

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

PHA Plans

5-Year Plan for Fiscal Years 2006 - 2010

Streamlined Annual Plan for Fiscal Year 2006

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

**PHA Plan
Agency Identification**

PHA Name: Muskeon Heights Housing Commission

PHA Number: MI031

PHA Fiscal Year Beginning: 04/1/2006

Public Access to Information

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

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

Display Locations For PHA Plans and Supporting Documents

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

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

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

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

5-YEAR PLAN
PHA FISCAL YEARS 2005 - 2009
[24 CFR Part 903.5]

A. Mission

State the PHA's mission for serving the needs of low-income, very low income, and extremely low-income families in the PHA's jurisdiction. (select one of the choices below)

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

B. Goals

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

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

- PHA Goal: Expand the supply of assisted housing
Objectives:
- Apply for additional rental vouchers:
 - Reduce public housing vacancies:
 - Leverage private or other public funds to create additional housing opportunities:
 - Acquire or build units or developments
 - Other (list below)
- PHA Goal: Improve the quality of assisted housing
Objectives:
- Improve public housing management: (PHAS score)
 - Improve voucher management: (SEMAP score)
 - Increase customer satisfaction:
 - Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections)
 - Renovate or modernize public housing units:
 - Demolish or dispose of obsolete public housing:

- Provide replacement public housing:
- Provide replacement vouchers:
- Other: (list below)

PHA Goal: Increase assisted housing choices

Objectives:

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

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

PHA Goal: Provide an improved living environment

Objectives:

- Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:
- Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
- Implement public housing security improvements:
- Designate developments or buildings for particular resident groups (elderly, persons with disabilities)
- Other: (list below)

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

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

Objectives:

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

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

- PHA Goal: Ensure equal opportunity and affirmatively further fair housing
Objectives:
 - Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability:
 - Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:
 - Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:
 - Other: (list below)

Other PHA Goals and Objectives: (list below)

Establish a public housing self - sufficiency program in family complex.

Annual PHA Plan
PHA Fiscal Year 2005

[24 CFR Part 903.12]

i. Annual Plan Type:

Select which type of Annual Plan the PHA will submit.

Standard Plan

Streamlined Plan:

- High Performing PHA**
 Small Agency (<250 Public Housing Units)

Troubled Agency Plan

ii. Executive Summary of the Annual PHA Plan (optional)

[24 CFR Part 903.12 (b), 24 CFR 903.7(r)]

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

iii. Annual Plan Table of Contents

[24 CFR Part 903.12(b)]

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>
Annual Plan	
i. Executive Summary	2
ii. Table of Contents	2
1. Housing Needs	5
2. Financial Resources	10
3. Policies on Eligibility, Selection and Admissions	12
4. Rent Determination Policies	20
5. Capital Improvements Needs	25
6. Demolition and Disposition	27
7. Homeownership	28
8. Civil Rights Certifications (included with PHA Plan Certifications)	30
9. Other Information (criteria for significant deviations/substantial modifications, progress in meeting 5-year goals)	30
10. Project Based Voucher Program	32

Attachments

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

Required Attachments:

- Admissions Policy for Deconcentration – Included in Attachment B
- FY 2005 Capital Fund Program Annual Statement
- Most recent board-approved operating budget (Required Attachment for PHAs that are troubled or at risk of being designated troubled ONLY) – Included in Attachment A

Optional Attachments:

- PHA Management Organizational Chart
- FY 2005 Capital Fund Program 5-Year Action Plan
- Comments of Resident Advisory Board or Boards (must be attached if not included in PHA Plan text)
- Other (List below, providing each attachment name)

Supporting Documents Available for Review

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

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
X	PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations	5 Year and Annual Plans
X	State/Local Government Certification of Consistency with the Consolidated Plan	5 Year and Annual Plans
X	Fair Housing Documentation: Records reflecting that the PHA has examined its programs or proposed programs, identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions’ initiatives to affirmatively further fair housing that require the PHA’s involvement.	5 Year and Annual Plans
X	Housing Needs Statement of the Consolidated Plan for the jurisdiction(s) in which the PHA is located and any additional backup data to support statement of housing needs of families on the PHA’s public housing and Section 8 tenant-based waiting lists.	Annual Plan: Housing Needs
X	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources;
	Deconcentration Income Analysis	Annual Plan: Eligibility, Selection,

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
		and Admissions Policies
X	Public Housing Admissions and (Continued) Occupancy Policy (A&O), which includes the Tenant Selection and Assignment Plan [TSAP]	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Public Housing Deconcentration and Income Mixing Documentation: 1. PHA board certifications of compliance with deconcentration requirements (section 16(a) of the US Housing Act of 1937, as implemented in the 2/18/99 <i>Quality Housing and Work Responsibility Act Initial Guidance; Notice</i> and any further HUD guidance) and 2. Documentation of the required deconcentration and income mixing analysis	Annual Plan: Eligibility, Selection, and Admissions Policies
	Any policy governing occupancy of Police Officers in Public Housing <input type="checkbox"/> check here if included in the public housing A&O Policy	
X	Public housing rent determination policies, including the methodology for setting public housing flat rents <input 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 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 (if included in plan, not necessary as a supporting document) and written analysis of Section 8 payment standard policies <input type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Rent Determination
X	The Capital Fund/Comprehensive Grant Program Annual Statement /Performance and Evaluation Report for any active grant year	Annual Plan: Capital Needs
X	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grant	Annual Plan: Capital Needs
X	Most recent, approved 5 Year Action Plan for the Capital Fund/Comprehensive Grant Program, if not included as an attachment (provided at PHA option)	Annual Plan: Capital Needs
	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
	Approved or submitted public housing homeownership programs/plans	Annual Plan: Homeownership

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
	Policies governing any Section 8 Homeownership program <input type="checkbox"/> check here if included in the Section 8 Administrative Plan	Annual Plan: Homeownership
X	Troubled PHAs: MOA/Recovery Plan	Troubled PHAs
	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)

1. Statement of Housing Needs

[24 CFR Part 903.12 (b), 903.7(a)]

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

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

Housing Needs of Families on the Waiting List			
Waiting list type: (select one)			
<input 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	37		132
Extremely low income <=30% AMI	32	86%	
Very low income (>30% but <=50% AMI)	2	5%	
Low income (>50% but <80% AMI)	3	8%	
Families with children	33	89%	
Elderly families	4	11%	
Families with			

Housing Needs of Families on the Waiting List			
Disabilities			
Race/ethnicity – BLACK	36	97%	
Race/ethnicity – WHITE	1	3%	
Race/ethnicity			
Race/ethnicity			
Characteristics by Bedroom Size (Public Housing Only)			
1BR	11	30%	36
2 BR	17	46%	28
3 BR	8	22%	53
4 BR	1	2%	15
5 BR			
5+ BR			
Is the waiting list closed (select one)? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
If yes:			
How long has it been closed (# of months)?			
Does the PHA expect to reopen the list in the PHA Plan year? <input type="checkbox"/> No <input type="checkbox"/> Yes			
Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input type="checkbox"/> No <input type="checkbox"/> Yes			

Housing Needs of Families on the Waiting List			
Waiting list type: (select one)			
<input checked="" type="checkbox"/> Section 8 tenant-based assistance			
<input type="checkbox"/> Public Housing			
<input type="checkbox"/> Combined Section 8 and Public Housing			
<input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional)			
If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	118		
Extremely low income <=30% AMI	86	73%	
Very low income	18	15%	

Housing Needs of Families on the Waiting List			
(>30% but <=50% AMI)			
Low income (>50% but <80% AMI)	14	12%	
Families with children	112	95%	
Elderly families	16	5%	
Families with Disabilities	9	8%	
Race/ethnicity – BLACK	116	98%	
Race/ethnicity – WHITE	2	2%	
Race/ethnicity			
Race/ethnicity			
Characteristics by Bedroom Size (Public Housing Only)			
1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes If yes: How long has it been closed (# of months)? 28 Does the PHA expect to reopen the list in the PHA Plan year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			

B. Strategy for Addressing Needs

Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list **IN THE UPCOMING YEAR**, and the Agency's reasons for choosing this strategy.

(1) Strategies

Need: Shortage of affordable housing for all eligible populations

Strategy 1. Maximize the number of affordable units available to the PHA within its current resources by:

Select all that apply

- Employ effective maintenance and management policies to minimize the number of public housing units off-line
- Reduce turnover time for vacated public housing units
- Reduce time to renovate public housing units
- Seek replacement of public housing units lost to the inventory through mixed finance development
- Seek replacement of public housing units lost to the inventory through section 8 replacement housing resources
- Maintain or increase section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction
- Undertake measures to ensure access to affordable housing among families assisted by the PHA, regardless of unit size required
- Maintain or increase section 8 lease-up rates by marketing the program to owners, particularly those outside of areas of minority and poverty concentration
- Maintain or increase section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program
- Participate in the Consolidated Plan development process to ensure coordination with broader community strategies
- Other (list below)

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

Select all that apply

- Apply for additional section 8 units should they become available
- Leverage affordable housing resources in the community through the creation of mixed - finance housing
- Pursue housing resources other than public housing or Section 8 tenant-based assistance.
- Other: (list below)

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

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

Select all that apply

- Exceed HUD federal targeting requirements for families at or below 30% of AMI in public housing

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

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

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

Select all that apply

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

Need: Specific Family Types: The Elderly

Strategy 1: Target available assistance to the elderly:

Select all that apply

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

Need: Specific Family Types: Families with Disabilities

Strategy 1: Target available assistance to Families with Disabilities:

Select all that apply

- Seek designation of public housing for families with disabilities
- Carry out the modifications needed in public housing based on the section 504 Needs Assessment for Public Housing
- Apply for special-purpose vouchers targeted to families with disabilities, should they become available
- Affirmatively market to local non-profit agencies that assist families with disabilities
- Other: (list below)

Need: Specific Family Types: Races or ethnicities with disproportionate housing needs

Strategy 1: Increase awareness of PHA resources among families of races and ethnicities with disproportionate needs:

Select if applicable

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

Strategy 2: Conduct activities to affirmatively further fair housing

Select all that apply

- Counsel section 8 tenants as to location of units outside of areas of poverty or minority concentration and assist them to locate those units
- Market the section 8 program to owners outside of areas of poverty /minority concentrations
- Other: (list below)

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

(2) Reasons for Selecting Strategies

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

- Funding constraints
- Staffing constraints
- Limited availability of sites for assisted housing
- Extent to which particular housing needs are met by other organizations in the community
- Evidence of housing needs as demonstrated in the Consolidated Plan and other information available to the PHA
- Influence of the housing market on PHA programs
- Community priorities regarding housing assistance
- Results of consultation with local or state government
- Results of consultation with residents and the Resident Advisory Board
- Results of consultation with advocacy groups
- Other: (list below)

2. Statement of Financial Resources

[24 CFR Part 903.12 (b), 903.7 (c)]

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

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2000 grants)	0	
a) Public Housing Operating Fund	642,000	
b) Public Housing Capital Fund	1,115,610	
c) HOPE VI Revitalization		
d) HOPE VI Demolition		
e) Annual Contributions for Section 8 Tenant-Based Assistance	192,098	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)		
g) Resident Opportunity and Self-Sufficiency Grants		
h) Community Development Block Grant		
i) HOME		
Other Federal Grants (list below)		
2. Prior Year Federal Grants (unobligated funds only) (list below)		
3. Public Housing Dwelling Rental Income	702,438	Public Housing
4. Other income (list below)	4,500	Leases
5. Non-federal sources (list below)		
Total resources	2,656,646	

3. PHA Policies Governing Eligibility, Selection, and Admissions

[24 CFR Part 903.12 (b), 903.7 (b)]

A. Public Housing

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

(1) Eligibility

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

- When families are within a certain number of being offered a unit: (state number- five (5))
- When families are within a certain time of being offered a unit: (state time)
- Other: (at the time of application)

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

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

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

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

e. Yes No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

(2)Waiting List Organization

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

- Community-wide list
- Sub-jurisdictional lists
- Site-based waiting lists
- Other (bedroom size/preference – elderly and disabled)

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

- PHA main administrative office
- PHA development site management office

Other (list below)

c. If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to subsection **(3) Assignment**

1. How many site-based waiting lists will the PHA operate in the coming year?

2. Yes No: Are any or all of the PHA's site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)?
If yes, how many lists?

3. Yes No: May families be on more than one list simultaneously
If yes, how many lists? 2

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

- PHA main administrative office
- All PHA development management offices
- Management offices at developments with site-based waiting lists
- At the development to which they would like to apply
- Other (list below)

(3) Assignment

a. How many vacant unit choices are applicants ordinarily given before they fall to the bottom of or are removed from the waiting list? (select one)

- One
- Two
- Three or More

b. Yes No: Is this policy consistent across all waiting list types?

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

(4) Admissions Preferences

a. Income targeting:

Yes No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 40% of all new admissions to public housing to families at or below 30% of median area income?

b. Transfer policies:

In what circumstances will transfers take precedence over new admissions? (list below)

- Emergencies
- Over-housed
- Under-housed
- Medical justification
- Administrative reasons determined by the PHA (e.g., to permit modernization work)
- Resident choice: (state circumstances below)
- Other: (list below)

c. Preferences

1. Yes No: Has the PHA established preferences for admission to public housing (other than date and time of application)? (If “no” is selected, skip to subsection **(5) Occupancy**)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences:

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

Other preferences: (select below)

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

3. If the PHA will employ admissions preferences, please prioritize by placing a “1” in

the space that represents your first priority, a “2” in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use “1” more than once, “2” more than once, etc.

Date and Time

Former Federal preferences:

- 1 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 PHA applies preferences within income tiers
 Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

(5) Occupancy

a. What reference materials can applicants and residents use to obtain information about the rules of occupancy of public housing (select all that apply)

- The PHA-resident lease
 The PHA’s Admissions and (Continued) Occupancy policy
 PHA briefing seminars or written materials
 Other source (list)

b. How often must residents notify the PHA of changes in family composition?

(select all that apply)

- At an annual reexamination and lease renewal
- Any time family composition changes
- At family request for revision
- Other (list)

(6) Deconcentration and Income Mixing

a. Yes No: Did the PHA's analysis of its family (general occupancy) developments to determine concentrations of poverty indicate the need for measures to promote deconcentration of poverty or income mixing?

b. Yes No: Did the PHA adopt any changes to its **admissions policies** based on the results of the required analysis of the need to promote deconcentration of poverty or to assure income mixing?

c. If the answer to b was yes, what changes were adopted? (select all that apply)

- Adoption of site based waiting lists
If selected, list targeted developments below:
- Employing waiting list "skipping" to achieve deconcentration of poverty or income mixing goals at targeted developments
If selected, list targeted developments below:
- Employing new admission preferences at targeted developments
If selected, list targeted developments below:
- Other (list policies and developments targeted below)

d. Yes No: Did the PHA adopt any changes to **other** policies based on the results of the required analysis of the need for deconcentration of poverty and income mixing?

e. If the answer to d was yes, how would you describe these changes? (select all that apply)

- Additional affirmative marketing
- Actions to improve the marketability of certain developments
- Adoption or adjustment of ceiling rents for certain developments
- Adoption of rent incentives to encourage deconcentration of poverty and income-mixing

Other (list below)

f. Based on the results of the required analysis, in which developments will the PHA make special efforts to attract or retain higher-income families? (select all that apply)

Not applicable: results of analysis did not indicate a need for such efforts

List (any applicable) developments below:

g. Based on the results of the required analysis, in which developments will the PHA make special efforts to assure access for lower-income families? (select all that apply)

Not applicable: results of analysis did not indicate a need for such efforts

List (any applicable) developments below:

B. Section 8

Exemptions: PHAs that do not administer section 8 are not required to complete sub-component 3B.

Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).

(1) Eligibility

a. What is the extent of screening conducted by the PHA? (select all that apply)

Criminal or drug-related activity only to the extent required by law or regulation

Criminal and drug-related activity, more extensively than required by law or regulation

More general screening than criminal and drug-related activity (list factors below)

Other (list below)

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

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

d. Yes No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

e. Indicate what kinds of information you share with prospective landlords? (select all that apply)

Criminal or drug-related activity

Other (describe below)

(2) Waiting List Organization

a. With which of the following program waiting lists is the section 8 tenant-based assistance waiting list merged? (select all that apply)

- None
- Federal public housing
- Federal moderate rehabilitation
- Federal project-based certificate program
- Other federal or local program (list below)

b. Where may interested persons apply for admission to section 8 tenant-based assistance? (select all that apply)

- PHA main administrative office
- Other (list below)

(3) Search Time

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

If yes, state circumstances below:

Extenuating circumstances as defined by MHHC Section 8 Administration Plan

(4) Admissions Preferences

a. Income targeting

Yes No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 75% of all new admissions to the section 8 program to families at or below 30% of median area income?

b. Preferences

1. Yes No: Has the PHA established preferences for admission to section 8 tenant-based assistance? (other than date and time of application) (if no, skip to subcomponent **(5) Special purpose section 8 assistance programs**)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences

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

Other preferences (select all that apply)

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

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use "1" more than once, "2" more than once, etc.

1 Date and Time

Former Federal preferences

- 1 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 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 PHA plans to employ preferences for “residents who live and/or work in the jurisdiction” (select one)

- This preference has previously been reviewed and approved by HUD
- The PHA requests approval for this preference through this PHA Plan

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

- The PHA applies preferences within income tiers
- Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

(5) Special Purpose Section 8 Assistance Programs

a. In which documents or other reference materials are the policies governing eligibility, selection, and admissions to any special-purpose section 8 program administered by the PHA contained? (select all that apply)

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

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

- Through published notices
- Other (list below)

4. PHA Rent Determination Policies

[24 CFR Part 903.7(d)]

A. Public Housing

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

(1) Income Based Rent Policies

Describe the PHA's income based rent setting policy/ies for public housing using, including discretionary (that is, not required by statute or regulation) income disregards and exclusions, in the appropriate spaces below.

a. Use of discretionary policies: (select one)

The PHA will not employ any discretionary rent-setting policies for income based rent in public housing. Income-based rents are set at the higher of 30% of adjusted monthly income, 10% of unadjusted monthly income, the welfare rent, or minimum rent (less HUD mandatory deductions and exclusions). (If selected, skip to sub-component (2))

---or---

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

b. Minimum Rent

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

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

2. Yes No: Has the PHA adopted any discretionary minimum rent hardship exemption policies?

3. If yes to question 2, list these policies below:

c. Rents set at less than 30% than adjusted income

1. Yes No: Does the PHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?

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

d. Which of the discretionary (optional) deductions and/or exclusions policies does the PHA 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)

e. Ceiling rents

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

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

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

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

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

- Market comparability study
- Fair market rents (FMR)
- 95th percentile rents
- 75 percent of operating costs
- 100 percent of operating costs for general occupancy (family) developments
- Operating costs plus debt service

- The "rental value" of the unit
- Other (list below)

f. Rent re-determinations:

1. Between income reexaminations, how often must tenants report changes in income or family composition to the PHA such that the changes result in an adjustment to rent? (select all that apply)

- Never
- At family option
- Any time the family experiences an income increase
- Any time a family experiences an income increase above a threshold amount or percentage: (if selected, specify threshold) _____
- Other (list below)

Any change in family composition.

g. Yes No: Does the PHA plan to implement individual savings accounts for residents (ISAs) as an alternative to the required 12 month disallowance of earned income and phasing in of rent increases in the next year?

(2) Flat Rents

1. In setting the market-based flat rents, what sources of information did the PHA use to establish comparability? (select all that apply.)

- The section 8 rent reasonableness study of comparable housing
- Survey of rents listed in local newspaper
- Survey of similar unassisted units in the neighborhood
- Other (list/describe below)

B. Section 8 Tenant-Based Assistance

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

(1) Payment Standards

Describe the voucher payment standards and policies.

a. What is the PHA's payment standard? (select the category that best describes your standard)

- At or above 90% but below 100% of FMR
- 100% of FMR
- Above 100% but at or below 110% of FMR
- Above 110% of FMR (if HUD approved; describe circumstances below)

b. If the payment standard is lower than FMR, why has the PHA selected this standard? (select all that apply)

- FMRs are adequate to ensure success among assisted families in the PHA's segment of the FMR area
- The PHA has chosen to serve additional families by lowering the payment standard
- Reflects market or submarket
- Other (list below)

c. If the payment standard is higher than FMR, why has the PHA chosen this level? (select all that apply)

- FMRs are not adequate to ensure success among assisted families in the PHA's segment of the FMR area
- Reflects market or submarket
- To increase housing options for families
- Other (list below)

d. How often are payment standards reevaluated for adequacy? (select one)

- Annually
- Other (list below)

e. What factors will the PHA consider in its assessment of the adequacy of its payment standard? (select all that apply)

- Success rates of assisted families
- Rent burdens of assisted families
- Other (list below)

(2) Minimum Rent

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

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

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

5. Capital Improvement Needs

[24 CFR Part 903.7 (g)]

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

Chumbia Court

Trash chute with sprinkler eliminating trash compactor; security system with cameras; improved exterior lighting; remodel interior hallways; remodel patio, remodel kitchen; repair, seal coat, stripe parking lot; construct barrier where alley meets property; improve energy efficiency of building; remodel managers office;

East Park Manor

Remodel kitchens; remodel bathrooms; install energy saving windows, water heaters, furnaces, showers, and toilets; new steel storm doors, entry doors and locks; door canopies; playground equipment; cable jacks; exterior water faucets; utility meters; expand and remodel community room; remodel computer lab; expand, seal coat, and stripe administration building parking lot; water proof basements; tusk point buildings and steps; replace flooring; replace closet doors; improve parking lot lights; Construct a heated storage/clean shed;

East Side Court

Remodel kitchens; remodel bathrooms; install energy saving windows, water heaters, furnaces, toilets, showers; connect parking lot storm drains to city sewer lines; improve parking lot lighting; install concrete rear exterior steps and crosswalks; demolish irrigation/storage sheds; install exterior water facets; install third support stringer basement stairs; install deadbolt locks.

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.

MI33P031501-02

Purchase computer hardware and soft ware; administration salaries and benefits; speed bumps; signage; replace parking lot lights; purchase 2 way radios; replace water supply lines, install water shut offs, showers, asbestos abatement and dead bolt locks at high rise; audit; architect and engineering fees.

MI33P031501-03

Close 2 intersections; replacement reserves; hire security guards; administration office

security and training; architect/engineer fees; administration salaries; complete street closings; audit; install concrete rear steps and crosswalks; install exterior lighting; install support raisers basement stairs; remodel 50 kitchens; contract unit rehab to improve unit turn around time; install trash chute with sprinklers; install dead bolt locks; rehab off-line burn unit.

MI33P031501-4

Purchase vehicle for administration staff; architect and engineer fees; administration salaries and benefits. Install new entry doors and complete Energy Performance contract.

Capital Fund Program

A. Yes No: Is the PHA eligible to participate in the CFP in the fiscal year covered by this PHA Plan?

B. What is the amount of the PHA's estimated or actual (if known) Capital Fund Program grant for the upcoming year? \$ _____

C. Yes No Does the PHA plan to participate in the Capital Fund Program in the upcoming year? If yes, complete the rest of this component. If no, skip to next component.

D. Yes No: Does the PHA propose to use any portion of its CFP funds to repay debt incurred to finance capital improvements? If so, the PHA must identify in its annual and 5-year capital plans the development(s) where such improvements will be made and show both how the proceeds of the financing will be used and the amount of the annual payments required to service the debt. (Note that separate HUD approval is required for such financing activities.).

E. Capital Fund Program Grant Submissions

(1) Capital Fund Program 5-Year Action Plan

The Capital Fund Program 5-Year Action Plan is provided as Attachment

(2) Capital Fund Program Annual Statement

The Capital Fund Program Annual Statement is provided as Attachment

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

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

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

1. Development name:
2. Development (project) number:
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 PHA plan to apply for a HOPE VI Revitalization grant in the Plan year?
If yes, list development name/s below:

- Yes No: d) Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year?
If yes, list developments or activities below:

- Yes No: e) Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement?
If yes, list developments or activities below:

5(h) Homeownership Demonstration Program – Demolish 3 to 4 houses.

6. Demolition and Disposition

[24 CFR Part 903.7 (h)]

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

1. Yes No: Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 of the U.S. Housing Act of 1937 (42 U.S.C. 1437p)) in the plan Fiscal Year? (If “No”, skip to component 9; if “yes”, complete one activity description for each development.)

2. Activity Description

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

Demolition/Disposition Activity Description	
1a. Development name: Scattered Sites	
1b. Development (project) number: MI-33-PO31-003	
2. Activity type: Demolition <input checked="" type="checkbox"/>	
Disposition <input checked="" type="checkbox"/>	
3. Application status (select one)	
Approved <input type="checkbox"/>	
Submitted, pending approval <input checked="" type="checkbox"/>	
Planned application <input type="checkbox"/>	
4. Date application approved, submitted, or planned for submission: (24/04/1997)	
5. Number of units affected: 7	
6. Coverage of action (select one)	
<input type="checkbox"/> Part of the development	
<input checked="" type="checkbox"/> Total development	
7. Timeline for activity:	
a. Actual or projected start date of activity: Unknown	
b. Projected end date of activity:	

7. Homeownership Programs Administered by the PHA

[24 CFR Part 903.7 (k)]

A. Public Housing

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

1. Yes No: Does the PHA administer any homeownership programs administered by the PHA under an approved section 5(h) homeownership program (42 U.S.C. 1437c(h)), or an approved HOPE I program (42 U.S.C. 1437aaa) or has the PHA applied or plan to apply to administer any homeownership programs under section 5(h), the HOPE I program, or section 32 of the U.S. Housing Act of 1937 (42 U.S.C. 1437z-4). (If “No”, skip to component 11B; if “yes”, complete one activity description for each applicable program/plan, unless eligible to complete a streamlined submission due to **small PHA** or **high performing PHA** status. PHAs completing streamlined submissions may

skip to component 11B.)

2. Activity Description

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

Public Housing Homeownership Activity Description (Complete one for each development affected)	
1a. Development name:	
1b. Development (project) number:	
2. Federal Program authority:	<input type="checkbox"/> HOPE I <input checked="" type="checkbox"/> 5(h) <input type="checkbox"/> Turnkey III <input type="checkbox"/> Section 32 of the USHA of 1937 (effective 10/1/99)
3. Application status: (select one)	<input checked="" type="checkbox"/> Approved; included in the PHA’s Homeownership Plan/Program <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application
4. Date Homeownership Plan/Program approved, submitted, or planned for submission: (30/08/1993)	
5. Number of units affected: 7	
6. Coverage of action: (select one)	<input checked="" type="checkbox"/> Part of the development <input type="checkbox"/> Total development

B. Section 8 Tenant Based Assistance

1. Yes No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982 ? (If “No”, skip to component 12; if “yes”, describe each program using the table below (copy and complete questions for each program identified), unless the PHA is eligible to complete a streamlined submission due to high performer status. **High performing PHAs** may skip to component 8.)

2. Program Description:

a. Size of Program

Yes No: Will the PHA limit the number of families participating in the section 8 homeownership option?

If the answer to the question above was yes, which statement best describes the number of participants? (select one)

- 25 or fewer participants
- 26 - 50 participants
- 51 to 100 participants
- more than 100 participants

b. PHA-established eligibility criteria

Yes No: Will the PHA's program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?

If yes, list criteria below:

8. Civil Rights Certifications

[24 CFR Part 903.12 (b), 903.7 (o)]

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

9. Additional Information

[24 CFR Part 903.12 (b), 903.7 (r)]

A. PHA Progress in Meeting the Mission and Goals Described in the 5-Year Plan

Approximately one third of the goals in the 5 year plan have been met.

B. Criteria for Substantial Deviations and Significant Amendments

C. Other Information

[24 CFR Part 903.13]

A. Resident Advisory Board Recommendations

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

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

- Attached at Attachment (File name)
- Provided below:

3. In what manner did the PHA address those comments? (select all that apply)
- Considered comments, but determined that no changes to the PHA Plan were necessary.
- The PHA changed portions of the PHA Plan in response to comments
List changes below:
- Other: (list below)

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

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

3. Description of Resident Election Process

- a. Nomination of candidates for place on the ballot: (select all that apply)
- Candidates were nominated by resident and assisted family organizations
- Candidates could be nominated by any adult recipient of PHA assistance
- Self-nomination: Candidates registered with the PHA and requested a place on ballot
- Other: (describe)
- b. Eligible candidates: (select one)
- Any recipient of PHA assistance
- Any head of household receiving PHA assistance
- Any adult recipient of PHA assistance
- Any adult member of a resident or assisted family organization
- Other (list)
- c. Eligible voters: (select all that apply)
- All adult recipients of PHA assistance (public housing and section 8 tenant-based assistance)
- Representatives of all PHA resident and assisted family organizations
- Other (list)

C. Statement of Consistency with the Consolidated Plan

[24 CFR Part 903.15]

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

1. Consolidated Plan jurisdiction: Muskegon County Continuum of Care
2. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)
 - The PHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan/s.
 - The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
 - The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.
 - Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)
 - Other: (list below)
2. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

10. Project-Based Voucher Program (if applicable)

If the PHA plans to use the project-based voucher program, provide a statement of the projected number of project-based units and general locations, and how project basing would be consistent with its PHA Plan.

Attachments

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

Attachment A

- Operating Budget
- HUD Form 50077
- SF-LL Form
- Public Hearing Minutes / Certification
- MOA – Signature Page Only (MOA Attachment C)

Attachment B

- Forms 52158
 - Maintenance Temporary Services
 - Maintenance I (4 employees with 3 different hourly wage rates)
 - Assistant Maintenance Supervisor
- Deconcentration Policy
- PHA Certification of Consistency with the Consolidated Plan

Attachment C

- MOA (Signature Page in Attachment A)

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part I: Summary

PHA Name: Muskegon Heights Housing Commission	Grant Type and Number Capital Fund Program Grant No: MI33P031501-03 Replacement Housing Factor Grant No:	Federal FY of Grant: 2003
--	---	--

Original Annual Statement
 Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: 2006
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations				
3	1408 Management Improvements	\$213,187.81		\$213,187.81	\$213,187.81
4	1410 Administration	\$73,119.13		\$73,119.13	\$73,119.13
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$27,270.61		\$18,129.13	\$18,129.13
8	1440 Site Acquisition				
9	1450 Site Improvement	\$49,097.35		\$49,097.35	\$49,097.35
10	1460 Dwelling Structures	\$226,554.10		\$210,574.66	\$210,574.66
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures	\$45,476.00		\$45,476.00	\$45,476.00
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 – 20)	\$634,705.00		\$609,584.44	\$609,584.44
22	Amount of line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security – Soft Costs				
25	Amount of Line 21 Related to Security – Hard Costs	\$101,623.76		\$101,623.76	\$101,623.76
26	Amount of line 21 Related to Energy Conservation Measures				

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: Muskegon Heights Housing Commission		Grant Type and Number Capital Fund Program Grant No: MI33P031501-03 Replacement Housing Factor Grant No:				Federal FY of Grant: 2003		
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
MI-33-01 MI-33-02	OPERATIONS – PROJECT COST OVERRUNS IN 2002 CFP DUE TO ASBESTOS, 2003 (BONUS) DUE TO FIRE MARSHAL REQUIREMENTS	1406			\$63,741	\$63,741		
PHA-WIDE	MANAGEMENT IMPROVEMENTS – HIRE SECURITY GUARDS FOR THE HIGH-RISE; RELOCATE OFFICE FOR HIGH-RISE; TRAINING ON COMPUTER, SECURITY SOFTWARE AND CAMERAS.....	1408		\$228,941	126,941	126,941	50,168.94	
PHA-WIDE	ADMINISTRATION SALARIES AND BENEFITS MISCELLANEOUS COSTS	1410		\$59,602	\$58,471	\$58,471	\$58,471	
PHA-WIDE	AUDIT	1411		\$5,000	\$5,000	\$5,000	\$5,000	
PHA-WIDE	FEES & COST	1430		\$25,000	\$25,000			
MI33-01 MI33-01	SITE IMPROVEMENTS – INSTALL 50 CROSSWALKS, CLEAR PARKING LOT STORM DRAINS, PATCH & SEAL COAT PARKING LOT AT HIGH-RISE, INSTALL EXTERIOR LIGHTING EASTSIDE COURT							

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: Muskegon Heights Housing Commission		Grant Type and Number Capital Fund Program Grant No: MI33P031501-03 Replacement Housing Factor Grant No:				Federal FY of Grant: 2003		
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
PHA-WIDE	DWELLING STRUCTURE – INSTALL CONCRETE REAR STEPS, INSTALL THIRD RAISER SUPPROT O BASEMENT STAIRS, INSTALL 50 DEADBOLT LOCKS, AND 50 KITCHEN CABINETS, INSTALL SPRINKELER TRASH CHUTE IN HIGH-RISE, REHAB OFFLINE BURN UNIT, CONTRACT UNIT REHAB TO IMPROVE UNIT TURN AROUND TIME	1460		\$206,293	\$285,822	\$10,000	\$10,000	
MI33-01	NON-DWELLING STRUCTURE	1470		\$50,000	\$20,000	\$17,131	\$17,131	

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part III: Implementation Schedule

PHA Name: Muskegon Heights Housing Commission		Grant Type and Number Capital Fund Program No: MI33P031501-03 Replacement Housing Factor No:					Federal FY of Grant: 2003	
Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)			All Funds Expended (Quarter Ending Date)			Reasons for Revised Target Dates	
	Original	Revised	Actual	Original	Revised	Actual		
MI-33-01	9/30/2005	6/30/2005		9/30/2007	12/31/2005			
MI-33-02	9/30/2005	6/30/2005		9/30/2005	12/31/2005			
MI-33-03	9/30/2005	6/30/2005		9/30/2005	12/31/2005			
PHA-WIDE	9/30/2005	6/30/2005		9/30/2007	10/31/2005			

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part I: Summary

PHA Name: Muskegon Heights Housing Commission	Grant Type and Number Capital Fund Program Grant No: MI33P031501-05 Replacement Housing Factor Grant No:	Federal FY of Grant: 2005
--	---	--

Original Annual Statement
 Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no: 1)

Performance and Evaluation Report for Period Ending:
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	\$117,832.91	\$71,261.00	\$71,261.00	\$70,650.24
3	1408 Management Improvements	\$142,522.00	\$71,261.00	\$71,261.00	\$44,312.65
4	1410 Administration	\$116,406.01	\$71,261.00	\$71,261.00	
5	1411 Audit	\$5,000	\$2,500.00	\$1,375.00	\$1,375
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$28,827	\$20,000		
8	1440 Site Acquisition				
9	1450 Site Improvement	\$37,022.00	\$100,000	\$12,594.21	\$12,594.21
10	1460 Dwelling Structures	\$193,739.00	\$305,066	\$113,976.66	\$49,266.00
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve	\$71,261.00	\$71,261.00	\$71,261.00	
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1501 Collaterization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 – 20)	\$712,610.00	\$712,610.00	\$412,989.87	\$178,198.10
22	Amount of line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security – Soft Costs		100,000	70,650.24	70,650.24
25	Amount of Line 21 Related to Security – Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures		\$64,710.66		

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: Muskegon Heights Housing Commission		Grant Type and Number Capital Fund Program Grant No: MI33P031501-05 Replacement Housing Factor Grant No:				Federal FY of Grant: 2005		
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
PHA-WIDE	OPERATIONS – SECURITY	1406		\$117,832.91	\$71,261.00	\$71,261.00	\$70,650.24	
PHA-WIDE	MANAGEMENT IMPROVEMENT – SECURITY AND TRAINING	1408		\$142,522.00	\$71,261.00	\$71,261.00	\$71,261.00	
PHA-WIDE	ADMINISTRATION – ADMINISTRATIVE SALARIES, BENEFITS AND MISC. COST	1410		\$116,406.01	\$71,261	\$71,261		
PHA-WIDE	AUDIT	1411		\$5,000	\$2,500.00	\$1,375.00	\$1,375.00	
PHA-WIDE	FEES & COST – ARCHITECTS AND ENGINEERS	1430		\$28,827	\$20,000			
MI-33-01 MI-33-02	SITE IMPROVEMENTS – INSTALL EXTERIOR SITE LIGHTS, AND CONNECT PARKING LOT STORM DRAINS TO CITY LINES SEED LAWNS IN BOTH COMPLEXES, DEMO GARBAGE BINS AND WALLS	1450		\$37,022.00	\$100,000	\$12,592.21	\$12,592.21	

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: Muskegon Heights Housing Commission		Grant Type and Number Capital Fund Program Grant No: MI33P031501-05 Replacement Housing Factor Grant No:				Federal FY of Grant: 2005		
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
MI-33-01 MI-33-03	DWELLING STRUCTURE – REHABILITATE OFF LINE UNITS, REPLACE STORM DOORS, REPLACE 58 DEFECTIVE FRONT PORCHES COMPLETE NEW SHOWER INSTALLATION, CONTACT SOME UNIT TURN AROUND WORK.	1460		\$193,739.00	\$305,066	\$133,976.96	\$49,266.00	
PHA-WIDE	REPLACEMENT RESERVES	1490		\$71,261.00		\$71,261.00		

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part III: Implementation Schedule

PHA Name: Muskegon Heights Housing Commission		Grant Type and Number Capital Fund Program No: MI33P031501-05 Replacement Housing Factor No:					Federal FY of Grant: 2005	
Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)			All Funds Expended (Quarter Ending Date)			Reasons for Revised Target Dates	
	Original	Revised	Actual	Original	Revised	Actual		
MI-33-01	3/21/2006	03/2007		09/2007	03/2008			
MI-33-02	03/21/2006	03/2007		09/2007	03/2008			
MI-33-03	03/21/2006	03/2007		09/2007	03/2008			
PHA-WIDE	03/21/2006	03/2007		09/2007	03/2008			

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part I: Summary

PHA Name: Muskegon Heights Housing Commission	Grant Type and Number Capital Fund Program Grant No: MI33P031501-06 Replacement Housing Factor Grant No:	Federal FY of Grant: 2006
---	--	-------------------------------------

Original Annual Statement
 Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no: 1)

Performance and Evaluation Report for Period Ending:
 Final Performance and Evaluation Report

Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	\$66,576.00			
3	1408 Management Improvements	\$66,576.00			
4	1410 Administration	\$66,576.00			
5	1411 Audit	\$5,000			
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$25,000.00			
8	1440 Site Acquisition				
9	1450 Site Improvement	\$150,000.00			
10	1460 Dwelling Structures	\$219,464.00			
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve	\$66,576.00			
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 – 20)	\$665,768.00			
22	Amount of line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security – Soft Costs				
25	Amount of Line 21 Related to Security – Hard Costs	\$80,000			
26	Amount of line 21 Related to Energy Conservation Measures	\$150,000.00			

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: Muskegon Heights Housing Commission		Grant Type and Number Capital Fund Program Grant No: MI33P031501-06 Replacement Housing Factor Grant No:			Federal FY of Grant: 2006			
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
PHA-WIDE	MANAGEMENT IMPROVEMENTS – SECURITY PERSONNEL, CONTRACT UNIT TURNAROUND, RE-HAB	1408		\$133,153.00		9/30/2006		
PHA-WIDE	ADMINISTRATION – ADMINISTRATIVE SALARIES & BENEFITS, MISCELLANEOUS	1410		\$66,576.00		9/30/2006		
PHA-WIDE	AUDIT – ANNUAL AUDIT	1411		\$5,000		12/31/2007		
PHA-WIDE	FEES & COST – ARCHITECT/ENGINEERING	1430		\$25,000		12/31/2007		
MI-33-01 MI-33-02 MI-33-03	SITE IMPROVEMENTS - TRIM OR REMOVE TREES, INSTALL OUTDOOR WATER FAUCETS AND CONNECT PARKING LOTS STORM DRAINS TO CITY LINES EASTSIDE COURT	1450		\$150,000.00		12/31/2007		
MI-33-01	DWELLING STRUCTURES – INSTALL BACKFLOW DIVERTER AT HIGH-RISE, REPLACE WINDOWS & INSTALL STEEL SCREENS EAST PARK MANOR	1460		\$223,963.00		12/31/2006		

				Original	Revised	Funds Obligated	Funds Expended	
PHA-WIDE	REPLACEMENT RESERVES	1490		\$66,576.00		9/30/2006		

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part III: Implementation Schedule

PHA Name: MUSKEGON HEIGHTS HOUSING COMMISSION		Grant Type and Number Capital Fund Program No: MI33P031501-06 Replacement Housing Factor No:				Federal FY of Grant: 2006	
Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)			All Funds Expended (Quarter Ending Date)			Reasons for Revised Target Dates
	Original	Revised	Actual	Original	Revised	Actual	
PHA-WIDE	9/30/2007			9/30/2008			
MI33-01	9/30/2007			9/30/2008			
MI33-02	9/30/2007			9/30/2008			
MI33-03	9/30/2007			9/30/2008			

Capital Fund Program Five-Year Action Plan

Part I: Summary

PHA Name					<input type="checkbox"/> Original 5-Year Plan <input type="checkbox"/> Revision No:	
Development Number/Name/HA-Wide	Year 1	Work Statement for Year 2 FFY Grant: PHA FY:	Work Statement for Year 3 FFY Grant: PHA FY:	Work Statement for Year 4 FFY Grant: PHA FY:	Work Statement for Year 5 FFY Grant: PHA FY:	
	Annual Statement					
CFP Funds Listed for 5-year planning						
Replacement Housing Factor Funds						

Capital Fund Program Five-Year Action Plan

Part II: Supporting Pages—Work Activities

Activities for Year 1	Activities for Year : ____ FFY Grant: PHA FY:			Activities for Year: ____ FFY Grant: PHA FY:		
	Development Name/Number	Major Work Categories	Estimated Cost	Development Name/Number	Major Work Categories	Estimated Cost
See						
Annua						
l						
Statement						
Total CFP Estimated Cost			\$			\$

TRAINING

Spring Conference	225.00
Summer Conference	505.00
Fall Conference	495.00
Castle Line Training	1,650.00
Inspection Group	1,050.00

TRAVEL

Hotel Accommodations	4,900.00
----------------------	----------

Instructions for Preparation of Form HUD-52571

Prepare this form to reflect detailed estimates of Administration Expense, other than salaries, and the distribution to all programs administered by the Housing Authority

The identification boxes in the upper right hand corner are self-explanatory.

1. Legal Expense: Enter in Column (2), Line 1 the estimated cost of legal service. Enter in Columns (3) through (6) the pro rata shares of amounts in Column (2) chargeable to programs administered by the Housing Authority.

Special Note: The amount entered on Form HUD-52564 should also include salaries of Staff Attorneys as shown on Form HUD-52566 and included on line for "Other" in the Summary of Staffing and Salary Data section of Form HUD-52573.

2. Training: List and provide justification for all training.

Travel Expense: Justification must be provided for travel.

3. Trips to Conventions and Meetings: Under Justification/Breakdown, List each convention and meeting to be attended by commissioners and staff, with the location. Enter the number of persons expected to attend and show the aggregate number of travel days and the estimated total cost of each trip including subsistence allowance, cost of transportation, and reimbursable miscellaneous expenses. Enter the sum of the total costs of all trips in Column (2). Enter in Columns (3) through (6) the pro rata shares of amounts in Column (2) chargeable to programs administered by the Housing Authority.

4. Other Travel: Outside Area of Jurisdiction: Enter in Column (2), Line 4 the estimated cost for travel by commissioners and staff, including subsistence, transportation, and reimbursable miscellaneous expenses. Follow instructions 3 above for columns (3) through (6).

5. Other Travel: Within Area of Jurisdiction: Enter in Column (2), Line 5 the estimated cost for travel, including fixed monthly allowances for reimbursement on a mileage basis for use of privately owned automobiles; and reimbursement for authorized use of local public transportation. Follow instructions 3 above for columns (3) through (6).

6. Total Travel: Sum Lines 3, 4, and 5 for Columns (2) through (7) and enter total for each on Line 6 "Total Travel."

7 thru 16. Accounting, Auditing and Sundry: Enter the estimated total for all programs in Column (2) for each item of expense in Lines 7 through 16. In Columns (3) through (6) enter the pro rata share of amounts shown in Column (2) chargeable to all programs administered by the Housing Authority.

14. Administrative Services Contracts: List and provide justification for all contracts (excluding accounting contracts).

16. All Other Sundry Expense: List all items identified under this expense.

18. Total Administration Expense Other Than Salaries:

Add the amounts on the following Lines:

Line 1	Legal Expense
Line 2	Training
Line 6	Total Travel
Line 7	Accounting
Line 8	Auditing
Line 17	Total Sundry

On Line 18 enter the appropriate totals in Columns (2) through (6). The amount shown in Column (3), lines 1, 2, 6, 7, 8, and 17 should be carried forward to Lines 150 through 200 of Form HUD-52564 Operating Budget.

**Operating Budget
Schedule of Administration
Expense Other Than Salary**

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

OMB Approval No. 2577-0026 (Exp. 9/30/2006)

Public Reporting Burden for this collection of information is estimated to average 1.0 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Reports Management Officer, Office of Information Policies and Systems, U.S. Department of Housing and Urban Development, Washington, D.C. 20410-3600 and to the Office of Management and Budget, Paperwork Reduction Project (2577-00260), Washington D.C. 20503. Do not send this completed form to either of the above addressees.

Name of Housing Authority:		Locality:				Fiscal Year End:	
Muskegon Heights Housing Commission		Muskegon Heights, MI 49444				03/31/2007	
(1) Description	(2) Total	(3) Management	(4) Development	(5) Leased Rental	(6a) Turnkey III	(6b) Section 8	(6c) Other
1 Legal Expense (see Special Note in Instructions)	25,000	25,000					
2 Training (list and provide justification)	4,500	4,000				500	
3 Travel - Trips To Conventions and Meetings (list and provide justification)	5,550	5,000				550	
4 Other Travel: Outside Area of Jurisdiction							
5 Within Area of Jurisdiction							
6 Total Travel	5,550	5,000				550	
7 Accounting	8,000	6,140				1,860	
8 Auditing							5,500
9 Sundry Rental of Office Space	4,910					4,910	
10 Publications	500	500					
11 Membership Dues and Fees (list organization and amount)	1,100	1,000				100	
12 Telephone, Fax, Electronic Communications	17,000	16,500				500	
13 Collection Agent Fees and Court Costs							
14 Administrative Services contracts (list and provide justification)							
15 Forms, Stationary and Office Supplies	10,000	8,655				1,345	
16 Tenant Leagle Expenses	42,650	42,650					
17 Total Sundry	76,160	69,305				6,855	
18 Total Administration Expense Other Than Salaries	119,210	109,445				9,765	

ANNUAL AUDIT FEES FOR THE MUSKEGON HEIGHTS HOUSING COMMISSION WAS PAID FROM CAPITAL FUND 2005

1st Draw 12/06/2005
2nd Draw 03/08/2006

\$4,125.00
\$1,375.00

Voucher #092-264915
Voucher #092-280436

To the best of my knowledge, all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Conviction may result in criminal and/or civil penalties:

Signature of authorized representative & Date:

X *Michael P. Koppelman*
Forms software only Copyright © 1995 HAB/Inc. All rights reserved

**Operating Budget
Schedule of All Positions and Salaries**

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

OMB Approval No. 2577-0026 (Exp. 9/30/2006)

Name of Housing Authority

Muskegon Heights Housing Commission

Locality

Muskegon Heights, MI 49444

Fiscal Year End

03/31/2007

Position Title and Name By Organizational Unit and Function	Present Salary Rate As of (date)	August 06	Requested Budget Year		Estimated Payment		Management	Section 8	Allocation of Salaries by Program			Method of Allocation
			Salary Rate	No. Months	Amount	Section 8			Capital Fund	Turnkey III	Section 8 Programs	
(1)	(2)	(2a)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
EXECUTIVE DIRECTOR - MCKINLEY COPELAND	71,926.40	AN-T	73,364.93	12	73,365	56,491		16,874				
DEPUTY DIRECTOR/FINANCE - FAYE BROWN	41,995.20	AN-T	42,835.10	12	42,835	38,980		3,855				
RESIDENT SERVICES COORDINATOR - PEARLINE MURRAY	24,148.80	TS	24,736.19	12	24,736	24,736						
ADMIN ASSISTANT / WORK ORDER CLERK - LISA PASCHEL	29,369.60	AN-T	30,544.60	12	30,545	26,879		3,665				
SENIOR PROPERTY MANAGER/SECTION 8 COORDINATOR - PAM KEMP	38,001.60	AN-T	38,761.63	12	38,762	22,482	14,342	1,938				
PROPERTY MANAGER - GELINDA DIGGS	30,160.00	AN-T	30,763.20	12	30,763	30,763						
MAINTENANCE INSPECTOR - WILLIAM STEPHENS	28,870.40	M	29,736.51	12	29,737	24,087		5,650				
MAINTENANCE WORKER I - HARVEY SMITH	29,016.00	M	29,886.48	12	29,886	29,886						
MAINTENANCE WORKER I - EDITH OAKES	29,120.00	M	29,702.40	12	29,702	29,702						
MAINTENANCE WORKER I - MCKINLEY PAYNE	29,120.00	M	29,702.40	12	29,402	29,402						
ASSISTANT MAINTENANCE SUPERVISOR - DONALD TAYLOR	30,742.40	M	31,972.40	12	31,972	31,972						
TOTALS THIS PAGE					391,706	345,382	14,342	31,982				

ALL POSITIONS, AS IDENTIFIED, DO NOT EXCEED 100% OF ANY INDIVIDUAL EMPLOYEES TIME

To the best of my knowledge, all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.
Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Page 1 of 1

Executive Director of Designated Official
[Signature]
Date *10/23/06*

Form HUD-52566 (3/95)
ref Handbook 7475.1

Insurance: Give an explanation of substantial Requested Budget Year estimated increases in the PUM rate of expenditures for insurance over the Current Budget Year. Cite changes in coverage, premium rates, etc.

ESTIMATE BASED ON 2006 COSTS

Total Insurance: 135,000

Employee Benefit Contributions: List all Employee Benefit plans participated in. Give justification for all plans to be instituted in the Requested Budget Year for which prior HUD concurrence has not been given.

	ADMIN	MAINT
FICA	15,320.00	11,090.00
HEALTH INS	24,568.00	20,470.00
DENTAL INS	3,730.00	1,800.00
VISION & LIFE INS	1,950.00	1,720.00
RETIREMENT	11,070.00	6,900.00
TOTAL	56,638.00	41,980.00

Total Employee Benefits: 98,618

Collection Losses: State the number of tenants accounts receivable to be written off and the number and total amount of all accounts receivable for both present and vacated tenants as of the month in which the estimate was computed.

BASED ON 2006 ACTUALS

Total Collection Losses: 18,500

Extraordinary Maintenance, Replacement of Equipment, and Betterments and Additions: Cite prior HUD approval or give justification for each nonroutine work project included in the Requested Budget and for those for future years which make up the estimate on form HUD-52570. Justifying information incorporated on or attached to form HUD-52567 need not be repeated here.

Contracts: List all contracts, other than those listed on page 3 of this form under Ordinary Maintenance & Operation (OMO). Cite the name of the contractor, type of contract, cost of contract, and contract period. Justification must be provided for all contract services proposed for the Requested Budget Year (RBY). Explain substantial RBY increases over the PUM rate of expenditure for these contracts in the Current Budget Year.

Specify all proposed new positions and all present positions to be abolished in the Requested Budget Year. Cite prior HUD concurrence in proposed staffing changes or present justification for such changes. Cite prior HUD concurrence in proposed salary increases for Administration Staff or give justification and pertinent comparability information. Cite effective date for current approved wage rates (form HUD-52158) and justify all deviations from these rates.

Travel, Publications, Membership Dues, and Fees, Telephone and Telegraph, and Sundry: In addition to "Justification for Travel to Conventions and Meetings" shown on Form HUD-52571, give an explanation of substantial Requested Budget Year estimated increases over the PUM rate of expenditures for these accounts in the Current Budget Year. Explain basis for allocation of each element of these expenses.

Utilities: Give an explanation of substantial Requested Budget Year estimated increases over the PUM rate of expenditures for each utility service in the Current Budget Year. Describe and state estimated cost of each element of "Other Utilities Expense."

Total Water	125,000.00
Total Electricity	100,000.00
Total Gas	140,000.00
Total Fuel	
Total Other	
Total Utilities:	365,000

Ordinary Maintenance & Operation-Materials: Give an explanation of substantial Requested Budget Year estimated increases over the PUM rate of expenditures for materials in the Current Budget Year.

Total Maintenance. Materials: 80,000

Ordinary Maintenance & Operation-Contract Costs: List each ordinary maintenance and operation service contracted for and give the estimated cost for each. Cite and justify new contract services proposed for the Requested Budget Year. Explain substantial Requested Budget Year increases over the PUM rate of expenditure for Contract Services in the Current Budget Year. If LHA has contract for maintenance of elevator cabs, give contract cost per cab.

HEATING CONTRACTOR	25,350.00	ELEVATOR SERVICES	18,170.00
LAWN CARE	40,000.00		
PEST CONTROL	13,540.00		
TEMP SERVICES	22,070.00		
PAINTER SERVICES	27,320.00		
CONTRACTOR SERVICES	20,890.00		
ELECTRICAL CONTRACTOR	5,660.00		
PLUMBING SERVICES	6,000.00		

Total Maint. Contract Costs: 179,000

Interest on General Fund Investments: State the amount of present General Fund Investment and the percentage of the General Fund it represents. Explain circumstances such as increased or decreased operating reserves, dwelling rent, operating expenditures, etc., which will affect estimated average monthly total investments in the Requested Budget Year. Explain basis for distribution of interest income between housing programs.

ESTIMATE

Total Interest on Investments: 500

Other Comments On Estimates of Operating Receipts: Give comments on all other significant sources of income which will present a clear understanding of the HA's prospective Operating Receipts situation during the Requested Budget Year. For Section 23 Leased housing explain basis for estimate of utility charges to tenants.

BASED ON ACTUAL CHARGES FROM FYE 3/31/06 TENANT CHARGES

LATE FEES	12,700.00	MISC INCOME FROM KEYS, RAKES, NSF FEES, OTHER CHARGES	15,000.00
MAINTENANCE CHARGES	6,000.00		
MOVE OUT CHARGES	23,300.00		
COURT COSTS	23,000.00		

Total Other Income: 80,000

Operating Expenditures

Summary of Staffing and Salary Data

Complete the summary below on the basis of information shown on form HUD-52566, Schedule of All Positions and Salaries, as follows:

Column (1) Enter the total number of positions designated with the corresponding account line symbol as shown in Column (1), form HUD-52566.

Column (2) Enter the number of equivalent full-time positions allocable to HUD-aided housing in management. For example: A HA has three "A-NT" positions allocable to such housing at the rate of 80%, 70%, and 50 % respectively. Thus, the equivalent full-time positions is two. (8/10 + 7/10 + 5/10).

Column (3) Enter the portion of total salary expense shown in Column (5) or Column (6), form HUD-52566, allocable to HUD-aided housing in management, other than Section 23 Leased housing.

Column (4) Enter the portion of total salary expense shown in Column (5) or Column (10), form HUD-52566, allocable to Section 23 Leased housing in management.

Column (5) Enter the portion of total salary expense shown in Column (5) or Column (7), form HUD-52566, allocable to Modernization programs (Comprehensive Improvement Assistance Program or Comprehensive Grant Program).

Column (6) Enter the portion of total salary expense shown in Column (5) or Column (9), form HUD-52566, allocable to Section 8 Programs.

Note: The number of equivalent full-time positions and the amount of salary expense for all positions designated "M" on form HUD-52566 must be equitably distributed to account lines Ordinary Maintenance and Operation-Labor, Extraordinary Maintenance Work Projects, and Betterments and Additions Work Projects

Account Line	Total Number of Positions (1)	Equivalent Full-Time Positions (2)	HUD-Aided Management Program			
			Salary Expense			
			Management (3)	Section 23 Leased Housing Only (4)	Modernization Programs (5)	Section 8 Program (6)
Administration-Nontechnical Salaries 1	6	6	200,331.00		26,332.00	14,342.00
Administration-Technical Salaries 1						
Ordinary Maintenance and Operation-Labor 1	5	5	145,050.00		5,650.00	
Utilities-Labor 1						
Other (Specify) (Legal, etc.) 1						
Extraordinary Maintenance Work Projects 2						
Betterments and Additions Work Projects 2						

1 Carry forward to the appropriate line on HUD-52564, the amount of salary expense shown in Column (3) on the corresponding line above. Carry forward to the appropriate line on HUD-52564 (Section 23 Leased Housing Budget), the amount of salary expense shown in Column (4) on the corresponding line above.

2 The amount of salary expense distributed to Extraordinary Maintenance Work Projects and to Betterments and Additions Work Projects is to be included in the cost of each individual project to be performed by the HA Staff, as shown on form HUD-52567.

Operating Budget

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

Summary of Budget Data
and Justifications

OMB Approval No. 2577-0026 (Exp. 9/30/2006)

Public Reporting Burden for this collection of information is estimated to average 0.75 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Reports Management Officer, Office of Information Policies and Systems, U.S. Department of Housing and Urban Development, Washington, D.C. 20410-3600 and to the Office of Management and Budget, Paperwork Reduction Project (2577-0026) Washington, D.C. 20503. Do not send this completed form to either of the above addressees.

Name of Local Housing Authority:	Locality	Fiscal Year Ending
Muskegon Heights Housing Commission	Muskegon Heights, MI 49444	03/31/2007

Operating Receipts

Dwelling Rental: Explain basis for estimate. For HUD-aided low-rent housing, other than Section 23 Leased housing, state amount of latest available total HA monthly rent roll, the number of dwelling units available for occupancy and the number accepted for the same month end. Cite HA policy revisions and economic and other factors which may result in a greater or lesser average monthly rent roll during the Requested Budget Year. For Section 23 Leased housing, state the number of units under lease, the PUM lease price, and whether or not the cost of utilities is included. If not included, explain method for payment at utility costs by HA and/or tenant.

ESTIMATE BASED ON 2006 REVENUES

Total Operating Receipts: 655,000

Excess Utilities: (Not for Section 23 Leased housing.) Check appropriate spaces in item 1, and explain "Other". Under item 2, explain basis for determining excess utility consumption. For example, Gas; individual check meters at OH-100-1, proration of excess over allowances at OH-100-2, etc. Cite effective date of present utility allowances. Explain anticipated changes in allowances or other factors which will cause a significant change in the total amount of excess utility charges during the Requested Budget Year.

1. Utility Services Surcharged: Gas Electricity Other (Specify) _____
2. Comments

EXCESS UTILITY CHARGES: METERS ARE INSTALLED TO CHARGE
RESIDENTS FOR EXCESS USE OF UTILITIES

Total Excess Utilities: 900

Non-dwelling Rent: (Not for Section 23 Leased housing.) Complete Item 1, specifying each space rented, to whom, and the rental terms. For example: Community Building Space - Nursery School - \$50 per month, etc. Cite changes anticipated during the Requested Budget Year affecting estimated Non-dwelling Rental Income.

1.	Space Rented	To Whom	Rental Terms
	Roof Top	Antenna Rental	1,500.00
	Office Rental	Section 8	4,910.00
	_____	_____	_____
	_____	_____	_____

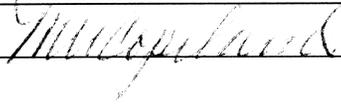
2. Comments

Total Non-Dwelling Rent: 6,410

		Operating Reserve	PHA/IHA Estimates	HUD Modifications
		Part I - Maximum Operating Reserve - End of Current Budget Year		
740	2821	PHA/IHA-Leased Housing - Section 23 or 10(c) 50% of Line 480, column 5, form HUD-52564		

		Part II - Provision for and Estimated or Actual Operating Reserve at Fiscal Year End		
780		Operating Reserve at End of Previous Fiscal Year - Actual for FYE (date): GAAP reserve FYE 3/31/05 Unrestricted Net Assets	03/31/2005	(179,895)
790		Provision for Operating Reserve - Current Budget Year (check one) <input type="checkbox"/> Estimated for FYE <input checked="" type="checkbox"/> Actual for FYE	03/31/2006	166,054
800		Operating Reserve at End of Current Budger Year (check one) <input type="checkbox"/> Estimated for FYE <input checked="" type="checkbox"/> Actual for FYE GAAP Reserve FYE 3/31/06 Unrestricted Net Assets	03/31/2006	(13,841)
810		Provision for Operating Reserve - Requested Budget Year Estimated for FYE Enter Amount from line 700	03/31/2007	(69,411)
820		Operating Reserve at End of Requested Budget Year Estimated for FYE (Sum of lines 800 and 810)	03/31/2007	(83,252)
830		Cash Reserve Requirement- _____ of line 480		

Comments:

PHA/IHA Approval Name **MCKINLEY V. COPELAND**
 Title **EXECUTIVE DIRECTOR**
 Signature  Date **10/23/2006**

Field Office Approval Name _____
 Title _____
 Signature _____ Date _____

Line No.	Acct. No.	Description (1)	Actuals Last Fiscal Yr. 03/31/05 PUM (2)	<input type="checkbox"/> Estimates <input checked="" type="checkbox"/> or Actual Current Budget Yr. 03/31/06 PUM (3)	Requested Budget Estimates			
					PHA/IHA Estimates		HUD Modifications	
					PUM (4)	Amount (to nearest \$10) (5)	PUM (6)	Amount (to nearest \$10) (7)
Ordinary Maintenance and Operation:								
330	4410	Labor	43.59	40.55	34.93	145,050		
340	4420	Materials	33.35	19.11	19.27	80,000		
350	4430	Contract Costs	79.08	42.56	43.11	179,000		
360	Total	Ordinary Maintenance and Operation Expense (line 330 to 350)	156.02	102.22	97.31	404,050		
Protective Services:								
370	4460	Labor						
380	4470	Materials						
390	4480	Contract Costs						
400	Total	Protective Services Expense (sum of lines 370 to 390)						
General Expense:								
410	4510	Insurance	32.85	31.82	32.51	135,000		
420	4520	Payments in Lieu of Taxes	6.92	7.05	7.16	29,730		
430	4530	Terminal Leave Payments						
440	4540	Employee Benefit Contributions	3.57	32.82	23.75	98,620		
450	4570	Collection Losses	9.83	4.30	4.46	18,500		
460	4590	Other General Expense	0.23					
470	Total	General Expense (sum of lines 410 to 460)	53.40	75.99	67.88	281,850		
480	Total	Routine Expense (sum of lines 210, 250, 320, 360, 400, and 470)	371.27	325.41	335.31	1,392,221		
Rent for Leased Dwellings:								
490	4710	Rents to Owners of Leased Dwellings						
500	Total	Operating Expense (sum of lines 480 and 490)	371.27	325.41	335.31	1,392,221		
Nonroutine Expenditures:								
510	4610	Extraordinary Maintenance	2.80					
520	7520	Replacement of Nonexpendable Equipment						
530	7540	Property Betterments and Additions						
540	Total	Nonroutine Expenditures (sum of lines 510, 520, and 530)	2.80					
550	Total	Operating Expenditures (sum of lines 500 and 540)	374.07	325.41	335.31	1,392,221		
Prior Year Adjustments:								
560	6010	Prior Year Adjustments Affecting Residual Receipts						
Other Expenditures:								
570		Deficiency in Residual Receipts at End of Preceding Fiscal Yr.						
580	Total	Operating Expenditures, including prior year adjustments and other expenditures (line 550 plus or minus line 560 plus line 570)	374.07	325.41	335.31	1,392,221		
590		Residual Receipts (or Deficit) before HUD Contributions and provision for operating reserve (line 130 minus line 580)	(164.03)	(107.94)	(156.41)	(649,411)		
HUD Contributions:								
600	8010	Basic Annual Contribution Earned-Leased Projects:Current Year						
610	8011	Prior Year Adjustments - (Debit) Credit						
620	Total	Basic Annual Contribution (line 600 plus or minus line 610)						
630	8020	Contributions Earned - Op.Sub.-Cur.Yr.(before year-end adj)	146.00	141.09	139.69	580,000	Estimate	
640		Mandatory PFS Adjustments (net)						
650		Other (specify):						
660		Other (specify):						
670		Total Year-end Adjustments/Other (plus or minus lines 640 thru 660)						
680	8020	Total Operating Subsidy-current year (line 630 plus or minus line 670)	146.00	141.09	139.69	580,000		
690	Total	HUD Contributions (sum of lines 620 and 680)	146.00	141.09	139.69	580,000		
700		Residual Receipts (or Deficit) (sum of line 590 plus line 690 Enter here and on line 810)	(18.03)	33.15	(16.72)	(69,411)		

Operating Budget

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

Owned Rental Housing

OMB Approval No. 2577-0026 (exp. 9/30/2006)

Public reporting burden for this collection of information is estimated to average 116 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Reports Management Officer, Office of Information Policies and Systems, U.S. Department of Housing and Urban Development, Washington, D.C. 20410-3600 and to the Office of Management and Budget, Paperwork Reduction Project 2577-0026, Washington D.C. 20503. Do not send this completed form to either of the above addressees.

a. Type of Submission <input checked="" type="checkbox"/> Original <input type="checkbox"/> Revision No. _____		b. Fiscal Year Ending 03/31/2007	c. No. of months (check one) <input checked="" type="checkbox"/> 12 mo. <input type="checkbox"/> Other (specify) _____		d. Type of HUD assisted Projects	
e. Name of Public Housing Agency / Indian Housing Authority (PHA/IHA) Muskegon Heights Housing Commission				01	<input checked="" type="checkbox"/> PHA/IHA-Owned Rental Housing	
				02	<input type="checkbox"/> IHA Owned Mutual Help Homeownership	
				03	<input type="checkbox"/> PHA/IHA Leased Rental Housing	
				04	<input type="checkbox"/> PHA/IHA Owned Turnkey III Homeownership	
				05	<input type="checkbox"/> PHA/IHA Leased Homeownership	
f. Address (City, State, zip code) 615 East Hovey Avenue Muskegon Heights, MI 49444						
g. ACC Number C - 3018		h. PAS/LOCCS Project No. MI031		i. HUD Field Office Detroit		DUNS Number 161088828

j. No. of Dwelling Units 346	k. No. of Unit Months Available 4152	m. No. of Projects 4
--	--	--------------------------------

Line No.	Acct. No.	Description (1)	Actuals Last Fiscal Yr. 3/31/2005 PUM (2)	<input type="checkbox"/> Estimates or Actual Current Budget Yr. 3/31/2006 PUM (3)	Requested Budget Estimates			
					PHA/IHA Estimates		HUD Modifications	
					PUM (4)	Amount (to nearest \$10) (5)	PUM (6)	Amount (to nearest \$10) (7)
Homebuyers Monthly Payments for:								
010	7710	Operating Expense						
020	7712	Earned Home Payments						
030	7714	Nonroutine Maintenance Reserve						
040	Total	Break-Even Amount (sum of lines 010, 020, and 030)						
050	7716	Excess (or deficit) in Break-Even						
060	7790	Homebuyers Monthly Payments - Contra						
Operating Receipts								
070	3110	Dwelling Rental	162.88	156.27	157.76	655,000		
080	3120	Excess Utilities	0.82	0.19	0.22	900		
090	3190	Nondwelling Rental			1.54	6,410		
100	Total	Rental Income (sum of lines 070, 080, and 090)	163.70	156.46	159.52	662,310		
110	3610	Interest on General Fund Investments	0.59	0.07	0.12	500		
120	3690	Other Income	45.75	60.94	19.27	80,000		
130	Total	Operating Income (sum of lines 100,110, and 120)	210.04	217.47	178.90	742,810		
Operating Expenditures - Administration:								
140	4110	Administrative Salaries	42.00	36.23	48.25	200,331		
150	4130	Legal Expense	2.67	5.18	6.02	25,000		
160	4140	Staff Training		0.74	0.96	4,000		
170	4150	Travel		1.02	1.20	5,000		
180	4170	Accounting Fees	2.00	1.75	1.48	6,140		
190	4171	Auditing Fees						
200	4190	Other Administrative Expenses	17.17	16.13	16.69	69,310		
210	Total	Administrative Expense (sum of line 140 thru line 200)	63.84	61.05	74.61	309,781		
Tenant Services:								
220	4210	Salaries	2.11		5.96	24,740		
230	4220	Recreation, Publications and Other Services	1.39	0.23	0.82	3,400		
240	4230	Contract Costs, Training and Other			0.82	3,400		
250	Total	Tenant Services Expense (sum of lines 220, 230, and 240)	3.50	0.23	7.60	31,540		
Utilities:								
260	4310	Water	27.26	29.51	30.11	125,000		
270	4320	Electricity	36.97	23.45	24.08	100,000		
280	4330	Gas	30.28	32.96	33.72	140,000		
290	4340	Fuel						
300	4350	Labor						
310	4390	Other utilities expense						
320	Total	Utilities Expense (sum of line 260 thru line 310)	94.51	85.92	87.91	365,000		

Certification of Payments to Influence Federal Transactions

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

Applicant Name

MUSKEGON HEIGHTS HOUSING COMMISSION

Program/Activity Receiving Federal Grant Funding

2006 CAPITAL FUND PROGRAM

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

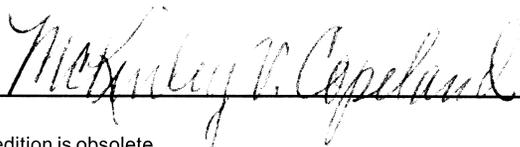
(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official	Title
McKinley V. Copeland	EXECUTIVE DIRECTOR
Signature	Date (mm/dd/yyyy)
	10/10/2006

Certification for a Drug-Free Workplace

U.S. Department of Housing
and Urban Development

Applicant's Name

Muskegon Heights Housing Commission

Program/Activity Receiving Federal Grant Funding

MUSKEGON HEIGHTS HOUSING COMMISSION (PUBLIC HOUSING)

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

- (1) The dangers of drug abuse in the workplace;
- (2) The Applicant's policy of maintaining a drug-free workplace;
- (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
- (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

- (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
- (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. Sites for Work Performance. The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

EAST PARK MANOR, EAST SIDE COURT, COLUMBIA COURT & SCATTER SITE HOMES

Check here if there are workplaces that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.

(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

MCKINELVY V. COPELAND

Title

EXECUTIVE DIRECTOR

Signature

X

Date

OCTOBER 23, 2006

**Certification of Payments
to Influence Federal Transactions**

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

Applicant Name

MUSKEGON HEIGHTS HOUSING COMMISSION

Program/Activity Receiving Federal Grant Funding

MUSKEGON HEIGHTS HOUSING COMMISSION (PUBLIC HOUSING)

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

MCKINLEY V. COPELAND

Title

EXECUTIVE DIRECTOR

Signature



Date (mm/dd/yyyy)

10/23/2006

Certification of Payments to Influence Federal Transactions

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

Applicant Name

MUSKEGON HEIGHTS HOUSING COMMISSION

Program/Activity Receiving Federal Grant Funding

OPERATING BUDGET

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

MCKINLEY V COPELAND

Title

EXECUTIVE DIRECTOR

Signature



Date (mm/dd/yyyy)

10/23/2006

**PHA/IHA Board Resolution Approving
Operating Budget or Calculation of
Performance Funding System
Operating Subsidy**

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

OMB No. 2577-0026 (exp. 9/30/2006)

Public Reporting Burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Reports Management Officer, Office of Information Policies and Systems, U.S. Department of Housing and Urban Development, Washington, D.C. 20410-3600; and to the Office of Management and Budget, Paperwork Reduction Project (2577-0044) Washington, D.C. 20503. Do not send this completed form to either of the above addressees.

Acting on behalf of the Board of Commissioners of the below-named Public Housing Agency (PHA)/Indian Housing Authority (IHA), as its Chairman, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

(date)

- Operating Budget Submitted on: 10/24/2006
- Operating Budget Revision Submitted on: _____
- Calculation of Performance Funding System Submitted on: _____
- Revised Calculation of Performance Funding System Submitted on: _____

I certify on behalf of the: (PHA/IHA) Name) Muskegon Heights Housing Commission that:

1. All regulatory and statutory requirements have been met:
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments:
3. Proposed budget expenditures are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents:
4. The budget indicates a source of funds adequate to cover all proposed expenditures:
5. The calculation of eligibility for Federal funding is in accordance with the provisions of the regulations:
6. All proposed rental charges and expenditures will be consistent with provisions of law:
7. The PHA/IHA will comply with the wage rate requirements under 24 CFR 968.110(e) and (f) or 24 CFR 905.120(c) and (d):
8. The PHA/IHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i) or 24 CFR 905.120(g):
9. The PHA/IHA will comply with the requirements for the reexamination of family income and composition under 24 CFR 960.209.990.115 and 905.315: and
10. The PHA will comply with the requirements for certification of Housing Manager and Assisted Housing Manager positions (24 CFR 967.304 and 967.305).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements.

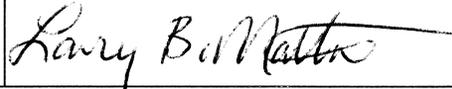
Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31 U.S.C. 3729,3802)

Board Chairman's Name (type)

Signature:

Date:

LARRY B MATTOX



10/23/2006

Standard PHA Plan PHA Certifications of Compliance

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

PHA Certifications of Compliance with the PHA Plans and Related Regulations: Board Resolution to Accompany the *Standard Annual, Standard 5-Year/Annual, and Streamlined 5-Year/Annual PHA Plans*

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the X standard Annual, __ standard 5-Year/Annual or __streamlined 5-Year/Annual PHA Plan for the PHA fiscal year beginning 04/01/2006, hereinafter referred to as" the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
2. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
3. The PHA has established a Resident Advisory Board or Boards, the membership of which represents the residents assisted by the PHA, consulted with this Board or Boards in developing the Plan, and considered the recommendations of the Board or Boards (24 CFR 903.13). The PHA has included in the Plan submission a copy of the recommendations made by the Resident Advisory Board or Boards and a description of the manner in which the Plan addresses these recommendations.
4. The PHA made the proposed Plan and all information relevant to the public hearing available for public inspection at least 45 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the Plan and invited public comment.
5. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
6. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
7. For PHA Plan that includes a policy for site based waiting lists:
 - The PHA regularly submits required data to HUD's MTCS in an accurate, complete and timely manner (as specified in PIH Notice 99-2);
 - The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
 - Adoption of site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
 - The PHA shall take reasonable measures to assure that such waiting list is consistent with affirmatively furthering fair housing;
 - The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR part 903.7(c)(1).
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA has submitted with the Plan a certification with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA has submitted with the Plan a certification with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> B b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> B b. initial award c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input checked="" type="checkbox"/> A b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: MUSKOGEE HEIGHTS HOUSING COMMISSION 115 EAST HOVEY AVENUE MUSKOGEE HEIGHTS, MICHIGAN 49444 Congressional District, if known: 4c	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency: HOUSING AND URBAN DEVELOPMENT	7. Federal Program Name/Description: CAPITAL FUND CFDA Number, if applicable: _____	
8. Federal Action Number, if known:	9. Award Amount, if known: \$ 665,768	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i> N/A	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: <u>McKinley V. Copeland</u> Print Name: <u>McKinley V. Copeland</u> Title: <u>Executive Director</u> Telephone No.: <u>231/733-2033</u> Date: <u>10/10/2006</u>	
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

2006 CFP – Public Hearing

Date: March 1, 2006

Time: 5:00 PM

Attendance: 16 people attended

The exact amount of the 2006 Capital Fund Program Grant was not known at the time of the meeting but was anticipated to be less than the \$700,000 plus received each of the last 2 years.

Residents from the family sites and Columbia Court attended; the most people to attend a Public Hearing since the Director started in September 2003.

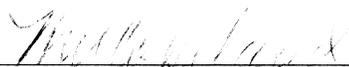
Topics discussed:

- Security personnel and/or cameras
- Changing dusk to down lights to manual control
- Remodeling kitchens in East Park Manor and Columbia Court
- Vacant Apartments
- Outdoor water faucets
- Water standing in Parking lots
- Trim or remove trees
- Backflow diverter at high rise
- Replacing windows
- Steel window screens
- Water seeping into some basements
- Sewer back-ups
- Cable cord trip hazards
- Graffiti on dividers and walls
- Remodeling community room/computer lab
- Lawns in Eastside Court

Attendees agreed with the Housing Commission's priority choices and felt that there had been great improvements made to all of the Developments over the last few years and hoped they would continue.

Date: March 2, 2006

Certified:



McKinley V. Copeland, Executive Director

Certified:



Larry B. Mattox, Board President

IMPROVEMENT PLAN

WHEREAS:

Both the Muskegon Heights Housing Commission, hereinafter referred to as MHHC, and the Secretary of the United States Department of Housing and Urban Development acting by and through the Director of the Cleveland Troubled Agency Recovery Center, hereinafter referred to as the TARC, are interested in and committed to continued improvement of the operation of MHHC; and,

WHEREAS:

Both MHHC and the TARC wish to formalize their joint effort to continue improvement efforts currently underway at MHHC;

BE IT RESOLVED:

That MHHC and the TARC do hereby agree to enter into and jointly implement the Improvement Plan that is attached.

BE IT FURTHER RESOLVED

That both parties to this agreement agree to make sustained, good faith efforts to meet the performance targets the Plan contains.

This agreement is made as of the 17th day of October, 2005 by and between the above parties.

FOR:
MUSKEGON HEIGHTS HOUSING
COMMISSION


McKinley V. Copeland, Executive Director
Executive Director

Date 10/17/06

FOR:
US DEPARTMENT OF HOUSING AND
URBAN DEVELOPMENT


Robert E. Nelson
Acting Director

Date _____


Larry Mattox, Chair
Board of Commissioners

Date 10/17/06


Ronald Wooster, PHRS

Date _____



East Park Manor / East Side Court / Columbia Court
615 E. Hovey Avenue, Muskegon Heights, MI 49444
Phone (231) 733-2033 Fax (231) 737-3206

Date: October 23, 2006

To: Robert E. Nelson, Director
Detroit HUD Office of Public Housing
477 Michigan Avenue
Detroit, Michigan 48226-2592

From: McKinley V. Copeland, Executive Director *McKinley V. Copeland*

RE: Response to 2006 PHA Plan with Statutory & Regulatory Deficiencies

Please find attached to this correspondence the Muskegon Heights Housing Commission's responses to the Review of 2006 PHA Plan with Statutory & Regulatory Deficiencies received by this Agency on 10/10/2006. Now that the Housing Commission knows what is required from a Troubled PHA we will meet the letter of the law going forward.

Enclosure

Cc: Board of Commissioners
File

Maintenance Wage Rate Decision	U.S. Department of Housing and Urban Development Office of Labor Relations	HUD FORM 52158 (06/2006)
Agency Name: MUSKEGON HEIGHTS HOUSING COMMISSION 615 E. HOVEY AVENUE MUSKEGON HEIGHTS, MICHIGAN 49444	LR 2000 Agency ID No: MI-031	Wage Decision Type: <input checked="" type="checkbox"/> Routine Maintenance <input type="checkbox"/> Nonroutine Maintenance
	Effective Date:	Expiration Date:
<p>The following wage rate determination is made pursuant to Section 12(a) of the U.S. Housing Act of 1937, as amended, (public housing agencies), or pursuant to Section 104(b) of the Native American Housing Assistance and Self-determination Act of 1996, as amended, (Indian housing agencies). The agency and its contractors may pay to maintenance laborers and mechanics no less than the wage rate(s) indicated for the type of work they actually perform.</p>		
<hr/> HUD Labor Relations (Name, Title, Signature)	<hr/> Date	
WORK CLASSIFICATION(S)	HOURLY WAGE RATES	
	BASIC WAGE	FRINGE BENEFIT(S) (if any)
<p>MAINTENANCE TEMPORARY SERVICES</p> <p>PERFORM JANITORIAL TASKS IN MHHC OFFICE SPACE, COMMON AREAS & APARTMENTS SUCH AS CLEANING, SWEEPING, MOPPING AS ASSIGNED BY SUPERVISOR</p> <p>PERFORM ONGOING & OVERALL PROPERTY MAINTENANCE FOR PUBLIC HOUSING AS REQUIRED FOR UP-KEEP OF PROPERTY FOR SUCCESSFUL UNIT TURN AROUND & REHABILITATION</p> <p>COMPLETE TASKS ASSIGNED BY SUPERVISOR THIS MAY INCLUDE BASIC PLUMBING AND ELECTRICAL PROBLEMS, CARPENTRY, DRAYWALL & PAINTING OF UNITS & REPAIRING OR REPLACING LOCKS FOR A FAST AND SUCCESSFUL UNIT TURN AROUND</p> <p>SUPPORT MAINTENANCE STAFF WITH RESIDENT MOVE-OUTS & EVICTIONS</p> <p>ASSIST MAINTENANCE STAFF WITH BOARD-UP TASKS ASSOCIATED WITH SECURING VACANT UNITS</p> <p>COMPLETE DAILY WORK LOGS</p> <p>SUPPORT GROUND KEEPERS WITH TRASH & LITTER PICK UP, MOWING LAWNS, TRIMMING TREES AND BUSHES AND ALSO WITH THE REMOVAL OF SNOW AND ICE FROM SIDEWALKS</p>	<p>11.88</p>	

MAINTENANCE I
PERFORM ONGOING & OVERALL PROPERTY
MAINTENANCE FOR PUBLIC HOUSING AS REQUIRED FOR
UPKEEP OF PROPERTY.

\$13.88

\$15.21

COMPLETE ROUTINE & EMERGENCY MAINTENANCE
TASKS AS ASSIGN BY THE SUPERVISOR THIS MAY
INCLUDE REPAIRING BASIC PLUMBING & ELECTRICAL
PROBLEMS & REPAIRING & REPLACING LOCKS.
MAINTENANCE WORKERS WILL BE REQUIRED TO WORK
SOME EVENING & WEEKENDS AS SCHEDULED TO
COMPLETE EMERGENCY WORKORDERS

RECORD WORK COMPLETED ON WORK ORDERS TO
ENSURE THAT ALL REQUIRED INFORMATION IS
COMPLETED ON WORK ORDERS PRIOR TO SUBMITTING
THEM TO THE MAINTENANCE SUPERVISOR FOR
APPROVAL

RETRIEVE AND INSTALL APPLIANCES IN APARTMENTS
FOR MOVE-OUTS AND PRIOR MIOVE IN

OPERATE MACHINERY, TOOLS & VEHICLES FURNISHED
BY THE COMMISSION

PERFORM PREVENTIVE MAINTENANCE & PHAS
PREPARATION TASK AS ASSIGNED BY MAINTENANCE
SUPERVISOR

PERFORM ALL OTHER ASSIGNMENTS AND TASKS
ESSENTIALS TO THE EFFICIENT OPERATION OF THE
DEPARTMENT.

COMPLETE DAILY WORK LOGS ACCORDING TO
INSTUCTIONS AND SUBMIT THEM TO THE MAINTENANCE
SUPERVISOR

PARTICIPATE IN MHHC SCHEDULED STAFF
MEETINGS,REPORT PREPARATION, INFORMATIONAL
SESSIONS ETC.

SECURE VACANT UNITS

ASSIST WITH EVICTIONS

REMOVAL OF SNOW & ICE FROM SIDEWALKS, PARKING
LOTS & DRIVE WAYS

PERFORM JANITORIAL DUTIES FOR NEW MOVE-INS
PUBLIC HOUSING AND ADMIN. BUILDING

<p>MAINTENANCE I PERFORM ONGOING & OVERALL PROPERTY MAINTENANCE FOR PUBLIC HOUSING AS REQUIRED FOR UPKEEP OF PROPERTY.</p>	<p>\$14.00</p>	<p>\$2.02</p>
<p>COMPLETE ROUTINE & EMERGENCY MAINTENANCE TASKS AS ASSIGN BY THE SUPERVISOR THIS MAY INCLUDE REPAIRING BASIC PLUMBING & ELECTRICAL PROBLEMS & REPAIRING & REPLACING LOCKS. MAINTENANCE WORKERS WILL BE REQUIRED TO WORK SOME EVENING & WEEKENDS AS SCHEDULED TO COMPLETE EMERGENCY WORKORDERS</p>	<p>\$14.00</p>	<p>\$8.41</p>
<p>RECORD WORK COMPLETED ON WORK ORDERS TO ENSURE THAT ALL REQUIRED INFORMATION IS COMPLETED ON WORK ORDERS PRIOR TO SUBMITTING THEM TO THE MAINTENANCE SUPERVISOR FOR APPROVAL</p>		
<p>RETRIEVE AND INSTALL APPLIANCES IN APARTMENTS FOR MOVE-OUTS AND PRIOR MIOVE IN</p>		
<p>OPERATE MACHINERY, TOOLS & VEHICLES FURNISHED BY THE COMMISSION</p>		
<p>PERFORM PREVENTIVE MAINTENANCE & PHAS PREPARATION TASK AS ASSIGNED BY MAINTENANCE SUPERVISOR</p>		
<p>PERFORM ALL OTHER ASSIGNMENTS AND TASKS ESSENTIALS TO THE EFFICIENT OPERATION OF THE DEPARTMENT.</p>		
<p>COMPLETE DAILY WORK LOGS ACCORDING TO INSTUCTIONS AND SUBMIT THEM TO THE MAINTENANCE SUPERVISOR</p>		
<p>PARTICIPATE IN MHC SCHEDULED STAFF MEETINGS,REPORT PREPARATION, INFORMATIONAL SESSIONS ETC.</p>		
<p>SECURE VACANT UNITS</p>		
<p>ASSIST WITH EVICTIONS</p>		
<p>REMOVAL OF SNOW & ICE FROM SIDEWALKS, PARKING LOTS & DRIVE WAYS</p>		
<p>PERFORM JANITORIAL DUTIES FOR NEW MOVE-INS PUBLIC HOUSING AND ADMIN. BUILDING</p>		

MAINTENANCE I
PERFORM ONGOING & OVERALL PROPERTY
MAINTENANCE FOR PUBLIC HOUSING AS REQUIRED FOR
UPKEEP OF PROPERTY.

\$13.95

\$8.08

COMPLETE ROUTINE & EMERGENCY MAINTENANCE
TASKS AS ASSIGN BY THE SUPERVISOR THIS MAY
INCLUDE REPAIRING BASIC PLUMBING & ELECTRICAL
PROBLEMS & REPAIRING & REPLACING LOCKS.
MAINTENANCE WORKERS WILL BE REQUIRED TO WORK
SOME EVENING & WEEKENDS AS SCHEDULED TO
COMPLETE EMERGENCY WORKORDERS

RECORD WORK COMPLETED ON WORK ORDERS TO
ENSURE THAT ALL REQUIRED INFORMATION IS
COMPLETED ON WORK ORDERS PRIOR TO SUBMITTING
THEM TO THE MAINTENANCE SUPERVISOR FOR
APPROVAL

RETRIEVE AND INSTALL APPLIANCES IN APARTMENTS
FOR MOVE-OUTS AND PRIOR MIOVE IN

OPERATE MACHINERY, TOOLS & VEHICLES FURNISHED
BY THE COMMISSION

PERFORM PREVENTIVE MAINTENANCE & PHAS
PREPARATION TASK AS ASSIGNED BY MAINTENANCE
SUPERVISOR

PERFORM ALL OTHER ASSIGNMENTS AND TASKS
ESSENTIALS TO THE EFFICIENT OPERATION OF THE
DEPARTMENT.

COMPLETE DAILY WORK LOGS ACCORDING TO
INSTUCTIONS AND SUBMIT THEM TO THE MAINTENANCE
SUPERVISOR

PARTICIPATE IN MHC SCHEDULED STAFF
MEETINGS,REPORT PREPARATION, INFORMATIONAL
SESSIONS ETC.

SECURE VACANT UNITS

ASSIST WITH EVICTIONS

REMOVAL OF SNOW & ICE FROM SIDEWALKS, PARKING
LOTS & DRIVE WAYS

PERFORM JANITORIAL DUTIES FOR NEW MOVE-INS
PUBLIC HOUSING AND ADMIN. BUILDING

ASSISTANT MAINTENANCE SUPERVISOR
PERFORM ONGOING & OVERALL PROPERTY
MAINTENANCE FOR PUBLIC HOUSING AS REQUIRED FOR
UPKEEP OF PROPERTY.

\$14.78

\$.75

SUPERVISE MAINTENANCE WORKERS, GROUNDSKEEPER
AND PERFORM ALL DUTIES IN CONNECTION WITH STAFF
MANAGEMENT, INCLUDING BUT NOT LIMITED TO WORK
ASSIGNMENTS.

RETRIEVE AND INSTALL APPLIANCES IN APARTMENTS
FOR MOVE-OUTS AND PRIOR MOVE IN

OPERATE MACHINERY, TOOLS & VEHICLES FURNISHED
BY THE COMMISSION

PERFORM PREVENTIVE MAINTENANCE & PHAS
PREPARATION TASK AS ASSIGNED.

PERFORM ALL OTHER ASSIGNMENTS AND TASKS
ESSENTIALS TO THE EFFICIENT OPERATION OF THE
DEPARTMENT.

COMMUNICATE WITH EXECUTIVE DIRECTOR

SECURE VACANT UNITS

ASSIST WITH EVICTIONS

REMOVAL OF SNOW & ICE FROM SIDEWALKS, PARKING
LOTS & DRIVE WAYS

PERFORM JANITORIAL DUTIES(WEEKEND DUTIES)

REVIEW AND SIGN APPROVAL FOR ALL WORK ORDERS
COMPLETE BY MAINTENANCE STAFF

ORDER MAINTENANCE & CUSTODIAL SUPPLIES

PARTICIPATE IN MHC ADMINISTRATIVE ACTIVITIES SUCH
AS STAFF MEETINGS, REPORT PREPARATION,
PERFORMANCE REVIEW SESSION

The agency employee benefit program has been determined by HUD to be acceptable for meeting the prevailing fringe benefit requirements.

(HUD Labor Relations: If applicable, check box and initial below.)

LR Staff Initial

FOR HUD USE ONLY
LR2000:

Log in:

Log out:

Muskegon Heights Housing Commission

Policy on Deconcentration

Projects Michigan 33-1, 33-2, 33-3 & Section 8

Pursuant to the Quality Housing and Work Responsibility Act of 1998 (QHWRA) Section 513- Public Housing and Section 8 Targeting contains certain provisions relative to the deconcentration of public housing communities. The Muskegon Heights Housing Commission hereby provides the following information and policy statement relative to deconcentration of East Park Manor, Eastside Court (family) and Columbia Court (Elderly disabled):

Michigan 33-2, Columbia Court (90)

The final deconcentration rule exempts elderly housing developments from the analysis.

Project 33-1, 33-3, East Park Manor and Eastside Court (250)

The Housing Commission has two (2) family sites that are adjacent to each other and are considered one general family housing development.

The above information is submitted pursuant to:

- A) 24 CFR 903, Rule to Deconcentrate Poverty and Promote Integration in Public Housing; Final Rule dated December 22, 2000 and;
- B) 24 CFR 903, Public Housing Agency Plans: Deconcentration-Amendments to Established Income Range Definition; Proposed Rule dated August 15, 2001

Section 8 Voucher Program

The Housing Commission has 50 Section 8 Vouchers, tenant based, and families are encouraged to look for suitable housing throughout Muskegon County in our effort to deconcentrate poverty.

October 23, 2006

Mckinley Copeland,
Executive Director
Muskegon Heights Public
Housing Commission
615 Hovey Avenue
Muskegon Heights, MI 49444

Dear Mr. Copeland:

This letter certifies that the application for the Modernization Program conforms to the HUD Five Year and Annual Community Development Block Grant Plan. Services will be provided to assist individuals with incomes under 50% of MAI.

If you have any questions, please call me at (231) -733-8833.

Sincerely,
Reatha A. Anderson,
Director,
Planning & Community Development

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

Returned

**Certification by State or Local Official of PHA Plans Consistency with
the Consolidated Plan**

I, Reatha Anderson the Director of Planning Department ^{and Community Development} certify
that the Five Year and Annual PHA Plan of the Muskegon Heights Housing Commission is
consistent with the Consolidated Plan of City of Muskegon Heights prepared
pursuant to 24 CFR Part 91.

Reatha Anderson, Director

Signed / Dated by Appropriate State or Local Official

October 24, 2006.

Certification by State and Local Official of PHA Plans Consistency with the Consolidated Plan to Accompany the HUD 50075
OMB Approval No. 2577-0226

Expires 03/31/2002
(7/99)

Page 1 of 1

**Memorandum of Agreement (MOA)
Part B
Performance Targets and Strategies**

US Department of Housing and Urban Development
Office of Public and Indian Housing
Office of Troubled Agency Recovery

PHA Name: Muskegon Heights Housing Commission PHA FYE: March 31 MOA Term: July 1, 2005 – June 30, 2006

.Operational Area: 1. GOVERNANCE

Targets and Strategies	Baseline as of: 2/4/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD
1.1 Establish appropriate oversight and monitoring by the Board of Commissioners. [Reference: 24 CFR 811.105; State Law, 1937 Act as amended]		Improved Governance Completed	6/30/06 HUD Training 8/2005	Board of Commissioners; Executive Director
A. Provide training to the Board and Appointing Officials to increase the knowledge of their roles and oversight responsibilities.	8/16/05 HUD held training	Improved Governance Completed	10/31/06 HUD Training 8/16/2005	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
B. Participate in training provided by state or national industry groups as funds permit.		Improved Governance	On-Going	Board of Commissioners
C. Establish a mentoring relationship with high performing authorities.	01/06/06	Established Relationships	On-Going	Board of Commissioners; Executive Director
D. Provide training to the Board to increase its knowledge of the public housing and Section 8 programs including PHAS & SEMAP.		Increased Program Knowledge On-Going	10/31/06 HUD Training 8/16/2005 Public Hsg, on-going HTVN & NAHRO	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
E. Develop new Board Member orientation packet including training plan/schedule for new members.	Nan McKay Hand-	Complete Orientation Packet	10/2005 Purchase New Board	Executive Director; Administrative Assistant

	book 10/05	Completed	Members Packages	
F. Expand Board Meeting packet to include reports on status of PHAS indicators and other operations data logs.	Improved Board Package 08/05	Detailed Board Packet (Completed)	08/05 Board Meeting and On-going	Executive Director; Administrative Assistant
1.2 Develop and present Annual Report to appropriate local government in accordance with HA by-laws. [Reference HA By-laws]		Annual Report (IP Audit Report Submitted)	4/31/06 (Completed 12/2005)	Executive Director: Finance & Administration Coordinator; HUD-Grand Rapids
1.3 Monitor implementation of the MOA. [Reference 24 CFR 902.75a]	On-going since 08/05	MOA Accomplished (On-Going)	6/30/06 (9/2005-1/31/2006)	Board of Commissioners; Executive Director; HUD-RPC; HUD-Grand Rapids
A. Develop a process for reviewing MOA progress.	9/15/05 copies of reports given to Board	Monthly Progress Report (On-Going)	8/31/05 9/2005-1/31/2006	Executive Director
B. Review monthly report to HUD.	9/15/05 reviews started	Monthly HUD Report	On-going 9/2005-1/31/2006	Board of Commissioners
1.4 Take steps to enforce rights under Cooperation Agreement.	09/05 attorney retained	Improved Governance	6/30/06 On-Going	Board of Commissioners; Executive Director
A. Negotiate resolution of any deficiencies with City of Muskegon Heights.	09/05 attorney retained	Improved Service/Cost Savings	10/31/05 10/11/2005 attorney retained	Board of Commissioners; Legal Counsel/Executive Director
B. Adopt necessary resolutions and execute MOUs between MHHC and City to resolve deficiencies under the Cooperation Agreement.		Documented Agreements	10/31/05 (In Process Drafting MOU)	Board of Commissioners; Legal Counsel/Executive Director

			1/26/2006)	
C. Establish autonomy from City of Muskegon Heights	Completed 03/05	Autonomy (Completed)	1/31/06 (4/2005)	Board of Commissioners; Executive Director
1.5 Establish short and long-term goals and objectives for the PHA. [Reference: 24 CFR 903.1, Public Housing Reform Act of 1998, PIH Notices 99-51 & 99-33]	Strategic Planning Sessions Being held	Improved Long- Term Planning	10/31/05	Board of Commissioners; Executive Director; HUD- Grand Rapids
A. Develop 5 Year Agency /Annual Plan that states PHA's views and objectives in compliance with QHWRA. Review, revise and adopt as necessary.	Adapted HUD Consultant Needs Assessment	PHA Plans (In Progress Public Hearing 2/2006)	1/16/06	Board of Commissioners; Executive Director; MHHC Staff; Residents
1. Goals and objectives should be specific as to PHAS indicator and area of operation.		Department Goals & Objectives; Benchmarks	(On-Going)	Board of Commissioners; Executive Director; MHHC Staff
1.6 Establish goals for Section 3 and MBE/WBE Participation. [Reference: 24 CFR 85.36(e), 135.30]		Section 3 and MBE/WBE goals (Has been implements)	6/30/06 (On-Going)	Board of Commissioners; Executive Director
1.7 Ensure permanent records of PHA comply with applicable laws and regulations. [Reference: 24 CFR 990.201, 990.315, HA By-laws]		Full Compliance (Update in Progress)	6/30/06 (Completed)	Board of Commissioners; Executive Director
A. Resolutions must be tracked annually and reviewed as necessary.	Process Started 08/05	Resolution Tracking Log (Completed)	Annual (Completed)	Executive Director; Administrative Assistant
1.8 HUD will provide Technical Assistance as appropriate.		Improved Management	6/30/06 (In Progress)	HUD-Grand Rapids
A. Commissioner's Training (basic and advanced), to include ethics training. <u>(See 1.1A and 1.1D)</u>		HUD Board Training 8/16/2005- Basic	Advanced 7//31/2006.	Executive Director with HUD- Grand Rapids (determine whether professional training or HUD

				training based on resources available and HUD staff capacity.)
B. Other program training as appropriate.			On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)

Operational Area:

2. ORGANIZATION AND STAFFING

Targets and Strategies	Baseline as of: 2/4/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD
2.1 Develop, adopt and implement PHA Administrative Policies. [Reference: 24 CFR 85.36, 965.201, HUD Guidebooks 7401.7 & 7401.1]		Updated and completed policies (Review in Progress)	3/31/06	Executive Director/Finance & Admin Coord.; Board of Commissioners; HUD-Grand Rapids
2.2 Develop Operational policies and procedure manual for all agency departments. [Reference: HUD Guidebooks 7401.1 & 7401.7; Public Reform Act of 1998]		Updated and completed policies	1/31/06 (Completed)	Executive Director; HUD-Grand Rapids
2.3 Develop/amend staffing and organizational chart. [Reference: HUD Guidebooks 7401.1 & 7401.7]		Improved organizational structure and staff development (Implementation-In Progress)	3/31/06 Completed	Executive Director/Finance & Admin Coord.; Board of Commissioners; HUD-Grand Rapids
A. Revise organization chart and plan.	Completed 3/31/06	Revisions made	3/31/2006	Executive Director
B. Adopt by Board Resolution.			4/30/2006	Board of Commissioners
2.4 Develop a training plan for staff on general program administration. [Reference: HUD Guidebook 7401.7]	Done 10/31/05	Skilled and efficient staff (On-Going)	6/30/2006	Executive Director in consultation with HUD-Grand Rapids
A. New employee orientation.		As necessary	On-Going	Executive Director; Finance & Administration Coordinator
B. Ethics training		Completed	11/2005 On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)

C. Formal and on the job program training.		Safety Training, Maintenance, Administration, EIV, Occupancy Implemented	On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
D. Personnel policy basic training.	Process Started 08/05	(Completed)	On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
E. PHAS training.	Process Started 08/05		On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
F. Procurement Training.	Process Started 08/05	Professional Services Contract, Capital Fund Contract, UCPS Inspection Implemented	On-Going T/A provided by HUD 1/30/2006	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
G. Cross training on program requirements among employees,			On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
H. Basic finance procedures for non-finance staff.			On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
I. Conflict Resolution Training.			On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)

2.4 Review, Develop and Implement Position Descriptions and Staff Performance Standards. [Reference: HUD Guidebooks 7401.1 & 7401.7]	Process Started 08/05	Accurate job descriptions and performance standards (Completed)	10/31/05	Executive Director; HUD-Grand Rapids
A. Evaluate existing positions descriptions and staff performance standards and revise as necessary.	Process Started 08/05	(In Progress)	6/30/2006	Executive Director; Board of Commissioners
B. Complete staff desk audits and amend position descriptions as appropriate.		(In Progress)	6/30/2006	Executive Director
2.5 Develop process for setting Department goals and monitoring progress.	Done 10/31/05	Goals Achieved- Strategic Planning for Overall PHAS Improvements	3/31/2006	Executive Director; Maintenance (Lead Worker), Finance & Admin Coord., PH and S8 Program Mgr.
A. Assign PHAS and other operational goals to appropriate staff	Process Started 08/05	Staff Accountability (Completed)	10/31/2006	Executive Director
B. Develop monthly reporting system to monitor progress in meeting targets.	Process Started 08/05	Monthly Progress Reports MOA	9/15/2005	Executive Director

Operational Area:

3. FINANCE AND PROCUREMENT

PHAS Performance Targets		Baseline as of: 3/31/04 (actual audited data)	For reference only: estimated impact of FY05 ytd loss¹	1st qtr Performance Target	2nd calendar quarter Performance Target	3rd calendar quarter Performance Target	Final Performance Target 6/30/06²
Indicator #: 2	Name: Financial Condition						
2-1	Current ratio	.89 (0.0 points)	.40 (0.0 points)	.55	.70	.85	1.00 (3.60 points)
2-2	Expendable Fund Balance	(.32) mos (0.0 points)	(1.98) mos (0.0 points)	(1.50) mos	(1.00) mos	(.50) mos	0.0 mos (0.0 points)
2-3	Tenant Receivable/Outstanding	28.85 days (0.4 points)	Not Known	25 days	22.5 days	20 days	17.5 days (2.25 points)
2-4	Occupancy Loss	8.23% (3.5 points)	7.33%	6.5%	6.0%	5.5%	5% (4.5 points)
2-5	Expense Management/Utilities	\$65.12 (1.5 points)	\$74.90 (0.0 points)	\$72.00	\$70.00	\$68.00	\$66.00 (1.5 points)
	Net Income/Loss Divided by the Expendable Fund Balance	NL > 20% (0.0 points)	Net Loss (0.0 points)	Net Income	Net Income	Net Income	Net Income (1.5 points)
Baseline Score: 5.40 points							
Final Score: 13.35 points							

¹ The latest available year end data at the time of the assessment was the audited FDS for March 31, 2004. As of November 30, 2004, un-audited statements prepared by the Commission's fee accountant reflected a \$233,000 year to date loss. Additional losses, if any, between Nov 2004 and Mar 2005 will make ratios worsen by fiscal year end.

² In order to meet the performance targets for Current Ratio and Months Expendable Fund Balance, the Authority will need to increase current assets and/or reduce current liabilities by an estimated \$300,000. This amount was determined using latest available un-audited data at the time of the assessment – financial statements prepared by the fee accountant as of November 2004. That is because as of 11/30/04 Current Liabilities were about \$300,000 higher than Current Assets. Note that additional losses after November 2004 will increase the amount needed to achieve the above targets from \$300,000 to a higher amount. An addition of \$300,000 in current assets or reduction in current liabilities will cause the Current Ratio to reach a level of 1.0, which is enough to add 4.9 points, and should result in a Months Expendable Fund Balance of 0.0 months (because Current Assets will equal Current Liabilities). The \$300,000 may be achieved through a combination of cost reductions or revenue increases in order to achieve substantial net income. Another alternative to be considered is the sale of fixed assets (single-family scattered site homes) contingent upon prior HUD approval.

Targets and Strategies	Baseline as of:	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD
3.1 Improve Current Ratio (Current assets divided by current liabilities). [Reference: 24 CFR 902, Subpart C]	3/31/04 (latest audited data)	Current Ratio of 1.00 goal accomplished 3/31/05 annual audit	6/30/06	Executive Director; Finance & Admin Coordinator
A. Review agency-wide staffing needs and reduce staffing where feasible. Incorporate new staffing plan into an FY2006 budget to be submitted to HUD.	Review process Started 07/05	25% reduction 01/01/06 Completed	7/31/05	Executive Director
B. Identify and implement other cost reductions, to include maintenance materials and contracts, employee benefits ³ (requiring employee contributions toward benefit costs, if possible, as well as increasing co-pays, and other strategies), legal expenses, and other costs. This task shall involve developing and submitting a plan to HUD with proposed strategies to reduce costs. The cost reductions shall also be incorporated into an FY 2006 budget to be submitted to HUD.	Review process Started 07/05	25% reduction 01/01/06 completed, Operating Budget FY06 not a negative budget	12/31/05	Executive Director; Finance & Admin Coordinator
C. Increase current assets and/or reduce current liabilities by at least \$300,000 by a combination of the following: (a) by developing a budget for fiscal 2006 that produces at least \$300,000 net income/contribution to reserve, (b) by reducing staffing levels and other costs, (c) by evaluating internal controls to ensure assets are protected, receipts are deposited intact and expenses controlled, and/or (d) by selling fixed assets (such as scatted site single-family units) contingent upon prior HUD approval.	Review process Started 08/05	Still implementing strategies to reduce costs,	Ongoing	Executive Director; Finance & Admin Coordinator

³ Quadel's assessment found that employee benefits are 47% of salaries. The norm is 25% to 35%. Any efforts to control benefits costs (within reason) should be considered.

D. Produce timely and accurate financial statements to monitor actual revenues and expenses versus the 2006 budget. Address unfavorable variances with actions to further reduce costs or increase revenues.	07/05 New finance software purchased Training & data Inputting has not been completed. Completion date targeted 03/31/06		System Implemented	7/1/2005 and On-going	Executive Director; Fee Accountant
E. Develop tracking method for current ratio, utilizing data from the monthly financial statements.			System Implemented	7/1/2005	Executive Director; Fee Accountant
F. Report monthly with progress report to Board/HUD.	Report given to Board from fee accountant is 30 to 60 days. New software will produce in-house Reports at will		System Implemented	7/1/2005 and On-going	Executive Director
3.2 Increase the Expendable Fund Balance (Expendable fund balance divided by monthly operating expenses.) [Reference: 24 CFR 902, Subpart C]	3/31/04 (latest avail reliable data)		Months Expendable Fund Balance of 0.0 months	6/30/06	Executive Director; Finance & Admin Coordinator
A. Produce timely and accurate financial statements to monitor actual revenues and expenses versus the 2006 budget. Address unfavorable variances with actions to further reduce costs or increase revenues.	Monthly report by fee accountant is 30 to 60 days old, new software will produce in-house reports at will by 3/31/06			8/31/05 and On-going	Executive Director; Fee Accountant
B. Develop tracking method for current ratio, utilizing data from the monthly financial statements.				8/31/05	Executive Director; Fee Accountant
C. Report monthly with progress report to	Progress reports			10/31/05	Executive Director

Board/HUD.	started 9/15/05			and On-going	
3.3 Maintain or Reduce Tenant Receivables Outstanding (Average number of days tenant receivable are outstanding. The gross tenant accounts receivable at year-end divided by the total tenant revenue/ 365). [Reference: 24 CFR 902, Subpart C]	3/31/04 (latest avail data)		Tenants Receivables Outstanding of 17.5 Days	6/30/06	Executive Director; Finance & Admin Coordinator
A. Develop tracking method for tenant receivables.	Software in place 07/05		Completed	1/2004	Executive Director
B. Report monthly with progress report to Board/HUD.	Reports given monthly 07/05		Completed On-Going	On-going	Executive Director
C. Assure the rent collection policies include the following and are uniformly applied: (See also Performance Target 4.1)	Effective 07/05		Completed	7/1/2005 On-Going	Executive Director
1) Timely evictions	Effective 07/05		Completed	7/1/2005 On-Going	
2) Effective write-off policies	Effective 07/05		Completed	7/1/2005 On-Going	
3) Use of Collection Agency	Several agencies Have stopped working with PHA because people not working		Completed	7/1/2005 On-Going	
4) Home visits					
5) Repayment Agreements	Effective 07/05		On-Going	7/1/2005 On-Going	
3.4 Reduce the Occupancy Loss which measures the vacancy rate for the year.(One minus unit months leased divided by unit months available). [Reference: 24 CFR 902, Subpart C]	3/31/04 (latest avail audited data)		Occupancy Loss of 5 % - Achieved Goal 1/2006	6/30/06	Executive Director
A. Develop tracking method to determine occupancy loss. The tracking method must determine which			Implemented 7/1/2005	8/31/05	Executive Director

units are approved for demolition, conversion, modernization and used for non-dwelling purposes as outlined in Performance Targets 4.3 and 4.4.					
B. Report monthly with progress report to Board and HUD.			Completed 7/1/2005	10/31/05 and On-going	Executive Director
C. Develop marketing strategies to increase occupancy as outlined in Performance Target 4.3.			Completed 7/1/2005		
3.5 Expense Management/Utilities. Reduce expenses as appropriate. (The expense per unit/month for key expenses, including: administration, general (PILOT), tenant services, protective services, maintenance and operations and utility expenses as adjusted for PHA size and geographical area). [Reference: 24 CFR 902, Subpart C]	3/31/04 (latest avail audited data)		Per Unit Expenses of \$66 or less as per formula- Implemented Energy Performance Contract Completed 8/2005	6/30/06	Executive Director
3.6 Improve Net Income/Loss Ratio (Measures how the year's operations have affected the PHA's viability.) [Reference: 24 CFR 902, Subpart C]	3/31/04 (latest avail audited data)		Net Income	6/30/06	Executive Director; Finance & Admin Coordinator
3.7 Execute/update General Depository Agreement. [Reference: Annual Contributions Contract; HUD Guidebook 7410.0]	12/31/04		n/a Completed 12/31/2004	7/31/05	Finance & Admin Coordinator
3.8 Ensure that all federal funds, including repurchase agreements, are fully collateralized [Reference: Annual Contributions Contract; HUD Guidebook 7410.0]	12/31/04		n/a Completed 12/31/2004	7/31/05	Finance & Admin Coordinator

3.9 Allocate costs accurately among programs. [Reference: OMB Circular A-87]			Completed 12/31/2004	12/31/05	Finance & Admin Coordinator
A. Compile Cost Allocation Plan in accordance with OMB A-87 to allocate indirect cost to various PHA programs.			Completed 12/31/2004	10/31/05	Finance & Admin Coordinator
B. Evaluate impact of allocation plan.			Completed 12/31/2004	11/30/05	Finance & Admin Coordinator
C. Implement allocation plan.			Completed 12/31/2004	12/31/05	Finance & Admin Coordinator
3.10 Provide PHA Technical Assistance and/or Training in Financial Management. [Reference: Staff Capacity]	12/31/04		1/2006 On-Going	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
A. Budgeting (PHA-wide, program specific and departmental).			1/2006 On-Going	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
B. Cost Allocation Planning including OMB Cost Principles and Requirements, and proper segregation of federal and non-federal funds.			1/2006 On-Going	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
C. Financial Management:			1/2006 On-Going	Industry, training by NAHRO, HUD & consultants	Executive Director with HUD-Grand Rapids.
1) Accounting for Finance Staff.			1/2006 On-Going	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
2) Accurate and timely internal financial			1/2006	Various	Executive Director with

reporting for Finance Staff.			On-Going		HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
3) Cash management and controls for Finance Staff.			1/2006 On-Going	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
4) Internal controls for Finance Staff.	+		1/2006 On-Going	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
5) Basic financial training for non-financial staff and Board.			1/2006 On-Going	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
A. Property Based Budgeting and Accounting; Asset Management Principles from a financial perspective			On-Going Training starting 1/2006	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
B. Operating Fund and Housing Choice Voucher Program Funding.			On-Going Training starting 1/2006	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
C. Financial Management Policies (Refer to Performance Target 3.11.)			On-Going Training starting 1/2006	Various	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)

3.11 Improve financial management of the PHA. [Reference: HUD Guidebooks 7510.1 & 7475.1]					Executive Director; Finance & Admin Coordinator
A. Develop, adopt, and implement Financial Management Policies.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
1) Disposition policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
2) Capitalization policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
3) Collection Losses/Charge-off policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
4) Check Writing Authorization policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
5) Cash Overages/Shortages policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
6) Investments policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
7) Cash Management/Internal Procedures policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
8) Petty Cash policy.			Completed 12/31/2004	9/30/05	Executive Director; Finance & Admin Coordinator
B. Implement selected internal control recommendations from independent assessment report			Completed 9/30/2005	9/30/05	Executive Director; Finance & Admin Coordinator

Operational Area: 4. HOUSING MANAGEMENT

PHAS Performance Targets		Baseline as of: 3/31/04⁴	1st qtr Performance Target	2nd qtr Performance Target	3rd qtr Performance Target	Final Performance Target
Indicator #:	Name:					
3-1	Vacant Unit Turnaround Time	69.41⁵	50	40	30	20
2-4	Occupancy Loss	8.23% (3.5 points)	7.33%	6.5%	6.0%	5.5%
Targets and Strategies						
		Baseline as of: 2/4/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
4.1 Comply with current requirements regarding admission and occupancy of Public Housing. [Reference: 24 CFR 960.205; Public Housing Reform Act of 1998, Section 578; HUD Guidebook 7465.1, Chapter 5]			Full Compliance	1/31/06	Executive Director; HUD-Grand Rapids	
A. Review and revise as necessary, the PHA's Public Housing Management and Admissions and Occupancy policies.			Updated ACOP	10/31/05	Executive Director; PH & S8 Program Mgr.; PH Manager; Res & Human Serv. Coord.	
A) Conduct outreach and marketing efforts, to include advertising, in accordance with the ACOP.			(Completed)	4/2005		
1) Review and implement rent collection policy.			(Completed)	4/2005		
2) Establish a flat rent policy, updated schedule of flat rents, and a system for annually reviewing and updating the flat rents.			(Completed)	4/2005		

⁴ PHAS performance targets are based on the FY2004 MASS score as certified to by the MHHC and reviewed by Quadel during an on-site assessment January 31-February 3, 2005.

⁵ Vacant unit turnaround baseline data is from the FY2004 MASS certification as provided by MHHC. However, during the assessment Quadel confirmed a different number 41.74, as the vacant unit turnaround time for FY 2004. Here we have used the higher number for vacant unit turnaround time because during the assessment FYE2005 data to date (2/4/2005) was 63.04 days indicating that for FYE 3/31/05, MHHC would be in the 60s close to what MHHC certified to in FY2004.

4.2 Reduce vacancy loss. [Reference: Public Housing Reform Act of 1998]			6/30/06	Executive Director; PH & S8 Program Mgr.
A. Analyze vacancy trends and root causes.		Completed	12/31/2005	Executive Director; HUD-Grand Rapids
B. Develop and implement a plan to address problems identified; may include deprogramming request, demo/dispo request, conversion request, improving services and improving curb appeal, etc.		(Practice Implemented 1/30/2006)	6/30/06 On-Going	Executive Director
C. Establish method for routine coordination between maintenance and leasing staff.	12/1/05	(Completed)	8/31/05 4/2005	Executive Director; PH & S8 Program Mgr
D. Establish a procedure to authorize over-housing families when units would otherwise remain vacant.		Transfer Policy Completed	8/31/05	Executive Director
E. Attract additional qualified applicants by:		Developed Marketing Plan	6/30/06 (Implementation)	Executive Director
1) Identifying and promoting the positive aspects of the development and its residents.		Developed Marketing Plan	6/30/2006	
2) Conducting outreach and marketing efforts, to include advertising, in accordance with the ACOP.		Developed Marketing Plan	6/30/2006 (Implementation)	
4.3 Reduce vacant unit turnaround time. [Reference 24 CFR 901.10 & 902.43(a)(1)]		20 days	6/30/2006	Executive Director; Maintenance (Lead Worker)
A. Develop a plan to address making viable units market ready. Include repairs and upgrades needed to meet current market standards. (See performance targets 4.2 and 7.1)		Make Ready Plan	On-Going 6/30/2006	Executive Director; Maintenance (Lead Worker)
B. Identify units that need to be deferred to modernization or demolished/disposed of.		(Completed)	8/31/05 10/31/2006	Executive Director; Maintenance (Lead Worker)
C. Complete all make ready work within 20 days.			6/30/2006; and On-Going	Executive Director; Maintenance (Lead Worker)
D. Improve coordination between maintenance and management to:	12/1/05	Improved Coordination	8/31/05	Maintenance (Lead Worker); PH & S8 Program Mgr.

1) Provide projected availability dates;		(Completed)	10/31/2005	
2) Schedule move-in inspection in a timely manner;		(Completed)	(Completed)	
3) Prioritize vacant unit prep to ensure waiting list needs are met;				
4) Notify applicants in a timely manner to minimize lease up time; and		(Completed)	(Completed)	
5) Minimize downtime by notifying maintenance of vacancies promptly.	Ongoing	(Completed)	(Completed)	
E. Submit an updated vacant unit turnaround log to Board/HUD monthly.	12/1/05	Vacant Unit Turnaround Log Completed	Monthly On-Going	Maintenance (Lead Worker)
4.4 Resolve legal and operational problems with existing dwelling lease. [Reference 24 CFR 966.1-7]		Revised Lease	1/31/06	Executive Director; Legal Counsel; PH & S8 Program Manager
A. Review/Revise dwelling lease; verify compliance with requirements of Public Housing Reform Act of 1998.	12/1/05	Completed	1/2006	Executive Director; PH & S8 Program Manager
B. Provide families 30-day comment period.			In Progress 4/2006	Executive Director; PH & S8 Program Manager
C. Execute Lease/Lease Addendum with all adult members of household signing; Provide 30-day notice of rent changes.		Completed	12/31/05	PH & S8 Program Manager; PH Manager; Resident & Human Service Coord.
D. Enforce dwelling lease provisions.		Completed	1/31/06 On-Going	PH & S8 Program Manager; PH Manager
4.5 Conduct Annual Re-exams in a timely manner. [Reference: 24 CFR 960.209, 990.113]	Ongoing	Improved QC	8/31/05	PH & S8 Program Manager; PH Manager
A. Develop tracking register for annual re-exams and inspections.	Ongoing	Re-Exam and Inspections Log-Completed	8/31/05	PH & S8 Program Manager; PH Manager; Resident & Human Service Coord.
B. Assess all occupancy files for accuracy and required documentation.	Ongoing	Accurate Records-Completed	On-Going 8/31/2005	PH & S8 Program Manager; PH Manager

4.6 HUD to provide Technical Assistance Training.		Improved Staff Performance-	On-Going Board Training 8/2005 and 1/30/2006 HUD Team	HUD-Grand Rapids with Executive Director (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
A. Basic Occupancy Training.			On-Going 5/2006	HUD-Grand Rapids with Executive Director (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
B. Administration of Housing Authority programs		PIH Industry Training	On-Going	HUD-Grand Rapids Executive Director (determine whether professional training or HUD training based on resources available and HUD staff capacity.)

Operational Area: 5. PROPERTY MAINTENANCE

PHAS Performance Targets		Baseline as of: 3/31/04 ⁶	1 st qtr Performance Target	2 nd qtr Performance Target	3 rd qtr Performance Target	Final Performance Target
Indicator #:	Name:					
1	Physical Conditions	18	21	24	27	30
3-3a	Emergency WOs	100%	100%	100%	100%	100%
3-3b	Non-emergency WOs	4.0 days	4.0 days	4.0 days	4.0 days	4.0 days
3-4a	Unit inspections	Undeterminable	25%	50%	75%	100%
3-4b	System inspections	Undeterminable	25%	50%	75%	100%
Targets and Strategies		Baseline as of: 2/4/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
5.1 Enhance staff qualifications and capabilities. [Reference 24 CFR 5.701-705]			Improved Skills	1/31/06	Executive Director; Maintenance Staff	
A. Assess maintenance employee skills and determine employee training needs.		12/1/05	Completed	On-Going	Executive Director; Maintenance (Lead Staff)	
B. Obtain and conduct training to enhance employee skills.			Completed UCPS Inspections	9/2005 3/2006	Executive Director; Maintenance (Lead Staff)	
C. Provide training on REAC inspection procedures and standards.			Completed UCPS Inspections	9/2005 3/2006	Executive Director	

⁶ Baseline data for PHAS performance targets is based on MHHC’s FY2004 MASS certification and Quadel’s MASS confirmatory review. MHHC’s findings under MASS indicator 1 (physical condition) have been addressed under the Physical Needs Assessment Report. MHHC certified and Quadel confirmed 100% of emergency work orders completed, as well as non-emergency work orders completed within 4.0 days. FY2005 to date data (as of 2/1/2005) indicates 93% of emergency work orders complete which may indicate a problem in this area. Non-emergency work orders for FY 2005 to date data indicates completion in an average 4.0 days. MHHC certified to 100% of unit and systems inspections. However, Quadel was unable to confirm this number during the on-site assessment because there was no back up documentation to support this certification. In addition, during the assessment it was determined that there is no method or system in place for scheduling and tracking inspections of units and systems under PHAS. Therefore, the baseline is “undeterminable” and the performance targets set as if MHHC were starting from 0%.

5.2 Improve Work Order (WO) Performance. [Reference: 24 CFR 901.25, 902.43(a)(4)]		Enhanced Performance & Skills-Completed	6/30/06 2/1/2006	Maintenance; Management; Admin. Asst.
A. Complete all vacancy preparation WOs within an average 20 days and ensure that UPCS or more stringent local standards are met. (See PHAS performance target under Operational Area 4. Housing Management)		On-Going	6/30/2006	Maintenance; Admin Asst.
B. Determine existing performance and establish standards of productivity for maintenance performance.	10/31/05	On- Going Annual	11/01/2005	Executive Director; Maintenance (Lead Staff)
C. Develop and implement an effective quality control system for all aspects of maintenance.	10/31/05	Completed E.D. does 105 of units annually	10/31/05 On-Going	Executive Director; Maintenance (Lead Staff)
E. Submit updated work order log monthly to Board/HUD.	Monthly	On-Going Monthly	Implemented 10/31/2005	Maintenance (Lead Staff); Admin Asst.
5.3 Improve maintenance operations. [Reference: PIH Notice 97-36, 64 FR 33708 dated 6/23/99]			6/30/06	Executive Director; Maintenance
A. Implement the Maintenance Plan.	10/31/05	Completed	10/31/05	Executive Director; Maintenance
B. Assess the effectiveness of the Maintenance Plan and adjust as needed.		Completed	Annual 10/31/2005	Executive Director; Maintenance (Lead Staff)
5.4 Inspect all buildings, sites, and systems annually. [Reference: 24 CFR 901.30, 902.23, 902.43(a)(5)]		Completed	Annual 12/31/2005	Maintenance; Res. & Human Serv. Coord.
A. Identify all buildings, sites, and systems to be inspected according to the PHA's Maintenance Plan.	8/31/05	Completed	8/31/05	Maintenance (Lead Staff)
B. Develop a systems inspection schedule.	9/30/05	Completed	9/30/05	Maintenance (Lead Staff)
C. Submit monthly report summary of progress to Board and HUD.		Completed	Monthly 10/31/2005	Maintenance (Lead Staff)
5.5 Ensure 100% of dwelling units are inspected annually using UPCS and/or more stringent local code. [Reference: 24 CFR 901.0, 902.23, 902.43(a)(5)]		PHAS Compliance-Completed	Annual 12/31/2005	Maintenance (Lead Staff)
A. Develop standardized inspection form for dwelling units using UPCS and/or more stringent local code.	8/31/05	Completed	8/31/05	Maintenance (Lead Staff)

B. Ensure that quality control inspections are completed.		Completed	On-Going 12/31/2005	Maintenance (Lead Staff)
C. Ensure that work identified by the inspections are entered on the WO tracking log/system.		Completed	On-Going 12/31/2005	Maintenance (Lead Staff)
D. Develop a unit inspection schedule.	9/30/05	Completed	9/30/05	Maintenance (Lead Staff)
G. Submit monthly report of progress to Board/HUD.		Completed	Monthly 10/31/2005	Maintenance (Lead Staff)
5.6 Develop effective Inventory Control System for maintenance. [Reference: HUD Guidebook 7510.1]	10/31/05	Practice Implemented and Completed	10/31/2005	Executive Director; Maintenance (Lead Staff)
A. Standardize types of items, part, supplies, and equipment to the maximum extent possible.	10/31/05	Practice Implemented and Completed	10/31/2005	
B. Perform an annual physical inventory on all parts, supplies and equipment.	8/31/05	Practice Implemented and Completed	8/31/2005 and Annual	
C. Establish a link between Work Order parts usage, tenant charges, cost controls and accountability with Inventory Control System.	10/31/05	Practice Implemented and Completed	10/31/2005	
D. Evaluate the use of annual indefinite delivery/blanket purchase agreements which promotes cost savings.	10/31/05	Practice Implemented and Completed	10/31/2005	
E. Establish procedures for security of supplies, install hardware as necessary.	10/31/05	Practice Implemented and Completed	10/31/2005	
5.7 Improve communications between maintenance, other PHA departments and residents. [Reference: HA	10/31/05	Practice Implemented	10/31/2005	Executive Director; Maintenance; Management

Maintenance Plan.]		and Completed		
A. Conduct weekly meetings between Maintenance Management and key maintenance staff for the purpose of discussing current maintenance issues, workload and conformance with maintenance plan, etc.	Ongoing	Practice Implemented and Completed	10/31/2005	Executive Director; Maintenance
B. Consider feasibility of hiring a Modernization Coordinator to also supervise Maintenance.	10/31/05	Practice Implemented and Completed	10/31/2005	Executive Director
C. Coordinate work identified through the inspection of WO system between the maintenance and capital fund staff.	10/31/05	Practice Implemented and Completed	10/31/2005	Executive Director; Maintenance (Lead Staff)
D. Conduct resident meetings to educate them on HA maintenance procedures, capital improvements and life safety issues, such as maintaining smoke detectors in proper operating condition.	8/31/05	Practice Implemented and Completed	10/31/2005	Executive Director; Res. & Human Serv. Coord.
E. Report results of meetings in monthly status/progress reports.	Ongoing	Practice Implemented and Completed	Monthly	Executive Director; Res. & Human Serv. Coord.

Operational Area: 6. RESIDENT SERVICES AND INITIATIVES

PHAS Performance Targets		Baseline as of: 3/31/04	1st qtr Performance Target	2nd qtr Performance Target	3rd qtr Performance Target	Final Performance Target
Indicator #:	Name:					
4	Resident satisfaction	6	7	8	9	10
3-5	Economic self sufficiency	NA				NA
* RASS Improved from 6 to 7						
3-5 Economic Self Sufficiency In Draft Form						
Targets and Strategies		Baseline as of:	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	

Operational Area: 7. CAPITAL FUNDS

PHAS Performance Targets		Baseline as of: 3/31/04⁷	1st qtr Performance Target	2nd qtr Performance Target	3rd qtr Performance Target	Final Performance Target
Indicator #:	Name:					
3-2a	Funds unexpended	In Progress				\$0.00
3-2b	Funds unobligated	In Progress				\$0.00
3-2c	Quality of work	In Progress				Very Good
3-2d	Contract administration	In Progress				No Findings
3-2e	Budget controls	In Progress				\$0.00
Targets and Strategies						
		Baseline as of: 2/4/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
7.1 Improve the physical condition and long-term viability of the developments. [Reference: 24 CFR 968.315, 904.1-11]			Viable Assets	1/31/06	Executive Director; Maintenance	
A. Evaluate, prioritize and develop the five-year action plan to include the comprehensive physical needs assessment.				Completed 3/31/2005	Executive Director	
B. Determine viability of all public housing developments for continued use as public housing.				Completed 3/31/2005	Executive Director; Maintenance	
C. Incorporate the results in the PHA Annual and Five Year Plans.				Completed 8/31/2005	Executive Director	
7.2 Improve the management capacity of the Authority. [Reference: 24 CFR 968.315; 903.1-11]			Improved Skills	1/31/06	Executive Director	
A. Use data from sections 2 & 9 to establish management improvement needs.		10/31/05	Completed HDS Software 1/2004 and MIP	10/30/05	Executive Director	

⁷ Baseline data is established as undeterminable based on Quadel's MASS confirmatory review of MHHC for FY 2004. No documentation or data was provided by MHHC to support the MASS certification under MASS sub-indicator 2. A review of MHHC's Capital Fund budgets did not provide sufficient information to assess whether or not the score as certified to by MHHC should be confirmed. During the assessment it was determined that there is no tracking or data, records or information in a systematic way for the Capital Fund and related capital activities.

		Accounting 7/2005		
B. Evaluate, prioritize and develop the five-year action plan to include the management needs assessment.		Completed 9/2005	1/31/06	Executive Director
C. Coordinate eligible training programs with available funds.	Ongoing		On-Going	Executive Director with HUD-Grand Rapids (determine whether professional training or HUD training based on resources available and HUD staff capacity.)
D. Evaluate the feasibility of hiring a Modernization Coordinator.	8/31/05	Completed 5/2005	8/31/05	Executive Director
1) Consider the position as Modernization Coordinator/Maintenance Supervisor.	8/31/05	Completed 5/2005	8/31/05	
E. Incorporate the results of the PHA Annual and Five Year Plans.		Consideration On-Going	6/30/2006	Executive Director
7.3 Coordinate/communicate regarding modernization activities with PHA staff and residents. [Reference: 24 CFR 968.125, 901.13, 902.43 (a)(2)]	8/31/05	Practice Implemented and On-Going	8/31/05; On-Going	Executive Director
A. Conduct cross-functional meetings as appropriate.	Ongoing		On-Going	Executive Director
B. Report status and methods of resolution in monthly status/progress reports to HUD.	Ex, Dir. Holds bi-weekly meeting with staff & attends Resident Council meetings send Newsletters	Ex. Dir. Attends monthly Resident council meeting	Monthly	Executive Director
7.4 Improve effectiveness of Construction contract administration procedures. [Reference: 24 CF 968.135]			6/30/06	Executive Director
A. Develop a system to schedule pre-construction conferences, notices to proceed, and contract work.		Practice Implemented/ On-Going		
B. Develop a daily log to document construction work		On-Going		

activities.				
7.5 Establish more effective budget controls and capital fund tracking procedures. [Reference: 968.320, 902.43(a)(2)]		Completed 5/30/2005	6/30/06	Executive Director
A. Assure proper authorization and training of personnel accessing LOCCS		Completed 5/30/2005		
B. Develop an effective capital fund tracking procedure.		Completed 5/30/2005		

Operational Area: 8. SECURITY

PHAS Performance Targets		Baseline as of: 3/31/04⁸	1st qtr Performance Target	2nd qtr Performance Target	3rd qtr Performance Target	Final Performance Target
Indicator #:	Name:					
3-6a	Reporting and tracking crime	NA	Implemented	Implemented	Implemented	7/1/2005
3-6b	Applicant screening	NA	Implemented	Implemented	Implemented	7/1/2005
3-6c	Lease enforcement	Undeterminable	Implemented	Implemented	Implemented	One Strike Evictions Log
3-6d	Grant management	NA	Implemented	Implemented	Implemented	7/1/2005
Targets and Strategies						
		Baseline as of: 2/4/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD	
8.1 Reduce crime and improve the quality of life in the PHA's developments. [Reference: Public Housing Reform Act of 1998; 24 CFR Part 84 & 761]		Ongoing	Reduced Crime	6/30/06 On-Going	Executive Director; Res. & Human Serv. Coord.	
A. Develop a security program for each development with input from residents and local law enforcement agencies.			Implemented Security Program	7/1/2005		
B. Implement the security programs.			Implemented Security Program	7/1/2005		
C. Evaluate the effectiveness of the security program and modify as appropriate.			Implemented Security Program-Evaluation On-Going	Commence 7/1/2005		

⁸ Performance target established as undeterminable. During the FY 2004 MASS confirmatory review, under Sub-Indicator, 5, component 3, Lease Enforcement, Quadel did not find any supporting documentation indicating that eviction procedures result in appropriately evicting residents who meet the One-Strike criteria nor confirm the total number of evictions resulting from One-Strike criteria, because there is no method in place for tracking evictions.

8.2 Establish and maintain awareness of security issues. [Reference: Public Housing Reform Act of 1998]	8/31/05	Secure Developments	8/31/05; and On-going	Executive Director; Res. & Human Serv. Coord.
A. Develop system for tracking and reporting crime.	8/31/05	Implemented	8/31/05	Res. & Human Serv. Coord.
B. Submit reports monthly to Board/HUD.		Complying	Monthly	Res. & Human Serv. Coord.
8.3 Evaluate the effectiveness of applicant screening procedures in reducing crimes. [Reference: Public Housing Reform Act of 1998]	10/31/05	Enforced One Strike Regulation On-Going	10/31/05	Executive Director; PH & S8 Program Mgr., PH Manager; Res. & Human Serv. Coord.
A. Develop tracking log for ineligible applicants with criminal history.	8/31/05	Implemented Log	8/31/05	Res. & Human Serv. Coord.
8.4 Evaluate the effectiveness of lease enforcement in reducing crime. [Reference: Public Housing Reform Act of 1998]	10/31/05	Lease Enforcement; Secure Developments	10/31/05- Program Implemented 7/1/2005	Executive Director; PH & S8 Program Mgr., PH Manager; Res. & Human Serv. Coord.
A. Establish procedure to track lease enforcement resulting from One Strike Policy and other security related lease violations.		Implemented Tracking and Enforcement results	7/1/2005	
B. Use the information from the incident reports to document security related lease violations and enforce the lease.		Reports documents all crimes residents and quest	7/1/2005	

Operational Area: 9. MANAGEMENT INFORMATION SYSTEMS

Targets and Strategies	Baseline as of: 2/4/05	Final Performance Target	Estimated Completion Date	Lead staff for PHA and HUD
9.1 Resolve problems with existing MIS	10/31/05	Improved use of MIS; Improved Performance	10/31/05	Executive Director; Admin Asst.
A. Verify data integrity			Completed 10/31/2005	
B. Establish appropriate internal controls to ensure data integrity.			Completed 10/31/2005	
C. Train staff on existing MIS capabilities and features and management reports and tools for tracking and monitoring performance.			Completed 10/31/2005	Executive Director; Admin Asst.
9.2 Position PHA to conduct business electronically.	9/30/05	Enhanced Performance and Compliance	7/31/05	Executive Director; Admin Asst.
A. Obtain financial software package compatible with HDS and HUD requirements. Train staff on use of software.		Completed	7/31/2005	