



Fiscal Year 2016 Annual Plan FYE 2015 - PROGRESS REPORT

The Housing Authority of the City of Greenville (TGHA) created its 5 year plan covering the years 2015-2019 as part of the 2015 Annual Plan. Each year with the submission of the annual plan, TGHA will provide an update in the Progress Report. The goals and key initiatives from 2015 are listed below and those will remain the same for the five-year period. The updates and progress made on achieving those goals and key initiatives are described below in the highlighted boxes and will be updated each year.

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.

GOALS & KEY INITIATIVES FOR FY 2015 - 2019

- I. **REPOSITION THE PUBLIC HOUSING PORTFOLIO:** To reposition our housing portfolio and lessen our dependence on federal funding we will continue to use the successes of the federal Mixed Finance Program and the Rental Assistance Demonstration Program.

Heritage – This site is the remaining land on the former JJT HOPE VI Project. TGHA intends to solicit a new development partner and complete the development of approximately 72 senior units pursuant to the HUD approved Revitalization Plan and the City approved Planned Unit Development (PUD) amendment.

Updates and Progress
On August 26, 2015, South Carolina State Housing Finance and Development Authority announced the LIHTC award for the Heritage at Sliding Rock. This award will create 60 new construction units for seniors.

Chamlee – This site is a vacant parcel remaining after the demolition of the Chamlee Court public housing community. TGHA intends to dispose of this site at fair market value and utilize the sales proceeds towards the other affordable housing projects detailed herein.



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Updates and Progress

Chamlee Court vacant parcels are still being assessed for future use.

Scott Towers/Garden Apartments – TGHA will complete a Master Plan for the site to include the redevelopment of Garden Apartments. A new development partner will be procured to redevelop the site in accordance with the Master Plan. The existing Garden units will be converted from Public Housing to Project Based voucher units under the RAD Program.

Updates and Progress

Procured Pazdan, McMillan and Smith architects and completed conceptual plan. Solicitation for a development partner was released in July. Proposals are currently being reviewed and a recommendation for a development partner will be presented at a special meeting of the Board of Commissioners on September 30, 2015.

Westview Homes & Brookhaven – TGHA secured a development partner for the redevelopment of these sites. The overall redevelopment plan will include four components:

- **Phase I – The Manor at West Village Greenville:** 55 unit new construction senior building.
- **Phase II – The Harbor at West Village Greenville:** Substantial rehabilitation of 57 multi-family units which includes the existing 55 units and 2 units currently used as the Resident Services Office; rehabilitation of the former Head Start Building for leasing; community space and Resident Services Offices. It also includes the Gallery at West Greenville.
- **Phase III – The Haven at West Village:** 42 unit new construction senior building and a new leasing and community building.
- **Phase IV – The Gallery at West Village:** demolition of 7 existing units; conversion of 18 one bedroom units to 12 units with art studios; and rehabilitation of the remaining 66 units.



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Updates and Progress

Manor at West Greenville

Closed in February of 2015 and broke ground in June of 2015. Construction is underway and completion remains on schedule for June 2016. The Manor at West Greenville includes 55 Senior Units (*3 ACC Public Housing Units and 52 Project Based Vouchers*).

The Haven, The Harbor and The Gallery

Financing applications for Phases II, III and IV prepared and submitted and are currently under review by the HUD Multi-Family Division in Atlanta for approval of FHA financing.

Scattered Sites – Of the existing 129 scattered site units, 14 are infeasible for repositioning and will be sold or demolished; 15 units will be sold to the existing tenants; and the remaining 100 units will be substantially rehabilitated and converted to Project Based Vouchers under the RAD Program.

Updates and Progress

Rehab specifications are completed for Phase I units (54 Units). We have solicited nationally and received only one (1) bid; therefore, we have re-solicited with September 24, 2015, submittal deadline and anticipate entering into a contract during the month of October.

Twenty units were identified for sale. A public advertisement was released, under which 8 of the 20 units received bids. Three of the 20 units were removed from the public solicitation and will be sold to the city under a HUD application of disposition for public good. The remaining units were released for bid under a second public advertisement solicitation. Bids for two units were received August 17, 2015, leaving seven houses unsold. Bids received on thirteen units will be inclusive of a disposition application that will be submitted to HUD. After HUD approves the disposition application, the homes will be sold to the highest bidder(s).



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Ridgeway Apartments – This 8 unit senior property will be converted from Public Housing to Project Based Vouchers under the RAD program.

Updates and Progress

March 27, 2015, TGHA received the Rental Assistance Demonstration (RAD) Commitment to Enter Into Housing Assistance Payment (CHAP) award for Ridgeway Apartments. The agency has been assigned a RAD Transaction Manager and is currently working through milestones in preparation for closing and conversion from Public Housing to RAD (HCV Project Based Voucher Program).

Elderly Designation Plan – Submit a Designated Housing Plan to HUD for approval to designate Garden Apartments, Charleston Place, Ridgeway and Arcadia (Senior) as occupancy by only elderly families.

Updates and Progress

FY 2015 TGHA secured an elderly designation for the Manor at West Greenville prior to mixed-finance closing.

Project-Based Voucher Program – Maximize the 20% utilization of the Housing Choice Voucher Program for allocation of Project-Based Vouchers.

- Prioritize utilization efforts with TGHA identified development initiatives.
- Analyze efforts with private and/or for-profit developers for allocating project based VASH vouchers.



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Updates and Progress

FY 2015 TGHA executed an Agreement to Enter into Housing Assistance Payment Contract (AHAP) contract for 55 new PBV units (The Manor); provided commitment for additional 143 PBV units (Harbor, Haven and Gallery); total of 296 PBV's to date.

- II. OPERATIONAL EFFECTIVENESS:** TGHA will continue to seek new business systems and improve existing work processes through an emphasis on technological innovations designed to improve customer service, enhance communication and reduce administrative burden and intensity of paperwork.
1. Upgrade antiquated communications infrastructure to include computer hardware/software, phone system, network, etc.
 2. Secure Paperless Workflow Technology to increase operational efficiency.
 - a) Continue implementation of paperless system in the Section 8 Housing Choice Voucher Department and begin incorporating paperless systems in the Low Rent Public Housing Department.
 - b) Implement electronic signatures that comply with regulations, expedite business processes, and reduce operational costs.
 3. Update the agencies website and link it to a web portal that has access to the following portals:
 - a) Landlord Portal for the Section 8 Housing Choice Voucher Program
 - b) Tenant Portal for Low Rent Public Housing Residents
 - c) Tenant Portal for Section 8 Housing Choice Voucher Program participants



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- d) Applicant Portal for Low Rent Public Housing and Section 8 Housing Choice Voucher applicants
- 4. Create a Point of Purchase System for goods and services and eliminate/reduce on site inventory.
- 5. Secure Office location for Scattered Site Units.

Updates and Progress

1. Transitioned dedicated servers to a virtualized robust and scalable cloud-based platform.

Upgraded TGHA's Back-up Disaster Recovery System to reduce loss of data in the event of an emergency or crisis.

Upgraded all antiquated desktop computer systems.

TGHA is in the process of upgrading antiquated communications infrastructure to include computer hardware/software, phone system, network, etc.

- a. **Wide Area Network Services:** Request for Proposal to upgrade its internet technology was released on June 29th. We anticipate selecting a vendor no later than October 30th.
- b. **Voice Over IP Telephone System:** Request for Proposal to upgrade its antiquated phone system was released on June 29th. We anticipate selecting a vendor no later than October 30th.

2. Paperless Workflow Technology was secured and fully implemented in the HCV Program.

3. The agency's website has been updated and linked to the landlord portal for the HCV Program.



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- 4. A Point of Purchase System for goods and services was created to eliminate/reduce on-site inventory.
- 5. No Status Update

III. ENTREPRENEURIALISM:

1. Sustainability through Diversification:

- a) Maximize use of Resources: Leverage current real estate assets to maximize return on investment that will assure organizational sustainability to continue to achieve the overall mission of the organization.
- b) Partnerships: Seek private public partnerships that maximize investment and seek new opportunities to generate additional revenue.

2. Sound Business Practices:

- a) Superior Property Management: Exemplify qualities of a superior property management organization with regard to maintenance standards, tenant relations, leasing and communication and financial performance.
- b) Superior Non-Profit Management: Exemplify the qualities of a superior non-profit organized for public benefit. Focus will be retained on effective, accessible services and community building practices that increase stability and self-sufficiency of TGHA residents.
- c) Superior Administration: Administer the rent subsidy program with specific focus on program integrity, participant and owner relations, responsiveness to community needs and financial performance



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- d) Superior Public Management: Exemplify the qualities of a well-run public agency through efficiency, fairness and integrity; TGHA will promote values and practices in support of fairness among people of all races and classes.

Updates and Progress

1. Sustainability through Diversification

a. Maximize Use of Resources

- TGHA leveraged current real-estate assets to maximize return on investment and that will assure organizational sustainability and continue to achieve the overall mission of the organization. Thus far TGHA has secured \$211,000 from the ground lease payment and developers fees from The Manor at West Greenville.

b. Partnerships

- TGHA partnered with Douglas Development, Tapestry Development and Schaumber Development and secured two 9% LIHTC Awards;
 - The Manor at West Greenville (55 Senior Units), and
 - Heritage at Sliding Rock (60 Senior Units).
- TGHA has created the following entities in partnership with LIHTC Developments

ENTITIES IN PARTNERSHIP (Tax Credit Developments)				
#	Entity	Property	Type of Entity	Date Created
1	Greenville Redevelopment Corporation	-	501 (c) 3 - applied	02.28.2014



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2	GRDC I, LLC	The Manor at West Greenville	LLC	02.28.2014
3	GRDC II, LLC	The Harbor and Gallery at West Greenville	LLC	7.08.2014
4	GRDC III, LLC	Heritage at Sliding Rock	LLC	3.09.2015
5	GRDC IV, LLC	Valley Creek	LLC	TBA
6	GRDC V, LLC	The Haven at West Greenville	LLC	TBA

- TGHA is in the process of creating the following entities for development of wholly owned TGHA properties

ENTITIES FOR DEVELOPMENT OF WHOLLY OWNED TGHA PROPERTIES				
#	Entity	Property	Type of Entity	Date Created
1	Greenville Area Housing Corporation	-	501 (c) 3 - applied	TBA
2	GAH Ridgeway, LLC	Ridgeway Apartments (RAD)	LLC - applied	TBA
3	GAH Arcadia Hills, LLC	Arcadia Hills (RAD)	LLC - applied	TBA
4	GAH Scattered Sites, LLC	Scattered Sites (RAD)	LLC - applied	TBA

2. Sound Business Practices

a. Superior Property Management

- REAC Scores for Scattered Site Properties increased from 60 in FY 2014 to 83 in FY 2015.
- Received a \$30,000 grant from the United Way of Greenville to assist scattered site public housing over-housed residents in off-setting the cost associated with relocating to appropriate size units.
- Received a Resident Opportunity & Self-Sufficiency Grant in the amount of \$246,000.

b. Superior Non-Profit Management



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- No Status Update

c. Superior Administration

- Housing Choice Voucher Program utilization increased from 90% in FYE 2014 to 98% in FY 2015.
- Housing Choice Voucher Program received a Section Eight Management Assessment Program (SEMAP) score of 96 for FYE 2014.
- Rightsized all over-housed project based voucher and public housing families into appropriate size units.
- Held a Housing Choice Voucher Program Landlord Workshop where over 160 landlords attended.
- Increased the Housing Choice Voucher Program Payment Standard to 110% of the Fair Market Rent.
- Increased Voucher Success rate from 21% in FYE 2014 to 51% in FY 2015.
- Applied for and received \$527,444 HCV Program Housing Assistance Payment funds to maintain leasing.
- Partnered with Community Works Carolina to create a Landlord Assistance Program, which provides landlords with small loans that they can use to address Housing Quality Standards (HQS) repairs to units they've designated to lease to HCV Program participants.

d. Superior Public Management



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- Procurement of goods and services are advertised publically on our agencies website, the local newspaper and nationally via NAHRO E-Procurement.
- TGHA's website interlinks with its social media pages and all solicitations, advertisements, press-releases, etc., are published on these platforms for transparency purposes.
- Received a clean audit for FYE 2014.

IV. **MARKETING:** Enhance TGHA's brand as a housing development entity through an effective marketing and communications plan.

1. Strategically communicate TGHA's successes, initiatives and capabilities to local leaders, businesses and stakeholders and partners in an effort to enhance the awareness of TGHA's capabilities and contributions.
2. Create marketing material to reflect TGHA's new corporate brand (brochures, business cards, etc.)
3. Increase TGHA's internet presence to communicate with our partners and customers (link website to business portals for vendors, landlords, tenants and applicants).
4. Effectively utilize social media (Twitter, Linked In, Facebook, etc.) to market and enhance TGHA's Brand.
5. Host and/or ensure an active presence in housing related events (April – Fair Housing Month, June – Homeownership Month).
6. Publish an Annual Report, highlighting the agency's successes and initiatives.



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Updates and Progress

1. Enhanced TGHA's Awareness, Capabilities and Contributions

TGHA continues to communicate successes, initiatives and capabilities to local leaders by being active members of the following entities and/or have one of more employees as a member on a board or committee:

a. Local Memberships

- Commitment Task Force
- Crime Free Multi-Family Housing Taskforce
- Greenville Chamber Of Commerce
- Greenville County Workforce Development Board – Youth Council
- Greenville Rotary Club
- Leadership Greenville 42
- Nicholtown Early Learning Taskforce
- SC Works Greenville One-Stop Delivery System
- Upstate Greenville Apartment Association
- The Greater Greenville Exchange Club

b. Statewide Memberships

- Institute for Real Estate Management (IREM) South Carolina Chapter No 72
- Carolina's Council of Housing Redevelopment & Codes Officials (CCHRCO)
- South Carolina Housing Authority Executive Directors' Association (SCHAED)

c. Regional Memberships

- Southeastern Regional Council of NAHRO (SERC-NAHRO)
- Southeastern Regional Section 8 Housing Association (SERSHA)



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d. National Memberships

- CEO's for Cities Greenville/Greer Cluster
- Housing Development Law Institute (HDLI)
- National Association of Housing Redevelopment & Codes Officials (NAHRO)
- Nelrod Consortium
- Public Housing Authority Directors' Association (PHADA)

TGHA purchased sponsorships and attended the following **local corporate events**:

- a. Table Sponsor at the 32nd Annual NAACP Freedom Fund for the Greenville Branch.
- b. Table Sponsor at the Urban League's Whitney M. Young Jr., Humanitarian Award Gala.
- c. Bronze sponsorship at the Greenville Chamber of Commerce in recognition of Net Nights.
- d. Table Sponsor at SHARE 2015 Economic Opportunity Gala.

2. Enhanced TGHA's Brand through Marketing Material

TGHA purchased the following **marketing material** which are used in community events and one on one meetings with business partners.

- a. Thumb Drives
- b. Tumblers
- c. Hats (10 for Maintenance staff only)
- d. Pens
- e. Note Pads with TGHA logo (watermark)
- f. FSS, IDA and Eldercare Brochure
- g. VASH Banner
- h. Housing Programs Banner
- i. Business Cards



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3. Increase TGHA's internet presence

- a. TGHA averages over 5,000 visitors per month on its agency website.
- b. TGHA has over 1,000 subscribers on its website newslink.

4. Effectively Utilize Social Media

TGHA created social media accounts and all are integrated within the agency's website.

- a. Twitter,
- b. Facebook and
- c. LinkedIn

5. Ensure and Active Presence at Housing Related Entities

- a. Staff attended the Housing Workshop hosted by Greenville County Human Relations in honor of **Fair Housing Month**.
- b. Attended the City of Greenville's acknowledgement of the **40th Anniversary of the CDBG Program** (groundbreaking ceremony for the new Genesis Homes Development).
- c. TGHA attended the **SC Fair Housing Assessment Center Meeting** hosted by Greenville County Human Relations.
- d. **South Carolina Fair Housing Center** hosted a community meeting in Greenville on August 6, 2015, TGHA attended.



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- e. TGHA hosted a **Landlord Workshop** in February of 2015, over 160 landlords attended.
- f. TGHA hosted a **VASH Housing** Workshop in June of 2015.

6. Publish Annual Report

- c. FYE 2015 Annual Report will be released in January 2016.

V. **RESIDENT STRATEGIES:** Assist residents in gaining access to education, employment opportunities and homeownership opportunities.

1. Maintain Arcadia and other identified communities as stabilized homeownership communities.
2. Expand homeownership opportunities through the sale of 15 units.
3. Expand homeownership opportunities through the Section 8 Homeownership Program.
4. Partner in an active advocacy role with local schools and colleges to facilitate access to educational opportunities for tenants.
5. Ensure compliance with Section 3 in ensuring to the greatest extent possible, job training, employment, and contract opportunities are made available to low- or very-low income residents in connection with projects and activities in the neighborhoods where HUD funds are expended.
6. Update the Low Rent Public Housing Lease Agreement.



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7. Enhance safety and security efforts for TGHA residents and the surrounding neighborhoods through active participation with the Crime Free Multi-Family Housing Program.

Updates and Progress

1. **Stabilize Homeownership Communities:**

TGHA continues to ensure that Arcadia and other identified communities remain stabilized homeownership communities through the following efforts:

- a. Monitor the Arcadia Homeownership units to identify immediately those units that may be facing foreclosure (none were identified in FY 2015).
- b. Ensure that rental units in the Arcadia community remain esthetically appealing. FY 2015 TGHA performed pressure washing, painting, replacing eaves, gutters and downspouts, and addressed drainage concerns of the rental units located in the Arcadia community.

2. **Expand Homeownership Opportunities through the sale of 15 homes:**

- a. TGHA has 26 vacant parcels in the Heritage Community that is zoned for single-family homeownership. TGHA will continue its efforts to seek a non-profit partner to build single-family homes for affordable homeownership opportunities.

3. **Expand Homeownership Opportunities through the Section 8 Homeownership Program:**

- a. There are currently eight (8) active participants with mortgages in the HCV Homeownership Program.

4. **Educational Advocacy Role:**



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- a. TGHA provided scholarships for 19 Public Housing children to attend the City of Greenville's 2015 Summer Camp held at the West Greenville Community Center.
- b. 20 Public Housing children received scholarships from TGHA to participate in the Phyllis Wheatley Summer Camp.
- c. TGHA has staff representation on the Nicholtown Early Learning Initiative (Board Member) and the Greenville County Workforce Development Board - Youth Council.
- d. **SERC-NAHRO** (awards were announced in July 2015) - Dah'vielle Lucas was selected by SERC-NAHRO to represent South Carolina for a chance to win the SERC's 75th Anniversary \$7,500.00 scholarship. Ms. Lucas did not receive the final award but we are proud to announce that she will be attending Converse College on an Athletic Scholarship.
- e. **CCHRCO – Brandon James and Hannah Faith Bickley Scholarship** (awards were announced in August 2015) - Chase Dirton-Sullivan and Cedric Shell were selected as recipients of the Brandon James Bickley and Hannah Faith Bickley Memorial Scholarship (one-year, \$1000 scholarship).

5. Section 3 Compliance:

- a. TGHA continues to ensure compliance with Section 3 in ensuring, to the greatest extent possible, job training, employment, and contract opportunities are made available to low-or very-low income residents in connection with projects and activities in neighborhoods where HUD funds are expended.

6. Update Low Rent Public Housing Lease Agreement:

- a. No Status Update



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7. Enhance Safety & Security:

- a. TGHA continues to enhance safety and security efforts for its residents and the surrounding neighborhoods through active participation with the **Crime Free Multi-Family Housing Program**.
- b. FY 2015 TGHA applied for **HUD's Safety and Security Grant** for installation of additional cameras at the Garden Apartments community. TGHA was not selected as one of the awardees, but will continue to pursue this and other grant opportunities in the future.

VI. VIOLENCE AGAINST WOMEN: To protect the rights of victims of domestic violence, dating violence, and stalking to secure and maintain housing without being victimized a second time by being denied housing or losing housing because of the criminally violent acts perpetrated against them.

1. Ensure that all applicants and participants of the Housing Authority know of their rights under the VAWA.
2. Implement VAWA as victims come forward to claim their rights.
3. Educate participating landlords to assist them to protect the rights of victims and to avoid evictions where the victim can certify they qualify for protection.
4. Link victims with resources in the community that can assist them with services.
5. Work with the Domestic Violence Shelter to develop housing options for victims of domestic violence.
6. Policies prescribed in the Public Housing Admissions for Continued Occupancy and the Section 8 HCV Program Administrative Plan will ensure the following;



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- a. TGHA will not knowingly deny assistance to otherwise eligible applicants simply because they have been victims of domestic violence, dating violence, sexual assault, or stalking.
- b. TGHA will not knowingly terminate the assistance of otherwise compliant persons simply because they are victims of domestic violence, dating violence, sexual assault, or stalking.
- c. TGHA will educate applicants and participants of their rights under VAWA.
- d. TGHA will work to educate landlords about VAWA and the rights of victims under the act and to work with the landlord and the victims to protect the housing assistance of victims and their families.

Updates and Progress

1. Ensure Applicants and Participants Know Their Rights Under VAWA

- a. VAWA regulations are included as an addendum to the Public Housing Lease Agreement.
- b. HUD Form 50066, Certification of Domestic Violence, Dating Violence, Sexual Assault, or Stalking is listed on TGHA's website under the Resident Link, included in the HCV Tenant Briefing and Public Housing Leasing packets.

2. Implement VAWA as Victims Come Forward to Claim Their Rights

- a. VAWA is being implemented as victims come forward to claim their rights.

3. Educate Landlords About VAWA



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- a. HUD Form 50066, Certification of Domestic Violence, Dating Violence, Sexual Assault, or Stalking is included in the HCV Landlord Briefing packets.

4. Link Victims With Resources

- a. Individuals experiencing domestic violence are referred to shelters and other community agencies providing services for individuals experiencing domestic violence.

5. Work With the Domestic Violence Shelter

- a. We work with domestic violence shelters in referring individuals who are in need of VAWA services.

6. Prescribed Public Housing and HCV Policies

- a. VAWA is outlined under Section 1.14 of the Housing Choice Voucher Program Administrative Plan.
- b. VAWA is outlined under Section 1.13 of the Public Housing Program Admissions for Continued Occupancy Plan.