

PHA Plans

**Streamlined 5-Year/Annual
Version**

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

OMB No. 2577-0226
(exp 05/31/2006)

Streamlined 5-Year Plan for Fiscal Years 2004 - 2008

Streamlined Annual Plan for Fiscal Year 2004

Streamlined Five-Year PHA Plan Agency Identification

PHA Name: Missoula Housing Authority

PHA Number: MT033

PHA Fiscal Year Beginning: 10/2004

PHA Programs Administered:

Public Housing and Section 8

Number of public housing units: 165

Number of S8 units: 754

Section 8 Only

Number of S8 units:

Public Housing Only

Number of public housing units:

PHA Consortia: (check box if submitting a joint PHA Plan and complete table)

Participating PHAs	PHA Code	Program(s) Included in the Consortium	Programs Not in the Consortium	# of Units Each Program
Participating PHA 1:				
Participating PHA 2:				
Participating PHA 3:				

Public Access to Information

Information regarding any activities outlined in this plan can be obtained by contacting:

Main administrative office of the PHA

1235 34th Street

Missoula, MT 59801

Display Locations For PHA Plans and Supporting Documents

The PHA Plans and attachments (if any) are available for public inspection at:

Main administrative office of the PHA

1235 34th Street

Missoula, MT 59801

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

Main business office of the PHA

Streamlined Five-Year PHA Plan

PHA FISCAL YEARS 2004 - 2008

[24 CFR Part 903.12]

A. Mission

- 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: The Mission of the Missoula Housing Authority is to provide decent, safe, affordable housing, and to foster among the residents we serve, self-sufficiency, economic independence, upward mobility, and a sense of participation in the economic and political system. (adopted 5/30/96)**

B. Goals

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)

5-Year Plan MHA Fiscal Years 2004 - 2008

Goals

I. MAXIMIZE QUALITY AND REACH OF MHA AFFORDABLE HOUSING PROGRAMS

A. Operate existing housing programs for residents, program participants, and applicants in an efficient, effective, and equitable manner.

1. Develop quality control systems to assure that resident satisfaction is high and that MHA is delivering maintenance in a cost-effective manner.
2. Supplement basic staff complement with open purchase contracts for skilled maintenance services to address mismatches in workload and staffing levels.
3. Develop a system of benchmark performance measurements and standards that provides key comparable indicators to the private sector real estate standards. Train existing and new employees to meet benchmarks in general maintenance.
4. Implement the expanded use of private management companies for different components of MHA's portfolio in terms of overall cost effectiveness and complexity of implementation.
5. Structure a portion of MHA's rental housing so that it will serve populations that the private market cannot provide for, including those whose income would qualify them for public housing and special population including but not limited to the elderly, disabled, homeless, veterans, and smaller households.
6. Revise the Housing Quality Standards to increase health and safety requirements that will ensure that Section 8 housing is safe while maintaining a high supply of available rental units.
7. Improve the grievance hearing process by training non-staff members such as students from the University of Montana to serve as hearing officers or provide assistance to residents appearing at hearings.
8. Establish a preventive maintenance program to improve unit marketability and decrease the time between vacancy and re-renting units.
9. Establish a protocol to ensure that MHA stays current with program changes and takes advantage of regulatory waivers and other opportunities.
10. Work towards obtaining Moving to Work designation or receiving similar waivers that provide for flexible operations.
11. Obtain funding for a staff person to serve as a coordinator for Elderly/Disabled services.
12. Organize tenants into tenant-based organizations (Tenant Resident Councils) to help set policies, programs, and standards for individual projects
13. Organize the agency departments to reflect optimal Customer Service and Satisfaction, in an effort make agency more efficient.

B. Implement development-specific strategies that coordinate physical improvements and redesign,

market niche, level of affordability, form of ownership and means required to obtain resources to execute strategy.

1. Develop in-house capacity to create redevelopment pro formas that combine multiple sources of funding, especially pro formas that do not rely on Development Fund as a major source of funding.
2. Provide ongoing technical assistance to the leadership of the Resident Advisory Board (RAB) for a better understanding of management and mixed finance technical issues.
3. Conduct a portfolio-wide capital needs assessment of MHA's properties to determine the extent of investment necessary to retain those properties and to develop an on-going preventative maintenance and capital replacement schedule. Make other improvements to the public housing units to increase livability and make more market competitive.
4. Implement the recommendations of the recently completed accessibility and adaptability study through the renovation of housing units and improvements to sites.
5. Complete a portfolio-wide master plan of MHA's units in conjunction with a review of affordable housing needs in MHA's jurisdiction. If possible, coordinate that master plan with City, County, HRC, and University efforts and programs, including modifying the scope of services to address their concerns, and seek financial participation from them.
6. Partner with the City, County, State and other entities to improve MHA developments and the surrounding neighborhoods.
7. Pursue partnerships with local supportive service providers to acquire land, purchase existing housing, rehabilitate buildings, demolish structures as needed, and construct new dwelling units.
8. Acquire land, purchase existing housing, rehabilitate buildings, demolish structures as needed, and construct new dwelling units to build replacement public housing and mixed-use, mixed-financed, and/or mixed-income developments of a size and scale that is in keeping with the neighborhood and of the highest architectural design.
9. Further develop plan for affordable housing to be built on Orchard Promenade site also known as the Edgell Property off of Reserve Street.
10. Use Replacement Housing Factor funding for new public housing to be built on Franklin Street site.
11. Complete and implement plans for the substantial modernization of the exterior of the Toole Street project.
12. Implement plan to build transitional housing for homeless veterans.
13. Complete the renovations and construction of additional units on the Vantage Villa site.
14. Develop and implement plan to develop rural site known as LaFray Lane in coordination with Emma Dickinson/River Road Neighborhood Infrastructure plan
15. Develop and implement plan of development for site that currently houses The Joseph Residence on Rattlesnake Drive.
16. Further develop plan for affordable housing on mixed-use, mixed-income urban redevelopment site.
17. Investigate future development of Single Room Occupancy projects
18. Coordinate with local agencies to provide housing for aging and elderly population.
19. Coordinate with local redevelopment agency on housing needs for urban renewal areas.
20. Develop and implement a plan for a higher a better use of the Speedway Avenue properties.
21. Seek additional sources of funds from local, State, Federal entities as well as private institutions and foundations in order to add improvements to MHA developments including but not limited to tax credit, Continuum of Care, HOME, and other HUD and non-HUD resources such as the Federal Reserve Bank system and Missoula Redevelopment Agency.
22. Work with business and for-profit corporations to provide subsidized housing through such mechanisms as tax credits or special governmental and non-governmental sources.
23. Partner with existing providers of subsidized housing to improve the availability of housing units, maintain high quality management and maintenance, and financial solvency.

24. Create alliances with Missoula's neighborhood councils and foster joint planning and better community relationships.
25. Investigate and implement as appropriate bond funding to make progress on capital improvement plans for portfolio reengineering.
26. Shift MHA-owned property towards multi-family configuration and establish site-based waiting lists where appropriate.
27. Work with the City of Missoula to locate public facilities on or near public housing sites so that Supportive and Community Service agencies can be closer to public housing Partner with local CDC's and others to acquire, renovate, and hold property to enable the use of those properties for affordable homeownership opportunities.
28. Explore constructing or purchasing of homes to sell to Section 8 Homeownership voucher holders.
29. Provide for sufficient training to enable MHA to become Missoula's tax credit property management specialist for its and other tax credit properties.
30. Negotiate with the City of Missoula and others to obtain tax foreclosed or other publicly held properties that can be rehabilitated to add affordable housing in the community.
31. Establish policies and procedures for a Project-based Section 8 Program to judiciously allot project-based section 8 vouchers to support development and rehabilitation of neighborhoods, promote homeownership, and rehabilitate and build additional affordable housing.
32. Establish loan pools for use by non-profits or to be loaned directly to clients for acquisition and rehabilitation of property, and to fund necessary predevelopment work.
33. Restructure MHA's headquarters building to provide additional office space and a more readily accessible space.
34. Explore a new location for MHA's offices that will permit additional expansion space and that will locate the facility closer to other governmental entities and supportive services including the use of some of the premises for market rate office space to help defer the cost of construction and operation.
35. Continue to assess MHA's scattered site properties to ensure they are meeting the demands for housing and match with our waiting list.
36. Investigate and implement as appropriate the use of New Markets Tax Credits in mixed use developments
37. Investigate and implement as appropriate the use of ACC subsidies from sold public housing units for new public housing provided by MHA, non-profit entities, and others.
38. Dispose of those MHA properties that no longer support MHA's mission or that, through their disposal, offer expanded opportunities for affordable housing or reinforce MHA's mission, and reuse MHA property that meet the same goal.
39. Locate a new warehouse that will replace the facility located currently at the Toole site and the rental property on Schilling.
40. Supplement staff capacity through the use of consultants, architects and engineers, and fee accountants and other professionals to reduce staff expenses while obtaining the information necessary to make decisions regarding the management and operations of MHA.

C. Develop Client Service Center to assist PHA and Section 8 applicants and program participants with MHA administrative requirements and processing. The Service Center will also serve as ombudsmen for program participants having bureaucratic difficulties and as a liaison to resident organizations.

1. Implement applicant and new resident orientation and training programs that are supported by the MHA lease or condition of lease approval.
2. Create customer service procedures for tracking contacts to identify areas for operational improvement.
3. Complete transition to Central File System within Service Center that will contain all applicant and

program participant files and information.

4. Implement the use of technology such as scannable forms and electronic records to reduce data inputting needs and paper files.
5. Create and improve MHA website to provide information about MHA programs and the ability to contact MHA staff or submit requests for pre applications through the Internet.
6. Develop comprehensive housing search database covering city and local suburbs that can be accessed via the Internet.
7. Explore use of video, other media to improve communications with customers.
8. Modify the Administrative Plan and Admissions and Continued Occupancy Policies as needed to support these goals and objectives, to match HUD requirements or best practices, or to meet local market needs.

D. Promote deconcentration of poverty and diversity in all aspects of MHA programs while providing the maximum degree of choice to participants. This will require development of reporting systems that track MHA program demographics by census tract.

1. Establish development-based waiting lists in MHA family and mixed population developments and those supported through project-based vouchers or other similar funding stream thus making all MHA properties developments of choice. Specifically establish site based waiting lists for the new projects for the Veterans on Mullin Road, elderly housing in Hellgate Meadows, Uptown Motel SRO, the Joseph Residence on Reserve Street, and other projects currently being developed by MHA or its non-profit affiliates.
2. Use MHA demographic information to coordinate with City Planning Office's capacity to create GIS maps and other visual tools to assess the relationship of MHA developments and Section 8 Program utilization to each census tract and neighborhood.
3. Develop quarterly reporting system that trends basic demographics for each development and each MHA waiting list.
4. Coordinate with the annual cycle for development of the Housing Agency Plan any modifications to waiting list selection and inter and intra-program transfer policies to promote program diversity.
5. Provide Section 8 vouchers for relocation linked to development or improvement of property that receives MHA investment, or in support of the development or purchase of affordable housing.
6. Revise MHA's lease and tenant handbook.
7. Apply for such additional Section 8 vouchers or other rent subsidies that can be applied in Missoula or a larger jurisdiction that promotes deconcentration of poverty.

E. Develop security strategies for each MHA development that assure stable and safe communities.

1. Develop, in collaboration with each family development and the Missoula Police Department, an expanded security awareness program.
2. Continue the development of rapid intervention tools for problem households including non-trespass orders, mandatory training programs for housecleaning, and court-stipulated agreements.
3. Expand relationships with federal and local inter-agency task forces to directly address locations of drug activities including use of undercover operations.
4. Strengthen lease enforcement for drug related and other criminal activity.
5. Continue to support and expand the current Community Police program.
6. Explore the renting of Public Housing units to police, fire, or other public safety or supportive service governmental personnel who will help to stabilize sites and neighborhoods.

F. Develop MHA affiliated non-profit organizations, including a Community Housing Development Organization (CHDO), to assist Authority with redevelopment activities.

1. Incorporate or assume the administration of such non-profit organizations as may advance MHA's mission.
2. Establish a Board of Directors for MHA's non-profits that combines low-income individuals, MHA and City representatives with outside Directors that bring skill sets and networks that can support the major level of redevelopment of MHA's portfolio that must occur over the next decade.
3. Using MHA's Master Plan determine how the non-profits could assist MHA with implementation of neighborhood housing strategies arising out of site-specific public housing redevelopment actions.
4. Consider development of non-profits resource base by transfer of selected assets such as scattered site developments.

G. Design and implement homeownership programs using Section 8 subsidies to support mortgage payments as well as the conversion of acquired and new construction scattered sites to homeownership opportunities.

1. Consult with City of Missoula and local real estate developers to develop a program using the new statutory ability to use Section 8 to support mortgages. A key issue will be identification of sites and existing residential structures (perhaps tax lien properties) that can provide the "product" for the program. Determine if MHA-owned scattered site developments may be an appropriate starting place.
2. Develop a Memorandum of Agreement with the CHDO to take the lead on construction or rehabilitation of home-ownership product for use in a MHA Section 8 Home-ownership Program.
3. Investigate and implement as appropriate new buildings
4. Identify a local entity with the ability to provide home-ownership counseling and post-purchase support and contract for these services on a household-by-household basis.
5. Meet with local banks and lenders to explain the new abilities of the Section 8 Program. Determine the feasibility of a loan pool supported by a consortium of banks to share risk and Community Reinvestment Act (CRA) credit.

II. IMPROVE MANAGEMENT SYSTEMS

A. Complete transition to new integrated management information system

1. Continue integration of a new computer system into MHA operations, including refinement of comprehensive reporting on program utilization, performance indicators, income and expense information, program demographics, and a variety of operational activities such as rent collection, eviction process, work-orders, etc.
2. Refine and expand Intranet system to facilitate internal communication and access to approved policies, procedures, forms and other management tools.
3. Complete upgrade to new Windows version of Tenmast Software when available and provide training to staff.

B. Implement and sustain employee evaluation procedures to provide fair and accurate assessments of staff based upon utilization of skills, quality of work, job knowledge, supervisory initiative and aptitude, efficiency of execution, and ability to perform in a manner that supports agency goals and objectives.

1. Refine and expand policies and procedures for annual and interim employee evaluations.
2. Revise MHA's personnel policies to reflect current practices in the industry and to meet local customs and practices.

3. Develop appropriate evaluation criteria for each type of position on an “include but not limited to” basis.
4. Determine the feasibility of a performance based bonus system tied to meeting department goals and objectives and implement such a program if feasible. This system would have to avoid FLSA pay rate complications regarding “quid pro quo” bonus arrangements and also be limited in fiscal years during which the financial position of the Authority makes such payments not prudent.
5. Train supervisors and employees on evaluation system and its objectives.
6. Enroll and offer courses through Nan McKay and similar vendors to provide updated training opportunities through either on-line or on-site venues.
7. Investigate and partner with similar agencies to contract for human resource management services.

C. Increase financial accountability of MHA operations and increase reserves.

1. Refine Departmental Budgets and reporting to better define and clarify MHA overhead factors.
2. Develop Service Contract cycles and bidding systems.
3. Develop system to monitor in-house and contract vacancy turnover programs on both cost and quality.
4. Modernize warehouse and inventory controls to account for decentralized staff materials needs.
5. Maintain reserves to meet industry standards.

D. Establish Internal Audit Function

1. Have Deputy Director develop monthly reports to cover PHAS and SEMAP items and provide a snapshot of agency status.
2. Revise and improve an agency performance reporting system that would compile operational and financial information into a series of monthly, quarterly and semi-annual reports that can support analysis of budgets and internal planning activities.
3. Develop file protocols for each department and program that define the data elements to be retained as part of the agency’s official files. This would include whether these data elements are paper or electronic, who has right of access or ability to modify this information (which therefore include MIS security), and a procedural system for file purging and long-term retention of records. This initiative needs to be coordinated with the implementation of a central files system for the Service Center.
4. Develop capacity for random audit of program files for both Section 8 and Public Housing Programs. This refers to file pulls to review regulatory and procedural compliance of 5% to 10% of a program on an annual basis.

E. Maximize MHA income streams to support core mission to the maximum extent feasible.

1. Continue work on energy performance contracting program to maximize cost savings under PFS incentive program. Use creative finance mechanisms such as performance contracting to finance improvements “off-budget”.
2. Explore and implement a tax-credit property management effort to attract contracts from other owners of tax-credit properties.
3. Create system to assess, promote and monitor residents in transition from welfare-to-work or from marginal employment to a living wage.

4. Continue expanding and refining risk management programs and staff safety training in order to mitigate and lessen insurance claims therefore leading to a reduction of insurance premiums.
5. Explore adjusting the Fair Market Rents in Missoula as set by HUD and other budget and payment standards to more correctly reflect the low supply, high demand, and rapidly increasing prices
6. Identify and develop new revenue producing businesses for the Housing Authority such as bond placement or third party property management contracts.
7. Seek public/private partnerships with community businesses and existing social service providers, to leverage MHA resources as well as increase the scope of grantsmanship.
8. Seek corporations or community groups who are interested in "adopting" a MHA development. This to provide stronger relationships between MHA residents and the Missoula community and would include recreational activities, special projects, mentoring and other programs that develop leadership skills and provide role models to MHA program participants.
9. Standardize physical plant, parts and systems to permit easy repairs and quicker response to maintenance needs.
10. Implement direct deposit payments of HAP to landlords.
11. Look into feasibility of expanding and/or moving MHA administrative offices

III. BUILD A PROGRAM OF COMMUNITY AND EMPOWERMENT DIRECTED AT PROMOTING CLIENT MOVEMENT THROUGH THE AFFORDABLE HOUSING CONTINUUM, FROM HOMELESSNESS TO HOME OWNERSHIP.

A. Design, develop, implement, monitor and evaluate an MHA Client Services Program of Empowerment, directed at long-term housing stability, that will serve Section 8 and Public Housing (and all MHA Housing programs) and that will promote client safety, and economic and personal self-sufficiency.

1. Work with Officer Rod Swanson to develop a formal Neighborhood Safety and Empowerment Program, including children's activities.
2. Develop formal community collaborations for a multi-disciplinary service referral network; develop formal Memorandums of Understanding with key local agencies and organizations regarding MHA client referral for service, follow-through and follow-up accountability.
3. Establish a data bank of information through Customer Satisfaction surveys, internal tracking and client information that will support access to expanded and specific additional support service financial resources.
4. Prioritize Senior Housing Services, including the development of formal Resident Groups focused on empowerment and self-sufficiency.
5. Continue to refine the Family Self Sufficiency Program to meet service goals, expanding the FSS program concepts through all MHA programs.
6. Develop a public housing FSS program with additional staff to case manage public housing resident program
7. Develop a FSS program for public housing residents directed at long-term housing stability and family self-sufficiency
8. Develop an Elder and Disabilities Support Service Program, including additional MHA staff, directed at ensuring independent quality of life.
9. Work closely with the Planning and Development Department to assure effective support service program development on all new MHA ventures, including the SRO and Veteran's Housing.

B. Design a program of support service directed at short-term MHA Client Service housing stability requirements.

1. Work closely with all MHA departments to develop a supportive, effective and responsive back-up for day to day client issues.

2. Partner with Credit Counseling Services and other local groups to provide a regular series of financial assessment, budgeting, credit repair and financial fitness workshops for MHA clients.
3. Develop an appropriate and effective Community Service requirement response.

C. Provide an atmosphere for MHA clients to be empowered to develop and formalize Resident Organizations appropriate to Public Housing and Section 8 Voucher needs.

1. Develop and refine the Resident Advisory Board (RAB) and Family Self Sufficiency PCC processes.
2. Incorporate MHA client contribution throughout the organizational policy making processes via such vehicles as newsletters, annual events, open house, activities, etc.

IV. BUILD COMMUNITY AND SELF-SUFFICIENCY THROUGH MHA PROGRAMS

A. Improve self-sufficiency efforts to help people in public housing move towards employment and homeownership, through coordination with outside agencies, which provide services.

1. Complete initial needs assessment/perception survey.
2. Develop and implement system to track household job readiness and impediments to employment from unit or subsidy offer throughout of the residents' participation in MHA programs.
3. Develop support systems for the transition from welfare to work or from marginal employment to livable wage.
4. Design and implement Individual Savings Accounts (ISA) accounts to assist resident in saving monies that would have otherwise gone to pay rent but are exempted under HUD and MHA policies.
5. Continue to develop the Family Self-Sufficiency Program. Seek to be fully enrolled at 100 Section 8 participants and 15 Public Housing participants by fiscal year end.
6. Develop Memoranda of Agreement with supportive service providers to formalize their assistance to our residents and to provide a mechanism that would enable the development of supportive housing.

B. Utilize non-profit subsidiary to design, implement and administer all MHA social service programs. These programs are to be supportive in nature and rely on established third party entities to provide direct services.

1. Non-profit subsidiary will seek funds on MHA's behalf through grantsmanship and partnering.
2. MHA shall coordinate and facilitate delivery of community-based supportive services to its tenants with emphasis on basic life skills;
3. Non-profit subsidiary will coordinate all social service entities seeking access to MHA's developments including requests for programming space and access to residents.
4. MHA supportive service program shall distinguish between those who can attain independence from public assistance and those are likely to require more permanent housing and design and deliver services accordingly;

C. Strengthen Section 3 efforts

1. Initiate a public information program on Section 3 and its new importance for organizations that want to do business with the Authority. This public information program should be included in a larger initiative to encourage local businesses to respond to MHA procurements.

2. Determine the feasibility of creating a resident-controlled property management entity. This could be implemented as some form of Resident Management Corporation (RMC) or as an actual business that draws on resident participation across developments or programs.
3. Develop program to provide technical assistance to Section 3 businesses.

D. Improve Lease Enforcement to Build Communities

1. Develop ongoing education programs for residents, law enforcement personnel, and judicial system on MHA lease requirements, federal regulations and the operational issues that MHA must confront to assure its residents their right to quiet and peaceful enjoyment of their housing.
2. Strictly enforce lease evictions that involve criminal activity that include, drugs, guns and violence.
3. Enhance and expand community watch initiatives (Neighborhood Watch, etc.).

E. Improve MHA's ability to intervene with at risk families

1. Formalize referral process of families falling behind in rent to appropriate resource to assist them in budgeting and other matters.
2. Increase staff capacity to recognize when social service referrals are necessary.
3. Work to strengthen tenant organizations and communication so that tenants can begin to provide support to each other.

V. STRENGTHEN MHA'S PRESENCE IN THE MISSOULA COMMUNITY AS A LEADER ON AFFORDABLE HOUSING ISSUES

1. Develop a public relations program that provides periodic press releases and arranges for other forms of access to members of the press to make certain that MHA's turn-around activities are publicly understood.
2. Increase Commissioners' role to include periodic attendance at public forums or press briefings at which topics pertinent to their committee are presented (e.g. a press conference concerning MHA's annual modernization program or Housing Agency Plan submission).
3. Develop an agenda of legislative changes at the federal and state level that would support MHA's redevelopment.
4. Advocate for a state-level equivalent to the Low Income Housing Tax Credit. This type of initiative has already been implemented or has pending legislation in several states.
5. Coordinate with the City and County of Missoula toward a unified and consistent public housing policy.
6. Champion provision of equitable housing opportunity and development of affordable housing on behalf of those least able to advocate for themselves by actively marketing it programs to the community and advocating the housing needs of low-income persons in matters of community housing policy and land use regulation.
7. Become the local expert on housing policy and affordable housing development by providing the community with quality data on housing and housing needs, educating the community about housing issues and policy, and developing a public relations and media plan focusing on those served and in need rather than on the agency.
8. Work with the Missoula Housing Corporation, Missoula Aging Service, the District XI Human Resource Council, Neighborhood Housing Services and others to explore co-development, joint funding, homeownership, staff sharing, and cooperative arrangements with consultants.
9. Maintain and expand participation with the At-Risk Housing Coalition to find cooperative solutions to long-term homelessness and temporary housing needs.

10. Join and become active in local organizations that promote affordable housing in Missoula and Montana such as the Chamber of Commerce and Home Builders Association.
11. Become involved at the local and state levels with housing advocates to share information, training, and policies.

Streamlined Annual PHA Plan PHA Fiscal Year 2004

[24 CFR Part 903.12(b)]

Annual Plan Type:

The Missoula Housing Authority is submitting a Streamlined 5-Year and Annual Plan (50075-SF) as a small PHA and as a High Performer.

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B. SEPARATE HARD COPY SUBMISSIONS TO LOCAL HUD FIELD OFFICE

Form HUD-50077, PHA Certifications of Compliance with the PHA Plans and Related Regulations: Board Resolution to Accompany the Standard Annual, Standard Five-Year, and Streamlined Five-Year/Annual Plans;

Certification by State or Local Official of PHA Plan Consistency with Consolidated Plan.

For PHAs APPLYING FOR CAPITAL FUND PROGRAM (CFP) GRANTS:

Form HUD-50070, Certification for a Drug-Free Workplace;

Form HUD-50071, Certification of Payments to Influence Federal Transactions;

Form SF-LLL & SF-LLLa, Disclosure of Lobbying Activities.

Executive Summary (optional)

[903.7(r)]. No longer required per HUD.

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

Housing Needs of Families on the PHA's Waiting Lists (as of June 2004)			
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	515		42
Extremely low income <=30% AMI	417	81%	
Very low income (>30% but <=50% AMI)	75	15%	
Low income (>50% but <80% AMI)	23	4%	
Families with children	285	55%	
Elderly families	112	22%	
Families with Disabilities	158	31%	
White	451	88%	
African-American	4	1%	
Am.Ind/Asian/Pacific Is./Other	60	12%	
Hispanic	23	4%	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	218	42%	
2 BR	190	37%	
3 BR	78	15%	
4 BR	24	5%	
5 BR	5	1%	
5+ BR	N/a	N/a	
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 PHA's Waiting Lists (as of June 2004)			
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	710		120
Extremely low income <=30% AMI	543	77%	
Very low income (>30% but <=50% AMI)	136	19%	
Low income (>50% but <80% AMI)	31	4%	
Families with children	405	57%	
Elderly families	159	22%	
Families with Disabilities	213	30%	
White	619	87%	
African-American	6	1%	
Am.Ind/Asian/Pacific Is./Other	85	12%	
Hispanic	27	4%	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	285	40%	
2 BR	268	38%	
3 BR	113	16%	
4 BR	37	5%	
5 BR	6	1%	
5+ BR	1	<1%	
Is the waiting list closed (select one)? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
If yes:			
How long has it been closed (# of months)?			
Does the 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 PHA's Waiting Lists (as of June 2004)			
Waiting list type: (select one)			
<input checked="" type="checkbox"/> Shelter + Care Program			
<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	79		15
Extremely low income <=30% AMI	76	96%	
Very low income (>30% but <=50% AMI)	3	4%	
Low income (>50% but <80% AMI)	0	0%	
Families with children	17	22%	
Elderly families	13	16%	
Families with Disabilities	79	100%	
White	72	91%	
African-American	0	0%	
Am.Ind/Asian/Pacific Is./Other	7	9%	
Hispanic	3	4%	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	62	78%	
2 BR	17	22%	
3 BR	N/a	N/a	
4 BR	N/a	N/a	
5 BR	N/a	N/a	
5+ BR	N/a	N/a	
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			

B. Strategy for Addressing Needs

(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:

- 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:

- 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)

Operate Section 8 Homeownership and continue implementation of Project-Based Voucher Programs

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

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

- 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
- 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

- 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:

- 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:

- 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)

Use a set-aside of Section 8 for PBV that is specifically targeted to supportive service programs

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:

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

Strategy 2: Conduct activities to affirmatively further fair housing

- 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)]

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2005 grants)		
a) Public Housing Operating Fund	\$334,500	
b) Public Housing Capital Fund w/ Replace. House. Factor	\$492,900	
c) HOPE VI Revitalization		
d) HOPE VI Demolition		
e) Annual Contributions for Section 8 Tenant-Based Assistance	\$4,052,404	
f) Resident Opportunity and Self-Sufficiency Grants	\$513,000	
g) Community Development Block Grant	\$500,000	Low income housing development
h) HOME	\$500,000	Low income housing development
Other Federal Grants (list below)		
Veterans Administration Grant	\$3,855,428	Homeless veterans housing - transitional
Low Income Housing Tax Credit (LIHTC)	\$4,040,000	LIHTC Equity and/or developer fee
Shelter Plus Care	\$505,008	Perm. Housing subsidy
2. Prior Year Federal Grants (unobligated funds only) (list below)		
2003 CAP Fund	\$341,797	PH CAP Improvements
3. Public Housing Dwelling Rental Income	\$340,000	PH Operation
4. Other income (list below)		
SRO Rents	\$31,370	SRO Operations
4. Non-federal sources (list below)		
Non-HUD property rents	\$10,800	Operations
Gain on sale of non-HUD assets	\$192,918	Operations and/or Low Income Housing Development
Total resources	\$15,710,125	

3. PHA Policies Governing Eligibility, Selection, and Admissions

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

Missoula Housing Authority is revising its Admissions & Continued Occupancy Policy (ACOP). The following responses reflect the current plan and anticipated changes to the plan.

A. Public Housing

(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: Ten (10)**
 When families are within a certain time of being offered a unit: Three (3) months
 Other: (describe)

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

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

Evidence of rehabilitation and mitigating circumstances

- 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?

Public Housing and Section 8 Applicants

- 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 (describe)

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

- PHA main administrative office**
- PHA development site management office
- Other (list below)

c. Site-Based Waiting Lists-Previous Year

1. Has the PHA operated one or more site-based waiting lists in the previous year? If yes, complete the following table; if not skip to d.

Site-Based Waiting Lists				
Development Information: (Name, number, location)	Date Initiated	Initial mix of Racial, Ethnic or Disability Demographics	Current mix of Racial, Ethnic or Disability Demographics since Initiation of SBWL	Percent change between initial and current mix of Racial, Ethnic, or Disability demographics

2. What is the number of site based waiting list developments to which families may apply at one time? ___

3. How many unit offers may an applicant turn down before being removed from the site-based waiting list? ___

4. Yes No: Is the PHA the subject of any pending fair housing complaint by HUD or any court order or settlement agreement? If yes, describe the order, agreement or complaint and describe how use of a site-based waiting list will not violate or be inconsistent with the order, agreement or complaint below:

d. Site-Based Waiting Lists – Coming Year

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

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

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

3. Yes No: May families be on more than one list simultaneously

If yes, how many lists?

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

- PHA main administrative office
- All PHA development management offices
- Management offices at developments with site-based waiting lists, if available
- 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

May be retained on waiting list if unit is refused for "good cause."

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)

Residence choice, such as moving for a job or school, neighborhood preference or ease of management.

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)**

Preference for elderly, disabled, or families over single family member households.

Singles who are involuntarily displaced because of disaster, government action, action of housing owner, inaccessibility, or property disposition.

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:

- 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)**

1 point Preference for elderly, disabled, or families over single family member households.

1 point Administrative transfer

1 point Singles who are involuntarily displaced because of disaster, government action, action of housing owner, inaccessibility, or property disposition.

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)**

MHA Tenant Handbook with information and details on MHA facilities.

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: Does the PHA have any general occupancy (family) public housing developments covered by the deconcentration rule? If no, this section is complete. If yes, continue to the next question.
- b. Yes No: Do any of these covered developments have average incomes above or below 85% to 115% of the average incomes of all such developments? If no, this section is complete. If yes, list these developments on the following table:

Deconcentration Policy for Covered Developments			
Development Name	Number of Units	Explanation (if any) [see step 4 at §903.2(c)(1)(iv)]	Deconcentration policy (if no explanation) [see step 5 at §903.2(c)(1)(v)]

B. Section 8

The Missoula Housing Authority is currently revising its Section 8 Administrative Plan. The following responses reflect the current plan and anticipated changes to the plan.

(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 – Section 8 Program only.**
 - Criminal and drug-related activity, more extensively than required by law or regulation – Public Housing**
 - More general screening than criminal and drug-related activity (list factors):
 - 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)

Participant's landlord history under program. Release of criminal or drug related activity, if requested and if authorized by participant.

(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:

1. **Documented medical reasons or circumstances.**
2. **Family qualifies for 4-bedroom unit or larger.**
3. **As a reasonable accommodation for a disability.**
4. **If Request for Tenancy Approval is awaiting upgrade to meet HQS and Local Sanitary Code Standards. Participant search period is extended to find another unit, if unit ultimately fails.**

(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)**

Preferences for elderly, disabled, or families over single family member households.

Singles who are involuntarily displaced because of disaster, government action, action of housing owner, inaccessibility, or property disposition.

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:

- 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)**

1 point Preference for elderly, disabled, or families over single family member households

1 point Administrative transfer

1 point Singles who are involuntarily displaced because of disaster, government action, action of housing owner, inaccessibility, property disposition.

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)

Through outreach to specific non-profit groups that assist persons with disabilities, and agencies who assist families with self-sufficiency goals.

4. PHA Rent Determination Policies

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

A. Public Housing

(1) Income Based Rent Policies

a. Use of discretionary policies: (select one of the following two)

- 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))
- 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% of 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)

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

a. 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)**

Rent rate analysis performed by local appraisal firm under contract to MHA.

B. Section 8 Tenant-Based Assistance

(1) Payment Standards

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)**

To assist lease-up under program, and provide wider housing choice.

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 903.12(b), 903.7 (g)]

A. Capital Fund Activities

(1) Capital Fund Program

- a. Yes No Does the PHA plan to participate in the Capital Fund Program in the upcoming year? If yes, complete items 12 and 13 of this template (Capital Fund Program tables). If no, skip to B.
- b. 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.).

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

(1) Hope VI Revitalization

- a. Yes No: Has the PHA received a HOPE VI revitalization grant? (if no, skip to next component; if yes, provide responses to questions on chart below 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)
Development name:
Development (project) number:
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
- c. Yes No: Does the PHA plan to apply for a HOPE VI Revitalization grant in the Plan year? If yes, list development name/s below:
- d. Yes No: 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:

- e. Yes No: 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:

Forty-two units of Public Housing remain available for replacement. Based on recommendations of Portfolio Master Plan, MHA may seek to replace the forty-two units.

6. Demolition and Disposition

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

- a. Yes No: Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 or 24 (Hope VI) of the U.S. Housing Act of 1937 (42 U.S.C. 1437p) or Section 202/Section 33 (Mandatory Conversion) in the plan Fiscal Year? (If “No”, skip to component 7; if “yes”, complete one activity description for each development on the following chart.)

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

7. Section 8 Tenant Based Assistance--Section 8(y) Homeownership Program

[24 CFR Part 903.12(b), 903.7(k)(1)(i)]

- (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 the next component; if "yes", complete each program description below (copy and complete questions for each program identified.)

(2) Program Description

The MHA is cooperation with the Missoula Housing Corporation, Women's Opportunity & Resource Development, Inc. (WORD), Distric XI Human Resource Development Council, and Neighborhood Housing Services of Great Falls, continues to operate a Section 8 Homeownership Voucher Program. Eligible Section 8 participants are offered the opportunity to participate in a First Time Homeowners Program. Preference is given to participants who are under contract in the MHA's Family Self-Sufficiency Program.

WORD is a fully approved HUD Counseling Agency in good standing.

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, what is the maximum number of participants this fiscal year? **30 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:

Family must be a qualified existing program participant who has been receiving housing assistance from MHA for a minimum of one year, and who has successfully complied with all rental program and lease requirements during that time. No debt may be owing to MHA or any other housing authority.

c. What actions will the PHA undertake to implement the program this year (list)?

Program has been implemented since 2002. Currently seven (7) families have purchased homes with homeownership vouchers.

(3) Capacity of the PHA to Administer a Section 8 Homeownership Program

The PHA has demonstrated its capacity to administer the program by (select all that apply):

- a. Establishing a minimum homeowner down payment requirement of at least 3 percent of purchase price and requiring that at least 1 percent of the purchase price comes from the family's resources.
- b. Requiring that financing for purchase of a home under its Section 8 homeownership will be provided, insured or guaranteed by the state or Federal government; comply with secondary mortgage market underwriting requirements; or comply with generally accepted private sector underwriting standards.
- c. Partnering with a qualified agency or agencies to administer the program (list name(s) and years of experience below).
- d. Demonstrating that it has other relevant experience (list experience below).

The Missoula Housing Authority and Western Montana Mental Health Clinic created Garden City CHDO to develop the award winning, 36-unit condominium project. The housing project serves first time low-income homebuyers, and 20% of the homebuyers served have a mental disability.

8. Civil Rights Certifications

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

Civil rights certifications are included in the *MHA Plan Certifications of Compliance with the PHA Plans and Related Regulations: Board Resolution to Accompany the Streamlined Five-Year/Annual Plans*.

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

(Provide a statement of the PHA's progress against the goals and objectives established in the previous 5-Year Plan for the period FY 2004 - 2008.

5-Year Plan MHA Fiscal Years 2004 - 2008

A. Mission

The Mission of the Missoula Housing Authority is to provide decent, safe, affordable housing, and to foster among the residents we serve, self-sufficiency, economic independence, upward mobility, and a sense of participation in the economic and political system. (adopted 5/30/96)

B. Goals (Please note that *accomplishments over past two years* are bulleted below in italic type.)

I. MAXIMIZE QUALITY AND REACH OF MHA AFFORDABLE HOUSING PROGRAMS

A. Operate existing housing programs for residents, program participants, and applicants in an efficient, effective, and equitable manner.

1. Develop quality control systems to assure that resident satisfaction is high and that MHA is delivering maintenance in a cost-effective manner.
 - ❑ *Developed a client satisfaction survey to be conducted by Masters Degree Social Work students.*
 - ❑ *Reviewed Resident Assessment Survey and developed programs and implemented policies that corrected the deficiencies found therein.*
 - ❑ *Developed and mailed 7 newsletter during the year both to inform clients of projects/progress and to seek their comments and suggestions regarding MHA programs;*
 - ❑ *Made the Resident Advisory Board a year-long organization which met monthly to review MHA's progress on Annual and Five Year Plans and offer suggestions*
 - ❑ *Developed a monthly analysis of the Maintenance Department to better track work orders so cost-effectiveness can be better measured.*
 - ❑ *Developed job codes that are more applicable to work performed and to track labor hours on monthly basis.*
2. Supplement basic staff complement with open purchase contracts for skilled maintenance services to address mismatches in workload and staffing levels.
 - ❑ *Advertised for open purchase contracts in March for painting, plumbing, unit preparations, lawn care, and other services;*
 - ❑ *Sent two staff to procurement training to increase efficiency with contract*

- administration, and receive thorough price estimates.*
- ❑ *In process of revising procurement policy to better reflect realistic purchasing plan and more efficient administrative efforts.*
3. Develop a system of benchmark performance measurements and standards that provides key comparable indicators to the private sector real estate standards. Train existing and new employees to meet benchmarks in general maintenance.
- ❑ *Turnover of units maintained at under 20 days resulting in MHA being named a "High Performing" Agency;*
 - ❑ *Reduced standard, non-REAC, work order backlog to an average of less than 30 open at any one time per month;*
 - ❑ *Succeeded in all emergency work orders being completed within 24 hours;*
 - ❑ *Succeeded in all standard work orders being completed with 5 working days;*
 - ❑ *Completed Physical Needs Assessment to assist in development and in process of implementation of preventative maintenance program.*
4. Implement the expanded use of private management companies for different components of MHA's portfolio in terms of overall cost effectiveness and complexity of implementation.
- ❑ *MHA contracted with plumbing, heating, electrical, legal, security, lawn maintenance, carpet installation, painting, and other contractors rather than adding staff*
5. Structure a portion of MHA's rental housing so that it will serve populations that the private market cannot provide for, including those whose income would qualify them for public housing and special population including but not limited to the elderly, disabled, homeless, veterans, and smaller households.
- ❑ *Purchased Uptown Motel to serve the needs of disabled, homeless single persons (Single Room Occupancy). Currently being renovated and projected leased up date of September 2004.*
 - ❑ *Transferred property on Reserve Street (known as Edgell parcel) to Garden City Neighbors, 501c3, to provide transitional housing, and associated social services, to homeless families. Have received LIHTC funding, Affordable Housing Program funding, completed design development drawings, and projected lease up date of June 2005..*
 - ❑ *Purchased the Joseph Residence to stabilize that location for transitional housing for families while other facility developed.*
 - ❑ *Contracted with Abt Associates to create a Missoula City and County Master Plan Portfolio to identify current housing stock, impediments to fair and affordable housing, and investment strategies for future stock.*
 - ❑ *Renovated old office space in Vantage Villa Public Housing project into three new units, two being fully handicapped accessible. Includes renovated community room, laundry facilities, storage for tenants, and entry-way.*
 - ❑ *Applied and received nearly \$1,000,000 from Veterans Administration to build transitional housing for homeless veterans. Purchased appropriately zoned land, procured architect, working with advisory committee, projecting March 2005 lease up.*
 - ❑ *Created non-profit subsidiary to purchase 12 acres of in-fill property. In*

pre-planning stage to redevelop prime urban renewal site into mixed-use, mixed-income development.

6. Revise the Housing Quality Standards to increase health and safety requirements that will ensure that Section 8 housing is safe while maintaining a high supply of available rental units.
7. Improve the grievance hearing process by training non-staff members such as students from the University of Montana to serve as hearing officers or provide assistance to residents appearing at hearings.
 - ❑ *Trained social work and public administration masters-level practicum students as ombudsmen and to serve as hearing officers for both PH and Section 8 programs.*
 - ❑ *Retained a trained mediator (attorney) to serve as hearing officer for more difficult cases*
 - ❑ *Trained and used Executive Directors of supportive service providers within the community to serve as hearing officers for hearings which involve clients with special needs or disabilities*
8. Establish a preventive maintenance program to improve unit marketability and decrease the time between vacancy and re-renting units.
 - ❑ *Completed Physical Needs Assessment (PNA) of all units to assess the needed improvements over a 20 year period.*
 - ❑ *Completed Accessibility Assessment of all units to determine improvements needed to bring to current standards and to anticipate future needs.*
 - ❑ *PNA and Accessibility studies used to assess priorities, timeliness, cost projections and set capital budget priorities.*
9. Establish a protocol to ensure that MHA stays current with program changes and takes advantage of regulatory waivers and other opportunities.
 - ❑ *Subscribed to NAHRO Network Central e-mail service which connects housing and community development peers to one another and is comprised of six list serves: Section 8, Public Housing (more than 250 units, Small Agencies (250 units and less), Commissioners, Community Development, and Technology.*
 - ❑ *Deputy Director charged with weekly review of all HUD Public and Indian Housing (PIH) notices;*
 - ❑ *Subscribed to Public Housing Executive Director Association and the National Association of Housing and Redevelopment Organizations which regularly provide e-mail alerts to updated regulatory issues and assists with obtaining waivers to regulations.*
10. Work towards obtaining Moving to Work designation or receiving similar waivers that provide for flexible operations.
11. Obtain funding for a staff person to serve as a coordinator for Elderly/Disabled services.
12. Organize tenants into tenant-based organizations (Tenant Resident Councils) to help set policies, programs, and standards for individual projects
13. Organize the agency departments to reflect optimal Customer Service and Satisfaction, in an effort make agency more efficient.
 - ❑ *In January 2004, reorganized existing staff, eliminating one position, and hired new staff to create the following departments: Leasing & Admissions,*

Occupancy, Client Services, Facilities Management, Maintenance, Planning and Development, and Administration.

B. Implement development-specific strategies that coordinate physical improvements and redesign, market niche, level of affordability, form of ownership and means required to obtain resources to execute strategy.

1. Develop in-house capacity to create redevelopment pro formas that combine multiple sources of funding, especially pro formas that do not rely on Development Fund as a major source of funding.
 - Hired a new Chief Financial Officer who has his MBA and is a CPA to oversee both finances and future redevelopment pro formas.*
 - Developed computer based pro forma programs for tax credit and unsubsidized projects.*
 - Gather base data on expenses and cost of construction on an on-going basis to ensure that information used within pro formas is current and accurate.*

2. Provide ongoing technical assistance to the leadership of the Resident Advisory Board (RAB) for a better understanding of management and mixed finance technical issues.
 - Evaluated our client services efforts and restructure positions in MHA to provide better support for the RAB.*
 - January 2004 restructured positions to create Client Services Manger who organizes and facilitates RAB.*
 - Working with existing RAB to adopt by-laws in order to formally organize group.*

3. Conduct a portfolio-wide capital needs assessment of MHA's properties to determine the extent of investment necessary to retain those properties and to develop an on-going preventative maintenance and capital replacement schedule. Make other improvements to the public housing units to increase livability and make more market competitive.
 - Completed Physical Needs Assessment.*
 - Completed Accessibility Study of all public housing.*
 - PNA and Accessibility study used as the basis to create a 3-year plan to address preventative maintenance in line with Capital Budget constraints.*

4. Implement the recommendations of the recently completed accessibility and adaptability study through the renovation of housing units and improvements to sites.
 - To date, three units have been remodeled to bring the units up to accessibility standards.*
 - Two additional, new accessible units built at Vantage Villa*
 - Capital Funds designated for additional remodeling over the next 24 months.*
 - New projects designed to add approximately 12 more accessible units.*

- ❑ *Additional work schedule for Russell Square to make approximately 12 more units adaptable.*
- 5. Complete a portfolio-wide master plan of MHA's units in conjunction with a review of affordable housing needs in MHA's jurisdiction. If possible, coordinate that master plan with City, County, HRC, and University efforts and programs, including modifying the scope of services to address their concerns, and seek financial participation from them.
 - ❑ *In cooperation with City, County, and HRC contracted with Abt Associates for Master Plan.*
- 6. Partner with the City, County, State and other entities to improve MHA developments and the surrounding neighborhoods.
 - ❑ *Partnered with North Missoula Community Development Corporation (NMCDC) to provide funding for a revolving loan fund.*
 - ❑ *Partnered with NMCDC to offer to purchase property on Kennett Street.*
 - ❑ *Partnered with NMCDC to purchase 10 lots of neglected riverfront property for neighborhood revitalization. Relocated two households, demolished two substandard structures, gave away one older mobile home to low-income family. Projected sales date back to NMCDC July 2004.*
 - ❑ *Opened discussions with YWCA and neighboring property owners to improve property at Toole Avenue.*
 - ❑ *Purchased the Joseph Residence and continue working with the Poverello to build new transitional housing units.*
 - ❑ *Purchased 2.13 acres in River Road neighborhood for affordable housing. Neighborhood approached MHA to sell to City (with neighborhood as partner) for park. Conducted appraisal in collaboration with City of Missoula showing estimated lot sizes, worked with City on their CDBG application, attending neighborhood meetings.*
 - ❑ *Met with City Parks & Recreation Director to discuss partnering on: playground facilities close to public housing units, various "unusable" park land as potential for affordable housing, trails through various sites, and bridge connecting 9th street to Franklin Park.*
 - ❑ *Have begun discussions with YWCA to assist in their preservation of units for domestic violence victims. Potential to use Project Based Section 8 vouchers.*
 - ❑ *Restructured Shelter Plus Care application to include units for larger families in cooperation with the Western Montana Mental Health's Carol Gramham House for mothers who are recovering from substance abuse.*
 - ❑ *Worked with Western Montana Mental Health to attempt to purchase three parcels or properties to assist in the expansion of the housing services offered.*
 - ❑ *Issued Project Based Voucher RFP to expand and preserve housing opportunities for low income or homeless families, victims of domestic violence, and recovering substance abusers.*

7. Pursue partnerships with local supportive service providers to acquire land, purchase existing housing, rehabilitate buildings, demolish structures as needed, and construct new dwelling units.
 - Partnered with the Poverello Center to purchase and maintain the Joseph Residence.*
 - In progress of developing new family transitional housing project for Poverello's Joseph Residence.*
 - Working with YWCA, Missoula Aging Services, Mountain Home and others to provide funding to expand their programs.*
 - Working with Missoula Housing Corporation to submit grant for elderly housing.*
 - Have begun discussions with YWCA to assist in their preservation of units for domestic violence victims. Potential to use Project Based Section 8 vouchers*

8. Acquire land, purchase existing housing, rehabilitate buildings, demolish structures as needed, and construct new dwelling units to build replacement public housing and mixed-use, mixed-financed, and/or mixed-income developments of a size and scale that is in keeping with the neighborhood and of the highest architectural design.
 - Purchased Uptown Motel to renovate into 14 unit SRO for homeless individuals.*
 - Conducting feasibility analyses on a number of properties as they come available - whether vacant land, quality existing structures, or units that must be demolished.*
 - Renovating old office space in Vantage Villa Public Housing project into three new units, two being fully handicapped accessible. Includes renovated community room, laundry facilities, storage for tenants, and entry-way. Slated to be complete April 15, 2004 with May 1 lease up date*
 - Created non-profit subsidiary to purchase 12 acres of in-fill property. In pre-planning stage to redevelop prime urban renewal site into mixed-use, mixed-income development*
 - In approval process with HUD for Replacement Housing Factor Funding for 6 news units, in 3 duplexes. Have ability to build 7 units, but existing neighborhood design, and 4 neighborhood meetings, resulted in 6 units.*
 - Researched potential properties for Veteran's Affairs Capital and Per Diem Grant funding to provide transitional housing for homeless veterans. Performed due diligence on following properties:*
 - The Dorothy - 17-unit historic apartment building located downtown Missoula. This site was originally researched previously for the Single Room Occupancy project (The Uptown), but was found to be infeasible for both.*
 - The Babs Apartments - Historic Missoula Community College building turned apartments. Found to be infeasible.*
 - Retired church on Wolf Street. Site incompatible with desired use.*
 - Mullan Road site - Purchased 1.2 acre parcel in recent mixed-use subdivision*

- located West of down town Missoula. This site can fit up to 32 units, and MHA will build 17 1-bedroom units for homeless veterans during phase 1. MHA will pursue additional funds for a second phase, which will be a first step from homelessness, for homeless veterans. Projected lease up date of June 2005.*
- Participated in discussions with City of Missoula, Missoula Redevelopment Agency, St. Patrick's Hospital, and Safeway grocery regarding redevelopment of Safeway store with on-site housing.*
 - Participated in discussions with City of Missoula, Missoula Redevelopment Agency, St. Patrick's Hospital and public regarding 5-block redevelopment effort in Missoula City Center known as the "Fox Block."*
 - Participated in discussions regarding retired St. Francis Catholic School with active volunteers, parishioners and interested community members. Volunteer group looking to revitalize building into mixed-use site. MHA participated in discussions for potential site for future expansion of MHA administrative offices. Found timing and space to be infeasible.*
 - Neighborhood council leadership team referred retiring social club/grange hall membership to pursue discussions with MHA re: potential uses of their property and community building. MHA encouraged group to straighten out corporate structure issues with membership. Property on market and MHA found infeasible.*
 - Submitted buy-sell agreement for 3 building site - 2 duplex units and one single family home - for replacement public housing. Seller did not take offer.*
9. Further develop plan for affordable housing to be built on Orchard Promenade site also known as the Edgell Property off of Reserve Street.
- Transferred property on Reserve Street (known as Edgell parcel) to Garden City Neighbors, 501c3, to provide transitional housing, and associated social services, to homeless families. Have received LIHTC funding, Affordable Housing Program funding, completed design development drawings, and projected lease up date of June 2005.*
10. Use Replacement Housing Factor funding for new public housing to be built on Franklin Street site.
- Architect plans completed, four neighborhood meetings held, and design ready for construction. MHA needs HUD approval on use of Replacement Housing Factor and approval of the design and construction before commencing.*
11. Complete and implement plans for the substantial modernization of the exterior of the Toole Street project.
- Completed plan to remove the warehouse and parking, and replace it with landscaped area.*
 - Met with abutting property owners to initiate a program to improve the neighborhood.*
 - Attempted to purchase the corner motel in order to redevelop the property.*

- Have been notified that a multi-family housing development will be built.*
- Exterior of buildings re-painted summer 2004.*
12. Implement plan to build transitional housing for homeless veterans.
- Acquired capital funding from Department of Veteran's Affairs Capital and Per Diem Grant.*
 - Purchased land, procured architect, and organized veterans advisory committee.*
13. Complete the renovations and construction of additional units on the Vantage Villa site.
- New fence surrounding Vantage Villa has been installed.*
 - Completed renovations on former offices into three new units (two of which are fully accessible), added to community room and lobby, added new laundry facility and tenant storage, and renovated space into flexible office space for tenants for training or computer services.*
14. Develop and implement plan to develop rural site known as LaFray Lane in coordination with Emma Dickinson/River Road Neighborhood Infrastructure plan
- Held negotiations and discussions with neighborhood and determined park would be best use of site.*
 - Assisted neighborhood in compiling information to submit open space bonding fund request - received.*
 - Coordinated with City of Missoula to submit CDBG application - received funding to purchase property by City.*
 - In process of coordinating subdivision with neighborhood while maintaining two existing units on-site as affordable housing for low income families.*
15. Develop and implement plan of development for site that currently houses The Joseph Residence on Rattlesnake Drive.
- Have coordinated with local realtor to determine market price.*
 - Have been briefed by the City's planning office about zoning restrictions of property and need of rezoning for future potential use*
16. Further develop plan for affordable housing on mixed-use, mixed-income urban redevelopment site.
- MHA created closely held subsidiary Intermountain Development Company (IDC) to purchase rare 12-acre in-fill property.*
 - IDC currently coordinating local Master Plan development team that includes Emma Dickinson/River Road Community Development Corporation and local architect.*
 - Pursuing Special Zoning District for mixed-use, mixed-income site, Missoula Redevelopment Agency tax increment financing for infrastructure with goal of subdividing lots and selling to individual developers to develop site in accordance of approved Master Plan.*
 - MHA discussed Low Income Housing Tax Credit financing for up to 70 units of affordable housing with Montana Board of Housing and for special financing through FnMA..*
 - MHA researching feasibility of utilizing some outstanding Annual Contribution*

Contracts (ACC) in development on this site.

17. Investigate future development of Single Room Occupancy projects
18. Coordinate with local agencies to provide housing for aging and elderly population.
19. Coordinate with local redevelopment agency on housing needs for urban renewal areas.
 - ❑ *Participated in discussions with City of Missoula, Missoula Redevelopment Agency (MRA), St. Patrick's Hospital, and Safeway grocery regarding redevelopment of Safeway store with on-site housing.*
 - ❑ *Coordinating with MRA to relocate existing households on land to be purchased by Safeway for new grocery market site.*
20. Develop and implement a plan for a higher a better use of the Speedway Avenue properties.
21. Seek additional sources of funds from local, State, Federal entities as well as private institutions and foundations in order to add improvements to MHA developments including but not limited to tax credit, Continuum of Care, HOME, and other HUD and non-HUD resources such as the Federal Reserve Bank system and Missoula Redevelopment Agency.
 - ❑ *Received \$500,000 HOME grant for Uptown SRO for homeless, single persons.*
 - ❑ *Received \$577,800 Continuum of Care grant for Uptown SRO*
 - ❑ *Applied for \$112,000 from the Affordable Home Program from the Federal Reserve Bank of Seattle for Uptown Motel SRO (not funded).*
 - ❑ *Received \$1,600,000 in equity from \$195,000 in tax credits for new transitional family development for the homeless off Reserve Street.*
 - ❑ *Received \$112,000 from the Affordable Home Program from the Federal Reserve Bank of Seattle for Reserve Street development.*
 - ❑ *Received 2 Family Self Sufficiency Renewal Grants, each for \$70,718, for two coordinators.*
 - ❑ *Applied for FSS renewal funding for three coordinators (to add homeownership coordinator.)*
 - ❑ *Received \$987,000 from Veterans Administration to build transitional housing for homeless veterans.*
 - ❑ *Worked with Missoula Housing Corporation to apply for \$3.2 million to build 40 new units for elderly residents.*
 - ❑ *Received \$259,000 for renewal of 50 Shelter Plus Care vouchers very low-income, hard-to-house homeless persons with disabilities, targeting those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have AIDS and related diseases.*
 - ❑ *Received \$264,000 for renewal of 50 Shelter Plus Care vouchers very low-income, hard-to-house homeless persons with disabilities, targeting those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have AIDS and related diseases*

- ❑ *Applied for \$110,400 for renewal of 20 Shelter Plus Care vouchers very low-income, hard-to-house homeless persons with disabilities, targeting those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have AIDS and related diseases*
 - ❑ *Applied for funding for new 27 Shelter Plus Care vouchers (not funded) very low-income, hard-to-house homeless persons with disabilities, targeting those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have AIDS and related diseases*
 - ❑ *Applied for \$743,040 for 26 new Shelter Plus Care vouchers very low-income, hard-to-house homeless persons with disabilities, targeting those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have AIDS and related diseases*
 - ❑ *Working with HUD for approval of Replacement Housing Factor Plan to build replacement public housing. MHA will receive housing factor of \$83,500 for 5 years equaling \$415,000 with the option to extend that to a second 5 year grant for a grant total of \$850,000 to be used to build replacement public housing units.*
22. Work with business and for-profit corporations to provide subsidized housing through such mechanisms as tax credits or special governmental and non governmental sources.
- ❑ *Partnered with Sparrow Group to submit 2004 Tax Credit Application for Reserve Street parcel (Joseph Residence).*
 - ❑ *Have conducted feasibility analysis for 72-unit LIHTC project in Intermountain Development (mixed-use/mixed-income development). Plan to develop LIHTC property in two phases, utilizing tax credits from two contiguous funding rounds.*
23. Partner with existing providers of subsidized housing to improve the availability of housing units, maintain high quality management and maintenance, and financial solvency.
- ❑ *Initially created Leasing Agent, but have expanded to Leasing Department to serve clients looking for housing as well as landlord liaison.*
 - ❑ *Have created memorandum of understanding with other non-profit and subsidized housing developers to notify of vacant units, and make overall lease up for MHA clients more efficient.*
 - ❑ *Have discussed with non-profit housing developer's potential of using Project Based Section 8 vouchers to stabilize net income so more than just MHA can serve those with less than 30% AMI.*
 - ❑ *Partnered with the Poverello Center to purchase and maintain the Joseph Residence.*
 - ❑ *In progress of developing new family transitional housing project for Poverello's Joseph Residence.*
 - ❑ *Working with YWCA, Missoula Aging Services, Mountain Home and others to provide funding to expand their programs.*
 - ❑ *Working with Missoula Housing Corporation to submit grant for elderly*

housing.

24. Create alliances with Missoula's neighborhood councils and foster joint planning and better community relationships.
 - ❑ *Attended neighborhood council meetings in neighborhoods where we are purchasing property or planning development activities.*
 - ❑ *Worked with neighborhood on design items.*
 - ❑ *Actively participated in At-Risk Housing Coalition meetings.*
 - ❑ *Assisted Emma Dickinson/River Road Neighborhood Leadership Team to form ED/RR Community Development Corporation. Currently working with them to submit operational and capacity grants.*
 - ❑ *Work with Franklin to Fort Leadership team on neighborhood meetings, trail planning with City, and bridge over irrigation ditches with City departments.*
 - ❑ *Purchased substandard units on river front property for North Missoula CDC, land-banked parcel, relocated eligible households, and demolished appropriate structures while CDC raised funds to purchase it for low and moderate homeownership opportunities (new construction).*

25. Investigate and implement as appropriate bond funding to make progress on capital improvement plans for portfolio reengineering.

26. Shift MHA-owned property towards multi-family configuration and establish site-based waiting lists where appropriate.

27. Work with the City of Missoula to locate public facilities on or near public housing sites so that Supportive and Community Service agencies can be closer to public housing residents.
 - ❑ *Worked with Missoula Park and Recreation Department to acquire unusable small parcels for future housing development*

28. Partner with local CDC's and others to acquire, renovate, and hold property to enable the use of those properties for affordable homeownership opportunities.
 - ❑ *Working with the North Missoula Community Development Corporation to land-bank parcel, and have already relocated eligible households, and demolished appropriate structures while CDC raised funds to purchase it for low and moderate homeownership opportunities (new construction).*
 - ❑ *Have purchased 2.13 acres in River Road neighborhood. Pending negotiations with City, may utilize for owner-occupied low and moderate income homeownership opportunities.*
 - ❑ *Working with ED/RR CDC on pre-planning of Intermountain Lumber site - 12 acre parcel in their neighborhood. Seeking meaningful involvement from the CDC.*

29. Explore constructing or purchasing of homes to sell to Section 8 Homeownership voucher

holders.

- 2 parcels of land currently undeveloped and in early preliminary planning stage. Undetermined if Section 8 homeownership units would be feasible on either site, but MHA is pursuing this as potential product to develop.*
30. Provide for sufficient training to enable MHA to become Missoula's tax credit property management specialist for its and other tax credit properties.
- Provided tax credit compliance training to staff in May.*
 - 2 staff members are C3P certified.*
 - 2 staff members are C4P certified.*
 - 2 staff members are HCCP certified.*
 - Planning for continuing education for LIHTC continued certification.*
31. Negotiate with the City of Missoula and others to obtain tax foreclosed or other publicly held properties that can be rehabilitated to add affordable housing in the community.
32. Establish policies and procedures for a Project-based Section 8 Program to judiciously allot project-based section 8 vouchers to support development and rehabilitation of neighborhoods, promote homeownership, and rehabilitate and build additional affordable housing.
- Consultant has provided sample application, RFP, and contract documents.*
 - Development staff trained on program.*
 - Outreach and education of the public and landlords on the need and benefit of Section 8 housing.*
 - Have potential of two new developments and three existing subsidized housing projects.*
33. Establish loan pools for use by non-profits or to be loaned directly to clients for acquisition and rehabilitation of property, and to fund necessary predevelopment work.
- Established \$300,000 loan pool for use by NMCDC to purchase and rehabilitate property on the north and west sides to maintain homeownership.*
 - CDBG Essential Access grant money (revolving loan fund) being recycled into new loans for security/utility deposits as original loans are repaid by clients.*
34. Restructure MHA's headquarters building to provide additional office space and a more readily accessible space.
- Sound panels being installed to reduce noise and increase privacy.*
 - On-going redesign of various offices for optimal usage.*
35. Explore a new location for MHA's offices that will permit additional expansion space and that will locate the facility closer to other governmental entities and supportive services including the use of some of the premises for market rate office space to help defer the cost of construction and operation.
- MHA subsidiary, Intermountain Development Company, recently*

purchased rare inner city 12-acre parcel from a relocating lumber retail yard. Potential to use existing building as office space, or build new offices on site as development progresses.

36. Continue to assess MHA's scattered site properties to ensure they are meeting the demands for housing and match with our waiting list.
 - Assessment being conducted through Master Planning process.*
 - Will coordinate Physical Needs Assessment into demands.*
37. Investigate and implement as appropriate the use of New Markets Tax Credits in mixed use developments
38. Investigate and implement as appropriate the use of ACC subsidies from sold public housing units for new public housing provided by MHA, non-profit entities, and others.
39. Dispose of those MHA properties that no longer support MHA's mission or that, through their disposal, offer expanded opportunities for affordable housing or reinforce MHA's mission, and reuse MHA property that meet the same goal.
 - Assessment being conducted through Master Planning process.*
40. Locate a new warehouse that will replace the facility located currently at the Toole site and the rental property on Schilling.
 - Issued RFP, but found scope to be too costly. Will re-write specifications and issue additional RFP for warehouse to be constructed on MHA-owned (non-public housing) property so that warehouse on Toole site can be removed for site improvements and rented space on Schilling can be released.*
 - Potential storage space on Intermountain Lumber site, depending upon Master Plan, still in pre-planning stage.*
41. Supplement staff capacity through the use of consultants, architects and engineers, and fee accountants and other professionals to reduce staff expenses while obtaining the information necessary to make decisions regarding the management and operations of MHA.

Among the outside professionals used are:

 - MacArthur Means and Wells, P.C., planning and architecture for two MHA projects*
 - OZ Architects planning and architecture for two MHA projects*
 - HDG Architects planning and architecture for one MHA project*
 - Inkstone Architects planning and architecture for one MHA project*
 - Jamie Hoffman, Architect for planning and architecture on one MHA project*
 - Missoula County Attorney's office for evictions and other tenant related processes, revision of procurement policies, city development process,*
 - Garlington, Lohn, and Robinson, P.C., attorneys for personnel and related issues*
 - Warren and St. Peter, attorneys for real estate development structuring and non-profit creation*
 - Engan Creative Design for annual report creation and general public*

relations

- Patty Mindard Zetarian - Nan McKay & Associates - Client Services*
- Lynda Brown - human resource professional - agency reorganization.*
- Andrew Daniels - Map Plan Consulting - Project Based Vouchers, general council on HUD regulations, feasibility analysis for Intermountain property.*
- B.C. Stewart and Associates for physical needs and accessibility assessment;*
- Bay Area Economics for financial projections relative to HUD funding*
- Abt Associates for affordable housing study*

C. Develop Client Service Center to assist PHA and Section 8 applicants and program participants with MHA administrative requirements and processing. The Service Center will also serve as ombudsmen for program participants having bureaucratic difficulties and as a liaison to resident organizations.

- MHA has reorganized and restructured key departments in order to stream line the process for participants. A new client services department was created as part of this reorganization. The client service department focuses on participant outreach, stabilization in housing, and coordination with other community agencies to provide MHA clients with a supportive approach to housing.*
1. Implement applicant and new resident orientation and training programs that are supported by the MHA lease or condition of lease approval.
 - Updated application form.*
 - Added additional time for orientation.*
 - Made orientation mandatory.*
 - Plans to improve and revise the content of orientation are underway.*
 - Involving Resident Advisory Board in updating orientation.*
 - In process of revising the lease.*
 - Revised Section 8 voucher briefing process.*
 2. Create customer service procedures for tracking contacts to identify areas for operational improvement.
 - Front desk has begun tracking in-coming phone calls and walk-in traffic.*
 - New Client Services Department will soon select and implement a Customer Satisfaction tool. Focus groups will meet to discuss the tool.*
 - Other tracking plans will address front-end service requests.*
 3. Complete transition to Central File System within Service Center that will contain all applicant and program participant files and information.
 - Central client file system completed.*
 4. Implement the use of technology such as scannable forms and electronic records to reduce data inputting needs and paper files.
 - Developing and implementing scanning system to electronically index and archive*

all closed files.

- Working with WEX Program (Job Service work experience program), who will be providing volunteer labor to complete "paperless" archives.*
5. Create and improve MHA website to provide information about MHA programs and the ability to contact MHA staff or submit requests for pre applications through the Internet.
- Hired resident consultant to develop website with ability to link users to other sites, access available rental property records, submit applications electronically.*
6. Develop comprehensive housing search database covering city and local suburbs that can be accessed via the Internet.
- Worked closely with local property managers and landlords to link website to their available property records.*
7. Explore use of video, other media to improve communications with customers.
- Developed slide presentations that can be used with overhead projector or Powerpoint projector for orientations, briefings, and public relations.*
 - Briefings currently using overhead projector for more dynamic presentations.*
 - Installing whiteboard in presentation room to provide larger writing space for educators.*
8. Modify the Administrative Plan and Admissions and Continued Occupancy Policies as needed to support these goals and objectives, to match HUD requirements or best practices, or to meet local market needs.
- Revision of administrative policies has been completed. Changes have been presented to Board of Commissioners, HUD Denver, and/or tenants as required, for comment and approval, and were outlined in the FY2004 Annual Plan. Other modifications are to create more readable, better organized documents, without substantive changes. Courtesy copies will be provided to HUD Denver when final revisions are completed.*
 - ACOP and Section 8 Administrative policies have been revised and complete.*
 - Board of Commissioners has approved for tenant income recertifications to be conducted via mail rather than face to face, however, at a minimum every client must come in for an appointment with their program specialist.*
 - The Board has approved an allowable 90-day absence from Public Housing, and up to 180 days with Executive Director's approval.*
 - Board passed resolution allowing participants with Social Security Income to be eligible for Section 8 Home Ownership Voucher.*
- D. Promote deconcentration of poverty and diversity in all aspects of MHA programs while providing the maximum degree of choice to participants. This will require development of reporting systems that track MHA program demographics by census tract.**
1. Establish development-based waiting lists in MHA family and mixed population developments and those supported through project-based vouchers or other similar funding stream thus making all MHA properties developments of choice. Specifically establish site based waiting lists for the new projects for the Veterans on Mullin Road, elderly housing in Hellgate Meadows, Uptown Motel

SRO, the Joseph Residence on Reserve Street, and other projects currently being developed by MHA or its non-profit affiliates.

2. Use MHA demographic information to coordinate with City Planning Office's capacity to create GIS maps and other visual tools to assess the relationship of MHA developments and Section 8 Program utilization to each census tract and neighborhood.
 - ❑ *Master of Public Relations student tracked all MHA and Human Resource Council Section 8 clients to determine percentage of section 8 clients in entire downtown area (known as Urban Renewal district 1 and "Heart of Missoula" neighborhood).*
 - ❑ *In partnership with City/County Office of Planning & Grants and Human Resource Council for study on Master Portfolio Plan and impediments and solutions to affordable housing. Will include demographic study from Bay Area Economics, in which they will overlay census block groups with neighborhood councils and boundaries.*
3. Develop quarterly reporting system that trends basic demographics for each development and each MHA waiting list.
4. Coordinate with the annual cycle for development of the Housing Agency Plan any modifications to waiting list selection and inter and intra-program transfer policies to promote program diversity.
5. Provide Section 8 vouchers for relocation linked to development or improvement of property that receives MHA investment, or in support of the development or purchase of affordable housing.
 - ❑ *Attempted to utilize Section 8 vouchers for relocating households on property held for NMCDC. One household was already Section 8 client with Human Resource Council, so coordinated with them, and other household was not qualified.*
6. Revise MHA's lease and tenant handbook.
 - ❑ *Members of RAB to assist MHA in revising tenant handbook.*
 - ❑ *Tenant handbook and Admissions & Continued Occupancy Plan being revised to implement new pet and service animal policies.*
7. Apply for such additional Section 8 vouchers or other rent subsidies that can be applied in Missoula or a larger jurisdiction that promotes deconcentration of poverty.

E. Develop security strategies for each MHA development that assure stable and safe communities.

1. Develop, in collaboration with each family development and the Missoula Police Department, an expanded security awareness program.
 - ❑ *PH program has begun quarterly safety meetings for PH tenants*
 - ❑ *Leasing department conducts awareness program.*
2. Continue the development of rapid intervention tools for problem households including non-trespass orders, mandatory training programs for housecleaning, and court-stipulated agreements.
 - ❑ *Leasing department increasing site visits.*
 - ❑ *New Standard Operating Procedures being developed to clearly outline policy and procedures.*
 - ❑ *Leasing department striving for consistency in lease violations.*

3. Expand relationships with federal and local inter-agency task forces to directly address locations of drug activities including use of undercover operations.
 4. Strengthen lease enforcement for drug related and other criminal activity.
 - ❑ *Drug activity in PH units has been eliminated or driven underground.*
 - ❑ *Recommend to Board of Commissioners budget item to include family counseling services for our tenants like those provided by Employee Assistance Program APS.*
 5. Continue to support and expand the current Community Police program.
 - ❑ *MHA Board approved use of non-HUD funds to retain the police services of Officer Rod Swanson for one more year.*
 6. Explore the renting of Public Housing units to police, fire, or other public safety or supportive service governmental personnel who will help to stabilize sites and neighborhoods.
 - ❑ *Informed police department of possibility of officers occupying public housing units. Two officers have expressed interest.*
- F. Develop MHA affiliated non-profit organizations, including a Community Housing Development Organization (CHDO), to assist Authority with redevelopment activities.
1. Incorporate or assume the administration of such non-profit organizations as may advance MHA's mission.
 - ❑ *MHA has created or is a part of three, non-tax credit related, non-profit organizations:*
 - Garden City Neighbors*
 - Garden City CHDO*
 - Intermountain Development Company*
 2. Establish a Board of Directors for MHA's non-profits that combines low-income individuals, MHA and City representatives with outside Directors that bring skill sets and networks that can support the major level of redevelopment of MHA's portfolio that must occur over the next decade.
 3. Using MHA's Master Plan determine how the non-profits could assist MHA with implementation of neighborhood housing strategies arising out of site-specific public housing redevelopment actions.
 4. Consider development of non-profits resource base by transfer of selected assets such as scattered site developments.
- G. Design and implement homeownership programs using Section 8 subsidies to support mortgage payments as well as the conversion of acquired and new construction scattered sites to homeownership opportunities.**
1. Consult with City of Missoula and local real estate developers to develop a program using the new statutory ability to use Section 8 to support mortgages. A key issue will be

identification of sites and existing residential structures (perhaps tax lien properties) that can provide the "product" for the program. Determine if MHA-owned scattered site developments may be an appropriate starting place.

- Section 8 Homeownership Program implemented.*
 - Have had 6 households purchase home using Section 8.*
 - Recently worked closely with Fannie Mae, New Horizon Bank, homeWORD, Human Resource Council, Montana Board of Housing, and Neighborhood Services to get one person into homeownership. Held press conference/luncheon on 4/16/04 to showcase event.*
 - In cooperation with Missoula Housing Corporation, received Neighborhood Housing Services 3-year grant to provide second mortgage assistance to Section 8 homeownership voucher holders.*
 - Agreement between District XI Human Resource Council and MHA to provide Home Ownership assistance.*
 - March 2004 board resolution allowing Social Security income to count as eligible income for disabled families when using Section 8 homeownership voucher.*
2. Develop a Memorandum of Agreement with the CHDO to take the lead on construction or rehabilitation of home-ownership product for use in a MHA Section 8 Home-ownership Program.
 3. Investigate and implement as appropriate new buildings
 4. Identify a local entity with the ability to provide home-ownership counseling and post-purchase support and contract for these services on a household-by-household basis.
 - Partnered with the Missoula Housing Corporation, Family Basics and homeWord to provide counseling and foreclosure support for homeowners.*
 5. Meet with local banks and lenders to explain the new abilities of the Section 8 Program. Determine the feasibility of a loan pool supported by a consortium of banks to share risk and Community Reinvestment Act (CRA) credit.
 - Held meetings with Heritage Bank, Sterling Bank, First Horizon.*

II. IMPROVE MANAGEMENT SYSTEMS

A. Complete transition to new integrated management information system

1. Continue integration of a new computer system into MHA operations, including refinement of comprehensive reporting on program utilization, performance indicators, income and expense information, program demographics, and a variety of operational activities such as rent collection, eviction process, work-orders, etc.
 - Integration complete; creation and implementation of reports in progress.*
 - Fully utilizing capacity of work order program to monitor maintenance*

time and materials, document type of work with work codes.

1. Refine and expand Intranet system to facilitate internal communication and access to approved policies, procedures, forms and other management tools.
 - Inter-office scheduling and email fully operational.*
 - Suggestion box files created for inter-office sharing of policies, procedures, meeting agendas, etc.*

1. Complete upgrade to new Windows version of Tenmast Software when available and provide training to staff.
 - Completed conversion to Windows-based software for all modules.*
 - Brought Tenmast trainer on site for two-day training with staff.*

- B. Implement and sustain employee evaluation procedures to provide fair and accurate assessments of staff based upon utilization of skills, quality of work, job knowledge, supervisory initiative and aptitude, efficiency of execution, and ability to perform in a manner that supports agency goals and objectives.**

1. Refine and expand policies and procedures for annual and interim employee evaluations.

2. Revise MHA's personnel policies to reflect current practices in the industry and to meet local customs and practices.
 - Personnel policy manual revised, with input from attorney, Board of Commissioners and staff; implemented August 2003.*

3. Develop appropriate evaluation criteria for each type of position on an "include but not limited to" basis.

1. Determine the feasibility of a performance based bonus system tied to meeting department goals and objectives and implement such a program if feasible. This system would have to avoid FLSA pay rate complications regarding "quid pro quo" bonus arrangements and also be limited in fiscal years during which the financial position of the Authority makes such payments not prudent.

2. Train supervisors and employees on evaluation system and its objectives.

3. Enroll and offer courses through Nan McKay and similar vendors to provide updated training opportunities through either on-line or on-site venues.
 - Have enrolled several staff for Nan McKay eligibility and rent calculation trainings on-line. In progress of finishing up all coursework. All new employees working with tenants take Nan McKay course.*

1. Investigate and partner with similar agencies to contract for human resource management services.
 - Recently contracted with Lynda Brown, local Human Resource professor and professional consultant, on reorganization of agency. Reorganization best utilized current staffs' abilities, talents, and career goals. Took people out of*

positions that did not suit them.

C. Increase financial accountability of MHA operations and increase reserves.

1. Refine Departmental Budgets and reporting to better define and clarify MHA overhead factors.
2. Develop Service Contract cycles and bidding systems.
 - RFP issued for exterior painting.*
 - RFP issued for carpet, as contract will expire in September 2004.*
 - RFP issued for lawn care services to free up time of maintenance staff so they can concentrate on modernization of existing units.*
 - Entered into contract for security services at Vantage Villa.*
3. Develop system to monitor in-house and contract vacancy turnover programs on both cost and quality.
 - Maintenance supervisor and Facilities Manager directly responsible for inspection of turnover units prior to lease-up to ensure all necessary and requested work has been done in a timely, efficient, and cost-effective manner.*
 - Modernized warehouse and inventory controls to account for decentralized staff materials needs.*
 - Implemented a Fixed Asset Tagging System and completed system for appliances.*
4. Modernize warehouse and inventory controls to account for decentralized staff materials needs.
5. Maintain reserves to meet industry standards.
 - Reserves meet industry standards for Public Housing & Section 8.*

D. Establish Internal Audit Function

1. Have Deputy Director develop monthly reports to cover PHAS and SEMAP items and provide a snapshot of agency status.
 - In progress.*
2. Revise and improve an agency performance reporting system that would compile operational and financial information into a series of monthly, quarterly and semi-annual reports that can support analysis of budgets and internal planning activities.
 - In progress.*
3. Develop file protocols for each department and program that define the data elements to be retained as part of the agency's official files. This would include whether these data elements are paper or electronic, who has right of access or ability to modify this information (which therefore include MIS security), and a procedural system for file purging and long-term retention of records. This initiative needs to be coordinated with the

implementation of a central files system for the Service Center.

- Development Staff color coordinated project files for easy identification.*
- In process of inventorying current files so can easily compare project file to project file.*

4. Develop capacity for random audit of program files for both Section 8 and Public Housing Programs. This refers to file pulls to review regulatory and procedural compliance of 5% to 10% of a program on an annual basis.

- Hired part-time temporary HQS inspector to provide 5% quality control inspections for Section 8 units.*
- Assigned file reviews for Section 8 to Assisted Housing Manager.*
- Assigned file reviews for Public Housing to Property Manager.*
- Hired temporary workers to assist in outstanding filing.*

E. Maximize MHA income streams to support core mission to the maximum extent feasible.

1. Continue work on energy performance contracting program to maximize cost savings under PFS incentive program. Use creative finance mechanisms such as performance contracting to finance improvements "off-budget".

- Contracted with consultant to perform preliminary energy audit.*
- Providing training for staff in August on energy performance contracting.*
- Considering applying for City Title One funds to improve energy efficient systems. These funds will compliment Capital Funds and will coordinate with Physical Needs Assessment.*

2. Explore and implement a tax-credit property management effort to attract contracts from other owners of tax-credit properties.

- 2 staff members are C3P certified.*
- 2 staff members are C4P certified.*
- Planning for continuing education for LIHTC continued certification.*

3. Create system to assess, promote and monitor residents in transition from welfare-to-work or from marginal employment to a living wage.

- Created Client Services Department.*

4. Continue expanding and refining risk management programs and staff safety training in order to mitigate and lessen insurance claims therefore leading to a reduction of insurance premiums.

- Researched preventative and corrective maintenance procedures for dealing with mold problems.*
- Mold policy and procedure complete.*
- Maintenance supervisor training maintenance staff.*
- Maintenance supervisor researching safety committee and potential for safety officer.*

5. Explore adjusting the Fair Market Rents in Missoula as set by HUD and other budget and payment standards to more correctly reflect the low supply, high demand, and rapidly increasing prices
 - ❑ *MHA Board of Commissioners passed resolution in October 2003 to increase Voucher Payment Standards to 110% of Fair Market Rents.*
6. Identify and develop new revenue producing businesses for the Housing Authority such as bond placement or third party property management contracts.
 - a. *Reorganized agency to build in capacity to manage other LIHTC properties.*
7. Seek public/private partnerships with community businesses and existing social service providers, to leverage MHA resources as well as increase the scope of grantsmanship.
 - ❑ *HUD Section 202 Grant for the elderly submitted with Missoula Housing Corporation on Development Team.*
 - ❑ *Received Veterans Administration grant of \$987,000 to match MHA's contribution of \$545,000.*
 - ❑ *Received \$195,000 in LIHTC to match MHA contribution of \$880,000. Have applied to FHLB for \$112,000 from Affordable Housing Program to reduce MHA principle.*
8. Seek corporations or community groups who are interested in "adopting" a MHA development. This to provide stronger relationships between MHA residents and the Missoula community and would include recreational activities, special projects, mentoring and other programs that develop leadership skills and provide role models to MHA program participants.
 - b. *Have conducted neighborhood outreach for New Joseph Residence facility and found interested community members wanting to donate their time regarding extended education, basic life skills, cooking classes, etc.*
 - c. *Working with Veterans Advisory Council for Veterans housing project and considering fundraising campaign to furnish facility.*
9. Standardize physical plant, parts and systems to permit easy repairs and quicker response to maintenance needs.
 - ❑ *Moving towards larger purchases of appliances to be able to standardize the parts.*
 - ❑ *Completing inventory and evaluation of all property to determine replacement needs.*
 - ❑ *Utilizing Physical Needs Assessment as evaluation to inspect all units, and provide accurate count of modernization needs.*
10. Implement direct deposit payments of HAP to landlords.
11. Look into feasibility of expanding and/or moving MHA administrative offices

III. BUILD A PROGRAM OF COMMUNITY AND EMPOWERMENT DIRECTED AT PROMOTING CLIENT MOVEMENT THROUGH THE AFFORDABLE HOUSING CONTINUUM, FROM HOMELESSNESS TO HOME OWNERSHIP.

A. Design, develop, implement, monitor and evaluate an MHA Client Services Program of Empowerment, directed at long-term housing stability, that will serve Section 8 and Public Housing (and all MHA Housing programs) and that will promote client safety, and economic and personal self-sufficiency.

- Work with Officer Rod Swanson to develop a formal Neighborhood Safety and Empowerment Program, including children's activities.
- Develop formal community collaborations for a multi-disciplinary service referral network; develop formal Memorandums of Understanding with key local agencies and organizations regarding MHA client referral for service, follow-through and follow-up accountability.
- Establish a data bank of information through Customer Satisfaction surveys, internal tracking and client information that will support access to expanded and specific additional support service financial resources.
- Prioritize Senior Housing Services, including the development of formal Resident Groups focused on empowerment and self-sufficiency.
- Continue to refine the Family Self Sufficiency Program to meet service goals, expanding the FSS program concepts through all MHA programs.
- Develop a public housing FSS program with additional staff to case manage public housing resident program
- Develop a FSS program for public housing residents directed at long-term housing stability and family self-sufficiency
- Develop an Elder and Disabilities Support Service Program, including additional MHA staff, directed at ensuring independent quality of life.
- Work closely with the Planning and Development Department to assure effective support service program development on all new MHA ventures, including the SRO and Veteran's Housing.

B. Design a program of support service directed at short-term MHA Client Service housing stability requirements.

1. Work closely with all MHA departments to develop a supportive, effective and responsive back-up for day to day client issues.
2. Partner with Credit Counseling Services and other local groups to provide a regular series of financial assessment, budgeting, credit repair and financial fitness workshops for MHA clients.
3. Develop an appropriate and effective Community Service requirement response.

C. Provide an atmosphere for MHA clients to be empowered to develop and formalize Resident Organizations appropriate to Public Housing and Section 8 Voucher needs.

1. Develop and refine the Resident Advisory Board (RAB) and Family Self Sufficiency PCC processes.
2. Incorporate MHA client contribution throughout the organizational policy making processes via such vehicles as newsletters, annual events, open house, activities, etc.

IV. BUILD COMMUNITY AND SELF-SUFFICIENCY THROUGH MHA PROGRAMS

A. Improve self-sufficiency efforts to help people in public housing move towards employment and homeownership, through coordination with outside agencies, which provide services.

1. Complete initial needs assessment/perception survey.
 - ❑ *The initial FSS intake form was redesigned to include 3 distinct sections and be more client friendly.*
2. Develop and implement system to track household job readiness and impediments to employment from unit or subsidy offer throughout of the residents' participation in MHA programs.
 - ❑ *After a demographic study, develop a survey that includes input from households, community employment case managers and Vocational Rehabilitation.*
3. Develop support systems for the transition from welfare to work or from marginal employment to livable wage.
 - ❑ *Created partnerships with collaborative agencies such as Community Management Team (employment-related), Missoula Area Coordinated Employment Network (disability-related), Round Table (basic education and life skills-related) and The Resource Network (family and social service-related)*
 - ❑ *Presenting to Board and RAB proposal to contract for counseling services, including family or individual counseling, financial counseling, simple legal advice for public housing residents, free of charge, in the same format as an Employee Assistance Plan.*
4. Design and implement Individual Savings Accounts (ISA) accounts to assist resident in saving monies that would have otherwise gone to pay rent but are exempted under HUD and MHA policies.
5. Continue to develop the Family Self-Sufficiency Program. Seek to be fully enrolled at 100 Section 8 participants and 15 Public Housing participants by fiscal year end.
 - ❑ *As of April 2004, 84 Section 8 participants and 11 Public Housing participants.*
 - ❑ *FY information from 10/03 - 4/04 includes 17 closures: 7 FSS graduates with total amount of \$56,632 disbursed in escrow funds thus far; 3*

ported out of area; 2 were terminated for not following through with FSS contract; 2 voluntarily ended FSS contracts in good standing; 2 terminated due to non-compliance with Section 8 program; 1 gave up both Section 8 & FSS voluntarily.

6. Develop Memoranda of Agreement with supportive service providers to formalize their assistance to our residents and to provide a mechanism that would enable the development of supportive housing.

In process of establishing formal Memoranda of Agreement and/or Understanding.

B. Utilize non-profit subsidiary to design, implement and administer all MHA social service programs. These programs are to be supportive in nature and rely on established third party entities to provide direct services.

1. Non-profit subsidiary will seek funds on MHA's behalf through grantsmanship and partnering.
2. MHA shall coordinate and facilitate delivery of community-based supportive services to its tenants with emphasis on basic life skills;
3. Non-profit subsidiary will coordinate all social service entities seeking access to MHA's developments including requests for programming space and access to residents.
4. MHA supportive service program shall distinguish between those who can attain independence from public assistance and those are likely to require more permanent housing and design and deliver services accordingly;

C. Strengthen Section 3 efforts

1. Initiate a public information program on Section 3 and its new importance for organizations that want to do business with the Authority. This public information program should be included in a larger initiative to encourage local businesses to respond to MHA procurements.
 - Initiated discussions with the local Carpenter's Union to develop resident apprentice program, using Section 3 preference to encourage participation of local builders.*
 - Facilities Manager reviewing Section 3 requirements to incorporate into procurement of goods and services.*
2. Determine the feasibility of creating a resident-controlled property management entity. This could be implemented as some form of Resident Management Corporation (RMC) or as an actual business that draws on resident participation across developments or programs.
3. Develop program to provide technical assistance to Section 3 businesses.

D. Improve Lease Enforcement to Build Communities

1. Develop ongoing education programs for residents, law enforcement personnel, and judicial system on MHA lease requirements, federal regulations and the operational issues that

MHA must confront to assure its residents their right to quiet and peaceful enjoyment of their housing.

2. Strictly enforce lease evictions that involve criminal activity that include, drugs, guns and violence.
3. Enhance and expand community watch initiatives (Neighborhood Watch, etc.).
 - ❑ *MHA Community Police Officer starting to give presentations at quarterly safety meetings.*

E. Improve MHA's ability to intervene with at risk families

1. Formalize referral process of families falling behind in rent to appropriate resource to assist them in budgeting and other matters.
2. Increase staff capacity to recognize when social service referrals are necessary.
 - ❑ *Encouraged and support relationship between property management and the social service coordinators to deal with troubled PH tenants.*
 - ❑ *Working with consultant to improve provision of client services.*
3. Work to strengthen tenant organizations and communication so that tenants can begin to provide support to each other.
 - a. *Researching, at request of Section 8 participants, allowing program participants to voluntarily donate to loan pool for security/utility deposits.*
 - b. *RAB producing a newsletter that will be distributed to all MHA clients.*

V. STRENGTHEN MHA'S PRESENCE IN THE MISSOULA COMMUNITY AS A LEADER ON AFFORDABLE HOUSING ISSUES

1. Develop a public relations program that provides periodic press releases and arranges for other forms of access to members of the press to make certain that MHA's turn-around activities are publicly understood.
 - ❑ *Contracted with local public relations firm to provide services.*
 - ❑ *Acknowledging staff who have been promoted internally through the Missoulian's Getting Ahead column in the Sunday edition.*
2. Increase Commissioners' role to include periodic attendance at public forums or press briefings at which topics pertinent to their committee are presented (e.g. a press conference concerning MHA's annual modernization program or Housing Agency Plan submission).
3. Develop an agenda of legislative changes at the federal and state level that would support MHA's redevelopment.
 - ❑ *Proposed legislation to create a Blue Ribbon Committee on Affordable Housing, which passed several legislative committees but was later tabled.*
4. Advocate for a state-level equivalent to the Low Income Housing Tax Credit. This type of initiative has already been implemented or has pending legislation in several states.

- Proposed program during 2003 Legislative session. Will reintroduce at next legislative session.*

- 5. Coordinate with the City and County of Missoula toward a unified and consistent public housing policy.

- 6. Champion provision of equitable housing opportunity and development of affordable housing on behalf of those least able to advocate for themselves by actively marketing it programs to the community and advocating the housing needs of low-income persons in matters of community housing policy and land use regulation.

- 7. Become the local expert on housing policy and affordable housing development by providing the community with quality data on housing and housing needs, educating the community about housing issues and policy, and developing a public relations and media plan focusing on those served and in need rather than on the agency.
 - Working with Abt Associates to create Portfolio Master Plan.*

- 8. Work with the Missoula Housing Corporation, Missoula Aging Service, the District XI Human Resource Council, Neighborhood Housing Services and others to explore co-development, joint funding, homeownership, staff sharing, and cooperative arrangements with consultants.
 - Human Resource Council (HRC) and MHA have memorandum of agreement for HRC to work on homeownership applications.*
 - Working with HomeCHOICE State Program for households with disabilities.*

- 9. Maintain and expand participation with the At-Risk Housing Coalition to find cooperative solutions to long-term homelessness and temporary housing needs.

- 10. Join and become active in local organizations that promote affordable housing in Missoula and Montana such as the Chamber of Commerce and Home Builders Association.
 - Joined Chamber of Commerce and Home Builders Association.*

- 11. Become involved at the local and state levels with housing advocates to share information, training, and policies.
 - Bi-weekly meetings with group of Missoula non-profit affordable housing developers.*
 - Members of State and Regional NAHRO.*

B. Criteria for Substantial Deviations and Significant Amendments

(1) Amendment and Deviation Definitions

24 CFR Part 903.7(r)

a. Substantial Deviation from the 5-Year Plan

The Missoula Housing Authority hereby defines substantial deviation and significant amendment or modification as any change in policy, which significantly and substantially alters the Authority's stated mission and the persons the Authority serves. This would include admissions preferences, demolition or disposition activities and conversion programs. Discretionary or administrative amendments consonant with the Authority's stated overall mission and basic objectives will not be considered substantial deviations or significant modifications.

Any policy changes or funding priorities as a result of future actions by HUD will not be considered significant amendments and/or substantial deviations from the plan.

a. Significant Amendment or Modification to the Annual Plan

The Missoula Housing Authority hereby defines substantial deviation and significant amendment or modification as any change in policy, which significantly and substantially alters the Authority's stated mission and the persons the Authority serves. This would include admissions preferences, demolition or disposition activities and conversion programs. Discretionary or administrative amendments consonant with the Authority's stated overall mission and basic objectives will not be considered substantial deviations or significant modifications.

Any policy changes or funding priorities as a result of future actions by HUD will not be considered significant amendments and/or substantial deviations from the plan.

C. Other Information

[24 CFR Part 903.13, 903.15]

(1) Resident Advisory Board Recommendations

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

If yes, provide the comments below:

- **Landlord Education** – RAB members stated that discriminatory leasing practices by private landlords and management companies could be reduced with more landlord outreach. *This issue is currently being addressed in the first 5 Year Goals and will carry forward into the next 5 Year Goal period.*
- **Accessible units** – RAB members stated that they found difficulty finding adequate accessible units in the community. *MHA will consider this when planning developments and share this information with other affordable and market housing developers.*
- **Security Deposits** – RAB members stated the lack of money available for first months rent, moving expenses, and security deposit are an impediment to moving into a more desirable or affordable unit. *MHA currently has a small pool of revolving loan funds used to enable new voucher holders to lease up. MHA will include pursuing additional funds for security deposits in the 5 Year Plan.*
- **1-bedroom units** – RAB members stated a lack of adequate 1-bedroom units in the Voucher Payment Standard price range. *MHA will consider this when planning developments and share this information with other affordable and market housing developers.*
- **Apprenticeship/training opportunities** – RAB members encourage MHA to outreach to residents for opportunities in apprenticeships, job training and employment opportunities, via the projects MHA plans to build. *MHA currently undergoes efforts through the Section 3 mandate to employ low-income workers (i.e. contractors) and DBE. MHA will include apprenticeship opportunities in it's 5 Year Plan.*

b. 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:

The RAB advised to expand the 5-year Goals and Objectives to include apprenticeship opportunities for MHA residents, and Section 8 and S+C clients. MHA responded by including into 5-year Goals and Objectives. The other comments were already addressed in current and on-going 5-year

Goals and Objectives.

Other: (list below)

(2) Resident Membership on PHA Governing Board

a. Does the PHA governing board include at least one member who is directly assisted by the PHA this year?

Yes No:

If yes, complete the following:

Name of Resident Member of the PHA Governing Board:

Peggy Jacobson
Chuck Hossfeld

Method of Selection:

Appointment

The term of appointment is (include the date term expires):

Peggy Jacobson: 08/15/1995 – 06/25/2004* (*Has applied for re-appointment)

Chuck Hossfeld: 06/26/2003 – 06/25/2005

Election by Residents (if checked, complete next section--Description of Resident Election Process)

Description of Resident Election Process

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)

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)

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)

b. If the PHA governing board does not have at least one member who is directly assisted by the PHA, why not?

- The PHA is located in a State that requires the members of a governing board to be salaried and serve on a full time basis
- The PHA has less than 300 public housing units, has provided reasonable notice to the resident advisory board of the opportunity to serve on the governing board, and has not been notified by any resident of their interest to participate in the Board.
- Other (explain):

Date of next term expiration of a governing board member: **06/25/2004**

Name and title of appointing official(s) for governing board (indicate appointing official for the next available position):

Missoula Mayor Mike Kadas

(3) PHA Statement of Consistency with the Consolidated Plan

[24 CFR Part 903.15]

Consolidated Plan jurisdiction: City of Missoula, MT

a. 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 on its waiting list 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)**

Assist homeless by increasing and/or expanding availability of emergency shelter facilities, transitional and permanent housing opportunities, and supportive services and prevention programs, and place greater emphasis on

providing permanent housing as soon as possible for homeless individuals and families.

Increase and preserve the supply of affordable rental units for low and moderate-income households, including special needs persons, to include acquisition, rehabilitation and new construction.

Increase and preserve affordable homeownership for low and moderate income households, including special needs persons

Further investigate and develop an action plan to address community-wide barriers to affordable housing and barriers to fair housing compliance.

Increase accessibility in compliance with ADA requirements.

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

Portfolio Master Plan, incorporating an analysis of impediments to affordable housing was started in FY 2004 and will be completed in FY 2004, no later than FY 2005. City will contribute \$20,000 to cost of Master Plan study.

(4) (Reserved)

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

10. Project-Based Voucher Program

- a. Yes No: Does the PHA plan to “project-base” any tenant-based Section 8 vouchers in the coming year? If yes, answer the following questions.
- b. Yes No: Are there circumstances indicating that the project basing of the units, rather than tenant-basing of the same amount of assistance is an appropriate option?

If yes, check which circumstances apply:

- Low utilization rate for vouchers due to lack of suitable rental units
 Access to neighborhoods outside of high poverty areas
 Other (describe below:)

Over the past five (5) years (1999 – 2003), Missoula's average vacancy rate has stood at 1/10 of 1% as contrasted to a desired rate of 6%. This has led to tremendous demand for apartments and the market pricing of units, which normally would be for extremely low income persons, well beyond their ability to pay. During that same time, building permits have not kept pace with estimated demand - - Missoula's Consolidated Plan for that period called for a minimum of 770 units per year or a total of 3,850. However, that period saw permits being issued for only 1,854 multi-family units. Compounding that problem is the fact that of those 1,854 units built, only 20 (or about 1%) are estimated to be priced for extremely low income, or 30% of Area Median Income (AMI). At the same time, MHA's waiting list for that income group has grown from 405 (approximately 2 year wait) to 534, an increase of over 30%. Simply put, there are insufficient units in the market to provide competitive rental rates for Section 8 tenant based units - - the Section 8 tenant based vouchers are used but at rental rates that are inflated due to the lack of units. By project basing units, MHA can both encourage new construction and preserve existing units which serve 30% AMI. Project basing also allows developers to specialize housing projects for special needs populations. Often these developments can address the specific and often sensitive issues that these populations face in becoming self-sufficient. These developments can be permanent or transitional (transitional in terms of maximum occupancy of two (2) years but minimum lease period of six months). Examples of transitional housing (with associated social services) for special needs populations include: homeless family housing, domestic violence, homeless veterans, and households graduating from chemical dependency treatment.

MHA’s plan has already been approved by HUD to allocate 20% of its 754 tenant based vouchers to project based vouchers (approximately 150). MHA will coordinate an open competition for developers and service providers to submit proposals for award of a PBV contract for up to 10 years or long depending upon the type of project, the status of regulations, and upon appropriation by Congress. As part of the contract, MHA will administer the vouchers and manage site-based waiting lists specific to the special needs population of the development.

By MHA utilizing site-based waiting lists, MHA and the affordable housing

provider can work together to draw applicants who may be specifically interested in the site or benefit from the program being run at the site. Examples of an appropriate sorting system(s) include: sorting by income tiers, Board approved preferences, special needs, and sorting by ranking.

All applicants will be given the opportunity to be included on any of the Missoula Housing Authority program waiting lists if they meet the program's eligibility requirements. It is expected that site-specific waiting lists will have criteria specific to the population, and therefore each site-based waiting list will be independent of the one another. Residents will be selected on a "first-come first-serve" basis. To be added to the waiting list(s), an applicant must provide initial application information to prove their eligibility for the program. Their eligibility status and income level will be verified at the time they reach the top of the waiting list.

All units assisted will meet or exceed housing quality standards as set forth by HUD. All project based vouchers will be under guidance of MHA's Section 8 Administration policy.

- c. Indicate the number of units and general location of units (e.g. eligible census tracts or smaller areas within eligible census tracts):

We are currently advertising for up to 35 vouchers in new and existing categories:

- **3 vouchers for existing, family housing**
- **3 vouchers for new housing for families leaving transitional alcohol/drug treatment facilities (requiring a supportive service plan to continue the treatment of those families)**
- **6 vouchers for existing housing for victims of domestic violence (requiring a supportive service plan to continue the treatment of those families)**
- **23 vouchers for new, family housing**

It is projected that over the course of the next federal fiscal year, the remaining 115 vouchers could be advertised and contracted to new and existing units. The populations that will benefit from the potential up-coming project based-vouchers are low-income, elderly, disabled and special needs populations.

The general location of the vouchers will be dispersed throughout the City of Missoula. Under current regulations, census tracts that have less than 20% poverty rate will be approved as eligible. Census tracts with over 30% poverty rate, which Missoula has none, would not be considered eligible for PBV. Census tracts that have between 20 – 30% poverty rate will be considered, understanding that approval of such census tract would require a waiver from HUD. One of the critical considerations in awarding PBV in those 20-30% poverty rate census tracts is the location of the project in relation to the true concentration of poverty. Missoula, as a rapidly growing community (2% household

growth annually), has census tracts which at one time include vast areas of open land that now is being developed. The traditional census tracts boundaries are important to maintain for data analysis purposes but the newly developed areas (where infrastructure has been extended and now is available for growth) may be in the same census tract as an older neighborhood of higher poverty rates but bear no resemblance to those demographics. MHA will analyze proposals for PBV in those tracts and determine whether the immediate neighborhood surrounding the proposal has a concentration of poverty before applying for the necessary waiver.

If the proposed PBV rules as published for comments this year become final, MHA will adjust its PBV program to meet the standards set in those new rules. Those new rules would permit the use of PBV in neighborhoods where there is a greater than 20% poverty rate based upon the same analysis of the immediate neighborhood outlined above.

Of the 17 neighborhoods in Missoula, all but 5 have significant rental populations. Those 5, lie on the extreme outskirts of town, have the highest percentage of home ownership, limited public transportation, and nearly no-nonresidential uses such as stores or offices for supportive services. MHA anticipates that a majority of its tenant and project based voucher holders, will live in the other 12 neighborhoods that comprise an area that is roughly 4 miles by 4 miles in size. It is anticipated that over 90% of the project based vouchers will be awarded to projects in that 12 neighborhood area; MHA's current projects are in only 4 of those 12 neighborhoods. In addition to the goal of poverty deconcentration explained about, another goal is to scatter the units through those 12 of the City's neighborhoods, targeting first (but not necessarily limiting) the 8 neighborhoods where MHA has few or no units, to deconcentrate poverty.

11. List of Supporting Documents Available for Review for Streamlined Five-Year/ Annual PHA Plans

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Related Plan Component

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Related Plan Component
X	<i>PHA Certifications of Compliance with the PHA Plans and Related Regulations and Board Resolution to Accompany the Standard Annual, Standard Five-Year, and Streamlined Five-Year/Annual Plans.</i>	Standard 5 Year and Annual Plans; streamlined 5 Year Plans
X	State/Local Government Certification of Consistency with the Consolidated Plan.	5 Year Plans
X	Fair Housing Documentation Supporting Fair Housing Certifications: 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 for 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
X	Public Housing Admissions and (Continued) Occupancy Policy (A&O/ACOP), which includes the Tenant Selection and Assignment Plan [TSAP] and the Site-Based Waiting List Procedure.	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Any policy governing occupancy of Police Officers and Over-Income Tenants in Public Housing. <input checked="" type="checkbox"/> Check here if included in the public housing A&O Policy.	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Public housing rent determination policies, including the method for setting public housing flat rents. <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Rent Determination
X	Schedule of flat rents offered at each public housing development. <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Rent Determination
X	Section 8 rent determination (payment standard) policies (if included in plan, not necessary as a supporting document) and written analysis of Section 8 payment standard policies. <input checked="" type="checkbox"/> Check here if included in Section 8 Administrative Plan.	Annual Plan: Rent Determination
X	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation). MHA safety Plan.	Annual Plan: Operations and Maintenance
X	Results of latest Public Housing Assessment System (PHAS) Assessment (or other applicable assessment).	Annual Plan: Management and Operations
N/A	Follow-up Plan to Results of the PHAS Resident Satisfaction Survey (if necessary)	Annual Plan: Operations and Maintenance and Community Service & Self-Sufficiency
X	Results of latest Section 8 Management Assessment System (SEMAP)	Annual Plan: Management and Operations
X	Any policies governing any Section 8 special housing types <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Operations and Maintenance
N/A	Consortium agreement(s).	Annual Plan: Agency Identification and Operations/ Management
X	Public housing grievance procedures <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Grievance Procedures
X	Section 8 informal review and hearing procedures. <input checked="" type="checkbox"/> Check here if included in Section 8 Administrative Plan.	Annual Plan: Grievance Procedures

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Related Plan Component
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 grants.	Annual Plan: Capital Needs
N/A	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	Self-evaluation, Needs Assessment and Transition Plan required by regulations implementing Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. See PIH Notice 99-52 (HA).	Annual Plan: Capital Needs
N/A	Approved or submitted applications for demolition and/or disposition of public housing.	Annual Plan: Demolition and Disposition
N/A	Approved or submitted applications for designation of public housing (Designated Housing Plans).	Annual Plan: Designation of Public Housing
N/A	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act, Section 22 of the US Housing Act of 1937, or Section 33 of the US Housing Act of 1937.	Annual Plan: Conversion of Public Housing
N/A	Documentation for required Initial Assessment and any additional information required by HUD for Voluntary Conversion.	Annual Plan: Voluntary Conversion of Public Housing
X	Approved or submitted public housing homeownership programs/plans.	Annual Plan: Homeownership
X	Policies governing any Section 8 Homeownership program (Section 20 Special Housing Types, G. Homeownership Option of the Section 8 Administrative Plan)	Annual Plan: Homeownership
X	Public Housing Community Service Policy/Programs <input checked="" type="checkbox"/> Check here if included in Public Housing A & O Policy	Annual Plan: Community Service & Self-Sufficiency
X	Cooperative agreement between the PHA and the ANF agency and between the PHA and local employment and training service agencies.	Annual Plan: Community Service & Self-Sufficiency
X	FSS Action Plan(s) for public housing and/or Section 8.	Annual Plan: Community Service & Self-Sufficiency
X	Section 3 documentation required by 24 CFR Part 135, Subpart E for public housing.	Annual Plan: Community Service & Self-Sufficiency
N/A	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports for public housing.	Annual Plan: Community Service & Self-Sufficiency
X	Policy on Ownership of Pets in Public Housing Family Developments (as required by regulation at 24 CFR Part 960, Subpart G). <input checked="" type="checkbox"/> Check here if included in the public housing A & O Policy.	Pet Policy
X	The results of the most recent fiscal year audit of the PHA conducted under the Single Audit Act as implemented by OMB Circular A-133, the results of that audit and the PHA's response to any findings.	Annual Plan: Annual Audit
N/A	Consortium agreement(s), if a consortium administers PHA programs.	Joint PHA Plan for Consortia
N/A	Consortia Joint PHA Plans ONLY: Certification that consortium agreement is in compliance with 24 CFR Part 943 pursuant to an opinion of counsel on file and available for inspection	Joint PHA Plan for Consortia
N/A	Other supporting documents (optional). List individually.	(Specify as needed)

12. Capital Fund Program and Capital Fund Program Replacement Housing Factor Annual Statement/Performance and Evaluation Report

Annual Statement/Performance and Evaluation Report					
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part I: Summary					
PHA Name:		Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:			Federal FY of Grant:
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/ Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	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				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Nondwelling Structures				
13	1475 Nondwelling 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)				
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				
26	Amount of line 21 Related to Energy Conservation Measures				

13. Capital Fund Program Five-Year Action Plan

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					

13. Capital Fund Program Five-Year Action Plan

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						
Annual						
Statement						
Total CFP Estimated Cost			\$			\$

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT					
Capital Fund Program Part I: Summary					
Missoula Housing Authority MT033			Capital Fund Program Grant Number MT06-PO33-501-01		FFY of Grant Approval 2001
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Revised Annual Statement (revision no._____)					
<input type="checkbox"/> Performance and Evaluation Report for Period Ending: _____ <input type="checkbox"/> Final Performance and Evaluation Report					
Line #	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total Non-CAP Funds				
2	1406 Operations	\$ 225,724.00		\$ 225,724.00	\$ 225,724.00
3	1408 Management Improvements				
4	1410 Administration	\$ 36,862.00		\$ 36,862.00	\$ 36,862.00
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$ 101,483.48		\$ 101,483.48	\$ 82,961.61
8	1440 Site Acquisition				
9	1450 Site Improvement	\$ 8,137.10		\$ 8,137.10	\$ 8,137.10
10	1460 Dwelling Structures	\$ 109,518.00		\$ 109,518.00	\$ 109,518.00
11	1465.1 Dwelling Equipment - Nonexpendable	\$ 12,169.00		\$ 12,169.00	\$ 12,169.00
12	1470 Nondwelling Structures				
13	1475 Nondwelling Equipment	\$ 32,442.42		\$ 32,442.42	\$ 32,442.42
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)	\$ 526,336.00	\$ -	\$ 526,336.00	\$ 507,814.13
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	\$ 8,137.10		\$ 8,137.10	\$ 8,137.10
26	Amount of line 21 Related to Energy Conversation Measures				

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT

Capital Fund Program

Part II: Supporting Pages

Missoula Housing Authority MT033

Capital Fund Program Grant Number
MT06-PO33-501-01

FFY of Grant Approval 2001

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	
HA-WIDE	Operations	1406		\$ 225,724.00		\$ 225,724.00	\$ 225,724.00	Complete
HA-WIDE	Administration	1410		\$ 36,862.00		\$ 36,862.00	\$ 36,862.00	Complete
HA-WIDE	Fees and Costs	1430						
HA-WIDE	ABT Master Plan	1430		\$ 41,138.08		\$ 41,138.08	\$ 22,616.21	In Progress
HA-WIDE	Physical Needs Assessment	1430		\$ 28,010.00		\$ 28,010.00	\$ 28,010.00	Complete
HA-WIDE	Toole Site	1430		\$ 5,000.00		\$ 5,000.00	\$ 5,000.00	Complete
HA-WIDE	Accessibility Study	1430		\$ 26,975.40		\$ 26,975.40	\$ 26,975.40	Complete
HA-WIDE	Russell Park Project	1430		\$ 360.00		\$ 360.00	\$ 360.00	Complete
002/Villa	Fencing	1450		\$ 8,137.10		\$ 8,137.10	\$ 8,137.10	Complete
HA-WIDE	Mod. at Turnover	1460		\$ 97,109.90		\$ 97,109.90	\$ 97,109.90	Complete
003/Pullman	Siding	1460		\$ 12,408.10		\$ 12,408.10	\$ 12,408.10	Complete
HA-WIDE	Appliances	1465.1		\$ 12,169.00		\$ 12,169.00	\$ 12,169.00	Complete
HA-WIDE	Maintenance Vehicle	1475		\$ 7,494.00		\$ 7,494.00	\$ 7,494.00	Complete
HA-WIDE	Computers/Office Equipment	1475		\$ 24,948.42		\$ 24,948.42	\$ 24,948.42	Complete
HA-WIDE								
	TOTAL CFP COST			\$ 526,336.00	\$ -	\$ 526,336.00	\$ 507,814.13	

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT

Capital Fund Program Part I: Summary

Missoula Housing Authority MT033	Capital Fund Program Grant Number MT06-PO33-501-02	FFY of Grant Approval 2002
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Original Annual Statement
 Reserve for Disasters/Emergencies
 Re Annual Statement (revision no. 2)
 Performance and Evaluation Report for Period Ending: _____
 Final Performance and Evaluation Report

Line #	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total Non-CAP Funds				
2	1406 Operations	\$ 200,000.00	\$ 237,000.00	\$ 214,846.85	\$ 200,000.00
3	1408 Management Improvements	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00	\$ 500.00
4	1410 Administration	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$ 20,000.00	\$ 9,858.92	\$ 2,458.92	\$ 3.00
8	1440 Site Acquisition				
9	1450 Site Improvement	\$ 72,000.00	\$ 13,000.00	\$ -	\$ -
10	1460 Dwelling Structures	\$ 154,503.00	\$ 197,179.29	\$ 103,494.85	\$ 83,715.35
11	1465.1 Dwelling Equipment - Nonexpendable	\$ 5,000.00	\$ 10,970.00	\$ 10,191.00	\$ 5,241.00
12	1470 Nondwelling Structures				
13	1475 Nondwelling Equipment	\$ 35,000.00	\$ 19,494.79	\$ 1,900.00	\$ 1,900.00
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)	\$ 514,503.00	\$ 514,503.00	\$ 359,891.62	\$ 316,359.35
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				
26	Amount of line 21 Related to Energy Conversation Measures				

	A	B	C	D	E	F	H	I	J
1	ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT								
2	Capital Fund Program								
3	Part II: Supporting Pages								
4	Missoula Housing Authority MT033			Capital Fund Program Grant Number MT06-PO33-501-02			FFY of Grant Approval 2002		
5	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
6					Original	Revised	Funds Obligated	Funds Expended	
7	HA-WIDE	Operations	1406		\$ 200,000.00	\$ 237,000.00	\$ 214,846.85	\$ 200,000.00	In Progress
8									
9	HA-WIDE	Web Site Development	1408		\$ 3,000.00	\$ 2,000.00	\$ 2,000.00	\$ 500.00	In Progress
10									
11	HA-WIDE	Administration	1410		\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	Complete
12									
13	HA-WIDE	Fees and Costs	1430		\$ 14,291.08	\$ 7,400.00			
14	HA-WIDE	ABT Master Plan	1430		\$ 708.92	\$ 708.92	\$ 708.92	\$ 3.00	In Progress
15	HA-WIDE	Flat Rent Study	1430		\$ 5,000.00	\$ 1,750.00	\$ 1,750.00		In Progress
16									
17									
18	HA-Wide	Site Improvements	1450		\$ 72,000.00				
19	002/VV	Landscaping	1450			\$ 4,500.00			
20	002/VV	Accessible Sidewalk	1450			\$ 8,500.00			
21									
22									
23	HA-WIDE	Mod. at Turnover	1460		\$ 51,768.00	\$ 91,650.80	\$ 67,983.86	\$ 53,204.36	Ongoing
24	001	Hot Water Tanks	1460	1	\$ 1,800.00	\$ 800.00			
25	002/VV	Exterior Paint	1460		\$ 35,000.00	\$ 29,400.00			RFP
26	003/Pullman	Hot Water Tanks	1460	1	\$ 1,635.00	\$ 1,635.00	\$ 1,635.00	\$ 1,635.00	Complete
27	003/Butte	Exterior Paint	1460			\$ 2,600.00	\$ 2,600.00		In Progress
28	003/Stoddard	Exterior Paint	1460			\$ 2,400.00	\$ 2,400.00		In Progress
29	003/Butte/N6th	Siding	1460		\$ 19,610.00	\$ 19,610.00	\$ 19,610.00	\$ 19,610.00	Complete
30	009/Toole	Exterior Paint	1460		\$ 23,520.00	\$ 12,500.00			RFP
31	009/Toole	Hot Water Tanks	1460		\$ 13,500.00	\$ 13,500.00			
32	011/W. Vista	Window Replacement	1460		\$ 3,670.00	\$ 3,670.00	\$ 3,670.00	\$ 3,670.00	Complete
33	011/4th St	Shakes & Exterior Paint	1460			\$ 7,527.50			RFP
34	011/36 RP	Deck and Railing	1460			\$ 1,200.00			
35	012/Ebb Way	Gutters & Downspouts	1460			\$ 640.00			
36	014/Hillview	Roof	1460		\$ 4,000.00	\$ 3,250.00			

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT					
Capital Fund Program Part I: Summary					
Missoula Housing Authority MT033			Capital Fund Program Grant Number MT06-PO33-501-03		FFY of Grant Approval: 2003
<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no._____)					
<input type="checkbox"/> Performance and Evaluation Report for Period Ending: _____ <input type="checkbox"/> Final Performance and Evaluation Report					
Line #	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total Non-CAP Funds				
2	1406 Operations	\$ 123,131.00		\$ -	\$ -
3	1408 Management Improvements	\$ 30,000.00			
4	1410 Administration	\$ 27,976.00			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$ 35,000.00			
8	1440 Site Acquisition				
9	1450 Site Improvement	\$ 4,500.00			
10	1460 Dwelling Structures	\$ 77,225.00			
11	1465.1 Dwelling Equipment - Nonexpendable	\$ 7,080.00			
12	1470 Nondwelling Structures				
13	1475 Nondwelling Equipment	\$ 22,500.00			
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)	\$ 327,412.00	\$ -	\$ -	\$ -
22	Amount of line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance	\$ 15,000.00			
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conversation Measures				

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT

Capital Fund Program Part I: Summary

Missoula Housing Authority MT033	Capital Fund Program Grant Number MT06PO3350203	FFY of Grant Approval: 2003
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Original Annual Statement
 Reserve for Disasters/Emergencies
 Revised Annual Statement (revision no._____)

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

Line #	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total Non-CAP Funds				
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement	\$ 16,910.00			
10	1460 Dwelling Structures	\$ 65,000.00			
11	1465.1 Dwelling Equipment - Nonexpendable				
12	1470 Nondwelling Structures				
13	1475 Nondwelling 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)	\$ 81,910.00	\$ -	\$ -	\$ -
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				
26	Amount of line 21 Related to Energy Conversation Measures				

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT

Capital Fund Program

Part II: Supporting Pages

Missoula Housing Authority MT033

Capital Fund Program Grant Number
MT06PO3350203

FFY of Grant Approval 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	
HA-WIDE	Operations	1406						
HA-WIDE	Management Improvements	1408						
HA-WIDE	Administration	1410						
HA-WIDE	Fees and Costs	1430						
HA-WIDE	Site Improvement	1450		\$ 16,910.00				
HA-WIDE	Dwelling Structures	1460		\$ 65,000.00				
HA-WIDE	Dwelling Equipment - Non-expendable	1465.1						
HA-WIDE	Nondwelling Equipment	1475						
	TOTAL CFP COST			\$ 81,910.00	\$ -	\$ -	\$ -	

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT

Capital Fund Program Replacement Housing Factor Part I: Summary

Missoula Housing Authority MT033	Capital Fund Program Grant Number MT06RO3350103	FFY of Grant Approval: 2003
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Original Annual Statement
 Reserve for Disasters/Emergencies
 Revised Annual Statement (revision no._____)

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

Line #	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total Non-CAP Funds				
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Nonexpendable				
12	1470 Nondwelling Structures				
13	1475 Nondwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities	\$ 83,582.00			
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2-20)	\$ 83,582.00	\$ -	\$ -	\$ -
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				
26	Amount of line 21 Related to Energy Conversation Measures				

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT

Capital Fund Program Replacement Housing Factor

Part II: Supporting Pages

Missoula Housing Authority MT033			Capital Fund Program Grant Number MT06RO3350103		FFY of Grant Approval 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	
HA-WIDE	Operations	1406						
HA-WIDE	Management Improvements	1408						
HA-WIDE	Administration	1410						
HA-WIDE	Fees and Costs	1430						
HA-WIDE	Site Improvement	1450						
HA-WIDE	Dwelling Structures	1460						
HA-WIDE	Dwelling Equipment - Non-expendable	1465.1						
HA-WIDE	Nondwelling Equipment	1475						
	Development Activities	1499		\$ 83,582.00				
	TOTAL CFP COST			\$ 83,582.00	\$ -	\$ -	\$ -	

RASS Follow-up Plan – status report

The 2002 MHA's Resident Assessment Survey identified Neighborhood Appearance as an area that required a Follow-up Plan. Last years annual plan described the follow-up plan in the context of curb appeal and maintaining neighborhood standards.

In addition to the work carried out in FY 2003 to address the neighborhood appearance (cited in last years plan), in FY2004 MHA has:

- Entered into a contract to paint the three multi-family buildings at the Toole site (contracted with a public housing resident who owns painting business).
- Begun to replace the decorative shake shingles on both buildings at the 4th Street multi-family site, as well as entered into a contract for exterior painting (contracted with a public housing resident who owns painting business).
- Installed a decorative wrought-iron fence around Vantage Villa.
- Three (3) units at Vantage Villa renovated from old MHA administrative offices. Two of three apartments are fully accessible. Construction included expanding the entry-way, community room, new laundry facilities, and new tenant storage. The entrance to the building was remodeled to give building a "face lift." The building will also have a new landscaping design completed by fall of 2004. An accessible sidewalk will be installed that connects the existing sidewalk to the main highway where there is a bus stop for resident use.
- 936 Stoddard multi-family three-plex exterior paint job done – contracted with public housing resident that owns painting business.
- 1237 Butte - multi-family complex in progress of receiving exterior paint.

Missoula Housing Authority
Family Self Sufficiency Program

ACTION PLAN

Overview and Purpose

Missoula Housing Authority (MHA) has operated a Family Self Sufficiency Program (FSS) since 1992. Since then, MHA has met and exceeded its initial mandatory participant requirements primarily through contract completions. In FY2002-2003, the program served a total of 120 and graduated 4 families. Total escrow disbursement was \$11,290.36. In FY2003-2004, the program served 128 and will graduate 10; total escrow disbursement will be approximately \$85,000.00.

The Missoula Housing Authority FSS goal is to serve a total of 115 participants; 100 Section 8 Voucher clients and 15 Public Housing residents. The program is designed to serve the economic self-sufficiency needs of MHA clients through collaborative community agency efforts and active MHA partnerships with regard to the supportive services these agencies provide.

The goal of the MHA FSS program is to maintain 98% program participation of both Section 8 and Public Housing clients at any given time; and to graduate a minimum of five (5) participants each fiscal year.

This plan identifies programs that meet these needs and the process that enables qualified families who participate in FSS to receive necessary supportive services.

Family Demographics

The Missoula Housing Authority Section 8 Voucher program income statistics reflect 74% of participants on Social Security, SSI and SSDI. Section 8 statistics also reveal a consistent 12% who receive TANF assistance. Two and a half percent (2.5%) report self-employment income; and 45% report wages. These specific demographics necessitate on-going partnership and consistent contact with community mental health and disabilities providers, as well as knowledge of and regular communication with the advocacy networks.

Of 751 Section 8 Vouchers filled in June 2004, 572 (76%) families listed a female head of household. Three hundred thirteen (41.7%) are single and 438 (58.3%) are family voucher holders.

Fifty five per cent (55%), or 964 individuals, of the total 1,753 Section 8 Voucher residents are over the age of 18 years; the remaining 45% are children under age 18. Twenty-three and a half per cent (23.5%) of this group are between 26 and 35 years of age; 21% are between 36 and 45

years of age. Fourteen point six (14.6) per cent of the adults are between 46 and 55 years of age; 21.7% are over 55 (56-94) years of age.

Estimate of Participants

Eligible Families From Other Self-Sufficiency Programs

A total of five (5) TANF/WoRC Public Housing participants and ten (10) TANF/WoRC Section 8 Voucher holders are annually expected to agree to execute a Family Self Sufficiency Contract of Participation.

Selection

FSS families will be selected from the pool of current, active and interested clients participating in either the Section 8 Voucher program or Public Housing program as follows:

1. Mandatory 30 minute FSS information sessions can be arranged at any time in the process, either before or after an FSS Interest Statement is filed.
2. An FSS Interest Statement form must be completed and submitted in order for MHA clients to be considered for FSS participation. Interest Statements will be date stamped as received.
3. As long as Public Housing and Section 8 Voucher FSS slots are vacant, selections will be made on a first come, first serve basis. The FSS selection is accomplished when the Interest Statement is submitted, FSS Information Session completed and a one-hour FSS Intake appointment with Individual Training and Service Plan (ITSP) completed.
4. In the event that all PH and S8 FSS slots are filled, a waiting list will be formed based on the date stamped FSS Interest Statement. Clients will be contacted based on the earliest Interest date.
5. Waiting list contact will be handled by telephone and in writing. It is the obligation of the client to maintain current address and telephone information with MHA. If clients choose not to enter the program at the time of the next available slot, they will automatically go to the bottom of the waiting list on the date of deferral for future consideration.

At no time, will FSS selection be based on race, color, religion, age, sex, disability, familial status or national origin. Participation may be denied in situations:

- where a family participated in the past, but failed to comply with the program;
- where needed family services do not exist in the community;
- where any Public Housing Authority debt exists; and
- where discernible evidence of lack of motivation exists.

Housing Programs and Family Self Sufficiency

Missoula Housing Authority is authorized to serve 100 Section 8 Voucher families and 15 Public Housing families. Before an FSS intake can be scheduled, the Coordinator checks to determine if an interim or annual HUD re-certification has been completed within the past 120 days. If not, an interim review must be scheduled with the MHA Occupancy Specialist to bring income, asset and household information up to date and, therefore, to make the most accurate escrow determination.

Although the FSS participation is dependent on compliance within the appropriate housing program, FSS participation does not reflect on or affect Section 8 or Public Housing program participation. ***A family will not be terminated from Section 8 and cannot be terminate from Public Housing because of Family Self Sufficiency program compliance.***

Incentives to Encourage Participation

Currently, MHA offers the following incentives to encourage participation in the FSS Program:

- Case Management support.
- Information on employment and skill training, education, and home ownership programs.
- Referral to support services such as childcare, transportation, family counseling, medical/mental health services, financial counseling, and personal growth classes.
- Information regarding escrow account management.
- Homeownership information and referral.
- Budgeting and Domicile Deep-Cleaning Workshops

Outreach Efforts

Missoula Housing Authority provides initial FSS program information in the form of brochures to prospective participants at the first mandatory application orientation session. Clients hear FSS information once again at a Voucher briefing and Public Housing lease-up.

The FSS information is provided to Section 8 clients at the voucher lease-up and formal referrals of interested clients are made to the FSS Coordinator following this session. If clients choose not to enter the program at this point, Occupancy Specialists make FSS referrals at annual re-certification appointments.

The MHA Client Services staff and the FSS Coordinator present regular FSS information sessions throughout the community social services programs, including TANF programs, Adult Education and the WIA programs. FSS information is provided in a continuing section of the

MHA Newsletter, as well as at community and public function like the annual JobLinc Community Management Team Cross-Training event.

Missoula Housing Authority assures that both minority and non-minority groups are informed about the Family Self Sufficiency program of services. All Public Housing and Section 8 Voucher clients are informed equally in the same sessions from application orientation through lease up and re-certification processes.

FSS Activities and Delivery of Supportive Services

The Missoula Housing Authority Client Services Department and Family Self Sufficiency Program maintains on-going formal and informal partnerships with social services, health, education and training programs throughout the community. The Client Services Manager and FSS Coordinator communicate regularly, consistently more often than weekly, to make referrals to specific staff for specific services in the majority of our local community resource programs. Staff members participate as regular members of a variety of formal community agency boards, teams and consortiums, including the Social Services Community Management Team (WIA), the At Risk Housing Coalition and the Healthy Indian Families Initiative.

The MHA FSS program currently exists with the cooperation of the following agencies:

- Montana TANF WoRC Program
- Dickinson Learning Center (Adult Basic and Continuing Education)
- Women's Opportunity Resource Development
- Vocational Rehabilitation
- Child Care Resources
- University of Montana
- University of Montana College of Technology
- University of Montana Career Services
- Western Montana Mental Health Services
- Montana Works
- Opportunities Resource Center
- Missoula Aging Services
- Head Start
- U of M Rural Institute on Disabilities
- Montana Fair Housing
- Families First
- Missoula Community Development Corporation
- Missoula Workforce Center
- YWCA
- Homeward Home Ownership Programs

FSS Services

Identification of Family Support Needs

The Missoula Housing Authority Family Self Sufficiency Program uses an Assessment Tool developed for the program by University of Montana Master's in Social Work Interns in 2002. The assessment continues to be refined for specific FSS needs. It assesses knowledge, skills and abilities in the three areas of education, employment and finances. This assessment instrument is appended to the Action Plan.

Generally an FSS Information Session is scheduled as a result of a referral from either the MHA Admissions and Leasing Department or the Occupancy Department. Other times, community resources that we collaborate with, may make a referral to FSS program, particularly if they know the client is a Public Housing or Section 8 participant. Often they have done some sort of goal setting within their programs that coincide with FSS program goals. An additional referral source is other FSS families who tell their friends how they are benefiting from the program.

A half hour appointment is scheduled to cover the basic information of the FSS program. The Coordinator reviews the program and answers any questions about FSS. Information in the FSS contract itself is emphasized, to determine if FSS is a good fit for them at the time. The following critical program requirements are noted:

- FSS is an employment program tied to good standing with MHA housing program responsibilities.
- The FSS participant must have obtained employment and be TANF-free in the final 12 months of the program.
- Program completion is dependent on completion of contract goals OR on having adjusted income that exceeds the Fair Market Rent (FMR) standard in their program.

Discussion about current family financial situations, any immediate plans for employment, education or personal goals takes place at the initial meeting and assessment. With the FSS intake form itself, potential clients are assured of the confidentiality of information they will be sharing. The intake is divided into different assessment areas. The importance of completing each area is stressed, so as to assist families to identify possible needs and steps needed to achieve long term goals. Using their own income information, the FSS Coordinator calculates some possible future scenarios. The Coordinator calculates the TTP (Total Tenant Payment) and together they determine if the FSS program would fit family needs and goals by comparing to future wages they would like to generate. They can now easily see how large or small an escrow may grow based on a comparison of current and future income information.

If the family determines that they cannot theoretically earn enough in the next five years, based on their current circumstances, to build an escrow they may choose not to enter the program. They are reminded that if their circumstances should change and their income decreases, they can choose to enter the program at another time. For example, if they are going to return to school and there will be a drop in income it will be a benefit to come to the FSS program

sometime during their educational time period. There are two benefits of waiting. First, it fits nicely with educational contract goals; secondly, they enter the FSS with a lower TTP which benefits them in the bigger picture of building escrow as part of a five year plan.

Typically, the progression of an FSS participant through the program of services would be:

1. Referral or self-referral.
2. FSS Information Session.
3. Initial FSS Program Meeting and Assessment OR decision to defer program entry.
4. Interim (6-month) meetings.
5. Mandatory 12-month reviews.
6. Program completion or termination (voluntary or program initiated).

Case Management Process

All FSS families are required to participate in a mandatory annual review of contract goals. Changes in family circumstances are discussed and goals amended or changed, as needed. As part of both the Annual and Interim Reviews the FSS Coordinator documents progress and steps taken toward goal completion. This information is recorded directly on the ITSP. Accordingly, if participants have not followed through on an initial short term goal by the original timeline, the reasons are assessed and together the participant and Coordinator determine whether an amendment is necessary or what specific activities would help to achieve the goal. The participant leaves each appointment with an updated ITSP, with progress and completed steps documented.

In addition, it is expected that FSS participants will keep an interim appointment every six months to discuss any successful goal completions, as well as barriers that may necessitate goal amendment. The FSS Coordinator assists families in identifying appropriate community resources and makes specific referrals to assist in goal completion, as needed. In the event the family has more intensive case management needs (especially at the onset of the FSS contract), there may be an Interim Review every three months. There may also be specific issues requiring follow-up, including agency referrals or occupancy/lease compliance discussions. Case Management level of participation is determined largely by the individual FSS participant and what needs they express. Whenever other Case Management is already available to them as part of another program (TANF, etc.), the FSS case management is minimal so as not to duplicate services, although contact between the two agencies is consistent. Contracts that have goals that overlap are looked at as a whole to insure best continuity of services for the participant.

Escrow Account

The MHA annually provides the FSS family with an accounting of the escrow balance, including accrued interest. This information is provided by the MHA Fiscal Department to the FSS Coordinator at the end of the fiscal year. The Coordinator informs each FSS family by letter regarding the escrow balance.

Interim Escrow Disbursement

The FSS family may request interim disbursement of a portion of the escrow account during the contract period. The disbursement must be for contract-related expenses and only if the family has successfully progressed toward meeting contract goals. The requested disbursement must be consistent with the goals noted in the ITSP (Individual Training and Service Plan – HUD-52650). Interim disbursements must be associated with unexpected costs related to housing, training or employment goals that are referenced in the FSS contract.

It is expected that all potential options be explored and documented before an interim escrow disbursement request can be submitted. Examples of allowable interim disbursements:

- School tuition or other school costs.
- Job training expenses.
- Business start-up expenses.
- Vehicle and major vehicle repair costs.
- Emergency medical/dental/optical expenses.
- Moving expenses.
- New employment costs, including tools, professional wardrobe, uniforms, etc.

MHA will grant interim disbursements only when all of the following are in order:

- Specific written request with all documentation attached.
- Documented confirmation of consistent progress toward contract goals.
- Missoula Housing Authority Management approval.

Final Escrow Disbursement

The FSS family head of household must be suitably employed; “suitable” meaning employment that will eventually ensure that the family will remain independent of welfare assistance. “Suitability” of employment will be determined jointly by the FSS Coordinator and the family. A final disbursement to the FSS family of the total and/or remaining escrow funds will occur when:

1. The Contract of Participation has been completed, whether or not the contract term has expired; or
2. 30% of the family’s monthly adjusted income equals or exceeds the existing housing FMR for the Voucher size or for the unit for which the family qualifies in public housing, based on the MHA occupancy standard, whether or not the five year contract is up.

Before making the final escrow disbursement, MHA will document that the family is not, and has not been for the prior 12 months, receiving TANF assistance. Missoula Housing Authority will not restrict a family’s use of FSS escrow account funds withdrawn as the result either of the above two occurrences.

Revisions and Termination of Contract and Services

ITSP Revisions

Throughout the five year FSS Participation Contract, the FSS Coordinator will continue to monitor and meet every six months with the client on goal progress and completion. The FSS participant will have ample opportunity to refine and amend goals in this process. The Coordinator will continue to offer referral to resources throughout the community to assist with goal achievement as the contract timeframe progresses and to assist with revision of the contract as needed.

The contract may be modified at any time by mutual agreement of the FSS Coordinator and the family in the following areas:

- Individual Training and Services Plans.
- The contract term (portability and extension).
- Designation of the FSS head of family.

As the biannual reviews progress, the FSS Coordinator will assess goal achievement progress in connection with family circumstance. If there is little evidence of effort toward goal achievement, the Coordinator will consider reasons for the family not being able to fulfill their obligations under the contract. In situations where the contract history shows minimal effort to comply with the contract goals, the Coordinator may:

- withhold interim escrow disbursements, or
- determine to terminate the contract for cause.

When termination is being considered, as a good faith measure, the participant is provided with an opportunity to sign a conditional agreement whereby specific action will be taken and/or goals met and documented by specific dates. This agreement will be treated as a contract amendment, with failure to keep to the agreement resulting in termination from the FSS Program.

In a situation where the FSS Coordinator determines that FSS program termination is the only recourse, the adverse action must be in writing and provide for Administrative Review and Grievance Hearing rights.

If the head of the FSS family does not seek and maintain employment or never becomes employed during the contract's five-year term, the family has not met its FSS obligations. In cases where there is more than one Individual Training and Service Plan (spouse or other adult household member) in the Contract of Participation, *only the Head of Household noncompliance is considered* when making a determination to terminate the contract for cause.

The contract provides that the family must comply with the assisted lease. Therefore, noncompliance with the public housing lease, or the lease with the owner in Section 8, is grounds

for termination of the FSS Contract of Participation. In Section 8, if the violation of the lease is “serious or repeated.” the Missoula Housing Authority may also terminate program assistance.

FSS Program goals cannot be modified or changed in the last 18 months of the Contract of Participation unless extenuating circumstances apply as explained below.

Contract Extensions

As the contract period progresses, the FSS Coordinator monitors advancement toward agreed upon goals. The initial contract term is five years. The contract may be extended, in writing, and at the family’s request, for up to two additional years for good cause where there has been demonstrated effort to make progress toward goal achievement.

“Good Cause” is defined as any documented extenuating circumstance beyond the reasonable control of the family. Good cause circumstances may include any valid verified medical emergency, ongoing medical issues, major family/household composition changes, unexpected housing displacement, unexpected job termination or adverse change.

Grievance/Hearing Procedures

A family receiving any written adverse action, including termination from participation in the FSS Program, may request an informal hearing or present a grievance in accordance with the Section 8 Administrative Plan and the Public Housing Admissions and Continuing Occupancy Plan.

As an interim step, a family may request an Administrative Review of any written FSS adverse action. The request must be filed within five days and requires a review by the Missoula Housing Authority Client Services Manager or designee. The Manager or designee will review the file information and informally communicate, either by phone or in person, with the FSS participant to reach a determination regarding validity of the adverse action. Within five days of the Administrative Review, the reviewer will issue a written recommendation regarding the FSS Coordinator decision.

If the FSS participant is not in agreement with the Client Services Manager recommendations, he/she may file a written grievance within ten days. An impartial Hearing Officer will be appointed to hear both sides of the FSS adverse action decision and make a decision regarding the situation within ten working days.

If a FSS family voluntarily terminates their participation in the FSS Program, they no longer have any right to access escrow account funds and they may not request a hearing regarding the matter.

Assurances of Non-Interference with Rights of Non-Participating Families

The Missoula Housing Authority assures that a family's election not to participate in the MHA FSS Program will not affect the family's admission to the Section 8 or Public Housing programs at any time, or to the family's right to occupancy in accordance with the lease.

Certification of Coordination

The Missoula Housing Authority certifies that this plan has been completed through collaboration with MHA Family Self Sufficiency Program Coordinating Committee. The FSS Program will continue its coordination with these agencies, both as a formal committee and individually, to avoid duplication of services.

Application Kit

Missoula Housing Authority

Section 8 Project-Based Voucher Program

Applications Due: Thursday, August 5, 2004

Close of Business (5:00 PM)

**Missoula Housing Authority
1235 34th Street
Missoula, Montana 59801**

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 - A. Current Fair Market Rents and Income Eligibility Levels
 - B. HUD Previous Participation Form (Form HUD 2530)

**Missoula Housing Authority
Request for Proposals
Section 8 Project-based Assistance Program**

The Missoula Housing Authority (MHA) is seeking competitive proposals for use of Leased Housing Project-based Vouchers (PBV) to be tied to a specific unit for up to a ten year initial term as long as program requirements are met and Congress appropriates funds.

Up to Thirty-Five (35) project based vouchers (PBV) are available for existing or new units in accordance to an allocation plan.

The following guidelines, among others, apply:

- ❑ An Owner may propose all or a portion of the units at a development. PBV can be used in only 25% of units for each structure containing five (5) or more units; there is no such restriction for structures containing less than five (5) units.
- ❑ Units serving the elderly or disabled and single family structures have no PBV cap per structure (single family is defined by HUD as buildings having 1 to 4 units).
- ❑ Residents of the occupied units accepted into the program will have to be income eligible for the Section 8 Program or will need to be relocated. If relocation of residents in place is required, details must be provided as part of the application. Relocation must be conducted in compliance with federal and state law.
- ❑ Rents for units accepted for the program will have to be within the Authority's payment standard, which will be based on Fair Market Rents issued by HUD and effective October 1, 2004.

The MHA has prepared an application packet for interested Owners. This packet can be requested from the MHA's Main Office, which can be reached at (406) 549-4113. Packets will be released on or after Tuesday, July 6, 2004. Completed application packets must be submitted by close of business on Thursday, August 5, 2004. Completed application packets should be submitted to:

Missoula Housing Authority
1235 34th Street
Missoula, Montana 59801
Attention: PBV Program

To assist Owners in understanding the program and the application requirements an informational meeting will occur at 4:00 PM on Tuesday, July 6, 2004 in the Board Room at the MHA's Main Office, which is located at Russell Square, 1235 34th Street, Missoula, MT. and is wheelchair accessible. We request that if you plan to attend this meeting that you inform the MHA at the number listed above.



Equal Housing Opportunity

Section 8 Project-Based Voucher Program: Administrative Plan Addendum

Content of Request for Proposals:

Under this solicitation, MHA will accept proposals for all or any of the following 35 vouchers in new and existing categories:

- 3 vouchers for existing, family housing
- 3 vouchers for new housing for families leaving transitional alcohol/drug treatment facilities (requiring a supportive service plan to continue the treatment of those families)
- 6 vouchers for existing housing for victims of domestic violence (requiring a supportive service plan to continue the treatment of those families)
- 23 vouchers for new, family housing

It is projected that over the course of the next federal fiscal two years, the remaining 115 vouchers could be advertised and contracted to new and existing units. The populations that will benefit from the potential upcoming project based-vouchers are low-income, elderly, disabled and special needs populations.

I. Background

The Section 8 Project-Based Voucher (PBV) Program is a competitive program for the assignment of Section 8 Vouchers to a specific unit within a development or units in a particular housing development.

Unlike the Section 8 Housing Choice Voucher Program, which assigns a Voucher to an eligible household, the Section 8 PBV Program ties the subsidy stream to the particular unit for up to ten years.

PBV allows an Owner to establish a percentage of subsidy units within the overall unit mix of a development. This may provide increased marketability or help the Owner meet other funding or financing requirements for the development such as the Low Income Housing Tax Credit (LIHTC) (PBV can be used to fund the rent up to the Section 8 payment standard in LIHTC units). Participation in the Section 8 PBV Program can provide a steady and predictable income stream (subject to Congressional appropriation) for an Owner that may assist in the securing of financing or in meeting threshold requirements for other programs.

Besides the threshold requirements for a unit to be accepted into the Section 8 PBV Program, there are ongoing requirements that the unit be inspected by the MHA on at least an annual basis. The purpose of the annual inspection is to ascertain that the unit is in good repair and meets all federal, state and local code requirements. The federal standard is known as the **Housing Quality Standard (HQS)**. All federal and state laws and regulations pertaining to lead paint abatement and monitoring of other hazardous materials abatement also pertain.

The current maximum size of the MHA's Section 8 Project-Based Voucher Program is one hundred fifty-four (154) subsidies. These subsidies represent an allocation of Vouchers which can be placed under a HAP with ten year term, subject to annual appropriation of funding. These Vouchers can be renewed for additional funding increments of up to five years if funds are appropriated. Future changes to the Section 8 Program may increase the 20% cap, but as of the development of the Section 8 Administrative Plan

Addenda, no changes have been made to the guidance for the Section 8 Project-Based Voucher Program that was issued by HUD on January 16, 2001.

Units accepted into the Program can either be **new construction, units under rehabilitation, or “existing” units.**

Location limitations

There are different standards for new/rehabilitated units and for existing units.

New or rehabilitated Units: Under HUD's current regulations, new or rehabilitated units in census tracts with poverty rates in excess of 30% cannot be awarded PBV. Those tracts are: 3 (downtown) and 5 (university district).

New or rehabilitated units in census tracts with poverty rates between 20 and 30% and not located in a federal or state urban renewal overlay will require approval by HUD before units can receive PBV. Those tracts are: 2.01, (Northside and Westside to Reserve Street), 7 (Riverfront - - near the new ballpark), 8 (Orchard Homes - Emma Dickinson), 10 (Lewis and Clark), and 11 (Slant Streets - Rose Park). The Authority makes no representation that HUD will or will not approve these units.

[Please note that the neighborhood boundaries described above do not match exactly with census tract boundaries, and that MHA will be using the census tract map in determining whether a project is subject to these limitations. Also note that projects within those census tracts with limitations that also are within Urban Renewal Districts (URD 1, 2 or 3) are not subject to those restrictions. Please refer to Missoula Redevelopment Agency's maps showing the same.]

Under regulations proposed, but not yet adopted, by HUD, the strict limitation of 30+% poverty rate, etc., are replaced with a determination to be made by MHA that the placing of a PBV in a particular location does not further concentrate poverty. MHA will award the PBV depending upon which regulations are in effect and the evidence within the proposal from each applicant.

Existing units: Existing units, measured by whether they are in service at the time of the awarding of the PBV, are not subject to either the 30% or the 20-30% poverty rate limitation, and can be awarded PBV regardless of which census tract they are in .

Other Standards

In addition to the restrictions on location relative to concentrated poverty levels, HUD has other regulations including:

- ❑ An Owner may propose all or a portion of the units at a development. PBV can be used in only 25% of units for each structure containing five (5) or more units; there is no such restriction for structures containing less than five (5) units (known as single family residents although the building can contain up to 4 units). There is no restriction to the number of PBV per development.
- ❑ Units serving the elderly or disabled and single family units have no PBV cap per structure (single family units are defined by HUD as building having 1 to 4 units).
- ❑ Residents of the occupied units accepted into the program will have to be income eligible for the Section 8 Program or will need to be relocated. If relocation of residents in place is required, details must be provided as part of the application. Relocation must be conducted in compliance with federal and state law.

- ❑ Rents for units accepted for the program will have to be within the Authority’s payment standard, which will be based on Fair Market Rents issued by HUD and effective October 1, 2004.

PBV assistance may not be attached to units in the following types of housing:

- (1) Housing for which the construction is started before Agreement execution;
- (2) Housing for which the rehabilitation is started before Agreement execution;
- (3) Shared housing; nursing homes; and facilities providing continual psychiatric, medical, nursing services, board and care or intermediate care;
- (4) Units within the grounds of penal, reformatory, medical, mental, and similar public or private institutions;
- (5) Housing located in the Coastal Barrier Resources Systems designated under the Coastal Barrier Resources Act; or
- (6) Housing located in an area that has been identified by the Federal Emergency Management Agency (FEMA) as having special flood hazards, unless:
 - (i) (A) The community in which the area is situated is participating in the National Flood Insurance Program (see 44 CFR parts 59 through 79); or
 - (B) Less than a year has passed since FEMA notification regarding such hazards; and
 - (ii) The HA will ensure that flood insurance on the structure is obtained in compliance with section 102(a) of the Flood Disaster Protection Act of 1973 (42 U.S.C. 4001 *et seq.*).
- (7) A public housing or Indian housing unit.

MHA may attach assistance to a highrise elevator project for families with children only if HUD determines there is no practical alternative. HUD may make this determination for an HA’s project-based assistance, in whole or in part, and need not review each project on a case-by-case basis.

MHA may attach assistance to units for use as single room occupancy (SRO) housing only if:

- (1) The property is located in an area in which there is a significant demand for these units, as determined by the HUD field office;
- (2) MHA and the City approve the attaching of assistance to these units; and
- (3) MHA and the City certify to HUD that the property meets applicable local health and safety standards.

Assistance may not be attached to a unit that is occupied by an owner; however, cooperatives are considered to be rental housing.

“Existing” Units

In order to qualify under the *existing housing* requirement, successful applicants will be required to demonstrate that at the time of selection that the units require a maximum expenditure of less than \$1,000 (including the unit’s prorated share of any common area or systems’ work) to comply with federal Housing Quality Standards (HQS).

Several sections of the regulations, do not apply to the “existing” category. These include:

- Site and Neighborhood standards (24 CFR 983.6) (the poverty rate census tract section)
- Requirements for minimizing displacement because of rehabilitation (24 CFR 983.10(a) (because of the \$1,000 limitation for rehabilitation);
- Subpart B – Owner Application to Agreement (except aspects of 24 CFR 983.51, which covers unit selection); and

- Most of Subpart C, Agreement and New Construction or Rehabilitation Period with the exception of notification of vacancies (24 CFR 983.103(d)) and HQS Inspections (24 CFR 983.104 (c))

New construction or units under rehabilitation

HUD's regulations require that all new construction or rehabilitation unit(s) funded under the Section 8 PBV Program for rehabilitation require a minimum of \$1,000/unit in order to:

1. upgrade the property to decent, safe and sanitary condition to comply with HUD's Housing Quality Standards and local code;
2. repair or replace major building systems or components in danger of failure;
3. make improvements to the property essential to permit the use of the property by disabled persons; or
4. convert or merge units to provide housing for large families.

The \$1,000 is not an average per unit but must represent actual work in the unit plus an equal allocation of any common area improvements (if there are ten units and \$10,000 in common area code work, \$1,000 can be allocated to the proposed unit in addition to the cost of any work within the unit).

In addition, any unit in which children under six years of age will be living must be brought into full compliance with the Federal and State lead paint laws. A Letter of Compliance issued by a licensed lead paint inspector will be required to document this compliance. Deleading is an eligible work item in order to meet the \$1,000/unit minimum expenditure described above.

Waiting Lists and Occupancy.

Only eligible Section 8 households can reside in a unit that has a PBV tied to it. The Missoula Housing Authority (MHA) maintains a Waiting List for the Section 8 Program in accordance with program regulations. The MHA is responsible for informing Owners or their Agents as to the next eligible household on the Section 8 waiting list whose household characteristics match the unit size. The Authority will also post a list of units assisted by the PBV Program and their renting Agent. Households may apply directly to Owners or Property Management Agents who can refer a selected household to the MHA for determination of eligibility in accordance with MHA procedures. Eligibility must be determined based on requirements in the Authority's Section 8 Administration Plan and 24 CFR 982, which are HUD's regulations pertaining to the Section 8 Voucher Program. Existing Section 8 voucher holders must relinquish their voucher upon moving into a PBV supported unit.

MHA may create separate waiting lists for different projects depending upon the level of supportive services needed to support that population. MHA reserves the right to create site-based waiting lists for the family units as well but does not, at this time, anticipate separate waiting lists for PBV for family units. At the time of applying for assistance or at any time thereafter, an applicant for Section 8 voucher may be placed on as many waiting lists as he or she qualifies. All waiting lists are administered according to MHA's Administrative Plan. Supportive service providers who are awarded PBV will follow that same Administrative Plan; i.e., the supportive service providers' clients will not be given a preference on the waiting list and must apply and follow normal MHA process.

The family will continue to receive assistance as long as they reside in the specific project based dwelling unit. The family is provided with a site unspecific Section 8 voucher if they leave the unit after one year of continual residency, even if they are no longer participating in the supportive housing program.

All PBV are subject to HUD's income targeting which states that 75% of all new admissions must have incomes at or below 30% of the Area Median Income (AMI), and the other 25% may have incomes over 30% AMI but can not be over 50% AMI. These targets are measured at the time of admission and will be determined by MHA staff when reviewing applications. HUD sets the AMI yearly by publishing it in the October 1st issue of the Federal Register. Those standards will change over the coming year and the income targeting standards change with the new standards. Currently the income standards are:

AMI/family size	1	2	3	4	5	6	7	8
30%	\$11,100	\$12,650	\$14,250	\$15,850	\$17,100	\$18,350	\$19,650	\$ 20,900
50%	\$18,500	\$21,100	\$23,750	\$26,400	\$28,500	\$30,600	\$32,750	\$ 34,850
80%	\$29,550	\$33,800	\$38,000	\$42,250	\$45,600	\$49,000	\$52,400	\$ 55,750
100%	\$37,000	\$42,200	\$47,500	\$52,800	\$57,000	\$61,200	\$65,500	\$ 69,700

II. Outreach

The Authority has established a number of steps to convey information about the program to Owners and their Agents. These include:

Public Notices -- These notices will be placed in accordance with the MHA's Equal Opportunity Housing Plan (EOHP) and will include both mainstream newspaper and community-based newspaper(s). These advertisements will run once a week for three consecutive weeks. Proposals will be due thirty (30) days from the placement of the last advertisement or longer. These advertisements will provide a brief description of the Section 8 PBV Program, the minimum threshold criteria, reference to location issues such as minority and poverty-impacted census tracts, and also indicate a date(s) for a general information meeting. The first informational meeting will occur approximately one week after the third advertisement. The advertisement will inform individuals who require special assistance in accessing the information to contact the Authority by telephone or through the TDD relay service provided by the phone company.

Informational Meetings -- Prior the submission deadline, the MHA will conduct at least one informational meeting. One meeting will be conducted approximately thirty (30) days prior to the submission deadline. A second meeting, if needed, will be scheduled approximately fifteen (15) days prior to the submission deadline. Each meeting will be for the purpose of answering Owner questions about the nature of the program, walking the attendees through the Application and iterating the minimum requirements and all steps in the evaluation process. These meetings will be held in an accessible location. If a prior request has been made, sign language interpreters will be available. A handout covering the program highlights and application will also be available.

Supportive Service Outreach - - Prior to the submission deadline date and at the same time as the public notice is being published, MHA will request the At Risk Housing Coalition, a voluntary organization comprised of all of Missoula's supportive service providers in the arena of housing and homelessness, to forward a notice of the public hearing to all members.

III. Major Steps in the Selection Process

All Owners who request a copy of the RFP by letter or by telephone will be sent a copy of the RFP by regular mail. Copies of the RFP will also be available for pick-up at the Main Office at Russell Square, 1235 34th Street, Missoula, Montana. All requests for a copy of the RFP must be accompanied by a valid mailing address and telephone number, which must be provided at the time of request.

The RFP will include:

- A copy of this Section 8 Administrative Plan Addendum;
- A copy of Application;
- A listing of the current Fair Market Rents and Income Eligibility Levels; and
- Previous Participation Certification (Form HUD 2530)

At the general informational meeting(s), additional documents will be made available. These may include:

- A list of poverty concentration of each census tract;
- A copy of the Agreement to enter into a HAP (AHAP);
- A copy of the Housing Assistance Payment contract for PBV; and
- A copy of the basic MHA Landlord Packet for the Section 8 Program.

Three copies of each Application will be required. All applications will be reviewed for completeness upon receipt.

All applications will need to include the following information:

1. Property description, including unit sizes and S/F, number of current vacant units proposed, and if residents of occupied units proposed for inclusion in the PBV Program appear to be income eligible for the Section 8 Program;
2. Proposed rents;
3. Description and evidence of site control;
4. Property Management Plan;
5. A relocation Plan (if needed) that meets minimum requirements or certification that no relocation is required;
6. Utilities, estimated cost per unit and if the resident or the Owner bears the cost of the utilities;
7. A completed HUD Previous Participation Certification (HUD 2530).

New Construction/Rehabilitation Units must also include the following:

1. Documentation that the proposed construction or rehabilitation is consistent with local zoning;
2. Certification that the proposed rent levels are within 110% of the published FMR including utilities (a comparable for rent reasonableness is not required as part of the application but will be required in conjunction with the preliminary site inspection);
3. Site and neighborhood description;
4. A description of **all** proposed work items with code compliance items highlighted and an estimated cost by work item;

5. Disclosure of use of Low Income Tax Credit or other government programs or subsidies for attaining financial feasibility;
6. Description of project financing;
7. Breakdown of estimated Operating Income and Expenses;
8. If more than nine (9) units are proposed, a certification that prevailing wage rates (Davis-Bacon) will be paid for all work performed; and
9. Sufficient disclosure of the identity of the Developer, the Builder, the Management Agent (if other than the owner), any consultants, all Owners, principals, stockholders or agents with a financial interest in the property and that there is no conflict of interest.

Once the initial review of the submission is completed, the following thresholds will be applied to determine if any applications should be rejected prior to ranking:

1. The site is located in a Census Tract that is defined by HUD as poverty impacted using HUD's current method of determination in effect as of the date of Application submission.
2. Application is incomplete by the lack of any of the pertinent threshold items listed above;
3. Only ineligible work items have been proposed or the \$1,000 threshold has not been crossed for rehabilitation units;
4. The proposed rent levels exceed 110% of the published FMR;
5. The Relocation Plan will not return households to their previous units or equally affordable units and/or the households returned to units proposed for the program are not program eligible;
6. Inadequate site control; or
7. The financial condition of the development is clouded by liens.

Owners of units whose applications have been rejected will be notified in writing as to the basis of their rejection and will have up to ten business days to request an opportunity to review their application with the application reviewer. No new information may be presented at the review session but clarification of information in the application may lead to reinsertion of the application into the review and ranking process. Reinsertion is at the discretion of the MHA only.

All applications that meet the minimum threshold criteria will be ranked based upon the scoring system described below. Up to 120% of the number of units required will be selected by use of the scoring system for a site inspection and preliminary determination of appropriate rent levels. Under certain circumstance, HUD may have the final determination of all contract rent levels and unit feasibility prior to acceptance of a unit into the program.

Factors with an asterisk (*) do not apply to those units proposed in the “existing” category.

- 1) Promotion of Deconcentration of Low Income Households (1 to 5 points)*

Poverty households in census tract is 10% or less	5 points
Poverty households in census tract is between 10 and 15%	4 points
Poverty households in census tract is between 15 and 20%	3 points

Poverty households in census tract is between 20 and 25% and census tract is part of an urban renewal overlay	2 points
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Poverty households in census tract is between 25 and 30% and census tract is part of an urban renewal overlay

1 points

No point will be awarded for census tracts with poverty rates in excess of 30%

2) Financial Feasibility (1 to 10 points)

The proposed development (either new construction or rehabilitation) is financially feasible

10 points

The proposed development (either new construction or rehabilitation) is not financially feasible

0 points

3) Design (1 to 10 points)

The overall design of the site and structures is sound and consistent with current standards for durable, safe and sanitary residential housing.

10 points

The overall design of the site and structures is not sound and consistent with current standards for durable, safe and sanitary residential housing.

0 points

4) Site and Neighborhood Amenities (1 to 3 points)*

Site is located within walking distance (1/4 mile) of adequate food shopping **and** major public transportation

3 Points

Site is located within walking distance (1/4 mile) of adequate food shopping **or** major public transportation

2 Points

Site is not located within walking distance (1/4 mile) of adequate food shopping and major public transportation

0 Points

5) Proximity to Blight or Neighborhood Factors Detrimental to Family Households*

Site is located within a 1/4 mile of known **major** industrial or commercial location than handles hazardous materials as part of their day to day business.

Minus 3 Points

Site is located within a 1/4 mile of a **major** set of abandoned properties which are not part of a defined city urban renewal initiative.

Minus 2 Points

It is possible, under this scoring system to have up to five (5) points deducted.

6) Housing is for a special population whose need for housing is a documented priority in the City's Consolidated Plan (1 to 3 points)*

The intended market for the housing **is** a population with a priority need as stated in the City's Consolidated Plan and the services and/or physical design reflect that intention.

3 points

The intended market for the housing **is not** a population with a priority need as stated in the City's Consolidated Plan and the services and/or physical design do not reflect that intention.

0 points

7) Experience of the Owner\Agent in New Construction or Rehabilitation Work (1 to 5 points)

Either ten years or more of demonstrated ability to develop or rehabilitate residential housing **or** ten or more years low income rental property management

5 points

Either five to ten years of demonstrated ability to develop or rehabilitate residential housing **or** five to ten years low income rental property management.

4 points

Either three to five years of demonstrated ability to develop or rehabilitate residential housing **or** three to five years low income rental property management **or** Owners without prior experience who are proposing units in an owner-occupied structure of six units or less.

3 points

Either one to three years of demonstrated ability to develop or rehabilitate residential housing **or** one to three years low income rental property management.

2 points

No demonstrated ability to develop or rehabilitate residential housing.

1 point

8) Quality of the Management Plan (1 to 5 points)*

These points will be awarded based on the appropriateness of the proposed property management systems to the size and type of development. No one factor will determine the amount of points awarded. Besides professional experience, factors that will be taken into account include adequacy of the maintenance delivery system, adequacy of security, methods and scope of site services such as custodial and grounds, proximity of property manager's office to site or procedures to assure regular site visits, and business references for the management agent. The selection panel may also visit developments currently under management to review site conditions.

In order to obtain the maximum points, experience with managing units under a Section 8 Program is required.

9) At least one of the proposed units and/or 5% of the units in the development will be or are fully wheelchair accessible. **1 point**

10) Work Schedule (1 to 3 points)

Proposed units which can be ready within nine (9) months or less of notice of acceptance into the program. **(3 points)**

Proposed units which can be ready within twelve (12) months of notice of acceptance into the program. **(2 points)**

Proposed units which can be ready within fifteen (15) months of notice of acceptance into the program. **(1 points)**

11) Developments with social service programs appropriate to the needs of low and very low income households and these services appear sustainable for an extended period. (1 to 5 points)

Documentation that onsite services can be sustained for ten (10) years. **5 Points**

Documentation that onsite services can be sustained for a period of at least five (5) years. **4 Points**

Documentation that onsite services can be sustained for a period of at least four (4) years. **3 Points**

Documentation that onsite services can be sustained for a period of at least three (3) years. **2 Points**

Less than three years **1 Point**

The Owners of the highest ranked units (up to XX units maximum; 120% of XX) will be notified of their success in being selected for an Initial Site Visit and start of the due diligence review. A briefing for all Owners with units subject to the Initial Site Visit will be held to review the inspection process and to provide the Owners with a list of the information required for the preliminary review of proposed rent levels (Market Comparability Review).

Based on the findings from the Initial site visits and the additional due diligence required to confirm information provided in the application, a set of units equal to 100% of the Section 8 PBV Program allocation assigned to the RFP will be accepted and permission to enter into a AHAP or, in the case of units in the “existing” category, a HAP Agreement

All units covered by an AHAP are subject to a final inspection once the point of substantial completion is met. These inspections will be conducted by the MHA and may include HUD staff. The contract rent for the unit is dependent on all amenities, work items and quality of work matching the proposed levels in the application or through an amended scope of work that continues to meet all program requirements.

To assure that all final inspections are straight-forward and simple events, the MHA will conduct monitoring inspections to review progress and quality of construction work. These monitoring inspections will be scheduled on short notice of 48 to 72 hours by contact with the Owner or their Agent.

IV. Ties in Scoring

In the event that tie scores prevent the MHA from readily identifying a complete set of XX (XX), the Authority will review all Applications in the score tier from which the final units would be selected. The Applications whose proposed number of units matches the gap in the set will be reviewed. If no

Applications in the tier match the unit gap, then those that have indicated a willingness to accept fewer units in an amount equal to the unit gap will be identified. These Applications will be subjected to further review based on the following point criteria applied in sequence:

1. Experience of Owner\Agent
2. Quality of Management Plan
3. Schedule for Completion
4. Which Application received a higher score for deconcentration

V. Tenant Selection

The MHA will refer households to the Owner or their Property Management Agent from the MHA's Section 8 waiting list. The waiting list for the Section 8 PBV Program is administered no differently than the Section 8 waiting list for all Section 8 Programs as described in the Section 8 Administrative Plan. Owners or their Agents can refer Households interested in the PBV unit to the Authority to determine if they are eligible and if no other Household currently on the Waiting List wants the unit. It can be released to the referred household. At the discretion of the Authority a development specific waiting list may be established and maintained by the Authority.

VI. Ongoing Administration

The administration of the Section 8 PBV Program will be governed by the policies and procedures of the Section 8 Voucher Existing Program with the exceptions noted above and in the AHAP or the applicable HAP Agreement. These policies and procedures are described in full in the MHA's Section 8 Administrative Plan.

Other Federal Requirements

Participation in the PBV program requires compliance with all Equal Opportunity requirements (as specified in federal regulation 982.53) imposed by contract or federal law, including applicable requirements under:

- (1) The Fair Housing Act, 42 U.S.C. 3610-3619 (implementing regulations at 24 CFR parts 100, *et seq.*);
- (2) Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d (implementing regulations at 24 CFR part 1);
- (3) The Age Discrimination Act of 1975, 42 U.S.C. 6101-6107 (implementing regulations at 24 CFR part 146);
- (4) Executive Order 11063, Equal Opportunity in Housing (1962), as amended, Executive Order 12259, 46 FR 1253 (1980), as amended, Executive Order 12892, 59 FR 2939 (1994) (implementing regulations at 24 CFR part 107);
- (5) Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 794 (implementing regulations at 24 CFR part 8); and
- (6) Title II of the American with Disabilities Act, 42 U.S.C. 12101, *et seq.*

Application for Participation in the Missoula Housing Authority's Section 8 Project-Based Voucher Program

The Information requested below is for the purpose of determining if proposed units and their location meet the minimum thresholds for inclusion in the Missoula Housing Authority's (MHA) Section 8 Project-based Voucher (PBV) Program and to identify those units and locations that are most advantageous for inclusion in the program given the guidance materials published by HUD on January 16, 2001 and the regulatory requirements of 24 CFR 983.

Proposed units and locations that are found to be advantageous are subject to a preliminary site inspection to confirm that the scope of work is feasible. Owners may be requested to provide additional information which is required to establish the contract rent for the unit. The current (published October 1, 2003) Fair Market Rents (FMRs) increased by 10% to make the payment standard 110% of FMR in Missoula for the Section 8 Voucher Program are:

Efficiency FMR @ 110%	One Bed FMR @ 110%	Two Bed FMR @ 110%	Three Bed FMR @ 110%	Four Bed FMR @ 110%
\$ 399	\$ 468	\$ 622	\$ 803	\$1,021

Any unit for which the owner estimates a required monthly rent in excess of 110% of the published FMR for that bedroom size will not be accepted in the program. All proposed rents are subject to HUD's requirement that the Authority determine rent reasonableness.

Instructions: Please provide complete information in response to each question. Some of the information requested can be provided on this application form. Other requested information will require narrative responses or diagrams on additional pages. Please clearly indicate what narrative pages are in response to specific questions. **Three copies of the Application are required for submittal for each address.**

If the information provided is preliminary (based on current assumptions) and subject to change, please indicate in the narrative responses what and how the specific information is subject to change. To assist the applicant in the preparation of your responses, we have provided a copy of the addenda to the MHA's Section 8 Administrative Plan, which details the process and criteria for evaluation.

Provide the **names** and **social security numbers** of all shareholders, investors, officers and principals of the ownership entity. This information should be provided on a fully executed Previous Participation Certification (HUD 2530). **Any known potential conflict of interest must be stated in the Application.**

The cover letter must identify if the Owner is willing to be awarded Project-based Section 8 Vouchers in an amount less than the number of units proposed. This can be done in the form of a range (e.g. "we want six Vouchers but will accept as few as three").

Application for Section 8 PBV: New Construction or Rehabilitation

For narrative sections, please provide these responses in writing on separate pages with the corresponding section numbering provided to indicate to which question the response belongs.

I. General Information

Property Address	Census Tract (if known)
Applicant's Name	Telephone Contact Number
Applicant's Mailing Address	

II. Description of the Property

A **unit floor plan** to scale must be provided for each unit type proposed for the program. If there are two different unit types with the same bedroom count, unit floor plans for both units must be provided.

1) Unit breakdown

BR Size	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR	0/SRO
# of Units							
Ave. S/F per Unit Type							
# of Bathrooms							
Occupied Units							
Vacant Units							
Current Rent							

2) Indicate date of purchase and purchase price.

3) Please provide a description of the site that includes at least the following elements:

Year of original construction

Present Use of the Structure
 Size of property lot
 Size of Building Footprint
 Type of Foundation (slab, full or partial basement)
 Number of floors
 Type of construction (wood, masonry, ferro-concrete)
 Type of Structure (walk-up, townhouse, elevator)
 Current wheelchair accessibility
 Description of current Mechanical Systems
 Utility metering system
 Existence of garage or on-site parking (type of structure, # of spaces)

- 4) What is the current approved Zoning for the proposed location? If variances are required, describe the status of any application for variances.
- 5) Does the structure have any status as a historical property, or is it located in a historical district?
- 6) Does the property contain any current environmental hazards? Check all that pertain.
 (Note: abatement is an eligible rehab or construction cost)

Lead Paint¹		Asbestos	
Oil Storage		Other:	

- 7) Is the property located in a Flood Zone as defined by the Federal Emergency Management Agency (FEMA)?
- 8) Is the site located within a half mile of any heavy industry, manufacturing or major industrial location?
- 9) Is the site located on or near a bus or other major public transportation route?
- 10) Indicate the proximity of the following neighborhood amenities to the proposed location:

the nearest major food shopping (describe)
 the nearest tot lot or public recreational facility (describe)
 the nearest elementary and high school (describe)

III. Site Control

- 1) Does applicant have full ownership of the site? If not, what form of site control does the applicant have? Please provide either a copy of the deed or other documentation of site control.
- 2) Please provide taxpayer identification number for the ownership entity and the full legal ownership name.

1. Documentation of lead paint testing and current compliance will be required before a unit is accepted into the program. All units accepted into the program must be lead dust free and the structures either lead free or encapsulated in accordance with current abatement standards.

3) Are there any outstanding liens on the property or litigation contesting site control?

IV. Owner/Developer Information (Not applicable to units under the “existing” category)

1) Identify the names of all firms serving in any of the following roles for the proposed units and location:

Construction Manager
Management Agent

Architect
Housing Consultants

For projects in which 20% or more of the units are proposed for the Section 8 PBV, HUD's **Previous Participation Certification** (Form HUD 2530) must be completed by all individuals or firms who will receive a financial benefit from the subsidy stream provided by the Section 8 PBV (other than an arm's length fee arrangement for professional services). Individuals who may have to submit a Previous Participation Certification include: owner, developer, prime contractor, management agent, architects, and attorneys. Any consultants who have any financial interest must also disclose any potential conflict of interest and must execute a Form HUD 2530.

2) Provide a description of the ownership entities experience in the rehabilitation or construction of residential housing. If the applicant is proposing units as a first time buyer in an owner-occupied structure of less than six units or proposing units in an owner-occupied structure of less than six units, please indicate when ownership was assumed.

V. Relocation Information

For rehabilitation or “existing” units proposed for the program, the owner must provide relocation information on units that are currently occupied.

Program regulations (24 CFR 983.10) do not permit the MHA to allow the permanent displacement of existing residents in order to secure Section 8 Project-based Vouchers.

Tenants that have been temporarily relocated and are returning to units accepted into the program must be income eligible for the Section 8 Program. Owner will be expected to execute relocation agreements with tenants subject to temporary relocation and to assume all reasonable costs (moving, cost of shelter, telephone disconnect and reconnect, etc.) associated with the temporary relocation above the rent level which the tenant currently pays.

- 1) List all current occupants of units proposed for inclusion in the Section 8 PBV program that will require relocation. Provide the unit designation and household composition. If no relocation is required, the owner will need to certify that no relocation is required. This can be done as part of any cover letter or as stand-alone certification.
- 2) Describe the current plans by the owner for relocation, if applicable. This should include where the household will be relocated, an estimate of the duration of the relocation, and the means by which the household and its possession will be moved.
- 3) In the case of rehabilitation, does it appear that all households returning to units accepted into the program are income eligible for the Section 8 Program? (A copy of the schedule of current maximum household incomes can be found at Appendix A).

VI. Rehabilitation\Construction Information (Not applicable to units under the “existing” category)

Program regulations (24 CFR Part 983.252) require that all unit(s) funded under the Section 8 PBV program for Rehabilitation need a minimum of \$1,000/unit of rehabilitation in order to:

1. upgrade the property to decent, safe and sanitary condition to comply with HUD's Housing Quality Standards and local code;
2. repair or replace major building systems or components in danger of failure;
3. make improvements to the property essential to permit the use of the property by disabled persons; or
4. Convert or merge units to provide housing for large families.

In addition, any unit in which children age six or under will be living must be brought into full compliance with Federal and Montana lead paint law. A Letter of Compliance issued by a licensed lead paint inspector will be necessary to demonstrate this compliance. Deleading is an eligible work item in order to meet the \$1,000/unit minimum expenditure described above.

Common area improvement costs will be allocated across all units. For instance, if \$10,000 is being spent on common area code compliance for a ten (10) unit building, then only \$1,000 can be allocated to each unit.

If the Section 8 PBV Agreement will cover nine or more assisted units, section 983.11 (c)(7) of the PBV regulations requires payment of not less than the wages prevailing in the City of Missoula, as predetermined by the Secretary of Labor pursuant to the Davis-Bacon Act, to all laborers and mechanics employed in the construction or rehabilitation work as well as compliance with the Contract Work Hours and Safety Standards Act, Department of Labor Regulations in 29 CFR part 5 and other Federal laws and regulations pertaining to labor standards applicable to the Agreement.

1) Describe all work items for each unit proposed for inclusion in the Section 8 PBV Program by unit. Also, include a write-up of all common area, structural or mechanical system work planned as part of the rehabilitation. Cost estimates for each work item should be provided. Indicate which work items are code related, major system replacements or to increase physical accessibility.

2) If rehabilitation work has been started, please describe what work items remain to be done over what period of time. Work items which are the basis for inclusion in the Section 8 PBV Program cannot be started prior to acceptance into the program. New construction units cannot have broken ground prior to acceptance into the Section 8 Project-based Section 8 Program

3) Attach schematics and/or detailed plans and specifications of the proposed construction or rehabilitation work. Provide copies of executed rehabilitation contracts, if available.

Note: Program regulations do not permit construction contracts to be executed with disbarred contractors. All contractors must be able to provide a certification that neither it nor its

principals is presently debarred, suspended, or ineligible to receive the benefits of any federal, state or local program. The Prime Contractor must submit a fully executed **Previous Participation Certification (HUD 2530)**. See boxed instruction which can be found at Question **IV.1** on Page 4 of the Application for more detail as to whom must complete a Previous Participation Certification.

- 4) Provide a work schedule that indicates an estimated start date, estimated completion date and any major milestones relevant to the scope of work.
- 5) Provide information that describes the sources of funding. Adequate detail (terms and rate) on the type(s) of financing if any must be indicated. Loan commitment letters or other documentation of approved sources of funding should be provided.
- 6) Describe all social and other services (if any) that will be available for all residents of the property. If these services are to be provided by a separate vendor, include a letter of funding commitment from the vendor which described the services to be provided.
- 7) Describe any special amenities that will be available for use by all residents of the property (i.e. washers/dryers, off-street parking, etc.).

VII. Financial Feasibility (not applicable to units under the “existing” category)

Note: An operating pro forma which provides all the information requested in this section can be used in lieu of the format provided below.

1) List all rental and other **income** you expect to receive from the *entire* property over the first year of full occupancy. Include any subsidies you have received, such as Tax Credits. Break out all income by category, such as Section 8 rent income, non-subsidized rent income, commercial rents, fees and services, grants, etc.:

1. Section 8 Rental Income	\$
2. Non subsidized Rental Income	\$
3. Commercial Rental Income	\$
4. Other Income (please describe)	\$
5. Other Income (please describe)	\$
A. Gross potential income (sum of items listed):	\$
B. Vacancy (residential portion only) 3% of line 1 & 2:	\$
Effective Gross Income (line A minus line B):	\$

List all anticipated yearly operating **expenses** for the *entire* property over the first year of operation, including:

Property Insurance	\$
Owner supplied heat	\$
Owner supplied electricity	\$
Water and Sewer	\$
Management Fees	\$
Solid Waste Removal	\$
Routine Maintenance Costs	\$
Operating Reserve	\$
Security	\$
Other Expenses: (Describe)	\$
	\$
	\$
	\$
	\$
Total operating expenses	\$
Real Estate Taxes	\$
Net Operating Income	\$
Debt Service :	\$
Anticipated Cash Flow	\$

VIII. Long Term Affordability

1) The duration of the subsidy tied to the Vouchers available under this program is up to ten (10) years. How long does the owner anticipate controlling the development with the express purpose of providing affordable rental housing? What steps, if any will the owner take to assure that units selected in for the program will remain in the program?

IX. Proposed Rents

List the proposed contract rent for each unit to be subsidized under the Section 8 PBV Program. The proposed rent must be reasonable and comparable to similar units in the private unassisted market per 24 CFR 983.252. The proposed rent plus tenant-paid utilities cannot exceed 110% of the Section 8 Fair market Rent or the unit will be rejected from consideration.

Unit #	BR Size	Proposed Contract Rent	Cost per Square Foot	Unit #	BR Size	Proposed Contract Rent	Cost per Square Foot
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	

If the cost of utilities is not included in the Proposed Contract rents listed in the Chart above, indicate an estimate of the monthly cost of the utility that will provide the indicated service.

	GAS	OIL	ELECTRIC
Heat	\$	\$	\$
Hot Water	\$	\$	\$
Cooking Fuel	\$	\$	\$
Electric	\$	\$	\$

Applicants should be aware that if they are selected for a preliminary site inspection, they will be requested to provide information on rent levels of at least three comparable developments. These developments must be at current market rate rent levels and cannot be receiving any form of state or federal subsidy. Besides the rent level, information required will include development name and location, a contact at the development with telephone number, a description of the unit (square footage, # bedrooms, # bathrooms, amenities), and the vacancy rate at the development.

X. Management Plan

- 1) Will the Owner be using a Management Agent or performing property management duties in-house? For units selected for a preliminary inspection, a copy of the management contract for units to be managed by an agent will be requested.
- 2) Describe how emergency and routine maintenance services will be provided to the development.
- 3) What will be the location of the property manager's office? If there is to be an on-site office, what will be its staffing and hours of operation?
- 4) How will building security be maintained?
- 5) How will prospective tenants referred from the MHA's waiting list be screened for their ability and willingness to meet the requirements of tenancy?
- 6) How are custodial and grounds services to be provided?
- 7) If there are to be on-site resident services, how are they to be delivered and administered?

Application for Section 8 PBV: "Existing" Unit Category

For narrative sections, please provide these responses in writing on separate pages with the corresponding section numbering provided to indicate to which question the response belongs.

I. General Information

Property Address	Census Tract (if known)
Applicant's Name	Telephone Contact Number
Applicant's Mailing Address	

II. Description of the Property

1) Unit breakdown

BR Size	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR	0/SRO
# of Units							
Ave. S/F per Unit Type							
# of Bathrooms							
Occupied Units							
Vacant Units							
Current Rent							

2) List Units by addresses that are proposed for Section 8 PBV. For developments with more than one structure, you must also provide a site plan that shows the location of all units proposed.

3) Is the site located within a half mile of any heavy industry, manufacturing or major industrial location.

4) Is the site located on or near a bus or other major public transportation route?

5) Indicate the proximity of the following neighborhood amenities to the proposed location:

- the nearest major food shopping (describe)
- the nearest tot lot or public recreational facility (describe)
- the nearest elementary and high school (describe)

III. Site Control

- 1) Does the applicant have full ownership of the site? If not, what form of site control does the applicant have? Please provide either a copy of the deed or other documentation of site control.
- 2) Please provide taxpayer identification number for the ownership entity and the full legal ownership name.
- 3) Are there any outstanding liens on the property or litigation contesting site control?

IV. Relocation Information

All proposed occupied units must have a household that is income eligible for the program. These households can earn up to 80% of median household income to be eligible. Non-eligible households can be relocated by their relocation is subject to the Uniform Relocation Act (URA) upon acceptance of the unit into the Section 8 PBV Program. For these purposes, acceptance of the unit starts with Board of Commissioner approval to execute a HAP Agreement.

- 1) List all current occupants of units proposed for inclusion in the Section 8 PBV program that will require relocation. Provide the unit designation and household composition. If no relocation is required, the owner will need to certify that no relocation is required. This can be done as part of any cover letter or as stand-alone certification.
- 2) Describe the current plans by the owner for relocation, if applicable. This should include where the household will be relocated, an estimate of the duration of the relocation, and the means by which the household and its possession will be moved.

V. Long Term Affordability

- 1) The duration of the subsidy tied to the Vouchers available under this program is up to ten (10) years. How long does the owner anticipate controlling the development with the express purpose of providing affordable rental housing? What steps, if any will the owner take to assure that units selected in for the program will remain in the program?

VI. Proposed Rents

List the proposed contract rent for each unit to be subsidized under the Section 8 PBV Program. The proposed rent must be reasonable and comparable to similar units in the private unassisted market per 24 CFR 983.252. The proposed rent plus tenant-paid utilities cannot exceed 110% of the Section 8 Fair market Rent or the unit will be rejected from consideration.

Unit #	BR Size	Proposed Contract Rent	Cost per Square Foot	Unit #	BR Size	Proposed Contract Rent	Cost per Square Foot
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	
		\$				\$	

If the cost of utilities is not included in the Proposed Contract rents listed in the Chart above, indicate an estimate of the monthly cost of the utility that will provide the indicated service.

	GAS	OIL	ELECTRIC
Heat	\$	\$	\$
Hot Water	\$	\$	\$
Cooking Fuel	\$	\$	\$
Electric	\$	\$	\$

Applicants should be aware that if they are selected for a preliminary site inspection, they will be requested to provide information on rent levels of at least three comparable developments. These developments must be at current market rate rent levels and cannot be receiving any form of state or federal subsidy. Besides the rent level, information required will include development name and location, a contact at the development with telephone number, a description of the unit (square footage, # bedrooms, # bathrooms, amenities), and the vacancy rate at the development.

VII. Management Plan

- 1) Will the Owner be using a Management Agent or performing property management duties in-house? For units selected for a preliminary inspection, a copy of the management contract for units to be managed by an agent will be requested.
- 2) Describe how emergency and routine maintenance services will be provided to the development.
- 3) What will be the location of the property manager's office? If there is to be an on-site office, what will be its staffing and hours of operation?
- 4) How will building security be maintained?
- 5) How will prospective tenants referred from the MHA's waiting list be screened for their ability and willingness to meet the requirements of tenancy?
- 6) How are custodial and grounds services to be provided?
- 7) If there are to be on-site resident services, how are they to be delivered and administered?

Appendix A

Estimated Fair Market Rents
(Effective on or about October 1, 2003)

Efficiency FMR @ 110%	One Bed FMR @ 110%	Two Bed FMR @ 110%	Three Bed FMR @ 110%	Four Bed FMR @ 110%
\$ 361	\$ 424	\$ 564	\$ 727	\$ 924

Income Limits for Missoula
(Effective February 20, 2003)

	1 person	2 person	3 person	4 person	5 person	6 person	7 person	8 person
30% Of Median	10,250	11,700	13,200	14,650	15,800	17,000	18,150	19,300
50% of Median	17,100	19,500	21,950	24,400	26,350	28,300	30,250	32,200
80% of Median	27,350	31,250	35,150	39,050	45,300	48,400	48,400	51,550

Appendix B