

DEPARTMENT OF HOUSING & URBAN DEVELOPMENT

Texas State Office of Public Housing

Young v. Martinez Litigation

Desegregated Housing Opportunity Guide

YOUNG V. MARTINEZ LITIGATION

Desegregated Housing Opportunity Guide

Department of Housing and Urban Development
Texas State Office of Public Housing
801 Cherry Street, Fort Worth, TX 76113
Phone 817.978.5706 • Fax 817.978.5754
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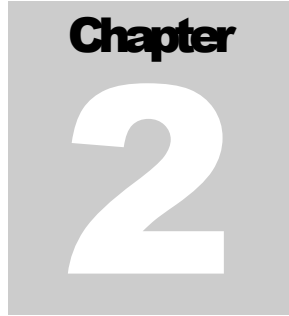
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Desegregated Housing Opportunity Program Goal and Guide Purpose

The 2003 Settlement Agreement requires HUD to create 1,500 Desegregated Housing Opportunities (DHOs) in the East Texas Litigation area. HUD will continue the DHO Program to provide higher exception payment standards, landlord incentives, and class member assistance payments in order to provide DHOs for class members in the East Texas Litigation area. This program is only available to Young v. Martinez class members.

The purpose of this guide is to establish a written methodology to implement these initiatives within a framework that will enhance DHO creation. A DHO program to be continued in the 35-county litigation area will directly address the impediments associated with DHO creation. The DHO program will employ three initiatives to achieve the goal of increasing desegregated housing opportunities. HUD, the 25 Housing Authorities administering the Housing Choice Voucher program in the East Texas litigation area, and the East Texas Fair Housing Service Center (ETFHSC) will implement the initiatives. First, HUD will extend the waiver approving increased exception payment standards in 26 East Texas counties for *Young* class members (as defined in Chapter 9) who move into DHOs with Housing Choice Vouchers. Second, HUD will provide moving expense allocations to class members who move into a DHO. Third, HUD will provide landlord incentives to landlords who offer new and/or additional non-impacted units for rental by *Young* class members. The DHO program began March 14, 2002, and will continue until such time as the required total number of DHOs is achieved



Desegregated Housing Opportunity Program Public Housing Authorities (DHOPHA)

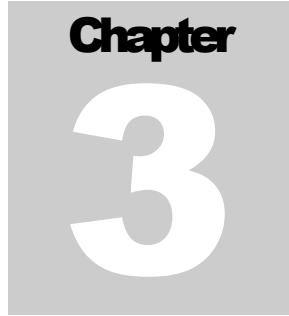
The 25 Housing Agencies in the East Texas Litigation area that administer the Housing Choice Voucher Program will implement the DHO program initiatives.

The 25 DHOPHAs that administer the Housing Choice Voucher Program in the East Texas litigation area and the counties included in each jurisdiction are:

Table 2.1	
DHOPHA	County(ies)
1. Alto	Cherokee
2. Anderson County	Anderson, Smith
3. Ark-Tex COG	Bowie, Camp, Cass, Delta, Franklin, Gregg, Harrison, Hopkins, Lamar, Marion, Morris, Red River, Smith, Titus, Upshur, Wood
4. Athens	Henderson
5. Beaumont	Jefferson, Hardin, Orange
6. Beckville	Panola
7. Dekalb	Bowie
8. DETCOG	Angelina, Houston, Hardin, Jasper, Newton, Polk, Sabine, San Augustine, Shelby, Tyler, Cherokee, Henderson, Anderson
9. Edgewood	Van Zandt

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Table 2.1 (continued)	
DHOPHA	County(ies)
10. Henderson	Rusk
11. Jacksonville	Cherokee
12. Jefferson	Marion
13. Liberty County	Liberty
14. Livingston	Polk
15. Longview	Gregg
16. Marshall	Harrison, Gregg, Marion, Panola, Rusk, Upshur
17. Orange	Jefferson, Hardin, Orange
18. Paris	Lamar
19. Pittsburg	Camp
20. Port Arthur	Jefferson, Hardin, Orange
21. Rusk	Rusk, Smith
22. Tatum	Rusk
23. Texarkana	Bowie
24. Tyler	Smith
25. Wills Point	Van Zandt



Desegregated Housing Opportunity Program Funding

The 25 Housing Agencies will receive funding to support the DHO program initiatives from the sources discussed below:

The Desegregated Housing Opportunity Public Housing Authorities (DHOPHAs) will utilize their current voucher allocation to create DHOs. The average rate of turnover vouchers at each DHOPHA will adequately support the DHO Program. Each DHOPHA must utilize 50 percent of these turnover vouchers for the DHO Program. A DHOPHA that has voucher allocated for litigation purposes only (DHO vouchers) will continue to use those for class members placed in a DHO by ETFHSC.

Table 3.1 identifies “Extraordinary Administrative Fees” the DHO can request/claim on a Budget and Year End Settlement Statement to support the DHO program initiatives.

Table 3.1		
Fee Amount	Extraordinary Administrative Fees	Reference DHO Guide
\$250 per placement	Placement Expense Payment	Chapter 11
Up to \$1000	Cost Reimbursement Fees For Landlord Incentives	Chapter 6
\$1500 per each DHO Voucher	One-Time additional fee for Each class member family placed in a DHO	Chapter 12

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Both the cost reimbursement fees and the one-time fees are provided consistent with the criteria of 24 CFR 982.152 (ii) as it has been demonstrated that DHO-eligible families have experienced difficulty in finding or renting appropriate housing necessary to satisfy the requirements of the Consent Decree.

The DHOPHA's Total Annual Contributions Available (Annual Budget Authority and ACC Reserves) will be used to cover any extraordinary administrative fees identified herein and the increase in the exception payment standard identified in chapter 4. If total available funds are insufficient to cover these costs then additional funds will be requested in accordance with PIH Notice 2002-6.

All funds shall be provided in accordance with HUD rules, regulations, and procedures relating to the payment of Section 8 extraordinary administrative fees. The following identifies specific procedure the DHOPHA is to use for identifying these fees on their budget (or revised budget) and year-end settlement statement.

Budget:

1. HUD Form 52673, Estimate of Total Required Annual Contributions: On line 20 identifying the extraordinary fee (placement expense payment, cost reimbursement, one-time fee) and the estimated cost.
2. HUD Form 52663, Requisition of Partial Payment of Annual Contributions: On line 12 show the amount of the extraordinary fee budgeted.

Note: There is no special requirement for identifying the higher exception payment standard that will be used in determining HAP for the DHO program. The DHOPHA can combine the HAP for DHO and non-DHO units on the HUD Form 52672, Supporting Data for Annual Contributions Estimates.

Year End Settlement Statement:

HUD Form 52681, on Line 18 identifies the extraordinary administrative fees being claimed and the actual costs associated with these fees. A summary list of all DHO Placements and payments made must be submitted with form HUD 52681.

DHOPHAs shall submit the above documents to their Financial Analyst at the Section 8 Financial Management Center.

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DHOPHAs are entitled to cost reimbursement fees for landlord incentives and extraordinary administrative fees for nonrefundable security deposits in a circumstance where there is no legitimate basis for the class member to refuse the offer of a DHO unit. In order to receive the fees, the DHOPHA must document that:

1. The class member was offered mobility counseling,
2. The class member was referred by the ETFHSC or a DHOPHA to a landlord who is willing to accept the voucher,
3. The unit is in a non-impacted area,
4. The unit passes HQS,
5. The unit is located outside an area of racial hostility, and
6. There is no legitimate basis to refuse an offer (limited to remoteness to jobs or day care and lack of adequate and feasible transportation).

This information should be included in the monthly “Reporting Period Summary” to HUD.

The DHOPHA should follow the same procedures as discussed above in order to receive payment for nonrefundable application fees. Additionally, the DHOPHA must document the above information in the monthly report to HUD.

Exception Payment Standard

*Based on an analysis of market rental data, the Office of Policy Development and Research recommended exception payment standards in certain counties in the East Texas litigation area. Subsequent to those recommendations, the Assistant Secretary for Public and Indian Housing approved a waiver that further increased exception payment standards for **class members** who moved to non-impacted neighborhoods in 27 counties in the litigation area.*

Each DHOPHA shall adopt the percentages in Table 4.1, which shall be used by the DHOPHAs in calculating the maximum exception payment standard amounts for the counties in their jurisdiction(s). The exception payment standard amounts are to be used exclusively when a class member leases a unit in non-racially impacted census blocks (as defined by the Final Judgment and Decree, and later modified by the Judicially approved Neighborhood Maps). Further, in counties with exception payment standards originally approved at less than 110 percent of the FMR, the DHOPHA shall use 110 percent of the FMR (as allowed by 24 CFR § 982.503) in non-racially impacted census blocks as shown in Table 4.1. The exception payment standard can be paid only when the rent is determined to be reasonable when compared to unassisted rental units (see Chapter 5).

Table 4.1	
County	Percentage of FMR for Use in Non-Impacted Neighborhoods
Camp	120%
Houston	120%
Jasper	110%
Liberty	114%
Morris	110%
Newton	110%
Sabine	110%
San Augustine	117%
Tyler	120%

Each DHOPHA with jurisdiction in the counties included in Table 4.2 shall adopt the exception payment standard percentages in Table 4.2 for that county. The exception payment standard percentage shall be used by the DHOPHA in calculating the maximum exception payment standard amount. The exception payment standard amounts are to be used exclusively when **class members** lease units in non-racially impacted census blocks (as defined by the Final Judgment and Decree, and later modified by Judicially approved Neighborhood Maps).

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Table 4.2	
County	Percentage of FMR for Use in Non-Impacted Neighborhoods
Angelina	163%
Anderson	136%
Bowie	142%
Cass	135%
Cherokee	138%
Delta	138%
Franklin	137%
Gregg & Upshur	155%
Hardin	142%
Harrison	142%
Henderson	133%
Hopkins	123%
Jefferson & Orange	142%
Lamar	137%
Marion	141%
Nacogdoches	148%
Panola	119%
Polk	126%
Red River	132%
Rusk	135%
Shelby	128%
Smith	145%
Titus	142%
Van Zandt	132%
Wood	135%

The Department used the following method to approve the increased exception payment standards. As HUD received market rental data, the data was analyzed by the Field Office and forwarded to Headquarters on a county-by-county basis. The Assistant Secretary for Public and Indian Housing approved the increased exception payment standard for the respective county by the amount the data supports and in accordance with the formula set forth in the paragraph below. The Assistant Secretary for Public and Indian Housing also issued the necessary waivers to implement the new exception payment standard in each county.

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In order to substantially increase the number of units available to class members throughout the East Texas litigation area, HUD compiled data that included those properties, (1) where landlords were willing to participate in the Section 8 program; (2) that were suitable; and (3) that were located in non-impacted neighborhoods. After inspecting the property list for each jurisdiction, a median rent by bedroom size was calculated in order to make available to class members 50 percent of the units not previously reached by the payment standard in place. The increase to the exception payment standard was the percentage amount necessary to reach the median rent for each bedroom size. Based on the data for these communities, HUD approved increased exception payment standards..

The maximum exception payment standard shall be used to compute the amount of housing assistance payment (HAP) for class members moving to units in racially non-impacted neighborhoods for the duration of the DHO Program. The increased exception payment standard shall remain in effect for a family originally placed in a unit through the DHO Program as long as such family continues to lease a unit in a non-impacted census block with continued voucher assistance. The payment for a family assisted under the DHO Program shall not be reduced during this period.

Rent Reasonableness

In accordance with 24 CFR § 982.507, the DHOPHA may not approve a lease for a class member moving to a unit in a racially non-impacted neighborhood until the PHA determines that the initial rent to owner is a reasonable rent.

Each DHOPHA must determine whether the rent to the owner of the unit considered for a DHO is a reasonable rent in comparison to rent for other comparable unassisted units. If the DHOPHA's rent reasonableness database does not have sufficient data to make a determination, the DHOPHA shall immediately make additions to the comparability study to include comparable units from comparable neighborhoods in the area surrounding the neighborhood in question. These units should be used in assessing the rent reasonableness of a DHO unit. The ETFHSC maintains a database with addresses of units located in non-impacted neighborhoods. The ETFHSC shall provide the DHOPHAs with these addresses and update the data on a regular basis. When the rent for a unit located by the ETFHSC cannot be determined as reasonable because of lack of similar units to compare to, the DHOPHA shall contact the Office of Public Housing for a determination.

PHAs must ensure that rents charged by owners to housing choice voucher program participants are reasonable. This determination involves two comparisons. First, the PHA must compare the rent for the voucher unit to rents for similar unassisted units in the marketplace. Second, the PHA must compare the rent to rents for similar units on the premises.

In conducting rent reasonableness, the PHA must determine whether the rent to the owner is a reasonable rent in comparison to rent for other comparable unassisted units. In determining comparability, the PHA must consider:

- ✓ Location, quality, size, unit type, and age of the contract unit, and
- ✓ Amenities, housing services, maintenance, and utilities the owner must provide under the lease.

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For more information on rent reasonableness, refer to Chapter 9 of the Housing Choice Voucher Guidebook.

Landlord Incentives

One-time fees are provided consistent with the criteria of 24 CFR 982.152 (ii) as it has been demonstrated that DHO-eligible families have experienced difficulty in finding or renting appropriate housing necessary to satisfy the requirements of the Consent Decree.

DHOPHAs are authorized to provide an incentive payment to owners of properties located in racially non-impacted census blocks who make the property available to a class member participating for the first time in the DHO program. In order for a landlord to receive the incentive, the unit must meet all of the following criteria:

1. The unit shall be determined to be non-impacted pursuant to the process outlined in Chapter 8 herein;
2. The unit shall be leased by a class member, as evidenced by an executed lease; and
3. The unit shall be approved by the DHOPHA and offered for rent through the DHOPHA's Housing Choice Voucher program, as evidenced by an executed HAP contract.

Table 6.1 sets forth the landlord incentive that shall be offered for a qualifying multi-family unit¹.

¹ Multi-Family project is defined in HUD Handbook 4560.1 - Mortgage Insurance for Multifamily Moderate Income Housing Projects, Section 221(d)(3) and Section 221(d)(4) as a building with five or more units. Individually owned units such as townhomes, will be regarded as single-family units.

Table 6.1 Multi-Family Units	
Bedroom Size	Incentive Amounts
1	\$500
2	\$600
3	\$700
4	\$800
4 plus	\$900

Table 6.2 sets forth the landlord incentive that shall be offered for a qualifying single family home.

Table 6.2 Single Family Home	
Bedroom Size	Incentive Amounts
1	\$500
2	\$700
3	\$800
4	\$900
4 plus	\$1000

The landlord incentive of \$1000 shall be offered for a unit modified to qualify as handicapped accessible, regardless of bedroom size, when it is leased to a family with a handicapped family member. This unit must be wheelchair accessible according to the Uniform Federal Accessibility Standard. The landlord must also provide the necessary accommodation for a resident who is sight or hearing impaired. The unit must have an accessible route into and through the unit.

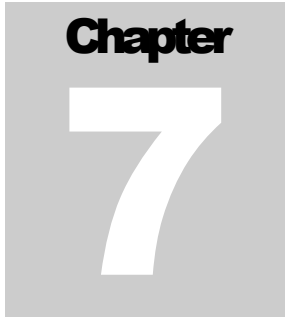
The landlord incentive is paid in the amount designated for the actual bedroom size leased.

The DHOPHA shall mail the incentive check by first class postage to the landlord with the HAP check. In the event that the tenant cannot move into the unit for reasons beyond the control of the class member; e.g., the landlord does not correct a Housing Quality Standard (HQS) deficiency, the DHOPHA shall not pay the landlord incentive. (See Page 6 for the circumstance when the landlord will be paid.)

The DHOPHA will strive to achieve the smooth, efficient, and expedient issuance of landlord incentive checks.

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In addition to the DHOPHA's internal accounting records, the DHOPHA shall enter all data concerning the landlord incentive in CISN29, see the CISN29 Users Manual for details on completing these data fields. Additionally, the data must be included on the "Reporting Period Summary" submitted monthly to the Office of General counsel.



Class Member Assistance Payments

Cash grants shall be paid to class members moving to desegregated housing opportunities in the East Texas litigation area who would otherwise suffer a financial hardship if they were required to bear the costs of moving.

The class member shall be eligible for class member assistance payments pursuant to the terms contained herein.

The funding for security deposits shall be provided to the class member as a grant. The grant shall be structured so as to provide a “buy in” or “incentive” to each class member. At the end of the occupancy the security deposit (minus any lawful deductions) shall be refunded directly to the class member.

The funding for moving expenses for stoves, refrigerators, vacuum cleaners, and lawn mowers shall be provided to the class member as a grant.

Each DHOPHA shall release moving expense funds on behalf of or to a class member in an amount not to exceed the maximum moving expense and deposit allocation indicated in Table 7.1, which is based on the actual bedroom size leased.

Table 7.1				
Maximum Moving Expenses & Deposit Allocation				
1 Bedroom	2 Bedrooms	3 Bedrooms	4 Bedrooms	4 Plus Bedrooms
\$1,000	\$1,000	\$1,200	\$1,400	\$1,500

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The Housing Counselor may request that a check be issued for moving expenses. The Requisition for Check form used for this purpose shall be approved by each DHOPHA. In the extraordinary situation where a DHO is likely to be lost unless immediate action is taken, the Housing Counselor shall request a check be issued within one business day of the receipt of a Requisition for Check. Additionally, in certain extraordinary situations it may be necessary for the DHOPHA to provide a security deposit check directly to a class member to avoid the delay associated with mailing the check to the landlord. In this situation, the DHOPHA shall allow the class member to pick up the check for hand delivery to the landlord.

Each DHOPHA shall approve a ledger form for use by the Housing Counselor in documenting moving expenses paid to or on behalf of a class member. Each Housing Counselor shall maintain a ledger for each class member and it will be kept in the class member's file at all times.

The first entry on the ledger shall indicate the class member's maximum moving expense allocation, per Table 7.1. The Housing Counselor shall enter each allowable moving expense on the ledger at the time that each allowable moving expense check is issued.

The following items shall be paid directly by the DHOPHA in the order specified:

1. Application fees and/or security deposit paid directly to the landlord;
2. Utility deposits paid directly to the utility companies;
3. Stove and/or refrigerator expense, paid directly to the stove/refrigerator provider; and
4. Moving expenses paid directly to the class member (moving equipment, movers, boxes, tape, and other expenses directly related to the physical move);
5. Vacuum cleaner and/or lawnmower expense (if authorized by the class member), paid directly to the vacuum/lawnmower provider.

It is permissible for the DHOPHA to reimburse the class member or appropriate individual directly when a deposit was required to secure a unit prior to the DHOPHA issuing the check to the landlord or utility company.

At the time the security deposit check is issued to the landlord, the DHOPHA shall obtain the landlord's signature on a Security Deposit Agreement. The purpose of the Security Deposit Agreement is to ensure the return of the security deposit to the DHOPHA in the event that the class member does not move into the unit due to:

- 1) The landlord's failure to execute the required HAP contract;

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- 2) The landlord's failure to execute the lease with the tenant;
- 3) The failure of the unit to pass HQS inspection;
- 4) The failure of the unit to pass rent reasonableness standards; or
- 5) Any other failure of the class member to lease the unit that is not solely the fault of the class member.

In the event that the class member does not lease the unit and the security deposit is not refunded to the DHOPHA pursuant to the Security Deposit Agreement because the failure to lease the unit was solely the fault of the class member, the class member shall not be eligible for the balance of the moving expense allocation until the class member has repaid the amount of the forfeited security deposit to the DHOPHA.

If a desegregated housing opportunity to which a class member is moving lacks either a stove or refrigerator and the prospective landlord is unwilling to furnish the item, the DHOPHA shall offer to use the balance of the moving expense allocation available to the class member for the acquisition of the items, due to the fact that they are required items for HQS inspection. The DHOPHA shall inform the class member that the amount allocated toward these items will be deducted from the class member's moving expense allocation. The DHOPHA shall review the remaining moving expense allocation with the class member, who will then either assist in the acquisition of these items, or reject the offer for assistance.

Moving expenses shall be based on the actual bedroom size leased, and shall be paid directly to the class member without supporting documentation according to the amounts set forth in Table 7.2. Moving expenses exceeding the amounts set forth in Table 7.2 must be supported by documentation such as receipts, bills, invoices, etc

Table 7.2				
Moving Expense Grant by Bedroom Size				
1 Bedroom	2 Bedrooms	3 Bedrooms	4 Bedrooms	4 Plus Bedrooms
\$200	\$250	\$375	\$450	\$525

If a desegregated housing opportunity to which a class member is moving requires either a vacuum cleaner and/or a lawnmower, the DHOPHA shall offer to use the balance of the moving expense allocation available to the class member for the acquisition of the items, due to the fact that they will assist the class member in maintaining the DHO unit. The DHOPHA shall inform the class member that the amount allocated toward these items will be deducted from the class member’s moving expense allocation. The DHOPHA shall review the remaining moving expense allocation with the class member, who will then either assist in the acquisition of these items, or reject the offer for assistance.

The class member will be required to sign a form at the time of the regular briefing acknowledging that the class member understands the terms of the assistance payments.

The class member shall provide the DHOPHA a receipt for any expenses that the DHOHA does not issue the check directly to the landlord, utility company, or vendor except for the moving expenses set forth in Table 7.2.

When a class member must relocate from a DHO unit for any reason approval must be received from HUD and Plaintiffs’ counsel in order to count the move as a DHO and pay moving expenses. The DHOPHA and/or ETFHSC should forward a request for determination via electronic mail and include the circumstances surrounding the need for relocation. The request should be sent to:

Robin_L._Barton@hud.gov

In addition to the DHOPHA’s internal accounting records, the DHOPHA shall enter all data concerning the class member assistance payments in CISN29, see the CISN29 Users Manual for details on completing these data fields. Additionally, the data must be included on the “Reporting Period Summary” submitted monthly to the Office of General counsel.

Verifying Non-Impacted Census Blocks

The term "non-minority census block" as used in the Final Judgment and Decree, shall mean a census block that satisfies the criteria for a non-minority census block set forth in §§ 6, 15, and 28 of the Declaration of Timothy David Craig, dated June 13, 2001, and that has been designated as a non-minority census block on a court-approved neighborhood map for that jurisdiction. Notwithstanding the foregoing, a census block will not be regarded as a non-minority census block if social factors, including isolation from community services, indicate that the census block should be regarded as a minority census block.

Prior to issuing landlord incentive checks or assistance payments to class members, the DHOPHA must verify that the unit is located in a non-impacted census block by requesting a determination from the Fort Worth Office of General Counsel (OGC). Similarly, prior to adding a unit to a referral list, the DHOPHA must verify that the unit is located in a non-impacted census block. The ETFHSC shall make determination on the properties for ETFHSC clients.

To receive a determination on the property, the DHOPHA must first complete a *Unit Fact Sheet*. Then the DHOPHA shall contact OGC. The points of contact are Erin Allen, Debbie Holland, and Wanda Holiday. The DHOPHA will forward a request for determination via electronic mail and include the address of the property and a name and phone number of the individual at the DHOPHA who is available to answer any questions that might arise. The request should be sent to all three of the electronic mail addresses below:

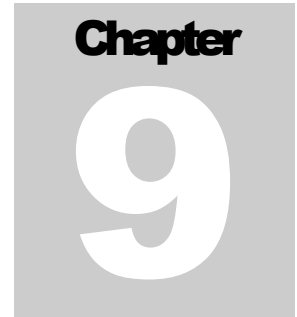
erin_e._allen@hud.gov
debbie_l._holland@hud.gov
wanda_f._holiday@hud.gov

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The DHOPHA will receive an electronic message with the determination and the census block and tract. Additionally, the DHOPHA will receive a map indicating the location of the unit via facsimile. The electronic message determination and the map must be attached to the *Unit Fact Sheet*. Any questions or concerns regarding this process should be directed to Erin Allen at (817) 978-5926, Debbie Holland at (817) 978-5999, or Wanda Holiday at (817) 978-5923.

The DHOPHA will include the Unit Fact Sheet with determination in the monthly “Reporting Period Summary” (see Chapter 12) and will be submitted in HUD’s quarterly report to the Court.

If a class member finds a possible DHO unit that is located in an unmapped census block; i.e., the unit appears to be in a census block outside the court-approved mapped areas of the East Texas cities, and the class member thinks the unit would be appropriate for his or her family, the class member should sign the UNIT FACT SHEET and be the unit will be counted as a DHO.



Class Member Status Verification

In 1987, the Court approved HUD's appeal to limit the plaintiff class in the Young litigation to applicants for and residents of all traditional low-income housing programs owned by public housing authorities in the 36 East Texas counties.

Before credit can be given for providing a class member a desegregated housing opportunity, HUD must provide the Court verification of class member status. As defined above, a class member is an African American applicant for or resident of public housing.

As part of the monthly "Reporting Period Summary" to HUD, the DHOPHA must provide verification for each class member placed in a unit located in a non-impacted neighborhood in the litigation area. The verification will be included in the documentation supporting each DHO created. To ascertain if the individual has ever resided at or applied for public housing in the 36 counties, the DHOPHA and the ETFHSC may begin the process by entering the head of household's social security number or the last name in the class member verification search feature in CISN29. If any Housing Authority has ever recorded data on this individual in CISN29, the class member's name and the Housing Authority's name will be displayed on the screen. If the name appears on the screen, refer to the CISN29 Users Manual for detailed instructions on how to proceed.

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If the class member status cannot be verified through CISN29, the DHOPHA or ETFHSC must obtain documentation as follows. For individuals claiming class member status through residency in low-income public housing, the required verification is a copy of the lease agreement between the class member or class member's head of household and the public housing authority, indicating the class member's residency in low-income public housing and the date of the tenancy. Another form of acceptable verification is the form HUD-50058 that also indicates the class member's residency in low-income public housing and the date of tenancy. Please note that a class member need not be the head of household, but is required to currently live or have lived in low-income public housing.

For individuals claiming class member status through their presence on a low-income public housing waiting list, the required verification is either:

1. A copy of the application for low-income public housing completed by the class member or indicating the class member's status as a family member of an applicant and the date of the application;
2. A copy of the low-income public housing waiting list indicating the class member's name or status as a family member of an applicant and the date of the application. **or**
3. A letter from a PHA offering a public housing unit.

In some cases, a class member may have applied or resided at a Housing Authority other than the DHOPHA that will administer the DHO voucher. The DHOPHA must request the documentation to verify class member status from the sending Housing Authority. The DHOPHA will request the documentation by sending via facsimile or electronic mail a "Request for Class Member Status" form. All Housing Authorities in the litigation area will be charged with completing and returning the form with documentation via facsimile or electronic mail as expediently as possible.

In the event that none of the above forms of verification can be located, the Executive Director must document the reason(s) for the missing data and certify that the family either resides in or applied for low-income public housing in order to verify class member status.

Chapter
10**Class Member Preference**

Desegregated Housing Opportunities shall be offered, first, to class members residing in predominately African American low-income public housing projects, second, to class members who are on a waiting list for low-income public housing as of the Final Judgment and Decree, and third to class members who apply for low-income public housing subsequent to the Final Judgment and Decree.

To provide DHOs to class members through the Housing Choice Voucher program, the DHOPHA shall adopt a class member preference. The class member preference shall have a weight greater than any other local preference the DHOPHA might already have. Only an African American applicant for or resident of low-income public housing who qualifies for voucher assistance and locates an affordable unit in a verified racially non-impacted census block qualifies for the preference. Chapter 11, Administrative Process, includes the procedure for applying the class member preference.



Administrative Process

On March 14, 2002, Michael Liu, Assistant Secretary for Public and Indian Housing, adopted a Desegregated Housing Opportunity (DHO) Program that authorizes the expansion of the Demonstration Program initiatives to all 35 counties in the East Texas litigation area.

Significant to the DHO Program is ensuring that all class members are contacted and provided the opportunity to participate in the program. To make certain this is accomplished, HUD will assist the ETFHSC and the DHOPHAs in a course of action that insures that class members throughout the 35-county area are thoroughly briefed on the benefits of the program and presented an opportunity to participate.

In addition to class member applicants for and residents of their own public housing sites, certain DHOPHAs will be assigned to housing authorities in their same jurisdiction that do not administer the Housing Choice Voucher program. The chart below indicates those Housing Authorities for which DHOPHAs will be responsible. (Please note that this table includes only those DHOPHAs assigned to non Section 8 PHA(s).)

Table 11.1	
DHOPHA	Non Section 8 PHAs
1) Ark-Tex COG	New Boston, Maud, Clarksville, Detroit, Bogata, Avery, Cooper, Cumby, Como, Mount Vernon, Talco, Mount Pleasant, Naples, Omaha, Daingerfield, Atlanta, Linden, Hughes Springs, Avinger, Alba, , Winnsboro,
2) Athens	Malakoff
3) DETCOG	Huntington, Diboll, Grapeland, Crockett, Jasper, Kirbyville, Newton, Corrigan, Hemphill, Pineland, San Augustine, Center, Timpson, Tenaha, Woodville

Table 11.1 (continued)	
DHOPHA	Non Section 8 PHAs
4) Edgewood	Fruitvale, Grand Saline
5) Henderson	Overton
6) Liberty County	Cleveland, Dayton
7) Longview	Gladewater
8) Paris	Blossom, Deport
9) Texarkana	Bowie County
10) Tyler	Gilmer, Big Sandy, Van, Mineola

In order to ensure that all class members are informed about the DHO Program, HUD and the DHOPHA will coordinate with the ETFHSC to continue the outreach efforts currently underway. This will include the use of mailings to public housing residents and applicants, holding meetings at public housing sites, and publicizing these meetings using flyers and posters at the sites.

DHOPHA staff will provide a comprehensive presentation of the DHO program. Whenever possible, HUD staff will attend initial stage counseling sessions and provide an introductory presentation of the DHO Program.

In addition to administering the Housing Choice Voucher program waiting list and making offers in accordance with the Administrative Plan, the DHOPHA's will identify all class member applicants for the Housing Choice Voucher program (class member status must be verified first). Next the DHOPHA shall contact interested applicant class members by date and time of application to attend a briefing on the DHO Program.

Any Section 8 applicant class member interested in participating in the program will then be screened for eligibility in accordance with the DHOPHA's administrative plan. An interested class member determined to be eligible for the Housing Choice Voucher program will attend a detailed mobility briefing that includes procedures for locating and securing a unit in a non-impacted census block.

At the mobility briefing, the class member will be given a list of properties in non-impacted neighborhoods as well as the resources available in those neighborhoods. The class member will receive a *Letter of Intent to Issue a Voucher* to present to prospective landlords and a *Request for Tenancy Approval* to complete when the class member has located a suitable unit.

The class member will be briefed on both forms. The *Letter of Intent to Issue a Voucher* informs the landlord that the class member is entitled to receive Housing Choice Voucher assistance at a DHO approved property and provides the landlord with a point of contact at the DHOPHA. Upon locating a unit, the class member will submit to the DHOPHA the address and/or location of the property for verification of DHO status. The DHOPHA will notify the class member of

the unit's DHO status. If the DHOPHA confirms the property as a DHO, the *Request for Tenancy Approval* will be returned to the DHOPHA once the landlord and class member have reached an agreement regarding the property.

Once the DHOPHA receives a *Request for Tenancy Approval*, an inspection of the property shall be arranged immediately. Upon completion of the inspection, the inspector shall notify the landlord of all necessary remedial actions. Once the unit passes HQS and the rent is determined to be reasonable, the voucher will be issued and a HAP contract shall be prepared. At this time, the class member is awarded the class member preference and all required data is entered in CISN29 to properly record the DHO (see Chapter 12). When the lease and HAP contract are executed, the DHOPHA issues the HAP check and landlord incentive check (see Chapter 6). Also, the class member's name is removed from the Section 8 waiting list.

At the time that all transactions are completed, the class member will be provided a toll-free telephone number to contact HUD staff concerning the DHO Program or any other issues that might arise.

Throughout the process of negotiating the lease and ensuring the unit passes HQS, the class member shall receive assistance payments when required. For example, in order to hold the unit, a security deposit may be issued. At the same time a security deposit is issued, the DHOPHA must also obtain the landlord's signature on the Security Deposit Agreement (see Chapter 7).

Turnover Vouchers

Each DHOPHA must utilize 50 percent of turnover vouchers for the DHO Program. By the fifth day of each month, the DHOPHA must provide a utilization report via electronic mail that includes, as of the first day of that month, the number of vouchers under lease, the number of vouchers issued to families searching, and the number of vouchers that became available the preceding month. The report should be sent to:

Robin_L._Barton@hud.gov

Based on the number of vouchers made available during the previous month, the DHOPHA will determine if there are sufficient vouchers to support a DHO Program Briefing. If so, the DHOPHA will proceed as outlined above. If not, the DHOPHA will postpone until the number of vouchers is sufficient to support a briefing.

Annual Recertification Process

One hundred and twenty days prior to the term of their lease, class members residing in units located in racially impacted areas will be contacted to attend a DHO Program Briefing. All class member Housing Choice Voucher Program participants interested in relocating to a racially nonimpacted neighborhood will be issued a *Letter of Intent to Issue a Voucher* and a *Request for Tenancy Approval*. The DHOPHA will proceed as outlined above and provide the class member assistance in locating a unit.

The ETFHSC – DHOPHA Partnership

The ETFHSC shall continue its counseling services designed to provide information and counseling to class members with an emphasis on public housing resident families in the designated counties (Jefferson, Orange, Lamar, Bowie, Houston, Angelina, and Harrison). The ETFHSC will work with and through the DHOPHAs to expand and improve current mobility programs.. The ETFHSC shall continue to make referrals of class members to the DHOPHAs. The referral of a class member by ETFHSC shall occur after the class member has attended, at a minimum, an initial stage mobility counseling session and after the ETFHSC verifies class member status. The ETFHSC should verify class member status through CISN29 by checking the class member verification status report. The class member status verification is obtained by accessing the *Class Member* option in the Report Dashboard under *Reports* option. If the applicant is not verified in CISN29 as a class member, the ETFHSC shall contact the DHOPHA who administers the voucher program for that area and request the DHOPHA obtain class member verification. All class members who indicate an interest in participating in the ETFHSC mobility-counseling program at the initial stage counseling session shall be referred to the DHOPHA for an eligibility determination. At the initial stage counseling session, the ETFHSC will ensure that class members know that participation in the DHO Program is dependent on the eligibility determination. ETFHSC shall offer second stage mobility counseling to the class member, but the referral process shall not be contingent upon second stage mobility counseling. ETFHSC's written referral of a class member to the DHOPHA for an eligibility determination shall consist of the following documentation:

- 1) ETFHSC Referral transmittal letter;
- 2) ETFHSC *Global Application*;
- 3) Executed *Authorization for the Release of Information/Privacy Act Notice* (HUD-9886),
- 4) Executed *Authorization for the Release of Information*,
- 5) Executed *Verification of Income/Employment* form used by the DHOPHA
- 6) ETFHSC *Request for Eligibility and Briefing*, and
- 7) Class member status verification.

In making referrals to the DHOPHA, ETFHSC shall distinguish between routine referrals for class members who have not yet located a DHO unit and referrals of class members who have already located a DHO unit. Referrals of class members who have

already located a DHO unit shall be processed immediately by the DHOPHA. The DHOPHA shall expedite the eligibility determination, briefing and HQS inspection in order to avoid the loss of the DHO.

Following the DHOPHA's determination of the class member's eligibility, the DHOPHA shall complete the *Request for Eligibility and Briefing* form and return it by fax to ETFHSC.

The DHOPHA shall indicate whether the class member is eligible for Section 8 program participation on the *Request for Eligibility and Briefing* form. If the class member is eligible, the DHOPHA shall indicate the date and time of the scheduled Section 8 program briefing. If the class member is not eligible, the DHOPHA shall indicate the facts supporting the DHOPHA's determination that the class member is not eligible for program participation.

The DHOPHA shall notify the class member in writing of the date and time of the Section 8 program briefing.

The class member shall bring to the briefing the following documentation:

- 1) Social security numbers of each and every household member; and
- 2) Birth records, birth certificates, or other acceptable means of documenting familial status.

A class member who fails to bring the required documentation may attend the briefing, but will not be issued either a *Letter of Intent to Issue Voucher* or *Request for Tenancy Approval* forms until the documentation has been received by the DHOPHA. The DHOPHA shall utilize the *Request for Eligibility and Briefing* form to advise ETFHSC in writing of a class member's failure to bring all required documentation to the briefing.

The DHOPHA shall utilize the *Request for Eligibility and Briefing* form to notify ETFHSC in writing of the date that the class member completes the briefing process.

The DHOPHA shall issue a *Letter of Intent to Issue Voucher* and *Request for Tenancy Approval* forms to each class member at the time that the class member completes the briefing process.

The DHOPHA shall use CISN29 to track certain elements of the DHO leasing process, including the following:

- 1) The date the DHOPHA issues the *Request for Tenancy Approval* forms to the class member;
- 2) The date the class member returns the completed *Request for Tenancy Approval* forms to the DHOPHA;
- 3) The date the unit passes the HQS inspection;
- 4) The HAP contract date.

The DHOPHA must enter this data into CISN29 upon completion of each individual action.

The DHOPHA shall send the ETFHSC send via electronic mail notification either upon the execution of the HAP contract, or upon the DHOPHA's determination that a lease will not be executed for the DHO unit. The notification should include the head of household's name, address of the DHO unit, the family's portion of the rent, and the date of the HAP contract.

The DHOPHAs and ETFHSC shall provide documentation required by one another via facsimile or electronic mail in an effort to avoid delay and potential loss of DHOs. Each party shall take appropriate action (Unit Fact Sheet, check issuance, scheduling of HQS inspections, briefing, etc.) upon the receipt of a facsimile or electronic mail of documentation.

For success of the program, it is important that the DHOPHAs and the ETFHSC follow up with class member activities throughout the entire process and communicate the status of the family to all parties involved.

Chapter
12

Reporting Process

HUD will provide a tracking system to track all data required for reporting DHO creations to the Court.

HUD's Young Implementation Office has provided CISN29 to record all data necessary to track DHOs. The system will be capable of producing reports that show class member name, address, landlord information, census block and tract, amount of landlord incentives, and amount of cash assistance payment. CISN29 also will be used by the DHOPHA to record this data on class members that were referred by the ETFHSC.

Each DHOPHA shall ensure that the data in CISN29 is accurate and up-to-date. All data regarding a completed DHO transaction must be entered in CISN29 within two days of executing the HAP contract. The applicant and resident screens shall be completed as soon as the activity occurs relating to class member moving to a DHO unit. For detailed instructions on how to enter the data, see the CISN29 Users Manual. For further assistance with CISN29, contact the Young Implementation Office at (817) 978-9401 or J-QUAD at (877) 913-6795.

If a class member applicant is not already entered into the CISN29, the DHOPHA must enter the applicant's data.

In addition to completing the required fields in CISN29, the DHOPHA will provide HUD the following:

1. "Reporting Period Summary" report showing name, address, type of class member status verification, incentives paid, landlord name, and the HAP contract date. Send the report via electronic mail to Erin Allen at:

erin.e.allen@hud.gov

2. The "Unit Fact Sheet" for each class member moving to a DHO unit. and the class member verification data must be sent via facsimile to:

Erin Allen, (817) 978-5563

The ETFHSC shall also provide a monthly report by the tenth of each month to HUD. A report in Excel spreadsheet format should be sent via electronic mail to:

erin_e_allen@hud.gov

The report includes:

Name, address, and status of each class member placed in a DHO (resident of or applicant for public housing and relevant dates), HAP date, landlord name and phone number, census tract and block, and type of residence, and DHOPHA that administers the voucher.

A hard copy of the spreadsheet and the following documents should be mailed to **Office of General Counsel, 801 Cherry St, 28th Floor, Fort Worth, TX 76102:**

- 1) Documentation use to determine class member status,
- 2) The “Unit Fact Sheet” for each DHO unit,
- 3) The map of the DHO unit showing it is in a non-impacted tract and block.

Recruiting and Retaining Landlords

The best way to recruit new owners is to operate the housing choice voucher program effectively and treat owners professionally.

Recruiting and retaining landlords is a crucial part of creating DHOs. There are a variety of techniques PHAs have successfully used to reach and retain owners with units located in racially non-impacted census blocks. Some of these techniques are listed below. While each DHOPHA must select the approaches it believes will be effective in its area and then test their effectiveness, HUD, the DHOPHA, and the ETFHSC will meet to develop a marketing strategy for that area.

Retaining Landlords

Frequently, the enthusiasm of property owners for the housing choice voucher program fluctuates with the strength of the rental market. Owners who advertise their interest in families with housing assistance when the market is soft may become reluctant when there are plenty of renters looking for vacancies at any price.

The PHA that expects to maintain strong utilization rates through periods of economic growth will need to treat landlords as important partners in the program. Probably the most important effort in maintaining the interest of landlords is the PHA's success in serving landlords with efficient, market-oriented business practices. **The cardinal rule to successful PHA-landlord relationships is timely HAP payments.** Like all rent, the HAP payment is due and payable on the first of each month. Property owners need rental income to cover mortgage payments and the costs of maintaining the property. One late payment will catch the attention and remain in the memory of even the largest landlord. Consider encouraging landlords to have HAP payments deposited directly into their accounts. Consistent timeliness from one year to the next will form the basis of the landlord's willingness to work with the PHA to find resolutions when differences arise.

The second most important area of PHA performance and perhaps the area where PHAs have the most difficulty succeeding is inspections. In a tight housing market, high performing owners are able to turn an apartment over in 24 hours when an HQS inspection is not required. When PHA staff fail to acknowledge the unassisted renter as its competition and respond appropriately, owners may not find patience for the PHA inspection process. HUD rules require PHAs with programs smaller than 1,250 vouchers to complete an initial inspection within 15 days of receiving the request for tenancy approval and encourage larger agencies to strive for similar performance. While PHA staff may find the 15 day standard a challenging one, owners with the choice of another tenant ready to move in immediately will see this as 15 days of lost rental income. In addition to speed, consistency is also important. Nothing can be more frustrating to an owner than finding that inspectors from the same office make different calls on identical conditions. Beyond that, consistency in standards may result in educating the owner and helping him or her know what items must be repaired before the next initial or annual inspection. The owner's ability, with an understanding of HQS standards, to prepare a unit to pass the HQS inspection at the inspector's first visit will serve the needs of both the owner and the PHA.

A landlord's experience with annual inspections will also contribute to his interest or disinterest in subsequent voucher program leases. Consistency and responsiveness are essential. Any additional effort to serve the needs of the landlord is worth considering. Special efforts to decrease the amount of the landlord's time invested in voucher program procedures may make the program more appealing to landlords. Some housing agencies arrange for the owner and tenant to sign the lease and the HAP contract in the unit at the time of the initial inspection if the unit passes the initial inspection. Some schedule all of the annual inspections in a building at one time. A strongly recommended practice is to eliminate local requirements for owner signatures at the time of the annual inspection or the annual reexamination. There are no HUD rules requiring landlord signatures in the annual renewal cycle.

Landlords also appreciate PHA assistance in dealing with problem tenants. Without ever appearing to "take sides", the PHA can often help by meeting with the landlord and tenant together and impartially reviewing the obligations of each and the consequences of violating those obligations.

Improving the landlord's ability to contact an inspector or get the answer to a question can have a significant impact on the landlord's enthusiasm for the program. In a busy voucher program, an inspector's telephone answering machine may fill up with messages in the time it takes to retrieve the accumulated messages. In many situations, better landlord service can be provided by either an ombudsperson or supervisor responding to landlord calls if that person has the knowledge and the authority to solve the landlord's problem. In the absence of an ombudsperson, a clerk who can make changes to an inspector's schedule, find the answer to a technical question or take a detailed message may be more helpful than a machine. In every case, however, making staff accountable for responsiveness to landlords is essential.

General, on-going communication with landlords is also helpful to maintaining their enthusiasm for the program and can be accomplished with a newsletter or flyer stuffed

in the envelope with the HAP check. The newsletter can educate landlords about program requirements, inform landlords about changes in the program and provide helpful hints including property maintenance information not specifically related to the program. The PHA option to screen housing choice voucher program applicants may be used to better serve landlords. There are, however, potential pitfalls in this practice; and, the PHA must be cautious in implementing screening procedures. The PHA must be particularly careful not to promise more service than it can truly deliver. A PHA that decides to conduct screening beyond drugs and violent criminal activity will be wisest to specify the screening activities the PHA will perform and those the landlord will be expected to perform. The PHA should provide only information on the sources contacted and the specific information received, not the PHA's judgment as to the meaning or value of responses received.

One PHA has established an advisory board of landlords who have experience with the PHA's housing choice voucher program. Landlords on the advisory board participate in briefings for potential landlords, assist the PHA in recruiting new landlords and may assist in resolving program or processing issues with other program landlords.

When the PHA does a good job of keeping current landlords happy, it will have greater success at recruiting additional landlords.

Landlord Recruitment

Various techniques that a PHA may use to recruit landlords are as follows:

- ✓ Landlord briefings (information meetings about the housing choice voucher program) are a tried and true approach to getting the attention of potential landlords;
- ✓ Participation by PHA representatives as speakers at meetings of real estate groups is another beneficial activity;
- ✓ Many PHAs have become members of local property owners organizations;
- ✓ Landlord advisory group;
- ✓ Newsletters;
- ✓ Meetings with real estate groups;
- ✓ Use of PHA web site to provide explanations of program information;
- ✓ A number of PHAs have developed special incentives to encourage the participation of new landlords;

- Some have used either administrative fee reserves or grant money to cover "holding fees" offered to landlords in place of rent until an initial inspection and lease up activities can be completed.
- PHAs have also used gift certificates to local restaurants as an incentive for new landlord participation and for current landlords who bring a new landlord to the program. Staff at one PHA was surprised that this approach worked so well and was relatively inexpensive. Staff reported, "If you feed them, they will come."
- ✓ Tenancy education program;
- ✓ Credit counseling and repair program; and
- ✓ One message, delivered at briefings and in newsletters that has been successful in attracting landlords' attention is a suggestion that the landlord can eliminate the cost of advertising vacant units. For good units in a strong market, if the landlord informs the PHA of a vacancy, the PHA can assure the landlord of its ability to refer tenants.
- ✓ Landlord list from CISN29 may be used as an inventory of current or past participants of the Housing Choice Voucher Program. For this reason the Housing Authority must make every effort to update the landlord contract information.

The best way to recruit new owners is to operate the housing choice voucher program effectively and treat owners professionally. Treat landlords as the important business partner that they are, and make additional efforts to serve the landlord's needs. This includes minimizing the time required to inspect units and to start HAP payments, applying program rules consistently, being timely and predictable in all program processing, maintaining effective and prompt communications with owners (e. g., returning calls quickly, identifying a single point of contact), and making payments accurately and on time.

Landlord Contact Information Documentation in CISN29

The landlord contact information must be recorded in CISN29 at the time the voucher holder submits the Request for Tenancy Approval (RFTA) form. If the landlord previously participated in the voucher program, the landlord's name and contact information will appear on the screen. The user should review the information displayed and determine if all contact information (contact name, address, and phone number) matches the data on the RFTA. If the contact data matches, the user should select the landlord name and the new unit information will be added to the landlord inventory. If the landlord data does not match, the user should update the landlord contact information. For assistance with this process, contact Bill Joye at (817) 978-9407 or Leslie Bradley at (817) 978-9416 or J-QUAD at (877) 913-6795, extension 4.

Mobility Counseling

The DHOPHAs will be responsible for implementing a variety of services designed to facilitate the desegregated movement of class member families in the East Texas litigation area.

The DHOPHA must provide mobility counseling to class members and explain the advantages that may appeal to families willing to consider moving to a racially non-impacted neighborhood. Some of those may include:

- ✓ Improved schools for children;
- ✓ Proximity to jobs or job opportunities;
- ✓ Better-quality housing; and more responsive owners; and
- ✓ Examples of ways to assist in housing search.

PHAs may wish to provide case studies of families who have successfully moved to racially non-impacted neighborhoods, including a description of the experience (good and bad) and its benefits. Some PHAs request families who have made mobility moves to volunteer to appear in person or on video tape to describe their experiences. These real-life stories can help families who are considering such a move to set reasonable expectations. Some PHAs conduct participant surveys to determine participant satisfaction with the housing choice voucher program and their neighborhoods. PHAs use this as a means of encouraging families to consider mobility moves, and of providing a realistic description of the benefits and drawbacks of moving to a new neighborhood to prospective movers.

The briefing presentation should provide information about the costs of moving (e. g., security deposits, actual moving costs) and obtaining transportation, day care, and other services in new neighborhoods. This discussion should also cover any services or funding that the PHA or another agency can provide to make the move successful.

Other items that the PHA might choose to include are:

- ✓ Neighborhood profiles and maps of racially non-impacted neighborhoods with affordable rental housing;
- ✓ Maps showing the jurisdiction of the PHA and neighboring PHAs and indicating where the family may lease a unit. There should also be maps identifying racially impacted areas;
- ✓ Information on owner practices that may exist in higher cost neighborhoods (e. g., more screening, higher security deposits);
- ✓ Descriptions of other services that the PHA or other agencies provide to assist in the search for and successful leasing of a unit. This might include a description of a resource area or room at the PHA where more detailed information is available. It might also include information about a local organization that assists families in finding affordable housing or in preparing very low-income families for the success in leasing; and
- ✓ Information on public transportation routes and costs and of any special programs available designed to assist very low-income families with their transportation challenges.

Examples of ways to help families compete for and retain housing outside areas of poverty and minority concentration include:

- ✓ Referrals for credit and leasing history counseling;
- ✓ Referrals to sources of financial assistance (grants or loans) for the move: security deposits, application fees, utility deposits, moving expenses;
- ✓ Referrals to other counseling needed by the family: employment, training and educational opportunities, drug abuse, domestic violence;
- ✓ Training programs for housing choice voucher families on tenant-owner relations, upkeep of the unit, and how to be a good tenant. Some PHAs have had success in using such programs, including certificates that families have completed training, as a marketing tool in attracting new owners;
- ✓ Help in negotiating the rent and conducting a housing choice voucher holder-owner meeting to be sure that both parties have a common set of expectations about the relationship; and
- ✓ Quick follow-up (some PHAs offer 24 hour access) if there are issues between the owner and tenant that cannot be easily resolved. This promise of fast intervention is a major attraction to many owners. It helps them place a lower level of risk on leasing to a program family and may even provide an advantage over leasing to an unassisted family.

Many PHAs do not feel that they have the resources to develop their own in-depth counseling programs. Some of the activities mentioned above, however, are not overly expensive, and more costly services may be available to housing choice voucher families through other programs. For example, many PHAs have been able to work with local Temporary Aid to Needy Families (TANF) offices. These funds effectively use programs financed with TANF surplus funds to provide services that help TANF families succeed and not return to the welfare roles.

PHAs with concentrations of housing choice voucher families and PHAs with very tight and competitive housing markets may find that additional expenditures in services are cost-effective in improving community relations and program success rates, as well as providing new opportunities for participant families.

Chapter
15

Monitoring

HUD will provide staff to provide technical assistance and ensure that the outreach, monitoring, and compliance components of the DHO Program are carried out.

The DHO Program Coordinator will have oversight of the program. Staff from HUD will be assigned to each DHOPHA and each ETFHSC Regional Office. This staff member will serve as the liaison between the DHOPHA and ETFHSC and facilitate the operation of the DHO Program.

Initially, HUD staff will develop a strategy in coordination with the DHOPHA and ETFHSC to conduct outreach at the DHOPHAs to ensure that class members are fully apprised of the DHO Program and the various incentives offered under the Program. Outreach efforts will be recorded and monitored so that all class members are accounted for and efforts are well documented.

Monitoring and oversight of the DHOPHAs and the ETFHSC in their compliance efforts with the Program will be carried out on an ongoing basis. A system will be put into place to report on the progress and problems encountered by DHOPHAs and the ETFHSC. Staff assigned to the DHOPHAs and each ETFHSC Regional Office will be onsite and play a troubleshooting role in addressing issues faced by the DHOPHAs and the ETFHSC in carrying out the Protocol. Troubleshooting involves answering questions, providing technical assistance and guidance, and resolving issues, if warranted. All questions, concerns, and issues should be sent via electronic message directly to the HUD staff assigned to the DHOPHA and/or ETFHSC Regional Office with a copy to Robin Barton, DHO Coordinator.