



Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, MO 65203
Office: (573) 443-2556 ♦ TTY: (573) 875-5161 ♦ Fax Line: (573) 443-0051 ♦ www.ColumbiaHA.com

Statement of Progress in Meeting 5-Year Plan Mission and Goals Contained in FY2006 PHA Plans

MISSION

The mission of the Housing Authority of the City of Columbia, Missouri, (CHA) is to provide safe and affordable housing opportunities to low-income individuals and families. In carrying out this mission, CHA will seek partnerships and collaborative efforts with local organizations and other governmental agencies that provide services to improve the quality of life for CHA's residents.

Appropriate training will be provided to CHA personnel to ensure a qualified workforce to carry out this mission with a high degree of respect for each other and the persons served.

GOALS

- I. **HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.**
 - A. **PHA Goal: Expand the supply of assisted housing:** CHA has employed the following strategies to expand the supply of assisted housing in our community.
 1. **Reduce public housing vacancies:** CHA has worked hard to decrease our "unit turnaround time" over the past four years. The recent transition to project-based asset management and the restructuring of our public housing intake process has led to a temporary increase in our "lease up" time and vacancy rate. Improved management practices for maintenance staff coupled with the use of outside contractors has reduced our unit "down time" and "make ready time." Our goal is to reduce our overall unit turnaround time to an average of less than 20 days per unit and to reduce our vacancy rate to less than 5% for our family housing sites and less than 3% for our high-rise housing sites.
 2. **Leverage private or other public funds to create additional housing opportunities:**
 - a) CHA applied for and received \$175,000 in HOME funds from the City of Columbia in 2006 to provide Tenant-Based Rental Assistance (TBRA). These funds were designated for a two-year period for 2007-2008. In 2007, CHA applied for and received \$125,000 in HOME funds to fund the TBRA program for through March 2010. Current funding supports approximately 17 vouchers with matching community support services.
 - b) CHA applied for and received \$150,000 in HOME funds from the City of Columbia to build five (5) affordable townhomes for rent and possible future homeownership by persons at or below 60% AMI. In addition, CHA received \$18,000 in CDBG funds from the

City of Columbia for property demolition. The Missouri Housing Development Commission provided \$663,000 in rental housing production funds to complete the project. A private donation of \$10,000 was received from The Callaway Bank to support this project. This project is scheduled to be completed in September 2008 with full leasing by December 2008. These homes will be leased for four (4) years and then offered for sale. CHA will monitor this project for a minimum of 20 years to ensure that it remains affordable.

3. **Acquire or build units or developments:** See 2. b.) above. CHA is in the process of building five (5) affordable, ADA accessible townhomes.
4. **Other:** CHA is promoting homeownership opportunities for public housing residents and Section 8 participants in partnership with local agencies, specifically targeting minorities and persons with disabilities. CHA's Money Smart classes are provided free of charge to help educate low-income persons about homeownership. In 2008, CHA implemented a working preference for public housing admission, lowered ceiling rents, added a Public Housing Family Self-Sufficiency Coordinator and provided increased opportunities for Section 8 homeownership. Our Opportunities for Families Program is entering its third and final year of grant funding to provide education, employment training, and job placement to public housing families.

B. PHA Goal: Improve the quality of assisted housing: CHA has employed the following strategies to improve the quality of assisted housing:

1. **Improve public housing management: (PHAS score):** CHA has reviewed the PHAS scoring in all areas with appropriate staff and is working to make improvement in all areas.
2. **Improve voucher management: (SEMAP score):** CHA is designated as a high performer scoring 100 this past year. We will work to maintain this level of efficient management of our Section 8 program.
3. **Increase customer satisfaction:** Monitor resident survey responses in PHAS and other local survey information to gauge customer satisfaction, and respond as needed.
4. **Concentrate on efforts to improve specific management functions:** Planning is underway for the implementation of project-based asset management site evaluation protocol by a four-member senior management team. Current internal controls are also being reviewed and improved.
5. **Renovate or modernize public housing units:** CHA is in the process of developing a long-term strategic plan for the revitalization of public housing. Information from a revitalization study conducted in 2005 will be reviewed in the process.
6. **Demolish or dispose of obsolete public housing:** Any long-term strategic revitalization plan will address the issue of demolishing or

disposing of obsolete public housing. This will be an important community discussion as our public housing stock approaches or exceeds its 50 year development anniversary.

7. **Provide replacement public housing:** Should CHA decide to demolish or dispose of obsolete public housing, CHA is committed to replacing an equal number of assisted housing units in our community through either new construction or an equal number of housing vouchers.

C. **PHA Goal: Increase assisted housing choices:** CHA has employed the following strategies to increase assisted housing choices.

1. **Conduct outreach efforts to potential voucher landlords:**

- a) Non-participating landlords are recruited to attend annual Section 8 Landlord meetings in order to encourage program participation;
- b) CHA plans to conduct additional outreach recruitment efforts to landlords in outlying Boone County areas through regional newspapers and organizations.
- c) Provide detailed information for prospective landlords on our web site.
- d) Offer e-mail landlord newsletter as a new service.

2. **Increase voucher payment standards:** CHA examines the FMR on an annual basis and determines which voucher payment standards to increase in order to increase the supply of assisted housing choices for Section 8 participants.

3. **Implement voucher homeownership program:** CHA began our Section 8 Homeownership program on October 1, 2001. We continue to provide housing counseling services through our Money Smart classes for persons interested in homeownership. We are also promoting Section 8 Homeownership through our Section 8 and Public Housing Family Self-Sufficiency programs. CHA is working toward attaining Housing Counseling Agency designation.

4. **Implement public housing or other homeownership programs:** HUD has granted a waiver to utilize the first 5-year increment of Replacement Housing Funds for a local homeownership program for public housing residents using HOPE VI demolition replacement housing factor funds.

5. **Other:**

- a) CHA will convert tenant-based vouchers to project-based vouchers as allowed by Federal guidelines and as the local need arises;
- b) CHA has a cooperative agreement with the Boone County Commission to administer the Section 8 units in the Boone County jurisdiction;

- c) CHA has applied for and received HOME funds from the City of Columbia to provide Tenant-Based Rental Assistance (TBRA) housing vouchers.
- d) CHA has applied for and will administer 35 Veterans Administration Supportive Housing vouchers.

II. HUD Strategic Goal: Improve community quality of life and economic vitality

A. PHA Goal: Provide an improved living environment: CHA has employed the following strategies to improve the living environment of our public housing neighborhoods.

1. Implement public housing security improvements:

- a) CHA has installed security cameras covering approximately 50% of our properties and community streets.
- b) CHA has developed a cooperative information sharing arrangement with the Columbia Police Department regarding our trespass list.
- c) CHA provides two Police substations in our family neighborhoods.
- d) CHA has developed security and disaster plans for our two high-rise buildings.

2. Designate developments or buildings for particular resident groups (elderly, persons with disabilities): HUD approved the renewal of CHA's application for designated housing in April, 2007. Oak Towers is designated Elderly/Near Elderly. Paquin Tower is designated Mixed Populations of Elderly/Near Elderly and Persons with Disabilities.

3. Other:

- a) CHA has decreased incidents of violence and drug-related crimes in public housing neighborhoods through strong eviction procedures and cooperation with local law enforcement;
- b) CHA currently screens applicants to eliminate ineligible and unsuitable public housing tenants;
- c) CHA conducts group briefing sessions for public housing applicants to orient potential residents to the terms of the lease agreement and to provide guidance for peaceful living in public housing neighborhoods to reduce incidents related to improper behaviors, illegal activities, and peace disturbance incidents;
- d) CHA supports residents in the operation of the on-site CHA Food Pantry for CHA residents located at 200 Boone Drive and at the Bear Creek Public Housing Manager's office on Elleta Boulevard;
- e) CHA promotes services to the elderly and disabled populations to enable residents to live independently in a residential environment rather than having to relocate to nursing homes for personal care;

- f) CHA promotes grant funded activities in our family sites for youth services and self-sufficiency programs;
- g) CHA has created and utilizes a not-for-profit corporation to administer grants to increase services to low-income youth and adults.
- h) Continue participation in Drug-Free Communities/Youth Community Coalition initiative.

III. HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals

A. PHA Goal: Promote self-sufficiency and asset development of assisted households: CHA has employed the following strategies to promote self-sufficiency and asset development of assisted households.

1. **Increase the number and percentage of employed persons in assisted families:**
 - a) CHA is utilizing the Section 8 HCV Family Self-Sufficiency Coordinator to assist families through the Section 8 FSS program. To date 34 families have been enrolled in the program.
 - b) In 2008, CHA received funding for a Public Housing FSS Coordinator whose goal is to assist 50 families with developing family self-sufficiency plans.
 - c) CHA established a public housing admissions preference for working families.
 - d) Ceiling rents have been lowered in order to retain working families in public housing and assist them with building financial assets in order to assist them with self-sufficiency and homeownership goals.
 - e) Persons enrolled in family self-sufficiency programs have financial incentives through escrow accounts to build family financial assets.
 - f) The earned income disallowance is available for families who qualify.
2. **Provide or attract supportive services to improve assistance recipients' employability:** CHA is partnering with Job Point employment services to provide on-site resident employment training and placement services in the areas of building maintenance, retail sales and secretarial services. These services are being provided with support from ROSS RSDM and Neighborhood Networks grants from HUD.
3. **Provide or attract supportive services to increase independence for the elderly or families with disabilities:** CHA's Resident Services Coordinator works closely with local social service agencies to coordinate services for our elderly and disabled residents. Additional local grant

funding has been secured to support a 25% FTE Independent Living Coordinator serving our elderly and disabled residents.

4. Other:

- a) Promote various local homeownership programs for public housing and Section 8 households;
- b) Establish local partnerships to collaborate on programming for employment including adults, youth and homeless youth;
- c) Continue to seek funding for supportive services for employment;
- d) Establish CHA as a Housing Counseling agency building on the HUD/FDIC approved MoneySmart classes.
- e) Pursue funding for establishing resident Individual Development Accounts.
- f) Promote better resident understanding of Earned Income Disallowance and other asset building opportunities.

IV. HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans

A. PHA Goal: Ensure equal opportunity and affirmatively further fair housing

1. CHA has undertaken the following affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability:

- a) CHA is an active member of the Columbia-Boone County Basic Needs Coalition. The purpose of the Basic Needs Coalition is to assist the citizens of Columbia and Boone County in meeting their basic needs for food, clothing, shelter, and transportation. To accomplish this, the Coalition works to bring together providers of basic needs to exchange information; determine any unmet needs; find solutions to these needs by mobilizing community resources; and evaluate progress toward meeting the Coalition's goals.

Formerly, the Columbia-Boone County Basic Needs Coalition also served as the Columbia/Boone County Continuum of Care's Lead Organization. However, in 2006, the Basic Needs Coalition joined the Missouri Balance of State Continuum of Care. The Basic Needs Coalition currently hosts the quarterly Balance of State Central Missouri Regional Housing Continuum Meetings.

Through the Basic Needs Coalition, and other local coalitions, CHA staff members promote affirmative equal access to assisted housing.

- b) CHA staff provides programs to local community organizations promoting affirmative equal access to assisted housing.
 - c) CHA staff actively partners with local agencies to promote fair housing;
 - d) CHA provides speakers who explain and promote equal access to our housing assistance programs.
 - e) CHA will explore becoming a Fair Housing Assistance Program (FHAP) or Fair Housing Initiative Program (FHIP) in cooperation with the City of Columbia and other area agencies.
2. CHA has undertaken the following affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:
- a) CHA housing staff has received Fair Housing training from HUD FHEO in 2006.
 - b) Fair housing information is distributed at every tenant occupancy briefing for public housing and every Section 8 briefing prior to voucher issuance.
3. CHA has undertaken the following affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:
- a) CHA provides ADA-accessible units to applicants to meet special needs and to residents as their health needs require.
 - b) CHA works with all residents to provide accommodation for special needs and disabilities on an individual basis.

V. Other PHA Goals and Objectives: (list below)

- A. CHA established CHA Low-Income Services (CHALIS), a not-for-profit corporation, in order to access additional funding through grants, contracts, gifts, etc. to provide additional community support services to CHA residents and Section 8 tenants.
- B. CHA coordinates the activities of CHALIS with CHA services to enhance the services to CHA residents and Section 8 residents.