



BIRCH TREE APARTMENT COMPLEX REHABILITATION PROJECT

By

Keri McCrorey

Southern New Hampshire University

A THESIS SUBMITTED TO SOUTHERN NEW HAMPSHIRE UNIVERSITY IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTERS OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT

Approved by the Community Economic Development Program

Melissa L. Nemon

Associate Dean

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ACKNOWLEDGEMENTS

The completion of this thesis would not have been possible without the support from many people. First, the author would like to express her gratitude to her employer, the East Missouri Action Agency, Inc. for allowing her the opportunity to continue her education. The author would like to thank William Bunch, Executive Director, for his support and guidance. The author wishes to express her deepest appreciation to Professor Dr. Melissa Nemon who provided tremendous guidance, support, and knowledge through the duration of this study. Additionally, the author would like to express her gratitude to her colleague, Kathryn Daugherty, for her support and encouragement.

Last, but certainly not least, the author would like to express her heartfelt gratitude to her family for their constant support, endless love and the sacrifices made during this adventure in life.

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ABSTRACT

The Birch Tree Project is the rehabilitation of a 56 unit apartment complex that will house low-to moderate-income families and offer supportive services. The services include a Head Start facility, Life Skills classes, Case Management, Asset Building and Credit Repair, the Volunteer Income Tax Assistance program, a Community Garden, and a Summer Feeding site. The City of Farmington has experienced a growth in the number of service industry jobs that often pay minimum wage. Nearly 45% of the Farmington population works in the service industry. This has resulted in families paying a disproportionate amount of their income for housing cost leaving them very limited income to pay for their basic needs. This project is designed to create safe affordable housing opportunities for marginalized families. The families will gain the knowledge needed to increase their financial status, have the skills necessary to find better employment, have increased opportunities to safe and affordable childcare, and increase their knowledge of services that will increase their yearly income.

COMMUNITY CONTEXT

Community Profile

The City of Farmington is the largest city located in St. Francois County and is also the county seat. Farmington is located nearly 70 miles south of St. Louis in beautiful Southeast Missouri. The current population in St. Francois County is 63,359, which represents a growth of nearly 17% since the last census in 2000 (US Census Bureau, 2010). This was significantly greater than the 7% increase for Missouri during the same time period.



The City of Farmington has also experienced growth over the past ten years. According to the US Census Bureau, the current population is 16,387. Based on census data available, the population in Farmington grew from 14,773 in 2004 to 16,387 in 2009. This reflects an 11% growth increase since 2004 (US Census Bureau, 2010).

In St. Francois County there are 13,931 households, 10,400 married-couple families and 7,069 non-family households. The average household size is 2.5 with the average family size being 2.95 (US Census Bureau, 2010). The Farmington Community Profile (2010) data shows that nearly 53% of the population is married and 48% is single. The racial makeup of St. Francois County is predominately white, with less than 6% of the population being non-white. The black population represents 3.6%, and other races combined are 1.02%. Persons identifying themselves as mixed race make up 1.13% of the population. Within the Farmington city limits, 90% of the population is Caucasian; the remainder is non-white. (Farmington Community Profile, 2010)

The City of Farmington is home to several government agencies: Farmington Correctional Center, Southeast Missouri Mental Health Center, Juvenile Detention Center and Probation and Parole. The City also has many service industry jobs such as Wal-Mart, Lowe's, and various fast-food establishments. Farmington is also the home to two hospitals. Manufacturing jobs are present in Farmington; however, those jobs have diminished over the past few years. According to the Farmington Comprehensive Plan (2009) minimum wage is commonly paid in some of Farmington's largest economic sectors: retail, manufacturing and food service and hospitality. The Citizens Survey of Farmington (2010) indicates that 45% of the people employed work in the service and sales industry, while the other 55% work in farming, construction or manufacturing. The current unemployment rate is 11.1% while the statewide rate is 9.2% (MERIC, 2011) According to the City of Farmington Community Profile (2009) the median household income is \$30,251 as compared to the county median income of \$38,545. Both are significantly lower than the state median income of \$48,867. According to the Citizens Survey (2010) the household income breakdown in Farmington shows 37% of the households have an income of less than \$25,000 while 31% of the households have an income that falls between \$25,000 and \$50,000.

In Farmington, there are currently two National Historic Districts and three National Historic Properties listed, including the Courthouse Square District, the East Columbia Historic District, the James Robinson McCormick House, the Presbyterian Orphanage of Missouri, and the St. Francois County Jail and Sheriff's residence. The City has participated in several private-public partnerships to preserve historic properties.

One such partnership resulted in the development of the Parkland Apartments in the former Presbyterian Orphanage. This building provides 39 two-bedroom units for senior citizens. The rent ranges from \$350 to \$397 per month (Farmington Comprehensive Plan, 2009).

Farmington is home to fifteen parks that offer various activities such as picnicking, fishing, camping, playing baseball, basketball, and soccer. The most recent addition is the Farmington Community Center which is home to activities designed for adults and children. The center has community leagues for recreational sports activities, an indoor swimming pool, and an outdoor water park. The Community Center also offers a variety of fitness and exercise opportunities. One other great aspect of the City of Farmington is the Centene Center, a state of the art auditorium and conference facility. This center hosts various entertainment venues (Farmington Chamber of Commerce, 2008).

St. Francois County's wine industry has grown over the past ten years. According to Missouriwine.net (2009), "Missouri is one of the top three wine producing states in America and that number is set to increase with the excellent soil and climate conditions present to grow delicious wine". They also indicate Farmington wineries are the fastest growing wineries in Missouri (Missouriwine.net, 2009).

The City of Farmington has one public school district and two parochial schools. The graduation rate in St. Francois County is 89% (Farmington Comprehensive Plan, 2009). Within seven miles there is a local community college that provides the community with various entertainment activities along with a quality education. The

educational attainment levels in St. Francois County find that only 12% of the adults over the age 25 have a bachelor's degree or higher, as compared to 24% statewide. The Farmington Citizen's Survey (2010) found that less than 5% of the citizens do not have a GED, while 22% have a high school diploma and nearly 31% have some college education. Those who have a college degree or advanced degree represent nearly 41% of the city's population.

Community Needs Assessment

The East Missouri Action Agency, Inc (EMAA) Community Needs Assessment that was conducted in 2010 show the number of people living in poverty in St. Francois County was a total of 9,958 persons. St. Francois County's 2009 poverty rate is 17.4%. This is a 3.4% increase over the poverty rate in 2000 (EMAA, 2010). Low-income people often find themselves facing daily struggles on how to provide the basic necessities of life such as housing, utilities, childcare and food. This is no different for the low-income people living in Farmington.

The respondents to EMAA Community Needs Assessment indicate that childcare cost is the number one problem with regard to daycare difficulties (EMAA, 2009). It is difficult for low-income people to obtain adequate childcare without some form of assistance. According to the Missouri Department of Health and Senior Services (2011), there are 15 licensed childcare centers in Farmington with total capacity of 1,953 children. In St. Francois County the average childcare cost per child, including all types of care and ages, ranges from \$14.00 to \$20.00 per day.

The respondents to EMAA's Community Needs Assessment (2009) indicated the high cost of rent or house payment as the number one reason for housing difficulties. The mean rent in Farmington is \$567 per month (Farmington Comprehensive Plan, 2010).

The number two reason for housing difficulties according to EMAA's Community Needs Assessment (2009) was the high cost of utilities. Those who responded to the survey indicate that finding affordable rent and paying for utilities are a problem.

The City of Farmington's Comprehensive Plan (2009) indicates that single-family dwellings appear to be the most common type of housing. Nearly 58% of the housing units in Farmington are owner-occupied and 35% represent rental units. Nearly 52% of the housing stock in the City of Farmington was built prior to 1980. The new housing that has been built since 1999 is primarily two-family or multi-family dwelling units. These units are the fastest growing form of housing in Farmington. As the Comprehensive Plan points out, the leaders in the City of Farmington recognize that providing affordable housing to the low-income population is a pressing issue since 45% of the population works in the service and sales industry, which pay minimum wage (Farmington Comprehensive Plan, 2009). According to Missouri Economic Research and Information Center (2010) the average wage per week for the service industry is \$276 in the Southeast Region of Missouri.

According to the National Low-Income Housing Coalition (2010),

“In Missouri, a minimum wage worker earns an hourly wage of \$7.25. In order to afford the Fair Market Rent (FMR) for a two-bedroom apartment, a minimum

wage earner must work 74 hours per week, 52 weeks per year. Or, a household must include 1.8 minimum wage earner(s) working 40 hours per week year-round in order to make the two-bedroom FMR affordable.”

In light of all these economic and social factors, 37% of the households in Farmington spend 58% of their income on housing and are unable to pay for food, utilities, clothing or save for an emergency.

PROBLEM ANALYSIS

Problem Statement

Thirty-two percent of the households in Farmington, Missouri spend 58% of their income on housing leaving them unable to pay for food, utilities, medicine, clothing or save for an emergency. The City of Farmington, Missouri does not have enough affordable housing. The Birch Tree Project is the rehabilitation of a 56 unit apartment complex designed to house low-to moderate-income families. There will be supportive services offered to the families living in and around the complex. Some of the services planned are: Head Start facility, Life Skills classes, Case Management to assist families with Asset Building and Credit Repair, the Volunteer Income Tax Assistance program, a Community Garden, and a Summer Feeding site.

Because the majority of the jobs in Farmington only pay minimum wage and the average rent charged is well above the fair market value, families are forced to make choices between paying their rent and purchasing the basic needs for their family. If nothing is done about the high cost of rent in the area, low-to moderate-income families will continue to spend a disproportionate amount of their income for basic needs and will be unable to save for their future or emergencies. Families in the community will continue to live in poverty. The community where this housing complex is located will continue to see increased crime rates and will remain unsafe for the residents. It is vital the rehabilitation take place on this complex because there are many families who want to continue to live in this neighborhood and close to their workplace. The high cost of childcare is an issue for low-to moderate-income families. Families who do not have

affordable, dependable childcare often have issues with maintaining employment. This project will provide the necessary supports for families, affordable rent, and will assist them in moving toward self-sufficiency.

Stakeholders

The Birch Tree Rehabilitation project has several stakeholders involved. East Missouri Action Agency, Inc. (EMAA) is the non-profit partner for the project. In order for the Developer, RCH Development, to utilize the Low-Income Housing Tax Credit it must secure a partnership with a community housing development organization (CHDO), which in this case is EMAA. Funding for the project has been approved through the Missouri Housing Development Commission (MHDC). The MHDC will monitor the project to ensure that it meets the required standards. Another key stakeholder is the City of Farmington. The City's profile indicated that affordable housing development was a top priority for the city. EMAA and RCH approached the city early on and through various public hearings received approval for the project.

The low-to moderate-income families currently residing in the complex are stakeholders. They will be required to re-locate while the apartment complex is being renovated. There will be no cost to the resident and once the renovation is complete they will be able to move back to the complex.

The success of the Birch Tree Apartment Complex project is dependent upon the stakeholders involved in the project. Federal, state and local support is imperative in

order to achieve positive outcomes for a project of this nature. The list below identifies the stakeholders, their role and interest in the project.

Table 1: Stakeholders

| Stakeholder | Stakeholder Interest(s) in the Project | Potential Strategies for Obtaining Support or Reducing Obstacles |
|--|--|---|
| RCH Development | Project Developer. He will be receiving the tax credits through the Low-Income Housing Tax Credit Program. | The developer has received the funding for the project and EMAA has agreed to partner. Official MOU has been secured. |
| East Missouri Action Agency, Inc | Non-Profit entity that will provide supportive services to low-to-moderate income residents and also is the managing partner of the project. | EMAA's Executive Director is directly involved in the project with many of the stakeholders. The Board of Directors has voted to support this project. |
| Low-to-Moderate Income People | Having a safe and affordable place to live | Promote project to low-to-moderate income people by letting them know about the project and the services offered to help them achieve self-sufficiency. Inform the other local social services organization of the project. Marketing plan key to success of project. |
| United States of Department of Housing and Urban Development | Section 8 funding will be used to assist some of the residents with their rent. | Section 8 is currently operated by East Missouri Action Agency, Inc. |
| Missouri Housing Development Commission (MHDC) | State Funding sources that oversees the Low Income Housing Tax Credit Project. | MHDC has awarded the funding for this project. A formal MOU has been secured. |
| City of Farmington | The City is interested in providing safe affordable housing to their residents. | The City Council voted to approve this project after they held a public hearing. |
| Tax Credit Investor | The investor supplies the additional private dollars to the project. | This partnership has been secured through the developer. This was secured prior to funding being approved through MHDC. |
| Head Start | They will be providing the staff so a Head Start center can be provided to the low-income families. | The Developer has agreed to provide space for the Head Start Center. |
| Health and Human Services | Provides the funding for a variety of the supportive services being offered. | Continue to request additional funding for services and use existing money for the specific project. |
| Internal Revenue Service | The IRS will assist EMAA in the technical aspect of setting up an additional VITA site in St. Francois County. | EMAA and IRS have been partners for nearly 15 years. |
| St. Francois County | They are interested in providing safe and affordable housing to the residents of St. Francois | One county commissioner is a board member on East Missouri Action Agency's board. He has provided his support for the |

| | | |
|-----------------------------|----------------------------------|---|
| | County | project and reports back to the Commission. |
| Sub contractors | Employment and Monetary interest | Keeping the bidding process efficient to ensure local sub-contractors have the same opportunity as other contractors. Ensure that bidding process is advertised well in the local community |
| Building Material Suppliers | Monetary Interest | Keeping the bidding process efficient to ensure local building material suppliers have the same opportunity as others. Ensure that bidding process is advertised well in the local community. |

SWOT Analysis

The Strengthens, Weaknesses, Opportunities and Threats Analysis for this project is listed below in Table 2. The major threats that currently exist are the funding to provide the supportive services. Issues with federal funding cuts could possibly hamper the level of support that will be provided to the residents of the complex; however, East Missouri Action Agency will be engaged in searching for additional funding to provide the services. We will also reach out to our partners to secure commitments from them to help provide supportive services.

Table 2: SWOT Analysis

| | |
|---|---|
| <p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • An Executive Director with housing project experience. • Experienced and creative Program Directors • Funding Secured for Rehabilitation Project • Some funding secured for a portion of the wrap around services. • Utilizing existing land and buildings • Low-income in need of safe and affordable housing. • Agency has an excellent reputation in community. • Project fits with agency mission and vision. | <p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Lack of skill in marketing. • Potential communication problem between developer and Head Start Director. • Project Timeline unknown at this time. |
| <p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Many new funding opportunities. • On-site wrap around services. • Possible new clientele. • Learn new marketing methods to use in various projects. • Create new partnerships. • Developer has experience in housing projects. • There is a need for safe and affordable housing. • Partnerships may assist with funding a portion of wrap around services. | <p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> • HUD Relocation plan held-up and could have an impact on project timeline. • Across the board federal funding cuts which may affect some wrap around services. • Restricted income guidelines could limit people who are eligible for wrap around services. |

“CED-ness” of Project

The Birch Tree Apartment Complex has many short term, intermediate, and long term goals. The short term goals are to complete the rehabilitation process and move low-to moderate-income families into the complex thereby creating additional safe and affordable housing. The intermediate goals consist of providing the families with the supportive services to help them achieve self-sufficiency. The one-on-one case

management will help families identify their own short, intermediate and long term goals while moving up the ladder of self-sufficiency. If childcare is needed, it will be available on site for Head Start age children. Families will gain knowledge in financial literacy classes and apply the knowledge learned to begin saving toward their future. Food resources will be available through the community garden and Summer Food Program. The long term goal is that families will utilize the Individual Development Account to save for their future, and achieve self-sufficiency by applying what they have learned in case management, Life Skills classes, and other services. The families will be equipped to move from the complex and new families can access the apartments and utilize the supportive services. The holistic approach provided to families will help them achieve self-sufficiency. Therefore, the family members have become contributing members of society by working, paying taxes, and they no longer need to access public assistance.

The Birch Tree Rehabilitation project meets all the elements for a CED project. The community that will be impacted by this project is the low-to moderate-income families living in the complex. They are economically marginalized with little opportunity to achieve self-reliance. Creating safe affordable housing for the residents will allow them additional financial resources to meet their basic needs. In addition to the housing created, the support services offered to the residents will help them meet their needs and eventually assist them in gaining self-sufficiency.

LITERATURE REVIEW

Low-to moderate-income families often find themselves unable to pay for housing cost and other basic necessities of life. According to the United States Department of Housing and Urban Development (HUD) (2011), “The generally accepted definition of affordability is for a household to pay no more than 30 percent of its annual income on housing. Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care.” According to HUD (2011) there are currently 12 million renters who pay 50% of their income for housing cost. When a family pays 50% of its income for housing costs, it is considered severely burdened according to HUD standards. HUD (2011) indicates “the lack of affordable housing is a significant hardship for low-income households preventing them from meeting their other basic needs, such as nutrition and healthcare, or saving for their future and that of their families.”

The Joint Center for Housing Studies of Harvard University (2008) published a paper on “The State of the Nation’s Housing 2008.” The study points out the largest share of severely burdened households affects low-income renters. The eroding of housing affordability has been edging up the income scale. Middle income families are also finding themselves severely burdened with housing cost. The study indicates that “12.7 million children—more than one out of six—in the United States lives in households paying more than half their incomes for housing.” Families are forced to reduce other household expenses in order to pay their rent. As compared to non burdened households,

the severely burdened households spend 32% less on food, 56% less on clothing and 79% less on medical expenses. They also spend nearly three times more on transportation. These households are more likely to live in unsafe housing conditions such as overcrowding and structurally inadequate. Since the housing bubble collapse there has been a higher demand for affordable rental housing. While the Low-Income Housing Tax Credit has increased the number of affordable housing units, the demand is greater. The study points out a six million unit availability gap between the number of units available as compared to the number of units needed to address the demand for affordable housing. Lipman (2010) from The Center for Housing Policy published a study called “Something’s Gotta Give, Working Families on the Cost of Housing.” The conclusions from Lipman’s (2010) study indicate “material hardships are more common among working families that pay more than half their income for housing than among those who do not. Among these hardships are food insecurity, lack of health insurance, lack of a car, and to the extent it is used as a strategy to cope with high housing costs — the physical and emotional discomforts of crowding.”

Low-to moderate-income families need access to affordable housing; however, affordable housing alone cannot help families achieve self-sufficiency. Therefore it is important to provide the families the necessary supportive services to help them improve their situations. Cohen (2010) conducted research on “Connecting Residents of Subsidized Housing with Mainstream Supportive Services: Challenges and Recommendations.” Cohen (2010) discusses the challenges and makes recommendation to connect low-income to supportive services. “Supportive services provide an essential

complement to rental subsidies for some of the most vulnerable households” (Cohen, 2010). Many housing providers are limited in their capacity to deal with or provide the services needed or wanted by the tenants. There is also an issue with limited funding to provide the needed services. Another issue pointed out by Cohen (2010) is there is inadequate space within the development to offer the supportive services. However, this will not be the case for the Birch Tree Apartment Complex. The developer is already making plans to make sure adequate space is available to provide the supportive services. Cohen (2010) also points out that the neighborhood community needs the services provided to the tenants living in the complex. Opening up the available services to the surrounding community provides the tenants in the complex the opportunity to develop relationships with other members of the community and eliminates the feeling of isolation. While Birch Tree will focus on the apartment complex tenants, services will also be provided to those living in the surrounding neighborhood.

The Volunteer Income Tax Assistance program helps families file their taxes free of charge and it also helps the families identify tax credit eligibility. “Since the Earned Income Tax Credit (EITC) was added to the U.S. tax code 32 years ago, it has become the leading federal program for boosting the incomes of the working poor” (Sachs, 2008). As Sachs (2008) points out, many low-income families have difficulty accessing this credit because it is tied to the federal income tax filing and many low-income people are not required to file because they do not make enough money to trigger any tax liability. Another issue pointed out by Sachs (2010) is that families often seek out paid professional preparers to complete a simple tax form. The family ends up paying a hefty

portion of its refund in fees to the paid preparer. Another study conducted by Spencer (2005) discusses that EITC is not only beneficial to the low-income person but also to the neighborhood in which the person lives because of the economic impact. As Spencer (2005) states “the sheer magnitude of EITC investment in poor neighborhoods is large enough to suggest that the policy may have significant unintended effects on the local economy through consumer behavior.”

The Earned Income Credit does not end with just providing the families with additional income; it is also an avenue to asset building. Nkosi and Rodrigues (2004) of the National Council on Family Relations conducted research titled, “The Working Poor: From the Economic Margins to Asset Building.” The research finds that low-income people are able to save toward building assets even though they are faced with many barriers. The report points out that the families need social support and financial education.

The developer of the Birch Tree Apartment Complex has agreed to provide an area for a community garden. The research paper written by Basil Hallberg (2009) titled, “Using Community Gardens to Augment Food Security Efforts in Low-Income Communities” discusses how community gardens can assist the low-income population with food insecurity and malnutrition. Hallberg (2009) points out that low income people often have problems accessing fresh foods. According to Hallberg (2009) low-income people often must choose between paying their rent and buying nutritious food.

Wauchop and Stracuzzi (2009) of the Carsey Institute conducted research on the Summer Food Service Program. “Challenges in Serving Rural American Children through the

Summer Food Service Program” discusses the challenges faced by service providers in attracting children to the feeding site and makes recommendations on how to improve participation in the program. One of the top findings was that transportation is an issue in rural areas. The Birch Tree Apartment Complex project will have a feeding site right in the middle of the complex so transportation will not be an issue.

One of the keys pieces of the Birch Tree project is the building of a Head Start Center. W. Steven Barnett, PhD. (2002) conducted research on the effectiveness of the Head Start program. Barnett (2002) states “Head Start provides education, health, nutrition, and social services to children and their families through direct services or referrals. Nearly four decades of research establish that Head Start delivers the intended services and improves the lives and development of the children and families it serves.” The Missouri Association for Community Action (2003) published a guide called “Planning for Service Integration to Support Working Poor Families.” This guide is designed to assist the Community Action Agencies is working with poor families to help them achieve self-sufficiency by providing multiple services to the family. The research mentions that “a lack of adequate financial resources among working poor families creates tensions and conditions that threaten not only employment and job advancement, but also the overall ability of the family to survive.” The researchers of this guide point out that “working poor families need a variety of supportive services in order to both survive and advance.” A major finding in the research is that “many things that working poor families need to support their stability and promote economic progress do not stand alone. They are interrelated. The more central or basic the need, the more impact it has on

other life conditions.” The Birch Tree project will be designed to address these supports in a holistic manner and provide affordable housing which will help move families toward self-sufficiency.

PROJECT DESIGN / LOGIC MODEL

The Birch Tree Apartment project, as discussed above, is the rehabilitation of a 56 apartment complex designed to house low-to moderate-income families. Wrap around services will be located on site at the complex that will assist families in eventually achieving self-sufficiency.

The long term outcome of this project focuses on improving the community by developing safe and affordable housing. The project will also focus on families living in the apartments to expand their knowledge in job and life skills that are necessary to becoming successful and eventually be self-sufficient, free of receiving government assistance. In the long run, poverty rates will be reduced when we are successful in the program implementation.

It takes time to achieve the long term outcome. Therefore, the project will immediately focus on the short term outcomes and intermediate outcome listed below in the logic model.

Table 3: Project Logic Model

| | | | | | |
|----------------------|---|---|---|---|--|
| Long Term Outcome | Over time, low-income families will become more financially secure and will be capable of meeting their basic needs. Furthermore, the community will see less demand for public assistance; a more reliable workforce; and an increase in safe affordable housing stock that will reduce the poverty rate | | | | |
| Intermediate Outcome | Fifty-six families will live in affordable housing and be able to purchase food, utilities, medicine, clothing or be able to save for an emergency | | | | |
| Short Term Outcomes | Increase in the availability of affordable and safe housing opportunities | Increase access to life skills training, including job search, resume building so residents increase their ability to find better paying jobs | Increase awareness of tax credits so that families can increase their income to purchase basic needs or increase their savings. | Increase in the availability of affordable childcare opportunities. | Increase access to financial literacy education that includes budget and savings plan. |

| | | | | | |
|------------|---|---|---|---|--|
| Outputs | <p>56 units are rehabilitated</p> <p>56 families are placed in safe and affordable housing</p> | <p>56 families receive information on Life Skills training</p> <p>5 Life Skills Classes Conducted</p> <p>25 families participate in classes</p> <p>3 employers participate in mock interviews</p> <p>15 mock interviews conducted</p> <p>20 families use computers for resume writing and printing</p> | <p>45 families receive free tax assistance</p> <p>40 families receive tax credit refunds</p> | <p>15 affordable childcare slots are available</p> | <p>40 families increase their knowledge of financial literacy including budgeting and savings</p> |
| Activities | <p>Funding secured</p> <p>Relocation of residents to other housing until construction is complete</p> <p>Reconstruction started</p> <p>Create waiting list for people interested in living in complex</p> <p>Maintain waiting list</p> <p>Inspect unit for housing compliance</p> | <p>Organize Life Skills class; schedule and print flyers</p> <p>Contact Local Church about providing food for class</p> <p>Canvas apartment complex handing out flyers with class schedule</p> <p>Enroll participants in class</p> <p>Provide training classes that include job search and resume writing</p> | <p>Request approval from IRS to have VITA site on location</p> <p>Secure VITA site location in resource building</p> <p>Identify volunteer to work VITA site</p> <p>Set up office space for computer and printer</p> <p>Create flyer with VITA location and hours</p> | <p>Create flyer to inform residents of Head Start services</p> <p>Hand out flyers to residents</p> <p>Develop schedule to complete applications</p> <p>Determine eligibility of applicants</p> <p>Notify parents of acceptance</p> <p>Maintain waiting list of applicants</p> <p>Set up</p> | <p>Identify curriculum</p> <p>Develop schedule of classes to be conducted</p> <p>Market classes to residents</p> <p>Arrange meals for classes through local churches</p> <p>Conduct classes</p> <p>Administer pre and post test of participants in class</p> <p>Promote Individual Development</p> |

| | | | | | |
|--|---|---|--|--|---------------------------------|
| | <p>Determine eligibility of applicants</p> <p>Complete Leasing process with applicants</p> <p>Send letters to eligible applicants</p> | <p>Administer Pre-and Post-test of participants</p> <p>Contact local employers to conduct mock interviews</p> <p>Arrange mock interview schedule</p> <p>Create schedule and sign in sheet to track interviews</p> <p>Inform participants of interview schedule</p> <p>Locate computer and printer to use in resource room</p> <p>Arrange resource room and set schedule for use of room by participants</p> <p>Notify participants of resource room schedule</p> <p>Develop sign in sheet for use of room and track participant use</p> | <p>Canvass neighborhood handing out flyers</p> <p>Create sign in sheet to track participants using service</p> <p>Set up appointments with participants to complete taxes</p> <p>Conduct case management activities with participants to discuss possible enrollment in the IDA program</p> <p>Prepare report for tax program showing the number of people that utilized the tax service and report aggregate dollar amount received</p> | <p>classroom</p> <p>Notify parents of start date</p> <p>Track attendance</p> | <p>Accounts to participants</p> |
|--|---|---|--|--|---------------------------------|

The logic model clearly identifies the activities that need to be completed in order to achieve the outputs of the project. In order for the Birch Tree Complex project to

increase the availability of safe and affordable housing, funding must be secured for the project. Once the funding has been secured and construction plans are complete, families will need to be relocated so the rehabilitation can begin. During the construction phase of the project, families will be given the opportunity to apply for the new units that are available. A waiting list will be created and maintained. Once construction is complete, an inspection of the units will occur to ensure housing compliance standards are met and families who are income eligible will be allowed to move back into the complex.

The second short term outcome of the project is to increase access to life skills training that includes job search and resume building so that residents can increase their ability to find a better paying job. Life skills classes will be conducted on site by EMAA staff. A curriculum in resume writing and job search tips will be identified. A resource room will be available so residents have access to a computer and printer. Participants will be identified for this program through our case management services and through the Head Start Center. Any person living in and around the complex will be able to take advantage of this service. We will advertise to the residents when the classes will be conducted. This project will increase access to life skills training that includes job search tips and resume building.

The third short term outcome is to increase awareness of tax credits so that families can increase their income. EMAA will set up a Volunteer Income Tax Assistance program (VITA) site approved by the Internal Revenue Service (IRS). The developer has common space available to EMAA for this program. EMAA will need to obtain a computer, printer and office furniture. An IRS trained volunteer will be located

at the Apartment Complex on scheduled days to assist the families with filing their taxes. Part of the project includes promoting the Earned Income Tax Credit, Child Tax Credit and Educational Tax Credit. EMAA will canvass the neighborhood explaining the free program and encouraging the families to participate in the program. This project will increase awareness of the tax credit program so that families can increase their income to purchase basic needs or increase their savings.

The fourth short term outcome is the increased access to safe, affordable and quality child care. RCH Development will meet with the Head Start Director to determine the needs of the Head Start program. Once the meeting occurs the building plans will be designed and the developer will begin the re-construction phase. During this phase, Head Start employees will begin to identify families who may be eligible for services. Head Start applications will be accepted and processed. The Head Start staff will begin the selection of the children. Hiring and training of site staff will be conducted. The site will be set up with playground equipment and the necessary classroom supplies.

The fifth short term outcome is to increase access to financial literacy education that includes budgeting and savings plan. This will be completed by identifying adequate curriculum, scheduling and marketing the classes. EMAA will work with various organizations to provide meals during the class. The teacher of the classes will administer the pre- and post-test to determine if the participant gained knowledge. We will encourage participants to enroll in the individual development accounts so they can save to buy a home, go back to college or start a small business.

METHODOLOGY AND PROJECT IMPLEMENTATION PLAN

Participants

The project will assist fifty-six low-to moderate-income families. Currently the units are occupied by low-income individuals; however, the units do not meet Housing and Urban Development standards. In order to meet those standards, families will have to be relocated during the reconstruction phase of the project. Once the reconstruction phase is complete families who lived in the complex will be given an opportunity to move back into the complex.

It is expected that not all of former residents will move back into the complex; therefore, East Missouri Action Agency will identify eligible participants who might be interested in becoming residents of the complex. Families will be identified through a pool of applicants that will be maintained at the Central Office. Many of the applicants are referred to EMAA from other social service providers or from in house referrals.

Community Role

There are several stakeholders involved in the Birch Tree project. The primary stakeholders include the developer, RCH Development, Inc., who will complete the reconstruction of the apartment complex. In addition, the US Department of Housing and Urban Development will provide funding for rental assistance and the Family Self-Sufficiency program. The Missouri Housing Development Commission oversees the Low Income Housing Tax Credit and other funding for the project. The City of Farmington has given approval for the project to move forward.

Additionally, secondary stakeholders include the US Department of Health and Human Services (HHS) which provides funding for the wrap around services. Those services include the Head Start Center, Assets for Independence program, Job Skills classes, Financial Literacy Life Skills, and the Community Garden. In addition, the Internal Revenue Service will assist EMAA in setting up a local Volunteer Income Tax Assistance location at the Birch Tree Complex. The United States Department of Agricultural will provide funding for the Summer Food Program, which is a feeding site that will be located in the apartment complex.

Host Organization

East Missouri Action Agency, Inc. (EMAA) is the host organization where this writer is employed. EMAA, established in 1965, is a community action agency that serves low-income families in eight counties in rural southeast Missouri. EMAA serves nearly 22,000 people a year with an annual budget of \$21 million. EMAA administers a wide range of services that include early childhood education,, housing, emergency services, self-help programs, and women's wellness, among others.

EMAA will be the lead agency that will be providing many of the wrap-around services for this project. In addition, EMAA is the non-profit partner in the project. This writer's role in this project will be to develop and monitor a variety of the wrap-around services that will be available to the residents. Those services include the

Volunteer Income Tax Assistance, Assets for Independence, Case Management, Life Skill classes, Summer Food Project, and the Community Garden.

Project Roles and Staffing

There are several people who will be involved in the project. William Bunch, Executive Director, has worked at EMAA for 33 years and has extensive knowledge regarding affordable housing projects. He is responsible for the oversight of all EMAA programs. He is the point person for the Birch Tree project as well as all other affordable housing projects.

Mr. Bunch is supervised by the EMAA Board of Directors. EMAA is governed by a 24-member Board of Directors which approves all programs and projects administered by EMAA, including the Birch Tree Project. Each month the board is provided a report on every program operated by EMAA. The board is well aware of the Birch Tree project and has provided approval every step of the way in the project.

There are three Program Directors and a Development Director who will be involved in this project. All four positions are supervised by William Bunch. The Head Start Director, Renee Killian, oversees all aspects of the Head Start program. Ms. Killian will ensure that the construction of the Head Start facility meets the childcare licensing requirements. She will oversee the staff who will be appointed in work in the center to conduct all Head Start activities. There will be two teachers, of whom one will also serve as the site manager. There will also be two center aides, a cook and a family advocate.

Keri McCrorey, Community Services Director, will supervise the staff responsible for providing several of the wrap around services. The employees include: the St. Francois County Community Services Representative who will be in charge of the various life skills classes that will be offered and the Community Garden; the Community Resource Development Specialist who oversees the Volunteer Income Tax Assistance program; the Family Support Worker who works with the Assets for Independence program and provides case management; and the PR/Communication Specialist who oversees the Summer Food Program.

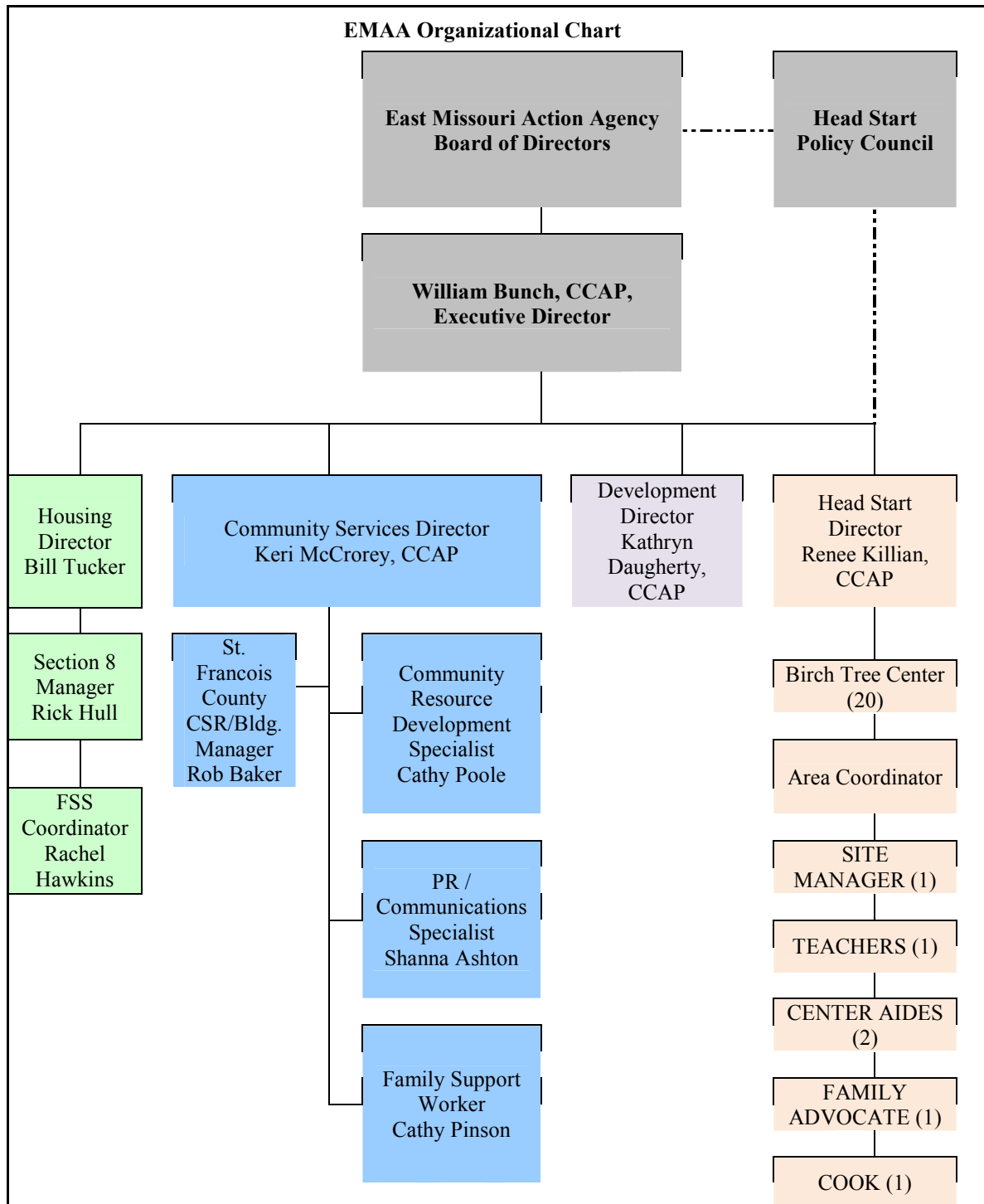
Bill Tucker, Housing Director, is responsible for maintaining the waiting list of people interested in moving into the apartment complex.

Kathryn Daugherty, this writer's partner in the project, will track and report on the outcomes of the project. She will also conduct research for grants and other funding available to help support the project.

Currently, the staff listed are performing the duties as outlined above. Therefore, there is not a need for training at this time. However, once the needs of the residents are identified additional training might be required. After that is determined each department will provide the appropriate training needed to deal with the issues.

Below is the organizational chart on the Birch Tree project. This chart was created by Kathryn Daugherty, this writer's partner in the project

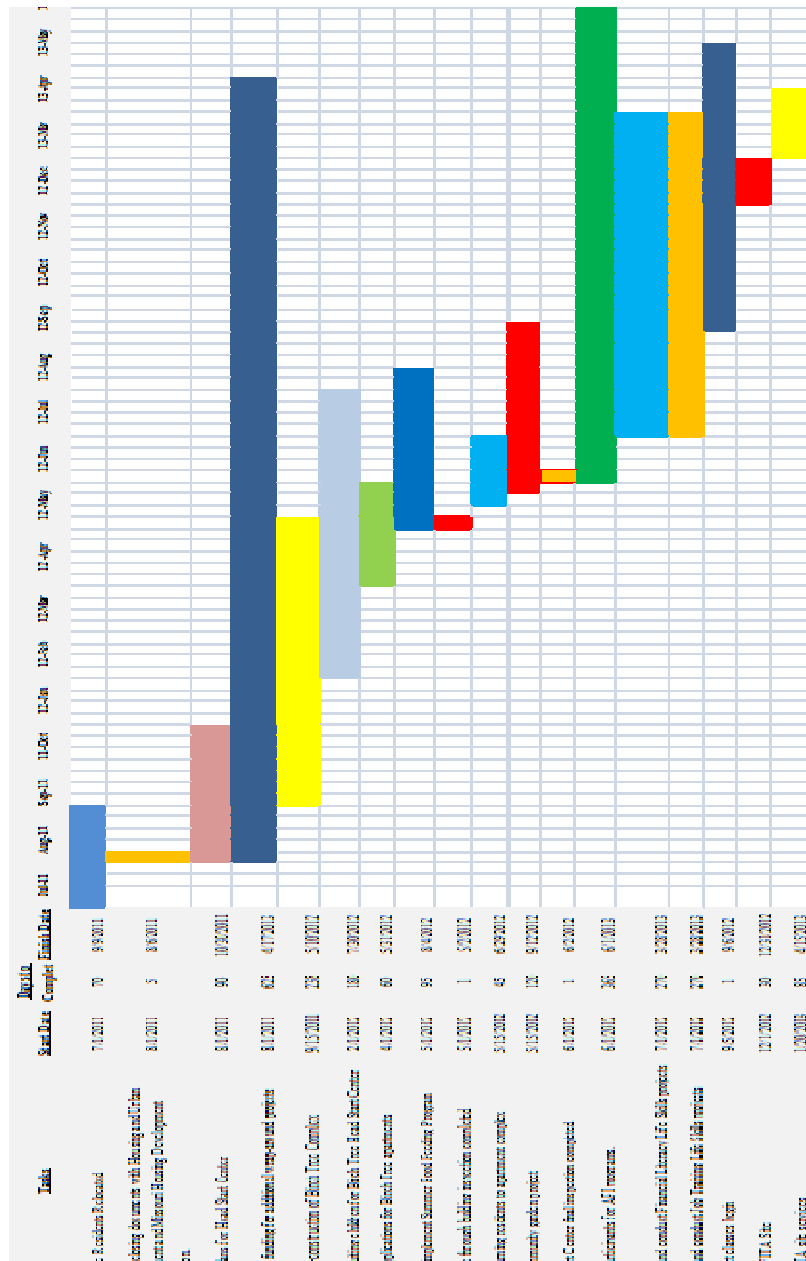
Table 4: Organizational Chart



Project Implementation: Gantt Chart

In order for this project to be implemented it takes excellent planning. Below is the Gantt chart that identifies the major activities of the project, when the activities will start and the tentative completion date.

Table 5: Gantt Chart



Budget

The budget for the Birch Tree project is primarily development cost for the renovation of the apartments and additional building. See the Appendix A for a detailed budget narrative.

Table 6: Project Budget

| <u>Income / Funding Source</u> | | <u>Amount</u> |
|--|-----------|-----------------------|
| Missouri Housing Development Commission | \$ | 7,616,986 |
| U.S. Department of Health and Human Services, Administration for Children and Families | \$ | 108,434 |
| U.S. Department of Health and Human Services, Office of Community Services | \$ | 8,527 |
| Child and Adult Care Food Program | \$ | 13,844 |
| U.S. Department of Housing and Urban Development, Section 8 Housing | \$ | 2,900 |
| Donations | \$ | 27,437 |
| TOTAL PROJECT INCOME | \$ | 7,778,128 |
| <u>Budget Category</u> | | <u>Category Total</u> |
| Personnel Costs | \$ | 154,941 |
| Salaries | \$ | 120,792 |
| Fringe | \$ | 22,075 |
| Indirect Costs | \$ | 12,073 |
| Development Costs | \$ | 7,424,403 |
| Construction | \$ | 3,688,626 |
| Architect/Soils/Survey/Engineering | \$ | 126,800 |
| Titles/Legal/Taxes | \$ | 749,597 |
| Acquisition Cost | \$ | 1,810,000 |
| Developer's fees/Syndication costs | \$ | 1,049,380 |
| Annual Operating Expense Budget (less salaries & fringe) | \$ | 141,332 |
| Administrative | \$ | 39,156 |
| Utilities | \$ | 21,576 |
| Operating and Maintenance | \$ | 29,100 |
| Fixed | \$ | 51,500 |
| Head Start Center | \$ | 55,453 |
| Space Costs | \$ | 34,224 |
| Supplies | \$ | 9,386 |
| Food | \$ | 11,843 |
| Community Services Office Startup Supplies | \$ | 2,000.00 |
| TOTAL PROJECT COST | \$ | 7,778,129 |
| Income v. expenses | \$ | (0) |

MONITORING

Monitoring Indicators

The monitoring of the Birch Tree Apartment Complex will be a task that is guided by the activities that are listed under each short term outcome. Each activity will be monitored on a monthly basis by the individual staff working in the complex. Each staff person will have a responsibility to report the activities on the appropriate tool used for the specific output. Each month the staff member responsible will forward the information to the appropriate program director. The program directors will meet to discuss the results of the activities. The monthly recording of activities will give an accurate picture of the project achievements. It will provide the staff and management a tool to use in order to identify any potential problems with the project. If a problem is identified the program director can identify a solution to get the project back on track in a timely manner without jeopardizing the project outcomes. The monitoring matrix is located in the Appendix A of this paper.

Methods, Tools, Forms

There are several tools utilized to measure the completion of the activities in this project. The tools include pre-and post-test, attendance sheets, management information system data, family scaling data, and case management notes. The compilation of the information will assure the monitor that the activities were completed. The monitoring matrix identifies each individual activity, as well as the status, timeliness and attainment of the outputs. The report also includes information on why a particular activity was not

completed and the action taken to get the activity back on track. Information on the activities is recorded monthly on the monitoring matrix. The completion of this matrix is imperative when assessing if the activities are moving the project toward the expected outcomes.

Team/Tasks

It is important for each project staff involved in the project to understand their role and the importance in the reporting of activities. The chart below identifies who is responsible for each outcome listed in the logic model.

Table 7: Monitoring Team List

| Short Term Outcomes | Responsible Party |
|--|--|
| Increase in the availability of affordable and safe housing opportunities | Executive Director and RCH Development Staff |
| Increase access to life skills training that includes job search and resume building so that residents can increase their ability to find a better paying job. | Community Services Director and Staff |
| Increase awareness of tax credits so that families can increase their income to purchase basic needs or increase their savings. | Community Services Director and Staff |
| Increase in the availability of affordable childcare opportunities. | Head Start Director and Staff |
| Increase access to financial literacy education that includes budget and savings plan. | Community Services Director and Staff |

Each line staff member will report the data gathered directly to their program director. The Executive Director, Program Directors, and Development Director will meet on a monthly basis to discuss the project and the activities associated with the outcomes they are responsible for achieving. The team will work together to keep the

program on track and ensure the specific activities are completed as scheduled and program outcomes are achieved.

Monitoring Schedule

The monitoring schedule is outlined in the monitoring matrix that can be found in Appendix A

EVALUATION PLAN

This project has five short term outcomes, one intermediate outcome and the long term outcome. Therefore, the evaluation of this project will be on-going for several years.

Table 8: Evaluation Plan

| Outcomes | Indicators | Data Gathering Methods | Sources | Timeframe |
|---|--|--|---|-----------------|
| <p>Long Term Outcome:</p> <p>Over time, low-income families will become more financially secure and will be capable of meeting their basic needs. Furthermore, the community will see less demand for public assistance; a more reliable workforce; and an increase in safe affordable housing stock that should reduce the poverty rate.</p> | <p>Number and percentage of families who move and remain above the federal poverty level for 10 years</p> <p>Number and percentage of families who no longer receive government assistance for 10 years</p> <p>Number and percentage of families re-locating as a result of self-sufficiency</p> <p>Number of safe and affordable housing units created in the community</p> | <p>Review of Family Self-Sufficiency Scale and Case Management Notes</p> | <p>Information received from Case Manager and family and recorded in each client file</p> | <p>Annually</p> |
| <p>Intermediate Outcome:</p> <p>Fifty-six families live in affordable housing and be able to purchase food, utilities, medicine, clothing or be able to save for an emergency</p> | <p>Number and percentage of families who move and remain about the federal poverty level for 10 years</p> <p>Number and percentage of families who achieve a living wage as defined by</p> | <p>Review of Family Self-Sufficiency Scale and Case Management Notes</p> | <p>Information received from Case Manager and family and recorded in each client file</p> | <p>Annually</p> |

| | | | | |
|---|--|---|--|---|
| | Missouri Family Self-Sufficiency standard by the MWC | | | |
| Short Term Outcome 1: Increase in the availability of affordable and safe housing opportunities | Number and percentage of safe and affordable housing units created in the community Number of families that obtain safe and affordable housing | Review of Final MHDC Report/Pictures of new housing Review of Occupancy Report | Information received from Developer Information received from property manager | Annually |
| Short Term Outcome 2: Increase access to Life Skills training that includes job search and resume building so that residents can increase their ability to find a better job | Number and percentage of participants that demonstrate pre- and post-test improvement on job search skills Number and percentage of participants who demonstrate pre-to-posttest improvement on resume building | Pre-and Post-Test results | Documentation of test results tracked in MIS System | Beginning 11/01/12 and quarterly thereafter |
| Short Term Outcome 3: Increase in the awareness of tax credits so that families can increase their income to purchase basic needs or increase their savings | Number and percentage of participants in tax preparation programs who qualify for and receive federal or state tax credits and the aggregate amount of the credits | Review of tax credit information from the federal and state forms and entered into the Management Information system (MIS) Review of Internal Revenue Service database information | Reports from MIS Reports from IRS | Beginning 4/15/13 and annually thereafter |
| Short Term Outcome 4: Increase in the availability of affordable childcare opportunities | Number and percentage of children from Birch Tree who attend Head Start Number and percentage of families who | Review of attendance records Review of Family Self-Sufficiency Scale and Case Management Notes | Head Start PIR System Information received from Family and Case Manager and recorded in client file | Beginning 9/1/12 and annually thereafter |

| | | | | |
|--|---|---------------------------|--|--|
| | receive subsidized childcare | | | |
| Short Term Outcome 5: Increase access to financial literacy education that includes budgeting and savings | Number and percentage of participants who demonstrate pre-to post-test improvement on budgeting Number and percentage of participants that demonstrate pre-to-posttest improvement on financial literacy | Pre-and Post-test results | Documentation of results for pre-and post-test tracked in MIS system | Beginning 11/1/12 and quarterly thereafter |

The evaluation will give EMAA and the funders a good idea if the activities outlined in the logic model contributed to the outcomes of the project. The above table is the evaluation plan of the project along with outcomes, indicators, data gathering methods, sources, and the timeline of the evaluation.

Data Gathering Methods, Tools, Forms

The tools that will be used to gather the data in order to evaluate the effectiveness of the Birch Tree Apartment Complex include Family Self-Sufficiency Scale results, case managers notes', pre-and post-test results, client tracking system known as the Management Information System, and reports to the Missouri Housing Development Commission from RCH Development. These tools will allow EMAA to track the progress of each outcome listed in the evaluation matrix.

Each family will go through the Family Self-Sufficiency scaling process every quarter. This scaling assesses the family conditions at a point in time. Therefore, EMAA

will be able to assess whether the family improved their living condition over time. This scaling tool was developed by the Missouri Association for Community Action and has been recognized as a best practice among the community action network.

The case manager who will be conducting the scaling process will also be completing the home visits and completing the case management notes. Case management notes play a vital role in analyzing the data. Specific information regarding family progress can be found in the notes and can lend an idea why the family achieved a certain level of success. The notes can also be used to determine what approaches were not successful

The pre-and post-test developed will be based on the curriculum developed for the Job Search skills, resume building and financial literacy. The results of the test will be recorded in the management information system used by EMAA. This will provide the funders the information on the success of the project.

RCH Development is required to report its progress on development to the Missouri Housing Development Commission. EMAA will utilize these reports along with occupancy reports to evaluate the number of housing units created.

Data Analysis

The Executive Director, Development Director, Head Start and Community Services Directors of EMAA will be responsible for the evaluation and analysis of the data collected. The line staff responsible for the activities will ensure that all information collected is correct. The schedule of the evaluation is listed in the matrix above.

Evaluation Team and Task

The monitoring of the activities of this project will be reported to many of the stakeholders in the project. EMAA's Executive Director, Program Directors, and Development Director will be charged with evaluating the success of this project. This team will ensure the data collection is being carried out by the staff assigned to each activity. The team will meet monthly to discuss the achievements as well as problems. The main goal of the evaluation team will be to determine if the outcomes have been achieved and if not, why they were not achieved.

SUSTAINABILITY

East Missouri Action Agency, Inc., the host organization, is a non-profit organization that receives funding from various local, state, and federal agencies. The Birch Tree project has various funding streams that will assist in the sustainability of the project. However, additional funding will be needed over time to ensure the project continues on for many years.

This project will need on-going support to maintain the wrap-around services for numerous years. The first year of the project EMAA has dedicated funding to assist with the project. However, EMAA will need to look to other resources to diversify the funding for the project. Federal dollars continue to dwindle each year. EMAA will need to be creative in developing additional funds to support the project.

Currently the political climate to support social issues on a federal and state level is being challenged. It does not seem to be the will of legislators to continue to support low-income families. This will put some pressure on the project; however, EMAA has federal partners to help us promote the good will of the projects that we operate. Locally, the city officials in the Farmington community have been very supportive of EMAA's efforts to create affordable housing in their community. The service sector job fields, which often pay minimum wage, are growing in Farmington. The officials recognize the need to have housing opportunities for those who work in their community. EMAA has County Commission representation on the agency board of directors. That commissioner is an advocate for EMAA.

It is important that EMAA be able to prove the success of the project to community members, officials and funders. EMAA has a proven track record with the Head Start program and the Volunteer Income Tax Assistance program. The rehabilitation of the complex will make the area a nicer looking community. The proper management of the complex will assist in garnering the support of the project from the neighbors.

Sustainability Plan

The success of keeping this project sustainable for many years is dependent upon funding from various sources. RCH Development has committed to keeping the units affordable by accessing the Low Income Housing Tax Credits. Once the credits expire EMAA will have the first right of refusal to purchase the property. EMAA will take over ownership of the property to ensure the units continue to remain affordable for low-income citizens of Farmington. At that time the management fees received will be used for the management and maintenance of the units.

EMAA has committed funding to provide the wrap around services for the next year through Head Start and Community Services Block Grant. EMAA has a limited amount of semi-restricted Community Development Block Grant funds that will be contributed to the project over the next five years. However, as federal dollars begin to dwindle EMAA will need to be proactive in securing funds for this project.

EMAA is actively engaged in a fund development and marketing plan strategy to attract operating funds from individuals, corporations and foundations. It is important that

EMAA become less reliant on federal dollars to support worthy programs that move people into self-sufficiency and improve the community. Securing diversified funding to support the Birch Tree project is key to the sustainability of this project.

RESULTS

Listed below are five short term outcomes that are expected to be achieved once the project is fully implemented. Activities have been developed that will lead to the success of the short term outcomes. However, many of the activities cannot be completed until the construction phase of the project is complete and residents have been moved into the complex.

Short Term Outcome One: Increase in the availability of affordable and safe housing opportunities.

The outputs for short term outcome one are that 56 housing units will be rehabilitated and 56 families are placed in safe and affordable housing. Currently, there have been 23 units rehabilitated with the other 23 units expected to be completed by September 2012.

Once the construction started, monthly walk-through inspections were conducted to keep all interested parties up to date on the progress and identify any construction or budgeting issues. Throughout the construction phase of the project the weather has been relatively mild; therefore, the construction has been ahead of schedule. The difficulties encountered were the location of the range hood in the Head Start Kitchen and lack of space for the playground. These issues were identified during the monthly walk-through. Although both issues were resolved relatively easily, they were a source of frustration for the developer and the Head Start Director.

The lessons learned are that any housing development project must have an experienced, reliable development team to make the construction phase move along without major problems. Birch Tree is the first development where EMAA has provided wrap around services. The developer is very knowledgeable of the state, county and city codes; however, when dealing with federal funding there are requirements above and beyond the building codes. One lesson learned is that excellent communication between the host organization and the developer is key to ensuring federal mandates are met. The Head Start Director rarely attended the monthly walk-through inspections. The communication between the Head Start Director and the developer consisted of electronic mail or through phone conversations. The Head Start Director should have attended the monthly walk-through inspections to ensure the federal mandates are considered during the construction phase.

Short Term Outcome Two: Increase access to life skills training that includes job search and resume building so that residents can increase their ability to find a better paying job.

The outputs for short term outcome two are:

- 56 families receive information on life skills training
- 5 Life Skills classes are conducted
- 25 families participate in classes
- 3 employers participate in mock interviews
- 15 mock interviews are conducted
- 20 families use computers for resume writing and printing

This outcome is not expected to be fully achieved until one year after the residents move into the complex. Residents will not be moving in until September 2012 and construction must be completed before identified activities will be completed. Therefore, no outputs or outcomes have been achieved.

One challenge to achieving this outcome is the level of funding for the wrap around services. It is difficult to secure the adequate funding needed to conduct the classes on site. EMAA is continually looking for grants to assist with the services that are being provided. EMAA has a good working relationship with the local churches in the area, and they will be asked to help provide food for the classes. The downturn in the economy has affected local charitable organizations. Donations to their organization have decreased, but the request for assistance continues to increase. This could hinder EMAA's ability to secure the donations to provide the food for the classes.

Short Term Outcome Three: Increase awareness of tax credits so that families can increase their income to purchase basic needs or increase their savings.

The outputs for short term outcome three are that families receive free tax assistance and 40 families receive tax credit refunds. This activity will not begin until January of 2013; however, EMAA is preparing to set up a Volunteer Income Tax Assistance site at the location. Discussions have been held with the Internal Revenue Service to allow a site at Birch Tree. Final permission should be received in late 2012. The other activities associate with the project cannot be completed until the construction is complete and residents are moved into the complex.

Short Term Outcome Four: Increase in the availability of affordable childcare opportunities.

The output for short term outcome four is that 15 affordable childcare slots are available to low-income families. Several families have been identified for residency at Birch Tree. The manager of the complex has informed the potential residents of the availability of Head Start. They are referring families to the program to complete an application. The staff of Head Start is currently maintaining a waiting list of potential students. Some of the activities cannot be conducted until the construction is complete. For example: the classroom needs to be set up and playground equipment will need to be installed.

Although the construction phase of the project is ahead of schedule it will be difficult for the Head Start program to identify all potential families of Birch Tree that may be eligible for Head Start. There will be some families located in the complex that will receive services, but the construction is not scheduled to be fully completed until September of 2012. Classroom selection will have already been conducted. The timing of when to open the Head Start center should have been considered given the fact that construction would not be completed until after Head Start was in session. The team should consider delaying the start date for Head Start to ensure full enrollment will be met.

Short Term Outcome Five: Increase access to financial literacy education that includes budget and savings plan.

The output for short term outcome five is that forty families will increase their knowledge of financial literacy including budgeting and savings. This outcome is not expected to be fully achieved until one year after the residents move into the complex. Residents will not be moving in until September 2012. The construction must be completed before we can complete the identified activities. The completed activities for this outcome are the curriculum has been identified, staff has been trained, and they are ready to begin the classes.

As stated above the major challenges facing this project is the lack of funding available to continue the wrap around services after the first year. All social programs are being faced with drastic cuts by the state and federal legislators. The lesson learned is that EMAA must look to diversify the funding stream in order to provide the services that are valuable to its customers.

CONCLUSIONS AND RECOMMENDATIONS

The Birch Tree Apartment Complex rehabilitation project is still in the construction phase; therefore, no short term outcomes have been met to date. All construction should be completed no later than September 2012. Over 50% of the units are completed and ready for residents to move into the complex. Once the units are leased the scheduled activities for all the short term outcomes will begin.

Prospects of Attaining Intermediate and Long-Term Outcomes

EMAA cannot accurately determine at this point if the intermediate and long term outcomes will be achieved. However, providing affordable housing with wrap around services is essential to assisting families in moving toward self-sufficiency. There is no reason to believe that the project cannot achieve the established outcomes.

EMAA is confident that through the free services provided, families will gain the knowledge needed to increase their financial status, have the skills necessary to find better employment, have increased opportunities to safe and affordable childcare, and increase their knowledge of services that could increase their yearly income. Once the knowledge and skills are applied the intermediate and long term outcomes will be achieved.

Funding the project is essential in the sustainability of the project and needed to achieve the intermediate and long term outcomes of the project. EMAA has the funding to provide these services through September 30, 2013. EMAA plans to continue to research funding opportunities to ensure this project is sustainable for many years.

The Birch Tree Project has the potential to be replicated in other areas that are in need of developing affordable housing for low-income families. This could be a model that is used by various local, state and federal agencies to enhance the affordable housing projects in the future. If replicated the project manager would need to ensure the timing of each services is planned according to when construction of the project is complete. For instance, the Birch Tree Complex is not expected to be fully leased until September 2012; however, plans are to open the Head Start Center in August 2012. Therefore, some children who may be eligible for the Head Start program will not move into the complex until after classes have begun. Because this center will service the entire area, the majority of the children receiving Head Start services this first year will not live in the complex.

Personal Thoughts

The key to having a successful project is one that ensures proper planning, implementing and adjusting the project as needed to make certain that desired outcomes are met. As a CED practitioner, the author believes that providing services on site for families to access is one answer to creating healthy communities and families.

The author of this project has learned an abundance of information in the area of monitoring, and evaluating a project. The knowledge gained through the Community Economic Development classes will assist the author in evaluating existing programs and projects.

In addition, the author has in-depth knowledge of managing direct service programs; conversely, she has limited knowledge on the construction aspect of building housing. The Birch Tree project allowed the author to gain knowledge in developing affordable housing in marginalized communities.

EMAA, where the author is employed, has implemented several projects; however, this author believes this project to be one of the most exciting projects embarked upon. The Birch Tree project can be successful in changing the community and increasing the quality of life for the residents.

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APPENDIX

Budget Narrative: Birch Tree Project

Project Income

1. Missouri Housing Development Commission: \$7,616,986

This is the amount the Missouri Housing Development Commission has already approved for this specific affordable housing project.

2. U.S. Department of Health and Human Services, Administration for Children and Families: \$90,070

This is the anticipated level of funding for operating the new Head Start Center at the Birch Tree Complex. The Center will open in September of 2012.

3. U.S. Department of Health and Human Services, Office of Community Services: \$8,527

This is the amount that we anticipate receiving from the Office of Community Services, which provides funding for Community Action Agencies across the nation.

4. Child and Adult Food Care Program: \$14,953

The Child and Adult Food Care Program provide reimbursement for meals provided to children in Head Start classrooms. In addition, the program will reimburse the Head Start program for the costs to outfit the kitchen at the new Birch Tree Center.

5. U.S. Department of Housing and Urban Development: \$2,900

This amount will be used to pay the salary for the Family Self-Sufficiency Coordinator, who will provide Assets for Independence for Section 8 consumers at the Birch Tree Complex.

6. Donations: \$27,437

We will receive donated space in the amount of \$25,920 from the project developer for the on-site Head Start Center. This amount is based on the current rent EMAA is now paying for a site in the town of Farmington. We anticipate that this additional site will have comparable square footage so the rental amounts will be the same for each site.

We have also budgeted \$1,517 in volunteer time for a Volunteer Income Tax Assistance preparer to be on-site to help Birch Tree families electronically file income tax returns. This amount is based on the salary allowance permitted by the Internal Revenue Service in the VITA grant submitted in June of 2011.

Total Anticipated Program Income: **\$7,778,128**

Budget Expense Categories

1. Personnel: \$154,941

A total of \$120,792 has been budgeted for all salaries. Fifteen staff will be affiliated with the Birch Tree project either full- or part-time. Of the six Head Start personnel, only two will not be assigned full time to that site. The Site Manager and the Family Advocate will divide their time between the Birch Tree Complex and the other Head Start site in Farmington. The following staff, per Head Start guideline, will be assigned to the Birch Tree Center full time: Teacher, two (2) Assistant Teachers, and a Cook.

It is anticipated that the Section 8 Family Self-Sufficiency (FSS) Coordinator will devote approximately 10% of her time to the Birch Tree Complex. Historically speaking, 10% of the residents of EMAA's affordable housing projects receive Section 8 rental assistance. The Family Self-Sufficiency Coordinator's time has been allocated based on that percentage. The FSS Coordinator will work with Birch Tree families on Assets for Independence programs.

Additional Assets for Independence programs will be provided through East Missouri Action Agency's Family Development Specialist. Ten percent of that employee's time has been allocated for the Birch Tree project.

A Volunteer Income Tax Assistance (VITA) Coordinator will be assigned to set up and coordinate VITA activities at the complex. Five hours per week for the 16 weeks in which the VITA project is active will be devoted to Birch Tree and the families there. In addition, a VITA volunteer will be at the complex at least five hours per week to assist families in preparing and filing their income taxes.

2. Fringe Benefits: \$22,075

Fringe Benefits are calculated at 30-33% of wages and salaries; they include the following (for staff working 30 or more hours per week):

FICA and Medicare (7.65% of wages)

Unemployment Tax (.45 per \$100)

Workers Compensation Insurance (9.17% for first \$13,000)

Employee Life, Health, Dental and EAP Insurance (\$7.15 per month)

Retirement Plan (403b) (2% Agency contribution per pay period)

Paid Holidays (13 per calendar year) (at employee's hourly rate)

Earned Time Off (at employee's hourly rate) (earned at 3+ hours/pay period)

Operations personnel working directly for the developer in administration and maintenance receive FICA, Medicare, Unemployment, and Worker's Compensation benefits only (approximately 12% of salary and wages).

3. Indirect Costs \$12,073

Indirect costs equal 13.4% of the total salary and fringe for each EMAA department. The indirect cost rate is based on East Missouri Action Agency's written agreement with the U.S. Department of Health and Human Services. This money goes into EMAA's indirect cost pool to pay the salaries and fringe of personnel whose time is not charged directly to a specific program. For example, EMAA's Executive Director, finance personnel, human resource, and development staff are all paid via indirect costs.

Indirect costs are not charged against operating personnel (project manager and maintenance) paid directly by the developer.

4. Total Development Costs: \$7,424,403

These costs are the ones associated with relocating the current residents; deconstructing the apartment units; the corresponding rehabilitation of the units; and returning the residents to their homes in the complex when all work has been

completed. Also included in this amount is the cost of remodeling the site for the Head Start Center and ensuring that it meets U.S. Department of Health and Human Services requirements for Head Start classrooms.

5. Total Annual Operating Expense: \$141,332

Expenses included in this portion of the budget are audit and legal expenses, utilities, management fees, taxes, and advertising. There are also funds allocated for snow removal, maintenance and office supplies, and the preparation of vacant units for rental (carpet cleaning, painting, etc.).

6. Head Start Center: \$56,563

Space costs of \$39,156 have been budgeted. This amount includes \$25,920 for rent. This amount is calculated based on the rent currently being paid at a Head Start Center in the town of Farmington. That Head Start Center will continue to serve children. We anticipate, that given comparable footage (required by Head Start guidelines) that the rent will be the same at Birch Tree. The space at the Center is being provided rent free by the developer as an in-kind donation.

Additional space costs include phone and utilities, which will run approximately \$692 per month for a total of \$8,304.

Approximately \$2,000 will be required to equip the new kitchen at the Birch Tree Head Start Center. That amount will be paid for through the Child and Adult Care Food Program.

Meals for the Head Start children are reimbursed by the Child and Adult Care Food Program. The rate is \$1.48 for breakfast, \$2.92 for lunch, and 0.74 for a snack for each child per day, for a total of \$5.14 per child, per day. There are 128 classroom days in a Head Start school year. There will be 18 children at the Birch Tree Center. That total for food will be \$11, 844.

To completely furnish a new Head Start classroom costs about \$7,386 for books, tables, chairs, and miscellaneous supplies. That amount will come from the Administration for Children and Families as part of EMAA's regular Head Start funding.

7. Community Services Supplies: \$2,000

This amount will be used to purchase supplies for the Life Skills seminars in (a) Financial Literacy and (b) Job Skills that will be conducted for Birch Tree residents and the parents of Head Start children attending the Birch Tree Center.

| | |
|------------------------------|---------------------------|
| <u>Total Expenses</u> | <u>\$7,778,128</u> |
|------------------------------|---------------------------|

Monitoring Report Matrix

| Monitoring Report Matrix | | | | | | |
|---|--|---|---|-----------------------|--------------------|---|
| Monitoring Report for Months of: August 2011 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun | This process will take at least 90 days to complete | . | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | | | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | | | | | |
| Maintain the waiting list. | Start: 9/15/11 End: Continuous | | | | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | | | | | |
| Determine if applicants are income eligible to move into complex. | Start: 04/01/12 End: Continuous | | | | | |
| Complete | Start: | | | | | |

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|---|--|--|--|--|--|--|
| leasing process with management staff and eligible applicants. | 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---|---|---|--|--------------------|---|
| Monitoring Report for Months of: September 2011 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun | This process will take at least 90 days to complete | | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction has begun and continues | | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | No Waiting List Created | | Developer and Host have decided to wait until Mid-spring | | |
| Maintain the waiting list. | Start: 9/15/11 End: Continuous | No Waiting List Maintained | | Developer and Host have decided to wait until mid-spring. Then maintenance will begin. | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 03/12 | | | | |
| Determine if applicants | Start: 04/01/12 | | | | | |

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| are income eligible to move into complex. | End: Continuous | | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---|---|---|--|--------------------|---|
| Monitoring Report for Months of: October 2011 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun | This process will take at least 90 days to complete | | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction has begun and continues | | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | No Waiting List Created | | Developer and Host have decided to wait until Mid-spring | | |
| Maintain the waiting list. | Start: 9/15/11 End: Continuous | No Waiting List Maintained | | Developer and Host have decided to wait until mid-spring. Then maintenance will begin. | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 10/11 | | | | |
| Determine if applicants | Start: 04/01/12 | | | | | |

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| are income eligible to move into complex. | End: Continuous | | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---|---|---|--|--------------------|---|
| Monitoring Report for Months of: November 2011 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun | This process will take at least 90 days to complete | | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction has begun and continues | | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | No Waiting List Created | | Developer and Host have decided to wait until Mid-spring | | |
| Maintain the waiting list. | Start: 9/15/11 End: Continuous | No Waiting List Maintained | | Developer and Host have decided to wait until mid-spring. Then maintenance will begin. | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 11/11 | | | | |
| Determine if applicants | Start: 04/01/12 | | | | | |

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|---|--|--|--|--|--|--|
| are income eligible to move into complex. | End: Continuous | | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---|---|---|--|--------------------|---|
| Monitoring Report for Months of: December 2011 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun | This process will take at least 90 days to complete | | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction has begun and continues | | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | No Waiting List Created | | Developer and Host have decided to wait until Mid-spring | | |
| Maintain the waiting list. | Start: 9/15/11 End: Continuous | No Waiting List Maintained | | Developer and Host have decided to wait until mid-spring. Then maintenance will begin. | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 12/11 | | | | |
| Determine if applicants | Start: 04/01/12 | | | | | |

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| are income eligible to move into complex. | End: Continuous | | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---------------------------------------|--|---|-----------------------|--------------------|---|
| Monitoring Report for Months of: January 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun | This process will take at least 90 days to complete | | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction continues. Two apartments will be ready in April 2012. We will be moving in residents as soon as each unit is completed. The entire complex should be completed by July 2012. The project is running ahead of schedule and under budget. They will be replacing the sidewalks, lighting and driveway. | Completion Date now July 2012. | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into | Start: 9/15/11 End: 05/10/12 | Waiting list has begun. Local manager is accepting | | | | |

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| the complex. | | applications | | | | |
| Maintain the waiting list. | Start: 9/15/11 End: Continuous | Waiting list is being maintained by manager. | | | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 01/12 | | | | |
| Determine if applicants are income eligible to move into complex. | Start: 04/01/12 End: Continuous | | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---------------------------------------|--|---|-----------------------|--------------------|---|
| Monitoring Report for Months of: February 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun | This process will take at least 90 days to complete | | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction continues. Two apartments will be ready in April 2012. We will be moving in residents as soon as each unit is completed. The entire complex should be completed by July 2012. The project is running ahead of schedule and under budget. They will be replacing the sidewalks, lighting and driveway. | Completion Date now July 2012. | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into | Start: 9/15/11 End: 05/10/12 | Waiting list has begun. Local manager is accepting | | | | |

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|---|--|---|--|--|--|--|
| the complex. | | applications | | | | |
| Maintain the waiting list. | Start: 9/15/11 End: Continuous | Waiting list is being maintained by manager. | | | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 02/12 | | | | |
| Determine if applicants are income eligible to move into complex. | Start: 04/01/12 End: Continuous | | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---------------------------------------|--|---|--|--------------------|---|
| Monitoring Report for Months of: March 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun and is completed. This was actually completed in late December 2011 | This process will take at least 90 days to complete | One family refused to move. They finally were able to find a place and moved in late December. | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction continues. Two apartments will be ready in April 2012. We will be moving in residents as soon as each unit is completed. The entire complex should be completed by July 2012. The project is running ahead of schedule and under budget. They will be replacing the sidewalks, lighting and driveway. | Completion Date now July 2012. | Developer decided to replace existing parking and sidewalk. Two units will not be ready in April. The timeframe has moved to June 2012 | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | Waiting list has begun. Local manager is accepting applications | | | | |
| Maintain the | Start: | Waiting list is | | | | |

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|---|--|---|--|--|--|--|
| waiting list. | 9/15/11 End: Continuous | being maintained by manager. | | | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 03/12 | | | | |
| Determine if applicants are income eligible to move into complex. | Start: 04/01/12 End: Continuous | | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---------------------------------|--|---|--|--------------------|---|
| Monitoring Report for Months of: April 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun and is completed. This was actually completed in late December 2011 | This process will take at least 90 days to complete | One family refused to move. They finally were able to find a place and moved in late December. | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction continues. Two apartments will be ready in April 2012. We will be moving in residents as soon as each unit is completed. The entire complex should be completed by July 2012. The project is running ahead of schedule and under budget. They will be replacing the sidewalks, lighting and driveway. | Completion Date for all units is now August 2012 However, 6 units will be ready June 1, 2012 | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | Waiting list has begun. Local manager is accepting applications | | | | |
| Maintain the | Start: | Waiting list is | | | | |

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| waiting list. | 9/15/11 End: Continuous | being maintained by manager. | | | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 04/12 | | | | |
| Determine if applicants are income eligible to move into complex. | Start: 04/01/12 End: Continuous | Manager is accepting applications and determining eligibility 04/12 | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | | | | | |

| Monitoring Report Matrix | | | | | | |
|---|---------------------------------------|---|--|--|--------------------|---|
| Monitoring Report for Months of: May 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 1: Increase in the availability of affordable and safe housing opportunities</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Relocate residents to other housing units until re-construction is complete. | Start: 8/1/11 End: 11/01/11 | Relocation of current residents has begun and is completed. This was actually completed in late December 2011 | This process will take at least 90 days to complete | One family refused to move. They finally were able to find a place and moved in late December. | | Output 1 Fifty-six housing units are rehabilitated. Target: To Date: |
| Developer will begin re-construction on the apartment complex. | Start: 9/15/11 End: 05/10/12 | Reconstruction continues. Two apartments will be ready in April 2012. We will be moving in residents as soon as each unit is completed. The entire complex should be completed by July 2012. The project is running ahead of schedule and under budget. Sidewalks and driveway are near completion. | Completion Date for all units is now August 2012 New Lease ups begin June 1, 2012 | | | Output 2 Fifty-six families are placed in safe and affordable housing Target: To Date: |
| Create a waiting list for people interested in moving into the complex. | Start: 9/15/11 End: 05/10/12 | Waiting list has begun. Local manager is accepting applications | | | | |
| Maintain the waiting list. | Start: 9/15/11 | Waiting list is being | | | | |

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| | End: Continuous | maintained by manager. | | | | |
| Inspect units to ensure housing compliance regulations are met. | Start: 10/15/11 End: 05/10/12 | Inspections completed with appropriate inspectors 05/12 | | | | |
| Determine if applicants are income eligible to move into complex. | Start: 04/01/12 End: Continuous | Manager is accepting applications and determining eligibility 05/12 | | | | |
| Complete leasing process with management staff and eligible applicants. | Start: 05/12/12 End: Continuous | Lease up process has started 05/12 | | | | |
| Send letters to eligible applicants notifying them of move in date. | Start: 05/01/12 End: 05/10/12 | Letters sent to applicants 5/12 | | | | |

| Monitoring Report Matrix | | | | | | |
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| Monitoring Report for Months of: August 2011- May 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>Short Term Outcome 2:</u> Increase knowledge of and access to the programs that are available to assist families in achieving self-sufficiency. | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Distribute flyers to residents. | Start: 08/15/12 End:12/31/12 and ongoing | | | | | Output: 56 families are aware of the services offered in the complex and other available resources to help them achieve self-sufficiency. Target 56 Date |
| Contact residents to set up individual meetings with residents to complete IAR. | Start: 08/15/12 End:12/31/12 and ongoing | | | | | |
| On-site staff will complete Intake, Assessment and Referrals on families living in complex to identify programs that could assist the family. | Start: 09/01/12 End: 12/31/2012 | | | | | |

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| Create a monthly newsletter to inform residents of the upcoming programs available. | Start: 09/01/12 End: On going | | | | | |
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| Monitoring Report Matrix | | | | | | |
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| Monitoring Report for Months of: August 2011- May 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 3: Increase access to life skills training that includes job search and resume building so that residents can increase their ability to find a better paying job.</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Organize Life Skills class schedule, and print flyers. | Start: 7/1/12 End: 3/31/2013 | | | | | Output 1: 56 families receive information on Life Skills training. Target: Date: |
| Contact local church group about providing food for classes. | Start: 07/01/12 End: 03/31/13 | | | | | Output 2: 5 Life Skills classes conducted. Target: Date: |
| Canvas apartment complex with information on Life Skills class schedule and purpose of training. | Start: 07/01/12 End: 03/31/13 | | | | | Output 3: 25 families participate in classes. Target: Date: |
| Enroll participants in class | Start: 07/01/12 End: 03/31/13 | | | | | Output 4: 3 employers participate in mock interviews. Target: Date: |
| Provide Life Skills training that includes resume writing | Start: 07/01/12 End: 03/31/13 | | | | | Output 5: 15 mock interviews conducted. Target: |

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| and job search tips. | | | | | | Date: |
| Administer Pre and Post test to determine if participants increased their knowledge. | Start: 07/01/12 End: 03/31/13 | | | | | Output 6: 20 families use computer for resume writing and printing. Target: Date: |
| Contact local employers to conduct mock interviews. | Start: 07/01/12 End: 03/31/13 | | | | | |
| Arrange mock interview schedule. | Start: 07/01/12 End: 03/31/13 | | | | | |
| Create schedule and sign in sheet to track mock interview participation | Start: 07/01/12 End: 03/31/13 | | | | | |
| Inform participants of mock interview schedule. | Start: 07/01/12 End: 03/31/13 | | | | | |
| Locate computer and printer available for use in resource room | Start: 07/01/12 End: 07/15/12 | | | | | |
| Arrange resource room with computer, printer and paper. | Start: 07/01/12 End: 07/31/12 | | | | | |
| Identify days available in resource room to | Start: 07/01/12 End: 03/31/13 | | | | | |

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| allow participants to utilize computer. | | | | | | |
| Notify participants of available schedule for resource room and begin scheduling appointments. | Start: 07/01/12 End: 03/31/13 and ongoing | | | | | |
| Develop sign in sheet for use of resource room to track use of participants | Start: 07/01/12 End: 07/15/2012 | | | | | |

| Monitoring Report Matrix | | | | | | |
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| Monitoring Report for Months of: August 2011- May 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| SHORT TERM OUTCOME 4: Increase awareness of the tax credits so that families can increase their income to purchase basic needs or increase their savings. | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Request approval from IRS to create a mobile VITA site at the Apartment Complex. | Start: 10/1/12 End: 10/20/12 | | | | | Output 1: 45 families receive free tax assistance. Target: Date: |
| Secure VITA site location in resource building. | Start: 10/1/12 End: 10/20/12 | | | | | Output 2: 40 families receive tax credit refunds. Target: Date: |
| Identify a volunteer to work at the complex to complete tax returns. | Start: 10/01/12 End: 12/15/12 | | | | | |
| Set up office space with Computer and printer. | Start: 12/15/12 End: 12/31/12 | | | | | |
| Create flyer to inform residents and community members of VITA site location and hours. | Start: 12/15/12 End: 12/31/12 | | | | | |
| Canvas neighborhood to distribute flyer detailing program. | Start: 01/01/13 End: 01/31/13 | | | | | |
| Create a sign in sheet to track those | Start: 01/01/13 | | | | | |

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| who use the program. | End: 01/10/13 | | | | | |
| Set up appointment with participants to complete tax filing. | Start: 01/15/13 End: 04/15/13 | | | | | |
| Conduct case management with participants to discuss possible enrollment in the IDA program and how to properly use a large refund | Start: 01/20/13 End: 04/30/13 | | | | | |
| Prepare report from tax program showing the number of people living in and around the complete that utilized the service and the aggregate dollar amount of each tax credit. | Start: 05/01/13 End: 05/15/13 | | | | | |

| Monitoring Report Matrix | | | | | | |
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| Monitoring Report for Months of: August 2011- May 2012 | | | | | | |
| Monitor's Name: Keri McCrorey | | | | | | |
| <u>SHORT TERM OUTCOME 5: Increase in the availability of affordable childcare opportunities.</u> | | | | | | |
| Activities | Dates | Status | Timeliness | Explanation for Delay | Alternative Action | Attainment of Output |
| Create a flyer to inform residents of the Head Start facility located on site. | Start: 05/01/12 End: 08/31/12 | Flyers have been created 05/12 | | | | Output: 15 affordable childcare slots are available. Target: Date: |
| Canvas the neighborhood to hand out flyers and complete application. | Start: 05/01/12 End: 07/01/12 | Canvas not completed 05/12 | | Families have not moved into complex to date. 05/12 | | |
| Develop a schedule for appointments with residents to complete application. | Start: 05/01/12 End: 07/31/12 | Not completed 05/12 | | Families have not moved into complex to date. 05/12 | | |
| Determine eligibility of each family who has applied and maintain in computer system. | Start: 08/01/12 End: 05/31/13 | | | | | |
| Notify parents with acceptance letter or indicating they have been placed on waiting list. | Start: 07/15/12 End: 08/15/12 | | | | | |
| Maintain waiting list in computer system. | Start: 07/15/12 End: 05/01/13 | | | | | |
| Set up | Start: | | | | | |

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| classroom with necessary supplies. | 07/01/12 End: 08/15/12 | | | | | |
| Set up playground area. | Start: 07/01/12 End: 08/15/12 | | | | | |
| Notify parents by letter of the date school starts. | Start: 08/01/12 End: 08/15/12 | | | | | |
| Track attendance of the children in the Head Start Computer system. | Start: 08/15/12 End: 05/01/13 | | | | | |