



Attachment al006f01

Goals and Objectives

B.2: Goals and Objectives

Improve Public Housing Operations

Achieve higher performance status under the PHAS (or HUD equivalent) program:

Objectives:

- Maintain vacancy rate of 2% or less
- Reduce unit turnaround time to 15 days
- Complete emergency work orders within 24 hours

Improve the quality of life of residents in all communities including CO:

Objectives:

- Upgrade curb appeal (mini-blinds, paint, landscaping, etc.)
- Partner with the Montgomery Police Department to increase public patrols and to conduct periodic patrols

Develop and implement more efficient and convenient ways for residents to pay rent via POS, automated/on-line and telephonically

Objectives:

- Improve Rent Collection
- Improve Customer Service
- Eliminate Costly Business Processes

Improve customer service

Objectives:

- Utilize technology for communication
- Reduce resident complaints
- Improve resident participation in activities (incentivize meetings)

Develop and implement an asset management protocol in order to routinely measure performance in management indicators at the Plaza at Centennial Hill and Columbus Square

Objectives:

- Collect rent consistent with HUD requirements
- Maintain vacancy rate and vacancy turnaround consistent with metrics for traditional public housing (vacancy rate 2% or less, turnaround time 15 days or less)
- Ensure expenses do not exceed revenue
- Review annual budgets
- Ensure units are inspected using UPCS/HQS guidelines at least once annually
- Audit 5% of files each month to full ensure compliance

Develop and implement an affirmative marketing plan to reach-out to under-represented groups. Translate marketing material in languages, as needed

Objectives:

- Increase participation of under-represented groups in all housing programs
- Increase presence in under-represented communities

B.2: Goals and Objectives

Decrease crime in all public housing communities

Objectives:

- Establish method for residents to confidentially report unlawful activities
- Increase participation in joint meetings with police department
- Routinely monitor surveillance activity during and after business hours

Develop a new public housing orientation package—consider brochure and tenant orientation as up-loadable video to website

Objectives:

- Inform the public of available affordable housing resources
- Display materials to project a positive image of affordable housing communities

Streamline business processes utilizing automation—paperless communication, where applicable

Objectives:

- Store files and related documents electronically
- Engage participants to access and utilize online systems (i.e., placing work orders) with a goal of at least 50% or more clients utilizing online work order system by FYE 2017
- Fully utilize software to track inventory and train staff
- Evaluate staffing needs and realign, where necessary

Create an environment of thriving, professional workforce

Objectives:

- Reduce staff turnover
- Maintain trained and certified staff
- Motivate staff to seek and adopt best practices
- Reduce the need of external resources

Improve Housing Choice Voucher Operations

Achieve higher performance status under SEMAP (or HUD equivalent) program

Objectives:

- Ensure that policies and standard operating procedure are consistent to best practices to secure and maintain high performer
- Self-assess program monthly, adjust as necessary to ensure optimal performance
- Ensure units are inspected at least once within a 12-month period, and re-inspections conducted within 28-days of failure

Streamline business process to create effective and efficient program administration

Objectives:

- Reduce overpayments and errors
- Optimize the utilization of automated management reports
- Adopt policies that will allow two-year re-certifications for families on fixed income and remote re-certifications
- Review budget to ensure management improvements are funded

B.2: Goals and Objectives

Obtain zero independents audit findings

Objectives:

- No more than 2% of the files reviewed by the independent auditors have findings
- Supervisory staff to audit no less than 5% of tenant files using an approved protocol
- Ensure that staff is fully trained on policies and SOPs, consistent with best practices

Improve customer service

Objectives:

- Respond to all (internal & external) inquiries the same day it is received
- Obtain ongoing customer service training
- Host quarterly landlord meetings; partner with stakeholders (i.e., Veteran's Administration)
- Implement customer service satisfaction survey

Optimize Management (and HUD) reports to ensure that the program resources are being optimized or utilized within the budget authority

Objectives:

- Maintain a funding utilization rate of 98% or better
- Ensure that units are not placed "on-hold" for more than 180 days
- Ensure that program voucher utilization is at 97% or better

Develop and implement an affirmative marketing plan to reach-out to underrepresented groups; translate marketing material in languages, as needed

Objectives:

- Expand PBV program to under-represented areas
- Increase participation of under-represented groups in all housing programs
- Increase presence in under-represented communities
- Promote fair housing and equal opportunity

Rebrand the HCV Program by developing a new HCV orientation package-develop an electronic brochure and tenant orientation unloaderable video to website.

Objectives:

- Inform the public of available affordable housing resources
- Display materials to project a positive image of affordable housing communities
- Establish visibility in the broader community by actively participating in local professional organizations (i.e., Montgomery Apartment Association)

Streamline business processes-utilizing automation-paperless communication, where applicable

Objectives:

- Fully utilize software, train staff accordingly
- Evaluate Staffing needs, realign where necessary

B.2: Goals and Objectives

Train and cross-train staff

Objectives:

- Minimize the need for outside contractors
- Improve Housing Choice and Public Housing operations (i.e., workforce development)

Create and promote economic self-sufficiency opportunities through homeownership programs and community partnerships

Objectives:

- Increase the number of families participating in the HCV homeownership program
- Increase the number of families participating in the HCV Family Self-Sufficiency program
- Forge relationships with higher learning institutions and technical schools

Ensure that properties on the program comply with HQS, neighborhood and local building codes

Objectives:

- Ensure that families are living in decent, safe communities and dwellings
- Deconcentrate poverty

Increase Customer Satisfaction

Objectives:

- Continue to enhance customer service, by consistently reviewing established protocol
- Improve routine work order turnaround time to three days
- Respond to internal and external inquiries within 24 hours
- Improve the curb appeal of its properties
- Continue customer service training sessions for employees
- Review internal controls to improve the delivery of services to our constituents
- Promote excellence by exceeding standards
- Conduct monthly community and RAB meetings to enable MHA to communicate the goals and directives of the MHA to its residents

Improve Financial Health of the MHA

Objectives:

- Develop long range financial goals for construction, acquisition and redevelopment of public housing units in connection with the Real Estate Department
- Provide administrative support to the Housing Choice Voucher program to maximize program funding
- Streamline accounting processes to include accounts payable automation and electronic document filing, accepting online payments and other advances in technology for efficiency and better record keeping
- Train on new HUD regulations to stay abreast of changes to reporting within the Financial Data System (FDS)
- Assist Procurement Department to maintain and automate inventory

B.2: Goals and Objectives

Improve Procurement Operations

Objectives:

- Automate and streamline procurement/contract processes, to include a qualified vendor listing of pre-negotiated prices for trades services
- Coordinate with local organizations to improve minority participation to include hosting trade service workshops
- Implement E-Procurement and work with companies to increase participation
- Update Section 3 Plan
- Conduct minority-owned business workshops
- Maintain 90-95% inventory accuracy

Enhance Information Technology

Objectives:

- Continue to enhance the functionality and visual appeal of the website (quarterly)
- Improve email functionality and capacity
- Deploy electronic filing system
- Continue with improvements to system hardware and software to meet changing demands
- Update central office technology
- Implement web-based and telephone software to receive payments from residents
- Develop internal controls to improve the efficiency of security cameras, agency-wide, and implement a protocol, to include a 24-hour response time, for inoperable cameras

Human Resources

Objectives:

- Secure staff training in all management areas will continue to be provided both in-house and off-site
- Build partnerships with local colleges, in an effort to create talent pool for entry-level positions
- Expand MHA's Internship program
- Ensure new hires receive training in all areas of responsibility
- Develop succession slots for all department-level positions

Engage in a Number of Real Estate Activities to Improve Inventory

Reposition asserts to create viable and sustainable communities.

Objectives:

- Eliminate blight
- Improve quality of life
- Create a valuable resource to community and city

Redevelop (former Tulane and Trenholm) housing communities

Objectives:

- Create viable and sustainable rental dwellings units
- Create critical mass that will spawn economic development
- Eliminate blight

B.2: Goals and Objectives

- Create sound foundation for low-income families.

Strategically acquire real estate parcels augment current redevelopment or renovation projects

Objectives:

- Stabilize community, eliminate blighted structures surrounding
- Provide additional amenities (i.e., parking)

Re-master Plan Phase III of the Plaza at Centennial Hill

Objectives:

- Incorporate the “Lister Hill” parcel as a part of Phase III
- Incorporate the Angelica lot with ADEM remediation
- Engage the business community to connect with City economic development to improve Adams Avenue corridor

Demolish unsafe buildings at Smiley Court

Objectives:

- Remove/eliminate safety hazards
- Obtain vouchers for lost inventory
- Obtain replacement housing funds for lost inventory
- Seek HUD approvals after completing all required tasks

Create community amenities for Parks Place

Objectives:

- Demolish existing management office building and community center and develop a building that will serve both functions
- Create state of art playground area
- Coordinate activities to repurpose the building, where Rosa Parks resided, into a mini-resource center
- Secure resources to convert Rosa Parks building

Reposition/Redevelop of non-performing assets (Cedar Park) and structurally damaged buildings at Smiley Court

Objectives:

- Remove unsafe blighted structures
- Reposition assets that are not performing or not being used for redevelopment

Provide replacement Public Housing

Objectives:

- Redevelop former Trenholm site to a multi-phase affordable housing community using available resources

B.2: Goals and Objectives

- Develop in-fill housing (for lease/purchase) adjacent to new development

Ensure all properties and dwelling units (where applicable) are in compliance with governing accessibility

Objectives:

- Ensure designated units comply with the 504 accessibility requirements through assessments
- Ensure accessibility routes are present at every affordable housing community

Renovate or Modernize Public Housing Units

Objectives:

- Continue to oversee the comprehensive rehabilitation of Cleveland Court
- Submit a demolition application to the HUD SAC office to demolish the management office and community center at Parks Place
- Conduct a survey of accessible units to determine compliance with FHEO requirements

Demolish or Dispose of Obsolete Public Housing

Objectives:

- Demolition of additional buildings at Smiley Court due to structural damage and submit a demolition application for those buildings to the HUD SAC office; work with structural engineers to assess the Smiley Court property for future demolition and/or disposition applications
- Determine the feasibility of developing a community resource at Parks Place, to honor former resident Ms. Rosa Parks, a civil rights leader and national icon, by converting nine public housing units

Provide Replacement Public Housing

Objectives:

- Acquiring existing developments to rehabilitate and replace some of its demolished public housing units
- Identify in-fill lots and/or distressed homes in the Centennial Hill neighborhood for acquisition and redevelopment of homeownership opportunities through a lease/purchase program
- Identify other acquisition and development of infill lots opportunities

Increase Assisted Housing Choices

Objectives:

- Provide voucher mobility counseling to all eligible HCV program recipients. (New admissions, relocations, transfers and portability participants will be briefed at the time of voucher issuance.)
- Conduct outreach efforts to recruit potential HCV landlords

B.2: Goals and Objectives

- Continue to host workshops to educate and familiarize potential landlords and update existing landlords on the HCV program
- Monitor HCV Homeownership, Veteran Assistance Supportive Housing (VASH) and Non-Elderly Disabled (NED) programs for regulatory compliance
- Establish site-based waiting list for public housing
- Expand housing opportunities through project based vouchers
- Purge the HCV program waitlist, and if applicable, open for new applicants

Provide an Improved Living Environment for Public Housing Communities

Objectives:

- Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments through activity policies
- Develop an e-newsletter that will be informative and include resident families and community events. Continue to make periodic presentations to civic groups and neighborhood associations to explain the programs of the MHA
- Link residents with supportive services to address their needs
- Limit ingress and egress at all developments
- Continue working with the Montgomery Police Department (MPD) to improve response time and expand policing
- Increase and improve common area lighting in all housing communities
- Conduct periodic lighting surveys to determine adequacy of public lighting, replace as needed
- Enforce screening and eviction policies

Promote Self-Sufficiency and Asset Development of Assisted Households

Objectives:

- Increase program interest by including information in the new admission and transfer briefings
- Increase program interest by organizing FSS orientations at public housing community centers
- Present both FSS and HCV Homeownership information at both new admission and relocation briefings
- Hosts a quarterly job fair
- Host bi-annual (eleven week) financial literacy and credit repair seminars presented by BBVA Compass Bank
- Present Homeownership seminars from local mortgage companies to encourage future homeownership opportunities and participation in the HCV Homeownership program
- Actively publicize upcoming seminars that promote self-sufficiency
- Increase participation in HCV Homeownership program

B.2: Goals and Objectives

Equal Opportunity and Affirmatively Further Fair Housing Statement

The Authority affirmatively furthers Fair Housing in the administration of the program by complying fully with all Federal, State and local nondiscrimination laws and administers programs in accordance with the rules and regulations governing Fair Housing and Equal Opportunity in housing, and marketing the program to members of protected classes who are “least likely to apply”.

The Authority shall not discriminate against any applicant, participant, or landlord because of race, color, national or ethnic origin or ancestry, religion, sex, age, familial status, marital status, parental status, sexual orientation, military status or disability is a fundamental policy of the Montgomery Housing Authority.

The MHA is committed to diligence in assuring equal housing opportunities and non-discrimination in all aspects of its housing activities. MHA has embraced an ethical as well as legal imperative to aggressively ensure that MHA’s housing programs comply fully with all local, state and federal fair housing laws including, the Fair Housing Act of 1968, as amended (Fair Housing Act) and its implementing regulations. Additionally, the MHA is implementing several special initiatives to affirmatively further fair housing as required by Section 808(c)(5) of the Fair Housing Act. These efforts to affirmatively further fair housing include promoting the de-concentration of poverty, income-mixing, and opportunities for families to live in the various diverse communities in the City of Montgomery.