

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

---

# Jersey City Housing Authority

## 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**

---

HUD 50075  
OMB Approval No: 2577-0226  
Expires: 03/31/2002

**PHA Plan  
Agency Identification**

**PHA Name:** Jersey City Housing Authority

**PHA Number:** NJ39P009

**JCHA Fiscal Year Beginning:** (04/01/2000)

**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 JCHA
- 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 – *HUD Plan Template and Required and Optional Attachments*
- PHA development management offices - *HUD Plan Template and Required Attachments*
- 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: *Section 8 Office - HUD Plan Template and Required Attachments and Housing Choice Voucher Program Administrative Plan*

JCHA 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): *Section 8 Office – Housing Choice Voucher Program  
Administrative Plan only*

**5-YEAR PLAN**  
**JCHA 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 JCHA's mission is: *to provide lower income families, senior citizens and persons with disabilities the best opportunities for affordable, sound and safe housing and communities which our collective energies and resources can create and sustain.*

*In achieving our Mission, the JCHA is committed to:*

*Public service which reflects the highest standard of personal integrity, professional performance and public accountability, and a "Do what is necessary to get the job done" approach to our work;*

*Promoting reciprocal responsibility on the part of the residents of JCHA-owned developments and of rental assistance program participants;*

*Growing partnerships with site resident and neighborhood organizations, local and state governments, private sector developers and property owners and support service providers;*

*Making substantial contributions to creating and sustaining urban communities which offer all citizens growing opportunities for creating better lives on common grounds with more than a bit of human dignity, and*

*Doing the above in the spirit of all civil rights and non-discrimination laws and regulations and of affirmatively furthering fair housing opportunities.*

## **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 PHA's scores achieved.) PHAs should identify these measures in the spaces to the right of or below the stated objectives.

*The following are the JCHA's primary and supportive goals for 2000-2004. See "JCHA's Strategic Goals 2000" at the end of this section for the complete Mission and Goals statement, including Performance Objectives and Performance Measurements.*

### *PRIMARY GOALS*

1. *Revitalize Distressed "Projects" and Build New Communities*
2. *Dramatically Improve Existing Site Conditions*
3. *Promote and Enforce Resident Responsibility*
4. *Promote and Support Resident Self-Sufficiency*
5. *Improve and Expand Senior Citizen Housing Opportunities*
6. *Maximize Participant and Neighborhood Results of Rental Assistance Programs*
7. *Achieve Greater Financial Stability*
8. *Ensure Civil Rights and Fair Housing Opportunities*

### *SUPPORTIVE GOALS*

9. *Augment Staff Training and Development*
10. *Enhance and Expand Management Information Systems*
11. *Broaden and Foster Agency Communications*

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

- JCHA Goal: Expand the supply of assisted housing
- Objectives:
- Apply for additional rental vouchers: *See Goal #1 and #6*
  - Reduce public housing vacancies: *See Goal #2*
  - Leverage private or other public funds to create additional housing opportunities: *See Goal #1*
  - Acquire or build units or developments: *See Goal #1*
  - Other (list below)

- JCHA Goal: Improve the quality of assisted housing  
Objectives:
- Improve public housing management: (PHAS score) *See Goal #2*
  - Improve voucher management: (SEMAP score) *See Goal #6*
  - Increase customer satisfaction: *See All Goals*
  - Concentrate on efforts to improve specific management functions:  
(list; e.g., public housing finance; voucher unit inspections) *See Goals 6 & 7*
  - Renovate or modernize public housing units: *See Goal #2*
  - Demolish or dispose of obsolete public housing: *See Goal #1*
  - Provide replacement public housing: *See Goal #1*
  - Provide replacement vouchers: *See Goal #1 and #6*
  - Other: (list below)

- JCHA Goal: Increase assisted housing choices  
Objectives:
- Provide voucher mobility counseling: *See Goal #6*
  - Conduct outreach efforts to potential voucher landlords: *See Goal #6*
  - Increase voucher payment standards: *See Goal #6*
  - Implement voucher homeownership program: *See Goal #1*
  - Implement public housing or other homeownership programs: *See Goal #1*
  - Implement public housing site-based waiting lists:
  - Convert public housing to vouchers:
  - Other: (list below)

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

- JCHA Goal: Provide an improved living environment  
Objectives:
- Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments: *See Goals #1, 2, 4 & 6*
  - 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: *See Goals #1 & 2*
  - Designate developments or buildings for particular resident groups (elderly, persons with disabilities) *See Goal 5*
  - Other: (list below)

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

- JCHA Goal: Promote self-sufficiency and asset development of assisted households  
Objectives:
  - Increase the number and percentage of employed persons in assisted families:  
*See Goal 4*
  - Provide or attract supportive services to improve assistance recipients' employability: *See Goal 4*
  - Provide or attract supportive services to increase independence for the elderly or families with disabilities. *See Goal 5*
  - Other: (list below)

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

- JCHA Goal: Ensure equal opportunity and affirmatively further fair housing  
Objectives: *See Goal 8*
  - 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)

**Other JCHA Goals and Objectives: (list below)**

# Annual JCHA Plan JCHA Fiscal Year 2000

[24 CFR Part 903.7]

## **i. Annual Plan Type:**

Select which type of Annual Plan the JCHA will submit.

**Standard Plan**

### **Streamlined Plan:**

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

**Troubled Agency Plan**

## **ii. Executive Summary of the Annual JCHA 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 JCHA has included in the Annual Plan.

The following document represents the Jersey City Housing Authority's Five Year Strategic and (first year) Annual Plan developed in accordance with the requirements of the Quality Housing and Work Responsibility Act of 1998 (QHWR), attendant rules, regulations and mandated "template" of the U.S. Department of Housing and Urban Development (HUD). The Plan was further developed in cooperation with the JCHA Resident Advisory Board (RAB) and City of Jersey City and is coordinated with, and an integral component of the City of Jersey City's Consolidated Plan.

In accordance with HUD regulations, the Plan was made available to the public and for public comment on October 15, 1999. It was introduced for formal consideration at a Public Hearing conducted by the JCHA Board of Commissioners, inclusive of due consideration of all public comments received on December 1, 1999; and was formally adopted for submission to HUD, inclusive of additional public comment consideration, on January 5, 2000.

### **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.

#### **Table of Contents**

	<u>Page #</u>
<b>Annual Plan</b>	
i. Executive Summary	
ii. Table of Contents	
1. Housing Needs	6
2. Financial Resources	15
3. Policies on Eligibility, Selection and Admissions	16
4. Rent Determination Policies	27
5. Operations and Management Policies	33
6. Grievance Procedures	35
7. Capital Improvement Needs	36
8. Demolition and Disposition	40
9. Designation of Housing	41
10. Conversions of Public Housing	45
11. Homeownership	47
12. Community Service Programs	52
13. Crime and Safety	56
14. Pets (Inactive for January 1 PHAs)	59
15. Civil Rights Certifications (included with PHA Plan Certifications)	60
16. Audit	61
17. Asset Management	62
18. Other Information	63

#### **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 JCHA Plans file, provide the file name in parentheses in the space to the right of the title.

Required Attachments:

- NJ009a04 - Admissions Policy for Deconcentration
- FY 2000 Capital Fund Program Annual Statement (*included in template*)
- Most recent board-approved operating budget (Required Attachment for PHAs that are troubled or at risk of being designated troubled **ONLY**)

Optional Attachments:

- NJ009a05 - JCHA Management Organizational Chart
- FY 2000 Capital Fund Program 5 Year Action Plan (*included in template*)
- NJ009a07 - Public Housing Drug Elimination Program (PHDEP) Plan
- NJ009a09 - Comments of Resident Advisory Board or Boards (must be attached if not included in JCHA Plan text)
- Other (List below, providing each attachment name)

- NJ009a01 – Resolution Adopting Agency Plan
- NJ009a02 – Background and Introduction
- NJ009a03 – Strategic Goals
- NJ009a06 – Capital Fund Attachment
- NJ009a08 – PHDEP Attachment

**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 JCHA.

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Applicable Plan Component</b>
X	JCHA Plan Certifications of Compliance with the JCHA Plans and Related Regulations	5 Year and Annual Plans
X	State/Local Government Certification of Consistency with the Consolidated Plan	5 Year and Annual Plans
X	Fair Housing Documentation: Records reflecting that the JCHA 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 JCHA’s involvement.	5 Year and Annual Plans
X	Consolidated Plan for the jurisdiction/s in which the JCHA 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;

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Applicable Plan Component</b>
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. JCHA 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
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
NA	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grant	Annual Plan: Capital Needs
X	Most recent, approved 5 Year Action Plan for the Capital Fund/Comprehensive Grant Program, if not included as an attachment (provided at JCHA option)	Annual Plan: Capital Needs

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Applicable Plan Component</b>
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
X	Approved or submitted applications for demolition and/or disposition of public housing	Annual Plan: Demolition and Disposition

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Applicable Plan Component</b>
Scheduled for 4/1/00	Approved or submitted applications for designation of public housing (Designated Housing Plans)	Annual Plan: Designation of Public Housing
NA	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
X	Approved or submitted public housing homeownership programs/plans	Annual Plan: Homeownership
NA	Policies governing any Section 8 Homeownership program <input type="checkbox"/> check here if included in the Section 8 Administrative Plan	Annual Plan: Homeownership
NA	Any cooperative agreement between the JCHA and the TANF agency	Annual Plan: Community Service & Self-Sufficiency
NA	FSS Action Plan/s for public housing and/or Section 8	Annual Plan: Community Service & Self-Sufficiency
NA	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
X	The most recent fiscal year audit of the JCHA 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 JCHA's response to any findings	Annual Plan: Annual Audit
NA	Troubled JCHAs: MOA/Recovery Plan	Troubled JCHAs
X	Other supporting documents (optional) (list individually; use as many lines as necessary) See Table of Contents	(specify as needed)

# 1. Statement of Housing Needs

[24 CFR Part 903.7 9 (a)]

## A. Housing Needs of Families in the Jurisdiction/s Served by the JCHA

Based upon the information contained in the Consolidated Plan/s applicable to the jurisdiction, and/or other data available to the JCHA, 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 JCHA 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	18,978	5	5	5	5	5	3
Income >30% but <=50% of AMI	10,393	5	5	5	5	5	3
Income >50% but <80% of AMI	15,815	5	5	5	5	5	4
Elderly	4,998	5	4	4	5	2	5
Families with Disabilities	2,418	5	5	5	5	3	5
Race/Ethnicity (WHT)	16,538	5	5	5	5	5	4
Race/Ethnicity (BLK)	12,516	5	5	5	5	5	4
Race/Ethnicity (HISP)	10,935	5	5	5	5	5	4
Race/Ethnicity (OTH)	5,197	5	5	5	5	5	4

What sources of information did the JCHA 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: 1995 - 2000
- U.S. Census data: the Comprehensive Housing Affordability Strategy ("CHAS") dataset
- American Housing Survey data  
Indicate year:
- Other housing market study  
Indicate year:
- Other sources: (list and indicate year of information)  
*U.S. Census Data 1990*

See Attachment 1A for a summary of the City's Consolidated Plan and see Attachment Binder 1B for the complete "City of Jersey City Consolidated Plan, 1995 – 2000".

## 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 JCHA's waiting list/s. **Complete one table for each type of JCHA-wide waiting list administered by the JCHA.** JCHAs 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 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	6,350		
Extremely low income <=30% AMI	4,736	75%	
Very low income (>30% but <=50% AMI)	1,100	17%	
Low income (>50% but <80% AMI)	514	8%	
Families with children	4283	67%	
Elderly families	681	11%	
Families with Disabilities	687	11%	
Race/ethnicity (WHT)	401	6%	
Race/ethnicity (BLK)	4,116	65%	
Race/ethnicity (HISP)	1,620	26%	
Race/ethnicity (OTH)	118	2%	
Unknown	95	1%	

### Housing Needs of Families on the Waiting List

Characteristics by Bedroom Size (Public Housing Only)			
1BR	1,543	24%	
2 BR	2,308	36%	
3 BR	1,992	31%	
4 BR	445	7%	
5 BR	54	.9	
5+ BR	8	.1	
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 JCHA expect to reopen the list in the JCHA Plan year? <input type="checkbox"/> No <input type="checkbox"/> Yes Does the JCHA 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

Waiting list type: (select one)

- Section 8 tenant-based assistance  
 Public Housing  
 Combined Section 8 and Public Housing  
 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	8865		200
Extremely low income <=30% AMI	7844	88.48%	
Very low income (>30% but <=50% AMI)	909	10.25%	
Low income (>50% but <80% AMI)	NA	NA	
Families with children	6619	74.66%	
Elderly families	369	4.16%	
Families with Disabilities	1336	15.07%	
White/Hispanic	2962	33.41%	
White/Non-Hispanic	987	11.13%	
Black/Hispanic	304	3.43%	
Black/Non-Hispanic	4047	45.65%	
American Indian – Native Alaskan/ Hispanic	0	0.00%	
American Indian – Native Alaskan/ Non-Hispanic	101	1.14%	
Asian – Pacific Islander/Hispanic	0	0.00%	
Asian – Pacific Islander/Non- Hispanic	453	5.11%	

**Housing Needs of Families on the Waiting List**

Is the waiting list closed (select one)?  No  Yes

If yes:

How long has it been closed (# of months)? *21 months*

Does the JCHA expect to reopen the list in the JCHA Plan year?  No  Yes

Does the JCHA permit specific categories of families onto the waiting list, even if generally closed?  No  Yes

### C. Strategy for Addressing Needs

Provide a brief description of the JCHA'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 JCHA 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 JCHA, 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:**

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 – *Public Housing only*
- 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 - *Public Housing only*
- 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 JCHA 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 JCHA's selection of the strategies it will pursue:

- Funding constraints
- Staffing constraints
- 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 JCHA
- Influence of the housing market on JCHA 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 903.7 9 (b)]

List the financial resources that are anticipated to be available to the JCHA for the support of Federal public housing and tenant-based Section 8 assistance programs administered by the JCHA 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.

<b>Financial Resources: Planned Sources and Uses</b>		
<b>Sources</b>	<b>Planned \$</b>	<b>Planned Uses</b>
<b>1. Federal Grants (FY 2000 grants)</b>		
a) Public Housing Operating Fund	\$22 M.	
b) Public Housing Capital Fund	\$9.5 M.	
c) HOPE VI Revitalization	<i>See below</i>	
d) HOPE VI Demolition	\$1,277,000	
e) Annual Contributions for Section 8 Tenant-Based Assistance	\$20.2 M.	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)	\$742,500	
g) Resident Opportunity and Self-Sufficiency Grants	<i>In HOPE VI \$</i>	
h) Community Devel. Block Grant	\$70,000	After School Programs
<b>2. Prior Year Federal Grants (unobligated funds only) (list below)</b>		
HOPE VI	\$26,300,000	HOPE VI Program
CGP	\$2,529,000	See CGP 5 Year Plan
<b>3. Public Housing Dwelling Unit Rental Income</b>	\$9,100,000	Operating Expenses
Non-Dwell	\$24,000	Operating Expenses
<b>4. Other federal income (list below)</b>		
Interest	\$203,000	Operating Expenses
Other	\$316,000	Operating Expenses
<b>5. Non-federal sources (list below)</b>		
Advest (Bond refinancing)	\$800,000	Federal/Non-Federal Operating Expenses
DSH Proceeds	\$140,000	Development of Additional homeownership units

See Attachment 2: JCHA's Operating, Section 8, CGP, HOPE VI and PHDEP budgets.

Note: The JCHA reserves the right to shift up to 20% of its capital funds to the operating budget.

### **3. JCHA Policies Governing Eligibility, Selection, and Admissions**

[24 CFR Part 903.7 9 (c)]

#### **A. Public Housing**

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

*See Attachment 3A: Summary of JCHA's Applicant Selection and Assignment Policy.  
See Attachment 3B: JCHA's Deconcentration and Preferences Policy. See also  
Attachment Binder 3C for the JCHA's Complete "Application Selection & Assignment  
Policy".*

##### **(1) Eligibility**

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

- When families are within a certain number of being offered a unit: (100)
- When families are within a certain time of being offered a unit: (3-9 months)
- Other: (describe)

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

- Criminal or Drug-related activity
- Rental history
- Housekeeping
- Other (describe)

c.  Yes  No: Does the JCHA request criminal records from local law enforcement agencies for screening purposes?

d.  Yes  No: Does the JCHA request criminal records from State law enforcement agencies for screening purposes?

e.  Yes  No: Does the JCHA 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 JCHA plan to use to organize its public housing waiting list  
(select all that apply)

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

b. Where may interested persons apply for admission to public housing?

- JCHA main administrative office
- JCHA development site management offices
- Other (list below)

c. If the JCHA 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 JCHA operate in the coming year?**13** -  
*Lafayette Gardens, Marion Gardens, Booker T. Washington, Hudson Gardens, Holland Gardens, Montgomery Gardens, A. Harry Moore Apts., Curries Woods, Berry Gardens/Danforth, Erie Street, Dwight Street Homes, Lafayette Village, MLK HUB Homes*

2.  Yes  No: Are any or all of the JCHA'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? **13**

3.  Yes  No: May families be on more than one list simultaneously  
If yes, how many lists? **13**

4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?

- JCHA main administrative office
- All JCHA 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 JCHA:

**(4) Admissions Preferences**

a. Income targeting:

Yes  No: Does the JCHA 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 (limited)
- Underhoused (limited)
- Medical justification (limited)
- Administrative reasons determined by the JCHA (e.g., to permit modernization work) (limited)
- Resident choice: (state circumstances below)
- Other: (list below)

c. Preferences

1.  Yes  No: Has the JCHA 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 JCHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences:

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

Other preferences: (select below)

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

3. If the JCHA 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.

Date and Time

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

Other preferences (select all that apply)

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

4. Relationship of preferences to income targeting requirements:

- The JCHA applies preferences within income tiers
- Not applicable: the pool of applicant families ensures that the JCHA 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 JCHA-resident lease
- The JCHA's Admissions and (Continued) Occupancy policy
- JCHA briefing seminars or written materials
- Other source (list)

b. How often must residents notify the JCHA 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 JCHA'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 JCHA 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:  
All Developments - Lafayette Gardens, Marion Gardens, Booker T. Washington Apts., Hudson Gardens, Holland Gardens, Montgomery Gardens, A. Harry Moore Apts., Curries Woods, Dwight Street Homes, MLK HUB Homes and Lafayette Village.

Employing waiting list "skipping" to achieve deconcentration of poverty or income mixing goals at targeted developments  
If selected, list targeted developments below:  
All Developments

Employing new admission preferences at targeted developments  
If selected, list targeted developments below:  
All Developments

Other (list policies and developments targeted below)

d.  Yes  No: Did the JCHA 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  
(ALL Developments)
- Adoption of rent incentives to encourage deconcentration of poverty and income-mixing
- Other (list below):  
Self-Sufficiency Programs and Initiatives

f. Based on the results of the required analysis, in which developments will the JCHA 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 developments, except Senior Citizen Sites.

g. Based on the results of the required analysis, in which developments will the JCHA 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:

## 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).**

*See Attachment Binder 3C: Housing Choice Voucher Program Administrative Plan for procedures regarding Eligibility, Selection & Assignment.*

### (1) Eligibility

- a. What is the extent of screening conducted by the JCHA? (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)
- Cross checks with other assisted housing programs for tenancy violations or double subsidies.*
- b.  Yes  No: Does the JCHA request criminal records from local law enforcement agencies for screening purposes?
- c.  Yes  No: Does the JCHA request criminal records from State law enforcement agencies for screening purposes?
- d.  Yes  No: Does the JCHA 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 (*if available and requested*)
- Other (describe below)

### (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)

- JCHA main administrative office
- Other (list below) Section 8 site office

**(3) Search Time**

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

If yes, state circumstances below:

1. *When "best efforts" are not successful*
2. *"Special Needs" households*
3. *Found apartment didn't meet Housing Quality Standards*

**(4) Admissions Preferences**

a. Income targeting

Yes  No: Does the JCHA 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 JCHA 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 JCHA 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 (*witnesses*)
- Substandard housing
- Homelessness (*SRO – only*)

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)

*Graduates of HUD-approved transitional housing programs and off-site voluntary relocation in connection with HOPE VI activities.*

3. If the JCHA 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.

*See Housing Choice Voucher Program Administrative Plan for the complete list of current local priorities.*

6. Date and Time

Former Federal preferences

1.	Voluntary Relocation in connection with HOPE VI Programs	4.	Working families with housing needs.
2.	Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)	5.	Non-working families with housing needs.
3.	Victims of domestic violence		

Other preferences (select all that apply)

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

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

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

5. If the JCHA 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 JCHA requests approval for this preference through this JCHA Plan

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

- The JCHA applies preferences within income tiers  
 Not applicable: the pool of applicant families ensures that the JCHA 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 JCHA contained? (select all that apply)

- The Section 8 Administrative Plan  
 Briefing sessions and written materials  
 Other (list below)

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

- Through published notices  
 Other (list below) *Notification to families on the existing waiting list*

## **4. JCHA Rent Determination Policies**

[24 CFR Part 903.7 9 (d)]

### **A. Public Housing**

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

#### **(1) Income Based Rent Policies**

Describe the JCHA'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.

*See Attachment 4A for summaries of the JCHA's rent determination policies. See also Attachment Binder 4B for the draft "Admissions & Continued Occupancy Plan" (ACOP) for more detailed policies & procedures.*

a. Use of discretionary policies: (select one)

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

b. Minimum Rent

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

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

2.  Yes  No: Has the JCHA adopted any discretionary minimum rent hardship exemption policies? ***Statutory only***

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 JCHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?

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

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

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)

Note: The JCHA will implement the mandatory (QHWRA – required) “Earned Income Exclusions” as described in the JCHA’s Admissions & Continued Occupancy Policy.

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)
- 95<sup>th</sup> percentile rents \* *Note: But will be changing to "flat rents" based upon market value see #2 below*
- 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 JCHA 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) *Change in family composition should be reported.*

g.  Yes  No: Does the JCHA 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 JCHA use to establish comparability? (select all that apply.) *The JCHA will use the following:*

- 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)  
Operating costs of Public Housing Units.

*Note: The JCHA approved Flat Rent schedule on January, 2000, and will implement Flat Rents on April 1, 2000.*

## 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.

*See Attachment Binder 3C: Housing Choice Vouchers Program Administrative Plan for detailed policies regarding Payment Standards.*

a. What is the JCHA'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 JCHA selected this standard? (select all that apply)

- FMRs are adequate to ensure success among assisted families in the JCHA's segment of the FMR area
- The JCHA 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 JCHA chosen this level? (select all that apply)

- FMRs are not adequate to ensure success among assisted families in the JCHA'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 JCHA 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)  
Rent Reasonableness Survey

## **(2) Minimum Rent**

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

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

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

## **5. Operations and Management**

[24 CFR Part 903.79 (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. JCHA Management Structure**

Describe the JCHA's management structure and organization.

(select one)

- An organization chart showing the JCHA's management structure and organization is attached. (*See Attachment 5A: JCHA's Organizational Charts.*)
- A brief description of the management structure and organization of the JCHA follows:

### **B. HUD Programs Under JCHA Management**

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

<b>Program Name</b>	<b>Units or Families Served at Year Beginning</b>	<b>Expected Turnover</b>
Public Housing	3,375 (PFS)	100
Section 8 Vouchers and Certificates	2100	200
Section 8 Mod Rehab	100	NA
Special Purpose Section 8 Certificates/Vouchers (list individually)		10%
Mainstream/Disability	200	
Family Unification	220	
Relocation/Repla demo (applied for an additional 58 vouchers)	154	
Public Housing Drug Elimination Program (PHDEP)	3,375	NA

Other Federal Programs (list individually)		
-Section 8 Project Based Assistance	44	5%
-Section 8 HAP Administrative Contract	348	5%
<b>-New HOPE VI units</b>		
Lafayette Village	124	
Dwight Street Homes	40	
MLK HUB Homes	34	

### **C. Management and Maintenance Policies**

List the JCHA'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)

#### *Management Policies and Procedures:*

1. *Admissions & Continued Occupancy Policy – See Attachment Binder 4B*
2. *Pest Control Policy – See Attachment 5B*
3. *Apartment Inspection Policy – See Attachment 5C*
4. *Apartment Painting Policy – See Attachment 5D*
5. *“Live Here, Lease Here” Policy - See Attachment 5F*
6. *Curries Woods Residential Living Agreement - See Attachment 5G*

#### *Central Maintenance Policies and Procedures - See Attachment Binder 5E for “JCHA’s Maintenance System Operating Procedures”:*

1. *Boiler Room Operations*
2. *Boiler Room/Pump Room Safety Procedures*
3. *Coordination, Trade/Site/Management*
4. *Disposal of Materials/Equipment*
5. *Energy Conservation Management System*
6. *Fire Safety Procedures – Fire Pre-Plan Escape  
Low-Rise and High-Rise*
7. *Heat and Domestic Hot Water Complaint Response*
8. *Site Inventory Control*
9. *(Emergency) Snow Removal Plan for Vehicles with Plows*
10. *Trade Job Requisition System*

#### *Central Maintenance Training Briefs:*

1. *Compactor Maintenance & Preventive Maintenance*
2. *Window & Wall Air conditioners Maintenance/Preventive  
Maintenance*

(2) *Section 8 Management:*

*See Attachment Binder 3C: Housing Choice Voucher Program Administrative Plan.*

## **6. JCHA 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 JCHA established any written grievance procedures in addition to federal requirements found at 24 CFR Part 966, Subpart B, for residents of public housing?

*See Attachment 6A: JCHA's Public Housing Grievance Procedure.*

If yes, list additions to federal requirements below:

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

### **B. Section 8 Tenant-Based Assistance**

1.  Yes  No: Has the JCHA 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 JCHA office should applicants or assisted families contact to initiate the informal review and informal hearing processes? (select all that apply)
- JCHA main administrative office
  - Other (list below)  
Section 8 Office

*See Attachment Binder 3C: Housing Choice Voucher Program Administrative Plan for Grievance Procedure for Section 8 program participants.*

## **7. Capital Improvement Needs**

[24 CFR Part 903.79 (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 JCHA 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 JCHA Plan template **OR**, at the JCHA'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 JCHA Plan at Attachment (state name) *See Attachment 7A: Comprehensive Grant Program (CGP) Annual Statement and Summary of the Three Year Summary. See also Attachment Binder 7B: CGP's Annual Statement, Performance and Evaluation Reports, and Five Year Action Plan.*

-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 JCHA Plan template **OR** by completing and attaching a properly updated HUD-52834.

a.  Yes  No: Is the JCHA 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 JCHA Plan at Attachment (state name) *See Attachment Binder 7B.*

-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 JCHAs 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 JCHA 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: Curries Woods

2. Development (project) number: *NJ910, NJ9009021, NJ9009027, NJ009028, NJ39URD009I197*

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

- Revitalization Plan under development
- Revitalization Plan submitted, pending approval
- Revitalization Plan approved
- Activities pursuant to an approved Revitalization Plan underway

Yes  No: c) Does the JCHA plan to apply for a HOPE VI Revitalization grant in the Plan year?

If yes, list development name/s below: MAYBE

*A. Harry Moore Apartments*

*Lafayette Gardens*

Yes  No: d) Will the JCHA be engaging in any mixed-finance development activities for public housing in the Plan year?

If yes, list developments or activities below:

*Lafayette Village (“Off-site” community of Curries Woods*

*HOPE VI Program, see above)*

Yes  No: e) Will the JCHA 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:

*A. Harry Moore demolition (Pre-HOPE VI)*

*Demolition of buildings # 3, 4, & 5 at A. Harry Moore Apartments is planned*

*See Attachment 7C: HOPE VI Objectives and Purpose, Summary of the Curries Woods Program and related articles.*

*See Attachment Binders 7D, 7E and 7F for the complete HOPE VI Revitalization Plan for Curries Woods.*

*See Attachment Binders 7G, 7H, 7I and 7J ... for Demolition Applications for Curries Woods Buildings 1,2,3,4,5 & 7, and A. Harry Moore Buildings 3, 4 & 5 .*

## **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 JCHA 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 JCHA 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.)

<b>Demolition/Disposition Activity Description</b>	
1a. Development name:	Not Applicable
1b. Development (project) number:	Not Applicable
2. Activity type: Demolition <input type="checkbox"/>	
Disposition <input type="checkbox"/>	
3. Application status (select one)	
Approved <input type="checkbox"/>	
Submitted, pending approval <input type="checkbox"/>	
Planned application <input type="checkbox"/>	
4. Date application approved, submitted, or planned for submission: <u>(DD/MM/YY)</u>	
5. Number of units affected:	
6. Coverage of action (select one)	
<input type="checkbox"/> Part of the development	
<input type="checkbox"/> Total development	
7. Timeline for activity:	
a. Actual or projected start date of activity:	
b. Projected end date of activity:	

**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 JCHA designated or applied for approval to designate or does the JCHA 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 JCHA is eligible to complete a streamlined submission; PHAs completing streamlined submissions may skip to component 10.)

*The JCHA will apply for approval to designate Berry Gardens, Danforth Avenue Apartments and Stewart Apartments as “Elderly Only” developments no later than April 1, 2000.*

2. Activity Description

- Yes  No: Has the JCHA 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.

<b>Designation of Public Housing Activity Description</b>	
1a. Development name: Berry Gardens	
1b. Development (project) number: NJ 9-11	
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 JCHA's Designation Plan <input type="checkbox"/>	
Submitted, pending approval <input type="checkbox"/>	
Planned application <input checked="" type="checkbox"/>	
4. Date this designation approved, submitted, or planned for submission: <u>(03/31/00)</u>	
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: 286	
7. Coverage of action (select one)	
<input type="checkbox"/> Part of the development	
<input checked="" type="checkbox"/> Total development	

<b>Designation of Public Housing Activity Description</b>	
1a. Development name: Danforth Hall	
1b. Development (project) number: NJ 9-15/18	
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 JCHA's Designation Plan	<input type="checkbox"/>
Submitted, pending approval	<input type="checkbox"/>
Planned application	<input checked="" type="checkbox"/>
4. Date this designation approved, submitted, or planned for submission: (03/31/00)	
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: 80	
7. Coverage of action (select one)	
<input type="checkbox"/> Part of the development	
<input checked="" type="checkbox"/> Total development	

<b>Designation of Public Housing Activity Description</b>	
1a. Development name: Stewart Apartments	
1b. Development (project) number: NJ 9-14	
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 JCHA's Designation Plan	<input type="checkbox"/>
Submitted, pending approval	<input type="checkbox"/>
Planned application	<input checked="" type="checkbox"/>
4. Date this designation approved, submitted, or planned for submission: (03/31/00)	
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: 48	
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 JCHA's developments or portions of developments been identified by HUD or the JCHA 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. JCHAs completing streamlined submissions may skip to component 11.)

#### 2. Activity Description

Yes  No: Has the JCHA 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.

<b>Conversion of Public Housing Activity Description</b>	
1a. Development name:	NA
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 JCHA**

[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 JCHA administer any homeownership programs administered by the JCHA 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 JCHA 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. JCHAs completing streamlined submissions may skip to component 11B.)

1. 5(h) Plan – Dwight Street Homes I
2. QHWRA – Plan Dwight Street Homes II and MLK HUB Homes

#### 2. Activity Description

- Yes  No: Has the JCHA 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.)

*See Attachment 11A: Summary of the JCHA’s Homeownership Programs and Services.*

*See also Attachment Binder 11B: Homeownership Plans for HOPE VI Communities.*

<b>Public Housing Homeownership Activity Description</b> <b>(Complete one for each development affected)</b>	
1a. Development name: Dwight Street Homes	
1b. Development (project) number: 9-20	
2. Federal Program authority:	
<input type="checkbox"/>	HOPE I
<input checked="" type="checkbox"/>	5(h) <i>DSH I</i>
<input type="checkbox"/>	Turnkey III
<input type="checkbox"/>	Section 32 of the USHA of 1937 (effective 10/1/99) <span style="float: right;"><i>---All rest, include HOPE VI</i></span>
3. Application status: (select one)	
<input checked="" type="checkbox"/>	Approved; included in the JCHA'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: (11/26/96)	
5. Number of units affected: 100	
6. Coverage of action: (select one)	
<input type="checkbox"/>	Part of the development
<input checked="" type="checkbox"/>	Total development

<b>Public Housing Homeownership Activity Description</b> <b>(Complete one for each development affected)</b>	
1a. Development name: HOPE VI Dwight Street Homes	
1b. Development (project) number:	
2. Federal Program authority:	
<input type="checkbox"/> HOPE I <input type="checkbox"/> 5(h) <i>DSH I</i> <input type="checkbox"/> Turnkey III <input checked="" type="checkbox"/> Section 32 of the USHA of 1937 (effective 10/1/99) <i>---All rest, include HOPE VI</i>	
3. Application status: (select one)	
<input type="checkbox"/> Approved; included in the JCHA's Homeownership Plan/Program <input type="checkbox"/> Submitted, pending approval <input checked="" type="checkbox"/> Planned application	
4. Date Homeownership Plan/Program approved, submitted, or planned for submission: (10/15/99)	
6. Number of units affected: 40	
6. Coverage of action: (select one)	
<input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development	

<b>Public Housing Homeownership Activity Description</b> <b>(Complete one for each development affected)</b>	
1a. Development name: MLK HUB Homes	
1b. Development (project) number:	
2. Federal Program authority:	
<input type="checkbox"/>	HOPE I
<input type="checkbox"/>	5(h) <i>DSH I</i>
<input type="checkbox"/>	Turnkey III
<input checked="" type="checkbox"/>	Section 32 of the USHA of 1937 (effective 10/1/99) <span style="float: right;"><i>---All rest, include HOPE VI</i></span>
3. Application status: (select one)	
<input type="checkbox"/>	Approved; included in the JCHA's Homeownership Plan/Program
<input type="checkbox"/>	Submitted, pending approval
<input checked="" type="checkbox"/>	Planned application
4. Date Homeownership Plan/Program approved, submitted, or planned for submission: (10/15/99)	
7. Number of units affected: 34	
6. Coverage of action: (select one)	
<input type="checkbox"/>	Part of the development
<input checked="" type="checkbox"/>	Total development

## B. Section 8 Tenant Based Assistance

1.  Yes  No: Does the JCHA 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 JCHA is eligible to complete a streamlined submission due to high performer status. **High performing PHAs** may skip to component 12.)

*The JCHA will review the final rule for guidance on a prospective Section 8 Homeownership plan.*

### 2. Program Description:

#### a. Size of Program

- Yes  No: Will the JCHA 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. JCHA-established eligibility criteria

- Yes  No: Will the JCHA'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. JCHA 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. JCHA Coordination with the Welfare (TANF) Agency**

#### 1. Cooperative agreements:

- Yes  No: Has the JCHA 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? DD/MM/YY

#### 2. Other coordination efforts between the JCHA 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)

**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 JCHA 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 – *See Section 4*
- Public housing admissions policies – *See Section 3*
- Section 8 admissions policies – *See Section 3*
- 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 JCHA
- Preference/eligibility for public housing homeownership option participation – *See Section 11*
- Preference/eligibility for section 8 homeownership option participation – *See Section 11*
- Other policies (list below) See Section b, below

b. Economic and Social self-sufficiency programs

- Yes  No: Does the JCHA 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. )

<b>Services and Programs</b>				
Program Name & Description (including location, if appropriate)	Estimated Size	Allocation Method (waiting list/random selection/specific criteria/other)	Access (development office / JCHA main office / other provider name)	Eligibility (public housing or section 8 participants or both)
HOPE VI Self-Sufficiency Program Case Management On-site Computer Instruction Job Readiness Workshops Job Placement Services Referral Services	240 families 30 25 90 200	Open Recruitment/ walk-ins	Curries Woods site office	Residency
Trade Apprenticeships	25 (current)	Open Recruitment	JCHA main office	Any PHA site residency/competitive applications
Resident Employment (JCHA)	10/yr.	Job Postings	JCHA main office	Site residency/competitive applications
Section 3 Employment	15/yr.	Open Recruitment	JCHA Main and Development Offices	Contractors Select
Homeownership Opportunities	50 (potential)	Dwight Street Residents	JCHA Development office	Residency/Credit & Employment History
After School Programs	225	Open enrollment	All sites	Residency
Social Service Liaison	100/yr.	Referrals by Site Managers	Central Admin. Office	Residency
Head Start (5)	150	Eligibility and Registration	conducted by Head Start	Start

**(2) Family Self Sufficiency program/s**

a. Participation Description

<b>Family Self Sufficiency (FSS) Participation</b>		
Program	Required Number of Participants (start of FY 2000 Estimate)	Actual Number of Participants (As of: DD/MM/YY)
Public Housing	NA	NA
Section 8	275	0

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

### C. Welfare Benefit Reductions

1. The JCHA 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 JCHA'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)

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

*See Attachment 12A: Summary of the JCHA's (Draft) Community Service and Self-Sufficiency Requirements Policy.*

*See Attachment 12B: Summaries of the JCHA's Self-Sufficiency Programs and related articles.*

### **13. JCHA 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 JCHA 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 JCHA's developments
- High incidence of violent and/or drug-related crime in the areas surrounding or adjacent to the JCHA'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) FBI designation as "high drug trafficking" area as per PHDEP application, and high incidence of domestic violence.

2. What information or data did the JCHA used to determine the need for JCHA 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
- JCHA employee reports
- Police reports
- Demonstrable, quantifiable success with previous or ongoing anticrime/anti drug programs
- Other (describe below)  
*Survey of resident perception of crime and policy conducted by local college.*

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

*All Developments (excluding Stewart Apartments). Lafayette Gardens, Marion Gardens, Booker T. Washington Apts., Hudson Gardens, Holland Gardens, Montgomery Gardens, A. Harry Moore Apts., Curries Woods and Dwight Street Homes*

*See Attachment 13A: Safety and Crime Prevention: Discussion Points and Summary of the JCHA's PHDEP Plan and related articles..*

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

1. List the crime prevention activities the JCHA 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)

- After School Tutorial & Recreational Program
- Targeted Community Interventions
- Off Duty Policing

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

**C. Coordination between JCHA and the police**

1. Describe the coordination between the JCHA 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 JCHA management and residents
- Agreement between JCHA 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) *All Developments*

**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 JCHA eligible to participate in the PHDEP in the fiscal year covered by this JCHA Plan?
- Yes  No: Has the JCHA included the PHDEP Plan for FY 2000 in this JCHA Plan?
- Yes  No: This PHDEP Plan is an Attachment.

*See Attachment Binder 13B: 1999 Public Housing Drug Elimination Program (PHDEP) Application, and Semi Annual Report, June, 1999. See Attachment 13B.*

## **14. RESERVED FOR PET POLICY**

[24 CFR Part 903.7 9 (n)]

Note: HUD is scheduled to publish a Final Rule regarding a Pet Policy in October '99, and therefore has not yet included a section in the Plan Template as of this date. Nonetheless, the JCHA is drafting a Pet Policy based on the Interim rule

*See Attachment 14: JCHA's Draft Pet Policy.*

## **15. Civil Rights Certifications**

[24 CFR Part 903.7 9 (o)]

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

## **16. Fiscal Audit**

[24 CFR Part 903.7 9 (p)]

1.  Yes  No: Is the JCHA 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? 7
5.  Yes  No: Have responses to any unresolved findings been submitted to HUD?  
If not, when are they due (state below)?

*See Attachment Binder 16: JCHA's Audited Financial Statements, Supplemental Information and Single Audit Report.*

## **17. JCHA Asset Management**

[24 CFR Part 903.7 9 (q)]

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 JCHA 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 JCHA Plan?
  
2. What types of asset management activities will the JCHA undertake? (select all that apply)
  - Not applicable
  - Private management
  - Development-based accounting
  - Comprehensive stock assessment
  - Other: (list below)
  
3.  Yes  No: Has the JCHA included descriptions of asset management activities in the **optional** Public Housing Asset Management Table?

## **18. Other Information**

[24 CFR Part 903.7 9 (r)]

### **A. Resident Advisory Board Recommendations**

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

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

Attached at Attachment (File name)

Provided below:

*All resident comments received at recent Resident Advisory Board Meetings and any comments received from residents or any member of the public will be recorded and submitted to HUD in January along with this Plan Template.*

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

Considered comments, but determined that no changes to the JCHA Plan were necessary.

The JCHA changed portions of the JCHA Plan in response to comments  
List changes below:

Pet Policy, Paint Policy, Apartment Inspection Policy, Pest Control Policy, and Community Service Policy.

Other: (list below)

### **B. Description of Election process for Residents on the JCHA Board**

1.  Yes  No: Does the JCHA 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 JCHA 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 JCHA assistance
- Self-nomination: Candidates registered with the JCHA and requested a place on ballot
- Other: (describe)

b. Eligible candidates: (select one)

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

c. Eligible voters: (select all that apply)

- All adult recipients of JCHA assistance (public housing and section 8 tenant-based assistance)
- Representatives of all JCHA 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).

1. Consolidated Plan jurisdiction: (provide name here) *City of Jersey City*
2. The JCHA has taken the following steps to ensure consistency of this JCHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)

- The JCHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan/s.
- The JCHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
- The JCHA has consulted with the Consolidated Plan agency during the development of this JCHA Plan.
- Activities to be undertaken by the JCHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)
- Other: (list below)  
*Public Meeting regarding the Consolidated Plan was held at JCHA development (A. Harry Moore Apts.).*

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

The Consolidated Plan of Jersey City supports the JCHA Plan with their stated "Five Year Goals" as follows:

#### Housing

1. Increase the supply of housing for the extremely low income.
2. Provide housing that is coordinated with other neighborhood activities.
3. Preserve the existing housing stock.
4. Abate conditions of lead in all affordable housing units.
5. Expand homeownership opportunity for low, very low and extremely low income households.

#### Homeless/Special Needs

1. Increase specialized assessment/outreach programs.
2. Provide continued funding for existing emergency shelters.
3. Increase the supply of transitional housing.
4. Develop supportive housing.
5. Provide rental assistance.

Economic Development

1. Provide financial and technical assistance for neighborhood commercial revitalization.
2. Re-establish commercial activities in low and moderate income neighborhoods.

Social Services

1. Youth services.
2. Substance abuse services.
3. Employment training.
4. Child care services.
5. Health services.
6. Senior services.
7. Information and referral services.
8. Handicapped services.

*See Attachment 18: Certification by Local Official of PHA Plans Consistency with the Consolidated Plan.*

## **D. Other Information Required by HUD**

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

## **Attachments**

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

## JCHA Plan Table Library

### Component 7 Capital Fund Program Annual Statement Parts I, II, and II

#### Annual Statement

#### Capital Fund Program (CFP) Part I: Summary

Capital Fund Grant Number NJ39P00971000      FFY of Grant Approval: (04/2000)

Original Annual Statement

Line No.	Summary by Development Account	Total Estimated Cost
1	Total Non-CGP Funds	
2	1406 Operations	500,000
3	1408 Management Improvements	1,300,000
4	1410 Administration	875,000
5	1411 Audit	0
6	1415 Liquidated Damages	0
7	1430 Fees and Costs	0
8	1440 Site Acquisition	0
9	1450 Site Improvement	1,455,000
10	1460 Dwelling Structures	3,655,480
11	1465.1 Dwelling Equipment-Nonexpendable	150,000
12	1470 Nondwelling Structures	749,000
13	1475 Nondwelling Equipment	0
14	1485 Demolition	0
15	1490 Replacement Reserve	0
16	1492 Moving to Work Demonstration	0
17	1495.1 Relocation Costs	600,000
18	1498 Mod Used for Development	250,000
19	1502 Contingency	0
20	<b>Amount of Annual Grant (Sum of lines 2-19)</b>	<b>9,534,480</b>
21	Amount of line 20 Related to LBP Activities	300,000
22	Amount of line 20 Related to Section 504 Compliance	0
23	Amount of line 20 Related to Security	500,000
24	Amount of line 20 Related to Energy Conservation Measures	800,000

**Annual Statement**

**Capital Fund Program (CFP) Part II: Supporting Table**

*This data will be submitted under separate cover.*

Development Number/Name HA-Wide Activities	General Description of Major Work Categories	Development Account Number	Total Estimated Cost

**Annual Statement  
Capital Fund Program (CFP) Part III: Implementation Schedule**

*This data will be submitted under separate cover.*

Development Number/Name HA-Wide Activities	All Funds Obligated (Quarter Ending Date)	All Funds Expended (Quarter Ending Date)

## Optional Table for 5-Year Action Plan for Capital Fund (Component 7)

Complete one table for each development in which work is planned in the next 5 JCHA fiscal years. Complete a table for any JCHA-wide physical or management improvements planned in the next 5 JCHA fiscal year. Copy this table as many times as necessary. Note: JCHAs need not include information from Year One of the 5-Year cycle, because this information is included in the Capital Fund Program Annual Statement.

Optional 5-Year Action Plan Tables				
Development Number	Development Name (or indicate JCHA wide)	Number Vacant Units	% Vacancies in Development	
NJ 9-10	Curries Woods			
Description of Needed Physical Improvements or Management Improvements			Estimated Cost	Planned Start Date (HA Fiscal Year)
Demolition of 71 Merritt Street			2.3M	1/2004
Total estimated cost over next 5 years				



**RESOLUTION AUTHORIZING THE ADOPTION OF THE JCHA'S  
FIVE YEAR STRATEGIC AND ANNUAL PLAN FOR PUBLIC AND  
ASSISTED HOUSING PROGRAMS, PURSUANT TO REQUIRE-  
MENTS OF THE QUALITY HOUSING AND WORK RESPONSIBIL-  
ITY ACT OF 1998**

**WHEREAS**, in October, 1998, Congress passed the Quality Housing and Work Responsibility Act, which requires all Public Housing Agencies to develop a Five Year Strategic Plan and an Annual Plan (referred to as the "Agency Plan"); and in February, 1999, the United States Department of Housing and Urban Development (HUD) promulgated rules regarding the Agency Plan, and;

**WHEREAS**, the QHWRA and HUD rules required that each Public Housing Authority form a Resident Advisory Board to facilitate resident input in the planning process, and;

**WHEREAS**, the Resident Advisory Board and JCHA staff met in eight formal meetings during the last six months to discuss and receive resident comments regarding the HUD-required components of the Agency Plan, and;

**WHEREAS**, the Agency Plan must also be developed in cooperation with the City of Jersey City and be consistent with the Consolidated Plan and the JCHA has consulted with City Officials in accordance with these mandates, and;

**WHEREAS**, the JCHA, in cooperation with the Resident Advisory Board and the City of Jersey City, developed a draft Agency Plan in conformance with the HUD-required template and its organization of Agency Plan components, and;

**WHEREAS**, the JCHA, at the March 3<sup>rd</sup>, 1999 Board of Commissioners Meeting, presented its Strategic Goals for Board review and consideration, which is the basis for the JCHA's Five Year Plan, and;

**WHEREAS**, in conformance with QHWRA and HUD requirements, the draft Agency Plan was made available for public review and comment on October 15, 1999 (copies were available at the Central and Assisted Housing offices and all JCHA site offices), and;

**WHEREAS**, a public notice was published on October 15, 1999 which announced the JCHA's regular Board Meeting on December 1, 1999 to be a Public Hearing to review the Agency Plan and take comments from the Board members, JCHA sites residents, JCHA program participants and the public, and;

**WHEREAS**, the draft Agency Plan was formally introduced at a Public Hearing at the Board of Commissioners (regular) meeting on December 1, 1999, and the Commissioners and residents and public had the opportunity to hear a summary of, review and comment on the draft Agency Plan, and;

**WHEREAS**, the JCHA considered all public comments (including comments received at the RAB meetings described above) and has included a summary of the comments and the JCHA response to the comments in the Agency Plan, and;

**WHEREAS**, the Agency Plan is scheduled to be (electronically) transmitted to HUD, as required by HUD rules, in January (seventy five days before the JCHA's fiscal year of April 1, 2000), and;

**NOW THEREFORE BE IT RESOLVED**, by the JCHA's Board of Commissioners, that the attached PHA Five Year Strategic and Annual Plan (or "Agency Plan") be adopted, subject to legal counsel approval.

---

Robert J. Rigby  
Secretary/Executive Director

**S E A L**

**BACKGROUND AND INTRODUCTION TO THE AGENCY PLAN:**

In October, 1998, Congress passed the Quality Housing and Work Responsibility Act of 1998, which requires that all public housing agencies develop a Five Year and Annual Agency Plan, and in February, 1999, the United States Department of Housing and Urban Development (HUD) promulgated rules regarding the Agency Plan.

As a first step toward complying with the Agency Plan mandate, the JCHA, at the March 3<sup>rd</sup>, 1999 Board of Commissioners Meeting, presented its Strategic Goals (Five Year Plan) for Board review and consideration. The JCHA had begun a strategic planning process in the year prior to the enactment of the new housing legislation, and so had already drafted a document that included strategic goals and performance objectives and measures.

**Resident Consultation:**

HUD's rules regarding the Agency Plan required that PHAs form a Resident Advisory Board to review the proposed policies and to give comments regarding the provisions of the Agency Plan. During the months of June through November, 1999, the JCHA conducted a series of eight meetings to review the Agency Plan with the Resident Advisory Board (RAB) which is comprised of three resident representatives from each public housing development, and representatives from its Rental Assistance Program. At the RAB meetings, the JCHA's draft policies were presented and discussed in order to receive comments and suggestions from the resident representatives.

**HUD Template for the Agency Plan and Attachments:**

On July 30<sup>th</sup>, 1999, HUD issued a Notice advising PHAs of the requirement to follow a specific template form for the submission of the Agency Plan. The following Agency Plan is organized according to the required format, which is primarily in the form of "multiple choice" questions.

In addition to answering the questions, the JCHA has also made numerous references to supporting documents that give more detailed information about the topics in the Plan. In most cases, the supporting documents are attached herein following each respective section. In cases where the attachment is a large document, it is in a separate binder. (Please see the table of contents for the complete list of attachment binders that are available for review at the JCHA's Central Office).

**Public Comments and Public Hearing:**

Comments regarding the Agency Plan may be submitted in writing at any of the locations listed below, during the period of October 15<sup>th</sup> through December 20<sup>th</sup>, 1999 and will be considered by the JCHA in the development of the final Agency Plan.

A Public Hearing regarding the Agency Plan will be held during the regular JCHA Board of Commissioners Meeting on December 1, 1999, which will be held at Marion Gardens Community Center, 13 Dales Avenue, Jersey City, New Jersey. The public is welcome to attend the Hearing and may make comments at such time. After due consideration of the comments received through December 20<sup>th</sup> and at the Public Hearing, the JCHA Board of Commissioners will formally adopt the Agency Plan at the January 5<sup>th</sup>, 2000 regular Board Meeting, which will take place at Berry Gardens. (Specific time and location will be announced at a later date).

**Additional Copies of the Agency Plan:**

Additional copies of this Agency Plan are also available at the Management Offices at the following public housing developments and Rental Assistance Program Office:

- Lafayette Gardens: 52 Ash Street
- Marion Gardens: 57 Dales Avenue
- Booker T. Washington Apts.: 200 Colden Street
- Hudson Gardens: 514 Newark Avenue
- Holland Gardens: 241 16<sup>th</sup> Street
- Montgomery Gardens: 563 Montgomery Street
- A. Harry Moore Apts.: 324 Duncan Avenue
- Curries Woods: 3 New Heckman Drive
- Berry Gardens: 92 Danforth Avenue
- Thomas J. Stewart Apts: 88-92 Erie Street
- Rental Assistance Office: 514 Newark Avenue

**IMPORTANT NOTICE:**

Notwithstanding the degree to which plans are specified and/or included in the JCHA Agency Plan, the Jersey City Housing Authority reserves its right to exercise, to the fullest extent authorized by law, the rights granted to a Public Housing Agency, enumerated under Section 13 of the Housing Act of 1937, as amended most recently by the Quality Housing and Work Responsibility Act of 1998.

# JERSEY CITY HOUSING AUTHORITY

## STRATEGIC GOALS

---

<b>PRIMARY GOALS</b>		<b><u>PAGE</u></b>
<b>I.</b>	<b>REVITALIZE DISTRESSED “PROJECTS” AND BUILD NEW COMMUNITIES</b>	<b>2</b>
<b>II.</b>	<b>DRAMATICALLY IMPROVE EXISTING SITE CONDITIONS</b>	<b>6</b>
<b>III</b>	<b>PROMOTE AND ENFORCE RESIDENT RESPONSIBILITY</b>	<b>8</b>
<b>IV</b>	<b>PROMOTE AND SUPPORT RESIDENT SELF-SUFFICIENCY</b>	<b>10</b>
<b>V.</b>	<b>IMPROVE AND EXPAND SENIOR CITIZEN HOUSING OPPORTUNITIES</b>	<b>12</b>
<b>VI.</b>	<b>MAXIMIZE PARTICIPANT &amp; NEIGHBORHOOD RESULTS OF RENTAL ASSISTANCE PROGRAMS</b>	<b>14</b>
<b>VII.</b>	<b>ACHIEVE GREATER FINANCIAL STABILITY</b>	<b>16</b>
<b>VIII.</b>	<b>ENSURE CIVIL RIGHTS &amp; FAIR HOUSING OPPORTUNITIES</b>	<b>18</b>
<b>SUPPORTIVE GOALS</b>		
<b>IX</b>	<b>AUGMENT STAFF TRAINING AND DEVELOPMENT</b>	<b>20</b>
<b>X.</b>	<b>ENHANCE AND EXPAND MANAGEMENT INFORMATION SYSTEMS</b>	<b>22</b>
<b>XI.</b>	<b>BROADEN AND FOSTER AGENCY COMMUNICATIONS</b>	<b>23</b>

**I. REVITALIZE DISTRESSED “PROJECTS”, AND BUILD NEW COMMUNITIES WITH ECONOMIC DIVERSITY AND HOMEOWNERSHIP OPPORTUNITIES**

**STRATEGIC GOAL:**

Revitalize obsolete, severely distressed housing "projects". Replace with and build new lower density townhouse communities with greater economic diversity, mixed-income populations and homeownership opportunities. Ensure that the new housing and its residents are an integral part of and contribute to adjacent neighborhood stability, redevelopment, investment and/or low-income deconcentration.

**PERFORMANCE OBJECTIVES**

**1. Revitalization of Curries Woods**

Radically transform the obsolete, severely distressed 712-unit Curries Woods high rise public housing "project" into a safe, lower density predominantly townhouse, “working” community. Do so in accordance with the JCHA's HOPE VI Revitalization Plan, including demolition, new construction, resident self-sufficiency, management and security initiatives.

**2. Revitalization of A. Harry Moore Apartments**

Develop a HOPE VI Revitalization Plan and secure financial commitments for the radical transformation of the obsolete, severely distressed 662 unit A. Harry Moore Apartments, high rise public housing development into safer, lower density townhouse, “working” communities.

Do so with public and private sector partners and through broad resident and community consensus. Model the Plan in part after the Curries Woods HOPE VI Revitalization Plan. Include demolition, new construction, (both on and off-site), resident self-sufficiency, and management and security initiatives.

REVITALIZE DISTRESSED "PROJECTS," AND BUILD NEW COMMUNITIES...  
PERFORMANCE OBJECTIVES (CONT'D)

**3. Build New Communities with Homeownership Opportunities (Dwight Street Homes and Dr. Martin Luther King Homes)**

Build two new housing communities, which will begin as federally assisted rental housing with a (relatively) broad range of incomes for lower income families who are employed or are working toward new and/or improved employment, and then transition into first time homeownership opportunities. Do so in partnership with local government and private sector developers.

**4. Homeownership Opportunities**

Build upon the homeownership experiences gained in the new communities described above and create equivalent opportunities for relatively higher income families throughout the JCHA's existing developments. Do so in partnership with City and State initiatives that support first time homeownership opportunities for low-income families.

**5. Build a Mixed-Income, Mixed-Finance Community (Lafayette Village)**

Build a new, mixed income rental development, which includes: public housing, moderate and market income families and rent levels, which reflects broad ranges of incomes and is, therefore, less dependent upon federal operating subsidies. Do so in partnership with a private sector developer and through leveraging non-federal funding and investments.

**6. Pursue Asset Management Analysis and Directions**

Conduct a comprehensive assessment of JCHA public and assisted housing developments in terms of future prospects for physical, social, and financial viability, and for remaining or becoming integral parts of and positive contributions to nearby neighborhoods and the City of Jersey City. Begin with the next largest public housing development, Lafayette Gardens (492 units).

REVITALIZE DISTRESSED "PROJECTS," AND BUILD NEW COMMUNITIES... (CONT'D)

## PERFORMANCE MEASURES

A. The Curries Woods related Objective will be achieved to the extent to which the following HOPE VI Revitalization Plan elements for Curries Woods are accomplished:

- **Physical:** The extent to which the JCHA demolishes six of seven high rises; redesigns, rehabs and reoccupies one 91-unit high rise for elderly residents, persons with disabilities and small families; builds 220 new, quality 2, 3 & 4 bedroom townhouses, and completely redesigns site grounds and remaining public areas.
- **Demographic:** The extent to which the JCHA increases the proportion of working families (from 35% to 55%); decreases the proportion of families on Welfare and unemployment (from 40% to 20%); and maintains the proportion of elderly and persons with disabilities (10% and 15%, respectively).
- **Management:** The extent to which the JCHA achieves "high performer" status for the new Curries Woods under the applicable criteria of HUD's Public Housing Management Assessment Program (PHMAP), Public Housing Assessment System (PHAS), and/or equivalent national performance assessment or accreditation system.
- **Security:** The extent to which there is a significant reduction of serious crimes committed both at Curries Woods AND by site residents off site to 25% less than City averages and the demonstration of a declining crime trend. The extent to which the anti-crime, anti-drug goals of the JCHA Public Housing Drug Elimination Program (PHDEP) are met at Curries Woods.

B. The A. Harry Moore related Objective will be achieved if the JCHA and the A. Harry Moore Resident Organization, the City and other supporting partners: a) develop a Revitalization Plan which gains a HUD HOPE VI grant in 2000; b) simultaneously secure tangible commitments for most of the additional funding and financing which will be required to implement the Plan, and c) have the Plan underway. This should include, for example: the relocation of residents from two buildings and the subsequent demolition of two buildings, the approval and funding for demolition of a third building, and an approved City Redevelopment Area plan and off-site properties set aside and being prepared for new construction.

REVITALIZE DISTRESSED "PROJECTS," AND BUILD NEW COMMUNITIES...  
PERFORMANCE MEASURES (CONT'D)

- C.** The New Communities related objective will be predominantly achieved if, in partnership with the City of Jersey City and private sector developers, the JCHA's planned Dwight Street Homes and Dr. Martin Luther King (MLK) Homes are designed, built, occupied and sold to qualified, lower income working families in accordance with the JCHA's HOPE VI Revitalization Plan. Dwight Street Homes is planned as 140 new, quality 3 & 4 bedroom townhouses to be built in a stable, predominantly owner-occupied neighborhood. MLK Homes is planned as 34 new, quality three-bedroom townhouses to be built as part of an extensive \$60M commercial and residential redevelopment project.
- D.** The public housing homeownership related objective will be achieved to the extent to which the number of ceiling rent paying-families who leave public housing in order to purchase a home is increased from ten (10) per year to fifteen (15) per year.
- E.** The Mixed-Income Community related objective will be predominantly achieved if the JCHA's planned Lafayette Village development is designed, built, occupied and effectively managed in accordance with the JCHA's HOPE VI Revitalization Plan. Lafayette Village is planned as a mixed income, mixed finance community of 135 quality, rental townhouses; being developed with and to be managed by a private sector development partner (McCormack, Baron, Assoc.); and financed through HUD's public housing development and HOPE VI programs and State tax credits or tax exempt bonds.
- F.** Successful performance will be measured by the extent to which the physical design for all of the revitalized and newly constructed HOPE VI communities include maximum private space, resident control and accountability, natural "street surveillance", minimum public space and lower operating costs and are reflective of good quality, market rate housing in Jersey City.
- G.** Successful performance will also be measured by the extent to which Curries Woods, A. Harry Moore Apartments, Dwight Street Homes, MLK Homes and respective resident communities are integral parts of and positively contribute to improving adjacent neighborhoods' stability, redevelopment activities, property investments and/or low income de-concentration.
- H.** The extent to which "Viability Assessments" for all JCHA developments are completed by October 20, 2000 (as required by the Quality Housing And Work Responsibility Act of 1998). Based upon the results of those assessments, the extent to which long term plans for all developments have been developed and included in JCHA Annual Plans, especially including: general disposition and direction, projected resource allocation and targeted demographic profile of each development.

**II. DRAMATICALLY IMPROVE EXISTING SITE CONDITIONS**

**STRATEGIC GOALS:**

Dramatically improve the physical conditions of existing public housing developments so as to reflect attractive, “working” neighborhoods which mirror quality, market-rate housing in Jersey City.

**PERFORMANCE OBJECTIVES**

**1. Resident and Site Safety**

Take regular affirmative actions to ensure that all site safety systems, especially fire safety, are in good working order at all times and that general apartment and site conditions offer a safe environment for site residents, visitors and staff.

**2. Apartment Conditions**

Ensure that all apartment interiors are in good, clean and safe condition. Establish, routinize and enhance a new apartment inspection-work order completion system which targets completion of 100% of needed repairs in each apartment at the same time during a regular, annual schedule; or more generally, a maintenance system which is preventive and comprehensive vs. reactive, and driven by tenant complaints.

**3. Operating Systems**

Ensure that the existing mechanical, structural and fire safety systems at each development are kept in good working order and in compliance with all applicable building codes and standards.

**4. Site Appearance**

Dramatically improve the overall, external appearance of each development so as to reflect attractive, good quality, market-rate housing in Jersey City; or conversely, ensure that JCHA developments do not reflect the negative stereotype of a "housing project". (Note: This objective will be pursued within quite limited financial constraints.)

DRAMATICALLY IMPROVE EXISTING SITE CONDITIONS (CONT'D)

**PERFORMANCE MEASURES**

The following Performance Measures will apply to all of the Performance Objectives of this Strategic Goal on a site by site basis:

- A.** "High Performer" scores in Public Housing Management Assessment Program (PHMAP) and the Public Housing Assessment System (PHAS), and/or equivalent national performance assessment or accreditation system.
- B.** Retention of 80% of ceiling rent payers. (Residents who purchase a home will be abstracted from the measurement).
- C.** An acceptance rate of 80% for new applicants offered an apartment.
- D.** When comparing 1996-1998 site conditions and appearance with 2000-2002 conditions and appearance, any "reasonable person" would conclude that there has been a "dramatic improvement" in physical conditions and/or that the development reflects "...attractive, 'working' neighborhoods in good condition and quality, market rate housing in Jersey City".
- E.** A 100% pass rate for all internal and external fire safety inspections and a declining trend in the number of accidents, which occur at the development, as reflected in reported insurance claims.

**III: PROMOTE AND ENFORCE RESIDENT RESPONSIBILITY**

**STRATEGIC GOAL:**

Promote clear resident expectations of JCHA services capacity and of resident responsibilities to consistently work with the JCHA to preserve and improve scarce affordable housing resources and community stability.

**PERFORMANCE OBJECTIVES**

**1. New Social Covenant**

Develop and support a new "Social Covenant" between the JCHA and site residents that establishes a clear understanding of mutual responsibilities and expectations. Do so in the context of declining federal financial assistance and the realization that affordable housing is a scarce resource not available to the majority of income eligible families. Emphasize the need to exert cooperative efforts to sustain sound, safe, affordable and "working" communities.

**2. Effective Resident Organization Partnerships**

Support and promote effective partnerships with site resident organizations to ensure proactive support for building, managing and maintaining sound, safe, affordable and "working" communities, as integral parts of the broader Jersey City community. Do so in context of: the JCHA's Strategic Goals, changing program parameters, declining federal financial assistance, unequivocal mandates to preserve scarce housing resources and the imperative for residents to be "Good Neighbors" to each other and to the broader Jersey City communities and expect equivalent reciprocity.

**3. Good Neighbor Lease Enforcement**

Consistently enforce residential lease requirements which promote resident responsibility for the actions of family members and guests to ensure that all families assisted through JCHA programs do not interfere with the right of other residents to live in a safe and peaceful environment. Clearly communicate, gain broad understanding of and vigorously enforce federal and State "One Strike and You're Out" principles, policies and lease provisions.

**4. Program Integrity**

Consistently enforce all lease provisions, especially regarding rent setting, rent payment, and limiting occupancy to only authorized household renters. Through consistent enforcement, reduce the opportunities for and incidence of income reporting fraud and illegal occupancy.

## PROMOTE AND ENFORCE RESIDENT RESPONSIBILITY (CONT'D)

**PERFORMANCE MEASURES**

- A.** If a written "Social Covenant" has been produced and widely distributed throughout JCHA housing communities; and the extent to which any "reasonable person" would conclude that the responsibilities and expectations outlined in the Covenant are both clear and comprehensive; (include independent, third party reviews).
  
- B.** The extent to which the Covenant was developed through extensive, site-by-site participation and, to the extent possible, with consensus building.
  
- C.** The extent to which a clear majority of residents are aware of the terms of the Covenant, think that the JCHA is upholding and acting in accordance with the terms of the Covenant, (include resident and Site Manager surveys, community meeting evaluations and site condition inspections).
  
- D.** The extent to which JCHA developments have properly constituted resident representatives and organizations which meet regularly, and consistently work with the JCHA regarding problem identification, analysis, prioritizing action agendas and pursuing positive approaches to addressing community issues.
  
- E.** The extent to which the vast majority of resident adults, their children and guests are in compliance with the terms and conditions of Lease provisions, especially relating to drug-related criminal and/or violent behavior which disrupts the peaceful enjoyment of the premises by other residents, and provisions relating to proper care of the individual's apartment or townhouse and community areas.
  
- F.** For "One Strike and You're Out" and "abuse of the premises" tenancy cases, the extent to which there is a tracking and disposition system that is effective, fair and consistent. For the most serious or chronic violations, the extent to which such cases are vigorously pursued and brought to closure, i.e. the family is returned to normal tenancy through remediation or removal of the offending party (ies) or the offending family is permanently evicted.
  
- G.** Increase the JCHA's capacity to ensure compliance with rent and occupancy-related lease requirements through IPA audits, "income matching" programs with the Social Security Administration and U.S. Department of Labor and rigorous apartment inspections and subsequently evidence a decrease in such lease violations.

**IV. PROMOTE AND SUPPORT Resident SELF-SUFFICIENCY****STRATEGIC GOAL:**

Increase the proportion of working families throughout the JCHA public and assisted housing communities. Do so by promoting and supporting residents' efforts to gain, sustain and improve employment, first targeting residents at the revitalization site and new communities and then expanding to the other existing public and assisted housing communities.

**PERFORMANCE OBJECTIVES****1. Curries Woods “Welfare to Work”**

Achieve the demographic transformation planned under the Curries Woods HOPE VI Revitalization Plan. Specifically, increase the number of existing site families who gain, sustain and improve their employment status and decrease the number of families who are assisted under Temporary Aid to Needy Families (TANF).

**2. JCHA and private sector job placements**

Continue to provide qualified residents with opportunities for JCHA employment and advancement and for private sector employment referrals received through the Curries Woods HOPE VI Revitalization Program and related initiatives.

**3. Section 3 and Trade Apprenticeships**

Meet the JCHA's local hiring and resident employment goals, (in accordance with Section 3 of the Housing Act) including Trade Apprenticeships, for all revitalization, new construction and capital improvement work throughout the JCHA. For the residents who perform well, coordinate the effort so as to substantially exceed the typical short-term nature of “Section 3” employment opportunities, including transition into full-time employment.

**4. JCHA-wide Employment Initiatives**

Begin to replicate successful employment initiatives generated by the HOPE VI Revitalization Program at Curries Woods at other JCHA public and assisted housing communities, especially at A. Harry Moore – our next HOPE VI revitalization site.

## PROMOTE AND SUPPORT RESIDENT SELF-SUFFICIENCY (CONT'D)

**PERFORMANCE MEASURES**

- A.** Increase the proportion of working families at Curries Woods from 35% to 55% and decrease the proportion of TANF and other unemployed families from 40% to 20%. Of the residents who begin employment, target 50% to sustain employment for at least six months after initial job placement.
- B.** Target 15 residents (full-time equivalents) each year to participate in Section 3 positions, of which 30% will secure longer-term employment. Target 5 residents each year to successfully complete a JCHA Trade Apprenticeship and secure private-sector construction work through private sector trades unions.
- C.** Target 25 residents each year to be placed in private-sector positions through JCHA linkages developed through the Curries Woods HOPE VI Self-Sufficiency Program, of which 75% will sustain employment for at least six months after hiring.
- D.** Target ten residents each year to be placed in JCHA or Resident Organization positions, with all provided training opportunities for achieving upward mobility within the organization.
- E.** Increase the percentage of employed families (JCHA-wide) from 30% to 45% and decrease the number of unemployed families from 40% to 30%. Maintain the proportion of elderly and persons with disabilities (10% and 15% respectively).

**V. IMPROVE AND EXPAND SENIOR CITIZEN HOUSING OPPORTUNITIES  
ESSENTIALLY FOR CONTINUED INDEPENDENT LIVING**

**STRATEGIC GOALS:**

Enhance the quality of residential life and opportunities for continued independent living for the growing JCHA senior citizen resident population.

**PERFORMANCE OBJECTIVES**

**1. “Elderly only” Designation**

Gain HUD approval of “Elderly Only” designation for existing JCHA senior citizen developments (Berry Gardens, Danforth Ave. and Stewart Apt.’s) and re-establish strong sense of senior ownership and security.

**2. Needs Assessments & supportive Services**

Conduct a needs assessment of support services for all JCHA elderly and near elderly residents residing in both family and senior citizen housing developments; review local availability of (and/or potential for provision of) needed services; and pursue the appropriate roles for the JCHA in assisting elderly residents in gaining access to and receiving identified support services.

**3. Assisted Living**

Enhance opportunities for continued independent living through facilitating and/or providing “assisted living” facilities and services at existing JCHA developments. Begin with a demonstration program at Berry Gardens.

**4. New Senior Housing Development**

Explore the feasibility for acquisition or construction of a new senior citizen assisted housing – assisted living development, especially as an integral element of a HOPE VI Revitalization Plan.

**5. Family Involvement**

Promote increased family involvement in the lives and needs of JCHA senior citizens ranging from improved information exchange through “Family Day” events.

**IMPROVE AND EXPAND SENIOR CITIZEN HOUSING OPPORTUNITY FOR CONTINUED INDEPENDENT LIVING  
(CONT'D)****PERFORMANCE MEASUREMENTS**

- A. Identify those senior residents at Berry Gardens who would benefit from participating in an Assisted Living Program.
- B. Work with Franciscan Health System of New Jersey to set up an Assisted Living Program.
- C. Recruit two interns with specialization in geriatrics to conduct a survey of all JCHA Senior and to assist management staff at Senior Sites. Secure funds to hire an “Elderly Service Coordinator.”
- D. Hold two “resident Family Day” functions at Berry Gardens and Erie Street.
- E. Submit application to HUD to designate Berry Gardens and Stewart Apartments as “Elderly Only Developments.”
- F. Identify potential sites to purchase and develop strategy to acquire.

**VI. MAXIMIZE PARTICIPANT AND NEIGHBORHOOD RESULTS OF  
RENTAL ASSISTANCE PROGRAMS**

**STRATEGIC GOALS:** Provide eligible and responsible families and senior citizens with Rental Assistance (Section 8 Certificates and Vouchers) to gain safe and standard privately-owned housing to the fullest extent of available resources, and ensure that the rental assistance positively contributes to the stability of the neighborhoods into which Program recipients move and in which owners participate.

**PERFORMANCE OBJECTIVES**

**1. Achieve Program Mandates**

Substantially improve the housing opportunities and circumstances (both physical and economic) for eligible lower income families and senior citizens through effectively providing rental assistance within the rules and regulations of the Rental Assistance Programs and of the JCHA Administrative Plan.

**2. Good Neighbor Initiative**

Ensure that the rental assistance provided not only improves the housing conditions of lower income families and senior citizens, but also positively contributes, or at least does not detract, from the stability of the neighborhoods into which Section 8 Rental Assistance Program recipients move and in which owners participate.

**3. Mainstream Program for Persons with Disabilities**

Expand housing assistance opportunities and counseling for persons with disabilities to increase successful leasing of appropriate privately-owned housing by persons with disabilities, especially for persons requiring wheelchair accessible apartments.

**4. Self-Sufficiency Initiative Preferences**

Within the parameters of the Quality Housing and Work Responsibility Act of 1998,<sup>1</sup> ensure that rental assistance preferences and related support is given to families who are working toward self-sufficiency through employment, training and/or education initiatives. Do so to also maximize serving the greatest number of eligible and responsible families and senior citizens with available housing assistance.

**5. Program Integrity**

Ensure that internal controls for program integrity minimize the opportunity for fraud and incidents of fraud and abuse. Do so to ensure that only eligible and responsible applicants, participants and owners receive the benefits of the Rental Assistance Program.

**PERFORMANCE MEASURES**

- A.** The extent to which the JCHA achieves general and individual program area “High Performer” scores under HUD’s Section 8 Management Assessment Program (SEMAP) evaluation system.<sup>1</sup>
- B.** The extent to which new applicant preferences for working families are achieved, resulting in 50% of new program participants being working families or working toward self-sufficiency.
- C.** The extent to which there is a positive trend showing improvement in indicators such as neighborhood complaints, calls for police assistance (for apartments leased under the Section 8 Program), and referrals from the Landlord/Tenant Responsibility Task Force.
- D.** The extent to which the JCHA achieves maximum participation by eligible persons with disabilities that successfully lease under the current “Mainstream Program” and is successful at securing additional grants for this Program.
- E.** The extent to which the JCHA’s Rental Assistance Programs passes third party audits, especially for sufficient internal controls. Also, the extent to which the JCHA pursues and resolves any and all cases of fraud and abuse to the fullest extent available, including, but not limited to: termination of participant assistance and owner contract, repayment of assistance received improperly and prohibition from future Program participation.

---

<sup>1</sup> The mandated new “Admissions Targets” require that 75% of families served by the Rental Assistance Programs have incomes that are 30% of area median income or below; the remaining 25% of the families shall have incomes that are at or below 80% of area median income.

<sup>1</sup> This evaluation includes, but is not limited to: federal Housing Quality Standards inspections and enforcement, verification of income, accurate rent contributions, and applicant selection from the JCHA waiting list in accordance with adopted policies, especially new Local Preferences.

---

**VII. ACHIEVE GREATER FINANCIAL STABILITY****STRATEGIC GOAL:**

Improve JCHA Financial Stability and Prospects. Do so by reducing operating expense increases, increasing non-federal revenue, and thereby reducing dependence upon (declining) federal assistance. Do so while maintaining current service levels and pursuing Strategic Goals.

**PERFORMANCE OBJECTIVES****1. Operating Expenses**

Reduce the overall rate of increase of non-utility, operating expenses for existing programs to half the rate of inflation.<sup>1</sup> Achieve such for the Public Housing Program, Assisted Housing sites, and Section 8/Voucher Programs.<sup>2</sup>

**2. Capital Improvements**

Increase by 3%/yr. the proportion of capital improvement funds which are allocated for new capital improvements which will be executed through either private sector contracts and/or JCHA resident trade apprentices, under the U.S. Department of Housing and Urban Development's Comprehensive Grant Program (CGP). (Or, conversely, decrease the proportion of HUD's CGP funds allocated for Management Improvements, capital improvements executed by JCHA skilled trades, and/or related supervision, coordination, monitoring, and reporting.)

**3. Utility Costs**

Ensure that per unit consumption of oil, gas, electricity and water is consistent with overall reduction in dwelling units resulting from demolition and revitalization plans. Reduce (degree-day adjusted) consumption for fuel oil/gas used for heating by 3% per year. Consistently enforce utility charges for air conditioners and other tenant-provided appliances and equipment in order to minimize the increased electricity costs.

<sup>1</sup> The "rate of inflation" will be HUD's Public Housing Performance Funding system (PFS) inflation factor (or equivalent) for respective years.

<sup>2</sup> Not applicable to CGP, "HOPE VI" or Public Housing Drug Elimination Program.

ACHIEVE GREATER FINANCIAL STABILITY  
PERFORMANCE OBJECTIVES (CONT'D)

#### **4. Goals and Objectives Coordination**

Support other Goals and Objectives intended to increase the proportion of employed families, and in turn, produce higher rental revenues and less dependence upon federal operating subsidy, (as well as promote de-concentration of very low-income families).

#### **5. Additional Non-Federal Operating Revenue**

Investigate and recommend areas within the JCHA that have the potential to generate additional non-federal operating revenue and/or generate new work without incurring any additional costs. (Examples include non-residential space rental revenue and it's contracting Resident Trade Apprentices with third parties).

### **PERFORMANCE MEASURES**

- A.** The extent to which the targeted reductions of the rate of increase of non-utility operating expenses and utility consumption, and the increase in capital improvements executed by private-sector contractors or Apprentices, are met.
- B.** The extent to which the proportion of employed families throughout the JCHA increases and results in increased average rents. Measure in overall rent averages and new resident average rents.<sup>1</sup>
- C.** The extent, to which six to ten recommendations regarding new revenues have been made, tested and attempted during the five-year goals period.

---

<sup>1</sup> *Note: The '98 Housing Reform Act exempts 100% of new income from new employment the first year and 50% in the second year. This will most likely result in more of the increases expected in the second year and third year. Additionally, IF the new employment income derives from "PHA efforts", the higher rents deriving from the new employment will be exempt from PFS considerations, and in turn accrue to the JCHA's benefits, WITHOUT equivalent loss of federal operating subsidies.)*

**VIII. ENSURE CIVIL RIGHTS AND FAIR HOUSING**

**CIVIL RIGHTS AND FAIR HOUSING OPPORTUNITIES:**

The JCHA shall carry out all Strategic Goals and Objectives in conformance with all applicable Civil Rights requirements and will affirmatively ensure equal opportunity in access to and participation in all JCHA housing and related support programs.

**Civil Rights Certification:**

The JCHA certifies that it shall carry out all Goals and Objectives in conformance with title VI of the Civil rights act of 1964 (42 U.S.C. 2000d – 02000d – 4), the Fair Housing Act (42 U.S.C..3601 – 19), section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and title II of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

**Equal Opportunity Certification:**

The JCHA certifies that while carrying out all Strategic Goals it shall ensure equal opportunity in housing and affirmatively further fair housing opportunities. Related actions include: furthering deconcentrations of poverty and income mixing, providing extensive applicant information about JCHA developments and housing programs, affirmative marketing for site based waiting lists, continuing to implement applicant selection local preferences for working families, supporting resident self-sufficiency initiatives, continuing to implement ceiling rents, and analyzing development and nearby census tract demographic data to measure development and neighborhood demographic profiles and changes over time.

## **SUPPORTIVE GOALS**

JCHA Primary Goals must be supported by key internal organizational directions and actions. These directions and actions are presented as the JCHA's Supportive Goals. These Goals are not intended to be all inclusive, but rather to focus JCHA actions on those organizational areas which require particular attention.

The extent to which we achieve our Supportive Goals will be first measured in terms of –“Did we do what we said we'd do?” Ultimately, however, achievement of Supportive Goals will be reflected in the extent to which we achieve our Primary Goals and Performance Objectives. Therefore, presentation of the JCHA's Supportive Goals is oriented toward “Key Implementation Areas” instead of the Performance Objectives, Measures and Actions as is the case for JCHA Primary Goals.

**IX. AUGMENT STAFF TRAINING AND DEVELOPMENT****STRATEGIC GOAL:**

Enhance the current skill level, abilities and job performance of JCHA employees. Do so by increasing and improving staff training opportunities, expanding the use of existing staff to provide peer training, and implementing longer-term approaches to increase staff flexibility and productivity.

**KEY IMPLEMENTATION AREAS**

- 1. Statutory Subjects:** Ensure that all JCHA staff receives appropriate training on specific employment issues and/or policies required by governing statutes. Topics include but are not limited to: Anti-Discrimination Issues, including Sexual Harassment, Workplace Health and Safety, Public Employment Code of Ethics/Conduct, and Drug/Alcohol Free Workplace. Minimum training target of one hr/per topic/per employee, at least once every three years.
- 2. High Priority Training:** Ensure that all employees are given training opportunities as appropriate for work responsibilities. Give high priority to planning, developing and conducting training for A) Occupancy Clerks and Rental Assistance Staff, (first point of resident participant and applicant contract), and, B) Maintenance Supervisors, (lead site-based maintenance positions.) Ensure participant input into the training plan. Minimum training target of 12 hrs./yr. (e.g., four half day sessions) to be conducted by a combination of JCHA supervisory staff, third party trainers and peer exchange. Ensure evaluation of training effectiveness.
- 3. New Hires:** Ensure that all new staff members receive a thorough orientation to JCHA and Departmental rules, policies, procedures, and performance expectations; (three, 2 hour review sessions are recommended). Ensure one week of field training for site-based blue-collar workers and for all employees, and a probationary review and follow-up. Ensure sample testing of compliance with and effectiveness of orientation process (by Human Resources Department or independent third party).
- 4. Career Assessment:** Review and evaluate employees' in terms of career options at least once every three years; discuss and develop expected time frames for remaining employees in entry-level jobs, and actions necessary in order to facilitate advancement.

## AUGMENT STAFF TRAINING AND DEVELOPMENT (CONT'D)

**5. Staff Capacity:** Review and evaluate the JCHA's organizational and staffing capacity to ensure that there is sufficient human resources and expertise to carry out its Goals and Objectives. Develop an appropriate long-term organizational plan that will maximize the effectiveness of, and when necessary, expand the existing staff (subject to budget restraints) and utilize third-party contracts when and where appropriate.

## X. ENHANCE MANAGEMENT INFORMATION SYSTEMS

**STRATEGIC GOAL:**

Substantially upgrade and expand the JCHA's Management Information Systems so as to more effectively and efficiently gather, access, share, analyze, and use available data in order to better achieve JCHA Strategic Goals.

**KEY IMPLEMENTATION AREAS**

- 1. Expanded and Upgraded Systems:** Substantially upgrade existing and establish new, comprehensive, operationally useful Management Information Systems which have the capacity to regularly generate management and fiscal information and reports necessary to administer and assess all routine operations, as well as measure specific progress in achieving Strategic Goals; ensure appropriate access and usefulness for all JCHA organizational levels.
- 2. Reporting Capacity:** Specifically ensure that the new MIS has the capacity to produce:
  - Monthly, site-by-site data required under the HUD Public Housing and Assisted Housing (Section 8) Management Assessment Program, HUD's Public Housing Assessment System and successor public and assisted housing accreditation systems.
  - Applicant Selection information for the Public Housing and Rental Assistance (Section 8/Voucher) Programs as required by the "targeting provisions" of the '98 Housing Quality and Work Responsibility Act and by JCHA Local Preferences giving selection priority to families working toward new, improved and/or sustained employment.
  - Detailed site-by-site demographic information about public housing populations, especially relating to income, source of income and rents, including minimum rents, ceiling rents and transitions from public assistance to employment.
  - Detailed site-by-site and central office expense data by recently established JCHA functional and newly required Generally Accepted Accounting Principles (GAAP) account categories.
- 3. Technical Support:** Provide extensive technical assistance to the After School Program, adult computer training, job readiness and employment linkage initiatives which are key elements of the overall Curries Woods HOPE VI Revitalization Program. Assist in transferring lessons learned from the HOPE VI Self Sufficiency Program to other JCHA communities.

**XI. BROADEN AND FOSTER AGENCY COMMUNICATIONS****STRATEGIC GOAL:**

Increase and improve communications throughout the JCHA at all organizational levels and with site residents. Do so by promoting “team building” approaches to setting expectations, resources allocation, problem solving and performance evaluation.

**KEY IMPLEMENTATION AREAS**

- 1. Site Maintenance Staff Briefings:** Hold daily morning briefings with site Maintenance Supervisors (and sometimes, Housing Manager) and maintenance staff to review: daily complement of staff, work priorities, special assignments, problem areas, and reminders about new or reiterated JCHA policies and practices. Create a team approach to achieving the JCHA’s primary strategic goal to “Dramatically Improve Existing Site Conditions”.
- 2. Work Priorities:** Increase the frequency and improve the quality of prioritizing workloads and clarifying expectations at all organizational levels. In light of greater and changing mandates, and limited resources, consistently work at mutual decision making about what’s most important and expected within given periods of time.
- 3. JCHA–Union Roundtables:** Hold (approx.) monthly meetings between JCHA Management and Union Officials and between Union Officials and (rotating) site and Department-based staff to exchange information and ideas about ways to achieve JCHA Goals and reasonably expected staff performance and conduct, resolve problems prior to formal grievances and follow-up with JCHA staff and Union members.
- 4. Resident Roles and Expectations:** Improve the effectiveness of the working partnership between and among the JCHA, site resident organizations and site residents with greater emphasis on reaching consensus and implementing mutual expectations, roles and responsibilities.
- 5. JCHA Publications:** Publish new program directions and results for a wide variety of audiences. Use the publications to communicate with the public and assisted housing communities and to MAKE OUR GOOD CASE to HUD, other funding sources and to the general public.

## **Deconcentration and Local Preferences**

### **INTRODUCTION**

The Jersey City Housing Authority (JCHA) currently serves a population of 2,810 households within its eight family developments. Median income for these households reflects nationwide housing authority averages at approximately 18% of median income. This is in sharp contrast to 1977 figures that show that the average income for JCHA households was approximately 30% of median income. The breakdown of the JCHA's households is as follows: 71% below 30% of median income; 17% between 31 and 50% of median; 7% between 51 and 80%; and 5% above 80% of median. Thus, we can see that the JCHA's conventional public housing population is predominantly very poor.

The decrease in the average income of JCHA residents reflects the JCHA's adherence to changes in HUD regulations over the past two decades. The JCHA has been and continues to serve those families who are least able to pay market rate rents. With the advent of decreased federal subsidy and increased operating costs, however, it has become more and more apparent that, if public housing is to continue, some changes in the way we do business are necessary.

On June 5, 1996, the Jersey City Housing Authority (JCHA) made important policy changes in the way it selects applicants for apartments from its public housing waiting list. These changes were made and approved in accordance with applicable federal regulations and those of the Department of Housing and Urban Development (HUD). They provide additional criteria for which an applicant can be given a preference for housing.

The changes in selection preferences have been made with several purposes in mind: to provide housing for working families with a broad range of incomes and, thereby, reduce the high concentrations of very poor families at JCHA developments; to include working families within the housing JCHA resident population who can serve as role models for other residents; to make the JCHA more economically independent by reducing JCHA and resident reliance on increasingly shrinking federal subsidies; and to expand housing opportunities for eligible families which have incomes that fall within ranges under-represented in the JCHA's resident population when compared to the eligible population of Jersey City. These changes in applicant selection will serve as the mechanism by which the JCHA will achieve deconcentration of poverty and a greater mixing of incomes within its developments.

### **DECONCENTRATION**

Consistent with the Quality Housing and Work Responsibility Act of 1998 ("QHWRA"), the JCHA is committed to the goal of achieving a greater range of income mix among all residents of its developments. A high proportion of JCHA residents are low income families. To get higher income residents, the JCHA will use its existing local preferences to provide for deconcentration of poverty and for income-mixing as enumerated in the QHWRA.

## **LOCAL PREFERENCES**

All selections based on Local Preferences are done within the general parameters of the QHWRA targeting provisions.

Within all Local Preference categories, the following priorities will apply:

1. Jersey City residents are selected before non-Jersey City residents - “Resident” is defined as an applicant who either lives, works or has been hired to work in Jersey City.
2. Veterans are selected before non-veterans - “Veteran” is defined as an applicant who has completed at least 90 days of active duty (except veterans discharged earlier for a service connected disability) in the United States Armed Forces and has a discharge other than dishonorable. This veteran status extends to spouses, widows, widowers and parents of the military killed during a time of war and certain merchant seamen who served in active, ocean-going service from December 7, 1941 through August 15, 1945.
3. Victim/witnesses, including formally certified victims of domestic violence, are selected before non-victim/witnesses.
4. Preference Over Single Person - Single persons are eligible for placement, however, the following conditions apply to such placements: An applicant that is a one or two-person elderly, disabled or displaced family must be given preference over an applicant that is a single person who is not an elderly or (prior to placement) displaced person, or a person with disabilities.
5. Special Needs Placements (Wheelchair Accessible Units) - The JCHA will first offer a vacant wheelchair accessible unit to existing residents who require such a unit. If there are no current residents who require the unit or if the unit is refused, it will then be offered to the next eligible, appropriately sized applicant family on the Public Housing waiting list requiring a wheelchair accessible apartment.

Applicants are selected based on their meeting the qualifications for one of the following Local Preferences:

**A.     Working Family Preference (25% of placements)**

Applicants receive this preference if:

- ◆ Employment is principal source of income; or
- ◆ Head or Spouse is 62 years or older; or

- ◆ Head or Spouse receives: Social Security Disability benefits, Supplemental Security Income (SSI) Disability benefits, or Temporary Unemployment benefits or other benefits based on inability to work.

**B.     Housing Need Preference (25% of placements)**

Applicants receive this preference if they are:

- ◆ Currently paying more than 50% of gross income for rent; or
- ◆ Displaced involuntarily; or
- ◆ Currently living in substandard housing which has been declared unfit for habitation by a government agency (provided that the family did not cause the condition), or are homeless.

**C.     Income Mix Preference (50% of placements)**

Applicants receive this preference if:

- ◆ Family income falls within the ranges of income which are under-represented in JCHA's population when compared to the eligible population of Jersey City. (See Attached Chart.)

Based on previous experience, the JCHA believes that the combination of categories A and B (above) will yield the 40% of new admissions being applicants whose income is less than 30% of median income, as required by QHWRA.

**RESOLUTION CONFIRMING ADOPTION OF THE JCHA's  
DECONCENTRATION PLAN AS PART OF THE JCHA's FIVE-  
YEAR STRATEGIC AND ANNUAL AGENCY PLAN**

**WHEREAS**, the Quality Housing and Work Responsibility Act (QHWRA) of 1998 requires that the JCHA provide for deconcentration of poverty and for income mixing at all of its housing developments; and

**WHEREAS**, the JCHA will use its existing local preferences to satisfy the requirements of the QHWRA; and

**WHEREAS**, the Deconcentration Plan was presented to the JCHA's Board of Commissioners as a Matter of Information at its June 2, 1999 and November 3, 1999 meetings; and

**WHEREAS**, the JCHA's Agency Plan, including the Deconcentration Plan, was formally introduced at a Public Hearing on December 1, 1999 held as part of the December 1, 1999 Board of Commissioners meeting and was adopted at the JCHA Board of Commissioners meeting of January 5, 2000; and

**WHEREAS**, HUD requires that a separate resolution be passed by the JCHA's Board of Commissioners specifically adopting the Deconcentration Plan;

**NOW THEREFORE BE IT RESOLVED** by the JCHA Board of Commissioners that the JCHA's plan for deconcentration of poverty and for income mixing be adopted, subject to Legal Counsel opinion.

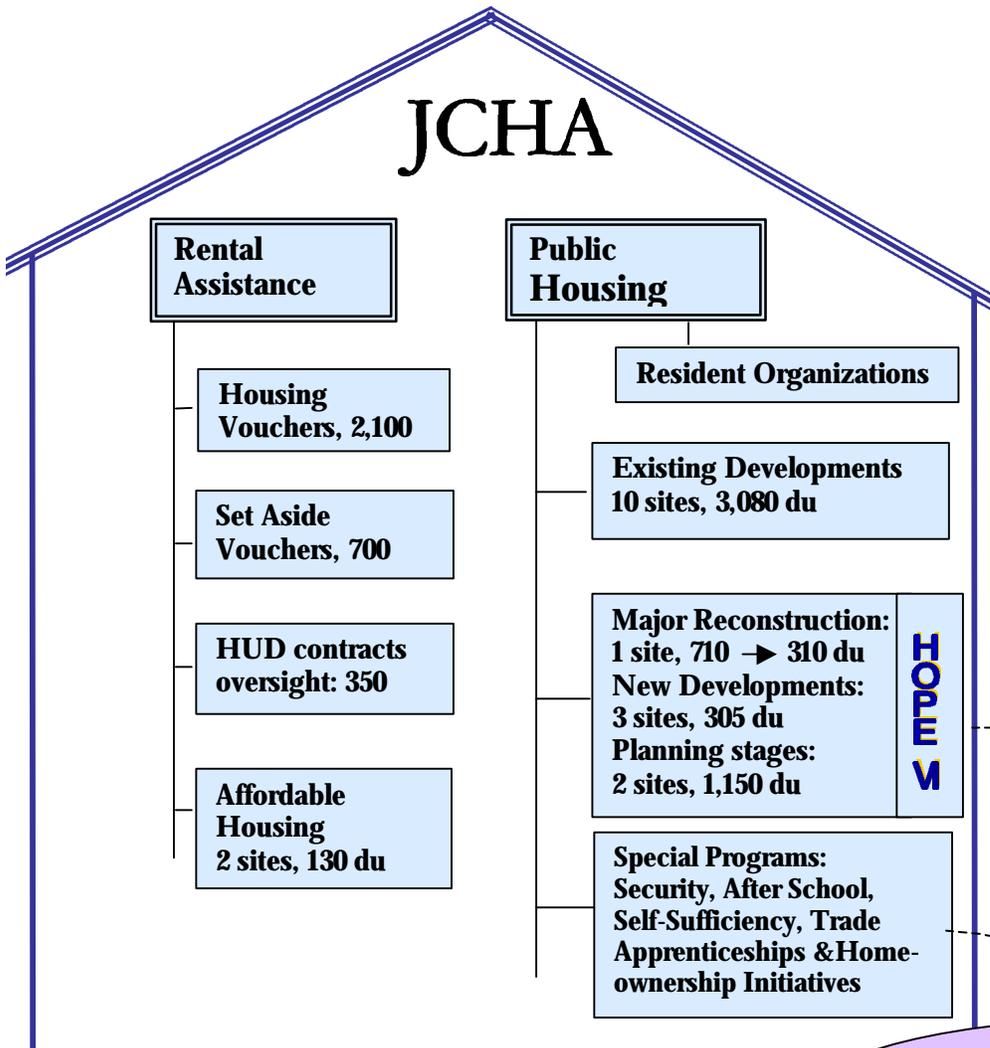
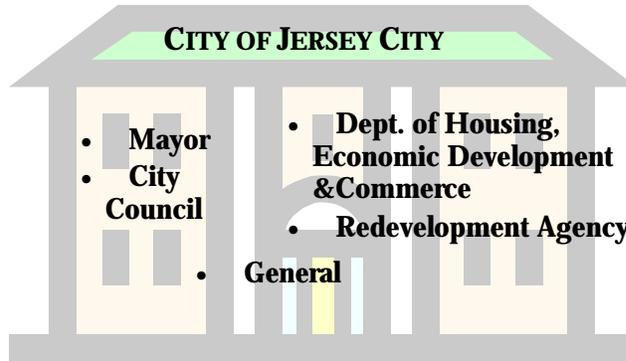
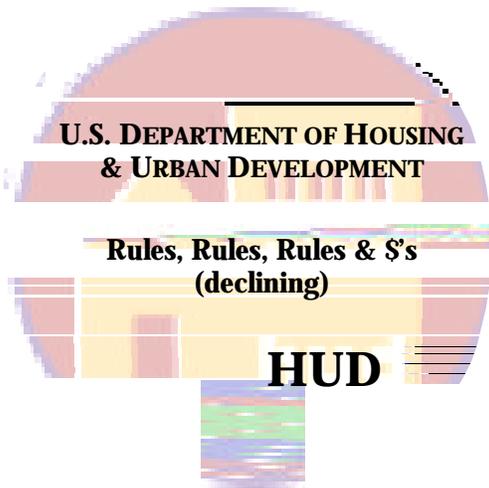
---

Robert J. Rigby  
Secretary/Executive Director

**S E A L**

# JERSEY CITY HOUSING AUTHORITY

## ORGANIZATIONAL ENVIRONMENT



### STATE OF NEW JERSEY

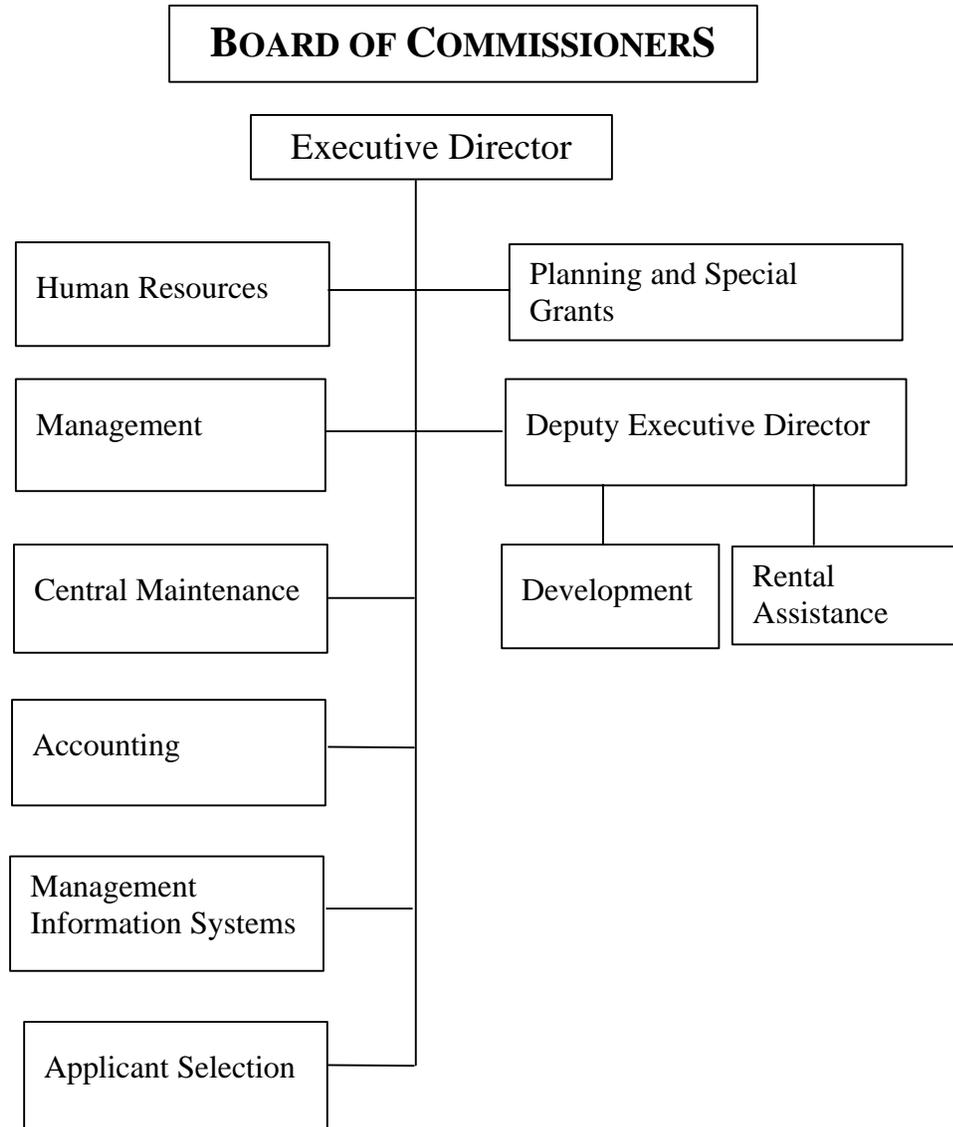
- Enabling legislation for PHA Corporation
- Tenant-landlord legislation
- Department of Community Affairs (Building Codes & Special Redevelopment Grants)
- Housing Mortgage & Finance Agency (Tax credits)



# Jersey City Housing Authority

## Organizational Chart

---



**Jersey City Housing Authority  
Comprehensive Grant Program**

**On-Schedule Modernization  
*Lafayette Gardens***

<b>Work Item</b>	<b>FY '97-99 Funding</b>	<b>Status</b>
<b><u>Third Party Contracts</u></b>		
Site Improvements	\$282,000	Paving/Concrete Sidewalks and Parking Areas. Contract award: 3/00. Represents 40% completion.
Apt. Handicapped Accessibility	\$200,657	Construction Contract awarded. Construction Start: 3/00
LBP Testing/Abatement/Vacant Unit Refurb	\$266,428	Ongoing; work in progress. 35% complete.
Stair Repair/Replace	\$520,348	Contract awarded; work in progress, all bldgs.
Lobby Repair/Upgrade & Intercoms	\$100,000	A/E study complete; reviewing design alternatives. Building a prototype, funding in future Capital Improvement Plans.
Ranges & Refrigerators	\$34,125	10% Installation ongoing.
Structural Repairs	\$68,400	Contract awarded, work in progress, all bldgs.
SUB-TOTALS:	\$1,471,958	
<b><u>JCHA Skilled Trades</u></b>		
Roof Repair/Tuckpointing	\$20,000	Ongoing replacement of Roof Shingles, Soffits, Siding, 15% complete
Heating/Boiler Refurbishment	\$35,000	Ongoing; work in progress-HVAC Radiator Elements/ Valves/Covers
Boiler Upgrade/Tube Replacement	\$45,509	Ongoing; work in progress-Equip. Repl. Pumps/Motors, etc.
Painting/Plastering Work Items	\$59,960	Ongoing; work in progress-Apts./Hallways/Utility areas
Pump Refurbishment/Zone Control	\$53,604	Ongoing; work in progress-Motors/Pumps/Piping replace
Interior Steam & Return Line	\$90,000	Ongoing; work in progress-Pipe/Insulation replace
Entrance, Interior & Facility Doors	\$40,000	Ongoing; work in progress-Doors/Frames/Glass replace
Utility Monitoring System	\$25,000	Ongoing; work in progress-Wiring Control Panel replace
Electric: Upgrade/Rewire Apts.	\$47,875	Ongoing; work in progress-Wiring/Panels/Devices replace
Facility Masonry Repair	\$9,737	Foundations, Sidewalks repair in progress
Electric: Exterior Security Lighting	\$34,084	Fixture, Bulb replacement in progress
Apartment Painting	\$3,906	Ongoing; work in progress-Scraping/Spackling/ Plastering/Painting
Painting Hall/Stairs	\$20,000	Ongoing; work in progress-Apt/Entrance Doors/Frames/ Utility Rms/Stairs/Railing
Fire Alarm System Upgrade	\$25,000	Ongoing; work in progress-Apt/Facility Inspection/Replace
SUB-TOTALS:	\$509,675	
<b>TOTALS:</b>	<b>\$1,981,633</b>	

# Public Housing Drug Elimination Program Plan

**Note: THIS PHDEP Plan template (HUD 50075-PHDEP Plan) is to be completed in accordance with Instructions located in applicable PIH Notices.**

**Annual PHDEP Plan Table of Contents:**

1. General Information/History
2. PHDEP Plan Goals/Budget
3. Milestones
4. Certifications

**Section 1: General Information/History**

**A. Amount of PHDEP Grant \$754,836**

**B. Eligibility type (Indicate with an "x")**      N1 \_\_\_\_\_ N2 \_\_\_\_\_      R  X

**C. FFY in which funding is requested 2000**

**D. Executive Summary of Annual PHDEP Plan**

In the space below, provide a brief overview of the PHDEP Plan, including highlights of major initiatives or activities undertaken. It may include a description of the expected outcomes. The summary must not be more than five (5) sentences long

SEE ATTACHED

**E. Target Areas**

Complete the following table by indicating each PHDEP Target Area (development or site where activities will be conducted), the total number of units in each PHDEP Target Area, and the total number of individuals expected to participate in PHDEP sponsored activities in each Target Area.

PHDEP Target Areas (Name of development(s) or site)	Total # of Units within the PHDEP Target Area(s)	Total Population to be Served within the PHDEP Target Area(s)
See attached		

**F. Duration of Program**

Indicate the duration (number of months funds will be required) of the PHDEP Program proposed under this Plan (place an "x" to indicate the length of program by # of months. For "Other", identify the # of months).

**6 Months** \_\_\_\_\_      **12 Months** \_\_\_\_\_      **18 Months** \_\_\_\_\_      **24 Months** \_\_\_\_\_      **Other** \_\_\_\_\_

### G. PHDEP Program History

Indicate each FY that funding has been received under the PHDEP Program (place an “x” by each applicable Year) and provide amount of funding received. If previously funded programs have not been closed out at the time of this submission, indicate the fund balance and anticipated completion date. For grant extensions received, place “GE” in column or “W” for waivers.

Fiscal Year of Funding	PHDEP Funding Received	Grant #	Fund Balance as of Date of this Submission	Grant Extensions or Waivers	Anticipated Completion Date
FY 1995					
FY 1996	X	NJ39DEP0090196	0	-	12/98
FY 1997	X	NJ39DEP0090197	0	-	12/99
FY1998	X	NJ39DEP0090198	701,500	-	12/00
FY 1999	X	NJ39DEP0090199	754,836	-	12/01

### Section 2: PHDEP Plan Goals and Budget

#### A. PHDEP Plan Summary

In the space below, summarize the PHDEP strategy to address the needs of the target population/target area(s). Your summary should briefly identify: the broad goals and objectives, the role of plan partners, and your system or process for monitoring and evaluating PHDEP-funded activities. This summary should not exceed 5-10 sentences.

SEE ATTACHED

#### B. PHDEP Budget Summary

Enter the total amount of PHDEP funding allocated to each line item.

FY 2000 PHDEP Budget Summary	
Budget Line Item	Total Funding
9110 - Reimbursement of Law Enforcement	0
9120 - Security Personnel	\$385,491
9130 - Employment of Investigators	0
9140 - Voluntary Tenant Patrol	0
9150 - Physical Improvements	0
9160 - Drug Prevention	\$294,865
9170 - Drug Intervention	\$ 74,480
9180 - Drug Treatment	0
9190 - Other Program Costs	0
<b>TOTAL PHDEP FUNDING</b>	<b>\$754,836</b>

### C. PHDEP Plan Goals and Activities

In the tables below, provide information on the PHDEP strategy summarized above by budget line item. Each goal and objective should be numbered sequentially for each budget line item (where applicable). Use as many rows as necessary to list proposed activities (additional rows may be inserted in the tables). PHAs are not required to provide information in shaded boxes. Information provided must be concise—not to exceed two sentences in any column. Tables for line items in which the PHA has no planned goals or activities may be deleted.

<b>9110 - Reimbursement of Law Enforcement</b>						<b>Total PHDEP Funding: \$ 0</b>	
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount/Source)	Performance Indicators
1.							
2.							
3.							

<b>9120 - Security Personnel</b>						<b>Total PHDEP Funding: \$ 385,491</b>	
Goal(s)							
See Attached							
Objectives							
See Attached							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount/Source)	Performance Indicators
1. Off-Duty Police			10/00	9/30/02	\$385,491	\$900,000	Crime Statistics and
2.							Surveys
3.							

<b>9130 - Employment of Investigators</b>						<b>Total PHDEP Funding: \$ 0</b>	
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount/Source)	Performance Indicators
1.							
2.							
3.							

<b>9140 - Voluntary Tenant Patrol</b>						<b>Total PHDEP Funding: \$ 0</b>	
Goal(s)							

Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

<b>9150 - Physical Improvements</b>					<b>Total PHDEP Funding: \$ 0</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

<b>9160 - Drug Prevention</b>					<b>Total PHDEP Funding: \$294,865</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. After School/DARE	371	1265	10/00	9/30/02	240065	\$210,000	Test Scores, Surveys
2. We Care Basketball	115	1052	10/00	9/30/02	54800	\$64,588	Participation Levels
3.							

<b>9170 - Drug Intervention</b>					<b>Total PHDEP Funding: \$74,480</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Resident Intervention	113	130	10/00	9/30/02	\$74,480	-	Number of families
2.							returning to normal
3.							tenancy

<b>9180 - Drug Treatment</b>					<b>Total PHDEP Funding: \$ 0</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

<b>9190 - Other Program Costs</b>					<b>Total PHDEP Funds: \$ 0</b>		
Goal(s)							
Objectives							
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1.							
2.							
3.							

**Section 3: Expenditure/Obligation Milestones**

Indicate by Budget Line Item and the Proposed Activity (based on the information contained in Section 2 PHDEP Plan Budget and Goals), the % of funds that will be expended (at least 25% of the total grant award) and obligated (at least 50% of the total grant award) within 12 months of grant execution.

Budget Line Item #	25% Expenditure of Total Grant Funds By Activity #	Total PHDEP Funding Expended (sum of the activities)	50% Obligation of Total Grant Funds by Activity #	Total PHDEP Funding Obligated (sum of the activities)
<i>e.g Budget Line Item # 9120</i>	<i>Activities 1, 3</i>		<i>Activity 2</i>	
9110				
9120	Activity 1	\$96,373	Activity 1	\$192,745
9130				
9140				
9150				
9160	Activity 1,2	\$73,716	Activity 1	\$147,432
9170	Activity 1	\$18,620	Activity 1	\$ 37,240
9180				
9190				
<b>TOTAL</b>		<b>\$ 188,709</b>		<b>\$ 377,417</b>

#### **Section 4: Certifications**

A comprehensive certification of compliance with respect to the PHDEP Plan submission is included in the “PHA Certifications of Compliance with the PHA Plan and Related Regulations.”

***Executive Summary for the 2000 Public Housing Drug Elimination Program***

The JCHA PHDEP proposed to reduce illegal narcotics crime, fear of crime and related criminal behavior and promote safe residential environments throughout all JCHA public housing developments, targeting 3,375 units. Specific activities include: targeted off-duty and on-duty police coverage, After School Programs, support services for families at risk of eviction due to “One Strike and You’re Out” violations, a comprehensive security initiative at our HOPE VI development, Curries Woods, and a resident self-sufficiency Welfare to Work demonstration. We intend to pursue these objectives in a comprehensive and coordinated strategy in concert with JCHA resident organizations, the City of Jersey City, especially the Jersey City Police Department, and other law enforcement agencies, as well as supporting educational institutions, social service providers and other inter-governmental, public and private sector Partners.

**Target Areas**

<b>Development</b>	<b>Unit Count</b>
NJ9-1 Lafayette Gardens	480
NJ9-2 Marion Gardens	234
NJ9-3 Booker T. Washington Apts.	222
NJ9-4 Hudson Gardens	219
NJ9-5 Holland Gardens	188
NJ9-6 Montgomery Gardens	443
NJ9-7 Booker T. Washington Annex	80
NJ9-9 A. Harry Moore Apts.	640
NJ9-10 Curries Woods	283
NJ9-11 Berry Gardens	286
NJ9-12 Scattered Sites	20
NJ9-14 Thomas J. Stewart Apts.	47
NJ9-15 Berry Gardens III	36
NJ9-18 Berry Gardens IV	35
NJ9-20 Dwight Street Homes	96
NJ9-21 Phase I Townhouses	46
NJ9-27 Phase II Town Houses	20
<b>Total Unit Count</b>	<b>3375</b>
<b>Total Population</b>	<b>7500</b>

***Summary of Programs for the 2000 Public Housing Drug Elimination Program***

The JCHA PHDEP proposed to reduce illegal narcotics crime, fear of crime and related criminal behavior and promote safe residential environments throughout all JCHA public housing developments, targeting 3,375 units. Specific activities include: targeted off-duty and on-duty police coverage, After School Programs, support services for families at risk of eviction due to “One Strike and You’re Out” violations, a comprehensive security initiative at our HOPE VI development, Curries Woods, and a resident self-sufficiency Welfare to Work demonstration. We intend to pursue these objectives in a comprehensive and coordinated strategy in concert with JCHA resident organizations, the City of Jersey City, especially the Jersey City Police Department, and other law enforcement agencies, as well as supporting educational institutions, social service providers and other inter-governmental, public and private sector Partners. The JCHA devised a detailed evaluation gameplan for all PHDEP Activities, including quantitative and qualitative measures, which will not only measure performance toward goal achievement, but also test the causal relationship between results and the PHDEP intervention.

**PHDEP 2000 Goals and Objectives**

***Budget Line 9120 – Security Personnel***

**Goal :**

The Off-Duty Police component strives to demonstrate a positive change in resident perception of police, safety, and crime; show Part I crime levels are no greater than City averages, and a reduction overall number of crimes,

**Objectives:**

- Maintain level of Part I Crimes at 25% below the city
- Reduce crimes against persons to 25% above the city
- Maintain crimes against property at 25% below the city
- Improve resident perception of police coverage/crime to 45% of the residents feeling there was an improvement from the previous year.

**Budget Line 9160 – Drug Prevention**

**Goal:**

The After School Program goals are to show that 80% of the children being tutored progress through Pre/Post Tests, Achieve a Satisfactory Homework Grade for 80%-show they feel free from fear and harm-show that conflicts are settled peacefully-show they HAVE FUN and like themselves, each other and the Program. "WE CARE" goals is to operate men's basketball leagues and summer youth clinics at all JCHA family developments, administered by JCPD to promote community and police relations.

**Objectives:**

- Demonstrate a 5% decrease in participant perception of fear, harm, and drugs in their community
- Increase the percentage of tutored children showing progress to 65%
- Increase the percentage of children achieving satisfactory homework grades to 65%
- Demonstrate a positive change in resident perception of the program and of police officers

**Budget Line 9170 – Drug Intervention**

**Goal:**

A Social Service Liaison makes contact with families having problems related to drug activity, makes referrals to the appropriate Social Service Agencies, maintains communication with families & follow-up cases, recruits for parenting programs, maintains case files, reports results, reduces the percentage of families evicted for nonpayment of rent & return them to normal tenancy.

**Objectives:**

- Assist families in jeopardy of eviction due to drug-related activities
- Return 30% of cases to normal tenancy
- Demonstrate a positive change in resident/police relations by showing 45% of residents feeling there is an improvement

# **Jersey City Housing Authority**

---

**FIVE-YEAR STRATEGIC & ANNUAL AGENCY PLAN:**

**RESIDENT ADVISORY BOARD**

**RESIDENT COMMENTS**

**Introduction:**

HUD's rules regarding the Agency Plan required that PHAs form a Resident Advisory Board (RAB) to review the proposed policies and to give comments regarding the provisions of the Agency Plan. During the months of June through November 1999, the JCHA conducted a series of eight meetings to review the Agency Plan with the RAB.

The RAB was formed in accordance with HUD rules regarding this advisory body and is comprised of three resident representatives from each public housing development, including the senior sites and representatives from its Rental Assistance Program. A total of 27 public housing residents and 9 Rental Assistance Program participants served on the RAB. For the purpose of focusing on common interests, the public housing family site residents, senior public housing residents and Rental Assistance Program participants met separately, but then joined together for a larger "wrap-up" session at the end. (Please see "meeting minutes" for the Senior and Rental Assistance Program meetings which are attached).

The following report is a summary and compilation of the resident comments presented at the public housing family site RAB meetings and the "wrap-up" meeting in response to the JCHA's presentation of the proposed policies that are components of the Agency Plan. The nature and length of the meetings often encompassed a wider range of comments, thoughts, suggestions, etc., regarding a broader range of subjects outside the scope of the Agency Plan. For the purpose of clarity and brevity, the following summary focuses on those comments that do relate to the Agency Plan components; additionally, comments are sometimes abbreviated, and, when several comments make the same point, they are consolidated. Finally, the comments are organized by subject and are not therefore a straight rendering of each meeting discussions.

**SECTION ONE: HOUSING NEED**

**COMMENT:** What is the turnover time for the waiting list? (NOTE: The JCHA's presentation of "Housing Need" addressed the 6,000 families on the public housing waiting list and 9,000 families on the Rental Assistance Program).

**RESPONSE:** There are about 100 units "turned over" each year; therefore it would take about sixty years to turn over the current public housing waiting list; all data is included in Agency Plan.

**COMMENT:** These numbers show the need for more affordable housing in Jersey City; how do we address this serious need?

**RESPONSE:** The JCHA needs to maximize federal assistance and leverage non-federal sources of funds; this approach is reflected in the JCHA's Strategic Goals (Revitalize Distressed "Projects" and Build New Communities and Dramatically Improve Existing Site Conditions) and in the Agency Plan's Capital Improvement section.

(NOTE: In response to JCHA point regarding the fact that only one out of four eligible applicants in Jersey City receive housing assistance, residents strongly agreed that those that do receive such assistance should comply with lease provisions and rules, and that the JCHA needs to rigorously enforce the rules to preserve this scarce resource.)

**COMMENT:** Who will get into public housing, since the supply is so limited?

**RESPONSE:** New local preferences for admissions are described under the Agency Plan's "Admissions, Selection and Assignment Policy".

**COMMENT:** Can't the City do more about the supply of assisted housing?

**RESPONSE:** The JCHA already has developed strong partnerships with the City and other local government agencies as evidenced in their substantial contributions to the JCHA's HOPE VI Revitalization Programs and other cooperative efforts, as described in the Agency Plan's Financial Resources and Capital Improvement Sections and other joint efforts (#2 and #7).

**SECTION TWO: FINANCIAL RESOURCES**

**COMMENT:** Seems that the federal government needs to get its priorities in order. Why is subsidizing poor people not as important as the subsidies that they give to private corporations?

**COMMENT:** Public housing residents need to make a commitment in the struggle to improve their communities. Residents can no longer continue to just blame the government for the site's problems, but should be more aggressive. They should write letters to politicians expressing their views, ideas, suggestions, worries or fears, that will demonstrate the interest and dedication that public housing residents have for their community, and perhaps that will also eliminate some of the stereotypes about public housing residents.

**RESPONSE:** JCHA emphatically agrees; the JCHA and its resident organizations should, to the extent permissible by laws and regulations, lobby for more support for public housing programs. These resident comments really speak to congressional priorities and cannot be reasonably or adequately addressed in the Agency Plan.

**Regarding rents and federal subsidies:** (In describing the JCHA's goal to reduce dependence upon declining operating subsidies, a comparison of higher rent versus lower rent and subsequent subsidies, and effect of subsidy cuts, was presented.)

**COMMENT:** Examples show why we need more revenue from our own rent.

**COMMENT:** This comparison also proves the point about our need for more self-sufficiency programs, so that more residents can become employed and pay higher rents.

**COMMENT:** People on fixed incomes can't pay more rent, they can only pay rent based on their low incomes.

**COMMENT:** Pushing higher rents will drive out working families.

**COMMENT:** We should also push honest incomes from existing families, so they each pay their "fair share".

**RESPONSE:** The Agency Plan reflects these concerns in one of its Strategic Goals (Financial Stability) which supports Self-Sufficiency programs, while recognizing limitation of additional rents from fixed income populations.

**SECTION THREE: NEW ADMISSIONS; ELIGIBILITY, SELECTION AND ASSIGNMENTS**

**Regarding New Admissions Preferences:**

**COMMENT:** Is “splitting a family” allowed?

**RESPONSE:** A member of an existing family in public housing does not receive any priority for a new apartment because of status as a public housing resident. He/she simply applies and the new admission priorities apply.

**COMMENT:** Won't these working families and income mix preferences result in pushing out residents who can only pay \$50?

**RESPONSE:** New preferences apply to new applicants. In no way do they result in displacing any residents.

**COMMENT:** Besides these preferences, couldn't we get better income mix through Self-Sufficiency, instead of pushing out lower income residents?

**RESPONSE:** The Strategic Goals and Agency Plan show strong support for this approach.

**Regarding Site-Based Waiting List Policy:**

**COMMENT:** Is the new site-based waiting list policy JCHA-wide; including HOPE VI sites such as Dwight Street Homes?

**RESPONSE:** Yes, it will be applied to all sites. *The new Admissions and Continued Occupancy Policy will address whatever differences or special or separate circumstances exist at the current and prospective HOPE VI sites.*

**COMMENT:** How is the Site Based Waiting List administered?

**RESPONSE:** Each site list is managed at the respective site and monitored centrally.

**COMMENT:** Do all the new preferences apply to homeownership sites?

**RESPONSE:** The Agency Plan reflects special requirements (65-80% of Median income level) for homeownership conversion sites, which are not the same as the general new local preferences.

**COMMENT:** What if an applicant rejects an offer?

**RESPONSE:** The Agency Plan reflects that the applicant is removed from the list, except for good cause.

**Regarding Applicant Screening and “One-Strike You’re Out” Policy**

**COMMENT:** Suppose a landlord just wants to get rid of a problem tenant; couldn't he easily submit false information when asked about the tenant?

**RESPONSE:** The Agency Plan calls for formal state/city police check and “landlord protect” information service to sort out fact from allegation.

**COMMENT:** What about interstate crime?

**RESPONSE:** Interstate checks would require finger printing and FBI checks; we don't go that far. The JCHA's local and State check covers 99% of the cases.

(NOTE: Emphatic agreement and need for enforcement of Live Here Lease Here plan element.)

**COMMENT:** What are we going to do about the judges who go out of their way to find excuses not to evict families?

**RESPONSE:** The Agency Plan and budgets call for five separate tenancy attorneys who along with staff simply need to prepare airtight cases. We can't affect appointment of judges or judicial interpretation.

**COMMENT:** If violent and drug behavior bars admission, why only a three year limitation?

**RESPONSE:** The law requires 3 years; the Agency Plan goes beyond it.

**COMMENT:** Isn't the law innocent until proven guilty? So wait for case disposition?

**RESPONSE:** In the Agency Plan, tenancy actions under “One Strike” are not dependent upon criminal disposition; the Agency Plan calls for JCHA to act on facts available; if later disposition changes facts, so also can tenancy case be withdrawn. The idea is to get into court as soon as lease violation is known, and let the sorting out happen during judicial process.

**SECTION FOUR RESPONSE: RENT DETERMINATION POLICIES**

**Regarding Minimum Rents:**

**COMMENT:** How long can someone pay minimum rent?

**RESPONSE:** The Agency Plan does not call for limits; rather minimum rent is simply a function of level of income.

**Regarding Ceiling Rents:**

**COMMENT:** How will we determine flat rents?

**COMMENT:** The developments in the City's "downtown" area have skewed market rents because of the waterfront development. Won't that inflate the rents for those developments?

**RESPONSE:** QHWRA and HUD regulations dictate requirements for determining flat rents including a reflection of the real estate market; renting the unit as if it was not public housing; covering reasonable cost of operations, and other factors reflecting reasonable market rent. PHAs are permitted to use "Section 8 Rent Reasonableness" as a baseline. The Agency Plan also calls for considering extenuating circumstances, (age amenities, safety, lack thereof, etc.) Example: Holland Gardens in downtown Jersey City could end up with high market value rents because of its proximity to the waterfront, but the site's flat rents should be lower than market since the development is next to Holland Tunnel with a great deal of traffic and pollution, has limited accessibility and heavy mixed use; these factors would prospectively reduce the sites flat rents well below downtown market. Second Example: A. Harry Moore Apartments would normally reflect the "West Site" market, but two buildings are approved for demolition. Condition resulting in HUD demo approval should result in lower flat rents.

**COMMENT:** If we set the flat rents too high, we'll drive residents out.

**RESPONSE:** Establishing flat rents is the law; it is not discretionary; the JCHA's Agency Plan reflects this and the JCHA will observe this requirement and establish flat rents.

**COMMENT:** If flat rents are too high, residents will go and buy their own homes.

**RESPONSE:** The Agency Plan promotes homeownership; if resident families can afford to buy their own home, the JCHA supports that move. The JCHA's Agency Plan does call for public housing to be the "best rental deal in town".

**COMMENT:** When will we know the numbers for the new flat rents; when will they take effect?

**COMMENT:** Will residents get to review rents prior to Board of Commissioners?

**RESPONSE:** The Agency Plan calls for the presentation and adoption of new flat rents at its January Board Meeting, provided all analysis and research is completed in December. If adopted in January, the rents will take affect April 1, 2000, the JCHA's new fiscal year. Resident review will be quite limited; most research and analysis is dictated by QHWRA and not discretionary. Also, JCHA presumes that the vast majority of resident input would be to keep rents as low as possible.

**COMMENT:** What is the relationship between flat rents and resident rent choice?

**RESPONSE:** The Agency Plan provides that flat rents are one of two annual choices, the other choice being continuing to pay rent calculated at 30% of adjusted income. (See the demographic profile under "Housing Need" and "Financial Resources" sections which show that 90% of residents would take the later option.)

**COMMENT:** Aren't residents who choose flat rents exempt from annual re-examinations, and instead are only required to do re-exams once every three years?

**RESPONSE:** Yes. The Agency Plan adopts such a policy.

**Regarding TANF Adjustments:**

**COMMENT:** If I get sanctioned by welfare, how can I pay my rent if I have no TANF income?

**RESPONSE:** The Agency Plan reflects the new welfare laws (federal and State) that require a penalty for anyone who does not comply with TANF rules. This is not a discretionary issue.

**Regarding Income Disregards:**

**COMMENTS:** What if someone spends money on tuition to get a better job? Can that expense be deductible?

**RESPONSE:** The JCHA's Agency Plan has deductions for educational expenses directly related to achieving employment.

**COMMENT:** When do the new rules go into effect?

**RESPONSE:** April 1, 2000, the JCHA's new fiscal year.

**SECTION FIVE: OPERATIONS AND MANAGEMENT**

**Regarding Apartment Inspections:** (In response to JCHA presentation and new apartment inspection policy ...)

**COMMENT:** HUD inspector was unfair; he was trying to make us look bad.

**COMMENT:** HUD inspector looked at silly things, not important issues.

**COMMENT:** How can entire unit fail for a crack in one window?

**COMMENT:** JCHA apartments are old and need enormous amount of plastering. How can we solve that?

**COMMENT:** Where do inspectors think we're going to live if we loose public housing?

**COMMENT:** If HUD is supposed to provide money to fix apartments, how can they fault residents and/or the JCHA if they fail to provide sufficient funds to fix the apartments?

**COMMENT:** Why would HUD inspect units that are going to be demolished?

**COMMENT:** Window guards are state law. How can not having them be held against us?

**COMMENT:** I've been to Mississippi; no way could they pass and we failed; NJ is much better.

**COMMENT:** HUD inspectors couldn't even remember what units they were in.

**COMMENT:** We double-checked the problems listed in the inspection reports and couldn't find the problems.

**COMMENT:** Inspectors should not worry about rust; they should worry about safety.

**COMMENT:** Aren't they trying to throw us out and close the PHA?

**COMMENT:** Isn't this administration (HUD) supposed to support us? Why are they trying to make us look bad?

**COMMENT:** We need to tell HUD and Congress that this is wrong.

**RESPONSE:** The Agency Plan in no way defends HUD inspection system; JCHA representatives have exerted best efforts to change the inspection system and have criticized the system as irrational, expensive, impossible to administer, discriminatory against older PHAs, in violation of civil rights laws, etc. The scoring system equals a test with 500 questions; when 400 are correct and 100 incorrect, you should get 80 but under this HUD inspection system you get 0!). Scoring not based upon the “whole,” and is fundamentally flawed.

However, JCHA Strategic Goal includes “Improving Site Conditions”, ... and does call for higher site and apartment condition standard, more frequent inspections, more frequent follow-up, better JCHA work quality and increased resident accountability.

**COMMENT:** Residents should be able to sign a copy of the inspection report and get to keep the copy.

**RESPONSE:** A detailed apartment inspection policy is attached to the Agency Plan which will spell out such requirements.

**COMMENT:** How long should it take for the JCHA to respond to work order requests?

**RESPONSE:** The Agency Plan calls for new work order completion system with 100% of necessary work done at time of or right after the apartment is inspected. The Agency Plan objective is to reverse reactive, tenant drive approach to a more preventive one and to increase resident accountability.

**COMMENT:** What happens to residents who fail regularly?

**COMMENT:** What happens if the resident doesn't allow the Manager back in the apartment?

**RESPONSE:** The Agency Plan calls for resident to be given a certain amount of time to correct the deficiencies, but, after a reasonable amount of time, if the resident does not address the problems, tenancy action for eviction will be pursued.

**COMMENT:** JCHA repairers' work is often temporary and requires too many return visits to get it right. As noted above, improve quality of work is part of the JCHA's Strategic Goals (Improving Site Conditions), which is reflected in the new Apartment Inspection Policy.

**COMMENT:** Residents can't be accountable for apartment repairs if the problem(s) in the apartment are beyond the resident's control.

**RESPONSE:** True. This is reflected in the new apartment inspection system. Resident accountability applies only to what is under resident care and control, as provided in lease provisions. Special reference is made to housekeeping standards, which is the primary area of concern that is under the resident's control.

**Regarding Apartment Painting Policy:**

**COMMENT:** What about seniors who can't paint?

**COMMENT:** Will there be a reimbursement for the money I spend on paint and supplies? What is it?

**COMMENT:** Can we get reimbursement for one room at a time, since some people can't paint all at once?

**COMMENT:** Do we need receipts?

**COMMENT:** What happens if I can't paint or don't want to paint and I pay someone to paint?

**COMMENT:** The new policy should say that apartments should be painted once every two years. A lot of residents do in fact paint as often as every two years.

**COMMENT:** Who checks to see if the painting is done properly?

**COMMENT:** What happens if resident doesn't know how to paint properly?

**COMMENT:** JCHA will take too long to reimburse for money I've spent.

**COMMENT:** Do I get a rent credit as a way for reimbursement?

**RESPONSE:** The Agency Plan establishes the basis of the painting policy by establishing that the resident has the responsibility to maintain the walls, wood work, etc., in reasonably good condition. The Apartment Painting Policy then encourages residents paint as often as they wish or need to. Every two years would be excellent, but reimbursement is only once every three years. A major issue is painting standards and reimbursement method. The policy includes a protocol for proper painting, and calls for new check reimbursement system, not rent credit system. The new painting reimbursement schedule is attached to the apartment painting system. Partial reimbursement is discouraged, if not prohibited. Reimbursement will be made after the entire apartment is done. The new policy also calls for a special focus group to continue to work on a way to paint apartments of the JCHA's seniors and (persons with disabilities) who cannot paint their apartments. The Site Manager will certify proper painting protocol.

**COMMENT:** What about JCHA's objection to dark colors? How dark?

**RESPONSE:** One point of the new policy is to reduce the time it will take to ready the apartment after resident moves out. "Dark colors" is defined as requiring primer and triple coats.

**COMMENT:** What if walls are black now? Am I responsible?

**COMMENT:** The prior resident applied stucco, etc., am I responsible for removing it?

**COMMENT:** Wallcovering is prohibited; what if it's already there, or what if the apartment needs to be plastered first?

**RESPONSE:** JCHA will correct the situation and the resident will not be held accountable. The new policy required that new residents follow these rules; common sense must be applied to existing conditions.

**COMMENT:** The flat paint is no good; semi-gloss is much better for cleaning purposes. What if the resident repaints? Can the resident be reimbursed?

**RESPONSE:** It's Okay to do so, but reimbursement is limited to every three years.

**COMMENT:** JCHA takes too long to reimburse residents for painting.

**RESPONSE:** Point well taken. We'll add specific time frames for Managers to inspect and reimburse by check.

**COMMENT:** At Curries Woods some townhouses already need to be painted, even though it hasn't been three years. Will they get reimbursed if they paint?

**RESPONSE:** If the walls need painting as a result of resident damage, they will not be reimbursed; If the painting was not done adequately in the first place, the resident could be reimbursed.

**COMMENT:** What happens if walls are in need of plastering.

**RESPONSE:** The resident should notify JCHA staff and JCHA will perform plastering prior to the resident painting.

**Regarding Pest Control:**

**COMMENT:** How will each site get the capacity to handle its own extermination problems?

**RESPONSE:** The Agency Plan calls for a Building Maintenance Worker at each site to become trained and licensed to function as an Exterminator so that the Site Manager will be able to respond quickly to the specific pest control needs of the site. This will more efficient than scheduling the centralized extermination staff to respond to specific problems and emergencies.

**COMMENT:** Some of the pest problems seem to relate to the specific maintenance problems. For example, at Holland Gardens, the apartments right over the boiler rooms seem to have serious pest problems because of the moisture in the boiler rooms.

**COMMENT:** At Booker T. Washington Apartments, there are holes in some hallways and basement flooding.

**COMMENT:** Montgomery Gardens, there are plastering needs, all of which contribute to pest problems.

**RESPONSE:** These are examples of particular, site-specific, pest-related problems that the Site Manager should look into and then follow-up to resolve. The Pest Control Policy will not be able to specify each and every circumstance related to pest problems, but instead will describe the general, JCHA-wide approach to controlling pests. However, the Site Managers should evaluate the site's maintenance problems such as cited above and address these more specific issues that might be contributing to pest problems.

**COMMENT:** What about residents who are allergic to the extermination spray?

**RESPONSE:** The Agency Plan calls for reasonable accommodations regarding any health/disability-related issues, on a case by case basis.

**COMMENT:** A lot of residents don't let the exterminators in because they don't think that the spray works very well.

**RESPONSE:** The Agency Plan calls for technical assistance from Rutgers University staff (or other college) who will review the effectiveness of JCHA extermination materials and approaches, including the alternation of chemicals and pest control methods.

**COMMENT:** Housing should contact Conrail because the grass near the railroads is high and that encourages rats and mice.

**RESPONSE:** JCHA is following up with Conrail so that we are assured that they will perform whatever remedial maintenance is necessary to eliminate the problem.

**COMMENT:** I don't see the schedule posted so how do I know when they're coming.

**COMMENT:** What happens if my neighbor doesn't let them in?

**RESPONSE:** Policy does require schedule posted ahead of time. Under certain circumstances, some accommodation will be made for re-scheduling and gaining access to the units. The bottom line, however, is that we must gain access to all units and will enforce lease provisions in court if necessary.

(NOTE: There was numerous comments expressing the general agreement among RAB representatives that pest control is an area requiring substantial attention.)

**RESPONSE:** JCHA pest control policy recognizes this and is responding in multiple ways.

**Regarding "Live Here, Lease Here" Policy:**

**COMMENT:** In a circumstance when the head of household dies and a guardian is appointed and that guardian is added to the current lease, is that new member subject to a background check?

**RESPONSE:** Yes. The Agency Plan provides that any member added to the lease should also be subject to a criminal background check to ensure that the JCHA is not adding a resident who has a criminal record or history of violent behavior that could pose a threat to the safety and well-being of other residents in the public housing community.

**COMMENT:** The JCHA is commended for its support for adoption when a parent dies and a family member comes forth to care for the minor children, and the JCHA adds that member to the lease.

(NOTE: Many resident representatives indicated support for the “Live Here, Lease Here” policy, but expressed skepticism about probability of enforcement.)

**RESPONSE:** The Agency Plan recognizes that JCHA is not the FBI, and recognizes the difficulty of enforcement, but the Agency Plan expresses our intent to exert best efforts to do so.

**SECTION SIX: GRIEVANCE PROCEDURE**

**COMMENT:** Can a person being evicted for a “One Strike” violation use the Grievance Procedure?

**RESPONSE:** No. According to the QHWRA law and HUD rules, which are incorporated in the JCHA’s revised Grievance Procedure Policy, residents do not have a right to the Grievance Procedure if they engage in “violent or drug-related activities”. The only change is that “violent” is added to the exclusion; the QHWRA continues the rule that “One Strike” cases are not entitled to the rights of the Grievance Procedure. The Agency Plan also adds an informal hearing to sort out extenuating circumstances, although no formal right.

**COMMENT:** Why doesn’t a resident who gets arrested for drugs, but maybe he’s not guilty, have the same right to the Grievance Procedure as any other resident?

**RESPONSE:** The denial of Grievance Procedure rights for violators of “One Strike” policy is a matter of QHWRA law and the Agency Plan reflects this legal requirement.

(NOTE: There was a side discussion regarding re-emphasizing the existing option under the grievance procedure to provide for individual resident complaints regarding rent calculations, work orders, household members being added to lease, transfer requests, etc. There were subsequent discussion regarding composition of the grievance panel which might hear these cases; the subject is not a formal part of the Agency Plan but will be explored).

**SECTION SEVEN: CAPITAL IMPROVEMENT NEEDS**

(NOTE: At this junction, the RAB representatives divided into two sub-committees: one for capital improvements (CGP) and one for existing and prospective HOPE VI sites.)

**Regarding CGP:**

**COMMENT:** Can funding be changed between and among work items as new needs arise?

**RESPONSE:** The Agency Plan includes mechanism for on-going evaluation of work priorities and flexibility to adapt accordingly; however, the bottom lines of the CGP grants must remain the same. A zero sum game.

**Regarding HOPE VI:**

**COMMENT:** At Curries Woods, the new townhouses are very beautiful and now we're real proud to call these our homes; we love to have visitors. UPS now delivers right to our houses. Not like before.

**COMMENT:** We have new rules at Curries Woods, we try to let everyone know that the "old way" is changed.

**COMMENT:** What happens when someone doesn't go along with the new rules? Why should someone get to stay in a lovely new townhouse and not do their part and there's lots of other people who would love to follow the rules and enjoy the new house.?

**RESPONSE:** The Agency Plan includes the comprehensive HOPE VI Program at Curries Woods and three new communities. New management rules are fundamental to any revitalization process. In order to maintain the lovely new homes and keep UPS and others from giving residents those services just like everyone else, the rules will be strictly enforced and tenancy action taken in serious cases.

**COMMENT:** We have a lot of seniors at Lafayette Gardens. What's the plan for them?

**RESPONSE:** Any consideration of a revitalization plan for Lafayette Gardens will of course take the significant senior community into account.

**COMMENT:** Does HOPE VI require private management?

**RESPONSE:** Not absolutely, but it is the dominate approach to managing mixed-income, mixed-finance developments, as is reflected in the Agency Plan.

**COMMENT:** The problem at A. Harry Moore Apartments, in addition to the physical problems, is that site management needs to be stronger, and the lack of strong management has already had its effect.

**RESPONSE:** We certainly agree. Strong management response will be a critical piece of the AHM revitalization efforts.

**COMMENT:** What are the problems with the plan for A. Harry Moore Apartments?

**RESPONSE:** The preliminary plans for a revitalization plan for AHM reflect a very serious lack of off-site land for new development.

**COMMENT:** What are next steps in exploring these HOPE VI initiatives?

**RESPONSE:** We intend to continue to meet with residents to discuss these issues and expect substantial resident input as has been the case at Curries Woods.

#### **SECTION EIGHT: DEMOLITION AND DISPOSITION**

No comments or questions from residents. Comments regarding demolition were raised and addressed in Section Seven, Capital Improvement Needs.

#### **SECTION NINE: ELDERLY/DISABILITY DESIGNATION**

See meeting notes for Senior Sites. (The senior residents were advised that an additional meeting would be held to focus on this particular issue and that there would be further opportunity, therefore, to raise questions or comments about the Elderly Only Designation of the JCHA's senior sites. General resident comments supported this initiative with a "better late than never" attitude).

#### **SECTION TEN: CONVERSION OF PUBLIC HOUSING**

(NOTE: Most comments regarding this broad issue were raised and addressed in Section Seven, Capital Improvement Needs)

**COMMENT:** At Montgomery Gardens we know that this is prime real estate. Is this HUD's attempt to convert our site to more profitable uses?

**RESPONSE:** The question speaks to motivation instead of agency plan action elements. The Agency Plan will include the viability assessments as required under QHWRA and a strong JCHA-resident partnership working together is the

best defense per chance any element of the legislation reflects such a nefarious intent.

**SECTION ELEVEN: HOMEOWNERSHIP PROGRAMS**

**COMMENT:** Are the new homeownership units at Dwight Street also going to be two family homes?

**RESPONSE:** No. The Agency Plan describes the single family homeownership opportunities that will be available at Dwight Street.

**COMMENT:** What is the income range for the single-family homes?

**RESPONSE:** The Agency Plan's Homeownership Program includes an income range requirement of \$29,900 to \$44,150 for a family of four.

**COMMENT:** Does the housing authority help the resident get a good mortgage?

**COMMENT:** What kind of downpayment is required?

**RESPONSE:** The Agency Plan reflects the JCHA's leveraging of HOPE VI funds to include New Jersey's HMFA very substantial support in the way of low-interest, no downpayment mortgages.

**COMMENT:** Is housing doing anything for residents at other sites to help them buy a home or is the program just at Dwight Street?

**RESPONSE:** The Agency Plan also includes programs and services to promote homeownership for public housing residents at all sites, ranging from JCHA credit counseling, seminars, third-party training programs, and a partnership with Jersey City to facilitate bonds for homeownership opportunities for low-income families in public housing.

**SECTION TWELVE: COMMUNITY SERVICE AND SELF-SUFFICIENCY**

**COMMENT:** Are parents who have small children exempt?

**RESPONSE:** No. The draft Self-Sufficiency policy does not have such an exemption because the law does not allow such.

**COMMENT:** If a grandparent has custody of her grandchildren, does she have to do community service?

**RESPONSE:** The Agency Plan's draft Community Service and Self-Sufficiency complies with QHWRA's exemptions; care for one's own family is not an exemption.

**COMMENT:** Who will oversee the residents when they are performing community service?

**COMMENT:** How will the housing authority know if the resident is honest about the amount of work? Suppose the organization falsifies the volunteer time?

**COMMENT:** Can a parent perform the service and have it count for her child if he's not doing anything?

**RESPONSE:** As the draft policy notes, the JCHA will encourage residents to perform the service in already established organizations such as day care centers, schools, neighborhood associations, etc. The Agency Plan requires that each resident submit proper documentation each year to show that he/she performed the required amount of volunteer or self-sufficiency involvement. The JCHA does not have the resources to double-check every resident's situation regarding this requirement, but will enforce this requirement with as much diligence as possible.

**COMMENT:** Does my college kid have to do this service during the summer when she's not in school?

**RESPONSE:** No, the Agency Plan states that student status would give her an exemption.

**COMMENT:** Does the head of household or everyone in the family have to do this?

**RESPONSE:** The policy states that, as required by QHWRA, every adult member of the household, over 18 and under 62 years of age is covered by the rule.

**COMMENT:** Can I do some janitorial work in my church?

**RESPONSE:** The Agency Plan qualifies the type of community service by excluding work that is clearly religious in nature. However, if one were to work on a soup kitchen that the church operates, since the activity is non-religious, that would be an approved activity.

**COMMENT:** Can residents clean the halls at our site?

**RESPONSE:** No. The Agency Plan also says that, as dictated by QHWRA, the community service can not be work that would ordinarily be performed by PHA employees.

**COMMENT:** What about some of our residents who re-painted the hallway after some vandalism, would that work count?

**RESPONSE:** Although the draft policy does not address specific cases such as this, a fair interpretation of the rule could allow this project since it was more of a “beautification” effort, and something that the JCHA staff would not get to in the immediate future – a “special project”, so to speak, and so the JCHA would approve that type of activity.

**COMMENT:** If I’m a resident leader and attend lots of meetings, would that count?

**RESPONSE:** Yes. Volunteer work as a resident representative and leader would qualify.

### **SECTION THIRTEEN: SAFETY AND CRIME PREVENTION**

**COMMENT:** Primary source of drug dealing is outsiders coming into our sites. Our cops need to make arrests to deter this from happening.

**COMMENT:** The cops move the drug dealers off site and then they come back on.

**COMMENT:** A real problem area is in front of the TAB office at Lafayette Gardens. If I know where the problem is, why don’t the cops know and do something about it?

**COMMENT:** Can we change their hours? Do we have flexibility regarding the hours?

**COMMENT:** On-duty police officers are not visible or accessible to residents or site managers.

**COMMENT:** Officers need to be more visible to take action to move disorderly and loud groups.

**COMMENT:** Off-duty police schedule should be changed so as not to duplicate the Board of Education and regular police to cover high school lunch hours.

**RESPONSE:** The Agency Plan includes improved coordination and communication between and among the on-duty and off-duty officers and site leaders, resident organizations and managers; flexibility in scheduling both on and off-duty officers; specific approaches to increased and enhanced information exchange and effective feed-back, as well as regular meetings and reports.

**COMMENT:** How about cameras in elevators to deter urinating in elevators?

**RESPONSE:** That type of physical design/equipment approach will be part of HOPE VI revitalization and improvement plans for the high rise sites.

**COMMENT:** Crime statistics need to be looked at in terms of population. Maybe more crimes are committed at our site, but it also contains more residents.

**COMMENT:** Often persons are arrested and they give false addresses when they don't really live at our site. That makes it look as if we have more crime and more criminals than we do.

**RESPONSE:** The Agency Plan and PHDEP crime-tracking elements make provision for per capita and comparative crime rates, thereby taking population into account. Arrest data is reviewed by JCHA staff to the extent possible to sort out false ID and addresses.

#### **SECTION FOURTEEN: PET POLICY**

**COMMENT:** How will housing know if the dogs in unit are attack or fight dogs?

**COMMENT:** What types of animals will be prohibited?

**COMMENT:** What about snakes? They're dangerous.

**COMMENT:** What about small snakes like garter snakes?

**COMMENT:** Will this be a site by site call as to the permission of pit bulls, rotweillers, chows, and boxers being allowed to remain if they are already in unit?

**RESPONSE:** The Agency Plan clearly prohibits "any animal that poses a threat to the health, safety and well-being of the community or poses a threat to the proper maintenance of the site." In response to the residents very strong concern, the policy will be revised to specify as many types of animals within legal restraints. For example: pit bulls, rotweillers, chow chows, chiquitas, boxers, as well as any venomous, dangerous, or exotic animals will be specifically restricted.

**COMMENT:** How many pets will be allowed per apartment?

**COMMENT:** What happens when a pet has a litter?

**COMMENT:** If animal weight cannot exceed 30 lbs., what about residents with animals over 30 lbs.?

**COMMENT:** Will height and/or weight be a determining factor in owning a pet?

**COMMENT:** What if someone has had more than one pet for over 5 yrs.?

**RESPONSE:** The Draft Pet Policy's limitation to one pet per household was supported by numerous comments, and will in general prevail in the final policy. Many detailed questions, such as those above will also be addressed in the final policy. The Agency Plan gives Site Managers a strong role in handling special cases (such as ownership permission) and the spirit of the policy (peaceful enjoyment of the site by all and adherence to health and safety rules) should guide the Managers.

**COMMENT:** Are visiting pets allowed?

**COMMENT:** Can residents “pet sit”?

**RESPONSE:** No. The policy does not allow for such.

**COMMENT:** What about clean up of the pet, who is responsible?

**COMMENT:** What happens when pet waste is found in a hallway area within close proximity to an apartment of a resident who owns a pet, and the resident claims that their pet is not responsible? Who is responsible in cleaning the hallway?

**COMMENT:** Why not fine the offending pet owner when they have not properly cleaned up pet waste?

**RESPONSE:** The Agency Plan’s Draft Pet Policy reflects the requirement that the pet owner is absolutely responsible for proper clean up of the pet’s waste (as is also the case of the city ordinance requirements). “Fines” will be considered.

**COMMENT:** Pets should be required to wear a muzzle along with a leash.

**RESPONSE:** The Draft Pet Policy did not include such a rule based on the legal advice that the rule is too restrictive.

**COMMENT:** How will the deposit affect the residents who already own pets?

**RESPONSE:** The resident will have 90 days to pay deposit from the date of notice.

**COMMENT:** What happens if tenant pays deposit, but animal has not been to veterinarian, (1) will tenant be forced to get rid of pet, (2) will deposit be refunded?

**RESPONSE:** A common sense interpretation of the policy would in that case dictate, that yes the resident would be forced to get rid of the pet. The deposit would be refunded provided no damage has occurred.

**COMMENT:** Is it the Manager’s discretion to permit tenants who already have pets to keep them? Will permission to have pets be a site by site call or will this include the entire public housing community?

**RESPONSE:** The policy clearly establishes that, notwithstanding the general permission of pet ownership, the Manager must approve such, subject to their review of the resident’s compliance with the rules.

- COMMENT:** How will the deposit affect residents who have fish? Will they be charged \$100 per fish?
- COMMENT:** It's unfair to force someone, who owns a cat, to pay for dog's leaving waste in the hall.
- COMMENT:** The fee should be greater than \$100, because the damage incurred from a pet is generally greater than \$100.
- COMMENT:** The fee should be lower than \$100, because it is a necessity in order to maintain rodent control.
- RESPONSE:** Although there was not an actual consensus regarding these specifics of the Pet Policy at the recent RAB meeting, the Pet Policy will include at least a \$100 ownership fee, but such will not apply to very small (and non-problematic) pets such as birds and fish. The policy will certainly reflect the strongly voiced sentiments that dogs are the primary problem and the Agency Plan will try to focus on this very serious, and widely held concern.

**SECTION FIFTEEN: CIVIL RIGHTS CERTIFICATION**

No comments or questions from residents.

**SECTION SIXTEEN: FINANCIAL AUDIT**

No comments or questions from residents.

**SECTION SEVENTEEN: ASSET MANAGEMENT**

No comments or questions from residents.

**SECTION EIGHTEEN: HUD ADDITIONS**

**Regarding a Resident Commissioner Response:**

- COMMENT:** (Attached written comment submitted 11/9.)  
“... It is my recommendation that one resident of the JCHA be elected to the position of JCHA Board of Commissioners Resident Commissioner, not appointed by the Governor, Mayor or City Council”.

**RESPONSE:** The JCHA already has three Resident Commissioners serving on the Board of Commissioners and is in full compliance with the Resident Commissioner requirement. Regarding the issue of an elected Resident Commissioner, JCHA staff is currently reviewing this question with legal counsel to determine if the State-dictated method of appointing Commissioners precludes the election of a Resident Commissioner. The JCHA will advise residents of the final legal determination of this issue. Notwithstanding the legal research, the Agency Plan does not call for election, but expects a continued appointment of Resident Commissioners.

**Regarding general and future resident input:**

**COMMENT:** Residents should have more input in JCHA's public policymaking decisions that directly affect their lives. There is a need for an elected resident who should also attend policy meetings in Washington D.C.

**COMMENT:** There's so many people in Washington who oppose public housing; a resident representative should attend rule making committees, etc., to let them know the "day to day" adversities that public housing residents endure. Without a representative in Washington, the residents are coming in on the "tail end" of the decision instead of the "forefront".

**COMMENT:** We thought that when we were asked to join the RAB that we would have input and be part of the drafting of the policies. Instead, you came to the meetings with the policies already done.

**COMMENT:** We're always the last ones to see the policies.

**COMMENT:** We don't need to see all that paperwork and too many legal documents. We just want to see the grass roots issues that really affect us.

**RESPONSE:** After the QHWRA was passed last October, HUD started to issue a long series of proposed and final rules regarding not just the policy issues but also the details of how to comply with the Agency Plan requirement. It was the responsibility of the JCHA staff to sort through and analysis all of the new legal issues that had to be dealt with, and quite frankly, we thought that volunteer resident representatives should be spared this formidable task. The policies that were presented were drafts, and the very purpose of the last six meetings was to receive your comments, questions, suggestions etc, and we will continue to be open to your input.

**COMMENT:** We should continue the RAB sessions since we are all in the same boat.

**COMMENT:** We should meet at least every quarter to continue these kinds of discussions.

**COMMENT:** RAB members should continue to meet as a group (not smaller, site by site groups) since we have much in common... we should remain together on this.

(NOTE: There was strong consensus, expressed in a variety of ways, that residents wanted to continue this process of meeting to develop and discuss policies).

**RESPONSE:** The JCHA accept these suggestions and will commit to meeting with the RAB at least once a quarter, if not more frequently. The JCHA strongly agrees that the meetings are productive and that continued input from residents is critical to developing new rules, policies and programs that will work. The JCHA recommends that the RAB reconvene in February and will be open to suggestions regarding what topics and issues should be addressed.

(NOTE: There was a commitment to continue the (unfinished) discussion of prospective HOPE VI sites, and so it is suggested that residents from those sites meet in January.)

***Final Note:***

*The JCHA would like to express sincere appreciation for the residents' quit extraordinary participation in this planning process. The time and effort and thoughtful and active participation in the meetings reflects the tremendous level of commitment of residents in playing an active role in sustaining and improving our public housing communities.*