



Covington's Community Development Strategies

Commission Caucus 10-13-15

Housing and Community Development Strategies

- Economic Development (City)
- Code Enforcement and Neighborhood Revitalization (City)
- CDBG/HOME Funding (Community Planning and Development (CPD) Division)
- Housing Choice Voucher Program (Office of Public Housing (PH))
- Housing Authority of Covington (Office of Public Housing (PH))



Economic Development as a Housing Strategy

Covington's Economic
Development Program

Covington Economic Development Program

- What does the program/ initiative do, who does it serve, what need does it meet?
 - Implements Center City Action Plan and Housing Strategy
 - Is a development gap financing and technical assistance incentive to promote new development in the downtown – including market rate residential.
 - Helps to meet the need for patient and sometimes forgivable source of revenue to facilitate difficult development sites in a struggling market.
- How is it funded/ structured/ governed?
 - Developed in FY 12/13
 - Funded by General Funds Dollars
 - 5 year program of over \$1M, approved by Order/Resolution (currently in year 3)
 - Projects approved by City Commission
- How is the program administered?
 - Rolling application cycle as funds are available
 - Reviewed by City Staff with recommendations from Loan Committee (cross departmental staff), and Covington Economic Development Authority



Covington Economic Development Program

- What progress has been made- successes/ lessons/ changes?
 - Strategy was to do fewer, but more impactful projects
 - Projects include:
 - 629 Madison / Mutual Building - 14 Market Rate Units
 - 209-211 Pike Street/ Market Lofts – 12 Market Rate Units
 - 220 Pike Street - 1 Market Rate Unit
 - 701 Scott / Dr's Building – 8 Market Rate Units
 - 401-22 Scott / Boone Block – 9 Market Rate Units
 - Total 44 Units in 2.5 years
 - Over time Calculations on ROI have become more in depth, and negotiations have been more aggressive.
 - Will look for changes in the future to a competitive instead of rolling deadline approach.
- What is to come?
 - Program was suspended for FY 14-15, hopes are to be able to reinstate program if additional funding comes available, or during next year's budget



Neighborhood Revitalization as a Housing Strategy

Code Enforcement

“Code Enforcement” Initiatives

What does the program/ initiative do, who does it serve, what need does it meet?

- Implements Center City Action Plan and Housing Strategy
- Goal is to remove blight and over time increase new investment and overall property values in the neighborhoods
 - Demolition of blighted structures
 - More “on street” code enforcement
 - Investigate Land banking
 - Foreclosures
 - CCDI
 - Make eviction lists more accessible
 - Criminal Activity Ordinance and Notification System
 - Leverage current Rental and Fire inspection programs
 - Enforce Occupational License Suspension/Revocation as part of Criminal Activity Ordinance
 - Utilize County Attorney's Office and Kenton County District Court Resources for Prosecution

“Code Enforcement” Initiatives

- How is it funded/ structured/ governed?
 - Majority of funding is from General Fund and Capital Fund (demos/foreclosures)
 - Portion of Fire/Rental Inspectors are CDBG Funded
 - City Development Staff oversees programs with Budgets approved by Commission
- How is the program administered?
 - Much departmental cross over – code/police/fire/legal/finance
 - Some Public/Private Partnerships

“Code Enforcement” Initiatives

- What progress has been made- successes/ lessons/ changes?
 - Demolitions – 2013: 49; 2014: 45
 - Foreclosures – City has filed 4
 - CCDI
 - 17 filed
 - 10 through Sale ready to Close
 - 1 purchased by an outside 3rd Party
 - 4 Scheduled for Sale over the next month or so
 - 3 with more complex litigation issues such as estate issues
 - Criminal Activity Ordinance: 493 criminal activities that were attributable to individual rental units were sent out by letter.
 - Code Enforcement – More Hours on the street, increased compliance
- What is to come?
 - Demolitions – 2015: 55 (Planned)
 - CCDI
 - 3-4 properties for “Batch 2”
 - “RFQ Stage” another 20 Properties to be filed in February and concluding in September 2016.
 - Criminal Activity Notification System Data
 - Leverage from Rental/Fire inspection Merger



Community Development as a Housing Strategy

CDBG/HOME Funds

CDBG/HOME Funding

What does the program/ initiative do, who does it serve, what need does it meet?

- Implements Annual Action Plan that is aligned with the Center City Action Plan and Housing Strategy
 - CDBG - Goal is benefit low-mod income individuals, remove slum and blight
 - HOME - expand decent and affordable housing to impact the overarching quality of life
 - Income Limits- set annually by HUD based on region, \$39,900 for 1 person household, \$56,950 for 4 person household
- CDBG Community Development/Public Improvements (60%) – Street Resurfacing, ADA Ramp Installation, Park Improvements, Hydrant Replacements, Crime Prevention, Recreation Activities, Business Retention Activities, Section 108 ED Loan Pool
- CDBG Residential/ED Programs (40%) – Upper floor residential rehab, Rental/Fire Inspection, Business Retention and Public Service Activities, Homeowner rehab, Homeowner repair



• HOME Residential Programs - Homebuyer assistance, CHDO Housing Development (15% requirement)

CDBG/HOME Funding

- How is it funded/ structured/ governed?
 - Annual allocation from US Department of Housing and Urban Development
 - City Development Staff oversees programs with Budgets approved by Commission with input from general public
 - Heavily regulated by federal government with strict regulations on planning and spending
- How is the program administered?
 - Administered by Programs and Strategic Projects Division
 - Monitored by HUD Louisville Field Office

CDBG/HOME Funding

- What progress has been made- successes/ lessons/ changes?
 - Community Development/Public Improvements
 - \$1.36 million for CDBG projects have been leveraged for \$4.3million
 - Caroline Avenue underpass (\$300k for \$554k) & Latonia Ave reconstruction (\$160k for \$694k), Russell Street water line improvements (\$74k for \$373k)
 - Goebel Park and Latonia playgrounds
 - Housing Development
 - Homebuyer down payment assistance program leveraged \$8,538,150 in first mortgage loans
 - Over last 5 years, we have supported 133 loans, 124 households still living here and compliant with taxes
 - 14 homeowner houses repaired – seniors, disabled, veterans have priority
 - 9 rental units rehabbed in mixed used downtown buildings (\$110k for \$1.2 mil)
 - 3 CHDO Housing Development Projects
- What is to come?
 - Trend indicates these funds will continue to shrink, this will require the need to leverage further where possible



City of Covington Housing Choice Voucher Program

Who We Are – What We Do

- Since 1974, HUD's rental assistance program has assisted low-income families to obtain affordable housing.
- The City of Covington Housing Choice Voucher (HCV) program was established in 1975.
- The HCV program is a city department. It is also part of a Housing Consortium with the Housing Authority of Covington.
- This program is 100% federally funded. No city funds are used to administer the program, subsidize rents or pay salaries.



Benefits of HCV to the City

- Through increased and improved collaboration with the Police Department, Finance Department, Legal Department, Operations Department and Community Services the HCV program has become a successful tool within the City to promote compliance from both property owners and residents.
- Increase in city revenue due to collection of delinquent taxes and license fees. Possible loss of monthly HCV payment works as leverage to ensure that property owners remain in good standing.
- Properties in the city are inspected annually when they otherwise may not be.
- The behavior of HCV program participants is monitored and risk losing their assistance due to negative incidents.
- Good public relations for the city by providing decent, safe and sanitary housing and opportunities for homeownership for lower income residents.
- We offer self-sufficiency incentives to participants who are employed or are seeking employment.

Good Standing Requirement



- Before a unit is approved for participation in the HCV program, we confirm that the owner of the property is in good standing.
- Good standing includes: ensuring there are no liens on the property, having a current rental license, and occupational license and owing no money for property taxes or waste fees.
- To date in 2015, we have denied 35 properties for participation because property owners were not in good standing.
- We also work with the cities of Elsmere and Ludlow to ensure property owners are in compliance.

Screening and Monitoring

- Before an applicant is approved to receive a Housing Choice Voucher, we conduct a criminal history screening.
- Applicants are determined ineligible if they have committed drug related activity, violent criminal activity, have had three or more alcohol-related arrests in the past five years or are a registered sex offender.
- Applicants are also deemed ineligible if they have been evicted from public housing, terminated from any Section 8 program or owe money to any federally assisted housing program.



Screening and Monitoring continued...



- We work with the Police Department on a continual basis to monitor possible criminal activity of HCV program participants.
- Each day, we are given a list of both police calls and arrests which occur in the City of Covington.
- We cross check names and addresses for each incident to ensure that neither program participants or assisted addresses were involved.

Inspections



- Before a unit is placed on the HCV program, it must pass the HUD Housing Quality Standards (HQS) inspection. This inspection ensures that the unit is decent, safe and sanitary.
- Generally, HQS follows the city's property maintenance code, but the HCV program has also adopted some upgraded property standards.
- Items looked for during the inspection include (but are not limited to): working smoke detectors, no broken windows, railings around porches and decks, handrails, adequate heat and no peeling paint.

Inspections continued...



- Inspections are also conducted on an annual basis or at any time when a complaint is made about the property.
- If a unit fails an inspection, a list of the failed items is sent to the property owner.
- In the event that repairs are not made within the required time frame (30 days for non-emergency items), the property owner's monthly Housing Assistance Payment is withheld.
- If the property owner does not complete the repairs within 60 days, the unit will be removed from the program.

Inspections continued...



- If a unit is in unacceptable condition, it is not approved for participation in the HCV program.
- In addition, participating units whose conditions decline over time may be removed from participation in the program.
- To date in 2015, 962 units have been inspected.
- In 2014, the HCV program performed a total of 1,276 inspections.

Our Jurisdiction

- The HCV program can be found in all 50 states, Puerto Rico and the US Virgin Islands.
- The City of Covington HCV program's jurisdiction covers all of Kenton County.
- The program is allocated for 1,094 units.
- Currently, 628 of our participating families (61%) reside in the City of Covington and 404 (39%) reside in other cities within the county.



Our Participants

- 208 are elderly households (20%)
- 320 are disabled households (31%)
- The program assists 1,262 children

- 832 reside in apartments (81%)
- 198 reside in single family homes (19%)
- 2 reside in mobile homes
- *17 families are proud homeowners (not renters)*

- 417 households have an employed family member
- 335 property owners participate in the program



Challenges and Objectives



- HUD funding can change from year to year. It is a balancing act to continue to manage the program, staff and expenses in a fiscally responsible manner.
- Alleviate the confusion surrounding the many types of affordable housing in the city
- Erase the negative stigma of the “Section 8” program
- Increase the number of property owners who utilize the program
- Continue to be a successful revitalization tool for the city

Public Housing – The Housing Authority of Covington

THE HOUSING  AUTHORITY
C O V I N G T O N , K Y



The Housing Authority of Covington

- 45 full-time employees
- 813 public housing units
- Began operations in 1939 with the construction of Jacob Price Homes and Latonia Terrace
- Governed by a 5-member Board of Commissioners

Board of Commissioners

- Mayor of Covington is an ex-officio member with voting authority.
- Remaining 4 members are appointed by the Mayor and approved by the City Commission. No more than two appointed members may be of the same political party. Housing Authority Commissioners serve 4-year terms.
- Regular board meetings are held on the 3rd Wednesday of each month beginning at 4:30 p.m.
- Regular Board members receive a stipend of \$25 per meeting. The Chairperson of the Board receives \$35 per meeting.
- Board members vote on policies, goals, and budgets that drive the mission of the Housing Authority:
 - “The Housing Authority of Covington is committed to creating better neighborhoods by innovatively providing diverse housing opportunities for individuals and families in partnership with the greater community. These communities are focused on opportunities for our residents to flourish by achieving self sufficiency.”

Staff

- The Executive Director oversees the activities of 3 Department Directors:
 - Director of Finance
 - Director of Operations/Co-Deputy Director
 - Director of Resident Services
- Each Department Director supervises the day-to-day activities of full-time and part-time employees, volunteers, and contractors.

Finance

- Responsible for a \$5 million dollar budget.
- Coordinates financial reporting and all other typical accounting functions, including payroll.
- Responsible for capital improvement budgets.
- Manages regular audits and other compliance measures required by HUD.

Operations

- Responsible for marketing, approving applicants, leasing apartments, day-to-day property management, collections, lease enforcement, inspections, income verification, rent calculations, and fair housing compliance.
- Responsible for the day-to-day maintenance of Housing Authority properties.

Resident Services

- Mission: To foster economic self-sufficiency
- Objective: To provide access to quality adult, youth, and elderly support services, such as:
 - Case management
 - Work readiness classes and job search assistance
 - GED tutoring and job skills certification
 - Financial literacy, budgeting & homeownership classes
 - Early childhood and youth development programs
 - Congregate meal program
 - Transportation and child care assistance for program enrollees
- These resident opportunities are accomplished via a caring staff and partnerships with more than 10 local service providers.

ACADEMY FLATS

- 26 units
 - 6 - Public Housing
 - 20 – Project Based Sect. 8
- Limited to age 55+



EMERY DRIVE

- 68 units
 - 12 - Public Housing
 - 50 – Market Rate
 - 6 Housing Choice Voucher



CITY HEIGHTS

- 366 Public Housing units
- 1, 2, 3 and 4 bedrooms
- Built in 1954



LATONIA TERRACE

- 235 Public Housing units
- 1, 2 and 3 bedrooms
- Built in 1940



GOLDEN TOWER

- 155 Public Housing units
- Studio and one bedroom
- Limited to age 50+



NEW SITE PROPERTIES

- 19 Public Housing units – Scattered Sites
- 2 and 3 bedrooms



EASTSIDE REVITALIZATION

ESR I

- 24 units – Scattered Sites
 - 6 - Public Housing
 - 18 – Project Based Sect. 8



ESR III

- 31 units – Scattered Sites
 - 6 - Public Housing
 - 25 – Project Based Sect. 8



ESR II

- 18 units – Scattered Sites
 - 8 - Public Housing
 - 10 – Project Based Sect. 8



RIVER'S EDGE AT EASTSIDE POINTE

Formerly Jacob Price Homes – 163 Units

- 43 Public Housing units
- 47 Tax Credit units
- 30 Market Rate units



THE HOUSING AUTHORITY
C O V I N G T O N , K Y



HOPE VI HOMEOWNERSHIP UNITS

- 4 One Story Homes
- 5 Two Story Homes
- 2 and 3 Bedrooms
- Located on East 10th Street and East Robbins Street



THE HOUSING AUTHORITY
C O V I N G T O N , K Y



The Housing Authority of Covington



Good homes for good people.

THE HOUSING  AUTHORITY
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