



Attachment a1006c01

Progress Report

(FYB 2017 Annual and 5-Year Plan)

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Expansion of supply

Progress:

- The Plaza at Centennial Hill Phase II was completed in July 2016, which provided 129 units of affordable housing.
- The Plaza at Centennial Hill Phase III is being master planned to include a potential for affordable housing including units for the elderly, mixed-use development, and potential utilizing project-based vouchers.
- MHA's developer partner, Norstar, has received a 9% tax credit allocation for the revitalization of Trenholm Court. The mixed-finance closing took place in June 2016. Construction has started on Phase I which will compose of 80 units.
- MHA and the City of Montgomery are working together to collectively develop in-fill housing in the historic Centennial Hill neighborhood to promote homeownership opportunities for MHA residents.
- MHA has acquired one parcel (Lister Hill Clinic), adjacent to the former Victor Tulane Court, for future redevelopment purposes, including a potential mixed-use component.

Quality of Assisted Housing, to include management of Public Housing and Housing Management of Public Housing

Progress:

- MHA implemented site-based waiting list at three public housing communities;
- MHA continues to maintain its high performer designation status in the public housing program.
- MHA contracted with a private management company to conduct annual inspections of all of its public housing units, using HUD approved UPCS protocol. This has led to significant increase in physical inspection scores for all public housing sites.
- The regularity of housekeeping and grounds inspections has increased. This has enabled management to prevent severe damages to units.
- Unit turnaround: In order to expedite unit turnaround time and make units available timely, MHA contracted with painting contractors, as needed, which improved unit turnaround time. Managers now prelease the units, to ensure that as units become available, there is an eligible tenant ready and waiting to move in.
- MHA has implemented an online work order system for residents.
- MHA has installed surveillance cameras to improve safety in the public housing communities.
- MHA works in collaboration with the local law enforcement. MPD provides weekly walk-throughs with management and attends monthly community meetings.
- MHA has installed point of sale machines in Public Housing communities;
- MHA has commenced the use of email addresses and cell phone numbers to improve communication with public housing residents and applicants.
- MHA has implemented the Smoke Free Policy at Public Housing communities.
- MHA has implemented an on-line public housing and assisted housing application.

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Management of Housing Choice Voucher (HCV) program

Progress:

- MHA engaged an independent inspection firm to conduct annual/special inspections of all assisted units.

Customer Satisfaction

Progress:

- MHA is, through the use of its website and Facebook, providing increased opportunities for customers to provide us with timely feedback.
- Specific Management functions, in addition to those referenced above include: Customer Service training annually for all HCV staff members.
- Online application submittal when waiting list is open.

Finance

Progress:

- MHA continues to advance in technology and is now accept ebt and credit card payments at all locations.
- Increased training for staff on recent developments and changes in the Housing Agency and with program software.
- Improved accounting processes by automating routine reports and monthly tasks.
- Incorporated monthly meetings with all departments to increase communication of program goals and objectives and how to achieve the best financial results.

Procurement

Progress:

- Adopted an electronic procurement system to streamline operations and ensure compliance with the complex HUD procurement guidelines.
- Implemented electronic Inventory system and management team was trained on properly accounting for inventory in the database.

Modernization

Progress:

- The comprehensive modernization of Parks Place (formerly Cleveland Court) has proceeded. Tenants have occupied 96 units.
- New landscaping and irrigation is planned for Gibbs East and Gibbs West.
- Selected demolition of structurally unsound buildings at Smiley Court will occur in 2017, pending HUD approval.
- Installation of the security cameras at Tulane Gardens will be completed in 2017.
- MHA has implemented some energy saving measures, identified in the most recent Energy Audit.

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Housing Choice Voucher (HCV) Program

Progress:

- MHA continues to organize public workshops and highlight the virtues of the HCV program to increase the level of participation.
- Use Facebook and the MHA website to alert stakeholders on affordable housing program updates.
- Awarded 11 additional VASH vouchers.
- Changed program policy for HQS enforcement; reducing the amount of time a unit can remain on abatement before the family has to relocate to a new unit.
- Changed program operations to issue debit cards to all program participants who receive utility reimbursement payments, to reduce program cost.
- Changed program operations to issue mortgage payments directly to current Homeownership participants.

Improve Living Environment for Public Housing Residents

Progress:

- Increased collaboration with the MPD. Crime Stoppers is bringing in Neighborhood Watch resources to the sites. This will empower residents to take ownership of their communities.
- MHA has installed Security cameras at Public Housing sites. This serves as a deterrent to criminal activities and provides the MPD additional tools in policing housing communities.
- MHA will implement recommendations from a 2015 Energy Audit to promote energy efficiency.

Promotion of Self-Sufficiency

Progress:

- Currently 240 families are participating in the combined Family Self-Sufficiency (FSS) program.
- Increased program interest by including information in the new admission and transfer Briefings.
- Increased program interest by organizing FSS orientations at public housing community centers.
- Presented both FSS and HCV Homeownership information at both new admission and relocation briefings.
- MHA hosted a Job Fair at the Juliette Morgan Library on May 18, 2016. Over 100 residents and nine vendors participated in the event. Two residents received employment as a result of attending the job fair. Four job readiness workshops were held prior to the job fair.
- Hosted bi-annual (eleven week) financial literacy and credit repair seminars presented by BBVA Compass Bank.
- Presented Homeownership seminars from local mortgage companies to encourage future homeownership opportunities and participation in the HCV Homeownership program.

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- Distributed monthly FSS calendar and flyers to HCV and PH residents regarding upcoming seminars that promote self-sufficiency.

Ensuring Equal Opportunity and Affirmatively furthering Fair Housing

Progress:

The MHA has maintained, in the waiting room, a bulletin board, which accommodate the following posted materials:

1. Statement of Policies and Procedures governing the HCV Administrative Plan
2. Open Occupancy Notice (applications being accepted and/or not accepted)
3. Income limits for Admission
4. Utility Allowances
5. Informal Review and Hearing Procedures
6. Fair Housing Poster
7. "Equal Opportunity in Employment" Poster

The MHA ensures families and owners are fully aware of all applicant civil right laws. As part of the briefing process, the MHA has provided information to applicant families, about civil rights requirements and the opportunity to rent in a broad range of neighborhoods.

Mixed-Finance Housing Development Plan

Progress:

The Plaza at Centennial Hill (formerly Victor Tulane Court)

- The Montgomery Housing Authority (MHA) closed on its first mixed-finance public housing development plan in April 2012. Victor Tulane Court Phase I, now known as The Plaza at Centennial Hill, was approved by the U.S. Department of Housing and Urban Development (HUD) on March 28, 2012. Phase I is comprised of 129 dwelling units and was completed in 2013. Phase II consists of 129 dwelling units and was completed in July 2016. MHA is currently master planning Phase III.

Columbus Square (formerly Trenholm Court)

- The second property scheduled for new construction using the mixed-finance model is Trenholm Court. The Housing Authority received approval from HUD and the Special Applications Center to demolish Trenholm Court in 2011. MHA and its developer partner applied for and received a 9% tax credit allocation from the Alabama Housing Finance Authority (AHFA) in June 2016 for Phase I of the new replacement housing community (Columbus Square). Phase I of Columbus Square will comprise of 80 units.
- Construction is under way and scheduled for completion in October 2017.
- MHA is currently master planning Phase the remaining phases.

Development Team

Progress:

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The Authority plays a significant role in each mixed-finance development and responsible for overall project success. This approach allows the agency to build its development skills and replicate the process in future development projects.

The development team is comprised of the following:

- Executive Director
- Financial Consultant
- Development Partner
- Architect and Engineer
- General Contractor
- Environmental Consultant
- Mixed-finance Legal Counsel
- Market Analyst
- Director of Real Estate Development
- Program Manager

Schedule & Financing

Progress:

The Director of Real Estate Development works closely with MHA's financial consultant and the developer to create a comprehensive schedule for the redevelopment of Centennial Hill Phase III and Columbus Square. The schedule is heavily dependent upon award of Low Income Housing Tax Credits (LIHTC).

MHA has sufficient sources to continue the Centennial Hill Phase III redevelopment project and the redevelopment at Trenholm Court/ Columbus Square. MHA realized a share of the developer fee from each phase of the redevelopment at both Victor Tulane Court and Trenholm Court. The Authority provided a ground lease to the partnership formed to own each phase of the housing. The Development Partner provided necessary financial guarantees.

Program Characteristics and Next Steps

Progress:

MHA is committed to utilizing its public assets to improve the quality of life and economic health of its residents as well as community neighborhoods. The Victor Tulane Court property was recognized by the City of Montgomery as an "opportunity site" in the Downtown Master Plan. MHA's vision for this redevelopment is to create a community where people of different economic strata, races and cultures will live, learn, work, and raise families in close proximity to abundant employment, retail and cultural opportunities.

The Authority is committed to expanding its presence in the affordable housing community and going beyond the bounds of traditional HUD-subsidized public housing. MHA realizes that there is a substantial demand for not only housing at this income level, but also for workforce housing and subsidized, service-enriched housing for the elderly. Having studied models of other public housing authorities in communities across the country that have become agents of change in those cities, MHA plans to play a significant role in the revitalization of the City of Montgomery.

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The Authority has worked with city planners to ensure that the new developments are in line with the City's Downtown Master Plan and the recent redevelopment study of Centennial Hill, the historically significant neighborhood of which the Plaza at Centennial Hill (formerly Victor Tulane Court) is a part.

MHA requires that development, design, construction and long-term operations of the project is environmentally sound, resource efficient, and respectful of the physical, historical and cultural traditions of the prospective residents and surrounding neighborhoods. Low-income housing tax credits (LIHTC) is vital to the success of this project, the Authority must adhere to standards outlined in the most recent Qualified Allocation Plan ("QAP") from the Alabama Housing Finance Authority (AHFA). MHA and its development partner also ensure that the following development values are represented in the redevelopment program of Tulane and Columbus Square:

- Creation of rental units indistinguishable, in quality and visual appearance, from rental units for other levels of income in developments that are contiguous and integrated into the larger community.
- Maximization of public and affordable housing opportunities for residents.
- Maximization of the use of private financing to minimize the investment of limited MHA resources.
- Establishment of a vehicle to engage residents of all income levels and backgrounds, local institutions and other stakeholders in the revitalization effort.
- Creation of employment and business opportunities for public housing residents, resident owned businesses, and other minority/women owned businesses that provide bona-fide commercial value to the project, such that residents and businesses build skills and experience in working on MHA related development projects that can be valuable in non-MHA related work.
- Reflection of architectural and urban design standards of Montgomery neighborhoods, recognizing applicable cost limitations.
- Enhancement of the professional knowledge, skills and ability of the MHA development, financial and management staff.
- Involvement of the community and potential residents throughout the course of the development process and Montgomery Housing Authority.
- Use of the principles of new urbanism whenever feasible to establish an environmentally affable community that promotes diverse, compact, vibrant, mixed use communities.

In addition to the redevelopment projects listed above, the Housing Authority also investigates the feasibility to add more affordable housing units to its portfolio through acquisition and rehab and/or new construction projects, through joint public private partnerships. Multiple sites are currently under review for financial feasibility.

Another initiative that is on-going is a joint partnership with the City of Montgomery in the Centennial Hill area. This redevelopment project focuses on obtaining up to 20 distressed properties in this historic area near Victor Tulane Court and redeveloping the properties as single family homes that would eventually become public housing homeownership units. In

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conjunction with the Victor Tulane Court redevelopment, this redevelopment effort will become a major catalyst for additional private investment and neighborhood revitalization in downtown Montgomery.

Other efforts currently under review include project-basing vouchers under the Housing Choice Voucher program, in conjunction with property acquisitions and new construction efforts to increase the supply of affordable housing in Montgomery. These efforts may also include joint partnerships with the private sector to the extent such partnerships would benefit the MHA and create additional revenue streams for the agency.

In regards to the demolition and disposition activities planned for the upcoming year, MHA intends to demolish eleven structurally distressed dwelling buildings at Smiley Courts, and one non-dwelling maintenance building, and any other buildings identified in an upcoming assessment conducted by a licensed structural engineer. These buildings have serious foundation problems identical to the buildings that were approved for a partial demolition at Smiley Courts in 2013. A demolition application will be submitted to HUD's Special Application Center.

Finally, MHA previously received disposition approval from HUD for the sale of the Cedar Park property. This property is the former site of 230 public housing units that were previously demolished in 2003. The Housing Authority intends to work with the non-profit community to discuss using the property for a commensurate public benefit.