

<b>PHA 5-Year and Annual Plan</b> <b>DRAFT</b> -For 45 Day Public Review and Comment From 10-21-09 through 12-04-09	<b>U.S. Department of Housing and Urban Development</b> <b>Office of Public and Indian Housing</b>	OMB No. 2577-0226 Expires 4/30/2011
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1.0	PHA Information PHA Name: <u>Montgomery Housing Authority</u> PHA Code: <u>AL006</u> PHA Type: <input type="checkbox"/> Small <input type="checkbox"/> High Performing <input checked="" type="checkbox"/> Standard <input type="checkbox"/> HCV (Section 8) PHA Fiscal Year Beginning: (MM/YYYY): <u>04/2009</u>																														
2.0	Inventory (based on ACC units at time of FY beginning in 1.0 above) Number of PH units: <u>1701</u> Number of HCV units: <u>2393</u>																														
3.0	Submission Type <input checked="" type="checkbox"/> 5-Year and Annual Plan <input type="checkbox"/> Annual Plan Only <input type="checkbox"/> 5-Year Plan Only																														
4.0	PHA Consortia <input type="checkbox"/> PHA Consortia: (Check box if submitting a joint Plan and complete table below.)																														
	<table border="1"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) Included in the Consortia</th> <th rowspan="2">Programs 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>PHA 1:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>PHA 2:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>PHA 3:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Participating PHAs	PHA Code	Program(s) Included in the Consortia	Programs Not in the Consortia	No. of Units in Each Program		PH	HCV	PHA 1:						PHA 2:						PHA 3:									
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5.0	5-Year Plan. Complete items 5.1 and 5.2 only at 5-Year Plan update.																														
5.1	Mission. State the PHA's Mission for serving the needs of low-income, very low-income, and extremely low income families in the PHA's jurisdiction for the next five years:																														
5.2	Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.																														
6.0	PHA Plan Update (a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission: (b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions.																														
7.0	Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers. Include statements related to these programs as applicable.																														
8.0	<b>Capital Improvements.</b> Please complete Parts 8.1 through 8.3, as applicable.																														
8.1	<b>Capital Fund Program Annual Statement/Performance and Evaluation Report.</b> As part of the PHA 5-Year and Annual Plan, annually complete and submit the <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i> , form HUD-50075.1, for each current and open CFP grant and CFFP financing.																														

8.2	Capital Fund Program Five-Year Action Plan. As part of the submission of the Annual Plan, PHAs must complete and submit the Capital Fund Program Five-Year Action Plan, form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan.
8.3	<p><b>Capital Fund Financing Program (CFFP).</b></p> <p><input type="checkbox"/> Check if the PHA proposes to use any portion of its Capital Fund Program (CFP)/Replacement Housing Factor (RHF) to repay debt incurred to finance capital improvements.</p>
9.0	Housing Needs. Based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data, make a reasonable effort to identify the housing needs of the low-income, very low-income, and extremely low-income families who reside in the jurisdiction served by the PHA, including elderly families, families with disabilities, and households of various races and ethnic groups, and other families who are on the public housing and Section 8 tenant-based assistance waiting lists. The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location.
9.1	Strategy for Addressing Housing Needs. Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. Note: Small, Section 8 only, and High Performing PHAs complete only for Annual Plan submission with the 5-Year Plan.
10.0	<p>Additional Information. Describe the following, as well as any additional information HUD has requested.</p> <p>(a) Progress in Meeting Mission and Goals. Provide a brief statement of the PHA's progress in meeting the mission and goals described in the 5- Year Plan.</p> <p>(b) Significant Amendment and Substantial Deviation/Modification. Provide the PHA's definition of "significant amendment" and "substantial deviation/modification"</p>
11.0	<p>Required Submission for HUD Field Office Review. In addition to the PHA Plan template (HUD-50075), PHAs must submit the following documents. Items (a) through (g) may be submitted with signature by mail or electronically with scanned signatures, but electronic submission is encouraged. Items (h) through (i) must be attached electronically with the PHA Plan. Note: Faxed copies of these documents will not be accepted by the Field Office.</p> <p>(a) Form HUD-50077, PHA Certifications of Compliance with the PHA Plans and Related Regulations (which includes all certifications relating to Civil Rights)</p> <p>(b) Form HUD-50070, Certification for a Drug-Free Workplace (PHAs receiving CFP grants only)</p> <p>(c) Form HUD-50071, Certification of Payments to Influence Federal Transactions (PHAs receiving CFP grants only)</p> <p>(d) Form SF-LLL, Disclosure of Lobbying Activities (PHAs receiving CFP grants only)</p> <p>(e) Form SF-LLL-A, Disclosure of Lobbying Activities Continuation Sheet (PHAs receiving CFP grants only)</p> <p>(f) Resident Advisory Board (RAB) comments. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations. <b>Attachment a1006x01</b></p> <p>(g) Challenged Elements</p> <p>(h) Form HUD-50075.1, Capital Fund Program Annual Statement/Performance and Evaluation Report (PHAs receiving CFP grants only)</p> <p>(i) Form HUD-50075.2, Capital Fund Program Five-Year Action Plan (PHAs receiving CFP grants only)</p>

**MONTGOMERY HOUSING AUTHORITY**  
**FY2009 AGENCY PLAN ANNUAL UPDATE**

**SECTION 5.0 THROUGH 10.0**

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## **5.0 Five-Year Plan**

### **5.1 Mission Statement**

The mission of the *Montgomery Housing Authority* is to provide quality, innovative housing for diverse families in need, promote opportunities for self sufficiency, economic independence and homeownership; and, to build thriving communities in the City of Montgomery, Alabama.

### **5.2 Goals and Objectives**

*Goal: Expand the supply of assisted housing*

*Objectives:*

- Apply for additional rental vouchers: The MHA will apply for additional vouchers, as needed, to support redevelopment activity and address housing needs.
- Reduce public housing vacancies: The MHA is working toward achieving a turnaround time of no more than thirty (30) days with a vacancy rate of no more than 3% for all developments.
- Leverage private or other public funds to create additional housing opportunities: The MHA plans to leverage the funds it has received from the sale of Riverside Heights-AL 6-4, AL 6-1 and AL 6-7 (AMP Nos. AL006000004 and AL006000001 and AL006000007) to create additional mixed finance/mixed use housing. The MHA received approval of its demolition application submitted to the Special Applications Center (SAC) for the remaining portion of Victor Tulane Court-AL 6-3&9 (AMP AL006000003) which it plans to redevelop as a mixed finance/mixed income housing community. The MHA has contracted out the following services for the redevelopment of mixed- finance/mixed-income housing to replace Tulane Court: Project Manager, Legal Counsel, Master Planner and Development Partner. The MHA is in the process of hiring a Development Director.
- A market study has been performed on the feasibility for housing at the old Cedar Park site. The results of this study are attached. Based on this study, the MHA is seeking the best and most equitable means of disposing of this property.

*Goal: Improve the quality of assisted housing*

*Objectives:*

- Improve public housing management: (PHAS score): **71** (3/31/2009)
  - ∇ The MHA expects to remain a standard performer and projects a score of 75 for 2010. The MHA will work toward achieving higher performance and increasing its PHAS score to 90% by 2011; The MHA has created a Quality Assurance (QA) department to monitor RIM and ensure compliance and conducts frequent audits to ensure compliance.
  - ∇ MHA will work on improving its work order turn around time by providing training to its maintenance employees.
  - ∇ MHA will work on improving its inspections protocol.
  - ∇ MHA has received HUD approval to demolish the remaining half of
  - ∇ Victor Tulane Court and also received approval of its application for relocation vouchers. MHA will demolish and redevelop this property with mixed-income units.
  - ∇ MHA has plans to contract for the services of a Project Manager to oversee all development activities.
  - ∇ National Facilities Consultants, Inc. performed a Needs Assessment for all MHA developments. These assessments will assist the MHA in determining the work items that require modernization.
  - ∇ MHA will continue to meet with the MPD for more after-hour patrols in housing communities.
  - ∇ MHA will identify additional policing resources to patrol its housing communities.
  - ∇ MHA will be looking at other resources to improve safety in its housing communities.
- Improve voucher management: (SEMAP score): **74** (3/31/2009)
  - ∇ The MHA will anticipate a score of 70% or above to maintain standard performance.
  - ∇ At this time, the MHA anticipates an improvement in utilization to 95% of expended funds.
  - ∇ The MHA anticipates an improvement in Housing Quality Standards Enforcement of Inspections to meet SEMAP standards for deficiency completion dates.
  - ∇ The MHA has created a Quality Assurance (QA) department to monitor SEMAP. The QA staff conducts frequent audits to ensure compliance.
- Increase customer satisfaction: Contingent upon funding availability, the MHA will:
  - ∇ Develop a customer service protocol;

- ∇ Improve routine work order turn around time to three (3) days;
  - ∇ Respond to internal and external inquiries within 24 hours;
  - ∇ Improve the curb appeal of its properties;
  - ∇ Offer Customer Service training to its employees;
  - ∇ Develop and publish a news letter for its residents;
  - ∇ Hire a Coordinator to link residents to essential community services in the community;
  - ∇ Develop internal controls to improve the delivery of services to our constituents;
  - ∇ Promote excellence;
  - ∇ Establish monthly Resident Advisory Board and Council meetings to better communicate the goals and directives of the MHA to its residents.
- Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections):
  - ∇ Voucher unit inspections and public housing unit inspections;
  - ∇ Improve work order completion time;
  - ∇ Increase occupancy rate;
  - ∇ Increase rent collection;
  - ∇ Focus housing management efforts to emphasize good housekeeping and improve curb appeal;
  - ∇ Investigate feasibility of sending the utility allowance payments electronically to HCV recipients;
  - ∇ Improve HQS Enforcement;
  - ∇ Improve Utilization of HCV funding;
  - ∇ Improve landlord base;
  - ∇ Improve financial internal controls;
  - ∇ Collaborate with local law enforcement to improve security at sites;
  - ∇ Streamline procurement;
  - ∇ Partner with local community agencies to improve and strengthen community relations and encourage on-site services in public housing communities.
  - ∇ Staff training in all management areas will continue to be provided both in-house and off-site.
- Renovate or modernize public housing units:
  - ∇ Richardson Terrace: (1) The MHA has upgraded the elevators to meet 2009 federal guidelines. (2) Generator for the Elevators is complete.
  - ∇ Paterson Court: Complete resurfacing of streets and parking areas.
  - ∇ Smiley Court: (1) Central air-conditioning; (2) The demolition of 76 structurally damaged units at Smiley Court is complete. MHA will build localized play areas, as planned.
  - ∇ Repair sewer lines at Smiley and Gibbs.

- ∇ Tulane Court: MHA will bid out the construction of a maintenance shop that will service Victor Tulane Gardens and the planned mixed-finance/mixed-income development that will replace the existing Victor Tulane Court property.
  - ∇ Richardson Terrace: Renovate units – kitchens and baths. New roof.
  - ∇ Cleveland Court: Water heaters and new heating.
- Demolish or dispose of obsolete public housing:
  - ∇ Disposition: The sale of Riverside Heights (AMP Nos. AL006000004, AL006000001 and AL006000007), to include closing, is completed. The Escrow Agreement has been executed and the monies received are in an escrow account with Regional Financial Corporation.
  - ∇ The MHA received approval of its initial redevelopment plans in August 2007. MHA plans to expend all of its currently received RHF funds by "accumulating" these monies in order to fund the redevelopment of Tulane Court.
  - ∇ Demolition: (1) The application made for the demolition of Victor Tulane Court (AMP No. AL006000003) was approved by HUD Special Applications Center. HUD also approved MHA's application for relocation vouchers for the families remaining at this property. MHA will send out a bid for the demolition of this property upon completion of the relocation process. This relocation process is projected started in October 2008 with demolition planned for March 2009. Note: The Board accepted the recommendation of the modernization committee to first consider Victor Tulane Court [AL 6-3 and the remaining portion of AL 609] for demolition/disposition; (2) The demolition job for the 76 structurally damaged units at Smiley Court (AMP No. AL06000008) is complete; this has improved density. Localized play areas are planned. (3) Demolition/Disposition application for Trenholm Court has been submitted to the Special Application Center (SAC).
  - ∇ The PHA plans to contract with a Project Manager to provide technical assistance on development activities.
- Provide replacement public housing:
  - RHF funds R501-05, R501-06, R501-07, R502-05, R502-06 and R502-07 will be used for the redevelopment of Tulane Court.
  - ∇ The HUD approved comprehensive redevelopment plan calls for the demolition and redevelopment of the most distressed public housing sites with mixed-finance/mixed-income communities. The MHA's Plan to first redevelop the remaining portion of Victor Tulane Court as a mixed finance/mixed income development was approved by the Board and HUD. The MHA has partnered with The Integral Group & Gateway construction (Development partner) for this project. MHA also entered into an agreement with Klien Hornig, LLP for representation of legal services and with the Sizemore Group (Master

Planner) for this mixed-income and mixed finance development. MHA will use up to \$12 million of seed funding from the sale of Riverside Heights (AMP Nos. AL006000004, AL006000001 and AL006000007), and plans to apply for tax credits and research other funding options.

- ∇ The MHA is looking at acquiring small developments to replace some of the lost units.
  - ∇ The MHA will research the feasibility of undertaking acquisitions by “in-fill” housing.
  - ∇ All residents displaced by the redevelopment plans will be properly relocated; Application for 148 relocation vouchers was submitted and approved by HUD. Relocation commenced October 2008 with demolition is scheduled to start in October 2009.
- Provide replacement vouchers: As demolition/disposition takes place, subject to HUD funding.

*Goal: Increase assisted housing choices*

*Objectives:*

- Provide voucher mobility counseling: All eligible HCV recipients, to include new move-ins, relocations and portability participants will be briefed at initial voucher issuance.
- Conduct outreach efforts to potential voucher landlords:
  - ∇ The MHA will continue its outreach plans to attract landlords in suitable locations throughout the city of Montgomery in its effort to improve and increase its owners/agents base.
  - ∇ The MHA will continue to host training meetings to educate and familiarize potential new landlords and update existing landlords on the Section 8 HCV program.
  - ∇ MHA plans to host an Annual Training Seminar for its Housing Choice Voucher participants.
- Implement voucher homeownership program
- Implement public housing or other homeownership programs
- The MHA has a centralized waiting list for public housing. Applications are taken on-site for both the Public Housing and Section 8 programs.
- The MHA will analyze the possibility of applying for project based voucher assistance.

*Goal: Provide an improved living environment*

*Objectives:*

- Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments.
  - ∇ The MHA will continue to utilize available communication strategies to publicize and market its housing units throughout the City of Montgomery and not just target low income/poverty areas. Methods currently being used are print advertisement in the Apartment Guide booklet, a free publication for the community; public service announcements for television, aired on four local network affiliates; and on the MHA website at [www.mhatoday.org](http://www.mhatoday.org). This site enables outreach to potential referral sources and offers information on public housing and the Section 8 HCV program to include valuable information on eligibility requirements, documents required to make an application, etc. The MHA website is in the process of being

- updated. The MHA will also publish a newsletter that will be informative and include resident families and community events. The MHA staff will continue to make periodic presentations to civic groups and neighborhood associations to explain the programs of the MHA.
- ∇ The MHA has hired a Resident Services Coordinator who will be charged with linking community services to meet the needs of the residents.
  - ∇ The Deconcentration Rule as contained in Section XXVI of the Admissions and Continued Occupancy Policy (ACOP) will continue to be enforced.
- Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments.
    - ∇ Public Housing: Measures to deconcentrate poverty through our approved Deconcentration Rule as contained in Section XXVI of the Admissions and Continued Occupancy Policy (ACOP) have been implemented and monthly reports are generated for property management to check the status of deconcentration.
    - ∇ Section 8: Measures to provide deconcentration for Section 8 applicants include a website to be established to provide prospective tenants and landlords with available unit locations by poverty levels and census tract.
  - Implement public housing security improvements
    - ∇ Limit ingress and egress at all developments.
    - ∇ MHA staff will continue working with the Montgomery Police Department (MPD) to improve response time.
    - ∇ MHA is contemplating installing video cameras in housing communities.
    - ∇ Increase and improve lighting in all housing communities.
    - ∇ MHA is revamping the job description to better suit its safety and security needs. The new hire will be responsible for coordinating all of the security activities, putting together a comprehensive Security Plan to provide the security and safety needs of the residents in public housing communities. MHA will examine the possibility of earmarking some of its capital fund monies toward our efforts in providing safe housing communities. The Public Safety Officer will be also maintain a close working relationship with the MPD who provide us with daily incident and arrest reports in our housing communities.
  - The MHA continues to enforce its *Screening and Eviction Final Rule*, formerly known as the *One Strike* policy.

*Goal: Promote self-sufficiency and asset development of assisted households*

*Objectives:*

- Increase the number and percentage of employed persons in assisted families. MHA staff will continue its efforts to encourage its residents to move to work by providing services and referrals, etc.
- Provide or attract supportive services to improve assistance recipients' employability. The MHA will continue to seek new innovative partnerships to improve and enhance initiatives for its residents to assist them become employable and employed.
- Provide or attract supportive services to increase independence for the elderly or families with disabilities. The MHA will continue to provide on-site resources to assist elderly and/or disabled families with educational, informational and supportive services to encourage independent living.
- Continue to enforce its Community Services Requirements policy.

*Goal: Ensure equal opportunity and affirmatively further fair housing*

*Objectives:*

- Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, sexual preference and disability:  
The MHA continues to ensure equal housing opportunity for all housing applicants and affirmatively furthers fair housing as contained in the Fair Housing Policy of the PHA's Admissions and Continued Occupancy Policy (ACOP).
- Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:  
Affirmative measures to provide a suitable living environment for those living in assisted housing are specified in the PHA's Admissions and Continued Occupancy Policy (ACOP). The PHA is also educating residents at the time of orientation on the new Violence Against Women Act.

- Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:  
The MHA has 69 handicapped accessible units.
- The periodic meetings with Section 8 landlord/owners/agents continue to be held and staff and owners will continue to be briefed and brought up-to-date on housing discrimination laws, landlord tenant law, new Violence Against Women Act, lead based paint and other pertinent regulations.
- The MHA HCV program staff will research and implement a periodic news letter to Section 8 landlords/owners/agents via print or e-mail to keep them informed/updated on the program rules and regulations.
- MHA Property and HCV Management staff will continue membership with the Montgomery Apartment Association.
- MHA staff is available at any time to answer questions raised by owners and they actively investigate and/or refer any housing discrimination complaints to appropriate entities.
- Emphasis will continue to be placed on improved communication and prompt response.
- MHA will work on marketing strategies to attract new owner participation in the Section 8 HCV program.

#### **Other PHA Goals and Objectives:**

- The Montgomery Housing Authority is exploring the feasibility of outsourcing certain functions in order to maximize the efficiency of the operations of this agency, to include: HR/Payroll, Finance/Accounting, Purchasing, Property Management and IT.
- Funds from Fees charged to AMPs and Section 8 will be used to outsource the Central Office Cost Center to include: Personnel, Accounting, IT, Procurement, Property Management and Payroll.

#### **6.0 PHA Plan Update**

- (a) Identify specifically which plan elements have been revised since the PHA's prior plan submission.**

The MHA has revised all Plan elements since the prior Plan submission.

**(b) Identify where the 5-Year and Annual Plan may be obtained by the public.**

The FY 2010 Agency Plan will be available for review during the 45-day Public Hearing Notice period at the *Montgomery Housing Authority*, 1020 Bell Street, Montgomery, Alabama 36104 and at the MHA website [www.mhatoday.org](http://www.mhatoday.org).

**1. Eligibility, Selection and Admissions Policies, including Deconcentration and Wait List Procedures**

**Public Housing**

**Eligibility**

- a. When does the PHA verify eligibility for admission to public housing?  
(select all that apply)

- When families are within a certain number of being offered a unit:  
(state number)
- When families are within a certain time of being offered a unit: (state  
time)
- Other: (describe)

An applicant may pick up and return an application at any one of the HA's rental office in the Housing Communities or from the HA Central Office.

Completed applications with birth certificate and social security cards will be accepted for all applicants and the information will be verified by the HA.

The application must be dated, time-stamped, and referred to the HA's Central Office for selection and process.

Applicants are mailed an appointment to complete the application file. All documentation is verified and a criminal background check is completed. Eligible applicants are notified and placed on a waiting list.

- b. Which non-income (screening) factors does the PHA use to establish eligibility for admission to public housing (select all that apply)?

- Criminal or Drug-related activity
- Rental history
- Housekeeping

Other (describe)

- c.  Yes      No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?
- d.  Yes      No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?
- e.  Yes      No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

### **Waiting List Organization**

- a. Which methods does the PHA plan to use to organize its public housing waiting list (select all that apply)
- Community-wide list
  - Sub-jurisdictional lists
  - Site-based waiting lists
  - Other (describe)
- b. Where may interested persons apply for admission to public housing?
- PHA main administrative office
  - PHA development site management office
  - Other (list below)
- c. If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to the Assignment subsection.
1. How many site-based waiting lists will the PHA operate in the coming year?
  2.  Yes  No: Are any or all of the PHA's site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)? If yes, how many lists?

3.  Yes  No: May families be on more than one list simultaneously  
If yes, how many lists?
4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?
- PHA main administrative office
  - All PHA development management offices
  - Management offices at developments with site-based waiting lists
  - At the development to which they would like to apply
  - Other (list below)

**Assignment**

- a. How many vacant unit choices are applicants ordinarily given before they fall to the bottom of or are removed from the waiting list? (select one)
- One
  - Two
  - Three or More
- b.  Yes  No: Is this policy consistent across all waiting list types?

## Admissions Preferences

a. Income targeting:

- Yes      No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 40% of all new admissions to public housing to families at or below 30% of median area income?

b. Transfer policies:

In what circumstances will transfers take precedence over new admissions?  
(list below)

- Emergencies  
Overhoused  
Underhoused
- Medical justification
- Administrative reasons determined by the PHA (e.g., to permit modernization work)
- Resident choice: (state circumstances below)
- Other: (list below)

c. Preferences

1.  Yes      No: Has the PHA established preferences for admission to public housing (other than date and time of application)?
- ∇ Catastrophic and Involuntary Displacement.

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences:

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences: (select below)

- Working families and those unable to work because of age or disability
- Veterans and veterans' families

- Residents who live and/or work in the jurisdiction
  - Those enrolled currently in educational, training, or upward mobility programs
  - Households that contribute to meeting income goals (broad range of incomes)
  - Households that contribute to meeting income requirements (targeting)
  - Those previously enrolled in educational, training, or upward mobility programs
  - Victims of reprisals or hate crimes
  - Other preference(s) (list below)
3. If the PHA will employ admissions preferences, please prioritize by placing a “1” in the space that represents your first priority, a “2” in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use “1” more than once, “2” more than once, etc.

2 Date and Time

Former Federal preferences:

- 1 Involuntary Displacement (Disaster, Government Action, Action of Housing  
Owner, Inaccessibility, Property Disposition)  
Victims of domestic violence  
Substandard housing  
Homelessness  
High rent burden

Other preferences (select all that apply)

- Working families and those unable to work because of age or disability
- Veterans and veterans’ families
- Residents who live and/or work in the jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below)

Elderly or Disabled/Near-Elderly over Single People

4. Relationship of preferences to income targeting requirements:

- The PHA applies preferences within income tiers
- Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

**Occupancy**

a. What reference materials can applicants and residents use to obtain information about the rules of occupancy of public housing (select all that apply)

- The PHA-resident lease
- The PHA's Admissions and (Continued) Occupancy policy
- PHA briefing seminars or written materials
- Other source (list)

MHA website at [www.mhatoday.org](http://www.mhatoday.org)

b. How often must residents notify the PHA of changes in family composition?(select all that apply)

- At an annual reexamination and lease renewal
- Any time family composition changes
- At family request for revision
- Other (list)

**Deconcentration and Income Mixing**

- a.  Yes  No: Did the PHA's analysis of its family (general occupancy) developments to determine concentrations of poverty indicate the need for measures to promote deconcentration of poverty or income mixing?
- b. Yes  No: Did the PHA adopt any changes to its **admissions policies** based on the results of the required analysis of the need to promote deconcentration of poverty or to assure income mixing?
- c. If the answer to b was yes, what changes were adopted? (select all that apply)

- Adoption of site-based waiting lists  
If selected, list targeted developments below:
- Employing waiting list “skipping” to achieve deconcentration of poverty or income mixing goals at targeted developments  
If selected, list targeted developments below:
- Employing new admission preferences at targeted developments  
If selected, list targeted developments below:
- Other (list policies and developments targeted below)

d. Yes  No: Did the PHA adopt any changes to **other** policies based on the results of the required analysis of the need for deconcentration of poverty and income mixing?

e. If the answer to d was yes, how would you describe these changes? (select all that apply)

- Additional affirmative marketing
- Actions to improve the marketability of certain developments
- Adoption or adjustment of ceiling rents for certain developments
- Adoption of rent incentives to encourage deconcentration of poverty and income-mixing
- Other (list below)

f. Based on the results of the required analysis, in which developments will the PHA make special efforts to attract or retain higher-income families? (select all that apply)

- Not applicable: results of analysis did not indicate a need for such efforts
- List (any applicable) developments below:

g. Based on the results of the required analysis, in which developments will the PHA make special efforts to assure access for lower-income families? (select all that apply)

- Not applicable: results of analysis did not indicate a need for such efforts
- List (any applicable) developments below:

## **Section 8**

### **Eligibility**

- a. What is the extent of screening conducted by the PHA? (select all that apply)
- Criminal or drug-related activity only to the extent required by law or regulation
  - Criminal and drug-related activity, more extensively than required by law or regulation
  - More general screening than criminal and drug-related activity (list factors below)
  - Other (list below)
- b.  Yes      No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?
- c.  Yes      No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?
- d.  Yes      No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)
- e. Indicate what kinds of information you share with prospective landlords? (select all that apply)
- Criminal or drug-related activity
  - Other (describe below)
    - ∇ The name of the previous landlord, upon request, and with the consent of the participant to supply such information.

### **Waiting List Organization**

- a. With which of the following program waiting lists is the section 8 tenant-based assistance waiting list merged? (select all that apply)
- None
  - Federal public housing
  - Federal moderate rehabilitation
  - Federal project-based certificate program
  - Other federal or local program (list below)

b. Where may interested persons apply for admission to section 8 tenant-based assistance? (select all that apply)

PHA main administrative office  
A preliminary application form may be picked up at the main office during times when applications are being accepted. This form is also made available on the Authority's website at [www.mhatoday.org](http://www.mhatoday.org).

Other (list below)

A preliminary application may be picked up at the MHA's Section 8 office at 1070 Bell Street, at the MHA Community Management Offices and other local community locations off-site that are advertised when applications are being accepted.

As may be required to promote deconcentration and to help participants find suitable living arrangements and for other good cause which may be granted by the Section 8 Director.

### Search Time

a.  Yes No: Does the PHA give extensions on standard 60-day period to search for a unit?

If yes, state circumstances below:

Requests for extensions of the term. A family may request an extension of the Voucher time-period. All requests for extensions should be received in writing prior to the expiration date of the Voucher. Extensions are permissible at the discretion of the HA primarily for the following reasons:

- ∇ Extenuating circumstances, such as hospitalization or a family emergency or an extended period of time which has affected the family's ability to find a unit within the initial 60-day time period.
- ∇ The family has evidence that they have made a consistent effort to locate a unit and request support services from the HA, throughout the initial 60-day period with regard to their inability to locate a unit.
- ∇ The family has turned in a Request For Lease Approval prior to the expiration of the 60-day time period, but the unit has not passed HQS.

## Admissions Preferences

### a. Income targeting

- Yes      No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 75% of all new admissions to the section 8 program to families at or below 30% of median area income?

### b. Preferences

1.  Yes      No: Has the PHA established preferences for admission to section 8 tenant-based assistance? (other than date and time of application)
2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

#### Former Federal preferences

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

#### Other preferences (select all that apply)

- Working families and those unable to work because of age or disability
- Veterans and veterans' families
- Residents who live and/or work in your jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below)

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute

hierarchy or through a point system), place the same number next to each. That means you can use “1” more than once, “2” more than once, etc.

2 Date and Time

Former Federal preferences

- 1 Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)  
Victims of domestic violence  
Substandard housing  
Homelessness  
High rent burden

Other preferences (select all that apply)

- Working families and those unable to work because of age or disability  
 Veterans and veterans’ families  
 Residents who live and/or work in your jurisdiction  
 Those enrolled currently in educational, training, or upward mobility programs  
 Households that contribute to meeting income goals (broad range of incomes)  
 Households that contribute to meeting income requirements (targeting)  
Those previously enrolled in educational, training, or upward mobility programs  
 Victims of reprisals or hate crimes  
Other preference(s) (list below)

4. Among applicants on the waiting list with equal preference status, how are applicants selected? (select one)

- Date and time of application  
 Drawing (lottery) or other random choice technique

5. If the PHA plans to employ preferences for “residents who live and/or work in the jurisdiction” (select one)

- This preference has previously been reviewed and approved by HUD  
The PHA requests approval for this preference through this PHA Plan

6. Relationship of preferences to income targeting requirements: (select one)

- The PHA applies preferences within income tiers
- Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

**Special Purpose Section 8 Assistance Programs**

a. In which documents or other reference materials are the policies governing eligibility, selection, and admissions to any special-purpose section 8 program administered by the PHA contained? (select all that apply)

- The Section 8 Administrative Plan
- Briefing sessions and written materials
- Other (list below)
  - ✓ The Section 8 Home Ownership Plan
  - ✓ The Family Self-Sufficiency Plan
  - ✓ The EIV/UIV Policy

b. How does the PHA announce the availability of any special-purpose section 8 programs to the public?

- Through published notices
- Other (list below)
  - ✓ Advertisements, as needed, public service announcements and publicity.
  - ✓ Local Community Agencies
  - ✓ MHA website at [www.mhatoday.org](http://www.mhatoday.org)

**2. Financial Resources**

The table below lists the Montgomery Housing Authority’s anticipated resources, such as PHA Operating, Capital and other anticipated Federal resources available to the Authority, as well as tenant rents and other income available to support public housing and Section 8 in Fiscal Year beginning 4/01/2010. The 2009 and earlier Capital Fund and Replacement Housing factor amounts are the unobligated amounts as of 9/30/2009.

<b>Funding Source</b>	<b>Amount</b>	<b>Use</b>
FY2010 PH Operating Fund (Estimated)	\$7,111,753	Operations
FY2010 Capital Fund Program (Estimated based on 2009)	\$3,353,568	Capitol Improvement
FY2010 Capital Fund Program-RHF Grants (2) (Estimated based on 2009)	\$1,235,356	Capitol Improvement
Section 8 Housing Choice Voucher (Estimated based on 2009)	\$10,075,050	Section 8-HAP
Section 8 Housing Choice Voucher (Estimated based on 2009)	\$1,260,000	Section 8-Administrative
Public Housing Dwelling Rent	\$ 983,000	Operations
Resident Opportunity and Self-Sufficiency Grants	\$ 41,025	FSS Coordinator
Capital Fund Recovery Grant 2009	\$ 5,938,353	Capitol Improvement
Capital Funds 2009	\$ 3,353,568	Capitol Improvement
Capital Funds 2008	\$ 2,284,661	Capitol Improvement
Capital Fund-Replacement Housing Grants (2) 2009	\$ 1,235,356	Replacement Housing
Capital Fund-Replacement Housing Grants (2) 2008	\$ 931,144	Replacement Housing
Development Funds*	\$12,748,958	
<b>Total</b>	<b>\$ 50,551,792</b>	

\*7,000,000 Sale of Property: \$5,000,000 Obligated from City of Montgomery Tax Credits

### 3. Rent Determination

#### Public Housing

##### Income Based Rent Policies

Describe the PHA's income based rent setting policy/ies for public housing using, including discretionary (that is, not required by statute or regulation) income disregards and exclusions, in the appropriate spaces below.

a. Use of discretionary policies: (select one)

- The PHA will not employ any discretionary rent-setting policies for income based rent in public housing. Income-based rents are set at the higher of 30% of adjusted monthly income, 10% of unadjusted monthly income, the welfare rent, or minimum rent (less HUD mandatory deductions and exclusions).

---or---

The PHA employs discretionary policies for determining income based rent (If selected, continue to question b.)

b. Minimum Rent

1. What amount best reflects the PHA's minimum rent? (select one)

- \$0
- \$1-\$25
- \$26-\$50

2. Yes  No: Has the PHA adopted any discretionary minimum rent hardship exemption policies?

3. If yes to question 2, list these policies below:

c. Rents set at less than 30% than adjusted income

1. Yes  No: Does the PHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?

2. If yes to above, list the amounts or percentages charged and the circumstances under which these will be used below:

d. Which of the discretionary (optional) deductions and/or exclusions policies does the PHA plan to employ (select all that apply)

For the earned income of a previously unemployed household member  
 For increases in earned income: from existing employment of a current household member, the HA will defer the increase to the next regular reexamination.

Fixed amount (other than general rent-setting policy)  
If yes, state amount/s and circumstances below:

Fixed percentage (other than general rent-setting policy)  
If yes, state percentage/s and circumstances below:

- For household heads
- For other family members
- For transportation expenses
- For the non-reimbursed medical expenses of non-disabled or non-elderly families

Other (describe below)

e. Rent re-determinations:

1. Between income reexaminations, how often must tenants report changes in income or family composition to the PHA such that the changes result in an adjustment to rent? (select all that apply)

- Never
- At family option
- Any time the family experiences an income increase
- Any time a family experiences an income increase above a threshold amount or percentage: (if selected, specify threshold)
- Other (list below)
  - Families are required to report changes in income within ten (10) calendar days unless on flat rent. Changes in family composition must also be reported within ten

f. Yes  No: Does the PHA plan to implement individual savings accounts for residents (ISAs) as an alternative to the required 12 month disallowance of earned income and phasing in of rent increases in the next year?

### **Flat Rents**

1. In setting the market-based flat rents, what sources of information did the PHA use to establish comparability? (select all that apply.)

- The section 8 rent reasonableness study of comparable housing
- Survey of rents listed in local newspaper
- Survey of similar unassisted units in the neighborhood
- Other (list/describe below)
  - Montgomery Apartment Association Survey

### **Section 8**

#### **Payment Standards**

a. What is the PHA's payment standard? (select the category that best describes your standard)

- At or above 90% but below 100% of FMR
- 100% of FMR
- Above 100% but at or below 110% of FMR

Above 110% of FMR (if HUD approved; describe circumstances below)

b. If the payment standard is lower than FMR, why has the PHA selected this standard? (select all that apply)

FMRs are adequate to ensure success among assisted families in the PHA's segment of the FMR area

The PHA has chosen to serve additional families by lowering the payment standard

Reflects market or submarket

Other (list below)

c. If the payment standard is higher than FMR, why has the PHA chosen this level? (select all that apply)

FMRs are not adequate to ensure success among assisted families in the PHA's segment of the FMR area

Reflects market or submarket

To increase housing options for families

Other (list below)

d. How often are payment standards reevaluated for adequacy? (select one)

Annually

Other (list below)

e. What factors will the PHA consider in its assessment of the adequacy of its payment standard? (select all that apply)

Success rates of assisted families

Rent burdens of assisted families

Other (list below)

Increase landlord participation

### **Minimum Rent**

a. What amount best reflects the PHA's minimum rent? (select one)

\$0

\$1-\$25

\$26-\$50

- b. Yes  No: Has the PHA adopted any discretionary minimum rent hardship exemption policies? (if yes, list below)

#### 4. Operation and Management

##### PHA Management Structure

An organization chart showing the MHA's management structure and organization is included at [attachment al006a01](#).

##### HUD Programs Under PHA Management

List Federal programs administered by the PHA, number of families served at the beginning of the upcoming fiscal year, and expected turnover in each. (Use "NA" to indicate that the PHA does not operate any of the programs listed below.)

Program Name	Units or Families Served at Year Beginning	Expected Turnover
Public Housing	1668	355
Section 8 Vouchers	2167	192 loss
Other Federal Programs(list individually)		
Capital Fund Program	1668	355

##### Management and Maintenance Policies

List the PHA's public housing management and maintenance policy documents, manuals and handbooks that contain the Agency's rules, standards, and policies that govern maintenance and management of public housing, including a description of any measures necessary for the prevention or eradication of pest infestation (which includes cockroach infestation) and the policies governing Section 8 management.

(1) Public Housing Maintenance and Management: (list below)

- ✓MHA Admissions and Continued Occupancy Policy (ACOP)
- ✓Dwelling Lease
- ✓MHA Maintenance Manual
- ✓MHA Personnel Policy Handbook
- ✓Handbook for Residents

- ∇Enterprise Income Verification (EIV) Policy
- ∇MHA Employee Safety Manual
- ∇504 Reasonable Accommodation Plan

(2) Section 8 Management: (list below)

- ∇Section 8 Administrative Plan
- ∇Family Self-sufficiency Action Plan
- ∇Home Ownership Plan
- ∇HCV Guidebook
- ∇DVP Guidebook REMOVE
- ∇Enterprise Income Verification (EIV) Policy
- ∇MHA Personnel Policy Handbook
- ∇MHA Employee Safety Manual

**5. Grievance Procedures**

The Housing Authority’s Grievance Procedures for Public Housing and Informal Hearing Procedures for the Section 8 Program are included with **attachment a1006b01**.

**6. Designated Housing for Elderly and Disabled Families**

1. Yes  No: Has the PHA designated or applied for approval to designate or does the PHA plan to apply to designate any public housing for occupancy only by the elderly families or only by families with disabilities, or by elderly families and families with disabilities or will apply for designation for occupancy by only elderly families or only families with disabilities, or by elderly families and families with disabilities as provided by section 7 of the U.S. Housing Act of 1937 (42 U.S.C. 1437e) in the upcoming fiscal year?

**7. Community Service and Self-Sufficiency**

**Job Readiness** – will consist of how to complete a job application, how to formulate and type a resume and create a good impression at the interview, on appearance, manners and business etiquette, positive attitude, follow-up after the interview and maintaining the job.

**Child Care/Daycare** – Provide early childhood education development for children ages 3-5.

**GED/Continued Education** – Assist clients with the enrollment process and using the appropriate educational program and facility.

**Home Ownership** - Inform tenants of all aspects of home ownership. Credit counseling, types of loans and how to acquire, instructions to owners on general care and maintenance, closing of property, etc.

**Case Management** – assist residents with goal setting and awareness of community resources to achieve these goals. Motive and encourage residents to start making plans to improve quality of life.

**Home Buyers Education** – provide homebuyers education to potential homebuyers seeking affordable home ownership. The Fannie Mae’s Guide to Home Ownership Program will be utilized which include preparation for home ownership, shopping for a home, obtaining a loan, closing cost and life as a homeowner.

## 8. Safety and Crime Prevention

### Need for measures to ensure the safety of public housing residents

1. Describe the need for measures to ensure the safety of public housing residents (select all that apply)

- High incidence of violent and/or drug-related crime in some or all of the PHA's developments
  - High incidence of violent and/or drug-related crime in the areas surrounding or adjacent to the PHA's developments
  - Residents fearful for their safety and/or the safety of their children
  - Observed lower-level crime, vandalism and/or graffiti
  - People on waiting list unwilling to move into one or more developments due to perceived and/or actual levels of violent and/or drug-related crime
- Other (describe below)

2. What information or data did the PHA used to determine the need for PHA actions to improve safety of residents (select all that apply).

- Safety and security survey of residents
- Analysis of crime statistics over time for crimes committed “in and around” public housing authority
- Analysis of cost trends over time for repair of vandalism and removal of graffiti
- Resident reports
- PHA employee reports
- Police reports

Demonstrable, quantifiable success with previous or ongoing anticrime/anti drug programs

Other (describe below)

∨ Comments and concerns received from residents at the Resident meeting to discuss and review PHA Plans.

3. Which developments are most affected? (list below)

Trenholm Court  
Gibbs Village (East) and (West)  
Victor Tulane Gardens  
Paterson Court  
Smiley Court  
Cleveland Court

**Crime and Drug Prevention activities the PHA has undertaken or plans to undertake in the next PHA fiscal year**

1. List the crime prevention activities the PHA has undertaken or plans to undertake: (select all that apply)

- Contracting with outside and/or resident organizations for the provision of crime- and/or drug-prevention activities
- Crime Prevention Through Environmental Design
- Activities targeted to at-risk youth, adults, or seniors  
Volunteer Resident Patrol/Block Watchers Program
- Other (describe below)
  - √ Neighborhood Watch Program
  - √ Improved Lighting
  - √ Security Cameras
  - √ Meetings held with the Police Department and City Council to foster a strong working relationship with the intent to seek more patrols in high crime areas, particularly after hours; better response time to calls made by residents; etc.
  - √ Hired a contract Public Safety Officer to coordinate crime prevention and awareness activities for residents.

2. Which developments are most affected? (list below)

Trenholm Court  
Gibbs Village (East) and (West)  
Victor Tulane Gardens  
Paterson Court  
Smiley Court  
Cleveland Court

## Coordination between PHA and the police

1. Describe the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities: (select all that apply)

Police involvement in development, implementation, and/or ongoing evaluation of drug-elimination plan

- Police provide crime data to housing authority staff for analysis and action
- Police have established a physical presence on housing authority property (e.g., community policing office, officer in residence)
- Police regularly testify in and otherwise support eviction cases
- Police regularly meet with the PHA management and residents
- Agreement between PHA and local law enforcement agency for provision of above-baseline law enforcement services
- Other activities (list below)
  - √ The Montgomery Police Department (MPD) is the first responder to all resident 911 calls.
  - √ The MPD implements a WEED & SEED program in the Cleveland Court Community.

2. Which developments are most affected? (list below)

Trenholm Court  
Gibbs Village (East) and (West)  
Victor Tulane Gardens  
Paterson Court  
Smiley Court  
Cleveland Court

## 9. Pets

The Authority has adopted a Pet Policy which outlines the rules and regulations to owning a pet in public housing. The Pet Policy is included with **attachment a1006c01**.

## 10. Civil Rights

Civil rights certifications are included in the PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations.



1. Development name:
2. Development (project) number:
3. Status of grant: (select the statement that best describes the current status)
  - Revitalization Plan under development
  - Revitalization Plan submitted, pending approval
  - Revitalization Plan approved
  - Activities pursuant to an approved Revitalization Plan underway

Yes    No:    c) Does the PHA plan to apply for a HOPE VI Revitalization grant in the Plan year?  
If yes, list development name/s below:

Tulane Court (AMP AL006000003)

Yes    No:    d) Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year?  
If yes, list developments or activities below:  
∇Victor Tulane Court (AMP al006000003). The MHA has received HUD approval for demolition of this property and is in the process of entering into an agreement with a Development Partner for mixed income/mixed finance development of this property. Klien Hornig, LLP, has been contracted with to provide legal counsel and representation for mixed income/mixed finance development.

Yes  No:    e) Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement?  
If yes, list developments or activities below:

**(b) Demolition and/or Disposition**

Yes    No:    Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 of the U.S. Housing Act of 1937 (42 U.S.C. 1437p)) in the plan Fiscal Year?

<b>Demolition/Disposition Activity Description</b>
1a. Development name: TRENHOLM COURT 1b. Development (project) number: AL006000005 (AL 6-6)
2. Activity type: Demolition <input checked="" type="checkbox"/> Disposition
3. Application status (select one) Approved Submitted, pending approval <input checked="" type="checkbox"/> Planned application
4. Date application approved, <b>submitted</b> , or planned for submission: <u>(09/2009)</u>
5. Number of units affected: 353 6. Coverage of action (select one) Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 09/2011 b. Projected end date of activity: 03/2012

<b>Demolition/Disposition Activity Description</b>	
1a. Development name:	VICTOR TULANE COURT
1b. Development (project) number:	AL006000003 (AL 6-3&9)
2. Activity type:	Demolition <input checked="" type="checkbox"/> Disposition
3. Application status (select one)	Approved <input checked="" type="checkbox"/> Submitted, pending approval Planned application
4. Date application <b>approved</b> , submitted, or planned for submission:	<u>(04/2008)</u>
5. Number of units affected:	300 [216+84]
6. Coverage of action (select one)	Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 10/2009 b. Projected end date of activity: 04/2010

**(c) Conversion of Public Housing**

Yes  No: Have any of the PHA's developments or portions of developments been identified by HUD or the PHA as covered under section 202 of the HUD FY 1996 HUD Appropriations Act?

**(d) Homeownership**

**Public Housing**

Yes  No: Does the PHA administer any homeownership programs administered by the PHA under an approved section 5(h) homeownership program (42 U.S.C. 1437c(h)), or an approved HOPE I program (42 U.S.C. 1437aaa) or has the PHA applied or plan to apply to administer any homeownership programs under section 5(h), the HOPE I program, or section 32 of the U.S. Housing Act of 1937 (42 U.S.C. 1437z-4).

**Section 8 Tenant Based Assistance**

Yes No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982?

Program Description:

a. Size of Program

Yes      No: Will the PHA limit the number of families participating in the section 8 homeownership option?

If the answer to the question above was yes, which statement best describes the number of participants? (select one)

- 25 or fewer participants  
 26 - 50 participants  
 51 to 100 participants  
 more than 100 participants

b. PHA-established eligibility criteria

Yes  No: Will the PHA's program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?

If yes, list criteria below:

(e) **Project-Based Vouchers**

**8.0 Capital Improvements**

**8.1 Capital Fund Annual Statement/Performance and Evaluation Report**

See attachments:

a1006f01 FY2010 CFP Annual Statement (Form **HUD-50075.1**)  
a1006g01 FY 2010 CFP RHF Annual Statement  
a1006h01 FY 2010 CFP RHF2 Annual Statement

a1006i01 FY2009 CFP P&E Report  
a1006j01 FY2009 CFP RHF P&E Report  
a1006k01 FY2009 CFP RHF2 P&E Report  
a1006l01 FY2009 Capital Recovery Grant (ARRA) P&E Report

a1006m01 FY2008 CFP P&E Report  
a1006n01 FY2008 CFP RHF P&E Report  
a1006o01 FY2008 CFP RHF2 P&E Report

a1006p01 FY2007 CFP P&E Report  
a1006q01 FY 2007 CFP RHF P&E Report  
a1006r01 FY2007 CFP RHF2 P&E Report

- a1006s01 FY2006 CFP P&E Report
- a1006t01 FY2006 CFP RHF P&E Report
- a1006u01 FY2006 CFP RHF2 P&E Report

a1006v01 FY2005 RHF2 P&E Report

## 8.2 Capital Fund Program Five-Year Plan

See attachment: a1006w01– FY2010-2014 CFP Five-Year Plan

## 8.3 Capital Fund Financing Program (CFFP)

At this time, the Montgomery Housing Authority does not plan to use the Capital Fund Financing Program.

## 9.0 Housing Needs

### Housing Needs of Families in the Jurisdiction/s Served by the PHA

Based upon the information contained in the Consolidated Plan/s applicable to the jurisdiction, and/or other data available to the PHA, provide a statement of the housing needs in the jurisdiction by completing the following table. In the “Overall” Needs column, provide the estimated number of renter families that have housing needs. For the remaining characteristics, rate the impact of that factor on the housing needs for each family type, from 1 to 5, with 1 being “no impact” and 5 being “severe impact.” Use N/A to indicate that no information is available upon which the PHA can make this assessment.

Housing Needs of Families in the Jurisdiction by Family Type							
Family Type	Overall	Afford-ability	Supply	Quality	Access-ibility	Size	Loca-tion
Income <= 30% of AMI	7,901	5	5	5	5	5	5
Income >30% but <=50% of AMI	5,157	4	4	4	4	4	4
Income >50% but <80% of AMI	6,104	3	3	3	3	3	3
Elderly	3,972	4	4	4	5	2	5
Families with	16,259	5	5	5	5	5	5

Housing Needs of Families in the Jurisdiction by Family Type							
Family Type	Overall	Afford- -ability	Supply	Quality	Access -ibility	Size	Loca- tion
Disabilities							
Black	9,310	4	4	4	3	4	4
White	3,032	3	3	3	3	3	3
Hispanic	152	3	3	3	3	3	3

What sources of information did the PHA use to conduct this analysis? (Check all that apply; all materials must be made available for public inspection.)

- Consolidated Plan of the Jurisdiction/s  
Indicate year: 2005-2009
- U.S. Census data: the Comprehensive Housing Affordability Strategy (“CHAS”) dataset  
American Housing Survey data  
Indicate year:  
Other housing market study  
Indicate year:  
Other sources: (list and indicate year of information)

## 9.1 Strategy for Addressing Housing Needs

### Strategies

**Need: Shortage of affordable housing for all eligible populations**

**Strategy 1. Maximize the number of affordable units available to the PHA within its current resources by:**

- Employ effective maintenance and management policies to minimize the number of public housing units off-line
- Reduce turnover time for vacated public housing units
- Reduce time to renovate public housing units
- Seek replacement of public housing units lost to the inventory through mixed finance development
- Seek replacement of public housing units lost to the inventory through section 8 replacement housing resources

- Maintain or increase section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction
- Maintain or increase section 8 lease-up rates by marketing the program to owners, particularly those outside of areas of minority and poverty concentration
- Maintain or increase section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program
- Participate in the Consolidated Plan development process to ensure coordination with broader community strategies
- Other (list below)  
The MHA will analyze the possibility of applying for project based voucher funds.

**Strategy 2: Increase the number of affordable housing units by:**

- Apply for additional section 8 units should they become available
- Leverage affordable housing resources in the community through the creation of mixed - finance housing
- Pursue housing resources other than public housing or Section 8 tenant-based assistance.
- Other: (list below)

Comply with the requirements of the Section 8 CAP to ensure improvements I management of the HCV program and SEMAP score.

**Need: Specific Family Types: Families at or below 30% of median**

**Strategy 1: Target available assistance to families at or below 30 % of AMI**

- Adopt rent policies to support and encourage work

**Need: Specific Family Types: Families at or below 50% of median**

**Strategy 1: Target available assistance to families at or below 50% of AMI**

- Adopt rent policies to support and encourage work

**Need: Specific Family Types: The Elderly**

**Strategy 1: Target available assistance to the elderly**

- Apply for special-purpose vouchers targeted to the elderly, should they become available

**Need: Specific Family Types: Families with Disabilities**

**Strategy 1: Target available assistance to Families with Disabilities:**

- Carry out the modifications needed in public housing based on the section 504 Needs Assessment for Public Housing
- Apply for special-purpose vouchers targeted to families with disabilities, should they become available

**Need: Specific Family Types: Races or ethnicities with disproportionate housing needs**

**Strategy 1: Increase awareness of PHA resources among families of races and ethnicities with disproportionate needs:**

Affirmatively market to races/ethnicities shown to have disproportionate housing needs

- The MHA will continue a mass communications campaign to publicize housing programs to reach a broader, less targeted area, via public service announcements for television, print advertisement in the Montgomery Apartment Guide (a free publication distributed throughout the Montgomery Area).
- The MHA will continue to maintain its website at [www.mhatoday.org](http://www.mhatoday.org). The website is updated frequently and promoted in all outreach materials and activities.
- MHA staff will continue to make presentations to neighborhood associations to explain the housing programs of the MHA.

**Strategy 2: Conduct activities to affirmatively further fair housing**

- Counsel section 8 tenants as to location of units outside of areas of poverty or minority concentration and assist them to locate those units
- Market the section 8 program to owners outside of areas of poverty /minority concentrations
- Seek means of reviewing the decline in rents being paid by Section 8 clients.

## **Reasons for Selecting Strategies**

- Funding constraints
- Staffing constraints
- Limited availability of sites for assisted housing
- Evidence of housing needs as demonstrated in the Consolidated Plan and other information available to the PHA
- Influence of the housing market on PHA programs
- Community priorities regarding housing assistance
- Results of consultation with local or state government
- Results of consultation with residents and the Resident Advisory Board (See Attachment al006x01)

## **10.0 Additional Information**

### **(a) Progress in Meeting Goals and Objectives**

The Montgomery Housing Authority transitioned to site-based property management in 2006. The Public Housing Director, Property Managers and other key management staff continue to meet regularly to discuss ways on how to improve operating methods and provide better services to the residents of our housing communities. Maintenance staff is assigned to each community that enables accountability of their time resulting in improved efficiency and response time. Efforts continue to improve unit turn around time. With the increased emphasis on good housekeeping, more home visits, grounds inspection, reinforcing the need for residents to take pride in their community by participating in keeping their communities clean, there is noticeable improvement in curb appeal in several housing developments. Increased home inspections have also resulted in improved unit conditions. Deficiencies identified by the contracted Inspectors and REAC inspectors are being examined and every effort is being made to correct the problems in a timely manner. Property Managers attend resident council meetings and encourage participation. The Resident Services Coordinator continues to meet with the Resident Advisory Board on a monthly basis. Property Managers have some purchasing authority that is overseen by the Public Housing Director and the Purchasing department to ensure compliance with procurement policy and procedure. Applications are made available/accepted at each site and processed by a dedicated staff assigned to the Public Housing

Director and together they are working aggressively to house applicants and reduce the waiting list. A new Lease, to include the new requirements under the VAWA and Alabama State Law as it relates to rental housing, was approved by the Board and has been implemented. The revised Admissions and Continued Occupancy Policy (ACOP) was approved by the Board on October 21, 2008 and was placed out for the required public comment period. This revised ACOP has been further revised and placed out for public comment and review effective October 21, 2009.

The MHA Investigative Unit has been completely disbanded due to lack of PHDEP funding. The MHA created a new classification and will open a register for the new position of a Public Safety Officer. The MHA has since purchased a live scan finger printing machine to shorten the waiting time for housing applicants and also upgraded its NCIC machine for faster search time. Residents were given written notice that the Montgomery Police Department (MPD) and 911 will now be the first responders to calls from our housing communities. Meetings were held with the local police authorities advising them that our residents must receive the same service as would other citizens of the City.

The Cleveland Court landscaping and parking lot has been completed. Paterson Court parking and street improvements are scheduled to start over the next several months. Heat pumps were installed at Richardson Terrace. Engineering is currently underway for the installation of Central air conditioning at Smiley Court. The playground equipment for Tulane Gardens has been installed. The boarding up of units at Trenholm and Tulane Courts continues. The generator for the elevators at Richardson Terrace is scheduled to commence by year end. Cages to house air conditioners at Paterson Court are being installed.

The demolition application for 76 structurally damaged units at Smiley Court was electronically filed and has since been approved by the Chicago SACS Center. Upon completion of the demolition, construction of localized play areas and landscaping will be completed on some of the vacant land. This demolition will improve density and curb appeal.

The Demolition/Disposition application for the Riverside Heights AL 6-1 and AL 6-7 housing development was approved by the Special Applications Center in HUD-Chicago. All residents were successfully relocated. The property is vacant and has been secured by fencing to prevent theft and vandalism. The City and MHA attorneys reviewed all closing documents and this property was closed on in December 2007. The monies received from the sale are in an escrow account and will be used as seed money for redevelopment of phase II of Victor Tulane Court.

The MHA is working to attain 100% occupancy at its Victor Tulane Gardens AL 6-23, the new housing development and also working on improving its overall vacancy rate. Special emphasis is being placed on good housekeeping and

resident participation in keeping their community clean; stricter rules were implemented and are being enforced to ensure better property management. Playground equipment has been installed. The MHA Board approved the purchase of two parcels of land one adjacent to Tulane Gardens and the other adjacent to Cedar Park. One parcel has been purchased. The HA has utilized this space to build a maintenance shop to support services to the residents at Tulane Gardens.

The board of Commissioners approved moving forward with the demolition and redevelopment of the remaining 84 units at Victor Tulane Court AL 6-3 and 216 units (total development) at Victor Tulane Court AL 6-9 and this is included in our PHA Plan. The application for demolition of this property was filed and approved by HUD. The MHA's Mixed Income/Mixed Finance plan was approved by HUD and the MHA proposes to redevelop this property as a mixed income/mixed finance development. [See attached.]

A Development Partner was sought and the Integral Group received the award; the services of a Legal Counsel was sought and Klien Hornig, LLP has been contracted with to provide legal and financial advice on mixed income/mixed finance development. The application made for relocation vouchers was approved and the relocation process will commence as planned. The MHA also plans to make an application for Tax Credits with the Alabama Housing and Finance Authority.

The MHA Board of Commissioners approved the recommendation made for Trenholm Court AL 6-6 to be one of the developments for demolition/disposition and redevelopment using HOPE VI funding when it becomes available. An architectural firm has been hired to prepare a conceptual drawing for a mixed income/mixed finance development on this site. HUD approval has been sought to undertake a market study for best use of this property.

The HA is considering the feasibility of developing its Cedar Park land site. A study will also be conducted to determine the feasibility of building a smaller community at this site.

Note: The Riverside Heights property sale agreement for with the City of Montgomery provides for the offices located on Bell Street to remain occupied as is for up to a period of five years commencing from the date of closing.

The Authority sought and received HUD approval to contract with a Realtor to work with the MHA to seek out suitable replacement properties in and around the City to enable the HA either acquire and/or build better housing for its residents.

The Authority's overall original PHAS score for 3/31/2008 is 69. The MHA is a "standard" performer. We are working on improving on each of the PHAS indicators and will continue to strive to attain better scores and reach our goal to

become a high performer by 2011. A staff member is dedicated to quality assurance and this, along with the emphasis being placed on increased inspections, improved management of client files, reduction in errors, improve compliance with RIM requirements, etc., will go a long way in helping us attain our goal. Marketing efforts are also being made to increase occupancy. The HA also continues to implement its de-concentration policy community-wide. All RIM review deficiencies have been addressed and the HA was notified by HUD that the required corrective actions submitted by the Authority have been accepted.

The SEMAP score for FYE 3/31/2008 is 78 and is a standard performer. The Section 8 department has made grant applications for the Section 8 Family Self-Sufficiency (FSS) and Home-ownership programs; The MHA continues to maintain and service FSS and the Section 8 Homeownership clients. The Section 8 department started working the new waiting list. The Section 8 department is working to improve its lease up and utilization. The Section 8 Administrative Plan was revised, placed out for comment and approved by the Board for implementation.

The MHA extended the contract with TAG Associates, Inc., to administer the Disaster Housing Assistance Program (DHAP). The MHA plans to privatize the Section 8 Housing Choice Voucher program and the Request For Proposal was issued and responses will be evaluated and sent to HUD for their further review and approval.

The MHA contracted with a consultant for an organizational review which was completed and upon Board approval of the recommendations, staffing will be reorganized to right size the operations of the MHA. The MHA also contracted with a consultant for a Financial Review and upon Board approval, the recommendations made will be implemented.

It is also hoped that with the reorganization/restructuring of the MHA, improved communications, emphasis on customer service and overall improvement in management operations, MHA will be able to operate more efficiently and effectively and fulfill its mission and goals to provide adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.

## **Montgomery Housing Authority Mixed-finance Housing Development Plan**

June 8, 2007

### **Introduction**

Beginning in 2005, the Montgomery Housing Authority disposed of three of its properties collectively known as Riverside Heights. In a negotiated sale, MHA sold the properties to the City of Montgomery for \$12 million. HUD approved the

disposition through its Special Applications Center with the stipulation that all of the money be used for new mixed-finance mixed-income housing. The first portion of Riverside Heights was sold for \$7 million and that money is on deposit in an escrow account awaiting approval of a mixed-finance plan. The balance of \$5 million will soon be available from the closing of the second portion of Riverside Heights.

Along with this narrative, the Authority is presenting to HUD a standard Rental Term Sheet and the supporting financial schedules. The Rental Term Sheet is the required submission from HUD for approval of a mixed-finance plan. Typically, however, the Rental Term Sheet follows a more detailed and explanatory Revitalization Plan as part of a HOPE VI Grant. As MHA did not receive a HOPE VI Grant, it seemed appropriate to include some additional narrative on the overall plan for housing development along with the Rental Term Sheet.

After considerable discussion and study with both the City of Montgomery and the Authority's consultants, MHA has opted to use the disposition proceeds to redevelop two of its distressed assets in downtown Montgomery. The first is proximate to the State Capitol and governmental buildings and second borders the growing riverfront development. These are Tulane and Trenholm. As Trenholm appears to be an excellent candidate for the HOPE VI program (should it receive reauthorization) - the Authority has opted to begin with Tulane Court. In this way it can gain development experience and better position itself for the follow-on development at Trenholm.

Tulane Court also seemed natural starting place with a chance to replace severely outdated, physically obsolete public housing. The current housing was built in the 1950s and has recent REAC scores as low as 52. Now only 77% occupied, the poorly maintained property has become a blight on the neighborhood and is known for its high crime rate.

This document and the accompanying Rental Term Sheet should provide comfort to HUD that the Authority has begun in the right direction in its redevelopment efforts. The plan has been conceived to address each important element of the successful replacement of traditional public housing with lower density mixed-income mixed-finance housing. First and foremost the Authority has a plan for the involvement of residents and successful relocation. Secondly, the Authority understands that it cannot handle many of the necessary tasks to complete a successful redevelopment and has begun procuring other important team members.

Finally, the planning of the Tulane redevelopment has focused on a realistic and comprehensive task schedule and financing plan. In this way, the actual redevelopment will be guided by specific goals and not a general hope that the property can be redeveloped. The following sections address these elements in more detail.

## **Resident Involvement and Relocation**

Over the past several years, MHA has replaced older public housing units across the street from Tulane Court with a new public housing only development known as Tulane Gardens. One of the compelling reasons to raze the Tulane Court site and replace it with new housing is the appearance of a bifurcated social system with the “better” residents being across the street. Apparently, in the tenant meetings leading up to the demolition of a portion of Tulane and rebuilding of new public housing units, the residents at the remaining Tulane Court were informed that additional new housing opportunities would be available.

Because of this past work, the majority of the residents are familiar with the relocation process and aware that MHA plans to soon redevelop the balance of Tulane. An initial version of this plan has also appeared in Montgomery's Annual PHA Plan and the board has held open sessions regarding future development.

As the schedule being submitted with this plan and Rental Term Sheet will show, the Authority will soon hold a meeting with the resident Council and present the necessary offer to sell. It will then proceed to have the first of its open presentations to the residents and to begin to help them with their specific relocation needs. MHA staff will discuss with residents the timeframe for the project, relocation options, and the intention to operate this section of Tulane Court as a property named, designed, and managed separately from the Tulane Gardens development. Residents will complete a survey regarding their preferences for relocation. The Authority will likely employ a different ACOP at the new property and it will be explained to current residents that they must meet certain requirements to return to the units created in this development.

Currently, there are 216 occupied households out of a total of 280 units at the remaining Tulane Court property. Relocation options include the approximately 226 vacant units in MHA's other communities and an ample supply of unused Section 8 vouchers. Because of the quantity of available resources, MHA does not plan to apply for additional Section 8 vouchers. Based on previous relocation efforts, most recently at Riverside Heights, MHA anticipates that a large majority of Tulane Court residents will choose Section 8 vouchers. However, a sufficient number of units are available in other public housing developments as well. MHA is actively investigating the possibility of outsourcing its relocation efforts and, in particular, the relocation of residents using Housing Choice Vouchers. Having additional support for handling a large outflow of vouchers would relieve the MHA Section 8 staff of an excessive workload and better assure that the residents receive sufficient attention to make their most informed housing choice.

1 It should be noted that the units built at Tulane Gardens did not receive housing tax credits and were built only from HUD Capital Funds and Replacement Housing Funds. In the proposed scenario of this revitalization plan, almost \$25 million of nonpublic housing money would be used.

### **Development Team**

The Authority plans to play a significant role in the development and will be responsible for overall project success. This will allow it to build its development skills and replicate the process in future phases and development projects. It does not, however, have the capacity to complete the development with only internal resources. MHA has retained Censeo to act as its Program Manager and Financial Advisor throughout the process - integrating HUD regulatory and financing requirements with the overall development program. Censeo will advise the Authority during its negotiations with potential development partners. The program manager will also be responsible for overall schedule coordination, sourcing additional financing, and creating and monitoring budgets.

The development team will be comprised of the following:

- Program Manager/Financial Consultant
- Development Partner
- Architect and Engineer
- General Contractor
- Relocation consultant / Section 8 voucher administrator
- Environmental Consultant
- Mixed-finance legal Counsel
- Market Analyst

MHA is in the process of procuring many of these team members in advance of approval of the plan. A legal services RFQ was released in May with responses due June 20. An RFQ for Development Partner has been drafted and is under review by the HUD. The Development Partner RFQ has a deadline of late July. MHA will soon begin the process of procuring a Market Analyst to produce primary data on potential tenants as well as a. All team members will be properly procured through Part 85 as required by HUD.

### **Schedule & Financing**

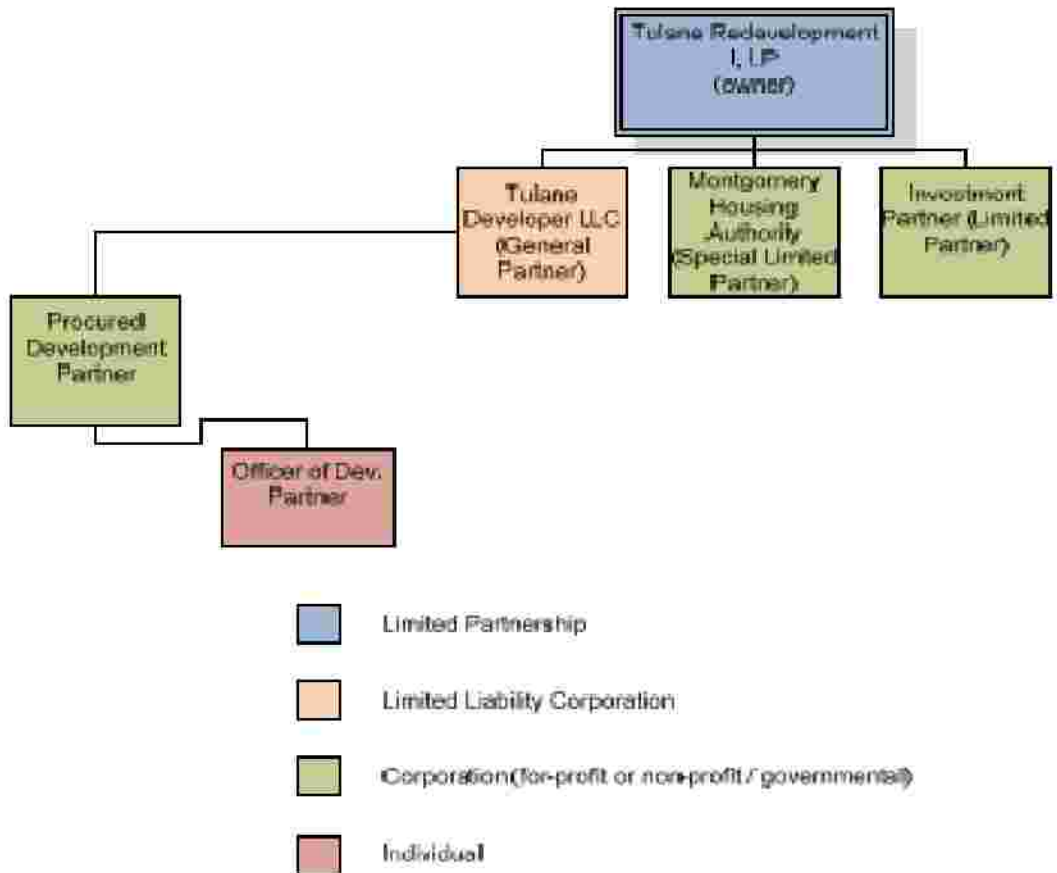
Presented with the Rental Term Sheet is a comprehensive schedule for the redevelopment of Tulane. This schedule is driven around producing a low income housing tax credit application for the March 2008 cycle of the Alabama Housing Finance Authority. Housing tax credit equity makes up the vast majority of financial resources for the development of the actual housing. MHA plans two identical phases – each with 100 units and a community center. Prior to the housing development, MHA will need to spend funds from the Riverside Heights

disposition to demolish the property and update the infrastructure. MHA has reserved \$3 million for these activities and \$4 million to be used as loans to the two limited partnerships that will own the new properties.

MHA has sufficient sources to complete this project and then begin development at Trenholm. In addition to the \$12 million from the actual disposition of Riverside Heights, the Authority will have the interest earned during the time the funds are held and up to 10 years of replacement housing funds on Riverside and the units demolished at Tulane.

Similar to a HOPE VI development, MHA will realize a share of the development fee from the housing development. The Authority will provide a ground lease to the partnership formed to own each phase of the housing. The Development Partner will serve as GP and provide any necessary financial guarantees.

The Authority will be a Special Limited Partner in the ownership structure and provide operating subsidy to the public housing units. The developments will be subject to HUD TDC limits. The diagram below illustrates the anticipated ownership structure for the first phase of the Tulane Court redevelopment:



Prior to the housing tax credit application, the Authority needs to complete a Part 58 environmental review and a demolition / disposition application. Once a tax credit allocation is received the developer will be required to meet carryover which is expending 10% of the total development cost before the end of the calendar year in which the credits are allocated. The units must also be placed in service no later than December 31, 2010. Due to these two timing requirements the Authority cannot wait on an allocation of credits to begin the disposition and demolition processes. MHA must go forward assuming that it will be successful in obtaining a tax credit allocation.

### **Program Characteristics and Next Steps**

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 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, play and raise families in close proximity to abundant employment, retail, and cultural opportunities.

Beginning with this redevelopment, the Authority is committed to expanding its presence in the affordable housing community and going beyond the bounds of traditional HUD-subsidized public housing. MHA realizes that there is a substantial demand for not only housing at this income level, but also for workforce housing and subsidized, service-enriched housing for the elderly. Having studied models of other public housing authorities in communities across the country that have become agents of change in those cities, MHA plans to play that role in the City of Montgomery. The Authority will coordinate with city planners to ensure that the new development is in line with the City's Downtown Master Plan and the recent redevelopment study of Centennial Hill, the historically significant neighborhood of which Tulane Court is a part.

MHA will require that development, design, construction and long-term operations of the project will be environmentally sound, resource efficient, and respectful of the physical, historical and cultural traditions of the prospective residents and surrounding neighborhoods. Because low-income housing tax credits (LIHTC) will be 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 will also ensure that the following development values are represented in the redevelopment program of Tulane:

- Creation of rental units indistinguishable in quality and visual appearance from rental units for other levels of income in developments continuous and integrated into the larger community;
- Maximization of public and affordable housing opportunities for residents;
- Maximization of the use of private financing to minimize the investment of limited MHA resources;
- Establishment of a vehicle to engage residents of all income levels and backgrounds, local institutions and other stakeholders in the revitalization effort;
- Creation of employment and business opportunities for public housing residents, resident owned businesses, and other minority / women owned businesses that provide bona-fide commercial value to the project, such that residents and businesses build skills and experience in working on MHA related development projects that can be valuable in non-MHA related work;
- Reflection of architectural and urban design standards of Montgomery neighborhoods, recognizing applicable cost limitations
- Enhancement of the professional knowledge, skills and ability of the MHA development, financial and management staff;

- Involvement of the community and potential residents throughout the course of the development process; and
- Use of the principles of new urbanism whenever feasible to establish an environmentally affable community that promotes diverse, compact, vibrant, mixed use community.

Upon approval from the Field Office, MHA will move forward with relocation of the existing tenants on the Tulane Court site as well as completing environmental studies and a demolition/disposition application to be filed with the HUD Special Applications Center.

**(b) Significant Amendment and Substantial Deviation/Modification**

A “Substantial Deviation” from the 5-Year Plan is an overall change in the direction of the Authority pertaining to the Authority’s Goals and Objectives. This includes changing the Authority’s Goals and Objectives.

A “Significant Amendment or Modification” to the Annual Plan is a change in a policy or policies pertaining to the operation of the Authority. This includes the following:

**DEFINITION OF “SUBSTANTIAL DEVIATION” OR “SIGNIFICANT AMENDMENT OR MODIFICATION”**

MHA defines “substantial deviation” and “significant amendment or modification” as discretionary changes in its plans or policies which fundamentally alter the mission, goals or objectives of the Agency and which require formal approval by the Board of Commissioners. Examples would include:

- Demolition or Disposition
- Designation changes
- Homeownership
- Conversions
- Addition of Major Work Categories

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

**(c) Memorandum of Agreement**

The Housing Authority does not have a Memorandum of Agreement with the United States Department of Housing and Urban Development at this time.