

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

PHA Plans

5 Year Plan for Fiscal Years 2000 - 2004

Annual Plan for Fiscal Year 2000

**NOTE: THIS PHA PLANS TEMPLATE (HUD 50075) IS TO BE COMPLETED IN ACCORDANCE WITH
INSTRUCTIONS LOCATED IN APPLICABLE PIH NOTICES**

**PHA Plan
Agency Identification**

PHA Name: Housing Authority of Kansas City, Missouri

PHA Number: MO0002

PHA Fiscal Year Beginning: (mm/yyyy) 01/2000

Public Access to Information

**Information regarding any activities outlined in this plan can be obtained by contacting:
(select all that apply)**

- Main administrative office of the PHA
- PHA development management offices
- PHA local offices

Display Locations For PHA Plans and Supporting Documents

The PHA Plans (including attachments) are available for public inspection at: (select all that apply)

- Main administrative office of the PHA
- PHA development management offices
- PHA local offices
- Main administrative office of the local government
- Main administrative office of the County government
- Main administrative office of the State government
- Public library
- PHA website
- Other (list below)
Family Development and Learning Center

PHA Plan Supporting Documents are available for inspection at: (select all that apply)

- Main business office of the PHA
- PHA development management offices
- Other (list below)

FIVE-YEAR PLAN

HOUSING AUTHORITY OF KANSAS CITY, MISSOURI

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5-YEAR PLAN
PHA FISCAL YEARS 2000 - 2004
[24 CFR Part 903.5]

A. 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. (select one of the choices below)

- The mission of the PHA is the same as that of the Department of Housing and Urban Development: To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.
- The PHA's mission is: (state mission here)
See attached five-year plan document

B. Goals

The goals and objectives listed below are derived from HUD's strategic Goals and Objectives and those emphasized in recent legislation. PHAs may select any of these goals and objectives as their own, or identify other goals and/or objectives. Whether selecting the HUD-suggested objectives or their own, **PHAS ARE STRONGLY ENCOURAGED TO IDENTIFY QUANTIFIABLE MEASURES OF SUCCESS IN REACHING THEIR OBJECTIVES OVER THE COURSE OF THE 5 YEARS.** (Quantifiable measures would include targets such as: numbers of families served or PHAS scores achieved.) PHAs should identify these measures in the spaces to the right of or below the stated objectives.

HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.

- PHA Goal: Expand the supply of assisted housing
Objectives:
- Apply for additional rental vouchers:
 - Reduce public housing vacancies:
 - Leverage private or other public funds to create additional housing opportunities:
 - Acquire or build units or developments
 - Other (list below)
See attached five-year plan document
- PHA Goal: Improve the quality of assisted housing
Objectives:
- Improve public housing management: (PHAS score A)
 - Improve voucher management: (SEMAP score A)

- Increase customer satisfaction:
- Concentrate on efforts to improve specific management functions:
(list; e.g., public housing finance; voucher unit inspections)
- Renovate or modernize public housing units:
- Demolish or dispose of obsolete public housing:
- Provide replacement public housing:
- Provide replacement vouchers:
- Other: (list below)
See attached five-year plan document

- PHA Goal: Increase assisted housing choices
Objectives:
 - Provide voucher mobility counseling:
 - Conduct outreach efforts to potential voucher landlords
 - Increase voucher payment standards
 - Implement voucher homeownership program:
 - Implement public housing or other homeownership programs:
 - Implement public housing site-based waiting lists:
 - Convert public housing to vouchers:
 - Other: (list below)
Site-based preferences

HUD Strategic Goal: Improve community quality of life and economic vitality

- PHA Goal: Provide an improved living environment
Objectives:
 - Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:
 - Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
 - Implement public housing security improvements:
 - Designate developments or buildings for particular resident groups (elderly, persons with disabilities)
 - Other: (list below)
See attached five-year plan document

HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals

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

Objectives:

- Increase the number and percentage of employed persons in assisted families:
- Provide or attract supportive services to improve assistance recipients' employability:
- Provide or attract supportive services to increase independence for the elderly or families with disabilities.
- Other: (list below)
See attached five-year plan document

HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans

- PHA 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, and disability:
 - 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:
 - Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:
 - Other: (list below)
See attached five-year plan document

Other PHA Goals and Objectives: (list below)

Please see attached five-year plan document

EXECUTIVE SUMMARY

The Housing Authority of Kansas City, Missouri is pleased to submit the following Five-Year Plan in compliance with the Quality Housing and Work Responsibility Act of 1998. HUD Interim Rule Docket No. FR-4420-I-01 (the Interim Rule) requires that a PHA five-year Plan include:

- (a) a statement of “the PHA’s mission for serving the needs of low-income and very low-income families in the PHA’s jurisdiction during the next five fiscal years,”
- (b) a statement of “the PHA’s goals and objectives that will enable the PHA to serve the needs of the low-income and very low-income families as identified by the PHA for the next five fiscal years,” and
- (c) a statement of HUD’s four strategic goals identified in the Interim Rule.

The following document is divided into four major sections. The *first section* provides background on the Authority’s activities over the past five years under the Receivership of TAG Associates of Kansas City, Inc., during which HAKC has moved from HUD’s list of troubled housing authorities to recently being named a high performing housing authority. The *second section* provides a statement of HAKC’s mission and a vision of the Authority’s operations over next five years, structured around the four strategic goals identified in the Interim Rule. The *third section* provides a five-year “outlook” for each of HAKC’s departments, including a list of major goals for the next five years and a description of how each department will achieve those goals.

In the next five years, the Housing Authority of Kansas City, MO seeks to accomplish the following three primary objectives:

- Successfully complete the development efforts currently underway including the third phase of the Guinotte HOPE VI program, the new construction of Heritage House replacement site and scattered site units as well as the abatement/rehabilitation of existing scattered sites, Wayne Miner and Chouteau Courts.
- Sustain the operational and physical accomplishments of the Receivership
- Accomplish the necessary marketing and operational improvements to increase the utilization of all Section 8 programs

It is the purpose of the following Plan to demonstrate how HAKC will fulfill the three primary objectives listed above as well as HUD’s four strategic goals as defined in the Interim Rule over the period from January 1, 2000 – December 31, 2004.

PART I: BACKGROUND

The United States District Court for the Western District of Missouri appointed TAG Associates of Kansas City, Inc. (TAG) as Receiver of the Housing Authority of Kansas City, Missouri effective September 6, 1994. As Receiver, TAG was charged to, “do all acts necessary to transform the HAKC into a functional housing authority, one that provides decent, safe and sanitary dwellings for families of lower income in substantial compliance with all applicable laws and regulations,” including the findings and requirements covered in three consent decrees in effect through the U.S. District Court.

One of the first initiatives of the Receivership was to develop a plan for improving management in areas identified by the Public Housing Management Assessment Program (PHMAP) that would result in improved scoring and the removal of the HAKC from HUD’s national list of troubled public housing agencies. In its first year as Receiver, TAG assessed the needs of the Authority and began to address critical problems in all aspects of the Authority’s operations. By the end of 1995, HAKC achieved a modest standard performer score of 60.82 percent on the Public Housing Management Assessment Program. In the following three years, TAG has continued to identify and implement goals with the objective of further stabilizing the Authority and establishing a solid foundation for sustainable long-term improvement. By the end of 1998, HAKC achieved a high performer score of 90.25 percent on the Public Housing Management Assessment Program. Some of the major improvements realized during the Receivership have included:

➤ ***Rehabilitation and New Construction***

HAKC successfully applied for two (2) HOPE VI grants for Theron B. Watkins/Wayne Miner and for the replacement of the Heritage House development. The HAKC also prepared a successful Revised Revitalization Plan and obtained HUD approval for its first HOPE VI program grant for Guinotte Manor. Both Guinotte Manor and Theron B. Watkins are under construction and the Heritage House replacement, a 1997 grantee, is in the development stage. In addition, the total rehabilitation of Riverview Gardens, funded through a one-time Major Rehabilitation of Obsolete Projects (MROP) grant, was recently completed. Together these developments represent approximately half of the public housing stock in Kansas City, MO.

➤ ***Mixed-Finance Redevelopment at Pennway/Villa del Sol***

The HAKC entered into an innovative partnership with McCormack Baron Associates and the Westside Housing Organization (WHO – a local Community Development Corporation (CDC) to redevelop the Pennway site as mixed-income housing, including market rate, tax credit and public housing units. This development is alternatively owned and provides for sixty-five (65) units under public housing Annual Contributions Contract (ACC).

➤ ***Resident Initiatives***

HAKC 5-Year Plan

HAKC now provides a wide range of resident services and welfare-to-work assistance both on-site at public housing developments and in the newly constructed Family Development and Learning Center (FDLC). The Authority adopted a comprehensive resident services plan and continually seeks out new resources to provide social and supportive services to HAKC residents.

➤ ***Public Safety***

Under the Director of Public Safety, the HAKC has developed an effective working relationship with the Kansas City Police Department (KCPD), providing greater security to residents. The HAKC has also furthered public safety through its use of three successful applications for Public Housing Drug Elimination Program (PHDEP) grants. Supplementing these grants are funds through the KCPD that have been obtained from federal Weed and Seed and Universal Hiring Program grants. According to the HAKC 1999 12 month plan, the department of public safety has the following goals:

- Complete the organization of the Public Safety Department.
- Continue working with local, state, and federal law enforcement agencies to reduce drug sales and other crimes in HAKC developments.
- Continue to monitor and evaluate the effectiveness of contract security.
- Improve the collection and dissemination of crime information.
- Work to reduce the fear of crime.
- Continue rigorous enforcement of the “one strike” policy.
- Continue to search for sources of funding for Public Safety.

➤ ***Decentralization***

The authority and accountability for management and maintenance operations are in the process of being decentralized, allowing the HAKC to be more responsive to tenant needs. HAKC now employs alternative managers to manage approximately half of its public housing, including scattered sites.

➤ ***Innovative New Policies***

HAKC has moved to the forefront in implementing innovative public housing policy. Flat rents were implemented to remove the disincentive for stable working families to remain in public housing created by the standard public housing rent calculation. In addition, local preferences for admission have been implemented to increase the number of working families in public housing and site-based preferences for occupancy now allow greater choice to housing applicants.

**Tenant Placement by Preference
June 1, 1998 through June 30, 1999**

	Requested				Did not receive stated	
Development	1 st Available	1 st Choice	2 nd Choice	3 rd Choice	Preference	MS
Brush Creek	10.3%	61.5%	10.3%	10.3%	7.7%	100%
Chouteau Courts	33.3%	2.8%	8.3%	16.7%	38.9%	100%
Dunbar Gardens	25.0%	60.0%	5.0%	0.0%	10.0%	100%
Guinotte Manor	72.7%	4.5%	13.6%	9.1%	0.0%	100%
Pemberton Heights	5.0%	75.0%	15.0%	5.0%	0.0%	100%
Riverview Gardens	26.4%	39.6%	20.8%	7.5%	5.7%	100%
Scattered Sites	80.0%	20.0%	0.0%	0.0%	0.0%	100%
Theron B. Watkins	15.2%	42.4%	24.2%	7.6%	10.6%	100%
Villa Del Sol	15.4%	73.8%	7.7%	3.1%	0.0%	100%
Wayne Miner	23.1%	23.1%	7.7%	23.1%	23.1%	100%
West Bluff	20.0%	20.0%	13.3%	23.3%	23.3%	100%

**Tenant Placement by Preference
June 1, 1998 through June 30, 1999**

	Requested				Did not receive stated	Total Move-
Development	1 st Available	1 st Choice	2 nd Choice	3 rd Choice	Preference	Ins
Brush Creek	4	24	4	4	3	39
Chouteau Courts	12	1	3	6	14	36
Dunbar Gardens	5	12	1	0	2	20
Guinotte Manor	16	1	3	2	0	22
Pemberton Heights	1	15	3	1	0	20
Riverview Gardens	14	21	11	4	3	53
Scattered Sites	4	1	0	0	0	5
Theron B. Watkins	10	28	16	5	7	66
Villa Del Sol	10	48	5	2	0	65
Wayne Miner	3	3	1	3	3	13
West Bluff	6	6	4	7	7	30

HAKC 5-Year Plan

Total	85	160	51	34	39	369
Total Percent	23%	43%	14%	9%	11%	100%

➤ ***Accountability***

The Receiver has been committed to ensuring accountability for the use of public funds. The Office of Internal Audit, the Office of Procurement & Contracts and the Budget Department were all created to perform quality control and maintain tighter reign on the procurement and budgetary process.

These improvements have been reflected in the Authority's steadily increasing PHMAP score. In 1996, HAKC's PHMAP score was 74.71 and in 1997 it rose to 84.96. HAKC was recently named a high performing housing authority as a result of scoring a 90.25 in 1998.

PART II: AUTHORITY-WIDE MISSION AND PROJECTIONS

The following section provides a statement of HAKC's mission and outlines the activities of the Authority over the next five years as they relate to HUD's four strategic goals defined in the Interim Rule. The four strategic goals include:

- Increasing the availability of decent, safe and affordable housing in American communities
- Ensuring equal opportunity in housing for all Americans
- Promoting self-sufficiency and asset development of families and individuals
- Improving community quality of life and economic viability

HAKC Mission Statement

It is the primary mission of the Housing Authority of Kansas City, Missouri (HAKC) to develop, rehabilitate and manage decent, safe and sanitary *quality* affordable housing in a manner that promotes equal opportunity, fair housing and the deconcentration of race and poverty. In accomplishing this goal the Authority is committed to maintaining its developments as affordable housing assets that can meet the needs of extremely low, very low and low income households in the long term and serve as viable community resources promoting economic independence and self-sufficiency for its residents.

Expanding Affordable Housing

One of the major goals of the Receivership has been to increase the availability of decent safe and affordable *quality* housing in Kansas City. Through a variety of funding sources including HOPE VI, MROP, CGP, Public Housing Development Fund, City Funds, and Low Income Housing Tax Credits (LIHTC), HAKC has redeveloped a large portion of the Authority's existing housing stock and embarked on a scattered site new construction program. Riverview Gardens (232 units), Guinotte Manor (219), Theron B. Watkins (210 units) and Villa del Sol (65 public housing units, 25 tax credit units, 30 market rate units) have all either been converted, rehabilitated, or newly constructed. In the next five years, HAKC seeks to further increase the availability of decent, safe and affordable *quality* housing in Kansas City through two major new construction projects, four major rehabilitation projects and a Section 8 marketing program.

➤ ***Heritage House***

In 1997, HUD awarded HAKC over \$6 million in HOPE VI grant funds to replace the existing seventy-nine-unit Heritage House apartment building in downtown Kansas City. Following procurement of a developer, a new site was acquired and a master plan was developed to build a new, mixed-income community for elderly and family households referred to as Cardinal Ridge. The project includes a mix of private and public financing and also includes a homeownership component.

HAKC 5-Year Plan

Construction will commence just prior to the first year of the plan and will be completed by the end of the second year. During the construction period, the Construction Department will assist the Department of Resident Services with the social service plan for the new occupants. Department staff will also assist the Department of Operations with the development of an asset management protocol to ensure that HAKC provides proper regulatory oversight of the new mixed-income public housing community.

➤ *Scattered Site New Construction Program*

HAKC maintains development and HOPE VI grant funding to build replacement public housing for units that were demolished at Wayne Miner, Pennway Plaza and Guinotte Manor. By the end of the second year of this plan, HAKC will have acquired, constructed, or otherwise been in the process of creating a total of 325 to 340 new units of public housing in non-traditional areas of Kansas City. The exact number will be known when all land and units are acquired and construction costs for new units finalized based on public bidding. A total of \$31.9 million in HAKC funding is committed to this program and is currently underway. New units have been acquired and are being occupied; at the same time, additional vacant land is being purchased for new construction.

To ensure the program's long-term success, the Construction Department will also assist the Department of Operations and Finance with the development of management and financial strategies for the new housing inventory. This long range planning will take place simultaneous to the two-year development period.

➤ *Scattered Site Abatement and Rehabilitation Program*

The Authority has slated 112 scattered site houses for complete modernization over the course of three years. As the Authority moves into the second year of the Scattered Site Modernization Program, thirty-five units with an additional thirteen units currently under contract, have been completed. Through competitive bidding, costs are currently running about 92% of the projected budget. We have encumbered a total of \$1,714,600 out of a total projected budget of \$4,796,134 which will be funded in phases over the next few years under this plan.

For properties north of 63rd street, Universal Management provides construction management services and coordinates tenant services with their property management division. The HAKC's Construction Management Department will handle the modernization of the remaining properties south of 63rd Street. Premier Development LLP, a resident owned business, was recently awarded a contract for construction services in this program. Another critical part of this modernization effort is the abatement of lead and asbestos hazards. Through specialized abatement contractors monitored by an independent and objective environmental management firm this work is being accomplished prior to beginning general construction.

HAKC 5-Year Plan

➤ ***Wayne Miner Courts***

HAKC has recently completed the initial strategy phase in the planned redevelopment of Wayne Miner Courts. During the first two years of the five-year plan, the Construction Department will implement a program that improves the physical quality of the existing apartments at Wayne Miner and makes suitable use of the vacant land at the site. Department staff will explore opportunities with local organizations and developers to build new facilities, commercial, institutional, and residential (or a combination of these uses) that can enhance the overall appearance and viability of the development. It is anticipated that some form of new construction will begin in the first two years of the five-year plan. Department staff will also work on an operational strategy that addresses the management of the site, public safety, community development and resident involvement.

➤ ***Chouteau Courts***

The targeted rehabilitation of Chouteau Courts is one of the major initiatives planned for HAKC rehabilitation as part of its Comprehensive Grant Five-Year Plan. HAKC has developed a two year phased rehabilitation program to address the needs of this site to ensure long term viability.

➤ ***West Bluff***

The revitalization at West Bluff will include the following eight actions:

1. Replace front and back porch lights;
2. Add area lights;
3. Repair and re-point brick exteriors;
4. Add roof and enclose maintenance storage adjacent to management office
5. Replace interior doors with solid core doors;
6. Repair Screen/Storm doors;
7. Insulate plumbing lines subject to freezing; and
8. Convert one resident unit into a Laundromat.

➤ ***Section 8 Marketing Plan***

The Section 8 Department will implement some of the steps outlined in its preliminary administrative plan. Some of the steps that will be taken include public service announcements on select radio stations and advertising on the interior and exterior of buses that are a part of the public transportation system.

This revised administrative plan also includes soliciting the assistance of owners to provide recommendations that, upon implementation, will enhance program operations. A landlord advisory council has been formed and the monthly owner newsletter has been enhanced.

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All marketing efforts undertaken will encourage the participation of disabled citizens and encourage owners to provide accessible units. Although some marketing efforts will target applicants, the chief target market of HAKC marketing efforts is owners of rental property. In order to assure the continued success of the Section 8 Program the number of units available for affordable housing opportunities has to increase with an emphasis of leasing in non-traditional areas of the city as well as assisting residents in reaching self-sufficiency.

Promoting Equal Opportunity

The Housing Authority of Kansas City is committed to ensuring equal opportunity in housing for all residents and eligible applicants in compliance with the Fair Housing Act, the Americans with Disabilities Act and Title VI and Title VII of the Civil Rights Act. HAKC will pursue initiatives under three major categories in order to promote equal opportunity in housing.

➤ ***Deconcentration***

Under the Tinsley Consent Decree, in effect through the U.S. District Court of Western Missouri, HAKC is required to conduct outreach to populations least likely to apply for public housing. HAKC is committed to the letter and spirit of the consent decree and will continue to conduct substantial outreach to reduce the concentrations of race and poverty in public and subsidized housing to the greatest extent possible. HAKC will accomplish this goal through four primary initiatives:

- *Targeted marketing and outreach* – As defined in the HAKC Admissions and Continued Occupancy Policy and the Section 8 Marketing and Outreach Plan, HAKC conducts targeted outreach efforts in order to attract those least likely to apply for Section 8 public housing. Marketing to increase the landlord pool is a goal as well.
- *In-take at sites around the city* – HAKC will seek to develop partnerships with community-based organizations in order that tenant selection staff can take applications for Section 8 and public housing at sites around the city. Performing in-take at various sites will allow HAKC to reach a larger potential base of applicants and accommodate those low-income individuals whose transportation situation or disability limits their ability to reach traditional application sites in the central city or HAKC public housing development and office locations. By reaching a broader geographical area, HAKC anticipates that the applicant pool will have greater racial diversity.
- *Section 8 and scattered site housing programs* – Through both the Section 8 and scattered site housing programs, HAKC is developing affordable housing resources in non-traditional areas to the north, south and east of the Kansas City, MO central city. Reducing the concentration of subsidized housing in the central city area will have a direct correlation to reducing the concentration of poverty and race in that area.
- *Flat Rent Policy* – HAKC will continue to implement its flat rent policy in order to avoid creating a disincentive for public housing residents to increase their earned

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income and to avoid forcing relatively high-income residents to immediately leave public housing. Flat rents help to maintain a level of economic diversity in public housing and help prevent the creation of “islands of poverty.”

- *Mixed income development* – In an effort to reduce the concentration of poverty in public housing, HAKC has with an alternative owner and developer, constructed and occupied the Villa del Sol mixed-income development. The soon-to-be constructed Heritage House development will also house tenants with a mix of incomes and household types (elderly, disabled, and family households). HAKC believes that selective use of mixed income development can be used to effectively increase the supply of affordable housing and ensure the continued success of that housing by attracting private and other non-traditional financial resources.

➤ *Fair Housing and Accessibility Considerations*

HAKC is committed to promoting fair housing in all of its operations. The scattered site program is one example of how HAKC will provide more accessible units for persons with disabilities. This commitment is evidenced in the fact that staff has recently received fair housing training. It is also currently being assessed which staff may need continued training in fair housing policies. It is standard procedure to make applicants for housing aware of their fair housing rights and to refer all fair housing complaints to the local HUD Office of Fair Housing.

In all of HAKC’s operations, the agency is committed to operating in compliance with the letter and spirit of the Americans with Disabilities Act and the Fair Housing Act. HAKC is committed to operating an office that is accessible for persons with disabilities. The primary locations of operation for this program will be the HAKC Family Development and Learning Center at 299 Paseo and the HAKC Central Office at 712 Broadway, both of which are wheelchair accessible. HAKC has also conducted a 504 needs assessment which revealed that over 5% of HAKC public housing units are accessible to the disabled. Since conducting that assessment, HAKC has significantly increased the percentage of 504 accessible units through the Villa del Sol, Theron B. Watkins and Guinotte Manor redevelopment projects. The resident services department has also made a concerted effort by creating partnerships with advocacy groups for the disabled.

HAKC has access to sign interpretation and translation services in several languages. Most of the Authority’s documents have been modified to reflect the fact that HAKC will make reasonable accommodations for disabled clients, owners and employees. HAKC also implements an internal procedure for providing information to clients on income deductions for which the disabled may be eligible. The Section 8 Marketing Plan outlines how HAKC will ensure that its marketing efforts reach potential applicants whom are disabled.

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Disabled applicants are advised that they may receive housing assistance more quickly if they accept a Designated or Mainstream Program special allocation certificate for which the HAKC has actively sought and received funding.

Promoting Self-Sufficiency and Asset Development

HAKC coordinates and administers a variety of programs to promote resident economic self-sufficiency and asset development primarily through the Resident Services Department. The Authority's primary programs for promoting economic self-sufficiency and asset development among residents are the HAKC Family Self-Sufficiency Program, the Section 3 Compliance Program and the employment training and placement services provided by the Full Employment Council (a local Welfare-to-Work Grantee). Each of these programs are primarily focused on aiding residents in obtaining and retaining employment and are described below along with selected other HAKC initiatives.

➤ *HAKC Family Self-Sufficiency Program*

The purpose of the HAKC Family Self-Sufficiency Program is to coordinate housing assistance with public and private resources to enable families eligible to receive assistance under these programs to achieve economic independence and self-sufficiency. The objective of the FSS program is to reduce the dependence of low-income families on welfare assistance, housing assistance and any Federal, State or local rent and homeownership subsidies. Each participating family works with specialized program staff to develop an Individual Training and Services Plan which clearly states the family's goals for self-sufficiency and identifies service needs and specific steps that must be taken to reach the specified goal. Depending on a family's individual goals and needs, the Contract of Participation may be effective for up to five years. A major benefit of joining the FSS Program is the financial incentive available to participating families in the form of "frozen rent" and an escrow account. When a family's earned income increases while in the program, the difference between their new rent and the pre-increase rent is placed in a savings account that is available to the head of household when the FSS contract is completed.

HAKC will continue to implement its established FSS program over the next five years contingent on continued funding availability. In the next year, the Authority expects to significantly restructure the FSS program. A formal plan for restructuring the HAKC FSS Program to comply with the QHWRA and to implement program improvements identified in a recent program review will be adopted and implemented.

➤ *Family Development and Learning Center "One-Stop-Shop"*

Among the major achievements of the Guinotte Manor and Theron B. Watkins HOPE VI social service program was the construction and staffing of the HAKC Family Development and Learning Center. Envisioned as a "one-stop-shop" for resident services and self-sufficiency activities, the FDLC houses HAKC Resident Services staff,

HAKC 5-Year Plan

Full Employment Council, employment specialists and Missouri Department of Family Services FUTURES caseworkers. In addition, Resident Services uses the site as a location for holding coordinating meetings with area social service providers and numerous direct service programs including financial management training and adult basic education classes as well as computer labs for both youths and adults.

➤ *Section 3*

Due to the large amount of redevelopment activity administered by HAKC in recent years, there have been significant opportunities for developing jobs for low-income individuals under Section 3 of the Housing and Community Development Act of 1968, as amended by the Housing Community Development Act of 1992. HAKC has recently completed a major revision of its existing Section 3 policy and has recently created a new position dedicated primarily to developing the Section 3 program and ensuring contractor compliance. HAKC's recently revised Section 3 plan details specific hiring and compliance guidelines for developers and contractors. These guidelines include the employment of residents and other low-income personnel and the utilization of resident-owned, MBE, WBE and other disadvantaged businesses.

➤ *Full Employment Council Contract*

HAKC has entered into a contract with the Full Employment Council (FEC), a local Department of Labor Welfare-to-Work grantee, to provide a variety of employment training and placement services to public housing residents. Under the terms of this contract, FEC houses full-time employment specialists in the HAKC Family Development and Learning Center at 299 Paseo. At that site, FEC staff provides the following services:

- Job Training Information
- On the Job Training
- Job Placement Assistance
- Vocational Assessment System
- Tuition Assistance
- Access to Wage Supplementation Jobs
- Transportation

As the current FEC contract is funded by HOPE VI grant funds, which will soon be fully expended, HAKC will seek to restructure its relationship with FEC to ensure continued services for public housing and Section 8 residents. The HAKC contract with FEC leverages substantial non-HAKC funds for resident employment training, childcare and supportive services. In the future HAKC anticipates continuing the relationship with FEC for funds to promote the FSS Program. As of June 30th, 118 placements have been made with 81 staying employed past the 90-day placement period. This works out to a 70 percent rate of continuing employment after placement.

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➤ ***Revolving Loan Fund***

The Housing Authority of Kansas City, Missouri (HAKC) will cooperate with the Community Development Corporation of Kansas City (CDC-KC) in operating a revolving loan fund. This will be a partnership with CDC-KC as well as local banks. The objective of this cooperation is to foster business start-ups as an economic development tool for low income residents of HAKC and the surrounding neighborhood who need loans between \$3,000 and \$10,000. This loan program will supplement existing loan programs by First Step and the CDC-KC. First Step makes business start-up loans from \$500 to \$2,500 and the CDC-KC Micro-Loan program makes business start-up loans up to \$25,000. HAKC has approximately \$89,000 to use for guaranteeing child care related businesses and \$122,000 for guaranteeing any eligible business start-up and opening loans.

➤ ***Endowment Fund***

HAKC has set aside HOPE VI social service funds to create an endowment to support future self-sufficiency activities. While enabling legislation is currently pending in Congress, HAKC hopes to utilize this endowment over the next five years to support similar activities to those outlined above and to seed new programs while leveraging outside public, non-profit and private funding sources.

Improving Community Quality of Life and Economic Viability

It is central to the mission of the Housing Authority of Kansas City to develop, rehabilitate and manage quality affordable housing in a manner that improves community quality of life and economic viability. HAKC is engaged in a variety of development and security-related activities that positively impact Kansas City neighborhoods. The HOPE VI Urban Revitalization Demonstration Program and the Public Housing Drug Elimination Program have been the primary catalysts for the community-oriented outlook that now characterizes HAKC operations. Under the Receivership, it has become standard practice for HAKC to consult residents and community members when planning any major redevelopment or security initiative.

➤ ***Guinotte Phase III***

The cooperative agreement for Guinotte Manor specifies that construction of phase III, approximately nine acres on the western portion of the site, will be limited to privately developed housing. HAKC will work with the city, the Guinotte Manor Tenants Association, the Columbus Park Community Council and other interested parties on a development plan for this site that protects HAKC's investment in Guinotte Manor and positively affects development in the overall Columbus Park Neighborhood. This partnership effort will have lasting effects for the residents of Guinotte Manor and the

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surrounding community. It continues the improvements made under the Guinotte Manor HOPE VI program.

In the Year 200 HAKC will develop, with resident input, a Nehemiah Housing Opportunity Grants Program (or similar homeownership program) for Guinotte Manor under Hope VI. HAKC will submit its plan to HUD for approval and anticipates beginning implementation by mid-year.

➤ ***Security Partnerships***

The HAKC security plan hinges on coordinated activities with the community and government resources it has secured to meet the security needs. In recent years, HAKC has made considerable strides securing in-kind resources in the areas of law enforcement and crime prevention activities for youth.

➤ ***KCPD Commitments***

The Department of Public Safety has made great progress piecing together a comprehensive law enforcement approach through a number of in-kind commitments from the KCPD. The HAKC will continue to receive in-kind commitments of two KCPD officers assigned full-time to public housing developments as well as one Police Athletic League officer. The KCPD has also designated HAKC developments as one of two areas where Weed and Seed funded officers shall focus their efforts. The grant allows the KCPD to hire off-duty officers back to fill district cars so regular district officers can be freed to work in the identified target areas. HAKC Public Safety and the Central Patrol Division will work together to assign these district officers in HAKC developments without duplicating efforts. Moreover, the HAKC and KCPD have submitted a joint application for two additional Community Oriented Policing Strategies (COPS) officers to be assigned to public housing. These KCPD commitments have been and will continue to be central for helping HAKC meet its drug elimination goals.

➤ ***Safe Neighborhood Grant - Paseo Corridor Partnership***

The HAKC is a partner in the 1997 Safe Neighborhood Grant, which is coordinated through the community-wide Paseo Corridor Partnership. The five HAKC family developments that lie within the Corridor have received a host of equipment and training resources in exchange for the HAKC's commitment of one senior staff person to the advisory council and a regular meeting space for the Partnership at the Clymer Center. In 1998 HAKC received a best practices award from HUD. The award received was the Paseo Corridor Drug and Crime Free Community Partnership award.

➤ ***Youth Activities - The Clymer Center***

The HAKC, in conjunction with numerous private, non-profit, and government agencies, has developed a number of programs to engage youth in positive and constructive behavior. Currently HAKC uses PHDEP funds to leverage youth programs through the

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Boys and Girls Club at the Clymer Center -- a community-based facility located in the Theron B. Watkins development. HAKC leverages more than double its funding commitment to the Boys and Girls Club.

The HAKC also has been able to use the Clymer Center to leverage a Police Activities League (PAL) officer who operates two youth programs out of the development at no charge to the HAKC. These two programs complement a whole host of youth recreational and crime prevention programs funded from three HOPE VI grants, FSS, EDSS, Economic Uplift, and Family Investment Centers.

Clymer Center serves as a central point for youth services in the community. Services reach not only residents of the Housing Authority but also the surrounding community. By working in conjunction with Community Backed Anti-Drug Tax (COMBAT) and the Kansas City Police, a number of youth activities have been introduced into the community through Clymer Center.

Currently, the Kansas City Police Department working with Weed and Seed funds, have coordinated activities with HAKC to establish Clymer Center as a "Safe Haven." As a Safe Haven, Clymer Center provides the community with a secure facility, which is defensible against crime. Coordination of activities at this safe haven is crucial.

Youth focused activities at Clymer Center include:

- Boys and Girls Club
- Kansas City Police Athletic League (PAL)
- 4-H ASAP program
- Mayor's Night Hoops
- Summer Lunch Program
- Summer Youth Employment Program
- Head Start and Parents as Teachers (PAT)

The ability exists through coordination of services to provide residents a continuum of services to youth from pre-teen to age 18.

➤ ***Technical Assistance to Resident Organizations***

The HAKC Resident Services Department regularly provides technical assistance to resident organizations or tenants who seek to organize a new representative body. Technical assistance includes helping to develop bylaws and facilitate elections and provide support in organizing residents. HAKC is committed to continuing these efforts to develop and support strong resident organizations.

PART III: DEPARTMENTAL “OUTLOOKS”

Part III of the HAKC Five Year Plan includes a projected five year “outlook” for each department that identifies any shift in the department’s mission, trends that will affect departmental functions and specific goals and projects over the next five years. Each section identifies the major planning documents that will guide the operations of each department.

Primary Operational Departments

The following pages presents brief descriptions of primary operational departmental missions and goals for the next five years at HAKC. It is important to note that each of these missions and goals tie back to the overall mission of the HAKC and support those overarching goals and objectives of the HAKC.

Housing Operations

➤ *Departmental Mission and Focus*

It is the mission of the Housing Operations Department to develop and effectively implement management and maintenance systems in order to provide quality affordable housing and customer service for public housing residents. While the Department does not anticipate any alteration in its primary mission, the HAKC housing stock and methods for achieving the Department’s mission will and continue to undergo significant changes in the next five years.

The Housing Operations major policy and planning documents include:

- Admissions and Continued Occupancy Plan
- Designated Housing Plan
- Asset Management Plan

➤ *Projected Trends*

As noted in Part II, HAKC’s total unit count will increase dramatically over the next two years and a large portion of these units will be at scattered sites around the City. The Housing Operations Department is developing a management plan for the scattered housing stock. In addition, the Department is developing procedures for overseeing private entities that manage a sizable portion of HAKC’s public housing. New requirements of the Quality Housing and Work Responsibility Act of 1998 have required significant alterations in the Admissions and Continued Occupancy Plan, the central policy document that guides departmental operations. Implementing new policies such as income targeting, flat rents and income exclusions will be a major focus of activity in the next two years. Perhaps the single largest change in the internal functioning of the department is the decentralization of authority and accountability to site managers. Currently being implemented, decentralization will increase the departmental efficiency

and improve customer service at public housing developments.

➤ ***Departmental Goals by Division***

The following is a list of specific goals and projects that the Department will seek to achieve in the next five years, allocated among each of the Department's Divisions. The primary functions for each of the Divisions will undergo some change over the next five years. The majority of these changes will occur in the first and second years of this five-year plan.

While the Housing Operations Department works closely with every other Department in the Authority, developing and maintaining strong communication with the Section 8 and Resident Services Departments will be particularly crucial given the need to increase Section 8 utilization and to implement the community service requirement of the QHWRA. Similarly, the Department will seek to develop and maintain partnerships with federal state and local agencies that share the same clientele, particularly the Missouri Department of Family Services. Housing Operations anticipates that continuing changes in HUD regulations will be a significant obstacle to accomplishing the goals listed below.

Property Management

- Achieve an above average score on the Public Housing Assessment System (PHAS)
- Maintain the Occupancy Rate at 97% and collect 97% of the rents
- Reoccupy all redeveloped units in the next two years
- Conduct home visits for all new move-ins during the screening process.
- Continue to coordinate with Public Safety, KCPD, and Resident Groups in reducing crime in public housing developments
- Encourage the integration of Scattered Sites residents in their respective neighborhoods
- Implement a new division of scattered site properties into management regions
- Monitor site-based warehouses
- Implement new rent calculations under QHWRA
- Explain key provisions of the QHWRA to residents such as comments and service requirements
- Require residents to sign any lease amendments deemed necessary
- Develop an automation system to monitor new income exclusions and disallowance of earned income
- Manage maintenance staff to meet unit turnaround and maintenance goals
- Continue to improve curb appeal with assistance of residents
- Continue rigorous lease enforcement
- Explain the PHAS resident survey to residents

Tenant Selection

- Perform computer interchanges with Department of Family Services to facilitate processing of Welfare-to-Work Section 8 Vouchers

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- Continue to develop systems that ensure that proper certificates and vouchers are awarded to applicants
- Continue to develop systems that award applicants certificates and vouchers under the proper Section 8 Special Programs such as main stream, Welfare-to-Work, designated, family unification, etc.
- Revise the Admissions and Occupancy Plan (ACOP) where needed to meet the mixed income deconcentration requirement under QHWRA
- Open a regional leasing office with community partners
- Train the staff on all complex policies associated with local preferences, site-based preferences, decentralization, rent exclusion and enhanced computer programs
- Network with other regional assisted housing agencies, such as Missouri Housing Development Corporation (MHDC), to create an awareness of housing availability in the Kansas City area
- Purge the waiting list every six months
- Reduce paper flow and file storage by capitalizing on computer technology
- Conduct the in-take selection process in a timely manner to meet the Section 8 occupancy goal of 97%
- Resident Orientation – Produce a take home video for all new public housing residents as well as developing a formal presentation process that all new residents would attend to familiarize them with the services of the HAKC

Maintenance

- Reduce the quantity of maintenance inventory line items by 50% through standardization efforts while increasing the use of cost efficient blanket purchase orders
- Develop and implement an aggressive pest control program
- Change the maintenance staff job classifications so that individual maintenance skills are matched with job assignments
- Develop a comprehensive evaluation and training process for the maintenance staff
- Execute a comprehensive pest control program
- Reduce cost of maintenance materials
- Achieve an above average rating on PHAS
- Improve the processing of work orders and quality of workmanship

Housing Operations Administration

- Implement revised ACOP and procedures in compliance with the QHWRA
- Monitor the alternative management contract to ensure contractors are in compliance with policies of HAKC and HUD
- Aid Department of Planning and Development in conjunction with the preferred developer in coordinating public relations efforts in the Scattered-site communities as needed
- Train staff on new policies and procedures
- Write a new lease that complies with the QHWRA

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Asset Management

- Provide training and technical assistance to HAKC private management contractors over PHAS, QHWRA, and Public Housing policies and procedures to ensure compliance and success of these properties
- Review materials selection, management plans, maintenance plans, reserves, and operating budgets of all HAKC privately managed developments
- Monitor occupancy, fiscal, physical, and regulatory compliance of HAKC private management contractors
- Market HAKC opportunities to the private management industry

Section 8

➤ *Departmental Mission and Focus*

It is the mission of the Section 8 Department to house low-income families in quality units suitable to their needs in a manner that provides equal opportunity for all applicants and promotes the deconcentration of race and/or poverty in the Kansas City Metropolitan Area. While the mission and primary operations of the Department will remain consistent over the next five years, achieving the stated mission will require a particular focus on three major issues. They are:

- Improving the quality and efficiency of Departmental operations
- Implementing a major marketing and outreach plan
- Promoting successful tenancies through housing counseling and effective implementation of the Section 8 Family Self-Sufficiency Program

The Section 8 Department maintains standard operating procedures in addition to the following major policy and planning documents:

- Section 8 Marketing and Outreach Plan
- Section 8 Workout Plan (based on Quadel findings)

➤ *Projected Trends*

While there is a significant demand for Section 8 vouchers and certificates among low-income families in the Kansas City area (and, according to available data, will be in the foreseeable future), affordable housing cannot be provided through the Section 8 program without the participation of property owners. Recruiting and retaining property owners will be crucial to fulfilling the evolving mission of Section 8. Expanding the base of participating owners is also critical to meeting the Department's central goal of reducing the concentration of Section 8 families in areas impacted by race and poverty. Most of the existing owner-participants lease property in the central city area. The Section 8 Marketing Plan will place an emphasis on marketing to owners in areas that are not impacted by race or poverty. The increasingly "hot" rental market in the Kansas City area will complicate this effort.

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An expected allocation of congressionally set aside Welfare-to-Work Vouchers will require the Department to become more closely connected with the support service community in Kansas City. The inclusion of support services as a part of the Section 8 operations will improve the Department's ability to sustain successful tenancies.

While many provisions of the QHWRA will impact the operation of the Section 8 Department, the income-targeting requirement will have the most dramatic effect by increasing the percentage of extremely low-income individuals in the program. The current demographic make-up of the HAKC residents is as follows: 7.5% White, 91.8% Black, .2% Hispanic and .5% Asian.

➤ *Departmental Goals*

The following is a list of specific goals and projects that the Department will seek to achieve in the next five years. Many of these goals are taken from an improvement plan developed in response to a comprehensive assessment conducted on behalf of the Authority in the fall of 1998.

While the Section 8 Department works closely with every other Department in the Authority, developing and maintaining strong communication with the Housing Operations Department will be particularly crucial given the need to coordinate with the tenant selection division to increase Section 8 utilization. Similarly, the Department will seek to develop and maintain its partnerships with the Missouri Housing and Development Commission in order to ensure consistent administration of Section 8 subsidy in the Kansas City area. Housing Counseling organizations will also be important partners as the Department seeks to increase the number of issued certificates and vouchers that lease up, reduce turnover among existing tenants and promote successful owner relations. Departmental goals are:

- Develop occupancy data reporting to facilitate planning
- Increase operating reserves
- Create a web site for owners that is coordinated with an Authority-wide web site
- Provide Internet access for all staff (increase communication avenues; owners can e-mail information)
- Develop fraud procedures to evict perpetrators and collect over subsidy
- Improve operational efficiency
- Implement income-targeting requirement of the QHWRA
- Maintain updated policies and procedures
- Network with other housing and social service agencies throughout the City
- Become a SEMAP high performer
- Improve file management and storage
- Increase automation to better track overall program activity and performance
- Consider satellite offices as deconcentration efforts take hold

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- Complete conversion from Mod. Rehab to certificate/vouchers
- Automate basic departmental functions
- Develop staff so that they are able to function in a more automated environment
- Enhance staff ability to encourage self-sufficiency among clients
- Create a quality control unit to assure overall program quality (this group will propose updates to operating procedures for compliance, recommend staff training, conduct staff training, work with MIS to improve computer systems, conduct quality reviews, work with internal audit on SEMAP and other audit functions)
- Enhance marketing efforts
- Develop team leaders among Section 8 Staff
- Maintain rent reasonableness study in house
- Improve customer service
- Create mechanism to serve non English-speaking clients
- Revamp waiting room with videos, posters, magazines, etc.
- Create a homeownership unit to administer homeownership vouchers

Planning and Development

➤ *Departmental Mission and Focus*

Planning and Development is a newly created department whose dual purpose is to coordinate the Authority's long-range planning efforts and to oversee the implementation of programs that will improve and increase the supply of public and affordable housing in Kansas City, Missouri. In addition to developing the Five Year and Annual Plans for the Authority, the Department has managed aspects of all three of HAKC's HOPE VI grants and planned the major redevelopment efforts outlined in Section I. A. of this plan.

➤ *Projected Trends*

Although the overall function of the department will not change during the five-year period covered by this plan, the departmental focus will shift in year three from development and program management functions to short- and long-term planning projects. In years three through five, the department will become more integrated with all areas of the agency to perform comprehensive and strategic planning. The Department will also assist other HAKC Departments in adapting to new housing policies and requirements of QHWRA throughout the next five years. Of particular importance for the Department will be the continued evolution of federal housing policy that affords new opportunities for public housing development. It is also anticipated that new financing mechanisms will be available and new regulations will be issued that enable HAKC to continue its efforts at building new housing developments and redevelop existing housing sites.

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➤ *Departmental Goals*

Goals for Years One through Two:

Over the next two years, the Department of Planning and Development will focus largely on implementing four major development programs:

- Phase III of the Guinotte Manor HOPE VI redevelopment
- The Heritage House HOPE VI redevelopment
- The Wayne Miner rehabilitation
- The scattered site new construction program

Department staff completed the planning of these programs prior to the start of the five-year period.

• *Develop Replacement Public Housing*

HAKC maintains development and HOPE VI grant funding to build replacement public housing for units that were demolished at Wayne Miner, Pennway Plaza and Guinotte Manor. By the end of the second year, HAKC will have acquired or constructed a total of 325 to 340 new units of public housing in non-traditional areas of Kansas City. The exact number will be known when all land and units are acquired and construction costs for new units finalized based on public bidding. A total of \$31.9 million in HAKC funding is committed to this program and is currently underway. New units have been acquired and are being occupied; at the same time, additional vacant land is being purchased for new construction.

To ensure the program's long term success, the Department will also assist the Department of Operations and Finance with the development of management and financial strategies for the new housing inventory. This long range planning will take place simultaneous to the two-year development period.

• *Complete the HOPE VI Redevelopment of Heritage House*

In 1997, HUD awarded HAKC a \$10 million HOPE VI grant to replace the existing eighty-unit Heritage House apartment building in downtown Kansas City. Following procurement of a developer, a new site was acquired and a master plan was developed to build a new, mixed-income community for elderly and family households. The project includes a mix of private and public financing and also includes a homeownership component.

Construction will commence just prior to the first year of the plan and will be completed by the end of the second year. During the construction period, the Department will assist the Department of Resident Services with the social service plan for the new occupants. Department staff will also assist the Department of Operations with the development of an asset management protocol to ensure that

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HAKC provides proper regulatory oversight of the new mixed-income public housing community.

- *Redevelop Wayne Miner Courts*
The redevelopment of Wayne Miner is part of the HOPE VI grant that HUD awarded HAKC in 1996. The site is adjacent to Theron B. Watkins Homes, the primary beneficiary of the HOPE VI funding.

When constructed in 1960, Wayne Miner Courts was HAKC's largest family development with a total of 726 units in high rise and low rise buildings. In 1987 due to distressed conditions at the development, HAKC demolished the five high rise buildings leaving seventy-four low-rise apartments on the perimeter of the site. The demolition substantially altered the Wayne Miner community and left a large amount of vacant land in the middle of the development. The vastness of the open space has created security problems for the existing residents; streets and parking areas remain designed for a higher density population. The existing buildings appear institutional in nature and require interior and exterior improvements to meet modern and market-oriented standards.

During the first two years of the five-year plan, the Department will implement a program that improves the physical quality of the existing apartments at Wayne Miner and makes suitable use of the vacant land at the site. Department staff will explore opportunities with local organizations and developers to build new facilities, commercial, institutional, and residential (or a combination of these uses) that can enhance the overall appearance and viability of the development. It is anticipated that some form of new construction will begin in the first two years of the five-year plan. Department staff will also work on an operational strategy that addresses the management of the site, public safety, community development and resident involvement.

- *Guinotte Manor Phase III Development*
The Department will assist the Guinotte Manor HOPE VI program with the planning for and implementation of new private development on the western portion of the Guinotte Manor site. The general goals for phase III are specified in a Cooperative Agreement between the City of Kansas City, Missouri, HAKC and the Guinotte Manor Tenants Associations. Department staff will complete all predevelopment activities, work with local and community partners to procure a developer and oversee the completion of the project.
- *Coordinated Planning with Other Capital Projects*
The Department will plan its new construction and redevelopment projects in coordination with the agency's smaller and medium sized redevelopment projects. It will also coordinate its efforts with the Department of Housing Operations and other

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departments to ensure that a viable comprehensive plan is developed for the agency whereby one goal is not achieved at the expense of another.

Goals for Years Three through Five:

By year three of the five-year plan, the Department will have expended all major grant funds that were awarded or obligated by the start of the first year of the plan.

Consequently, the focus of the department will change to long-range planning and the use of alternative financing and other techniques to create additional affordable housing.

- Research and Evaluation

The Department will have the opportunity to evaluate the success of major new initiatives that the agency completed in the first two years of the five-year plan. Staff will perform comprehensive evaluations of these initiatives to determine what policies and procedures should be modified or adopted. The results of these evaluations will also assist the Department in planning new capital programs that may be initiated in years three through five of the plan.

- Comprehensive Capital Improvement Planning

The Department will coordinate with the Department of Construction Management to plan for the capital needs of all HAKC sites and new development initiatives that can increase the supply of affordable housing in Kansas City. This process will involve an assessment of all available HAKC resources and the development of a long-term strategy to fulfill the agency's goal of providing safe, decent and sanitary housing.

- Development of New and Alternative Forms of Affordable Housing

The Department will plan for new programs that can add to the supply of public and affordable housing in Kansas City. Staff will utilize alternative financing sources and the flexibility afforded by new housing legislation and federal regulations.

Guinotte Manor HOPE VI Program

While HAKC administers three HOPE VI grants, as the largest and oldest, Guinotte is treated as a separate department within the Authority. HAKC anticipates that the Guinotte HOPE VI program will go through a phased close out, ending in July of 2001.

➤ *Departmental Mission and Focus*

It is the mission of the Guinotte Manor HOPE VI Program to plan and implement the redevelopment of the Guinotte Manor site in cooperation with residents, the City of

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Kansas City, Missouri and the Columbus Park Neighborhood as well as to coordinate community and supportive services for Guinotte Manor residents.

➤ *Projected Trends*

In the remaining two and a half years of the Guinotte HOPE VI program, the mission of the HOPE VI staff will shift from solely implementation to a combination of implementation, closeout and the creation of sustainability of programs as the HOPE VI program winds down to completion by the end of June 2001.

The primary new function of the department will be the development of records and documentation for all HOPE VI activities and finding ways to keep HOPE VI initiated activities ongoing after HOPE VI funding stops.

As the residential construction and rehousing activities are completed in November of 1999 the need for the Construction Manager and Relocation Specialist will be eliminated. However, due to the large amount of closeout work associated with a construction project the size of Guinotte Manor it will be advisable to keep the Construction Manager on board through the first quarter of next year. It is anticipated that the HAKC Construction Management Department will be responsible for the construction of the Office Center and on-site provider facility.

The relocation specialist will change her responsibilities to that of marketing rather than relocation and by year-end will no longer be needed for the program.

As construction and relocation functions diminish, property maintenance responsibilities will increase as the population of Guinotte Manor increases to 219 families at full occupancy.

➤ *Departmental Goals*

Activities that will be closed out at the end of the HOPE VI program include those listed below. They will require thorough documentation relating to what was spent and accomplished.

1. Residential Construction and Rehousing
 - Complete rehousing with marketing and orientation video
 - Accomplish mixed income targets
2. Phase III Development
 - Choose developer
 - Resolve demolition
 - Dispose of land as demand
3. Completing City Obligations
 - Ensure the delivery of playground and pool at Garrison Center and 77 off-site dwelling units. The city is operating under a cooperative agreement to construct

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43 units by the end of 1999 and 34 units by June of 2000. Negotiations are currently in process to reach these goals.

4. Non-Residential Construction
 - Design provider facilities and include them in RFP for construction of office center. Department of Parks and Recreation are planning on building a recreational facility that includes a playground and wading pool at the Garrison Community Center. Negotiations are underway and it is expected that the Parks and recreation Department will fulfill their obligations.
5. Relocate Offices
 - Move GMTA and Property Management into new offices by April 2000
 - Leave Hope VI and FSS staff in current facilities or temporarily rehouse in police substation 4-H facilities
6. Adult Education
 - Identify adult education needs, training opportunities and relationships
 - Establish a mentor network
7. Youth Activities
 - Work with Garrison Center management to develop a delivery system of youth activities from the Garrison Community Center
 - Bring Head Start back to Guinotte Manor with an all day program for children and a parents-as-teachers program for adults
 - Locate 4-H facility
 - Establish an after school tutoring program for youth
 - Locate a computer laboratory in an on-site facility
8. Work with the Evaluation and Monitoring Committee (EMC) and professional evaluator
 - See that the EMC is trained
 - See that the effects of all HOPE VI funded activities are identified and evaluated

The following initiatives are currently underway and will have to be further developed in order that they can be sustainable beyond HOPE VI:

1. Technical support for the Guinotte Manor Tenant Association (GMTA)
 - Strengthen as resident organization and participate in property management
 - Increase involvement in neighborhood activities and development
 - Develop a stand-alone business (construction, grounds keeping, lawn care, janitorial, newsletter, community participation) through the development of a business plan, recruiting, training, marketing and related technical initiatives
2. Transportation for Residents
 - Reduce transportation support services from the Authority and contract with transportation provider(s) that could include resident-owned businesses, commercial business, public transit and taxis

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3. Day Care
 - Attempt to develop resident-owned businesses to provide on-site around the clock dependent care (these will be run by residents trained at a local community college to run the program which will charge a fee to continue operations after current funding has expired)
4. Revolving loan fund
 - Establish support systems through HAKC and CDC
 - Market and monitor revolving loan fund
5. Endowment Fund
 - Find an acceptable investment for the endowment fund (one such investment might be the CWLA facility that HAKC could own and rent at a rate sufficient to pay for construction and the related cost of money is a strong possibility along with private, non-profit and public sector support and partners).

Another option is if special legislation currently under consideration is passed in Congress that would allow HAKC to invest HOPE VI monies into an endowment fund

- Create an endowment plan for the future of Guinotte

Support and Oversight Departments

Construction Management

➤ *Departmental Mission and Focus*

The mission of the Construction Management Department continues to be to aid HAKC in its effort to provide safe, decent and sanitary housing to low income people by ensuring through modernization of existing public housing that the work is done at the highest quality levels and in the most cost-effective manner allowed by HUD.

Over the next five years that mission will be more focused on enhancement of recent modernization activity, aesthetic improvements to facades and sites, and maintainability of existing developments, including sustaining the external capital improvements made at HAKC over the past few years.

In the next five years the following goals should be accomplished:

- Completion of the modernization activity of the existing scattered site developments.
- Completion of the construction oversight responsibilities of the new scattered site program.

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- Two year program of abatements and rehab improvements to the Chouteau Courts Development.
- Improvements to the West Bluff Development.
- Completion of Redevelopment activity at the Wayne Miner Development.
- Completion of the construction activity at the new Heritage House site.
- Modernization of all kitchens and bathrooms at the senior developments.
- Evaluation of and required improvements to major systems at senior developments (HVAC, electrical, roof, plumbing, building exteriors, etc.).
- Site improvements and upgrades at all developments where applicable.
- Acquisition or construction of a new HAKC Corporate Office.
- Improve construction management oversight skills.

➤ *Projected Trends*

- Completion of currently funded projects
- Availability of construction resources (manpower, materials)
- Use of capital funds
- Develop more effective means of providing construction and technical services

Revitalization at Chouteau Courts

The following 10 actions address revitalization efforts taking place at Chouteau Courts:

1. Complete lead paint and asbestos abatement
2. Replace existing cabinets, countertops and sinks;
3. Replace existing floor tiles;
4. Refinish hardwood floors;
5. Replace frames, doors and storm doors;
6. Repaint apartment interiors;
7. Repair stairs and handrails;
8. Paint hallway walls, floors, and ceilings;
9. Replace hallway ceiling lights lens; and
10. Consideration of tenant requests to extent that funds are available, such as additional metal gates, make entrance gates operable, add more storm/screen doors and add closet doors.

Resident Services

➤ *Departmental Mission and Focus*

The mission of the Resident Services Department is to assist residents in achieving their full potential as citizens and members of the broader community through a range of supportive service and economic self-sufficiency programs. In accomplishing this mission, Resident Services staff work closely with residents and Housing Management staff to make HAKC communities healthy and safe places to live and to ensure that

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residents successfully meet all of their lease obligations. A primary focus of the Department is to identify and secure leveraged resources from other parts of the community which can help address HAKC residents' need for quality programs involving youth, employment/training, child care, health care, senior services and other supportive services. Partnerships with the Full Employment Council, the Missouri Department of Family Services and a wide range of local agencies are central to the operations of the Resident Services Department.

Goals:

- Improve linkages with Full Employment Council and other agencies to provide living wage job opportunities for residents
- Improve outreach and recruitment mechanisms to ensure full resident participation in Section 3 and other identified job opportunities
- Identify and secure new third party resources for youth development, child care, employment/training, transportation, health care and senior services to respond to resident needs
- Support residents in making an effective transition from public assistance to economic Self-Sufficiency through the Family Self-Sufficiency and related programs
- Enhance existing partnerships and build new partnerships with local non-profit agencies and institutions to improve the quality of social services in all HAKC communities
- Develop new community service opportunities in response to QHWRA requirements
- Increase awareness and use of Resident Services programs/services by residents and members of surrounding community
- Sustain/improve youth program activities at all family sites in partnership with local youth providers (Clymer Center model)
- Expand involvement of senior providers in providing health/recreational/cultural services to HAKC senior developments

➤ *Projected Trends*

- Expanded need for child care, transportation and literacy services to support resident success in employment
- Continued increase in the number of employed heads of households generating demand for quality after school programs
- Need for community service activities to meet QHWRA requirements
- Expanded competition for limited foundation supportive service dollars
- Increased focus on measurable goals and outcomes from supportive service programs
- Increased focus on the needs of seniors who are “aging in place” in HAKC developments
- Likelihood of reduced Drug Elimination program and other special HUD grant funding

HAKC 5-Year Plan

➤ *Departmental Goals*

- Implement a coordinated fundraising strategy to identify and secure new financial resources for youth development, adult employment and training and senior supportive services
- Expand partnership and quantifiable outcomes with Full Employment Council to improve “one stop shop” employment, training and job retention services for residents
- Establish new Memoranda of Understanding specifying shared goals and quantifiable outcomes with Full Employment Council and other key partners
- Modify Family Self-Sufficiency program to address resident needs and to meet changing QHWRA and “welfare to work” requirements
- Improve coordination with Housing Management staff to assist in on-site activities, lease enforcement support, etc.
- Develop on-site senior programs at all sites related to health care, transportation and recreational activities
- Establish meaningful community service activities for residents to comply with QHWRA requirements
- Increase awareness and use of Resident Services programs and services by residents and members of surrounding community
- Increase utilization of the Family Development and Learning Center by HAKC public housing and Section 8 residents
- Improving monitoring of agency contracts

Public Safety

➤ *Departmental Mission and Focus*

The mission of the Office of Public Safety (OPS) is to enforce laws, lease enforcement and crime prevention.

➤ *Projected Trends*

- Changes in Neighborhoods around developments could affect crime levels
- Changes in laws could affect enforcement activities
- Taking on more responsibilities such as fraud investigations would increase workload
- To secure other alternative sources of funding to avoid increases in crime resulting from a reduction in public safety services

➤ *Departmental Goals*

The following is a list that contains goals for OPS:

- Continue to work with tenants and tenant associations on crime prevention programs. All developments will have active crime prevention programs in place within this five-year period.
- Continue to work with law enforcement agencies on programs in the housing developments. This is an on-going goal.

HAKC 5-Year Plan

- Improve security at senior developments by replacing coverage provided by private security guards with a combination of coverage provided by tenant building monitors and off-duty police officers. Explore ways to increase participation of the tenant building monitors.
- Find additional funding for OPS. The COPS Grant (which pays for the two evening hours provided by KCPD officers) will expire in 2.5 years unless extended by the federal government.
- Improve communication and cooperation with other law enforcement agencies for the purpose of increasing their involvement in public housing. HUD, OIG, DEU, ATF, and KCPD district officers could increase their involvement with public housing tenants and initiatives.
- Improve communications with other elements of HAKC to provide more input on safety and security issues. This would include crime prevention recommendations on purchases, construction design, lighting and training needs.
- Continue to work with the Paseo Corridor and other similar organizations to maintain a neighborhood approach to public safety problems.
- Establish crime/safety committees for each of the developments in cooperation with the tenant associations.
- Continue to work with Jackson County on speeding up the eviction process on drug dealers. More involvement by DART and faster hearing by the courts would improve the process.
- Expand OPS computer hook-ups with other agencies. Possible connections would be established with the Jackson County computer system to review eviction records and a full ALERT connection with the KCPD for the assigned police officers.
- Establish a monthly OPS newsletter. This newsletter would list crime occurrence locations, crime prevention tips, search warrants served, things to watch for, etc.
- Work with the municipal court to have a judge assigned to housing cases. Also have a city ordinance introduced that establishes a separate offense of trespassing on public housing property.
- Become more involved in monitoring and addressing security problems with scattered site developments.
- Obtain police department approval and the necessary equipment to monitor and transmit on the KCPD Radio Communication System.
- Establish programs to bring OPS, the police, and tenants closer together. This would involve more of a community-policing concept with tenants partnering with OPS and the police on safety and security concerns.

It is anticipated that over the next five years, Public Safety will become more involved in crime prevention programs and less in law enforcement. There should not be any major increase in workload or a need for additional staffing in the department.

Finance

HAKC 5-Year Plan

➤ *Departmental Mission and Focus*

The finance department supports the operations of other departments by providing financial management, accounting processing, reporting and technical assistance.

➤ *Projected Trends*

- Increased occupancy and household incomes to improve rental income and reduce operating subsidy dependence
- Effects of PHAS, SEMAP, QHWRA and GAAP on HAKC
- Decrease in grant activity such as HOPE VI
- Effects of mixed financing

➤ *Departmental Goals*

- Develop a process for review of the private management companies. This would include reports to management as well as working with management and budget to determine what needs there are
- Continuously develop needed reports for management
- Develop systems for reporting on the new PHAS requirements
- Fully implement GAAP as required by PHAs
- Establish ongoing internal planning processes to ensure an annual review of department and site specific needs, priorities and resource requirements
- Continue to train staff
- Ensure transaction quality control in the areas of accounts payable, payroll, tenant accounting, inventory, Section 8 and general ledger

MIS

➤ *Departmental Mission and Focus*

The MIS department supports all departments in relation to automation and technological system operations. The management information services department provides the Authority with computer support and training.

➤ *Projected Trends*

- Continued training needs
- Increased automation
- Tracking requirements of reporting on SEMAP, PHAS and QHWRA
- Increased tenant base

➤ *Departmental Goals*

- Support and enable the Agency's transition to an autonomous agency with distinct financial and operational systems
- Provide required support including reporting, training and production systems in order to assure HAKC is a high performer under the PHAS and SEMAP performance systems

HAKC 5-Year Plan

- Improve efficiency and reduce paper-flow through research, analysis and implementation of proven technologies such as bar coding, scanners, hand-held computers, finishing equipment, image processing and document management systems
- Increase data through speed, minimize downtime and improve overall system performance through continuous focused upgrades, telecommunication to server, network and workstations
- Conduct periodic research to assess the state of the art in PHA software systems and identify feasible options for improving HAKC's operations
- Establish ongoing internal planning processes to ensure an annual review of department and site specific needs, priorities and resource requirements.
- Provide continual staff training
- Further implementation of the tasks outlined in the MIS Five-Year Plan developed in 1998
- Identifying and addressing any effect Y2K may have on HAKC systems
- Monitor and protect systems against shutdowns and other potential causes of data loss

Budget

➤ ***Departmental Mission and Focus***

It is the Budget Department's mission is to provide budgetary support and assistance to all HAKC Departments and property managers. This includes providing timely data reporting and analysis of sources, obligations and expenditures as well as developing long-term financial management and planning support to the Agency. While the Budget Department seeks to develop more sophisticated and efficient methods for accomplishing its primary mission, the mission itself will not change in the five years covered by this plan.

➤ ***Projected Trends***

- Creating a user-friendly budget would be one opportunity for improving an otherwise stable budget process.
- Training budget staff and property managers to understand the budget process and continue to support decentralized budgets.
- Monitoring and updating the five-year plan

➤ ***Departmental Goals***

- Compare costs of in-house management vs. private management
- Create an internal service fund for purchasing new and replacement vehicle and equipment fund, purchasing, central stores, etc.
- Review site based costs (i.e. material and contract expenses) to ensure funds are appropriately distributed to the developments.

HAKC 5-Year Plan

- Support Construction Management Department in achieving a score of an “A” on PHMAP indicator #2, component 2 for expenditures and obligation of capital improvement funds.
- Continue to train and support HAKC staff on developing and implementing a user-friendly budget document.
- Develop and implement standard monthly reporting documents that will be useful for all budget system users.
- Convert the Project-Based Budgeting Workbook into the HAKC budget preparation procedures and policies manual.
- Develop a financial workout plan that forecasts the revenue and expenses for the next five years and ensures all agency budgets are reasonable, appropriate and consistent with agency goals and objectives.
- Develop cost allocation methods that can be used and understood by all staff who have the responsibility and accountability for preparing, implementing and monitoring their department budget.

Administrative Services

➤ ***Departmental Mission and Focus***

It is the mission of the Department to provide quality service to the Authority in the development and administration of personnel policies and procedures and in the direction and coordination of human resources, safety and risk management duties.

➤ ***Projected Trends***

- Changes in type and structure of funds
- Changes to the economy – Difficulty in obtaining qualified employees due to a very competitive job market
- Legal trends in the area of human resources and personnel management
- Increased training and risk management needs as more units are placed in service

➤ ***Departmental Goals***

Review training needs at regular intervals to assure that effective training is accomplished within the financial resources and training priorities.

- Revise safety policy to assure compliance with all applicable federal, state, and local health and safety regulations to provide a work environment as free as practicable from recognized hazards.
- Revise risk control work plan to protect employees and residents.
- Strengthen recruitment and maintenance of qualified staff.
- Streamline administrative services operations through more automated processes.
- Establish and implement employee handbook for revised personnel policy.
- Establish an employee incentive program.

Procurement and Contracts

➤ *Departmental Mission and Focus*

It is the mission of the Office of Procurement and Contracts (OPC) to provide control over the Authority's procurement process by executing effective, efficient and uniform methodologies that will ensure compliance with all federal and state regulatory requirements. This includes responsibility for the acquisition of all goods and services, monitoring contracts to ensure that the Authority receives satisfactory service from all contractors and overseeing contractor compliance with MBE/WBE and Section 3 goals.

➤ *Projected Trends*

The major changes in the OPC in the next five years will involve the decentralization of the purchasing function. The procurement of office supplies, inventory items and small construction jobs will be decentralized and handled through the property management staff over the next two years. OPC's role in the next few years will shift from a largely support role to an increasing oversight role, including auditing site-based transactions. Large or specialized procurements, including consulting, A/E services, major rehabilitation, etc. will continue to be handled by the OPC.

➤ *Departmental Goals*

OPC goals for years one and two:

1. Assist in the training of property managers for targeted and defined site-based procurement.
 - Schedule and provide training to property managers on procurement policy and procedures.
 - Provide support to property managers as they begin to implement the procurement functions at their site.
2. Set up procedures in conjunction with Housing Operations for site based procurement to ensure that all regulations are followed.
 - Ensure that procedures are completed and implemented
 - Schedule individual meetings with property managers to answer questions and go over any problems encountered.
3. Set increased MBE/WBE usage goals for each year and meet those goals. Continue to improve contractor compliance with MBE/WBE goals.
 - Continue outreach and recruitment of MBE/WBE contractors.
 - Implement sanctions if contractors do not comply with goals.
4. Revise and restructure the Authority's comprehensive Section 3 Program and continue to improve program utilization by residents, contractor compliance, etc.
 - Continue outreach and recruitment of residents interested in employment.
 - In conjunction with FEC, establish database of available and interested residents.
 - Implement sanctions if contractors do not comply with goals.
5. Continue to ensure that HAKC complies with all procurement regulations.
 - In conjunction with Internal Audit, schedule and perform audits of the

HAKC 5-Year Plan

- procurement functions.
- Report on findings of audits, areas needing improvement, etc.

OPC goals for years three through five:

1. Ensure that site-based procurement complies with and meets all applicable regulations. Perform scheduled audits of procurement transactions performed by property management.
2. Continue to increase and meet MBE/WBE usage goals. Work with MBE/WBE companies in bidding Housing Authority projects.
3. Continue to track and improve Section 3 utilization. Work with outside agencies to find resident employment opportunities, as most major projects will be complete at the Housing Authority.
4. Research the use of the Internet to bid and purchase goods, materials and services.

Legal

➤ *Departmental Mission and Focus*

The HAKC legal department is charged with providing legal consultation and advice to the Receiver, the Executive Director, and senior staff regarding all matters that affect the HAKC. The legal department is also responsible for defending all legal proceedings which involve the HAKC including but not limited to tenant grievance hearings, evictions and lawsuits against the HAKC.

The goal of the legal department is to provide sound, timely advice to the Receiver, the Executive Director and the Staff of HAKC. The legal department will endeavor to provide such advice in order to protect the HAKC from any liability, to assist in the implementation of policies and procedures in compliance with applicable rules, regulations and statutes, and to defend the HAKC in an effective, efficient and ethical manner.

➤ *Projected Trends*

In-house litigation may impact the department by requiring additional support.

➤ *Departmental Goals*

- Course on documenting files to relate to support services for Development, Construction Management, Procurement, Human Resources and regulation and compliance

HAKC 5-Year Plan

- Attempt to keep the same level of funding to ensure the same level of performance of duties in each department

Internal Audit

➤ *Departmental Mission and Focus*

It is the mission of the Internal Audit Department (IAD) to serve Housing Authority Management by providing independent judgments of Housing Authority operations and technical assistance where required. The Office of Internal Audit (OIA) monitors day-to-day Housing Authority operations and conducts compliance, financial, operational and quality assurance audits of agency functions. The department's focus is largely defined by the needs of the Receiver and Executive Director and changes according to their direction.

➤ *Projected Trends*

From 1996 to 1998, construction and renovation activities were increasing for the agency. As the constructed and renovated units are completed the review of the quality of construction will decrease while the review of maintaining the quality of facilities will increase. As occupied units increase, the appropriate monitoring must be in place to assure quality conditions are maintained. Work with departments in defining annual audit plan and use with risk assessment protocol.

Review of financial operations will continue. When findings occur, recommendations are made according to government regulations and generally accepted accounting principles (GAAP). HUD is in the process of converting financial reporting for housing authorities to GAAP. As this transition occurs, the OIA will review the implementation of this process.

➤ *Departmental Goals*

Goals for years one and two:

- Provide a monthly status report on all audit findings and quarterly reports that include a summary of actions taken to resolve the findings. See above risk assessment protocol and annual audit plan.
- Develop and implement fraud policy and train staff in its implementation.
- Provide periodic independent PHAS and SEMAP assessments.
- Automate the random sampling process.
- Conduct an annual risk analysis and develop the audit schedule.
- Provide timely distribution of new regulations and conduct necessary training.
- Conduct an annual risk assessment and develop an audit schedule.
- Provide periodic independent assessments of PHAS and SEMAP.
- Work closely with the finance department to facilitate the accumulation of information for the annual audit.

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- Review prior year department goals and determine status. If resolution of the goal has not occurred, the evaluation process should be used to determine if the issue needs additional resources directed to it or if it should be deleted.
- Obtain Internet access for all department members.
- Provide refresher training for staff on the fraud policy.

Goals for years three through five:

As the agency transitions to more normalized operations, the goals and directions of the OIA may change as required to meet the needs of the agency while serving as the internal monitor for sustaining quality performance. The OIA will continue to conduct an annual risk assessment that serves as the basis for allocation of audit hours in the audit schedule. When areas of risk are identified that were not foreseen in the risk analysis, the audit schedule will be adjusted to allow for the changes which have been identified.

ACRONYM LIST

The following are some abbreviations commonly used throughout an Authority.

- A/E* – architectural and engineering
- Authority* – Housing Authority of Kansas City, Missouri
- BPA* – blanket purchase agreement
- CFR* – Code of Federal Regulations
- CGP* – Comprehensive Grant Program
- Contracting Officer* – PHA Executive Director or designee
- DBE* – Disadvantaged-owned business enterprise
- FAR* – Federal Acquisition Regulations
- HAKC* – Housing Authority of Kansas City
- Housing Authority* – Housing Authority of Kansas City, Missouri
- HUD* – United States Department of Housing and Urban Development
- HUD CGP Handbook* – HUD Handbook 7485.3, Comprehensive Grant Program (CGP)
- HUD Public Housing Development Handbook* – HUD Handbook 7417.1, Rev. 1, Public Housing Development
- HUD Procurement Handbook* – HUD Handbook 7460.8, Rev. 1, Procurement Handbook for Public Housing Agencies and Indian Housing Authorities
- IFB* – invitation for bids
- JOC* – job order contracting
- MBE* – minority-owned business enterprise
- MIS* – management information systems
- MRP* – materials requirements plan
- 1937 Act* – United States Housing Act of 1937 (Pub. L. No. 75-412, 50 Stat. 888)
- PHA* – public housing agency
- QBS* – qualifications-based selection
- QCB* – quality control board
- RFP* – request for proposals
- RFQ* – request for qualifications
- WBE* – women-owned business enterprise

ANNUAL PLAN

HOUSING AUTHORITY OF KANSAS CITY, MISSOURI

EXECUTIVE SUMMARY

The Housing Authority of Kansas City, Missouri is pleased to submit the following Annual Plan in compliance with the Quality Housing and Work Responsibility Act of 1998. HUD Final Rule Docket No. FR-4420-F-05 (the Final Rule) requires that a PHA Annual Plan include the 18 separate components listed on pages one and two of the annual plan template.

The following document is separated as the table of content states, into 18 sections, followed by a number of attachments, as required by the annual plan template. It is important to note that the Admissions and Continuing Occupancy Plan (ACOP) will be released under separate cover at the appropriate time.

A table of contents for the Annual Plan is on page one and two of the plan. Also on page two of the plan is a listing of relevant attachments for the Annual Plan. Attachment A is the Admissions Policy for Deconcentration; Attachment B is the FY 2000 Capital Fund Program Annual Statement and Five Year Action Plan; Attachment C is the most recent board-approved operating budget; Attachment D is the PHA Management Organizational Chart; Attachment E takes the place of the Resident Services Program template piece; Attachments F and G are public comments on the PHA Plan and the Authority's response to these comments; Attachment H is an Annual Property Management Review Guide; Attachment I is the required FY 2000 Drug Elimination Plan; and Attachment J is the required copy of a cooperative agreement made with TANF.

It is the purpose of the Annual Plan to demonstrate how HAKC will meet the requirements of the 18 components listed on pages one and two as well as begin to address HUD's four strategic goals as defined in the Final Rule in relation to the Five-Year Plan from the period January 1, 2000 to December 31, 2004.

**Annual PHA Plan
PHA Fiscal Year 2000**

[24 CFR Part 903.7]

i. Annual Plan Type:

Select which type of Annual Plan the PHA will submit.

Standard Plan

Streamlined Plan:

- High Performing PHA**
 Small Agency (<250 Public Housing Units)
 Administering Section 8 Only

Troubled Agency Plan

ii. Executive Summary of the Annual PHA Plan

[24 CFR Part 903.7 9 (r)]

Provide a brief overview of the information in the Annual Plan, including highlights of major initiatives and discretionary policies the PHA has included in the Annual Plan.

iii. Annual Plan Table of Contents

[24 CFR Part 903.7 9 (r)]

Provide a table of contents for the Annual Plan, including attachments, and a list of supporting documents available for public inspection.

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Attachments

Indicate which attachments are provided by selecting all that apply. Provide the attachment's name (A, B, etc.) in the space to the left of the name of the attachment. Note: If the attachment is provided as a **SEPARATE** file submission from the PHA Plans file, provide the file name in parentheses in the space to the right of the title.

Required Attachments:

- Admissions Policy for Deconcentration **A** (MO002a1)
- FY 2000 Capital Fund Program Annual Statement **B** (MO002b1)
- Most recent board-approved operating budget (Required Attachment for PHAs that are troubled or at risk of being designated troubled **ONLY**) **C** (MO002c1)

Optional Attachments:

- PHA Management Organizational Chart **D** (MO002d1)
- FY 2000 Capital Fund Program 5 Year Action Plan **B** (MO002b1)
- Public Housing Drug Elimination Program (PHDEP) Plan **I** (MO002i1)
- Comments of Resident Advisory Board or Boards (must be attached if not included in PHA Plan text) **F** (MO002f1)
- Other (List below, providing each attachment name)
 - Resident Services and Programs **E** (MO002e1)
 - Response to Resident Advisory Board Comments on Plan **G** (MO002g1)
 - Asset Management Protocol **H** (MO002h1)
 - Cooperative Agreement **J** (MO002j1)

Supporting Documents Available for Review

Indicate which documents are available for public review by placing a mark in the "Applicable & On Display" column in the appropriate rows. All listed documents must be on display if applicable to the program activities conducted by the PHA.

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
X	PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations	5 Year and Annual Plans

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
X	State/Local Government Certification of Consistency with the Consolidated Plan	5 Year and Annual Plans
X	Fair Housing Documentation: Records reflecting that the PHA has examined its programs or proposed programs, identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions' initiatives to affirmatively further fair housing that require the PHA's involvement.	5 Year and Annual Plans
X	Consolidated Plan for the jurisdiction/s in which the PHA is located (which includes the Analysis of Impediments to Fair Housing Choice (AI)) and any additional backup data to support statement of housing needs in the jurisdiction	Annual Plan: Housing Needs
X	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources;
X	Public Housing Admissions and (Continued) Occupancy Policy (A&O), which includes the Tenant Selection and Assignment Plan [TSAP]	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Public Housing Deconcentration and Income Mixing Documentation: 1. PHA board certifications of compliance with deconcentration requirements (section 16(a) of the US Housing Act of 1937, as implemented in the 2/18/99 <i>Quality Housing and Work Responsibility Act Initial Guidance; Notice</i> and any further HUD guidance) and 2. Documentation of the required deconcentration and income mixing analysis	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Public housing rent determination policies, including the methodology for setting public housing flat rents <input checked="" type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
X	Schedule of flat rents offered at each public housing development <input checked="" type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
X	Section 8 rent determination (payment standard) policies <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Rent Determination

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
X	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation)	Annual Plan: Operations and Maintenance
X	Public housing grievance procedures <input checked="" type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Grievance Procedures
X	Section 8 informal review and hearing procedures <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Grievance Procedures
X	The HUD-approved Capital Fund/Comprehensive Grant Program Annual Statement (HUD 52837) for the active grant year	Annual Plan: Capital Needs
X	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grant	Annual Plan: Capital Needs
	Most recent, approved 5 Year Action Plan for the Capital Fund/Comprehensive Grant Program, if not included as an attachment (provided at PHA option)	Annual Plan: Capital Needs
X	Approved HOPE VI applications or, if more recent, approved or submitted HOPE VI Revitalization Plans or any other approved proposal for development of public housing	Annual Plan: Capital Needs
	Approved or submitted applications for demolition and/or disposition of public housing	Annual Plan: Demolition and Disposition
X	Approved or submitted applications for designation of public housing (Designated Housing Plans)	Annual Plan: Designation of Public Housing
	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act	Annual Plan: Conversion of Public Housing
	Approved or submitted public housing homeownership programs/plans	Annual Plan: Homeownership
	Policies governing any Section 8 Homeownership program <input type="checkbox"/> check here if included in the Section 8 Administrative Plan	Annual Plan: Homeownership
X	Any cooperative agreement between the PHA and the TANF agency	Annual Plan: Community Service & Self-Sufficiency
X	FSS Action Plan/s for public housing and/or Section 8	Annual Plan: Community Service & Self-Sufficiency
X	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports	Annual Plan: Community Service & Self-Sufficiency
X	The most recent Public Housing Drug Elimination Program (PHEDEP) semi-annual performance report for any open grant and most recently submitted PHDEP application (PHDEP Plan)	Annual Plan: Safety and Crime Prevention

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
X	The most recent fiscal year audit of the PHA conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h)), the results of that audit and the PHA's response to any findings	Annual Plan: Annual Audit
	Troubled PHAs: MOA/Recovery Plan	Troubled PHAs
	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)

1. Statement of Housing Needs

[24 CFR Part 903.79 (a)]

A. 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	18789	4	4	4	3	3	4
Income >30% but <=50% of AMI	12007	4	4	3	3	3	3
Income >50% but <80% of AMI	16386	4	4	3	3	3	2
Elderly	12331	4	4	2	2	2	2
Families with Disabilities	1617	2	2	2	2	2	2
Race/Ethnicity							
Race/Ethnicity							
Race/Ethnicity							
Race/Ethnicity							

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The statement of housing needs was based upon an analysis of the City of Kansas City, Missouri Consolidated Plan 1999 and the Market Dynamics Affecting the Inventory of Housing Owned by the Housing Authority of Kansas City, MO. by Howell Associates, Inc. 1996. The overall needs column reflects the housing needs of the renter families in the HAKC service area (see page 21 of the Consolidated Plan for verification of consistency). In rating factors of affordability, supply, quality, accessibility, size and location from 1 to 5, all market factors in the Howell report were analyzed (pages I-20 to I-51). These factors included neighborhood quality, HAKC development quality and size, rent, income, waiting list profile, housing stock, homelessness and other federally assisted housing availability.

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: 1999
- U.S. Census data: the Comprehensive Housing Affordability Strategy (“CHAS”) dataset
- American Housing Survey data
Indicate year:
- Other housing market study
Indicate year: 1996
- Other sources: (list and indicate year of information)

B. Housing Needs of Families on the Public Housing and Section 8 Tenant- Based Assistance Waiting Lists

State the housing needs of the families on the PHA’s waiting list/s. **Complete one table for each type of PHA-wide waiting list administered by the PHA.** PHAs may provide separate tables for site-based or sub-jurisdictional public housing waiting lists at their option.

Housing Needs of Families on the Waiting List			
Waiting list type: (select one)			
<input checked="" type="checkbox"/>	Section 8 tenant-based assistance		
<input type="checkbox"/>	Public Housing		
<input type="checkbox"/>	Combined Section 8 and Public Housing		
<input type="checkbox"/>	Public Housing Site-Based or sub-jurisdictional waiting list (optional)		
If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover

Housing Needs of Families on the Waiting List			
Waiting list total	7948		905
Extremely low income <=30% AMI	7273	91.51	
Very low income (>30% but <=50% AMI)	675	8.49	
Low income (>50% but <80% AMI)	0	0	
Families with children			
Elderly families	245	3.08	
Families with Disabilities	1115	14.03	
Race/ethnicity			
Characteristics by Bedroom Size (Public Housing Only)			
1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			
Is the waiting list closed (select one)? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes If yes: How long has it been closed (# of months)? Does the PHA expect to reopen the list in the PHA Plan year? <input type="checkbox"/> No <input type="checkbox"/> Yes Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input type="checkbox"/> No <input type="checkbox"/> Yes			

Housing Needs of Families on the Waiting List
--

Housing Needs of Families on the Waiting List			
Waiting list type: (select one)			
<input type="checkbox"/>	Section 8 tenant-based assistance		
<input checked="" type="checkbox"/>	Public Housing		
<input type="checkbox"/>	Combined Section 8 and Public Housing		
<input type="checkbox"/>	Public Housing Site-Based or sub-jurisdictional waiting list (optional)		
If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	5673		288
Extremely low income <=30% AMI	5032	88.70	
Very low income (>30% but <=50% AMI)	613	10.81	
Low income (>50% but <80% AMI)	28	0.49	
Families with children			
Elderly families	130	2.29	
Families with Disabilities	502	8.85	
Race/ethnicity			
Characteristics by Bedroom Size (Public Housing Only)			
0BR	812	14.31	
1BR	1913	33.72	
2 BR	1864	32.86	
3 BR	852	15.02	
4 BR	170	3.00	
5 BR	36	0.63	
5+ BR	25	0.44	

Housing Needs of Families on the Waiting List
<p>Is the waiting list closed (select one)? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes</p> <p>If yes:</p> <p>How long has it been closed (# of months)?</p> <p>Does the PHA expect to reopen the list in the PHA Plan year? <input type="checkbox"/> No <input type="checkbox"/> Yes</p> <p>Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input type="checkbox"/> No <input type="checkbox"/> Yes</p>

C. Strategy for Addressing 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**, and the Agency’s reasons for choosing this strategy.

(1) 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:

Select all that apply

- 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
- Undertake measures to ensure access to affordable housing among families assisted by the PHA, regardless of unit size required
- 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)

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

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Select all that apply

- 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)

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

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

Select all that apply

- Exceed HUD federal targeting requirements for families at or below 30% of AMI in public housing
- Exceed HUD federal targeting requirements for families at or below 30% of AMI in tenant-based section 8 assistance
- Employ admissions preferences aimed at families with economic hardships
- Adopt rent policies to support and encourage work
- Other: (list below)

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

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

Select all that apply

- Employ admissions preferences aimed at families who are working
- Adopt rent policies to support and encourage work
- Other: (list below)

Need: Specific Family Types: The Elderly

Strategy 1: Target available assistance to the elderly:

Select all that apply

- Seek designation of public housing for the elderly
- Apply for special-purpose vouchers targeted to the elderly, should they become available
- Other: (list below)

Need: Specific Family Types: Families with Disabilities

Strategy 1: Target available assistance to Families with Disabilities:

Select all that apply

- Seek designation of public housing for 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
- Affirmatively market to local non-profit agencies that assist families with disabilities
- Other: (list below)

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:

Select if applicable

- Affirmatively market to races/ethnicities shown to have disproportionate housing needs
- Other: (list below)

Strategy 2: Conduct activities to affirmatively further fair housing

Select all that apply

- 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
- Other: (list below)

Other Housing Needs & Strategies: (list needs and strategies below)

(2) Reasons for Selecting Strategies

Of the factors listed below, select all that influenced the PHA's selection of the strategies it will pursue:

- Funding constraints
- Staffing constraints

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- Limited availability of sites for assisted housing
- Extent to which particular housing needs are met by other organizations in the community
- 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
- Results of consultation with advocacy groups
- Other: (list below)

2. Statement of Financial Resources

[24 CFR Part 903.79 (b)]

List the financial resources that are anticipated to be available to the PHA for the support of Federal public housing and tenant-based Section 8 assistance programs administered by the PHA during the Plan year. Note: the table assumes that Federal public housing or tenant based Section 8 assistance grant funds are expended on eligible purposes; therefore, uses of these funds need not be stated. For other funds, indicate the use for those funds as one of the following categories: public housing operations, public housing capital improvements, public housing safety/security, public housing supportive services, Section 8 tenant-based assistance, Section 8 supportive services or other.

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2000 grants)		
a) a) Public Housing Operating Fund	4,180,000.00	
b) Public Housing Capital Fund	0.00	
c) HOPE VI Revitalization		
HOPE VI Revitalization – ‘93	13,902,344.00	
HOPE VI Revitalization – ‘96	5,574,489.00	
HOPE VI Revitalization – ‘97	10,000,000.00	
TOTAL	29,476,833.00	
d) HOPE VI Demolition	0.00	
e) Annual Contributions for Section 8 Tenant-Based Assistance	20,272,922.00	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)	342,000.00	
g) Resident Opportunity and Self-Sufficiency Grants	0.00	

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
h) Community Development Block Grant	0.00	
i) HOME	0.00	
Other Federal Grants (list below)		
Comprehensive Grant 708	3,359,621.00	Capital Improvements
2. Prior Year Federal Grants (unobligated funds only) (list below)		
6J PH Technical Assistance Grant	153,024.00	Housing Operations
Apprenticeship Demonstration Grant	143,798.00	Supportive Services
PH Drug Elimination Grant '97	167,239.00	Safety/ Security
PH Drug Elimination Grant '98	222,768.00	Safety/ Security
Resident Uplift/Economic Development Grant	254,240.00	Supportive Services
Economic Development & Support Services Grant	159,828.00	Supportive Services
Elderly Services	52,298.00	Supportive Services
Comprehensive Grant Program	1,240,315.00	Capital Improvements
Development Grant – Turnkey (31)	421,014.00	Capital Improvements
Development Grant – Turnkey (31) Pennway	127,482.00	Capital Improvements
Development Grant – Turnkey (35)	5,046,089.00	Capital Improvements
Development Grant – Scattered Site (36)	6,229,671.00	Capital Improvements
3. Public Housing Dwelling Rental Income	1,418,663.00	Housing Operations
4. Other income (list below)		
Maintenance charges	40,000.00	Housing Operations
Section 8 Administrative Fees Earned	2,263,308.00	Section 8 Supportive Services
4. Non-federal sources (list below)	0.00	
Total resources	75,571,273.00	

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses

3. PHA Policies Governing Eligibility, Selection, and Admissions

[24 CFR Part 903.79 (c)]

A. Public Housing

Exemptions: PHAs that do not administer public housing are not required to complete subcomponent 3A.

(1) 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: 50-100
- When families are within a certain time of being offered a unit: (state time)
- Other: (describe)

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) Debts owed to PHA

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)

(2)Waiting List Organization

a. Which methods does the PHA plan to use to organize its public housing waiting list (select all that apply)

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- Community-wide list
- Sub-jurisdictional lists
- Site-based waiting lists
- Other (describe) Site-based preferences

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 subsection **(3) Assignment**

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)

(3) 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?

c. If answer to b is no, list variations for any other than the primary public housing waiting list/s for the PHA:

(4) 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)? (If "no" is selected, skip to subsection **(5) Occupancy**)

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)

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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.

3 Date and Time

Former Federal preferences:

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

Other preferences (select all that apply)

- 1 Working families and those unable to work because of age or disability
(until 40% of units are occupied by working households, then equal to former
Federal preferences)
- Veterans and veterans' families
- Residents who live and/or work in the jurisdiction
- 2 Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- 2 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. 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

(5) 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)
Orientation video

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)

(6) 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:

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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)
Local preferences for working families
Ceiling (flat) rents
Site-based preferences

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) Site-based preference

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: All

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: Scattered Sites

B. Section 8

Exemptions: PHAs that do not administer section 8 are not required to complete sub-component 3B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

(1) 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?
HAKC's Department of Public Safety obtains criminal history information from local law enforcement agencies on all Section 8 and Public Housing applicants and submits to the Tenant Selection Department a monthly report indicating the number of applicants screened and the number rejected. The Tenant Selection Department maintains this information in compliance with the Todd Consent Decree.
- 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) Name & telephone number of previous landlords

(2) 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
 - Other (list below) selected public housing developments & selected sites in non-impacted areas of the City.

(3) 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: Delay in obtaining utilities; corrections of HQS deficiencies; difficulties in locating an acceptable unit; disability.

(4) 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) (if no, skip to subcomponent **(5) Special purpose section 8 assistance programs**)

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)
- 1 Victims of domestic violence
- 1 Substandard housing
- 1 Homelessness
- 1 High rent burden

Other preferences (select all that apply)

- 1 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
- 1 Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- 1 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

(5) 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)

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

- Through published notices
 Other (list below) Public meetings & through advocacy groups.

4. PHA Rent Determination Policies

[24 CFR Part 903.7 9 (d)]

A. Public Housing

Exemptions: PHAs that do not administer public housing are not required to complete sub-component 4A.

(1) Income Based Rent Policies

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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). (If selected, skip to sub-component (2))

---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: Flat rents based upon comparable rents for neighborhood areas where public housing units are located.

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

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- For the earned income of a previously unemployed household member
- For increases in earned income
- 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. Ceiling rents

1. Do you have ceiling rents? (rents set at a level lower than 30% of adjusted income)
(select one)

- Yes for all developments
- Yes but only for some developments
- No

2. For which kinds of developments are ceiling rents in place? (select all that apply)

- For all developments
- For all general occupancy developments (not elderly or disabled or elderly only)
- For specified general occupancy developments
- For certain parts of developments; e.g., the high-rise portion
- For certain size units; e.g., larger bedroom sizes
- Other (list below)

3. Select the space or spaces that best describe how you arrive at ceiling rents (select all that apply)

- Market comparability study
- Fair market rents (FMR)
- 95th percentile rents

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- 75 percent of operating costs
- 100 percent of operating costs for general occupancy (family) developments
- Operating costs plus debt service
- The "rental value" of the unit
- Other (list below)

f. 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)

g. 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?

(2) 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)
MHDC Tax Credit Rents
HUD Annual Adjustment Factor

B. Section 8 Tenant-Based Assistance

Exemptions: PHAs that do not administer Section 8 tenant-based assistance are not required to complete sub-component 4B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

(1) Payment Standards

Describe the voucher payment standards and policies.

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)

(2) 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)

5. Operations and Management

[24 CFR Part 903.7 9 (e)]

Exemptions from Component 5: High performing and small PHAs are not required to complete this section. Section 8 only PHAs must complete parts A, B, and C(2)

A. PHA Management Structure

Describe the PHA’s management structure and organization.

(select one)

- An organization chart showing the PHA’s management structure and organization is attached.
- A brief description of the management structure and organization of the PHA follows:

B. 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	1152	200
Section 8 Vouchers	921	100
Section 8 Certificates	3022	740
Section 8 Mod Rehab	206	67
Special Purpose Section 8 Certificates/Vouchers (list individually)	161	70
Public Housing Drug Elimination Program (PHDEP)	All units	0

Other Federal Programs(list individually)		

C. 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)
ACOP; HAKC Maintenance Policies & Procedures
- (2) Section 8 Management: (list below)
HAKC Maintenance Policies & Procedures

6. PHA Grievance Procedures

[24 CFR Part 903.7 9 (f)]

Exemptions from component 6: High performing PHAs are not required to complete component 6. Section 8-Only PHAs are exempt from sub-component 6A.

A. Public Housing

1. Yes No: Has the PHA established any written grievance procedures in addition to federal requirements found at 24 CFR Part 966, Subpart B, for residents of public housing?

If yes, list additions to federal requirements below:

2. Which PHA office should residents or applicants to public housing contact to initiate the PHA grievance process? (select all that apply)
- PHA main administrative office
 - PHA development management offices
 - Other (list below) HAKC Family Learning & Development Center

B. Section 8 Tenant-Based Assistance

1. Yes No: Has the PHA established informal review procedures for applicants to the Section 8 tenant-based assistance program and informal hearing procedures for families assisted by the Section 8 tenant-based assistance program in addition to federal requirements found at 24 CFR 982?

If yes, list additions to federal requirements below:

2. Which PHA office should applicants or assisted families contact to initiate the informal review and informal hearing processes? (select all that apply)
- PHA main administrative office
- Other (list below)

7. Capital Improvement Needs

[24 CFR Part 903.7.9 (g)]

Exemptions from Component 7: Section 8 only PHAs are not required to complete this component and may skip to Component 8.

A. Capital Fund Activities

Exemptions from sub-component 7A: PHAs that will not participate in the Capital Fund Program may skip to component 7B. All other PHAs must complete 7A as instructed.

(1) Capital Fund Program Annual Statement

Using parts I, II, and III of the Annual Statement for the Capital Fund Program (CFP), identify capital activities the PHA is proposing for the upcoming year to ensure long-term physical and social viability of its public housing developments. This statement can be completed by using the CFP Annual Statement tables provided in the table library at the end of the PHA Plan template **OR**, at the PHA's option, by completing and attaching a properly updated HUD-52837.

Select one:

- The Capital Fund Program Annual Statement is provided as an attachment to the PHA Plan at Attachment B.

-or-

- The Capital Fund Program Annual Statement is provided below: (if selected, copy the CFP Annual Statement from the Table Library and insert here)

(2) Optional 5-Year Action Plan

Agencies are encouraged to include a 5-Year Action Plan covering capital work items. This statement can be completed by using the 5 Year Action Plan table provided in the table library at the end of the PHA Plan template **OR** by completing and attaching a properly updated HUD-52834.

a. Yes No: Is the PHA providing an optional 5-Year Action Plan for the Capital Fund? (if no, skip to sub-component 7B)

b. If yes to question a, select one:

The Capital Fund Program 5-Year Action Plan is provided as an attachment to the PHA Plan at Attachment B

-or-

The Capital Fund Program 5-Year Action Plan is provided below: (if selected, copy the CFP optional 5 Year Action Plan from the Table Library and insert here)

B. HOPE VI and Public Housing Development and Replacement Activities (Non-Capital Fund)

Applicability of sub-component 7B: All PHAs administering public housing. Identify any approved HOPE VI and/or public housing development or replacement activities not described in the Capital Fund Program Annual Statement.

Yes No: a) Has the PHA received a HOPE VI revitalization grant? (if no, skip to question c; if yes, provide responses to question b for each grant, copying and completing as many times as necessary)
b) Status of HOPE VI revitalization grant (complete one set of questions for each grant)

1. Development name: Guinotte Manor; Theron B. Watkins; Heritage House

2. Development (project) number: MO002-03; MO002-02; MO002-18

3. Status of grant: (select the statement that best describes the current status)

- Revitalization Plan under development
- Revitalization Plan submitted, pending approval MO002-18
- Revitalization Plan approved
- Activities pursuant to an approved Revitalization Plan underway MO002-03; MO002-02

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:

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:

Replacement Housing for Heritage House, MO002-18 now known as Cardinal Ridge.
Replacement Housing for scattered site units replacing 24 Theron B. Watkins units and 10 Heritage House units.

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:

8. Demolition and Disposition

[24 CFR Part 903.7 9 (h)]

Applicability of component 8: Section 8 only PHAs are not required to complete this section.

1. 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? (If “No”, skip to component 9; if “yes”, complete one activity description for each development.)

2. Activity Description

Yes No: Has the PHA provided the activities description information in the **optional** Public Housing Asset Management Table? (If “yes”, skip to component 9. If “No”, complete the Activity Description table below.)

Demolition/Disposition Activity Description
1a. Development name: Guinotte Manor Phase III 1b. Development (project) number: 2-96-00-12-06
2. Activity type: Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one) Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission: <u>(July, 1999)</u>

5. Number of units affected: 0
6. Coverage of action (select one) <input checked="" type="checkbox"/> Part of the development <input type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 6/30/00 b. Projected end date of activity: 9/30/00

9. Designation of Public Housing for Occupancy by Elderly Families or Families with Disabilities or Elderly Families and Families with Disabilities

[24 CFR Part 903.7 9 (i)]

Exemptions from Component 9; Section 8 only PHAs are not required to complete this section.

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? (If “No”, skip to component 10. If “yes”, complete one activity description for each development, unless the PHA is eligible to complete a streamlined submission; PHAs completing streamlined submissions may skip to component 10.)

2. Activity Description

Yes No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? If “yes”, skip to component 10. If “No”, complete the Activity Description table below.

Designation of Public Housing Activity Description
1a. Development name: Pemberton Heights
1b. Development (project) number: MO002-25

2. Designation type: Occupancy by only the elderly <input checked="" type="checkbox"/> Occupancy by families with disabilities <input type="checkbox"/> Occupancy by only elderly families and families with disabilities <input type="checkbox"/>
3. Application status (select one) Approved; included in the PHA's Designation Plan <input checked="" type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input type="checkbox"/>
4. Date this designation approved, submitted, or planned for submission: (11/12/97)
5. If approved, will this designation constitute a (select one) <input checked="" type="checkbox"/> New Designation Plan <input type="checkbox"/> Revision of a previously-approved Designation Plan?
6. Number of units affected: 120 7. Coverage of action (select one) <input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development

10. Conversion of Public Housing to Tenant-Based Assistance

[24 CFR Part 903.7 9 (j)]

Exemptions from Component 10; Section 8 only PHAs are not required to complete this section.

A. Assessments of Reasonable Revitalization Pursuant to section 202 of the HUD FY 1996 HUD Appropriations Act

1. 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? (If "No", skip to component 11; if "yes", complete one activity description for each identified development, unless eligible to complete a streamlined submission. PHAs completing streamlined submissions may skip to component 11.)

3. Activity Description

Yes No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? If "yes", skip to component 11. If "No", complete the Activity Description table below.

Conversion of Public Housing Activity Description

1a. Development name: 1b. Development (project) number:
2. What is the status of the required assessment? <input type="checkbox"/> Assessment underway <input type="checkbox"/> Assessment results submitted to HUD <input type="checkbox"/> Assessment results approved by HUD (if marked, proceed to next question) <input type="checkbox"/> Other (explain below)
3. <input type="checkbox"/> Yes <input type="checkbox"/> No: Is a Conversion Plan required? (If yes, go to block 4; if no, go to block 5.)
4. Status of Conversion Plan (select the statement that best describes the current status) <input type="checkbox"/> Conversion Plan in development <input type="checkbox"/> Conversion Plan submitted to HUD on: (DD/MM/YYYY) <input type="checkbox"/> Conversion Plan approved by HUD on: (DD/MM/YYYY) <input type="checkbox"/> Activities pursuant to HUD-approved Conversion Plan underway
5. Description of how requirements of Section 202 are being satisfied by means other than conversion (select one) <input type="checkbox"/> Units addressed in a pending or approved demolition application (date submitted or approved: <input type="checkbox"/> Units addressed in a pending or approved HOPE VI demolition application (date submitted or approved:) <input type="checkbox"/> Units addressed in a pending or approved HOPE VI Revitalization Plan (date submitted or approved:) <input type="checkbox"/> Requirements no longer applicable: vacancy rates are less than 10 percent <input type="checkbox"/> Requirements no longer applicable: site now has less than 300 units <input type="checkbox"/> Other: (describe below)

B. Reserved for Conversions pursuant to Section 22 of the U.S. Housing Act of 1937

C. Reserved for Conversions pursuant to Section 33 of the U.S. Housing Act of 1937

11. Homeownership Programs Administered by the PHA

[24 CFR Part 903.7 9 (k)]

A. Public Housing

Exemptions from Component 11A: Section 8 only PHAs are not required to complete 11A.

1. 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). (If “No”, skip to component 11B; if “yes”, complete one activity description for each applicable program/plan, unless eligible to complete a streamlined submission due to **small PHA** or **high performing PHA** status. PHAs completing streamlined submissions may skip to component 11B.)

2. Activity Description
 Yes No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? (If “yes”, skip to component 12. If “No”, complete the Activity Description table below.)

Public Housing Homeownership Activity Description (Complete one for each development affected)	
1a. Development name:	
1b. Development (project) number:	
2. Federal Program authority:	
<input type="checkbox"/> HOPE I <input type="checkbox"/> 5(h) <input type="checkbox"/> Turnkey III <input type="checkbox"/> Section 32 of the USHA of 1937 (effective 10/1/99)	
3. Application status: (select one)	
<input type="checkbox"/> Approved; included in the PHA’s Homeownership Plan/Program <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application	
4. Date Homeownership Plan/Program approved, submitted, or planned for submission: (DD/MM/YYYY)	
5. Number of units affected:	
6. Coverage of action: (select one)	
<input type="checkbox"/> Part of the development <input type="checkbox"/> Total development	

B. Section 8 Tenant Based Assistance

1. 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 ? (If “No”, skip to component 12; if “yes”, describe each program using the table below (copy and complete questions for each program identified), unless the PHA is eligible to complete a streamlined submission due to high performer status. **High performing PHAs** may skip to component 12.)

2. 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:

12. PHA Community Service and Self-sufficiency Programs

[24 CFR Part 903.7 9 (l)]

Exemptions from Component 12: High performing and small PHAs are not required to complete this component. Section 8-Only PHAs are not required to complete sub-component C.

A. PHA Coordination with the Welfare (TANF) Agency

1. Cooperative agreements:

- Yes No: Has the PHA has entered into a cooperative agreement with the TANF Agency, to share information and/or target supportive services (as contemplated by section 12(d)(7) of the Housing Act of 1937)?

If yes, what was the date that agreement was signed? 10/29/96

2. Other coordination efforts between the PHA and TANF agency (select all that apply)

- Client referrals
- Information sharing regarding mutual clients (for rent determinations and otherwise)
- Coordinate the provision of specific social and self-sufficiency services and programs to eligible families
- Jointly administer programs
- Partner to administer a HUD Welfare-to-Work voucher program
- Joint administration of other demonstration program
- Other (describe)

See Attachment J

B. Services and programs offered to residents and participants

(1) General

a. Self-Sufficiency Policies

Which, if any of the following discretionary policies will the PHA employ to enhance the economic and social self-sufficiency of assisted families in the following areas?

(select all that apply)

- Public housing rent determination policies
- Public housing admissions policies
- Section 8 admissions policies
- Preference in admission to section 8 for certain public housing families
- Preferences for families working or engaging in training or education programs for non-housing programs operated or coordinated by the PHA
- Preference/eligibility for public housing homeownership option participation
- Preference/eligibility for section 8 homeownership option participation
- Other policies (list below) Income Targeting

b. Economic and Social self-sufficiency programs

- Yes No: Does the PHA coordinate, promote or provide any programs to enhance the economic and social self-sufficiency of residents? (If "yes", complete the following table; if "no" skip to sub-component 2, Family Self Sufficiency Programs. The position of the table may be altered to facilitate its use.)

Services and Programs				
Program Name & Description (including location, if appropriate)	Estimated Size	Allocation Method (waiting list/random selection/specific criteria/other)	Access (development office / PHA main office / other provider name)	Eligibility (public housing or section 8 participants or both)
<i>SEE ATTACHMENT E</i>				

(2) Family Self Sufficiency program/s

a. Participation Description

Family Self Sufficiency (FSS) Participation		
Program	Required Number of Participants (start of FY 2000 Estimate)	Actual Number of Participants (As of: 8/31/99)
Public Housing	225	199
Section 8	300	268

b. Yes No: If the PHA is not maintaining the minimum program size required by HUD, does the most recent FSS Action Plan address the steps the PHA plans to take to achieve at least the minimum program size?
If no, list steps the PHA will take below: N/A

C. Welfare Benefit Reductions

1. The PHA is complying with the statutory requirements of section 12(d) of the U.S. Housing Act of 1937 (relating to the treatment of income changes resulting from welfare program requirements) by: (select all that apply)

- Adopting appropriate changes to the PHA's public housing rent determination policies and train staff to carry out those policies

- Informing residents of new policy on admission and reexamination
- Actively notifying residents of new policy at times in addition to admission and reexamination.
- Establishing or pursuing a cooperative agreement with all appropriate TANF agencies regarding the exchange of information and coordination of services
- Establishing a protocol for exchange of information with all appropriate TANF agencies
- Other: (list below)

D. Reserved for Community Service Requirement pursuant to section 12(c) of the U.S. Housing Act of 1937

13. PHA Safety and Crime Prevention Measures

[24 CFR Part 903.7 9 (m)]

Exemptions from Component 13: High performing and small PHAs not participating in PHDEP and Section 8 Only PHAs may skip to component 15. High Performing and small PHAs that are participating in PHDEP and are submitting a PHDEP Plan with this PHA Plan may skip to sub-component D.

A. 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

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- PHA employee reports
- Police reports
- Demonstrable, quantifiable success with previous or ongoing anticrime/anti drug programs
- Other (describe below)

3. Which developments are most affected? (list below)
Chouteau Courts; Wayne Miner; West Bluff

B. 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) Participation in anti-crime organizations such as COMBAT

4. Which developments are most affected? (list below)
Riverview Gardens; Guinotte Manor; Theron B. Watkins; Wayne Miner; Chouteau Courts; Brush Creek; Pemberton Heights.

C. 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)

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

Riverview Gardens; Guinotte Manor; Theron B. Watkins; Wayne Miner; Chouteau Courts; West Bluff.

D. Additional information as required by PHDEP/PHDEP Plan

PHAs eligible for FY 2000 PHDEP funds must provide a PHDEP Plan meeting specified requirements prior to receipt of PHDEP funds.

- Yes No: Is the PHA eligible to participate in the PHDEP in the fiscal year covered by this PHA Plan?
- Yes No: Has the PHA included the PHDEP Plan for FY 2000 in this PHA Plan?
- Yes No: This PHDEP Plan is an Attachment. (Attachment I)

14. RESERVED FOR PET POLICY

[24 CFR Part 903.7 9 (n)]

15. Civil Rights Certifications

[24 CFR Part 903.7 9 (o)]

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

16. Fiscal Audit

[24 CFR Part 903.7 9 (p)]

- 1. Yes No: Is the PHA required to have an audit conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h))?
(If no, skip to component 17.)
- 2. Yes No: Was the most recent fiscal audit submitted to HUD?
- 3. Yes No: Were there any findings as the result of that audit?
- 4. Yes No: If there were any findings, do any remain unresolved?
If yes, how many unresolved findings remain? _____
- 5. Yes No: Have responses to any unresolved findings been submitted to HUD?
If not, when are they due (state below)?

17. PHA Asset Management

[24 CFR Part 903.7 9 (q)]

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Exemptions from component 17: Section 8 Only PHAs are not required to complete this component. High performing and small PHAs are not required to complete this component.

1. Yes No: Is the PHA engaging in any activities that will contribute to the long-term asset management of its public housing stock , including how the Agency will plan for long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs that have **not** been addressed elsewhere in this PHA Plan?

2. What types of asset management activities will the PHA undertake? (select all that apply)
 - Not applicable
 - Private management
 - Development-based accounting
 - Comprehensive stock assessment
 - Other: (list below)

3. Yes No: Has the PHA included descriptions of asset management activities in the **optional** Public Housing Asset Management Table?

See Attachment H: Annual Property Management Review Guide

18. Other Information

[24 CFR Part 903.7 9 (r)]

A. Resident Advisory Board Recommendations

1. Yes No: Did the PHA receive any comments on the PHA Plan from the Resident Advisory Board/s?

Comments on the Annual and Five Year Plans were solicited from public housing and Section 8 residents. Public housing resident comments are attached. No comments were received from Section 8 residents.

2. If yes, the comments are: (if comments were received, the PHA **MUST** select one)

- Attached at Attachment F.
- Provided below:

3. In what manner did the PHA address those comments? (select all that apply)

- Considered comments, but determined that no changes to the PHA Plan were necessary.
- The PHA changed portions of the PHA Plan in response to comments

List changes below: see Attachment G.

Other: (list below)

B. Description of Election process for Residents on the PHA Board

1. Yes No: Does the PHA meet the exemption criteria provided section 2(b)(2) of the U.S. Housing Act of 1937? (If no, continue to question 2; if yes, skip to sub-component C.)
2. Yes No: Was the resident who serves on the PHA Board elected by the residents? (If yes, continue to question 3; if no, skip to sub-component C.)

3. Description of Resident Election Process

a. Nomination of candidates for place on the ballot: (select all that apply)

- Candidates were nominated by resident and assisted family organizations
- Candidates could be nominated by any adult recipient of PHA assistance
- Self-nomination: Candidates registered with the PHA and requested a place on ballot
- Other: (describe)

b. Eligible candidates: (select one)

- Any recipient of PHA assistance
- Any head of household receiving PHA assistance
- Any adult recipient of PHA assistance
- Any adult member of a resident or assisted family organization
- Other (list)

c. Eligible voters: (select all that apply)

- All adult recipients of PHA assistance (public housing and section 8 tenant-based assistance)
- Representatives of all PHA resident and assisted family organizations
- Other (list)

C. Statement of Consistency with the Consolidated Plan

For each applicable Consolidated Plan, make the following statement (copy questions as many times as necessary).

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1. Consolidated Plan jurisdiction: Kansas City, Missouri
2. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)

- The PHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan/s.
- The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
- The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.
- Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)

- Other: (list below)

4. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

D. Other Information Required by HUD

Use this section to provide any additional information requested by HUD.

“Substantial deviation” or “significant amendment or modification” to the Annual and/or Five-Year Plans will be defined as any change made to policies, programs or budget allocations within those plans that requires posting, public comment, review and approval.

Attachments

Use this section to provide any additional attachments referenced in the Plans.

Attachment A
Admissions Policy for Deconcentration

HAKC RESOLUTION FORM

RESOLUTION NUMBER _____
MEETING DATE _____

RESOLUTION TITLE:

Resolution approving HAKC's policy regarding deconcentration of poverty.

RECOMMENDED ACTION:

It is recommended that the Receiver of the Housing Authority of Kansas City, Missouri authorizes and approves the following actions:

AFFIRM that HAKC's admission policy regarding deconcentration of poverty in compliance with the Quality Housing and Work Responsibility Act of 1998; **DIRECT** HAKC to continue to execute its current policies and identify and implement new admission policies to provide for the deconcentration of poverty; and **DIRECT** HAKC to include any necessary changes in its annual and five year plans.

RECOMMENDED BY:

Dallas J. Parks, Executive Director

Edwin T. Lowndes Deputy Executive Director

Date

Date

BE IT RESOLVED BY TAG ASSOCIATES OF KANSAS CITY, INC., Receiver of and for the Housing Authority of Kansas City, Missouri that the foregoing recommendation is

_____ **Approved and adopted in its entirety.**

_____ **Rejected.**

_____ **Approved and adopted with the following changes.**

DATED this ____ **day of June, 1999.**

**Jeffrey K. Lines, President of TAG Associates
of Kansas City, Inc. as Receiver of the**

Housing Authority of Kansas City, Missouri

INTER-OFFICE MEMO

**HOUSING AUTHORITY OF
KANSAS CITY, MISSOURI**

DATE: June 11, 1999

TO: Dallas J. Parks, Executive Director
FROM: Edwin Lowndes, Deputy Executive Director
SUBJECT: Resolution Approving HAKC's policy regarding deconcentration of poverty.

Recommended action:

It is recommended that the Receiver of the Housing Authority of Kansas City, Missouri approves and adopts the following action:

AFFIRM that HAKC's admission policy regarding deconcentration of poverty is in compliance with the Quality Housing and Work Responsibility Act of 1998; **DIRECT** HAKC to continue to execute its current policies and identify and implement new admission policies to provide for the deconcentration of poverty; and **DIRECT** HAKC to include any necessary changes in its annual and five year plans.

Funding and Approval:

No funding is required.

Chronology of Events:

- On October 21, 1998 the Quality Housing and Work Responsibility Act of 1998 was enacted.
- The QHWRA requires each Public Housing Authority to submit with its annual plan amending its admissions policy to provide for the deconcentration of poverty and income mixing by bringing higher income tenants into lower income developments and lower income tenants into higher income developments.
- On February 18, 1999, the U.S. Department of Housing and Urban Development issued a Notice requiring all PHAs to pass a resolution indicating any necessary changes to the PHA's admissions policy in order to implement the deconcentration requirements of the QHWRA.
- The February Notice identified some acceptable methods of meeting the deconcentration requirements which included local preferences for working families, rent incentives, affirmative marketing and supportive services.
- As of May 26, 1999, each of the HAKC's developments, including scattered sites, could be considered low income developments for the reason that more than fifty percent (50%) of the families living at each development are extremely low income families and over ninety percent (90%) of the families are very low or extremely low income families.
- HAKC previously implemented several policies that will assist in the deconcentration of poverty in its developments. These policies include:
 - A local preference for working families that will allow up to 50% of new tenants to be higher income families and providing role models to other families within the developments and thus, facilitate greater economic integration of households in family developments.

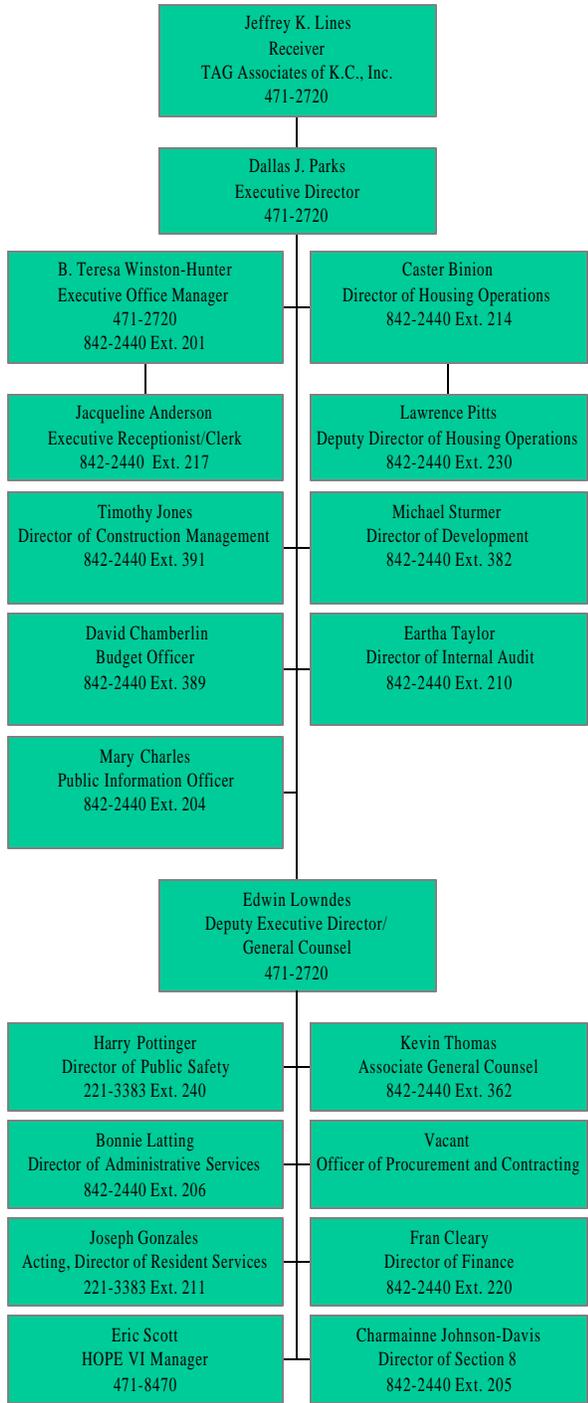
- Rent ceilings that are designed to be comparable to market rents thus enticing higher income families to remain in public housing and not be forced to pay 30% of adjusted income as rent (an amount that could exceed the market rent for comparable non-public housing units which can be perceived as being punitive for working households.)
 - Site based preferences that will provide all applicants an opportunity to choose where they would like to live. This will provide all families, including higher income families with a sense of ownership and desire to remain at their development. This also emphasizes HAKC's policy of being housing of choice and not housing of last resort.
 - Requiring that specific goals for mixed incomes and economic integration are included in Revitalization Plans for each of the HOPE VI developments.
 - An emphasis on establishing mixed-income housing developments through mixed financed developments thus bringing a diversity of income and forms of housing assistance to replacement housing developments.
 - Emphasis on Family Self-Sufficiency to promote welfare to work thus increasing the income of the participating families.
 - Admission preferences for new scattered sites which are designed to grant priority to working households until 60% of the units are occupied by families with incomes up to 80% of AMI.
 - HAKC continues to expand its scattered site housing into non-impacted areas which will then provide opportunities for deconcentration of poverty by providing units in economically integrated neighborhoods meeting the definition of non-impacted areas under 24 CFR part 941.
 - Location of new housing is designed to enhance attractiveness of public housing by offering greater choice and opportunity to a wider range of households requiring affordability.
 - All modernization and reconstruction programs are market driven to promote public housing as housing of choice rather than housing of last resort and to conform with contemporary housing standards for rental housing in Kansas City.
 - HAKC is developing a marketing plan for its Resident Services Department and Family Self-Sufficiency program to assist families to increase their income as they transition from welfare to work
-
- No additional changes to HAKC's admissions policy are required at this time.
 - HAKC's current policies are not in conflict with the new requirements of this aspect of the QHWRA that 40% of new admission have incomes at or below 30% of AMI.
 - HAKC's current policies are in conformance with the provisions set forth in HUD's interim rules regarding the implementation of the QHWRA.
 - HAKC will continue to evaluate and monitor its policies and procedures and identify any changes that will enhance the deconcentration of poverty within its development. Any such changes will be included in HAKC's annual and five year plans.

Justification:

HAKC is required by the Quality Housing and Work Responsibility Act of 1998 and the HUD Notice dated February 18, 1999 to address the deconcentration of poverty in its developments. This Resolution formally adopts a policy of deconcentration of poverty in compliance with the QHWRA.

Attachment D

HAKC Senior Staff Organizational Chart



Attachment E
Resident Services and Programs

Services and Programs				
Program Name & Description (including location, if applicable)	Estimated Size	Allocation Method (waiting list/random selection/specific criteria/other)	Access (development office/PHA main office/other provider name)	Eligibility (public housing or section 8 participants or both)
FSS Program (Self Sufficiency Planning): Provide assistance with development of individual self sufficiency action plans; coordination of support services and service delivery from HAKC and community sources; establishment of an Escrow (savings) account.	As of 8/31/99 - 467	Open for enrollment; if size exceeds staff capacity to serve, selection will be based on HOPE VI grant stipulations.	Family Development and Learning Center (FDLC), and on-site at specific developments.	Both
Child Care and Family Home Day Care Training: Intensive classroom training, in-service training in child care setting and hands-on technical assistance for employment as childcare worker or as Family Home Day Care Provider. Six sessions	Currently -8 Projection of 30 trainees over a three year period.	Other-allocation of available slots based on development residency and participation in FSS Program	FDLC	Public Housing residents
Certified Nurse Assistant Training	12 residents completed training , including 6 FSS participants	Open with consideration given to participation in FSS Program	Community Home Health Corporation (subsidiary of the CDC-KC.)	Both

<p>Financial Management Series: Series of 10 –hour workshops focused on managing financial resources and session on homeownership</p>	<p>150 signed up for participation and 20 received certificates for 100 % attendance at all of the sessions.</p>	<p>Open enrollment with initial outreach to FSS participants</p>	<p>Classes conducted at FDLC by the Small Business Administration/Micro-Loan Program Director from the Community Development Cooperation of Kansas City</p>	<p>Both</p>
<p>Employment assistance: Work related assessments, job readiness classes, job development services, career counseling; job placement; job skill training: entrepreneurial skill development and training; and transportation services.</p>	<p>Cumulative estimate, inclusive of all services – 500 as of July 31, 1999.</p>	<p>Open enrollment in consideration of residency and FSS participation , if availability of slots for services is limited.</p>	<p>FDLC via Full Employment Council staff and HAKC Economic Development staff.</p>	<p>Both</p>
<p>Building Construction and Maintenance Program Training: Hands-on pre-apprenticeship training in the area of construction and maintenance. Project additional training in latter 1999.</p>	<p>41 residents enrolled and 25 completed the training, to date.</p>	<p>Offered to all interested public housing residents with sequential preference to HOPE VI developments, other developments and Section 3 eligible persons.</p>	<p>FDLC; program offered in collaboration with CDC-KC and FEC.</p>	<p>Public housing and Section 3 eligible persons</p>

<p><u>Education Services/Informational Sessions:</u> Adult Basic Education's Work Force Preparatory Classes; after-school tutorial for youth via 4-H Program, (Site specific services, e.g. English as a Second Language (ESL) and Citizenship Classes, are available at Guinotte Manor under the management of HOPE VI personnel.) Informational sessions on topics relevant to personal and family development.</p>	<p>35 adults; 80 youth</p>	<p>Kansas City School District ABE requirements; youth between the ages of 5 and 13 based on 4-H Program requirements for classes; information sessions open to any interested persons.</p>	<p>FDCL; family developments.</p>	<p>Both</p>
<p><u>Tenant Organizational Services/Tenant Liaison:</u> Provide technical support and training for development and maintenance of viable tenant organizations.</p>	<p>All membership of Tenant organizations and potential members</p>	<p>Open to all tenant leaders and potential leaders</p>	<p>Office of Tenant Liaison within FDLC.</p>	<p>Both</p>
<p><u>Computer Instruction Services:</u> (Limited curriculum offered, to date.) Projected to include all of the following before the end of CY: Keyboarding skills, computer anatomy, introduction to DOS, Introduction to Windows, networking, word processing etc. in twelve-seat computer lab at the FDLC.</p>	<p>3 residents completed first training offered. Estimate 30 youth and adults by the end of the current year and 96 by the end of 2000.</p>	<p>Open entry to all HAKC residents, i.e. FSS participants, with prioritization to 1st-preparation for specific employment; 2nd increasing general employment skills; 3rd interest in exposure to computers.</p>	<p>FDLC</p>	<p>Both</p>

<p>Youth Services: Provide leadership and personal development services; educational, recreational, employment related, mentoring, and supportive services.</p>	<p>Estimate of 260 different youth engaged, to date, in one or more of the programs and services.</p>	<p>Open to all HAKC youth</p>	<p>Clymer Community Center (an HAKC facility); City of Kansas City community center; family developments. Many activities offered through Boys and Girls Club and Police Athletic League.</p>	<p>Primarily public housing youth.</p>
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Attachment F
Comments on the PHA Plan from Residents

October 21, 1999

Jeffrey Lines
511 Washington Street, Suite 101
Norwood, Massachusetts 02062

RE: Public Housing Resident Council Comments on
HAKC's Five Year Plan

Dear Mr. Lines:

On behalf of the Public Housing Resident Council (PHRC), I submit the following comments on HAKC's PHA Five Year Plan for fiscal years 2000-2004.

1. On page 2 under PHA goal "Increase Assisted Housing Choices", HAKC has checked "implement public housing site based waiting lists" and it has also checked "convert public housing to vouchers". The PHRC disagrees with both of these. As you know, the Tinsley Consent Decree prohibits a site based waiting list. The PHRC is not aware of any plans to convert public housing to vouchers and would object to such a policy.

2. On page 2 under the goal "Provide an improved living environment", HAKC has checked "Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments".

The PHRC would like HAKC to emphasize the expansion of efforts to increase resident employment and earned income in order to create the income mix within public housing developments rather than attracting higher income applicants to these developments. The PHRC has always been concerned about the growing effort on the part of HUD to house higher income residents in public housing to the detriment of lower income people. In Kansas City, people with higher incomes are able to afford housing in almost any area of the City. However, lower income people do not have many choices. It would be preferable for HAKC to work within its own developments to create higher income residents rather than to use most of its efforts to attract higher income applicants.

3. On page 6 under Part II, the second bullet states "Ensuring equal opportunity housing for all Americans". A provision should be added to emphasize the provision of housing for very low income and low income people. Also on page 2 in the Mission Statement, HAKC states that in accomplishing its goal, HAKC is "committed to maintaining its developments as affordable housing assets that can meet the needs of low income households..." HAKC should change the underlined language to "very low income and low income households".

4. On page 12, HAKC says that there have been significant opportunities for developing jobs for low income individuals under Section 3. There have been significant opportunities for developing jobs for low income individuals, however, the Section 3 program has been deficient in obtaining these jobs and creating the positions for the residents who are in need of these jobs. Recently, HAKC has devoted more time and staff to the Section 3 program. The PHRC applauds these efforts and requests that HAKC continue to concentrate on creating Section 3 opportunities and enforcing Section 3 obligations.

5. On page 12 under "Full Employment Council Contract", the last sentence in that section says "[t]his works out to a 70% rate of continuing employment after placement". Is this accurate? What documentation do you have of this outcome?

6. On page 13, under "Guinotte Phase III", HAKC emphasizes that it will work with the City, the Guinotte Manor Tenant Association (GMTA), the Columbus Park Community Council and other interested parties on a development plan for Guinotte's Phase III. The PHRC is concerned that the GMTA has not been included in some of the discussions regarding Phase III.

There is no reference to a homeownership program in the PHA Five Year Plan. However, \$2.8 million is available for Guinotte Manor homeownership. What is the status of this funding?

7. On page 15, under "Technical Assistance to Resident Organizations", HAKC says that the Resident Services Department provides technical assistance which includes helping to develop bylaws and conduct elections. HAKC should not be conducting the elections, however, it should help facilitate the elections.

Under "Resident Services", the PHRC requests that the Transportation Policy be reviewed and that transportation be provided to residents for PHRC meetings and senior services. Currently, the senior transportation is very poor.

The Family Development and Learning Center is still underused. The services provided at the Center are lacking. More services need to be provided. In particular, social services for seniors need to be coordinated and provided.

Also, the PHRC requests that HAKC provide office space to each tenant association.

8. On page 17, under "Property Management", there is a reference to requiring all residents to sign a new lease or lease amendment by October 1, 1999. I am not aware of any recent lease amendment or lease? Do any exist?

9. On page 18, HAKC recognizes that it should network with other regional assisted housing agencies in providing housing for applicants who will not be housed due to the lack of available housing at HAKC. How will this networking occur? How will individuals be identified who will not be housed due to lack of available housing?

10. On page 19, there is a reference to a Section 8 Marketing and Outreach Plan and a Section 8 Workout Plan (based on Quadel findings). Please provide me with copies of both of these documents.

11. On page 20, there is a typographical error in the fourth line at the top, the word "affect" is used. The correct term should be "effect".

12. On page 23 under "Guinotte Manor Phase III Development", HAKC states that the general goals for Phase III are specified in a Cooperative Agreement between the City of Kansas City, Missouri, HAKC and the Guinotte Manor Tenant Association. This is a reaffirmation that the Cooperative Agreement governs Phase III and therefore, the Cooperative Agreement should be followed.

The Five Year Plan needs to address the scattered site replacement housing program. The number of scattered sites that will be built seems to change. Please provide the PHRC with a copy of the budget for this program and an analysis of the number of sites originally proposed and the number that will actually be built.

13. On page 25 under "Departmental Goals", #3 states that HAKC should "ensure the delivery of playground and pool at Garrison Center and 77 offset dwelling units". The Guinotte Manor Tenant Association wants the HAKC to adhere to its agreement under the Cooperative Agreement regarding the Garrison Center. Further, on page 25 under #4, HAKC states that "Department of Parks and Recreation is planning on building a recreational facility that includes a playground and wading pool at the Garrison Community Center". That was the agreement in the Cooperative Agreement and it should be followed.

14. On page 26, in the last bullet under paragraph eight, the word "affects" is used. The correct term is "effects".

15. On page 27, the second sentence at the top ends in the word "and". The correct term should be "an".

16. On page 30, under "Projected Trends", the first bullet uses the term "effect". The correct term should be "affect". Under the second bullet in that section, the term "effect" is used. The correct term is "affect". Similarly, on page 32, the second to the last bullet at the end of the page uses the term "affect". The correct term should be "effect".

Thank you for the opportunity to provide comments to HAKC's PHA Five Year Plan.

Sincerely,

Julie E. Levin
Managing Attorney

JEL/lrm

cc: Dallas Parks
Edwin Lowndes
Jewel Gilbert
Public Housing Resident Council

October 22, 1999

Jeffrey Lines
511 Washington Street, Suite 101
Norwood, Massachusetts 02062

RE: Public Housing Resident Council Comments on
HAKC's PHA Annual Plan

Dear Mr. Lines:

On behalf of the Public Housing Resident Council (PHRC), I submit the following comments on HAKC's PHA Annual Plan.

I. EXECUTIVE SUMMARY

1. On page 2 of the Executive Summary, the "Housing Needs" section is blank. There needs to be an analysis of the housing needs and evidence that it conforms with Kansas City's Consolidated Plan. (See paragraph 3 on page 2 of this letter).
2. On page 2 of the Executive Summary, item #8 refers to demolition and/or disposition. Is there no plan for disposition of Phase III of Guinotte Manor during the coming year?
3. On page 4 of the Executive Summary, Section III refers to volunteer jobs with approved job descriptions for the community service requirement. Attendance at Public Meetings, Receivership Meetings, PHRC Meetings, GED classes, ESL classes, Adult Basic Education classes, citizenship classes and computer lab classes should be included as satisfying the community service requirement.
4. Regarding section VI on page 4 of the Executive Summary, the PHRC should be paid to administer the community service volunteer activities or volunteer program for HAKC. As you know, the Guinotte Manor Tenant Association has been approved to administer community services at Guinotte Manor. The PHRC would also be willing to administer the HAKC-wide community service requirement if the PHRC members handling the program were to be compensated.

II. PHA ANNUAL PLAN

17. On page 2 under the supporting documents section for Fair Housing, there is no indication that supporting documents are available or on display. What are the supporting documents?

18. On page 2 of the Plan, the Consolidated Plan is not marked as applicable and on display, why not?

19. On page 5 of the Plan, the "Housing Needs" description needs to be explained. The chart provided on page 5 of the Annual Plan appears to provide inconsistent information regarding the needs of the very low income and low income families in the jurisdiction.

When you compare the chart to the Consolidated Plan of the City, the Consolidated Plan states that people with very low incomes consist of 28% of the total households in the Kansas City area. See page 13 of the Con Plan.

The Consolidated Plan notes that there are 30,796 renters who are very low income in Kansas City (page 21). The Consolidated Plan also notes that the homeless population of Kansas City is 14,872. This figure represents individuals and families who are living in homeless shelters, battered women shelters, and on the streets. This figure does not include people who are living with relatives or who are under-housed because they cannot afford their own dwelling. HAKC's own figures (page 6 of HAKC Annual Plan) also show a tremendous need for housing for people who have very low income. According to HAKC's figures, 91.51% of the 7,948 people on the Section 8 waiting list have extremely low income (below 30% of AMI) and 8.49% of the 7,948 on the Section 8 waiting list are very low income (above 30% but below 50% of AMI). There are no individuals on the waiting list who have income above 50% of AMI.

In HAKC's Annual Plan, page 7, it indicates that 88.70% of the 5,673 people on HAKC's public housing waiting list have extremely low income (below 30% of AMI). HAKC also notes that 10.81% of the 5,673 on the public housing waiting list have income above 30% but below 50% of AMI. Obviously, there is a critical need to house individuals who have extremely low or very low income. However, HAKC's Annual Plan and Five Year Plan goals indicate that HAKC will attempt to attract far more individuals to public housing who have greater income. HAKC has a duty to serve those individuals who are identified as in need of housing according to the Consolidated Plan and according to the Housing Authority's own assessment. In fact, on page 3 of the PHA Plan, HAKC indicated that the Consolidated Plan supports its housing needs. Therefore, the PHRC would like HAKC to amend its "Housing Needs" section in both its Annual Plan and Five Year Plan to emphasize the service of households who have income below 50% of AMI. HAKC should concentrate its efforts on housing

individuals in this category and on working towards creating jobs for residents and applicants who have very low income.

20. On page 9 of the Plan, under Strategy 1, "Target available assistance to families at or below 30% of AMI", the item which states "employee admissions preferences aimed at families with economic hardships" is not marked. Why not?

21. On page 13 of the Plan, under "Public Housing Eligibility", 1(a), the item which states "when families are within a certain number of being offered a unit" is checked, however, the number is not stated despite the requirement to do so.

22. On page 14, Section 2(b) lists "other" as a location where interested parties may apply for admission to public housing. However, the location is not listed, despite the requirement to do so.

23. On page 17, under 5(a) the Housing Authority does not check the item entitled "other source". An orientation video should be listed in this section if it exists. It is my understanding that an orientation video does exist and is being used. Is this correct?

24. On page 17, under 6(b) HAKC indicates that the PHA has adopted changes to its admission policies based on the results of their analysis of deconcentration. Is HAKC referring to its scattered site preference policy? If not, what changes were adopted and when were they posted and approved?

25. On page 18, HAKC indicates that the federal preferences are given priority #2 and local preference category #1 is given priority #1. However, the local preferences require that category #1 be given priority only until 40% of units are occupied by working families and then it is a 50/50 split so that the preferences would have equal priority.

26. On page 19, it appears that HAKC does not request criminal records from state enforcement agencies or the FBI for Section 8 applicants. Why not? Is HAKC requesting criminal state and FBI records for public housing applicants?

27. On page 21, regarding Section 8 preferences, how does the percentage of occupied units requirement in the local preferences apply to the Section 8 program? Why aren't the local preferences equally ranked since it is a 50/50 split for Section 8?

28. On page 23, question (d) says that the PHA does not plan to employ the optional deduction and/or exclusion policy for the earned income of a previously unemployed household member. Why not?

29. On page 25, HAKC refers to the flat rents as if they have been approved. HAKC is in the process of negotiating the flat rents with the PHRC.

The PHRC requests that HAKC adopt an 18 month earned income disregard. While a 12 month disregard is mandatory, HAKC has the discretion to extend the disregard. Additionally, HAKC should phase in the next increase (after 18 months) by not more than 50% of the amount that the rent would have increased.

30. On page 28 - the question is asked which PHA office should residents or applicants contact to initiate the grievance process? The answer of HAKC is that residents and applicants file with the PHA main office, the PHA development office and HAKC Family Learning and Development Center. How does this work. This is the first time I have heard that a person can file for a grievance hearing with the Family Learning and Development Center. Are tenants notified of this process?

Additionally, regarding the grievance hearings, the PHRC would like HAKC to concentrate on providing hearings more regularly and obtaining more hearing officers. HAKC is still just using one hearing officer. We refer you to our prior letters on this issue.

31. On page 31, there is no reference to disposition of the Guinotte Manor Phase III.

32. On page 37, the table under B(1)(b) needs to be completed.

33. Page 44 refers to the Consolidated Plan and housing needs. See paragraph 4 above for our comments on this issue.

Thank you for the opportunity to provide comments on the PHA Annual Plan.

Sincerely,

Julie E. Levin
Managing Attorney

JEL/lrm

cc: Dallas Parks
Edwin Lowndes
Jewel Gilbert
Public Housing Resident Council

November 18, 1999

Jeffrey Lines
511 Washington Street, Suite 101
Norwood, Massachusetts 02062

RE: HAKC's Annual Plan

Dear Mr. Lines:

I have reviewed your letter of November 4, 1999 in which you respond to the October 21, 1999 comments on the Annual Plan that I submitted to you on behalf of the Public Housing Resident Council (PHRC). I have compared your letter to the final draft of the Annual Plan that I received on November 18, 1999.

In your letter of November 4, 1999, you state that "local preferences are equally ranked for Section 8. The Plan has been modified accordingly." (See #11, page 3 of your November 4, 1999 letter). However, on pages 21 to 22 of the final Annual Plan, the Plan shows the same language for Section 8 preferences as is provided for public housing preferences. In other words, the Section 8 preferences indicate that a number one ranking is given to working families and those who are unable to work because of age or disability until 40% of the units are occupied by working households, then equal ranking is given to former federal preferences. Your letter indicates that the ranking would all be equal. As I noted in my letter to you, the preferences for the Section 8 program should be equally ranked since it is a 50/50 split for Section 8. Your letter stated that you would adopt our comments into the Plan, however, that was not done.

Your letter of November 4, 1999 indicates that HAKC will entertain discussions regarding whether PHRC meetings could satisfy the community service requirement. The PHRC reiterates its request that all PHRC meetings satisfy the community service requirement. The PHRC would also like to submit a proposal to HAKC to administer the community service volunteer activities for HAKC. Your letter indicates that you would be willing to entertain such a proposal. Please let us know what you need to have from the PHRC in order to begin discussions on this proposal.

In your letter of November 4, 1999, you reject the PHRC's request that HAKC adopt an 18-month earned income disregard. It was my understanding from prior discussions that HAKC was willing to adopt the 18-month earned income disregard. Please advise me as to why HAKC is now changing its position. Thank you for your attention to this matter.

Sincerely,

Julie E. Levin
Managing Attorney

JEL/lrm

cc: Dallas Parks
Edwin Lowndes
Jewel Gilbert
Public Housing Resident Council

Attachment G
Response to Resident Comments

November 4, 1999

Julie E. Levin, Managing Attorney
Legal Aid of Western Missouri
600 Lathrop Building
1005 Grand Boulevard
Kansas City, MO 64106

Dear Ms. Levin:

This letter is in response to the Public Housing Resident Council (PHRC) comments on the HAKC PHA Five Year Plan. The item numbers that follow correspond to the same items in your letter of October 21, 1999.

1. Under “implement public housing site based waiting lists” and “convert public housing to vouchers” have been removed. We will include “other – site based preferences”.
2. We believe your concerns are addressed in the Five-Year Plan. Please also refer to Jeff Lines’ response to your comments on the same issue in the Twelve-Month Receivership Plan. Mr. Lines wrote: “...a principle goal of the HAKC under the Receivership is to promote economic opportunity for current residents. This will continue to be a major thrust of our overall effort to promote economic integration in public housing. Nevertheless, the Authority must widen its applicant pool to include working households of low and very low income in order to promote economic integration.”
3. “Ensuring equal opportunity housing for all Americans” refers to equal opportunity in fair housing. While we appreciate your concerns, we do not believe a reference to economic status is appropriate in this section of the Plan. The reference to “low income households” in the mission statement has been changed to “extremely low, very low and low income households”.
4. We appreciate your positive comments. There are numerous references in the Plan to our commitment to a successful Section 3 program.
5. The rate of 70% of employment after placement is correct. Documentation includes progress reports from FEC, review of FEC contract activity and a 90-day job retention verification process. In fact, this figure may actually be higher, as it does not include Section 3 placements.
6. Early in 2000, the Authority will develop, with resident input, a Nehemiah Housing Opportunity Grants Program (or similar program) for Guinotte Manor under Hope VI.

HAKC will submit its plan to HUD for approval and anticipates beginning implementation by mid-year. The Housing Authority's Five-Year Plan will be amended to reflect this information. The correct amount allocated from HOPE VI to this homeownership program is \$840,000. Please note that the City has made an alternative proposal which would include a provision of \$700,000 in HOME funds for this purpose in return for the Authority directing approximately \$550,000 in HOPE VI funds for neighborhood-wide capital improvements. The City's proposal is currently under active consideration by the Receiver.

7. The word "conduct" has been replaced with "facilitate".

The Transportation Policy states that while HAKC would "strive to assist the PHRC membership for whom alternative transportation is not available, HAKC is not able to guarantee unlimited support". However, "often the PHRC meets in conjunction with the Receiver's meetings", for which HAKC does guarantee transportation. In regard to transportation for seniors, the policy states that HAKC will provide transportation to and from "resident participation" forums and for "grocery shopping, limited personal shopping, and limited pantry pick-ups", to the degree that resources are available. This policy was approved and comment was solicited from residents prior to approval. While HAKC will make every effort to provide transportation to residents, the first priority of HAKC must be housing.

In the coming year, the Housing Authority plans to reorganize the FSS and Resident Services Departments. This reorganization will include determining better utilization of the FDLC space.

HAKC hired a new Senior Service Coordinator June 7, 1999. To date he has successfully established "Project Well", an on-site program for monitoring health conditions and wellness of seniors age 55 and over. In addition, plans are in place to complete a needs assessment of all seniors and persons with disabilities living in HAKC developments; establish a provider list and sign a Memorandum of Understanding with at least six providers who will serve HAKC residents; establish a mental health assessment program with Swope Parkway Health Center at Brush Creek Towers; and involve seniors in volunteer activities in the community.

To the greatest extent feasible, the Housing Authority will provide office space to recognized tenant organizations. Please note that under the existing HUD rule provision of this space would likely result in the loss of operating subsidy for these units.

8. HAKC is in the process of reviewing its tenant lease for compliance with QHWRA and for any other necessary changes or updates that need to be made. The lease will be updated accordingly after the Final Rule on Admissions and Occupancy is released by HUD.

9. HAKC will work with other housing agencies, such as Missouri Housing Development Corporation (MHDC), to create an awareness of housing availability. However, it is not the Authority's intention to create a regional waiting list.
10. As you requested, a copy of the Section 8 Marketing and Outreach Plan is included with this letter. The Section 8 Workout Plan you requested was sent to you earlier. Please advise if you need another copy of this document.
11. The word "affect" has been changed to "effect."
12. The Housing Authority will comply with the Cooperative Agreement.

HAKC will meet with the PHRC within the next few weeks to provide an overview of the budget for the scattered sites replacement housing program. The number of scattered sites that will be built remains between 325 and 340. The exact number will not be known until all land and units are acquired and construction costs for new units finalized based on public bidding.

13. The Housing Authority will comply with the Cooperative Agreement regarding the Garrison Center and will work in concert with the GMTA to ensure that the City complies with the Cooperative Agreement.
14. The word "affects" has been changed to "effects".
15. The word "and" has been changed to "an".
16. The word "affect" has been changed to "effect" in three instances as noted.

Please contact me if you have any further questions.

Sincerely,

Jewel Gilbert
Director of Operations

Cc: Jeffrey K. Lines
Dallas Parks
Edwin Lowndes
Public Housing Resident Council

November 4, 1999

Julie E. Levin, Managing Attorney
Legal Aid of Western Missouri
600 Lathrop Building
1005 Grand Boulevard
Kansas City, MO 64106

Dear Ms. Levin:

This letter is in response to the Public Housing Resident Council (PHRC) comments on the HAKC Annual Plan. The item numbers that follow correspond to the same items in your letter of October 21, 1999.

Executive Summary

1. The following statement of housing needs will be added to accompany the housing needs table on page 5:

The statement of housing needs was based upon an analysis of the City of Kansas City, MO. Consolidated Plan 1999 and the Market Dynamics Affecting the Inventory of Housing Owned by the Housing Authority of Kansas City, MO. by Howell Associates, Inc. 1996. The overall needs column reflects the housing needs of the renter families in the Kansas City, MO. jurisdiction (see page 21 of the Consolidated Plan for verification of consistency). In rating factors of affordability, supply, quality, accessibility, size and location from 1 to 5, all market factors in the Howell report were analyzed (pages I-20 to I-51). These factors included neighborhood quality, HAKC development quality and size, rent, income, waiting list profile, housing stock, homelessness and other federally assisted housing availability.

2. Over the next three weeks, Guinotte Manor Phase III will be demolished. It will then be disposed to a developer who must gain community approval before construction begins, in accordance with the provisions of the Cooperative Agreement. HAKC is actively working with the City's Director of Housing, City Manager and Office of the Mayor on exploring how to expand the development of the Phase III parcel to include an adjoining 13 acres (for a total of 22 acres) along with the congressional appropriation of \$3 million in special purpose funds.
3. Attendance at Receivership Meetings and any training (GED classes, ESL classes, Adult Basic Education classes, citizenship classes and computer lab classes) will be included as satisfying the community service requirement. The Authority will entertain discussions regarding whether PHRC Meetings should satisfy this requirement, but this participation is not included at this time.

4. The Authority will entertain a proposal from the PHRC to administer the community service volunteer activities for HAKC. However, this must be cost effective and is contingent on available funds. If discussions around this proposal are successful, it will be incorporated into the Plan.

Plan

1. Fair Housing supporting documents are on display and this box is now checked. The supporting documents referred to are listed in the Plan.
2. The Consolidated Plan is applicable and on display and the corresponding box is checked.
3. The chart referring to housing needs on page 5 of the Plan does provide consistent information with the City's Consolidated Plan. While people with very low incomes constitute 28% of the *total households* in the Kansas City area (page 13 of the Consolidated Plan), the housing needs chart in the plan refers to *total renters* in the Kansas City area. This data can be found on page 21 of the Consolidated Plan.

As stated in the responses to the Five-Year and Receivership Plan comments, while HAKC recognizes that there is a critical need to house individuals who have extremely low and very low income, in order to promote economic integration the Authority must widen its applicant pool to include working households of low and very low income. However, a principal goal of the Authority will be to create economic opportunities for residents and applicants who have extremely and very low incomes.

4. The item which states "employee admissions preferences aimed at families with economic hardships" is not marked because the term "economic hardships" is relative and everyone that HAKC provides preferences to has housing affordability problems. Accordingly, such a system is implicit with "economic hardship". Nevertheless, the degree of economic hardship is itself not a preference.
5. The number is 50-100. The Plan has been amended to reflect this number.
6. This was an error; "other" has been removed.
7. "Orientation video" should be listed. This correction has been made.
8. A number of resolutions have been adopted relating to deconcentration such as local preferences for working families, ceiling rents and site-based preferences. In addition, HAKC is developing a marketing plan for its Resident Services Department and Family Self-Sufficiency program to assist families to increase their income as they transition from welfare to work.

9. Local (working) preferences are given the same weight as former federal preferences after 40% of units are occupied with working residents. The Plan has been corrected to reflect this.
10. HAKC requests criminal records from state enforcement agencies or FBI for Section 8 applicants and for Public Housing Applicants. The Plan has been changed accordingly.
11. Local preferences are equally ranked for Section 8. The Plan has been modified accordingly.
12. HAKC intends to employ the optional deduction and/or exclusion policy for the earned income of a previously unemployed household member and is waiting for HUD to issue regulations governing this requirement.
13. Flat rent figures were approved prior to this year but are in the process of being updated. In order to establish comparability for these figures, HAKC used the criteria that was checked in the Plan.

While the PHRC requests that HAKC adopt an 18-month earned income disregard, the Authority considers the mandatory 12-month disregard sufficient, as flat rents are market driven.

14. All requests for grievance hearings ultimately are routed to the grievance coordinator who is based at the FDLC. However, for the convenience of HAKC residents, grievance hearings may be requested at a number of locations throughout HAKC including the main office, the public housing development management offices, or the FDLC. When a hearing request is filed at a location other than the FDLC, the request is forwarded to the FDLC-based coordinator.

The HAKC will investigate its grievance policy and look for opportunities to streamline it.

15. The disposition of Guinotte Manor Phase III is now referenced in the Plan.
16. The table has been completed and was enclosed as an attachment with the Plan.
17. The Consolidated Plan and housing needs are consistent (see paragraph 3 in your letter and our response).

Please contact me if you have any further questions.

Sincerely,

Jewel Gilbert
Director of Operations

Cc: Jeffrey K. Lines
Dallas Parks
Edwin Lowndes
Public Housing Resident Council

December 3, 1999

Julie E. Levin
Legal Aid of Western Missouri
600 Lathrop Building
1500 Grand Blvd.
Kansas City, MO 64106

RE: Response to November 18th letter regarding HAKC's Annual Plan

Dear Ms. Levin:

HAKC would like to thank you and the PHRC for your comments on the Annual Plan. This letter is in response to those comments.

You were corrected in pointing out that local preferences for Section 8 as referenced on pages 21 and 22 of the Plan needed to be amended. Preferences for the Section 8 program should be equally ranked and the Plan has been modified to reflect this.

You reiterated your request that all PHRC meetings satisfy the community service requirement. At this time, the Housing Authority will not agree to this request because a tenant's right to organize does not appear to fall within the definition of "community service". However, the Authority will re-examine this issue when the final rule has been released by HUD.

You stated that the PHRC would like to submit a proposal to administer the community service requirement. HAKC is willing to entertain such a proposal and will send a proposed scope of work to the PHRC within the next few weeks.

You requested that HAKC adopt the optional 18-month earned income disregard, rather than the mandatory 12-month disregard, so that residents have more time to adjust to holding a job and costs associated with this (i.e. transportation and child care). The PHRC stated that this may assist residents with job retention. We believe there are sufficient incentives to work through the 12-month income disregard (and 50% income disregard for the six months following) as well as policies such as local preferences and flat rents. Further, HAKC's budget is already constrained and increased loss in rent collection may result in cutbacks to other important programs. However, HAKC will review this issue at the time of preparation of the FY 2001 Annual Plan. Data supporting your assumptions will be examined at that time.

Thank you for your comments on the FY 2000 Annual Plan.

Sincerely,

Jeffrey K. Lines

cc: Dallas Parks
Edwin Lowndes
Jewel Gilbert
Public Housing Resident Council

Attachment I
FY 2000 Drug Elimination Plan

Submission Requirement A: The Locations and Unit counts of the Developments that are targeted for FY 1999 PHDEP assistance.

The Housing Authority of Kansas City, Missouri targets all Public Housing as part of our Public Housing Drug Elimination Program (PHDEP) efforts. The employment of investigators as well as the contracting for youth programming benefits ALL Public Housing Developments.

Contract security services are targeted at the Senior Developments. A total of 1478 units are targeted by Housing Authority PHDEP efforts.

LOCATION OF PUBLIC HOUSING DEVELOPMENTS:

PUBLIC HOUSING DEVELOPMENT	LOCATION <small>NOTE: All Locations in Kansas City, Missouri</small>	TARGET POPULATION	NUMBER OF UNITS
Chouteau Courts	1220 Independence Ave.	Families	138
Dunbar Gardens	3392 Colorado	Seniors/Mixed	65
Pemberton Heights	3710 East 51 st .	Seniors	120
Theron B. Watkins	1301 Vine St.	Families	263
Brush Creek Towers	1800 Brush Creek Blvd.	Seniors/Mixed	135
Villa Del Sol	20 th . and West Pennway	Families	65
West Bluff	1210 West Bluff	Families	100
Riverview Gardens	299 Paseo	Families	232
Guinotte Manor	1100 East 4 th .	Families	105
Wayne Minor	1940 east 11 th	Families	74
Scattered Sites	Throughout Kansas City	Families	161
		TOTAL	1,478

Submission Requirement B: Plan for addressing the problem of drug related crime and the problems associated with drug related crime.

Summary of capacity for addressing the problem of drug related crime.

- Larger Housing Authority of Kansas City, Missouri's (HAKC) reform efforts of the Receivership, evidenced by an increase in its Public Housing Management Assessment Program (PHMAP) score from 60 in 1995 to **90.25 in 1998**, create a supportive organizational structure in which PHDEP can flourish;
- The HAKC has worked diligently to upgrade and monitor the grants management process;
- The HAKC has in place the proper staff who have the knowledge and experience to manage and implement PHDEP;
- The HAKC demonstrated real progress administering previous PHDEP grants and "One Strike" as shown by its 1999 PHMAP grade of "A" in Indicator 8;
- The HAKC has a successful track record implementing and managing a wide variety of HUD and other grants related to drug elimination;
- Through local COMBAT's Drug- and Crime- Free Partnership and HUD/DOJ's Priority Cities Anti-Violent Crime Initiative, the HAKC has initiated a number of drug elimination efforts. Through these two initiatives, the HAKC has established effective linkages with Kansas City Police Department's (KCPD) Weed and Seed program, local Safe Neighborhood (PHDEP New Approaches) grant initiatives, as well as residents and area law enforcement and criminal justice institutions.

The HAKC possesses the capacity, experience, and organizational resources to implement in a timely and effective fashion the multi-faceted drug-elimination strategy proposed herein. The capacity of the HAKC to administer the PHDEP must be understood in the context of the larger fundamental reform efforts at the housing authority during the past four years. In September 1994, the United States District Court appointed TAG Associates of Kansas City as the receiver of the HAKC in order to address the failure of this agency in its mission to provide low-income residents with decent, safe, and sanitary dwellings. Since that time, the Receiver has implemented a number of dynamic administrative and operational reforms that have greatly improved the delivery of housing services to residents.

Through a series of management and maintenance improvements, improved financial budgeting and planning, major redevelopment and replacement housing programs, as well as institution of comprehensive service and security programs, the HAKC has improved steadily its overall performance. A number of basic housing management indicators demonstrates the dramatic improvements at the HAKC. Each year, the HAKC has greatly improved its PHMAP scores. Under the Receiver's supervision and in under four years, the HAKC has been removed from HUD's "troubled list" to the status of a Standard Performer. **The HAKC's PHMAP scores have increased as follows: 60.82 in 1995, 74.71 in 1996, and 84.96 in 1997 to a 90.25 in 1998, making HAKC a "High Performer."** The HAKC expects to continue improvement and achieve the distinction of High Performer within the next few years. These improvements support and facilitate efforts to address drug-related crime in and around HAKC developments.

The HAKC has worked diligently to upgrade and augment the grant management process. Each department that has grant related responsibilities assigns a grant manager to provide oversight and monitoring to the activities under the grant objectives. The grant manager for the PHDEP grant is the Assistant Director of Resident Services. The grant manager is responsible for reviewing and approving both activity reports and invoices of contractors along with the actions of staff advancing grant goals and objectives.

HAKC has established a new Office of Procurement and Contracts to ensure that Request for Proposals and securing services occurs in timely and appropriate fashion. Under the new structure, the grant manager and other staff/residents identify the goals and objectives under a given grant and fold them into a “scope of work” statement. This scope of work as well as any specific benchmarks or deliverables is forwarded to the Office of Procurement and Contracts to be molded into a Request for Proposals (RFP). Working with the grants manager and other staff/residents, the Office of Procurement and Contracts selects an appropriate bidder and drafts a contract for services. The grants manager and the Office of Procurement and Contracts then share responsibility for monitoring contract performance and payments. It should be noted that resident input is solicited for both designing the scope of the RFPs and selecting the most qualified bidder.

HAKC has also standardized reporting formats and developed a contract monitoring tool, which allows HAKC to review both performance as well as capacity of a given contractor during the term of a contract. All contracts are reviewed during the term to ensure that promises made during the RFP process are being realized throughout the contract term. Standardized reporting formats for service providers allow for comparable data collection and improved progress tracking. Standardized reporting coupled with Performance Based Contracting has allowed the HAKC to improve service delivery as well as monitoring.

Description of Established Performance Goals

The HAKC will evaluate the outcomes of PHDEP activities at three different levels. The most fundamental outcome measure to determine the impact of the HAKC’s drug elimination program is the **Uniform Crime Reporting System (UCR)**. The HAKC regularly tracks crimes through the UCR and calls for service and uses these indicators as the fundamental benchmark through which to assess the success of its drug elimination activities.

First Level of Outcome Measures

On the first level, the HAKC shall use crime statistics to evaluate outcomes. The following indicators shall be used to assess whether PHDEP activities are achieving the goals of the grant:

Grant Activity	Objective	Indicator	1998	Target for 1999
Employment of Investigators	Reduce Severity of Crime	Part I Crime Occurrence Rate	46%	41% (5 percentage point decrease)
		Total Part I Crimes	248	248 (prevent increase with new move-ins)
	Increase Resident/Police Communication	Calls for Service	1,718	1,976 (15% increase – new move-ins should increase calls)
		Calls for service occurrence rate	3.2 calls/unit	3.7 calls/ unit (15% increase)
	Enforce Lease	Maintain current level of drug evictions	36	36
	Screen Applicants effectively	Applicants rejected for Derogatory Police/HAKC Record	16	16
Contract Security	Reduce Vandalism	Vandalism Costs	Estimates	Establish baseline
	Reduce Resident Fear of Crime	Resident Survey	None	Establish baseline
		Calls for service at elderly developments	Develop baseline	Complete baseline for one year.
	Reduce crime at elderly development	Part I Crimes	123 (Dunbar)	111 (Dunbar) and baseline at others
Youth Services	Constructively Engage Youth*	Units of Service	4912	5649 (15% increase)
		Contract Hours	Develop baseline	Complete baseline for one year
		Program Participation	545	627

Secondly, the HAKC proposes to gather data through resident surveys as required under the NEW Public Housing Drug Elimination Program reporting system. Data collection will be coordinated with other evaluation efforts under way at the HAKC as well as within the community. A baseline will be established from which to measure the impact of PHDEP funds on reducing resident fear.

Information on resident fear of crime in the larger Paseo Corridor also will be available in 1999 through the efforts of the Safe Neighborhood Program. The HAKC will have access to the results of the Safe Neighborhood survey and use this information to identify areas where follow up data collection should be focused. Coordinated efforts here reduce duplication of effort and strengthen the partnership.

On the third level, the HAKC will identify, track, and resolve drug-related crime problems that arise during the different community meetings that address public safety issues in HAKC developments. The HAKC Crime Analyst will be responsible for documenting and tracking these problems identified during community meetings. Members of these meeting groups will identify drug-related crime issues and track progress toward resolving these issues. A database of these problem-solving efforts will be kept by development by the Crime Analyst/Administrative Coordinator.

Monthly process evaluation will track progress achieving performance benchmarks. All activities using the same standardized reporting format will be tracked monthly and summarized into a quarterly report that also provides information for PHMAP and year end progress reviews. Moreover, grant goals and objectives are incorporated into the HAKC's Yearly Plan.

Need/Extent of the Problem: Summary of needs that will be identified

The analysis of crime data shows that the HAKC will continue to face difficult challenges sustaining and capitalizing on gains reducing drug-related crime in 1997 and 1998. The following highlights the needs identified in this section that the HAKC must address.

1. Prevent an increase in drug-related activity as approximately 500 families (50% of HAKC's currently occupied units) reoccupy revitalized HAKC family developments during 1999, so that these communities can thrive.

2. Engage in community policing efforts the families reoccupying HAKC developments so that they report crimes to police;
3. Continue addressing drug-related crime and fear of crime in elderly/disabled high-rises where residents are extremely vulnerable;
4. Insure that the burgeoning pre-teen and teen population in HAKC developments is engaged in positive programs to reduce drug-related activity. This need will become more urgent as the number of youth in HAKC developments increases as families move into revitalized developments;
5. Effectively screen applicants to insure that only responsible families move back into communities where developments have been revitalized;
6. Solidify the partnership with the Paseo Corridor to insure that drug-related crime problems are addressed comprehensively and not simply displaced from HAKC developments into the surrounding neighborhood and vice versa.
7. Continue to focus aggressive law enforcement efforts at Chouteau Courts, which has the highest Part I Crime Occurrence Rate and at Wayne Miner in order to stem the increase in occurrence rate there.

Other important findings The HAKC crime analysis finds that:

- PHDEP activities are rendering real and positive outcomes;
- The HAKC has greatly improved access to crime data at many different levels as a result of numerous partnerships;
- The HAKC has a sophisticated awareness of drug-related crimes in HAKC developments and their larger neighborhoods.

Summary of Crime Data Examined

Since HAKC is part of a truly *comprehensive, coordinated, community-wide approaches* to drug elimination, it is important to examine objective crime data at a number of different levels. The HAKC's comprehensive assessment of the nature and frequency of drug-related crime moves from broad crime trends at the city-wide, housing authority-wide, and Paseo Corridor-wide levels to focus on specific HAKC development-based crime data. The analysis, then, includes the following data:

Important Crime Statistics

- Total Part I crimes in HAKC developments continued to decline from 1996 to 1997, dropping 18%, or nearly four times the city-wide crime decrease for this same period.
- Robberies and Burglaries decreased by 36% from 1996 to 1997 on HAKC properties.
- The Occurrence Rate of Part I crimes dropped by 57% at Riverview from 1996 to 1997, while the calls for service there increased by 183% during that same period.
- Total Part I crimes in Kansas City decreased by 5% from 1996 to 1997.

In 1997, Kansas City saw a continued and substantial decrease in drug-related crime as a result of strong partnerships among law enforcement agencies, community organizations, government agencies, and the private sector. Part I Crimes decreased by 5% across the city from 1996 to 1997. At the center of this success, however, was the 18% decline in drug-related crime in Kansas City's family public housing developments from 1996 to 1997. Put another way, drug-related crime decreased almost four times as much in public housing as it did city-wide.

City-Wide Crime Statistics

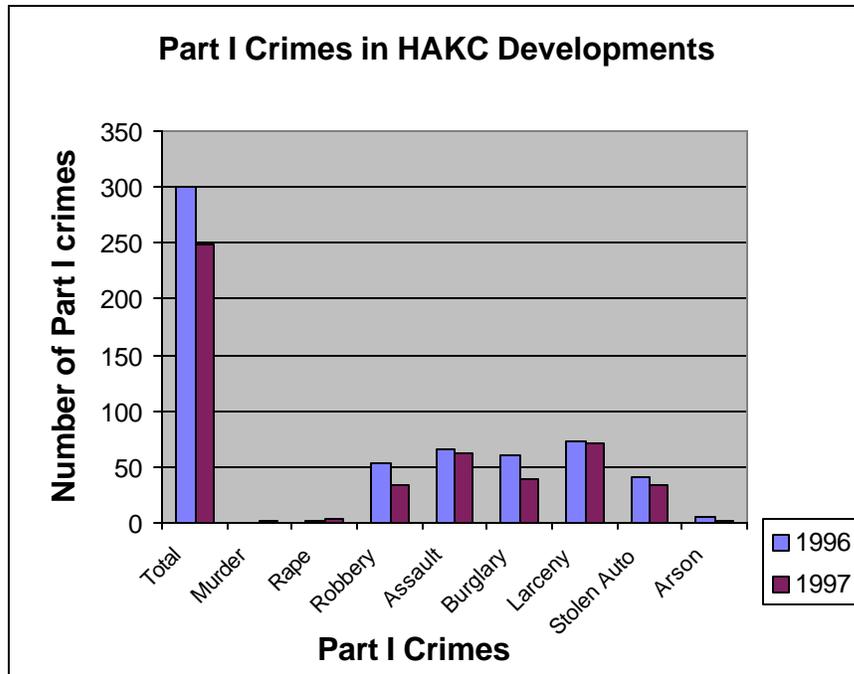
City-Wide Part One Crimes					
Part I Crime	1995	1996	1997	95/96	96/97
				%Change	%Change
Homicide	107	106	100	-1%	-6%
Rape	470	412	417	-12%	1%
Robbery	3346	2881	2711	-14%	-6%
Assault (Aggravated)	5811	5488	5341	-6%	-3%
Burglary	9748	8947	8641	-8%	-3%
Stealing (over \$200)	8479	8532	9063	1%	6%
Stealing (under \$200)	17822	19592	15811	10%	-19%
Auto Theft	6792	6344	7427	-7%	17%
Arson	478	426	440	-11%	3%
Totals	53053	52728	49951	-1%	-5%

Part I Crimes on HAKC Developments

The 18% decrease in Part I crimes in public housing (301 to 248 reported crimes) from 1996 to 1997 following the 11% drop from 1995 to 1996 is evidence that both the internal reforms within the HAKC and the solid, collaborative relationships established through the Paseo Corridor Partnership and HUD/DOJ's Priority Cities Anti Violent Crime Initiatives are having the intended effect of reducing drug-related crime in the area.¹ Specifically, robberies decreased 36% from 53 to 34 reported incidents, and burglaries decreased 36% from 61 to 39 reported incidents from 1996 to 1997.

The following Part I Crimes on HAKC developments for 1995, 1996, and 1997 are shown below.

¹ Five of the six family developments included in the HAKC Part I crimes table fall within the boundaries



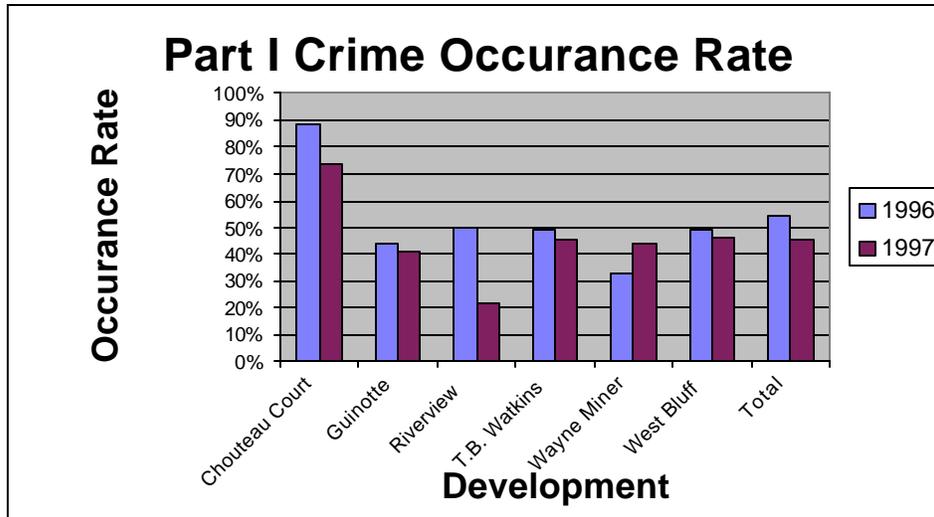
Type	1995	1996	1997	95/96 %Change	96/97 %Change
Murder	2	0	1	-100%	100%
Rape	13	2	4	-85%	100%
Robbery	39	53	34	36%	-36%
Assault	88	66	63	-25%	-5%
Burglary	82	61	39	-26%	-36%
Larceny	70	73	71	4%	-3%
Stolen Auto	42	41	34	-2%	-17%
Arson	1	5	2	400%	-60%
Total	337	301	248	-11%	-18%

HAKC Development-Specific Data: Part I Crime Occurrence Rate

The Occurrence Rate also reveals a marked decrease in Part I crimes in HAKC family public housing developments.² The overall occurrence rate decreased 16% from 54% to 46% in the

² Because of the fluctuation in occupied units at HAKC developments from 1996 to 1997 as a result of revitalization efforts, the Occurrence rate is the most accurate indicator of changes in Part I crimes.

six major family developments from 1996 to 1997. The Part I Crime Occurrence rate decreased from 1996 to 1997 at five of the above-mentioned developments and increased at only one development. These outcomes are most likely a direct result of the comprehensive drug-reduction strategy of the Paseo Corridor Crime- and Drug-Free Partnership.



Occurrence Rate by Development							
Development	1996	1997	1996	1997	1996	1997	%Change
	Part I	Part I	Occ Unit	Occ Unit	Occurrence	Occurrence	
Chouteau Court	109	89	124	121	88%	74%	-16%
Guinotte	67	42	154	103	44%	41%	-6%
Riverview	28	25	56	117	50%	21%	-57%
T.B. Watkins	31	20	63	44	49%	45%	-8%
Wayne Miner	24	30	73	68	33%	44%	34%
West Bluff	42	42	86	91	49%	46%	-5%
Total	301	248	556	544	54%	46%	-16%

* Occupied Units are as of December 31 of each year.

HAKC review of crime data clear shows that both significant crime exists to warrant continued program efforts as well as significant impact has been achieved also supporting continued efforts.

A. Law Enforcement/Security Strategy

The HAKC proposes to continue enforcement/security initiatives that support the Paseo Corridor comprehensive strategy in order to address those needs and continue the success identified in the previous section. These law enforcement/security efforts will be critical to ensure safe and secure housing for the large influx of new residents into family developments as revitalization efforts are completed, as well as to send a clear message that drug-related activity will not be permitted on HAKC premises.

The HAKC proposes to continue developing a Public Safety Department through employment of investigators and contract security in order to support and coordinate with the larger Paseo Corridor Partnership. Moreover, solidifying the HAKC Department of Public Safety is a crucial factor in leveraging additional KCPD above-baseline support and accessing the many resources and opportunities of the Paseo Corridor Initiative. The HAKC, therefore, proposes the following security initiatives:

- Employment of Investigators;
- Contract Security in HAKC elderly and disabled developments.

Baseline Police Services – the KCPD

The Kansas City Missouri Police Department (KCPD) is the primary agency responsible for providing baseline law enforcement services to residents in HAKC developments. Basic coverage is provided by district officers whose primary function is to respond to all 911 calls for service. Additionally, KCPD officers are responsible for regularly patrolling HAKC developments that fall within the districts to which they are assigned. All HAKC developments lie within the boundaries of the KCPD Central Patrol Division, with the exception of the

Pemberton and Dunbar developments. Baseline KCPD coverage by shift as well as district maps are attached as Attachment J to demonstrate baseline patrol services.

Above-baseline law enforcement services.

In addition to the baseline services it provides, the KCPD has committed a number of above-baseline services to HAKC developments. Currently, two officers are assigned full-time to HAKC developments on the day shift, and they work out of the HAKC's Public Safety office at 299 Paseo. In 1997, these two officers made over 1,000 arrests in HAKC developments. (See Attachment K – Above-baseline arrests) In 1998, the HAKC in cooperation with the KCPD have applied for a COPS grant to fund two additional KCPD officers dedicated exclusively to public housing developments on the evening shift.

Part of the KCPD's commitment to funding above-baseline services on HAKC's properties is a result of the HAKC's commitment to developing a program of above-baseline law enforcement services. These services -- employment of investigators and contract security -- are funded through PHDEP and described in detail below.

Employment of Investigator(s)

Proposed Activity: The HAKC is seeking \$110,000 in PHDEP funds to continue paying the salaries and benefits of three full-time investigators to provide above-baseline security services at HAKC family developments.

Goals:

HAKC investigators will be responsible for addressing the following needs.

- *Continue working with KCPD and other agencies of the Paseo Corridor Partnership to continue reducing drug-related crime in HAKC developments;*

- *Closely monitor drug-related activity as families reoccupy revitalized HAKC developments and develop development-based security programs that leverage resources to address problems;*
- *Continuing to form collaborative relationships with KCPD to leverage above-baseline services.*

The HAKC proposes to continue employing three full-time investigators to sustain the larger, Paseo Corridor-wide success in reducing drug-related as well as to prevent the return of drug-activity as large numbers of new residents reoccupy revitalized developments. In-house investigators, and the supplemental, above-baseline KCPD police coverage they have helped leverage has been instrumental in reducing crime and increasing calls for service.³

Investigators, in conjunction with the Director of Public Safety, will serve as the primary mechanism for working with residents and property managers to identify public safety problems at the development level and referring those problems to the appropriate local, state, and federal law enforcement resources for resolution. In this role, HAKC investigators will be a focal point for identifying problems on-site and working with the KCPD and Paseo Corridor Initiatives to leverage the necessary resources to address these problems. *The investigator role will be one of facilitation, referral, and information gathering, not one of duplicating KCPD enforcement responsibilities.*

Investigators also will be responsible for helping residents and property managers design effective security programs at each development through regular meetings. The objectives of these programs and meetings will be to help insure that residents report crimes to police, that calls for service continue to increase, and that serious crimes continue to decrease.

³ Since 1995 the Board of Police Commissioners (overseeing the KCPD) has furnished two (2) police officers to provide supplemental police patrols in public housing developments. This arrangement is provided at no cost to the HAKC and will be coordinated with the Paseo Corridor Initiative to ensure that Crime is not simply being displaced from one multi-family complex to another within the Corridor. We have valued this contribution at \$98,456 in local match.

Investigators will insure that these programs are coordinated with KCPD police officers assigned to the Corridor and HAKC developments in the Corridor. *These organizing efforts constitute services above and beyond the baseline provided by the KCPD.*

Investigators also will be a critical component of the HAKC's "One Strike" policy. They will be responsible for coordinating HAKC security/lease enforcement efforts with Paseo Corridor and HUD/DOJ Anti-Violent Crime initiatives through close cooperation with KCPD officers patrolling the Corridor and HAKC developments. Investigators will conduct follow-up investigations on reported lease violations and report findings for appropriate action up to and including eviction. In instances where the violation is found to be valid, investigators shall testify to the findings in hearings and court actions as necessary.

Other *above-baseline* duties of investigators will be conducting emergency inspections as requested by a development manager. These inspections are conducted under the terms of the lease and do not require a search warrant. Any contraband observed in plain view will be seized and appropriate action taken. DPS personnel do not conduct searches into the personal property of the resident or leaseholder. DPS investigators also will assist development managers serve Notices of Lease Violation in instances where this could create a hazard for the manager, i.e. cases for drugs or violent behavior.

The above-baseline law enforcement services investigators will render at HAKC developments will include enforcing, at the development level, HAKC policies regarding unauthorized guests, weapons violations, drug activity, disorderly behavior, vandalism, unauthorized parking as well as other quality of life issues. Essential duties also include:

- Performing mobile bicycle and foot patrols of designated properties in uniform and in plain clothes;
- Conducting investigations and surveillance as assigned by the Director of Public Safety on all family and Section 8 properties as well as submitting required supporting documentation;

- Attend resident and community meetings that regard drug/crime issues impacting HAKC communities;
- Provide physical security to protect the enormous capital investments in HAKC properties;
- Arrest/apprehend all persons found illegally within HAKC's jurisdiction, creating a breach of the peace, or wanted by judicial or law enforcement agencies;
- Submit daily activities, investigative, and other required reports indicating the date, time, location, and details of all arrests, lease violations, property damage, suspected illegal or disruptive activities, etc.;
- Report all safety or maintenance problems to the appropriate department for corrective action;
- Supervise and monitor contract security and resident patrol teams;
- Provide training and guidance in safety and security programs at HAKC;

HAKC will continue to ensure that its employment of investigators will meet all relevant federal, state, and local government insurance, licensing, certification, training, bonding or other similar law enforcement requirements. Their operations shall continue to be governed by a policy manual that addresses use of force, resident contacts, enforcement of HAKC rules, response criteria to calls, pursuits, arrest procedures, reporting of crimes and workload, feedback procedures to victims, citizen's complaint procedures, internal affairs investigations, towing of vehicles, authorized weapons and other equipment, radio procedures internally and with local police, training requirements, patrol procedures, scheduling of meetings with residents, assignments, monitoring, and self-evaluation program requirements.

In sum, the development-based security programs that investigators will spearhead with residents, property managers, and the KCPD will be critical to ensuring that all security issues are closely tracked as new families move back into revitalized developments. Moreover, the HAKC feels that investigators are the most effective and cost-efficient tool for leveraging and properly directing the larger law enforcement resources assembled through the Paseo Corridor

Partnership to address the most pressing public safety problems in and around HAKC developments.

Security Personnel Services

The HAKC is seeking \$160,000 in PHDEP funds to continue contract security services to residents of elderly and disabled developments, particularly high-rises.

Goals:

Contract security personnel will be responsible for addressing the following needs identified in Rating Factor 2 – Need/Extent of Problem:

- *Augment baseline security in elderly/disabled buildings to help access appropriate police resources to protect a particularly vulnerable population in elderly and disabled development;*
- *Reduce fear of crime in elderly/disabled developments.*

One of the overriding concerns of HAKC resident and staff leadership continues to be the safety and security of the elderly and persons with disabilities. These groups are extremely vulnerable and often a target of criminal activity. The problem is exacerbated by the high-rise physical design of two of the three elderly buildings which makes it difficult if not impossible for KCPD to patrol those buildings during their regular tour of duty and makes an already vulnerable population more at risk to outside criminals.

Contract security is a particularly effective tool for reducing drug-related crime in high-rise developments by controlling access to buildings. As the crime statistics demonstrate, contract security personnel have begun to show positive results in reducing crime and resident fear at these developments. *We believe it is important to maintain the current level of above-*

baseline security coverage in these developments in order to continue effectively addressing safety concerns and to prevent problems from reescalating.

These efforts not only have reduced the amount of vandalism and begun to make elderly and disabled residents feel safer, but they also have facilitated initiation of tenant patrol efforts at some developments. Moreover, residents in elderly developments strongly emphasize the need to continue providing security services in their buildings in regular receivership meetings as well as in resident meetings soliciting input for this year's PHDEP application.

Contract Security Plan

The HAKC, then, proposes to continue contracting with a private security company to provide security at the three senior developments – Brushcreek, Dunbar, and Pemberton. Each of these three senior developments has one security guard assigned seven days a week from 5 p.m. to 5 a.m. The hours of deployment are based on extensive resident input about when extra security is most needed.

Duties and responsibilities of contract security

The duties of the guards consist of patrolling inside the building areas, checking entrances for proper identification of residents and guests, reporting on incidents occurring on site, calling police on violations of law, and creating a feeling of security among residents. It should be noted that contract security powers are limited to stopping and detaining individuals on observed violations, and in these instances, they must call the KCPD to effectuate an arrest.

It is also important to note that the HAKC's high-rise security program continues to be founded upon a contract document that insures that *the contractor will, to the extent possible, hire residents for the provisions of its services. This provision will help the HAKC advance its welfare to work and Section 3 goals.*

The HAKC has awarded the contract of these services to Lawco Inc. (See Attachment L – Security Guard Contract) The Company security guards operate under an up-to-date policy manual containing the policies, procedures, and general orders to be used in the provision of security services. This personnel manual and training program reflect guidelines on the use of force, interaction with residents, enforcement of HAKC rules, arrest procedures, and virtually all other areas of operation. The high-rise security program is monitored on the basis of the Company’s faithful adherence to all of these documents.

Monitoring procedures will include a daily activity form, including incident/complaint reports to be furnished to the site manager and to HAKC security officials. In addition, Lawco will meet with the residents and HAKC staff on a monthly basis and will present to them a summary report of activities.

HAKC Coordination with the KCPD

During the past year, the HAKC has solidified its partnership with the KCPD and leveraged a number of important commitments through PHDEP to bolster drug-elimination efforts in public housing developments. PHDEP resources that fund HAKC Investigators will continue to help leverage above-baseline commitments from the KCPD. The following are the KCPD baseline and above-baseline resources that are committed to reduce drug-related activity in HAKC developments:

1. *District officers and sector sergeants*

District officers and sector sergeants are responsible for providing law enforcement services to HAKC developments as part of the KCPD’s baseline services. The HAKC Director of Public Safety and his investigators are in regular contact with these officers to ensure that they are aware of housing authority problems as well as to enlist their support combating such problems. The HAKC Director of Public Safety and his investigators are also ensuring

that district officers and sergeants are introduced to property managers as well as invited to tenant association meetings.

2. *KCPD Officers assigned full-time to HAKC developments*

Currently, two officers are assigned full time to HAKC developments on the day shift, and they report out of the HAKC's Public Safety office at 299 Paseo. In 1998, the HAKC in cooperation with the KCPD have applied for a COPS grant to fund two additional KCPD officers dedicated exclusively to public housing developments on the evening shift.

3. *Hiring back of off-duty officers*

For 1998, limited funds are available to hire off-duty KCPD officers to patrol housing developments. These officers will not work every night, but will be assigned often enough to have an impact on open drug sales and other family development problems. The assignment of these officers will be coordinated with the KCPD Central Patrol Division so that their schedules will not conflict with Weed and Seed funded officers operating in and around public housing. Besides regular patrol of HAKC developments, these officers will conduct directed patrols to address specifically identified problems areas. The assignment of off-duty officers shall be coordinated through the HAKC Director of Public Safety. The KCPD will provide police cars, radio equipment, and duty supervision for these officers. Resources to extend this program beyond 1998/9 are currently being explored.

4. *Weed and Seed Funded Officers*

The KCPD has designated HAKC developments as one of two areas where Weed and Seed funded officers shall focus their efforts.⁴ The grant allows the KCPD to hire officers back to fill district cars so regular district officers can be freed to work in the identified target areas. HAKC Public Safety and the Central Patrol Division will work together to assign these district officers in HAKC developments without duplicating efforts.

⁴ These officers are funded from Kansas City's Weed and Seed Grant.

5. *Community Police Officers*

The KCPD has community police officers assigned to work in areas that include HAKC developments. Community Action Team (CAT) officers work the Independence Avenue area and the Park Anti-Crime Teams (PACT) officers are assigned to the Paseo Corridor with special emphasis on public and assisted housing developments. Currently, a two-officer PACT team is working HAKC developments at night..

6. *The Police Athletic League*

The KCPD has assigned a full-time police officer to coordinate youth sports activities under the Police Activities league at the Clymer Center, located in the HAKC's Theron B. Watkins development. This position is also funded from the Weed and Seed Grant. The HAKC has been fortunate to leverage additional KCPD officers to volunteer in this program as coaches and umpires for sports teams. Since the recruiting area for the Police Athletic League is the Paseo Corridor, youth from five of the six HAKC developments benefit directly from these youth services.

7. *Traffic Officers*

One of the most common complaints voiced by community groups and the tenant association is traffic violations, such as speeding cars or abandoned vehicles. The Traffic Division of the KCPD has a squad devoted specifically to citizen complaints on traffic.

8. *Special Enforcement Officers*

The KCPD has a number of specialized enforcement divisions to which the HAKC regularly refers problems. The HAKC Department of Public Safety, KCPD officers assigned to HAKC developments, and the HAKC legal department have made numerous referrals to the Street Narcotics Unit. The resources of KCPD investigative units and tactical response teams will continue to address issues of drug-related crime on HAKC developments that are referred to them.

Activity Proposed: We are seeking \$13,000 in PHDEP funds to contract with a youth service provider to leverage programs to serve HAKC residents.

One of the great challenges will be to constructively engage this burgeoning pre-teen and teen population so that drug-related crime continues to diminish. This need will become more urgent as the youth population further increases when families move back into revitalized HAKC developments.

One of the areas that residents identified as a priority for youth activities during PHDEP planning meetings was computer instruction for youth. A portion of the \$25,000 youth services contract will be used to leverage computer training from higher educational resources or other service providers in the Kansas City area. The HAKC has set up computer facilities at sites at the on-stop shop of 299 Paseo, Theron B. Watkins, and Guinotte Manor.

The RFP for the youth services contract will be drafted in order to accommodate computer instruction for youth. Residents will play an active role designing the scope of the RFP as well as selecting the most qualified bidder to provide computer instruction and necessary additional youth services.

The HAKC also has been able to use the Clymer Center to leverage a Police Athletic League (PAL) officer who operates youth programs out of the development at no charge to the HAKC. These two youth programs that operate out of this development-based facility complement a whole host of programs youth prevention programs funded from HOPE VI grants.

The HAKC has also leveraged Headstart programming and Parents as Teachers program with the local school district. These programs serve community youth during the school year out of Clymer Center. These program also operate at no charge to the HAKC. HAKC provides these programs with space and occupancy in exchange for services to residents.

Clymer Center also serves as a host to the City of Kansas City's *Mayor's Night Hoops* program. This city program serves HAKC youth in providing alternative activities to drug use and/or crime. The *Mayor's Night Hoops* program serves youth during the summer at Clymer Center.

Clymer Center serves as a central point for youth services in the community. Services reach not only residents of the Housing Authority but also the surrounding community. By working in conjunction with COMBAT and the Kansas City Police, a number of youth activities have been infused into the community through Clymer Center.

Currently, the Kansas City Police Department working with Weed and Seed funds have coordinated activities with HAKC to establish Clymer Center as a "Safe Haven." As a Safe Haven, Clymer Center provides the community with a secure facility, which is defensible against crime. Coordination of activities at this safe Haven is crucial.

- Youth focused activities at Clymer Center include:
- the Boys and Girls Club,
- the Kansas City Police Athletic League (PAL),
- 4-H ASAP program,
- Mayor's Night Hoops
- Summer Lunch Program
- Summer Youth Employment Program,
- Mayor's Christmas Tree program,
- as well as Headstart and Parents as Teachers (PAT).

The ability exists through coordination of services to provide residents a continuum of services to youth from birth to age eighteen.

Through the PHDEP '98 grant, HAKC will increase the provision of coordination of youth services and increase the leverage of resources.

