



Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, MO 65203

Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ www.ColumbiaHA.com

To: CHA Board of Commissioners

From: Phil Steinhaus, CEO

Date: September 11, 2020

RE: September 15, 2020 CHA Board Meeting Agenda & Materials

**This will be a Zoom Meeting.
Instructions will be Sent Out.**

Enclosed is the agenda packet for the CHA Board meeting next Tuesday, September 15, 2020. Included in the packet are staff memos and information related to each resolution. Please note the following:

Due to the COVID-19 pandemic, this meeting will be held virtually using the Zoom video conferencing feature. A link to log into the meeting will be sent to you through email.

CHA BOARD AGENDA ITEMS

Presentation

The FYE2019 Single Audit will be presented.

Public Hearings

Public hearings will be held on the FYE2021 Annual Plan, 2021-2025 Five-Year Plan, FYE2021 CHA Budget and Capital Fund Plan

BOARD REPORTS

- **Affordable Housing Initiative:** Enclosed is an update on the CHA Affordable Housing Initiative.
- **Building Expansion Report:** A progress report on planning for the building expansion is included.
- **Coronavirus (COVID-19) Response Report:** A report on the CHA's continuing response to the COVID-19 virus.
- **CHA Management Reports:** Public Housing & Affordable Housing Properties, Housing Choice Voucher Program, Human Services, and Safety.
- **CHA Financial Reports:** Enclosed are the financial reports for July 2020.
- **Discussion of the CEO Succession Plan:** Enclosed are documents related to succession planning.
- **Current Events:** A report on current events is enclosed.

Please contact me if you are unable to attend or have any questions or need additional information about any of the items on the meeting agenda.



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Open Meeting Notice

CHA Board of Commissioners Meeting

Date: Tuesday, September 15, 2020

Time: 5:30 p.m.

Place: Due to the COVID-19 pandemic, this will be a virtual meeting held through the Zoom video conferencing application. Those with computers with cameras may join with video and audio. Those without video access may listen and participate by using computer audio or telephone. To receive an invitation to participate in the meeting send an email request to: columbiaha.info@gmail.com at least four (4) hours prior to the start of the meeting.

- I. Call to Order/Introductions
- II. Roll Call
- III. Adoption of Agenda
- IV. Approval of August 18, 2020 Open Meeting Minutes
- V. Public Comment (Limited to 5 minutes per speaker)
- VI. Election of Officers

PRESENTATION

- VII. Presentation of the FYE2019 CHA Single Program Audit – Rubin Brown

PUBLIC HEARING

- VIII. Proposed CHA Budget – FYE January 1, 2021 – December 31, 2021
 - A. Budget Presentation
 - B. Capital Fund Presentation
 - C. Board Discussion
 - D. Public Comment
 - E. Continuation of Public Hearing/Future Hearing Dates
- IX. Proposed FYE2021 CHA Annual Plan and 2021-2025 Five-Year Plan
 - F. FYE2021 CHA Annual Plan and Five-Year Plan Presentation
 - G. Board Discussion
 - H. Public Comment
 - I. Continuation of Public Hearing/Future Hearing Dates

REPORTS

- X. Affordable Housing Initiative Report
- XI. Building Expansion Update
- XII. Coronavirus (COVID-19) Response Report
- XIII. Monthly Management Reports for Public Housing & Affordable Housing Properties, Section 8 Housing Choice Voucher Program, Human Services, and Safety.
- XIV. July 2020 Financial Report
- XV. Discussion of CEO Succession Plan
- XVI. Current Events

PUBLIC AND COMMISSIONER COMMENT

- XVII. Public Comment (Limited to 5 minutes per speaker)
- XVIII. Commissioner Comment
- XIX. Adjournment

If you wish to participate in the meeting and require specific accommodations or services related to disability, please contact Ms. Charline Johns, Executive Assistant at (573) 443-2556, extension 1122, at least one working day prior to the meeting.
(Email: www.columbiaha.info@gmail.com)

Media Contact: Phil Steinhaus, CEO
Phone: (573) 443-2556
E-mail: www.columbiaha.info@gmail.com

A complete agenda packet is available for review at all CHA offices during regular business hours and posted on the CHA web site at: www.ColumbiaHA.com.



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HOUSING AUTHORITY OF THE CITY OF COLUMBIA, MISSOURI BOARD OF COMMISSIONERS MEETING August 18, 2020 MEETING MINUTES

I. Call to Order:

The Board of Commissioners of the Housing Authority of the City of Columbia, Missouri (CHA) met in open session via virtual meeting held through Zoom video conferencing application on August 18, 2020, in the Training Room of the Columbia Housing Authority Administration Building, 201 Switzler St., Columbia, Missouri, 65203. Mr. Hutton, Chair, called the meeting to order at 5:30 p.m.

II. Roll Call:

Present: Bob Hutton, Chair Commissioner
Robin Wenneker, Vice Chair Commissioner
Rigel Oliveri, Commissioner
Max Lewis, Commissioner

Absent: John French, Commissioner

CHA Staff: Phil Steinhaus, CEO
Charline Johns, Executive Assistant
Mary Harvey, Director of Finance
Laura Lewis, Director of Affordable Housing Operations
Erin Friesz, Director of Human Services

Guests: Steve Calloway

III. Adoption of Agenda:

Mr. Steinhaus asked that one change be made to the agenda regarding rescheduling the Columbia Housing Authority's Board of Commissioners meeting for the month of October. Mr. Steinhaus stated that due to the way that the October Board meeting falls on the third Tuesday of the month, it will fall behind the required submission date for CHA's budget to HUD which is required to be submitted on October 15, 2020. Mr. Steinhaus requested that it be rescheduled for October 13, 2020, the second week of October rather than the scheduled date of October 20, 2020.

Mr. Hutton called for a motion to approve the changes of the agenda. A motion was made by Mr. Lewis and second by Ms. Oliveri. All Commissioners voted "aye". Noting Mr. Calloway was recused from voting. Mr. Hutton declared the agenda adopted.

IV. Approval of July 21, 2020 Open Meeting Minutes:

Mr. Hutton called for a motion to approve the minutes from the open meeting of July 21, 2020. A motion was made by Mr. Lewis and second by Ms. Oliveri. All Commissioners voted "aye" and Mr. Hutton declared the motion approved.

V. Adoption of Modified Agenda:

Mr. Steinhaus asked if this date of October 13, 2020 rather than October 20, 2020 would work for everyone. All Commissioners agreed this date would be fine.

Mr. Hutton called for a motion to approve the modified agenda. A motion was made by Ms. Oliveri and second by Mr. Hutton. All Commissioners voted “aye” and Mr. Hutton declared the motion approved.

VI. Public Comment.

There were no public comments.

RESOLUTIONS

VII. Resolution 2851: A Resolution Authorizing the Submission of a Family Self- Sufficiency Grant Application to the U.S. Department of Housing and Urban Development to Fund Two Full-Time Family Self-Sufficiency Coordinator Positions at the Columbia Housing Authority in the Amount of \$110,000.

Mr. Steinhaus reported that both of these positions are currently funded and that this submission of the application would be a renewal. Mr. Steinhaus stated that this is a wonderful program for CHA with 124 participants enrolled and over 70 participants employed. Mr. Steinhaus recommended that the Board approve resolution 2851.

Mr. Hutton called for further discussion and there was none.

Mr. Hutton called for a motion to approve Resolution 2851 as presented. A motion was made by Ms. Oliveri. Second by Mr. Hutton. Upon a roll call vote of the motion, the following vote was recorded:

Yes: Hutton, Lewis, Oliveri

No: None

VIII. Resolution 2852: A Resolution Authorizing the Submission of a Revision to the Columbia Housing Authority Personnel Policy Related to Section III: Equal Employment Opportunities to Include Gender Identity and Socio-Economic Status.

Mr. Steinhaus reported that this is a policy that is covered by HUD and believed that as times have changed this would be an appropriate revision to include in CHA’s policy. Mr. Steinhaus noted that CHA would like to add gender identity and/or socio-economic status to its protected classes. Mr. Steinhaus recommended that the Board approve of resolution 2852.

Mr. Hutton called for further discussion and there was none.

Mr. Hutton called for a motion to approve Resolution 2852 as presented. A motion was made by Ms. Oliveri. Second by Mr. Lewis. Upon a roll call vote of the motion, the following vote was recorded:

Yes: Hutton, Lewis, Oliveri

No: None

IX. Affordable Housing Initiative Report.

Mr. Steinhaus explained that he had made a few changes to the report so that it would include the purpose of the report, which is designed to communicate to two audiences; one being the CHA Board of Commissioners and two being the general public, media and other interested parties. Mr. Steinhaus stated that recent activity is then followed by a project summary report that provides the general public, media and others a more detailed report providing a great deal of background information on CHA current projects.

Mr. Steinhaus discussed a few of the recent activities that have occurred in the past month with CHA such as: CHA staff and A Civil Group staff held a plan review meeting on July 30, 2020 with city staff to review the revised layout plans for the Kinney Point project, which is located at the intersection of Sexton and Garth, just North of Oak Towers. Mr. Steinhaus reported that the items identified by the city staff included:

- A tree preservation plan.
- Screening may be required on the northern property line; CHA will have to screen the property from the neighbors to the North.
- City staff does not support CHA's rezoning request; the property will have to be replatted.
- CHA will not be able to build within 75' at the intersection of Garth and Sexton due to planned future improvements to the intersection which may include a roundabout in the future.
- Parking Calculations were a concern at the Kinney Point site; Parking calculations were done for the residents that will moved to Kinney Point and the number of residents that have vehicles is way under the number of parking spaces needed for Kinney Point. CHA is hoping to get the parking requirements reduced.
- There were no concerns expressed about the Trinity Place site, however CHA's civil engineer believes there may be some water retention issues at this site once CHA redevelops.

Mr. Hutton inquired as to whether any of these things would become problematic in the future. Mr. Steinhaus indicated that he believed the biggest issue would come down to the parking at Kinney Point but does not believe that there will be an issue with Trinity Place regarding the storm water retention concerns, but CHA will see what ideas the city have once they make it to that step. Mr. Steinhaus reported that the CHA had received the Commitment to Enter into a Housing Assistance Program (CHAP) from the HUD Rental Assistance Demonstration (RAD) program for the Kinney Point project.

Mr. Steinhaus shared that the Missouri Housing Development Commission (MHDC) is in the process of issuing its Qualified Allocation Plan for the low-income housing tax credit program. Mr. Steinhaus reported that he and Ms. Matondo, the Housing Development Coordinator are currently working with CHA consultants to put together a checklist because the application to be submitted to MHDC will be due by October 30, 2020.

Mr. Calloway inquired about the cost per unit and the subsidies that each family receives that is housed in the unit. Mr. Steinhaus explained that the RAD program allows the CHA to convert the Public Housing units into Project-Based Voucher units, which are similar to the Section 8 Voucher except that with the Project-Based Voucher that voucher is attached to the project rather than the person. Mr. Steinhaus reported that an individual in Public Housing will receive the same subsidy as an individual in a Project-Based Voucher unit and pay 30% of their adjusted income for rent and at any time their income goes down their rent goes down and vice versa. Mr. Steinhaus stated that cost per unit is so high because there is so much oversight from the investors, the state designed to make sure that the quality units are built and maintained over the 30-year affordability period. Mr. Steinhaus reported that replacement reserves have to be built into the

budget and as well as the cost of on-going compliance to ensure that investors will receive the benefits of the tax credits.

Mr. Steinhaus indicated to Mr. Calloway that he would provide a Commissioner's Manual to Mr. Calloway as well as a complete binder of last year's agendas and minutes to go over with him to get him up to speed. Mr. Steinhaus noted that every affordable housing initiative going back to 2012, when it first began, can be found on the CHA website.

X. Building Expansion Update.

Mr. Steinhaus reported that the staff had attended several meetings and had just completed a meeting where they finalized the interior finishes, exterior material and site and structural designs. Mr. Steinhaus indicated that the final review and approval of construction documents for bidding and permitting be done on September 8, 2020 and that on October 12, 2020 they will issue for bid construction drawings followed by a Pre-Bid Meeting on October 28, 2020 and the Bid Opening and Bid Evaluations on November 12, 2020.

XI. Coronavirus (COVID-19) Response Report.

Mr. Steinhaus reported that he will leave the current workplace plans in place and CHA will continue to limit in-person contact with participants, applicants and the public. Mr. Steinhaus explained that all intake appointments, briefings, annual recertifications, and interim examinations will be conducted via U.S. Postal Service, telephone and/or video conferencing. Mr. Steinhaus noted that if an in-office visit is approved, the CHA will follow the standard procedure of temperature taking, mask wearing, washing hands and social distancing in the training room only.

XII. Monthly Management Reports for Public Housing and Affordable Housing Properties, Housing Choice Voucher Programs, Resident Service, and Safety.

Mr. Steinhaus reported that Ms. Lewis has made one change to the board report, the column showing the percent of Tenant Accounts Receivable (TARs) collected was removed and replaced with the dollar amount of uncollected rent and other charges (maintenance fees, repayment agreement balances) at the end of the month.

Ms. Lewis reported that there have been several tenants that had stopped paying due to whatever reasons during the eviction moratorium on non-payment of rent, but staff are working with the tenants now to set up repayment agreements to have the balances paid off.

Mr. Steinhaus stated that terminations are now being issued for all tenants with a delinquent balance that did not enter a repayment agreement. He added that they are hoping that the termination notices gets their attention so that they will come in and set up a repayment agreement to avoid eviction. Mr. Steinhaus noted that staff will also try to connect tenants with outside agencies that may possibly be able to assist those who have fallen behind with their rent. He noted that tenants that come in and report that they have loss income are able to come into the office to have their rent adjusted.

Mr. Steinhaus reviewed the occupancy and vacancy loss percentages of the affordable housing properties.

Mr. Steinhaus reported that the CHA has managed to avoid being inundated with eviction notices from landlords for tenant non-payment of rents and believes this is due to CHA having sent out notifications to landlords and participants to contact CHA so that the staff can make the necessary changes to adjust income if participants have experienced job loss so that CHA can ensure landlords received full HAP payments. Mr.

Steinhaus reported that there are 311 applicants that are seeking program subsidy with 50 applicants having a preference ranging from Veteran's status, elderly/disabled, and/or work status and the remaining 261 applicants claimed no preference. Mr. Steinhaus indicated that this could be a record year where full HAP payments are made for program participants that have experienced a loss of household income, noting that CHA is fortunate to have adequate funding to address the need of the program participants who will benefit from full program subsidy.

Mr. Steinhaus reported that approximately 90 percent of the FSS participants identified furthering and/or completing their secondary education as a goal they wished to achieve. Mr. Steinhaus reported that Ms. Tapia, Chief Operations Officer, met with Columbia College Faculty to discuss ways to remove barriers for low-income families seeking college education. Mr. Steinhaus indicated that the Columbia College has drafted a Partnership Agreement with the Columbia Housing Authority that will allow those enrolled in the FSS Program to receive a reduction in the cost of tuition with the intention to help them graduate from Columbia College and the FSS Program. Mr. Steinhaus explained the FSS Program to Mr. Calloway stating that once a participant is enrolled in FSS, whatever that participant's income is at that time, is their base level with them paying 30% of that adjusted income in rent. Mr. Steinhaus stated that once that participant's income increases after enrollment in the program, whatever amount their rent increases will be matched by CHA and placed into an escrow account.

Mr. Steinhaus reported that the Continuum of Care program, that houses homeless individuals with disabilities is a little under-leased but he is certain that CHA will be able to get those numbers back up. Mr. Steinhaus indicated that the 811 Mainstream Vouchers have been difficult to administer due to HUD regulations but currently the CHA has only 6 of those vouchers remaining and the Veteran Affairs Supportive Housing (VASH) program has about 35 vouchers to be issued but the referrals have to come from the Truman VA. He noted that due to the Truman VA not being able to bring individuals over to get them leased up, members of the functional task zero meetings will be working with the Truman VA to get this issue resolved.

Mr. Steinhaus explained that the CHA is under-leased by about 190 Section 8 Housing Choice Vouchers and he believes this is due to not getting responses from applicants once they are pulled from the waitlist. Mr. Steinhaus reported that 16 vouchers were newly leased with 12 vouchers being lost due to attrition. Mr. Steinhaus indicated that the Project-Based Voucher units have 24 vacant units, 17 newly leased and a monthly attrition of 15 which is due to the program allowing tenants to request a Section 8 Housing Choice Voucher after having been on the Project-Based Voucher program for a year.

Mr. Steinhaus reported that Ms. Markt retired as the Director of Human Resources on August 14, 2020 and that CHA staff were able to give her a retirement parade and a scrapbook. Mr. Steinhaus indicated that the numbers in the Healthy Home Connections as well as the Independent Living Program are still up. Mr. Steinhaus stated that the Moving Ahead Program extended its full-day programming for an additional two weeks, so that they could keep the children engaged after the delay to the start of school was announced. Mr. Steinhaus reported that the Human Service Department has been working with families to address their basic needs such as food, clothing and shelter as well as removing barriers.

Mr. Steinhaus reported that there were 121 calls for law enforcement on CHA property last month, 16 medical calls at the family sites, 44 at Oak Towers, 33 at Paquin and none at Patriot Place. Mr. Steinhaus indicated that CHA Safety has completed 50 reports, 7 were check welfare and assist resident - medical. Mr. Steinhaus reported that the Safety Department is increasing parking surveillance, so that CHA ensures that residents will get use of the parking and also so that they can determine if CHA has the need to increase unauthorized guest investigations.

XIII. June 2020 Financial Reports.

Mr. Steinhaus reported that with the Coronavirus Aid, Relief, and Economic Security (CARES) Act, AMP 1 has up to \$55,851 in supplemental operating funds to address Coronavirus aid with sanitation supplies and masks. Mr. Steinhaus shared that 50 plexiglass cubicles were purchased for the Moving Ahead Program. Mr. Steinhaus reported that the Director of the Moving Ahead Program, Ms. Janice Brooks would be purchasing face shields for some staff and also for some of the kids that have trouble with wearing the face masks.

Mr. Steinhaus reported that Ms. Harvey has been looking into renting some additional office space to bring in a Housing Ambassador to work with the Housing Choice Voucher participants assisting them with finding perspective landlords and rental properties. This additional office space will also be needed during the office expansion project. Ms. Harvey reported that AMP 1 had not been able to pull any of the capital funds due to unforeseen reasons. Mr. Steinhaus reviewed the financial reports from June 2020 for the properties and explained some of the surpluses and overages. Mr. Steinhaus reported that there would be an Audit Presentation in September 2020.

XIV. Current Events.

Mr. Steinhaus reported that Ms. Veronica Martin, Public Housing Manager has been appointed to fill the position of Human Service Coordinator for CHA family site units. Mr. Steinhaus also indicated that the CDBG and HOME applications were submitted to the Housing and Community Development Commission. Mr. Steinhaus reviewed the two articles that CHA was mentioned in during the past month. Mr. Calloway inquired to Mr. Steinhaus whether families were able to access masks. Mr. Steinhaus reported that every person living in CHA housing was provided a mask. He noted that some participants in the Section 8 Housing Choice Voucher Program also received masks. He added that the CHA had received the masks from the Columbia Health Department.

XV. Public Comment.

There was no public comment.

XVI. Commissioner Comment.

Ms. Oliveri shared that she was happy with hearing all of the good things that the Moving Ahead Program is doing.

XVII. Adjournment

Mr. Hutton called for a motion to adjourn the meeting. A motion was made by Ms. Mr. Lewis. Second by Ms. Oliveri. Mr. Hutton called the meeting adjourned at 6:37 PM.

Bob Hutton, Chair

Date

Phil Steinhaus, Chief Executive Officer

Date

Certification of Public Notice

I, Phil Steinhaus, Chief Executive Officer of the Housing Authority of the City of Columbia, Missouri, do hereby certify that on August 14, 2020, I posted public notice of the August 18, 2020 Board of Commissioners Meeting and distributed copies of the notice and agenda to the Board of Commissioners and the local media. The meeting notice and agenda were also distributed to the public upon request.

The complete agenda packet was available for review at all CHA offices during regular business hours and posted on the CHA web site at: www.ColumbiaHA.com.

Phil Steinhaus, Chief Executive Officer

Date



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September 11, 2020

RubinBrown LLP
One North Brentwood Boulevard
St. Louis, Missouri 63105

In connection with your audit of the financial statements of Housing Authority of City of Columbia, Missouri (Authority) as of December 31, 2019, and for the year then ended for the purpose of expressing an opinion as to whether the financial statements present fairly, in all material respects, the financial position of the governmental activities of the Authority and the respective changes in financial position and cash flows of the Authority in conformity with U.S. generally accepted accounting principles, you were previously provided with our representation letter dated as of June 17, 2020. That letter also included representations related to your audit of the Authority's schedule of federal expenditures.

This representation letter is provided in connection with your audit of the Authority's compliance with requirements applicable to each major program and on internal control over compliance in accordance with Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), as of December 31, 2019 and for the year then ended.

We understand we are responsible for management decisions and functions, for designating a qualified employee to oversee any nonattest services you provide, for evaluating the adequacy and results of the services performed and accepting responsibility for such services.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement.

We confirm that, to the best of our knowledge and belief, as of the date of this letter, the following representations made to you during your single audit:

1. With respect to federal awards, we represent the following to you:
 - a. We are responsible for understanding and complying with, and have complied with, the requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).
 - b. We are responsible for the preparation and presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance.
 - c. We believe the schedule of expenditures of federal awards, including its form and content, is fairly presented in accordance with the Uniform Guidance.

We acknowledge our responsibility for presenting the schedule of expenditures of federal awards (SEFA) in accordance with the requirements of the Uniform Guidance, and we believe the SEFA, including its form and content, is fairly presented in accordance with the Uniform Guidance. The methods of measurement or presentation of the SEFA have not changed from those used in the prior period, and we have disclosed to you any significant assumptions and interpretations underlying the measurement or presentation of the SEFA.

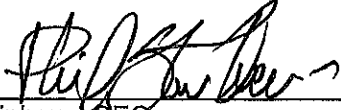
- d. We are responsible for including the auditor's report on the schedule of expenditures of federal awards in any document that contains the schedule and that indicates that the auditor has reported on such information.
- e. We have identified and disclosed all of our government programs and related activities subject to the Uniform Guidance compliance audit.
- f. When the schedule of expenditures of federal awards is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the schedule of expenditures of federal awards no later than the date of issuance by the entity of the schedule of expenditures of federal awards and the auditor's report thereon.
- g. We have, in accordance with the Uniform Guidance, identified in the schedule of expenditures of federal awards, expenditures made during the audit period for all awards provided by federal agencies in the form of grants, federal cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, food commodities, direct appropriations, and other assistance.
- h. We have provided to you our interpretations of any compliance requirements that are subject to varying interpretations.
- i. We have made available to you all federal awards (including amendments, if any) and any other correspondence relevant to federal programs and related activities that have taken place with federal agencies or pass-through entities.
- j. We have received no requests from a federal agency to audit one or more specific programs as a major program.
- k. We have identified and disclosed to you all amounts questioned and any known noncompliance with the direct and material compliance requirements of federal awards, including the results of other audits or program reviews, or stated that there was no such noncompliance. We also know of no instances of noncompliance with direct and material compliance requirements occurring subsequent to period covered by the auditor's report.
- l. We have disclosed to you any communications from federal awarding agencies and pass-through entities concerning possible noncompliance with the direct and material compliance requirements, including communications received from the end of the period covered by the compliance audit to the date of the auditor's report.
- m. We have made available to you all documentation related to compliance with the direct and material compliance requirements, including information related to federal program financial reports and claims for advances and reimbursements.

- n. Federal program financial reports and claims for advances and reimbursements are supported by the books and records from which the basic financial statements have been prepared.
- o. The copies of federal program financial reports provided to you are true copies of the reports submitted, or electronically transmitted, to the respective federal agency or pass-through entity, as applicable.
- p. We have properly classified amounts claimed or used for matching in accordance with related guidelines in the Uniform Guidance, as applicable.
- q. We have charged costs to federal awards in accordance with applicable cost principles.
- r. We are responsible for and have accurately prepared the summary schedule of prior audit findings to include all findings required to be included by the Uniform Guidance, and we have provided you with all information on the status of the follow-up on prior audit findings by federal awarding agencies and pass-through entities, including all management decisions.
- s. We have disclosed to you the findings received and related corrective actions taken for previous audits, attestation engagements, and internal or external monitoring that directly relate to the objectives of the compliance audit, including findings received and corrective actions taken from the end of the period covered by the compliance audit to the date of the auditor's report.
- t. The reporting package does not contain personally identifiable information.
- u. We have disclosed all contracts or other agreements with service organizations and disclosed to you all communications from these service organizations relating to noncompliance at the organizations.
- v. We have reviewed, approved, and taken responsibility for the financial statements and related notes and an acknowledgment of the auditor's role in the preparation of this information.
- w. We have disclosed to you the nature of any subsequent events that provide additional evidence with respect to conditions that existed at the end of the reporting period that affect noncompliance during the reporting period.

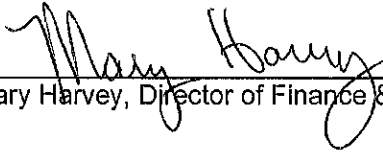
In addition:

- x. We are responsible for understanding and complying with the requirements of federal statutes, regulations, and the terms and conditions of federal awards related to each of our federal programs and have identified and disclosed to you the federal statutes, regulations, and the terms and conditions of federal awards that are considered to have a direct and material effect on each major federal program; and we have complied with these direct and material compliance requirements.
- y. We are responsible for establishing and maintaining, and have established and maintained, effective internal control over compliance for federal programs that provide reasonable assurance that we are managing our federal awards in compliance with federal statutes, regulations, and the terms and conditions of the federal award that could have a material effect on our federal programs. Also, no changes have been made in the internal control over compliance or other factors that might significantly affect internal control, including any corrective action taken by management with regard to significant deficiencies and material weaknesses in internal control over compliance, have occurred subsequent to the period covered by the auditor's report.

- z. We are responsible for and have accurately completed the appropriate sections of the Data Collection Form and we are responsible for taking corrective action on audit findings of the compliance audit and have developed a corrective action plan that meets the requirements of the Uniform Guidance.



Phil Steinhaus, CEO



Mary Harvey, Director of Finance & Human Resources



Andrea Tapia, Chief Operations Officer

***HOUSING AUTHORITY OF
CITY OF COLUMBIA
SINGLE AUDIT REPORT
DECEMBER 31, 2019***

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**Independent Auditors' Report
On Internal Control Over Financial
Reporting And On Compliance And Other
Matters Based On An Audit Of Financial
Statements Performed In Accordance
With *Government Auditing Standards***

Board of Commissioners
Housing Authority of City of Columbia
Columbia, Missouri

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the business-type activities of Housing Authority of City of Columbia, Missouri (the Authority), as of and for the year ended December 31, 2019, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements, and have issued our report thereon dated June 17, 2020.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Authority's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control. Accordingly, we do not express an opinion on the effectiveness of the Department's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance And Other Matters

As part of obtaining reasonable assurance about whether the Authority's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose Of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

RubinBrown LLP

June 17, 2020



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**Independent Auditors' Report
On Compliance For Each Major Federal
Program; Report On Internal Control
Over Compliance; And Report On Schedule
Of Expenditures Of Federal Awards
Required By The Uniform Guidance**

Board of Commissioners
Housing Authority of City of Columbia
Columbia, Missouri

Report On Compliance For Each Major Federal Program

We have audited Housing Authority of the City of Columbia, Missouri's (the Authority) compliance with the types of compliance requirements described in the Office of Management and Budget's *OMB Compliance Supplement* that could have a direct and material effect on each of the Authority's major federal program as of and for the year ended December 31, 2019. The Authority's major federal program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations and the terms and conditions of its federal awards applicable to its federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of the Authority's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and the audit requirements of Title 2 *U.S. Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Authority's compliance.

Opinion On Each Major Federal Program

In our opinion, the Authority complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal programs for the year ended December 31, 2019.

Other Matters

The results of our auditing procedures disclosed instances of noncompliance, which are required to be reported in accordance with the Uniform Guidance and which are described in the accompanying schedule of findings and questioned costs as items 2019-001. Our opinion on the major federal programs is not modified with respect to this matter.

The Authority's responses to the noncompliance findings identified in our audit are described in the accompanying schedule of findings and questioned costs and corrective action plan. The Authority's responses and corrective action plan were not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on them.

Report On Internal Control Over Compliance

Management of the Authority is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Authority's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies, and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, as discussed below, we identified certain deficiencies in internal control over compliance that we consider to be significant deficiencies. We consider the deficiencies in internal control over compliance described in the accompanying schedule of findings and questioned costs as items 2019-001 and 2019-002 to be significant deficiencies.

The Authority's responses to the internal control over compliance findings identified in our audit are described in the accompanying schedule of findings and questioned costs and corrective action plan. The Authority's responses and corrective action plan were not subjected to the auditing procedures applied in the audit of compliance, and accordingly, we express no opinion on them.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Report On Schedule Of Expenditures Of Federal Awards Required By The Uniform Guidance

We have audited the Authority as of and for the year ended December 31, 2019, and have issued our report thereon dated September 10, 2020, which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

RubinBrown LLP

September 11, 2020, except for paragraph 13,
which is dated June 17, 2020

HOUSING AUTHORITY OF CITY OF COLUMBIA
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
For The Year Ended December 31, 2019

| Federal Grantor/Pass-Through Grantor/Program Or Cluster Title | Federal CFDA Number | Grantor Identification Number | Federal Expenditures | Expenditures To Subrecipients |
|---|------------------------|---|-------------------------|----------------------------------|
| Department of Housing and Urban Development | | | | |
| Direct Awards: | | | | |
| Continuum of Care Program | 14.267 | MO0101L7E061710 MO0101L7E061811 | \$ 402,329 | \$ — |
| Public and Indian Housing | 14.850 | MO007-00000117D MO007-00000118D MO007-00000119D | 477,698 | — |
| Resident Opportunity and Supportive Services | 14.870 | MO007RPS124A015 ROSS191290-01-00 | 84,573 | — |
| Family Self-Sufficiency Program | 14.896 | FSS18MO2715-01-00 | 104,206 | — |
| Housing Voucher Cluster - Section 8 Housing Choice Vouchers Program | 14.871 | | 9,712,354 | — |
| Public Housing Capital Fund Program | 14.872 | MO36P007501-18 MO36P007501-19 | 487,055 | — |
| Mainstream Voucher Program | 14.879 | MO007DV0001 | 1,637 | — |
| Total Department of Housing and Urban Development | | | 11,269,852 | — |
| U.S. Department of Health and Human Services | | | | |
| Direct Award: | | | | |
| 477 Cluster - Community Services Block Grant | 93.569 | 19005128 | 3,000 | — |
| Total U.S. Department of Health and Human Services | | | 3,000 | — |
| U.S. Department of Education | | | | |
| Passed through Missouri Department of Elementary and Secondary Education: | | | | |
| Twenty-First Century Community Learning Centers | 84.287 | S287C180025 | 268,282 | — |
| Total U.S. Department of Health and Human Services | | | 268,282 | — |
| U.S. Department of Agriculture/Food Nutrition Service | | | | |
| Passed through Missouri Department of Health and Senior Services: | | | | |
| Child and Adult Care Food Program | 10.558 | ERS46132829 | 55,042 | — |
| Child Nutrition Cluster - Summer Food Service Program for Children (SFSPC) | 10.559 | ERS46132884 | 14,240 | — |
| Total U.S. Department of Agriculture/Food Nutrition Service | | | 69,282 | — |
| Total Federal Assistance | | | \$ 11,610,416 | \$ — |

HOUSING AUTHORITY OF CITY OF COLUMBIA

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

December 31, 2019

1. **Basis Of Presentation**

The accompanying schedule of expenditures of federal awards includes the federal grant activity of the Housing Authority of the City of Columbia, Missouri (the Authority) for the year ended December 31, 2019 and is presented on the accrual basis of accounting. All federal awards received directly from federal agencies, as well as federal awards passed through other governmental agencies, are included on the schedule. This information in this schedule is presented in accordance with the requirements of the Uniform Guidance. Therefore, some amounts may differ from amounts presented in, or used in the preparation of, the basic financial statements.

2. **Indirect Costs**

The Authority has not elected to use the 10% *de minimis* indirect cost rate as allowed in the Uniform Guidance, Section 414.

HOUSING AUTHORITY OF CITY OF COLUMBIA
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
For The Year Ended December 31, 2019

Section I - Summary Of Auditors' Results

Financial Statements

Type of report the auditor issued on whether the financial statements audited were prepared in accordance with generally accepted accounting principles: Unmodified

Internal control over financial reporting:

Material weakness(es) identified? ___ yes x no
 Significant deficiency(ies) identified? ___ yes x none noted

Noncompliance material to financial statements noted? ___ yes x no

Federal Awards

Internal control over major programs:

Material weakness(es) identified? ___ yes x no
 Significant deficiency(ies) identified? x yes ___ none noted

Type of auditors' report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with the 2 CFR 200.516(a)? x yes ___ no

Identification of major programs:

| CFDA Number(s) | Name Of Federal Program Or Cluster |
|----------------|---|
| 14.871 | Section 8 Housing Choice Vouchers |
| 84.287 | Twenty-First Century Community Learning Centers |

Dollar threshold used to distinguish between Type A and Type B programs: \$750,000

Auditee qualified as low-risk auditee? x yes ___ no

Section II - Financial Statement Findings

There are no findings relating to the Authority's financial statements that are required to be reported.

HOUSING AUTHORITY OF CITY OF COLUMBIA

SCHEDULE OF FINDINGS AND QUESTIONED COSTS *(Continued)* For The Year Ended December 31, 2019

Section III - Federal Award Findings And Questioned Costs

Finding 2019-001 Significant Deficiency: Eligibility and Special Tests and Provisions - Compliance and Control Finding

CFDA 14.871 - Section 8 Housing Choice Vouchers Program

Federal Agency: U.S. Department of Housing and Urban Development

Pass-Through Entity: N/A - Direct Award

Criteria Or Specific Requirements:

1. The PHA must determine that a participant is eligible through an income verification (24 CFR section 982.516) and calculation in accordance with 24 CFR part 5 subpart F.
2. The PHA must Reexamine family income and composition at least once every 12 months and adjust the tenant rent and housing assistance payment as necessary using the documentation from third-party verification (24 CFR section 982.516).

Condition: Income was not correctly calculated based on the support provided in the file and annual recertification was not performed timely.

Cause: The Authority has internal controls in place related to tenant file review whereby files are second reviewed on a sample basis due to the number of participants in the program. The participant files related to the two instances described below were not randomly selected for tenant file review.

Effect: While tenants were found to be eligible for participation in both instances, a situation could arise there a tenant is ineligible if all supporting documentation is not accurate or retained.

Questioned Costs: None.

Context: For 2 of 60 participant files, income was incorrectly calculated based on support in tenant file. For 1 of 60 participant files, a recertification was not performed during calendar year 2019. Statistical sampling was not used to test this compliance requirement.

Identification as a repeat finding: Not applicable.

Recommendation: The Authority should modify its internal control processes and increase the amount of second reviews performed to ensure participant files are complete, compliant and that assistance calculations are accurate.

Views of Responsible Officials: The Section 8 Housing Choice Voucher (HCV) Program Manager will track each month the status of annual recertifications to ensure recertifications are timely. In addition, the file review checklist will be modified to include an additional page for additional final review and income calculation. Documentation of these reviews will be maintained with the program tenants file.

HOUSING AUTHORITY OF CITY OF COLUMBIA

SCHEDULE OF FINDINGS AND QUESTIONED COSTS (*Continued*) For The Year Ended December 31, 2019

Finding 2019-002 Control Deficiency: Allowable Costs, Reporting and Special Tests and Provisions - Control Finding

CFDA 14.871 - Section 8 Housing Choice Vouchers Program

Federal Agency: U.S. Department of Housing and Urban Development

Pass-Through Entity: N/A - Direct Award

Criteria Or Specific Requirement: HUD requires the Authority to electronically submit HUD-52681-B, *Voucher for Payment of Annual Contributions and Operating Statement* (OMB No. 2577-0169) on a monthly basis using the VMS system.

Condition: Prior to July 2019, the Authority did not perform a review of information submitted monthly using the VMS system to ensure information was accurate and submitted timely.

Cause: The Authority did not have an internal control process in place related to monthly VMS reporting prior to July 2019.

Effect: The possibility exists that noncompliance with federal requirements could go undetected without proper controls over compliance relating to direct and material compliance requirements.

Questioned Costs: Not Applicable

Context: A second review was not documented for 2 of 3 monthly reports selected for testing during calendar year 2019; however, reports tested were found to be in compliance and submitted timely.

Statistical sampling was not used to test this compliance requirement.

Identification as a repeat finding: This was finding 2018-002.

Recommendation: The Authority should implement an internal control related to monthly reporting. Second reviews should be timely and documented to ensure compliance with the requirements of federal grants.

Views of Responsible Officials: Starting in August 2019, for monthly submissions, the Director of Finance will prepare the submissions and the Chief Executive Officer or Chief Operations Officer will review the reports submitted for completeness and timely submission.



Housing Authority of the City of Columbia, Missouri

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CORRECTIVE ACTION PLAN For The Year Ended December 31, 2019

| | |
|---|---|
| Finding No. 2019-001 | Significant Deficiency: Eligibility and Special Tests and Provisions - Compliance and Control Finding |
| Personnel Responsible for Corrective Action: | Section 8 Housing Choice Vouchers Program staff Andrea Tapia, Chief Operations Officer Laura Lewis, Affordable Housing Director |
| Anticipated Completion Date: | September 15, 2020 |
| Corrective Action Plan: | <p>The Section 8 Housing Choice Voucher (HCV) Program Manager will track each month the status of annual recertifications. The HCV Manager will keep a tracking chart of recerts that are 30 days from completion. The HCV Manager will meet with program staff to discuss the status of the recert; both the Manager and Specialist will sign the tracking chart to show the status of the recert has been discussed and completion of the recert will need to be completed timely. The HCV Manager will follow up on the completion of the recertification and note completion on the chart.</p> <p>Section 8 Housing Choice Vouchers Program staff complete, retain and submit a File Review Checklist for Initial, Annual and Interim file data processing for review. The file review checklist will be modified to include an additional page for additional final review and income calculation. The modified page will require signature by the processing specialist. The form will be scanned into the tenant's file along with the completed checklist. A copy of the modified form will be given to the Housing Choice Voucher Manager for additional review and signature. The Housing Manager will randomly pull from the list of modified forms and conduct an additional file review.</p> <p>The Chief Operations Officer for HCV vouchers and the Affordable Housing Director for the PBV vouchers shall monitor the file review checklists. A second random review of the program tenant files will be completed by Chief Operations Officer an internal control processes to ensure program compliance and accuracy of program assistance calculations. Documentation of these reviews will be maintained with the program tenants file.</p> |



Housing Authority of the City of Columbia, Missouri

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CORRECTIVE ACTION PLAN *(Continued)* For The Year Ended December 31, 2019

| | |
|---|--|
| Finding No. 2019-002 | Control Deficiency: Allowable Costs, Reporting and Special Tests and Provisions - Control Finding |
| Personnel Responsible for Corrective Action: | Mary Harvey, Director of Finance Phil Steinhaus, Chief Executive Officer Andrea Tapia, Chief Operations Officer |
| Anticipated Completion Date: | August 16, 2019 |
| Corrective Action Plan: | <p>For monthly submissions, the Director of Finance shall email the CEO and the COO a copy of the monthly VMS submission and a screen shot of the status of the submission from REAC to document the date of submission. The CEO & COO shall send an acknowledgment their review of the reports submitted and acknowledgement of HUD's Notification of Approval.</p> <p>For HUD notices of Non-submission or Disapproval. The Director of Finance shall send documentation of resubmissions along with communications with the Authority's Financial Analyst at HUD's Financial Management Center. The CEO & COO shall send an acknowledgment their review of the reports submitted and acknowledgement of HUD's Notification of Approval.</p> |

HOUSING AUTHORITY OF CITY OF COLUMBIA

SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS

For The Year Ended December 31, 2018

Finding 2018-001 Significant Deficiency: Special Tests and Provisions - Compliance and Control Finding

CFDA 14.871 - Section 8 Housing Choice Vouchers Program

Federal Agency: U.S. Department of Housing and Urban Development

Condition/Cause: The Authority did not sign a new depository agreement with its successor bank when it entered into a new banking agreement during 2018. The Authority did not have proper internal controls in place to ensure compliance with this requirement.

Status: Corrective action taken.

Finding 2018-002 Significant Deficiency: Reporting - Control Finding

CFDA 14.871 - Section 8 Housing Choice Vouchers Program

Federal Agency: U.S. Department of Housing and Urban Development

Condition/Cause: The Authority did not perform a review of information submitted monthly using the VMS system to ensure information is accurate and timely. The Authority did not have an internal control process in place as it relates to monthly reporting.

Status: This finding was remediated in August 2019, thus this finding has been repeated as finding 2019-002.

Finding 2018-003 Significant Deficiency: Eligibility and Special Tests and Provisions - Compliance Finding

CFDA 14.871 - Section 8 Housing Choice Vouchers Program

Federal Agency: U.S. Department of Housing and Urban Development

Condition/Cause: Certain tenant files did not include documentation required to support the Authority's compliance with the annual eligibility recertification process. The Authority has internal controls in place related to tenant file review whereby files are second reviewed on a sample basis due to the number of participants in the program. The participant files related to the two instances described in finding 2019-001 were not randomly selected for second review.

Status: Corrective action taken.



Housing Authority of the City of Columbia, Missouri

Budget Report - Staff Memo

To: Board of Commissioners

From: Phil Steinhaus

Date: September 15, 2020

RE: First Draft of Budget for Fiscal Year of January 1, 2021 – December 31, 2021

Acronyms in this Report

RAD – Rental Assistance Demonstration Program

LIHTC – Low-Income Housing Tax Credit Program

HAP – Housing Assistance Payments

HCV – Housing Choice Voucher Program (Section 8)

PBV – Project-Based Voucher Program

COCC – CHA Central Office Cost Center

FSS – Family Self-Sufficiency

There are several assumptions built into this budget that may change as we receive additional information. For all programs the basic assumptions are as follows:

- A 35-cent increase for all employees effective January 1, 2021. This does not include grant employees. Grant employee salaries are based on their individual grant award.
- Employee health insurance January 1, 2021 renewal is estimated with a 10% increase. If the renewal comes in lower than 10%, the pay increase may be increased.
- Employer matching retirement contributions are calculated at 6% of salaries.
- Workers Comp Insurance is based on current rate of 1.8% of salaries.
- 2% inflation factor for Administrative and Maintenance expenses with the exceptions of:
 1. Property Insurance is based on a 2% increase in property replacement values and a 3% increase in rates.
 2. A 5% increase has been budgeted for both Janitorial and Landscaping/Grounds.
- 2% inflation factor for Utilities.

Housing Choice Voucher Rental Assistance Programs

Revenues

- Administrative Fees earned are budgeted for an average of 1,040 HCV vouchers which includes Homeownership & Port-Out vouchers; 90 VASH vouchers and 622 Project Based Vouchers (PBV) prorated at 80%.

Housing Choice Voucher Rental Assistance Programs (continued)

- Housing Assistance Payment revenue is based on 2020 estimated expenditures with a 2% inflation factor. With the expectation that because of the HAP increases due to COVID-19, that HUD will increase assistance in 2021 with a proration higher than 100%. This draft of the budget is based on a 103% pro-ration.

Expenditures

- Administrative salaries are based on 9.2 employees. An additional intake position has been added to improve CHA's voucher leasing rates. This includes a portion of the LIHTC property managers that are managing the PBV vouchers for their projects.
- Administrative expenses were increased based on the increased staff.
- Our current housing software was bought out and will no longer be supported in 2022. In anticipation of a conversion in 2021, IT Expenses has been increased \$10,000.
- With the completion of the addition in 2021, 10 new offices and a conference room will need to be furnished and an additional copier will be purchased. \$65,000 is budgeted for these items and will be paid from administrative reserves.
- Inspections were based on year to date expenses with a 3% inflation factor.
- Utilities and Maintenance expenses have been increased estimated on a completion of the addition in September 2021.
- HAP expenses are based on year to date average monthly HAP for each voucher type increased .5% for inflation. HAP expenses are budgeted for more than HAP revenue because of an excess of HAP funds awarded in 2020 that weren't spent.

811 Mainstream Vouchers

Revenue is based on 14 vouchers leased per month. A Voucher Specialist is budgeted for 3 hours/week. The monthly average assistance per voucher is budgeted for \$600.

Continuum of Care Rental Assistance Program

A Voucher Specialist is budgeted for 10 hours/week for the Continuum of Care caseload. The monthly average assistance per voucher is budgeted for \$587.50 and the average vouchers leased is budgeted at 55 vouchers per month. All direct program expenses are reimbursed by the grant.

Tenant Based Rental Assistance (TBRA) Program

A Voucher Specialist is budgeted for 4 hours/week. The monthly average assistance per voucher is budgeted for \$587.50 and the average vouchers leased is budgeted at 21 vouchers per month. All direct program expenses are reimbursed by the grant.

Public Housing - Downtown

Revenue

Gross Potential Rent

- For Public Housing's 84 Units (120 units less 36 Kinney Point units) the Gross Potential Rent is based on the current average rents of each unit size.

Vacancy Losses

- Vacancy Losses for the 84 units not currently under a RAD application are budgeted for 5%.

Non-Dwelling Rental Income

- Non-Dwelling Rental Income has been removed from the 2021 budget
- Rent for use of the Blind Boone Community Center – this has been removed from the 2021 budget due to COVID-19 concerns. The Moving Ahead school year and summer program may continue full-time into next year.
- Rent for the Head Start program use of the Park Avenue Community Building – this has been removed from the 2021 budget. The property is no longer owned by the Housing Authority.
- Two dwelling units taken off-line during the Bryant Walkway RAD conversion are being left vacant as part of the Kinney Point project being submitted for renovation.

Other Income

- Laundry Income is estimated based on the past 12 months income.
- Work Order income are estimated based on historical data.

The Public Housing Operating Subsidy funding is based on the occupancy from July 2019 thru June 2020 which is the time frame that will be used for the 2021 subsidy calculations. Per unit expenses for the calculation were the 2020 rates with a 2% inflation factor. Rental income was subtracted based on 2019 audited which will be used in the 2021 subsidy calculations. A pro-ration of 103% was used in anticipation that HUD will increase subsidies knowing tenant rental income has decreased significantly in 2020 due to COVID-19.

The Capital Fund grant income is based on the 2020 Capital Fund grant award. 10% of this grant will be used for the COCC Capital Fund management fees.

Administrative Expenses

- Administrative salaries:
Downtown has one Public Housing Manager to manage the 84 Public Housing units.
8% of the full-time Intake Specialist is charged to public housing.
- Management Fees are based on 95% occupancy:
Management fees are \$48.46 per month per unit leased.
Bookkeeping fees are \$7.50 per month per unit leased.
- Our current housing software was bought out and will no longer be supported in 2022. In anticipation of a conversion in 2021, IT Expenses has been increased \$10,000.

Public Housing – Downtown (continued)

Resident Services Expenses

- Resident services salaries are based on:
A part-time employee that works 20 hours per week at the Downtown Food Bank is split between Downtown; the Bryant Walkway projects; and the family units of Stuart Parker.
- Computer lab expenses are based on historical cost of providing a computer lab at the Blind Boone Center for the last 12 months.
- Resident participation funds are budgeted at \$25 x 84 units.

Utility Expenses

- Utility Expenses are based on the past 12 month's expenses times the inflation factors. Gas and Electricity were also increased with the expectation that the vacated units will not be reoccupied.

Maintenance Expenses

- Downtown has four maintenance staff which work overtime to restore units when necessary. The budget includes overtime based on the year to date payroll costs.
- Maintenance materials are budgeted based on the last 12 months expenses with a 2% inflation factor.
- The unit restorations contract costs are for the unit restorations completed by maintenance staff from the other properties which are then billed to AMP 1. All restorations have been completed by the AMP 1 staff in the last 12 months and it is estimated this will continue in 2021.

Protective Services

Protective service expenses are split between the seven properties.

- Protective Services has 1 Safety Director; 2 full-time and 1 part-time Safety Officers.

Insurance Expenses

- The Property and Liability insurance are based on Downtown's assets with a 2% increase in property values and 3% rate increase.

Other General Expenses

- Other General Expenses are expenses related to the Ameresco Energy Performance Contract.
- Payment in lieu of taxes are calculated on 10% of Tenant Revenue less utility expenses.
- Bad Debt is based on the projects year to date rate of 2.4% of tenant revenue written-off.
- Extra Ordinary Maintenance is budgeted for larger maintenance repairs that may be needed due to the age of the property.

Other Financing Sources (Uses)

- 90% of the Capital Funds will be placed in reserves for the RAD conversions.

CHA Administration

CHA Administration is split between the Central Office Cost Center (COCC) for the HUD programs and CHA Business Activities (CHA BA) for the LIHTC and non-HUD programs.

Revenue

- Non-Dwelling Rental income is from the sub-leases CHA has for Paquin Tower's roof-top leases and the non-dwelling spaces at Bear Creek.
- Management Revenue is based on the fees each program is expected to owe.
- Investment Income is the seller financing and bond interest income. 20% of the seller financing interest income is budgeted as unrestricted. The remaining 80% is budgeted as restricted as it is to be placed in replacement and development reserves for future use. 100% of the bond interest income is restricted it is equal to the bond interest payable.

Expenses

- Administrative salaries and benefits are allocated based on each employee's program responsibilities. An additional executive assistance is budgeted to assist the Director of Housing Programs and the Director of Housing Operations. Six months of salary and benefits have been included for the succession of CEO.
- Our current housing software was bought out and will no longer be supported in 2022. In anticipation of a conversion in 2021, IT Expenses has been increased \$5,000 for both the COCC and CHA BA.
- Furniture and Equipment has \$5,000 for new furniture for some of the offices that the current furniture needs to be replaced. Replacements will be made after the renovations have been completed next summer.
- Other General Expenses is for the non-dwelling lease agreements with Stuart Parker and Bear Creek.

Fixed Asset Additions

Non-Dwelling Building Enhancements is based on the most recent cost estimates for the Administration Building addition scheduled for construction in 2021. The funds for this project shall be borrowed from CHA Affordable Housing Development and repaid from the replacement reserves as funds are received each year from the cash flows of the LIHTC properties that owe CHA BA seller financing interest.

Housing Authority of the City of Columbia, Missouri
Voucher Program Budgets
Fiscal Year January 1, 2021 - December 31, 2021
FIRST DRAFT - 9/15/2020

| | Choice Vouchers Administration | HCV Housing Assistance Payments | Mainstream Vouchers | Continuum of Care | TBRA | Housing Assistance Programs |
|---|--------------------------------------|---------------------------------------|------------------------|----------------------|-------------------|-----------------------------------|
| Grant Revenue | | | | | | |
| Housing Assistance Revenue | | 9,515,829 | 100,800 | 406,764 | 145,068 | 10,168,461 |
| FSS Escrow Forfeitures | | 11,000 | | | | 11,000 |
| Administrative Fees Earned | 1,065,612 | | 8,313 | 19,833 | 4,932 | 1,098,690 |
| Total Grant Revenue | 1,065,612 | 9,526,829 | 109,113 | 426,597 | 150,000 | 11,278,151 |
| Other Revenue | | | | | | |
| Investment income - unrestricted | 6,000 | | | | | 6,000 |
| Fraud recovery-unrestricted | 1,200 | | | | | 1,200 |
| Fraud recovery-restricted | | 1,200 | | | | 1,200 |
| Total Revenue | 1,072,812 | 9,528,029 | 109,113 | 426,597 | 150,000 | 11,286,551 |
| Administrative Expenditures | | | | | | |
| Administrative Salaries | 336,178 | | 3,000 | 10,827 | 3,331 | 353,336 |
| FICA/MEDICARE | 25,718 | | 230 | 829 | 255 | 27,032 |
| Employee-Health Ins. | 78,982 | | 545 | 2,122 | 849 | 82,498 |
| Employee-Retirement | 20,171 | | 180 | 650 | 200 | 21,201 |
| Auditing fees | 33,000 | | | | | 33,000 |
| Management Fee | 248,028 | | | | | 248,028 |
| Bookkeeping Fees | 155,018 | | | | | 155,018 |
| Advertising and Marketing | 750 | | | | | 750 |
| Office Supplies | 7,000 | | 100 | 400 | 100 | 7,600 |
| Telephone | 4,100 | | | | | 4,100 |
| Postage | 12,000 | | 325 | 1,260 | 100 | 13,685 |
| Computer/IT Expense | 46,000 | | | | | 46,000 |
| Memberships & Dues | 500 | | | | | 500 |
| Office Equipment/Furniture | 65,000 | | | | | 65,000 |
| Sundry, Miscellaneous | 18,000 | | 2,979 | 200 | 37 | 21,216 |
| Legal Expense | - | | | | | - |
| Staff Training | 2,400 | | | | | 2,400 |
| Port-Out Admin Fees | 5,000 | | | | | 5,000 |
| Inspections & Utility Updates | 75,000 | | 900 | 3,350 | | 79,250 |
| Total Administrative Expenditures | 1,132,845 | - | 8,259 | 19,638 | 4,872 | 1,165,614 |
| Total Utilities | 8,320 | - | - | - | - | 8,320 |
| Total Maintenance | 9,540 | - | - | - | - | 9,540 |
| Total Insurance Premium | 14,751 | - | 54 | 195 | 60 | 12,360 |
| Total Operating Expenditures | \$ 1,165,456 | \$ - | \$ 8,313 | \$ 19,833 | \$ 4,932 | \$ 1,193,602 |
| Excess Revenue Over Operating Expenditures | \$ (92,644) | \$ 9,528,029 | \$ 100,800 | \$ 406,764 | \$ 145,068 | \$ 9,942,949 |
| Housing Assistance Payments | | 10,068,447 | 100,800 | 406,764 | 145,068 | 10,721,079 |
| FSS Escrow Deposits | | 120,000 | | | | 120,000 |
| Depreciation expense | | - | | | | - |
| Total Expenditures | \$ 1,165,456 | \$ 10,188,447 | \$ 109,113 | \$ 426,597 | \$ 150,000 | \$ 11,889,613 |
| Excess (Deficiency) of Revenue Over (Under) Expenditures | (92,644) | (660,418) | (0) | - | - | (753,062) |
| Beginning Balance of operating cash & HAP reserv | 288,800 | 691,906 | | | | 980,706 |
| Ending Balance of operating cash & HAP reserves | 196,156 | 31,488 | | | | 227,644 |

Housing Authority of the City of Columbia, Missouri
Public Housing - AMP 1 Budget
January 1, 2021 - December 31, 2021
First Draft 9/15/2020

| Description | Downtown |
|-----------------------------|----------------|
| Gross Potential Rent | 242,640 |
| Vacancy Loss- Rent | (12,132) |
| Laundry Income | 11,108 |
| Other Income-Work Orders | 6,081 |
| Total Tenant Revenue | 247,697 |

| | |
|---|----------------|
| HUD PHA operating grant | 310,000 |
| Capital grants | 266,160 |
| Net Operating & Capital Grants | 576,160 |

| | |
|----------------------------------|---------------|
| Investment Income | 13,952 |
| Other revenue (Fees for Service) | 16,050 |
| Total Other Revenue | 30,002 |

TOTAL REVENUE **853,859**

| | |
|---------------------------------------|----------------|
| Administrative salaries | 48,053 |
| FICA/MEDICARE | 3,677 |
| Employee-Health Ins. | 13,487 |
| Employee-Retirement | 2,883 |
| Auditing fees | 5,206 |
| Management Fees | 46,405 |
| Management Fees CFP | 26,616 |
| Book-Keeping Fee | 5,292 |
| Advertising and Marketing | - |
| Office Supplies | 1,500 |
| Telephone | 4,415 |
| Postage | 1,700 |
| Computer/IT Expense | 14,933 |
| Memberships & Dues | 130 |
| Legal Expense | 1,819 |
| Staff Training | 3,632 |
| Sundry, Miscellaneous | 4,511 |
| Total Operating-Administrative | 184,259 |

Asset Management Fee **10,080**

| | |
|-----------------------------------|---------------|
| Tenant services - salaries | 4,413 |
| FICA/MEDICARE | 338 |
| Employee-Health Ins. | - |
| Employee-Retirement | 265 |
| TV Cable Services & Computer Labs | 5,000 |
| Resident Participation Funds | 2,100 |
| Tenant Services - Programs | 1,200 |
| Total Tenant Services | 13,316 |

| | |
|------------------------|---------------|
| Water | 27,445 |
| Sewer | 27,976 |
| Electricity | 15,899 |
| Gas | 10,207 |
| Total Utilities | 81,527 |

| | |
|----------------------|---------|
| Maintenance - Labor | 163,562 |
| FICA/MEDICARE | 12,513 |
| Employee-Health Ins. | 37,712 |
| Employee-Retirement | 9,814 |

Housing Authority of the City of Columbia, Missouri
Public Housing - AMP 1 Budget
January 1, 2021 - December 31, 2021
First Draft 9/15/2020

| Description | Downtown |
|---|-----------------|
| Maintenance - Materials | 40,200 |
| Maint.-Tools & Equipment | 1,500 |
| Maint.-Gasoline | 6,000 |
| Maint. - Misc Contracts | 480 |
| Maint.-Trash Removal Contracts | 24,230 |
| Maint.-Heating & Cooling Contracts | 1,500 |
| Maint.-Landscape/Grounds Contracts | 15,300 |
| Maint.- Unit Turnaround / Restoration Contracts | - |
| Maint.- Electrical Contracts | - |
| Maint.- Plumbing Contracts | - |
| Maint.- Extermination Contracts | 11,200 |
| Maint. - Janitorial Contracts | 5,700 |
| Maint.-Vehicles & Equipment | 9,750 |
| Total Maintenance | 339,461 |
| Protective services - Labor | 26,618 |
| FICA/MEDICARE | 2,037 |
| Employee-Health Ins. | 4,113 |
| Employee-Retirement | 1,598 |
| Protective services supplies | 600 |
| Total Protective Services | 34,966 |
| Property Insurance | 37,362 |
| Liability Insurance | 5,380 |
| Workmen's Compensation | 4,368 |
| All other Insurance | 3,735 |
| Total Insurance Premiums | 50,845 |
| Other General Expenses | 34,090 |
| Payments in lieu of taxes | 14,900 |
| Bad debt - tenant rents | 5,680 |
| Extra Ordinary Maintenance | 6,000 |
| Interest Expense | 5,740 |
| Total Other General Expenses | 66,410 |
| Total Operating Expenses | 780,864 |
| Excess Revenue Over Operating Expenditures | 72,995 |
| Depreciation expense | 148,382 |
| Total Other | 148,382 |
| Principal payments on EPC Loan | 22,024 |
| Excess (Deficiency) of Revenue Over (Under) Expenditures | 50,972 |
| Capital Fund Reserves | - |
| Equipment Replacement | 50,000 |
| Total Other Financing Sources/Uses | 50,000 |
| Total Fixed Asset Additions | - |
| Cash Flow After Debt Service | 972 |

Housing Authority of the City of Columbia, Missouri

Administration Budgets

Fiscal Year January 1, 2021 - December 31, 2021

First Draft - 9/15/2020

| Description | CHA Business Activities | Central Office Cost Center | CHA Administration |
|---------------------------------------|-------------------------------|-------------------------------------|-----------------------|
| Non-Dwelling Rentals | 110,376 | | 110,376 |
| Other Income | 10,630 | 5,000 | 15,630 |
| Management Fees PHA | | 46,405 | 46,405 |
| Management Fees CFP | | 26,616 | 26,616 |
| Management Fees HCV | | 248,028 | 248,028 |
| Mgmt Fees CHALIS & Component Units | 255,509 | | 255,509 |
| Asset Management Fee | | 10,080 | 10,080 |
| Book-Keeping Fees PHA | | 5,292 | 5,292 |
| Book-Keeping Fees HCV | | 155,018 | 155,018 |
| Investment income - unrestricted | 102,545 | 5,280 | 107,825 |
| Investment income - restricted | 687,202 | | 687,202 |
| Other revenue | 3,720 | 15,000 | 18,720 |
| Total Revenue | \$ 1,169,981 | \$ 516,719 | \$ 1,686,700 |
| Administrative salaries | 257,401 | 339,211 | 596,612 |
| FICA/MEDICARE | 19,692 | 25,950 | 45,642 |
| Employee-Health Ins. | 47,257 | 47,530 | 94,787 |
| Employee-Retirement | 15,445 | 20,353 | 35,798 |
| Auditing Fees | 6,500 | 6,500 | 13,000 |
| Advertising and Marketing | 100 | 100 | 200 |
| Office Supplies | 2,000 | 2,000 | 4,000 |
| Telephone | 3,000 | 3,000 | 6,000 |
| Publications | | 825 | 825 |
| Postage | 300 | 1,500 | 1,800 |
| Computer/IT Expense | 30,000 | 30,000 | 60,000 |
| Memberships & Dues | 1,000 | 2,150 | 3,150 |
| Legal Expense | 750 | 750 | 1,500 |
| Staff Training | 2,000 | 2,000 | 4,000 |
| Travel | - | - | - |
| Sundry, Miscellaneous | 8,000 | 12,000 | 20,000 |
| Total Operating-Administrative | 393,445 | 493,869 | 887,314 |
| Total Utilities | 3,250 | 4,230 | 7,480 |
| Total Maintenance | 5,130 | 5,880 | 11,010 |
| Total Insurance Premiums | 13,624 | 9,056 | 22,680 |
| Other General Expenses | 67,822 | | 67,822 |
| Interest Expense | 325,749 | - | 325,749 |
| Total Other General Expenses | 393,571 | - | 393,571 |
| Total Operating Expenses | 809,021 | 513,035 | \$ 1,322,056 |
| Excess Revenue Over Operating | 360,961 | 3,684 | 364,645 |
| Depreciation expense | 7,120 | | 7,120 |
| Total Expenses | 816,141 | 513,035 | 1,329,176 |
| Net Operating Income/(Loss) | 353,841 | 3,684 | 357,525 |
| Operating/Replacement Reserves | 369,380 | | 369,380 |
| Cash Flow After Debt Service | (8,419) | 3,684 | (4,735) |
| Non-Dwelling Building Enhancements | 690,000 | | 690,000 |
| Total Assets Additions | 690,000 | - | 690,000 |
| Net Change in Operating Funds | (698,419) | 3,684 | (694,735) |

CAPITAL FUND PROGRAM / 5-Year Action Plan

| AS OF: August 28, 2020 | | * 120 PH UNITS * | * 120 PH UNITS * | * 84 PH UNITS * | * 84 PH UNITS * | * 84 PH UNITS * |
|--|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
| Funding Available as of: | | Apr-20 | Apr-21 | Apr-22 | Apr-23 | Apr-24 |
| Budget Year / Number: | | 2020 (501-20) | 2021 (501-21) | 2022 (501-22) | 2023 (501-13) | 2024 (501-24) |
| ACCT # | Obligation Date: | 16-Apr-22 | 16-Apr-23 | 16-Apr-24 | 16-Apr-25 | 16-Apr-26 |
| | | Actual | Projected | Projected | Projected | Projected |
| 1406.000 | Operations | \$239,543.10 | \$239,543.10 | \$167,680.17 | \$167,680.17 | \$167,680.17 |
| Totals: | 1406 OPERATIONS | \$239,543.10 | \$239,543.10 | \$167,680.17 | \$167,680.17 | \$167,680.17 |
| <i>May apply 100% funding to 1406:</i> | | | | | | |
| 1410.000 | Management Fees | \$26,615.90 | \$26,615.90 | \$18,631.13 | \$18,631.13 | \$18,631.13 |
| Totals: | 1410 ADMINISTRATION | \$26,615.90 | \$26,615.90 | \$18,631.13 | \$18,631.13 | \$18,631.13 |
| <i>Not to exceed 10%:</i> | | 26,615.90 | 26,615.90 | 18,631.13 | 18,631.13 | 18,631.13 |
| Totals: | 1430 FEES & COSTS | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Totals: | 1450 SITE IMPROVEMENTS | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Totals: | 1465 NON-DWELLING STRUCTURES | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Totals: | 1475 NON-DWELLING EQUIPMENT | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| 1503.000 | RAD Investment Activity (Operations) | | | | | |
| Totals: | 1503 RAD OPERATIONS | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| 1504.000 | RAD Invest Activity (Development) | | | | | |
| Totals: | 1504 RAD DEVELOPMENT | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| BUDGET TOTALS: | | \$266,159.00 | \$266,159.00 | \$186,311.30 | \$186,311.30 | \$186,311.30 |
| HUD ALLOCATION: | | \$266,159.00 | \$266,159.00 | \$186,311.30 | \$186,311.30 | \$186,311.30 |
| DIFFERENCE: | | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| | | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |

| | | |
|--|---|--|
| Streamlined Annual PHA Plan <i>(High Performer PHAs)</i> | U.S. Department of Housing and Urban Development Office of Public and Indian Housing | OMB No. 2577-0226 Expires: 02/29/2016 |
|--|---|--|

Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. Form HUD-50075-HP is to be completed annually by **High Performing PHAs**. PHAs that meet the definition of a Standard PHA, Troubled PHA, HCV-Only PHA, Small PHA, or Qualified PHA do not need to submit this form.

Definitions.

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both of the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, or at risk of being designated as troubled, and that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceeds 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment, and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceeds 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined, and is not PHAS or SEMAP troubled.

| A. | PHA Information. | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|--|--------------------|----------|-----------------------------|---------------------------------|------------------------------|---------------------------------|------------------------------|-----|-----------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| A.1 | <p> PHA Name: <u>Housing Authority of the City of Columbia, Missouri</u> PHA Code: <u>MO-007</u> PHA Type: <input type="checkbox"/> Small <input checked="" type="checkbox"/> High Performer PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>01/01/2021</u> PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above) Number of Public Housing (PH) Units <u>120</u> Number of Housing Choice Vouchers (HCVs) <u>1,807 (Includes 150 VASH & 597 RAD PBV)</u> Total Combined <u>1,927</u> PHA Plan Submission Type: <input checked="" type="checkbox"/> Annual Submission <input type="checkbox"/> Revised Annual Submission </p> <p> Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information of the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans. </p> <p> <input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below) </p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th rowspan="2" style="width: 20%;">Participating PHAs</th> <th rowspan="2" style="width: 10%;">PHA Code</th> <th rowspan="2" style="width: 25%;">Program(s) in the Consortia</th> <th rowspan="2" style="width: 20%;">Program(s) not in the Consortia</th> <th colspan="2" style="width: 25%;">No. of Units in Each Program</th> </tr> <tr> <th style="width: 10%;">PH</th> <th style="width: 15%;">HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Participating PHAs | PHA Code | Program(s) in the Consortia | Program(s) not in the Consortia | No. of Units in Each Program | | PH | HCV | Lead PHA: | | | | | | | | | | | | | | | | | |
| Participating PHAs | PHA Code | | | | | Program(s) in the Consortia | Program(s) not in the Consortia | No. of Units in Each Program | | | | | | | | | | | | | | | | | | | |
| | | PH | HCV | | | | | | | | | | | | | | | | | | | | | | | | |
| Lead PHA: | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |

B. Annual Plan Elements

B.1 Revision of PHA Plan Elements.

(a) Have the following PHA Plan elements been revised by the PHA since its last **Annual PHA Plan** submission?

Y N

- Statement of Housing Needs and Strategy for Addressing Housing Needs.
- Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.
- Financial Resources.
- Rent Determination.
- Homeownership Programs.
- Safety and Crime Prevention.
- Pet Policy.
- Substantial Deviation.
- Significant Amendment/Modification

(b) The PHA must submit its Deconcentration Policy for Field Office Review.

(c) If the PHA answered yes for any element, describe the revisions for each element below:

Statement of Housing Needs and Strategy for Addressing Housing Needs.

Housing needs have remained high during the past year with 493 households on the Public Housing and Project-Based Voucher (PBV) waiting list and 311 households on the HCV Housing Choice Voucher Program waiting list. Of these households, 86% of Public Housing and PBV and 89% of HCV applicants have extremely low incomes at or below 30% AMI. Very-low income households at or below 50% MFI equal: Public Housing and Project-Based Voucher 9% and HCV 7%. The HCV waiting list was open for one week in October 2018 and 933 households applied for housing. This represents a 20% decrease in applicants as compared to June 2015. However, this number far exceeds the number of families the CHA will be able to serve through this program in the following two years. We plan to open the HCV waiting list in sometime in 2021 for one week. With the COVID-19 pandemic continuing, we expect significantly higher number of applicants in 2021 than in 2018, possibly at high at 1,500 families will apply for assistance. Historical numbers of applicants for the Housing Choice Voucher Program are below:

| Number of Housing Choice Voucher Program Applicants | | | | | |
|---|-------|-------|-------|-------|------|
| Year | 2008 | 2010 | 2012 | 2015 | 2018 |
| # Applicants | 1,000 | 1,200 | 1,500 | 1,115 | 931 |

The demand for efficiency and one-bedroom housing units remains high with 84% of Public Housing and PBV applicants and 43% of HCV applicants being eligible to receive assistance for this size of housing unit. Most of these 548 applicants are single person households. The 2020-2024 Consolidated Plan documents a continued high need for affordable housing for low and extremely low-income families, elderly housing and housing for persons with disabilities. The number of disabled families on the Public Housing and PBV waiting list (112) remains high, representing 21% of all applicants. Black/African American households continue to make up a disproportionate number of housing applicants. (Public Housing and PBV Family Sites: 49% and HCV Housing Choice Voucher Program: 71%)

The public engagement process of the 2020-2024 Consolidated Plan consistently identified the need for affordable housing as a high priority.

The Affordable Housing Focus Group identified the following needs & benefits of Affordable Housing:

- a. Stable housing = stable people. Safety, self-reliance, health & employment all identified as benefits of affordable housing. Revitalizing communities & increased accountability also cited as benefits.
- b. Stability in education, sense of safety & belonging. Improved health outcomes, improved grades. Access to healthy foods, & activities. Community & shared child care opportunity.
- c. Stability increases from renting, increased net worth, equity, appreciated assets. Greater neighborhood cohesiveness. Provides pathway to self-sufficiency.

Other needs and benefits identified are:

- 1.) Stable housing is good for children (less changing of schools & increased family stability);
- 2.) Families are more safe, able to focus on goals, & have access to services.
- 3.) persons with disabilities need affordable & accessible housing; &
- 4.) Need to preserve affordable housing in the central city.

The Neighborhood Congress identified the following needs & priorities:

- 1.) Affordable housing is a major issue in COMO, people priced out of the market;
- 2.) Over 15,000 cost burdened renters;
- 3.) Greatest number served is the renovation of public housing;
- 4.) Need for energy efficiency identified;
- 5.) Affordable housing is a huge problem with 252 homeless & 13,800 cost burdened;
- 6.) Low-cost rentals nearly impossible to find;
- 7.) Need to increase affordable housing stock & rehab more central city homes;
- 8.) Need affordable housing near employment centers; &
- 9.) Highest need - poor, single mothers & persons with disabilities.

The Infrastructure groups identified the following needs & priorities:

- 1.) Have a program in place so funds can be paired up with other sources for example-fixing city sewers & also fixing INI issue;
- 2.) Focus monies in low-income neighborhoods, elderly citizens, fixed income, focus on people who cannot help themselves, preserving homes, and neighborhoods-strengthen neighborhoods and community;
- 3.) Shortage of affordable housing;
- 4.) Sanitary sewer-focus on areas of need; &
- 5.) Environmental concerns- sanitary sewer and aging infrastructure.

It is worth noting that the Columbia Housing Authority periodically closes the public housing waiting list and quits filling units in CHA properties slated for renovation under the Rental Assistance Demonstration (RAD) program. The CHA stops filling vacancies at these sites in order to have enough vacant units to relocate families on-site while renovations to their homes are completed. Once properties are renovated, a large number of families are pulled off the waiting list to fill the newly renovated units. As a result, the number of families on the CHA Public Housing waiting lists does not always accurately reflect the larger number of families who would ordinarily be on our Public Housing & PBV waiting lists.

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

The City of Columbia's 2020-2024 Consolidated Plan for the Community Development Block Grant and HOME Investment Partnerships Program provides significant documentation of the housing needs in Columbia and the surrounding Boone County MSA. [Exhibit A]

Strategy for Addressing Housing Needs

The Columbia Housing Authority strategy for addressing housing needs remains relatively unchanged from the CHA's FYE2020 PHA Plan with the added Significant Amendments of: 1.) plans to acquire property for developing affordable housing; 2.) Plans to construct 24 new units at 1 East Sexton Road, called the Kinney Point Apartments and 12 new units on Trinity Place; and 3.) Plans to demolish the Providence Walkway and Trinity Place Apartments and replace them with new apartments in our seventh phase of our RAD conversion.

- The CHA is continuing to implement its Strategic Plan for its Affordable Housing Initiative which has as its main focus, the revitalization and/or reconstruction of all of the CHA's 717 units of Public Housing stock through the HUD Rental Assistance Demonstration (RAD) program and developing new affordable housing including the Patriot Place Apartments, completed in April 2016.
- Significant Amendments to the FY2020 PHA plan included the following and are incorporated into this year's plan:
 - 1.) The CHA will acquire property for developing new affordable housing or the replacement of current public housing stock.
 - 2.) The CHA plans to construct 24 new units at 1 East Sexton Road, called the Kinney Point Apartments and 12 new units on Trinity Place;
 - 3.) The current public housing subsidies on the designated units on Providence Walkway will have their subsidies transferred to the new Kinney Point Apartments.
 - 4.) Residents from the Providence Walkway and Trinity Place apartments will be relocated to the Kinney Point Apartments or the new construction on Trinity Place.
 - 5.) In turn, the vacant units on Providence Walkway will be demolished and replaced with new apartments in the next phase of our Affordable Housing Initiative development process.

Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions

- In FYE2017 the CHA added a preference for U.S. Military Veterans for our waiting lists to receive housing assistance.
- In FYE2017 the CHA added a preference for families living in CHA public housing being converted under the RAD program to allow them to be relocated to other public housing units while their unit was being renovated.
- In FYE2017 the CHA added a preference to the Project-Based Voucher waiting list for families living in CHA public housing that will allow the CHA to relocate families in public housing to newly renovated Project-Based Voucher units.
- All of these changes were approved by the Resident Advisory Board and the CHA Board of Commissioners.

Financial Resources

- The CHA has converted 597 Public Housing units under the HUD Rental Assistance Demonstration (RAD) program during the time period FYE2016 through FYE2017. As a result, the public housing operating subsidies and capital funds for these housing units have been converted to long-term Project-Based Voucher contract funding.
- As a result of the conversion of 597 Public Housing units under the HUD RAD program, the CHA changed its fiscal year for FYE2017 from October 1 – September 30 to a fiscal year from January 1 – December 31. This has improved the financial reporting for the Columbia Housing Authority and aligned its accounting and budgeting cycle with the fiscal years of the public housing units which were renovated with Low-Income Housing Tax Credits. Low-Income Housing Tax Credits require accounting and budgeting cycles based on the calendar year of January 1 – December 31.

Significant Amendment

- The CHA's participation in the HUD Rental Assistance Demonstration (RAD) program is considered a significant amendment to the PHA plan. This was included as a significant amendment to the PHA plan last year and is included in this year's plan as well. [Attachment PHA Plan Amendment R - HUD RAD]

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| <p>B.2</p> | <p>New Activities.</p> <p>(a) Does the PHA intend to undertake any new activities related to the following in the PHA’s current Fiscal Year?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Hope VI or Choice Neighborhoods.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Mixed Finance Modernization or Development.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Demolition and/or Disposition.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Conversion of Public Housing to Tenant Based Assistance.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Project-Based Assistance under RAD.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Project Based Vouchers.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Units with Approved Vacancies for Modernization.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).</p> <p>(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project-based units and general locations, and describe how project basing would be consistent with the PHA Plan.</p> <p><u>Demolition and/or Disposition</u></p> <ul style="list-style-type: none"> • The CHA is planning to demolish 12 public housing units on Trinity Place and replace them with 12 new units under the RAD program. • The CHA is planning to demolish 20 public housing units on Providence Walkway, Trinity Place, and Switzler Street that will be vacant and non-subsidized after the subsidy assistance is transferred to newly constructed units in the Kinney Point Apartments development. <p><u>Conversion of Public Housing to Project-Based Assistance under RAD.</u></p> <ul style="list-style-type: none"> • The CHA has converted 597 Public Housing units under the RAD program by the end of FYE2017. The CHA was approved for a RAD conversion of 36 public housing units in 2020. The CHA will apply for Low-Income Housing Tax Credit (LIHTC) funding in FYE2020 in order to replace these units with new construction using the RAD program. If LIHTC funding is awarded, construction would be expected to start in late 2021 and be completed by June 2023. <p><u>Units with Approved Vacancies for Modernization</u></p> <ul style="list-style-type: none"> • In association with the Public Housing units being renovated through the RAD program, the CHA has and will continue to have units that are approved vacancies for modernization. These units will be occupied as soon as renovations are complete. • Units held vacant for replacement under the RAD program will also be approved vacancies for modernization. |
| <p>B.3</p> | <p>Progress Report.</p> <p>Provide a description of the PHA’s progress in meeting its Mission and Goals described in the PHA 5-Year Plan. (FYE2015-FYE2019)</p> <p>1. PHA Goal: Expand the supply of assisted housing</p> <ul style="list-style-type: none"> • The CHA applied for and received 25 Project-Based VASH Vouchers and utilized these vouchers as permanent rent assistance for Veterans participating in the HUD-VASH program. These 25 Project-Based VASH Vouchers enabled the CHA to leverage Low-Income Housing Tax Credit funding and other public and private funding sources to construct 25 one-bedroom apartments for homeless Veterans known as the Patriot Place Apartments. The CHA partnered with the Truman VA on this project and the first Veterans were moved into the apartments on April 11, 2016. The Patriot Place Apartments are 100% occupied. • In FYE2015-FYE2019, the CHA applied for 42 Continuum of Care vouchers through the Balance of State Continuum of Care and received continued funding to provide housing with supportive services for homeless persons with disabilities. • In FYE2016, CHA applied for and received HOME funding from the City of Columbia to assist with the renovation of the Stuart Parker Apartments and the Oak Towers Apartments. • In FYE2017, CHA applied for and received HOME funding from the City of Columbia to assist with the renovation of the Bryant Walkway Apartments II. • In FYE2019, CHA applied for and was recommended for HOME funding from the City of Columbia to assist with the renovation of the Providence Walkway Apartments. Unfortunately, this project did not receive LIHTC funding from the Missouri Housing Development Commission so the project was not completed. • The CHA applied for and received AHAP funding from the Federal Home Loan Bank of Des Moines to assist with the development of the Patriot Place Apartments and the renovation of the Stuart Parker Apartments with Paquin Tower, the Bear Creek Apartments, and Oak Towers. • In FYE2017, the CHA applied for AHAP funding from the Federal Home Loan Bank of Des Moines to assist with the renovation of the Bryant Walkway Apartments and Bryant Walkway Apartments II. Funding was not awarded for these projects. • The CHA converted 597 units of Public Housing under the RAD program during FYE2017. Renovation of 360 of these units was completed in FYE2017. The renovation of the Oak Towers Apartments (147 units) was completed in September of 2018. • The CHA was awarded 9% Low-Income Housing Tax Credit funding in December 2016 to renovate 54 public housing units referred to as the Bryant Walkway Apartments. Renovation of these apartments started in January 2018 and were completed in August 2019. |

- The CHA was awarded 4% Low-Income Housing Tax Credit funding and tax-exempt bonds in December 2016 to renovate 36 public housing units referred to as the Bryant Walkway Apartments II. Renovation of these apartments started in early 2018 and were completed in December 2018.
- The CHA applied for 9% Low-Income Housing Tax Credit funding to the Missouri Housing Development Commission (MHDC) in March 2018 to renovate 50 public housing units referred to as the Providence Walkway Apartments. The application was not funded. The CHA submitted a new application in FYE2019 to demolish and replace 34 units of public housing known as the Providence Walkway Apartments. This project did not receive LIHTC funding from MHDC.
- The CHA is planning to convert its remaining 120 Public Housing units under the RAD program in the next four years. Depending on the Missouri Housing Development Commission's allocation of Low-Income Housing Tax Credits in FYE2020, the CHA will submit an application to replace 36 Public Housing units with new construction through our Kinney Point Apartments project.
- The CHA has expanded the number of families participating in our Public Housing, Project-Based Voucher, and Housing Choice Voucher Program Family Self-Sufficiency programs.

2. PHA Goal: Improve the quality of assisted housing

- The CHA provides monthly management reports for all departments to the CHA Board of Commissioners on a monthly basis for the purpose of informing the Board and tracking the performance of management operations.
- The CHA has implemented the transition to a paperless record-keeping system during FYE2015 and FYE2016.
- The CHA employs 3 FTE Resident Service Coordinators to provide resource and referral to our public housing and PBV assisted households.
- The Truman VA provides a full-time social worker stationed at the Patriot Place Apartments to provide supportive services to the Veterans living there.
- As noted previously, the CHA has converted 597 units of Public Housing under the RAD program by the end of FYE2017. In addition, the CHA is planning to convert its remaining 120 Public Housing units under the RAD program in the next four years. The CHA submitted an application for 9% Low-Income Housing Tax Credit funding to the Missouri Housing Development Commission in March 2018 to renovate 50 public housing units referred to as the Providence Walkway Apartments. These 50 units are included in the aforementioned 120 public housing units to be renovated. This application was not funded, and the CHA scaled down its application for FYE2019 to demolish and replace 34 units of public housing known as the Providence Walkway Apartments. This application did not receive LIHTC funding from the MHDC. The CHA will submit a 9% LIHTC application to the MHDC in October 2020 to replace 36 units of Public Housing with new construction through our Kinney Point Apartments project. If funded, the CHA plans to replace the remaining 84 units of public housing in future years.

3. PHA Goal: Increase assisted housing choices

- The CHA increased its payment standards for the Housing Choice Voucher Program to match 100% of the HUD established Fair Market Rent for the Boone County, Missouri MSA.
- The CHA has added additional VASH vouchers in partnership with the Truman VA. The CHA currently administers 125 VASH Tenant-Based Vouchers and 25 VASH Project-Based Vouchers.
- In 2018 the CHA applied for and received fourteen Mainstream vouchers which provide housing assistance to persons that are disabled between the ages of 18 and 62.
- In 2019 the CHA applied for HOME funding for Tenant-Based Rental Assistance from the City of Columbia and was recommended to receive \$83,000 in funding in FYE2020.
- In 2020 the CHA applied for \$110,000 in HOME funding for Tenant-Based Rental Assistance from the City of Columbia for FYE2021 and was recommended to receive \$83,000 in funding in FYE2020.
- In response to the COVID-19 pandemic, the City of Columbia has awarded \$300,000 in HOME Funding for Tenant-Based Rental Assistance that will help to address housing needs and prevent evictions for low-income families over the next two years.

4. PHA Goal: Provide an improved living environment

- The CHA continues to employ the following Public Housing and Project-Based Voucher security improvements:
 - Employment of three (3) FTE Safety Officers and one (1) part-time Safety Officer.
 - Extensive use of our trespassing policy to issue trespass warnings to the following populations:
 - Persons engaged in illegal activities on our properties;
 - Homeless persons without a permanent address in order to prevent them from establishing residency status;
 - Residents engaged in serious lease violations related to the violation of our Crime-Free Housing Addendum.
 - The CHA will improve neighborhood and building safety through the installation of security cameras on our family sites and at our high-rise apartment buildings.
 - Additional security cameras were installed on every floor of Paquin Tower during FYE2019.
- Monthly Safety Department reports document the actions of our Safety Officers and the incidents occurring on our properties.
- Criminal activity has significantly decreased on all CHA properties and is at an all-time low. This has been accomplished through a combination of expanded Family Self-Sufficiency, Independent Living, and Family Support services provided to our Public Housing and Project-Based Voucher residents and Housing Choice Voucher Program participants along with enforcement of our Lease Addendum for

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| | <p>Crime-Free Housing and the services provided by our Safety Department. This has resulted in a significant improvement in the living environment and quality of life for the families being served by the CHA.</p> <ul style="list-style-type: none"> • Oak Towers continues to be designated for the elderly, age 55 and older. Paquin Tower is designated for persons with disabilities and the elderly age 55 and older. • The CHA has multiple partnerships with community agencies that provide a variety of services and support to our residents. A short list of agencies includes: Big Brothers/Big Sisters, Love, Inc., Columbia Center for Urban Agriculture, Services for Independent Living, the Food Bank, Parks and Recreation, and many others. <p>5. PHA Goal: Promote self-sufficiency and asset development of assisted households</p> <ul style="list-style-type: none"> • The CHA is partnering with the Columbia Public School District to provide adult education ESL classes at the CHA’s J.W. “Blind” Boone Community Center. • The CHA has expanded the Moving Ahead Program to provide a full-day program for 5 weeks during the summer in addition to the after-school program provided during the regular school year. The CHA has also expanded the number of children served to 100 children. Moving Ahead is a state-licensed program. • In response to the COVID-19 pandemic, the Moving Ahead Program provides a full-day program to 50 children during the summer of 2020 and will continue to provide a full-day program during the school year for parents who prefer their students remain in the program for remote learning rather than in-person school attendance. This programming will be provided as long as funding resources can be secured. • The CHA currently receives funding from the Boone County Children’s Services fund support the Moving Ahead Program to families with children. • The CHA also receives funding from the Boone County Children’s Services fund to provide the Healthy Homes Connection program to families with children participating in our Housing Choice Voucher Program. This program addresses the mental health needs of children and promotes emotionally healthy families. • The CHA employs two Family Self-Sufficiency Coordinators serving CHA assisted households. There are currently 124 families participating in the Family Self-Sufficiency program. • The CHA offers a free FDIC Money Smart program four times a year. The ten-week class covers a variety of topics including budgeting, repairing poor credit histories, and the homeownership process. Graduates qualify of the City of Columbia’ First Time Home-Buyer Down Payment Assistance program. <p>6. PHA Goal: Ensure equal opportunity and affirmatively further fair housing</p> <ul style="list-style-type: none"> • CHA staff have participated in fair housing training in the past year. • CHA will collaborate with the City of Columbia update their plan for affirmatively furthering fair housing. • CHA has partnered with the City of Columbia to provide fair housing training to those living in CHA properties. • In 2019, the CHA has invested in an online training program called GROW that provides a learning module specifically focused on Fair Housing. All CHA Housing Managers, Section 8 Housing Choice Voucher Program Specialists, and related personnel are required to complete this coursework. <p>7. Coordinate activities of CHA Low-Income Services, Inc. (CHALIS)</p> <ul style="list-style-type: none"> • The CHALIS staff have conducted and expanded activities with the three main goals: <ul style="list-style-type: none"> a. Helping youth succeed in school and in life; <p><i>Expanded programs include:</i> Moving Ahead After-School Program, Moving Ahead Summer Program, Going Places Teen Program, MAP for Mental Health, Healthy Homes Connection, Teen Outreach Program, and activities of the Youth Community Coalition.</p> b. Supporting families working toward self-sufficiency; and <p><i>Expanded programs include:</i> Family Self-Sufficiency Program, Resident Services Coordination, Healthy Homes Connection, Money Smart Financial Literacy, computer labs, Opportunity Gardens Program, Edible Landscaping, and the Annie Fisher Food Pantry.</p> c. Assisting seniors and persons with disabilities to live independently. <p><i>Expanded programs include:</i> Independent Living Services and Support, transportation assistance for shopping and medical appointments, Annie Fisher Food Pantry & Share Shelves, Opportunity Gardens, Parks and Recreation Adaptive Recreation programs, fitness centers, computer centers, Buddy System, Nutrition and Meal programs, and Health Clinics.</p> |
| <p>B.4.</p> | <p>Most Recent Fiscal Year Audit.</p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y N <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, please describe:</p> |

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| | <p><u>Section 8 Housing Choice Voucher Program</u> Finding 2019-001 Significant Deficiency: Eligibility and Special Tests and Provisions – Compliance and Control Finding Condition: Income was not correctly calculate based on the support provided in the file and annual recertification was not performed timely. Cause: The Authority has internal controls in place related to tenant file review whereby files are second reviewed on a sample basis due to the number of participants in the program. The participant files related to the two instances described below were not randomly selected for tenant file review. Effect: While Tenant were found to be eligible for participation in both instances, a situation could arise where a tenant is ineligible if all supporting documentation is not accurate or retained. Recommendation: The Authority should modify its internal control processes and increase the amount of second review performed to ensure participant files are complete, compliant and that assistance calculations are accurate. Views of Responsible Officials: The Section 8 Housing Choice Voucher (HCV)Program Manager will track each month the status of annual recertifications. The HCV Manager will keep a tracking chart of recerts that are 30 days from completion. The HCV Manager will meet with program staff to discuss the status of the recert; both the Manager and Specialist will sign the tracking chart to show the status of the recert has been discussed and completion of the recert will need to be completed timely. The HCV Manager will follow up on the completion of the recertification and note completion on the chart. Section 8 Housing Choice Vouchers Program staff complete, retain and submit a File Review Checklist for Initial, Annual and Interim file data processing for review. The file review checklist will be modified to include an additional page for additional final review and income calculation. The modified page will require signature by the processing specialist. The form will be scanned into the tenant's file along with the completed checklist. A copy of the modified form will be given to the Housing Choice Voucher Manager for additional review and signature. The Housing Manager will randomly pull from the list of modified forms and conduct an additional file review. The Chief Operations Officer for HCV vouchers and the Affordable Housing Director for the PBV vouchers shall monitor the file review checklists. A second random review of the program tenant files will be completed by Chief Operations Officer an internal control processes to ensure program compliance and accuracy of program assistance calculations. Documentation of these reviews will be maintained with the program tenants file.</p> <p><u>Section 8 Housing Choice Voucher Program</u> Finding 2019-002 Control Deficiency: Allowable Costs, Reporting and Special Tests and Provisions – Control Finding Condition: Prior to July 2019, the Authority did not perform a review of information submitted monthly using the VMS system to ensure information is accurate and timely. Cause: The Authority did not have an internal control process in place related to monthly VMS reporting prior to July 2019. Effect: The possibility exists that noncompliance with federal requirements could go undetected without proper controls over compliance related to direct and material compliance requirements. Recommendation: The Authority should implement an internal control related to monthly reporting. Second review should be timely and documented to ensure compliance with the requirements of federal grants. Views of Responsible Officials: Starting in August 2019, for monthly submission, the Director of Finance will prepare the submissions and the Chief Executive Officer or Chief Operations Officer will review the reports submitted or completeness and timely submission.</p> <p><u>Section 8 Housing Choice Voucher Program</u> Finding 2018-001 Significant Deficiency: Special Test and Provisions – Compliance and Control Finding Condition/Cause: The Authority did not sign a new depository agreement with its successor bank when it entered into a new banking agreement during 2018. The Authority did not have proper internal controls in place to ensure compliance with the requirement. Status: Corrective action taken.</p> <p><u>Section 8 Housing Choice Voucher Program</u> Finding 2018-002 Significant Deficiency: Reporting – Control Finding Condition/Cause: The Authority did not perform a review of information submitted monthly using the VMS system to ensure information is accurate and timely. The Authority did not have an internal control process in place as it related to monthly reporting. Status: This finding was remediated in August 2019, thus this finding has been repeated as a finding 2019-002.</p> <p><u>Section 8 Housing Choice Voucher Program</u> Finding 2018-003 Significant Deficiency: Eligibility and Special Tests and Provisions – Compliance Finding Condition/Cause: Certain tenant files did not include documentation required to support the Authority’s compliance with the annual eligibility recertification process. The Authority has internal controls in place related to tenant file review whereby files are second reviewed on a sample basis due to the number of participants in the program. The participant files related to the two instance described below were not randomly selected for second review. Status: Corrective Action Taken</p> |
| | <p>Other Document and/or Certification Requirements.</p> |
| <p>C.1</p> | <p>Certification Listing Policies and Programs that the PHA has Revised since Submission of its Last Annual Plan</p> <p><i>Form 50077-ST-HCV-HP, Certification of Compliance with PHA Plans and Related Regulations, must be submitted by the PHA as an electronic attachment to the PHA Plan.</i></p> |
| <p>C.2</p> | <p>Civil Rights Certification.</p> <p><i>Form 50077-ST-HCV-HP, Certification of Compliance with PHA Plans and Related Regulations, must be submitted by the PHA as an electronic attachment to the PHA Plan.</i></p> |

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| <p>C.3</p> | <p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the PHA Plan?</p> <p>Y N <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>Copies of the PHA Annual Plan, Five-Year Plan, and FYE2021 budget were distributed to all RAB members. No comments were received.</p> <p>If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p> |
| <p>C.4</p> | <p>Certification by State or Local Officials.</p> <p>Form HUD 50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p> |
| <p>D</p> | <p>Statement of Capital Improvements. Required in all years for all PHAs completing this form that administer public housing and receive funding from the Capital Fund Program (CFP).</p> |
| <p>D.1</p> | <p>Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan (HUD-50075.2) and the date that it was approved by HUD:</p> <p>The 2019-2023 “Capital Fund Program Five-Year Action Plan” was submitted via HUD’s EPIC (Energy and Performance Information Center) “Activity Planning Module”. HUD approved the 2019-2023 Capital Fund Program Five-Year Action Plan through EPIC on June 5, 2019.</p> |

Attachment R – Rental Assistance Demonstration (RAD)

CHA Plan Amendment (adopted October 13, 2020)

The Housing Authority of the City of Columbia, Missouri (CHA) is amending its 5-Year and Annual PHA Plan because we have been successful applicants in HUD’s Rental Assistance Demonstration (RAD) program. As a result, the CHA will be converting to Project Based Vouchers under the guidelines of PIH Notice 2012-32, REV-1 (July 7, 2012) and any successor Notices. Upon conversion to Project Based Vouchers, the Authority will adopt the resident rights, participation, waiting list and grievance procedures listed in Section 1.6.C & 1.6.D of PIH Notice 2019-23, REV-4 (September 5, 2019). These resident rights, participation, waiting list and grievance procedures are appended to this Attachment. Additionally, CHA is currently compliant with all fair housing and civil rights requirements and is not under a Voluntary Compliance Agreement.

RAD was designed by HUD to assist in addressing the capital needs of public housing by providing PHAs with access to private sources of capital to repair and preserve its affordable housing assets. Please be aware that upon conversion, CHA’s Capital Fund Budget will be reduced by the pro rata share of Public Housing Developments converted as part of the Demonstration, and that CHA may also borrow funds to address their capital needs. CHA has contributed and/or will be contributing Capital Funds in the amount of \$2,398,405 and Operating Reserves in the amount of \$1,835,992 towards the conversions. The CHA currently has debt under an Energy Performance Contract for the remaining Public Housing properties and will be working with Ameresco, our Energy Performance Contracting provider, to address outstanding debt ratios, which will be paid off prior to or upon the closings of each remaining project.

Below, please find specific information related to the Public Housing Developments selected for RAD:

Development #1a

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| <u>Name of Development:</u> | <u>PIC Development ID:</u> | <u>Conversion Type:</u> | <u>Transfer of Assistance:</u> |
| Stuart Parker Apartments | MO007000001 | Project-Based Vouchers | N/A |
| <u>Number of Units:</u> | <u>Pre-RAD Unit Type:</u> | <u>Post-RAD Unit Type:</u> | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> |
| 84 | Family Housing | Family Housing | \$1,382,789 |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| One Bedroom | 32 | 32 | 0 |
| Two Bedroom | 36 | 36 | 0 |
| Three Bedroom | 16 | 16 | 0 |

Development #1b

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| <u>Name of Development:</u> Paquin Tower Apartments | <u>PIC Development ID:</u> MO007000004 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> N/A |
| <u>Number of Units:</u> 200 | <u>Pre-RAD Unit Type:</u> Mixed Population | <u>Post-RAD Unit Type:</u> Mixed Population | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> See Stuart Parker |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| Efficiency | 141 | 141 | 0 |
| One Bedroom | 57 | 57 | 0 |
| Two Bedroom | 2 | 2 | 0 |

Development #2

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| <u>Name of Development:</u> Bear Creek Apartments | <u>PIC Development ID:</u> MO007000002 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> N/A |
| <u>Number of Units:</u> 76 | <u>Pre-RAD Unit Type:</u> Family Housing | <u>Post-RAD Unit Type:</u> Family Housing | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> \$710,000 |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| One Bedroom | 12 | 12 | 0 |
| Two Bedroom | 20 | 18 | -2 |
| Three Bedroom | 36 | 36 | 0 |
| Four Bedroom | 10 | 10 | 0 |

Development #3

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|--|--|--|--|
| <u>Name of Development:</u> Oak Tower Apartments | <u>PIC Development ID:</u> MO007000003 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> N/A |
| <u>Number of Units:</u> 147 | <u>Pre-RAD Unit Type:</u> Elderly & Near Elderly | <u>Post-RAD Unit Type:</u> Elderly | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> \$130,000 |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| Efficiency | 84 | 77 | 0 |
| One Bedroom | 63 | 70 | 0 |

Development #4

| | | | |
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| <u>Name of Development:</u> Bryant Walkway Apartments | <u>PIC Development ID:</u> MO007000001 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> Yes Only the 2 Four-Bedroom Units (New Construction of 2 Four-Bedroom Units) |
| <u>Number of Units:</u> 54 | <u>Pre-RAD Unit Type:</u> Family Housing | <u>Post-RAD Unit Type:</u> Family Housing | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> \$600,000 |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| One Bedroom | 11 | 11 | 0 |
| Two Bedroom | 27 | 27 | 0 |
| Three Bedroom | 14 | 14 | 0 |
| Four Bedroom | 2 | 2 | 0 |

Development #5

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| <u>Name of Development:</u> Bryant Walkway Apartments II | <u>PIC Development ID:</u> MO007000001 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> N/A |
| <u>Number of Units:</u> 36 | <u>Pre-RAD Unit Type:</u> Family Housing | <u>Post-RAD Unit Type:</u> Family Housing | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> \$690,000 |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| One Bedroom | 26 | 26 | 0 |
| Two Bedroom | 6 | 6 | 0 |
| Three Bedroom | 4 | 4 | 0 |
| Four Bedroom | 0 | 0 | 0 |

Development #6 (applied for, but not yet awarded a HUD RAD CHAP)

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| <u>Name of Development:</u> Kinney Point Apartments | <u>PIC Development ID:</u> MO007000001 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> N/A |
| <u>Number of Units:</u> 36 | <u>Pre-RAD Unit Type:</u> Family Housing | <u>Post-RAD Unit Type:</u> Family Housing | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> \$100,000 |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| One Bedroom | 3 | 4 | + 1 |
| Two Bedroom | 9 | 8 | -1 |
| Three Bedroom | 14 | 14 | 0 |
| Four Bedroom | 10 | 10 | 0 |

Future Developments (awarded a HUD RAD Portfolio Reservation)

- Remaining units on the west side of Providence Road

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| <u>Name of Development:</u> Trinity Place Apartments | <u>PIC Development ID:</u> MO007000001 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> Yes 2 Three-Bedroom Units |
| <u>Number of Units:</u> 14 | <u>Pre-RAD Unit Type:</u> Family Housing | <u>Post-RAD Unit Type:</u> Family Housing | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> Guessing ~\$500,000 |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| One Bedroom | 4 | 4 | 0 |
| Two Bedroom | 10 | 10 | 0 |

- Remaining Units on the east side of Providence Road (on or just off of Park Avenue)

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| <u>Name of Development:</u> Park Avenue Apartments | <u>PIC Development ID:</u> MO007000001 | <u>Conversion Type:</u> Project-Based Vouchers | <u>Transfer of Assistance:</u> Possibly (In planning stage - TOAs not yet determined) |
| <u>Number of Units:</u> 70 | <u>Pre-RAD Unit Type:</u> Family Housing | <u>Post-RAD Unit Type:</u> Family Housing | <u>Capital Fund/Operating Reserve Allotment Towards Development:</u> See Above |
| <u>Bedroom Type</u> | <u>Number of Units Pre-Conversion</u> | <u>Number of Units Post-Conversion</u> | <u>Change in Number of Units</u> |
| One Bedroom | 20 | 20 | 0 |
| Two Bedroom | 30 | 30 | 0 |
| Three Bedroom | 16 | 16 | 0 |
| Four Bedroom | 4 | 4 | 0 |

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| 5-Year PHA Plan (for All PHAs) | U.S. Department of Housing and Urban Development Office of Public and Indian Housing | OMB No. 2577-0226 Expires: 02/29/2016 |
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. Form HUD-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

| A. | PHA Information. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| A.1 | <p>PHA Name: Housing Authority of the City of Columbia, Missouri _____ PHA Code: MO007</p> <p>PHA Plan for Fiscal Year Beginning: (01/2021): _____</p> <p>PHA Plan Submission Type: <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p>Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) in the Consortia</th> <th rowspan="2">Program(s) not in the Consortia</th> <th colspan="2">No. of Units in Each Program</th> </tr> <tr> <th>PH</th> <th>HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Participating PHAs | PHA Code | Program(s) in the Consortia | Program(s) not in the Consortia | No. of Units in Each Program | | PH | HCV | Lead PHA: | | | | | | | | | | | | | | | | | | | | | | | |
| Participating PHAs | PHA Code | | | | | Program(s) in the Consortia | Program(s) not in the Consortia | No. of Units in Each Program | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | PH | HCV | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lead PHA: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| B. | 5-Year Plan. Required for <u>all</u> PHAs completing this form. |
| B.1 | <p>Mission. State the PHA’s mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA’s jurisdiction for the next five years.</p> <p>It is the mission of the Housing Authority of the City of Columbia, Missouri, to provide safe and affordable housing opportunities to low-income individuals and families. In carrying out this mission, CHA will seek partnerships and collaborative efforts with local organizations and other governmental agencies that provide services to improve quality of life for CHA's residents.</p> |
| B.2 | <p>Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years.</p> <ul style="list-style-type: none"> • PHA Goal: Expand the supply of assisted housing. <ul style="list-style-type: none"> • The CHA will continue to apply for low-income housing tax credits in order to develop additional units of affordable housing. • The CHA will continue to apply to the Affordable Housing Assistance Program through the Federal Home Loan Bank of Des Moines for funding to develop affordable housing. • The CHA will continue to apply for CDBG and HOME funding from the City of Columbia for funding to develop affordable housing. • The CHA will continue to apply for tenant-based rental assistance vouchers from the City of Columbia and any available HUD programs including VASH vouchers, mainstream vouchers, Continuum of Care vouchers, or HCV vouchers should they become available. • The CHA will continue its efforts to construct affordable housing using our Community Housing Trust program. • PHA Goal: Improve the quality of assisted housing. <ul style="list-style-type: none"> • The CHA will continue to renovate or replace the CHA’s final 120 public housing units under the Rental Assistance Demonstration (RAD) program. • The CHA will continue to provide Family Self-Sufficiency Coordinators and Resident Service Coordinators to assist our residents living in CHA assisted housing. • The CHA will continue to provide the Healthy Homes Connections program, which employs Family Support Specialists to families with children on our Section 8 Housing Choice Voucher Program as long as local funding is available. • PHA Goal: Increase assisted housing choices. <ul style="list-style-type: none"> • The CHA will monitor and adjust our HCV payment standard in order to ensure that HCV participants have good choices in assisted housing. • The CHA will continue to apply for tenant-based rental assistance vouchers from the City of Columbia and any available HUD programs including VASH vouchers, mainstream vouchers, Continuum of Care vouchers, or HCV vouchers should they become available. • The CHA will seek external funding to create the position of “Housing Ambassador” to assist families with housing vouchers in locating housing choices in areas of high opportunity and low poverty. • PHA Goal: Provide an improved living environment. <ul style="list-style-type: none"> • The CHA will continue to employ Safety Officers to respond to resident safety concerns and to respond to and document criminal activity on CHA properties. • CHA Safety Officers will work closely with the Columbia Police Department to respond to criminal activity on CHA properties. • CHA Safety Officers will work closely with the Columbia Fire Department and EMS personnel to respond to medical emergencies on CHA properties. • CHA Safety Officers will issue trespass warnings to the following populations: <ul style="list-style-type: none"> ○ Persons engaged in illegal activities on our properties; ○ Homeless persons without a permanent address in order to prevent them from establishing residency status; ○ Residents engaged in serious lease violations related to the violation of our Crime-Free Housing Addendum. • CHA will monitor security cameras on CHA properties to identify persons engaged in criminal activity and/or lease violations. • CHA will add additional security cameras on CHA properties as the situation calls for and as funds are available. • The CHA Safety Department will issue monthly reports to the Board of Commissioners regarding the departments activities on CHA properties during the past month. |

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| | <ul style="list-style-type: none"> • The CHA will continue to nurture its multiple partnerships with community agencies that provide a variety of services and support to our residents. A short list of agencies includes: Big Brothers/Big Sisters, Love, Inc., Columbia Center for Urban Agriculture, Services for Independent Living, the Food Bank, Parks and Recreation, and many others. • PHA Goal: Promote self-sufficiency and asset development of assisted households. <ul style="list-style-type: none"> • The CHA will continue to nurture its multiple partnerships with community agencies that provide a variety of services and support to our residents. A short list of agencies includes: Big Brothers/Big Sisters, Love, Inc., Columbia Center for Urban Agriculture, Services for Independent Living, the Food Bank, Parks and Recreation, and many others. • The CHA will employ two Family Self-Sufficiency Coordinators and strive to have a case load of 75 assisted households per Coordinator. • The CHA will continue to provide the Moving Ahead After-School and Summer program to school-age children and youth. • The CHA will continue to seek funding to support our Healthy Homes Connections program working to create and support emotionally healthy families participating in our Section 8 Housing Choice Voucher Program. • The CHA will continue to offer the FDIC Money Smart financial education program at no cost to participants. • The CHA will continue to partner with the Columbia School District to provide ESL classes at the J.W. Blind Boone Community Center. • PHA Goal: Ensure equal opportunity and affirmatively further fair housing. <ul style="list-style-type: none"> • CHA staff will participate in fair housing training on an annual basis. • CHA will collaborate with the City of Columbia update their plan for affirmatively furthering fair housing. • PHA Goal: Coordinate and expand the supportive service activities of CHA Low-Income Services, Inc. (CHALIS). <ul style="list-style-type: none"> • CHALIS staff will conduct and expand supportive service activities with the three main goals: <ol style="list-style-type: none"> a. Helping youth succeed in school and in life; <p><i>Continue and Expand programs including:</i> Moving Ahead After-School Program, Moving Ahead Summer Program, Going Places Teen Program, MAP for Mental Health, Healthy Homes Connection, Teen Outreach Program, and activities of the Youth Community Coalition.</p> b. Supporting families working toward self-sufficiency; and <p><i>Continue and Expand programs including:</i> Family Self-Sufficiency Program, Resident Services Coordination, Healthy Homes Connection, Money Smart Financial Literacy, computer labs, Opportunity Gardens Program, Edible Landscaping, and the Annie Fisher Food Pantry.</p> c. Assisting seniors and persons with disabilities to live independently. <p><i>Continue and Expand programs including:</i> Independent Living Services and Support, transportation assistance for shopping and medical appointments, Annie Fisher Food Pantry & Share Shelves, Opportunity Gardens, Parks and Recreation Adaptive Recreation programs, fitness centers, computer centers, Buddy System, Nutrition and Meal programs, and Health Clinics.</p> |
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| <p>B.3</p> | <p>Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.</p> <p>1. PHA Goal: Expand the supply of assisted housing</p> <ul style="list-style-type: none"> • The CHA applied for and received 25 Project-Based VASH Vouchers and utilized these vouchers as permanent rent assistance for Veterans participating in the HUD-VASH program. These 25 Project-Based VASH Vouchers enabled the CHA to leverage Low-Income Housing Tax Credit funding and other public and private funding sources to construct 25 one-bedroom apartments for homeless Veterans known as the Patriot Place Apartments. The CHA partnered with the Truman VA on this project and the first Veterans were moved into the apartments on April 11, 2016. The Patriot Place Apartments are 100% occupied. • In FYE2015-FYE2019, the CHA applied for 42 Continuum of Care vouchers through the Balance of State Continuum of Care and received continued funding to provide housing with supportive services for homeless persons with disabilities. • In FYE2016, CHA applied for and received HOME funding from the City of Columbia to assist with the renovation of the Stuart Parker Apartments and the Oak Towers Apartments. • In FYE2017, CHA applied for and received HOME funding from the City of Columbia to assist with the renovation of the Bryant Walkway Apartments II. • In FYE2019, CHA applied for and was recommended for HOME funding from the City of Columbia to assist with the renovation of the Providence Walkway Apartments. Unfortunately, this project did not receive LIHTC funding from the Missouri Housing Development Commission, so the project was not completed. |
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- The CHA applied for and received AHAP funding from the Federal Home Loan Bank of Des Moines to assist with the development of the Patriot Place Apartments and the renovation of the Stuart Parker Apartments with Paquin Tower, the Bear Creek Apartments, and Oak Towers.
- In FYE2017, the CHA applied for AHAP funding from the Federal Home Loan Bank of Des Moines to assist with the renovation of the Bryant Walkway Apartments and Bryant Walkway Apartments II. Funding was not awarded for these projects.
- The CHA converted 597 units of Public Housing under the RAD program during FYE2017. Renovation of 360 of these units was completed in FYE2017. The renovation of the Oak Towers Apartments (147 units) was completed in September of 2018.
- The CHA was awarded 9% Low-Income Housing Tax Credit funding in December 2016 to renovate 54 public housing units referred to as the Bryant Walkway Apartments. Renovation of these apartments started in January 2018 and were completed in August 2019.
- The CHA was awarded 4% Low-Income Housing Tax Credit funding and tax-exempt bonds in December 2016 to renovate 36 public housing units referred to as the Bryant Walkway Apartments II. Renovation of these apartments started in early 2018 and were completed in December 2018.
- The CHA applied for 9% Low-Income Housing Tax Credit funding to the Missouri Housing Development Commission (MHDC) in March 2018 to renovate 50 public housing units referred to as the Providence Walkway Apartments. The application was not funded. The CHA submitted a new application in FYE2019 to demolish and replace 34 units of public housing known as the Providence Walkway Apartments. This project did not receive LIHTC funding from MHDC.
- The CHA is planning to convert its remaining 120 Public Housing units under the RAD program in the next four years. Depending on the Missouri Housing Development Commission's allocation of Low-Income Housing Tax Credits in FYE2020, the CHA will submit an application to replace 36 Public Housing units with new construction through our Kinney Point Apartments project.
- The CHA has expanded the number of families participating in our Public Housing, Project-Based Voucher, and Housing Choice Voucher Program Family Self-Sufficiency programs.

2. PHA Goal: Improve the quality of assisted housing

- The CHA provides monthly management reports for all departments to the CHA Board of Commissioners on a monthly basis for the purpose of informing the Board and tracking the performance of management operations.
- The CHA has implemented the transition to a paperless record-keeping system during FYE2015 and FYE2016.
- The CHA employs 3 FTE Resident Service Coordinators to provide resource and referral to our public housing and PBV assisted households.
- The Truman VA provides a full-time social worker stationed at the Patriot Place Apartments to provide supportive services to the Veterans living there.
- As noted previously, the CHA has converted 597 units of Public Housing under the RAD program by the end of FYE2017. In addition, the CHA is planning to convert its remaining 120 Public Housing units under the RAD program in the next four years. The CHA submitted an application for 9% Low-Income Housing Tax Credit funding to the Missouri Housing Development Commission in March 2018 to renovate 50 public housing units referred to as the Providence Walkway Apartments. These 50 units are included in the aforementioned 120 public housing units to be renovated. This application was not funded, and the CHA scaled down its application for FYE2019 to demolish and replace 34 units of public housing known as the Providence Walkway Apartments. This application did not receive LIHTC funding from the MHDC. The CHA will submit a 9% LIHTC application to the MHDC in October 2020 to replace 36 units of Public Housing with new construction through our Kinney Point Apartments project. If funded, the CHA plans to replace the remaining 84 units of public housing in future years.

3. PHA Goal: Increase assisted housing choices

- The CHA increased its payment standards for the Housing Choice Voucher Program to match 100% of the HUD established Fair Market Rent for the Boone County, Missouri MSA.
- The CHA has added additional VASH vouchers in partnership with the Truman VA. The CHA currently administers 125 VASH Tenant-Based Vouchers and 25 VASH Project-Based Vouchers.
- In 2018 the CHA applied for and received fourteen Mainstream vouchers which provide housing assistance to persons that are disabled between the ages of 18 and 62.
- In 2019 the CHA applied for HOME funding for Tenant-Based Rental Assistance from the City of Columbia and was recommended to receive \$83,000 in funding in FYE2020.
- In 2020 the CHA applied for \$110,000 in HOME funding for Tenant-Based Rental Assistance from the City of Columbia for FYE2021 and was recommended to receive \$83,000 in funding in FYE2020.
- In response to the COVID-19 pandemic, the City of Columbia has awarded \$300,000 in HOME Funding for Tenant-Based Rental Assistance that will help to address housing needs and prevent evictions for low-income families over the next two years.

4. PHA Goal: Provide an improved living environment

- The CHA continues to employ the following Public Housing and Project-Based Voucher security improvements:

- Employment of three (3) FTE Safety Officers and one (1) part-time Safety Officer.
- Extensive use of our trespassing policy to issue trespass warnings to the following populations:
 - Persons engaged in illegal activities on our properties;
 - Homeless persons without a permanent address in order to prevent them from establishing residency status;
 - Residents engaged in serious lease violations related to the violation of our Crime-Free Housing Addendum.
- The CHA will improve neighborhood and building safety through the installation of security cameras on our family sites and at our high-rise apartment buildings.
- Additional security cameras were installed on every floor of Paquin Tower during FYE2019.
- Monthly Safety Department reports document the actions of our Safety Officers and the incidents occurring on our properties.
- Criminal activity has significantly decreased on all CHA properties and is at an all-time low. This has been accomplished through a combination of expanded Family Self-Sufficiency, Independent Living, and Family Support services provided to our Public Housing and Project-Based Voucher residents and Housing Choice Voucher Program participants along with enforcement of our Lease Addendum for Crime-Free Housing and the services provided by our Safety Department. This has resulted in a significant improvement in the living environment and quality of life for the families being served by the CHA.
- Oak Towers continues to be designated for the elderly, age 55 and older. Paquin Tower is designated for persons with disabilities and the elderly age 55 and older.

The CHA has multiple partnerships with community agencies that provide a variety of services and support to our residents. A short list of agencies includes: Big Brothers/Big Sisters, Love, Inc., Columbia Center for Urban Agriculture, Services for Independent Living, the Food Bank, Parks and Recreation, and many others.

5. PHA Goal: Promote self-sufficiency and asset development of assisted households

- The CHA is partnering with the Columbia Public School District to provide adult education ESL classes at the CHA's J.W. "Blind" Boone Community Center.
- The CHA has expanded the Moving Ahead Program to provide a full-day program for 5 weeks during the summer in addition to the after-school program provided during the regular school year. The CHA has also expanded the number of children served to 100 children. Moving Ahead is a state-licensed program.
- In response to the COVID-19 pandemic, the Moving Ahead Program provides a full-day program to 50 children during the summer of 2020 and will continue to provide a full-day program during the school year for parents who prefer their students remain in the program for remote learning rather than in-person school attendance. This programming will be provided as long as funding resources can be secured.
- The CHA currently receives funding from the Boone County Children's Services fund support the Moving Ahead Program to families with children.
- The CHA also receives funding from the Boone County Children's Services fund to provide the Healthy Homes Connection program to families with children participating in our Housing Choice Voucher Program. This program addresses the mental health needs of children and promotes emotionally healthy families.
- The CHA employs two Family Self-Sufficiency Coordinators serving CHA assisted households. There are currently 124 families participating in the Family Self-Sufficiency program.
- The CHA offers a free FDIC Money Smart program four times a year. The ten-week class covers a variety of topics including budgeting, repairing poor credit histories, and the homeownership process. Graduates qualify of the City of Columbia' First Time Home-Buyer Down Payment Assistance program.

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

- CHA staff will continue to participate in fair housing training each year.
- CHA will collaborate with the City of Columbia update their plan for affirmatively furthering fair housing.
- CHA will partner with the City of Columbia to provide fair housing training to those living in CHA properties.
- The CHA will continue to use an online training program called GROW that provides a learning module specifically focused on Fair Housing. All CHA Housing Managers, Section 8 Housing Choice Voucher Program Specialists, and related personnel are required to complete this coursework.

7. Coordinate activities of CHA Low-Income Services, Inc. (CHALIS)

- The CHALIS staff have conducted and expanded activities with the three main goals:

d. Helping youth succeed in school and in life;

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| | <p><i>Expanded programs include:</i> Moving Ahead After-School Program, Moving Ahead Summer Program, Going Places Teen Program, MAP for Mental Health, Healthy Homes Connection, Teen Outreach Program, and activities of the Youth Community Coalition.</p> <p>e. Supporting families working toward self-sufficiency; and</p> <p><i>Expanded programs include:</i> Family Self-Sufficiency Program, Resident Services Coordination, Healthy Homes Connection, Money Smart Financial Literacy, computer labs, Opportunity Gardens Program, Edible Landscaping, and the Annie Fisher Food Pantry.</p> <p>f. Assisting seniors and persons with disabilities to live independently.</p> <p><i>Expanded programs include:</i> Independent Living Services and Support, transportation assistance for shopping and medical appointments, Annie Fisher Food Pantry & Share Shelves, Opportunity Gardens, Parks and Recreation Adaptive Recreation programs, fitness centers, computer centers, Buddy System, Nutrition and Meal programs, and Health Clinics.</p> |
| <p>B.4</p> | <p>Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA’s goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.</p> <p>The CHA will continue to implement and enforce the Violence Against Women Act. Please refer to Attachment mo007a01 – Violence Against Women Act – CHA Annual Plan and Five-Year Plan.</p> |
| <p>B.5</p> | <p>Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.</p> <p style="text-align: center;">Statement of Significant Amendment to the CHA Annual Plan and Five-Year Plan</p> <p>The Columbia Housing Authority (CHA) CHA may amend or modify any policy, rule, regulation, or other aspect of the 5-year and/or Annual Plan. The Quality Housing and Work Responsibility Act of 1998 does not require an annual update of the 5-Year Plan but does require that public housing authorities explain any “substantial deviation” from the 5-Year Plans in their Annual Plans. A substantial deviation includes, but is not limited to:</p> <ol style="list-style-type: none"> 1. A change or changes to the 5-year goals or objectives that are substantial but do not rise to the level of a “significant amendment” (such as the modification or elimination of a specific objective or minor program while retaining the overall strategic goal and accomplishing it through other objectives). 2. Additions of a Capital Fund project or non-emergency work items that are not included in the current Annual Statement or 5-year Action Plan in an amount less than \$1,000,000; or 3. changes in the use of replacement reserve funds under the Capital Fund program in an amount less than \$1,000,000; <p>As part of the Rental Assistance Demonstration (RAD), the Columbia Housing Authority is redefining the definition of a substantial deviation from the PHA Plan to exclude the following RAD-specific items:</p> <ol style="list-style-type: none"> 1. The decision to convert to Project Based Voucher Assistance; 2. Changes to the Capital Fund Budget produced as a result of each approved RAD Conversion, regardless of whether the proposed conversion will include use of additional Capital Funds; 3. Changes to the construction and rehabilitation plan for each approved RAD conversion; and 4. Changes to the financing structure for each approved RAD conversion. <p>A “significant amendment or modification” to its 5-Year plan and/or Annual Plan is a change in policy that significantly and materially alters the CHA’s stated mission, goals, objectives and activities as stated in the Plan unless they are adopted to reflect changes in HUD regulations or requirements. If a change is considered a significant amendment to the 5-Year Plan or to the Annual Plan, it must undergo a public process that includes consultation with the Resident Advisory Board; public notice and public comment period; a public hearing, and approval by the CHA’s Board of Commissioners; and submission to and approval by HUD.</p> <p>Significant amendments are defined as including the following:</p> <ol style="list-style-type: none"> 1. A change that materially revises the agency’s mission, goals, or objectives; 2. Material changes to rent or admissions policies or organization of the waiting list; 3. Additions of a Capital Fund project or non-emergency work items that are not in the current Annual Statement or 5-year Action Plan in an amount equal to or greater than \$1,000,000, excluding projects arising out of federally-declared major disasters; acts of God beyond the control of the Authority, such as earthquakes, fires, and storm damage; civil unrest; or other unforeseen significant event; 4. Changes in the use of replacement reserve funds under the Capital Fund program in an amount equal to or greater than \$1,000,000; 5. Material changes regarding demolition, disposition, designation, or conversion activities; 6. Any other event or activity that the Authority’s Board of Commissioners determines to be a significant amendment to the approved 5-Year Plan or Annual Plan. |

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| B.6 | Resident Advisory Board (RAB) Comments. (a) Did the RAB(s) provide comments to the 5-Year PHA Plan? Y N <input type="checkbox"/> <input type="checkbox"/> (b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations. |
| B.7 | Certification by State or Local Officials. Form HUD 50077-SL , <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i> , must be submitted by the PHA as an electronic attachment to the PHA Plan. |



Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, MO 65203

Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ www.ColumbiaHA.com

To: Board of Commissioners

From: Phil Steinhaus, CEO

Date: September 15, 2020

RE: Affordable Housing Initiative Report

The following is a current status report for the Columbia Housing Authority's (CHA) Affordable Housing Initiative which includes any significant activity for the past month. All Affordable Housing Initiative reports and information (current and archived) are on our website at www.ColumbiaHA.com, under "What We Do" / "Affordable Housing Initiative".

To date the Columbia Housing Authority has renovated 597 units of public housing and constructed 25 new units for homeless Veterans.

Completed projects are as follows:

| Project Name | Designation | # Units | Completion Date |
|---|-------------------------------|------------|-----------------|
| Patriot Place Apartments | Housing for Homeless Veterans | 25 | April 2016 |
| Stuart Parker Apartments | Renovated Public Housing | 84 | September 2017 |
| Paquin Tower Apartments | Renovated Public Housing | 200 | September 2017 |
| Bear Creek Apartments | Renovated Public Housing | 76 | October 2017 |
| Oak Towers Apartments | Renovated Public Housing | 147 | October 2018 |
| Bryant Walkway II Apartments | Renovated Public Housing | 36 | December 2018 |
| Bryant Walkway Apartments | Renovated Public Housing | 54 | September 2019 |
| Total Completed Affordable Housing Projects to Date: | | 622 | |

Purpose of this Report

This report is designed to communicate to two audiences: 1.) The CHA Board of Commissioners; and 2.) the general public, media, and other interested parties. With this in mind, the most recent activity is included in this report without a lot of background information as the CHA Board of Commissioners are well informed on this subject and has been receiving reports on a monthly basis. Recent activity is then followed by a more project summary report that provides the general public, media, and others a more detailed report providing a great deal of background information on our current projects.

Recent Activity (August – September 2020)

The most significant activities to occur in the past month related to the Kinney Point Apartments project include the following:

- The Missouri Housing Development Commission (MHDC) approved a draft version of the Qualified Allocation Plan (QAP) for the low-income housing tax credit program. The Commission asked MHDC staff to conduct a series of public hearings to gather feedback on the draft QAP. Following the public hearings, the MHDC is expected to approve the QAP. It is expected that the Developer's Guide will also be issued around this time. This year's LIHTC program includes both federal and state low-income housing tax credits. The state LIHTC funding is capped at 70% of the federal LIHTC cap. Applications are due October 30, 2020.
- CHA staff met with our Architect, Randy Porter and Civil Engineer, Kevin Murphy to make revisions to the Kinney Point site layout. A pickup/drop off parking space was added to serve the apartments facing Sexton Road. A sidewalk was added to the north side of the apartments facing Sexton Road. The sidewalks from each apartment leading to Sexton Road were left in the project as a bid alternate.
- CHA and ND Consulting staff held a zoom meeting with our Architect, Randy Porter; Civil Engineer, Kevin Murphy; and Cost Estimator from EM Harris Construction, Vic Hoffmeister to review and update the Development Characteristics Worksheet as well as the site layouts and apartment designs in order for Vic Hoffmeister to develop some construction cost estimates for the project.
- CHA and ND Consulting Staff reviewed the LIHTC project application checklist from last year and assigned tasks to various members of the team. The checklist will be revised once the new checklist is issued.

Project Summary

Trinity Place & Providence Walkway Apartments 2020

2020 Project

The CHA submitted applications for low-income housing tax credit (LIHTC) funding to the Missouri Housing Development Commission (MHDC) in 2018 and 2019 to renovate and replace respectively apartments in the Providence Walkway and Trinity Place areas. During our strategic planning review process of the 2018 and 2019 applications, it became apparent that we needed a master plan for our final 120 public housing units that would result in new construction on bare ground for each project, if possible. If the CHA is to proceed with new construction for our final 120 public housing units, being able to build on bare ground helps to resolve two major issues:

1. **Relocation Issues:** Building new apartments allows the CHA to easily relocate our residents once the new units are completed with minimal interruption in their daily lives. The one downside is that children in these families might have to change schools.
2. **LIHTC Construction Timing Issues:** The LIHTC program requires that construction be completed, and units filled within a two-year (24 months) time frame. Tearing down and replacing existing units that are partially occupied make this a near impossible feat. It would be a formidable task to relocate all the residents from the property during the construction process due to the demolition process and the process to replace the infrastructure.

Rethinking the Project and the Process

After much thought and internal deliberations, CHA staff have concluded that the best option is to build as many replacement units on the property we own at 1 East Sexton Road, which has an acreage of 1.96 acres. This property was named “Kinney Point” after the late Marvin Kinney, on a previous attempt at new construction.

Our plan is to construct 24 new units on our Kinney Point property, once we relocate residents from the corresponding units on Trinity Place and Providence Walkway, we will demolish the empty buildings in preparation for redevelopment of the Trinity Place and Providence Walkway sites in the future. As part of this first phase, we would also demolish five (5) buildings on the northwest side of Trinity Place. (One 3-bedroom 4-plex and four 4-bedroom duplexes.) Four three-bedroom duplexes and one one-bedroom fourplex will be constructed on the northwest side of Trinity Place bringing the total new units in this phase to 36 units.

With this plan we would only have to relocate or not refill the twelve units on the northwest side of Trinity Place so that we could demolish these five buildings and replace them with four three-bedroom duplexes and one one-bedroom fourplex. By switching from two 3-bedroom fourplexes to four 3-bedroom duplexes a lot of parking issues are resolved.

This plan reduces many relocation issues and costs. It also results in our goal of having bare ground to work with on the next project. The downside is that the costs of demolition between projects may have to be funded with sources other than LIHTC funding. This is because when you add the cost of demolition and infrastructure replacement to any project, the result is a project that approaches or exceeds the MHDC total development cost limit, thus making our project less competitive for 9% LIHTC funding.

Another downside of new construction is that the new properties will need to meet existing city codes, in particular, parking requirements which will significantly reduce green space on the property and very likely will result in stormwater mitigation requirements. We will need to receive the highly competitive 9% LIHTC funding in order to replace our final 120 units of public housing with new construction.

On May 26, 2020 CHA staff held a conference call with Planning Department Staff from the City of Columbia to conduct an initial plan review. Several items were discussed that affect our plans. We are taking staff comments into consideration as we proceed with finalizing our site layouts.

CHA staff and A Civil Group staff held a plan review meeting on July 30, 2020 with city staff to review the revised layout plans for the Kinney Point project. Items identified by city staff include:

- A tree preservation plan will be required.
- Screening may be required on the northern property line of the Kinney Point property.
- City staff would not support a rezoning request.
- The CHA will not be able to build within 75’ at the intersection of Garth and Sexton due to planned future improvements to the intersection which may include a roundabout in the future.
- Parking calculations were a concern at the Kinney Point site.
- There were no concerns expressed about the Trinity Place site, however our civil engineer believes there may be some stormwater retention issues at this site

Revisions were made to the Kinney Point site layout. A pickup/drop off parking space was added to serve the apartments facing Sexton Road. A sidewalk was added to the north side of the apartments facing Sexton Road. The sidewalks from each apartment leading to Sexton Road were left in the project as a bid alternate.

The Development Characteristics Worksheet as well as the site layouts and apartment designs were reviewed and revised and will be sent to EM Harris Construction to develop construction cost estimates.

Trinity Place & Providence Walkway, East Park Avenue, and Fisher Walkway Strategic Planning Process

Our current master plan will have four phases as follows:

1. Kinney Point and Northwest Trinity Place 36 Units
2. Southeast Trinity Place & Providence Walkway 34 Units
3. East Park Avenue 40 Units
4. Fisher Walkway 30 Units
- Total 140 Units

This plan is subject to amendment as we move through the process. There four main goals:

1. Achieve the correct size of each project to be within 30-50 new units.
 - a. Projects that are too small have high administrative costs and lower returns.
 - b. Projects that exceed 50 units are too large and costly to be competitive for LIHTC funding.
2. Plan projects that can be completed and filled within the 24-month LIHTC funding window.
3. Reduce the amount of temporary relocation of current residents.
4. End up with bare ground/empty units to demolish for the next phase of the plan.

It is worth noting that 9% low-income housing tax credits will be required for each phase of the plan.

Rental Assistance Demonstration (RAD) Program Expansion and Approval

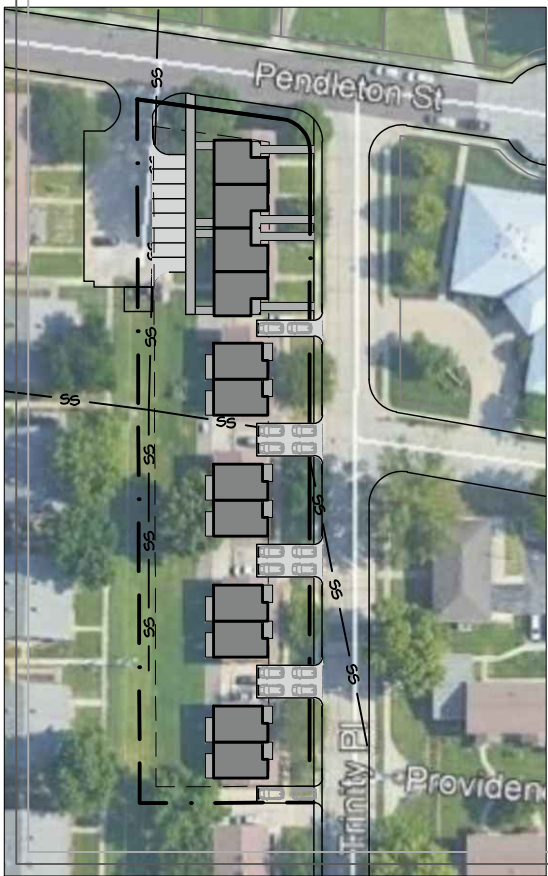
In 2017, the CHA was issued a multiphase RAD award for our remaining 120 public housing units to be renovated. However, since our two previous applications for LIHTC funding were not approved, our multiphase RAD award was rescinded, and we have submitted a new RAD application and are awaiting approval. Fortunately, the cap on RAD units has been lifted, therefore our application for a multiphase award should be approved.

The RAD program requires that the CHA hold two informational meeting that will be relocated as a result of the Kinney Point Apartments project. Phil Steinhaus and Housing Manager, Veronica Martin held a series of informational meetings with residents the week of May 18, 2020. There are seven (7) different languages spoken among our residents which required separate meetings with language interpretation provided. The languages are English, Arabic, Chinese, French, Kirundi, Lingala, and Swahili.

On August 6., 2020, the CHA received a Commitment to Enter into a Housing Assistance Program Contract (CHAP) from the HUD Rental Assistance Demonstration (RAD) program for our Kinney Point project.

MHDC Low-Income Housing Tax Credits Funding for 2020

The Missouri Housing Development Commission (MHDC) approved a draft version of the Qualified Allocation Plan (QAP) for the low-income housing tax credit program. The Commission asked MHDC staff to conduct a series of public hearings to gather feedback on the draft QAP. Following the public hearings, the MHDC is expected to approve the QAP. It is expected that the Developer's Guide will also be issued around this time. This year's LIHTC program includes both federal and state low-income housing tax credits. The state LIHTC funding is capped at 70% of the federal LIHTC cap. Applications are due October 30, 2020.



KINNEY POINT
APARTMENTS,
Columbia, Missouri



SEPTEMBER 2020



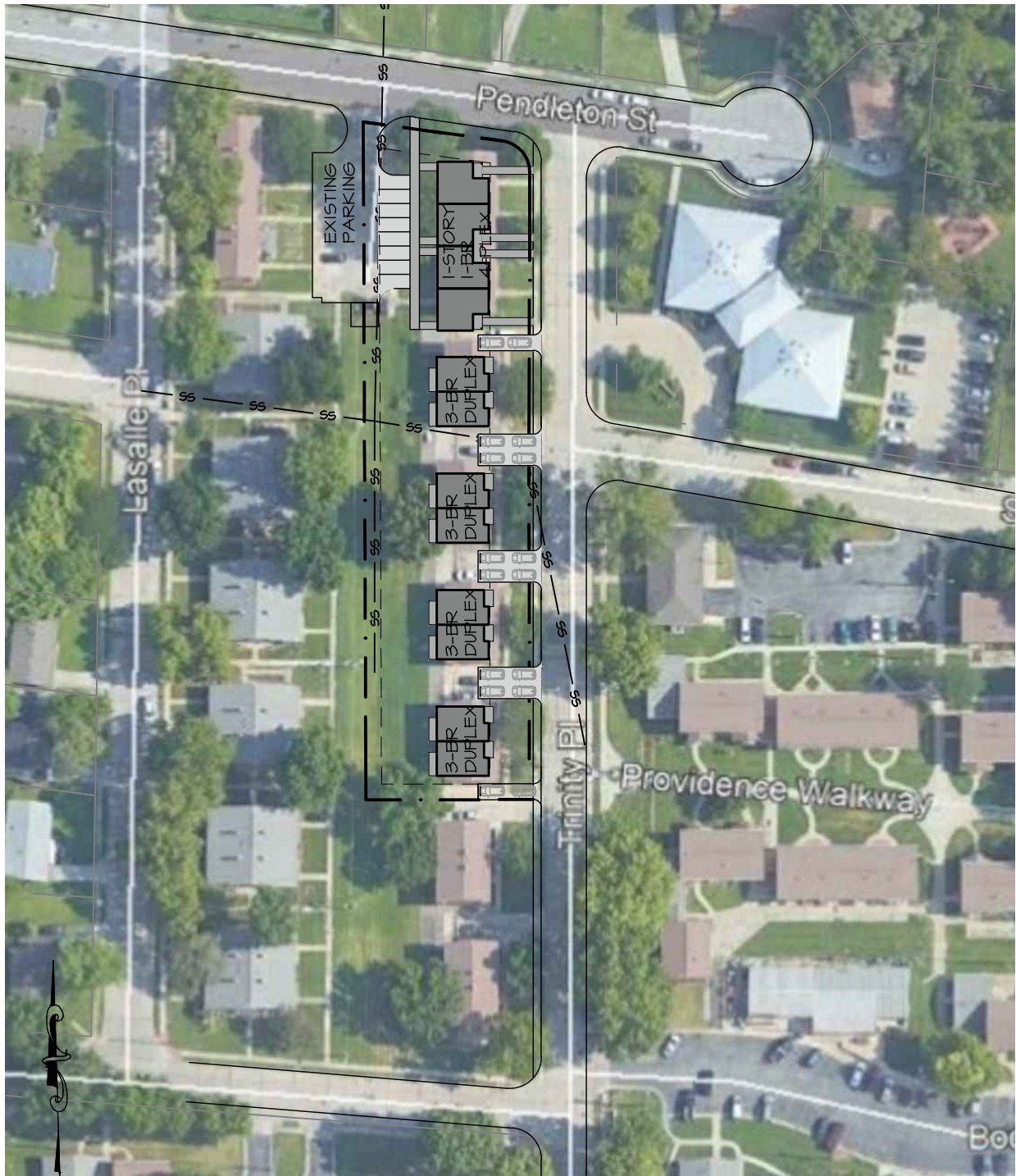
UNIT MIX:
 (8) 2-BR UNITS
 (6) 3-BR UNITS
 (10) 4-BR UNITS
 (24) TOTAL UNITS

(42) PARKING SPACES

KINNEY POINT SITE PLAN

SCALE: 1" = 50'-0"

SEPTEMBER 2020



UNIT MIX:
 (4) 1-BR UNITS
 (8) 3-BR UNITS
 (12) TOTAL UNITS

(24) PARKING SPACES

SCALE: 1" = 100'-0"

SEPTEMBER 2020

TRINITY SITE PLAN





Housing Authority of the City of Columbia, Missouri

Board Staff Memo

To: CHA Board of Commissioners

From: Phil Steinhaus, CEO

Date: September 15, 2020

RE: Administration Office Space Planning Process Report

CHA staff, working with staff from Simon Oswald Architects, have completed the review of the construction documents. The construction documents have been sent to the City of Columbia for review and approval. Once approved, the construction documents will be sent to local plan rooms and we will follow the timetable outlined below. That is assuming that the city is not so bogged down that it takes them extra time to review and approve our plans.

The Opinion of Probable Costs was finalized and signed as of July 15, 2020. The design alternatives increased the estimated cost of the project to \$699,091. The total projected project budget also includes fees for the architect, civil engineer and owner costs bringing the total projected cost to \$864,191.

Phil Steinhaus, Rick Hess, and Mary Harvey are exploring options for renting off-site office space during construction. Goodwill, who rents the old Tribune building has adequate space to rent which is nearby.

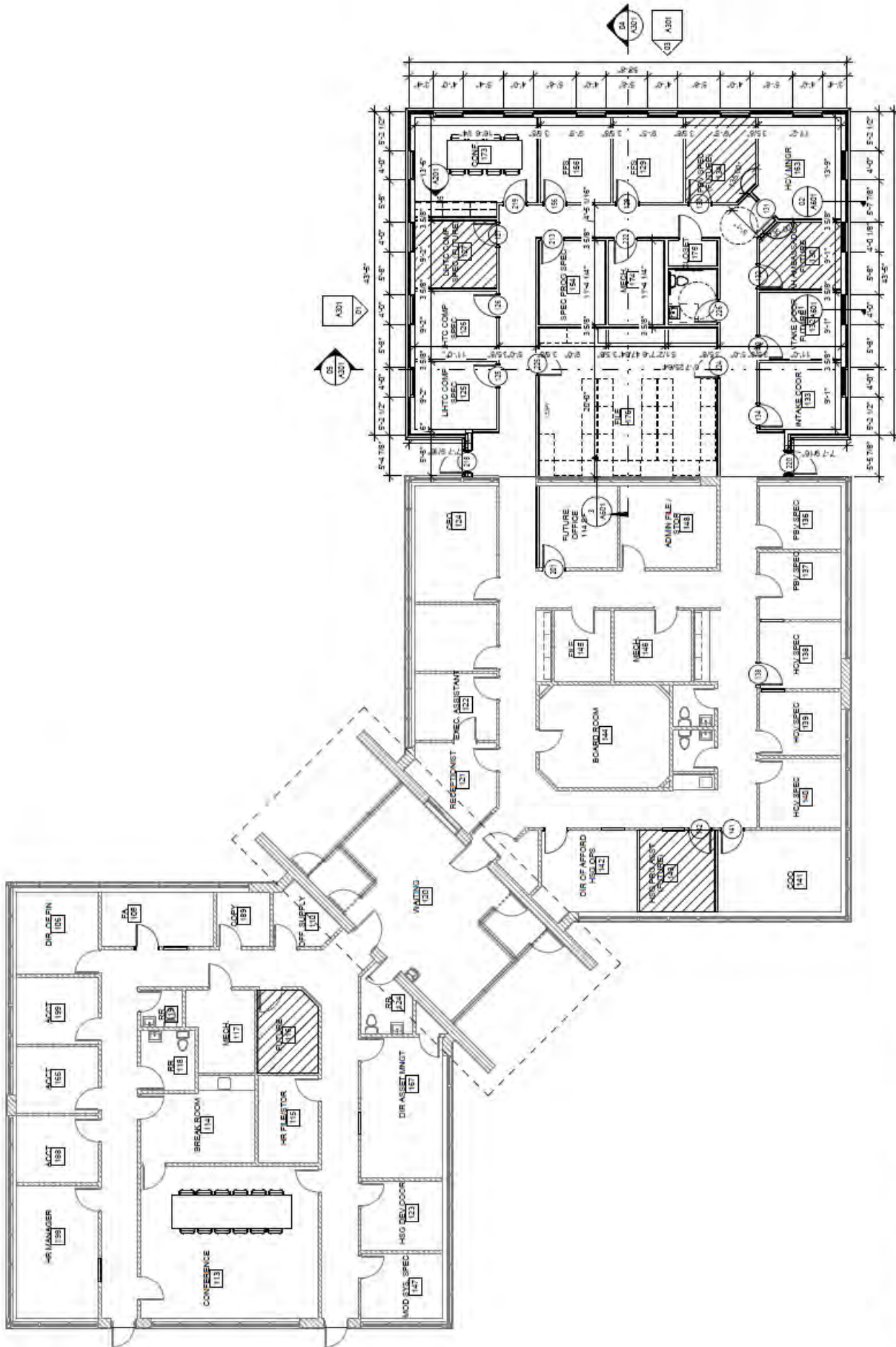
The fall schedule is as follows:

Construction Documents

- 9/8/20Final review and approval of construction documents for bidding and permitting.
- 9/11/20Issue for permit drawings submitted to the city.
- 10/12/20Issue for bid drawings to be uploaded to online plan room.
- 10/14/20Advertisement to bid to appear in the newspaper.
- 10/18/20Advertisement to bid to appear in the newspaper.
- 10/21/20Advertisement to bid to appear in the newspaper.

Bidding and Negotiation and Permitting

- 10/28/20Pre-Bid Meeting at CHA
- 11/12/20Bid Opening and Bid Evaluations





Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, MO 65203

Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ www.ColumbiaHA.com

To: All CHA Employees – HIGH IMPORTANCE

From: Phil Steinhaus, CEO

Date: September 11, 2020

RE: COVID-19 Workplace Plans

As the number of COVID-19 positive cases continue to rise in Boone County, I believe it is prudent to maintain our current workplace plan to keep our employees and those we serve safe from the virus while continuing to provide housing to those in need.

Therefore, I am leaving our current workplace plans in place until such a time that COVID-19 cases start to decrease in Boone County.

The advice from the Health Department is to avoid extended in-person contact even if all parties are wearing masks. **No more than 15 minutes.** Wearing a mask is still an effective method for preventing the spread of COVID-19 in public. **Social distancing should be practiced during any in-person contact.**

I greatly appreciate everyone's combined efforts in keeping the CHA safe and functioning.

Workplace Plan

- Appointments to see clients in the Administration Building will not be allowed except in special circumstances as approved by your supervisor. If an in-office visit is approved we will follow our standard procedure of temperature taking, mask wearing, washing hands and social distancing. Since the training room is being used as a learning pod for the students of our employees, we will set up a table in the lobby to use for these one-on-one meetings.
- As previously noted, we have created a "learning pod" for the students of CHA employees in the training room at the Administration Building. We are serving 11 students.
- We will continue to limit in-person contact with Participants, Applicants and the Public. This means all Intakes, Briefings, Annual Recertifications and Interims will be conducted via U.S. Postal Service, Telephone and/or Video Conference if possible. Cameras for video conferencing may be checked out from Rick Hess.
- CHA Intake and Housing Specialists will mail out all required documentation needed to complete Annual Recertifications, Interims, Intakes and Briefings. Each packet will contain a self-addressed postage paid return envelope to ensure all documents are delivered timely to the assigned Specialist.
- HCV and Affordable Housing briefings will be conducted remotely using the telephone or video conferencing.

- Speaking with other staff is encouraged by phone, email, or meetings where you stand in the doorway rather than face-to-face.
- A video intercom was installed at the vestibules of outside doors of the Administration Building to allow visitors to communicate with the front desk.
- Visitors will be encouraged to use the drop box or regular mail to return paperwork.
- A magazine rack full of CHA forms has been set up in the vestibule next to the drop box. Visitors will be able to enter the vestibule to pick up forms but may not enter the building unless approved by your supervisor.
- No visitors will be allowed in the Administrative side of the building except in special circumstances.
- All CHA employees will wear masks when in common areas (hallways, kitchen, etc.) The only exception is when an employee is working alone in their office. Masks are provided. ***Masks are for the protection of your fellow employees and any residents or visitors. You may be contagious and asymptomatic without knowing it.***
- CHA staff working in our remote housing sites will continue working within the guidelines outlined by their supervisor.
- Touchless hand sanitizer stations have been installed at Oak Towers and have been ordered for Paquin Tower.
- An ionizing disinfecting sprayer has been ordered for Paquin Tower.
- Maintenance staff in our family sites will only be completing emergency work orders with the following safety precautions:
 - Maintenance staff will ask the resident if anyone is feeling sick or has been sick before entering the apartment.
 - Maintenance staff will wear masks and gloves when entering apartments.
 - Maintenance staff will ask the resident to maintain social distancing and stay in the other room while the maintenance procedure is being performed.
 - Maintenance staff will follow proper disinfecting procedures after leaving the apartment.
- Maintenance staff in Paquin Tower and Oak Towers will continue to complete non-emergency work orders as long as they feel safe doing so.
- Staff meetings with multiple staff may be held where social distancing can be practiced, and masks are worn.
- Our Safety Department will continue to operate under our current restrictions by responding to calls over the phone whenever possible and practicing social distancing.
 - Safety Officers will wear masks while on duty outside of the safety office.
 - Safety Officers will use their thermometers to check for elevated temperatures when social distancing is not possible. Temperatures should not exceed 100.4°.
- Blind Boone Community Center: A video intercom has been installed to control the entrance into the lobby of the Family Self-Sufficiency Center and the Moving Ahead Program area. Working with individuals will be remotely by phone, email, or video conferencing.
- Three touchless hand sanitizer stations have been installed at the Blind Boone Community Center.

- An ionizing disinfecting sprayer has been purchased for the Blind Boone Community Center.
- The Moving Ahead Program will continue to operate as a full-day program utilizing “learning pods” during the fall school semester. Extensive safety protocols have been put in place and approved by the State Department of Elementary and Secondary Education and the Columbia/Boone County Department of Health and Human Services.
- If circumstances require an in-person meeting at the Family Self-Sufficiency Center, individuals will be admitted after pre-screening. Residents will be asked to wear a mask, have their temperature taken and sanitize hands upon entering the lobby. In-person conversations with case managers will be conducted through the Family Self-Sufficiency Center lobby reception window.
- Any unused Emergency Sick Leave (ESL) hours can continue to be used for the following reasons that qualify under the Families First Coronavirus Response Act (FFCRA). If you qualify, please contact Jeanette Nelson, HR Manager to discuss.
 - A health care provider has advised the employee to self-quarantine or isolate due COVID-19.
 - Employee is experiencing symptoms of COVID-19 and seeking a medical diagnosis.
 - The employee is caring for an individual who is subject to quarantine or isolate due COVID-19 or who is subject to medical advice to self-quarantine or isolate due COVID-19.
 - Employee is caring for the employee’s child whose school has been closed or place of care is unavailable due to COVID-19 precautions.
 - When there is a federal, state or local “stay-at-home” order in place.
- *Up to an additional 10 weeks of **paid expanded family and medical leave** at two-thirds the employee’s regular rate of pay where an employee is unable to work due to a bona fide need for leave to care for a child whose school or child care provider is closed or unavailable for reasons related to COVID-19. If you qualify for this paid leave, please contact Jeanette Nelson, HR Manager to discuss.*

Please keep in mind the following:

- We don’t know how long this will last and if we continue to see a resurgence of the virus, things may tighten down even more. In that event, you will need any banked Emergency Sick Leave hours that you currently have as well as regular sick leave and vacation time.
- Don’t waste Emergency Sick Leave, Regular Sick Leave, or Vacation Time, if you are not actually sick. You may need it in the future.

What Happens Next?

We will continue to monitor the situation and keep you informed of any changes in business practices as the need arises.

- It is important to remember we are an essential service and in this time of crisis and job loss, we need to be on the front lines providing housing assistance to those most in need. This includes filling as many units as possible and leasing as many vouchers as possible.

PROPERTY MANAGEMENT REPORT CARD

MANAGEMENT ASSESSMENT FOR AUGUST 2020

| Reporting for prior month | | EMERGENCY WORK ORDERS | COSTS BILLED TO TENANTS (DAMAGE) | TENANT GENERATED WORK ORDERS | | | | COST OF UNIT TURN | VACANCY TURN TIME (K2K) | | UNIT RESTORES | MOVE OUT CHARGES BILLED | | |
|---------------------------|------------------|------------------------------------|--|------------------------------|--------------------------|--------------------------|-----------------------------------|-------------------|---|---------------------|-----------------------|------------------------------------|--------------------------|-------------------------------|
| PROPERTY | Total Units | % of total w/o listed as emergency | PERCENT OF TOTAL W/O billed | # TOTAL Wos | # TG WOs | % OF TOTAL WOs | TG AVG DAYS to close (3 OR FEWER) | AVERAGE COST | Unit turnovers | Avg days key to key | Avg. Days down | Charged to tenant | | |
| AMP 1 | 120 Units | 2% | 6% | 49 | 41 | 84% | 1 | \$1,263.98 | 1 | 30+ | 4 | \$202.37 | | |
| Bear Creek Apts | 78 Units | 10% | 8% | 30 | 18 | 60% | 1 | \$1,005.00 | 2 | 30+ | 7 | \$370.08 | | |
| Oak Tower | 147 Units | 2% | 13% | 74 | 60 | 81% | 1 | \$519.31 | 4 | 30+ | 15 | \$0.00 | | |
| PAQUIN | 200 Units | 1% | 3% | 71 | 55 | 77% | 1 | \$403.87 | 2 | 60+ | 4 | \$0.00 | | |
| Stuart Parker | 84 Units | 2% | 1% | 36 | 5 | 14% | 1 | N/A | N/A | N/A | N/A | N/A | | |
| Patriot Place | 25 Units | 0% | 10% | 11 | 3 | 27% | 1 | N/A | 0 | N/A | N/A | N/A | | |
| BWW | 54 Units | 5% | 0% | 19 | 17 | 89% | 1 | \$696.50 | 2 | 30+ | 3.5 | 0.00 | | |
| BWWII | 36 Units | 0% | 0% | 6 | 4 | 66% | 1 | \$434.00 | 1 | 30+ | 2 | 0.00 | | |
| MANAGEMENT OPERATIONS | HUD VACANCY LOSS | 8/1-8/31/2020 OCCUPANCY % | Uncollected at end of month for rent, maint charges, repymnts (doesn't include deposits) | Vacancy last day of mnth | Vacancy last day of mnth | Vacancy last day of mnth | Move Ins | Move Outs | DELINQUENCY RATE (% AND # DEL ACCOUNTS) | | Non-pymnt termination | # of tenant move outs with voucher | \$ Security Deposit owed | # of tenants Deposit not paid |
| PROPERTY | (PRIOR RENT) | PERCENT | TOTAL AMOUNT | 0-30 | 30-60 | 60+ | AUGUST | AUGUST | | | New /mnth | | | |
| AMP 1 | \$4,658.00 | 84% | \$4,628.54 | 3 | 3 | 12 | 3 | 3 | 15% | 15 | 9 | 0 | \$5,218.58 | 12 |
| Bear Creek Apts | \$1,748.69 | 93% | \$2,729.73 | 2 | 4 | 0 | 1 | 5 | 21% | 15 | 4 | 2 | \$4,774.63 | 19 |
| Oak Tower | \$1,501.35 | 97% | \$5,628.80 | 2 | 0 | 0 | 4 | 3 | 20% | 29 | 4 | 0 | \$4,647.29 | 21 |
| SPP PAQUIN | \$2,616.91 | 97% | \$9,697.08 | 2 | 2 | 2 | 5 | 2 | 21% | 41 | 8 | 0 | \$4,254.00 | 17 |
| Stuart Parker | \$1,171.24 | 97% | \$6,798.24 | 0 | 1 | 1 | 1 | 0 | 13% | 11 | 0 | 0 | \$5,270.34 | 22 |
| Patriot Place | \$537.00 | 94% | \$542.94 | 0 | 1 | 0 | 1 | 0 | 21% | 5 | 0 | 0 | N/A | N/A |
| BWW | \$1,442.18 | 93% | \$1,526.67 | 0 | 3 | 0 | 1 | 0 | 8% | 4 | 0 | 0 | \$2,373.18 | 12 |
| BWWII | \$438.07 | 83% | \$1,353.28 | 1 | 0 | 1 | 0 | 1 | 6% | 2 | 2 | 0 | \$975.24 | 5 |

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Affordable Housing Terminations Report August FYE2020

| | Failure to Pay | Criminal | Unauthorized Guest | Other | Total Termination Notices | Total Suspended Terminations | Total Vacated Units | Total Unlawful Detainers | Total Unresolved Terminations |
|-------------------------------|----------------|----------|--------------------|----------|---------------------------|------------------------------|---------------------|--------------------------|-------------------------------|
| Month of January 2020 | | | | | | | | | |
| AMP 1 - Downtown | 7 | 0 | 0 | 2 | 9 | 8 | 0 | 0 | 1 |
| Oak Tower | 12 | 0 | 0 | 0 | 12 | 0 | 0 | 0 | 12 |
| Bear Creek | 8 | 0 | 0 | 0 | 8 | 7 | 0 | 0 | 1 |
| Patriot Place | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Stuart Parker - Downtown | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Stuart Parker - Paquin Tower | 2 | 3 | 0 | 1 | 6 | 0 | 0 | 0 | 6 |
| Bryant Walkway | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Bryant Walkway II | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| MONTHLY TOTAL | 33 | 3 | 0 | 3 | 39 | 15 | 0 | 0 | 24 |
| Month of February 2020 | | | | | | | | | |
| AMP 1 - Downtown | 6 | 1 | 0 | 0 | 7 | 4 | 1 | 0 | 3 |
| Oak Tower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Bear Creek | 6 | 0 | 1 | 0 | 7 | 6 | 2 | 0 | 1 |
| Patriot Place | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 0 |
| Stuart Parker - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Stuart Parker - Paquin Tower | 4 | 0 | 0 | 1 | 5 | 2 | 1 | 2 | 3 |
| Bryant Walkway | 3 | 0 | 0 | 0 | 3 | 0 | 1 | 0 | 3 |
| Bryant Walkway II | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| MONTHLY TOTAL | 20 | 1 | 1 | 1 | 23 | 13 | 6 | 6 | 10 |
| Month of March 2020 | | | | | | | | | |
| AMP 1 - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 |
| Oak Tower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bear Creek | 1 | 1 | 0 | 1 | 3 | 1 | 0 | 0 | 2 |
| Patriot Place | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 0 |
| Stuart Parker - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Paquin Tower | 4 | 1 | 1 | 0 | 6 | 2 | 0 | 0 | 4 |
| Bryant Walkway | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bryant Walkway II | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MONTHLY TOTAL | 6 | 2 | 1 | 1 | 10 | 4 | 1 | 1 | 8 |
| Month of April 2020 | | | | | | | | | |
| AMP 1 - Downtown | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Oak Tower | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Bear Creek | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Patriot Place | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Paquin Tower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bryant Walkway | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bryant Walkway II | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MONTHLY TOTAL | 0 | 2 | 0 | 0 | 2 | 0 | 1 | 0 | 2 |
| Month of May 2020 | | | | | | | | | |

| | Failure to Pay | Criminal | Unauthorized Guest | Other | Total Termination Notices | Total Suspended Terminations | Total Vacated Units | Total Unlawful Detainers | Total Unresolved Terminations |
|------------------------------|----------------|----------|--------------------|----------|---------------------------|------------------------------|---------------------|--------------------------|-------------------------------|
| AMP 1 - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Oak Tower | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 |
| Bear Creek | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Patriot Place | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 1 |
| Stuart Parker - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Paquin Tower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bryant Walkway | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 1 |
| Bryant Walkway II | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MONTHLY TOTAL | 0 | 1 | 0 | 3 | 3 | 1 | 0 | 0 | 3 |
| Month of June 2020 | | | | | | | | | |
| AMP 1 - Downtown | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Oak Tower | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Bear Creek | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Patriot Place | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Stuart Parker - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Paquin Tower | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 0 |
| Bryant Walkway | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 2 |
| Bryant Walkway II | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MONTHLY TOTAL | 0 | 3 | 0 | 0 | 3 | 0 | 3 | 2 | 3 |
| Month of July 2020 | | | | | | | | | |
| AMP 1 - Downtown | 0 | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 2 |
| Oak Tower | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bear Creek | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Patriot Place | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Downtown | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 0 |
| Stuart Parker - Paquin Tower | 0 | 0 | 0 | 2 | 2 | 0 | 0 | 1 | 2 |
| Bryant Walkway | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bryant Walkway II | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MONTHLY TOTAL | 0 | 1 | 2 | 2 | 5 | 1 | 1 | 1 | 4 |
| Month of August 2020 | | | | | | | | | |
| AMP 1 - Downtown | 9 | 0 | 0 | 0 | 9 | 5 | 2 | 0 | 4 |
| Oak Tower | 4 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 0 |
| Bear Creek | 5 | 1 | 0 | 0 | 6 | 0 | 1 | 0 | 6 |
| Patriot Place | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stuart Parker - Paquin Tower | 8 | 0 | 0 | 0 | 8 | 3 | 0 | 0 | 5 |
| Bryant Walkway | 2 | 1 | 0 | 1 | 4 | 2 | 0 | 0 | 2 |
| Bryant Walkway II | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| MONTHLY TOTAL | 29 | 2 | 0 | 1 | 32 | 10 | 3 | 0 | 18 |

Section 8 - Housing Choice Voucher (HCV) Program - Monthly Management Report

August 1, 2020

| HOUSING CHOICE VOUCHER (HCV) | | | | | | | | | | | | | | | | | | | ATTRITION RATE | | | |
|------------------------------|--|---------------------------------|------------------------|---------------------|---|-----------------------------|---------------------------|------------------------------------|---------------------|---------------------------|--|--|-------------------------|----------------------------|-------------|---------|-----------------|---------|-------------------|----------------------------------|-----------------------|----------------------------------|
| Month | Funds Available Through the End of the Calendar Year | Project Monthly Funds Available | Average Tenant Payment | Average HAP Payment | Total HAP Payment (includes Actual & Anticipated) | HAP Over/(Under) Authorized | Current Vouchers in Lease | Total Vouchers Available per Month | YTD Vouchers Leased | Target Number of Vouchers | Number of Vouchers Over/Under Authorized | YTD Number of Vouchers Over/(Under) Authorized | Newly Leased This Month | Current Vouchers - Looking | Vouchers | Funding | Vouchers | Funding | Monthly Attrition | Percent of Total Vouchers Leased | Average YTD Attrition | Percent of Total Vouchers Leased |
| | | | | | | | | | | | | | | | Utilization | | YTD Utilization | | | | | |
| Jan-20 | \$ 7,385,385 | \$ 615,449 | \$ 195 | \$ 528 | \$ 536,227 | \$ (79,222) | 1,015 | 1,212 | 1,015 | 1,179 | (164) | (164) | 9 | 12 | 84% | 87% | 84% | 87% | 9 | 0.9% | 9 | 0.9% |
| Feb-20 | \$ 6,849,159 | \$ 622,651 | \$ 189 | \$ 536 | \$ 548,369 | (153,504) | 1,023 | 1,212 | 2,038 | 1,175 | (152) | (316) | 4 | 18 | 84% | 88% | 84% | 88% | 3 | 0.3% | 6 | 0.6% |
| Mar-20 | \$ 6,300,790 | \$ 630,079 | \$ 193 | \$ 537 | \$ 551,438 | (78,641) | 1,026 | 1,212 | 3,064 | 1,172 | (146) | (462) | 4 | 6 | 85% | 88% | 84% | 88% | 4 | 0.4% | 5 | 0.5% |
| Apr-20 | \$ 5,749,352 | \$ 638,817 | \$ 182 | \$ 550 | \$ 559,049 | (79,768) | 1,016 | 1,212 | 4,080 | 1,161 | (145) | (607) | 4 | 6 | 84% | 88% | 84% | 88% | 7 | 0.7% | 6 | 0.6% |
| May-20 | \$ 5,190,303 | \$ 648,788 | \$ 175 | \$ 559 | \$ 569,351 | (79,437) | 1,018 | 1,212 | 5,098 | 1,160 | (142) | (749) | 3 | 14 | 84% | 88% | 84% | 88% | 6 | 0.6% | 6 | 0.6% |
| Jun-20 | \$ 4,620,952 | \$ 660,136 | \$ 172 | \$ 514 | \$ 574,222 | (85,914) | 1,024 | 1,212 | 6,122 | 1,285 | (261) | (1,010) | 12 | 11 | 84% | 87% | 84% | 87% | 9 | 0.9% | 6 | 0.6% |
| Jul-20 | \$ 4,046,730 | \$ 674,455 | \$ 181 | \$ 565 | \$ 573,431 | (101,024) | 1,015 | 1,212 | 7,137 | 1,194 | (179) | (1,189) | 16 | 12 | 84% | 85% | 84% | 87% | 12 | 1.2% | 7 | 0.7% |
| Aug-20 | \$ 3,473,298 | \$ 694,660 | \$ 171 | \$ 562 | \$ 567,141 | (127,518) | 1,010 | 1,212 | 8,147 | 1,237 | (227) | (1,416) | 2 | 12 | 83% | 82% | 84% | 86% | 18 | 1.8% | 9 | 0.8% |
| | | | | | | | | | | | | | | | | | | | | | | |
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The purpose of this Management Report is to provide an overview of the Section 8 Housing Choice Voucher program. The report provides information on budget and voucher utilization as well as program trends and statistics.

Funds Available Through The End of the Year: The funds available through the end of the year is the projected amount of funding remaining for the Section 8 program. This is a projected number because the actual number is subject to change depending upon what HUD actually authorizes on a monthly basis.

Projected monthly funds available: This is the projected amount of funding the program will have available for that month.

Average Tenant Payment: Based upon our total tenant payments and our total number of vouchers, this is the average amount each tenant will pay out of pocket for rent.

Average Housing Assistance Payment (HAP) Per Voucher: This is the average HAP per voucher under lease for the current month based upon the total HAP for the current month divided by the number of vouchers under lease.

Total Housing Assistance Payment (HAP): This is the actual and anticipated amount of HAP paid out for that month.

Housing Assistance Payment (HAP) Over/Under Authorized: This amount HAP that is over or under authorized based on the current monthly budget and average HAP payment per voucher.

Current Vouchers in Lease: This is the number of current vouchers in lease for the Section 8 program on the last day of the month.

Total vouchers available = 1132

Target Number of Vouchers: target number of vouchers the program should have in lease for that particular month based upon the current monthly budget and average HAP payment per voucher.

Number Vouchers Over/Under Authorized: This is the number of vouchers the program has over authorized or under authorized for that particular month based upon the target number of vouchers.

Newly Leased This Month: This is the number of new vouchers that have been utilized to lease up within this month.

Current Vouchers Looking: This is the current numbers of vouchers that have been issued and the voucher holder is searching for a unit.

Homeownership: Current number of homeownership vouchers

Family Self Sufficiency Participants (FSS): Current number of participants involved in the Section 8 Family Self Sufficiency Program.

Section 8 - RAD Project Based Voucher (RAD-PBV) Program - Monthly Management Report

August 1, 2020

| RAD PROJECT BASED VOUCHER (RAD-PBV) | | | | | | | | | | | | | | | | | | ATTRITION RATE | | | | |
|-------------------------------------|--|---------------------------------|------------------------|---------------------|---|-----------------------------|---------------------------|------------------------------------|---------------------|---------------------------|--|--|-------------------------|----------------------------|-------------|---------|-----------------|----------------|-------------------|----------------------------------|-----------------------|----------------------------------|
| Month | Funds Available Through the End of the Calendar Year | Project Monthly Funds Available | Average Tenant Payment | Average HAP Payment | Total HAP Payment (includes Actual & Anticipated) | HAP Over/(Under) Authorized | Current Vouchers in Lease | Total Vouchers Available per Month | YTD Vouchers Leased | Target Number of Vouchers | Number of Vouchers Over/Under Authorized | YTD Number of Vouchers Over/(Under) Authorized | Newly Leased This Month | Current Vouchers - Looking | Vouchers | Funding | Vouchers | Funding | Monthly Attrition | Percent of Total Vouchers Leased | Average YTD Attrition | Percent of Total Vouchers Leased |
| | | | | | | | | | | | | | | | Utilization | | YTD Utilization | | | | | |
| Jan-20 | \$ 2,495,803 | \$ 207,984 | \$ 247.44 | \$ 302 | \$ 180,049 | (27,934) | 578 | 597 | 578 | 597 | (19) | (19) | 21 | - | 96.8% | 86.6% | 96.8% | 86.6% | 11 | 1.9% | 11 | 1.9% |
| Feb-20 | \$ 2,315,753 | \$ 210,523 | \$ 242.40 | \$ 307 | \$ 183,401 | (27,122) | 572 | 597 | 1,150 | 597 | (25) | (44) | 17 | | 95.8% | 87.1% | 96.3% | 86.8% | 5 | 0.9% | 8 | 1.4% |
| Mar-20 | \$ 2,132,353 | \$ 213,235 | \$ 241.94 | \$ 303 | \$ 181,069 | (32,166) | 574 | 597 | 1,724 | 597 | (23) | (67) | 21 | | 96.1% | 84.9% | 96.3% | 86.2% | 10 | 1.7% | 9 | 1.5% |
| Apr-20 | \$ 1,951,284 | \$ 216,809 | \$ 182.16 | \$ 322 | \$ 192,410 | (24,399) | 569 | 597 | 2,293 | 597 | (28) | (95) | 9 | | 95.3% | 88.7% | 96.0% | 86.8% | 9 | 1.6% | 9 | 1.5% |
| May-20 | \$ 1,758,874 | \$ 219,859 | \$ 225.26 | \$ 340 | \$ 191,219 | (28,640) | 563 | 597 | 2,856 | 597 | (34) | (129) | 11 | | 94.3% | 87.0% | 95.7% | 86.9% | 8 | 1.4% | 9 | 1.5% |
| Jun-20 | \$ 1,567,655 | \$ 223,951 | \$ 228.62 | \$ 316 | \$ 189,036 | (34,915) | 565 | 597 | 3,421 | 597 | (32) | (161) | 18 | | 94.6% | 84.4% | 95.5% | 86.5% | 10 | 1.8% | 9 | 1.5% |
| Jul-20 | \$ 1,378,619 | \$ 229,770 | \$ 238.04 | \$ 339 | \$ 194,565 | (35,204) | 574 | 597 | 3,995 | 597 | (23) | (184) | 17 | | 96.1% | 84.7% | 95.6% | 86.2% | 15 | 2.6% | 10 | 1.7% |
| Aug-20 | \$ 1,184,054 | \$ 236,811 | \$ 237.00 | \$ 231 | \$ 194,625 | (42,186) | 570 | 597 | 4,565 | 597 | (27) | (211) | 12 | | 95.5% | 82.2% | 95.6% | 85.7% | 13 | 2.3% | 10 | 1.8% |
| | | | | | | | | | | | | | | | | | | | | | | |
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The purpose of this Management Report is to provide an overview of the Section 8 Housing Choice Voucher program. The report provides information on budget and voucher utilization as well as program trends and statistics.

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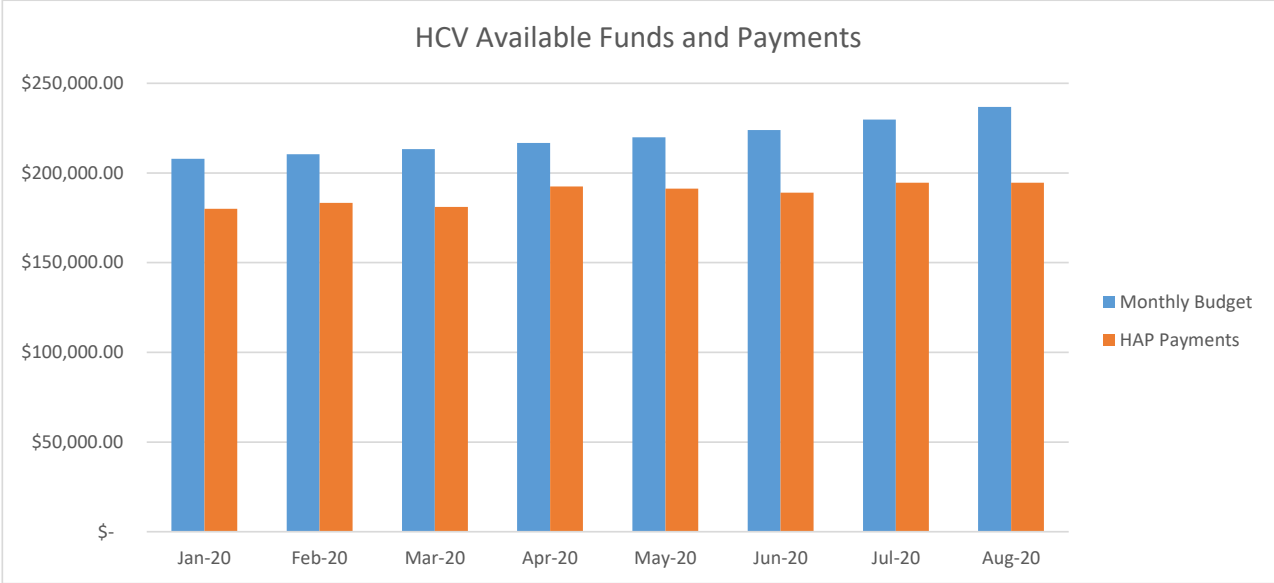
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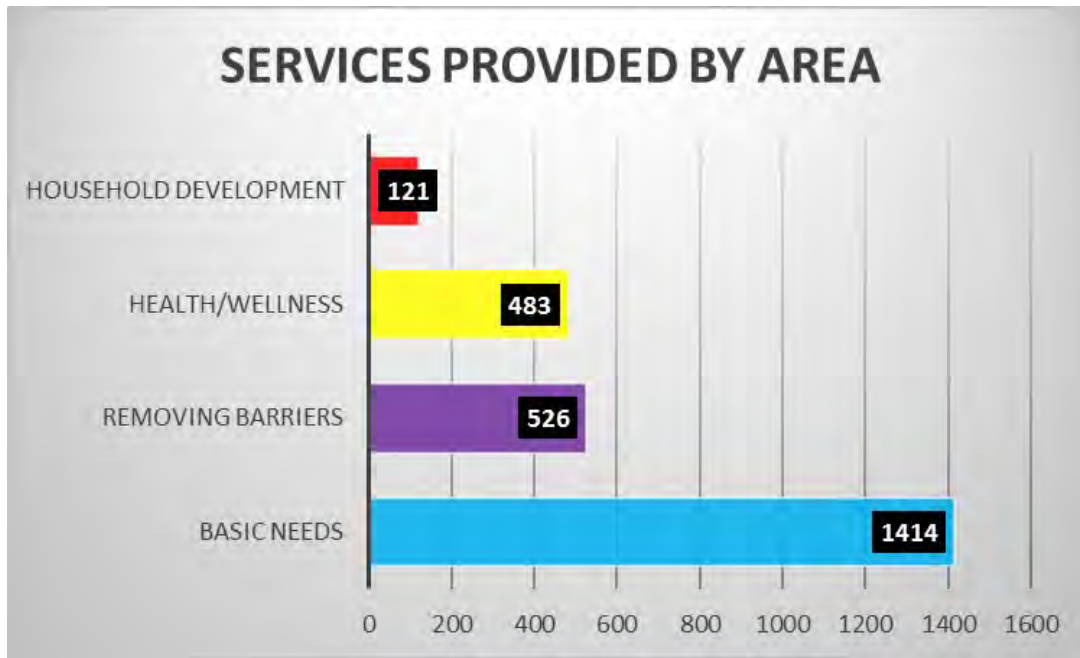
Section 8 - Housing Choice Voucher (HCV) Program - Monthly Management Report

August 2020



Helping all individuals build a foundation for self-reliance and well-being.

August 2020



AUGUST STATS...Human Services providing help

- ◆ **BASIC NEEDS:** Food, clothing, emergency shelter, toiletries, diapers, etc.
- ◆ **REMOVING BARRIERS:** Assisting with anything that stands in the way of maintaining basic needs.
- ◆ **HEALTH & WELLNESS:** Insurance, Doctor, Trainings, On-site Clinics, etc.
- ◆ **HOUSEHOLD DEVELOPMENT:** Anything that moves household toward self-reliance like a job, education, budgeting, financial counseling, or social and community connections.



| | | | | |
|--|--|--|---|--|
| Provided 7,340 Units of Service To 2,845 Unduplicated Individuals | Made 3,460 Contacts To Identify Needs | Distributed 7,629 lbs. of Food through Annie Fisher Food Pantry | Prepared / distributed 3,120 Meals for stu- dents of the Moving Ahead Program | Distributed 875 diapers to families in need |
|--|--|--|---|--|

Teamwork makes the Dream work!

CHA & CHALIS has worked hard over the years to build, foster and grow relationships with community agencies and businesses. In just this year, 2020, we have benefited from many long-term and newly formed partnerships. We have worked with over 130 organizations in the past years.

| Donations: | Units: | Value: |
|------------------|------------------------|-------------------|
| Food | 72360 lbs | \$ 125,000.00 |
| Gifts | 65 families | \$ 13,000.00 |
| Volunteers | 2500 hours | \$ 24,125.00 |
| Diapers | 12000 | \$ 4,000.00 |
| Hygiene Products | 4800 full size bottles | \$ 19200.00 |
| Total: | | \$ 185,325 |



MOVING AHEAD PROGRAM

MAP was able to hold full day programming for 3 weeks in August before taking a much needed break. The program has decided to host a learning pad for 50 children in seat for full day and after school (7:45 am-6:30 PM). Map Families approached the Program Coordinator to ask for this because they wanted their children to have a safe and conducive learning environment for virtual learning.



Over the summer MAP was able to provide **11,250 units of service in seat and an additional 2,500 units of service virtually.**

Due to limitations place on the center by the State Health Department, we could only hold in seat programming for 50 kids, but we still were able to deliver an additional 50 meals to families participating virtually, thanks to Boys & Girls Club.





Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, MO 65203

Office: (573) 443-2556 ♦ TTY: (573) 875-5161 ♦ Fax Line: (573) 443-0051 ♦ www.ColumbiaHA.com

To: CHA Board of Commissioners

From: Phil Steinhaus, CEO

Mark Brotemarkle, Director of Safety

Date: September 15, 2020

RE: Monthly Safety Department Report for August 2020

Law Enforcement calls for service totaled 80. 46 of the law enforcement calls were for paper service, follow up or duplicate entries, or medical issues. With the law enforcement and 911 calls with no case number drawn removed, there were only 34 calls for law enforcement on CHA property a below average number of calls with, 18 case numbers drawn by law enforcement.

EMS and Fire are shown being dispatched 80 times, but with Fire and Medics being dispatched to almost all medical calls together, there were only 46 calls for medical and fire for the month. 16 of the "medical" calls were at family sites, 12 were at Oak Towers, 18 were at Paquin Tower, 0 at Patriot Place. The number of medical calls in the month of August were below average.

Columbia Housing Authority Safety completed 55 reports, 3 were assist resident- medical, 7 were Lock Outs.

In August 2020, between midnight and 0700 hours, there were 12 law enforcement and 18 medical dispatched calls with, CHA Safety responding to 1 call.

Columbia Housing Authority Safety investigated 7 Trespassing incidents, 3 taking place at Paquin Tower, 2 at Oak Tower, 1 Downtown and 1 at Stewart Parker.

The Safety Department has seen a slight increase in unauthorized guest, some of which have claimed, they believed due to covid-19 concerns, they could stay on CHA property as, they were supposed to stay in one place.

The Safety Department has increased parking surveillance, causing fewer vehicles not in compliance to be parked on CHA Parking lots. We have not noticed an increase in vehicles parked on adjacent streets but will be watching for vehicles, previously on CHA property in violation, so we may watch for possible unauthorized guests associated to vehicles.

The Safety Department will continue to follow up on reported and on view investigations to deter criminal behavior on Columbia Housing Authority property.

Columbia Housing Authority, Missouri
SAFETY STATISTICS - AUGUST 2020 REPORT

| DESCRIPTION ("Uniform Crime Report" Items Bolded) | DT (1) | SP (2) | BW (3) | Future | BC | OT | PT | PP | COMMON AREAS | TOTAL ALL PROPS |
|--|--------|--------|--------|--------|----|----|----|----|-----------------|--------------------|
| 911 Check | | | | | | | | | | 0 |
| Administrative Details | | | | | | | | | | 0 |
| Alarm | 1 | | | | | | | | 1 | 2 |
| Animal Complaints/Bites | | | | | | | | | | 0 |
| Arrest Non-resident/Controlled Sub | | | | | | | | | | 0 |
| Arrest Resident/Controlled Substance | | | | | | | | | | 0 |
| Arrest Non-Resident | | | | | | | | | | 0 |
| Arrest/Resident | | | | | | | | | | 0 |
| Assist Site Manager (or other staff) | | | | | | | | | | 0 |
| Assault | | | | | | | | | | 0 |
| Assault/Adult Abuse | 1 | | | | | | | | | 1 |
| Assault/Felony (aggravated assault) | | | | | | 1 | | | | 1 |
| Assist Resident/Medical | | | | | | | 3 | | | 3 |
| Check Subject/FI | | | | | | | | 1 | | 1 |
| Check Welfare | | | | | | | | | | 0 |
| Child Abuse/Neglect | | | | | 1 | | | | | 1 |
| Civil Matter | | | | | | | 1 | | | 1 |
| Controlled Substance Investigation | 1 | | | | 1 | | | | | 2 |
| Controlled Substance Invest/S-W | | | | | | | | | | 0 |
| Death Investigation | | | | | | | | | | 0 |
| Death Investigation/Homicide | | | | | | | | | | 0 |
| Disturbance, Peace | | | 1 | | | 1 | 1 | 1 | | 4 |
| Fire | | | | | | | | | | 0 |
| Fire/Arson | | | | | | | | | | 0 |
| Fire/Smoke/Fire Alarm | | | | | | | | | | 0 |
| Follow-up Reports | | | | | | | | | | 0 |
| Graffiti | | | | | | | | | | 0 |
| Harassment | | | | | | | 2 | | | 2 |
| Informational Report | | 1 | | | | 2 | 2 | 1 | | 6 |
| Juvenile Delinquency | | | | | | | | | | 0 |
| Lease Violation | | | | | 1 | | 2 | | | 3 |
| Lockout | 2 | | | | | 1 | 4 | | | 7 |
| Maintenance Problems | | | | | | | | | | 0 |
| Miscellaneous (other) | | | | | | | | | | 0 |
| Noise Complaint | | | | | | | 1 | | | 1 |
| Property Crime/Auto Theft | | | | | | | | | | 0 |
| Property Crime/Burglary | | | | | | | | | | 0 |
| Property Crime/Larceny | | | | | | | | | | 0 |
| Property Crimes/Other | | | | | | | | | | 0 |
| Property Damage | | | 1 | | | | 1 | 1 | 1 | 4 |
| Robbery Offense | | | | | | | | | | 0 |
| Sexual Assault | | | | | | | | | | 0 |
| Sexual Assault/Rape | | | | | | | | | | 0 |
| Stationary Patrol/Surveillance | | | | | | | | | | 0 |
| Suspicious Activity | | | | | | | 1 | | | 1 |
| Threat to Self | | | | | | | 1 | | | 1 |
| Ticket Vehicle/CHA | | | | | | 5 | 1 | | | 6 |
| Ticket Vehicle/Tow | | | | | | 1 | | | | 1 |
| Trespass Person/Arrest | | | | | | 1 | 1 | | | 2 |
| Trespass Person/Investigate | | | | | | 1 | 1 | | | 2 |

Columbia Housing Authority, Missouri
SAFETY STATISTICS - AUGUST 2020 REPORT

| DESCRIPTION ("Uniform Crime Report" Items Bolded) | DT (1) | SP (2) | BW (3) | Future | BC | OT | PT | PP | COMMON AREAS | TOTAL ALL PROPS |
|--|--------|--------|--------|--------|----|----|----|----|--------------|-----------------|
| Trespass Person/Warning Issued | 1 | 1 | | | | | 1 | | | 3 |
| Unsecured Door(s) | | | | | | | | | | 0 |
| Vice Crime | | | | | | | | | | 0 |
| Vice Crime/Gambling | | | | | | | | | | 0 |
| Weapons Offense | | | | | | | | | | 0 |
| Weapons Offense/Arrest | | | | | | | | | | 0 |
| Weapons Offense/Shots Fired | | | | | | | | | | 0 |
| TOTALS: | 6 | 2 | 2 | 0 | 3 | 13 | 23 | 4 | 2 | 55 |

| FOOT PATROL (HOURS) | DT (1) | SP (2) | BW (3) | Future | BC | OT | PT | PP | COMMON AREAS | TOTAL ALL PROPS |
|---------------------|--------|--------|--------|--------|----|----|----|----|--------------|-----------------|
| CHA Safety Staff | | | | | | | | | | 0 |

| | | | | | | | | | | |
|-----------------------------------|--|--|--|--|--|--|--|--|--|---|
| Training Hours (CHA Safety Staff) | | | | | | | | | | 0 |
|-----------------------------------|--|--|--|--|--|--|--|--|--|---|

| REPORTS GENERATED (CHA Safety) | DT (1) | SP (2) | BW (3) | Future | BC | OT | PT | PP | COMMON AREAS | TOTAL ALL PROPS |
|-----------------------------------|--------|--------|--------|--------|----|----|----|----|--------------|-----------------|
| Initial Report | 6 | 2 | 2 | | 3 | 13 | 23 | 4 | 2 | 55 |
| Follow-Up Report | | | | | | | | | | 0 |
| TOTALS: | 6 | 2 | | | 3 | 13 | 23 | 4 | 2 | 53 |

| TRESPASS REVIEW | DT (1) | SP (2) | BW (3) | Future | BC | OT | PT | PP | COMMON AREAS | TOTAL ALL PROPS |
|----------------------------------|--------|--------|--------|--------|----|----|----|----|--------------|-----------------|
| Files Reviewed | | | | | | | | | | 0 |
| Trespass Appeal | | | | | | | | | | 0 |
| Names Removed from Trespass List | | | | | | | | | | 0 |

[Common Areas]

Non-residential areas such as the Administration Building & BBCC

| | |
|---------------|-------------------------------------|
| DT (1) | Downtown (120 units) |
| SP (2) | Stuart Parker (84 units) |
| BW (3) | Bryant WW & Bryant WW II (90 units) |
| FUTURE | Next Conversion |

| | |
|-----------|--------------------------|
| BC | Bear Creek (76 units) |
| OT | Oak Towers (147 units) |
| PT | Paquin Tower (200 Units) |
| PP | Patriot Place (25 units) |

[DT (1)] "Downtown": All downtown property that has not been converted to PBV - Excludes the following:

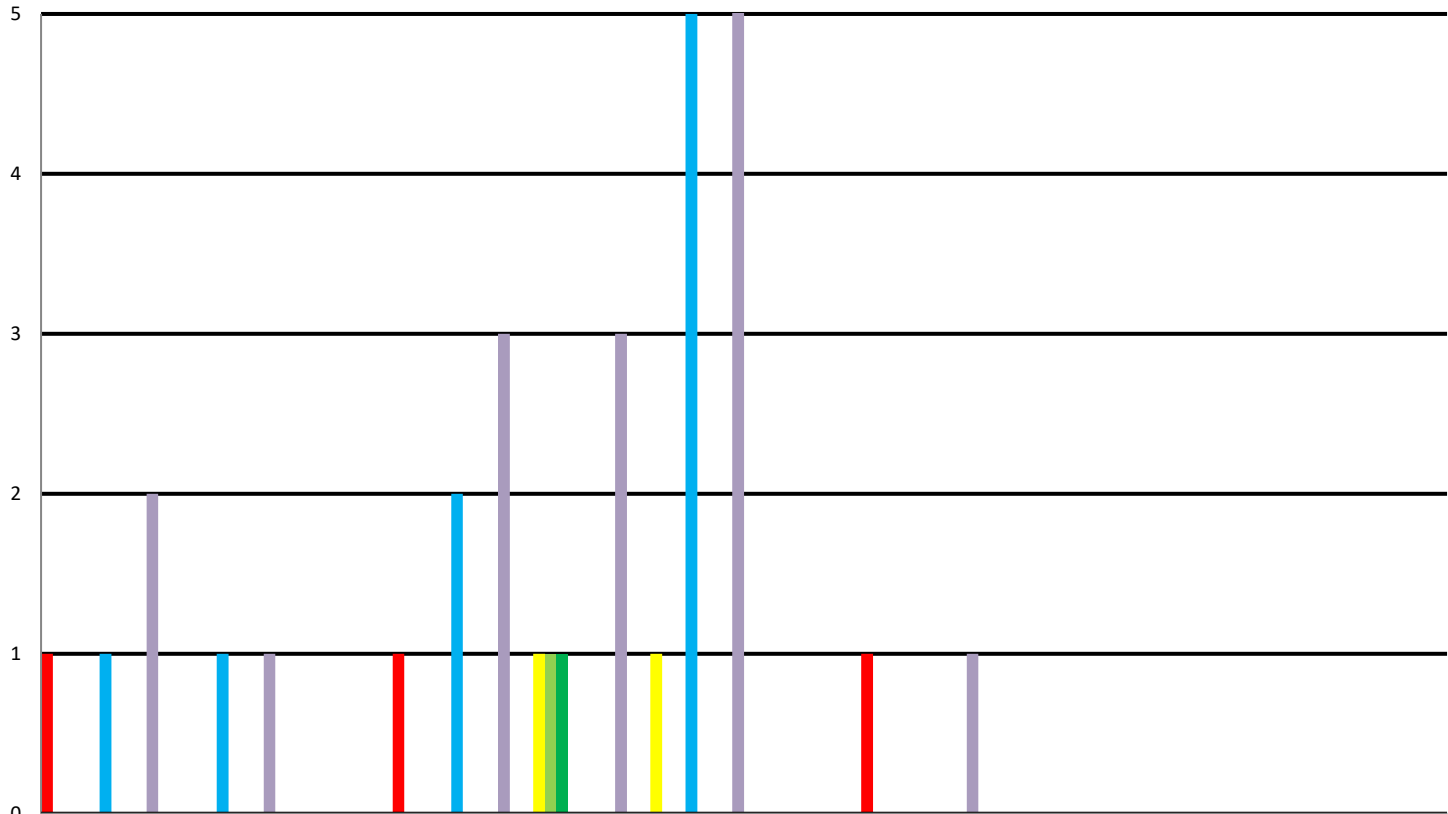
[SP (2)] "Stuart Parker" - Streets: Unity, Lincoln, Worley, Oak & Hicks

[BW (3)] "Bryant WW & Bryant WW II" - Streets: Allen, Allen WW, Bryant, Bryant WW, Park, Trinity, Lasalle & Pendleton

[FUTURE] Next conversion (most likely Providence WW)

CHA Safety Incidents - Uniform Crime Reporting Categories - All Properties
January 1, 2018 - December 31, 2018

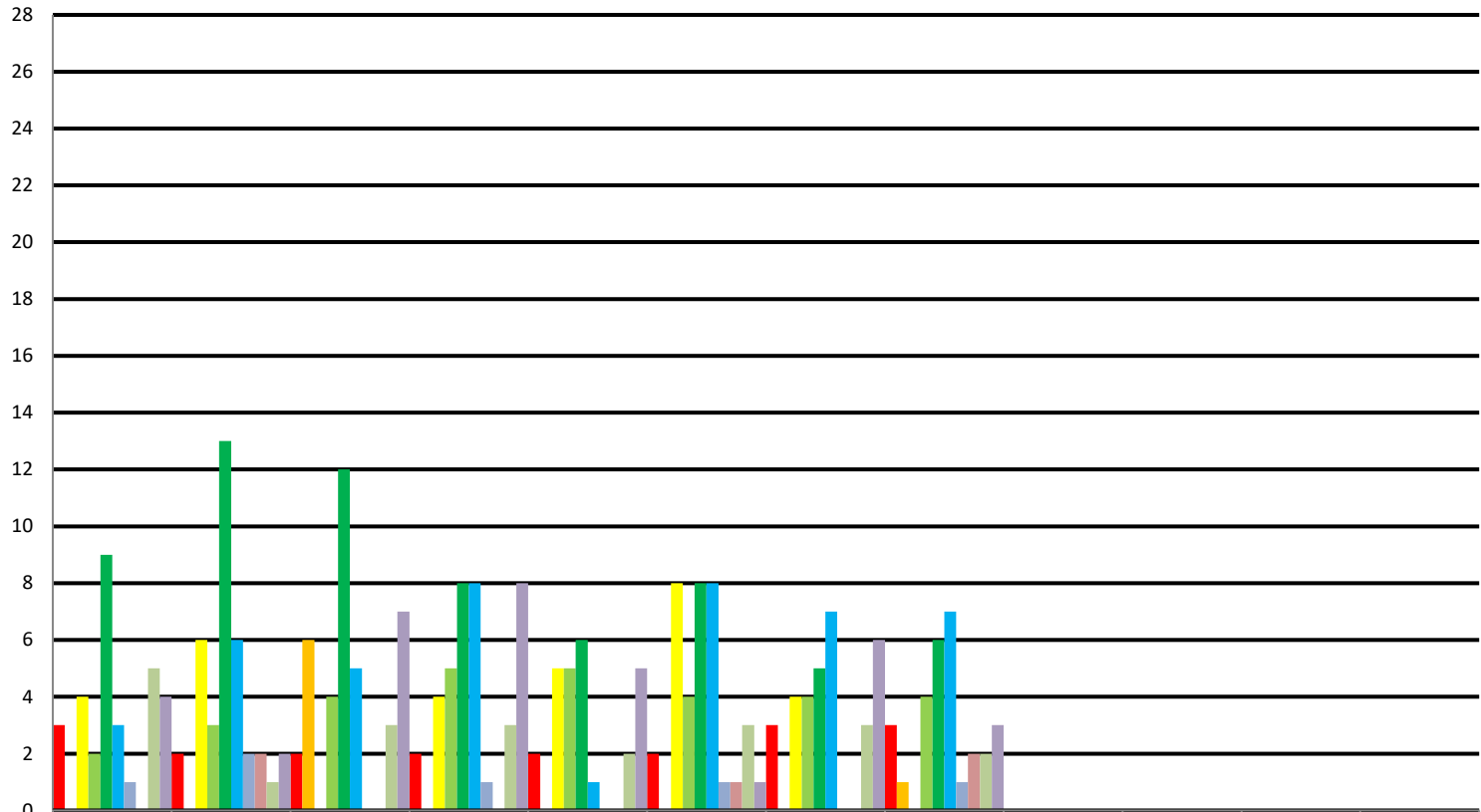
Number of Reported Incidents



| | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
|---------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| ■ Assault/Felony (aggravated assault) | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| ■ Death Investigation/Homicide | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Fire/Arson | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Property Crime/Auto Theft | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Property Crime/Burglary | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Property Crime/Larceny | 1 | 1 | 0 | 2 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Robbery Offense | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Sexual Assault/Rape | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Stationary Patrol/Surveillance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Uniform Crime Reporting Totals | 2 | 1 | 0 | 3 | 3 | 6 | 0 | 1 | 0 | 0 | 0 | 0 |

**CHA Safety Incidents - Other High Incident Reporting Categories - All Properties
January 1, 2018 December 31, 2018**

Number of Reported Incidents



| | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
|--------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Assist Resident/Medical | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 0 | 0 | 0 | 0 |
| Check Subject/FI | 0 | 0 | 6 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| Check Welfare | 4 | 6 | 0 | 4 | 5 | 8 | 4 | 0 | 0 | 0 | 0 | 0 |
| Disturbance, Peace | 2 | 3 | 4 | 5 | 5 | 4 | 4 | 4 | 0 | 0 | 0 | 0 |
| Informational Report | 9 | 13 | 12 | 8 | 6 | 8 | 5 | 6 | 0 | 0 | 0 | 0 |
| Lockout | 3 | 6 | 5 | 8 | 1 | 8 | 7 | 7 | 0 | 0 | 0 | 0 |
| Suspicious Activity | 1 | 2 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Trespass Person/Arrest | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 2 | 0 | 0 | 0 | 0 |
| Trespass Person/Investigate | 5 | 1 | 3 | 3 | 2 | 3 | 3 | 2 | 0 | 0 | 0 | 0 |
| Trespass Person/Warning Issued | 4 | 2 | 7 | 8 | 5 | 1 | 6 | 3 | 0 | 0 | 0 | 0 |

Law Enforcement Calls on CHA Properties
August 2020

| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
|------------|-----------|------------|-------------|---------------------------|----------|-------------------|-----|------|--------|
| 08/03/2020 | 13:44:23 | 2020185572 | | 118B2 PAST FRAUD | 1119 | ELLETA BLVD | | bc | CPD |
| 08/03/2020 | 23:17:36 | 2020185987 | | 113D2 VRBL DIST | 1027 | ELLETA BLVD | | bc | CPD |
| 08/07/2020 | 16:05:16 | 2020189481 | 2020007054 | 102D2 ABANDONMENT | 1114 | ELLETA BLVD | | bc | CPD |
| 08/13/2020 | 0:45:20 | 2020194301 | | 107C1 SERVE PAPERS | 1201 | ELLETA BLVD | | bc | BCSD |
| 08/17/2020 | 18:18:48 | 2020198375 | | 911 CHK | 1006 | ELLETA BLVD | | bc | CHA |
| 08/20/2020 | 6:11:17 | 2020200868 | | 104D2 COM BURG ALRM | 1400 | ELLETA BLVD | | bc | CPD |
| 08/20/2020 | 14:30:42 | 2020201250 | | FOLLOW UP | 1027 | ELLETA BLVD | | bc | CPD |
| 08/22/2020 | 12:58:20 | 2020203130 | 2020007656 | 110D2 RES BURG | 1115 | ELLETA BLVD | | bc | CPD |
| 08/26/2020 | 16:21:25 | 2020206984 | 2020007855 | 23C VIOLENT OD FENTANYL | 1123 | ELLETA BLVD | B | bc | CPD |
| 08/28/2020 | 2:40:14 | 2020208377 | | SUICIDE ATMPT | 1027 | ELLETA BLVD | | bc | CPD |
| 08/31/2020 | 9:16:46 | 2020211134 | | SERVE PAPERS | 1119 | ELLETA BLVD | | bc | BCSD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/06/2020 | 23:31:16 | 2020188878 | 2020007021 | 123B1 MSNG PRSN | 304 | ALLEN WALKWAY | | bww | CPD |
| 08/07/2020 | 1:13:12 | 2020188943 | | | 316 | PENDLETON WALKWAY | | bww | |
| 08/07/2020 | 6:55:13 | 2020189010 | 2020007027 | FOLLOW UP | 304 | ALLEN WALKWAY | | bww | CPD |
| 08/07/2020 | 9:49:47 | 2020189120 | | 114D2 VRBL DOMSTC | 27 | BRYANT WALKWAY | | bww | CPD |
| 08/10/2020 | 15:55:04 | 2020192015 | | SERVE PAPERS | 323 | TRINITY PL | | bww | BCSD |
| 08/15/2020 | 13:04:49 | 2020196458 | | 23D INTENTIONAL OD | 301 | TRINITY PL | | bww | CPD |
| 08/17/2020 | 16:27:24 | 2020198278 | 2020007434 | 118D2 FRAUD | 111 | PARK AVE | | bww | CPD |
| 08/20/2020 | 14:26:24 | 2020201243 | | SERVE PAPERS | 410 | LASALLE PL | | bww | BCSD |
| 08/21/2020 | 23:09:22 | 2020202710 | | 113C1 PEACE DIST | 18 | BRYANT WALKWAY | | bww | CPD |
| 08/22/2020 | 15:46:09 | 2020203268 | 2020007660 | 116D1 DRUG USE/POSSESSION | 210 | ALLEN WALKWAY | | bww | CPD |
| 08/23/2020 | 11:55:32 | 2020203986 | | 113D2 VRBL DIST | 210 | ALLEN WALKWAY | | bww | CPD |
| 08/24/2020 | 13:02:19 | 2020204916 | | 911 CHK | 214 | ALLEN WALKWAY | | bww | CPD |
| 08/27/2020 | 14:52:33 | 2020207846 | | SERVE PAPERS | 15 | BRYANT WALKWAY | | bww | BCSD |
| 08/27/2020 | 14:54:38 | 2020207848 | | SERVE PAPERS | 20 | BRYANT WALKWAY | | bww | BCSD |
| 08/31/2020 | 3:01:22 | 2020210980 | | 911 CHK | 316 | PENDLETON WALKWAY | | bww | CPD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/17/2020 | 0:38:35 | 2020197651 | | WIP | 201 | SWITZLER ST | | com | CPD |
| 08/24/2020 | 15:32:57 | 2020205064 | | SERVE PAPERS | 201 | SWITZLER ST | | com | BCSD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/01/2020 | 9:02:12 | 2020183793 | 2020006805 | 130B1 PAST THEFT | 615 | PARK AVE | | dt | CPD |
| 08/05/2020 | 13:00:58 | 2020187312 | | FOLLOW UP | 615 | PARK AVE | | dt | CPD |
| 08/07/2020 | 16:32:49 | 2020189510 | | ASST CITIZEN (POLICE) | 600 | PARK AVE | | dt | CPD |
| 08/09/2020 | 9:58:31 | 2020190859 | | 911 CHK | 316 | PARK AVE | | dt | CPD |
| 08/11/2020 | 17:36:18 | 2020193122 | 2020007202 | 106D5 ASSLT | 311 | MOORE WALKWAY | | dt | CPD |
| 08/13/2020 | 13:27:37 | 2020194730 | | FOLLOW UP | 309 | FISHER WALKWAY | | dt | CPD |
| 08/24/2020 | 11:40:06 | 2020204824 | 2020007863 | FOLLOW UP | 301 | MOORE WALKWAY | | dt | CPD |
| 08/24/2020 | 17:07:24 | 2020205141 | 202001009 | FOLLOW UP | 400 | PARK AVE | | dt | MUPD |
| 08/24/2020 | 17:42:07 | 2020205169 | | 911 CHK | 209 | N FIFTH ST | | dt | CPD |
| 08/28/2020 | 19:35:40 | 2020209065 | | 911 CHK | 318 | PARK AVE | | dt | CPD |
| 08/29/2020 | 11:35:26 | 2020209587 | | FOLLOW UP | 308 | PARK AVE | | dt | MUPD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/03/2020 | 16:30:51 | 2020185712 | | 911 CHK | 700 | N GARTH AVE | | ot | CPD |
| 08/03/2020 | 22:25:21 | 2020185957 | 2020006886 | 127D2 SUICIDAL SUBJ | 700 | N GARTH AVE | 310 | ot | CPD |
| 08/09/2020 | 21:09:57 | 2020191271 | 2020007137 | 127D2W SUICIDAL SUBJ WPN | 700 | N GARTH AVE | 310 | ot | CPD |
| 08/12/2020 | 21:06:54 | 2020194157 | | 122O2 MISC INFO | 700 | N GARTH AVE | 505 | ot | CPD |
| 08/15/2020 | 9:55:59 | 2020196334 | | VEH REPO | 700 | N GARTH AVE | | ot | CPD |
| 08/20/2020 | 18:55:27 | 2020201509 | | FOLLOW UP | 700 | N GARTH AVE | | ot | CPD |
| 08/22/2020 | 23:22:18 | 2020203650 | | 911 CHK | 700 | N GARTH AVE | | ot | CPD |
| 08/22/2020 | 23:30:41 | 2020203661 | | | 700 | N GARTH AVE | | ot | |
| 08/24/2020 | 11:23:39 | 2020204807 | | 911 CHK | 700 | N GARTH AVE | 801 | ot | CPD |

Law Enforcement Calls on CHA Properties
August 2020

| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
|------------|-----------|------------|-------------|--------------------------|----------|--------------------|------|------|--------|
| 08/24/2020 | 19:02:26 | 2020205228 | 2020007755 | 106D5W ASSLT WPN | 700 | N GARTH AVE | | ot | CPD |
| 08/27/2020 | 9:47:00 | 2020207608 | 2020007886 | 133D1 TRESPASS | 700 | N GARTH AVE | | ot | CPD |
| 08/28/2020 | 8:52:43 | 2020208505 | | ASST AMBULANCE | 700 | N GARTH AVE | 818 | ot | CPD |
| 08/31/2020 | 15:11:33 | 2020211438 | | CHK STATUS | 700 | N GARTH AVE | 805 | ot | CPD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/04/2020 | 16:50:15 | 2020186554 | | 122O2 MISC INFO | 2112 | E BUSINESS LOOP 70 | 301 | pp | CPD |
| 08/23/2020 | 20:56:15 | 2020204362 | 2020007703 | 106C5 ASSLT JST OCC | 2112 | E BUSINESS LOOP 70 | | pp | CPD |
| 08/28/2020 | 21:28:49 | 2020209178 | | 113D2 VRBL DIST | 2112 | E BUSINESS LOOP 70 | 210 | pp | CPD |
| 08/30/2020 | 20:15:43 | 2020210791 | | 111D1 DAMAGE/VANDALISM | 2112 | E BUSINESS LOOP 70 | | pp | CHA |
| 08/04/2020 | 8:46:12 | 2020186179 | 2020006897 | 133D1 TRESPASS | 1201 | PAQUIN ST | | pt | CPD |
| 08/04/2020 | 18:58:26 | 2020186654 | | 32B UNK PROB | 1201 | PAQUIN ST | 1304 | pt | BCJC |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/06/2020 | 17:18:40 | 2020188603 | | 118B2 PAST FRAUD | 1201 | PAQUIN ST | 1411 | pt | CPD |
| 08/08/2020 | 19:37:08 | 2020190425 | | CIVIL MATTER | 1201 | PAQUIN ST | 812 | pt | CPD |
| 08/08/2020 | 20:20:30 | 2020190449 | | 129C5 SUSP INCIDENT | 1201 | PAQUIN ST | 409 | pt | CPD |
| 08/09/2020 | 6:03:48 | 2020190768 | | | 1201 | PAQUIN ST | | pt | |
| 08/11/2020 | 1:31:35 | 2020192484 | | 129B1 PAST SUSP PRSN | 1201 | PAQUIN ST | | pt | CPD |
| 08/12/2020 | 16:59:34 | 2020193977 | | INFO | 1201 | PAQUIN ST | | pt | CPD |
| 08/14/2020 | 3:36:43 | 2020195260 | | 113B2 PEACE DIST | 1201 | PAQUIN ST | | pt | CPD |
| 08/14/2020 | 5:45:12 | 2020195301 | | FOLLOW UP | 1201 | PAQUIN ST | | pt | CPD |
| 08/17/2020 | 17:26:42 | 2020198334 | | ASST CITIZEN (POLICE) | 1201 | PAQUIN ST | 1113 | pt | CPD |
| 08/17/2020 | 18:48:55 | 2020198400 | | 130D1 THEFT | 1201 | PAQUIN ST | 303 | pt | CHA |
| 08/18/2020 | 15:44:48 | 2020199232 | | 122B1 MISC INFO | 1201 | PAQUIN ST | 901 | pt | CPD |
| 08/18/2020 | 19:40:02 | 2020199467 | 2020007485 | 127D1 SUICIDE ATMPT | 1201 | PAQUIN ST | 403 | pt | CPD |
| 08/19/2020 | 13:19:04 | 2020200156 | | FOLLOW UP | 1201 | PAQUIN ST | 1411 | pt | CPD |
| 08/19/2020 | 14:46:16 | 2020200249 | | FOLLOW UP | 1201 | PAQUIN ST | 490 | pt | CPD |
| 08/26/2020 | 3:10:38 | 2020206448 | | 113B2 PEACE DIST | 1201 | PAQUIN ST | | pt | CPD |
| 08/26/2020 | 15:35:17 | 2020206925 | | 911 CHK | 1201 | PAQUIN ST | | pt | CPD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/10/2020 | 13:34:45 | 2020191855 | | SERVE PAPERS | 216 | LINCOLN DR | | sp | BCSD |
| 08/16/2020 | 10:16:02 | 2020197090 | | 133B1 PAST TRESPASS | 221 | UNITY DR | A | sp | CPD |
| 08/22/2020 | 14:12:13 | 2020203184 | | 911 CHK | 216 | UNITY DR | B | sp | CPD |
| 08/22/2020 | 18:45:17 | 2020203411 | | 113D2 VRBL DIST | 209 | LINCOLN DR | A | sp | CPD |
| 08/27/2020 | 17:34:05 | 2020207993 | | 107D1 URGENT ASST AGENCY | 209 | UNITY DR | | sp | CPD |
| 08/13/2020 | 13:01:17 | 2020194698 | | FOLLOW UP | 309 | FISHER WALKWAY | | | CPD |

Fire Medical Calls on CHA Properties
August 2020

| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
|------------|-----------|------------|-------------|-----------------------------|----------|--------------------|------|------|--------|
| 08/17/2020 | 18:25:41 | 2020198379 | 2008170035 | EMS RESPONSE | 1006 | ELLETA BLVD | | bc | UHC |
| 08/26/2020 | 16:18:15 | 2020206979 | 2008260022 | 23C VIOLENT OD FENTANYL | 1123 | ELLETA BLVD | B | bc | UHC |
| 08/26/2020 | 16:21:26 | 2020206985 | 2009057 | 23C VIOLENT OD FENTANYL | 1123 | ELLETA BLVD | B | bc | CFD |
| 08/28/2020 | 2:42:08 | 2020208379 | 2008280003 | SUICIDE ATMP | 1027 | ELLETA BLVD | | bc | UHC |
| 08/28/2020 | 2:42:14 | 2020208381 | 2009106 | SUICIDE ATMP | 1027 | ELLETA BLVD | | bc | CFD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/07/2020 | 1:06:48 | 2020188940 | 2008070004 | 17A2 FALL | 316 | PENDLETON WALKWAY | | bww | UHC |
| 08/07/2020 | 1:09:05 | 2020188941 | 2008279 | 17A2 FALL | 316 | PENDLETON WALKWAY | | bww | CFD |
| 08/07/2020 | 22:53:31 | 2020189792 | 2008070057 | 17A2 FALL | 316 | PENDLETON WALKWAY | | bww | UHC |
| 08/07/2020 | 22:55:05 | 2020189795 | 2008332 | 17A2 FALL | 316 | PENDLETON WALKWAY | | bww | CFD |
| 08/08/2020 | 9:07:19 | 2020190036 | 2008080009 | 26A SICK PRSN | 316 | PENDLETON WALKWAY | | bww | UHC |
| 08/13/2020 | 0:41:59 | 2020194295 | 2008130001 | 6C BREATHING PROB | 311 | TRINITY PL | | bww | UHC |
| 08/13/2020 | 0:43:48 | 2020194298 | 2008555 | 6C BREATHING PROB | 311 | TRINITY PL | | bww | CFD |
| 08/13/2020 | 13:08:37 | 2020194711 | 2008130023 | 32B2 MEDICAL ALRM | 207 | ALLEN WALKWAY | | bww | UHC |
| 08/13/2020 | 13:10:30 | 2020194714 | 2008577 | 32B2 MEDICAL ALRM | 207 | ALLEN WALKWAY | | bww | CFD |
| 08/15/2020 | 13:02:33 | 2020196454 | 2008150015 | 23D INTENTIONAL OD | 301 | TRINITY PL | | bww | UHC |
| 08/15/2020 | 13:04:49 | 2020196459 | 2008637 | 23D INTENTIONAL OD | 301 | TRINITY PL | | bww | CFD |
| 08/21/2020 | 3:12:04 | 2020201842 | 2008210002 | 6C BREATHING PROB | 107 | PARK AVE | | bww | UHC |
| 08/21/2020 | 3:15:19 | 2020201843 | 2008831 | 6C BREATHING PROB | 107 | PARK AVE | | bww | CFD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/21/2020 | 16:58:30 | 2020202406 | 2008210026 | 31C FAINTING | 209 | MCBAINE AVE | | com | UHC |
| 08/21/2020 | 16:59:55 | 2020202408 | 2008851 | 31C FAINTING | 209 | MCBAINE AVE | | com | CFD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/23/2020 | 11:00:59 | 2020203952 | 2008926 | 52C FIRE ALRM | 311 | N PROVIDENCE RD | | dt | CFD |
| 08/27/2020 | 23:19:57 | 2020208279 | 2009102 | 52C CO ALRM | 202 | PROVIDENCE WALKWAY | | dt | CFD |
| 08/29/2020 | 19:45:32 | 2020209927 | 2008290026 | 26A SICK PRSN | 617 | PARK AVE | | dt | UHC |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/02/2020 | 1:00:11 | 2020184412 | 2008020002 | 17D FALL | 700 | N GARTH AVE | 517 | ot | UHC |
| 08/02/2020 | 1:03:02 | 2020184416 | 2008082 | 17D FALL | 700 | N GARTH AVE | 517 | ot | CFD |
| 08/07/2020 | 18:36:30 | 2020189609 | 2008070044 | 17B FALL | 700 | N GARTH AVE | | ot | UHC |
| 08/07/2020 | 18:39:47 | 2020189613 | 2008317 | 17B FALL | 700 | N GARTH AVE | | ot | CFD |
| 08/09/2020 | 13:46:29 | 2020190986 | 2008090021 | 31A FAINTING | 700 | N GARTH AVE | 318 | ot | UHC |
| 08/09/2020 | 13:48:02 | 2020190988 | 2008392 | 31A FAINTING | 700 | N GARTH AVE | 318 | ot | CFD |
| 08/11/2020 | 9:22:26 | 2020192669 | 2008110020 | 17B FALL | 700 | N GARTH AVE | 301 | ot | UHC |
| 08/11/2020 | 9:24:31 | 2020192671 | 2008479 | 17B FALL | 700 | N GARTH AVE | 301 | ot | CFD |
| 08/16/2020 | 19:49:40 | 2020197465 | 2008160019 | 12A SEIZURE | 700 | N GARTH AVE | 602 | ot | UHC |
| 08/16/2020 | 19:51:41 | 2020197468 | 2008674 | 31D UNCONSCIOUS | 700 | N GARTH AVE | 602 | ot | CFD |
| 08/19/2020 | 21:41:35 | 2020200634 | 2008190038 | 1C ABDOMINAL PAIN | 700 | N GARTH AVE | 615 | ot | BHC |
| 08/19/2020 | 21:44:50 | 2020200638 | 2008782 | 1C ABDOMINAL PAIN | 700 | N GARTH AVE | 615 | ot | CFD |
| 08/24/2020 | 2:53:17 | 2020204527 | 2008240003 | 12A SEIZURE | 700 | N GARTH AVE | | ot | UHC |
| 08/24/2020 | 2:54:42 | 2020204528 | 2008953 | 12A SEIZURE | 700 | N GARTH AVE | | ot | CFD |
| 08/24/2020 | 8:19:05 | 2020204611 | 2008240009 | 28C STROKE | 700 | N GARTH AVE | 517 | ot | UHC |
| 08/24/2020 | 8:23:53 | 2020204615 | 2008957 | 28C STROKE | 700 | N GARTH AVE | 517 | ot | CFD |
| 08/24/2020 | 19:08:51 | 2020205233 | 2008240047 | EMS RESPONSE UNSTABLE SCENE | 700 | N GARTH AVE | | ot | UHC |
| 08/28/2020 | 3:05:06 | 2020208388 | 2008280004 | 26D SICK PRSN | 700 | N GARTH AVE | 421 | ot | UHC |
| 08/28/2020 | 3:07:01 | 2020208390 | 2009108 | 26D SICK PRSN | 700 | N GARTH AVE | 421 | ot | CFD |
| 08/28/2020 | 8:50:54 | 2020208502 | 2008280011 | 32B UNK PROB | 700 | N GARTH AVE | 818 | ot | UHC |
| 08/31/2020 | 14:41:07 | 2020211406 | 2008310016 | 26C SICK PRSN | 700 | N GARTH AVE | 805 | ot | UHC |
| 08/31/2020 | 14:44:51 | 2020211412 | 2009269 | 26C SICK PRSN | 700 | N GARTH AVE | 805 | ot | CFD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/04/2020 | 4:25:50 | 2020186094 | 2008040004 | 26O SICK PRSN | 1201 | PAQUIN ST | 1302 | pt | UHC |
| 08/04/2020 | 11:04:12 | 2020186260 | 2008040010 | 26A SICK PRSN | 1201 | PAQUIN ST | 713 | pt | BHC |
| 08/04/2020 | 15:27:35 | 2020186474 | 2008040016 | 6D BREATHING PROB | 1201 | PAQUIN ST | 1314 | pt | UHC |
| 08/04/2020 | 15:29:52 | 2020186476 | 2008170 | 6D BREATHING PROB | 1201 | PAQUIN ST | 1314 | pt | CFD |
| 08/04/2020 | 18:57:04 | 2020186653 | 2008040025 | 32B UNK PROB | 1201 | PAQUIN ST | 1304 | pt | UHC |
| 08/04/2020 | 18:58:54 | 2020186655 | 2008183 | 32B UNK PROB | 1201 | PAQUIN ST | 1304 | pt | CFD |
| 08/06/2020 | 20:17:07 | 2020188747 | 2008271 | 69E COM STR FIRE | 1201 | PAQUIN ST | 1304 | pt | CFD |
| 08/06/2020 | 20:18:58 | 2020188750 | 2008060041 | 69E COM STR FIRE | 1201 | PAQUIN ST | 1304 | pt | UHC |

Fire Medical Calls on CHA Properties
August 2020

| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
|------------|-----------|------------|-------------|---------------------|----------|-----------|------|------|--------|
| 08/08/2020 | 7:53:00 | 2020189997 | 2008080013 | 6C BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | UHC |
| 08/08/2020 | 7:54:25 | 2020189999 | 2008343 | 6C BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | CFD |
| 08/08/2020 | 20:10:07 | 2020190443 | 2008080026 | 30A TRAUMATIC INJ | 1201 | PAQUIN ST | | pt | BHC |
| 08/11/2020 | 2:29:31 | 2020192503 | 2008110001 | 6C BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | BHC |
| 08/11/2020 | 2:31:09 | 2020192504 | 2008470 | 6C BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | CFD |
| 08/16/2020 | 13:16:37 | 2020197200 | 2008160013 | 17A4 FALL | 1201 | PAQUIN ST | 1509 | pt | UHC |
| 08/16/2020 | 13:19:05 | 2020197202 | 2008668 | 17A4 FALL | 1201 | PAQUIN ST | 1509 | pt | CFD |
| 08/17/2020 | 17:59:52 | 2020198355 | 2008170023 | 32B2 MEDICAL ALRM | 1201 | PAQUIN ST | 308 | pt | BHC |
| 08/17/2020 | 18:01:44 | 2020198357 | 2008701 | 32B2 MEDICAL ALRM | 1201 | PAQUIN ST | 308 | pt | CFD |
| 08/17/2020 | 20:07:03 | 2020198446 | 2008170026 | 6D BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | UHC |
| 08/17/2020 | 20:08:19 | 2020198448 | 2008707 | 6D BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | CFD |
| 08/18/2020 | 19:42:20 | 2020199471 | 2008180032 | 127D1 SUICIDE ATMP | 1201 | PAQUIN ST | 403 | pt | BHC |
| 08/20/2020 | 18:50:17 | 2020201502 | 2008200030 | 17A4 FALL | 1201 | PAQUIN ST | 314 | pt | BHC |
| 08/20/2020 | 18:51:55 | 2020201504 | 2008820 | 17A4 FALL | 1201 | PAQUIN ST | 314 | pt | CFD |
| 08/21/2020 | 21:39:44 | 2020202629 | 2008858 | 53O7 ASSIST CITIZEN | 1201 | PAQUIN ST | 1305 | pt | CFD |
| 08/27/2020 | 12:05:05 | 2020207713 | 2008270012 | 6D BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | BHC |
| 08/27/2020 | 12:06:35 | 2020207714 | 2009078 | 6D BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | CFD |
| 08/27/2020 | 12:37:24 | 2020207740 | 2008270016 | 6C BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | UHC |
| 08/27/2020 | 12:39:12 | 2020207741 | 2009080 | 6C BREATHING PROB | 1201 | PAQUIN ST | 1305 | pt | CFD |
| 08/27/2020 | 21:55:09 | 2020208196 | 2008270036 | 12D SEIZURE | 1201 | PAQUIN ST | 403 | pt | BHC |
| 08/27/2020 | 21:56:50 | 2020208199 | 2009097 | 12D SEIZURE | 1201 | PAQUIN ST | 403 | pt | CFD |
| 08/28/2020 | 13:45:47 | 2020208776 | 2008280025 | 1C ABDOMINAL PAIN | 1201 | PAQUIN ST | | pt | BHC |
| 08/28/2020 | 13:47:35 | 2020208779 | 2009136 | 1C ABDOMINAL PAIN | 1201 | PAQUIN ST | | pt | CFD |
| 08/29/2020 | 17:33:48 | 2020209848 | 2008290027 | 17A2 FALL | 1201 | PAQUIN ST | 1304 | pt | BHC |
| 08/29/2020 | 17:35:27 | 2020209850 | 2009195 | 17A2 FALL | 1201 | PAQUIN ST | 1304 | pt | CFD |
| | | | | | | | | | |
| Call Date | Call Time | Event ID | Case Number | Nature | Numerics | Street | APT | Site | Agency |
| 08/12/2020 | 5:25:52 | 2020193461 | 2008120006 | 17A3 FALL | 200 | HICKS DR | | sp | UHC |
| 08/24/2020 | 7:02:40 | 2020204567 | 2008240007 | 26A SICK PRSN | 204 | HICKS DR | | sp | UHC |

CHA Safety Department Calls
August 2020

| ALEIR Number | Call Date | Call Time | Nature | Numerics | Street | APT | SITE | Safety Officer |
|--------------|-----------|-----------|--|----------|-----------------------|------|------|------------------|
| 20200388 | 8/2/2020 | 21:10 | Check Subject/Field Interview | 2112 | Business Loop 70 E | 107 | PP | Kevin Keith |
| 20200389 | 8/3/2020 | 13:30 | Trespass Person Warning Issued | 210 | Unity Drive | A | SP | Kevin Keith |
| 20200390 | 8/3/2020 | 19:15 | Lease Violation | 1201 | Paquin Street | 1104 | PT | Don Hawkins |
| 20200391 | 8/4/2020 | 8:30 | Trespass Person/Arrest | 1201 | Paquin Street | 1107 | PT | Mark Brotemarkle |
| 20200393 | 8/4/2020 | 8:59 | Property Damage | 301 | Providence Road North | | COM | Mark Brotemarkle |
| 20200392 | 8/5/2020 | 21:23 | Disturbance Persons | 1201 | Paquin Street | 1504 | PT | Tara Thomason |
| 20200394 | 8/6/2020 | 10:00 | Information Report | 2112 | Business Loop 70 E | 211 | PP | Tara Thomason |
| 20200396 | 8/6/2020 | 20:10 | Disturbance Peace Music/Television | 1201 | Paquin Street | 1413 | PT | Tara Thomason |
| 20200395 | 8/6/2020 | 20:17 | Assist Resident/Medical | 1201 | Paquin Street | 1304 | PT | Tara Thomason |
| 20200397 | 8/7/2020 | 9:49 | Disturbance Persons | 27 | Bryant Walkway | | BWW | Mark Brotemarkle |
| 20200398 | 8/7/2020 | 15:06 | Property Damage | 1201 | Paquin Street | 810 | PT | Don Hawkins |
| 20200399 | 8/7/2020 | 16:06 | Child Abuse/Neglect 800-392-3738 | 1114 | Elleta Blvd | | BC | Don Hawkins |
| 20200400 | 8/7/2020 | 21:05 | Information Report | 1201 | Paquin Street | 303 | PT | Tara Thomason |
| 20200401 | 8/8/2020 | 14:20 | Ticket Vehicle/CHA | 1201 | Paquin Street | | PT | Kevin Keith |
| 20200402 | 8/8/2020 | 19:37 | Civil Matter | 1201 | Paquin Street | 812 | PT | Kevin Keith |
| 20200403 | 8/8/2020 | 20:10 | Assist Resident/Medical | 1201 | Paquin Street | 1402 | PT | Kevin Keith |
| 20200404 | 8/8/2020 | 20:20 | Suspicious Activity | 1201 | Paquin Street | 409 | PT | Kevin Keith |
| 20200405 | 8/9/2020 | 16:45 | Lock Out | 615 | Park Avenue | | DT | Kevin Keith |
| 20200406 | 8/10/2020 | 8:25 | Trespass Person Warning Issued | 1201 | Paquin Street | 1203 | PT | Mark Brotemarkle |
| 20200407 | 8/10/2020 | 16:20 | Trespass Person Investigation | 700 | Paquin Street | 817 | OT | Don Hawkins |
| 20200408 | 8/11/2020 | 3:49 | Trespass Person Investigation | 1201 | Paquin Street | 1410 | PT | Mark Brotemarkle |
| 20200409 | 8/11/2020 | 15:59 | Trespass Person Warning Issued | 614 | Park Avenue | | DT | Don Hawkins |
| 20200410 | 8/11/2020 | 16:10 | Assault Adult Abuse | 309 | Moore Walkway | | DT | Don Hawkins |
| 20200411 | 8/16/2020 | 14:20 | Ticket Vehicle/CHA | 700 | Garth Avenue North | 411 | OT | Kevin Keith |
| 20200412 | 8/17/2020 | 18:18 | Lease Violation | 1006 | Elleta Blvd | | BC | Kevin Keith |
| 20200413 | 8/17/2020 | 18:48 | Lease Violation | 1201 | Paquin Street | 303 | PT | Don Hawkins |
| 20200414 | 8/17/2020 | 20:10 | Lock Out | 1201 | Paquin Street | 1312 | PT | Don Hawkins |
| 20200419 | 8/17/2020 | 20:11 | Information Report | 207 | Lincoln Drive | A | SP | Kevin Keith |
| 20200415 | 8/18/2020 | 19:00 | Threat To Self | 1201 | Paquin Street | 403 | PT | Don Hawkins |
| 20200416 | 8/18/2020 | 22:35 | Lock Out | 1201 | Paquin Street | 1304 | PT | Tara Thomason |
| 20200417 | 8/19/2020 | 17:30 | Disturbance Persons | 700 | Garth Avenue North | | OT | Don Hawkins |
| 20200418 | 8/19/2020 | 19:42 | Information Report | 1201 | Paquin Street | 1002 | PT | Tara Thomason |
| 20200420 | 8/20/2020 | 14:30 | Alarm | 301 | Providence Road North | | COM | Kevin Keith |
| 20200421 | 8/20/2020 | 19:38 | Assist Resident/Medical | 1201 | Paquin Street | 1304 | PT | Kevin Keith |
| 20200422 | 8/23/2020 | 11:44 | Property Damage | 310 | Allen Walkway | | BWW | Don Hawkins |
| 20200424 | 8/24/2020 | 16:10 | Lock Out | 615 | Park Avenue | | DT | Don Hawkins |
| 20200423 | 8/24/2020 | 16:14 | Controlled Substance Investigation | 310 | Fisher Walkway | | DT | Don Hawkins |
| 20200425 | 8/24/2020 | 19:02 | Arrest Resident Felony Law Enforcement | 700 | Garth Avenue North | 307 | OT | Don Hawkins |
| 20200426 | 8/25/2020 | 17:35 | Lock Out | 700 | Garth Avenue North | 616 | OT | Don Hawkins |
| 20200430 | 8/26/2020 | 10:26 | Ticket Vehicle/CHA | 700 | Garth Avenue North | 311 | OT | Mark Brotemarkle |
| 20200429 | 8/26/2020 | 10:28 | Ticket Vehicle/CHA | 700 | Garth Avenue North | | OT | Mark Brotemarkle |
| 20200427 | 8/26/2020 | 10:45 | Ticket Vehicle/CHA | 700 | Garth Avenue North | 402 | OT | Mark Brotemarkle |
| 20200428 | 8/26/2020 | 10:45 | Ticket Vehicle/CHA | 700 | Garth Avenue North | 402 | OT | Mark Brotemarkle |
| 20200166.1 | 8/26/2020 | 11:00 | Ticket Vehicle / Tow | 700 | Garth Avenue North | 311 | OT | Mark Brotemarkle |
| 20200431 | 8/26/2020 | 11:55 | Harassment | 1201 | Paquin Street | 1302 | PT | Mark Brotemarkle |
| 20200432 | 8/26/2020 | 16:18 | Controlled Substance Investigation | 1123 | Elleta Blvd | B | BC | Don Hawkins |
| 20200434 | 8/26/2020 | 17:20 | Information Report | 700 | Garth Avenue North | | OT | Mark Brotemarkle |
| 20200433 | 8/27/2020 | 9:29 | Trespass Person/Arrest | 700 | Garth Avenue North | | OT | Mark Brotemarkle |
| 20200435 | 8/27/2020 | 13:00 | Harassment | 1201 | Paquin Street | | PT | Don Hawkins |
| 20200436 | 8/27/2020 | 19:30 | Lock Out | 1201 | Paquin Street | 1403 | PT | Don Hawkins |
| 20200437 | 8/27/2020 | 23:33 | Alarm | 202 | Providence Walkway | | DT | Tara Thomason |
| 20200438 | 8/28/2020 | 21:21 | Disturbance Persons | 2112 | Business Loop 70 E | 210 | PP | Tara Thomason |
| 20200439 | 8/30/2020 | 15:20 | Information Report | 700 | Garth Avenue North | 419 | OT | Kevin Keith |
| 20200440 | 8/30/2020 | 16:55 | Lock Out | 1201 | Paquin Street | 1403 | PT | Kevin Keith |
| 20200438.1 | 8/30/2020 | 20:15 | Property Damage | 2112 | Business Loop 70 E | 210 | PP | Kevin Keith |



Housing Authority of the City of Columbia, Missouri

Monthly Financial Reports Staff Memo

To: Board of Commissioners
From: Mary Harvey, Director of Finance
Date: September 15, 2020
RE: July 2020 Financial Reports

CARES Act

Downtown's Public Housing (AMP 1), has up to \$55,851 in supplemental operating funds for Corona virus aid. Sanitation supplies and masks for the Blind Boone Community Center are paid from AMP 1's funds. The year to date expenditures for COVID supplies and upgrade to the Blind Boone Community Center for AMP 1 are \$4,167. The year to date paid emergency leave is \$5,430.

HUD has increased HCV CARES Act funding to \$430,861. These funds can be used for the Section 8 programs operating from the Administration Building and our six Project Based Voucher projects.

A year to date adjustment for paid emergency leave will be made, once HUD provides the details on how the Cares Act revenue and expenses are to be reported.

The year to date paid emergency leave for each program that will be reimbursed from the HCV funding are:

| | |
|----------------------|---------------|
| HCV | \$ 14,357 |
| Stuart Parker/Paquin | 11,365 |
| Oak Towers | 10,563 |
| Bear Creek | 3,590 |
| Bryant Walkway | 1,839 |
| Bryant Walkway II | 868 |
| Patriot Place | 932 |
| Total | 43,514 |

The year to date COVID supplies for HCV and the PBV projects are \$24,631.

Per PHI Notice 2020-18, new eligible activities include:

- Physical improvements to office space including expansion, remodel, or space rental.
- Costs to facilitate and coordinate with local schools and local governments receiving funds from the U.S. Department of Education for the education of students in the HCV and PBV programs. Costs for the technological needs of program participants with school aged children being homeschooled as a result of the pandemic that are not and will not be provided through other Federal, State or local governments.

Section 8-Housing Choice Voucher Program

Admin Fee revenue earned is 3% (\$14,876) under budget and \$4,194 less than last year to date.

Administrative Expenses are 7% (\$40,380) under budget and \$21,402 lower than last year to date. Several positions were vacant during the first quarter that are not filled. Salaries and Benefits are \$7,685 under budget.

Salaries and benefits are \$7,685 under budget because the department has had two vacant positions that were filled in April.

Other General Expenses are for the feasibility study completed earlier this year for the expansion of the HCV offices.

Total Operating Expenses are 1% (\$7,919) over budget. Administration has a year to date net loss of \$424.

HUD PHA Operating Grants – HAP (Housing Assistance Payments) are 2% (\$111,295) under budget and \$135,503 less than last year to date.

Total Housing Assistance Payments are 3% (\$141,828) under budget and \$102,251 higher than last year to date. In addition to participants experiencing a loss in income due to the pandemic, the program also had an increase in the payment standards and utility allowances that are increasing the average payment per voucher. As of July, the average HCV payment has increased 7% from \$527.25 in January to \$564.96. The average PBV payment has increased 9% from \$311.67 in January to \$338.96.

AMP 1-Downtown

Total Tenant Revenue is 17% (\$36,571) under budget and \$57,480 less than last year to date. The average tenant rent has decreased 23% from \$ 280.86 in January to \$214.98 for July.

HUD's PHA Operating grant disbursements are 27% (\$76,505) under budget and \$70,971 less than last year to date.

Total Revenue is 17% (\$89,591) under budget and \$103,614 less than last year to date.

Administrative expenses are 15% (\$15,1666) under budget and \$108 less than last year to date.

Total Utilities are 13% (\$6,871) under budget and \$5,148 higher than last year to date.

Total Maintenance expenses are 2% (\$5,308) under budget and \$6,522 less than last year to date.

Other General Expenses are \$17,009 over budget. This is due to \$33,732 (50%) of the excess EPC savings that were paid to the COCC. The remaining 50% was used to pay down the principal of the EPC loan.

Total Operating Expenses are 3% (\$15,685) under budget and \$17,972 higher than last year to date.

AMP 1 has a year to date net loss of \$37,965 before depreciation and debt principal payments.

Stuart Parker Housing Development Group, LP

Total Tenant Revenue is 1% (\$5,528) under budget.

Total Revenue is 2% (\$22,131) under budget and \$5,099 less than last year to date.

Administrative expenses are 10% (\$21,995) under budget and \$40,050 higher than last year to date.

Total Utilities are 1% (\$1,675) over budget and \$5,489 higher than last year to date.

Total Maintenance expenses are 3% (\$6,221) under budget and \$5,028 higher than last year to date.

Total Operating Expenses are 4% (\$40,606) under budget and \$238,971 higher than last year to date due to the addition of the seller financing interest payable.

Stuart Parker has a net gain of \$259,015 before loan amortization, depreciation and replacement reserve deposits. Any gains will be used to reimburse the General Partner for security services, seller financing interest and principal to CHA Business Activities.

Bear Creek Housing Development Group, LP

Total Tenant Revenue is 2% (\$5,263) under budget and \$3,356 higher than last year to date.

Total Revenue is 4% (\$13,877) under budget and \$7,310 less than last year to date.

Administrative expenses are 3% (\$2,319) under budget and \$10,865 higher than last year to date.

Total Utilities are 20% (\$5,747) under budget and \$4,480 less than last year to date.

Total Maintenance expenses are 6% (\$5,306) under budget and \$7,240 less than last year to date.

Total Operating Expenses are 3% (\$9,627) under budget and \$50,588 higher than last year to date due to the addition of the seller financing interest payable.

Bear Creek has a net gain of \$25,013 before loan amortization, depreciation, debt payments and replacement reserve deposits. Any gains will be used to reimburse the General Partner for security services and the deferred developer fees payable the CHA Affordable Housing Development.

Oak Towers Housing Development Group, LP

Total Tenant Revenue is \$1,898 under budget and \$14,510 higher than last year to date.

Total Revenue is 1% (\$5,301) under budget and \$10,359 higher than last year to date.

Administrative expenses are 22% (\$30,815) under budget and \$9,717 less than last year to date. Salaries and benefits are \$28,666 under budget due to the vacant Assistant Manager position that was filled in July.

Oak Towers Housing Development Group, LP (continued)

Total Utilities are 4% (\$3,705) under budget and \$1,439 less than last year to date.

Total Maintenance expenses are 2% (\$2,037) under budget and \$500 less than last year to date.

Total Operating Expenses are 2% (\$7,776) over budget and \$83,274 higher than last year to date due to the addition of the seller financing interest payable.

Oak Towers has a net gain of \$210,245 before loan cost amortization, depreciation, debt principal payments and replacement reserve deposits. Any gains will be used to reimburse the General Partner for security services and seller financing interest and principal to CHA Business Activities

Mid-Missouri Veterans Housing Development Group, LP (Patriot Place)

Total Revenue is 3% (\$3,117) higher than budget and \$8,609 higher than last year to date.

Total Administrative expenses are 11% (\$3,493) under budget and \$3,609 higher than last year to date.

Total Utilities are 6% (\$747) under budget and \$40 less than last year to date.

Total Maintenance expenses are 44% (\$10,428) over budget and \$9,226 higher than last year to date. Unexpected maintenance costs include \$4,375 in parking lot repairs and \$1,700 for replacement flags.

Total Operating Expenses are 9% (\$8,125) over budget and \$15,064 higher than last year to date.

Mid-Missouri Veterans has a net gain of \$18,902 before loan cost amortization, depreciation, debt principal payments and replacement reserve deposits. Any gains will be used to pay down the loan principal due to the Columbia Community Housing Trust.

Bryant Walkway Housing Development Group, LP

Total Revenue is 1% (\$2,518) under budget and \$13,231 higher than last year to date.

Total Administrative expenses are 2% (\$1,440) under budget and \$10,494 higher than last year to date.

Total Utilities are 44% (\$5,364) over budget and \$6,916 less than last year to date. Gas and Electricity are over budget due to the higher number of vacant units than budgeted.

Total Maintenance expenses are 7% (\$3,498) under budget and \$4,868 higher than last year to date.

Interest Expense is \$31,168 over budget due to an extension on the pay-off of the construction bonds.

Total Operating Expenses are 18% (\$30,441) over budget and \$67,261 higher than last year to date.

Bryant Walkway Housing Development Group, LP (continued)

Bryant Walkway has a net gain of \$2,742 before loan cost amortization, depreciation, debt principal payments and replacement reserve deposits which will be used to pay down developer fees payable.

Bryant Walkway II Housing Development Group, LP

Total Revenue is 3% (\$3,204) under budget and \$4,521 less than last year to date.

Total Administrative expenses are 1% (\$487) under budget and \$3,592 higher than last year to date. Legal expenses are \$1,216 higher than budgeted.

Total Utilities are 29% (\$2,395) over budget and \$1,097 less than last year to date. Gas and electric utilities are due to vacant units.

Total Maintenance expenses are 10% (\$2,410) under budget and \$962 higher than last year to date.

Interest Expense is \$18,817 over budget due to an extension on the pay-off of the construction bonds.

Total Operating Expenses are 14% (\$18,058) over budget and \$56,236 higher than last year to date.

Bryant Walkway II has a net loss of \$18,936 before loan cost amortization, depreciation, debt principal payments and replacement reserve deposits.

CHA Administration

CHA Affordable Housing Development's (AHD) revenue is earned from developer fees and 2020 was budgeted for a loss because there were no development awards received for this year. Expenditures are being paid from AHD's operating reserves.

CHA Business Activities (CHA BA) is for the management of non-federal properties. And CHA Central Office Cost Center (COCC) is for the management of the HUD federal programs.

Fee Revenue is 10% (\$44,494) under budget. The COCC's management fees are \$4,243 under budget due to AMP 1 and the voucher programs being under leased and \$14,225 under budget because AMP 1's Capital Fund program have not been drawn down yet. CHA Business Activities management fees are under budget due to the tax credit investors denying the higher management fees requested for 2020.

Total Revenue is 2% (\$16,487) under budget.

Total Operating Expenses are 8% (\$85,064) under budget.

CHA's total administration has a year to date net gain of \$52,807 before depreciation.



Columbia Housing Authority
201 Switzler Street
Columbia, MO 65203

HOUSING AUTHORITY

of the City of Columbia, Missouri

Office: (573) 443-2556

TTY: (573) 875-5161

Fax Line: (573) 443-0051

MONTHLY FINANCIAL STATEMENTS

(unaudited)

July 31, 2020

Fiscal Year End

December 2020

Month 7 of 12

as submitted by:

Mary Harvey, Director of Finance & Human Resources
Housing Authority of the City of Columbia, MO

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Revenue & Expense Budget Comparisons

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Housing Choice Voucher Program
Unaudited Revenue Expense Budget Comparison

| | 7 Months Ending 07/31/2020 | | | Year to Date | Budget | Variance | Percent of Variance |
|--|----------------------------|-------------------|--------------------|---------------------|---------------------|---------------------|------------------------|
| | Current Month | Budget | Variance | | | | |
| HUD PHA Operating Grants - HAP | 631,111 | 739,167 | (108,056) | 5,062,872 | 5,174,167 | (111,295) | -2% |
| HUD Admin Fees Earned | 80,328 | 81,571 | (1,243) | 554,878 | 570,996 | (16,119) | -3% |
| Cares Act - COVID-19 Revenue | 3,027 | 0 | 3,027 | 24,631 | 0 | 24,631 | |
| Total Fee Revenue | 714,466 | 820,738 | (106,271) | 5,642,381 | 5,745,163 | (102,782) | -2% |
| Investment Income - Unrestricted | 255 | - | 255 | 3,350 | - | 3,350 | #DIV/0! |
| Fraud Recovery - HAP | 138 | - | 138 | 761 | - | 761 | 0% |
| Fraud Recovery - Admin | 138 | - | 138 | 761 | - | 761 | 0% |
| FSS Forfeitures | 12,210 | - | 12,210 | 16,463 | - | 16,463 | |
| Total Revenue | 727,207 | 820,738 | (93,531) | 5,667,667 | 5,745,163 | (77,496) | -1% |
| Administrative Salaries | 24,957 | 24,739 | 218 | 171,046 | 173,175 | (2,129) | -1% |
| Auditing Fees | 3,215 | 2,500 | 715 | 18,899 | 17,500 | 1,399 | 8% |
| Management Fee | 19,068 | 19,685 | (617) | 133,800 | 137,795 | (3,995) | -3% |
| Book-keeping Fee | 11,918 | 12,303 | (386) | 83,625 | 86,122 | (2,497) | -3% |
| Advertising and Marketing | - | 25 | (25) | 1,114 | 175 | 939 | 537% |
| Employee Benefit contributions - Administrative | 7,992 | 8,625 | (633) | 54,816 | 60,372 | (5,556) | -9% |
| Office Expenses | 1,057 | 1,695 | (638) | 8,585 | 11,862 | (3,277) | -28% |
| Training & Travel | 16 | 917 | (901) | 1,340 | 6,417 | (5,077) | -79% |
| Other Administrative Expenses | 4,380 | 10,583 | (6,203) | 53,896 | 74,083 | (20,187) | -27% |
| Total Operating - Administrative | 72,602 | 81,072 | (8,469) | 527,122 | 567,502 | (40,380) | -7% |
| Cares Act - COVID-19 Expenses | 3,027 | - | 3,027 | 24,631 | - | 24,631 | |
| FSS Participation Services | 102 | - | 102 | 287 | - | 287 | |
| Total Tenant Services | 3,129 | - | 3,129 | 24,919 | - | 24,919 | |
| Total Utilities | 559 | 327 | 232 | 2,615 | 2,290 | 326 | 14% |
| Bldg. Maintenance | 280 | 550 | (270) | 3,517 | 3,850 | (333) | -9% |
| Insurance Premiums | 915 | 919 | (4) | 6,338 | 6,434 | (96) | -1% |
| Other General Expenses | - | - | - | 23,484 | - | 23,484 | |
| Total Operating Expenses | 77,485 | 82,868 | (5,383) | 587,995 | 580,075 | 7,919 | 1% |
| Excess of Operating Revenue over Operating Expenses | 649,722 | \$ 737,870 | \$ (88,148) | \$ 5,079,672 | \$ 5,165,088 | \$ (85,416) | -2% |
| Total Housing Assistance Payments | 768,247 | 763,880 | 4,367 | 5,205,332 | 5,347,160 | (141,828) | -3% |
| Total Expenses | 845,732 | 846,748 | (1,016) | \$ 5,793,326 | \$ 5,927,235 | \$ (133,908) | -2% |
| Net Gain (Loss) | (118,525) | (26,010) | (92,515) | \$ (125,659) | \$ (182,071) | \$ 56,412 | |

AMP 1 - Downtown
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|---------------|---------------|-----------------|----------------|----------------|-----------------|---------------------|
| Tenant Rental Revenue | \$ 25,401 | \$ 34,699 | \$ (9,298) | \$ 204,212 | \$ 242,892 | \$ (38,680) | -16% |
| Vacancy Loss | (6,551) | (5,942) | (609) | (36,107) | (41,593) | 5,486 | -13% |
| Tenant Revenue - Other | 1,344 | 1,113 | 231 | 4,415 | 7,793 | (3,377) | -43% |
| Total Tenant Revenue | 20,194 | 29,870 | (9,677) | 172,520 | 209,092 | (36,571) | -17% |
| HUD PHA Operating Grants | 25,170 | 40,313 | (15,143) | 205,686 | 282,190 | (76,505) | -27% |
| Cares Act - COVID-19 Revenue | 2,198 | 0 | 2,198 | 4,167 | 0 | 4,167 | |
| Total Grant Revenue | 27,368 | 40,313 | (12,945) | 209,853 | 282,191 | (72,338) | -26% |
| Investment Income - Unrestricted | 428 | 1,498 | (1,070) | 6,606 | 10,484 | (3,878) | -37% |
| Fraud Recovery | 100 | - | 100 | 1,012 | - | 1,012 | 0% |
| Other Revenue | 2,034 | 3,258 | (1,224) | 32,070 | 22,804 | 9,266 | 41% |
| Total Revenue | 50,124 | 74,939 | (24,815) | 435,128 | 524,571 | (89,443) | -17% |
| Administrative Salaries | 3,748 | 3,614 | 134 | 26,037 | 25,301 | 736 | 3% |
| Auditing Fees | 322 | 417 | (94) | 1,894 | 2,917 | (1,023) | -35% |
| Management Fee | 5,040 | 6,805 | (1,765) | 35,327 | 47,635 | (12,308) | -26% |
| Book-keeping Fee | 780 | 738 | 42 | 5,468 | 5,166 | 302 | 6% |
| Advertising and Marketing | - | 8 | (8) | 20 | 58 | (39) | -66% |
| Employee Benefit contributions - Administrative | 554 | 1,190 | (636) | 5,810 | 8,328 | (2,518) | -30% |
| Office Expenses | 601 | 573 | 28 | 5,581 | 4,010 | 1,570 | 39% |
| Legal Expense | - | 125 | (125) | 1,048 | 875 | 173 | 20% |
| Training & Travel | 11 | 192 | (181) | 77 | 1,342 | (1,264) | -94% |
| Other | 1,159 | 792 | 367 | 4,747 | 5,542 | (795) | -14% |
| Total Operating - Administrative | 12,215 | 14,453 | (2,239) | 86,008 | 101,174 | (15,166) | -15% |
| Asset Management Fee | 1,200 | 1,200 | - | 8,400 | 8,400 | - | 0% |
| Tenant Services - Salaries | 1,060 | 309 | 751 | 1,609 | 2,162 | (553) | -26% |
| Cares Act - COVID-19 Expenses | 2,198 | - | 2,198 | 4,167 | - | 4,167 | |
| Employee Benefit Contributions - Tenant Services | 81 | 42 | 39 | 123 | 295 | (172) | -58% |
| Tenant Services - Other | 754 | 917 | (163) | 3,205 | 6,417 | (3,212) | -50% |
| Total Tenant Services | 4,093 | 1,268 | 2,825 | 9,104 | 8,874 | 231 | 3% |

AMP 1 - Downtown
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|---------------------|
| Water | 3,109 | 2,373 | 736 | 16,291 | 16,611 | (320) | -2% |
| Electricity | 1,489 | 2,426 | (937) | 9,213 | 16,981 | (7,768) | -46% |
| Gas | 936 | 1,820 | (884) | 5,387 | 12,737 | (7,350) | -58% |
| Sewer | 2,585 | 1,109 | 1,476 | 16,333 | 7,765 | 8,568 | 110% |
| Total Utilities | \$ 8,118 | \$ 7,728 | \$ 390 | \$ 47,224 | \$ 54,095 | \$ (6,871) | -13% |
| Maintenance - Labor | \$ 14,334 | \$ 13,385 | \$ 949 | \$ 97,012 | \$ 93,692 | \$ 3,320 | 4% |
| Maintenance - Materials & Other | 4,244 | 3,830 | 414 | 24,631 | 26,810 | (2,179) | -8% |
| Maintenance and Operations Contracts | 8,148 | 9,042 | (894) | 52,763 | 63,292 | (10,529) | -17% |
| Employee Benefit Contributions - Maintenance | 5,024 | 4,443 | 581 | 35,180 | 31,100 | 4,080 | 13% |
| Total Maintenance | 31,750 | 30,699 | 1,051 | 209,585 | 214,894 | (5,308) | -2% |
| Total Protective Services | 2,904 | 2,846 | 58 | 19,610 | 19,923 | (314) | -2% |
| Total Insurance Premiums | 4,151 | 4,052 | 99 | 29,105 | 28,365 | 740 | 3% |
| Other General Expenses | - | 3,750 | (3,750) | 43,259 | 26,250 | 17,009 | 65% |
| Payments in Lieu of Taxes | 978 | 1,934 | (957) | 11,898 | 13,539 | (1,640) | -12% |
| Bad debt - Tenant Rents | (125) | 723 | (848) | 1,875 | 5,058 | (3,183) | -63% |
| Total Other General Expenses | 853 | 6,407 | (5,554) | 57,032 | 44,847 | 12,186 | 27% |
| Interest on Notes Payable | 559 | 747 | (188) | 4,045 | 5,228 | (1,183) | -23% |
| Total Operating Expenses | 65,842 | 69,400 | (3,558) | 470,114 | 485,799 | (15,685) | -3% |
| Excess of Operating Revenue over Operating Expenses | \$ (15,718) | \$ 5,539 | \$ (21,257) | \$ (34,987) | \$ 38,772 | \$ (73,759) | -190% |
| Extraordinary Maintenance | - | 1,911 | (1,911) | 2,978 | 13,374 | (10,395) | -78% |
| Depreciation Expense | 11,919 | 13,248 | (1,329) | 84,222 | 92,736 | (8,514) | -9% |
| Debt Principal Payment | 1,726 | 3,665 | (1,939) | 35,272 | 25,656 | 9,616 | 37% |
| Total Expenses | \$ 79,487 | \$ 88,223 | \$ (8,736) | \$ 592,586 | \$ 617,564 | \$ (24,978) | -4% |
| Net Gain (Loss) | \$ (29,363) | \$ (13,285) | \$ (16,079) | \$ (157,459) | \$ (92,993) | \$ (64,466) | 69% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|---|------------------|------------------|-----------------|-------------------|-------------------|-----------------|------------------------|
| Tenant Rental Revenue | \$ 69,427 | \$ 69,986 | \$ (559) | \$ 501,138 | \$ 489,902 | \$ 11,236 | 2% |
| Rental Subsidies | 82,867 | 82,308 | 559 | 564,920 | 576,156 | (11,236) | -2% |
| Vacancy Loss | (7,438) | (4,569) | (2,869) | (51,255) | (31,982) | (19,273) | 60% |
| Net Rental Revenue | 144,856 | 147,725 | (2,869) | 1,014,803 | 1,034,076 | (19,273) | -2% |
| Tenant Revenue - Other | 2,530 | 833 | 1,697 | 19,578 | 5,833 | 13,745 | |
| Total Tenant Revenue | 147,386 | 148,558 | (1,173) | 1,034,381 | 1,039,909 | (5,528) | -1% |
| Investment Income - Unrestricted | 633 | 3,870 | (3,237) | 11,070 | 27,090 | (16,020) | -59% |
| Other Revenue | 9,842 | 9,904 | (62) | 68,746 | 69,329 | (582) | -1% |
| Total Revenue | 157,860 | 162,333 | (4,473) | 1,114,198 | 1,136,328 | (22,131) | -2% |
| Administrative Salaries | 11,268 | 11,952 | (684) | 82,847 | 83,664 | (817) | -1% |
| Auditing Fees | 1,117 | 1,150 | (33) | 7,817 | 8,050 | (233) | -3% |
| Property Management Fee | 9,113 | 10,907 | (1,794) | 64,384 | 76,347 | (11,962) | -16% |
| Asset Management Fees | 1,057 | 1,057 | (0) | 7,398 | 7,398 | (0) | 0% |
| Advertising and Marketing | - | 8 | (8) | - | 58 | (58) | -100% |
| Employee Benefit contributions - Administrative | 3,053 | 4,460 | (1,407) | 19,740 | 31,223 | (11,484) | -37% |
| Office Expenses | 809 | 1,094 | (285) | 12,965 | 7,657 | 5,308 | 69% |
| Legal Expense | (30) | 216 | (246) | 1,539 | 1,514 | 25 | 2% |
| Training & Travel | 17 | 388 | (371) | 198 | 2,713 | (2,514) | -93% |
| Other | 1,388 | 1,221 | 167 | 8,290 | 8,548 | (258) | -3% |
| Total Operating - Administrative | 27,792 | 32,453 | (4,661) | 205,177 | 227,172 | (21,995) | -10% |
| Total Tenant Services | 9,133 | 11,653 | (2,520) | 73,595 | 81,568 | (7,973) | -10% |
| Water | 6,833 | 3,866 | 2,967 | 28,873 | 27,061 | 1,812 | 7% |
| Electricity | 16,362 | 12,270 | 4,093 | 83,989 | 85,888 | (1,899) | -2% |
| Gas | 909 | 1,134 | (225) | 7,396 | 7,938 | (542) | -7% |
| Sewer | 4,670 | 2,674 | 1,996 | 21,022 | 18,717 | 2,304 | 12% |
| Total Utilities | \$ 28,775 | \$ 19,944 | \$ 8,831 | \$ 141,280 | \$ 139,605 | \$ 1,676 | 1% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|--------------------|--------------------|-------------------|---------------------|---------------------|--------------------|---------------------|
| Maintenance - Labor | \$ 13,956 | \$ 12,311 | \$ 1,645 | \$ 78,643 | \$ 86,175 | \$ (7,532) | -9% |
| Maintenance - Materials & Other | 4,171 | 4,579 | (407) | 34,262 | 32,050 | 2,212 | 7% |
| Maintenance and Operations Contracts | 11,253 | 12,332 | (1,079) | 87,833 | 86,321 | 1,512 | 2% |
| Employee Benefit Contributions - Maintenance | 4,165 | 4,543 | (379) | 29,391 | 31,804 | (2,413) | -8% |
| Total Maintenance | 33,545 | 33,764 | (220) | 230,128 | 236,349 | (6,221) | -3% |
| Total Insurance Premiums | 5,914 | 5,375 | 540 | 40,837 | 37,623 | 3,215 | 9% |
| Other General Expenses | 192 | - | 192 | 3,563 | - | 3,563 | #DIV/0! |
| Taxes | 5,342 | 5,760 | (418) | 37,392 | 40,317 | (2,925) | -7% |
| Bad debt - Tenant Rents | 2,461 | 2,145 | 316 | 8,693 | 15,018 | (6,325) | -42% |
| Total Other General Expenses | 7,995 | 7,905 | 90 | 49,647 | 55,335 | (5,688) | -10% |
| Interest of Mortgage (or Bonds) Payable | 16,846 | 16,846 | - | 109,498 | 117,921 | (8,423) | -7% |
| Interest on Notes Payable (Seller Financing) | 20,969 | 20,298 | 671 | 146,782 | 142,088 | 4,694 | 3% |
| Amortization of Loan Costs | 2,275 | 2,259 | 17 | 15,920 | 15,810 | 111 | 1% |
| Total Interest Expense and Amortization Cost | 40,090 | 39,403 | 687 | 272,200 | 275,819 | (3,619) | -1% |
| Total Operating Expenses | 153,243 | 150,496 | 2,747 | 1,012,863 | 1,053,470 | (40,606) | -4% |
| Excess of Operating Revenue over Operating Expenses | \$ 4,617 | \$ 11,837 | \$ (7,220) | \$ 101,334 | \$ 82,858 | \$ 18,476 | 22% |
| Depreciation Expense | 66,497 | 65,496 | 1,001 | 465,481 | 458,472 | 7,009 | 2% |
| Debt Principal Payment | | - | - | | - | - | #DIV/0! |
| Funding Replacement Reserves from Operations | 7,742 | 7,313 | 429 | 52,749 | 14,626 | 38,123 | 261% |
| Total Expenses | \$ 227,482 | \$ 223,305 | \$ 4,178 | \$ 1,540,115 | \$ 1,526,568 | \$ 13,547 | 1% |
| Net Gain (Loss) | \$ (69,622) | \$ (60,972) | \$ (8,650) | \$ (425,917) | \$ (390,240) | \$ (35,677) | 9% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|---|---------------|-----------------|-------------------|------------------|------------------|-------------------|---------------------|
| Tenant Rental Revenue | \$ 16,700 | \$ 16,475 | \$ 225 | \$ 119,639 | \$ 115,325 | \$ 4,314 | 4% |
| Rental Subsidies | 28,332 | 28,208 | 124 | 191,645 | 197,454 | (5,809) | -3% |
| Vacancy Loss | (1,127) | (894) | (233) | (9,669) | (6,256) | (3,414) | 55% |
| Net Rental Revenue | 43,905 | 43,789 | 116 | 301,615 | 306,523 | (4,908) | -2% |
| Tenant Revenue - Other | 663 | 792 | (129) | 5,187 | 5,542 | (355) | -6% |
| Total Tenant Revenue | 44,568 | 44,581 | (13) | 306,801 | 312,065 | (5,263) | -2% |
| Investment Income - Unrestricted | 202 | 1,292 | (1,090) | 2,891 | 9,044 | (6,153) | -68% |
| Other Revenue | 2,081 | 2,636 | (555) | 15,989 | 18,450 | (2,461) | -13% |
| Total Revenue | 46,851 | 48,508 | (1,657) | 325,682 | 339,559 | (13,877) | -4% |
| Administrative Salaries | 3,581 | 3,246 | 336 | 26,715 | 22,719 | 3,996 | 18% |
| Auditing Fees | 858 | 875 | (17) | 6,008 | 6,125 | (117) | -2% |
| Property Management Fee | 2,332 | 2,887 | (554) | 16,110 | 20,207 | (4,097) | -20% |
| Asset Management Fees | 958 | 958 | (0) | 6,706 | 6,706 | (0) | 0% |
| Advertising and Marketing | - | 4 | (4) | - | 29 | (29) | -100% |
| Employee Benefit contributions - Administrative | (229) | 1,359 | (1,588) | 7,488 | 9,514 | (2,026) | -21% |
| Office Expenses | 510 | 414 | 96 | 4,571 | 2,896 | 1,675 | 58% |
| Legal Expense | - | 172 | (172) | 167 | 1,207 | (1,040) | -86% |
| Training & Travel | 6 | 103 | (98) | 110 | 723 | (613) | -85% |
| Other | 486 | 451 | 34 | 3,090 | 3,158 | (68) | -2% |
| Total Operating - Administrative | 8,502 | 10,469 | (1,967) | 70,965 | 73,284 | (2,319) | -3% |
| Total Tenant Services | 702 | 1,488 | (785) | 5,858 | 10,414 | (4,556) | -44% |
| Water | 117 | 1,664 | (1,547) | 8,773 | 11,650 | (2,876) | -25% |
| Electricity | 511 | 779 | (268) | 4,407 | 5,456 | (1,049) | -19% |
| Gas | 222 | 285 | (63) | 2,211 | 1,998 | 213 | 11% |
| Sewer | 75 | 1,361 | (1,286) | 7,491 | 9,526 | (2,035) | -21% |
| Total Utilities | \$ 925 | \$ 4,090 | \$ (3,165) | \$ 22,883 | \$ 28,629 | \$ (5,747) | -20% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|--------------------|--------------------|-------------------|---------------------|---------------------|--------------------|---------------------|
| Maintenance - Labor | \$ 5,102 | \$ 5,096 | \$ 6 | \$ 36,086 | \$ 35,670 | \$ 416 | 1% |
| Maintenance - Materials & Other | 3,589 | 1,396 | 2,193 | 13,301 | 9,772 | 3,529 | 36% |
| Maintenance and Operations Contracts | 2,088 | 4,274 | (2,186) | 20,944 | 29,916 | (8,972) | -30% |
| Employee Benefit Contributions - Maintenance | 1,788 | 1,847 | (59) | 12,648 | 12,927 | (278) | -2% |
| Total Maintenance | 12,566 | 12,612 | (46) | 82,978 | 88,284 | (5,306) | -6% |
| Total Insurance Premiums | 3,991 | 3,483 | 508 | 29,585 | 22,877 | 6,708 | 29% |
| Other General Expenses | 198 | - | 198 | 695 | - | 695 | |
| Property Taxes | 1,959 | 2,700 | (741) | 13,712 | 18,900 | (5,188) | -27% |
| Bad debt - Tenant Rents | - | 205 | (205) | - | 1,436 | (1,436) | -100% |
| Total Other General Expenses | 2,156 | 2,905 | (749) | 14,407 | 20,336 | (5,928) | -29% |
| Interest of Mortgage (or Bonds) Payable | 3,758 | 3,710 | 48 | 26,000 | 25,969 | 31 | 0% |
| Interest on Notes Payable (Seller Financing) | 6,748 | 6,332 | 417 | 47,239 | 44,322 | 2,917 | |
| Amortization of Loan Costs | 1,664 | 1,011 | 653 | 11,646 | 7,074 | 4,573 | 65% |
| Total Interest Expense and Amortization Cost | 12,170 | 11,052 | 1,118 | 84,885 | 77,364 | 7,521 | 10% |
| Total Operating Expenses | 41,013 | 46,099 | (5,086) | 311,562 | 321,189 | (9,627) | -3% |
| Excess of Operating Revenue over Operating Expenses | \$ 5,838 | \$ 2,409 | \$ 3,429 | \$ 14,120 | \$ 18,370 | \$ (4,250) | -23% |
| Extraordinary Maintenance | - | 1,333 | (1,333) | 753 | 9,333 | (8,580) | |
| Depreciation Expense | 18,636 | 18,636 | 0 | 130,449 | 130,450 | (1) | 0% |
| Debt Principal Payment | 3,041 | - | 3,041 | 20,742 | - | 20,742 | |
| Funding Replacement Reserves from Operations | 3,005 | 2,867 | 138 | 21,509 | 5,734 | 15,775 | 275% |
| Total Expenses | \$ 65,695 | \$ 68,935 | \$ (3,240) | \$ 485,014 | \$ 466,706 | \$ 18,309 | 4% |
| Net Gain (Loss) | \$ (18,844) | \$ (20,427) | \$ 1,583 | \$ (159,333) | \$ (127,147) | \$ (32,186) | 25% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|---|------------------|------------------|-----------------|------------------|------------------|-----------------|------------------------|
| Tenant Rental Revenue | \$ 38,086 | \$ 40,433 | \$ (2,348) | \$ 285,248 | \$ 283,033 | \$ 2,215 | 1% |
| Rental Subsidies | 47,132 | 44,785 | 2,348 | 311,278 | 313,493 | (2,215) | -1% |
| Vacancy Loss | (1,468) | (2,130) | 662 | (18,823) | (14,913) | (3,910) | 26% |
| Net Rental Revenue | 83,750 | 83,088 | 662 | 577,703 | 581,613 | (3,910) | -1% |
| Tenant Revenue - Other | 618 | 100 | 518 | 2,711 | 700 | 2,011 | 287% |
| Total Tenant Revenue | 84,368 | 83,188 | 1,181 | 580,415 | 582,313 | (1,898) | 0% |
| Investment Income - Unrestricted | 293 | 1,540 | (1,247) | 6,149 | 10,780 | (4,631) | -43% |
| Other Revenue | 3,957 | 4,059 | (102) | 29,640 | 28,412 | 1,229 | 4% |
| Total Revenue | 88,618 | 88,786 | (168) | 616,204 | 621,505 | (5,301) | -1% |
| Administrative Salaries | 7,781 | 7,229 | 552 | 34,404 | 50,605 | (16,201) | -32% |
| Auditing Fees | 1,200 | 1,150 | 50 | 8,400 | 8,050 | 350 | 4% |
| Property Management Fee | 4,948 | 5,643 | (695) | 35,182 | 39,503 | (4,321) | -11% |
| Asset Management Fees | 975 | 975 | (0) | 6,822 | 6,823 | (0) | 0% |
| Advertising and Marketing | - | 4 | (4) | - | 29 | (29) | -100% |
| Employee Benefit contributions - Administrative | 2,480 | 3,207 | (727) | 9,988 | 22,447 | (12,459) | -56% |
| Office Expenses | 945 | 682 | 263 | 7,893 | 4,775 | 3,117 | 65% |
| Legal Expense | - | 49 | (49) | 799 | 345 | 453 | 131% |
| Training & Travel | 13 | 258 | (246) | 88 | 1,808 | (1,721) | -95% |
| Other | 951 | 845 | 107 | 5,908 | 5,912 | (4) | 0% |
| Total Operating - Administrative | 19,293 | 20,042 | (750) | 109,482 | 140,297 | (30,815) | -22% |
| Total Tenant Services | 9,014 | 7,051 | 1,962 | 39,688 | 49,360 | (9,672) | -20% |
| Water | 1,903 | 1,546 | 357 | 10,879 | 10,824 | 55 | 1% |
| Electricity | 11,244 | 8,847 | 2,397 | 58,511 | 61,927 | (3,416) | -6% |
| Gas | 476 | 662 | (187) | 3,890 | 4,636 | (746) | -16% |
| Sewer | 1,181 | 963 | 219 | 7,142 | 6,740 | 403 | 6% |
| Total Utilities | \$ 14,804 | \$ 12,018 | \$ 2,786 | \$ 80,422 | \$ 84,128 | (3,705) | -4% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|--------------------|--------------------|--------------------|---------------------|---------------------|--------------------|------------------------|
| Maintenance - Labor | \$ 8,610 | \$ 7,634 | \$ 975 | \$ 54,870 | \$ 53,439 | \$ 1,432 | 3% |
| Maintenance - Materials & Other | 1,269 | 2,053 | (784) | 12,402 | 14,371 | (1,969) | -14% |
| Maintenance and Operations Contracts | 5,415 | 5,739 | (324) | 37,703 | 40,171 | (2,469) | -6% |
| Employee Benefit Contributions - Maintenance | 2,563 | 2,327 | 236 | 17,259 | 16,290 | 969 | 6% |
| Total Maintenance | 17,857 | 17,753 | 104 | 122,234 | 124,271 | (2,037) | -2% |
| Total Insurance Premiums | 2,695 | 1,990 | 705 | 17,954 | 13,931 | 4,023 | 29% |
| Other General Expenses | 111 | - | 111 | 955 | - | 955 | |
| Taxes | 2,724 | 2,724 | - | 19,065 | 19,065 | - | 0% |
| Bad debt - Tenant Rents | 3,639 | 351 | 3,288 | 5,183 | 2,455 | 2,728 | 111% |
| Total Other General Expenses | 6,474 | 3,074 | 3,399 | 25,203 | 21,520 | 3,683 | 17% |
| Interest of Mortgage (or Bonds) Payable | 6,124 | | 6,124 | 42,352 | - | 42,352 | |
| Interest on Notes Payable (Seller Financing) | 9,319 | 9,052 | 267 | 66,257 | 63,365 | 2,893 | 5% |
| Amortization of Loan Costs | 1,568 | 1,418 | 151 | 10,976 | 9,923 | 1,054 | |
| Total Interest Expense and Amortization Cost | 17,010 | 10,470 | 6,541 | 119,586 | 73,287 | 46,299 | |
| Total Operating Expenses | 87,146 | 72,399 | 14,747 | 514,568 | 506,793 | 7,776 | 2% |
| Excess of Operating Revenue over Operating Expenses | \$ 1,472 | \$ 16,387 | \$ (14,915) | \$ 101,635 | \$ 114,712 | \$ (13,077) | -11% |
| Extraordinary Maintenance | - | - | - | 810 | - | 810 | |
| Depreciation Expense | 40,520 | 39,236 | 1,284 | 283,638 | 274,654 | 8,985 | 3% |
| Debt Principal Payment | 4,442 | - | 4,442 | 18,086 | - | 18,086 | |
| Funding Replacement Reserves from Operations | 5,338 | - | 5,338 | 38,123 | - | 38,123 | |
| Total Expenses | \$ 137,446 | \$ 111,635 | \$ 25,810 | \$ 855,225 | \$ 781,447 | \$ 73,779 | 9% |
| Net Gain (Loss) | \$ (48,827) | \$ (22,849) | \$ (25,979) | \$ (239,022) | \$ (159,942) | \$ (79,080) | 49% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|---|-----------------|-----------------|----------------|------------------|------------------|-----------------|---------------------|
| Tenant Rental Revenue | \$ 5,945 | \$ 6,536 | \$ (591) | \$ 40,272 | \$ 45,753 | \$ (5,482) | -12% |
| Rental Subsidies | 9,855 | 9,149 | 705 | 68,953 | 64,045 | 4,909 | 8% |
| Vacancy Loss | (246) | (314) | 68 | (1,137) | (2,196) | 1,059 | -48% |
| Net Rental Revenue | 15,554 | 15,372 | 182 | 108,088 | 107,602 | 486 | 0% |
| Tenant Revenue - Other | 1,559 | 75 | 1,484 | 5,163 | 525 | 4,638 | 883% |
| Total Tenant Revenue | 17,113 | 15,447 | 1,666 | 113,251 | 108,127 | 5,124 | 5% |
| Investment Income - Unrestricted | 51 | 400 | (349) | 897 | 2,800 | (1,903) | -68% |
| Other Revenue | 246 | 328 | (82) | 2,190 | 2,294 | (104) | -5% |
| Total Revenue | 17,410 | 16,174 | 1,236 | 116,338 | 113,221 | 3,117 | 3% |
| Administrative Salaries | 687 | 1,071 | (384) | 4,573 | 7,498 | (2,925) | -39% |
| Auditing Fees | 688 | 688 | - | 4,813 | 4,813 | - | 0% |
| Property Management Fee | 868 | 950 | (82) | 5,761 | 6,650 | (889) | -13% |
| Asset Management Fees | 968 | 969 | (0) | 6,934 | 6,780 | 155 | 2% |
| Employee Benefit contributions - Administrative | (300) | 452 | (751) | 2,151 | 3,162 | (1,011) | -32% |
| Office Expenses | 230 | 250 | (19) | 3,415 | 1,748 | 1,666 | 95% |
| Legal Expense | - | 40 | (40) | 293 | 277 | 15 | 6% |
| Training & Travel | 1 | 26 | (25) | 8 | 181 | (173) | -96% |
| Other | 76 | 110 | (34) | 466 | 768 | (302) | -39% |
| Total Operating - Administrative | 3,218 | 4,558 | (1,340) | 28,413 | 31,905 | (3,493) | -11% |
| Water | 250 | 224 | 25 | 1,701 | 1,571 | 130 | 8% |
| Electricity | 1,537 | 1,138 | 400 | 7,144 | 7,963 | (819) | -10% |
| Gas | 122 | 411 | (289) | 2,665 | 2,876 | (211) | -7% |
| Sewer | 178 | 161 | 16 | 1,281 | 1,128 | 153 | 14% |
| Total Utilities | \$ 2,087 | \$ 1,934 | \$ 153 | \$ 12,791 | \$ 13,538 | \$ (747) | -6% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|-------------------|-------------------|-----------------|--------------------|--------------------|-------------------|------------------------|
| Maintenance - Labor | \$ 1,701 | \$ 1,699 | \$ 2 | \$ 12,029 | \$ 11,890 | \$ 138 | 1% |
| Maintenance - Materials & Other | 394 | 178 | 216 | 4,234 | 1,248 | 2,986 | 239% |
| Maintenance and Operations Contracts | 622 | 874 | (252) | 13,441 | 6,116 | 7,325 | 120% |
| Employee Benefit Contributions - Maintenance | 612 | 616 | (4) | 4,289 | 4,310 | (21) | 0% |
| Total Maintenance | 3,329 | 3,366 | (37) | 33,993 | 23,564 | 10,428 | 44% |
| Total Protective Services | 613 | 567 | 46 | 4,141 | 3,968 | 173 | 4% |
| Total Insurance Premiums | 808 | 884 | (76) | 5,654 | 5,552 | 103 | 2% |
| Other General Expenses | 25 | - | 25 | 899 | - | 899 | #DIV/0! |
| Taxes | 705 | 705 | - | 4,938 | 4,938 | - | 0% |
| Bad debt - Tenant Rents | - | 38 | (38) | - | 263 | (263) | -100% |
| Total Other General Expenses | 731 | 743 | (12) | 5,837 | 5,200 | 636 | 12% |
| Interest of Mortgage (or Bonds) Payable | 791 | 781 | 10 | 5,476 | 5,466 | 10 | 0% |
| Amortization of Loan Costs | 681 | 681 | (0) | 4,764 | 4,765 | (0) | 0% |
| Total Interest Expense and Amortization Cost | 1,471 | 1,462 | 10 | 10,241 | 10,231 | 10 | 0% |
| Total Operating Expenses | 13,258 | 13,514 | (256) | 102,085 | 93,959 | 8,125 | 9% |
| Excess of Operating Revenue over Operating Expenses | \$ 4,152 | \$ 2,661 | \$ 1,491 | \$ 14,253 | \$ 19,262 | \$ (5,009) | -26% |
| Extraordinary Maintenance | - | - | - | 115 | - | 115 | |
| Depreciation Expense | 10,277 | 10,277 | 0 | 71,939 | 71,939 | 0 | 0% |
| Debt Principal Payment | 845 | 820 | 25 | 3,420 | 2,460 | 960 | 39% |
| Funding Replacement Reserves from Operations | 719 | 633 | 86 | 5,146 | 1,266 | 3,880 | 306% |
| Total Expenses | \$ 25,099 | \$ 25,244 | \$ (145) | \$ 182,705 | \$ 169,624 | \$ 13,080 | 8% |
| Net Gain (Loss) | \$ (7,689) | \$ (9,069) | \$ 1,380 | \$ (66,367) | \$ (56,403) | \$ (9,964) | 18% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|---|-----------------|-----------------|-----------------|------------------|------------------|-----------------|---------------------|
| Tenant Rental Revenue | \$ 9,135 | \$ 6,244 | \$ 2,891 | \$ 79,883 | \$ 43,709 | \$ 36,174 | 83% |
| Rental Subsidies | 19,923 | 22,854 | (2,931) | 123,523 | 159,977 | (36,454) | -23% |
| Vacancy Loss | (399) | (375) | (24) | (6,472) | (2,625) | (3,847) | 147% |
| Net Rental Revenue | 28,659 | 28,723 | (64) | 196,934 | 201,061 | (4,127) | -2% |
| Tenant Revenue - Other | 223 | - | 223 | 1,605 | - | 1,605 | |
| Total Tenant Revenue | 28,881 | 28,723 | 158 | 198,539 | 201,061 | (2,522) | -1% |
| Investment Income - Unrestricted | 47 | 296 | (248) | 1,140 | 2,071 | (931) | -45% |
| Other Revenue | 1,338 | 250 | 1,088 | 2,684 | 1,750 | 934 | |
| Total Revenue | 30,266 | 29,269 | 997 | 202,363 | 204,882 | (2,518) | -1% |
| Administrative Salaries | 2,776 | 2,929 | (152) | 20,061 | 20,500 | (438) | -2% |
| Auditing Fees | 1,200 | 1,167 | 33 | 8,400 | 8,167 | 233 | |
| Property Management Fee | 1,813 | 2,053 | (240) | 11,947 | 14,373 | (2,427) | -17% |
| Asset Management Fees | 663 | 663 | (0) | 4,641 | 4,642 | (0) | 0% |
| Advertising and Marketing | - | 4 | (4) | 83 | 29 | 54 | 185% |
| Employee Benefit contributions - Administrative | 1,451 | 1,077 | 374 | 7,262 | 7,541 | (279) | -4% |
| Office Expenses | 311 | 272 | 38 | 4,802 | 1,906 | 2,895 | 152% |
| Legal Expense | - | 148 | (148) | 303 | 1,037 | (735) | -71% |
| Training & Travel | 4 | 97 | (93) | 80 | 678 | (598) | -88% |
| Other | 318 | 266 | 53 | 1,713 | 1,860 | (146) | -8% |
| Total Operating - Administrative | 8,536 | 8,676 | (140) | 59,293 | 60,733 | (1,440) | -2% |
| Total Tenant Services | 498 | 1,270 | (772) | 2,162 | 8,888 | (6,726) | -76% |
| Water | 1,790 | 833 | 957 | 7,099 | 5,833 | 1,266 | 22% |
| Electricity | 421 | 135 | 286 | 2,857 | 945 | 1,912 | 202% |
| Gas | 101 | 108 | (7) | 1,023 | 758 | 265 | 35% |
| Sewer | 1,468 | 667 | 802 | 6,589 | 4,667 | 1,922 | 41% |
| Total Utilities | \$ 3,780 | \$ 1,743 | \$ 2,037 | \$ 17,568 | \$ 12,203 | \$ 5,364 | 44% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|------------------------|
| Maintenance - Labor | \$ 3,792 | \$ 2,577 | \$ 1,215 | \$ 19,346 | \$ 18,040 | \$ 1,306 | 7% |
| Maintenance - Materials & Other | 779 | 996 | (217) | 4,476 | 6,973 | (2,497) | -36% |
| Maintenance and Operations Contracts | 4,560 | 2,778 | 1,782 | 17,234 | 19,449 | (2,215) | -11% |
| Employee Benefit Contributions - Maintenance | 1,128 | 1,008 | 121 | 6,961 | 7,053 | (92) | -1% |
| Total Maintenance | 10,260 | 7,359 | 2,900 | 48,017 | 51,516 | (3,498) | -7% |
| Total Insurance Premiums | 2,750 | 2,301 | 449 | 19,111 | 15,069 | 4,042 | 27% |
| Other General Expenses | 19 | 217 | (198) | 77 | 1,519 | (1,442) | |
| Property Taxes | 1,844 | 1,844 | - | 12,907 | 12,907 | - | 0% |
| Bad debt - Tenant Rents | - | 21 | (21) | 1,928 | 146 | 1,782 | 1222% |
| Total Other General Expenses | 1,863 | 2,082 | (219) | 14,911 | 14,572 | 340 | 2% |
| Interest of Mortgage (or Bonds) Payable | 674 | 671 | 3 | 35,864 | 4,696 | 31,168 | 664% |
| Amortization of Loan Costs | 526 | 334 | 193 | 3,529 | 2,337 | 1,192 | 0% |
| Total Interest Expense and Amortization Cost | 1,200 | 1,005 | 195 | 39,393 | 7,033 | 32,359 | 460% |
| Total Operating Expenses | 28,887 | 24,436 | 4,451 | 200,455 | 170,013 | 30,441 | 18% |
| Excess of Operating Revenue over Operating Expenses | \$ 1,379 | \$ 4,833 | \$ (3,453) | \$ 1,909 | \$ 34,869 | \$ (32,960) | -95% |
| Extraordinary Maintenance | 2,695 | - | 2,695 | 2,695 | - | 2,695 | |
| Depreciation Expense | 24,812 | 9,178 | 15,634 | 181,713 | 64,244 | 117,469 | 183% |
| Debt Principal Payment | 414 | - | 414 | 1,236 | - | 1,236 | |
| Funding Replacement Reserves from Operations | 1,575 | - | 1,575 | 6,413 | - | 6,413 | |
| Total Expenses | \$ 58,383 | \$ 33,614 | \$ 24,770 | \$ 392,512 | \$ 234,257 | \$ 158,255 | 68% |
| Net Gain (Loss) | \$ (28,117) | \$ (4,345) | \$ (23,772) | \$ (190,149) | \$ (29,375) | \$ (160,774) | 547% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|---|-----------------|-----------------|----------------|------------------|-----------------|-----------------|------------------------|
| Tenant Rental Revenue | \$ 5,554 | \$ 5,310 | \$ 244 | \$ 36,162 | \$ 37,169 | \$ (1,007) | -3% |
| Rental Subsidies | 12,240 | 12,510 | (270) | 88,396 | 87,572 | 824 | 1% |
| Vacancy Loss | (1,228) | (535) | (693) | (4,818) | (3,742) | (1,075) | 29% |
| Net Rental Revenue | 16,566 | 17,286 | (720) | 119,740 | 120,999 | (1,259) | -1% |
| Tenant Revenue - Other | - | - | - | 910 | - | 910 | |
| Total Tenant Revenue | 16,566 | 17,286 | (720) | 120,651 | 120,999 | (348) | 0% |
| Investment Income - Unrestricted | 212 | 708 | (496) | 2,127 | 4,958 | (2,831) | -57% |
| Other Revenue | 6 | 83 | (77) | 559 | 583 | (24) | |
| Total Revenue | 16,784 | 18,077 | (1,293) | 123,337 | 126,541 | (3,204) | -3% |
| Administrative Salaries | 1,041 | 1,179 | (138) | 8,116 | 8,253 | (137) | -2% |
| Auditing Fees | 1,200 | 875 | 325 | 8,400 | 6,125 | 2,275 | 0% |
| Property Management Fee | 994 | 1,367 | (372) | 7,268 | 9,567 | (2,298) | -24% |
| Asset Management Fees | 663 | 955 | (292) | 5,493 | 6,683 | (1,190) | -18% |
| Advertising and Marketing | - | 4 | (4) | - | 29 | (29) | -100% |
| Employee Benefit contributions - Administrative | 545 | 452 | 93 | 2,689 | 3,163 | (474) | -15% |
| Office Expenses | 233 | 203 | 30 | 1,649 | 1,420 | 229 | 16% |
| Legal Expense | - | 13 | (13) | 1,305 | 89 | 1,216 | 1362% |
| Training & Travel | 2 | 32 | (31) | 45 | 226 | (181) | -80% |
| Other | 141 | 96 | 45 | 778 | 674 | 104 | 15% |
| Total Operating - Administrative | 4,818 | 5,176 | (357) | 35,743 | 36,230 | (487) | -1% |
| Total Tenant Services | (58) | 841 | (899) | 2,376 | 5,886 | (3,510) | -60% |
| Water | 567 | 567 | 1 | 4,291 | 3,967 | 325 | 8% |
| Electricity | 299 | 90 | 209 | 1,504 | 630 | 874 | 139% |
| Gas | 58 | 72 | (14) | 617 | 505 | 112 | 22% |
| Sewer | 599 | 433 | 166 | 4,118 | 3,033 | 1,084 | 36% |
| Total Utilities | \$ 1,523 | \$ 1,162 | \$ 361 | \$ 10,530 | \$ 8,135 | \$ 2,395 | 29% |

Bryant Walkway II Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison
7 Months Ending 07/31/2020

| | Current Month | Budget | Variance | Year to Date | Budget | Variance | Percent of Variance |
|--|--------------------|--------------------|-------------------|---------------------|--------------------|--------------------|---------------------|
| Maintenance - Labor | \$ 1,280 | \$ 859 | \$ 420 | \$ 6,720 | \$ 6,014 | \$ 706 | 12% |
| Maintenance - Materials & Other | 193 | 644 | (452) | 3,337 | 4,510 | (1,174) | -26% |
| Maintenance and Operations Contracts | 1,091 | 1,668 | (577) | 9,668 | 11,674 | (2,007) | -17% |
| Employee Benefit Contributions - Maintenance | 391 | 336 | 55 | 2,415 | 2,351 | 64 | 3% |
| Total Maintenance | 2,954 | 3,507 | (553) | 22,139 | 24,550 | (2,410) | -10% |
| Total Insurance Premiums | 1,748 | 1,541 | 207 | 12,258 | 9,752 | 2,506 | 26% |
| Other General Expenses | - | - | - | 34 | - | 34 | |
| Property Taxes | 1,247 | 1,247 | - | 8,728 | 8,728 | - | 0% |
| Bad debt - Tenant Rents | - | 10 | (10) | - | 73 | (73) | -100% |
| Total Other General Expenses | 1,247 | 1,257 | (10) | 8,763 | 8,801 | (39) | 0% |
| Interest of Mortgage (or Bonds) Payable | - | 1,710 | (1,710) | 30,784 | 11,967 | 18,817 | |
| Amortization of Loan Costs | 266 | 137 | 129 | 1,745 | 959 | 786 | 0% |
| Total Interest Expense and Amortization Cost | 3,061 | 4,642 | (1,581) | 52,094 | 32,491 | 19,603 | |
| Total Operating Expenses | 15,294 | 18,126 | (2,832) | 143,902 | 125,844 | 18,058 | 14% |
| Excess of Operating Revenue over Operating Expenses | \$ 1,490 | \$ (49) | \$ 1,539 | \$ (20,566) | \$ 696 | \$ (21,262) | -3054% |
| Extraordinary Maintenance | - | - | - | 115 | - | 115 | |
| Depreciation Expense | 13,459 | 13,378 | 81 | 94,892 | 93,643 | 1,249 | |
| Debt Principal Payment | - | - | - | - | - | - | |
| Funding Replacement Reserves from Operations | 3,495 | - | 3,495 | 3,603 | - | 3,603 | |
| Total Expenses | \$ 32,248 | \$ 31,504 | \$ 744 | \$ 242,512 | \$ 219,487 | \$ 23,025 | 10% |
| Net Gain (Loss) | \$ (15,463) | \$ (13,426) | \$ (2,037) | \$ (119,176) | \$ (92,946) | \$ (26,229) | 28% |

Columbia Housing Authority
Administration Revenue and Expense Summary
7 Months Ending 07/31/2020

| | CHA Affordable Housing Development | CHA Business Activities | CHA Central Office Cost Center | Total Adminstration | YTD Budget | Budget Variance | |
|--|--|----------------------------|--------------------------------------|------------------------|--------------------|--------------------|--------------|
| Fee Revenue | - | 140,651 | 266,620 | 407,271 | 451,765 | \$ (44,494) | -10% |
| Other Government Grants | - | - | - | - | | | |
| Interest Income | 2,225 | 3,058 | 1,573 | 6,857 | 7,207 | (350) | -5% |
| Investment Income | 2,740 | 484,497 | - | 487,236 | 469,985 | 17,251 | 4% |
| Other Revenue | 216 | 70,847 | 24,847 | 95,909 | 84,803 | 11,106 | 13% |
| Total Revenue | 5,180 | 699,053 | 293,040 | 997,273 | 1,013,760 | (16,487) | -2% |
| Administrative Salaries | 68,691 | 232,883 | 175,882 | 477,456 | 528,476 | (51,019) | -10% |
| Auditing Fees | 745 | 2,199 | 981 | 3,925 | 7,292 | (3,367) | -46% |
| Advertising and Marketing | 1,000 | - | 290 | 1,290 | 175 | 1,115 | 637% |
| Employee Benefits - Admin. | 16,720 | 67,258 | 41,539 | 125,517 | 153,532 | (28,015) | -18% |
| Office Expenses | 1,439 | 4,094 | 4,502 | 10,035 | 45,048 | (35,013) | -78% |
| Legal Expense | - | - | - | - | 1,750 | (1,750) | -100% |
| Training & Travel | 73 | 89 | 90 | 252 | 10,292 | (10,040) | -98% |
| Other | 2,270 | 16,451 | 18,312 | 37,034 | 10,543 | 26,491 | 251% |
| Total Operating - Administration | 90,938 | 322,975 | 241,597 | 655,510 | 757,107 | (101,598) | -13% |
| COVID Expenses | - | - | 874 | 874 | - | 874 | |
| Total Utilities | 517 | 2,800 | 1,793 | 5,110 | 6,869 | (1,759) | -26% |
| Total Maintenance | 698 | 3,693 | 4,077 | 8,467 | 14,058 | (5,591) | -40% |
| Total Insurance Premiums | 1,795 | 15,035 | 3,725 | 20,556 | 16,919 | 3,637 | 21% |
| Total Other Expenses | 336 | 39,760 | 469 | 40,566 | 36,411 | 4,155 | 11% |
| Total Interest/Amortization | - | 213,385 | - | 213,385 | 198,167 | 15,218 | 8% |
| Total Operating Expenses | 94,284 | 597,648 | 252,534 | 944,466 | 1,029,531 | (85,064) | -8% |
| Excess of Operating Revenue over Operating Expenses | (89,104) | 101,405 | 40,506 | 52,807 | (15,771) | 68,578 | -435% |
| Depreciation Expense | - | 4,153 | - | 4,153 | - | 4,153 | #DIV/0! |
| Total Expenses | 94,284 | 601,801 | 252,534 | 948,619 | 1,029,531 | (80,911) | -8% |
| Net Gain (Loss) | \$ (89,104) | \$ 97,252 | \$ 40,506 | \$ 48,654 | \$ (15,771) | \$ 64,424 | -409% |

Columbia Housing Authority
Entity Wide Revenue and Expense Summary
7 Months Ending 07/31/2020

| | Public Housing Projects | Affordable Housing Projects | Housing Choice Vouchers | Continuum of Care Vouchers | ROSS Grants | CHALIS | Columbia Community Housing Trust | Affordable Housing General Partners | Affordable Housing Development | CHA Business Activities | CHA Central Office | Subtotal | ELIM | Total |
|---------------------------------|-------------------------|-----------------------------|-------------------------|----------------------------|---------------|----------------|----------------------------------|-------------------------------------|--------------------------------|-------------------------|--------------------|-------------------|--------------------|------------------|
| Tenant Rental Revenue | \$ 204,212 | \$ 1,062,340 | \$ - | \$ - | \$ - | \$ 15,883 | \$ 4,895 | \$ - | \$ - | \$ - | \$ - | \$ 1,287,331 | \$ - | \$ 1,287,331 |
| Rental Subsidies | | 1,348,717 | - | - | - | - | - | - | - | - | - | 1,348,717 | (1,348,717) | - |
| Vacancy Loss | (36,107) | (92,173) | - | - | - | - | - | - | - | - | - | (128,280) | - | (128,280) |
| Net Rental Revenue | 168,105 | 2,318,884 | - | - | - | 15,883 | 4,895 | - | - | - | - | 2,507,767 | (1,348,717) | 1,159,051 |
| Tenant Revenue - Other | 4,415 | 35,154 | - | - | - | 110 | 222 | - | - | - | - | 39,902 | - | 39,902 |
| Total Tenant Revenue | 172,520 | 2,354,038 | - | - | - | 15,993 | 5,117 | - | - | - | - | 2,547,669 | (1,348,717) | 1,198,952 |
| HUD PHA Operating Grants | 205,686 | - | 5,062,872 | 206,069 | 77,296 | - | - | - | - | - | - | 5,551,923 | - | 5,551,923 |
| HUD Voucher Admin Fees | | | 554,878 | | | | | | | | | 554,878 | | 554,878 |
| Capital Grants | 239,589 | - | - | - | - | - | - | - | - | - | - | 239,589 | - | 239,589 |
| Management Fee | - | - | - | - | - | - | - | - | - | - | 169,127 | 169,127 | (169,127) | - |
| Asset Management Fee | - | - | - | - | - | - | - | - | - | - | 8,400 | 8,400 | (8,400) | - |
| Book Keeping Fee | - | - | - | - | - | - | - | - | - | - | 89,093 | 89,093 | (89,093) | - |
| Cares Act Revenue | - | - | 24,631 | - | - | - | - | - | - | - | - | 24,631 | (24,631) | - |
| Total Fee Revenue | 449,442 | - | 5,642,381 | 206,069 | 77,296 | - | - | - | - | - | 266,620 | 6,641,808 | (291,251) | 6,350,556 |
| Other Government Grants | - | - | - | - | - | 358,886 | - | - | - | - | - | 358,886 | - | 358,886 |
| Investment Income | 6,606 | 24,274 | 3,350 | - | - | 224 | 2,206 | - | 2,225 | 3,058 | 1,573 | 43,517 | - | 43,517 |
| Mortgage Interest Income | - | - | - | - | - | - | - | - | 2,740 | 484,497 | - | 487,236 | (487,236) | - |
| Fraud Recovery | 1,012 | - | 1,522 | - | - | - | - | - | - | - | - | 2,534 | - | 2,534 |
| Other Revenue | 32,070 | 119,809 | 16,463 | - | - | 31,924 | - | 210,286 | 216 | 211,498 | 24,847 | 647,113 | (26,192) | 620,920 |
| Total Revenue | 674,717 | 2,498,121 | 5,663,716 | 206,069 | 77,296 | 407,027 | 7,323 | 210,286 | 5,180 | 699,053 | 293,040 | 10,741,828 | (2,153,396) | 8,588,432 |
| Administrative Salaries | 26,037 | 176,716 | 171,046 | 5,748 | - | 20,666 | - | - | 68,691 | 232,883 | 175,882 | 877,669 | - | 877,669 |
| Auditing Fees | 1,894 | 43,838 | 18,899 | - | - | 1,415 | 75 | 6,700 | 745 | 2,199 | 981 | 76,746 | - | 76,746 |
| Management Fee | 59,286 | 140,651 | 133,800 | - | - | - | - | - | - | - | - | 333,737 | (169,127) | 164,610 |
| Bookkeeping/ LIHTC Asset | | | | | | | | | | | | | | |
| Mgmt Fees | 5,468 | 37,995 | 83,625 | - | - | - | - | - | - | - | - | 127,087 | (89,093) | 37,995 |
| Advertising and Marketing | 20 | 83 | 1,114 | - | - | 1,253 | - | - | 1,000 | - | 290 | 3,760 | - | 3,760 |
| Employee Benefits - Admin | 5,810 | 49,318 | 54,816 | 1,880 | - | 21,585 | - | - | 16,720 | 67,258 | 41,539 | 258,925 | - | 258,925 |
| Office Expenses | 5,581 | 35,294 | 8,585 | 258 | 117 | 4,580 | 432 | 463 | 1,439 | 4,094 | 4,502 | 65,345 | - | 65,345 |
| Legal Expense | 1,048 | 4,404 | - | - | - | - | - | - | - | - | - | 5,452 | - | 5,452 |
| Training & Travel | 77 | 529 | 1,340 | - | - | 1,122 | - | - | 73 | 89 | 90 | 3,320 | - | 3,320 |
| Other | 4,747 | 20,245 | 53,896 | 784 | 1,059 | 17,025 | 82 | 251 | 2,270 | 16,451 | 18,312 | 135,124 | - | 135,124 |
| Total Operating - Admin. | 109,967 | 509,072 | 527,122 | 8,670 | 1,176 | 67,645 | 590 | 7,414 | 90,938 | 322,975 | 241,597 | 1,887,165 | (258,220) | 1,628,945 |
| Asset Management Fee | 8,400 | - | - | - | - | - | - | - | - | - | - | 8,400 | (8,400) | - |
| Tenant Services - Salaries | 1,609 | 41,153 | - | - | 58,594 | 268,994 | - | - | - | - | - | 370,350 | - | 370,350 |
| CARES Act Expenditures | 4,167 | 874 | 24,631 | - | - | - | - | - | - | - | 874 | 30,547 | (24,631) | 5,915 |
| Employee Benefit - Tenant Serv | 123 | 13,665 | - | - | 17,024 | 44,896 | - | - | - | - | - | 75,708 | - | 75,708 |
| Tenant Services - Other | 3,205 | 69,003 | 287 | - | - | 104,604 | - | - | - | - | - | 177,099 | - | 177,099 |
| Total Tenant Services | 9,104 | 124,695 | 24,919 | - | 75,618 | 418,494 | - | - | - | - | 874 | 653,704 | (24,631) | 629,073 |

Columbia Housing Authority
Entity Wide Revenue and Expense Summary
7 Months Ending 07/31/2020

| | Public Housing Projects | Affordable Housing Projects | Housing Choice Vouchers | Continuum of Care Vouchers | ROSS Grants | CHALIS | Columbia Community Housing Trust | Affordable Housing General Partners | Affordable Housing Development | CHA Business Activities | CHA Central Office | Subtotal | ELIM | Total |
|--|-------------------------------|-----------------------------------|-------------------------------|----------------------------------|-----------------|---------------------|---|--|--------------------------------------|-------------------------------|--------------------------|-----------------------|--------------------|----------------------|
| Water | 16,291 | 61,616 | 347 | - | - | - | 83 | - | 64 | 360 | 233 | 78,994 | - | 78,994 |
| Electricity | 9,213 | 158,412 | 1,716 | - | - | - | 97 | - | 331 | 1,797 | 1,168 | 172,735 | - | 172,735 |
| Gas | 5,387 | 17,802 | 439 | - | - | 30 | 84 | - | 99 | 524 | 314 | 24,679 | - | 24,679 |
| Sewer | 16,333 | 47,643 | 114 | - | - | - | 115 | - | 22 | 119 | 78 | 64,423 | - | 64,423 |
| Total Utilities | 47,224 | 285,473 | 2,615 | - | - | 30 | 379 | - | 517 | 2,800 | 1,793 | 340,832 | - | 340,832 |
| Maintenance - Labor | 97,012 | 199,898 | - | - | - | - | - | - | - | - | - | 296,910 | - | 296,910 |
| Maintenance - Materials | 24,631 | 74,109 | - | - | - | 857 | 227 | 702 | 27 | 191 | 583 | 101,327 | - | 101,327 |
| Maintenance Contracts | 52,763 | 186,822 | 3,517 | - | - | - | - | - | - | - | 3,493 | 246,595 | - | 246,595 |
| Employee Benefits - Maint. | 35,180 | 72,964 | - | - | - | - | - | - | - | - | - | 108,144 | (26,192) | 81,952 |
| Total Maintenance | 209,585 | 533,793 | 3,517 | - | - | 857 | 227 | 702 | 27 | 191 | 4,077 | 752,976 | (26,192) | 726,783 |
| Total Protective Services | 19,610 | 4,141 | - | - | - | - | - | 98,046 | - | - | - | 121,796 | - | 121,796 |
| Property Insurance | 21,367 | 114,915 | - | - | - | 777 | 320 | - | 414 | 414 | 414 | 138,623 | - | 138,623 |
| Liability Insurance | 3,077 | 104 | 3,259 | - | - | 2,102 | 46 | - | - | - | 145 | 8,732 | - | 8,732 |
| Workmen's Compensation | 2,524 | 7,720 | 3,079 | 104 | 1,055 | 5,212 | - | 1,399 | 1,236 | 4,192 | 3,166 | 29,685 | - | 29,685 |
| All Other Insurance | 2,138 | 2,661 | - | - | - | 1,785 | - | 465 | 145 | 10,429 | - | 17,623 | - | 17,623 |
| Total Insurance Premiums | 29,105 | 125,399 | 6,338 | 104 | 1,055 | 9,876 | 367 | 1,864 | 1,795 | 15,035 | 3,725 | 194,662 | - | 194,662 |
| Other General Expenses | 43,259 | 6,222 | 23,835 | - | - | - | - | 52 | 336 | 39,760 | 469 | 113,934 | - | 113,934 |
| Payments in Lieu of Taxes | 11,898 | 96,742 | - | - | - | 2,016 | 452 | - | - | - | - | 111,108 | - | 111,108 |
| Bad debt - Tenant Rents | 1,875 | 15,803 | - | - | - | - | - | - | - | - | - | 17,679 | - | 17,679 |
| Total Other Expenses | 57,032 | 118,767 | 23,484 | - | - | 2,016 | 452 | 52 | 336 | 39,760 | 469 | 242,369 | - | 242,369 |
| Total Interest/Amortization | 4,045 | 578,398 | - | - | - | 354 | - | - | - | 213,385 | - | 798,921 | (487,236) | 798,921 |
| Total Operating Expenses | 494,073 | 2,279,739 | 587,995 | 8,773 | 77,849 | 499,273 | 2,014 | 108,077 | 93,614 | 594,146 | 252,534 | 5,000,826 | (804,680) | 4,683,382 |
| Excess of Operating Revenue over Operating Expenses | 180,643 | 218,382 | 5,075,721 | 197,295 | (552) | (92,246) | 5,309 | 102,209 | (88,433) | 104,907 | 40,506 | 5,741,002 | (1,348,717) | 3,905,049 |
| Extraordinary Maintenance | 2,978 | 13,509 | - | - | - | - | - | - | - | - | - | 16,488 | - | 16,488 |
| Housing Assistance Payments | - | - | 5,205,332 | 196,911 | - | - | - | - | - | - | - | 5,402,243 | (1,348,717) | 4,053,527 |
| Depreciation Expense | 84,222 | 1,228,112 | - | - | 298 | 10,158 | 1,980 | - | - | 4,153 | - | 1,328,923 | - | 1,328,923 |
| Total Expenses | 581,273 | 3,521,360 | 5,793,326 | 205,685 | 78,147 | 509,431 | 3,994 | 108,077 | 93,614 | 598,300 | 252,534 | 11,748,480 | (2,153,396) | 10,082,320 |
| Net Gain (Loss) | \$ 93,443 | \$(1,023,240) | \$ (129,610) | \$ 384 | \$ (850) | \$ (102,404) | \$ 3,329 | \$ 102,209 | \$ (88,433) | \$ 100,753 | \$ 40,506 | \$ (1,006,652) | \$ - | \$(1,493,888) |



Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, MO 65203

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Columbia Housing Authority Board of Commissioners

Succession Planning Notebook

2020-02021





Housing Authority of the City of Columbia, Missouri

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Succession Planning Notebook

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2. Executive Transition Timeline from Board Source;
3. Ten Planning Tips for Leadership Transition;
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5. NAHRO Job Listings Information;
6. Departure-Defined Succession Planning Tools from the Federal Reserve Bank of Kansas City; and
7. Succession-Planning Readiness Questions and Case Study;



Housing Authority of the City of Columbia, Missouri

Board Staff Memo

To: CHA Board of Commissioners

From: Phil Steinhaus, CEO

Date: September 15, 2020

RE: Succession Planning Process

As I plan to retire on March 31, 2020, I am pulling together some information about succession planning that may be helpful to the Board of Commissioners and CHA staff during this transition process. A key decision to be made is whether to have a Board guided process or to hire an outside search firm to lead the process.

The following documents are included for your review prior to our discussion. Some of these documents were provided at our Board Retreat last June. There is some overlap between some of the documents, but each also has guidance not necessarily included in the others.

- Executive Transition Management Process from New Chapter Coaching;
- Executive Transition Timeline from Board Source;
- Ten Planning Tips for Leadership Transition;
- NAHRO Professional Development – Succession Planning and Hiring Executive Staff;
- NAHRO Job Listings Information;
- Departure-Defined Succession Planning Tools from the Federal Reserve Bank of Kansas City; and
- Succession-Planning Readiness Questions and Case Study;

The first two documents provide a good visual outline of the succession planning process. The ten tips are good things to consider and the last articles give more in-depth guidance. I believe I have put together a strong leadership team that will be extremely valuable to the Board in ensuring a smooth transition process.

Goals for today's discussion include:

1. Discuss whether the search process will be a Board-guided process or whether a search firm will be utilized.
2. If a Board-guided process is used, discuss leadership and/or the composition of a transition committee.
3. Consider whether to hire a consultant to help with the Board process.
4. If an external search firm will be used, consider how to recruit and retain the firm.
5. Consider how broad a net to cast in the search process. (Just an initial conversation as this will be the work of the Transition Committee.)
6. Consider whether there should be a consulting role for the outgoing employee or emeritus status.

This will be an on-going process over the next six months. In my opinion, the best scenario is to have someone hired by the end of the year or early January to allow for some joint transition time. This will of course depend on the candidate choices and whether they an internal or external candidate is chosen.



EXECUTIVE TRANSITION MANAGEMENT PROCESS

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EXECUTIVE TRANSITION TIMELINE



CLARIFY TRANSITION LEADERSHIP
 •
 STABILIZE SITUATION (IF NEEDED)
 •
 PLAN SEARCH & TRANSITIONS

- Transition committee holds meeting to develop job profile and search plan
- Transition committee launches search and schedules periodic check-in meetings
- Résumé review meeting
- Round one interviews (conducted by transition committee)
- Transition committee holds second planning session with staff
- Semifinalists visit office and meet with staff
- Round two interviews (conducted by executive committee)
- Board meets to ratify new chief executive selection

The board designs and implements an effective orientation and launch for the new executive. The goal is to ensure that the board and executive get off to the right start by clarifying priorities, as well as their respective roles and responsibilities, and their expectations and plans for monitoring and evaluating performance.

- Transition committee begins planning for on-boarding process
- Organization announces new executive
- New executive starts work
- Orientation/post-hire process begins
- Chief executive completes 90-day plan and engages in 90-day check-in review
- Six-month evaluation of executive
- Annual performance evaluation of executive

DEPARTURE-DEFINED
 SUCCESSION PLANNING

PREPARE

PIVOT

THRIVE

LEADER DEVELOPMENT PLANNING

1-3 YEARS >

4+6 MONTHS >

ONE BUDGET CYCLE >

Ideally, the organization has explored succession planning well ahead of the departure (a year or more), particularly if the departure involves a founder or long-term executive.

The board works to ensure that the organization is ready to hire a new executive and is prepared to start the search.

- Board/chief executive discuss departure
- Board appoints transition committee
- Transition committee holds organizing meeting and plans departure announcement
- Board chair meets with staff
- Organization announces departure publicly
- Transition committee holds planning session with staff
- Board holds strategic review and leadership planning meeting

SEARCH & SELECT
 •
 PREPARE & ORGANIZATION

LAUNCH & SUPPORT

ORGANIZATIONAL CAPACITY >



Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, MO 65203

Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ www.ColumbiaHA.com

Ten Planning Tips for Leadership Transition

1. Gain the commitment of board and staff to manage transition intentionally.
2. Identify current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully.
3. Consider whether placing an interim leader at the helm is the right path for your nonprofit.
4. Draft a timeline for leadership successions that are planned.
5. Adopt an Emergency Leadership Transition Plan to address the timely delegation of duties and authority whenever there is an unexpected transition or interruption in key leadership.
6. Identify leadership development opportunities for staff and board members to expand their leadership skills so that the organization will have a "deeper bench" of future leaders.
7. Cross-train current staff to minimize the disruption from unexpected staffing changes.
8. Make plans to adequately support newly-placed employees, such as with coaching, mentoring, and defining goals.
9. Communicate: What will your organization say to stakeholders before, during, and after a transition of leadership? Thoughtful communications are needed in order to support the staff and organization during the transition process.
10. On board deliberately: Help new board chairs and chief staff leaders feel confident and find their own voices.

QUESTIONS / ISSUES / SUCCESSES OR FAILURES

- Enter your comments in the Chat Feature

SUCCESSION PLANNING & HIRING EXECUTIVE STAFF: PART 2



National Association of Housing and Redevelopment Officials

630 I Street NW • Washington, DC 20001-3736

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TODAY'S FACULTY MEMBER

Stan Quy
NAHRO Professional Development Faculty

SUCCESSION PLANNING & NEW EXECUTIVE HIRING

REVIEW OF THE SUCCESSION PLANNING FLOW CHART

BOARD / CEO HIRING RESPONSIBILITIES

- The Board has full responsibility for the hiring and firing of the CEO / ED. The full Board should be engaged in the final interview of best qualified applicants.
- The CEO / ED has full responsibility for the hiring and firing of agency staff.
- The Board or CEO / ED may collaborate with each other at the request of the responsible party.
- Most Boards and CEOs / EDs will also utilize a Screening Committee
- Has your agency had any issues or challenges with the hiring authority?

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TIMELINES & SEQUENCE

- The typical timeline for a full hiring executive process is 12 to 14 weeks.
- Level 1 Planning for the Executive Recruitment Process is 2 to 3 weeks.
- Level 2 Marketing and Advertising the Position is 4 to 5 weeks.
- Level 3 Screening and Determining the Finalists is 2 to 4 weeks.
- Level 4 Candidate Selection and Contracting is 1 to 2 weeks.

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AFFIRMING THE AGENCY VISION, MISSION, VALUES, & GOALS

- Focusing on becoming a strategy focused organization
- Recognizing the critical importance of strategic human resources management
- Understanding our vision (snapshot of the future and the roadmap for getting there)
- Understanding our mission (business purpose and functions)
- Defining our values and the agency's moral compass
- Setting the 3 to 5 year goals that will further the vision, mission, and values

ALIGNING THE VMVG & THE IDEAL CANDIDATE PROFILE

- Utilizing the VMVG as the overarching framework for defining the ICP
- Completing board / staff / stakeholders surveys and collaboration on the ICP
- Packing the BASKET (behaviors, attitudes, skills, knowledge, experience, talent)
- Determining the “nice to have” and “must have” credentials / qualifications
- Review some key decision points on building the ICP

IDEAL CANDIDATE PROFILE

- Filling the BASKET of qualifications and credentials that an applicant must have or should have to be the ideal candidate for this position. There needs to be a strong consensus on the Ideal Candidate Profile before proceeding further with the process.
- It is very rare to find a candidate that is the perfect fit for the ICP.
- There may also be occasions when the most ideal candidate is not selected.
- What might be some examples of the non-selection of the most ideal candidate?

DATA COLLECTION & STAKEHOLDER INPUT

- Collecting data on HUD 5-Year Plan and the Annual Plan
- Reviewing HUD SEMAP and PHAS scores
- Reviewing HUD findings / audit findings
- Reviewing the Consolidated Plan

DATA COLLECTION & STAKEHOLDER INPUT

- Individual interviews with each Board member regarding CEO /ED expectations
- Community stakeholder (8) interviews regarding CEO / ED expectations
- Resident focus group sessions or surveys
- Organizational analysis survey of staff
- Staff focus groups (management and non-management)

EXAMPLES OF ICP DECISION POINTS

| | | |
|------------------------|----|---------------------|
| LEADER | OR | MANAGER |
| INTERNALLY FOCUSED | OR | EXTERNALLY FOCUSED |
| SHORT TERMER | OR | LONG TERMER |
| BUSINESS FOCUSED | OR | SOCIAL FOCUSED |
| RELATIONSHIP ORIENTED | OR | TASK ORIENTED |
| EFFECTIVENESS ORIENTED | OR | EFFICIENCY ORIENTED |

PARTICIPANT EXERCISE

- Based on the decision points previously outlined, identify an upcoming position that you plan to fill and identify which of these decision points would be selected in putting together the ICP. Briefly identify some of the reasoning for your decision.

THE IDEAL CANDIDATE PROFILE PRODUCT

- The ICP should provide for a comprehensive summary of the BASKET
- The ICP should stipulate “must have” and “nice to have” credentials
- The ICP should NOT be shared with candidates applying for the position
- The ICP should be shared with the Board / Committee at each critical step

ALIGNING THE VMVG & THE IDEAL CANDIDATE PROFILE

- Preparing the position announcement and the position description
- Preparing the salary and benefits parameters
- Determining if both internal and external applicants will be considered

POSITION DESCRIPTION

- The POSITION DESCRIPTION is a written statement of what an employee does, how the employee does it, why it is done, and where it is done. It defines the general duties, the levels of responsibility, and the organizational placement of the position.

POSITION DESCRIPTION

- The PD should provide quality descriptors without being overly detailed or wordy
- The PD should utilize action verbs that accurately describe tasks and responsibilities
- The PD should list organizational functions in order of importance or “essentiality”
- The PD should limit functions to the ten (or less) most critical to the position
- The PD should limit functions to those that consume more than 5% of time

POSITION DESCRIPTION

Recruitment

– providing the expectations to be met in the job announcement

Reclassification

– comparing the position to job classifications

Performance Appraisal

– building the basis for performance evaluations

POSITION ANNOUNCEMENT

■ DIRECTOR HOUSING CHOICE VOUCHER PROGRAM

- The Fort Wayne Housing Authority of the City of Fort Wayne, Indiana is seeking candidates for the position of Director of Housing Choice Voucher Program. The Director leads a staff of __, administers ____ Housing Choice Vouchers and operates with a budget of \$__ million. In addition to leading and managing the HCV program for Fort Wayne, the individual will administer the HCV program of the Decatur, Indiana Housing Authority. A Bachelor's degree is required and major coursework in public administration, business administration, or relevant social sciences disciplines will be weighted stronger. Any equivalent combination of training and experience that will meet the required knowledge, skills, and abilities will be considered. Graduate level degrees in similar disciplines will also receive additional weighting. Five or more years of upper level management is desired, with preference being given to management experience in the Housing Choice Voucher Program. Candidates must have achieved the Housing Choice Voucher Management Certification or must commit to complete the certification within six months. Candidates must demonstrate exceptional knowledge, skills, and abilities in key areas that include, but are not limited to, the following: (1) strategic leadership, (2) management efficiency and effectiveness, (3) business and finance acumen, (4) interpersonal relations, (5) communications, (6) customer satisfaction, and (7) the ability to read, understand and implement federal, state and local regulations related to the Housing Choice Voucher Program.

POSITION ANNOUNCEMENT

- The agency's website is being updated to include additional information on the agency profile, community amenities, the HCV position description, and the benefits package. The compensation for this position is negotiable, depending on the qualifications and salary history of the candidate. The Fort Wayne Housing Authority is an Equal Opportunity Employer. The application must include a one-page cover letter, a two-page resume (including salary history), a one-page summary of leadership / management style, and a one-page listing of three references. Two hard copies and one email version of the application must be received by 5:00PM Central Time on Friday, March 5th at this address:

- Mr. Stan Quy, President and Principal
- The Organizational Leadership Edge
- 147 Ginger Cove Road
- Valley, NE 68064
- SQuy@cox.net

SALARY & BENEFITS PARAMETERS

- Most agencies will present this as “negotiable” in their announcement, depending on the experience and other credentials of the applicant.
- Some agencies may be locked in to a salary range and will provide this range to applicants.
- Performance bonuses are becoming more common.
- Flexible benefits packages are also becoming more common.

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Changing Compensation Strategies

| | | |
|---------------------------------------|---|--|
| * Fixed salary | * Variable pay as add-on to salary | * Low fixed salary, more variable pay |
| * Bonuses / perks for executives only | * Variable pay emerging throughout organization | * Variable pay common throughout organization |
| * Fixed benefits, reward long tenure | * Flexible benefits | * Portable benefits |
| * Company-based career, “moving up” | * Industry-based career, “moving around” | * Skill-based career, interim employment |
| * Hierarchical organizations | * Flatter, team-based organizations | * Networked “virtual” organizations |
| * “Cookie cutter” pay plans | * Total compensation (Look at benefits, too) | * Customized, integrated pay systems; pay, benefits, intangibles |

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DETERMINING THE MARKETING / OUTREACH PLAN / STRATEGY

- Deciding on the extent of outreach for candidates (local, regional, national)
- Defining the outreach options to best reach qualified candidates
- Factoring in the costs of advertising

DETERMINING THE MARKETING / OUTREACH PLAN / STRATEGY

Always include:

- Profession organizations job posting sites
- TOLE previous qualified applicants
- Board / staff referrals
- Website posting

DETERMINING THE MARKETING / OUTREACH PLAN / STRATEGY

Sometimes include:

- Newspaper advertising
- Recruitment brochures
- Social media posting

- Have you utilized some other effective marketing and outreach options?

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THE APPLICATION PACKAGE

- 1 page cover letter
- 2 page resume with salary history and references
- 1 page summary of leadership and management philosophy
- 1 page achievement history questionnaire

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BUILDING THE POOL OF INTERNAL & EXTERNAL CANDIDATES

- Determining a Screening Committee for reviewing best qualified applicants
- Batching the applications and determining ineligible applicants
- Preparing the rating and ranking criteria for eligible applicants
- Completing the rating and ranking of candidates

SCREENING COMMITTEE COMPOSITION

- Typically includes three members of the Board or staff
- In some instances, it may include a combination of Board and staff
- The time commitment is extensive. Without a consultant, each Committee member will likely need to commit to approximately 40 hours of collaboration. With a consultant, each Committee member will likely need to commit to approximately 28 hours of collaboration.
- The same Committee members must be involved with all the interviews

SCREENING COMMITTEE FUNCTIONS

- Batching the applications and determining ineligible applicants
- Formulating the rating and ranking criteria and interview questions
- Rating and ranking the applicants to determine the best qualified applicants
- Conducting phone or Skype interview with best qualified (usually 5 to 7 applicants)
- Recommending to the Board or CEO / ED the finalists to be interviewed

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TYPICAL RATING & RANKING CATEGORIES

- Undergraduate and graduate education
- Breadth and complexity of housing experience
- Diversity of staff and portfolio managed
- Program compliance expertise
- Leadership / management skills and experience
- Professional certifications / recognitions

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Beginning

Spend several years at large company to learn skills and build network

Expanding

Begin moonlighting to develop broader skills and make contacts; establish good reputation

Changing

Start a company; go to work for smaller companies; change industries

Mid-Career

Refresh skills; take a sabbatical; go back to school for new credentials; gain experiences in a nonprofit organization

Toward End of Career

Move to appealing projects as a temporary employee or subcontractor

EVALUATING & INTERVIEWING BQS BASED ON THE ICP

- Preparing the phone interview survey questions for best qualified applicants
- Completing the phone interviews with the top 5 to 7 applicants
- Preparing dossiers on the top applicants for further consideration
- Collaborating with the Screening Committee on the top applicants to bring forward
- Requesting finalists to prepare a response to the Achievement History Questionnaire
- Completing extensive background checks (criminal, credit, website, references, etc.)

PERSPECTIVES ON INTERVIEW QUESTIONS

- Do not ask questions about age, marital status, religion, health, etc.
- Every applicant should be asked precisely the same questions
- Every applicant should be allowed the same amount of time to respond to questions
- Avoid follow-up questions unless the applicant has misunderstood the question
- Use the same interview environment and means for all applicants

SOME GENERAL CATEGORIES OF QUESTIONS

- Scenarios or questions that require the applicant to demonstrate their leadership and management skills and orientations.
- Scenarios or questions that require the applicant to document experiences in dealing with program issues, client groups, conflict resolution, etc.
- Scenarios or questions that elicit from applicants their priorities and their approaches to problem-solving and decision-making.
- Scenarios or questions that demonstrate the applicant's interpersonal skills and relationship skills.

RATING & RANKING THE INTERVIEWED CANDIDATES

- Each interviewer should independently rate the question responses from candidates
- Scores of all interviewers should be placed on a spread sheet
- If scores are far apart for some questions, have the two raters with the extreme high and extreme low scores present their perspectives
- Once all scoring has been finalized, rank the applicants and determine which will be invited in for a personal interview

OTHER COMMENTS ON RATINGS & RANKINGS

- All interviewer notes and scores on candidates will be shared with the Board or CEO and retained for the Record of Decision.
- The ratings and rankings of candidates at this point provide a basis for determining which best qualified applicants will receive a personal interview.
- The Board or CEO retain the right to interview any other candidate that did not make the finalist list recommended by the Committee.

BACKGROUND CHECKS

- Reference checks
- Peer review checks
- Website background checks on the individual and agencies
- Criminal checks
- Credit checks
- Academic credentials checks
- Salary verifications

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SELECTING THE PREFERRED CANDIDATE

- Inviting finalists in for an interview with the Board or Screening Committee
- Preparing the interview questions that are consistent for all finalists
- Completing the interview of all finalists
- Recognizing that the highest scoring candidate may not always be the preference
- Selecting the preferred candidate subject to salary / benefits negotiations
- Negotiating the salary / benefits package

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FINALIST INVITES

- Generally 2 to 4 finalists will be interviewed, and it is strongly encouraged that the finalists be asked to come to the agency for the interview.
- Payment of travel expenses is customary, but not required.
- The same criteria listed earlier for interviewing best qualified candidates should apply to the interviewing of finalists.
- A tour of the agency's portfolio of properties is recommended prior to the finalist interview.
- Each finalist interview is around 90 to 120 minutes with approximately 20 interview questions.
- Know your state laws regarding what must be conducted in open meetings and closed meetings

PREFERRED CANDIDATE NEGOTIATIONS

- The communications with the preferred candidate should be stated accordingly, subject to the negotiation of salary and benefits.
- Areas to be negotiated would include salary, benefits package, relocation assistance, entry / transition timelines, and the probation period and terms.
- Other finalists for the position would not be notified of their status until such time as negotiations have been completed with the preferred candidate.

RECORD OF DECISION

- A Record of Decision regarding the selection of the person for the position should be prepared and retained in the personnel files.
- The ROD should include:
 - Applications from all candidates and the status of each applicant
 - All ratings and rankings of candidates and related notes / observations
 - Background checks
 - Any other factors that were considered in making the personnel decision

TRANSITIONING WITH THE CURRENT EXECUTIVE OR TEAM

- Preparing a transition plan with set timelines, expectations, and performance metrics
- Determining the working relationship between the incoming candidate and staff

EVALUATING EXECUTIVE EFFECTIVENESS DURING PROBATION

- Designing a performance evaluation instrument
- Utilizing the evaluation instrument to measure performance during probation

PURPOSES OF THE PERFORMANCE EVALUATION

- Setting performance expectations
- Providing feedback on performance
- Identifying developmental and training needs
- Making decisions on performance incentives or disincentives
- Making promotion, demotion or termination decisions

CRITERIA OPTIONS FOR EVALUATING JOB PERFORMANCE

- **TRAIT-BASED EVALUATIONS** – Linked to subjective character traits such as “pleasant personality”, “initiative”, or “creativity” that are considered to be desired personal characteristics. Used as a sole criterion, trait-based evaluations can be ambiguous and vague. Most job performance evaluations will include some trait-based factors, but the evaluations should not be limited to, or dominated by, trait-based factors.
- **BEHAVIOR-BASED EVALUATIONS** – Focused on specific behaviors, processes and actions that lead to job and organizational success. Such criteria tend to be more difficult to develop, but do have the advantage of clearly specifying the behaviors that management wants to see evidenced in employees.
- **RESULTS-BASED EVALUATIONS** – Focused on what an employee has done or accomplished (outcomes) as a contribution to the success of the organization. Success is typically linked to furthering the vision, mission, values, and strategic goals of the agency. Such criteria also may result in poor performance in non-measured results or may result in the compromising of legal or ethical standards to gain results.

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PERFORMANCE STANDARDS

- Quantity of Output
- Quality of Output
- Quality of Outcome
- Quality of the Process
- Effectiveness of Results
- Manner of Performance
- Effectiveness in Resources Use

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METHODS OF PERFORMANCE EVALUATION

- WRITTEN NARRATIVE – Preparation of a written narrative describing strengths, weaknesses, recent performance, potential / suggestions for improvement.
- CRITICAL INCIDENTS – Completion of a written record of highly favorable and unfavorable job effectiveness linked to critical incidents which may or may not be defined in advance.
- GRAPHIC RATING SCALES – Selection of job-related performance ratings on an incremental continuum scale that can be supplemented with brief explanations.
- BEHAVIORALLY ANCHORED RATING SCALES – Formulation of key employee job behaviors that are measured against a scale of performance levels (combines CI and GRS).
- COMPARATIVE METHODS – Comparison of the rating and ranking of all employees based on ranking methods, paired comparisons, and forced distributions.
- MANAGEMENT BY OBJECTIVES – Preparation of performance goals and expectations that are linked to the vision, mission, values, and strategic goals of the organization.

TIPS FOR PERFORMANCE EVALUATIONS

- Agree in advance on the performance rating approaches, criteria, and timelines
- Provide for progress reviews and timely critical incident discussions
- Document performance behaviors and incidents on a timely basis
- Emphasize behaviors and results, rather than traits
- Train evaluators and human resources staff
- Provide employees with the opportunity for employee input

TIPS FOR PERFORMANCE EVALUATIONS

- Include feedback linked to performance ratings
- Provide incentive and disincentives linked to performance
- Provide employees with due process
- Communicate methods / approaches for performance improvement

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SEVERING TIES WITH THE NEW OR OLD EXECUTIVE

- Finalizing the decision to retain the new employee or reopen the search
- Formalizing the departure or retention of the outgoing employee

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NAHRO MONITOR

Housing and Community Development News for NAHRO Members.

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New AFFH Proposed Rule Released



Earlier this week, HUD released a new proposed rule to affirmatively further fair housing (AFFH) on its website (though the rule has yet to be published in the *Federal Register*). The National Association of Housing and Redevelopment Officials (NAHRO) strongly supports the Fair Housing Act and the duty to affirmatively further fair housing. This duty has been a part of the Fair Housing Act since its inception. According to HUD, the new proposed rule would simplify the affirmatively furthering fair housing process.

In 2015, HUD finalized a rule that changed how the duty to affirmatively further fair housing was implemented—moving it away from an Analysis of Impediments process to a more complicated, rigorous process known as an Assessment of Fair Housing. Of the 49 jurisdictions that were able to complete this Assessment of Fair Housing process, 31 jurisdictions (or 63 percent) had their assessments rejected or only accepted after additional revisions. Given the high failure rate of the assessments and the costs in providing and scaling technical assistance, HUD instructed all program participants who did not yet submit an accepted Assessment of Fair Housing to move back to the Analysis of Impediments process, while HUD sought comments to improve the affirmatively furthering fair housing process to make it workable for all program participants.

The new proposed rule would change the definition of affirmatively furthering fair housing. Previously the definition stated that affirmatively furthering fair housing was “taking

(continued on pg. 6)

What's Inside



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Conference Registration Opens!

2020 NAHRO Washington Conference

March 29-31

Grand Hyatt Washington Hotel
Washington, DC



Registration for the 2020 NAHRO Washington Conference is now open! The conference will be held at the Grand Hyatt Washington Hotel in Washington, D.C. from March 29-31.

2020 begins a new decade, and with it the potential for new opportunities, and challenges. This year a presidential election looms on the horizon, and affordable housing is emerging as a subject for meaningful national discussion. We'll need steady hands, clear vision and reliable maps to navigate through this pivotal time. Let NAHRO help you make the most of this critical year!

Visit the NAHRO website to register and for program content updates. ■

Final Regulations for Opportunity Zones Released

On December 19, the U.S. Treasury Department and the Internal Revenue Service (IRS) issued final regulations implementing the Opportunity Zones tax incentive. Established by the Tax Cuts and Jobs Act of 2017, Opportunity Zones are a new community development program that encourages long-term investments in low-income urban and rural communities. The Opportunity Zone Program provides tax incentives for investors to re-invest unrealized capital gains into Qualified Opportunity Funds (QOF). QOFs are private sector investment vehicles that invest at least 90 percent of their capital in Opportunity Zones. NAHRO previously submitted comments to the IRS on Opportunity Zones in December 2018 and July 2019, and to the Department of Housing and Urban Development (HUD) in June 2019. The final Opportunity Zone regulations aim to provide clarity and certainty for investors and communities that make use of the tax incentive.

The final regulation makes certain changes to the pro-

(continued on pg. 8)

NEPA, cont'd

(cont'd from pg. 4)

HUD regulations that are bound by NEPA regulations. As such, these changes to NEPA regulations will require HUD to update their environmental review regulations once a final NEPA rule goes into effect.

Comments on the CEQ's proposed rule update NEPA are due March 10. Comments should be submitted to regulations.gov.

A press release on the update can be found the White House website.

The proposed rule can be found on www.govinfo.gov. ■

CLASSIFIED ADS

Director of Community Development Initiatives

The San Antonio Housing Authority (SAHA) is a mission-driven, community-based, nonprofit agency serving the community by providing affordable housing to a diverse and growing population of children, adults, elderly and disabled. SAHA presently serves more than 55,000 residents through management of approximately 6,300 public housing units across 70 properties and more than 8,000 mixed income units across 40 properties through partnerships and non-profit entities. Additionally, SAHA provides rental assistance vouchers through the Federal Housing Choice (Section 8) program. SAHA not only provides a home, but also provides much needed social services and resources for residents through a group of more than 40 dedicated and caring professionals working in the agency's Community Development Initiatives (CDI) Department. The Department is led by an individual who demonstrates long-term vision, strategic thinking, offers viable solutions, and has the ability to consistently and proactively forge beneficial and long-term partnerships, internally and externally. SAHA is currently recruiting a Director of Community Development Initiatives (CDI), a senior leadership position, to lead the agency's resident social services, programming, and special events. A summary of key job duties include performing complex consultative and technical work in the planning, development, and implementation of the agency's community economic development programs designed to integrate SAHA's housing, economic and social development goals. Other responsibilities include overseeing complex research and data analysis to guide planning efforts and coordinating the implementation of economic development opportunities to improve the social conditions of SAHA housing communities; performing professional and technical community development planning work of moderate to high complexity and variety. Primary responsibilities for this position will include, but are not limited to, community development, job training/creation, partnership building, program implementation, volunteer recruitment, public presentations/speaking, administrative details and maintaining files. Qualified candidates will have five (5) or more years of progressive and in-depth experience in program implementation in the areas of community economic development, housing-based initiatives, social services, and community building/community organizing. Candidates must possess a Bachelor's or Masters in Business, Public Administration, Psychology, or a related field. Additionally, candidates will be able to demonstrate the ability to develop and maintain partnerships and work with collaborative partners in private and public sectors, employers, non-profit agencies, community colleges, trade schools, and service providers, and have experience in

the research of funding opportunities and grant writing. Please see the full job description on SAHA's website at www.saha.org. SAHA offers a competitive salary and a comprehensive benefits and insurance package. Other benefits include two retirement programs, wellness programs, and reimbursement on tuition and certifications. Applications will be accepted through January 31, 2020, and applicants can apply online at <https://www.governmentjobs.com/careers/saha>

Housing Choice Voucher Program Director

Westbrook Housing is seeking qualified applicants for the position of Housing Choice Voucher Program Director to lead the department in the management of its voucher Programs. Westbrook Housing administers approximately 1000 vouchers of HCV, PBV, VASH and Mainstream. The Housing Choice Voucher Program Director is responsible for all aspects of the Voucher programs, as well as supervises a staff of five employees. The Housing Choice Voucher Program Director and the Finance Director work together to develop and manage department budgets, monitor the Voucher programs using the HUD 2-year tool, process Housing Assistance Payments and compile data for the VMS submissions. The Housing Choice Voucher Program Director is responsible to review and revise the Administrative Plan, Payment Standards and utility allowances as needed. Waiting lists, PIC and EIV reports are constantly monitored and corrected; compliance reviews of recertifications are done monthly. The qualified applicant shall have a 4 year degree with a BA or BS in an appropriate discipline, a minimum of 5 years of progressively responsible work experience for a housing agency or related experience in the social service or community service fields. Certified Occupancy Specialist and HCV Executive Management Certification is required or must be obtained within 1 year of employment. For a full job description, please visit our website at www.westbrookhousing.org. Interested applicants, please send a cover letter and resume to Jennifer Gordon, 30 Liza Harmon Drive, Westbrook ME 04092 or jhgordon@westbrookhousing.org. The position shall remain open until filled. Westbrook Housing offers a competitive salary that is commensurate with experience and education and excellent benefits. Westbrook Housing is an Equal Opportunity/Affirmative Action Employer.

Development Director

Westbrook Development Corporation is the development entity of Westbrook Housing Authority and is expanding to meet the great need for more affordable housing in the City of Westbrook, and Cumberland County at large. The position is responsible for all phases of project management for the preservation and development of mixed-use and mixed-income affordable housing. The employee must work with some independence; have a working knowledge of real estate finance, development processes, housing policy and land use planning. This position reports directly to the President of Westbrook Development Corporation & the Executive Director of Westbrook Housing. EXAMPLES OF WORK: • Conduct feasibility analysis for potential development projects • Prepare project designs with selected design professionals • Develop project budgets, development pro forma, sources and uses, operating budgets • Arrange for project financing, complete applications to government agencies and private lending institutions • Assembling project development teams; design professionals, engineers, contractors, lenders and other consultants, as needed • Obtain local, state and federal approvals for development projects • Implement site control and land acquisition for projects • Serve as owner's representative during project implementation • Work with Property Management regarding transition and coordination of new units • Project compliance REQUIREMENTS OF WORK: • Success applying for and obtaining financing for affordable housing projects from government sources and private lending

institutions; • Working knowledge and experience in all phases of affordable housing development, including; planning, feasibility, design, finance, operating budgets, construction oversight, management, and project closeout. • Working knowledge of polices and resources from HUD and other federal agencies, State Housing Finance Agencies, municipalities, foundations, and the Federal Home Loan Bank AHP program. • Must have excellent organizational skills • Must have excellent communication skills both written and oral with experience making presentations to boards, neighborhood organizations and the general public. • Working knowledge of MaineHousing and HUD regulations, policies and procedures. • Must have Low Income Housing Tax Credit development experience. • Computer proficiency; Microsoft Office Suite, budgeting and finance applications. **DESIRABLE EXPERIENCE AND TRAINING:** • Minimum three years of experience in real estate development with a primary focus on affordable housing inclusive of Low Income Housing Tax Credit development; • Minimum completion of two, ideally three, LIHTC developments. • Minimum Bachelor's Degree in planning, finance, economics, business management or related field; or a combination of related education and experience. **SUBMISSION OF RESUME:** Please submit your Cover Letter, Resume and summary or portfolio of the developments you have worked on including a description of the development, number of apartments, address, and picture of property to Jennifer Gordon, Operations Director, Westbrook Housing Authority, 30 Liza Harmon Drive, Westbrook, ME 04092 or jhgordon@westbrookhousing.org. For questions, call 207 854-6827. Westbrook Housing offers a competitive salary that is commensurate with experience and education and excellent benefits. Westbrook Housing is an Equal Opportunity/Affirmative Action Employer.

Assistant Finance Director

The Kansas City, Kansas Housing Authority seeks a mid-career controller or accounting/financial analysis professional to serve as Assistant Finance Director. Reporting to the Finance Director and supervising a staff of three, the Assistant Finance Director oversees the housing, staff and general ledger accounting functions within a centralized public housing organization. The Assistant Finance Director works closely with the Finance Director to ensure smooth function of the department and accurate reporting to facilitate effective management of the business. S/he helps lead the annual budget process and assures proper compliance and reporting for public funds. With organization-wide responsibility, s/he may serve as acting Finance Director. Apply by January 30, 2020. For full job description and application instructions, visit kckha.org, or email jfurla@hcapsearch.com.

Resident Assistance Demonstration (RAD) Due Diligence Study

The Housing Authority of the City of Erie is soliciting proposals for a Rental Assistance Demonstration (RAD) Due Diligence Study that will include a Physical Condition Assessment (RPCA); CNA e-Tool and Environmental Review (Transaction Screen & 24 CFR Part 50)The RFP can be downloaded at www.hace.org. Proposals accepted until January 21, 2020 at 10:30 a.m. (E.S.T.)

NAHRO Professional Development Coordinator

Note: to be considered for this job opportunity, a cover letter AND resume must be sent to professionaldevelopment@nahro.org. **SUMMARY:** The purpose of this position is to successfully carry out policies and procedures needed to support both the Professional Development and Certification Departments. All activities must support the National Association of Housing and Redevelopment Officials' ("NAHROs")

strategic goals and objectives and produce results that accomplish the goals of the Professional Development Department. **ESSENTIAL DUTIES AND RESPONSIBILITIES:** The below statements are intended to describe the general nature and scope of work being performed by this position. This is not a complete listing of all responsibilities, duties and/or skills required. Other related duties may be assigned. •Serve as first line customer service representative by answering phones and responding to customer emails in shared inbox (e.g., general questions, transfers, registrations, refunds, change in address). •Prepare for trainings by working with vendor to print/ship materials, creating certificates of attendance, and faculty packets. •Manage the implementation of assessments/exams, from printing to electronic preparation and coordinating shipping, processing/grading and ensuring security of materials through entire process. •Produce purchase orders for materials and faculty contracts for e-Learnings •Support e-Learnings by setting up products for purchase, monitoring registration, collaborating with communications on marketing efforts, actively participating on sessions and developing evaluation reports •Support NAHRO PD in the process of moving from paper to electronic training session evaluations by entering data, setting up surveys and distributing evaluation links to attendees. •Implement comprehensive electronic record-keeping to cover registration/attendance records, updating certification exam versions, results, applications and a customer's certification status. •Support WordPress Content Management System (CMS)-based website and other online or electronic applications. •Conduct inventory of supplies for both Professional Development and Certification Department •Create written standard operating procedures for assigned tasks •Provide meeting and logistical support as requested •Provide recommendations to improve departmental efficiency and Effectiveness •Perform other duties as assigned. **QUALIFICATIONS:** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. **JOB COMPETENCIES:** •Keen attention to detail •Customer service skills •Client relationship building •Records management, general accounting •Calendar management •Purchase order processing •Database entry •Ability to multitask in a fast-paced environment •Proficient in Microsoft Office, Personify, mail merge and technology savvy •Excellent oral and written communication skills •Ability to work independently (self-starter) and within the team environment • Good analytical and time management skills **EDUCATION AND/OR EXPERIENCE:** High School Diploma or equivalent, additional education/training such as Associates or Bachelor's degree level or higher preferred. Two years of meeting planning or association volunteer management; AMS (Personify) experience; Excellent customer service skills, experience interacting with different levels of management/leadership. Highest ethical appearance and behavior is required. The position has access to private, confidential information including exam scores, disciplinary actions taken against individuals (examinees, members etc.) as well as proprietary information of the organization. Position holder must sign an oath of confidentiality as a requirement of employment. **TECHNICAL SKILLS:** To perform this job successfully, an individual should have strong knowledge of the use of personal computers and Microsoft Office Suite; and must be able to learn other computer software programs as required by assigned tasks. **SUPERVISORY CONTROLS:** The supervisor provides administrative direction with assignments in terms of broadly defined missions and/ functions. The incumbent has responsibility for independently planning, designing, and carrying out projects, activities and other related work. **PHYSICAL DEMANDS:** The work is basically sedentary. However, some walking, standing, bending, and the carrying of light items such

as books and papers. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. **WORK ENVIRONMENT:** The work is performed in the normal office setting and meeting and conference rooms. The work involves everyday risks and discomforts which require normal safety precautions typical of such places as offices, meeting and training rooms, etc. The work area is adequately lighted, heated and ventilated. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Assistant to the City Manager on Homelessness

The City of Culver City is seeking an Assistant to the City Manager on Homelessness to oversee, coordinate and support the City's efforts to address the local and regional homelessness crisis. Please follow the link to view the job brochure.

RAD Conversion Consulting Services

The MHA is seeking responses to a Request for Proposal (RFP) from suppliers with the ability to provide RENTAL ASSISTANCE DEMONSTRATION (RAD)/HOUSING PORTFOLIO CONVERSION CONSULTING SERVICES. MHA is a small housing authority. MHA consists of 222 Public Housing Units (3 scattered sites), 303 Housing Choice Vouchers, and 1 Affordable Home. Suppliers must have resources to deliver all service features detailed in the RFP. Proposal responses will be reviewed and ranked according to the parameters detailed in the RFP. The full text of this Notice can be found at <http://www.mayfieldhousing.com/>. RFP packets are available by e-mail request to cathy.sanderson@mayfieldhousing.org and reference RFP/RAD Conversion Consultant, or by calling (270) 247-6391 ext. 229 and providing an email address to received documents. RFP packet requests must be received by February, 17th at 3:00 pm.

Choice Neighborhood Initiative Director

Partners Southeast, Incorporated, a non-profit real estate development arm of the East Baton Rouge Parish Housing Authority (EBRPHA) of Louisiana, is seeking highly qualified individual to serve as our CNI Director. This Position must have an outstanding leadership ability to direct all aspects of CNI Grants Program (BR Choice) including administrative, financial and marketing functions. Considerable experience in finance, familiarity with low income housing tax credits, basic funding sources (HOME, CDBG, etc.), community outreach, and the ability to analyze data and interpret significance of federal, state and local regulations, and provisions as related to the housing industry. Please forward resume, including professional references, no later than January 31, 2020 to Ms. Alicia Trahan, Human Resources, EBRPHA, 4731 North Boulevard, Baton Rouge, LA 70806, or atrahana@ebrpha.org. Salary DOE. Equal Opportunity Employer

Sr. Development Program Manager

Closing Date: Open until filled Beginning Salary Range: \$44.90 - \$67.36 Hourly/Depending on Qualifications plus Excellent Benefits Regular Full-Time, FLSA Exempt Position Work Location: Queen Anne Central Office **JOB SUMMARY:** Seattle Housing Authority is looking for exceptional Senior Manager to join our team. Are you an enthusiastic, self-motivated, and creative individual interested in working for an organization that makes a difference for the people in its community? Does joining an agency that provides quality housing and develops innovative affordable housing policy and programs interest you? As a nationally recognized leader in public housing, Seattle Housing Authority is seeking a talented individual who will join us in making a difference with the people in our

community. The ideal candidate possesses strong team leadership ability, skills in project tracking and management, collaboration and influence of stakeholders. The ability to communicate well with partners, residents, colleagues, government officials, private and nonprofit partners, and technical skills in program, project and construction management, design review and budget management. **BASIC FUNCTION:** Under the direction of the department director, and/or Deputy Executive Director, lead a team in implementing assigned development and redevelopment projects. Provide direction in planning, site selection, feasibility analysis, budget, funding applications, and design and construction processes. Guide development team members via an interdisciplinary approach. Supervise and evaluate performance of assigned staff. **MINIMUM QUALIFICATIONS: EDUCATION:** Bachelor's degree in closely related field from an accredited college or university required; Master's degree preferred but not required. **EXPERIENCE:** Eight years' work experience in public, private or non-profit housing development, financing, budgets, project management, and grant development. Experience in administering and managing complex development and redevelopment programs/projects. Experience in public presentation and public speaking. To Apply: Please submit a letter of interest and resume to April. Griffith@Seattlehousing.org or call 206.615.3556. An email with a link to the formal job posting and description will be sent to qualified applicants. It is anticipated that the successful candidate will start February 2020, depending upon availability. This document is online at seattlehousing.org/jobs/recruitment-announcements or Visit our Job Center Kiosks: Weekdays between 8:00am-4:00pm, expect holidays, at: Seattle Housing Authority- First Floor Human Resources Job Center Kiosks 190 Queen Anne Avenue North Seattle, WA 98109. Equal Opportunity Employer

Assistant Director of Section 8

The Housing Authority of the City of Los Angeles is currently seeking a self-directed and innovative housing professional to join our agency and fulfill the role of Assistant Director of Section 8. The incumbent in the position will have oversight of customer care and customer interactions for the various housing programs; and will also be responsible for the planning, administration and coordination of the activities of the Section 8 Inspections. Please visit www.hacla.org/careers for more details and to apply. Salary \$117,062.40-\$144,809.60.

Notice to Advertisers

DEADLINE for the January 31 issue is January 28 at 3 p.m., ET. If space allows, ads will be accepted after the deadline. All ads published once, unless specified otherwise. Ads also are posted on www.NAHRO.org for 30 days. Application deadline in ads must be open for at least 10 business days after publication date.

AD RATES: NAHRO agency members are not charged for first five lines, including ad title (approximately 50 words); all others pay \$200 for the first five lines, including ad title. After five lines, members pay \$20 per line for each additional line and nonmembers pay \$40 per line for each additional line. For complete list of rates, see www.nahro.org/jobs.

AD SUBMISSION: All ads should be submitted via our online tool at www.nahro.org/jobs. This page also contains additional information such as the *NAHRO Monitor* publication schedule and ad deadlines.

Penalties: All advertisers with a balance 60 or more days overdue are ineligible to place ads until the balance has been paid.

Address/Name Change:

NAHRO Customer Service/Member Relations
630 Eye St. NW
Washington, DC, 20001-3737.

Email: memberservices@nahro.org.

Subscriptions to the *Monitor* are available for \$25 to NAHRO Associates and commissioners from member agencies.



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Use the form below to post your job opening. If you have any questions or encounter any problems, please contact us at 860-437-5700.

* indicates required field

Type of Job Posting [View complete product list](#)

| Product | Duration | Cost |
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| <input checked="" type="radio"/> (Members) 30 Day Web Only Posting Cost: \$0.00 / Line for the first 4 lines \$20.00 / Line after the first 4 lines Definitions: A word consists of 1 or more characters. A line consists of 65 characters Members - first 5 lines, including ad title, free, then \$20.00 per line thereafter Non Members - first 5 lines, including ad title, \$200.00, then \$40.00 per line thereafter. | 30 days | see below |
| <input type="radio"/> (Non-Members) 30 Day Web Only Posting Base Cost: \$200.00 Cost: \$0.00 / Line for the first 4 lines \$40.00 / Line after the first 4 lines Definitions: A word consists of 1 or more characters. A line consists of 65 characters Members - first 5 lines, including ad title, free, then \$20.00 per line thereafter Non Members - first 5 lines, including ad title, \$200.00, then \$40.00 per line thereafter. | 30 days | see below |

Settings

The settings you enter here are only visible to you.

Job Name: *

Enter the name of the job you are posting. It is not displayed to users, but is how you will reference your job posting in your account under the My Jobs tab.

Save as Template
 Anonymous Posting
 Include Company Profile (will only appear on participating sites). Activate Company Profile to be able to use this feature

Job Basics

General Information about your job opportunity.

Company Name: *

Position Title: *

Enter the name of the position you are posting for users to see.

Feature Company Logo: Include your company logo with job posting Yes No Activate Company Profile to be able to use this feature

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Select the job function for this position.

Job Type:

Select what type of position this is.

\$0.00

0 lines

Calculate Price

Job Description:

To prevent SPAM, please do not include your contact information in your job description. To receive applications by email, please use the Contact Information section below.

← → Paragraph 11pt A A B I U <>

Enter in a description for the position you are hiring for. You may type directly into this field or copy and paste text from an external document.

\$0.00

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Calculate Price

Job Requirements:

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Enter the requirements for the position you are hiring for. You may type directly into this field or copy and paste text from an external document.

Job Details

Job Duration:

Select how long the job seeker will be working for your company. This question is often used when the position you are hiring for is a contract job.

Required Travel:

Select how much travel is required in order for the user to perform the duties of this position.

Min Education:

Select the minimum level of education required for this position.

Min Experience:

Select the minimum amount of experience required for this position.

Salary: to

please enter only numbers

Entry Level

Location

Tell us where the job will be located.

Enter the city, state, zip code, and country that the position is located in and click on the Add Location button. After you click Add Location, you will see the information you entered move into the Selected Locations section. Then you may have the ability to enter additional locations by following the same process. If this is a virtual, remote, or work from home position, you can enter your preferred term into the city field and select "Other/Non-US" for the state.

You have not entered any locations.
Please use the form on the right to add one.

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State: *

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Zip/Postal Code:

Region: *

Country: *

Clear

Add Location

Contact Information

Enter the contact information for candidates to apply to your position below.
Please note that your contact name and email address will not be displayed publicly.

Contact Person:

Email Address:

Phone:

Ext:

Fax:

Apply URL:

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By allowing online applications, you enable job seekers to apply for this job online through the job board. Their applications will be stored in your account, and any recipients you select below will be notified of new applications by email.

The recipients you select will not appear in the ad.

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psteinhaus@columblaha.com

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Departure-Defined Succession Planning Tools

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Departure-Defined Succession-Planning Timeline

The future planned departure of the current executive may create anxiety and a fear of the future if the process is not properly handled. To help alleviate anxiety and create a shared understanding of the process among all those involved, the following timeline is recommended to help organizations prepare for the departure-defined planning process. It should be used to complement and drive the completion of the departure-defined succession-planning template on the following page.

Week 1:

1. Current executive meets with board chair to discuss their intent for a future departure.

Week 2:

1. Review and discuss the *succession-planning readiness questions*.
2. Review and complete the *Case Study: Why Succession Planning?*
3. Current executive and board executive committee meet to discuss departure-defined succession planning process and assign roles and responsibilities.

Week 3:

1. Current executive reviews and completes the *self-reflection questions*.
2. Address personal and professional barriers for the departing executive.

Week 4 - 5:

1. Identify the top three to five strategic objectives that fall under the executive's core responsibilities.
2. Identify leadership skills desired and leadership traits not desired for new executive.

3. Update job description for successor.

Week 6 - 7:

1. Identify the key spokesperson for the organization until the new executive is hired.
2. Define internal and external communication plan.

Week 8 - 9:

1. Form a succession planning committee and define roles and responsibilities, including departing executive.
2. Develop a timeline for the executive search strategy.

Week 10 - 16

1. Define internal and external communication plan to be used during the recruiting, hiring and transition process.
2. Conduct sustainability audit of the organization and develop strategies to address organizational and leadership vulnerabilities.

Week 17 - TBD:

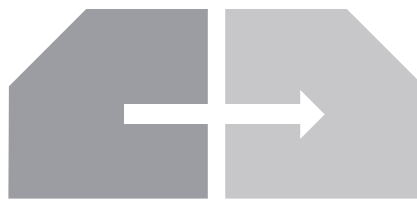
1. Conduct executive search for the successor.
2. Provide regular updates to the board and staff about the selection and hiring process.
3. Identify successor and officially hire them.

Upon Hiring Successor:

1. Search committee drafts and board implements the successor development and transition plans.
2. Successor is officially placed in executive role and works with the board to implement the 90-day transition period.
3. Board chair works with departing executive to make sure they understand the emeritus role, as agreed upon.

Note: The sequence of steps above is more important than the estimated time frames, which depend on the length of time before the departure and length of the search process.

Departure-Defined Succession-Planning Template



Organization Name:

Purpose:

The purpose of this departure-defined succession plan is to ensure continuous coverage of executive duties, critical to the ongoing operations and organization's sustainability, when a long-term executive or founder plan a future retirement or departure date. The objective for this process is to share the expertise of the departing executive with the successor while simultaneously preparing the organization, and departing executive, to fully support the successor.

Ideally the departing executive's input, along with involvement from the board and successor, will make this an effective plan to ensure continuity in external relationships and with staff, while promoting an environment of operational effectiveness under new leadership.

Steps to develop a departure-defined succession plan:

1. *Address the personal and professional barriers for the departing executive.* The departing executive should review and consider the *self-reflection questions*.
 - a. *Facilitate personal planning for departing executive* by providing *self-reflection questions* and/or access to a life coach.
 - b. *Understand and address founder syndrome, if applicable.* Communicate to the board and staff the potential

challenges associated with the founder's departure. Increasing the key stakeholder's awareness of their role in addressing the challenges in a founder transition is very helpful. William Bridges, in *Managing Transitions*, says that for a group to fully embrace the style and ways of a new leader they must first let go of the old.

- c. *Agree on parameters of the executive's emeritus role.* In collaboration with the founder, the board should identify strategies and boundaries to facilitate a successful transition. If there is an essential need for the outgoing founder to remain directly involved in the organization, then clearly define his/her role in supporting the successor's decision/direction even if different than the founder's. The founder's prior mentor role should change to a resource role.
2. *Update job description to ensure executive responsibilities and hiring requirements promote the organization's sustainability.* Matching organizational needs with leadership competencies desired in the next executive is one of the most important features of the executive search phase. This planning process provides a unique opportunity to update the executive requirements and responsibilities.
 - a. Attach current executive position description. Position should be updated as needed, preferably during the organization's strategic-planning sessions and should consider numerous questions.

Continued on next page

Departure-Defined Succession- Planning Template *Continued*

b. What are the top three to five objectives and/or challenges outlined in the strategic plan that fall under the executive's core responsibilities?

(1) _____

(2) _____

(3) _____

(4) _____

(5) _____

c. Based on these objectives and/or challenges, is there an impact on the executive's job description?

(1) Key competencies (e.g., skills—core leadership and management, strategic thinking, board oversight, staff management, agility skills, etc.)

a. _____

b. _____

c. _____

d. _____

(2) Expertise and experience (e.g., fundraising, financial, building new facilities, etc.)

a. _____

b. _____

c. _____

d. _____

(3) Required leadership style (e.g., high control or participatory?).

a. _____

b. _____

c. _____

d. _____

(4) Leadership traits not desired (e.g., poor relationship building, poor board management, etc. These are common derailers in nonprofit organizations).

a. _____

b. _____

c. _____

d. _____

3. *Form a succession-planning committee with clear roles and accountability.* The committee will be accountable for developing, seeking commitment and implementing the departure-defined succession management plan. The committee will facilitate, manage and obtain board and executive approval of this critical leadership transition. The key difference for this committee from a standard executive search committee is the focus and time commitment to developing the successor and preparing the organization for a successful transition. The committee should consist primarily of board members and a few staff members; community volunteers, funders and other stakeholders can serve as ad hoc resources. The committee will also oversee the following steps:

a. *Determine the executive search strategy.* The committee should decide whether to use an executive recruiter or to conduct the search using board members, staff and other resources, such as social media tools and community contacts.

Continued on next page

Departure-Defined Succession- Planning Template *Continued*

- b.** *Update job description.* Matching organizational needs with leadership competencies desired in the next executive is one of the most important features of the executive search phase. This planning process provides a unique opportunity to update the executive requirements and responsibilities. It is critical to distinguish any job differences between the departing executive and the replacement executive and to clearly communicate the rationale for any differences. Refer to *sample job description*.
- c.** *Create and implement the successor development plan.* An effective plan will link the successor's development to key initiatives in the strategic plan, build effective relationships with stakeholders, and ensure an understanding of how the organization achieves its operational objectives and remains financially sustainable. A detailed development plan with stated outcomes can help measure the successor's development and avoid having him or her become the departing executive's aid. The successor will be better prepared to step into the leadership role. A plan left solely to the departing executive's discretion and oversight may inhibit the successor's opportunity to build credible relationships with stakeholders and to understand and address important operational initiatives and challenges.
- 4.** *Define internal and external communication plan.* Conversation is a key function of a healthy organization and is integral to the success of a transition. The communication plan for departure-defined succession planning can span several years as the successor is identified, hired and developed to assume the departing executive's role. It may help alleviate concerns about the organization's future direction and sustainability, particularly when the departing executive is a founder.
- a.** The plan should address communication with stakeholders, including but not limited to staff, funders, government contract officers, foundation program officers, civic leaders, major donors, key volunteers, past board members, and the community at large. The communication should be a coordinated process.
- b.** A well-prepared plan is helpful in a successful transition from a departing long-term executive to a successor. The plan should include: rationale for change, steps to achieve success and commitment to the successor, and a plan for the organization's continued future success. Communicate detailed information about the departure and transition to key stakeholders, including information such as strategic direction of the organization; why the executive is leaving; why the successor was selected; the successor's grooming process; and, how board, staff and other stakeholders are supporting the transition. Implementing a communication plan, which outlines contacts, during the transition helps avoid confusion and promote trust and credibility with the successor.

Continued on next page

Departure-Defined Succession- Planning Template *Continued*

- c. The communication plan should also outline procedures that promote two-way communication. Creating an environment that allows for input from stakeholders, particularly staff, can help identify transition issues, as well as comment on successes. An ideal time to solicit stakeholder input regarding the successor's progress is during the mid-year performance review. Input provides an opportunity for feedback and adjustments to the development plan.
5. *Position the organization for future success by conducting a sustainability audit.* This is an ideal time to assess the organization's alignment with the strategic plan, operating performance, and capacity to meet future client needs to ensure sustainability. Conduct a sustainability audit by completing the following steps:
- a. Gather input electronically or by phone from stakeholders such as the departing executive, board members, key staff, funders and volunteers. Use good survey practices to ensure confidentiality and trust for those who provide data. Soliciting feedback is valuable in determining organization performance and recommending adjustments. Standard questions that may help you gauge your current performance include:
- (1) As you look at the organization's mission what are the organization's greatest strengths and areas for improvement?
 - (2) What major upcoming issues may impact the organization's ability to successfully provide services?
 - (3) What changes might be needed to address those issues?
- b. Additional items to explore during the sustainability audit process will help you gather data about effectiveness, financial position, community engagement and leadership.
- (1) Operational effectiveness of administrative and program functions: How effective are the human resources and financial functions? Are there organization programs/services that are not fully utilized by clients?
 - (2) Resource relationships: Are the key external relationships held by more than one key staff member? How well does the organization collaborate with other agencies in the community?
 - (3) Financial oversight: The organization's finances should be extensively reviewed with a goal to ensure a strong financial position prior to a leadership transition. Does the organization have financial reserves (unrestricted funding, if possible) sufficient to cover at least six months' worth of operating expenses? Has multi-year program funding been secured?
 - (4) Leadership and staff effectiveness: Is there an opportunity to share leadership responsibilities throughout the organization and reduce dependency (and workload) on the executive? Where are the opportunities to develop future leaders?

Continued on next page

Departure-Defined Succession- Planning Template *Continued*

- (5) Board effectiveness: Is the current board role still appropriate for the senior executive that is taking over? Does the board membership need to be modified to better compliment the new executive's skills and competencies? This is particularly critical when a long-term executive is departing and the board was built to reflect their strengths and preferences. Complete the *Board Membership Matrix* to identify the current board composition and determine if changes should be adopted.
- c. Design and implement strategies to address organizational and leadership vulnerabilities. It is important that the sustainability audit results be communicated, developed into an action plan and addressed. Gaining commitment and following through on implementing the plans are critical.
- d. The results from the sustainability audit can also be translated into a desired set of personal and professional competencies that match the organization's core needs. This list can also be used to update the senior executive's job description for their developmental purposes.
6. *Promote successful transition of new executive.* The board president and successor should agree on and implement a transition plan. Although the successor has been working with the organization for a period of time and has completed a development plan, the first 90 days in the new executive role brings challenges. An effective 90-day transition plan includes:
- a. The board's written goals and expectations of the successor for the first 90 days and 12 months.
- b. Participation in a formal orientation program as well as meetings with board members, staff, funders and volunteers.
- c. A structured feedback mechanism with pre-identified key stakeholders to assess progress and potential barriers to a successful transition.

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An organization had completed a thorough sustainability audit and identified a plan of action but never implemented the action plan. Three years later, the founder departed and the "developed" successor took over the leadership reins. The successor failed and was removed. Some of the key issues that contributed to the successor's failure were identified in the audit but never addressed. An example was the reluctance of the founder to focus the organization's efforts on key programs. Instead the organization continued to be "all things to all people" finally resulting in a critical financial shortage that was, in part, blamed on the successor when he tried to narrow the scope of services.

Departure-Defined Succession- Planning Template *Continued*

- d. Access to development resources for the new executive, such as reading materials and/or leadership training programs to help them better understand the challenges of leading a prior peer group and succeeding as long-term executive.
- e. Depending on the complexity of the challenges, a transition coach may be retained to facilitate a successful executive transition and help manage obstacles.

7. *Approval of Departure-Defined Succession Plan.* This succession plan will be approved by the executive committee and presented to the full board of directors for review and approval.

Signatures AND copies kept of this document by:

- Board President _____
Date: _____
- Executive _____
Date: _____
- Human Resources _____
Date: _____

NOTE: Corporate attorney has copy but signature not required.

Succession-Planning Readiness Questions



A nonprofit organization's board of directors is responsible for overseeing the transition of an executive leader and ensuring that the organization is well positioned to successfully continue its operations during a change in leadership. Poorly managed executive transitions can reduce organizational sustainability and program effectiveness. In worst case situations, poor transitions also can put an organization out of business. The following questions should act as the first step in measuring your organization's readiness for succession planning.

1. Is your organization in a position to implement a succession plan that was previously adopted and approved?
2. If your executive is suddenly unable to serve, or retires, have you identified candidates for the job?
 - If the answer is yes, is that talent prepared? Do they have the required leadership style, financial knowledge, contacts and necessary experience to take charge of the organization and continue to provide clients and funders with uninterrupted services?
 - If the answer is no, what is your plan for hiring another executive who understands how to lead your organization and continue to provide uninterrupted service to your clients and funders?
 - Does everyone within the organization know who will be the acting executive until the board can meet and appoint someone officially?
3. Would your organization be able to sustain a decline in income or fundraising activities without the executive? Is the executive the primary fundraiser? Do board and staff work with the executive to maintain relationships with funders?
4. Do funders trust that the organization can succeed without the current executive?
5. Does the board have the right mix of talent to effectively hire a new executive for your organization? How committed and supportive is the board to the success of the executive?
6. Will the organization lose institutional knowledge and contacts if your executive were to suddenly leave?
7. Is the executive's current level of responsibility realistic, or has the executive, in good faith, taken on too much responsibility at the expense of staff development? What skills need to be replicated in the new executive versus those that could be developed among staff or board members?
8. Does your current executive understand and possess skills and expertise necessary to lead your organization in today's resource constrained-world?
9. Are there other positions besides the executive that would leave the organization vulnerable should they depart? If so, what plans are in place to address their departure?

Case Study: Why Succession Planning?

There are many examples of organizations that experienced a departure and unsuccessful transition of an executive leader. To further aid organizations in understanding the importance of succession planning and preparing them to undertake the process, the following case study should be reviewed and discussed by the current executive, board of directors and key staff.

Case Study

Two days before the call, I had assumed the role of board president of a highly successful nonprofit organization. As a board member for four years, I felt the agency was positioned well for a successful year. The nonprofit had numerous strengths that positioned it for continued success, including: A senior executive with more than 20 years experience who had a great reputation in the community; highly satisfied clients; experienced and high-performing staff; diverse board membership with experience; a solid financial position with dedicated funders; and, a recently approved three-year strategic plan. The organization's strategic plan called for the immediate launching of an approved capital campaign for a new facility to expand their services.

The call I received was from the senior executive submitting her resignation. She had accepted an offer with another organization. She felt confident that she was leaving the agency in a good position and that it could continue operations without any problems. I was very disappointed to see her leave but wished her the best.

I called a board meeting to make the announcement and discuss our next steps. What I anticipated being a relatively simple process turned out to be anything but simple.

The organization recently had updated and approved various human resources policies and procedures, but an executive

succession plan had not been drafted or approved. The lack of preparation generated many questions that the board and I had to consider:

1. Do we fill the senior executive position from the outside or promote from within—i.e., the “unofficial successor” who has worked alongside the executive during the past several years?
2. What are we really looking for in a new executive? Should we consider new requirements from those possessed by the departing leader?
3. How do we address concerns by the current leadership staff who may be nervous about a new executive joining the organization?
4. How long should we plan for the process to take?
5. What do we do in the interim? Do we need an acting executive? If so, what does that look like in terms of compensation, authority and decision-making responsibilities?
6. Who will serve as the organization's main contact?
7. What action do we need to take to ensure that current funders do not get nervous about the executive's departure?

These and many more questions had to be answered and agreed upon while still ensuring the organization continued its day-to-day operations. Over the next several months, there were many long discussions, meetings and conversations with the staff and phone calls/personal visits with funders as I and the succession planning committee worked to manage the emotion and differing agendas of key stakeholders.

Eventually a new executive was successfully appointed. However, this experience taught me that an organization should not have to spend this amount of time and effort in replacing their executive. It is preferable for boards and staff to spend time developing and approving an executive succession plan that they can implement should a departure occur.



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Current Events for August-September 2020

Current Events

Current event items related to the CHA Affordable Housing Initiative are included in the Board Report from the CEO.

- The CHA was awarded the following CDBG and HOME funding:
 - HOME funding for Kinney Point new construction - \$100,000 (Request was \$250,000)
 - CDBG funding for Trinity Place infrastructure - \$50,000 (Request was \$150,000)
 - HOME funding for the Tenant-Based Rental Assistance program - \$95,000 (Request was \$110,000)
- Matt Unser has been hired as the Independent Living Coordinator at Oak Towers. Matt previously worked at Burrell Behavioral Health and has worked with our residents at Oak Towers and Paquin Tower.
- Phil Steinhaus and Erin Friesz participated in two Zoom meetings with staff from the Columbia Public Schools and other youth service providers to discuss how we as a community can respond to the virtual learning needs of our students.
- Phil Steinhaus participated in a meeting of the Cradle to Career Alliance Board of Directors.
- Phil Steinhaus and Rick Hess met with a representative of Goodwill to look at office space available for temporary rental at the old Tribune building.
- Bob Hutton, Andrea Tapia, and Phil Steinhaus held a Commissioner orientation meeting over Zoom with Steve Calloway.
- Phil Steinhaus made a presentation to the employees of the Daniel Boone Regional Library on behalf of the Heart of Missouri United Way campaign.

On-Going Community Committees and Task Forces

- Phil Steinhaus is participating in an affordable housing policy committee sponsored by two City Council members.
- Phil Steinhaus is serving as a member of the Boone County Emergency Operations Plan - ESF-14 Long Term Recovery Committee.
- Erin Friesz is participating in the Brilliant Beginnings committee of the Cradle to Career Alliance. The committee is focusing on birth to Kindergarten child development.
- Phil Steinhaus is Chair of the Cradle to Career Alliance Board.
- Phil Steinhaus is participating in the Columbia/Boone County Department of Public Health and Human Services Safe, Healthy, and Affordable Housing Action Team.
- Andrea Tapia is serving on the Board of Directors for the Salvation Army.
- Andrea Tapia and Sara Stone are key members of the Functional Zero Task Force whose goal is to end chronic and Veteran homelessness in Columbia and Boone County.

There were two media articles from the past month that included the CHA.