and health services. This oftentimes leads to a greater sense of isolation from the surrounding neighborhood. HANO lacks sufficient funds to meet all resident needs and this model of providing services limits the level of services residents have access to. The City, State and Federal government are contributing vast resources for improved schools, transportation, health care and recreational facilities. As members of the community HANO residents should have access to and take advantage of these improvements. Therefore, to provide a more comprehensive self-sufficiency support infrastructure, HANO will work to integrate our public housing sites with neighborhoods and increase access to outside services and public amenities.

Strategies:

1. Utilize facilities operated by the City, School Board and non-profit organizations.

There are numerous public facilities and recreation areas currently being developed that are far superior, in terms of their size and service capacity, than anything HANO can offer. This includes new schools, recreation centers with football fields and swimming pools, and public health clinics focusing on preventative medicine and general health. HANO will work with the City, State, and the non-profit organizations to ensure that HANO residents have access to these services.

2. Partner with local service providers for education, mentoring, health, daycare, etc.

There are also numerous non-profit organizations and community stakeholders working with the City that offer supportive services to the community. This includes anything from early childhood education to mental health support, literacy training and daycare for young mothers. HANO will continue to build partnerships with these organizations, so that HANO residents are able to access the support provided by partners in the community. The goal is to ensure that residents are connected to services beyond what HANO has the ability to offer.

3. Encourage HANO residents to participate in neighborhood organizations and neighborhood residents to use HANO facilities.

It will take more than building partnerships to ensure HANO residents have access to the greatest level of social and physical resources in the larger community. HANO residents will need to feel they are welcomed as part of the larger community, and vice versa, residents in the greater community will need to feel like HANO residents are one of them. This means sharing space and interacting more on a regular basis. This can be accomplished with HANO residents participating in neighborhood organizations and opening up HANO sites and amenities to neighborhood residents.

Objective Five:

Provide Resources And Develop Partnerships To Foster Self-Sufficiency

As a housing and support services provider, one of HANO's key goals is to provide the resources and support necessary for HANO households to become self-sufficient. The ultimate goal is for all non-elderly, non-disabled HANO households to increase their earnings and transition into market rate rental housing or homeownership. This can be accomplished with jobs and training combined with an atmosphere that encourages personal development and accomplishment.

Strategies:

1. Partner with economic development groups and employers to increase economic opportunity.

HUD, the City and HANO all recognize the importance of economic development as a means to improve the quality of life for New Orleans, but historically the agencies tasked with developing economic development programs have had difficulty sharing resources and, ideas or pulling in outside support. HANO will take a lead role in spooling our resources together and forging a common vision for how to increase economic opportunity within the greater New Orleans community. This includes financial commitments, national partnerships, and the development of workforce training. The focus will be on basic life skills and literacy as well as small business development and capacity building.

2. Maximize Section 3 and local hiring for HANO projects and contracts.

HANO is in the process of a \$1 billion reinvestment in public housing and mixed-income development. This effort is creating thousands of jobs within our community. To promote self-sufficiency and increase economic opportunity within HANO communities, HUD requires that to the greatest extent feasible, businesses and employers working on HUD-funded projects train and employ Section 3 residents (public housing residents, low and very low income persons and homeless) and contract with Section 3 businesses. Currently, HANO requires 30% of all new hires on its "Big Four" sites to be Section 3 residents. Our Agency will uphold this requirement and further develop policies that will maximize Section 3 and local hires.

3. Provide funding to support job training.

HANO has traditionally relied on outside support and partnerships for workforce training programs, and is now committed to taking this one step further. Over the next five years, HANO will work with a consortium of local employers, non-profit groups and educators to develop a pilot program for job training and employability skill building. Initially, this may focus on a particular industry, such as culinary arts or construction, but will be expanded to include a variety of specializations.

Objective Six:

Ensure Agency Remains Fiscally Sound

HANO is far into the redevelopment process at several large public housing sites and has plans to begin the redevelopment of Iberville. This comes at a time when post-Katrina recovery funds, including CDBG dollars and tax credits, are running dry and budget cuts may limit future funding available for public housing authorities across the country. HANO must therefore try to access every dollar available by being creative in its financing to ensure that there are adequate resources for our projects.

Strategies:

1. Pursue alternative funding sources.

HANO will need to tap a variety of funding sources to accomplish all that we want to accomplish over the next five years. We need to find alternative funding streams, think “outside the box” when it comes to affordable housing development, and aggressively pursue competitive funding through HUD programs (e.g., HOPE VI, Choice Neighborhoods, Community Facilities, etc.), the State LIHTC program and other City, State and federal sources. HANO should also generate program income through its development processes, where appropriate.

2. Combine resources with other local, state and foundation-funded projects.

One of the most significant lessons learned in this strategic planning process is that HANO will make a greater impact partnering with others than working alone. This means joining forces with the City, State or local organizations to tackle our community’s biggest challenges. By pooling our collective resources, we are able to fund more projects and avoid redundancies that can come about when multiple organizations act independently to arrive at the same goals.

3. Reduce our Scattered Site portfolio.

HANO currently has over 700 scattered site units in its portfolio, the majority of which are uninhabitable. Scattered throughout New Orleans neighborhoods, these units have been challenging and expensive to maintain. These properties operate at a net loss, meaning the cost of management exceeds the combined revenue and funding support provided by HUD. HANO’s Scattered Sites plan calls for disposing of most of these properties to third parties that have the capacity and resources to put them back into commerce as housing or community amenities.

4. Focus on current projects.

With thousands of units still to be built over the next five years, HANO plans to specifically focus on completing current projects and making sure those projects are in safe, attractive, and stable neighborhoods. This strategy will require HANO to target investments to neighborhoods around existing HANO communities that are in need of stabilization and a push to inspire outside investment.

Conclusion



The Housing Authority of New Orleans, under its new Administrative Receiver, is on a path that will lead the Agency not only back to local control, but also towards operating as an effective, responsive and compassionate housing provider. As part of this process, we have taken the initiative to address housing needs in a manner that is information-based and coordinated with our stakeholders. We have

engaged with advocacy groups, local and State leaders, the development community and our own residents and have asked them what they think the biggest housing needs and community challenges are. We have incorporated these comments into our plan, and have thus far completed numerous drafts leading up to this point.

This Strategic Plan marks the beginning for how HANO will address housing needs over the next five years. We will submit this document to HUD at the end of June and will then begin planning how it will be implemented in real terms - the who, what, when, where and how much for each of our strategies - that will form the Implementation Plan. It will be a lengthy and challenging process, but the Agency remains committed to including the New Orleans community in this discussion. We are tasked with giving



priority to some projects over others and allocating our resources amongst current and planned developments. Limited funding may require some projects to be revised; others may need to be put on hold until future funding is available. But HANO remains committed to our mission of providing quality affordable housing for those in need. This Strategic Plan gives us the roadmap we need to stay focused and continually link our actions to how we define ourselves as an agency.

It is important to realize that both this Strategic Plan and the Implementation Plan to be developed over the next six months are not set in stone. They are living documents subject to current market conditions, political realities, and the changing face of housing needs. HANO will develop a framework for regularly revising each document to reflect changing circumstances and each revision/update will continue to be based on data analysis and ongoing outreach to our housing partners.



Much of what we have outlined involves more than just HANO. We realize that to be truly effective, we cannot do it alone. Our Agency must join forces with our partners to address the dynamic needs of the New Orleans community. This means meeting regularly to share our thoughts, committing financial and technical resources towards projects that meet multiple goals, and coming together in terms of policy and direction. We are currently working with several City-based and neighborhood groups to accomplish this, and hope to further these relationships moving forward.



Appendix: Scattered Site Plan

HANO SCATTERED SITE DISPOSITION POLICY PURPOSE STATEMENT:

This policy is written to guide and govern the disposition of scattered site properties owned by the Housing Authority of New Orleans (HANO) to ensure that real estate assets are disposed of in a consistent, fair, and transparent manner. It is also designed to ensure that the future uses of the property will provide and encourage the development of quality, affordable housing and the preservation of healthy, vibrant neighborhoods for the citizens of New Orleans. The policy is further drafted to give community stakeholders an opportunity to participate in disposition plans. This policy applies to all vacant and non-rehabbed properties owned by HANO that are not needed to support HANO's development plans or other HANO programs and needs.

EFFECTIVE DATE:

This policy will be effective as of Board of Commissioners approval on _____. The Policy can be amended by Board approval. Any disposition that deviates from this Policy will require prior Board approval.

POLICY STATEMENT:

- I.** HANO Resident and Community Inclusion
 - A. HANO will work with its residents, community stakeholders, non-profit groups, and public entities to determine the best redevelopment strategies for the agency's scattered site inventory.
- II.** Properties will be disposed of for uses that include, but are not be limited to, the following:
 - A. Affordable housing projects that protect neighborhoods from disinvestment and blight, including affordable homeownership opportunities;
 - B. Housing projects that fill unmet housing needs, especially housing targeted to low income individuals and families;
 - C. Public and community uses that benefit the neighborhood;
 - D. Market rate housing projects that improve the income mix and stability of a neighborhood; and
 - E. Commercial development that is beneficial to the affected community.
- III.** Properties may be disposed of using the following methods:
 - A. Developer Solicitations. A Request for Proposal process may be used to invite developers, non-profits, and other entities to acquire and redevelop selected properties. Proposing entities must submit a proposed plan, schedule, and budget for the return of the property to commerce and must demonstrate their capacity to execute the plan. This method will especially be applied when contiguous lots may be purchased at a discount to ensure large scale redevelopment of neighborhoods.
 - B. Acquisition Applications. In some instances, selected properties may be available by application to allow individuals or entities to purchase individual parcels for the appraised value for residential redevelopment within one year.
 - C. Auctions. Properties in neighborhoods with stable market values may be auctioned

- and sold to the highest bidder. Single or multiple properties may be selected for auction with properties being reverted back to HANO if not developed within the specified period of time and in the manner approved.
- D. **Sealed Bids.** HANO may elect to accept highest sealed bids for selected properties, particularly properties determined to be best suited for commercial development, provided that properties are sold at appraised value or higher.
 - E. **Land Swaps.** HANO may consider swapping properties it owns with, or donating properties it owns to, public land owners when HANO properties are required for public uses or for the benefit of HANO projects.
 - F. **Neighborhood Initiated Dispositions.** HANO may consider land disposition to developers identified by neighborhood groups when proposed development is consistent with publicly adopted planning documents or plans supported or organized by the neighborhood.
 - G. **Critical Strategic Projects.** HANO may consider disposition to public or non-profit entities interested in acquiring property to support their mission, provided that such projects are also] consistent with HANO's mission.
 - H. **Lot Next Door.** Properties may be offered for sale to adjacent land owners at highest bid, with minimum bid being the appraised value of the property.
 - I. Properties needed for HANO projects are exempt from these disposition methods and will be approved through a HUD Disposition Plan.
 - J. All disposition of public housing properties must comply with HUD Disposition Regulations found in 24 CFR Part 970 in addition to meeting the requirements of the appropriate HANO disposition method. Disposition of all property must be approved by the HANO Board of Commissioners.
- IV.** Demolition and disposition activities cannot adversely affect the fiscal position of HANO.
- A. HANO will be compensated for disposed properties in the following manner:
 - a. Fair Market Value (FMV) or greater, subject to the following exceptions:
 - i. Dispositions having community benefit that are associated with HANO projects;
 - ii. Dispositions having community benefit when FMV jeopardizes the project's affordability to low income families, in which case projects can be negotiated at the assessed land value determined by the Orleans Parish Assessor;
 - 1. Projects deemed infeasible with land value compensation can be transferred for less value subject to significant public benefit and evidence of project infeasibility; and
 - B. Proceeds earned from the sale of scattered sites will be used consistent with HUD regulations to further HANO's mission and goals.
- V.** Additional Requirements:
- A. Transfer instruments will include a clause reverting the ownership of properties sold for less than FMV back to HANO if blight removal and/or development does not occur within the specified period of time and in the manner approved, subject to approved extensions for extenuating circumstances; and
 - B. Transfer instruments will include disclosures of known environmental hazards and will require that the acquiring entity remediate and/or develop the property in accordance with applicable federal, state, and local requirements.
 - C. Dispositions will be executed in accordance with approved disposition procedures.

I. Properties HANO will keep	Current # of Buildings	Current # of Units	Status
920 N. Miro	1	3	Rehabilitated
1866 N. Miro	1	4	Rehabilitated
1874 N. Miro	1	4	Rehabilitated
2114 Allen	1	4	Rehabilitated
1821 N. Galvez	1	4	Rehabilitated
1223 St. Mary	3	8	Rehabilitated
1800 Mardi Gras	1	2	Rehabilitated
1806 Mardi Gras	1	2	Rehabilitated
1816 Mardi Gras	1	2	Rehabilitated
1822 Mardi Gras	1	2	Rehabilitated
1830 Mardi Gras	1	2	Rehabilitated
1701 Lawrence	1	1	Rehabilitated
1707 Lawrence	1	2	Rehabilitated
1715 Lawrence	1	1	Rehabilitated
1723 Lawrence	1	1	Rehabilitated
1733 Lawrence	1	1	Rehabilitated
1112 N. Rocheblave	1	2	Rehabilitated
1124 N. Tonti	1	4	Rehabilitated
3121 Gravier	1	2	Rehabilitated
517 Robert	1	2	Rehabilitated
3811 Constance	1	2	Rehabilitated
1470 Constance	2	4	Rehabilitated
3318 Danneel	1	4	Rehabilitated
1423 Terpsichore	1	4	Rehabilitated
3810 Annunciation	1	4	Rehabilitated
3818 Annunciation	1	4	Rehabilitated
4319 Chartres	1	4	Rehabilitated
4235 Tchoupitoulas	1	6	Rehabilitated
1913 Wilton	0	0	For Possible Development
3023 Amazon	1	0	For Possible Development
5901 Dorothea	0	0	For Possible Development
40492 Danube	0	0	For Possible Development
40493 Danube	0	0	For Possible Development
#40 Tara Lane	0	0	For Possible Development
1757 Duels	0	0	For Possible Development
2225 Third	0	0	For Possible Development
1414 Congress	0	0	For Possible Development
1416 Congress	0	0	For Possible Development
DEER PARK (6)	0	0	For Possible Development
2018 Bienvillet	0	0	For Possible Development
919 N. Villere	0	0	For Possible Development
1218 N. Broad	0	0	For Possible Development
1500 Dumaine	0	0	For Possible Development
1816 Clio	0	0	For Possible Development
4700 Flake	0	0	For Possible Development
1625 Eagle	0	0	For Possible Development
3423 Hamburg	0	0	For Possible Development
2122 Hope	0	0	For Possible Development
2120 Hope	1	0	For Possible Development
1808 Bayou Rd.	0	0	For Possible Development
1834 Ursulines	0	0	For Possible Development
10820 Yardley	0	0	For Possible Development
1616 Laharpe	0	0	For Possible Development

Properties HANO will keep Continued.	Current # of Buildings	Current # of Units	Status
4925 Baccich	0	0	For Possible Development
6955 Downman	0	0	For Possible Development
2704 A. P. Tureaud	0	0	For Possible Development
2451 Laharpe	0	0	For Possible Development
518 Opelousas	0	0	For Possible Development
1473 N. Prieur	0	0	For Possible Development
3819 Havana	0	0	For Possible Development
5048 Read	0	0	For Possible Development
1705 St. Thomas	0	0	For Possible Development
2234 Lizardi	0	0	For Possible Development
2205 St. Bernard	0	0	For Possible Development
1209 S. Saratoga	0	0	For Possible Development
1205 S. Saratoga	0	0	For Possible Development
1213 S. Saratoga	0	0	For Possible Development
3605 S. Saratoga	0	0	For Possible Development
2400 Jackson	0	0	For Possible Development
3421 Hamburg	0	0	For Possible Development
Old Hendee			
1815 Ptolem	6	0	Demolish and Redevelop as Homeownership
TOTAL	39	85	

II. Vacant Lots to be Disposed of		
539 Patterson	4526 America (Habitat)	6617 Old Gentilly Road
4200 St. Claude (PACE)	4556 America (Habitat)	6641 Old Gentilly Road
2014 Melpomene	4750 America (Habitat)	6649 Old Gentilly road
2018 Melpomene	4807 America (Habitat)	400 Dufossat
2022 Melpomene	4821 America (Habitat)	1514 Gordon
1518 S. Saratoga	4921 America (Habitat)	1740 Poland
1229 Constance	4925 America (Habitat)	1830 Poland
1231 Constance	4840 Ray (Habitat)	1410 Caffin
1000 Melpomene	9031 Cohn	1504 Alabo
1008 Melpomene	8516 Cohn	2405 Charbonnet
1016 Melpomene	8520 Zimple	2819 Dauphine
2411 St. Thomas	1915 Leonidas	2818 Burgundy
2256 Baronne	8901 Birch	1511 Eganias
1120 Thalia	8811 Hickory	1513 Eganias
2901 Dryades	8729 Plum	1515 Eganias
710 Clouet	8725 Plum	1517 Eganias
4860 Wilson (Habitat)	6630 Chef Menteur Hwy	5404 N. Villere
4326 America (Habitat)	6638 Chef Menteur Hwy	1530 Gordon
4432 America (Habitat)	6648 Chef Menteur Hwy	3749 Apache
4448 America (Habitat)	6654 Chef Menteur Hwy	2400 St. Thomas
4562 America (Habitat)	6662 Chef Menteur Hwy	2634 Dubreuil
4346 America (Habitat)	6670 Chef Menteur Hwy	1436 Caffin
4459 America (Habitat)	6678 Chef Menteur Hwy	6301 N. Robertson
	6686 Chef Menteur Hwy	6309 N. Robertson
	6601 Old Gentilly Road	6317 N. Robertson
	6609 Old Gentilly Road	1016 Tennessee

II. Vacant Lots to be Disposed of Cont.		
1022 Tennessee	1111 Reynes	2621 Delery
1028 Tennessee	4827 N. Rampart	2627 Delery
1034 Tennessee	1308 Tupelo	2635 Delery
3250 St. Thomas	1301 Gordon	2641 Delery
432 7th Street	1329 Charbonnet	6420 Florida
410 Pleasant	1342 Alabo	2600 Dubreuil
3249 Tchoupitoulas	1416 Lamanche	2608 Dubreuil
1415 General Ogden	1424 Gordon	2614 Dubreuil
1433 Gen Ogden	1531 Gordon	2620 Dubreuil
1400 General Ogden	6000 N. Robertson	2626 Dubreuil
1408 General Ogden	1751 Tupelo	2640 Dubreuil
1416 General Ogden	1800 Gordon	6421 Law
1424 General Ogden	1804 Gordon	TOTAL: 130
1432 General Ogden	1806 Gordon	
1440 General Ogden	1318 Gordon	
5718 N. Claiborne	1334 Charbonnet	
1233 Alabo	1423 Benton	
1239 Alabo	1425 Benton	
4811 Marais	1440 Caffin	
4815 Marais	1300 Tupelo	
	2601 Delery	
	2609 Delery	
	2615 Delery	

III. Vacant Buildings to be Disposed of As Is	Current # of Buildings	III. Vacant Buildings to be Disposed of As Is	Current # of Buildings
5600 N. Claiborne (City)	1	Imperial Drive	
2417 St. Thomas	1	22 Imperial Court (City)	2
3013 Mandeville	1	39 Imperial Drive (City)	2
1340 Gordon	1	TOTAL	34
6318 N. Villere	1		
6112 N. Robertson	1		
6116 N. Robertson	1		
1415 Tupelo	1		
1501 Benton	0		
2118 Danneel	3		
1738 General Ogden	4		
2427 Ursuline	1		
1916 Roman	1		
2115 St. Ann	1		
1927 Mandeville	1		
8718 Willow	1		
2331 Annunciation	1		
717 De Armas	1		
1421 Constance	1		
1715 Cambronne	1		
2522 N. Rampart	1		
1814 Bayou Road	4		
2123 Painters	1		

IV. Vacant Buildings to be Demolished and Disposed Of	Current # of Buildings
930 7th Street	1
4322 America (Habitat)	1
4856 America (Habitat)	1
4860 America (Habitat)	1
4726 America (Habitat)	1
4814 America (Habitat)	1
4839 America (Habitat)	1
4900 America (Habitat)	1
4901 America (Habitat)	1
4910 America (Habitat)	1
4911 America (Habitat)	1
4920 America (Habitat)	1
4930 America (Habitat)	1
4727 Ray (Habitat)	1
4814 Ray (Habitat)	1
4825 Ray (Habitat)	1
4834 Ray (Habitat)	1
4901 Dale (Habitat)	1
4911 Dale (Habitat)	1
1324 Eagle	1
1925 Monroe	1
5312 Constance	2
1227 Alabo	1
2023 N. Robertson	1
1615 Port	1
518 Cadiz	1
1915 Feliciana	1
5520 Urquhart	1
1319 Montegut	2
220 Eleanor	1
Mazant Royal	
616 France	2
4200 Royal	1
4100 Royal	0
4114 Royal	0
600 France	0
601 France	0
615 France	0
621 France	0
Press Park	
3301 Press (ACC)	14
Press Park (Non-ACC)	19
Christopher Park	
3100 Vespasian Blvd. (ACC)	8
Christopher Park (Non-ACC)	22
TOTAL	98



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If you have questions about how this plan was developed or about specific information within this report please contact:

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