



# 2018 ORGANIZATIONAL HIGHLIGHTS

County Housing and Redevelopment Authorities assist and partners across the county via a wide variety of continually growing initiatives, programs, projects and services. We are pleased to share some of the organization's 2018 highlights, and look forward to working together for added success—**better places, better lives.**

## Community Development

- secured a \$500,000 HOME grant from the Pennsylvania Department of Community and Economic Development (DCED) to create affordable homeownership opportunities in Carlisle Borough
- realized funds to pilot a landlord-engagement program to encourage additional property-owner participation in subsidized-rent programs
- received \$99,639 in Emergency Solutions Grant funding to support emergency shelter operations and street-outreach activities for homeless individuals and families
- using HealthChoices Reinvestment, implemented a forensic bridge subsidy program for formerly homeless individuals exiting the prison system
- initiated the purchase of 149 N. Pitt St., Carlisle, to be completely renovated and sold to a first-time homebuyer
- to support the coordinated-entry system in Cumberland and Perry Counties, secured over \$30,000; launched in January, coordinated entry improves services and support for homeless individuals and families, and is funded by the Pennsylvania Housing Finance Agency (PHFA) PHARE program (Pennsylvania Housing Affordability and Rehabilitation Enhancement Fund), an Eastern Continuum of Care grant and private foundations
- provided three Community Development Block Grant shopsteading loans totaling \$160,000 and packaged the \$606,000 in financing for these projects—Buhrig's Gathering Place and Smoke & Pickles Artisan Butcher Shop (both new businesses in Downtown Mechanicsburg) and Papillon Salon & Skin Care Center in Lemoyne—a business relocation and expansion



- with a \$200,000 U.S. Department of Environmental Protection Agency workforce development grant, graduated 25 students in the environmental technician trades curriculum—for employment in brownfield remediation and clean-up, stormwater management, handling hazardous materials, asbestos and lead-based paint removal and working in confined spaces; the Authority partnered with Carlisle Borough, Harrisburg Area Community College, the Employment Skills Center and Gaito Associates to provide the training

## Downtown Program Services

- completed the demolition of the condemned, fire-ravaged, structures at 203 E. Main St. and conveyed the parcel to the Mechanicsburg Museum Association for the creation of gardens and a gathering place next to Frankenberger Tavern
- completed reconstruction of the former real estate offices at 139 W. High St. to open the Molly Pitcher Brewing Company’s new restaurant, bar and relocated taproom including second-floor and outdoor guest areas; utilized Carlisle Streetview grants and packaged financing for the \$911,000 project and business which opened in July
- approved five Downtown Mechanicsburg About Face! projects transforming storefronts and buildings alike—all of them, new businesses; projects at Jubilee Cake Studio, 3rd Element Consulting, Buhrig’s Gathering Place, Smoke & Pickles Artisan Butcher Shop and the building housing it at 30 S. Market St. total over \$230,000 in improvements
  - identified and facilitated the sale of the former JW Music building in Lemoyne—which was not on the market—to Lynn Reigle, Arthur Murray Dance Studio; the \$750,000 project relocates the dance studio in business for 26 years two blocks down the street to this completely transformed space at 331 Market St.
  - assisted chef David Mills, Smoke & Pickles Artisan Butcher Shop, with property identification and \$191,000 in financing to open the one-of-a-kind business, and \$17,000 in grants to improve the exterior and create a new storefront for the butcher shop and cafe



## Housing Choice Voucher Program

- received a 100% rating from HUD’s Section 8 housing choice voucher management assessment program (SEMAP) achieving high-performer status for overall compliance and fully utilizing all allotted federal funding
- leased 146 units to new families or tenants utilizing the Housing Choice Voucher Program
- executed the housing assistance program contract for the newly-constructed Townhomes at Factory Square in Carlisle; initiated leasing the units

- was awarded a \$20,000 HUD family self-sufficiency grant funding a program that allows housing voucher participants to escrow a portion of their rental payments for five years saving toward future investments such as a home or higher education
- while many housing authorities in the region have closed their tenant waiting lists and are not accepting new voucher applications, kept the Authority's housing choice voucher program waiting list open and continued to pull from the waiting list leasing units
- represented the Authority and voucher program participating and speaking at area forums including the annual Local Housing Options Team (LHOT) summit



## Housing Management

- executed a new five-year management certification with the U.S. Department of Agriculture for the operation of Mountain View Senior Apartments in Newville
- implemented new property-management software including residential facilities
- completed successful audits, PHFA and investor facility inspections, financial and file reviews and monitoring of properties, all with no findings
- expanded services while reducing costs with a new Integrated Pest Management Services program in place at all residential properties
- in cooperation with Shippensburg University's School of Social Work, completed a demographic study and survey of the residents of the Authority's public family housing and public senior housing facilities



## Facilities Construction and Maintenance

- implemented a program to address and improve building exteriors and curb appeal by updating signage, painting, landscaping, providing parking area enhancements, better lighting and more
- developed a format for an improved preventive maintenance program using a multi-year cycle to address needs and requirements

## Finance and Human Resources

- transitioned from Capital Blue Cross and a one-year health insurance contract to a one-year contract with CIGNA, a second one-year contract with United Concordia for dental coverage and Capital Blue Cross for vision insurance for calendar year 2019; the CIGNA plan includes benefits similar to 2018 with a modest rate increase
- entered into a two-year contract with Principal Life for Authority-paid group term life insurance policies for full-time employees
- redesigned and implemented a new annual employee performance review document used for current staff and a six-month review of new staff
- issued a “New Employee Guide to Programs and Services” to staff also used as part of employee orientation
- pre-screened job applicants by phone also conducting initial interviews on behalf of Authority supervisors vastly reducing the amount of time positions are vacant
- prepared and presented the Redevelopment Authority administrative budget for board approval for fiscal year 2018–2019 and operating budgets for 18 properties managed by the Authority; received approvals from property owners, and submitted the operating budgets to respective governing agencies—the U.S. Department of Housing and Urban Development and the Pennsylvania Housing Finance Agency—for final approvals
- earned unmodified opinions (best possible results) on all audited financial statements issued in 2018 for fiscal year 2017 reporting periods for the Housing Authority, Redevelopment Authority, One West Penn, American House, Crossroads, East Gate, Enola Commons, Iroquois Hotel and Sherman’s Valley; received positive results (no auditor opinion required) on reviewed and compiled financial statements for all other properties managed by the Redevelopment Authority
- for 2017, earned an 89% rating in the HUD public housing assessment scoring (PHAS) for real estate financial, capital, physical (facilities) and management components for public housing agencies with fewer than 250 units; the score consists of four measurable components—physical (31 of 40), financial (23 of 25), management (25 of 25) and capital fund (10 of 10); a PHAS score of 89 with a designation status of standard performer for the period ending June 30, 2018, was also issued by the Real Estate Assessment Center

## Executive Office



- completed construction of the Townhomes at Factory Square in Carlisle; the Housing and Redevelopment Authorities, through newly-established entities, serves as co-owner of the 52-unit, multi-family, development
- finalized a pre-development agreement with PIRHL for phase II of the former Carlisle Tire & Wheel site between College and B Sts., Carlisle, to build 40, one-bedroom, apartments including 10 units for veterans; the project will also provide 20,000 square-feet of commercial space and welcome



- green space at the center of the parcel; a sub-developer with PIRHL, the Authorities were awarded low-income tax credits to realize the project
- working with Cumberland Senior Housing Associates, submitted an application as co-developer for a low-income housing tax credit project in Lemoyne in cooperation with Monarch Development; the new construction would realize 40 units of senior housing, with the Redevelopment Authority providing supportive services
  - assisted in the preparation of an application for a low-income housing tax credit project in Hampden Township for a 39-unit family housing development in cooperation with Monarch Development; the Redevelopment Authority would provide supportive services
  - developed a new neighborhood assessment tool called Neighborhood Early Warning System to identify neighborhoods threatened by blight and decay early on; the system will help the community make strategic investments which will promote investment and strengthen neighborhoods; the system was developed with the assistance of a graduate student at Shippensburg University's Department of Social Work and Gerontology
  - completed a five-year analysis of the annual Point-in-Time survey of homeless individuals and families to identify trends in Cumberland and Perry Counties; the analysis was conducted by a Dickinson College senior seminar class in conjunction with the LHOT
  - supported by a management agreement with the Authorities, Carlisle Opportunity Homes celebrated its 50-year anniversary of providing affordable housing to families in Carlisle

