

|                                   |   |  |
|-----------------------------------|---|--|
| <b>PHA 5-Year and Annual Plan</b> | <b>U.S. Department of Housing and Urban Development<br/>Office of Public and Indian Housing</b> | <b>OMB No. 2577-0226<br/>Expires 4/30/2011</b> |
|-----------------------------------|---|--|

|            |   |          |                                      |                               |                                     |
|------------|---|----------|--------------------------------------|-------------------------------|-------------------------------------|
| <b>1.0</b> | <b>PHA Information</b><br>PHA Name: <u>The Housing Authority of the City of Columbia, Missouri</u> PHA Code: <u>MO-007</u><br>PHA Type: <input type="checkbox"/> Small <input checked="" type="checkbox"/> High Performing <input type="checkbox"/> Standard <input type="checkbox"/> HCV (HCV)<br>PHA Fiscal Year Beginning: (MM/YYYY): <u>10/01/2014</u>  |          |                                      |                               |                                     |
| <b>2.0</b> | <b>Inventory</b> (based on ACC units at time of FY beginning in 1.0 above)<br>Number of PH units: <u>719</u> Number of HCV units: <u>1147 (Includes 85 VASH Vouchers)</u>   |          |                                      |                               |                                     |
| <b>3.0</b> | <b>Submission Type</b><br><input checked="" type="checkbox"/> 5-Year and Annual Plan <input type="checkbox"/> Annual Plan Only <input type="checkbox"/> 5-Year Plan Only  |          |                                      |                               |                                     |
| <b>4.0</b> | <b>PHA Consortia</b> <input type="checkbox"/> PHA Consortia: (Check box if submitting a joint Plan and complete table below.)   |          |                                      |                               |                                     |
|            |   |          |                                      |                               | <b>No. of Units in Each Program</b> |
|            | Participating PHAs  | PHA Code | Program(s) Included in the Consortia | Programs Not in the Consortia | PH      HCV                         |
|            | PHA 1:  |          |                                      |                               |                                     |
|            | PHA 2:  |          |                                      |                               |                                     |
|            | PHA 3:  |          |                                      |                               |                                     |
| <b>5.0</b> | <b>5-Year Plan.</b> Complete items 5.1 and 5.2 only at 5-Year Plan update.  |          |                                      |                               |                                     |
| <b>5.1</b> | <b>Mission.</b> State the PHA’s Mission for serving the needs of low-income, very low-income, and extremely low income families in the PHA’s jurisdiction for the next five years:<br><br>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.   |          |                                      |                               |                                     |
| <b>5.2</b> | <b>Goals and Objectives.</b> Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.<br><br><b>I. HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.</b><br><b>A. PHA Goal: Expand the supply of assisted housing</b><br>Objectives:<br>1. Apply for additional rental vouchers: <ul style="list-style-type: none"> <li>• CHA will apply for HOME funding through the City of Columbia to provide funding for Tenant-Based Rental Assistance housing vouchers. CHA currently receives and administers HOME funding from the City of Columbia for this program.</li> <li>• CHA will apply for Veterans Administration Supportive Housing (VASH) Vouchers. CHA currently receives HUD funding for 85 VASH vouchers and administers these vouchers in cooperation with the Harry S. Truman Memorial Veterans Hospital.</li> <li>• CHA will apply for Shelter Plus Care housing vouchers in order to provide housing assistance to homeless persons with disabilities. CHA currently receives and administers 42 Shelter Plus Care vouchers.</li> <li>• CHA will apply for other voucher assistance programs as available to meet critical housing needs.</li> </ul> 2. Reduce public housing vacancies <ul style="list-style-type: none"> <li>• CHA has the following goals for to improve occupancy rates in FY2015             <ul style="list-style-type: none"> <li>○ AMP1 Downtown..... 98%</li> <li>○ AMP2 Bear Creek ..... 98%</li> <li>○ AMP3 Oak Towers..... 99%</li> <li>○ AMP4 Paquin Tower..... 98%</li> </ul> </li> </ul> |          |                                      |                               |                                     |

- CHA five-year goal is to maintain or improve occupancy rates.
3. Leverage private or other public funds to create additional housing opportunities:  
CHA will explore the following funding opportunities to develop new affordable housing in Columbia and Boone County.
    - Missouri Housing Development Commission (MHDC) tax credits and rental housing production funds.
    - HUD HOME Funds through the City of Columbia.
    - HUD CDBG Funds through the City of Columbia.
    - Affordable Housing Program Application to the Federal Home Loan Bank of Des Moines.
    - HUD Section 811 and 202 funding to develop housing for persons with disabilities and the elderly.
    - Accept properties donated by the City of Columbia through the Neighborhood Stabilization Program (NSP) or other sources. These affordable housing properties may be rented or sold to income-eligible families.
    - Administer the Columbia Community Housing Trust in partnership with the Columbia Community Foundation, the City of Columbia, and other partners in order to create additional units of affordable housing.
    - CHA may also develop new affordable housing in conjunction with any plans for the revitalization of its 719 public housing units.. The CHA has been approved for the Rental Assistance Demonstration (RAD) program and will follow the required RAD regulations in the process of renovating all 719 CHA public housing units.
      - Rental Assistance Demonstration (RAD) Application: The Rental Assistance Demonstration (RAD) allows proven financing tools to be applied to at-risk public and assisted housing and allows Public Housing properties to convert, under a competition limited to 60,000 units, to long-term HCV rental assistance contracts. The CHA was approved for the RAD program in August 2013.
      -
  4. Acquire or build units or developments:
    - Please refer to #3 above regarding the construction and acquisition of new units of affordable housing.
    - CHA will work with the Job Point Columbia Builds Youth program to develop additional units of affordable housing for rent or for sale to income-eligible families.
    - CHA will explore the use of Project-Based HCV Housing Vouchers to build or acquire additional units or developments that will serve targeted populations. Targeted populations to be served include but are not limited to persons with physical and/or mental disabilities, developmental disabilities, Veterans, victims of domestic violence, ex-offenders, and persons recovering from substance abuse. This supportive housing will be built or acquired in partnership with local health and human service agencies providing community support services.
    - CHA will use 25 Project-Based HUD-VASHHCV Housing Vouchers as a funding source for the development of a Campus for Veterans to provide permanent housing with supportive services to homeless veterans.
  5. Other (list below):
    - Promote family self-sufficiency incentives and homeownership opportunities for public housing residents and HCV participants in partnership with local social service and governmental agencies.

**B. PHA Goal: Improve the quality of assisted housing**

*Objectives:*

1. Improve public housing management: (PHAS score)
  - CHA's goal is to increase our Public Housing Assessment Subsystem (PHAS) scoring in all areas in order to attain and maintain High Performer status designation.
2. Improve voucher management: (SEMAP score)
  - Attain High Performer status designation on the Section Eight Management Assessment Program (SEMAP) and increase SEMAP scoring in all areas where improvement can be achieved.
3. Increase customer satisfaction:
  - Create and administer resident/tenant "surveys of services provided" at annual reexaminations.
  - Monitor CHA resident survey responses and other local survey information to gauge customer satisfaction, and respond as needed.
  - Conduct CHA staff training on customer service and include customer service as an employee evaluation factor.
  - Promote greater cooperation and communication regarding customer service between departments.
  - Conduct customer/client service surveys with community health and human service agencies.
4. Concentrate on efforts to improve specific management functions (list; e.g., public housing finance; voucher unit inspections):
  - Improve Public Housing management operations through the implementation of a Management Improvement Plan including the following components:
    - Annual budgeting process and monthly budget reports.
    - Annual capital planning and monthly monitoring of capital projects.
    - Submission of monthly management reports by each Public Housing Manager. These reports will include a series of management indicators; capital projects status reports; and other narrative information.

- Unit turn around rate
  - Average unit restoration cost
  - Tenant accounts receivable
  - Average household income
  - Family self-sufficiency participation rate
  - Length of tenancy
  - Average completion time for tenant-generated work orders
  - Average completion time for emergency work orders
  - Average completion time for inspection-generated work orders
  - Lease terminations
  - Repayment Agreements
  - Daily monitoring of CHA Safety and Police reports.
  - Weekly project-level reviews of new admissions or annual reexaminations with multiple income sources or multiple assets/allowances.
  - Weekly tracking of lease violations and terminations.
  - Monthly smoke detector checks.
  - Monthly review of purchasing, rent roll, & EIV reports.
  - Monthly administrative file reviews.
  - Quarterly inventory review.
  - Quality assurance monitoring of maintenance work orders.
  - Quarterly physical property inspections.
  - Quarterly pest control inspections and treatment.
  - Review and improve financial internal control systems.
  - Use CHA Housing Voucher Programs quality control procedures for monitoring participant files, HQS inspections, and program administration procedures in order to ensure consistent high performance on applicable Section Eight Management Assessment Program (SEMAP) key indicators.
  - The participant files of each HCV staff person will be reviewed on a rotating monthly basis for compliance with key SEMAP indicators.
  - Key management indicators of all Housing Voucher Programs will be reviewed monthly to measure and monitor program performance and administration.
5. Renovate or modernize public housing units.
- During 2012, CHA completed energy saving capital fund projects using funding from the Capital Fund Recovery Competition ARRA grant awarded for Paquin Tower combined with Energy Performance Contract financing of other energy saving improvements at all other housing sites.
  - During 2012, CHA launched a new affordable housing initiative designed to strengthen and revitalize neighborhoods located in the Heart of Columbia. This initiative includes the preservation and renovation of all 719 units of public housing. The CHA has engaged the ND Consulting Group (NDCG) to assist in this process. Please refer to Attachment mo007h01 for more information about the CHA Affordable Housing Initiative.
  - In 2013, CHA completed a long-range strategic plan for the preservation and revitalization of its aging public housing units and for the development of additional multi-family affordable housing units.
  - The revitalization of the CHA's 719 public housing units be completed using the HUD Rental Assistance Demonstration (RAD) program.
    - Rental Assistance Demonstration (RAD) Application: The Rental Assistance Demonstration (RAD) allows proven financing tools to be applied to at-risk public and assisted housing and allows Public Housing properties to convert, under a competition limited to 60,000 units, to long-term HCV rental assistance contracts. In 2013, CHA applied for RAD for all 719 units of public housing and received a Commitment to Enter into a Housing Assistance Payments Contract (CHAP) for the Stewart Parker and Paquin Tower developments. RAD applications for the rest of the public housing units were accepted and CHA is currently awaiting CHAPs for those units.
    - Information from the HUD RAD web site lists the following benefits from a RAD conversion. RAD will:
      - Improve the quality of affordable housing: PHAs and owners will be able to leverage substantial public and private funding to address critical capital needs and improve the condition of their properties.
      - Preserve affordable housing: Once placed on a more stable HCV funding platform, converted properties will have long-term rental assistance contracts and use restrictions, which will survive foreclosure or bankruptcy.
      - Leverage private debt and equity: RAD will stretch federal funds by leveraging them with private debt and equity investments, enabling owners to make needed capital repairs.
      - Enhance housing choice and mobility: PHAs and owners will offer residents the choice to move with tenant-based vouchers after a reasonable tenure following the conversion of assistance, with a limited

good-cause exemption.

- Bring Public Housing into the affordable housing mainstream: Long-term, HCV project-based assistance has proven to be an effective, reliable, and safe mechanism to fund affordable housing for over 30 years.
- Create jobs: Physical revitalization of assisted housing involves large-scale construction and infrastructure projects that create jobs and stimulate the local economy.
- Ensure opportunities for resident participation: Owners of converted properties must recognize resident organizations. In addition, all conversions will be subject to resident review and comment.
- Encourage green building standards: RAD encourages PHAs and owners to pursue green building and energy efficiency by using industry-recognized standards for green building, rehabilitation, and operation.

6. Demolish or dispose of obsolete public housing.

- There are no plans to demolish or dispose of obsolete public housing. The CHA has been approved for the Rental Assistance Demonstration (RAD) program and will follow the required RAD regulations in the process of renovating all 719 CHA public housing units.

7. Provide replacement public housing.

- CHA will consider replacement public housing as an option following the required Rental Assistance Demonstration (RAD) physical conditions assessment of each public housing property..

8. Provide replacement vouchers:

- CHA will consider the use of replacement vouchers as an option during the Rental Assistance Demonstration (RAD) process.

9. Other: (list below)

- 

#### C. PHA Goal: Increase assisted housing choices

##### Objectives:

1. Conduct outreach efforts to potential voucher landlords.

- Non-participating and participating landlords will be invited to informational HCV Program annual Landlord luncheons to encourage participation and to explain the basics of the program on a -annual basis. These landlords would be recruited from each area of the city.
- Conduct outreach to outlying Boone County area through regional newspapers and organizations.
- Provide detailed information for prospective landlords on our web site.
- Provide the option of an email landlord newsletter to all landlords and utilize social media for outreach.
- New landlords will receive assistance from a HCV Specialist to review the Housing Assistance Payment (HAP) contract, answer questions, and provide guidance to help ensure successful participation and increase program integrity.

2. Increase voucher payment standards

- CHA will consider the use of increased voucher payment standards as a method to ensure a good pool of housing available to HCV tenants and to reduce the negative impact of significant increases in utility allowance due to rising utility costs.

3. Implement voucher homeownership program:

- Continue providing the HCV Homeownership program which began October 1, 2001.
- Continue housing counseling services through Money Smart classes for persons interested in homeownership.
- Offer Homeownership classes through a contract with the City of Columbia.

4. Implement public housing or other homeownership programs:

- N/A

5. Convert public housing to vouchers

- CHA has been accepted into the the Rental Assistance Demonstration (RAD) which will convert 719 public housing units to project-based HCV vouchers. Please refer to Section B above.

6. Other: (list below)

- CHA will convert tenant-based vouchers to project-based vouchers as allowed by Federal guidelines and based on local need. CHA has preliminarily identified needs for project-based vouchers with supportive services serving several high-risk populations including: persons with developmental disabilities; persons with mental health and substance abuse problems; homeless veterans, victims of domestic violence; and ex-offenders.
- Continue cooperative agreement with the Boone County Commission to administer the HCV units in Boone County jurisdiction.
- Administer the local Tenant-Based Rental Assistance Program funded by City HOME funds.

- Administer Veterans Administration Supportive Housing (VASH) Vouchers.
- Administer Shelter Plus Care vouchers serving homeless persons with disabilities.

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

**A. PHA Goal: Provide an improved living environment**

**Objectives:**

1. Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments.
  - CHA public housing households are fairly evenly mixed by income in both our family sites and in our high-rise buildings. There is a high concentration of households living in poverty in all developments. At our family sites (AMP1 – Downtown and AMP2 – Bear Creek), 78% of households living in AMP1 and 90% of households living in AMP2 are extremely low income (at or below 30% of Median).
  - CHA has implemented a variety of strategies to increase the household income of public housing residents including the following:
    - CHA offers a working family preference for public housing applicants. The elderly and persons with disabilities also receive a preference.
    - CHA offers a Public Housing Family Self-Sufficiency Program designed to help families build assets through work.
  - CHA will explore grant funding opportunities and partnerships with other health and human service agencies and governmental organizations to provide educational programs, workforce development activities, and job training and placement for public housing residents.
  - CHA will explore grant funding opportunities and partnerships to secure matching funding for Individual Development Accounts (IDA's) to provide savings incentives to public housing residents to help them build financial assets.
  - CHA offers a free FDIC Money Smart program to all public housing residents.
2. Implement public housing security improvements.
  - CHA will develop plans to promote safety through environmental design including improved lighting, fencing, landscaping, and other improvements around housing and common areas.
  - CHA will make recommendations as warranted for traffic-calming devices, stop signs, and pedestrian crosswalks to improve pedestrian safety.
  - CHA will continue to add security cameras on our public housing properties as an annual Capital Fund Program item.
  - CHA will continue to provide police sub-stations to the Columbia Police Department. CHA will add security camera enhancements to the sub-stations.
  - CHA will work to improve our current cooperative working relationships with the Columbia Police Department, the City Prosecutor's Office, and other law enforcement agencies for the purpose of reporting, tracking and preventing crime in our public housing developments and improve resident safety.
  - CHA Safety Officers are authorized to carry Columbia Police Department police radios for immediate communication between CHA and CPD officers when needed.
  - CHA will work with the Columbia Police Department and CHA Resident Associations to revitalize Neighborhood Watch programs in our public housing developments.
  - CHA will maintain and update a list of persons trespassed from CHA property directly related to their involvement in violent or drug-related criminal activity. CHA will distribute the CHA Trespass list to the Columbia Police Department and other local law enforcement agencies in order to ensure effective use of the list in arresting and convicting persons trespassing on CHA property.
  - The CHA Safety Department will arrange or conduct personal safety training for CHA staff, volunteers and residents.
  - CHA will enforce parking regulations to ensure that only licensed vehicles operated by public housing residents are allowed to remain in CHA parking lots.
  - The CHA Safety Department will conduct on-going Safety Officer training.
  - CHA Safety Officers will make a friendly home-visit to all new Public Housing residents within 30 days of move-in. Friendly follow-up visits will also be conducted.
3. Designate developments or buildings for particular resident groups (elderly, persons with disabilities).
  - CHA will continue to request that Oak Towers (AMP3) be designated as housing for the elderly and near elderly as long as the demand and need for elderly housing remains high.
  - CHA will consider requesting that specific neighborhood housing groups within the Downtown Family Site (AMP1) be designated as housing for the elderly or as housing with supportive services for persons with disabilities. Additional requests for designated housing will be based on documented needs.
  - Paquin Tower provides housing for mixed populations of elderly/near elderly and persons with disabilities. A designated housing plan is no longer required by HUD for mixed housing.
4. Other: (list below)

- CHA will screen all public housing applicants for violent or drug-related criminal activity within the past five (5) years to eliminate ineligible and unsuitable applicants.
- CHA will conduct group and individual briefing sessions for public housing applicants to orient potential residents to the terms of the lease agreement; to provide guidance for peaceful living in public housing neighborhoods; and to reduce incidents related to improper behaviors, illegal activities, and peace disturbance incidents.
- CHA will support residents in the operation of on-site CHA Food Pantries and Share Shelves.
- Promote and coordinate services to support independent living for elderly and disabled populations that enable residents to live independently in public housing rather than having to relocate to nursing homes for personal care;
- Promote activities in the family sites through grant applications for youth services and self-sufficiency programs;
- Utilize CHA Low-Income Services, Inc., CHA's not-for-profit corporation to administer grants to increase services to low-income youth and adults.
- Continue to serve as the fiscal agent and sustaining partner in the Drug-Free Communities/Youth Community Coalition.

**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**

**Objectives:**

1. Increase the number and percentage of employed persons in assisted families:
  - CHA will utilize the Public Housing and HCV Family Self-Sufficiency Programs to assist public housing and HCV assisted households with creating and implementing five-year family self-sufficiency plans with a strong emphasis on securing and maintaining employment, building family assets, and homeownership.
  - CHA will promote better understanding of the Earned Income Disallowance and other asset building opportunities for public housing and HCV assisted households.
  - CHA will pursue grant funding for Individual Development Accounts (IDA's) to provide financial incentives to help working families build their financial assets.
  - CHA will pursue partnerships with other local health and human service agencies to secure grant funding for employment training and placement programs for youth and adults.
2. Provide or attract supportive services to improve assistance recipients' employability
  - CHA will provide access to resident computer labs for the purpose of education, training, and job searches.
  - CHA will work to coordinate a network of health and human services for public housing residents and HCV assisted households to help them work toward family self-sufficiency.
  - CHA will provide the REWARD (Residents Empowered: Working and Reaching Dreams) Program which provides employer incentives to hire Public Housing residents which in turn helps them develop marketable skills and a work history which makes them more employable at the end of the program. Long-term employment is the goal of the program.
3. Provide or attract supportive services to increase independence for the elderly or families with disabilities:
  - CHA will continue to provide an Independent Living resource and referral program to elderly and disabled residents.
  - CHA will work to enhance current partnerships with health and human services agencies and develop new partnerships to promote independent living resources for residents.
  - CHA will work to enhance current partnerships with educational institutions including the University of Missouri Schools of Social Work and Nursing to coordinator internships, externships, and service-learning activities that provide additional support services for independent living.
4. Other: (list below)
  - CHA will promote local homeownership assistance programs for public housing and HCV households.
  - CHA will provide free FDIC Money Smart classes to public housing and HCV assisted households.
  - Offer Homeownership classes through a contract with the City of Columbia.
  - CHA will provide the Moving Ahead Program, an after-school academic enrichment program for youth living in public housing and HCV assisted households designed to help them succeed in school and in life and avoid high-risk behaviors. Moving Ahead Program activities include the following:
    - Outcomes-based after-school academic tutoring and site-based mentoring.
    - Monitoring of student success through grades and behavior in close communication with teachers, parents and tutors/mentors.
    - Creation of arts and recreation programs designed in concert with academic tutoring and mentoring that give youth positive community activities and peer relationships.
  - CHA will partner with the PedNet Coalition, the City of Columbia Health Department, MU School of Nursing, and other health and human service agencies to implement a Missouri Foundation for Health grant-funded program to develop Promising Strategies for Improving Community Health in public housing and Columbia's

First Ward/central city neighborhoods.

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

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

**Objectives:**

1. Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status, marital status, disability, sexual orientation, and gender identity:
  - CHA will actively partner with local agencies to promote fair housing.
  - CHA will provide speakers who explain and promote equal access to our housing assistance programs.
  - CHA will explore becoming a Fair Housing Initiative Program (FHIP) in cooperation with the City of Columbia and other area agencies.
2. Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, marital status, disability, sexual orientation, and gender identity:
  - CHA housing staff will receive on-going fair housing training from the City of Columbia Human Rights Commission and the HUD Office of Fair Housing and Employment Opportunity (FHEO).
  - Fair housing information is distributed at every tenant occupancy briefing for public housing and HCV prior to tenancy.
  - Fair housing information is posted at every public housing site office and the administrative office.
3. Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.
  - CHA will provide Section 504 ADA-accessible units based on need.
  - If funding is available, CHA will convert housing units on the second floor of Oak Towers (AMP3) to make them Section 504 ADA-accessible units to meet the 5% requirement and community need.
  - CHA will convert housing units at our AMP2 – Bear Creek Family Site to make them Section 504 ADA-accessible units to meet the 5% requirement and community need.
  - The CHA has been approved for the Rental Assistance Demonstration (RAD) program and will follow the required RAD regulations in the process of renovating all 719 CHA public housing units. The RAD program will result in the renovation of these public housing developments and for the provision of 504 ADA-accessible housing.
4. Other: (list below)
  - CHA also extends fair housing protections based on sexual orientation, gender identity, and marital status in accordance with municipal ordinances.
  - CHA will provide victims of domestic violence full the full protection of the law in accordance with the Violence against Women Reauthorization Act of 2013 (VAWA). This law provides that “criminal activity directly relating to domestic violence, dating violence, stalking, or sexual assault engaged in by a member of a tenant’s household or any guest or other person under the tenant’s control, shall not be cause for termination of the tenancy or occupancy rights, if the tenant or immediate family member of the tenant’s family is the victim or threatened victim of that abuse.” VAWA further provides that incidents of actual or threatened domestic violence, dating violence, stalking, or sexual assault may not be construed either as serious or repeated violations of the lease by the victim of such violence or as good cause for terminating the tenancy or occupancy rights of the victim of such violence. A full description of CHA’s VAWA policies, services, and program activities is contained in the Annual Plan [Attachment mo007e01](#).

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

- A. Coordinate activities of CHA Low-Income Services, Inc. (CHALIS), the not-for-profit corporation of CHA, to provide or coordinate community health and human services to low-income public housing and HCV assisted households. CHALIS activities will have three main goals:**
1. Helping youth succeed in school and in life;
  2. Supporting families working toward self-sufficiency; and
  3. Assisting seniors and persons with disabilities to live independently.

---

**Statement of Progress in Meeting Mission & Goals Described in the Five Year Plan October 1, 2005 4 – September 30, 2010**

**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." Improved management practices for maintenance staff coupled with the use of outside contractors has reduced our unit "down time" and "make ready time." Our "lease up time" continues to be problematic due to eligible applicants having difficulty saving up enough money for moving expenses, rent deposits, and utility deposits. Our goal is to reduce our overall unit turnaround time to an average of less than 15 days per unit and to maintain our vacancy rate at or below 2% for our family housing sites and less than 2% for our high-rise housing sites.
2. **Leverage private or other public funds to create additional housing opportunities:**
  - a) In 2009, CHA received \$200,000 in HOME funding from the City of Columbia to support the TBRA program for 2010 and 2011. An additional \$50,000 was awarded in 2010 to meet the increased demand for this program. The average cost of assisting one (1) TBRA household is approximately \$5,000/year.
  - b) CHA has been awarded \$106,000 in HOME funds for the TBRA program for 2012 and 2013. An additional \$100,000 in HOME funding for TBRA was awarded in 2012 to meet the increased demand for this program.
  - c) 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 was completed in February with full leasing by April 2009. 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 completed building five (5) affordable, ADA accessible townhomes in 2009. In 2012, CHA entered into an agreement with affordable housing consultants, ND Consulting Group, to develop a long-range strategic plan to develop additional affordable housing units in Columbia. Affordable housing options being considered include affordable rental housing, homeownership opportunities, and housing with supportive services. In 2013, the City of Columbia asked CHA to take ownership of two Neighborhood Stabilization Program houses for the purpose of renting them to low-income individuals.
4. **Other:** CHA is promoting homeownership opportunities for public housing residents and HCV 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 HCV homeownership. CHA is also contracting with the City of Columbia to offer homeownership classes.

#### **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):** From 2006-2008, CHA's PHAS scoring fluctuated due to a significant turnover in all public housing management staff while also implementing the transition to project-based asset management. CHA has been successful in establishing the separate management, maintenance, and finance systems necessary for the effective implementation of project-based asset management. In response, CHA developed and implemented a management improvement plan for all AMPs which resulted in achieving high performer status in FYE2009 and FYE2010 under the transitional PHAS system. CHA was designated a Standard Performer for FYE2011 with a score of 89, one point below High Performer status. CHA was designated as a High Performer for FYE2012 and FYE 2013. Each AMP's management improvement plan includes a strong focus on frequent property inspection, routine and preventative maintenance, integrated pest management and green maintenance practices, lower tenant account receivables, lower unit turnaround times, improved safety, and effective file management practices.
2. **Improve voucher management: (SEMAP score):** CHA was designated as a standard performer in FY2010 due to under-utilization of HAP funding. This was a result of over-authorization of HCV Housing Choice Vouchers in 2008 causing CHA reduce expenditures through program attrition. In 2010, lower lease-up percentages for households issued HCV vouchers led to an underutilization of funding as it took longer than normal to increase the number of leased-up vouchers. CHA is currently utilizing 100% or better of HAP funding. CHA was designated as a High Performer in FYE2011 and FYE2012 with a score of 100%. We will continue our efforts to be consistently designated as a high performer on the SEMAP evaluation and maintain this level of efficient management of our HCV program.
3. **Increase customer satisfaction:** Customer satisfaction has remained positive and increased during the past five years. Resident associations and the Resident Advisory Board have very positive working relationships with CHA staff and are kept well informed about CHA's improvement efforts. CHA will continue to monitor resident satisfaction through surveys and other forms of resident feedback to gauge customer satisfaction, and respond as needed.
4. **Concentrate on efforts to improve specific management functions:** The implementation of management improvement plans for each AMP will be closely monitored during the coming year and monthly management reports will be reviewed with the Board of Commissioners. Current internal controls are also being reviewed and improved.
5. **Renovate or modernize public housing units:** CHA initiated a long-term strategic planning process for the revitalization of public housing in 2007. Information from the revitalization study conducted in 2005 will be considered in combination with a Physical Needs Assessment and Rental Assistance Demonstration Program and/or



Voluntary Conversion assessment to be completed in 2013 for CHA's oldest family housing sites. In the years 2009-2011, CHA completed \$5,493,732 in capital improvements using ARRA formula funding (\$1,358,051); ARRA Capital Fund Recovery Competition Funding (CFRC) (\$1,797,500); Energy Performance Contracting (\$1,935,931); and \$402,250 in capital and operating funds. This ARRA formula funding allowed CHA to make significant capital improvements to our family sites; the ARRA CFRC funding is supporting a \$2.45 million conversion of the Paquin Tower HVAC system to an energy efficient geothermal/cooling tower system; and the Energy Performance Contracting process will make energy improvements to all CHA housing sites.

During 2012, CHA launched a new affordable housing initiative designed to strengthen and revitalize neighborhoods located in the Heart of Columbia. This initiative includes the preservation and renovation of the 294 public housing units in AMP1 – Downtown Family Site (MO-007-00001). The CHA has engaged the ND Consulting Group (NDCG) to assist in this process. Please refer to Attachment mo007h01 for more information about the CHA Affordable Housing Initiative. In 2013, CHA completed a long-range strategic plan for the preservation and revitalization of its aging public housing units and for the development of additional multi-family affordable housing units.

The revitalization of the 719 public housing units would only take place after completion of the required steps for an application to participate in the HUD Rental Assistance Demonstration (RAD) program or a Voluntary Conversion Assessment which would include a Demolition/Disposition (Demo/Dispo) Application to the HUD Special Applications Center (SAC).

Please refer to Section I. B. 5. above for additional information.

6. **Demolish or dispose of obsolete public housing:** The CHA long-term strategic revitalization plan will address the issue of demolishing or disposing of obsolete public housing by conducting a Physical Needs Assessment and a Rental Assistance Demonstration (RAD) Program and/or Voluntary Conversion Assessment, and other similar assessments in 2013 that are required for a Demolition/Disposition (Demo/Dispo) Application to the HUD Special Applications Center (SAC) directly related to the cost of renovating or replacing the 294 public housing units in AMP1 – Downtown Family Site (MO-007-00001). (See #5 above.)
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) CHA has marketed the HCV program to non-participating landlords by inviting them to attend annual HCV Landlord meetings;
- b) CHA has also provided detailed information for prospective landlords on our web site.
- c) CHA has conducted a media campaign to dispel community misconceptions about the HCV program, particularly those associating the program with an increase in crime.

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

3. **Implement voucher homeownership program:** CHA began our HCV 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 HCV Homeownership through our HCV and Public Housing Family Self-Sufficiency programs. CHA is contracting with the City of Columbia to provide homeownership classes.

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 has initiated discussions with local social service agencies to determine the need to 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 HCV 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 applied for and administers 70 Veterans Administration Supportive Housing vouchers. CHA began with 35 VASH vouchers in 2008 and was awarded 35 additional VASH vouchers in 2009. These vouchers are jointly administered with the local Harry S. Truman Memorial Veterans Hospital.

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 measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:** CHA has implemented a preference for working families in public housing while lowering the ceiling and flat rents and adding a Public Housing Family Self-Sufficiency Coordinator to attract and retain working families in public housing.

2. **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 one Police substation in our Downtown (AMP1) family neighborhood.
- d) CHA has developed security and disaster plans for our two high-rise buildings.

**3. 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, 2009 and again in March 2011 and March 2013. Oak Towers is designated Elderly/Near Elderly. Paquin Tower is designated Mixed Populations of Elderly/Near Elderly and Persons with Disabilities.

**4. 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 and individual 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 616 Park Avenue 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) CHA helped form and continues to participate as an active member in our local 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 HCV HCV Family Self-Sufficiency Coordinator to assist families through the HCV FSS program. Currently there are 54 families 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. The goal of 25 families enrolled in the program during the first year (2008-2009) was achieved. Currently there are 63 families have been enrolled in the program.
- c) In 2009, CHA established a public housing admissions preference for working families. The working preference was added for HCV families in 2010.
- d) Ceiling rents were 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 are eligible to receive financial incentives through escrow accounts to build family financial assets.
- f) The earned income disallowance has been promoted to all families who qualify.

**2. Provide or attract supportive services to improve assistance recipients' employability:** CHA partnered with Job Point employment services from 2006-2009 to provide on-site resident employment training and placement services in the areas of building maintenance, retail sales and secretarial services. These services were provided with support from ROSS RSDM and Neighborhood Networks grants from HUD.

In 2012, CHA received funding from the City of Columbia to provide the REWARD (Residents Empowered: Working and Reaching Dreams) Program which provides employer incentives to hire Public Housing residents which in turn helps them develop marketable skills and a work history which makes them more employable at the end of the program. Long-term employment is the goal of the program. CHA reapplied for this funding and received a three-year award of funding in 2013.

**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) Promoted various local homeownership programs for public housing and HCV households;
- b) Established local partnerships to collaborate on programming for employment including adults, youth and homeless youth;
- c) Secured funding for supportive services for employment;
- d) CHA offers the FDIC Money Smart classes and began contracting with the City of Columbia to provide homeownership classes in 2011.
- e) Pursued funding for establishing resident Individual Development Accounts.
- f) Promoted 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, sexual orientation, gender identity, familial status, marital status, or 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.

(1) 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.

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

b) CHA staff provided programs to local community organizations promoting affirmative equal access to assisted housing.

c) CHA staff actively partnered with local agencies to promote fair housing;

d) CHA provided speakers who explained and promoted equal access to our housing assistance programs.

e) CHA has discussed becoming a Fair Housing Initiative Program (FHIP) in order to conduct additional fair housing education and outreach.

**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, sexual orientation, gender identity, familial status, marital status, or disability:**

a) CHA housing staff received Fair Housing training from HUD FHEO in 2006 and 2009.

b) Fair housing information is distributed at every tenant occupancy briefing for public housing and every HCV briefing prior to voucher issuance.

c) Protections against discrimination based on gender identity were added in 2012.

**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 HCV tenants.

**B.** CHA coordinates the activities of CHALIS with CHA services to enhance the services to CHA residents and HCV residents.

**6.0**

**PHA Plan Update**

(a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission:

The following PHA Plan elements have been revised since the last Annual Plan submission:

PHA Plan Element

- Financial Resources
- Operations and Management
- Capital Improvements Needs
- Community Service & Self-Sufficiency Programs
- Safety and Crime Prevention
- Fiscal Year Audit
- Asset Management

(b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions.

The public may obtain copies of the 5-Year Plan and Annual PHA Plan at the following locations:

- CHA Administration Building, 201 Switzler Street, Columbia, MO 65203
- Bear Creek (AMP2) Public Housing Manager's Office located at 1109 Elleta Boulevard
- Oak Towers (AMP3) Public Housing Manager's Office located at 700 N. Garth Avenue

|   | <ul style="list-style-type: none"> <li>Paquin Tower (AMP4) Public Housing Manager's Office located at 1201 Paquin Street</li> <li>The J.W. "Blind" Boone Community Center Family Self-Sufficiency Office located at 301 N. Providence Road.</li> <li>The CHA Web Site at: www.columbiaha.com</li> <li>The City of Columbia, Department of Planning and Development, 701 E. Broadway, Columbia, MO 65201</li> </ul>  |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
|---|---|---|------------|------|------------|--|--|------|------|------|------------|------|------------|--|--|--|--|--|--|
| 7.0   | <p><b>Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers.</b> <i>Include statements related to these programs as applicable.</i></p> <p><b>CHA Affordable Housing Initiative:</b> During 2012, CHA launched a new affordable housing initiative designed to strengthen and revitalize neighborhoods located in the Heart of Columbia. This initiative includes the preservation and renovation of the 719 public housing units. The CHA has engaged the ND Consulting Group (NDCG) to assist in this process. Please refer to Attachment mo007h01 for more information about the CHA Affordable Housing Initiative.</p> <p>In 2013, CHA completed a long-range strategic plan for the preservation and revitalization of its aging public housing units and for the development of additional multi-family affordable housing units.</p> <p><b>Rental Assistance Demonstration (RAD) Application:</b> The Rental Assistance Demonstration (RAD) allows proven financing tools to be applied to at-risk public and assisted housing and allows Public Housing properties to convert, under a competition limited to 60,000 units, to long-term HCV rental assistance contracts.</p> <p>In August 2013, The CHA was approved for the Rental Assistance Demonstration (RAD) program and will follow the required RAD regulations in the process of renovating all 719 CHA public housing units.</p> <p><b>HCV Homeownership Program:</b> The Columbia Housing Authority Board of Commissioners has set aside up to twenty (20) HCV Housing Choice Vouchers to support the HCV Homeownership program. As of May 1, 2014, there were ten (10) families participating in the HCV Homeownership Program.</p> <p><b>HCV Project-Based Vouchers:</b> CHA will explore the use of Project-Based HCV Housing Vouchers to build or acquire additional units or developments that will serve targeted populations. Targeted populations to be served include but are not limited to persons with physical and/or mental disabilities, developmental disabilities, victims of domestic violence, ex-offenders, and persons recovering from substance abuse. This supportive housing will be built or acquired in partnership with local health and human service agencies providing community support services.</p> <p>In August 2013, The CHA was approved for the Rental Assistance Demonstration (RAD) program and will follow the required RAD regulations in the process of renovating all 719 CHA public housing units.</p> |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
| 8.0   | <b>Capital Improvements.</b> Please complete Parts 8.1 through 8.3, as applicable.  |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
| 8.1   | <b>Capital Fund Program Annual Statement/Performance and Evaluation Report.</b> As part of the PHA 5-Year and Annual Plan, annually complete and submit the <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i> , form HUD-50075.1, for each current and open CFP grant and CFFP financing.  |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
| 8.2   | <b>Capital Fund Program Five-Year Action Plan.</b> As part of the submission of the Annual Plan, PHAs must complete and submit the <i>Capital Fund Program Five-Year Action Plan</i> , form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan.  |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
| 8.3   | <b>Capital Fund Financing Program (CFFP).</b><br><input type="checkbox"/> Check if the PHA proposes to use any portion of its Capital Fund Program (CFP)/Replacement Housing Factor (RHF) to repay debt incurred to finance capital improvements.   |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
| 9.0   | <p><b>Housing Needs.</b> Based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data, make a reasonable effort to identify the housing needs of the low-income, very low-income, and extremely low-income families who reside in the jurisdiction served by the PHA, including elderly families, families with disabilities, and households of various races and ethnic groups, and other families who are on the public housing and HCV tenant-based assistance waiting lists. The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location.</p> <p>Housing needs have remained high during the past year with 399 households on the Public Housing waiting list and 1,451 households on the HCV Housing Choice Voucher Program waiting list. Of these households, 78% of Public Housing and 75% of HCV applicants have extremely low incomes at or below 30% AML. The HCV waiting list was open for one week in October 2008 and over 1,000 households applied for housing. This was an increase of 200 households from the previous year. The HCV waiting list was frozen in May 2009 and remained frozen until May 2010. This was due to increased Housing Assistance Payments related to increasing utility costs, an increase in the fair market rent, a decrease in average household income of program participants, and a significant reduction in monthly program turnover. The HCV waiting list was open for one week in November 2010 and over 1,200 households applied for housing. This represents a 20% increase in applicants as compared to October 2008. The HCV waiting list was open for one week in November 2012 and over 1,500 households applied for housing. This represents a 25% increase in applicants as compared to October 2010. It is expected that it waiting list will not open again until sometime 2015.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="6">Number of Housing Choice Voucher Program Applicants</th> </tr> <tr> <th>Year</th> <th>2008</th> <th>2010</th> <th>% Increase</th> <th>2012</th> <th>% Increase</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>   | Number of Housing Choice Voucher Program Applicants |            |      |            |  |  | Year | 2008 | 2010 | % Increase | 2012 | % Increase |  |  |  |  |  |  |
| Number of Housing Choice Voucher Program Applicants |   |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
| Year  | 2008  | 2010  | % Increase | 2012 | % Increase |  |  |      |      |      |            |      |            |  |  |  |  |  |  |
|   |   |   |            |      |            |  |  |      |      |      |            |      |            |  |  |  |  |  |  |

|              |       |       |     |       |     |
|--------------|-------|-------|-----|-------|-----|
| # Applicants | 1,000 | 1,200 | 20% | 1,500 | 25% |
|--------------|-------|-------|-----|-------|-----|

The demand for efficiency and one-bedroom housing units remains high with 91% of Public Housing applicants and 49% of HCV applicants being eligible to receive assistance for this size of housing unit. Most of these 1,120 applicants are single person households. The 2010-2014 Consolidated Plan documents a continued high need for elderly housing and housing for persons with disabilities. The number of disabled families on the Public Housing (102) waiting list remains high. Black/African American households continue to make up a disproportionate number of housing applicants. (Public Housing Family Sites: 53% and HCV Housing Choice Voucher Program: 68%)

Significant increases in utility costs make it more difficult for low income households to secure and maintain their housing. Poor energy efficiency of low-income housing puts families at financial risk often leading unpaid utility bills and loss of housing. In turn, low-income families with large debts owed to utility companies are unable to get utilities turned on in their names without paying off their debt to the utility companies. This often forces families to move significant distances outside of their current utility provider's service area.

**A. Housing Needs of Families in the Jurisdiction/s Served by the PHA**

Based upon the information contained in the City of Columbia's Consolidated Housing and Community Development Plan FY2010 - 2014, U.S. Census data: the Comprehensive Housing Affordability Strategy ("CHAS") dataset, and the U.S. Census - American Community Survey 2011, the Columbia Housing Authority has identified the following housing needs of families in the Columbia, Missouri MSA. In the "Overall" Needs column, CHA has provided the estimated number of renter families that have housing needs. For the remaining characteristics, CHA rated the impact of that factor on the housing needs for each family type, from 1 to 5, with 1 being "no impact" and 5 being "severe impact." N/A is used to indicate that no information is available upon which the CHA can make this assessment.

| Housing Needs of Families in the Jurisdiction by Family Type |         |                |        |         |                |      |           |
|--|---------|----------------|--------|---------|----------------|------|-----------|
| Family Type  | Overall | Afford-ability | Supply | Quality | Access-ibility | Size | Loca-tion |
| Income <= 30% of AMI   | 8,474   | 5              | 5      | 5       | 3              | 3    | 4         |
| Income >30% but <= 50% of AMI                                | 5,808   | 5              | 5      | 5       | 5              | 3    | 5         |
| Income >50% but <= 80% of AMI                                | 8,327   | 5              | 5      | 3       | 5              | 3    | 3         |
| Elderly  | 3,244   | 4              | 3      | 4       | 3              | 3    | 4         |
| Families with Disabilities                                   | 2,907   | 5              | 4      | 5       | 5              | 4    | 4         |

| Rental Households by Income Group  |        |       |        |       |         |       |
|--|--------|-------|--------|-------|---------|-------|
| City of Columbia Consolidated Housing and Community Development Plan FY2010 - 2014 |        |       |        |       |         |       |
| Income Group   | 2000*  |       | 2008** |       | 2014*** |       |
|  | #      | %     | #      | %     | #       | %     |
| Less than \$10K  | 4,464  | 25.0  | 5,127  | 23.0  | 5,456   | 21.5  |
| \$10,000-\$19,999  | 4,089  | 22.9  | 4,458  | 20.0  | 4,524   | 17.8  |
| \$20,000-\$34,999  | 4,678  | 26.2  | 6,219  | 27.9  | 7,160   | 28.2  |
| \$35,000-\$49,999  | 2,428  | 13.6  | 4,213  | 18.9  | 5,814   | 22.9  |
| \$50,000 or More   | 2,196  | 12.3  | 2,274  | 10.2  | 2,438   | 9.6   |
| Total  | 17,856 | 100.0 | 22,291 | 100.0 | 25,392  | 100.0 |

\* Census 2000, SF3  
 \*\*Estimated Tenure % change estimated from ACS (2006)  
 \*\*\*Projected

**Housing Needs of Families on the Public Housing Waiting List**

Waiting list total: 399

Annual Turnover: 180

| <b>Income Levels of Applicants</b>   | <b>Family Sites</b> |     | <b>Oak Towers</b> |     | <b>Paquin Tower *</b> |     |
|--------------------------------------|---------------------|-----|-------------------|-----|-----------------------|-----|
| Extremely low income <=30% AMI       | 88                  | 74% | 29                | 74% | 46                    | 88% |
| Very low income (>30% but <=50% AMI) | 28                  | 9%  | 8                 | 21% | 5                     | 10% |
| Low income (>50% but <80% AMI)       | 3                   | 3%  | 2                 | 5%  | 1                     | 2%  |

\* Income level total does not equal 100% because 1% of Paquin Tower applicants have a household income above 80% AMI.

| <b>Demographics of Applicants</b> | <b># of families</b> | <b>% of total families</b> |
|-----------------------------------|----------------------|----------------------------|
| Families with children            | 40                   | 10%                        |
| Elderly families                  | 21                   | 5%                         |
| Families with Disabilities        | 54                   | 13%                        |
| White                             | 152                  | 38%                        |
| Black/African American            | 211                  | 53%                        |
| American Indian/Native Alaskan    | 2                    | 1%                         |
| Asian                             | 6                    | 2%                         |
| Hawaiian/Pacific Islander         | 0                    | 0%                         |
| Other or Declined                 | 23                   | 6%                         |

*Note: Totals for the Number of Families broken out by race will not equal the waiting list total as families may select more than one race when reporting their race.*

**Housing Needs of Families on the Public Housing Waiting List**

| <b>Characteristics by Bedroom Size<br/>(Public Housing Only)</b> | <b># of families</b> | <b>% of total families</b> |
|--|----------------------|----------------------------|
| 0 BR <sup>1</sup>  | 70                   | 18%                        |
| 1BR <sup>2</sup>   | 295                  | 74%                        |
| 2 BR   | 10                   | 3%                         |
| 3 BR   | 18                   | 5%                         |
| 4 BR   | 6                    | 2%                         |

Is the waiting list closed (select one)?  No  Yes

<sup>1</sup> The Zero (0) bedroom waiting list is for Paquin Tower and Oak Towers only. The majority of apartments in these high rise buildings are Zero (0) bedroom (efficiency) units so the waiting list for these buildings does not differentiate between Zero (0) or One (1) bedroom units.

<sup>2</sup> The One (1) bedroom waiting list is for the CHA family sites only. This waiting list is closed except for the elderly, persons with disabilities, and families with a working preference due to the large number of applicants.

| Housing Needs of Families on the HCV Housing Voucher Program Waiting List  |               |                     |                            |
|--|---------------|---------------------|----------------------------|
|  | # of families | % of total families | Annual Turnover            |
| Waiting list total   | 636           |                     | 219 / year (18.25 / month) |
| Extremely low income <=30% AMI   | 470           | 75%                 |                            |
| Very low income (>30% but <=50% AMI)   | 146           | 22%                 |                            |
| Low income (>50% but <80% AMI)   | 20            | 3%                  |                            |
| Families with children   | 366           | 58%                 |                            |
| Elderly families   | 29            | 5%                  |                            |
| Families with Disabilities   | 62            | 10%                 |                            |
| White  | 152           | 24%                 |                            |
| Black/African American   | 450           | 71%                 |                            |
| American Indian/Native Alaskan   | 4             | 1%                  |                            |
| Asian  | 1             | 0%                  |                            |
| Hawaiian/Pacific Islander  | 1             | 0%                  |                            |
| Hispanic   | 2             | 0%                  |                            |
| Characteristics by Bedroom Size  |               |                     |                            |
|  | # of families | % of total families |                            |
| 0 BR   | 1.2           | 0%                  |                            |
| 1BR  | 67            | 11%                 |                            |
| 2 BR   | 248           | 39%                 |                            |
| 3 BR   | 229           | 36%                 |                            |
| 4 BR   | 83            | 14%                 |                            |
| 5 BR   | 4             | 1%                  |                            |
| 5+ BR  | 0             | 0%                  |                            |
| Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes   |               |                     |                            |
| If Yes, How Long Has It Been Closed?: 19 Months  |               |                     |                            |
| Does the PHA expect to reopen the list in the PHA Plan year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes   |               |                     |                            |
| Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes |               |                     |                            |

9.1

**Strategy for Addressing Housing Needs.** Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. **Note: Small, HCV only, and High Performing PHAs complete only for Annual Plan submission with the 5-Year Plan.**

CHA plans to pursue several key strategies to address housing needs in the coming year:

- Pursue partnerships for alternative housing programs for special sub-populations, i.e., persons with a mental illness, persons with disabilities, victims of domestic violence, and veterans.
- Convert tenant-based vouchers to project-based vouchers for high-risk and special populations.
- Develop local homeownership opportunities and affordable rental housing opportunities utilizing HOME and CDBG funds, Federal Home Loan Bank funds and Low-Income Housing Tax Credits awarded through the Missouri Housing Development Commission.
- Work with the City of Columbia to administer a Community Housing Trust Fund and Land Bank that will enable the CHA to purchase and rehabilitate central city rental properties for rent and future homeownership.
- Work with the City of Columbia to implement energy conservation programs to reduce utility expenses for low-income households.
- Explore forming a Community Housing Development Organization (CHDO).
- If funding is available, CHA will convert housing units on the second floor of Oak Towers (AMP3) to make them Section 504 ADA-accessible units to meet the 5% requirement and community need.
- CHA will begin converting housing units at our AMP2 – Bear Creek Family Site to make them Section 504 ADA-accessible units to meet the 5% HUD requirement and community need.

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• During 2012, CHA launched a new affordable housing initiative designed to strengthen and revitalize neighborhoods located in the Heart of Columbia. This initiative includes the preservation and renovation of all of the CHA’s 719 public housing units. The CHA has engaged the ND Consulting Group (NDCG) to assist in this process. Please refer to Attachment mo007h01 for more information about the CHA Affordable Housing Initiative.</li> <li>• In 2013, CHA completed a long-range strategic plan for the preservation and revitalization of its aging public housing units and for the development of additional multi-family affordable housing units.</li> <li>• <b>In August 2013, The CHA was approved for the Rental Assistance Demonstration (RAD) program and will follow the required RAD regulations in the process of renovating all 719 CHA public housing units.</b> <ul style="list-style-type: none"> <li>○ Rental Assistance Demonstration (RAD) Application: The Rental Assistance Demonstration (RAD) allows proven financing tools to be applied to at-risk public and assisted housing and allows Public Housing properties to convert, under a competition limited to 60,000 units, to long-term HCV rental assistance contracts.</li> <li>○ Information from the HUD RAD web site lists the following benefits from a RAD conversion. RAD will: <ul style="list-style-type: none"> <li>▪ Improve the quality of affordable housing: PHAs and owners will be able to leverage substantial public and private funding to address critical capital needs and improve the condition of their properties.</li> <li>▪ Preserve affordable housing: Once placed on a more stable HCV funding platform, converted properties will have long-term rental assistance contracts and use restrictions, which will survive foreclosure or bankruptcy.</li> <li>▪ Leverage private debt and equity: RAD will stretch federal funds by leveraging them with private debt and equity investments, enabling owners to make needed capital repairs.</li> <li>▪ Enhance housing choice and mobility: PHAs and owners will offer residents the choice to move with tenant-based vouchers after a reasonable tenure following the conversion of assistance, with a limited good-cause exemption.</li> <li>▪ Bring Public Housing into the affordable housing mainstream: Long-term, HCV project-based assistance has proven to be an effective, reliable, and safe mechanism to fund affordable housing for over 30 years.</li> <li>▪ Create jobs: Physical revitalization of assisted housing involves large-scale construction and infrastructure projects that create jobs and stimulate the local economy.</li> <li>▪ Ensure opportunities for resident participation: Owners of converted properties must recognize resident organizations. In addition, all conversions will be subject to resident review and comment.</li> <li>▪ Encourage green building standards: RAD encourages PHAs and owners to pursue green building and energy efficiency by using industry-recognized standards for green building, rehabilitation, and operation.</li> </ul> </li> </ul> </li> </ul> |
|--|--|

|                    |   |
|--------------------|---|
| <p><b>10.0</b></p> | <p><b>Additional Information.</b> Describe the following, as well as any additional information HUD has requested.</p> <p>(a) Progress in Meeting Mission and Goals. Provide a brief statement of the PHA’s progress in meeting the mission and goals described in the 5-Year Plan.</p> <p><b>Statement of Progress in Meeting Mission and Goals Described in the Five Year Plan October 1, 2010 – September 30, 2015</b></p> <p><b>MISSION</b><br/> 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.</p> <p><b>GOALS</b></p> <p><b>I. HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.</b></p> <p><b>A. PHA Goal: Expand the supply of assisted housing:</b> CHA has employed the following strategies to expand the supply of assisted housing in our community.</p> <ol style="list-style-type: none"> <li><b>1. Reduce public housing vacancies:</b> CHA continues to work hard to decrease our “unit turnaround time.” During FYE2009 and FYE2010, CHA experienced an increase in our average “lease up” time which is directly related to economic conditions and a significant increase in denied applications due to recent criminal histories and/or poor rental histories of applicants. 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 15 days per unit and to reduce our vacancy rate to less than 2% for all of our housing sites.</li> <li><b>2. Apply for Additional Rental Vouchers:</b> <ol style="list-style-type: none"> <li>a) CHA has applied for and received HOME funds from the City of Columbia to provide Tenant-Based Rental Assistance (TBRA). The following is a chart of funding received.</li> </ol> </li> </ol> |
|--------------------|---|



| Years        | HOME TBRA Funding   | Average Number of Households Served Per Month | Average Amount of Assistance Per Month |
|--------------|---|---|--|
| 2013 to 2015 | <ul style="list-style-type: none"> <li>\$156,000 for 2013 to 2015</li> <li>\$75,000 2014 to 2015</li> </ul>   | 15-20   | \$605                                  |
| 2010 to 2012 | <ul style="list-style-type: none"> <li>\$100,000 for 2010 to 2011</li> <li>\$100,000 for 2011 to 2012</li> <li>\$50,000 for 2011 to 2012</li> </ul> | 25  | \$417                                  |
| 2009 to 2010 | <ul style="list-style-type: none"> <li>100,000 for 2009 to 2010</li> </ul>  | 14  | \$490                                  |
| 2007 to 2009 | <ul style="list-style-type: none"> <li>\$200,000 awarded for 2007 to 2009</li> </ul>  | 28  | \$459                                  |
| 2005 to 2007 | <ul style="list-style-type: none"> <li>\$157,000 awarded (two-year award)</li> </ul>  | 17  | \$467                                  |
| 2003 to 2005 | <ul style="list-style-type: none"> <li>157,500 awarded (two-year award)</li> </ul>  | 23  | \$504                                  |

b) CHA applied for and received 42 Shelter Plus Care vouchers and 70 Veterans Administration Supportive Housing Vouchers for the following years: 2010, 2011, 2012, and 2013. CHA also submitted an application for 100 Tenant Rental Assistance for Non-Elderly Persons with Disabilities in July 2010. This application was not funded even though the need was high.

3. **Leverage private or other public funds to create additional housing opportunities:** CHA completed construction of the McBaine Avenue Townhomes in 2009. This project consists of five (5) fully accessible and affordable townhomes for rent and possible future homeownership by persons at or below 60% AML. 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. Funding for this project was provided by the Missouri Housing Development Commission, the City of Columbia, and private sources.

In 2012, CHA entered into an agreement with affordable housing consultants, ND Consulting Group, to develop a long-range strategic plan to develop additional affordable housing units in Columbia. Affordable housing options being considered include affordable rental housing, homeownership opportunities, and housing with supportive services. It is considering submitting an application for Low-Income Housing Tax Credits to the Missouri Housing Development Commission to provide financing for these proposed affordable housing projects.

Also see Section 5.1 I. A. above and Section 9.1 above.

4. **Acquire or build units or developments:** See 3. above as well as Section 5.1 I. A. above and Section 9.1 above.

5. **Other:** CHA is promoting homeownership opportunities for public housing residents and HCV 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 HCV homeownership. CHA is also contracting with the City of Columbia to offer homeownership classes.

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):** 2009 was the second year of transition to the new PHAS scoring system. CHA's property inspection scores on the Physical Assessment Sub-System (PASS) increased significantly in 2009 and all Asset Management Properties (AMP's) received passing scores. AMP4 – Paquin Tower received a score of 92 which is in the range of high performers. CHA's PHAS scoring has fluctuated in previous years due to a significant turnover in all public housing management staff while also implementing the transition to project-based asset management. CHA has been successful in establishing the separate management, maintenance, and finance systems necessary for the effective implementation of project-based asset management. In response, CHA developed and implemented a management improvement plan for all AMPs which resulted in achieving high performer status in FYE2009 and FYE2010 under the transitional PHAS system. In FYE2011, CHA received a PHAS score of 89, one point less than the High Performer designation. In FYE2012 and FYE2013, CHA achieved High Performer status again with a score of 93. Each AMP's management improvement plan includes a strong focus on frequent property inspection, routine and preventative maintenance, integrated pest management and green maintenance practices, lower tenant account receivables, lower unit turnaround times, improved safety, and effective file management practices.

2. **Improve voucher management: (SEMAP score):** CHA was designated as a high performer scoring 100 in FYE2009 and again in FYE2011, FYE2012 and FYE2013. CHA was designated as a standard performer in FY2010 due to under-utilization of HAP funding. This was a result of over-authorization of Housing Choice Vouchers in 2008 causing CHA reduce expenditures through program attrition. In 2010, lower lease-up percentages for households issued HCV vouchers led to an underutilization of funding as it took longer than normal to increase the number of leased-up vouchers. CHA is currently utilizing 100% or better of HAP funding. The effects of sequestration of the federal budget will have a significant effect of the total number of vouchers in lease in FYE2014. We will work to be consistently designated as a high performer on the SEMAP evaluation and maintain this level of efficient management of our HCV program.

3. **Increase customer satisfaction:** Customer satisfaction has remained relatively positive during the past year. The Public Housing Resident associations have struggled to remain active and have often failed to achieve a quorum of members at their meetings. The Resident Advisory Board has a very positive working relationship with CHA staff and has been kept

well informed about CHA's improvement efforts. CHA proposes to conduct resident satisfaction surveys in the future in order to better gauge customer satisfaction, and respond as needed.

4. **Concentrate on efforts to improve specific management functions:** The implementation of management improvement plans for each AMP will be closely monitored during the coming year and monthly management reports will be reviewed with the Board of Commissioners. Current internal controls are also being reviewed and improved.
5. **Renovate or modernize public housing units:** CHA initiated a long-term strategic planning process for the revitalization of public housing in 2007. Information from the revitalization study conducted in 2005 will be considered in combination with a Physical Needs Assessment and Voluntary Conversion assessment to be conducted in 2012 for CHA's oldest family housing sites.

In the years 2009-2011, CHA completed \$5,493,732 in capital improvements using ARRA formula funding (\$1,358,051); ARRA Capital Fund Recovery Competition Funding (CFRC) (\$1,797,500); Energy Performance Contracting (\$1,935,931); and \$402,250 in capital and operating funds. This ARRA formula funding allowed CHA to make significant capital improvements to our family sites; the ARRA CFRC funding is supporting at \$2.45 million conversion of the Paquin Tower HVAC system to an energy efficient geothermal/cooling tower system; and the Energy Performance Contracting process will make energy improvements to all CHA housing sites.

During 2012, CHA launched a new affordable housing initiative designed to strengthen and revitalize neighborhoods located in the Heart of Columbia. This initiative includes the preservation and renovation of the 294 public housing units in AMP1 – Downtown Family Site (MO-007-00001). The CHA has engaged the ND Consulting Group (NDCG) to assist in this process. Please refer to Attachment mo007h01 for more information about the CHA Affordable Housing Initiative.

In 2013, CHA will completed a long-range strategic plan for the preservation and revitalization of its aging public housing units and for the development of additional multi-family affordable housing units.

In August 2013, The CHA was approved for the Rental Assistance Demonstration (RAD) program and will follow the required RAD regulations in the process of renovating all 719 CHA public housing units.

6. **Demolish or dispose of obsolete public housing:** There are no plans to demolish or dispose of obsolete public housing.
  7. **Provide replacement public housing:** There are no plans to demolish or dispose of obsolete public housing.
- 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) CHA has marketed the HCVHCV program to non-participating landlords by inviting them to attend annual HCVHCV Landlord meetings;
    - b) CHA has also provided detailed information for prospective landlords on our web site will be offering an e-mail landlord newsletter as a new service.
    - c) CHA has conducted a media campaign to dispel community misconceptions about the HCVHCV program, particularly those associating the program with an increase in crime.
    - d) New landlords will receive assistance from a HCVHousing Choice Voucher Program Specialist to review the Housing Assistance Payment (HAP) contract, answer questions, and provide guidance to help ensure successful participation and increase program integrity.
  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 HCV participants. In 2009, due to the economic downturn, CHA implemented a decrease in the voucher payment standard to 90% in an effort to serve more households. In 2010, CHA increased the voucher payment standard to 100% to help offset increasing utility costs. CHA will continue monitoring the impact of the adjusting the payment standard on the supply of housing to voucher holders.
  3. **Implement voucher homeownership program:** CHA began our HCV 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 HCV Homeownership through our HCV and Public Housing Family Self-Sufficiency programs. CHA is contracting with the City of Columbia to provide homeownership classes.
  4. **Implement public housing or other homeownership programs:** There are no plans at this time to implement a homeownership program that would allow public housing residents to purchase their public housing units.
  5. **Other:**
    - a) CHA has initiated discussions with local social service agencies to determine the need to 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 HCV 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 applied for and administers 85 Veterans Administration Supportive Housing vouchers. CHA began with 35

VASH vouchers in 2008 and was awarded 35 additional VASH vouchers in 2009 and an additional 10 vouchers in 2013. These vouchers are jointly administered with the local Harry S. Truman Memorial Veterans Hospital.

- e) CHA is applying for 25 new project-based VASH HCV vouchers in 2014 to create 25 one-bedroom apartments as part of a Campus for Veterans project.
- f) CHA has applied for 100 Tenant Rental Assistance for Non-Elderly Persons with Disabilities vouchers in 2010 but was not awarded the vouchers despite the high need.

**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 measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:** CHA has implemented a preference for working families in public housing and adding a Public Housing Family Self-Sufficiency Coordinator to attract and retain working families in public housing.
2. **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 space for a Police substation in AMP1, our downtown family neighborhood.
  - d) CHA has developed security and disaster plans for our two high-rise buildings.
1. **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, 2009, March 2011, and March 2013. Oak Towers is designated Elderly/Near Elderly. Paquin Tower is designated Mixed Populations of Elderly/Near Elderly and Persons with Disabilities. CHA is examining the need for additional designated elderly housing in AMP1.
2. **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 and individual 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 616 Park Avenue 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) CHA help form and continues to participate as an active member in our local Drug-Free Communities/Youth Community Coalition initiative.

**II. 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 HCV Family Self-Sufficiency Coordinator to assist families through the HCV FSS program. Currently there are 54 families 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. The goal of 25 families enrolled in the program during the first year was achieved. There were 38 families enrolled in the program in June 2010. Currently there are 63 families enrolled in the program.
  - c) In 2009, CHA established a public housing admissions preference for working families. The working preference was added for HCV families in 2010.
  - d) Persons enrolled in family self-sufficiency programs are eligible to receive financial incentives through escrow accounts to build family financial assets.
  - e) The earned income disallowance has been promoted to all families who qualify.

2. **Provide or attract supportive services to improve assistance recipients' employability:** 2009 saw the completion of two three-year HUD grants focusing on employment training. The ROSS-RSDM and Neighborhood Networks allowed CHA to partner 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. CHA is actively seeking other funding opportunities to provide on-site employment services combined with family self-sufficiency activities.

In 2012, CHA received funding from the City of Columbia to provide the REWARD (Residents Empowered: Working and Reaching Dreams) Program which provides employer incentives to hire Public Housing residents which in turn helps them develop marketable skills and a work history which makes them more employable at the end of the program. Long-term employment is the goal of the program. In 2013 received funding from the City of Columbia to provide the REWARD (Residents Empowered: Working and Reaching Dreams) Program for three years.

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 full-time Independent Living Coordinator serving our elderly and disabled residents. Partnerships with local health and human service agencies provide increased service coordination for independent living. The MU School of Nursing provides nursing students for health-related activities such as health fairs and blood-pressure screening. The MU School of Social Work provides social work interns at both Paquin and Oak Towers. A service provider's council has been formed to support the Shelter-Plus-Care, TBRA, and VASH voucher programs.

4. **Other:**

- a) Promoted various local homeownership programs for public housing and HCV households;
- b) Currently offering the HUD/FDIC approved MoneySmart classes and contracting with the City of Columbia to provide homeownership classes.
- c) Promoted better resident understanding of Earned Income Disallowance and other asset building opportunities.
- d) CHA provided the Moving Ahead Program, an after-school academic enrichment program for youth living in public housing and HCV assisted households designed to help them succeed in school and in life and avoid high-risk behaviors.
- e) CHA partnered with the PedNet Coalition, the City of Columbia Health Department, MU School of Nursing, and other health and human service agencies to implement a Missouri Foundation for Health grant-funded program to develop Promising Strategies for Improving Community Health in public housing and Columbia's First Ward/central city neighborhoods.

**I. 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, sexual orientation, gender identity, 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.
  - b) 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.
  - c) Through the Basic Needs Coalition, and other local coalitions, CHA staff members promote affirmative equal access to assisted housing.
  - d) CHA staff provided programs to local community organizations promoting affirmative equal access to assisted housing.
  - e) CHA staff actively partnered with local agencies to promote fair housing;
  - f) CHA provided speakers who explained and promoted equal access to our housing assistance programs.
  - g) CHA has discussed becoming a Fair Housing Initiative Program (FHIP) in order to conduct additional fair housing education and outreach.
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, sexual orientation, gender identity, familial status, and disability:
  - a) CHA housing staff has received Fair Housing training from HUD FHEO in 2006, 2009, and 2012.
  - b) Fair housing information is distributed at every tenant occupancy briefing for public housing and every HCV briefing prior to voucher issuance.

|                    |  |
|--------------------|--|
|                    | <p>3. CHA has undertaken the following affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:</p> <ul style="list-style-type: none"> <li>a) CHA provides ADA-accessible units to applicants to meet special needs and to residents as their health needs require.</li> <li>b) CHA works with all residents to provide accommodation for special needs and disabilities on an individual basis.</li> </ul> <p><b>II. Other PHA Goals and Objectives: (list below)</b></p> <ul style="list-style-type: none"> <li>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 HCV tenants.</li> <li>B. CHA coordinated the activities of CHA Low-Income Services, Inc. (CHALIS), the not-for-profit corporation of CHA, to provide or coordinate community health and human services to low-income public housing and HCV assisted households. CHALIS activities will have three main goals: <ul style="list-style-type: none"> <li>1. Helping youth succeed in school and in life;</li> <li>2. Supporting families working toward self-sufficiency; and</li> <li>3. Assisting seniors and persons with disabilities to live independently.</li> </ul> </li> </ul> <p>(b) Significant Amendment and Substantial Deviation/Modification. Provide the PHA’s definition of “significant amendment” and “substantial deviation/modification”</p> <p>The Columbia Housing Authority defines the significant amendment and substantial deviation/modification to the PHA Annual Plan as follows:</p> <ul style="list-style-type: none"> <li>• Changes to rent or admissions policies or organization of the waiting list;</li> <li>• Changes to the Public Housing Admissions and Continued Occupancy Policy;</li> <li>• Changes to the HCV Housing Choice Voucher Program Administrative Plan;</li> <li>• Additions of non-emergency work items (items not included in the current Annual Statement or Five-year Action Plan) or change in the use of replacement reserve funds under the Capital Fund; and</li> <li>• Any change with regard to demolition or disposition, designation, homeownership programs or conversion activities.</li> </ul> |
| <p><b>11.0</b></p> | <p><b>Required Submission for HUD Field Office Review.</b> In addition to the PHA Plan template (HUD-50075), PHAs must submit the following documents. Items (a) through (g) may be submitted with signature by mail or electronically with scanned signatures, but electronic submission is encouraged. Items (h) through (i) must be attached electronically with the PHA Plan. <b>Note:</b> Faxed copies of these documents will not be accepted by the Field Office.</p> <ul style="list-style-type: none"> <li>(a) Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i> (which includes all certifications relating to Civil Rights)</li> <li>(b) Form HUD-50070, <i>Certification for a Drug-Free Workplace</i> (PHAs receiving CFP grants only)</li> <li>(c) Form HUD-50071, <i>Certification of Payments to Influence Federal Transactions</i> (PHAs receiving CFP grants only)</li> <li>(d) Form SF-LLL, <i>Disclosure of Lobbying Activities</i> (PHAs receiving CFP grants only)</li> <li>(e) Form SF-LLL-A, <i>Disclosure of Lobbying Activities Continuation Sheet</i> (PHAs receiving CFP grants only)</li> <li>(f) Resident Advisory Board (RAB) comments. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations.</li> <li>(g) Challenged Elements</li> <li>(h) Form HUD-50075.1, <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i> (PHAs receiving CFP grants only)</li> <li>(i) Form HUD-50075.2, <i>Capital Fund Program Five-Year Action Plan</i> (PHAs receiving CFP grants only)</li> </ul>  |