

## **10. Institutional Structure**

The City of St. Joseph is the key entity responsible for implementation. The municipal government will implement its affordable and supportive housing strategy by utilizing private industry, non-profit organizations, and public institutions.

The City of St. Joseph will continue to work with the St. Joseph Area Chamber of Commerce, the State of Missouri Department of Economic Development, the State of Missouri Department of Social Services, and Neighborhood Organizations to implement aspects of the plan. The St. Joseph Area Chamber of Commerce will continue its role as the lead player in the area of economic development.

Previously mentioned social service agencies continue to develop and administer recreational and educational programs.

Neighborhood organizations will be instrumental in the development of health, recreational, and educational programs described in the *Strategic Plan*, as well as infrastructure and neighborhood improvements. These programs will be successful only if they meet the needs of the residents, and the neighborhoods are committed to their success. This commitment will be derived from their direct involvement and ownership of the programs.

Ongoing communication with housing and service providers will permit this community to keep abreast of changing needs and concerns and will aid in the coordination of opportunities to maximize existing housing programs and develop new programs that will provide as much affordable housing as permitted by the resources available.

Specifics on the institutional structure, which will be utilized in carrying out the affordable and supportive housing strategy, include:

*Public Housing Agencies:*

- ◆ The Housing Authority of the City of St. Joseph, Missouri, is a non-profit public housing agency that has been operating since 1968. The PHA offers scattered site housing under the Section 8 Certificate and Voucher Program and manages a 150 unit family complex, Pleasant Heights, located near Pickett Road at South 36th Street Place. Other housing programs offered by this agency include Independent Group Residence for persons who have tested positive for the HIV virus and a Frail Elderly Congregate Unit at Bliss Apartments.
- ◆ Community Housing Ministry, Inc., and its affiliate, Community Housing Management, Inc., serves as the non-profit public housing agency for Buchanan County and manages family units at Northwood Terrace Apartments and several housing complexes for the elderly and handicapped in St. Francis Apartments, East Ridge Manor, King Hill Apartments, Wesley Senior Towers, Danford Hall, and Chilton Place.

*Housing/Community Development Agency:*

- ◆ Community Action Partnership is a Community Housing Development Organization (CHDO) under the HOME Investments Partnerships Program. The organization offers case management services to help the homeless individuals and others at risk of becoming homeless the skills required for attaining self-sufficiency. EOC also is using tax credits and HOME funds for the construction of new affordable housing for first time homebuyers and renters.

Community Action Partnership is a private, non-profit organization which, since 1965, has served as the Community Action Agency for four counties in Northwest Missouri. The agency's mission is to identify poverty conditions and, through multiple strategies, change the way clients deal with individual circumstances. The agency uses counseling and advocacy as an adjunct to referrals and financial assistance to alleviate homelessness.

*Mental Health Agency:*

- ◆ Family Guidance Center for Behavioral Health Care is a private not-for-profit corporation founded in 1962 that provides community-based mental health services to individuals and families living in Northwest Missouri. The Center's services include outpatient mental health counseling and therapy; 24-hour emergency crisis intervention; housing and community support services to the chronically mentally ill; day treatment services to children with adjustment, behavioral and developmental difficulties; out-patient intensive treatment for alcoholics, drug addicts and their families; community consultation/education and organization/agency services.

*Social Service Agencies:*

- ◆ Interfaith Community Services, Inc. (Inter/Serv), established in 1909, is a multi-function non-profit social service organization with a mission that includes helping people enlarge their competence, increase their problem solving and coping skills, and provides assistance in obtaining resources such as food, shelter and utility assistance.
- ◆ The YWCA Shelter for Women provides housing for single women and women with children on a 24-hour basis. Shelter is available to women who are homeless and to women who are battered, abused, or victims of rape. In addition to housing, the YWCA provides case management services, including educational and counseling services related to personnel development, domestic violence, employment, and parenting. Referrals are provided for housing, mental health counseling, medical, clothing, and employment needs. The Women's Shelter is located on the third floor of the YWCA building. The agency is a non-profit organization.
- ◆ The YWCA Youth Crisis Program offers a *Youth Crisis Hotline*, *Teen Hotline*, and *Family Mediation Program*. The 24-hour *Youth Crisis Hotline* was first established as a means to provide emergency shelter for teens aged 12-17 years; utilizing such shelter providers as Noyes Home, The Salvation Army, and the YWCA Women's Shelter. The *Youth Crisis Program* receives referrals from juvenile authorities, parents, counselors, and other teens. The *Teen Hotline*, staffed by teens, is available weekdays, from 4:00 to 8:00 p.m., and provides opportunities for distressed teens to discuss their problems with a trained person from their own peer group. The *Family Mediation Program* helps the parents and their teenagers and other family members mediate immediate conflicts.

- ◆ Catholic Charities of Kansas City-St. Joseph, Inc. provides emergency assistance in the form of rent, mortgage payments, and utility assistance on behalf of individuals and families who are threatened with homelessness or who are already homeless. The multi-faceted agency also offers birthparent services, including confidential counseling and case management services, comprehensive mental health services, counseling for marriage, family, relationship problems, personal growth and adjustment, HIV/AIDS counseling, divorced and separated support groups, complete psychological services; school crisis intervention. The agency also has social support and advocacy services for the disabled and in-home services for the elderly and disabled. Catholic Charities is a non-profit organization.

Other social service agencies that are providers of services to low and moderate income individuals and families and to the homeless or individuals "at risk" of becoming homeless are identified in the section entitled, "*The Homeless and Persons with Special Needs*". These are the organizations that are actively involved in the St. Joseph Continuum of Care Homeless Services Coalition and the Unmet Needs Committee.

### *Private Industry*

Neighborhood Partners, Inc., a 501(c)3 non-profit corporation, was established in 1995 for the purpose of facilitating revitalization of deteriorating inner-city neighborhoods located in the low to moderate income census tracts. Neighborhood Partners is a public/private organization that combines all resources available to assist these declining areas using historic preservation as the organizing principal. The Neighborhood Partnership steering committee meets monthly to guide the revitalization efforts. It is composed of individuals, organizations, and businesses who are all working for the great good of the community. Six banks provide a credit line. The organization has received donations from the William T. Kemper Foundation, the Crosby Kemper Foundation, Buchanan County Tourism Board, Bradley Foundation, Messick Charitable Trust, Southwestern Bell Telephone Company, and the St. Joseph Light and Power Company. Those donations and many others, plus a multitude of volunteer hours, were applied to the Period Lighting Project, entrance signage, walking tour brochures, banners, Operation Paintbrush and other activities. The Partnership has received several awards and was featured as one of three projects that made St. Joseph an "All-America City".

### *Coordination*

Coordination of the Consolidated Plan emphasizes the need for concise communication and accord between housing and service providers, the public and private sectors. As implementation of the Plan progresses, other private financial lending institutions, other housing related organizations and non-profits, and new neighborhood organizations will

also become involved during the five-year period. The City of St. Joseph will coordinate and monitor the institutional structure to maximize existing housing programs, identify duplications of services, and establish new programs that will provide as much affordable housing as funding availability will permit.

The City of St. Joseph's Department of Planning and Community Development has established monitoring guidelines to ensure requested federal funding and programs under the National Affordable Housing Act comply with the jurisdiction's Plan and are carried out accordingly.

Before the City of St. Joseph will attest and certify that an application for assistance is consistent with its Plan, the City will require the applicant to agree to provide an annual progress report until the project is completed. Community Development staff will incorporate the information into the City's Consolidated Annual Performance and Evaluation Report as a means to monitor its achievements in meeting the housing priorities set forth in the Consolidated Plan.

### ***Public Housing Resident Initiatives***

The Housing Authority of St. Joseph aims to ensure safe, decent and affordable housing, which contributes to safe communities and encourages individuals to become self-sufficient. The St. Joseph Housing Authority continues to pursue an ambitious agenda aimed at getting the community more involved in public housing and making public housing more accessible to the community.

The Housing Authority's Strategy for addressing the revitalization and restoration needs of its public housing project is applying for all grants that will provide funds to upgrade its units and replace worn-out appliances. Its Five-Year Plan includes replacing closet doors, balconies and stairs, moving and/or replacing hot water heaters, installing new cabinet countertops, and replacing windows in the complex..

The Pleasant Heights "Resident Council" provides residents the opportunity to actively participate in the management of their housing complex and has opened lines of communication between residents, management, and the Housing Authority. The Resident Council perseveres by networking to facilitate improved living conditions and continues to be the catalyst toward neighborhood betterment. Current issues include a need for more programs that encourage participation within the Pleasant Heights community, and solutions to transportation and child care problems. To empower residents to become more involved in the management, education and support from the local business community is needed. To facilitate homeownership, the residents need more financial assistance.

The Housing Authority continues to offer opportunities for adult residents of the public housing apartment complex at Pleasant Heights to obtain a General Education Degree (GED) without worrying about transportation to and from class. GED classes conveniently located within the complex will be continued. Other components include after school tutoring sessions for children, youth and adult recreation activities, drug information and awareness classes, and programs designed to improve the self-esteem of the youth and adults residing at Pleasant Heights. The Head Start program for pre-school aged children from the complex also will be continued.

The St. Joseph Housing Authority continues to maintain the "debarred list" of individuals whose presence within the housing complex is not desired. The agency will fortify its agreement with the St. Joseph Police Department and press charges when the "undesirables" and other troublemakers are arrested for cause.

The Housing Authority completed its second modernization program in September 1993. The "Comprehensive Improvement Assistance Program" (CIAP) provided new kitchen

cabinets and floors, new ceiling lights with fans in all living rooms, and new tub surrounds in the bath rooms of each apartment unit. Exterior improvements improved the drainage, constructed additional sidewalks and repaired existing walkways. A Community Building was constructed.

The Community Room facility enables residents to avail themselves to areas for group meetings and facilities for use by informational and educational entities, including the Women, Infants and Child Care (WIC) Program, health care and visiting nurses, food pantry, clothing exchange, etc. are now available on site.

Funding under HUD's Comprehensive Grant Program was used to construct thirty scattered site houses. The thirty homes were the beginning of the PHA's Homeownership Program. Families who intend to purchase the houses occupy all of the units. As the Housing Authority sells the houses, it will revolve the proceeds into the construction of additional units. To date, two of the houses have been purchased and the Housing Authority is in the process of selling a third one.