

Secretary's Representatives;
Public Housing Directors;
Administrators, Area Offices
of Native American Programs;
Public Housing Agencies; Indian
Housing Authorities; Resident
Management Corporations; Resident
Councils; Resident Organizations

Notice PIH 96-29(HA)
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Implementing Performance Standards required by the Tenant Opportunities Program (TOP)

I. BACKGROUND

The Tenant Opportunities Program (TOP) provides technical assistance for various activities, including but not limited to resident management, for resident councils/resident management corporations, as authorized by Section 20 of the U.S. Housing Act of 1937. The TOP provides opportunities for resident organizations to improve living conditions and resident satisfaction in public housing communities.

The Office of Public and Indian Housing, Office of Community Relations and Involvement's (OCRI) strategy in developing the performance standards was based on the fundamental principle that specific types of training programs for residents can lead to positive outcomes. Since training remains an essential ingredient for the success of TOP, each training program must result in a product or action that makes positive change in the resident community. Section 20(f) of the United States Housing Act, as amended, makes resident training under TOP possible; however, HUD must ensure that the training strategy produces the actions and outcomes required to achieve TOP goals. Performance Standards are necessary to measure grantees' progress in the implementation of their training programs. To ensure that training activities are being achieved, semiannual performance status reports, as well as the TOP Work Plan will be used to evaluate the grantee's overall performance against its task accomplishments and timeframes.

II. PURPOSE OF THIS NOTICE

Past experience has shown that training results related to any TOP initiative have been significant and multifaceted. Training for resident-managed activities has resulted in opportunities in economic development, resident self-sufficiency, improved living conditions and enhanced social services for residents. Residents provided an opportunity to be trained to move toward responsible roles in their communities. Training also enhances the functioning of the resident council and enables it to develop skills to engage in resident-managed activities in its community. This Notice serves to aid grantees in accomplishing the training tasks.

NOFAs from Fiscal Year 1988 to 1995 required that grantees develop concrete Work Plans pursuant to the Resident Management/Tenant Opportunities Program (RM/TOP). The Work Plan is comprised of tasks and timeframes to assist grantees in developing training activities during the duration of the grant. In the past Work Plans have not contained specific training goals pursuant to program requirements. Future NOFAs will require RM/TOP grantees to develop specific training goals in their Work Plans. This Notice serves to assist grantees in accomplishing the requirements.

Grantees are required to select and implement the training program(s) of choice in accordance with the needs of the community. These programs are not all inclusive and grantees may work with the HUD Field Offices to establish other training programs to meet their needs provided that the results would be measurable.

III. APPLICABILITY

This Notice applies to:

- A. Resident Councils (RCs), Resident Management Corporations (RMCs), and Resident Organizations (ROs), with FY 1988 - FY 1995 Resident

Management/Tenant Opportunities Program Technical Assistance Grants (RM/TOP TAG), and future TOP grantees unless otherwise indicated.

- B. HUD Field Offices of Public Housing (OPHs) and HUD Area Offices of Native American Programs (AONAPs).
- C. Public Housing Agencies (hereinafter referred to as HAS), including HAS funded on behalf of RCs/RMCs in FY 1988.
- D. This Notice does not apply to the National Resident Organizations (NROs), Regional Resident Organizations (RROs), and Statewide Resident Organizations (SROs) with FY 1994 - FY 1995 Tenant Opportunity Technical Assistance Grants. However, NROs/RROs/SROs should be cognizant of the requirements contained in this Notice when providing training to the RM/TOP grantees.

IV. THE WORK PLAN AND TRAINING PROGRAMS/PERFORMANCE STANDARDS

The work plan requires that the performance standards selected as training tasks by the RC's/RMC's/RO's must clearly demonstrate the activities to be accomplished within 3-5 years. Therefore, the Work Plan must be clearly written to state how training tasks will be successfully accomplished.

Tasks I and II of the General Work Plan (see attachment) require grantees to do the type of partnering, planning, organizing and organizational development that will result in a successful TOP implementation strategy. HUD Field Offices/ONAP must ensure that the grantees have completed all activities under these tasks prior to advancing to remaining Tasks.

V. TRAINING PROGRAMS/PERFORMANCE STANDARDS AND TIMEFRAMES

Training programs by which HUD will measure performance standards, will be based on task accomplishments and timeframes; for example, how detailed is the Work Plan, or what is the timeframe for accomplishing the tasks, or what resources will be used to accomplish these tasks; etc. Therefore, it is essential that training programs and timeframes be designed to produce results. Grantees are required to complete at least two training programs, one of which must be the training program listed below as number one. These training programs are not all inclusive and grantees may work with

the HUD Field Office and the local HA to select other training programs to meet their specific needs; however, the results must be measurable. Timeframes for the suggested training programs listed below are flexible, up to the limit as established in each activity. Failure to meet the timeframes may result in default of the Technical Assistance Grant (TAG) Agreement. Whenever the RC/RMC/RO hires trainers or other experts for training programs, the training must be provided by a qualified housing management specialist, a community organizer, the HA or other sources knowledgeable about the program.

Listed below are examples of detailed training programs which can be included in the Work Plan:

1. **Train block/building/floor captains, members of the RC/RMC/RO board and other interested residents to increase its capacity as an organization. Examples may include, but are not limited to, establishing operating/planning committees and block/building/floor captains to carry out specific organizations tasks and developing a cohesive relationship between the residents and the local community.**

The training program must begin within 3 to 6 months after the TAG Agreement has been executed.

All grantees must perform this training activity in a timely manner since it serves to focus the resident community and will broaden participation by providing specific training to a large body of residents.

The following HUD requirements and training elements can be included in a training program:

- 24 CFR Part 964 and Part 950 (Public/Indian Housing)
- Procedures and guidelines governing TOP
- Organization development
- Conflict resolution and mediation

- Techniques on planning and conducting organizational meetings
- HUD regulations and policies governing the operation of low-income housing which includes Comprehensive Grant Program (CGP), Section 3, etc.
- Procurement and contracting; financial management

2. Develop strategies to decrease crime and violence by creating a sense of community responsibility and common concerns.

This training program must be in place within six months of completing Tasks I thru IV of the TOP work plan; however, the results may take much longer.

By completing the first training activity listed in number one above, there may be automatic progress made on this training activity because crime and violence decreases when a sense of community begins to develop. Community and caring, combined with appropriate law enforcement, are the best tools against crime.

3. Train residents to develop a tutorial and scholarship program using a "Board of Very Important Persons (VIP)" such as Accountants, Bankers, Lawyers, officials in public/private agencies/organizations to provide opportunities for educational attainment needed to perform resident-managed functions, including institutions of higher learning.

This training program must be in place within 12 to 19 months of completing Tasks I thru IV of the TOP Work Plan.

This training activity may not be appropriate for every resident. The HA and grantee should work closely to develop strategies that fit the needs of the residents living in public/Indian housing.

4. Train residents in areas related to resident-owned businesses and provide technical assistance for job training, and placement in the RMC development. This can be accomplished by using programs, such as the Section 3 jobs initiative or for IHA, Indian preference

in accordance with 24 CFR Part 950.175 and Section 7(b) of the Indian Self Determination and Education Assistance Act (25 U.S.C. 450(b)).

This training program must be in place within 18 to 24 months of completing Tasks I thru IV of the TOP Work Plan.

This training activity may be achievable if developed in conjunction with the Section 3 technical assistance initiative and the Comprehensive Grant Program. The training strategy developed to implement the first training activity listed in number one above can facilitate a practical approach to economic development and job training.

5. Train and provide technical assistance to residents in resident-managed business development and provide technical assistance.

This training program must be in place within 12 to 18 months of completing Tasks I thru IV of the Top Work Plan.

This training activity would involve feasibility and market studies, development of business plans, outreach activities and innovative financing methods involving revolving loan funds and legal advice in establishing a resident managed business entity.

6. Train residents in areas related to social support needs.

This training program must be in place within 24 months of completing Tasks I thru IV of the TOP Work Plan.

This training activity may involve feasibility studies to determine training and social support needs, training in management-related employment training and counseling, coordination of support services; training for programs such as child care, early childhood development, parent involvement, volunteer services, parenting skills, before and after school programs; and training programs on health, nutrition and safety.

7. Train residents in the development of strategies to successfully implement a youth program which will address the needs of the youth, such as reducing crime,

drug use, violence and teenage pregnancy.

This training program must be in place 18 months of completing Tasks I thru IV of the TOP Work Plan; however, results may take longer.

This training activity could involve, for example, the needs and problems of youth, improving youth initiatives that are currently active, and training youth, housing authority staff, resident management corporations and resident councils on youth initiatives and program activities.

8. Train residents in the management of public and Indian housing developments.

This training program must be in place within 24 months of completing Tasks I thru IV of the TOP Work Plan.

This training activity requires residents to establish a partnership with the HA, receive training relating to property management, and establish a dual/full management contract with the HA. The dual management contract allows residents to work jointly with the HA in preparation to manage certain functions in the development. The full management contract allows residents to manage certain functions at the development. Training may involve skills directly related to the operation, management, maintenance and financial systems of a project, training of residents with respect to fair housing requirements and in negotiating management contracts, designing a long-range planning system and HUD regulations and policies governing the operation of low-income public housing.

9. Train residents to develop a homeownership plan under 5(h) or an equivalent program.

This training program must be in place within 18 months of completing Tasks I thru IV of the TOP Work Plan.

Training would involve determining feasibility for homeownership by residents including assessing the feasibility of other housing (including HUD-owned or HUD-held single or multifamily) affordable for purchase by residents.

This training activity may result in residents

developing a homeownership plan under 5(h) or an equivalent program and submit the plan to HUD for approval.

VI. **DIRECTION**

The Field Offices (FOs), Area Offices of Native American Program (AONAPs) and grantees are required to evaluate TOP work plans to ensure that they meet the training activities of this Notice. The following actions are required:

1. The HUD FO/AONAPs Community Relations and Involvement Specialists (CRIS) and TOP grantees in partnership with their HAS should assess work plans to determine if goals are result-oriented and contain performance standards and realistic timeframes within the prescribed timeframes specified above that reflect outcome, products or deliverables.
2. If the grantees' current work plans lack an acceptable strategy towards specific outcomes and goals, the FO/AONAP must notify grantees that their work plans must be revised to meet the requirements established in this Notice.
3. Grantees must provide the revised work plans to the local FO/AONAP for review and approval within 60 days from the date of this Notice.
4. No action is necessary if the grantees' work plans meet the objectives contained in this Notice.

/s/ Kevin Emanuel Marchman

Deputy Assistant Secretary for

Distressed and Troubled
Housing Recovery

