

Rock Island Housing Authority **Recommended Asset Management Implementation Plan**

Introduction

Rock Island Housing Authority (RIHA) offers affordable, decent, safe and sanitary housing opportunities to low- and moderate-income families including elderly and disabled persons. The Agency provides rental assistance to families who pay no more than 30% of their income toward rent and utilities. RIHA is dedicated to creating safe, viable, and vibrant communities for a broad-based market founded on transition and hope. It is the provider of housing of choice and supports a variety of programs fostering economic self-sufficiency and personal growth. RIHA is an independent, not-for-profit agency that receives most of its funding through the federal Department of Housing and Urban Development (HUD).

RIHA Strategic Goals

- Achieve and Maintain Operational Excellence
- Ensure Long-Term Financial Viability
- Implement Asset Management Plan
- Maintain a Positive Public Image

RIHA Guiding Principles

- Meet the housing needs of low- and very low-income families and individuals
- Provide residents with more choices and more control over where they live
- Expand the current market to meet the housing needs of non-RIHA low- and moderate-income individuals and families
- Promote neighborhood revitalization throughout the City of Rock Island
- Transition RIHA residents to economic independence and housing self-sufficiency

RIHA Vision

RIHA is committed to building new communities for residents based on transition and hope. The creation of affordable housing that is indistinguishable from market-rate housing in the surrounding area is moving RIHA toward providing housing choice rather than the housing of last resort. RIHA is improving the quality of public and affordable housing in Rock Island by providing more choices for current and future residents.

RIHA Mission

RIHA is committed to pursuing new and creative ways to meet the changing housing needs of the diverse population of Rock Island, Illinois.

Background

Rock Island Housing Authority

RIHA currently owns and manages 487 units of conventional public housing and operates a Housing Choice Voucher Program (HCV) with 230 units of subsidized Section 8 housing. In total, the Agency provides homes for 817 families – nearly 1,500 persons.

Public Housing

RIHA Public Housing units are located on four sites including Spencer Towers, Sunset Heights, Lincoln Homes, and Manor Homes. Spencer Towers and Sunset Heights are high-rise structures. Spencer houses elderly and non-elderly disabled. Sunset serves a general population. Manor and Lincoln Homes are family sites.

Housing Choice Voucher Program

Through the RIHA Housing Choice Voucher (HCV) Program, participants are provided the opportunity to choose any house or apartment they would like to rent as long as it meets certain basic requirements for housing quality. Under the Housing Choice Voucher Program, the housing cannot cost more than the HUD defined Payment Standard, but a family may choose to rent a more expensive house or apartment and pay the extra amount. However, the total rent cannot exceed 40% of the household's income.

As part of the RIHA Homeowners Incentive Program, HCV participants are able to apply their voucher toward monthly mortgage payments enabling them to become homeowners.

The Changing Face of Public Housing

The Quality Housing and Work Responsibility Act of 1998 (QHWRA) dramatically and permanently amended the laws governing the delivery of assistance to low-income families. These changes affect economically disadvantaged public housing residents, Housing Choice Voucher participants, and the Public Housing Authorities (PHAs) that serve them. Some of the changes include:

- Conducting an Asset Assessment of each public housing property to review the present and future use and value of each property
- Reducing agency dependence on HUD subsidies by becoming more entrepreneurial and economically self-sufficient
- Requiring agencies to return to their original roots as developers and managers of property as opposed to that of “landlord”
- Developing an Asset Management Plan to:
 - Determine the housing needs of current and future residents and the community
 - Establish a driving vision and mission supported by measurable goals
 - Recommend new housing including type, number of units, price range, and timetable based on resident and community need
 - Recommend funding sources for each proposed action including traditional and alternative financing options
 - Create a strong foundation and Strategic Plan that will support and maintain the vision and mission of the PHA long into the future
- Introducing welfare reform including welfare-to-work policies and the reduction of welfare subsidies to public housing recipients
- Requiring agencies to work more closely with residents assisting them in becoming economically independent and housing self-sufficient

RIHA 2003 Asset Management Plan

In response to QHWRA, RIHA prepared an Asset Management Plan (AMP) in 2003. One of the most important goals of the Plan was to provide current and future residents with more housing options. As a result, RIHA committed itself to building new communities based on transition and hope. In doing so, RIHA began to move from the provider of public housing to an organization focused on providing affordable housing to a broad-base market. The Asset Management Plan resulted in the following decisions:

- Keep and upgrade Spencer Towers
- Keep and maintain Sunset Heights
- Maintain and monitor both Lincoln Homes and Manor Homes
- Demolish and replace Valley Homes
- Create a not-for-profit corporation to become an integral partner in the provision of quality housing to a board-based market
- Dispose of the six single-family scattered site homes
- Acquire vacant lots or existing properties and develop new in-fill housing opportunities
- Implement a Section 8 Housing Choice Voucher Homeownership program allowing participants to use their vouchers to help meet first-time homeownership expenses
- Develop a Relocation Plan in accordance with the Uniform Relocation Act (URA)
- Develop supportive housing for special populations such as elderly, non-elderly persons with disabilities, and other special needs populations. Projects could include independent living developments, condominium units, and small group homes with supportive services
- The two-phased redevelopment of the Voss Brothers Warehouse
 - Phase I: RIHA administrative offices and retail spaces
 - Phase II: 35 mixed-income loft apartments
- Develop 50 to 100 new housing opportunities per year. Based on this schedule, it would take RIHA 5 to 10 years to replace its original 550 conventional public housing units.

2003 Asset Management Plan Results

RIHA has used the Asset Management Plan as the framework linking its Strategic Plan and Guiding Principles to achieve its goals. The implementation of the Plan has allowed the Agency to achieve each of its initiatives while meeting the needs of its customers, stakeholders and employees. Since its introduction, the Asset Management Plan has resulted in the following:

2003

- Disposal of six single-family scattered site homes
- Phase I Redevelopment of the Voss Brothers Warehouse: RIHA administrative offices and retail spaces

2004

- Development of a Relocation Plan in accordance with the Uniform Relocation Act (URA)
- Creation of a not-for-profit corporation known as Community Housing Solutions (CHS) to become an integral RIHA partner in the provision of quality housing to a board-based market

2005

- Relocation of 53 displaced Valley Homes households a full five-months ahead of schedule
- Demolition of Valley Homes, an obsolete public housing property
- Purchase of the Hickman Center as the RIHA maintenance warehouse

2006

- Phase I in-fill homes: Development of six affordable single-family, for-sale, homes in four Rock Island Neighborhoods
- Sale of 4 Phase I in-fill homes
- Implementation of the Section 8 Housing Choice Voucher Homeownership program allowing participants to use their vouchers to help meet first-time homeownership expenses
- Implementation of the Homeownership Incentive Program per HUD regulations
- Demolition of the Angel Salsa building for the construction of Douglas Park Place
- Phase II Redevelopment of the Voss Brothers Warehouse: 35 mixed-income loft apartments
- As CHS, renovated the Murphy House, a historic landmark with four market-rate condominiums; all units sold.
- Established RIHA Family Self-Sufficiency program for both public housing residents and Housing Choice Voucher participants

2007

- Keep and maintain Sunset Heights: Investment of \$633,029 for capital improvements
- Phase I in-fill homes: Development of the 7th affordable, single-family, for-sale home
- Sale of the 3 remaining Phase I in-fill homes
- Phase II in-fill homes: Acquisition of 10 vacant lots in Old Chicago for the development of new in-fill housing opportunities
- Five Section 8 participants become homeowners; one new homeowner no longer receives housing subsidies
- Two public housing residents become homeowners, both new homeowners no longer receive housing subsidies

- As CHS, constructed Douglas Park Place, an eight-unit, special needs, mixed-income rental development designed to serve women recovering from substance abuse

2008

- Implemented Project-Based Asset Management
- Established the nation's first public housing operating fund financing program
- Prepared and submitted a viable funding application for the development of the Creekwood Park community
- Identified the urgent need to demolish and replace Lincoln and Manor Homes
- CHS received approval for the development of the 70-unit Robert Young Special Needs Complex. The development plans are complete, and the funding application has been approved. The ground breaking is scheduled for 2009
- Initiated the redevelopment of Spencer Towers
- Updated the Asset Management Implementation Plan

Best Practices & Asset Management

The hallmark of a successful organization is the use of benchmarks to establish performance targets as part of a continuous improvement process. Leading-edge organizations use performance measurement to gain insight into and make judgments about the effectiveness and efficiency of their programs, processes and people. Best-in-class organizations decide what indicators they will use to measure their progress in meeting strategic goals and objectives; gather and analyze performance data and then use that data to drive improvements within in their organization and successfully translate strategy into action.

The 2003 Asset Management Plan has been the benchmark by which RIHA has measured its effectiveness within the Rock Island community over the past five years. It has been the spring-board allowing the organization to clarify its vision, mission, objectives and annual program goals. By evaluating the long-term benefits of each of its properties, RIHA positioned itself to make the changes required to provide more housing options and more opportunities for affordable housing to a broad-based market.

Self-Sufficiency Program

As part of the changing face of public housing, RIHA is assisting public housing residents and Housing Choice Voucher participants in their efforts to become financially self-sufficient, economically independent and less dependent upon government assistance. Acting as an intermediary, RIHA pools the resources from a variety of service providers and collaborators to provide a diverse selection of support services. By partnering with financial providers and counselors, health and educational institutions, job training organizations, and social service agencies, RIHA plays an important role in changing and improving the community by improving the lives of the people living there. Together, RIHA and its partners are restoring hope and equal opportunities for all residents.

Homeownership Opportunities

Strong economically diverse communities are important ingredients in reducing poverty and improving the futures of low-income families. Regardless of income, most families have the same concerns – security, employment, getting the best possible education for their children, and wanting a safe, decent place to live. Homeownership opportunities create an infrastructure for families that encourages stability, supports neighborhood economic development, and provides a variety of resources for children, youth, and adults. Homeownership opportunities allow residents the ability to gain economic independence and increased self-sufficiency. It creates neighborhoods of choice, improving our sense of place and our sense of pride. Homeownership adds new investment to our communities and allows us to restore hope and equal opportunities for all of our residents.

Self-Sufficiency Program Results

Since its beginning in 2005, the RIHA Self-Sufficiency Program has accomplished the following:

2005

- Awarded \$128,000 in grant funding for two Resident Services Coordinator positions

2006

- Established RIHA Family Self-Sufficiency program for both public housing residents and Housing Choice Voucher participants
- Awarded \$612,727 in grant funding
- Built partnerships with approximately 20 local businesses, agencies and organizations
- Established four Neighborhood Networks Technology Centers at each of its public housing sites for computer skills training and employment assistance
- Created Living Independently Through Expanded Services (LITES) program for elderly and disabled residents
- Enrolled 17 public housing residents in FSS program
- Enrolled 31 Housing Choice Voucher participants in FSS program
- Approximately 10 FSS participants received their GED
- More than 15 participants enrolled in post-secondary college and/or training programs
- Approximately 18 participants secured employment positions

2007

- Awarded \$131,266 in grant funding
- Built and/or maintained partnerships with approximately 30 local businesses, agencies and organizations
- 44 public housing residents in FSS program at end of 2007
- 34 Housing Choice Voucher participants in FSS program at end of 2007
- Five Section 8 participants become homeowners; one new homeowner no longer receives housing subsidies

- Two public housing residents become homeowners, both new homeowners no longer receive housing subsidies
- Approximately 10 FSS participants received their GED
- More than 20 participants enrolled in post-secondary college and/or training programs
- Approximately 22 participants secured employment positions

2008

- Awarded \$400,932 in grant funding
- Built and/or maintained partnerships with approximately 35 local businesses, agencies and organizations
- 87 public housing residents in FSS program at end of 2008
- 33 Housing Choice Voucher participants in FSS program at end of 2008
- Established Family-Homeownership Program to assist residents with employment training and job placement as well as achieving homeownership
- Two Section 8 participants become homeowners
- One public housing resident become a homeowner
- Approximately 10 FSS participants received their GED
- More than 40 participants enrolled in post-secondary college and/or training programs
- Approximately 24 participants secured employment positions

Completed Development Projects

Phase I Warehouse Redevelopment: RIHA Administrative Offices

In 1999, RIHA purchased the Voss Brothers Warehouse on the edge of the downtown Rock Island district. The warehouse totals 60,000 square feet of useable floor space. Phase I of the space began in 2002 and includes the new RIHA Administrative offices, community meeting space and retail space. The administrative offices provide a professional environment and appeal to multiple constituencies. It gives both the residents it serves and the staff it represents a sense of pride and place portraying a credible organization. The new facility represents RIHA as a financially independent organization that provides housing of choice as opposed to housing of last resort.

Phase II Warehouse Redevelopment: Mixed-income Loft Apartments

The redevelopment of mixed-income loft apartments played an important role in the revitalization of Rock Island. Converting a once blighted property in a deteriorating neighborhood into a productive landmark has had a positive impact on and represents a significant investment in the community by RIHA and its partners. The \$5.5 million project added 35 loft apartments to the downtown housing mix and complimented the additional \$15 million in investments along Third Avenue.

Phase I Affordable In-Fill Housing

RIHA and its partners built seven new affordable, for-sale, in-fill homes in four neighborhoods within the City of Rock Island. In-fill housing fills vacant lots and contributes to the revitalization of communities, positively impacting the people living there. The homes provide public housing-eligible residents opportunities for personal growth and the ability to become valuable, respected, contributing members of their neighborhoods and the community as a whole. Making a positive difference in neighborhoods that are turning around and becoming better, healthier places for people to live is the essence of community revitalization.

Murphy Lofts

The Murphy house is a national historic landmark. The Second Empire double home was built in the late 1870s. The one-of-a-kind home sits along one of Rock Island's east-west thoroughfares. The redevelopment of the property included four Chicago style for-sale loft condominiums.

Douglas Park Place

Located in the New Old Chicago redevelopment area, Douglas Park Place was designed to serve women coming out of intense substance abuse treatment programs. The 8-unit, rental development provides a supportive environment, workforce counseling and a myriad of other services focused on transitioning participants back into the community. A resident professional provides on-going substance abuse counseling. The facility serves between 16 and 20 households per year with an average stay of approximately six months.

Projects to Keep and Upgrade

Sunset Heights

Sunset Heights is a 141 unit high-rise building originally built in 1968. Based on the 2003 Asset Management Plan, Sunset Heights is a solidly constructed building with many remaining years of useful service. Over the past five years, RIHA has invested over \$1.5 million in modifications.

Improvements to the building include:

- Kitchen cabinets and counter tops in all units
- Plumbing and heating throughout the building
- New apartment entrance doors
- New windows
- New paint in all common hallways

Future improvements include:

- Remodeling the front lobby and restrooms
- New lighting in hallways
- New floor covering in hallways
- Upgrade interior elevators
- Add new exterior elevator

Elderly Designation:

Sunset Heights will be designated elderly only and transition non-elderly residents to alternate locations.

Hickman Center

RIHA purchased the Hickman Center in 2005 as the RIHA maintenance warehouse however, the transition to a project-based management model has eliminated the need for a central maintenance warehouse.

Asset Management Plan Implementation: RIHA should invest the funds required to ensure the life of the property over the next 20 years and transfer ownership of the property to CHS. The non-profit corporation will use the facility as a support site for its development activities in Rock Island. Following the redevelopment of Lincoln and Manor Homes, the long-term use of the facility will be evaluated.

Current Development Projects

Special Needs Complex

The 70-unit Special Needs complex is designated for individuals and families containing at least one household member with a mental disability. The units will be affordable, offer independence, accessibility, and provide the supportive services necessary for resident success.

The complex is located at 2738 9th Street and 2821 5th Street in Rock Island. The facility will be completed in a single phase and will include one of the two buildings currently existing on the property. The family development will include 8 two-bedroom units, 46 one-bedroom units, and 14 three-bedroom units. The affordable units will be no more than 30% of the resident's income. Supportive Services will be offered and made available by the Robert Young Center staff. The apartments will be designed and constructed to meet special needs including wheelchair access, ramps, wider doorways, lower cabinets, and roll-in showers. The facility will also accommodate access for much needed services such as healthcare providers, community amenities, and supermarkets – each of which are critical to ensuring the independent life style that the campus will offer.

The goals of the project are to meet the needs of persons with mental disabilities by; (1) removing the barriers to community living, (2) providing quality safe, affordable housing, and (3) providing the case-management, support-services and activities required for long-term success. The project is targeted for a 2009 completion date.

Future Development Opportunities

Spencer Towers

Spencer Towers is a nine-floor, 199-unit, low-income high-rise located across the street from the Mississippi River in downtown Rock Island. Spencer Towers is currently home to a mixed population comprised of both elderly and non-elderly disabled individuals.

Spencer Towers is the only high-rise apartment building in the City that is across the street from the Mississippi River. Spencer Towers is a signature building with phenomenal potential. It boasts spectacular views of the river, is two blocks from the city's arts and entertainment hub, multiple restaurants and galleries and is surrounded by well-kept grounds with multiple mature trees.

Based on the 2003 Asset Management Plan, Spencer Towers should be kept in the RIHA inventory and developed into a mixed-income development. The redevelopment of Spencer Towers is included in the City of Rock Island Consolidated Plan and RiverVision, a joint initiative between the cities of Rock Island and Davenport, Iowa.

2008 Physical Needs Assessment: HUD does not consider the renovation of public housing properties viable when costs exceed 90% of Total Development Cost (TDC) for new construction. The 2008 physical needs assessment of Spencer Towers determined the renovation of the public housing property is 92% of TDC for new construction; therefore, renovating the property as public housing in the current building configuration and usage is not feasible. However, the building is structurally sound, is in an excellent location and could be reconfigured from a one-bedroom elderly and disabled public housing property mixed-income rental development.

Asset Management Plan Implementation: Spencer Towers is proposed for redevelopment, but not as public housing. The building will be transferred to CHS, reconfigured and upgraded to include 110 universally designed mixed-income units.

Lincoln Homes

Lincoln Homes is an anchor for its neighborhood. It was constructed in 1953 on 2.29 acres of land and includes 45 dwelling units in seven residential buildings. According to the 2003 Asset Management Plan, the property should be maintained, monitored and reevaluated in 5 – 10 years to determine its long-term value and sustainability as a viable property.

2008 Physical Needs Assessment: Lincoln Homes is over fifty years old, obsolete, has sinking first level concrete slab floors, and has extensive termite damage in the walls and second level floors. One complete building is now uninhabitable because termite damage has made the building unsafe for occupancy. Without immediate and extensive wall and floor repair and termite treatment, the remaining buildings will quickly become unsafe for occupancy.

HUD does not consider the renovation of public housing properties viable when costs exceed 90% of Total Development Cost (TDC) for new construction. The 2008 physical needs assessment revealed the total renovation costs for Lincoln Homes to be 173% of TDC for new construction. Therefore renovating the property is not feasible and it should be demolished and replaced.

Asset Management Plan Implementation: Lincoln Homes is proposed for demolition. Once all buildings are demolished, RIHA will transfer the cleared land to CHS for the purpose of developing new universally designed affordable housing on the vacant site.

Manor Homes

Manor Homes was constructed in 1952 on 4.34 acres of land and includes 102 dwelling units. Manor Homes is similar to Lincoln Homes in that it is over fifty-years old, is obsolete, has sinking first level concrete slab floors, and has extensive termite damage in the walls and second level floors. The damage to Manor Homes is not as advanced as Lincoln Homes therefore is a lower priority and could be maintained for the next two years.

2008 Physical Needs Assessment: HUD does not consider the renovation of public housing properties viable when costs exceed 90% of Total Development Cost (TDC) for new construction. The 2008 physical needs assessment revealed the total renovation costs for Manor Homes to be 119.25% of TDC for new construction. Therefore renovating the property is not feasible and it should be demolished and replaced.

Asset Management Plan Implementation: Manor Homes is proposed for demolition. Once all buildings are demolished, RIHA will transfer the cleared land to CHS for the purpose of developing new affordable universally designed housing on the vacant site. Because of its size, demolition, disposition and development of new affordable housing could be completed in two phases.

Former Valley Homes Site

The demolition of Valley Homes was recommended as part of the 2003 Asset Management Plan and the 57 unit development was demolished in October 2005. The Asset Management Plan also recommended that the vacant land be redeveloped to include up to 40 mixed-income, single-family homes. According to the recommended Plan, the number of homes would be driven by design (townhouse, duplex, condo or single-family) and funding sources.

The now vacant Valley Homes site includes 8.5-acres, 6 acres of which is buildable. The site is bounded by residential buildings to the north and south and sandwiched between hilly, wooded terrain to the east and west. The site is generally rectangular in shape and is rolling, although the terrain rises toward the south with a retaining wall and wooded area. A retaining wall is also located along the eastern border. Because of the surrounding hilly topography, the site sits in a “bowl”, though drainage is adequate toward the northwest. Access to the site is available from 25th Street. While the obsolete public housing structures have been demolished and the site has been cleared, significant serious infrastructure issues remain making the property costly to redevelop.

Over the past three years, RIHA has applied for two Federally funded HOPE VI grants and one State Tax Credit grant through the Illinois Housing Development Association (IHDA) for the redevelopment of the property. To date, RIHA has been unable to secure the funding required to both correct the challenges associated with the infrastructure and build the recommended replacement housing.

The HOPE VI grants allowed maximum redevelopment flexibility while also providing adequate funds for addressing the infrastructure. The Tax Credit funding application also addressed infrastructure related challenges, but included significant restrictions regarding the income requirements associated with the housing mix to be constructed on the site. As a result, the site remains vacant and undeveloped.

Asset Management Plan Implementation: Because of the significant costs associated with the infrastructure and the lack of flexibility associated with some funding sources, RIHA could repurpose the development fees associated with the redevelopment of Spencer Towers, Lincoln Homes and Manor Homes and utilize them to correct the infrastructure challenges. Additional development fees coupled with other funding sources could then be utilized for the development of up to 40 mixed-income, single-family homes on the site. Based on the pending demolition of Lincoln and Manor Homes coupled with their redevelopment and the redevelopment of Spencer Towers, the redevelopment of Valley Homes should be reevaluated in the next two to five years.

On-Going Development Initiatives

CHS is actively building new communities based on transition and hope. Over the next two-to-ten years, CHS will be instrumental allowing RIHA to continue to remove obsolete housing units from its portfolio. As this occurs, CHS will replace units with alternate housing opportunities for low- and moderate-income families in Rock Island. New housing will include, but not be limited to, multi-unit and single-family in-fill, mixed-income rental, for-sale, and lease/purchase options. This new housing will not in any way resemble the public housing of the past and will be designed and constructed to appeal to a broad-base market serving the diverse population of Rock Island.

CHS development efforts contribute to the revitalization of Rock Island neighborhoods by creating healthy vibrant communities. Creating a positive impact in neighborhoods that are turning around and becoming revitalized and healthier places for people to live is the very essence of neighborhood revitalization. Revitalization and development promotes safe housing environments for all residents regardless of income. Revitalization efforts share the theme of upward mobility by providing opportunities for overcoming barriers to education, and employment, for low-to moderate-income working families making Rock Island a more dynamically diverse community focused on equal opportunity and growth.

Development of Affordable Housing

Through the development of affordable for-sale and rental housing that is indistinguishable from market-rate housing in the surrounding area, CHS will offer more housing choices to more people. Neighborhood revitalization improves the quality of life for all residents living in Rock Island. It creates a sense of pride and of place for the entire community. It adds new investment and allows neighborhoods to restore hope and equal opportunities. As a result, current and future residents have more choices and more control over where they live and public housing residents and HCV participants have the opportunity to become economically self-sufficient, contributing members of their communities. The development of a broad spectrum of affordable housing will provide a full ladder of housing opportunities for all Rock Island residents.

In-Fill Housing

Providing families and individuals more choices and more control over where they live increases their level of self-sufficiency allowing them to effectively climb the housing ladder. In-fill housing is an important aspect of this process and is a key element in stabilizing neighborhoods that are in the process of turning around. In-fill housing provides quality housing options for families seeking to return to the Rock Island neighborhood in which they were raised. The introduction of in-fill housing into these neighborhoods creates new homes reducing the number of vacant lots and obsolete housing. It instills growth, enhances economic development, creates pride and stimulates economic self-sufficiency among current and future residents.

Mixed-Income Housing

Mixed-income properties promote safe housing environments and share the theme of upward mobility by providing opportunities for overcoming barriers to education and employment for low-to moderate-income working families. After decades of using public housing and other federally subsidized housing developments to shelter low- to moderate-income working families, the Federal Government has shifted toward Deconcentration via the creation of mixed-income communities indistinguishable from market-rate housing. Mixed-income housing combines low-income and higher-income households in the same development.

Timetable

The timetable for the implementation of the Asset Management Plan is subject to securing the financing required to complete each project. In addition, any project requiring the relocation of residents will be handled within the guidelines set forth in the Uniform Relocation Act (URA).

CHS is committed to revitalizing the communities and neighborhoods in Rock Island. The implementation of this Plan provides all Rock Island residents with more options, more choices, and more control over where they live. The Plan provides an opportunity for public housing residents and HCV participants to break the welfare chain, gain economic independence, and increase self-sufficiency. It also provides the opportunity for interested and qualified households to work toward achieving the American Dream of homeownership.

GROUP I

- Special Needs Complex
- Redevelopment of Spencer Towers
- Demolition of Lincoln Homes
- Family Self-Sufficiency Programming (on-going)
- Homeownership Programming (on-going)

GROUP II

- Redevelopment of Lincoln Homes
- Upgrade Hickman Center
- Demolition of Manor Homes

GROUP III

- Redevelopment of Manor Homes
- Redevelopment of the former Valley Homes site
- Continue upgrading Sunset Heights
- In-fill housing (on-going)