



Housing Authority of the City of Columbia, Missouri

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State of the Columbia Housing Authority FY2012 Annual Report

Strong Foundations ♦ Safe & Successful Neighborhoods ♦ Social Leadership

November 20, 2012

A Report to the CHA Board of Commissioners and the Community

The State of the Columbia Housing Authority FY2012 Annual Report presents an opportunity to review the accomplishments and challenges of the past fiscal year, outline goals for the coming year, and provide a longer range view of the future of CHA. The goal of the report is to provide a framework for continued strategic planning by the CHA Board of Commissioners and staff while also helping our broader community, partners and friends understand our recent accomplishments as well as the enormous challenges the CHA is embracing in as a leading provider of affordable housing in our community.

Effective program management and well-maintained properties form a strong foundation for safe and successful neighborhoods. Safe and successful neighborhoods in turn nurture family self-sufficiency and independent living.

As we move forward in 2013, the CHA is engaging in a long-range strategic planning process to expand its social leadership role in the community to provide affordable housing with an emphasis on family self-sufficiency and independent living. In 2012, the CHA launched its Affordable Housing Initiative to achieve its goal of developing new affordable housing that is safe, healthy, energy-efficient, accessible, and well-maintained.

Strong Foundations

Effective program management and well-maintained properties form the strong foundations of the Columbia Housing Authority. These strong foundations are necessary in order to create safe and successful neighborhoods and to take the social leadership to create affordable housing opportunities for families in need.

CHA operates two key affordable housing programs: Public Housing and the Section 8 Housing Choice Voucher Program. Public Housing came first as a component of Columbia's urban renewal initiative of the 1950's and 1960's. CHA built 719 units of Public Housing between 1956 and 1978. These housing units are currently managed and maintained by CHA.

In the 1970's, the "Section 8" Housing Choice Voucher Program expanded access to affordable housing by providing subsidies for existing rental housing throughout the community. CHA currently administers 1,132 Housing Choice Vouchers. This number includes 70 VASH* vouchers. Families with a Housing Choice Voucher may choose housing throughout our community that meets their individual needs. As a result, poverty is less concentrated in one area of the community, as with the public housing model; and property maintenance and modernization becomes the responsibility of individual property owners rather than the housing authority.

CHA also provides three smaller housing subsidy programs serving homeless veterans, homeless persons with disabilities, and related special populations. Each of these programs is matched with community support services that support independent living and self-sufficiency.

- Veterans Administration Supportive Housing (VASH)* 70 vouchers
- Shelter Plus Care 42 vouchers
- Tenant-Based Rental Assistance..... 20 vouchers

All families receiving housing assistance pay 30% of their adjusted household income for rent with the balance paid through a public housing operating subsidy or through direct Housing Assistance Payments (HAP) to private landlords. All families must pay for their own utilities.

One of CHA's fundamental goals is breaking the cycle of poverty by connecting families receiving housing assistance with other health and human services that will enable them to work toward family self-sufficiency or in the case of the elderly and persons with disabilities to live independently as long as possible without institutional care.

As we look to the future of CHA, I believe we must use our two key affordable housing programs as a strong foundation for helping families move up and out of poverty and enabling elderly persons and persons with disabilities to live as independently as possible.

During FY2011, CHA completed the HUD mandated transition to "project-based asset management" for our Public Housing program which decentralized public housing management into four (4) Asset Management Projects (AMPs) as follows:

- **Providence Family Townhomes (AMP1)**
294 family units composed of 1, 2, 3, & 4 bedroom townhouses in heart of Columbia.
- **Bear Creek Family Townhomes (AMP2)**
78 family units composed of 1, 2, 3, & 4 bedroom townhouses on Elleta Boulevard.
- **Oak Towers (AMP3)**
147 high-rise units composed of 0 & 1 bedroom apartments designated for the elderly.
- **Paquin Tower (AMP4)**
200 high-rise units composed of 0 & 1 bedroom apartments designated for persons with disabilities and the elderly.

CHA currently manages public housing as four separate housing developments with their own staff and a balanced budget. Revenues are generated by tenant rents in combination with a HUD determined operating subsidy. Maintaining a balanced budget by controlling maintenance

and operational expenses is required if the property is to remain viable. Failing properties will be removed from the public housing stock.

Like a private company with several business interests, the central administration of CHA is now managed through a Central Office Cost Center (COCC) which receives no direct funding from HUD but instead earns management fees from each Public Housing property (AMP) as well as from CHA's Section 8 Housing Choice Voucher Program (HCV). The Section 8 HCV program is also managed separately with its own designated funding allocation from HUD. If these housing programs are not managed effectively, the Central Office Cost Center does not earn its management fee, much like in the private sector where a poorly managed rental property generates no profit.

CHA's management of our Public Housing and Section 8 HCV programs has been greatly strengthened by adopting this new management model. In the process, the CHA has also expanded its programs beyond housing assistance in new and creative ways that focus on improving the lives of the families we serve and promoting self-sufficiency.

In the past seven years, the CHA has greatly expanded our Resident Services Department with the goal of transforming CHA into an agency focused on helping our families achieve self-sufficiency and independent living. CHA has created strong partnerships with multiple health, education, and social service agencies and also used our not-for-profit corporation, CHA Low-Income Services, Inc. to secure significant new funding to meet the needs of our families.

Helping families break the cycle of poverty also strengthens our housing programs and makes them more effective. This in turn benefits our families and our community. My goal is to continue the process of transforming CHA into an agency focused on helping our families achieve self-sufficiency and independent living by building on our strong foundations.

The CHA will accomplish this through:

- Building on a Strong Foundation of Effective Program Management & Well-Maintained Properties;
- Creating Safe and Successful Neighborhoods and Providing Services That Help Families Become Self-Sufficient.
- Social Leadership in the Creation of Affordable Housing Opportunities for Low-Income Families

PUBLIC HOUSING

During FY2012, we continued to strengthen our ability to effectively manage our Public Housing operations. A new monthly management report was implemented in FY2011 to better track key property management indicators including occupancy, unit turn around rates, unit restoration costs, work order completion, and rent collection. This report is based on the same set of indicators used in HUD's Interim Public Housing Assessment System (PHAS).

Through this monitoring process, Public Housing Managers increased their effectiveness across a number of management indicators.

- Occupancy consistently exceeded 97% for all properties with many months over 98%.
- Two properties achieved 100% occupancy.

- Collection of rent and other charges greatly improved and consistently averaged over 95%. Two properties averaged 98% or better.
- Write-off of uncollectable accounts decreased significantly for the third year in a row.
- Maintenance staffs at all properties consistently restored units in under 5 days at all sites except at the Providence Family Townhomes which took an average of 6.25 days.
- All resident generated work orders were completed in fewer than 3 days on average.
- Vacancy times between tenants was less than 20 days on a consistent basis and often under 15 days at several sites.

Stability in staffing and training has allowed us to focus on effective management of our properties and spend less time correcting mistakes. Maintaining high levels of performance on a consistent basis has improved as a result, but still presents an on-going challenge. Uniform scheduling of management tasks and closer oversight by the Director of Public Housing Operations will improve consistency of performance.

The turnover of the Public Housing Managers at our Bear Creek Family Site and at Paquin Tower in October and November 2012 will necessitate that we maintain a continued emphasis on staff training and retention.

Public Housing residents moving to the Section 8 Housing Choice Voucher Program have also challenged us to maintain our high occupancy rates while also ensuring a smooth transition for our residents. Department managers have worked hard to improve inter-departmental communication to resolve these issues.

Our HUD REAC (Real Estate Assessment Center) property inspection scores greatly improved from FY2008 to FY2009. Because CHA was designated a HUD “High Performer” in FY2009 and FY2010, REAC did not inspect our Public Housing properties in FY2010.

Managers and maintenance staffs worked hard to prepare for the FY2011 REAC inspections with a review session of Uniform Physical Conditions Standards (UPCS) and REAC deficiencies followed by two weeks working on-site to prepare for the inspections. This resulted in three of our four properties scoring above the 90 points necessary to achieve a HUD High Performer designation.

REAC Public Housing Property Inspection Scores	FY2008		FY2009		FY2011	
	Date	Score	Date	Score	Date	Score
Providence Family Townhomes	08/11/09	86	01/21/10	88	01/11/12	86
Bear Creek Family Townhomes	02/27/09	49	01/25/10	75	01/09/12	91
Oak Towers	11/19/08	37	01/20/10	73	02/06/12	97
Paquin Tower	04/8/09	40	01/25/10	94	02/07/12	97

Changes to the overall Public Housing Assessment System for FY2011 resulted in an overall score of 89.4% for all CHA properties, 0.6% short of High Performer status. Overall, I am still very pleased with the consistent improvement and professionalism of our Public Housing management and operations.

In FY2012, we reviewed and restructured our maintenance positions to make them more closely align with REAC property inspection indicators and performance goals.

Public Housing Goals for the Coming Year

We are increasing our goals for all sites in FY2013. The focus this year will be on attaining and maintaining these goals consistently across all management indicators:

- Occupancy 99%
- Rent Collection & Tenant Accounts Receivable 99%
- Unit Turnaround Time (key to key) under 15 days
- Uncollectable Write-Offs 2.5 % or less
- REAC Property Inspection scores 91 or above

We will continue reviewing our Public Housing tenant files, with a goal of 100% accuracy in rent calculation.

New Initiatives for FY2012

- Green maintenance practices were implemented at Paquin Tower in conjunction with the installation of a geothermal HVAC system and other energy saving capital projects. The development and implementation of these green maintenance practices will be applied to other CHA Public Housing developments in the future.
- In March of 2012, CHA teamed up with the Northeastern IPM Center to receive training related to refining and improving our Integrated Pest Management (IPM) practices at all sites.
- In addition to a number of major capital projects at all Public Housing developments, there was a strong emphasis on renovating the common areas, offices, and interiors of Paquin and Oak Towers including new interior paint colors designed to be more appealing and less institutional. Work was also initiated improving the interiors of the Bear Creek Family Townhomes by adding backsplashes in the kitchens and new interior paint colors.
- Significant landscaping and “curb appeal” improvements were made to the Providence Family Townhomes including landscaping and beautification projects along Providence Road and at the J.W. "Blind" Boone Community Center. These improvements are being coordinated with public and private improvements to the public corridor along Providence Road that will include landscaping, new sidewalks, and the creation of a pedestrian island and crosswalk between CHA neighborhoods and Douglass Park. The pedestrian bridge will be removed in FY2013 as part of this project.
- Our 3rd Annual Spring Planting Day built on the success of previous years as Public Housing residents planted spring flower gardens to beautify their neighborhoods.
- A partnership with the Columbia Center for Urban Agriculture (CCUA) created a series of newly landscaped areas in the Providence Family Townhomes that feature fruit trees, berry bushes, herbs, and other plants that can be harvested by Public Housing residents. CCUA also provided individual “Opportunity Gardens” for Public Housing residents. These raised garden beds have proven to be more successful than community gardening spaces. Broken yard hydrants were also repaired this year to allow residents to water their vegetable and flower gardens and our edible landscaping.

- The Public Housing and Section 8 HCV programs developed and conducted a series of “Housing 101” informational training sessions for social service agencies, faith-based organizations and others in the community who work with persons in need of low-income housing. These sessions were well attended and designed to increase their understanding of subsidized housing rules and procedures and make the intake process more accessible.
- Public Housing and Section 8 staffs worked together to improve the transition process for Public Housing residents moving to the Section 8 HCV program.

SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

Program integrity and effective program management has been a key focus of the Section 8 Housing Choice Voucher program in FY2012 led by Ms. Gay Litteken in her third full year as the Director of Housing Voucher Programs. As with Public Housing, stability in staffing and training allowed us to focus on effective program management practices and maximize the use of limited resources to house as many families as possible. With the addition of a new Section 8 Specialist this past year, we have been able to focus on increasing our lease up efforts and focus on providing better customer service and program integrity. We did lose a position which led to more responsibility for each Specialist including management, however our efforts to streamline and be more efficient has assisted us with this deficiency.

The Housing Choice Voucher Program utilizes a monthly management report to track key program management indicators including vouchers under lease, current vouchers issued, average Housing Assistance Payments (HAP) to landlords, tenant payments, and monthly and annual utilization rates. This report is designed to track HAP utilization, leasing rates and projected expenses. What we have determined with the last few hundred people on the 2010 waiting list with no preferences assigned, is that it is much more difficult for those families to utilize their voucher and lease up on our program with little or no income due to the fact that most are not working or are receiving Social Security income due to being elderly or disabled.

In September, 2012, with less than 100 families left on the 2010 Section 8 waiting list, we opened the waiting list for one week and over 1,500 families applied for assistance. A lottery system was used to assign applicants to the waiting list. We continued our policy to offer preferences for working families, elderly persons, and persons with disabilities.

Families with a Section 8 voucher pay 30% of their adjusted household income for rent and CHA pays the balance in the form of a Housing Assistance Payment (HAP) to the landlord. Giving a preference to working families means that the average HAP per family is lower and CHA can assist more families based on our HAP allocation. Promoting family self-sufficiency also helps families break the cycle of poverty and eventually move off the program.

In the past year, over 750 names were pulled from the 2010 waiting list with less than 75 people left to date. Of the 906 households pulled from the current waiting list, 254 households (34%) were issued vouchers. The other 652 household were denied due to recent criminal activity, previous program violations, failure to respond or keep their address current, or were found to be over income.

On average, in the past year, about 82% of the families who are issued a housing voucher are successful in leasing a unit with a majority leasing up within the first thirty days. Currently the rate of lease-up is approximately 40%. Our goal is to utilize as close to 100% of our HAP allocation as possible in order to assist the largest number of families. Our administrative fees

are earned based on the number of assisted families. Utilizing less than 100% of our HAP allocation reduces our ability to properly staff and manage the program in an effective manner.

Federal budget cuts in FY2012 resulted in an 8% cut in administrative fees this year forcing CHA to look for every opportunity to improve program efficiency and reduce administrative expenses without sacrificing effective program management. Despite this cut in funding, the department has made every effort to lease up as many families as possible.

Ensuring strong landlord participation in the program also improves program effectiveness and gives families more housing choices throughout the community. CHA has continued to improve its communication with landlords by implementing a quarterly newsletter, conducting an annual landlord meeting, and implementing a new landlord orientation program. Since implementing the Crime-Free Housing Addendum to improve program integrity and neighborhood safety, some landlords and property managers have adopted the same addendum. CHA is consistent in adhering to the Crime-Free Addendum and our landlords that partner with us know that and appreciate that.

The CHA was presented an award at the Landlords Against Crime Summit on October 25, 2012 for having the “Most Successful Crime-Free Housing Strategy.”

Other items worth recognizing include:

- Revised utility allowances for 2012 and 2013;
- Applied for and received renewal funding for 42 Shelter Plus Care vouchers to provide housing assistance and support services to homeless persons with disabilities; and
- Applied for and received funding for the Tenant-Based Rental Assistance Program funded through the City of Columbia. This program serves homeless and other high-risk populations in partnership with local supportive service agencies and has an average case load of 20 households.
- CHA’s partnership with the Harry S. Truman Memorial Veterans Hospital continues to be recognized as one of the most effective Veterans Administration Supportive Housing (VASH) program in the country with over 130 homeless veterans served through this partnership in the past three years.

Housing Choice Voucher Program Goals for the Coming Year

Section 8 Waiting List

CHA will continue to issue new vouchers in order to assist as many families as possible and utilize 100% of our funding allocation. Program utilization will be closely monitored in order to assist the maximum number of families without overspending. We anticipate serving a number of working families in Boone County.

Assisting Homeless and High-Risk Populations

CHA will continue to partner with local mental health and human service agencies to provide housing assistance with supportive services to homeless and high-risk households through the Veterans Administration Supportive Housing (VASH) Program – 70 vouchers; the Shelter-Plus-Care Program – 42 vouchers; and Tenant-Based Rental Assistance – 20 vouchers.

Rent Reasonableness

We will continue to update our Rent Reasonableness Module with current data to compare market-rate rental units with Section 8 rents to ensure equitable rents are paid.

File Monitoring

File monitoring will focus on rent calculation and occupancy standards with a goal of 100% accuracy. Staff training and performance evaluations will be linked to the monitoring process. Consistency and file documentation will also be reviewed.

Landlord Communication

We will continue our efforts to recruit new landlords to the program while also working to improve communication and customer service with current landlords.

Project-Based Vouchers

CHA would like to use Project-Based Vouchers to partner with local social service agencies to provide rental assistance combined with supportive services targeted at high-risk and special needs populations.

Section 8 Management Assessment Program (SEMAP)

All Section 8 Management Assessment Program (SEMAP) criteria will be monitored on a monthly basis to ensure that proper program performance and documentation is in place to consistently rank as a high performer. A monthly management report of key SEMAP and other management indicators has been developed for all Housing Voucher Programs to more closely monitor program performance.

Energy Efficiency in Rental Housing Initiatives

CHA will also continue to work with the City of Columbia and other partners to develop a process for making data on rental housing utility costs easily available. This market driven approach will make rental housing more affordable by enabling tenants to make better choices regarding utility costs when renting and encouraging landlords to make energy improvements to their properties in order to increase their occupancy rates.

FINANCE DEPARTMENT

The Finance Department continues to do an exemplary job managing the finances for CHA and our subsidiary not-for-profit corporation, CHA Low-Income Services, Inc. (CHALIS)

Annual Audit of Financial Statements

The department has produced consistently clean audits with no findings in the audit of our financial statements for FY2010 and FY2011; there were two findings on internal controls for FY2010 and one finding of non-compliance of required reporting for FY2011. These findings were immediately corrected. This is due to the excellent system of financial management that CHA has in place.

Property Insurance Valuation

In February 2012, we received notice from Missouri Housing Authorities Property & Casualty, Inc. (MHAPCI), that due to 3 large property losses in 2011 they believed that our current property values were not adequate to cover full replacement cost. At this same time period HUD also mandated that PHA's with Annual Contributions Contracts (ACC) must carry property

coverage at full replacement cost. CHA's real property insurance value was \$62,014,722 and insured at only 90%.

In May, MHAPCI sent out CBIZ Valuation Group to do a property appraisal on all of our properties. After receiving their preliminary report in September, CHA employees spent more than a month verifying and negotiating every detail of the report with CBIZ and MHAPCI. A final determination of total CHA property values was made in November of \$74,572,974. We feel this accurately reflects the value of all CHA properties. Due to the real property value increase and the increase of coverage to 100% of replacement cost our 2012 and 2013 premiums will increase by \$10,491 per year from our 2011 premium.

Other Departmental Highlights

- A new Accountant position for CHALIS was added for FY2012. This position was greatly needed with the addition of the 21st Century Learning Communities grant that increased CHALIS's annual program funding to one million dollars.
- With the CHA's new focus on building more affordable housing, revised job descriptions were completed for all positions in the Finance and Human Resource Departments to more clearly define each position's duties and responsibilities. Mary Harvey took on additional financial responsibilities and was appointed as the Director of the Finance Department while Rick Hess shifted his responsibilities as the Director of Asset Management to focus his efforts on the CHA's Affordable Housing Initiative.
- Completed a comprehensive review and update to the CHA's Section 3 Program implementation plan and administrative guide.
- Completion of Direct Deposit enrollment of landlords for HCV payments.
- HUD's Quality Assurance Division (QAD) staff completed a Remote Housing Choice Voucher Program (HCV) Voucher Management System (VMS) Validation Review. The total HAP variance was less than 1% and the QAD staff review comments included the statement "The QAD staff believes that CHA is doing an excellent job of reporting accurate VMS data."
- HUD allowed excess public housing operating reserves to be used for capital improvements in FY2012. Between the energy performance contract; the capital fund program; and capital improvements from operating reserves, over \$3,323,000 in capital improvements were completed which the finance department had to track and roll over from construction in progress to fixed assets, and allocate the loan, interest expenses and loan payments across the four developments based on their portion of the uses of the loan.
- An RFP was issued for the design and administration of the CHA employee retirement benefit plan. The "One Ward Parkway Group" of UBS Financial Services, Inc. (UBS) was chosen to act as our retirement advisor in order to thoroughly study our current retirement plan and present recommendations for improvement. A new employee retirement benefit plan combining a matching 401(a) employer contribution plan with a voluntary 457 employee contribution plan.
- The Finance Department assisted with updating current maintenance worker job descriptions and created new job descriptions in a comprehensive review of maintenance, restoration, grounds, and related work in order to ensure compliance with federal wage and labor regulations for CHA positions as well as contract labor work.
- Staff completed HUD financial reporting and HUD procurement policy training.

Finance Department Goals for the Coming Year

Goals for the coming year will be continued to be focused on four main areas:

1. Implement Direct Deposits for Vendors: The finance department issues an average of 1,600 checks to over 250 vendors each year. A direct deposit program is scheduled to enroll as many vendors as possible in 2013 to reduce the number of paper checks that have to be printed and mailed for these payments.
2. Employee Training: Finance Department staff will pursue education and training in administering tax credit programs; HUD financial reporting requirements; HUD Capital Fund program; and a conference on the agency's program/financial software are scheduled for this upcoming year. The department will also focus on coordinating CHA employee training opportunities with the directors of other CHA departments.
3. Improve Internal Controls and Audit Procedures: The department will continue to improve its internal controls and the development of internal audit procedures for the Director of Public Housing Operations.
4. Risk Management and Employee Benefits: The department will increase its efforts to promote employee safety and wellness and work to control costs for worker's compensation insurance as well as employee health insurance and retirement benefits while continuing to offer a high level of service to employees.

Public Housing

The department will continue to provide financial management and budgeting assistance to public housing management for full implementation of project-based asset management. The annual budgeting process will continue to be refined to provide more input from the Public Housing Managers of each property. Key property management financial indicators such as vacancy losses, unit restoration costs, uncollectable write-offs, average tenant rents, utility costs, and the HUD pro-ration of operating subsidies will be closely monitored with an emphasis on achieving High Performer status on the revised Public Housing Assessment System (PHAS).

Section 8 Housing Choice Voucher Program

Program expenditures will be closely monitored due to uncertainties in the federal budgeting process and reduced funding for administrative fees. The department will continue to monitor the accuracy of submissions through the Voucher Management System (VMS).

CHA Low-Income Services (CHALIS)

The department will be working closely with the Resident Services Department to provide financial management and budgeting training to grant and program managers. The new CHALIS Accountant will ensure compliance with grant program regulations and federal audit requirements.

ASSET MANAGEMENT DEPARTMENT

The Asset Management Department was reorganized as a separate department from the Finance Department in order to allow the Director of Asset Management, Rick Hess to focus his time and expertise in leading the CHA's new Affordable Housing Initiative.

The CHA's Affordable Housing Initiative is discussed at the end of this document in the section dealing with Social Leadership. (Page 23)

In addition to managing the CHA's Affordable Housing Initiative, Mr. Hess also worked closely with Greg Willingham, Modernization Coordinator and Systems Specialist and Mary Harvey, Director of Finance to manage the financing of a broad array of Public Housing Capital Projects that were discussed in the previous section related to public housing operations. Mr. Hess also oversees the CHA's computer and telecommunications systems.

Capital Project Funding

In FY2012, Mr. Hess, Mr. Willingham, and Ms. Harvey did an outstanding job managing all expenditures of the CHA Capital Fund, the American Recovery and Reinvestment Act (ARRA) Capital Fund Recovery Competition (CFRC) grant for the Paquin Tower HVAC Retrofits project, and the financing of additional Capital Fund energy saving measures through an Energy Performance Contract. From 2009 – 2012 CHA secured and expended close to \$5.5 million in additional funding for capital improvement projects through two (2) ARRA grants, an Energy Performance Contract, and CHA Public Housing Capital Fund Program. All obligation and expenditure deadlines were met for both ARRA grants and all funds accounted for in compliance with strict federal regulations and oversight. The capital projects funded by the two ARRA grants and the Energy Performance Contract were completed in January 2012.

Computer Systems

In FY2012, CHA moved exclusively to "cloud computing" which eliminated our need to maintain any computer network servers on site. Our cloud computing is essentially a remote connection to the "mainframe" network of computer servers physically located at LANIT's secure site in Columbia and backed up at a second secure location in Kansas City.

In addition to the previous advantages of our virtual network and XenDesktops, cloud computing allows us: to pay for only the services we need (data storage, software licenses, connectivity, etc.); better system resiliency and redundancy; lowered maintenance cost; complete mobility; unparalleled stability; complete software compliancy and greater internet speeds. Also, our IT "capital" expenses for physical equipment have been all but eliminated as the only on-site network equipment is switches, DSL modems, and PC's (used only to connect to the Internet).

Another very important gain by converting to cloud computing is the continuity of our data. Not only are all back-ups performed and stored at LANIT's Columbia facility, but LANIT also duplicates the back-ups at the Midwest Internet Hub and Colocation Facility in Kansas City, where LANIT houses their off-site network systems. If a disaster strikes at CHA, all we have to do is establish an internet connection at any location and our computer system remains fully functional. If anything happens to LANIT's Columbia facility, all of our data is still intact at the Kansas City location.

We have also vastly improved the technology in our Administration Building Training Room by installing a computer, a 60" flat screen TV and a camera/microphone for Internet communication and video conferencing.

In FY2013, we will be analyzing phone system options to replace our nearly 10-year old system. A fairly recent development in the field of business communications is the growth of "hosted" phone systems. Unlike our current conventional (or legacy) system, hosted systems rely on an outside provider to house and maintain telephone communications. Using VoIP (Voice over Internet Protocol) technology, and similar to the advantages of cloud computing, a hosted phone system would free up installation, maintenance and upgrade concerns, allowing us to focus on our more immediate business interests. Because hosted systems are located off-premises, we could also rely on increased security, reliability and features, as well as lower costs.

PUBLIC HOUSING CAPITAL PROJECTS

Public Housing Energy Efficiency Capital Projects 2009-2012

CHA has pursued a very aggressive schedule of Public Housing capital projects from 2009-2012. FY2012 saw the completion of these capital projects including the Paquin Tower HVAC Energy Retrofits and conversion to a hybrid geothermal HVAC system and a variety of energy performance contract improvements to all Public Housing developments.

These energy efficiency capital projects were funded from the following sources:

- Public Housing Capital Fund;
- ARRA Capital Fund Recovery Competition Grant; and
- Energy Performance Contracting

The total cost of these energy efficiency capital projects is as follows:

- Paquin Tower HVAC Energy Retrofits\$2,787,750
- Energy Performance Contracting.....\$1,973,344

- **Total Energy Efficiency Capital Projects Completed\$4,761,094**

The improvements to Paquin Tower have resulted in significant energy savings during the past year (July 2011-June 2012).

- Water & Sewer Savings.....\$15,054
- Electric Savings.....\$25,007
- Gas Savings.....\$58,425
- **Total Annual Utility Savings\$98,489**

FY2012 Public Housing Capital Projects

In FY2012, the following Public Housing Capital Projects were completed. Funding for these projects came from the sources listed below for a total of \$667,537.

Public Housing Capital Funds..... \$259,650

- New Commercial Floor Scrubbers.....AMP #3 & AMP #4
- New Snow PlowAMP #2
- New Copy Machines AMP #3, AMP #4 & COCC
- New Resident Services VanAMP #1
- Fire Alarm System Upgrades J.W. "Blind" Boone Community Center
- Yard Hydrant Repairs.....AMP #1
- 504 Enhancements ADA Accessible RAMP sAMP #2
- Warehouse Renovations for New Housing Managers OfficesAMP #1
- Install Geared Hinges on Entry DoorsAMP #2
- Hand Railing Garden Areas.....AMP #3
- A/C Windows.....AMP #4
- Mailboxes.....AMP #3 & AMP #4
- Bulletin BoardsAMP #1

Energy Performance Contract \$103,092

- Replace single pain Lobby WindowsOak Tower & Paquin Tower

Public Housing Operating Funds..... \$304,795

- New Screen DoorsAMP #1 & AMP #2
- Make Up Air VentsAMP #1
- Plumbing Repairs in ApartmentsAMP #1
- Tree Work AMP #1, AMP #2 & AMP #3
- Landscaping.....AMP #1& AMP #4
- Community Space Chairs..... J.W. "Blind" Boone Community Center
- Erosion ControlAMP #1 & AMP #2
- Sidewalk Repairs & Replacement AMP #1, AMP #2 & AMP #4
- Retaining Wall Repairs AMP #2
- Hand Railing J.W. "Blind" Boone Community Center & Warehouse AMP #1
- Water Heaters.....AMP #2
- Maintenance Tools/Equipment.....AMP #1
- Patio ShelterAMP #3
- Elevator UpgradesAMP #3
- Exterior Yard Sign.....AMP #3
- Lobby Window BlindsAMP #3 & AMP #4
- Electrical Upgrades & Repairs.....AMP #4
- Lobby & Office Renovations.....AMP #4
- 504 Enhancements – Automatic Door OperatorsAMP #4
- Exterior Lighting UpgradesAMP #4
- Bike RacksAMP #4
- Heat Pump Parts for Stock.....AMP #4

FY2013 Public Housing Capital Projects

- Paquin Tower Shower Valve ReplacementAMP #4
- RFP for Elevator UpgradesAMP #4
- Sidewalk RepairsAMP #1
- Fencing Repairs.....AMP #2
- Cloths Line Poles ReplacementAMP #1
- Landscaping.....AMP #1
- Exterior PaintingOak Tower & Paquin Tower
- New Gas Efficient On- Call Maintenance VanAll AMPs

City of Columbia Community Development Block Grant (CDBG) Funding

The City of Columbia awarded CHA with CDBG funds in 2011 and 2012 for the following capital projects:

Oak Tower & Paquin Tower Alarm System Upgrades Completion September 2013

Revenue Sources

- City of Columbia CDBG Funds \$100,000
- CHA Capital Funds..... \$10,000

Project Expenses

- Install New Alarm Panels, Smoke Detectors, Heat Detectors, Wiring, Addressable Pull Stations and Audible/Strobe Alarms in the common areas.

Total Project Expenses \$110,000

Park Avenue Child & Family Development Center Completion September 2014.

Revenue Sources

- City of Columbia CDBG Funds \$112,000
- CHA Capital Funds..... \$13,000

Project Expenses

- Install New HVAC Systems, New Energy Efficient Windows and Doors, New Lighting Systems, Plumbing Retrofits and Green Room Renovations.

Total Project Expenses \$125,000

HUD Labor Relations Monitoring Review

Michele Green, Senior Labor Relations Specialist conducted a monitoring review on June 27, 2012. The review focused on three areas: Federal Labor Standards Compliance, Maintenance Wage Determinations, and Semi-Annual Labor Enforcement Reporting. Ms. Green reviewed the established procedures for the administration, compliance, and enforcement responsibilities.

A total of (13) construction projects were audited.

- Projects Totaling \$3,952,736.89 from October 2008 through September 2011.
- Projects included Capital Funds, ARRA Formula Grant & the ARRA CFRC Grant

Ms. Green was satisfied that CHA is in compliance with all Federal Labor Standards and there were only two recommendations from this audit.

- Print a copy for files when checking if a contractor has been debarred;
- Make notes or sign the certified payrolls after they have been reviewed;

Safe & Successful Neighborhoods

Building on our strong foundation of effective program management and well-maintained properties, CHA has focused its efforts on providing safe neighborhoods and services that help families become self-sufficient. Housing assistance alone will not help families break the cycle of poverty. They also need safe environments and supportive services to enable them to work toward self-sufficiency. Safe and self-sufficient families create safe and successful neighborhoods where families can achieve their goals.

SAFETY DEPARTMENT

The safety of our Public Housing neighborhoods continued to increase in FY2012 through a combination of consistent lease enforcement, zero tolerance for violent or drug-related criminal activity, The Crime-Free Housing Addendum, and effective monitoring and reporting of criminal activity by the CHA Safety Department has continued to have a positive influence. CHA Safety Department incident reports and police reports of criminal activity have dropped significantly for the third year in a row.

Columbia Police Officer Mark Brotemarkle has almost completed his second year as the Director of Safety. Officer Brotemarkle has continued on strengthening CHA's cooperative working relationship with the Columbia Police Department and with Public Housing and Resident Services staff. Department credibility with Columbia Police Officers has continued to improve and new working relationships have been established with officers as well as other CHA staff. Mark Brotemarkle has communicated with City and State Prosecutors to assist them in prosecution of criminal acts on Columbia Housing Authority Property.

The Safety Department increased their efforts to be more proactive in their efforts to engage public housing residents in efforts to improve neighborhood safety while also focusing on preventing incidents caused by non-residents. These efforts included: 1) Move-in visits with new residents; 2) Increased efforts to check the identity of non-residents on CHA property; 3) Surveillance of units where criminal activity and other lease violations are suspected; and 4) Increased positive interaction with residents.

New Move in Visits has been received well by tenants. The Safety Department goals for New Move in Visits are to get a feel for the new tenant, let the tenant know we are here to help and may be able to help resolve issues or concerns they have, build relationships with Safety personnel.

The spring of 2012 saw a spike in criminal activity associated with large crowds at Douglass Park that spilled out of the park and had a negative impact on our neighborhoods. For the most part, perpetrators were non-residents who had been attracted to large gatherings in the park. Due to the extremely hot weather, the summer of 2012 was quiet compared to previous summers. This was due in part to the Moonlight Hoops program being moved from Douglass Park to the Armory.

There were still a few serious incidents this summer and CHA Safety Officers saw a significant increase in threats made toward them. The increase in threats may have been caused by our increased efforts to check the identity of non-residents on CHA property. The Safety Department may be interfering with those interested in being involved in criminal activity,

causing those people to try and intimidate Safety Officers and get them to leave the area. The increase in check subjects appears to have reduced criminal activity on our property.

Safety believes there are less than ten and typically fewer than five of our units involved in criminal activity at any one time. With the assistance of Site Managers, Residents and Maintenance personnel, Safety identifies units which are likely involved in activity which will disrupt the peace and safety of other residents. Safety conducts surveillance, checks subjects and speaking with residents of suspected units in an attempt to figure out exactly what is taking place and find solutions with the assistance of other Columbia Housing Authority Departments and Columbia Police.

Safety works closely with Site Managers, Resident Services and Maintenance to identify possible Units of concern. Safety reports of law and lease violations offer an opportunity for residents to be accountable, leading to the potential to be responsible, successful, and independent. Safety Officers frequently recommend services to be provided through the Site Manager or Resident Services and work with them to resolve issues which disruptive to the neighborhood and other residents.

The Safety Department is committed to our residents being successful by helping to hold them accountable, leading to responsibility and success. Mark Brotemarkle will be transitioning to his full-time position in January 2013. Mr. Brotemarkle looks forward to increased interaction with public housing residents and seeking their assistance in further increasing their safety and the reduction in criminal activity in our community.

Safety Departmental changes and accomplishments in FY2012 include:

- Creating a part-time Administrative Assistant position to assist the Director of Safety.
- CHA Safety Officers continue move-in visits with new residents welcoming them and letting them know The Safety Department is here to answer questions and provide service.
- The Director of Safety continues reviewing all calls for service reported by the Columbia Police Department on CHA property.
- Current staffing times and days are covering the majority of calls for service. Site Managers utilize Mr. Brotemarkle during the days he is in the office.
- Improved monitoring to assure documentation of all incidents on CHA property.
- Continued working relationship with the Joint Communication and Information Center (JCIC).
- Review of the Cooperative Agreement with the Columbia Police Department and JCIC..
- Utilization of information from JCIC to enhance the scope of the cooperative agreement with Columbia Police Department.
- Quarterly meetings between Safety Officers and Public Housing Site Managers.
- Managed the annual 4th of July cookout at three different CHA public housing sites with the help of volunteers and CHA staff. This was the 8th year of the event which promoted neighborhood safety and discouraged the illegal use of fireworks on CHA property.
- Improved Safety Department telephone call monitoring and call forwarding to cellular phones to improve the rate of caller contact with a Safety Officer instead of voicemail.
- Random monitoring of Paquin Tower entrances after 5:00 p.m. to deter non-residents from entering the building without authorization and reduce drug-related criminal activity.
- Monthly review of Trespass List to maintain viability for prosecution and reasonableness.

Departmental goals for FY2013 include:

- Updating the cooperative agreement with Columbia Police Department.
- Expanding the use of mobile and fixed security cameras.
- Reviewing and updating CHA disaster and emergency response plans.
- CHA employee and resident safety training.
- Assisting with the development and maintenance of neighborhood watch programs.

RESIDENT SERVICES

The CHA Resident Services Department is a multi-faceted department that offers Resident and Community Services that promote education, self-sufficiency, and independent living.

As noted previously, the CHA has greatly expanded our Resident Services Department over the past seven years with the goal of transforming CHA into an agency focused on helping our families achieve self-sufficiency and independent living. CHA has created strong partnerships with multiple health, education, and social service agencies and also used our not-for-profit corporation, CHA Low-Income Services, Inc. (CHALIS) to secure significant new funding to meet the needs of our families.

The department is composed two Resident Services Coordinators, two Family Self-Sufficiency Coordinators, Moving Ahead Program staff, and the Youth Community Coalition staff. Becky Markt serves as the Director of Resident Services and the Director of the Youth Community Coalition.

The department has three overarching goals:

- Helping Children and Youth Succeed in School and in Life
- Supporting Families Working Toward Self-Sufficiency; and
- Enabling Seniors and Persons with Disabilities to Live Independently

Two Resident Services Coordinators work directly with public housing residents to connect them with resources to help them work toward self-sufficiency and live as independently as possible. One coordinator splits her time between Paquin and Oak Towers while the other works at our Downtown and Bear Creek family sites.

Family Site Service Coordination

Resident Services Coordinator, Janie Bowen documented 943 contacts with residents in FY2012. Usage of the Annie Fisher Food Pantry also increased this year from 9,038 visits in FY2011 to 12,426 in FY2012.

Goals for next year include strengthening partnerships with community agencies and organizations to provide more programming for residents. Strong community partnerships are vital to the department's ability to refer residents to services that meet their needs. In FY2012 509 referrals were made for services. One partnership with the Columbia Office of Neighborhood Services has resulted in a leadership development class provided to residents on the first Friday of each month.

In FY2012, Ms. Bowen partnered with community agencies to implement community-building activities for residents including a Health & Nutrition Fair, Family Holiday Party, Spring Planting Day, Leadership Fridays, and Exercise Classes.

Ms. Bowen's full-time position is funded by a HUD Resident Opportunities for Self-Sufficiency (ROSS) Service Coordinator grant which was successfully renewed for FY2012 - 2015. The purpose of this grant is to promote self-sufficiency through coordination of public/private support services and empowerment activities.

Independent Living Program

The Independent Living Program is designed to help Public Housing residents remain living as independently as possible with an emphasis on serving the elderly and persons with disabilities. Services are designed to enhance independent living skills while also intervening with residents who are in crisis and at risk of losing their housing assistance. In FY2012, 145 of 159 residents who have received service coordination were able to retain their housing.

April Steffensmeier is the Resident Services Coordinator serving Oak and Paquin Towers. In FY2012 she worked with Burrell Behavioral Health to develop on-site services for residents of Paquin Tower. Group activities and individual services are provided.

She also worked to help residents adapt to the new no-smoking policy introduced on three floors at Paquin Tower and two floors at Oak Towers in FY2011. Funding and support made available through Columbia/Boone County Public Health and Social Services provides residents with ongoing smoking cessation classes.

Ms. Steffensmeier's position is funded by a City of Columbia Social Services Grant as well as Paquin and Oak Towers Resident Services funds.

Family Self-Sufficiency Program

CHA has two full-time Family Self-Sufficiency (FSS) Coordinators, one for Public Housing residents and one for Section 8 participants. Public Housing and Section 8 families who enroll in the FSS program work with the FSS Coordinators to develop five-year family self-sufficiency plans. FSS Coordinators help families to access services and training programs that help them develop the tools to work toward self-sufficiency. As family income increases, matching funds from rent increases are placed in escrow for families to use when they complete their plan. Escrow funds can also be used for education, home ownership, and starting a small business. FSS Participants are encouraged to complete CHA's Money Smart program and/or the Home Buyer Education Class.

Goals for FY2013 include:

- Continue to build caseload to a maximum of 75 individuals per coordinator;
- Increase the number of Section 8 participants pursuing a homeownership track;
- Move at least 14 unemployed Public Housing FSS participants to employment through the REWARD program.

Section 8 Family Self-Sufficiency Program

The Section 8 Family Self-Sufficiency (FSS) program was managed by Gary Anspach again during FY2012. Mr. Anspach had a net gain of 12 additional participants during the year. Three participants graduated from the program successfully and 15 new participants were added. Mr. Anspach had 633 contacts in FY2012, an average of 53 contacts per month.

In 2012, the Section 8 FSS program produced the following results:

- Number of Participants:59
- Number of Graduates:3
- Total escrow payouts to graduates:\$7,838.62
- Average escrow payout for each graduate:\$2,612.87
- Number of new participants:15
- Number of participants with money in escrow:29
- Total money in escrow for all participants:\$81,220.15
- Average money in escrow per participant:\$2,800.69

Mr. Anspach's position is funded by a grant from the U.S. Department of Housing and Urban Development and has been renewed for FY2013.

Home Buyer Education Class

Mr. Anspach was certified as a HUD Certified Housing Counselor in February 2012 and continues to facilitate a program to encourage homeownership with funding through the City of Columbia Community Development Block Grant. The Home Buyer Education class is open to the public. The Home Buyer Education Certificate plus 4 hours of one-on-one counseling is a requirement for individuals seeking help with a first-time home purchase or the purchase of a home through the City of Columbia's Neighborhood Stabilization Program. A total of 107 individuals completed the course in FY2012.

Public Housing Family Self-Sufficiency Program

The Public Housing Family Self-Sufficiency (FSS) program was implemented in 2008 and currently has 57 participants. Cornellia Williams is the Public Housing Family Self-Sufficiency Coordinator.

Ms. Williams had 856 contacts with residents in FY2012. Of those contacts, 316 resulted in referrals for services to some 47 partnering agencies. Eight participants are currently escrowing savings for a total of \$1161 each month.

Ms. Williams' position is funded by a grant from the U.S. Department of Housing and Urban Development and has been renewed for FY2013.

Money Smart

Cornellia Williams is also CHA's Money Smart Instructor. Money Smart is a comprehensive financial education curriculum designed by the FDIC. The Money Smart curriculum helps individuals build financial knowledge, develop financial confidence, and use banking services effectively.

CHA initiated Money Smart in 2005. Since that time 493 people have graduated from the 10-session program. A total of 46 people graduated in FY2011. Graduates continue to receive counseling after graduation in order to improve their credit reports and financial management skills. There is no cost for the program and it is open to the public. Money Smart is a requirement for CHA's Section 8 Homeownership Program and qualifies for the City of Columbia Neighborhood Stabilization Program.

REWARD Program

Cornellia Williams is also the Coordinator of another new CHA program. Residents Empowered: Working and Reaching Dreams (REWARD) is a supportive job placement and on-the-job training program. The REWARD program serves individuals living in Public Housing who are currently unemployed, and who have been unemployed for three or more consecutive months.

The REWARD Program offers employers an incentive to hire a CHA resident. Up to \$2500 in employment subsidy is provided for each participant. The employee gains skills, regains confidence and builds their work history which makes them more employable at the end of their 6 - 8 week experience.

Ms. Williams works closely with the employer, employee, and the employee's family throughout the training period to promote success in the workplace and at home. In FY2012, 10 of the 11 who have completed the program remain employed beyond the training period. Eight local businesses are providing employment opportunities.

Youth Community Coalition

In FY2012 the Youth Community Coalition (YC2) was very successful in reaching the youth and adults in our community with important information, organizational tools and community events designed to reduce substance abuse by the youth in our community. These many activities are funded through a grant from the Substance Abuse and Mental Health Services Administration, a grant from the Missouri Foundation for Health, and several smaller grants. Ryan Worley works directly with Ms. Markt as the YC2 Coordinator.

America's Promise Alliance – 100 Best Communities for Youth

In 2012, YC2 was again successful at helping Columbia earn the designation as one of the 100 best communities for youth by the America's Promise Alliance. YC2 recently received notice that Columbia has earned this recognition for the third year in a row.

21st Century Learning Communities – Community Learning Project

YC2 continues to receive grant funding from the Missouri Department of Elementary and Secondary Education for a collaborative effort involving the Columbia Public Schools, University of Missouri, University Y, Columbia Housing Authority, Moving Ahead Program, Fun City Youth Academy, and Boys & Girls Club.

This YC2 Community Learning Project is a collaborative effort to help low-income students achieve grade level expectations by increasing the capacity of neighborhood afterschool and summer school programs serving low-income students. The effort funds 15 part-time staff and 5 AmeriCorps Volunteers.

Safe Places Program

In FY2012, YC2 partnered with Rainbow House to bring the National Safe Places Program to Columbia to provide children and youth with a safe place to go 24-hours a day. More than 20 Safe Places have been enlisted since the beginning of the program and include every fire station in the city.

Teen Outreach Program

YC2 also partners with the Columbia/Boone County Health and Social Services Department on the Teen Outreach Program (TOP). The program targets junior high and high school students and encourages volunteer service through service learning.

Goals for YC2 in FY2013 are:

- To lead the charge in aligning community efforts around reducing the achievement gap;
- To expand the mission of the Coalition to serve youth and young adults ages 0 – 25;
- To have a “Safe Place” partner facility within one mile from any child in need;
- To develop new local, regional and national partnerships; and
- To increase the capacity of similar coalitions in Boone County working to help youth make healthy choices.

Moving Ahead Program

The Moving Ahead Program was created to provide an after-school and summer academic enrichment program that helps youth succeed in school by providing one-on-one tutoring of students paired with mentoring, positive role models, and cultural and social activities. Student attendance is mandatory in order to achieve measurable outcomes. Parental involvement is strongly encouraged. Close communication with teachers and other school staff ensure that academic performance and social skills are monitored and positive results are achieved.

In FY2012, Mr. Louis Gatewood was appointed as the Program Coordinator and he has made significant program improvements during this time while also increasing the number of youth served. He is currently supported by 5 part-time employees and additional specialized staff supplied through the YC2 Community Learning Project. The program also benefits from thousands of hours of volunteer service from more than 50 volunteer tutors, the majority of whom are University of Missouri students. The program has an average attendance of 46 students per day, of whom at least 50% are current beneficiaries of Public Housing or the Housing Choice Voucher Program.

The following items describe the major accomplishments of the Moving Ahead Program during the last 12 months:

- Total number of youth served: 105
- Units of service (1 student/hour): 28,440 hours

Moving Ahead students completed the 2011/2012 school year with the following reported school performances:

- 51% were at or above grade level for reading
- 83% progressed to the next reading level
- 70% were at or above grade level expectations for Math
- 74% progressed to the next Math level
- 77% had satisfactory homework completion
- 87% had good attendance
- 83% were without concerned discipline or referral.

Moving Ahead is funded in part through a social services contract with the City of Columbia and through the YC2 Community Learning Project which is funded by the Missouri Department of Elementary and Secondary Education.

Goals for FY2013 include continued efforts to diversify funding and fund the expansion of the program to include a full-day summer school program for the six weeks between the end of the District Summer School and the start of the regular school year.

Home School Liaison

In FY2010, CHA was awarded a three-year Title II grant to create a full-time Home-School Liaison to work with the families living at our Bear Creek family site. Erin Vincent continued in that role for FY2012, the third and final year of the program.

In FY2012, Ms. Vincent has provided 2,400 service hours to 84 youth. Thirty-four parents have participated in the program and thirty-four (100%) have expressed satisfaction. Ms. Vincent continued successful activities in FY2012 including:

- Walking School Bus – 15 students walk 2 miles each way
- Bus Stop Breakfast – Snacks for walking and bus students
- Family Meetings – establishing family action plans and goals
- Onsite Parent/Teacher Meetings
- Outside the Box Entrepreneurial Initiative
- Teen Outreach Program at Hickman and Oakland
- Family Nights
- Computer Lab/Homework Drop-In Assistance

In FY2013, Ms. Vincent's activities will be continued with funding through the YC2 Teen Outreach Program, Moving Ahead, and Resident Services Funds.

Powered By Moms – Moms Preparing Children for Success in School and Life

In FY2013, Ms. Vincent will also be introducing our new Powered By Moms Program which is designed to assist mothers of children ages 0 – 5 years old in preparing their children to be ready to enter and succeed in school. This program has been approved for \$69,040 in funding through the Heart of Missouri United Way's Community Impact funding.

Powered by Moms will provide community-based supplemental education services by working with Pre-K providers to help low-income mothers of preschool children living in Public Housing support grade level skill attainment in the home. There are 166 children ages 0 – 5 living in 115 CHA households. The program is an expansion of a current CHA Resident Services program and is adapted from an evidence-based mentoring and home visitation program piloted, tested and evaluated by MU Extension for more than a decade.

Each mother of a preschool child will be paired with an experienced mother who will provide support as parent and child participate together in workshops and exercises designed to prepare the preschool child for Kindergarten; while providing the parent with the skills and practices that promote school readiness and continued academic success in the home. A full-time family development specialist will coordinate the training elements of the program, identify partners and mentors, provide case management, conduct home visits, facilitate communication between school and parent, and provide referrals to promote other community services such as First Chance for Children, Lend & Learn, Parents as Teachers, Head Start, etc.

Powered by Moms will serve at least 40 children age 0 – 5 each year. Powered by Mom parent participants will also be encouraged to enroll in CHA's voluntary Family Self-Sufficiency program where they will establish a 5 year plan for self-sufficiency, complete the Money Smart Financial Literacy Course, and prepare for home ownership.

Social Leadership

AFFORDABLE HOUSING INITIATIVE

On February 10, 2012, the CHA published a Request for Qualifications (RFQ) to solicit qualifications from experienced consultants and/or development firms to assist the CHA in developing and implementing a long-range strategic plan for the development of new affordable housing and the long-term, multi-project revitalization of up to 294 public housing residential units in CHA's Downtown Family Sites. The RFQ was authorized by the CHA Board of Commissioners at their annual planning retreat held on November 16, 2011 as part of their strategic planning process for the development of affordable housing that was initiated at the annual planning retreat on September 18, 2007.

In May, 2012, the CHA launched its Affordable Housing Initiative with the goals of strengthening and revitalizing neighborhoods located in the Heart of Columbia and establishing the CHA as a leader in the development of affordable housing that is safe, healthy, accessible, energy-efficient, and well-maintained. In this leadership role, the CHA will partner with other community organizations to develop a broad variety of affordable housing options designed to revitalize neighborhoods and build strong, inclusive communities that reflect the diversity of Columbia.

The CHA engaged the ND Consulting Group (NDCG) to assist in this process. The NDCG is part of a team that has a wealth of experience in developing affordable housing and is committed to strengthening neighborhoods and building communities. This team includes the ND Consulting Group; Tim Person and Associates; and Capital Consultants, Inc.

The CHA will focus its efforts in the Heart of Columbia with the following long-term goals:

- To increase the supply of affordable housing in partnership with other community organizations.
- To revitalize neighborhoods in a way that builds strong, diverse, and inclusive communities.
- To provide a wide-range of energy-efficient affordable housing options that meet community needs.
- To revitalize or redevelop our aging Public Housing family neighborhoods in the Heart of Columbia.

Goals for 2012 and 2013 are:

- To complete a long-range strategic plan to increase the supply of energy-efficient affordable housing options in the Heart of Columbia over the next ten (10) years that meets community needs.

The strategic planning process is currently underway and is expected to be completed by March 2013 or sooner.

- To conduct a Physical Needs Assessment on our downtown Public Housing family neighborhoods that will help us to determine how best to revitalize or redevelop these 50+ year-old properties.

Preliminary engineering studies have been completed and this information will be included in the strategic planning process and any application for Low-Income Housing Tax Credits (LIHTC) to revitalize the townhomes located on Lincoln and Unity Drives.

- To submit an application for affordable housing tax credits to the Missouri Housing Development Commission to help finance an affordable housing development in 2013.

A LIHTC funding application for 9% tax credits was submitted to the Missouri Housing Development Commission (MHDC) in September 2012 for the development of 47 affordable housing units on Lambeth Drive, to be known as the Lambeth Apartments.

The CHA is planning to develop the following types of affordable housing based on need:

- Rental housing for low-income households including those at or below 30% of Median Family Income (MFI), working families, the elderly, and persons with disabilities.
- Home-ownership opportunities for households at or below 60% MFI.
- Housing with supportive services for families, the elderly and persons with disabilities.
- Mixed-income housing and mixed-use development that strengthens neighborhoods, provides necessary services, and creates job opportunities for low-income households.

The CHA's commitment to our Public Housing Residents and the Columbia community is:

- The CHA will increase the supply of energy-efficient affordable housing.
- The Columbia community will be engaged in determining how to best meet our housing needs.
- Any revitalization or redevelopment of Public Housing neighborhoods will ensure that every currently assisted household will continue to receive housing assistance.
- Every effort will be made to keep Public Housing communities intact by giving eligible residents the first choice to return to their neighborhood in the event of any revitalization or redevelopment of Public Housing.

Through this Affordable Housing Initiative, the Columbia Housing Authority is making a long-term social leadership commitment to increase the supply of affordable housing in the Heart of Columbia that is safe, healthy, accessible, energy-efficient, and well-maintained.

Lambeth Apartments

New Horizons Community Support Services, Inc. (NHCSS) and the Columbia Housing Authority (CHA) have formed a partnership to develop 47 new apartments on Lambeth Drive. Three buildings will contain 8 units each (2 one-bedroom and 2 two-bedroom apartments) for a total of 24 apartments. The fourth building will include 23 one-bedroom apartments as well as program and office space for on-site community support services from New Horizons and CHA property management.

The one-bedroom apartments will lease for \$546 per month, utilities included. The two-bedroom apartments will lease for \$707, utilities included. These rental rates are consistent with or below the rental rates of other Low-Income Housing Tax Credit (LIHTC) projects in Columbia and conform to the maximum rents that can be paid by tenants using Section 8 Housing Choice Vouchers.

The target populations for Lambeth Apartments include low-income (below 60% AMI) and very low-income (below 30% AMI) households that include persons with disabilities. The property will be managed by CHA with New Horizons providing community support services to clients with

special needs. Twenty-three of the 47 apartments will be in a single building that will allow New Horizons to provide better coordination of on-site community support services.

The development will incorporate Universal Design requirements to the largest extent possible; all ground level units will be fully accessible. Lambeth Apartments will adhere to NAHB Bronze level sustainability standards and be designed to be very energy efficient. The building exteriors will include cement board siding and brick veneer and Energy Star 35-year shingles. The larger 23 unit building will include a common laundry room; the three 8-plex buildings will have washer/dryer hookups.

The City of Columbia's 2008 Affordable Housing Policy Committee Report and the 2012 Consolidated Plan document the need to add over 100 affordable housing units per year for households below 60% AMI and construct or convert 200 additional housing units to be made available to the elderly, physically disabled, and those with special needs. Lambeth Apartments adds 47 units for this documented need.

The development team is a unique partnership of well-established and recognized experts in their industry. New Horizons will provide the community support services for at least 23 of the units and CHA will manage the property.

CONCLUSION

Strong Foundations ❖ Safe & Successful Neighborhoods ❖ Social Leadership

Effective program management and well-maintained properties form strong foundations for safe and successful neighborhoods. Safe and successful neighborhoods in turn nurture family self-sufficiency and independent living. As we move forward, the CHA is engaged in a long-range strategic planning process to expand its social leadership role in the community as a leader in providing affordable housing with an emphasis on family self-sufficiency and independent living. In 2012, the CHA launched its Affordable Housing Initiative to achieve its goal of developing new affordable housing that is safe, healthy, energy-efficient, accessible, and well-maintained.

FY2012 has been a year of continued focus on improving our management practices and building the skills of the people in key positions of leadership within the organization. FY2012 has been a year of positive growth and stabilization in all departments. We have made a considerable investment of time and resources in staff training which has yielded success for CHA in many ways.

Our first priority has been the effective management of our public housing properties and Section 8 housing assistance in order to provide excellence in housing and service to our public housing residents and Section 8 program participants. My most important goal is to ensure that CHA will consistently achieve the HUD designation of "High Performer" on an annual basis for both our public housing and Section 8 programs while also ensuring the financial stability of these programs and the housing authority. We have been entrusted with a significant community resource and must be good public stewards of this important responsibility.

FY2012 has seen the completion of a number of significant capital projects funded through our Capital Fund, two ARRA grants, energy performance contracting, and CDBG funds. I believe we have capitalized on these opportunities by addressing a wide variety of capital projects that have been deferred from previous years due to lack of funding.

Our investment in Paquin Tower has been significant and will greatly increase the life of the building and our ability to provide energy efficient affordable housing to persons with disabilities for many years in the future. These projects give us a strong foundation of well-maintained properties.

Likewise, our Section 8 and other housing voucher programs have responded well to strong leadership and improved management practices. We have addressed a variety of program administration and management issues and implemented new policies and practices designed to provide affordable housing to as many households as possible. New and expanded housing voucher programs make CHA the largest provider of housing for homeless persons in Boone County. Strong partnerships with supportive service agencies allow us to serve Veterans and persons with disabilities that would otherwise be chronically homeless. New opportunities for project-based Section 8 housing paired with community support services will allow us to serve other unmet needs and high-risk populations in our community.

We have made great strides this year in creating safe neighborhoods in both our Public Housing and Section 8 Housing Choice Voucher Programs. The implementation of our Crime-Free Housing Addendum combined with the efforts of our CHA Safety Department and effective public housing management has greatly reduced crime in our public housing neighborhoods. The CHA was also presented an award at the annual Landlords Against Crime Summit for having the “Most Successful Crime-Free Housing Strategy.”

The CHA has significantly expanded its ability to create successful neighborhoods by working to transform our housing programs into community-based family self-sufficiency and independent living programs. This has been accomplished by strong leadership and a dedicated staff. By coordinating the provision of housing assistance with the network of health and human services that exists in our community we have made significant progress in helping youth succeed in school and in life; adults working toward self-sufficiency; and seniors and persons with disabilities living independently.

FY2012 has also been a year of growth and transition for our Resident Services programs with the addition of several new grant-funded programs and the end of several others. The successful 21st Century Learning Communities grant significantly expanded funding for academic enrichment services for youth through our Moving Ahead Program while also expanding this benefit to several other youth-serving agencies in partnership with the Columbia Public School District. As our Resident Services programming expands to meet the many needs of our community, we must also expand and diversify the funding sources and other forms of community support available to continue this important work. Creating safe and successful neighborhoods enables families to develop the skills and resources necessary to break the cycle of poverty and allows the CHA to provide this same opportunity to other families in need.

FY2013 will present continued challenges to the CHA in attaining its goals for the future. I believe we will achieve these goals by building on our strong foundations of effective program management and well-maintained properties. This in turn will allow us to create safe and successful neighborhoods and demonstrate our social leadership role in expanding these opportunities to additional families in need.

I greatly appreciate the opportunity to lead the Columbia Housing Authority through this time of challenges and opportunities.