



Housing Authority of the City of Columbia, Missouri

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State of the Columbia Housing Authority FYE2013 Annual Report

Professional Housing Programs ♦ Effective Asset Management

Safe & Crime-Free Communities ♦ Successful Families & Independent Living

Strategic Planning & Social Leadership

November 19, 2013

A Report to the CHA Board of Commissioners and the Community

The State of the Columbia Housing Authority FYE2013 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 as a leading provider of affordable housing in our community.

Professionally operated housing programs and effective asset management form the foundation of the CHA. Safe and crime-free communities allow the CHA to provide resident services that enable families to be successful and for the elderly and persons with disabilities to live independently. Strategic planning and social leadership are the keys to ensuring that the CHA will continue to be a leader in providing affordable housing combined with supportive services that enable those we serve to break the cycle of poverty and become self-sufficient.

As we move forward in FYE2014, the CHA will be focused on implementing its long-range strategic plan to expand its social leadership role in the community to provide affordable housing with an emphasis on family self-sufficiency and independent living. In 2013, the CHA launched its Affordable Housing Initiative to achieve its goal of developing new affordable housing that is affordable, accessible, energy-efficient, healthy, safe, and well-maintained.

Professional Housing Programs

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.

- **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.

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 1,147 Housing Choice Vouchers. This number includes 85 VASH* vouchers. Families with a Housing Choice Voucher may choose housing throughout our community that meets their individual needs. As a result, families have more choice and mobility; 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)* 85 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.

As we look to the future of CHA, we must use our current and new 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. Preserving our aging Public Housing units and creating new affordable housing will be the key to achieving these goals.

PUBLIC HOUSING

CHA's Public Housing properties are overseen by professional, highly-trained managers. All CHA Public Housing Managers receive professional training on HUD regulations and best practices in property management from nationally recognized trainers. Public Housing management staff also receives training in interpersonal communication, management tools and conflict resolution.

Using this training, Public Housing Managers increased their effectiveness across a number of management indicators:

- Occupancy at all the properties averaged 97.75% for FY2013.
- In FYE2013, the Providence Family Townhomes (AMP 1) had an annual turnover of 105 units, 37% of their total family units. The Bear Creek Family Townhomes (AMP 2) had an annual turnover of 20, or 27% of their units. Oak Towers (AMP 3) has the lowest turnover rate with 24 units turned, or 16% and Paquin Tower (AMP 4) turned 57 units, or 29%.
- Vacancy time between residents was less than 20 days on a consistent basis and often under 15 days at several sites. Fewer than 15 days key-to-key is considered a High Performing score.
- All resident generated work orders were completed in fewer than 72 hours on average. All emergency work orders were abated in 24 hours or less.

In FYE2013, only the Providence Family Townhomes required a HUD Real Estate Assessment Center (REAC) inspection; the other three CHA properties were High Performers and will be re-inspected in FYE2014. The Providence Family Townhomes remained a Standard Performer.

REAC Public Housing Property Inspection Scores	FY2009		FY2011		FY2013	
	Date	Score	Date	Score	Date	Score
Providence Family Townhomes	01/21/10	88	01/11/12	86	08/19/13	84
Bear Creek Family Townhomes	01/25/10	75	01/09/12	91	N/A	91
Oak Towers	01/20/10	73	02/06/12	97	N/A	97
Paquin Tower	01/25/10	94	02/07/12	97	N/A	97

Public Housing Goals for the Coming Year

- Occupancy..... 99%
- Rent Collection & Tenant Accounts Receivable..... 98.5%
- Unit Turnaround Time (key to key)..... under 15 days
- Uncollectable Write-Offs 2.5 % or less
- REAC Property Inspection scores..... 91 or above

Successes in FY2013

- Paquin Tower went through its first year of geothermal heating and cooling using new heat pumps that were installed in every unit. Residents reported a high satisfaction with the new system. Residents can control the temperature within their apartments for the first time in many years. Energy savings for the first year were just under \$100,000.
- Energy-saving improvements installed at all CHA Public Housing sites through the Energy Performance Contracting process met all energy efficiency goals and exceeded cost-saving estimates for the CHA and Public Housing residents in most cases.
- The partnership with the Columbia Center for Urban Agriculture (CCUA) continued with additional individual “Opportunity Gardens” created for Public Housing residents. These raised garden beds have proven to be more popular than community gardening spaces.

SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

Program integrity and maximizing the issuance and use of Housing Choice Vouchers to the fullest potential has been a key focus of the Section 8 Housing Choice Voucher program in FYE2013. Staff turnover affected our average lease-up time and necessitated additional time devoted to training. Federal funding cuts required us to focus on streamlining our administrative processes to the greatest extent possible without affecting program integrity.

A monthly management report tracks 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. Our average Housing Assistance Payments (HAP) has been stable. Our lease up rates have increased with our preference for working families, the elderly and disabled as these families generally have some level of income.

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 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 using a lottery system. A preference was given to working families, elderly persons, and persons with disabilities. Since that time, 70 families have leased up and 500 families were removed from the list for failing to keep the CHA informed of their current address.

As we get farther away from the initial application date, we see a significant increase in the number of persons who fail to respond to letters advising them that their names have come to the top of the waiting list. In order to reduce our administrative burden, letters are sent periodically to all applicants on the waiting list to determine if their addresses are still current and if they are still interested in participating in the program. Many people have immediate housing needs and cannot simply wait until their name comes up on the CHA waiting list. When they make other housing arrangements, they often do not notify us of their change in plans.

In the past year, 70% of our new families were successful in leasing with 33% leasing up within the first 30 days, 25% within 60 days, and the rest within 90 days or more. Our goal is to utilize 100% of our HAP allocation in order to assist the largest number of families. Our administrative fees are based on the number of assisted families and are directly related to our ability to staff and administer the program in an effective manner.

Federal budget cuts in FY2013 resulted in an 80.2% proration (budget cut) in administrative fees forcing the CHA to redouble our efforts 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 maintain program integrity and continue to provide quality customer service and 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 attending association meetings like the Columbia Apartment Association, interacting with community organizations, reaching out to our new landlords to assure they understand the program, and interacting regularly with our current landlords.

Other items focusing on program integrity include:

- Monitoring utility costs and utility allowances.
- Conducting Rent Reasonableness studies to ensure equitable rents are paid.
- File monitoring focusing on rent calculation and occupancy standards.
- Housing Quality Standards (HQS) inspection quality assurance monitoring.

Other items worth recognizing include:

- The CHA is working with the City of Columbia and other partners to develop a process for making data on rental housing utility costs easily available to prospective renters and encouraging landlords to make energy improvements to their properties. This work has resulted in a new web site: www.midmohousing.com which also has a strong focus on promoting fair housing and tenant/landlord education.
- The CHA received funding for 85 VASH, 42 Shelter Plus Care, and 25 Tenant-Based Rental Assistance (TBRA) vouchers to provide housing assistance and support services to the homeless.
- The 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 150 homeless veterans served through this partnership in the past three years. We were also awarded 15 more VASH vouchers this year and now have a total of 85 vouchers.

Housing Choice Voucher Program Goals for the Coming Year

- 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 the CHA as a high performer.

- Continued focus on program integrity and 100% program utilization of Section 8 Housing Choice Voucher within current funding levels.
- Partner with local mental health and human service agencies to provide housing assistance with supportive services to homeless and high-risk households using specialty vouchers.
- Recruit new landlords to the program while also working to improve communication and customer service with current landlords.
- 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.
- Promote energy-efficient rental housing through the use of a market-driven approach that enables tenants to make better choices regarding utility costs when renting.

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

No findings of our financial statements for FY2012 audit; there was one finding for non-compliance with Davis-Bacon for construction projects. A corrective action plan was completed and put in to place by the Director of Asset Management and the Modernization Coordinator.

Departmental Highlights

- Columbia Housing Authority was one of ten housing authorities selected to participate in a HCV pilot project. Staff from the finance and HCV program participated in several meetings and contributed requested data for the first phase of the pilot project.
- An RFQ was issued for Fee Accountant services that will shift financial reporting from the Fee Accountant to CHA's in-house staff with the Fee Accountant providing training and guidance through the transition. Casterline & Associates was selected and began providing their services to CHA for FYE2014.
- Set up the financial data for newly acquired properties during the past year.
- Assisted with the planning and budgeting on the CHA Affordable Housing Initiative.
- Restructured the Human Resource department with the hiring of an HR Specialist with a BS degree in HR management.

Finance Department Goals for the Coming Year

Goals for the coming year will be:

- **Employee Training:** Staff will continue training in HUD financial reporting requirements; procurement training; HUD Capital Fund program; Section 3 and Davis-Bacon regulations; and training on CHA's financial software. Finance staff will also attend training in administering tax credit programs.

- **Financial Reporting:** With Casterline & Associates assistance, monthly financial reports; annual operating subsidy calculations; the year-end Financial Data Schedule (FDS) and audit working papers will be prepared and submitted by CHA staff
- **Improve Internal Controls and Internal Audit Procedures:** The department will be focusing on performing internal audit procedures for program compliance reviews.
- **Affordable Housing Initiative:** Finance will be working closely with the development team to meet the financial reporting and compliance on new projects.
- **Business Continuity Planning:** Finance will be working with the other CHA departments on business continuity planning.
- **Human Resources:** The HR department will be developing new employee orientations and staff training customized based on each departments' needs; a review of CHA's risk management procedures and establishing policies and procedures to reduce the risks of losses.

Public Housing

The department will continue to provide financial management and budgeting assistance to public housing management.

Housing Choice Voucher Program

With the reduction of funding in 2013, the Housing Choice Voucher (HCV) Program reserves will be reduced to almost zero by December 2013. Going into the January 2014, expenditures exceeding HUD's monthly advance will require a request of an advance. To reduce the risk of not meeting the monthly distribution of Housing Assistance Payments (HAP) the finance department will have to closely monitor the number of families served and their HAP expenses prior to the HCV staff issuing any additional vouchers from the waiting list. The department will continue to monitor the accuracy of submissions through the HUD Voucher Management System (VMS).

CHA Low-Income Services (CHALIS)

The department will continue to work closely with the Resident Services Department to provide financial management and budgeting training to grant and program managers.

ASSET MANAGEMENT DEPARTMENT

The Asset Management Department is responsible for managing the CHA's current physical assets which include the Public Housing Capital Fund Program and all capital projects related to the maintenance and modernization of the CHA's 719 Public Housing units. The Director of Asset Management works closely with the Modernization Coordinator/Systems Specialist to coordinate these activities. The Asset Management Department also manages the CHA's Information Technology (IT) systems.

The Asset Management Department was reorganized as a separate department from the Finance Department in 2012 in order to allow the Director of Asset Management to focus on implementing 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 Strategic Planning and Social Leadership. *(Page 18)*

Public Housing Capital Fund Program and Modernization Activities

The following is a brief summary of Capital Fund Program and related modernization activities that were completed in FYE2013.

- **Providence Family Townhomes (AMP1 Downtown Family Sites)** – In FYE2013 we concentrated on preparing AMP1 for the 2013 HUD Real Estate Assessment Center (REAC) Inspections and addressing several external site and safety issues that improved the “curb appeal” of our properties. This work included landscaping, tree work, trash receptacles, clothes line pole replacement, sidewalk repairs, playground equipment repairs and ADA Accessible Routes for residents. The CHA worked with community partners to take down the old pedestrian bridge and install a signal-activated, accessible pedestrian crossing island and landscaping improvements to Providence Road. As a result, traffic patterns on Trinity Place and Allen Street were changed and the CHA installed two speed humps on Trinity Place to reduce traffic speeds. The CHA also received a \$5,000 PEDNET Grant to make a walking to school bus stop on Trinity Place.
- In 2013, the CHA completed a physical needs assessment of 84 units located on Unity, Lincoln, Oak, Worley, and Hicks Drive in order to determine if these aging units (50+ years old) could be renovated to modern building standards or if they needed to be replaced with new housing units. This assessment was necessary to determine the best course of action to preserve and maintain these properties. It was also required for our application for Low-Income Housing Tax Credits and participation in HUD Rental Assistance Demonstration (RAD) program. This project is being referred to as the Stuart Parker Apartments. For more information, please refer to the section below on the CHA’s Affordable Housing Initiative. (Page 18)
- **J.W. Blind Boone Community Center (AMP1)** – As a state child care licensing requirement for the Moving Ahead Program, the CHA made improvements to the center to allow for food handling and preparation. The CHA installed a new commercial dishwasher, added a new fire egress window in the computer lab, and we installed additional shelving and storage cabinets to better organize the materials and supplies. Five new Dyson hand dryers were installed in the bathroom to save money on paper towels and improve hygiene. A commercial refrigerator was purchase to store 250 pints of milk a week.
- **Bear Creek Family Townhomes (AMP2)** – Bear Creek received several site improvements this year which included leasing land to the Blue Bird Network for a broadband transmission site that generates additional funds for Bear Creek. This included a building, fencing, and landscaping that was installed near the laundry facility. After completing energy saving improvements funded by an Energy Performance Contract two years ago. The CHA partnered with the City of Columbia and the Central Missouri Community Action (CMCA) agency to make additional energy saving improvements to 53 qualified Bear Creek housing units. A total of 20 units were weatherized this year resulting in a 93% to 98% energy efficiency rating from the City of Columbia. There are 33 more apartments that will be weatherized 2014. Fence lines on the north and south sides of the property were cleared of overgrown brush and trees on the south side of the property. Damaged fencing will be repaired this winter. This site cleanup will improve our HUD REAC site inspection scores.
- **Oak Towers (AMP3)** – CHA received \$100,000 in Community Development Block Grant (CDBG) funding from the City of Columbia to make improvements to the fire alarm systems at Oak Tower. This work started in 2013 and will be fully completed by February, 2014. The lobby

bathrooms were made fully ADA accessible by adding three (3) new ADA door operators. Work has been initiated on a comprehensive Physical Conditions Assessment (PCA) required by the HUD Rental Assistance Demonstration (RAD) program that will allow the CHA to apply for Low-Income Housing Tax Credits (LIHTC) to complete major renovations to the facility. Painting the exterior of Oak Tower is planned for the summer of 2014.

- **Paquin Tower (AMP4)** – Major improvements to Paquin Tower were completed from 2009-2012) using funds from the American Recovery and Reinvestment Act (ARRA) and an Energy Performance Contract. In 2013 capital projects at Paquin Tower focused on completing a physical needs assessment of the property and identifying additional capital needs that could be completed using Low-Income Housing Tax Credits combined with the HUD Rental Assistance Demonstration (RAD) program. CHA received \$100,000 in CDBG funding from the City of Columbia to make improvements to the fire alarm systems at Paquin Tower. This work will be started in February 2014 and the work will be fully completed by April, 2014. CHA has also completed two larger projects that included replacing all of the shower valves, lavatory cabinets, plumbing fixtures, shut off valves and drain lines in all of the bathrooms at Paquin Tower. Painting the exterior of Paquin Tower is planned for the summer of 2014.
- **Vehicles and Equipment** - The CHA addressed reducing fuel costs for our maintenance vehicles by replacing the on-call maintenance van (10-12 mpg) with more fuel efficient Nissan NV200 (24 mpg). Savings have averaged \$134/month and \$1,608/year. AMP1 purchased another John Deere Gator to replace a 1994 GMC Truck. The Safety Department replaced the 2005 Crown Victoria that got 15 mpg with a 2014 Ford Escape that gets 25 mpg.
- **McQuitty Square Vacant Lot & Properties** – Asbestos, lead-based paint studies and the environmental reviews were performed on the properties at 104 West Sexton, 700 Oak Street and 105 Lynn Street before the homes and foundations were removed. An environmental review for all the McQuitty Square properties is being conducted in order to clean up trees and brush on the properties in spring 2014.
- **Additional Projects Performed on CHA Properties** – In addition to the major project items listed above, the following capital improvements were completed in FY2013:
 - Additional trash receptacles, benches and bulletin boards
 - Major renovation of 200A Lincoln Drive - bug bomb explosion
 - Purchase of new copy machines for Bear Creek
 - ADA accessible ramps and 504 enhancements,
 - Channel #2 digital displays at Paquin & Oak Towers
 - Training Room Renovations
 - Clothes Line Pole Replacement
 - Providence Rd. irrigation system
 - Playground equipment repairs

[FYE2014 Modernization Projects & Planning Department](#)

- **Park Avenue Family Development Center Renovations:** The City of Columbia awarded \$84, 000 in CDBG funding for energy improvements to the center. Improvements include new HVAC Systems, windows, entry doors, lighting retrofits, grading/dirt work to prevent water from entering the green room and installing siding on the green room.
- **Bear Creek Family Townhomes Traffic Calming:** Install (2) speed humps and kid friendly 25 mph speed limit signs.
- **Bear Creek Family Townhomes Weatherization Program:** Weatherization of 33 housing units including attic Insulation, caulking all exteriors, new door gaskets and seal on the exterior doors.

- **Providence Family Townhomes Street and Sidewalk Repair:** CHA has been working with the City of Columbia to identify public sidewalks and street curbs that are damaged on and around CHA properties downtown and can be repaired using CDBG funds.
- **McQuitty Square Infrastructure Improvements:** The City of Columbia awarded \$190,000 in CDBG funds for infrastructure improvements to the properties at McQuitty Square.

Information Technology (IT)

In FY2013, CHA has made three major IT advancements:

- The upgrade of our communications between our remote sites (Paquin Tower, Oak Towers and Bear Creek) and our Administration Building with the addition of a microwave wireless system delivering transport speeds of over 50 Mbps. This replaced our less reliable and much slower DSL and 1.5 Mbps copper pair connections.
- The procurement of a Hosted PBX telecommunications system through CenturyLink which is a “cloud-based” service where the entire phone system and management are hosted at the service provider’s location. CHA employees will connect to this system via VoIP telephones (Voice over Internet Protocol) simply voice transmitted over a digital network via the Internet. This system is scheduled for full implementation by mid-January, 2014.
- The procurement of a paperless Document Management System through FileVision to electronically manage all Public Housing and Section 8 tenant records. FileVision has partnered with our housing management software company, HAB, to provide a very tightly integrated solution with HAB’s Encompass software. Both firms have a vast understanding of housing authority regulations and processes and this integrated management system and electronic file access to multiple documents for nearly 2,000 households will prove invaluable. We are currently in the “discovery” phase of the implementation.

Safe & Crime-Free Communities

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 FY2013 through a combination of consistent lease enforcement, zero tolerance for violent or drug-related criminal activity, the CHA 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 fourth year in a row.

Mark Brotemarkle has almost completed his third year as the Director of Safety and since retiring from The Columbia Police Department has quickly made a number of changes to assist in increasing the safety and quality of life on Columbia Housing Authority property. 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. Mark Brotemarkle keeps Probation and Parole Officers informed about their clients we come in contact with.

The Safety Department continues 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 Public Housing residents. 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, and build relationships with Safety personnel.

Mark Brotemarkle credits The Safety Department Officers, Public Housing Site Managers and the overall CHA organization working as a team in reducing calls for service by The Columbia Police Department. The reputation of Columbia Housing Authority property has changed significantly and is viewed as one of the safest rental areas in Columbia.

The summer of 2013 was calm and became significantly calmer with the eviction of one resident on Lincoln Drive. As other residents involved in serious lease violations and /or criminal activities leases were terminated, other residents appear to understand their part in keeping their lease and the expectations of The Columbia Housing Authority.

The CHA Safety Department 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 Public Housing Site Managers, Residents and Maintenance personnel, Safety Officers identify units which are likely involved in activity which will disrupt the peace and safety of other residents. Safety Officers conduct 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. The Safety Department believes by staying diligent, persons allowing criminal activity in their residences will be identified, and their lease termination will cause an increasing number of residents to deny visitors from engaging in criminal activity on CHA property.

CHA Safety Officers work closely with Public Housing Site Managers, Resident Services and Maintenance to identify possible housing 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 Public Housing Site Manager or Resident Services and work with them to resolve issues which are 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.

Safety Department Accomplishments in FYE2013

- Mark Brotemarkle transitioned to a fulltime position as Director of Safety.
- CHA Safety Officers continued move-in visits with new residents.
- The Director of Safety reviewed all calls for service reported by the Columbia Police Department on CHA property.
- Columbia Police Officers were hired to work on a part-time basis, over the summer months to cover some evening shifts. Mr. Brotemarkle provided coverage during business days and on-call services at all hours for serious emergencies.
- Monitoring and documentation of all incidents on CHA property.
- Maintained positive working relationship with the Joint Communication and Information Center.
- Worked on updating the Cooperative Agreement with the Columbia Police Department & JCIC.
- Improved communication 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 9th 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 CHA Trespass List to maintain viability for prosecution and reasonableness.
- Initiated the process of converting Safety Report ALPHA Files to a paperless file system.
- Upgraded personal camera systems for better incident documentation.

Departmental goals for FY2014 include:

- Complete the update of the cooperative agreement with Columbia Police Department.
- Expand the use of mobile and fixed security cameras.
- Assist in updating CHA disaster and emergency response plans.
- CHA employee and resident safety training.
- Increase patrols and enlist Public Housing residents in community policing strategies at Paquin Tower to reduce serious lease and law violations.

Successful Families & Independent Living

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.

The department is composed of 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

Family Site Service Coordination

Resident Services Coordinator, Matt Kessler documented 1,075 contacts with residents in FY2013. Usage of the Annie Fisher Food Pantry also increased this year from 12,426 visits in to 13,424 in FY2012.

Goals for next year include strengthening partnerships with community agencies and organizations to provide more programming for residents.

Mr. Kessler's full-time position is funded by a HUD Resident Opportunities for Self-Sufficiency (ROSS) Service Coordinator grant through FY 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 FY2013, 197 of the 219 residents who received service coordination were able to retain their housing.

April Steffensmeier is the Resident Services Coordinator serving Oak and Paquin Towers. In FY2013 she worked with Innovate Rehab to develop on-site physical, occupational, and speech therapy services for residents of Oak Tower. Group activities and individual therapy services are provided.

In partnership with the City of Columbia's Office of Neighborhood Services and MU Extension, she also coordinated the Resident Leadership Academy. The 12 month training program was designed to increase the capacity and leadership skills of all CHA residents in order to build effective tenant associations. The next step in the partnership includes one-on-one strategic planning for each Association.

Ms. Steffensmeier’s position is funded by a City of Columbia Social Services contract as well as HUD Resident Services Coordinator funding.

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.

Section 8 Family Self-Sufficiency Program

The Section 8 Family Self-Sufficiency (FSS) program was managed by Gary Anspach during FY2013.

In 2013, the Section 8 FSS program produced the following results:

- Number of Participants:..... 68
- Number of Graduates: 6
- Total escrow payouts to graduates: \$18,413.83
- Average escrow payout for each graduate:..... \$3,068.97
- Number of new participants:..... 20
- Number of participants with money in escrow: 27
- Total money in escrow for all participants: \$57,671.48
- Average money in escrow per participant:..... \$2,135.98

Mr. Anspach’s position is funded by a grant from the U.S. Department of Housing and Urban Development which was renewed for FY2013.

Home Buyer Education Class

Mr. Anspach 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 72 individuals completed the course in FY2013.

Public Housing Family Self-Sufficiency Program

The Public Housing Family Self-Sufficiency (FSS) program has 68 participants at the end of FY 2013. Cornelia Williams continues as the Public Housing Family Self-Sufficiency Coordinator.

Ms. Williams had 668 contacts with residents in FY2013. Of those contacts, 269 resulted in referrals for services to 37 partnering agencies. Fourteen participants are currently escrowing savings for a total of \$995 each month. In FY 2013, 29 participants were employed and 4 are attending school. Ms. Williams’ position is funded by a grant from the U.S. Department of Housing and Urban Development and has been renewed for FY2014.

Money Smart

Cornellia Williams also facilitates CHA's Money Smart Program. 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 546 people have graduated from the 10-session program. A total of 53 people graduated in FY2013. 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 Residents Empowered: Working and Reaching Dreams (REWARD). The supportive job placement and on-the-job training 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 in the form of a \$2,500 employment subsidy for wages during on-the-job training. While on the job, REWARD participants gain skills, regain confidence and build their work history which makes them more employable at the end of their training. Many go on to permanent employment with their training employer. In FY2013, 15 individuals who completed the program remained employed beyond the training period.

Youth Community Coalition

In FY2013 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 Division of Alcohol and Drug Abuse, and several smaller grants. Ryan Worley works directly with Ms. Markt as the YC2 Coordinator.

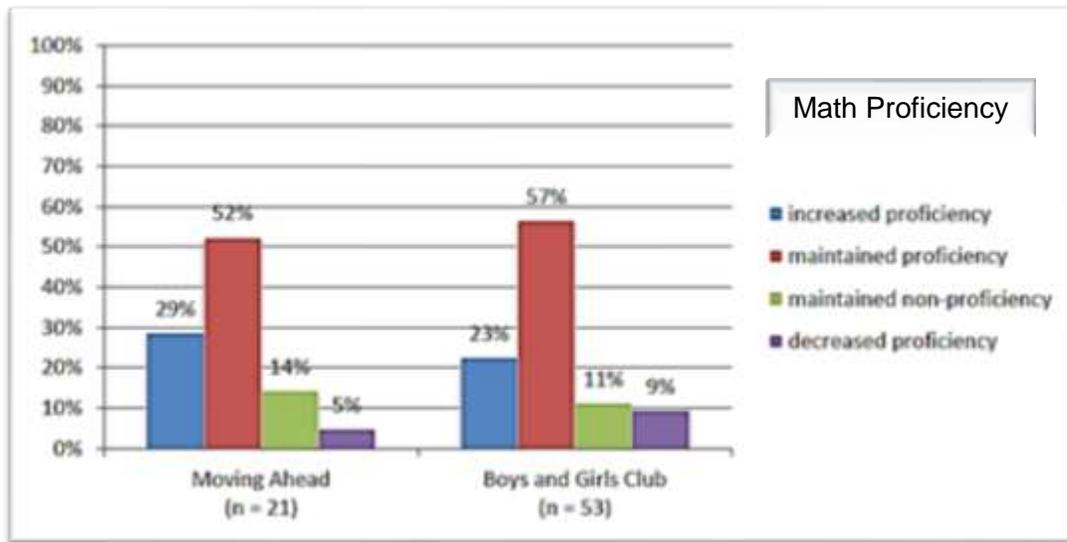
21st Century Learning Communities – Community Learning Project

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 5 part-time staff and 1 full time AmeriCorps Volunteers.

Throughout the implementation of the project, great progress has been made toward the project goals and overall student academic performance is improving. For example, the following graph demonstrates that 81% of students at the Moving Ahead Program and 80% of students at Boys and Girls Club increased or maintained proficiency in math for the 2012-2013 school year.

This is a great indication that afterschool programming is effective and students are receiving the extra support they need to be successful.



Safe Places Program

In FY2013, 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 25 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. Current sites include Rock Bridge High School, Battle High School, Hickman High School, and Jefferson Middle School.

Goals for YC2 in FY2014 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 FY 2013, the program increased the number served to an average of 60 students per day, of whom at least 50% are current beneficiaries of the CHA. The program offered its first full-day session in July 2013 designed to encourage retention of academic skills over the summer. Participants received breakfast, lunch, and an afternoon snack while taking part in enrichment activities.

In FY 2013, Moving Ahead reported:

- Number of unduplicated youth served:..... 165 youth
- Units of service (1 student/hour): 33,800 hours

Moving Ahead students completed the 2012/2013 school year with the following reported school performances:

- 61% increased or maintained proficiency in Reading
- 95% increased or maintained proficiency in Social Studies
- 92% increased or maintained proficiency in Science
- 81% increased or maintained proficiency in Math

The Moving Ahead Program received funding from three sources in FY 2013.

- City of Columbia Social Services
- YC2 21st Century Community Learning Project
- Veteran's United Foundation.

Also in FY 2013, Moving Ahead became a beneficiary of the Child and Adult Care Food Program (CACFP) and the Summer Food Service Program (SFSP) which reimbursed Moving Ahead for the cost to purchase and prepare nutritional foods.

The goal for FY2014 is to continue efforts to diversify and increase funding to support the continued growth of the program.

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

Erin Vincent is the coordinator of Powered by Moms, a new program providing community-based supplemental education services to help parents prepare their children for success in school. The program is designed to assist mothers of children ages 0 – 5 years old who are living in Public Housing.

Ms. Vincent builds community partnerships to increase accessibility to services for mothers of young children. First Chance for Children and Parents as Teachers are two of our partners. In FY2013 these agencies helped Ms. Vincent conduct monthly home visits and facilitate twice monthly workshops at alternating locations between Downtown and Bear Creek.

Ms. Vincent also provides case management and referral services. Participants are asked to enroll in CHA's Public Housing Family Self-Sufficiency Program and are encouraged to take advantage of all CHA's supportive programs in addition to services from other community agencies. In FY2013, 3 Powered by Moms participants gained employment through CHA's REWARD Program and 4 parents enrolled their children in Early Childhood Education Programs at Grant Montessori.

In the first year of operation, Ms. Vincent was able to enroll 40 Powered by Mom participants representing 44 Children ages 0-5. Powered by Moms is funded by the Heart of Missouri United Way and involves collaboration between CHA and First Chance for Children.

Strategic Planning & Social Leadership

AFFORDABLE HOUSING INITIATIVE

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 and preservation of housing that is...Affordable, Accessible, Energy Efficient, Healthy, Safe, 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 and to develop a Comprehensive Strategic plan to move the initiative forward. The 2013 Strategic Plan was completed and approved by the CHA Board of Commissioners in June 2013.

The Strategic Plan examined relevant historical and existing housing conditions that included a series of meetings with public housing residents, community stakeholders, and government officials. Areas of current investment were examined and sites for potential development were identified in the plan area. The Need for Affordable Housing was documented through market and demographic Analysis and financing tools for redevelopment were reviewed.

2013 Strategic Plan Recommendations

- Renovate the CHA's 719 units of aging Public Housing stock by converting existing Public Housing operating subsidies to Project-Based Vouchers under the HUD Rental Assistance Demonstration (RAD) Program. The RAD Program conversion will give the CHA financially stable rent subsidies that are necessary to attract the private equity and debt that are required to renovate existing housing stock and achieve long-term financial stability.
- Educate Public Housing residents about their relocation and right to return as well as voucher mobility benefits that are guaranteed by the RAD Program.
- Develop new affordable housing options utilizing the Low-Income Housing Tax Credit Program.
- Create the Columbia Community Housing Trust and explore the development of a Community Housing Trust Fund and Land Bank to complement the work of the Columbia Community Housing Trust in developing permanent affordable housing.

Strategic Plan Implementation

The CHA began implementing the recommendations of the 2013 Strategic Plan by completing the following activities in FYE2013:

Public Housing Renovation and Preservation

- The CHA submitted application for the Rental Assistance Demonstration (RAD) Program which was approved by HUD on September 30, 2013. The CHA will convert all 719 Public Housing units from the Section 9 Public Housing operating subsidy to the Section 8 Project-Based Voucher Program over a period of 5-6 years.

- The acceptance of the CHA into the RAD Program will allow all of the CHA’s Public Housing properties to be renovated during the next 5-6 years utilizing funding from the Low-Income Housing Tax Credit Program and other mixed finance sources.
- The submission schedule for Low-Income Housing Tax Credit funding (LIHTC) to renovate the CHA’s 719 units of Public Housing is as follows:
 - 1) Combined project of 84 Downtown units & 200 units in Paquin Tower * September, 2013
 - 2) Combined project of 78 Bear Creek units & 147 units in Oak Towers *March 2014
 - 3) 70 Downtown units ** September, 2014
 - 4) 70 Downtown units ** September, 2015
 - 5) 70 Downtown units ** September, 2016

* *The first two projects will be 4% LIHTC funds.*

** *The last three projects will be 9% LIHTC funds.*

If awarded LIHTC funds, each project is projected to be completed approximately two (2) years after the application date.

- A Physical Needs Assessment was conducted on 84 units located on Unity, Lincoln, Worley, Oak, and Hicks Drive as part of the first phase of the renovation of our downtown Public Housing family neighborhoods. The assessment determined that it was more cost effective to complete major renovations to these properties than to demolish them and build new housing units. Building exteriors and roofs will be retained while the inside of each building will be completely renovated including all plumbing and electrical systems and equipment.

A physical needs assessment was also conducted on Paquin Tower which determined there were only modest renovations needed due to the completion of major renovations from 2009-2012. The major expenses will be the replacement of the elevators and the installation of new cabinetry. The exterior of the building will also be painted.

Kinney Point Apartments

- In 2013, the CHA acquired 1.96 acres at the northeast corner of Garth Avenue and Sexton Road to develop new affordable housing. The CHA submitted an application for 9% Low-Income Housing Tax Credit to the Missouri Housing Development Commission in September 2013 to help finance the Kinney Point Apartments at this location. The development will be a three-story building that includes 36 one-bedroom units and 6 two-bedroom units. All of the apartments will be fully accessible and use universal design. Supportive services will be provided to tenants by New Horizons Community Support Services.

The Kinney Point Apartments are named after the late CHA Board Chair, Mr. Marvin Kinney who served on the CHA Board of Commissioners for over 20 years.

McQuitty Square Housing Development

- The CHA also purchase five properties on the southwest corner of Garth Avenue and Sexton Road that were adjacent to three vacant lots owned by the Columbia Community Development Corporation (CCDC) and three vacant lots owned by the City of Columbia that were acquired through the Neighborhood Stabilization Program (NSP). The CCDC and the City of Columbia agreed that it would be in the best interest of the community to partner with the CHA in the

development of affordable housing on this site. The City of Columbia donated the three vacant NSP lots to the CHA and the CCDC agreed to include their properties in the development at a later date. Preliminary planning for this site was initiated in 2013 and will continue in 2014.

Columbia Community Housing Trust

- In September 2013, the CHA established the Columbia Community Housing Trust for the development of new affordable homeownership and rental housing options. The housing trust greatly reduces the sale or rental value of the property by keeping the land under the property in the trust. This also ensures that the property remains affordable as the land is controlled by the trust. The trust agreement includes contingencies for the proper maintenance and upkeep of the property. The trust is designed using the National Community Land Trust Network model.

During 2013, the City of Columbia donated five properties to the CHA that were acquired through the Neighborhood Stabilization Program (NSP). These properties included two renovated houses and three vacant lots. All of these properties were transferred from the CHA to the CHA's new not-for-profit corporation, the Columbia Community Housing Trust.

CONCLUSION

Professional Housing Programs ❖ Effective Asset Management

Safe & Crime-Free Communities ❖ Successful Families & Independent Living

Strategic Planning & Social Leadership

Professionally operated housing programs and effective asset management form the foundation of the CHA. Safe and crime-free communities allow the CHA to provide resident services that enable families to be successful and for the elderly and persons with disabilities to live independently. Strategic planning and social leadership are the keys to ensuring that the CHA will continue to be a leader in providing affordable housing combined with supportive services that enable those we serve to break the cycle of poverty and become self-sufficient.

As we move forward in FYE2014, the CHA will be focused on implementing its long-range strategic plan to expand its social leadership role in the community to provide affordable housing with an emphasis on family self-sufficiency and independent living. This will include the renovation and preservation of the CHA's 719 units of Public Housing as well as the development of new affordable housing options that will include a mix of rental and homeownership opportunities for low-income families, seniors, and persons with disabilities. The CHA will continue to work toward securing additional financial support for expanding its Resident Services Department programs to better serve Public Housing residents and the Columbia community. Affordable housing with supportive services will also be emphasized in partnership with other community agencies.

In FYE2013, the CHA continued our focus on professional management practices and building the skills of the people in key positions of leadership within the organization. We have made a considerable investment of time and resources in staff training which has yielded success for CHA in many ways.

Our most important goal is to ensure that CHA consistently achieves 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. We also earn the community’s support for our Affordable Housing Initiative by demonstrating our professional management of our existing housing programs.

New and expanded housing voucher programs have made 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.

Our efforts to create safe and crime-free community in both our Public Housing and Section 8 Housing Choice Voucher Programs have resulted in a significant decrease in criminal activity and calls for police assistance on our Public Housing properties. The implementation of our Crime-Free Housing Addendum combined with the efforts of our CHA Safety Department has been responsible for this success.

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.

FY2013 was a year of continued growth for our Resident Services programs. 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.

FYE2014 will present continued challenges to the CHA in attaining its goals for the future. These goals include: operating professional housing programs; effective asset management; creating safe & crime-free communities; supporting successful families & independent living; and a focus on strategic planning & social leadership. I believe we can achieve these goals and appreciate the opportunity to lead the Columbia Housing Authority through this time of challenges and opportunities.