

RESOLUTION NO. 1333

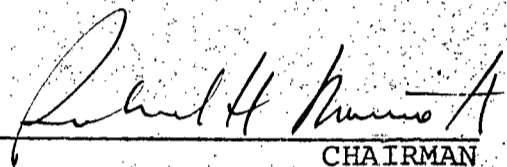
Adopted by the Housing Authority of the City of Sacramento

May 29, 1975

ADOPTING SOCIAL POLICY

BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO:

Section 1. That the attached "Social Policy Statement for the Sacramento Housing and Redevelopment Agency" is hereby approved.

  
CHAIRMAN

ATTEST:

  
ASSISTANT SECRETARY

SOCIAL POLICY STATEMENT  
FOR  
SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

JUNE, 1975

MAY 29 1975  
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The Sacramento Housing and Redevelopment Agency, in providing services to the community, shall carry out the following policy:

Where social services are already in existence in the community the Agency shall maximize the availability of them through a staff referral system. When there is a need for these programs on a more concentrated basis for our housing complexes, the Agency shall solicit agreements with the service agencies to provide their services in space furnished by the Sacramento Housing and Redevelopment Agency.

The Agency will only provide direct services after it has decided

- (a) the service does not exist in the community or is of such small scale that it is not sufficient to meet our needs;
- (b) the Agency would do the best job for the community; or
- (c) the City Council or Board of Supervisors direct the Agency to do the job.

When the Agency desires to develop or expand a service as in (a) above, it will work with the appropriate service agency in the community and offer them the opportunity to seek grants and/or provide the service themselves. If they are not able to do so, the Agency will attempt to provide the services itself by seeking funds.

APPENDIX "A"

The Statement of Social Policy for the Sacramento Housing and Redevelopment Agency answers several questions. They are:

1. To what extent does the Agency provide services in addition to a safe, decent and standard dwelling unit?
2. Should the Sacramento Housing and Redevelopment Agency provide direct services, indirect services or both, and to what extent?
3. When does the Sacramento Housing and Redevelopment Agency decide to develop a direct service and when should it be another agency in the community?

The Sacramento Housing and Redevelopment Agency in carrying out its responsibility to provide low-income housing and to manage the program as efficiently as possible must concern itself with the problems of the tenant body as they affect the management and operations. This concern should reflect the goal of assisting low-income families and individuals to become as self-sufficient as possible. By linking them to appropriate social services and/or providing direct services the Agency can meet this responsibility.

According to the "Low-Rent Housing Community Services Program Guide" of the Department of Housing and Urban Development (see attached), the Local Housing Authority should adopt the following approach to social services: "In areas where these services are adequately provided within the community, the Local Housing Authority's effort should be limited to enlisting the resources of Federal, State and local agencies (both voluntary and public), for services and supportive funds or grants. In communities where social and community services are inadequate or where the resident population is likely to need concentrated or specialized help, a program of supportive services should be proposed within the housing system."

When it is necessary to determine the social service needs of the tenants they should be determined through surveys of the tenants and with the involvement of tenant councils, or with community social service agencies, i.e., public health, welfare, etc. Management should not attempt to define the needs for the residents. Recent HUD reports emphasize the correlation between tenant participation and high performance and efficiency of housing authorities. The following is what the Agency has done to date:

On site space for offices, clinics, recreational programs and community meetings has been made increasingly more available to representatives of community agencies by Sacramento Housing and Redevelopment Agency to provide programs and services to low rent housing residents and neighboring residents. Management staff personnel have also been encouraged to actively seek community and supportive services for their housing needs. Four community service coordinators have been assigned by the Sacramento Housing and Redevelopment Agency to work closely with managers and tenants to encourage tenant participation in joint tenant activities, to identify tenant needs, and expand their own and the tenants' awareness of community resources. New Helvetia Housing Project is an example of the variety of community service agencies that are providing on site services in space allotted by Sacramento Housing and Redevelopment Agency. Some of them are:

Community Center Coordinator, Young Women's Christian Association

Health Clinic, Department of Personal Health

Senior Center, Parks and Recreation

Mental Health Consultation, Sutter Mental Health Center

Home Study Project, Planning Council

Social Services, Sacramento Welfare Department

Teen Center, Parks and Recreation

Head Start Program, Sacramento City Unified School District

Regular interagency meetings are held with Housing management staff to engage in an ongoing process of planning and implementation of programs. From these meetings special programs have been designed such as the New Helvetia Summer Recreational Program for children.

At another level there is adequate justification for Sacramento Housing and Redevelopment Agency to seek Federal, State and local funding to provide services that respond to a significant identifiable housing population (i.e., low income elderly, single heads of household) that need concentrated and specialized help. This is supported by the fact that Sacramento Housing and Redevelopment Agency has an extensive administrative staff with expertise in a variety of fields, readily available in-kind services, financial flexibility and room space that can accommodate a specific program. All of these factors are demonstrated in the present Title VII

Nutrition Program. Many of the needs of low cost housing residents are met with close contact with Housing management staff. Funding to provide ongoing in-service training programs to upgrade staff skills is an integral component of community services programs.

Also the Agency has sought and received a grant to operate a Foster Grandparent Program which pays a stipend to low income senior citizens to work with children with special problems. An outside agency asked that this Agency sponsor the program since the Federal Government has strict requirements concerning the sponsoring agency. The Agency also felt that senior tenants in our housing units could benefit as foster grandparents.

Another example of a service gap met by the Agency after ascertaining that other community groups had no interest or funds is the Home Management and Default Counseling Program. This program provides pre and post occupancy counseling for residents of Neighborhood Development Program areas, other low-income owners of Federal Housing Administration subsidized homes and housing authority units.

## APPENDIX "B"

DEVELOPING AND EXPANDING COMMUNITY SERVICES ACTIVITIES  
WITHIN THE LOW-RENT PUBLIC HOUSING PROGRAM

1. PURPOSE. To provide guidance to Local Housing Authorities in the development and expansion of community services activities.
2. THE ROLE OF HOUSING MANAGEMENT. Successful management of Low-Rent Public Housing requires an awareness of, and sensitivity to, the needs and problems of low- and moderate-income families. These problems and needs extend well beyond housing, yet they have a direct impact on its operation and management. Housing cannot be viewed as separate from other problems faced by residents. In many instances, housing developed to meet resident needs will not be able to operate successfully over an extended period of time without additional supports which go beyond shelter.
3. BASIC PHILOSOPHY OF A COMMUNITY SERVICES PROGRAM. Due to the variety and complexity of social problems faced by many low- and moderate-income families today, it is necessary for Local Housing Authorities to expand their shelter role to include a range of specialized services and activities geared to helping residents adapt to their particular housing environment and to broaden their social and economic horizons. The major tool for achieving this end is a Community Services Program. The Community Services Program, as a functioning part of the Housing Management operation, translates the social goals for housing into a realistic action vehicle. Through specialized activities, trained and sensitive staff, and a sophisticated social management philosophy, residents are helped to get the maximum benefit from their housing environment and the general community.
4. JUSTIFICATION FOR A COMMUNITY SERVICES PROGRAM. Delivery of social and community services are often necessary to support residents, especially in times of crisis or when sustained problems arise that threaten individual and family life. In areas where these services are adequately provided within the community, the LHA's effort should be limited to enlisting the resources of Federal, state, and local agencies (both voluntary and public), for services, and supportive funds or grants. In communities where social and community services are inadequate, or where the resident population is likely to need concentrated or specialized help, a program of supportive services should be proposed within the housing system. It is the responsibility of Housing Management to document service delivery gaps and weaknesses prior to requesting a specialized community services program requiring the expenditure of operational funds.

5. KEY SERVICES PROVIDED BY A COMMUNITY SERVICES PROGRAM.

- a. The community services activity aggressively seeks out and establishes ongoing linkages with human resources within the community (i.e., health, recreation, welfare, day care, job training and placement, educational, and family life programs) that can be of special help to low-rent public housing residents.
- b. It develops ongoing referral systems between the LHA and those community resources that will ensure that individuals and families receive the supportive help they need.
- c. It represents the Housing Authority on various advisory and policy-making committees within the community that will have a direct effect on project residents.
- d. It provides short-term counseling and supportive help to residents experiencing crisis situations within the home.
- e. It provides technical assistance in the establishment and coordination of permanent resident councils or organizations that will express resident attitudes and feelings as they relate to Housing Authority policy, management, and to self-help activities.
- f. It becomes the planning and action arm of the LHA in all activities and programs related to the social, community, and recreational needs of residents.
- g. It assists the Executive Director in interpreting the Housing Authority program goals to residents, the community, and state and Federal agencies.
- h. It assumes a leadership role in the training of all LHA personnel (management, maintenance, clerical, etc.) in understanding the needs, problems, and aspirations of residents.

6. DEVELOPMENT OF COMMUNITY SERVICES ACTIVITIES WITHIN AN LHA. For Authorities that currently maintain community services activities, as well as those that need to initiate such approaches, the following approaches are suggested for program development or expansion:

- a. There should be a sincere commitment on the part of the Board of Commissioners, Executive Director, and the general management staff, to the basic concept that the Housing Authority's responsibilities and its activities extend beyond the provision of shelter. The purpose, philosophy, and objectives of

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community services should then be set forth and interpreted to the residents and the general community, so that there is clarity and understanding as to what should be accomplished.

- b. The Community Services Advisor in the Area Office is the key resource person to be utilized in interpreting the role and function of these activities to Housing Management.
- c. A procedure should be established by the Executive Director and/or management staff to involve a representative group of residents in the identification of key social needs and problems as they exist within the resident population of the LHA. Resident councils or organizations should be tapped as sounding boards for program development.
- d. When social needs and problems have been identified by residents, a representative of the management staff should consult with representatives of local agencies and organizations for advice related to:
  - (1) The purpose and role of their organizations.
  - (2) The resources available in the community.
  - (3) The matching of social problems and needs to the appropriate community helping resource.
  - (4) The establishment of an ongoing advisory committee including representatives from the community at large to provide direction and technical assistance.
- e. When the Executive Director and/or management staff has assembled the necessary materials and information, a definite community services action plan can be developed. It will then be necessary to identify the kinds of human services the Housing Authority can provide residents directly (through paid staff including resident aides) or indirectly (through outside sources such as community-based agencies, purchase of, or contract for services, joint funding projects, government-sponsored programs, etc.).
- f. The size and flexibility of the community services activity may be dependent upon these factors:
  - (1) The number and types of agencies and organizations within the community that can be of direct help to housing residents.

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- (2) Distance from the Housing Authority to the resource agency or organization. (If the distance is too great, or large numbers of residents require these services, the Housing Authority may need to establish on-site services.) In rural areas and in other small programs where on-site services are not possible, the Housing Authority should consider providing transportation to off-site services.
- (3) Use of volunteers. The LHA should make every effort to use volunteers wherever possible within the community services activity. However, the quality of service delivery should not be compromised for availability of volunteers. Competent supervision of these volunteers by the sponsoring agency or organization is essential for continuity of service.
- g. The costs of community services borne by the Housing Authority is a part of its total operating expenditure, funded primarily by rental revenue, but supplemented, if necessary, by operating subsidy when possible. Since there are statutory as well as economic limitations on these revenue resources it is imperative that the program undertaken contributes toward effective utilization of available rental revenue and operating subsidy on a cost benefit basis.
- h. Within budgetary constraints, priority consideration should be given to those services demonstrated to best enhance the Housing Authority's primary sheltering role and at the same time to be of optimum value in serving the economic, social and civic needs and aspirations of residents. To this end, cooperative funding arrangements with other public and private agencies will in all probability provide the best opportunity for the LHA to maximize the effectiveness of its community services program.
- i. A listing of recent HUD Issuances pertaining to community services delivery is included in Appendix 1.
7. ACCOUNT DEFINITIONS. Costs for tenant services as defined in the Housing Act of 1970 (Section 903) are described in the Low-Rent Housing Accounting Handbook HM 7510.1, Chapter 3, Section 13, under Accounts 4210, 4220, and 4230.

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