



525 SOUTH LAWRENCE STREET  
MONTGOMERY, ALABAMA 36104-4611  
PHONE: (334)-206-7200 – FAX: (334)-206-7222 – WEBSITE: [MHA.TODAY.ORG](http://MHA.TODAY.ORG)

# FYB 2021

# ANNUAL PLAN

<b>A.</b>	<b>PHA Information.</b>																																								
<b>A.1</b>	<p><b>PHA Name:</b> Montgomery Housing Authority <span style="float: right;"><b>PHA Code:</b> <u>AL006</u></span></p> <p><b>PHA Type:</b> <input checked="" type="checkbox"/> Standard PHA   <input type="checkbox"/> Troubled PHA</p> <p><b>PHA Plan for Fiscal Year Beginning:</b> (MM/YYYY): <u>04/2020</u></p> <p><b>PHA Inventory</b> (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above)</p> <p><b>Number of Public Housing (PH) Units</b> <u>1450</u> <b>Number of Housing Choice Vouchers (HCVs)</b> <u>3048</u> <b>Total Combined Units/Vouchers</b> <u>4498</u></p> <p><b>PHA Plan Submission Type:</b> <input checked="" type="checkbox"/> Annual Submission   <input type="checkbox"/> Revised Annual Submission</p> <p><b>Availability of Information.</b> PHAs must have the elements listed below in sections B and C readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p>The Montgomery Housing Authority (MHA) Annual Plan is provided for public view on our website <a href="http://www.mhatoday.org">www.mhatoday.org</a> and at the following locations:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 25%;">AMP NUMBER</th> <th style="width: 35%;">PROPERTY NAME</th> <th style="width: 40%;">PROPERTY ADDRESS</th> </tr> </thead> <tbody> <tr> <td>Main Office</td> <td>MHA Central Office</td> <td>525 S. Lawrence Street, Montgomery, AL 36104</td> </tr> <tr> <td>AL006000002</td> <td>Parks Place</td> <td>1026 Rosa Parks Avenue Montgomery, AL 36108</td> </tr> <tr> <td>AL006000004</td> <td>Paterson Court</td> <td>609 Winnie Street Montgomery, AL 36104</td> </tr> <tr> <td>AL006000006</td> <td>Gibbs Village East</td> <td>1701 Terminal Road Montgomery, AL 36108</td> </tr> <tr> <td>AL006000007</td> <td>Gibbs Village West</td> <td>2025 Terminal Road Montgomery, AL 36108</td> </tr> <tr> <td>AL006000009</td> <td>The Terrace</td> <td>1301 Adams Avenue Montgomery, AL 36104</td> </tr> <tr> <td>AL006000012</td> <td>The Plaza at Centennial Hill I</td> <td>515 Percy Drive Montgomery, AL 36104</td> </tr> <tr> <td>AL006000013</td> <td>The Plaza at Centennial Hill II</td> <td>515 Percy Drive Montgomery, AL 36104</td> </tr> <tr> <td>AL006000011</td> <td>Victor Tulane Gardens</td> <td>1101 Victor Tulane Cir, Montgomery AL 36104</td> </tr> <tr> <td>AL006000014</td> <td>Columbus Square I</td> <td>645 Columbus Street Montgomery, AL 36104</td> </tr> <tr> <td>AL006000015</td> <td>Columbus Square II</td> <td>645 Columbus Street Montgomery, AL 36104</td> </tr> </tbody> </table> <p><input type="checkbox"/> <b>PHA Consortia:</b> (Check box if submitting a Joint PHA Plan and complete table below)</p>					AMP NUMBER	PROPERTY NAME	PROPERTY ADDRESS	Main Office	MHA Central Office	525 S. Lawrence Street, Montgomery, AL 36104	AL006000002	Parks Place	1026 Rosa Parks Avenue Montgomery, AL 36108	AL006000004	Paterson Court	609 Winnie Street Montgomery, AL 36104	AL006000006	Gibbs Village East	1701 Terminal Road Montgomery, AL 36108	AL006000007	Gibbs Village West	2025 Terminal Road Montgomery, AL 36108	AL006000009	The Terrace	1301 Adams Avenue Montgomery, AL 36104	AL006000012	The Plaza at Centennial Hill I	515 Percy Drive Montgomery, AL 36104	AL006000013	The Plaza at Centennial Hill II	515 Percy Drive Montgomery, AL 36104	AL006000011	Victor Tulane Gardens	1101 Victor Tulane Cir, Montgomery AL 36104	AL006000014	Columbus Square I	645 Columbus Street Montgomery, AL 36104	AL006000015	Columbus Square II	645 Columbus Street Montgomery, AL 36104
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	Lead PHA:																																								

**B. Annual Plan Elements****B.1 Revision of PHA Plan Elements.**

(a) Have the following PHA Plan elements been revised by the PHA?

Y N

- ☒ ☐ Statement of Housing Needs and Strategy for Addressing Housing Needs  
☐ ☒ De-concentration and Other Policies that Govern Eligibility, Selection, and Admissions.  
☒ ☐ Financial Resources.  
☐ ☒ Rent Determination.  
☒ ☐ Operation and Management.  
☐ ☒ Grievance Procedures.  
☐ ☒ Homeownership Programs.  
☒ ☐ Community Service and Self-Sufficiency Programs.  
☐ ☒ Safety and Crime Prevention.  
☐ ☒ Pet Policy.  
☐ ☒ Asset Management.  
☐ ☒ Substantial Deviation.  
☒ ☐ Significant Amendment/Modification

(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):

**1. Statement of Housing Needs and Strategy for Addressing Housing Needs**

MHA used information available through the U.S. Census, Comprehensive Housing Affordability Strategy (CHAS), the American Community Survey 5-Year Estimates, and other data available to the MHA, to complete the matrix below. MHA serves households with an income less than or equal to 30 percent of the Area Median Income (AMI) of the City of Montgomery. In the City, 14,080 households have an income less than or equal to 30 percent AMI. The need is further established by the number of households on the MHA combined waiting lists for Public Housing, HCV and Tenant-Based assistance, 8,024.

**Housing Needs of Families in the Jurisdiction by Family type**

Income Level	Number of Households
Household Income <=30% of AMI	14,080
Household Income >30 to <=50% AMI	10,500
Household Income >50% but <80% of AMI	13,140

Source: U.S. Census data: The Comprehensive Housing Affordability Strategy ("CHAS") dataset

Population	199,525
Households	78,217

Source: 2017 American Community Survey, Demographic and Housing Estimates

Median HH Income	\$42,419
Mean HH Income	\$60,139
Poverty Rate – Family	18%
Poverty Rate – Individual	29.3%
Vacancy Overall	15.6%
Vacancy Homeowner	(X)
Vacancy Renter	(X)
Median Home Value	\$119,500
Median Rent	\$827

MHA's Combined Waiting Lists data indicates that the greatest housing need in the City of Montgomery, AL, is among extremely low-income families with children. Of the combined 9,995 households on the waiting list, 9,592 are extremely low income and 5,507 are households with children that lack adequate housing. MHA plans to address this need strategically through our redevelopment efforts. Partnering with the City of Montgomery and the State of Alabama Housing Finance Agency, MHA will strive to leverage private equity funding, to undertake the construction of housing that includes two and three-bedroom units that are affordable to extremely low-income households with children. These mixed income communities will be marketed through traditional publications, as well as through supportive services partnerships. Through these efforts, MHA will increase the number of affordable housing units throughout the Montgomery market, and present mixed finance developments as viable options for extremely low-income families seeking housing.

#### 4. Community Service and Self-Sufficiency Programs

In addition to the Family Self-Sufficiency Program (FSS) that is available to public housing and housing choice voucher participants, MHA now offers the Resident Opportunities for Self-Sufficiency Program (ROSS) for all public housing residents. The ROSS program enables participating families to increase earned income, reduce or eliminate the need for welfare assistance, make progress toward achieving economic independence and housing self-sufficiency, or help improve living conditions.

#### 5. Significant Amendment/Modification

MHA defines "significant amendment or modification" as changes to its plans or policies which fundamentally alter the mission, goals or objectives of the Agency including; changes to the rent or admissions policies or organization of the waiting lists; additions of non-emergency work items or changes in use of replacement reserve funds under the Capital Fund; additions of new activities not included in the current Plan; and any change with regard to demolition or disposition, designation, homeownership programs or conversion activities.

Substantial deviation/modification shall include any change in the planned or actual use of federal funds for activities that would prohibit or redirect MHA's mission to create affordable, sustainable housing while improving the quality of life for families and encouraging independence; and any single or cumulative annual change in the planned or actual use of federal funds as identified in the 5-Year Plan that exceeds 20% of MHA's annual program budgets for HCV (Section 8), Public Housing or Development activities. Examples include: the need to respond immediately to Acts of God or unforeseeable significant events beyond the control of the Housing Authority. Also included are mandates from local government officials, and/or the governing board of the Housing Authority, to modify, revise, or delete the long-range goals and objectives of the program.

Any revision to MHA plans and/or policies adopted or implemented, as the result of a Presidential Order, Congressional appropriation or legislation, HUD revision to any program regulation governing our programs or funding streams, or editorial changes such as additional detailed language provided for clarification of activities will not be considered a significant amendment or modification to the 5-Year Plan.

In addition, in preparation for the newly contemplated Rental Assistance Demonstration (RAD), MHA is excluding from the PHA Plan the following RAD-specific items

- The decision to convert to either Project Based Rental Assistance or Project Based Voucher Assistance;
- Changes to the Capital Fund Budget produced because of any approved RAD Conversion, regardless of whether the proposed conversion will include use of additional Capital Funds;
- Changes to the construction and rehabilitation plan for any approved RAD conversion; and
- Changes to the financing structure for any approved RAD conversion.

Changes made to the Plan, or any component thereof, that do not relate to the above-mentioned definition will not be considered "substantial" or "significant" and will not require public notice or comment.

(c) The PHA must submit its Deconcentration Policy for Field Office review.

If subject to deconcentration requirements, MHA or Mixed-Finance Owner will consider its deconcentration goals when transfer units are offered. When feasible, families above the Established Income Range will be offered a unit in a development that is below the Established Income Range, and vice versa, to achieve MHA or Mixed-Finance Owner's deconcentration goals. A deconcentration offer will be considered a "bonus" offer; that is, if a resident refuses a deconcentration offer, the resident will receive one additional transfer offer.

#### B.2 New Activities.

(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?

Y N

- ☒ ☐ Hope VI or Choice Neighborhoods.  
☒ ☐ Mixed Finance Modernization or Development.  
☒ ☐ Demolition and/or Disposition.  
☐ ☒ Designated Housing for Elderly and/or Disabled Families.  
☐ ☒ Conversion of Public Housing to Tenant-Based Assistance.  
☒ ☐ Conversion of Public Housing to Project-Based Assistance under RAD.  
☐ ☒ Occupancy by Over-Income Families.  
☐ ☒ Occupancy by Police Officers.  
☐ ☒ Non-Smoking Policies.  
☒ ☐ Project-Based Vouchers.  
☐ ☒ Units with Approved Vacancies for Modernization.  
☒ ☐ Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project-based units and general locations, and describe how project basing would be consistent with the PHA Plan.

##### 1. Hope VI or Choice Neighborhoods

MHA intends to explore all potential grant opportunities in the upcoming year for Choice Neighborhood Planning and Implement grants, as well as Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP) funding and public and private funding sources as appropriate.

## 2. Mixed Finance Modernization or Development

MHA's Modernization efforts will be focused on implementing a comprehensive site and dwelling maintenance improvement plan for all outstanding capital needs and ongoing maintenance concerns.

As it relates to development, MHA will partner with other non-profit and for-profit developers as appropriate to develop strategies and increase the number of affordable units in MHA's portfolio. MHA will focus on poverty de-concentration by seeking to develop mixed income housing in communities with desirable amenities. MHA may establish an Acquisition Infill (AI) program to build infill housing to stabilize key neighborhoods, especially in low impact areas, to aid in the deconcentration of poverty.

One of MHA's developer partner was awarded 9% tax credits in 2017 for Columbus Square Phase II. The project is expected to be completed in 2019. In the upcoming year, MHA intends to execute a Development Rights Agreement with a new developer partner, revisit the master site planning component for the remainder of the site, and submit another 9% tax credit application for Columbus Square Phase III in early 2020.

MHA also expects to self-develop the Plaza at Centennial Hill Phase 3 in the upcoming year utilizing MHA eligible resources, including Capital Funds and/or operating reserves through an OFFP or RAD transaction to complete the redevelopment of the former Tulane Courts Public Housing site.

MHA will also explore off-site acquisition opportunities in the upcoming year to replace ACC units lost due to the pending demolition at Smiley Court. MHA will seek to replace these ACC units with other HUD subsidized units to the maximum extent feasible.

Further, MHA intends to engage community stakeholders in the upcoming year to formulate a comprehensive re-development strategy for Patterson Court as well.

MHA may also elect to explore opportunities under its non-profit affiliate to leverage funding opportunities such as HOME, CDBG, and other sources.

## 3. Demolition or Disposition

Smiley Court demolition activities are expected to commence in 2019. MHA further intends to amend the HUD approved demolition letter for Smiley Court to allow for RAD transfer of assistance for units which were vacant at the time the demolition application was initially approved by HUD. MHA may opt to seek HUD approval for the demolition/disposition of Paterson Courts.

MHA continues to seek out potential interested buyers for the former Cedar Park public housing site at Fair Market Value and/or a land swap as may be approved by HUD.

## 4. Conversion of Public Housing to Project-Based Assistance under RAD

MHA intends to apply for RAD for the units at Smiley Court that were vacant at the time of the HUD demolition application approval and did not subsequently receive tenant relocation vouchers. Under this approach, MHA will expand access for quality affordable housing at Columbus Square, Plaza Centennial Hill and other potential off-site locations. MHA expects to apply for up to 147 units which will consist of a mix of multi-family 1, 2, and 3-bedroom units and/or single family, 3 and 4-bedroom units. This conversion of assistance is for units approved for demolition at Smiley Court. Since the Smiley Court site is located in non-desirable area with few amenities and across from an industrial chicken processing plant, using the RAD Project-Based Assistance option will allow MHA to develop the third phases of Columbus Square and the Plaza at Centennial Hill which are located in easily accessible locations. The Site and Neighborhood standards at these locations have been previously been reviewed and approved by HUD, thereby creating opportunities to develop new subsidized units in MHA's portfolio for its low-income families.

Additionally, MHA will further explore direct RAD transfer of assistance for the ACC units in the mixed-finance developments at The Plaza at Centennial Hill Phase I and Phase II in the upcoming year.

MHA is not under any voluntary compliance agreement, other order or decree, or judicial or administrative ruling or decision. MHA certifies that the RAD application and conversion process will comply with all applicable site selection and neighborhood review standards, and that we will follow all appropriate procedures. MHA recognizes that HUD's total development cost limits apply to RAD acquisition/rehabilitation and new construction developments. Assuming development of 147 units, the maximum projected RAD-eligible funds (including capital funds and operating reserves) would be approximately \$30,000,000.

MHA further expects to issue a RFP in the upcoming year for the transfer of assistance from the vacant ACC units at Smiley Court that did not receive tenant relocation vouchers to RAD as may be necessary for various transactions which may include but is not limited to the following scenarios:

BR	Proposed RAD Units COLSQ3	Proposed RAD Units PCH3	Proposed RAD Offsite / Locations TBD	Subtotal RAD Transfer of Assistance	Original Smiley Units	Smiley Remainder
0BR	0	0	0	0	0	0
1BR	15	0	20	35	51	16
2BR	20	0	30	50	92	42
3BR	15	19	20	54	94	40
4BR	0	8	0	8	30	22
5BR	0	0	0	0	17	17
Total	50	27	70	147	284	137

	<p><b>5. <u>Project-Based Vouchers</u></b> Consider expansion of PBV program in privately owned properties. Other efforts, to increase the supply of affordable housing in Montgomery, include reviewing PBVs under the Housing Choice Voucher program, in conjunction with property acquisitions and new construction efforts. 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 the upcoming year MHA intends to issue an RFP for Project-Based Vouchers.</p> <p><b>6. <u>Other Capital Grant Programs</u></b> MHA will apply for Emergency Safety and Security Grants as may become available. Security concerns remain a top priority for MHA and the residents.</p> <p><b>7. <u>Site-Based Waiting List</u></b> MHA has a site-based waiting list at the Plaza at Centennial Hill and Columbus Square mixed-Finance properties.</p>
<b>B.3</b>	<p><b>Civil Rights Certification.</b></p> <p>Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>
<b>B.4</b>	<p><b>Most Recent Fiscal Year Audit.</b></p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y   N  <input type="checkbox"/>   <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>
<b>B.5</b>	<p><b>Progress Report.</b></p> <p>Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan.</p>
<b>B.6</b>	<p><b>Resident Advisory Board (RAB) Comments.</b></p> <p>(a) Did the RAB(s) provide comments to the PHA Plan?</p> <p>Y   N  <input checked="" type="checkbox"/>   <input type="checkbox"/></p> <p>(c) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
<b>B.7</b>	<p><b>Certification by State or Local Officials.</b></p> <p><a href="#">Form HUD 50077-SL</a>, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>
<b>B.8</b>	<p><b>Troubled PHA.</b></p> <p>(a) Does the PHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in place?</p> <p>Y   N   N/A  <input type="checkbox"/>   <input checked="" type="checkbox"/>   <input type="checkbox"/></p> <p>(b) If yes, please describe:</p>
<b>C.</b>	<p><b>Statement of Capital Improvements.</b> Required for all PHAs completing this form that administer public housing and receive funding from the Capital Fund Program (CFP).</p>

C.1	<b>Capital Improvements.</b> Include a reference here to the most recent HUD-approved 5-Year Action Plan (HUD-50075.2) and the date that it was approved by HUD. MHA's most recent 5-Year Action Plan (HUD-50075.2) was approved by HUD on [insert date].
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# FYB 2021

## 5-YEAR PLAN

**A. PHA Information.**

**A.1 PHA Name:** Montgomery Housing Authority PHA Code: AL006

**PHA Plan for Fiscal Year Beginning: (MM/YYYY):** 04/2021

**PHA Plan Submission Type:** ☒ 5-Year Plan Submission ☐ Revised 5-Year Plan Submission

**Availability of Information.** In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.

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☐ PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)

Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program	
				PH	HCV
Lead PHA:					

<b>B.</b>	<b>5-Year Plan.</b> Required for <u>all</u> PHAs completing this form.
<b>B.1</b>	<p><b>Mission.</b> State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years. Mission. State the PHA's mission for serving the needs of low- income, very low- income, and extremely low-income families in the MHA's jurisdiction for the next five years.</p> <p><b>The mission of the Montgomery Housing Authority (MHA) is to create affordable, sustainable housing while improving the quality of life for families and encouraging independence.</b></p> <p>In order to achieve this mission, the MHA will:</p> <ol style="list-style-type: none"> <li> <b>Neighborhood Transformation</b> <p>Build partnerships for substantive community redevelopment by increasing the knowledge base and development acumen of community partners to achieve the critical capacity necessary to generate increased investment in quality affordable housing through acquisition, rehabilitation, in-fill development, and asset repositioning. Lead as a bridgebuilder between community stakeholders, private developers, financial institutions and governmental agencies. Outcomes: (a) submit a 9% low-income tax credit application in early 2020 for Columbus Square Phase III; (b) seek design build partners to allow MHA to self-develop the remaining portion of The Plaza at Centennial Hill Phase III; (c) incorporate the former Lister Hill clinic and other adjacent parcels under HUD's site acquisition process to further enhance the recently re-developed sites at The Plaza at Centennial Hill and/or Columbus Square; (d) create community space for the residents at Parks Place to include a playground/amenity space; (e) demolish Smiley Courts and reposition through acquisition/rehabilitation and/or RAD transfer of assistance at off-site locations; (f) plan for the repositioning of Paterson Court through possible Choice Neighborhoods Initiative (CNI) Planning Grant ; new development using LIHTC (and any proceeds) and rental assistance demonstration (RAD), where appropriate; (g) implement the plan for offsite lease/purchase through developing new infill housing; (h) submit a RAD application for a portion of the units at Smiley Court and explore opportunities to utilize RAD transfer of assistance in on-going development efforts; and (i) explore opportunities to submit additional RAD applications for other ACC units as may be in the best interest of MHA.</p> </li> <li> <b>Create Administrative Efficiency while Enhancing the Customer Experience</b> <p>Maximize existing technology to create touchless access points and improve ease of use for both external and internal customers. Create staff efficiency around processing by reducing the number of interactions necessary to gather information and complete transactions with landlords, tenants and development partners. Outcomes: (a) reduce redundancies and re-work; (b) create reliability by strengthening the critical business pathways improving resident access when placing service requests, receiving official letters/documents and paying rent/other charges; (c) and, implement remote re-certifications.</p> </li> <li> <b>Promote Fair Housing and De-concentration</b> <p>Use redevelopment activities as an opportunity to expand MHA's portfolio across the Montgomery metropolitan area and continue to promote poverty de-concentration efforts in compliance with prevailing laws. Encourage mobility of voucher holders into areas with greater economic opportunities and amenities, through housing programs and redevelopment activities. Outcomes: (a) work with City and County leadership to encourage changes to local city ordinances and policies to promote inclusionary zoning, requiring new multi-family developers to earmark a percentage of dwellings for low-income families - inclusionary zoning; (b) acquire suitable land in non-impacted census tracts and hold for future development; (c) increase the number of underrepresented families in both the Housing Choice Voucher and Public Housing programs.</p> </li> <li> <b>Economic Self-Sufficiency Opportunities</b> <p>Create resident training programs that promote economic independence, through practical skills development and small business start-up training. Create workforce and business development training opportunities for residents to learn administrative, painting and maintenance trades at MHA properties. Build partnerships with employment and training to support a direct pathway for resident enrollment in local colleges and technical schools. Outcomes: (a) placements to employers who rely on local workforce; (b) increase the number of families participating in the Housing Choice Voucher home-ownership program; (c) increase the number of MHA residents participating in section 3 for MHA sponsored construction activities; (d) establish relationships with banks who will offer incentivized savings programs and mortgage loans.</p> </li> <li> <b>Expand and Improve Affordable Housing</b> <p>Create and take advantage of opportunities to leverage resources to build, acquire/renovate and rehabilitate new affordable housing. Outcomes: (a) submit a tax credit application for Columbus Square Phase III; (b) self-develop the remaining portion of The Plaza at Centennial Hill Phase III; (c) reposition Paterson Court using proceeds from sale; low income housing tax credits and capital/operating reserves; (d) demolish Smiley Court and convert assistance to RAD for a portion of the Smiley Court units that were vacant when the demolition application was approved by HUD and utilize said RAD transfer of assistance in MHA's on-going development efforts; (e) advertise for PBV and/or RAD vouchers to partner with other developers building affordable housing; (f) use MHA's non-profit instrumentality as a vehicle for redevelopment; and (g) explore mixed-used models for future development.</p> </li> <li> <b>Image Transformation-Anchor the Message – MHA properties are Communities of Choice</b> <p>Develop multi-media rebranding message to promote positive attributes, amenities, and public benefit of MHA housing programs and development activities. Outcomes: (a) rebranding and messaging including an annual marketing document ; (b) expand communication reach for initiatives and positive messaging through modern tech-comm vehicles including Instagram, Facebook and twitter; (c) participate in local apartment associations and neighborhood association meetings; (d) improved public image; (e) expand partnerships, and create signature programs.</p> </li> </ol>

<b>B.2</b>	<p><b>Goals and Objectives.</b> Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low-income, and extremely low- income families for the next five years.</p>
<b>B.3</b>	<p><b>Progress Report.</b> Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.</p>
<b>B.4</b>	<p><b>Violence Against Women Act (VAWA) Goals.</b> Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.</p> <p><i>MHA will continue to comply with all requirements of HUD's VAWA and its amendments. Public Housing residents are briefed on the VAWA Policy and Lease Addendum at the time of lease-up. MHA will refer Public Housing residents impacted by VAWA to the local Sunshine Center for counseling assistance and will seek additional community partnerships to provide services to the families affected by domestic violence.</i></p>
<b>B.5</b>	<p><b>Significant Amendment or Modification.</b> Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.</p> <p><b>DEFINITION OF "SIGNIFICANT AMENDMENT OR MODIFICATION"</b></p> <p>MHA defines "significant amendment or modification" as changes to its plans or policies which fundamentally alter the mission, goals or objectives of the Agency including; changes to the rent or admissions policies or organization of the waiting lists; additions of non-emergency work items or changes in use of replacement reserve funds under the Capital Fund; additions of new activities not included in the current Plan; and any change with regard to demolition or disposition, designation, homeownership programs or conversion activities.</p> <p>Substantial deviation/modification shall include any change in the planned or actual use of federal funds for activities that would prohibit or redirect MHA's mission to create affordable, sustainable housing while improving the quality of life for families and encouraging independence; and any single or cumulative annual change in the planned or actual use of federal funds as identified in the 5-Year Plan that exceeds 20% of MHA's annual program budgets for HCV (Section 8), Public Housing or Development activities. Examples include: the need to respond immediately to Acts of God or unforeseeable significant events beyond the control of the Housing Authority. Also included are mandates from local government officials, and/or the governing board of the Housing Authority, to modify, revise, or delete the long-range goals and objectives of the program.</p> <p>Any revision to MHA plans and/or policies adopted or implemented, as the result of a Presidential Order, Congressional appropriation or legislation, HUD revision to any program regulation governing our programs or funding streams, or editorial changes such as additional detailed language provided for clarification of activities will not be considered a significant amendment or modification to the 5-Year Plan.</p> <p>Changes made to the Plan, or any component thereof, that do not relate to the above-mentioned definition will not be considered "substantial" or "significant" and will not require public notice or comment.</p>
<b>B.6</b>	<p><b>Resident Advisory Board (RAB) Comments.</b></p> <p>(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?</p> <p>Y   N  <input type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
<b>B.7</b>	<p><b>Certification by State or Local Officials.</b></p> <p><a href="#">Form HUD 50077-SL</a>, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>





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# FYB 2021

## GOALS AND OBJECTIVE



## **FYB 2021 Goals and Objectives**

### **IMPROVE PUBLIC HOUSING & HCV OPERATIONS**

***Achieve “High Performer” rating under the PHAS and SEMAP (or HUD equivalent) program:***

***Objectives-***

- Reduce unit turn-around time to 10 days
- Complete emergency work orders within 24 hours, routine work orders within 1 day, ensure UPCS inspection of 100% of dwelling units and systems
- Identify the systems to be inspected by site and include in the preventive maintenance plan
- Ensure that all indicators are performed consistently, according to high-performance criteria
- Ensure units are inspected annually, and re-inspections are conducted within 28 days after failed inspection

***Improve the quality of life of residents in all communities:***

***Objectives-***

- Upgrade curb appeal to all properties and improve common areas
- Install additional security and safety measures for dwelling units’ interiors and exteriors
- Partner with the Montgomery Police Department to increase public patrols and to conduct periodic patrols for safety

***Improve customer service and communication between residents and applicants:***

***Objectives-***

- Improve technology utilization to facilitate communication with residents
- Implement resident communication plan
- Continue waitlist management
- Respond to all (internal & external) inquiries the same day they are received
- Continue customer service training
- Host landlord meetings and partner with stakeholders
- Implement customer service satisfaction survey

***Utilize the established asset management protocol to routinely measure performance in management indicators at mixed finance developments:***

***Objectives-***

- Ensure that properties are in compliance with prevailing building code and HUD regulations
- Ensure properties are in compliance with the MHA’s rent collection policy and HUD requirements



## **FYB 2021 Goals and Objectives**

***Develop and implement an affirmative marketing plan to reach out to under-represented groups:***

***Objectives-***

- Increase participation of under-represented groups in all housing and HCV programs by promoting diversity and inclusion
- Increase presence among under-represented populations
- Continue to comply with all fair housing policies and laws
- Promote fair housing and equal opportunity

***Decrease crime in all public housing communities:***

***Objectives-***

- Increase participation in public safety efforts
- Continue to monitor surveillance activity, during and after business hours
- Ensure that all exterior lighting is in working order
- Enforce parking policies at all sites

***Provide staff training opportunities:***

***Objectives-***

- Increase staff capacity and growth potential

***Streamline business processes, to create effective and/or efficient program administration***

***Objectives-***

- Adopt policies that will allow two-year re-certifications, for families on fixed income

***Optimize Management (and HUD) reports to ensure that the program resources are being optimized and/ 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 120 days
- Ensure that program voucher utilization is at 97% or better

***Develop translate marketing material in languages, as needed:***

***Objectives-***

- Provide printed documents in Spanish

***Rebrand the Housing Choice Voucher (HCV) Program by developing a new HCV orientation package to include an electronic brochure and tenant orientation 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



## **FYB 2021 Goals and Objectives**

***Streamline business processes by utilizing technology paperless communication where applicable:***

***Objectives-***

- Fully utilize software, train staff accordingly
- Evaluate Staffing needs and realign where necessary
- Adopt policies that will allow two-year re-certifications for families on fixed income and allow remote re-certifications for the program

***Train and cross-train staff:***

***Objectives-***

- Minimize the need for outside contractors
- Cross-train staff on all components of HCV Program
- Ensure that all HCV Housing Specialists obtain certification within first year of employment
- Ensure that each new HCV Housing Specialist completes the 6-week, outlined "New Housing Specialist Training", within the first two months of employment

***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 areas

***Increase Customer Satisfaction:***

***Objectives-***

- Respond to internal and external inquiries within 24 hours
- Continue customer service training sessions for employees
- Review internal controls to improve the delivery of services to our constituents
- Promote excellence by exceeding standards
- Install Kiosk in main lobby to automate service
- Implement telephone tracking system software



## **FYB 2021 Goals and Objectives**

### **IMPROVE FINANCIAL HEALTH OF THE MHA**

#### ***Objectives-***

- Develop five-year budget forecasting tool

### **IMPROVE PROCUREMENT OPERATIONS**

#### ***Objectives-***

- Automate and streamline procurement/contract processes, to include a qualified vendor listing of pre-negotiated prices for trades services
- Improve minority participation involvement in trade service workshops
- Increase Section 3 participation
- Implement outreach efforts to reach a pool of qualified vendors/suppliers

### **AUGMENT INFORMATION TECHNOLOGY AGENCY WIDE**

#### ***Objectives-***

- Improve application of new technology internal and external
- Ingrate the information technology platform across all departments

### **HUMAN RESOURCES**

#### ***Objectives-***

- Continue to standardize human resources management practices in the areas of hiring, retention, employee development, benefits, testing, and compliance with federal, state and local regulations
- Implement outreach efforts to reach a diverse group of competent workers, when recruiting for vacancies
- Implement leadership training, to promote a positive company culture, sense of belonging, empower, inspire and drive overall goals and objectives of MHA
- Continue Customer Service Training, to ensure high levels of customer service
- Ensure that HAIG identified deficiencies are corrected within 30 days after being identified
- Develop a strategy to promote workplace diversity
- Improve public image of MHA, through networking opportunities
- Develop staff/compensatory retention plan to recruit top talent
- Develop strategies to promote team dynamics, unity and morale

### **EXPAND AND ADVANCE REAL ESTATE ACTIVITIES TO IMPROVE HOUSING INVENTORY**



## **FYB 2021 Goals and Objectives**

***Reposition assets to create viable and sustainable communities by leveraging resources and building partnerships:***

***Objectives-***

- Redesign the site plan for the final phase of Columbus Square
- Engage residents, an urban planning firm and other community stakeholders to formulate a comprehensive redevelopment strategy for Paterson Court
- Complete the disposition of obsolete properties in the MHA portfolio
- Seek opportunities to acquire and develop replacement housing for demolished units
- Partner with other non-profit and for-profit developers to increase the number of affordable units across the community
- Re-master plan and self-develop Phase III of the Plaza at Centennial Hill
- Demolish unsafe structures at Smiley and redevelop off-site
- Reposition/Redevelop of non-performing or obsolete assets

***Strategic Financial Planning for Organizational Stability:***

***Objectives-***

- Use MHA's investment in development activities to leverage additional funding for services and economic development activities that will benefit residents
- Implement a comprehensive funding strategy to increase resources by pursuing Choice Neighborhood Planning and Implementation grants, Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP) funding, and other public and private funding opportunities that may arise
- Focus on poverty deconcentration by seeking to develop mixed income housing in communities with better access to desirable amenities
- Use non-profit subsidiary instrumentalities as vehicles to take advantage of funding opportunities such as HOME Investment Partnership, CDBG services, and other opportunities that may come available
- Streamline data collection to ensure that all required reporting for grant funding is easily accessible and consistent with the respective requirements

***Implement a Rental Assistance Demonstration Initiative:***

***Objectives-***

- Use RAD as tool to expand access to quality housing
- Convert Smiley Court Units to RAD
- Develop new housing that will include RAD units
- Promote RAD as an opportunity for gap financing for other affordable housing developers
- Amend existing Smiley Courts Demolition Approval to accommodate RAD transfer of assistance

***Continue Implementing Overall Community Redevelopment Strategy:***

***Objectives-***



## **FYB 2021 Goals and Objectives**

- Seek opportunities in the public and private market to eliminate blight, through comprehensive neighborhood planning
- Develop affordable rental housing units, complementary to the previous Phases I and II of Columbus Square and the Plaza at Centennial Hill
- Implement a walkable communities' strategy with engaging community spaces on all future MHA developments
- Encourage activities that promote resident advancement and economic independence
- Involve local community stakeholders in the redevelopment process
- Leverage public and private funds for sustainable economic growth
- Partner with the City of Montgomery on the Comprehensive Plan and Analysis of Impediments to Fair Housing Choice activities to ensure affordable housing is included

### ***Eliminate Blight and augment current redevelopment or renovation projects:***

#### ***Objectives-***

- Acquire adjacent properties in project areas for redevelopment through new construction, rehabilitation or demolition
- Provide space to accommodate additional amenities (i.e., parking, Pre-K classrooms, playgrounds and employment training activities)
- Implement an infill housing strategy that will complement de-concentration efforts

### ***Repair, Renovate or Modernize Public Housing Units:***

#### ***Objectives-***

- Implement a comprehensive site and dwelling maintenance improvement plan for all MHA developments to extend the viability of the assets
- Replace energy-efficient equipment and appliances across all properties

### ***Ensure all properties and dwelling units (where applicable) comply with governing accessibility standards:***

#### ***Objectives-***

- Develop five-year plan to ensure designated units comply with the 504 accessibility requirements

## **INCREASE ASSISTED HOUSING CHOICES**

#### ***Objectives-***

- Approve family members as live-in aides
- Change reporting of interim changes from 30 days to 10 days
- Eliminate the preference of conduct face-to-face reexaminations
- Allow minimum cost to landlords for reinspections under certain circumstances
- MHA Website and social media as publishing outlets for notification of reopening waiting list



## **FYB 2021 Goals and Objectives**

- MHA Administrative Plan, one-third (33%) of the amount owed must be paid. Amount changed from 25%
- Initial voucher term will be 60 calendar days
- Remove age requirement of bedroom size for children of opposite sex

### **PROVIDE AN IMPROVED LIVING ENVIRONMENT FOR PUBLIC HOUSING COMMUNITIES**

#### ***Objectives-***

- Implement infill development strategy around existing developments
- Foster a positive narrative through affirmative marketing
- Promote safety and energy saving standards

### **PROMOTE SELF-SUFFICIENCY AND ASSET DEVELOPMENT OF ASSISTED HOUSEHOLDS**

#### ***Objectives-***

- Increase program interest, by including information in the new admission and transfer briefings, by organizing FSS orientations at public housing community centers
- Present both FSS and HCV Homeownership information during new admission and relocation briefings
- Present Homeownership seminars, from local mortgage companies and local realtors, to encourage future homeownership opportunities and participation in the HCV Homeownership program
- Enroll families to participate in the HCV homeownership program
- Increase participation in FSS and ROSS programs and establish more escrow accounts
- Post list of job opportunities within public housing communities
- Continue to enforce Assist the work activity policy, and increase awareness of employment opportunities
- Assist residents interested in entrepreneurial activities
- Increase the number of persons receiving a GED and post-secondary/technical school degree

#### ***Increase partnerships with service providers:***

##### ***Objectives-***

- Connect residents with services in the community that promote wellness, education, employment, and financial literacy
- Formalize partnerships with service providers that outline goals, objectives, and reporting requirements
- Partner with organizations to sponsor at least one wellness/prevention activity per quarter within at least 2 housing communities
- Coordinate financial literacy workshops for adults and youth



### **FYB 2021 Goals and Objectives**

- Partner with Montgomery Public School (MPS) and the Montgomery Co. District Attorney's Office to provide additional support for youth at risk of being truant.

### **Equal Opportunity and Affirmatively Further Fair Housing Statement**

The Montgomery Housing Authority affirmatively furthers Fair Housing, in the administration of its programs, by complying fully with all Federal, State and local nondiscrimination laws and administering programs, in accordance with the rules and regulations governing Fair Housing and Equal Opportunity in housing and by marketing its 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.

This is a fundamental policy of the MHA, as it is committed to due diligence, in assuring equal housing opportunities and non-discrimination in all aspects of its housing activities. MHA has embraced an ethical, as well as the 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 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 throughout the City of Montgomery.



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# FYB 2021

# PROGRESS REPORT

**FYB 2021 PROGRESS REPORT****EXPANSION OF SUPPLY  
(Modernization/Development)*****Progress:***

- The site plan and specifications for the final phase of The Plaza at Centennial Hill, including the Lister Hill lot were completed in 2018. The project was advertised for bid at the end of 2018 with bids received in February of 2019.
- MHA launched the construction of Phase II of Columbus Square. It is comprised of 80 total units of affordable housing, of which 25 will be public housing units;
- Phase III of Columbus Square planning and design began in 2018. The construction pricing far exceeded the TDC limits. MHA is evaluating alternative funding sources and a new co-development partner to implement the final phase of Columbus Square.
- MHA issued an RFP for a Co-developer in 2018. The primary focus of the partnership is new construction of replacement housing for units lost at Smiley Court and planning for the anticipated repositioning of Paterson Court. MHA selected a co-developer partner and is currently in negotiations for the Development Rights Agreement.
- MHA in collaboration with the Cleveland Avenue YMCA secured a grant for a new Pre-K classroom which will be located in the new Parks Place administration building.

**QUALITY OF ASSISTED HOUSING, TO INCLUDE MANAGEMENT OF PUBLIC HOUSING AND  
HOUSING MANAGEMENT OF PUBLIC HOUSING*****Progress:***

- MHA has implemented a site-based, waiting lists, at select public housing communities.
- MHA contracted with a private management company to conduct annual inspections on all its public housing units, using HUD-approved UPCS protocol. This continues to lead to significant increases in physical inspection scores for all public housing sites.
- The regularity of housekeeping inspections and grounds inspections has increased. This has enabled management to prevent severe damages to units.
- MHA has implemented an online work order system for residents.
- MHA has installed surveillance cameras, to improve safety in the public housing communities.
- MHA continues its collaboration with the local law enforcement. MPD provides weekly walk-throughs, with site-management, and attends monthly community meetings. MHA has contracted off-duty MPD officers to provide security in select public housing properties.
- MHA Continues to utilize the point-of-sale machines, in public housing communities;
- MHA has implemented online payments, where residents can pay rent and other charges, with selected retailers.

## **FYB 2021 PROGRESS REPORT**

- MHA continues to organize public workshops and highlight the virtues of the HCV program to increase the level of participation.
- Uses virtual community networks, and the MHA website, to alert stakeholders on affordable housing program updates.
- 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.
- MHA continues to research the practicality of recertifying a select population (Fixed Income participants) every two years. This practice is addressed in HUD's Streamlining PIH Notice of 2016 to reduce administrative costs, as well as, to reduce inconvenience to residents and increases operational efficiency.
- MHA staff has updated Administrative Plan to include updated PIH Notices and best practices to optimize program utilization and operational efficiency.
- MHA HCV department has completed document scans for existing participants. Document scanning is now a procedural process with all transactions.
- SOP's are being updated for all procedures.

## **IMPROVE LIVING ENVIRONMENT FOR PUBLIC HOUSING RESIDENTS**

### ***Progress:***

- Continues to increase collaboration with the MPD. Community Police are providing weekly park, walk and talk at all communities and attend monthly community meetings. 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 conduct and implement recommendations, from a 2018 Energy Audit, in an effort to promote energy efficiency.
- MHA has completed the file scan for all public housing documents and continues the utilization of this process.

## **PROMOTION OF SELF-SUFFICIENCY**

### ***Progress:***

- Currently, 198 families are participating in the combined Family Self-Sufficiency FSS program.
- MHA continues to distribute interest forms to participants wanting to know more about the FSS program at the HCV new admission and transfer briefings. A follow-up contact was scheduled with all interested participants.

## **FYB 2021 PROGRESS REPORT**

- FSS Coordinators work with participants individually to assist them with job search and scheduling interviews. MHA works very closely with the Career Center and LEAD Staffing to link residents/participants to employment opportunities.
- The Montgomery Housing Authority continues to maintain a partnership with several local agencies and organizations to assist residents with becoming self-sufficient. Available services include assistance with job readiness, employment searching, credit repair/rebuilding, money management, job training, education, and homeownership.
- Homeownership seminars are offered, throughout the year, to educate residents on the home buying process and the advantages of owning a home. Sessions covered included: HCV Homeownership program; the importance of credit scores; money management/budgeting; what to look for in a home; down payment assistance; equity and closing costs.
- The FSS Program continues to host Financial Literacy workshops, throughout the year, to educate residents on saving money and improving their credit to become eligible for mortgage loans with the lowest interest rates.

## **ENSURING EQUAL OPPORTUNITY AND AFFIRMATIVELY FURTHERING FAIR HOUSING**

### ***Progress:***

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

1. Statement of Policies and Procedures governing the HCV Administrative Plan and the Public Housing ACOP.
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

Additionally, 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.

The City of Montgomery, Alabama conducted an Analysis of Impediments (AI) to Fair Housing Choice in 2014, as part of its 2014-2019 Consolidated Plan. The AI identified fourteen impediments, with one specifically directed to MHA that impacts residents' fair housing choice

## **FYB 2021 PROGRESS REPORT**

in the City: Racial and Economic Isolation of Public Housing Residents, which states that both voucher holders and public housing residents live in poor, racially-concentrated neighborhoods.

Since the initial 2014 AI report, MHA has endeavored to address this impediment. To lessen racial and economic isolation, and achieve greater housing choice, MHA expanded landlord outreach and conducted annual landlord orientation meetings. In addition, MHA encourages applicants to seek housing throughout the City and the surrounding MSA as part of the HCV briefing process.

To further combat the disparity, MHA has coordinated with the City of Montgomery to educate and inform community stakeholders to encourage the development of affordable housing throughout the City with the support and mutual investment of city funds. MHA is engaged in ongoing efforts to identify land suitable for housing development efforts that will meet or exceed the HUD site and neighborhood standards and deconcentration goals.

MHA is committed to overcoming this impediment through the following actions which, along with others, have been included in MHA's 2019 Annual and 5-Year Plan submission.

- propose a City ordinance requiring new multi-family developers to earmark a percentage of dwellings for low-income families – inclusionary zoning, to encourage the development of affordable housing throughout the City, with the support and mutual investment of City funds. City officials need to take a strong stand against “Not in My Backyard” attitudes;
- land bank future development sites in non-impacted census track areas;
- continue to work to identify land for acquisition, suitable for MHA's housing development efforts that meet or exceed the HUD site and neighborhood standards;
- conduct outreach efforts, to recruit potential HCV landlords and continue to host workshops to educate and familiarize potential and existing landlords on the HCV program;
- coordinate annual fair housing training.

## **MIXED-FINANCE HOUSING DEVELOPMENT PLAN**

### ***Progress:***

#### **The Plaza at Centennial Hill (formerly Victor Tulane Court)**

- Victor Tulane Court Phase Redevelopment, now known as The Plaza at Centennial Hill, was approved by HUD, on March 28, 2012. Phase I is comprised of 129 dwelling units and was completed in 2013. Phase II consisted of 129 dwelling units and was completed in July 2016. MHA is currently master planning Phase III to be self-developed by MHA, for

## **FYB 2021 PROGRESS REPORT**

an additional 40 public housing units, utilizing MHA operating reserves, escrow funds and/or Capital Funds. MHA intends to make an OFFP submission, and development/site acquisition proposal, to HUD in 2018. Construction is expected to commence in 2019.

### **Columbus Square (formerly Trenholm Court)**

- The second property scheduled for new construction, using the mixed-finance model, is the former Trenholm Court. The MHA 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 2015 for Phase I and in June 2017 for Phase II. Phase I and Phase II of Columbus Square are comprised of 80 units in each phase. Construction is completed on Phase I and fully occupied. Phase II construction is underway and scheduled to be complete by December 2019. MHA expects its developer partner to submit a 9% tax credit application for Phase III in early 2019.

### **Smiley Court and Paterson Court**

- MHA issued an RFP for a private developer partner to develop Smiley Court replacement housing, off-site, through new construction and/or acquisition/rehab in 2018. MHA expects to select a developer partner, execute a Master Developer Agreement and commence initial master-planning for the first phase in 2019.
- MHA issued an RFP for a private developer partner to reposition Paterson Court and redevelop additional affordable housing units at off-site locations in 2018. Paterson Court redevelopment is expected to follow Smiley Court's redevelopment on the overall schedule at this time.

## **DEVELOPMENT TEAM**

### ***Progress:***

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

## **FYB 2021 PROGRESS REPORT**

- 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 and development consultants and the developer, to create a comprehensive schedule for the redevelopment of Columbus Square and the final phase of development at The Plaza at Centennial Hill. The redevelopment schedule for Columbus Square is heavily dependent upon the award of Low-Income Housing Tax Credits (LIHTC), while The Plaza at Centennial Hill Phase III will be self-developed, by MHA, through OFFP funds.

MHA has sufficient sources to complete the redevelopment of Tulane Court/The Plaza at Centennial Hill and continue the redevelopment at Trenholm Court/ Columbus Square. MHA realized a share of the developer-fee, from each phase of the redevelopment at both Tulane Court and Trenholm Court. The Authority provided a ground lease, to the partnership formed to own the improvements, at each phase of the housing developments. MHA's development partners 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 a traditional HUD-subsidized public housing. MHA realizes that there is a substantial demand for not only housing at the low-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.

### **FYB 2021 PROGRESS REPORT**

The Authority has worked with city planners to ensure that its 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. 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 an avenue, 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 obtain/build skills and experiences, through working with 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.
- Inclusion of the community and potential residents, throughout the development process.
- Use of the principles of New Urbanism, whenever feasible, to establish an environmentally affable community that promotes diverse, compact, vibrant and mixed-use communities.

In addition to the redevelopment projects listed above, the Housing Authority also investigated the feasibility to add more affordable housing units to its portfolio, through acquisition and

### **FYB 2021 PROGRESS REPORT**

rehab and/or new construction projects and joint public/private partnerships. Multiple sites are currently under review for financial feasibility.

Other efforts, to increase the supply of affordable housing in Montgomery, include reviewing PBVs, under the HCV program. These efforts may also include issuing an RFP for PBVs, through joint partnerships with the private sector, to the extent such partnerships would benefit the MHA and create additional revenue streams for the agency.

In regard to the demolition and disposition activities planned for the upcoming year, MHA intends:

- Acquisition Rehab and/or new construction for the development of replacement housing for Smiley Court.
- To explore seeking approval for the demolition/disposition of Paterson Court and potential off-site acquisition/rehab and/or new construction.
- Submit additional disposition amendments, as necessary, for Phases III and IV of the former Trenholm Court for development activities.

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.