Albany Housing Authority (AHA) – NY009o10

Project Based Accounting and Management update

- Maintenance Dispatch has been reduced to business hours only. Evening and weekend coverage is provided by a private answering service only escalating emergencies to on-call staff.

- AHA's Central Warehouse has been decentralized. Each Amp has its own warehouse. Maintenance supervisors are in charged of inventory. Vendors now drop off at each Amp. Warehouse.

- Our purchasing system has been upgraded to a computerized system.

- Albany Housing Authority has procured the services of experts in the field of asset management.

- Rent Collections was closed at the Central Office. Residents are still able to pay rent at the local bank that's contracted to collect rents. AHA has also rented space to a credit union, who agreed to collect tenant rent on AHA behalf.

- Reexaminations have been centralized.

- Accounting has broke out the income and expenses by AMP and have plans to break out balance sheet by amps.

- Skilled & Maintenance – fee for service

Albany Housing Authority – NY 009
Project Based Accounting and Project Based Management Plan for 2006

1. October 1999 – Albany Housing Authority engaged Bay State Area Economics to perform a comprehensive review of the Authority's operations and construct a multi-year plan to convert our operations to an asset management/private sector model.

   The results of the study were as follows:

   I. To empower one individual at each site to act as the overall site manager,
   II. Central Maintenance staff was reassigned to permanent positions at each site.
   III. Workshops and material storage areas were constructed at each site for delivery of site-based services.
   IV. Personal computers and printers were purchased; high speed Internet access was acquired; software modifications were performed to allow all work orders that were phoned in to Central Dispatch to be forwarded immediately to the site location where onsite staff & materials would address them.
   V. The work order system was refined and from this site-based maintenance staff was trained to relieve their labor, time and materials.
   VI. Maintenance position titles were refined to allow employees to perform within multiple disciplines, thus encouraging a team-like management structure at each site.

   The final phase, contained in the prior year's Annual Plan, of decentralizing the Authority's Vacant Apartment Preparation Crew (VAPC) was accomplished and soundly judged as a success.

2. Albany Housing Authority's new goals of which many are scheduled to ba accomplished by October 1, 2006 will allow for full compliance with the stop-loss provision of the new operating rule.

   I. Decentralize AHA's Central Warehouse.
      a. Three years worth of computer data were used to determine a comprehensive list of obsolete inventory. This was disposed of under federal guidelines.
      b. Individual material usage at each site will be analyzed to determine the site's inventory and quantity levels.
      c. Inventory software will be upgraded to permit ongoing evaluation of material usage to provide management with documented guidance for increasing or decreasing supplies for each site.

d. Albany Housing Authority's sole purchasing officer was formerly under the supervision of the Accounting Department and is now under Management Information Systems (MIS). The MIS Coordinator and purchasing officer will meet with all vendors and arrange for commodity delivery to each site within specifically designated & shortened time periods on specific days of the week. This will assure that delivery is both timely delivered and received by the site staff.
e. New contracts are being negotiated with national retailers to perform the same of better service than AHA's former Central Warehouse. This concept of "just in time" inventory usage levels will assure that we always have what we need when we need it. It also assures that AHA is not in the business of "buying in bulk" and thus contributing to excess inventory.

3. Project Based Accounting

Albany Housing Authority will be procuring the services of experts in the field of asset management. The consultant will be charged with evaluating AHA's current, self-directed asset-based accounting direction. (In July 2005, AHA's accounting staff instituted a version of PBA that was based on preliminary information regarding the new operating subsidy rule.) Another responsibility of the consultant is to assist AHA in evaluating its current development clustering with respect to the accounting procedures. The consultant's job is to evaluate the Authority's progress and determine a "game plan" that will bring it into full compliance with the stop-loss provision of the new rule by October 1, 2006.

4. Albany Housing Authority is reviewing the remaining centralized services under the new rule that will best serve our needs. These services include:

Rent Collection
Tenant Selection
Evictions
Risk Management
Reexaminations
Accounting
Management Information Systems
Community Services
Automotive, Skilled & Specialized Maintenance
Dispatch / Work Orders

In our review of the above services, we will evaluate the cost reasonableness of those centralized services that will be allowed to be allocated to the properties for purposes of compliance with the stop-loss provision.