



Scorecard *of* Achievements

A New Day & Better IHA

February 2025 – February 2026



IndyHousing.org

CEO Reflections by CEO Yvonda A. Bean

When I accepted the call to lead the Indianapolis Housing Agency on February 17, 2025, I did so with both eyes open. I had spent 25 years in the affordable housing industry, and I understood, deeply, what it means to walk into an organization that has been tested by adversity, fractured by circumstance, and yet still holding on to its core purpose: to provide safe, quality, affordable housing to the families of Indianapolis and Marion County.

I knew it would not be easy. I knew it was necessary. I knew it was urgent. I knew it was profoundly important, and I knew, with equal clarity, that I was built for this moment. Twenty-five years of navigating complex recoveries, rebuilding fractured systems, and restoring trust in organizations that had lost their way had prepared me for exactly this. I did not take this role because it was available. I took it because something within my core was compelling me to run toward the fire because I carried the tools to help extinguish the flames.

The Indianapolis Housing Agency had been placed under federal possession by the U.S. Department of Housing and Urban Development on April 10, 2024 – a moment that marked the depth of the agency's financial and operational challenges. What I encountered upon arrival was the accumulated weight of years of deferred maintenance, a Housing Choice Voucher program struggling to reconcile payments after catastrophic ransomware attacks, security systems that had gone dark, and an internal culture that had endured too much uncertainty for too long.

And yet, despite it all, I found something extraordinary: people who still cared. People who had stayed through the hardest days, residents who were hopeful, and community partners who had not given up on what IHA could become.

My first lesson in leadership, and one I return to often is that you cannot rebuild what you do not first understand. So I listened. I walked the properties. I sat with residents. I met with landlords. I engaged our Board

of Commissioners, who had accepted the gravity of what lay ahead and made a decision not to flinch from it. They committed to governance with integrity and to providing the organizational support necessary to move IHA forward. That kind of board partnership is not given. It is earned through shared commitment, and I am grateful for it every day. I am equally grateful for the partnership of the **City of Indianapolis** and **Mayor Joe Hogsett**, who demonstrated from the outset that this transformation mattered to the city. He was not a distant supporter. He was present, committed, and clear that the resources and relationships of the Mayor's office were available to help IHA succeed. That kind of civic investment in an agency's recovery is rare, and it made a difference.

Twelve weeks into my tenure, on May 12, 2025, I introduced our 12-Month Turnaround Action Plan: 'A New Day & Better IHA.'

This was not a vision document. It was an execution roadmap – a framework organized around five strategic pillars: **Operations, Finances, People, Properties, and Safety & Security**. It represented our public commitment to accountability and to the residents, landlords, and community partners who had every reason to wonder whether IHA could turn the corner.

What this year has shown me is that the answer is yes. We have moved with urgency. We have replaced outdated technology, rebuilt systems, renegotiated funding, and restored communications with the communities we serve. We launched **'The Bean Blast'**, a direct CEO-to-resident newsletter, because I believe residents deserve to hear from their agency's leadership – not rumors, not silence, but truth. We have partnered with external experts to accelerate HCV landlord reconciliations. We have rebranded the agency with pride. And we have completed a **historic \$33 million sale** of seven affordable housing properties, preserving over 1,000 units of affordable housing for future generations.

None of this happened because of any single person. It happened because of a team of dedicated professionals who chose to believe in a better IHA – professionals who showed up every day in the face of complexity and uncertainty, who brought their best when the stakes were highest. It happened because a Board of

Commissioners understood the stakes and provided the governance, the guidance, and the courage to stay the course. And it happened because of our residents, whose lives remind us every day why this work matters.

What defines IHA today is not just the bricks and mortar of its properties but the humanity behind every action. From upgrading essential technology and improving customer service to fostering resident engagement and restoring partnerships, IHA is listening, learning, and leading. It is a housing agency that no longer runs from the fire but walks boldly through it with residents at its side. This is more than a turnaround; it's a revival of hope in public service, a place where people matter, and where progress is measured by trust rebuilt and lives uplifted.

We are not done. The work of transformation is not a destination – it is a discipline. But as I reflect on where we began and where we stand today, I am filled with genuine pride in what this team has accomplished and deep optimism about the road ahead. The mission of the Indianapolis Housing Agency – to provide quality, affordable housing solutions to the families of Indianapolis and Marion County – has never been more important. And we have never been more ready to deliver on it.

A New Day & Better IHA isn't just a framework, it's a promise. And we are just getting started.

Yours in Housing,
Yvonda A. Bean
CEO & Executive Director



NAHRO Achievements

- Outstanding Professional of the Year 2023
- Advocate of the Year 2024
- Chair: Legislative Network Advisory Committee



Leadership Team (2025-2026)

The success of any organization begins with the quality and character of its people. At IHA, we are proud to have assembled a dedicated, experienced, and mission-driven executive leadership team committed to building a new day for the agency and the communities we serve.

Jacquelyne Brown
Procurement Manager

Aonya Members
Executive Assistant to the CEO

Kathleen Curran
Sr. Systems Administrator

Leah Dancer
Real Estate Manager

Marisa Malone
Human Resources Director

Ishanthi Perera
Chief Financial Officer

Michael Robinson
Sr. Maintenance Supervisor

Tabitha Smith
VP, Property Management & Maintenance Operations

Shante Taylor
VP, Housing Choice Voucher

HUD Appointed Board of Commissioners

Kimberly Wize
Indiana Field Office Director
U. S. Department of HUD
Indiana State Office, Indianapolis, IN

Towanda S. Macon
Director - U. S. Department of HUD
Preservation, Recovery & Transformation Team, Chicago, IL

This team brings together decades of combined expertise in affordable housing administration, financial management, technology, human resources, property management, and community engagement. Together, they serve as the engine of IHA's transformation – translating strategy into action and accountability into culture.

The Road That Brought Us Here

Indianapolis Housing Agency (IHA) began in the mid-1930s, when the city partnered with the federal government to launch Lockefield Gardens under the Federal Housing Act of 1937.

Conceived as a “model” low-rent housing complex, Lockefield Gardens introduced modern amenities like steam heat, running water, electric lighting, and community spaces to hundreds of families at a monthly rent scaled to income. Its success set a precedent for locally supported, federally assisted housing.

Building upon that foundation, the City of Indianapolis formally established the IHA in 1949. After an initial period of planning and property acquisition, IHA was reactivated in March 1964 under Mayor John J. Barton’s leadership. This revitalization energized the agency and set the stage for rapid expansion.

Between 1964 and 1974, IHA partnered with private developers on “turn-key” projects, bringing 14 new communities and over 2,000 apartment units. In 1986, public housing operations were integrated into the City’s Department of Metropolitan Development, ensuring dedicated resources.

On April 10, 2024, the Indianapolis Housing Agency was placed under possession by the U.S. Department

of Housing and Urban Development – a federal intervention made necessary by significant financial and operational failures that had developed over several years.

State auditors identified major deficiencies in financial controls and oversight. Landlords participating in the Housing Choice Voucher program had gone months without receiving their share of rent payments. Millions of dollars in deferred maintenance had accumulated across the agency’s housing portfolio, leaving hundreds of public housing units boarded up and uninhabitable.

The agency also faced serious operational and public safety challenges. Several communities experienced persistent criminal activity while security infrastructure deteriorated. Camera systems installed across properties were inoperable and unmonitored. The agency’s internal security force had been terminated. Outdated technology systems and inefficient administrative processes further limited staff productivity and responsiveness.

These combined challenges eroded public confidence and resulted in HUD’s federal intervention. While federal possession stabilized the agency, the scale of challenges required a comprehensive and intentional strategy to rebuild operational capacity and restore trust among residents, landlords, and community partners.

The 12-Month Action Plan

Within my first 12 weeks of leadership, I worked with the Board of Commissioners to establish a clear and actionable vision for the Indianapolis Housing Agency. On May 12, 2025 – marking my 12-week anniversary as CEO – I introduced a **12-Month Action Plan** titled **'A New Day & Better IHA.'**

This plan serves as the strategic framework guiding IHA's mission to provide affordable housing solutions to individuals and families across Marion County. It was designed not as a conceptual document, but as an execution roadmap focused on restoring stability, strengthening accountability, and positioning the agency for long-term sustainability.

Through collaborative discussions with the Board and senior leadership, this framework clarified what must change – systems, culture, and performance expectations – and what must remain constant: **our mission, public trust, and commitment to residents.**

“My leadership role in this process has been to translate vision into structure, strategy into measurable action, and accountability into daily practice. ‘A New Day & Better IHA’ represents the beginning of disciplined transformation rooted in governance partnership and operational excellence.”

- Yvonda A. Bean, CEO & Executive Director

The 12-Month Action Plan

Indianapolis Housing Agency's **12-month Action Plan** Focuses on Stabilizing These Five (5) Critical Areas:

- Operations
- Finances
- People
- Properties
- Safety & Security

Operations
Strengthening Internal Systems, Compliance & Performance

Finances
Enhancing Fiscal Discipline, Planning & Transparency

People
Building Leadership Capacity & Reinforcing Accountability

Properties
Improving Asset Management & Maintenance Standards

Safety & Security
Elevating Resident & Staff Safety Protocols

IHA by the Numbers

20,000+
Families Served Annually

2,100+
Housing Units in Portfolio

\$33,000,000
Portfolio Sale Completed

1,010
Affordable Units Preserved

1,000
Homes Provided by InSight Development Corporation

\$7,913,290
Housing Assistance Payments (HAP) Paid to Landlords

Year One Accomplishments

From day one, the IHA team has moved with purpose and urgency. The following accomplishments represent the milestones of our first year – tangible proof that transformation is underway and that A New Day & Better IHA is not just a slogan, but a lived reality.



1. New Executive Leadership Team Assembled

Recruited a passionate, mission-driven senior leadership team with deep affordable housing expertise to guide the agency's transformation.

2. 12-Month Turnaround Action Plan

On May 12, 2025, after 12-weeks on the job, launched bold action plan to stabilize operations, strengthen accountability, housing conditions and safety, and rebuild trust with residents and the community, laying the foundation for organizational transformation and the restoration of local control. The plan's core areas of focus are Finances, Operations, Properties, People, and Safety & Security.

3. Agency Rebranded For New Era

Launched fresh, professional branding for IHA and its affiliate InSight Development Corporation, including a new logo, visual identity, and a responsive, accessible, user-friendly website. The new branding represents a fresh, new change in direction for the agency.

4. Technology Infrastructure Modernized

Invested in new computers, dual monitor displays, and a new server. Installed new phone systems, ending years of inoperable office landlines. Implemented new housing management software, enabling improved program administration, better data management, and more efficient service delivery.

One of the most significant accomplishments of IHA's first year under new leadership was the successful negotiation and completion of the sale of seven affordable housing properties for \$33 million. This landmark transaction – the result of deliberate strategic planning, careful stakeholder engagement, and rigorous execution – preserves over 1,010 units of affordable housing for future residents while generating critical capital to strengthen IHA's financial position.

Year One Accomplishments *(Continued)*

5. CEO Direct Resident Communication Established

Launched 'The Bean Blast,' a direct CEO-to-resident communication channel to restore transparency and build trust with the communities IHA serves.

6. HCV Landlord Reconciliations Exceeding \$3 Million

Partnered with third-party housing solutions firm Quadel to expedite HCV landlord reconciliations and restore confidence among housing providers.

7. Fiscal Discipline Restored

Renegotiated direction of \$350,000 in City funding. Implemented cost savings measures agency-wide to stabilize finances and build toward long-term sustainability.

8. HCV Program Stabilized

Rebuilt Housing Choice Voucher program data after a catastrophic IT system failure, reconstructing over two years of program records including certifications, household records, and payment adjustments.

9. Portfolio Sale Generating \$33 Million

Successfully negotiated the sale of seven affordable housing properties for \$33 million, preserving over 1,000 units of affordable housing.

10. Security Infrastructure Rebuilt

Developed and implemented new safety protocols across IHA communities. Restored camera systems and elevated resident and staff safety standards.

11. Community Partnerships Strengthened

Deepened relationships with HUD, the City of Indianapolis, landlord community, and community stakeholders to rebuild the agency's credibility and expand service delivery.

12. Public Housing Portfolio Maintained

Continued operations across Barton Tower, Barton Annex, Concord/Eagle Creek, and Penn Place, serving over 562 public housing households in Marion County.

13. Delivered Balanced Budget for FY2026

Reaffirmed our commitment to sound financial management and transparent stewardship of public resources, by aligning funding with our strategic priorities without relying on deficit spending. Strengthened our fiscal position and ensured stability for the programs and services our communities depend on. This achievement reflects the coordinated efforts across the agency and our continued focus on responsible, mission-driven planning.

Historic \$33 Million Affordable Housing Portfolio Sale

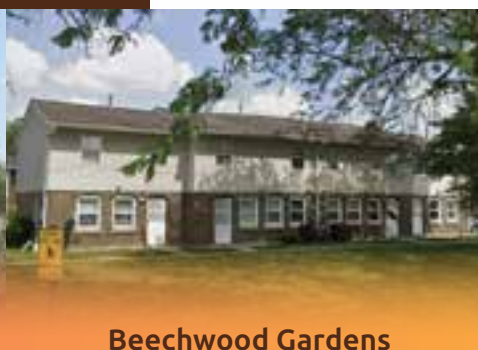
The seven properties – 16 Park Apartments, Beechwood Gardens, Blackburn Terrace, Hawthorne Place, Laurelwood, Rowney Terrace, and Twin Hills – were part of IHA's RAD-converted HUD multifamily rent-assisted affordable housing portfolio. In April 2025, IHA solicited proposals for the purchase, preservation, and recapitalization of this portfolio, receiving six competitive responses. The selection process was designed to ensure the most favorable outcome for the organization and its residents.

"This sale is not a divestment. It is an investment. By placing these properties in the hands of experienced developers with the capital and commitment to recapitalize them, we are securing the long-term affordability of over 1,000 homes for Indianapolis families."

- Yvonda A. Bean, CEO & Executive Director



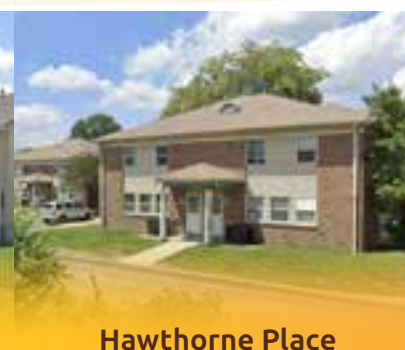
16 Park



Beechwood Gardens



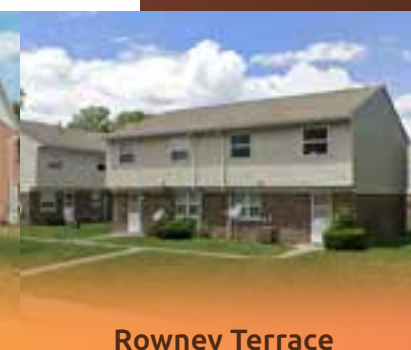
Blackburn Terrace



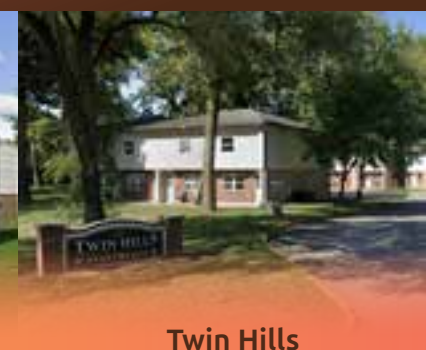
Hawthorne Place



Laurelwood



Rowney Terrace



Twin Hills

The Road Ahead

The first year of IHA's transformation has demonstrated what is possible when leadership is clear, accountability is real, and the mission remains constant. We have rebuilt systems, restored relationships, and delivered results that would have seemed aspirational a year ago.

Over the next year, IHA will continue to build on this foundation. We will partner with third-party firms to assess our housing portfolio, determine capital improvement needs, and devise a plan for the development and redevelopment of affordable housing across Marion County. We will continue working with

HUD and the City of Indianapolis toward the restoration of local control — a milestone that will mark the full completion of IHA's recovery journey.

Our ongoing recovery is supported by the City of Indianapolis, the U.S. Department of Housing and Urban Development (HUD), and many dedicated community stakeholders and partners. We are grateful for their partnership.

The Indianapolis Housing Agency and its affiliate, InSight Development Corporation, remain committed to providing quality, affordable housing solutions throughout Indianapolis and Marion County, for the benefit of the more than 20,000 families we serve. The mission endures. The work continues. It is a New Day at IHA, we are better today, and on track for a stronger future.



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