

<b>The Montgomery Housing Authority's Annual Plan FYB 04/01/2019 al006v02</b>	<b>U.S. Department of Housing and Urban Development Office of Public and Indian Housing</b>	<b>OMB No. 2577-0226 Expires: 02/29/2016</b>
---	---	--

## FYB 2019 ANNUAL PLAN

A.	PHA Information.																																																																	
A.1	<p> <b>PHA Name:</b> Montgomery Housing Authority <span style="float: right;"><b>PHA Code:</b> <u>AL006</u></span>  <b>PHA Type:</b> <input checked="" type="checkbox"/> Standard PHA <input type="checkbox"/> Troubled PHA  <b>PHA Plan for Fiscal Year Beginning:</b> (MM/YYYY); <u>04/2019</u>  <b>PHA Inventory</b> (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above)  <b>Number of Public Housing (PH) Units</b> <u>1450</u> <b>Number of Housing Choice Vouchers (HCVs)</b> <u>3002</u> <b>Total Combined Units/Vouchers</b> <u>4452</u>  <b>PHA Plan Submission Type:</b> <input type="checkbox"/> Annual Submission <input checked="" 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> <b>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:</b> </p> <table border="1" data-bbox="170 1010 1409 1346"> <thead> <tr> <th>AMP NUMBER</th> <th>PROPERTY NAME</th> <th>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>AL006000008</td> <td>Smiley Court</td> <td>4103 Marlyn Street 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> <table border="1" data-bbox="159 1415 1445 1856"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) in the Consortia</th> <th rowspan="2">Program(s) not in the Consortia</th> <th colspan="2">No. of Units in Each Program</th> </tr> <tr> <th>PH</th> <th>HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	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	AL006000008	Smiley Court	4103 Marlyn Street 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	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:																	
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																																																																
AL006000008	Smiley Court	4103 Marlyn Street 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																																																																
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. 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
- Deconcentration 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. 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, 13,910 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, 9,995.

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

Income Level	Number of Households
Household Income <=30% of AMI	13,910
Household Income >30 to <=50% AMI	9,880
Household Income >50% but <80% of AMI	12,500

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

<b>Population</b>	200,761
<b>Households</b>	79,433

Source: 2017 American Community Survey, Demographic and Housing Estimates

<b>Median HH Income</b>	\$44,339
<b>Mean HH Income</b>	\$62,902
<b>Poverty Rate – Family</b>	18%
<b>Poverty Rate – Individual</b>	22.1%
<b>Vacancy Overall</b>	13.7%
<b>Vacancy Homeowner</b>	2.8%
<b>Vacancy Renter</b>	8.7%
<b>Median Home Value</b>	\$118,000
<b>Median Rent</b>	\$845

Source: 2013-2017 American Community Survey 5-Year Estimates

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.

**Housing Needs of Families on the Combined Waiting Lists**

	Public Housing # of Families	Public Housing % of total Families	HCV # of Families	HCV % of total Families
<b>Waiting List Total</b>	<b>8,024</b>		<b>1,971</b>	
<b>Extremely low income (&lt;=30% AMI)</b>	7,719	96%	1,873	95%
<b>Very low income (&gt;30% but &lt;=50% AMI)</b>	186	2%	60	3%

<b>Low income</b>				
<b>(&gt;50% but &lt;80% AMI)</b>	90	1%	22	1%
<b>Families with children</b>	4,217	53%	1,290	65%
<b>Elderly families</b>	135	2%	51	3%
<b>Families with Disabilities</b>	1,283	16%	299	15%
<b>Race/ethnicity (White)</b>	527	7%	49	2%
<b>Race/ethnicity (Black)</b>	7,052	88%	1,921	97%
<b>Race/ethnicity (Asian/Other)</b>	87	1%	11	1%
<b>Race/ethnicity (Hispanic)</b>	164	2%	24	1%

Source: City of Montgomery Housing Authority Combined Waiting List, YARDI

The combined waiting list data also shows that 16 percent of public housing and 15 percent of HCV applicants have self-certified that a family member has a disability. MHA works with the applicant family through the intake process to verify the disability and accommodate them based on available units. Through the reasonable accommodations process, current tenants may indicate what modifications are needed to make their unit accessible. Once the needed modification is confirmed by their physician; i.e. handrails, high toilets, live-in aid, ramps, etc., MHA makes the modifications or tries to accommodate them in a more appropriate unit type. In addition, it is MHAs practice to require that all new construction include accessible units. MHA will continue to require accessible units as part of all new construction in our mixed finance properties to help meet this need.

2. Financial Resources is expected to reflect the utilization of approximately \$10,529,633, due primarily to obligating \$2,692,374 Replacement Housing Funds and \$837,259 Capital Funds to the Columbus Square Phase I mixed finance development and using \$7,000,000 in Reserves through an Operating Fund Financing Program (OFFP) if approved by HUD for completion of The Plaza at Centennial Hill Phase III.

(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                                   |  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Hope VI or Choice Neighborhoods.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Mixed Finance Modernization or Development.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Demolition and/or Disposition.   |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Designated Housing for Elderly and/or Disabled Families.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Conversion of Public Housing to Tenant-Based Assistance.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Conversion of Public Housing to Project-Based Assistance under RAD.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Occupancy by Over-Income Families.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Occupancy by Police Officers.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Non-Smoking Policies.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Project-Based Vouchers.  |
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Units with Approved Vacancies for Modernization.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/>            | 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. MHA's developer partner was awarded 9% tax credits in 2017 for Columbus Square Phase II. The closing is scheduled for early 2018.
2. Smiley Court demolition activities are expected to commence in 2019. MHA may seek approval for the demolition/disposition of Paterson Courts.
3. Consider Rental Assistance Demonstration (RAD).
4. Consider expansion of PBV program in privately owned properties.
5. Expand opportunities for police to live in Public Housing.
6. 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.
7. MHA will apply for Emergency Safety and Security Grants.

**B.3 Civil Rights Certification.**

Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulations*, must be submitted by the PHA as an electronic attachment to the PHA Plan.

**CIVIL RIGHTS CERTIFICATION (Please see attachment a1006a02)**

<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> <p><b>PROGRESS REPORT (Please see attachment a11006b02 for Annual &amp; 5-Year Plan)</b></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> <p><b>RESIDENT ADVISORY BOARD (RAB) COMMENTS (Please see attachment a1006c02 for Annual and 5-Year Plan)</b></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> <p><b>CERTIFICATION BY STATE OR LOCAL OFFICIALS (Please see attachment a11006d02 for Annual and 5-Year Plan)</b></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 type="checkbox"/> <input checked="" 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>
<b>C.1</b>	<p><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.</p> <p><b>MHA has prepared and submitted a 5 Year Action Plan (HUD-50075.2) in EPIC on February 12, 2018. The action plan was approved by HUD on June 13, 2018.</b></p>

**The Montgomery Housing Authority's 5-Year Plan  
FYB 04/01/2019  
al006v02**

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

OMB No. 2577-0226  
Expires: 02/29/2016

**A. PHA Information.**

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

PHA Plan for Fiscal Year Beginning: (MM/YYYY): 04/2019

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.

The Montgomery Housing Authority (MHA) Annual Plan is provided for public view on our website [www.mhatoday.org](http://www.mhatoday.org) and at the following locations:

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
AL006000008	Smiley Court	4103 Marlyn Street 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

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>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><b>In order to achieve this mission, the MHA will:</b></p> <p><b>1. Neighborhood Transformation</b></p> <p>Maintain, develop and increase quality affordable housing through rehabilitation, redevelopment and acquisition, in partnership with private developers, financial institutions and governmental agencies. Outcomes: (a) complete construction of Phases I and II Columbus Square; (b) remaster and finalize plan for Phase III of The Plaza at Centennial Hill and Phase III of Columbus Square; incorporate the former Lister Hill clinic and adjacent parcels; (c) create community space for the residents at Parks Place to include a management office and community resource center as well as a mini interpretative center; (d) reposition Paterson and Smiley Courts through acquisition/rehabilitation; new development using LIHTC (and any proceeds); rental assistance demonstration (RAD), where appropriate, and (e) implement the plan for offsite lease/purchase through developing new infill housing.</p> <p><b>2. Create Administrative Efficiency while Enhancing the Customer Experience</b></p> <p>Streamline business processing to maximize efficiency in the workforce and improve interaction with customers. Outcomes: (a) reduce paper and package usage by creating electronic files and transmitting information electronically including Board packets; (b) provide various electronic means by which residents/participants can place service requests, receive official letters/documents and pay rent/other charges; (c) implement remote re-certifications; (d) link telephone system with software (telephone number will link to a record that will automatically display on the computer screens).</p> <p><b>3. Promote Fair Housing and Deconcentration</b></p> <p>Ensure that the MHA’s portfolio is in compliance with prevailing laws and encourage mobility through housing programs and redevelopment activities. Outcomes: (a) propose a city ordinance requiring new multi-family developers to earmark a percentage of dwellings for low-income families—inclusionary zoning; (b) land bank future development sites in non-impacted census track areas; (c) increase the number of underrepresented families in both the Housing Choice Voucher and Public Housing programs.</p> <p><b>4. Economic Self-Sufficiency Opportunities</b></p> <p>Create economic independence opportunities, through workforce development training and education learning opportunities that will mirror the skill-set that is needed for local industries; bridge residents/participants to technical schools or other higher learning institutions. 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 relationship with banks who will offer incentivized savings programs and mortgage loans.</p> <p><b>5. Expand and Improve Affordable Housing</b></p> <p>Create and take advantage of opportunities to leverage resources to build, acquire/renovate, and rehabilitate new affordable housing. Outcomes: (a) reposition Paterson and Smiley Courts using proceeds from sale; low income housing tax credits and capital/operating reserves; (b) utilize HCV vouchers (received as a result of demolition activities) for PBV activities; (c) launch not-for-profit arm; (d) and if applicable, explore mixed-used models for future development.</p> <p><b>6. Image Transformation-Anchor the Message – MHA properties are Communities of Choice</b></p> <p>Develop vehicles that provide the public with information on existing, ongoing and upcoming initiatives. Outcomes: (a) update website with real time interactive icons; (b) utilize Facebook and twitter to communicate initiatives or feature stories; (c) participate in local apartment associations and neighborhood association meetings; (d) improved public image; (e) production of publication materials including in Annual Report and electronic newsletter; (f) expand partnerships, and create signature programs.</p>

B.2	<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> <p><b>SECTION 1: B.2 GOALS AND OBJECTIVES (PLEASE SEE ATTACHMENT A1006E01)</b></p>
B.3	<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> <p><b>PROGRESS REPORT (Please see attachment a1006b01 &amp; 5-Year Plan)</b></p>
B.4	<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><b>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.</b></p>
B.5	<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 in its plans or policies which fundamentally alter the mission, goals or objectives of the Agency.</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.6	<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 checked="" 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> <p><b>RESIDENT ADVISORY BOARD (RAB) COMMENTS (Please see attachment a1006c01 Annual &amp; 5-Year Plan)</b></p>
B.7	<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> <p><b>CERTIFICATION BY STATE OR LOCAL OFFICIALS (Please see attachment a1006d01 Annual &amp; 5-Year Plan)</b></p>



Attachment a1006a02

# Civil Rights Certifications

Forms HUD 50077-ST-HCV-HP  
HUD-50077-CR

**Certifications of Compliance with  
PHA Plans and Related Regulations  
(Standard, Troubled, HCV-Only, and  
High Performer PHAs)**

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 02/29/2016

**PHA Certifications of Compliance with the PHA Plan and Related Regulations including  
Required Civil Rights Certifications**

*Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the X 5-Year and/or \_\_\_ Annual PHA Plan for the PHA fiscal year beginning **APRIL 1, 2019**, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:*

1. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
2. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
3. The PHA has established a Resident Advisory Board or Boards, the membership of which represents the residents assisted by the PHA, consulted with this Resident Advisory Board or Boards in developing the Plan, including any changes or revisions to the policies and programs identified in the Plan before they were implemented, and considered the recommendations of the RAB (24 CFR 903.13). The PHA has included in the Plan submission a copy of the recommendations made by the Resident Advisory Board or Boards and a description of the manner in which the Plan addresses these recommendations.
4. The PHA made the proposed Plan and all information relevant to the public hearing available for public inspection at least 45 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the Plan and invited public comment.
5. The PHA certifies that it will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
6. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identifying any impediments to fair housing choice within those programs, addressing those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and by maintaining records reflecting these analyses and actions.
7. For PHA Plans that includes a policy for site based waiting lists:
  - The PHA regularly submits required data to HUD's 50058 PIC/IMS Module in an accurate, complete and timely manner (as specified in PIH Notice 2010-25);
  - The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
  - Adoption of a site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
  - The PHA shall take reasonable measures to assure that such a waiting list is consistent with affirmatively furthering fair housing;
  - The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR part 903.7(c)(1).
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

12. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
13. The PHA will provide the responsible entity or HUD any documentation that the responsible entity or HUD needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58 or Part 50, respectively.
14. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
15. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
16. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act, the Residential Lead-Based Paint Hazard Reduction Act of 1992, and 24 CFR Part 35.
17. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments), 2 CFR Part 225, and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
18. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the regulations and included in its Plan.
19. All attachments to the Plan have been and will continue to be available at all times and all locations that the PHA Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its PHA Plan and will continue to be made available at least at the primary business office of the PHA.
22. The PHA certifies that it is in compliance with applicable Federal statutory and regulatory requirements, including the Declaration of Trust(s).


**MONTGOMERY HOUSING AUTHORITY**  
PHA Name

**AL006**  
PHA Number/HA Code

\_\_\_\_\_ Annual PHA Plan for Fiscal Year 20\_\_\_\_\_

5-Year PHA Plan for Fiscal Years 2019 - 2023

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802).

Name of Authorized Official  Evette Hester	Title  Executive Director
Signature 	Date 10/16/18

**Certifications of Compliance with  
PHA Plans and Related Regulations  
(Standard, Troubled, HCV-Only, and  
High Performer PHAs)**

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 02/29/2016

**PHA Certifications of Compliance with the PHA Plan and Related Regulations including  
Required Civil Rights Certifications**

*Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the    5-Year and/or    Annual PHA Plan for the PHA fiscal year beginning **APRIL 1, 2019**, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:*

1. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
2. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
3. The PHA has established a Resident Advisory Board or Boards, the membership of which represents the residents assisted by the PHA, consulted with this Resident Advisory Board or Boards in developing the Plan, including any changes or revisions to the policies and programs identified in the Plan before they were implemented, and considered the recommendations of the RAB (24 CFR 903.13). The PHA has included in the Plan submission a copy of the recommendations made by the Resident Advisory Board or Boards and a description of the manner in which the Plan addresses these recommendations.
4. The PHA made the proposed Plan and all information relevant to the public hearing available for public inspection at least 45 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the Plan and invited public comment.
5. The PHA certifies that it will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
6. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identifying any impediments to fair housing choice within those programs, addressing those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and by maintaining records reflecting these analyses and actions.
7. For PHA Plans that includes a policy for site based waiting lists:
  - The PHA regularly submits required data to HUD's 50058 PIC/IMS Module in an accurate, complete and timely manner (as specified in PIH Notice 2010-25);
  - The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
  - Adoption of a site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
  - The PHA shall take reasonable measures to assure that such a waiting list is consistent with affirmatively furthering fair housing;
  - The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR part 903.7(c)(1).
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

12. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
13. The PHA will provide the responsible entity or HUD any documentation that the responsible entity or HUD needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58 or Part 50, respectively.
14. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
15. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
16. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act, the Residential Lead-Based Paint Hazard Reduction Act of 1992, and 24 CFR Part 35.
17. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments), 2 CFR Part 225, and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
18. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the regulations and included in its Plan.
19. All attachments to the Plan have been and will continue to be available at all times and all locations that the PHA Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its PHA Plan and will continue to be made available at least at the primary business office of the PHA.
22. The PHA certifies that it is in compliance with applicable Federal statutory and regulatory requirements, including the Declaration of Trust(s).

**MONTGOMERY HOUSING AUTHORITY**  
 PHA Name


**AL006**  
 PHA Number/HA Code

  X   Annual PHA Plan for Fiscal Year 2019  
  
       5-Year PHA Plan for Fiscal Years 20\_\_ - 20\_\_

---

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802).

---

Name of Authorized Official  Evette Hester	Title  Executive Director
Signature 	Date <u>10/16/18</u>

**Civil Rights Certification**  
**(Qualified PHAs)**

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB Approval No. 2577-0226  
Expires XX/XX/XXXX

**Civil Rights Certification**

**Annual Certification and Board Resolution**


*Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official, I approve the submission of the 5-Year PHA Plan for the PHA of which this document is a part, and make the following certification and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the public housing program of the agency and implementation thereof:*

The PHA certifies that it will carry out the public housing program of the agency in conformity with title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990, and will affirmatively further fair housing by examining their programs or proposed programs, identifying any impediments to fair housing choice within those program, addressing those impediments in a reasonable fashion in view of the resources available and working with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and by maintaining records reflecting these analyses and actions.

MONTGOMERY HOUSING AUTHORITY  
PHA Name

AL006  
PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official	Title
Dr. John F. Knight	Chairman
Signature 	Date 10/16/18



Attachment a1006b02

# **FYB 2019 PHA PLAN PROGRESS REPORT**

(Annual and 5-Year)

## PROGRESS REPORT

### **Expansion of supply**

#### *Progress:*

- The master plan for The Plaza at Centennial Hill Phase III, including the Lister Hill and another potential future acquisition parcel, Angelica lot, was completed in 2017.
- The Plaza at Centennial Hill Phase III is being master-planned to include additional public housing units, with a preference for veterans.
- Construction Documents are being prepared, for the construction of an additional 40 public housing units at The Plaza at Centennial Hill Phase III.
- The primary source of funding for The Plaza at Centennial Phase III will be MHA's excess operating reserves, through HUD's OFFFP (Operating Funding Financing Program).
- MHA is seeking additional resources for the development of Plaza Phase III, which may include National Housing Trust Fund (NHTF) from Alabama Housing Finance Authority (AHFA) and /or City funds for infrastructure.
- MHA's developer partner, Norstar, has received a 9% tax credit allocation for the revitalization of Trenholm Court. The Columbus Square Phase I mixed-finance transaction closing took place in June 2016.
- Construction has started, on Phase I of Columbus Square, will be comprised of 80 units; 10 of those units were identified as public housing units. Construction was completed in December 2017. The development is now fully occupied.
- MHA's developer partner, Norstar, has also received a 9% tax credit allocation for the revitalization of Trenholm Court-Columbus Square Phase II. The mixed-finance closing occurred in June 2018.
- Phase II of Columbus Square, will be comprised of 80 more affordable housing units; 25 of those units will be public housing units.
- MHA issued a RFP for Co-developer services, in 2018, with a primary focus to redevelop Smiley Court and Paterson Court at multiple, off-site locations in the near future. MHA intends to select a private developer partner by December 2018, for these redevelopment efforts. This co-developer RFP will also allow MHA to redevelop other potential sites.

### **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.
- MHA continues to encourage the use of email addresses and cell phone numbers, to improve communication with public housing residents and applicants.
- MHA continues to enforce the Smoke-Free Policy at all Public Housing communities.
- MHA continues to utilize the online public housing/ assisted housing applications and is in the process of implementing online certification processes.
- Imaged 100% of public housing and housing choice voucher files.

## **Customer Satisfaction**

### *Progress:*

- Using its website and virtual community networks, MHA has provided increased opportunities for customers to provide timely feedback.
- Specific Management functions, in addition to those referenced above, include Customer Service training, semi-annually, for all HCV staff members.
- Online application submittal, whenever the waiting list is open.
- Online service request has been implemented.

## **Finance**

### *Progress:*

- Streamlined accounts payables process, with automatic approval and invoice tracking and matching to purchase orders.
- Implemented a new process to receive online payments from residents for rent and other tenant-related charges.
- Increased training for staff, through webinars and online classrooms for more efficient results.
- Improved accounting processes, by developing more analytical reviews to align with month end reporting.
- Achieved budgetary goals, through increased communication with procurement and other areas to maintain costs.

## **Procurement**

### *Progress:*

- Adopted an electronic procurement system, to streamline operations and ensure compliance with the complex HUD procurement guidelines.
- Implemented electronic Inventory system and trained the management on to adequately record inventory in the database.

## **Modernization/Development**

### *Progress:*

- Demolition of current management/maintenance building will be completed in 2019.
- Demolition of the community building at Parks Place is completed. Construction of an administration building, which will house management office staff and Resident Services, will be completed in 2018.
- New landscaping and site improvements have achieved substantial completion at Parks Place.
- Receipt of 9% LIHTC for Columbus Square II (formerly Trenholm Court).
- MHA has implemented energy-saving measures, identified in the most recent Energy Audit.

- Modernization of nine units in Parks Place has reached substantial completion and will be occupied by October 2018.

### **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.
- 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.
- Changed program operations to issue debit cards to all program participants who receive utility reimbursement payments, to reduce program cost.
- MHA proposes to implement 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 will look to implement recertifying every two years. This reduces inconvenience to residents and increases operational efficiency.
- MHA staff provided HCV relocation services to Smiley residents that obtained relocation vouchers.
- Changed program operations to issue mortgage payments directly to current Homeownership participants.
- MHA staff is updating Administrative Plan to include updated PIH Notices and best practices to optimize program utilization and operational efficiency.
- Imaged 100% of tenant files.

### **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.
- 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.

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. One impediment impacts residents' fair housing choice 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.

discuss with the City and other impacted entities, land use policies or ordinances 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;

strategically acquire future development sites in non-impacted census tract 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 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 a 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 a 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
- 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.

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 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.



Attachment a1006c02

**FYB 2019 PHA PLAN**  
**Resident Advisory Board (RAB)**  
**Comments**

(Annual and 5 Year Plan)



## **Resident Council Advisory Board (RAB) Monthly Meeting**

**July 18, 2018 - 10:00AM  
MHA Central Office**

### **AGENDA**

**Call to Order:** Ms. Townsend, Director of Resident Services  
**Occasion:** RAB Monthly Meeting  
**Prayer:** Corey Stoudemire, Parks Place Resident President  
**Welcome:** Ashley Goldsby, PH FSS Coordinator  
**Discussion:**

- Updates for 5-Yr and Annual Plan
- NNO Events
- Planned Events for August

**Comments and Concerns**

**Adjourn**

COMMISSIONERS:	PAUL HANKINS, Vice-Chair	•	FRANK BROWN	•	CUBIE RAE HAYES	•	ALFRED HOOD
	BETTIE BARNETT	•	WILLIE DURHAM	•	RICHARD E. HANAN	•	RAY ROTON



**Resident Advisory Board (RAB) Meeting**  
**July 18, 2018**  
**10:30 a.m.**

RAB Meeting was held on July 18, 2018, at the MHA Central Office. Attendees included L. Tellis, A. Goldsby, A. Golson, S. Standerfer, K. Murdock, B. Townsend, C. Wright, G. Tanner, T. Berry, S. Hicks, and L. Ray. Minutes were taken by K. Murdock, Resident Services Intern.

**Updates for 5-Yr & Annual Plan (Real Estate & Development)** -Mr. Standerfer began the meeting by reporting the PHA Plan for The Real Estate and Development department. S. Standerfer reported that construction documents are currently being prepared for the Plaza Phase III. He stated, that The Plaza Phase III which is approximately a \$6 million-dollar project, will be the final Phase of The Plaza. Mr. Standerfer stated that the Plaza Phase III will consist of 40 additional public housing units. Next, Mr. Standerfer reported that Columbus Square Phase II will consist of 80 units that mirror the units completed in Phase I. Mr. Standerfer stated that Columbus Square Phase II will be approximately 14 months of construction. Mr. Standerfer reported that there will also be a Columbus Square Phase III. He stated, that MHA expects its developer partner to submit a 9% tax credit application as early as 2019. Mr. Standerfer proceeded to provide information on Parks Place Administrative building, and the Smiley Court Demolition. He stated that Parks Place Administrative building is scheduled to be completed in 2018, and that Smiley Court's Demolition Application has been approved.

**Updates for 5-Yr & Annual Plan (Section -8 Department)** -Ms. Tanner presented her proposed Administrative Plan changes for the Section-8 Department. Ms. Tanner proposed, that annual recertifications are conducted electronically, in person, by mail, or by home visits at the discretion of MHA. Ms. Tanner stated in regard to Interim Recertification, that MHA will only conduct them for families that qualify for EID for disabled household members, as well as zero income households. Ms. Tanner proposed that increases in income between annual recertifications, will not result in rent increases until the next annual recertification. Ms. Tanner also proposed that MHA have access criminal records to determine continued assistance at any time they deem necessary. Lastly, Ms. Tanner briefly discussed The Violence Against Women Act (VAWA), as well as the Section-8 Departments plan to enhance their customer service.

**Updates for 5-Yr & Annual Plan (Public Housing Department)**-Mrs. Berry presented her proposed changes for the Public Housing Department. Mrs. Berry reported a proposal for a change in language for the Work Activity Policy. Mrs. Berry proposed a change in the language to make the work activity properties indefinite instead of 15 years. She also proposed a time frame or cutoff date for residents within a work activity property.

**Updates for 5-Yr & Annual Plan (Resident Services Department)**-Ms. Townsend reported her proposed changes for the Resident Services Department's FSS Program, to increase participation within the program. Ms. Townsend proposed that each participant in the program be required to attend at least

one workshop or seminar a month, each month they are in the program. Ms. Townsend also proposed a limit on the amount of escrow funds a resident can request (70%), as well as limiting the number of requests a participant can make (2 request).

**Meeting Discussion & Conclusion**-Ms. Townsend continued the meeting with discussion of The National Night Out event at the public housing properties, followed by planned events for the month of August. After questions and concerns were voiced, Ms. Townsend concluded the meeting by presenting L. Tellis with a certificate of appreciation, due to this being her final day on the Resident Advisory Board.

Meeting Adjourned at 12:20 p.m.

# MHA Montgomery HOUSING AUTHORITY

## Resident Council Advisory Board (RAB) Monthly Meeting

July 18, 2018 - 10:30AM \* MHA Central Office

### SIGN-IN SHEET

NAME	PROPERTY
Amy Ellis	
Alma Wilson Scott Standerfer	Smiley Court Sibley Neighborhood MHA
KESHA MURDOCK	MHA
<del>Keisha</del>	MHA
Quintaly, Mikidit	MHA
Quintaly Stedney	MHA
Quyns James	MHA
Shanara Perry	MHA
Shantel Hicks	Paterson Court
Davis Taylor	Terrence



Attachment a1006c02

# **FYB 2019 PHA PLAN Public Hearing Comments**



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

EVETTE HESTER  
EXECUTIVE DIRECTOR

EHO - LOE  
JOHN F. KNIGHT, JR.  
CHAIRMAN

## NOTICE OF PUBLIC HEARING

TO: Resident Council Presidents  
Mayor of the City of Montgomery  
Montgomery City Council Members  
Stakeholders/Community Partners  
Any other interested groups or organizations

FROM: Evette Hester, Executive Director

SUBJECT: 2019 Annual and Five-Year Plan and Five-Year Action Plan

DATED: October 1, 2018

The Board of Commissioners and I invite you to a Public Hearing on **Wednesday, October 10, 2018** at 2:00 P.M. in the Board room at 525 S. Lawrence Street, Montgomery, Alabama 36104. The Public Hearing is being held to offer an opportunity for public comments, prior to finalizing the Montgomery Housing Authority’s 2019 Annual and Five-Year Plan including a Five-Year Action Plan for submission to the U.S. Department of Housing and Urban Development (HUD).

These plans were prepared with input from residents of public housing and are designed to identify and govern the Housing Authority’s current and future administrative, management, development/modernization, and resident service policies and activities.

As required, the draft plans and supporting documents are available for a 45-day public review and comment period at our Administrative Office at 525 S. Lawrence Street, Montgomery, and on our website at [www.mhatoday.org](http://www.mhatoday.org).

We look forward to seeing you at the public hearing.

cc: Board of Commissioners, MHA  
Department Heads  
Property Managers

***WORKING TOGETHER FOR A BETTER TOMORROW***

COMMISSIONERS.	PAUL HANKINS, Vice-Chair	FRANK BROWN	CUBIE RAE HAYES	ALFRED HOOD
	BETTIE BARNETT	WILLIE DURHAM	RICHARD E. HANAN	RAY ROTON



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

EHO – EOE

EVETTE HESTER  
EXECUTIVE DIRECTOR

JOHN F. KNIGHT, JR  
CHAIRMAN

# NOTICE OF PUBLIC HEARING

*The Board of Commissioners and the Executive Director  
of the  
Montgomery Housing Authority*

**INVITE  
INTERESTED PARTIES  
TO A  
PUBLIC HEARING  
TO REVIEW AND OFFER FINAL COMMENTS ON  
THE MONTGOMERY HOUSING AUTHORITY’S  
2019 ANNUAL AND FIVE-YEAR PLAN and  
FIVE YEAR ACTION PLAN  
ON  
WEDNESDAY, OCTOBER 10, 2018 AT 2:00 PM  
IN THE BOARD ROOM  
AT  
525 S. Lawrence Street, Montgomery, Alabama 36104**

The 2019 PHA Plans and Five-Year Action Plan are available  
at the Central Office at 525 S. Lawrence Street, Montgomery, AL 36104  
and is also on our website at <http://mhatoday.org/>

## WORKING TOGETHER FOR A BETTER TOMORROW

COMMISSIONERS:	PAUL HANKINS, Vice-Chair	•	FRANK BROWN	•	CUBIE RAE HAYES	•	ALFRED HOOD
	BETTIE BARNETT	•	WILLIE DURHAM	•	RICHARD E. HANAN	•	RAY ROTON

Hearing impaired assistance is available in Alabama by dialing 711  
Crime and Fraud hotline – call: 334-206-7111

# Montgomery Advertiser

PART OF THE USA TODAY NETWORK

## Classified Ad Receipt (For Info Only - NOT A BILL)

**Customer:** MHA PROCUREMENT OFFICE

**Address:** 525 S LAWRENCE ST  
MONTGOMERY AL 36104  
USA

**Ad No.:** 0003100985

**Pymt Method:** Invoice

**Net Amt:** \$196.00

**Phone:** (334) 206-7130

**Run Times:** 2

**No. of Affidavits:** 0

**Run Dates:** 08/19/18, 08/20/18

### Text of Ad:

#### PUBLIC NOTICE

Montgomery Housing Authority (MHA)  
DRAFT FYB 2019 Annual Plan and 5-Year Plan  
45-day Public Comment Period

The Montgomery Housing Authority's FYB 2019 Annual and 5-Year 2019-2023 has been updated and is available for public comments for the next 45 days, commencing on Sunday, August 12, 2018 and ending Wednesday, September 26, 2018.

The 2019 PHA Plan will be available for review at the Central Office at 525 S. Lawrence Street and on MHA's website at [www.mhatoday.org](http://www.mhatoday.org). All comments must be made in writing and addressed to Christalyn Wright, Real Estate Coordinator, Montgomery Housing Authority, 525 S. Lawrence Street, Montgomery, Alabama 36104. Written comments must be received no later than 12:00 p.m. on Tuesday, October 9, 2018.

A Public Hearing is scheduled October 10, 2018 at 2:00 P.M. in the Board Room at 525 S. Lawrence Street, Montgomery, Alabama 36104. Interested parties are invited to attend.

Mont. Adv. 8/19, 8/20/2018  
3100985



**PHA Public Hearing  
2019 Annual and Five-Year Plan  
2019 Five-Year Action Plan**

**October 10, 2018  
Boardroom  
2:00 p.m.**

**Attendees Present-**

The meeting was called to order at 2:01pm by Monique L. Pierre, Director of Real Estate Development. Meeting purpose is to provide attendees with updates on the 2019 Annual and Five-Year Plan and the 5-Year Action Plan. All comments will be recorded.

Introduced panels of presenters: Attendees from MHA included S. Standerfer, Project Manager, M. Pierre, Director of Real Estate Development, B. Townsend, Interim Director of Public Housing and Director of Resident Services, and G. Tanner, Director of Assisted Housing Programs. Minutes were taken by C. Wright, Real Estate Coordinator. (For attendees, please see sign-in sheet)

**Brandie Townsend (Public Housing)-**

Ms. Townsend reported a proposal for change of language to the Work Activity Policy. The first proposal would allow work activity properties to become indefinite instead of 15 years. The second proposal changes the language to protect the residents who lost their jobs due to uncontrollable circumstances, while adding a time limit on those who are continuously in and out of work.

**Brandie Townsend (Resident Services)-**

Ms. Townsend proposed that each participant in the Family Self-Sufficiency (FSS) program, attend at least one mandatory workshop or seminar a month during the duration of their time in the program. Ms. Townsend also proposed a limit on the amount of escrow advancement funds a resident can receive, as well as limiting the number of escrow advancement requests a participant can make (2 requests).

**Glynnis Tanner (Housing Choice Voucher Program)-**

Ms. Tanner proposed changes to the Annual Recertification process as well as changes to Interim Recertification. The first proposed change is that Annual Recertifications are conducted electronically, in person, by mail, or by home visits, at the discretion of MHA. Regarding Interim Recertification, the proposed changes state that MHA will only conduct Interims for families that qualify for EID for disabled household members, as well as zero income households. There will also be no rent increases after an Annual Recertification, until the residents next Recertification. Section 8 is also proposing that MHA have

continued access to criminal records any time they deem necessary. Lastly, Ms. Tanner reported Section 8's plan to enhance their customer service, as well as working more with The Violence Against Women Act.

#### **Monique L. Pierre (Real Estate Development)-**

Ms. Pierre reported that construction documents are currently being prepared for the Plaza Phase III (previously Tulane Court). She stated, that The Plaza Phase III which is approximately a \$6 million-dollar project, will be the final Phase of The Plaza. Ms. Pierre also stated that the Plaza Phase III will consist of 40 additional public housing units. Next, Ms. Pierre reported that Columbus Square Phase II (previously Trenholm Court) will consist of 80 units that mirror the units completed in Phase I. Ms. Pierre stated that Columbus Square Phase II will be approximately 14 months of construction. This will be a mixed-finance deal. Ms. Pierre reported that there will also be a Columbus Square Phase III. He stated, that MHA expects its developer partner to submit a 9% tax credit application as early as 2019. Ms. Pierre proceeded to provide information on Parks Place (previously Cleveland Court) Administrative building, and the Smiley Court Demolition. She stated that Parks Place Administrative building is scheduled to be completed in 2018. Once the new building is completed, MHA will demolish the structure and add green space and playground. The Smiley Court Demolition Application has been approved and relocation of the tenants has started.

#### **5-Year Action Plan-**

Budgets for the next five years were reviewed line-by-line to distinguish between capital funds (not maintenance dollars) and development activities funding, provide general knowledge of the items/areas that will be funded.

Funds will be spent on development activities, demolishing Smiley Court (in phases), purchasing of playground equipment, painting areas at Richardson Terrance, replacement of shower heads, lighting, investment in the professional development of maintenance mechanics, architect fees and others.

#### **Questions-**

**Ms. Mary Williams:** What are the plans for Patterson Court?

**Scott Standerfer:** We are in the process of assessing what it will take to renovate or reposition the property.

No further questions, the meeting was adjourned at 2:26pm.



MONTGOMERY HOUSING AUTHORITY (MHA)  
PUBLIC HEARING  
ANNUAL PLAN AND 5 YEAR PLAN  
SIGN-IN SHEET

WEDNESDAY, OCTOBER 10, 2018  
525 S. LAWRENCE STREET  
MONTGOMERY, ALABAMA 36105

PLEASE SIGN YOUR NAME BELOW

1.	Donal Coon	BBVA Compass
2.	Bruce Crawford	BBVA Compass
3.	Tay Knight	Family Sunshine Center
4.	Mary S. Williams	Family Sunshine Center
5.	Cynthia McCollister	B.O.N.D.S.
6.	Glynis Ganner	MHA
7.	Brandi Townsend	MHA
8.	Monique S. Pierre	MHA - RED
9.	Scott Scandeyfer	MHA - RED
10.	Chlydia	MHA
11.		
12.		
13.		



MONTGOMERY HOUSING AUTHORITY (MHA)  
PUBLIC HEARING  
5-YEAR ACTION PLAN  
SIGN-IN SHEET

WEDNESDAY, OCTOBER 10, 2018  
525 S. LAWRENCE STREET  
MONTGOMERY, ALABAMA 36105

PLEASE SIGN YOUR NAME BELOW

1.	Cynthia McCallister - B.O.N.D.S.
2.	Donna Coon - BBVA Compass
3.	Bruce Crawford - BBVA Compass
4.	Tony Knight - Family Sunshine Center
5.	Mary S. Williams - Family Sunshine Center
6.	Brenda Townsend - MHA
7.	Scott Standen - MHA RED
8.	Monique L. Perry - MHA - RED
9.	Glynis Tanner - MHA
10.	Cheryl - MHA
11.	
12.	
13.	



Attachment a1006d02

**FYB 2019 PHA PLAN**  
**Certification by State or Local**  
**Officials**

(Annual and 5-Year)

**Certification by State or Local  
Official of PHA Plans Consistency  
with the Consolidated Plan or  
State Consolidated Plan**

U. S Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 2/29/2016

**Certification by State or Local Official of PHA Plans  
Consistency with the Consolidated Plan or State Consolidated Plan**

I, Todd Strange, the Mayor  
*Official's Name* *Official's Title*

certify that the 5-Year PHA Plan and/or Annual PHA Plan of the

The Housing Authority of the City of Montgomery, Alabama

*PHA Name*

is consistent with the Consolidated Plan or State Consolidated Plan and the Analysis of

Impediments (AI) to Fair Housing Choice of the

The City of Montgomery, Alabama


*Local Jurisdiction Name*

pursuant to 24 CFR Part 91.

Provide a description of how the PHA Plan is consistent with the Consolidated Plan or State Consolidated Plan and the AI.

In the City of Montgomery 2015-2019 Consolidated Plan, the Comprehensive Housing Affordability Strategy (CHAS) data indicates the housing need among rental households with incomes below 30% HAMFI with a housing cost burden greater than 50% of their income is 5,715 households. This overburden group is served through the Montgomery Housing Authority's existing public housing inventory, Housing Choice Voucher (HCV) tenant-based vouchers and mixed-finance housing development efforts. The Montgomery Housing Authority (MHA) provides affordable housing for households at or below 30% of area median income in both the public housing and HCV programs while further including income tiers in its development efforts for newly constructed mixed-finance communities to help insure that the neediest families, those below 30% AMI, are given preference in the leasing process. In addition, MHA tenants pay no more than 30% of their adjusted household income for the tenant portion of the rent. Therefore, the activities presented in the MHA PHA Annual - 5-Year plan are in alignment and fully consistent with the City of Montgomery Consolidated Plan.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official	Title
Todd Strange	Mayor
Signature 	Date 5/10/19

# **FYB 2019 PHA PLAN**

## **Goals and Objective**

## **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 10 days
- Ensure that all indicators are performed consistent with high-performance criteria
- Complete emergency work orders within 24 hours
- Complete routine work orders within 3 days or less

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

*Objectives:*

- Upgrade curb appeal (mini-blinds, paint, landscaping, etc.)
- Improve common areas
- Install additional security and safety measures
- Upgrade the dwelling unit's interior and exterior

**Develop and implement more efficient and convenient ways for residents to pay rent, using technology (i.e. web portals, telephones and/or electronic funds transfer (EFT):**

*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, to routinely measure performance in management indicators at the Plaza at Centennial Hill and Columbus Square:**

*Objectives:*

- Collect rent above HUD requirements
- Maintain vacancy rate and vacancy turnaround, consistent with metrics for traditional public housing (vacancy rate 2% or less, turnaround time 10 days or less)
- Ensure expenses do not exceed revenue
- Review annual budgets
- Ensure units are inspected using UPCS/HQS guidelines annually
- Audit 5% of files each month, to full ensure compliance

## Goals and Objectives

### **Develop and implement an affirmative marketing plan, to reach under-represented groups and translate marketing material in languages, as needed:**

#### *Objectives:*

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

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

#### *Objectives:*

- Continue to encourage residents to use established methods, for confidentially reporting unlawful activities
- Increase participation in joint meetings with police department
- Continue to monitor surveillance activity, during and after business hours
- Continue to employ after hour security, as needed, in public housing communities

### **Develop a new public housing orientation package; consider brochure and tenant orientation, as up-loadable video to a website:**

#### *Objectives:*

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

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

#### *Objectives:*

- Continue to 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 80% or more clients utilizing online work order system by FYE 2019
- Fully utilize software to track inventory and train staff
- Evaluate staffing needs and realign, when necessary

### **Foster a 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 (HCV) Operations

### **Achieve “Higher Performer” rating under SEMAP (or HUD equivalent) program:**

#### *Objectives:*

- Ensure that all indicators are performed consistently, according to high-performance criteria
- Self-assess program monthly and make necessary adjustment(s), to ensure optimal performance

## Goals and Objectives

- Ensure units are inspected annually, and re-inspections are conducted within 28 days after failed inspection

### **Streamline business process to create effective and efficient program administration, including outsourcing some or all HCV business operations:**

#### *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 allow remote re-certifications for the entire program
- Review budget, to ensure management improvements are funded

### **Obtain zero independents audit findings:**

#### *Objectives:*

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

### **Improve customer service:**

#### *Objectives:*

- Respond to all (internal & external) inquiries the same day they are received
- Continue customer service training
- Host quarterly landlord meetings, and partner with stakeholders (i.e., Veteran's Administration and Alabama Real Estate Association)
- Implement customer service satisfaction survey
- Develop strategies to minimize payable discrepancies

### **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 180 days
- Ensure that program voucher utilization is at 97% or better

### **Develop and implement an affirmative marketing plan to reach under-represented groups and translate marketing material in languages, as needed:**

#### *Objectives:*

- Expand Project-Based Voucher (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

## **Goals and Objectives**

**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 (i.e., Montgomery Apartment Association)

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

*Objectives:*

- Fully utilize software, train staff accordingly
- Evaluate Staffing needs, 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

**Ensure that current Violence Against Women Act (VAWA) information is provided to all HCV participants:**

*Objectives:*

- Provide most current VAWA information at incoming portability briefings, initial briefing and annual briefing

**Train and cross-train staff**

*Objectives:*

- Minimize the need for outside contractors
- 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, with in 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

## Goals and Objectives

### Increase Customer Satisfaction

*Objectives:*

- Continue to enhance customer service, by consistently reviewing established protocol
- Improve routine work orders and reduce turnaround time to three days (maximum)
- Respond to internal and external inquiries within 24 hours
- Improve the curb appeal of all communities
- 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 ensure communication of MHA's goals and directives to its residents
- Install Kiosk in main lobby to automate service
- Implement telephone tracking system software

### Improve Financial Health of the MHA

*Objectives:*

- Develop five-year forecasting tool for construction, acquisition and redevelopment of public housing units, in connection with the Real Estate Department
- Automate financial reporting to improve effectiveness and efficiency
- Streamline accounts payable process to include 100% electronic payments to vendors and automate approval of vendor payment
- Equip staff with functional training, related to their respective areas
- Revise SOPs and streamline document retention
- Document image Accounting files and records

### 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 involvement in trade service workshops
- Implement E-Procurement and work with companies to increase participation
- Increase Section 3 participation
- Conduct minority-owned business workshops
- Implement electronic inventory module in Yardi
- 100% inventory accuracy
- Image all contracts, RFPs, responses to RFPs, postings, manuals, etc.

### Enhance Information Technology

*Objectives:*

- Continue to enhance the functionality and informative appeal of the website (quarterly)
- Improve internal and external technology communication Organize electronic filing system
- Continue to improve technology to enhance business objectives

## Goals and Objectives

- 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 24-hour response time, for any defective equipment
- Create dashboards for real-time metrics in all program areas
- Automate the Payables process
- Renovate the current website to make the site more vibrant and user friendly
- Update website portal, to include accepting rent payments
- Upgrade telephone system
- Add kiosk to lobby

## 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
- Establish employee satisfaction surveys, to understand areas of concern and develop practices/processes to tackle core issues
- Administer MHA Intern Program
- Diversify recruiting methods
- Explore cost savings on benefits plans
- Establish partnerships with local business partners to offer discounts to MHA employees (no cost associated)
- Implement online onboarding process
- Implement annual online election
- Coordinate annual fair housing training
- Refine Strategic Plan
- Explore cost savings for commercial and group insurance
- Conduct yearly driver's license checks for the auto insurance policy
- Ensure that HAIG identified deficiencies are corrected within 30 days after being identified
- Develop a strategy to promote workplace diversity
- Minimize agency risk and exposure
- Improve public image of MHA, through networking opportunities
- Develop staff/compensatory retention plan to recruit top talents
- Image personnel files (all material except manual)
- Develop strategies to promote team dynamics, unity and morale

**Goals and Objectives**

**Expand and Advance Real Estate Activities to Improve Housing Inventory**

**Reposition assets to create viable and sustainable communities.**

*Objectives:*

- Seek opportunities to eliminate blight, through comprehensive neighborhood planning
- Improve the quality of residential life, by tying resident socio-economic advancement to housing development activities
- Become a valuable resource for the community and city economic development activities

**Redevelop Phase II of Columbus Square**

*Objectives:*

- Create contemporary, viable and sustainable rental dwellings units
- Strategically develop units, to achieve enough critical mass to attract additional private and public investment
- Eliminate blight
- Create a sound socio-economic foundation for low-income families by creating safe, stable communities with quality housing

**Redevelop Phase III of Columbus Square**

*Objectives:*

- Develop affordable rental housing units, complementary to the previous Phases I and II of Columbus Square
- Create a walkable community with engaging community spaces
- Encourage activities that promote resident advancement and economic independence
- Involve local community leaders and business owners, when using housing as leverage for sustainable economic growth

**Strategically acquire real estate parcels, to augment current redevelopment or renovation projects**

*Objectives:*

- Eliminate blighted structures in project area through acquisition and rehabilitation or demolition activities.
- Provide additional amenities (i.e., parking)
- Incorporate the “Lister Hill” parcel as a part of Phase III
- Incorporate the Angelica lot with ADEM remediations as a part of Phase III

**Re-master plan and self-develop Phase III of the Plaza at Centennial Hill**

*Objectives:*

- Engage the business, arts and higher learning institutions, to spawn economic development along Adams Avenue
- Create viable, sustainable rental dwelling units
- Create a critical mass that will generate economic development
- Eliminate blight
- Create a sound socio-economic foundation for low-income families by creating safe, stable communities with quality housing.

**Demolish unsafe structures at Smiley and Redevelop Off-Site**

*Objectives:*

- Remove/eliminate safety hazards
- Obtain replacement housing funds for lost inventory

**Goals and Objectives**

- Issue RFP for private developer partner to develop replacement housing

**Reposition Paterson Courts**

*Objectives:*

- Issue RFP for private developer partner to redevelop Paterson Court off-site locations through new construction and/or acquisition/ rehab approach
- Potentially submit demolition and/or disposition application for Paterson Courts contingent upon the outcome of master planning efforts
- Obtain vouchers for lost inventory, contingent upon the outcome of master planning efforts

**Create community amenities for Parks Place**

*Objectives:*

- Demolish existing management office building and community center
- Create state of the art playground area
- Incorporate Pre-K classroom within the community center

**Reposition/Redevelop of non-performing assets (Cedar Park) and 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 including LIHTC, RHF, and grants
- Develop in-fill housing (for lease/purchase) adjacent to new development
- Identify and secure acquisitions that can be converted to the public housing using the U.S. Department of Housing and Urban Development Site and Neighborhood Standards
- Develop additional 40 public housing units at The Plaza at Centennial Hill Phase III, with a preference for veterans
- Update five-year financial plan, identifying sources and uses

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

*Objectives:*

- Ensure designated units comply with the 504 accessibility requirements, through assessments
- Develop five-year plan to address the deficit in the 504 accessibility requirements

**Ensure that grant funds, and HUD reports are prepared consistent with its respective requirements**

*Objectives:*

- Develop a grant reporting matrix, to track and ensure that grant funds are obligated and expended in accordance with HUD guidelines
- Ensure that grant funds are obligated and expended in a manner that allows the maximum points under the PHAS program

**Goals and Objectives**

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

*Objectives:*

- Continue to oversee the comprehensive rehabilitation of Cleveland Court
- Conduct a physical needs assessment, to evaluate the conditions of each property
- Reposition of Paterson Court Community
- Implement exterior site improvements at all MHA developments to extend the viability of the assets. Exterior maintenance and repairs include comprehensive maintenance and repair activities to improve curb appeal and building integrity. Exterior improvements include but are not limited to energy efficient upgrades, repaving parking lots, landscaping, erosion control and drainage, painting, lighting, installation of mailbox blocks, graffiti removal, sidewalks and signage. Targeted sites include Gibbs Village East, Gibbs Village West, Richardson Terrace, Parks Place (Cleveland Court), Victor Tulane Gardens and Patterson Court.
- Implement interior site improvements at all MHA developments to extend the viability of the asset through needed maintenance and repair activities. Interior maintenance and repairs include but are not limited to energy efficient upgrades, electrical, mechanical, heating, cooling, plumbing, flooring, insulation, painting, and other improvements to the development asset in common use areas and in resident units. Targeted sites include Gibbs Village East, Gibbs Village West, Richardson Terrace, Parks Place (Cleveland Court), Victor Tulane Gardens and Patterson Court.

**Demolish or Dispose of Obsolete Public Housing**

*Objectives:*

- Demolition of all buildings at Smiley Court, due to structural damage
- Review the feasibility of Paterson Courts' demolition and disposition, and submit a demolition application, if appropriate
- Determine the feasibility of developing at Parks Place, to honor former resident Ms. Rosa Parks, a civil rights leader and national icon, by converting nine public housing units into a community resource center

**Provide Replacement Public Housing**

*Objectives:*

- Acquire existing developments, to rehabilitate and replace demolished public housing units
- Establish site-based waiting list for public housing
- Issue a RFP to redevelop Smiley Court and/or Paterson Court, at multiple off-site locations through new construction and/or acquisition/rehab approach
- Identify in-fill lots and/or distressed homes in the Centennial Hill neighborhood, for acquisition and/or redevelopment and homeownership opportunities through a lease/purchase program
- Identify other acquisition and development of in-fill lots
- Acquire existing multi-family developments that are nearing the end of their compliance period

## **Goals and Objectives**

### **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
- 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
- Expand housing opportunities through PBV

### **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 includes resident families and community events
- Continue to make periodic presentations, to civic groups and neighborhood associations, that explore 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 MHA's communities
- Increase and improve common area lighting, in all housing communities
- Conduct periodic lighting surveys, to determine the adequacy of public lighting and 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, by organizing FSS orientations at public housing community centers
- Present both FSS and HCV Homeownership information during new admission and relocation briefings
- Host monthly financial literacy and credit repair seminars that are presented by third-party financial institutions
- Present Homeownership seminars, from local mortgage companies and local realtors, to encourage future homeownership opportunities and participation in the HCV Homeownership program
- Enroll 20 families to participate in the HCV homeownership program, with at least 5 obtaining a home
- Increase participation by 10% in FSS programs and increase escrow accounts by 10%

### **Goals and Objectives**

- Distribute job opportunities, monthly, to residents who are unemployed or underemployed
- Assist families who are in violation of the work activity policy, by helping them gain employment within 6 months
- Schedule Job Ready Workshops and increase the number of families employed from the previous fiscal year by 10%
- Assist residents interested in entrepreneurial activities
- Increase the number of persons receiving a GED and post-secondary/technical school degree by 10%
- Create an apprenticeship program

### **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 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.