

# 2016 ANNUAL MTW PLAN



## *Fundamentals*

Public Comment Period – March 5, 2015 through April 4, 2015

### **HUD Submissions**

Initial Submission April 16, 2015

Revised Submission July 31, 2015

# HACG CELEBRATES EDUCATION

A small pictorial\* below reflects resident achievements – graduations and homeownership



*\*As released by and captured by ROSS/FSS members and service coordinators*

# **ANNUAL MTW PLAN SUBMITTED BY:**

## **The Housing Authority of Columbus, Georgia's Leadership Team**

### **Board of Commissioners**

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Mr. Charles Alexander, Vice-Chairman  
Ms. Ruhnell Bankston, Resident  
Mr. Edward Burdeshaw  
Mr. Edgar Chancellor  
Mr. Kenneth Henson  
Mrs. Jeanella Pendleton

### **Senior Management Team**

Mr. J. Len Williams, Chief Executive Officer  
Ms. Verona Campbell, Chief Real Estate Officer  
Mr. John Casteel, Chief Assisted Housing Officer  
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# **I. INTRODUCTION**

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## B. Overview

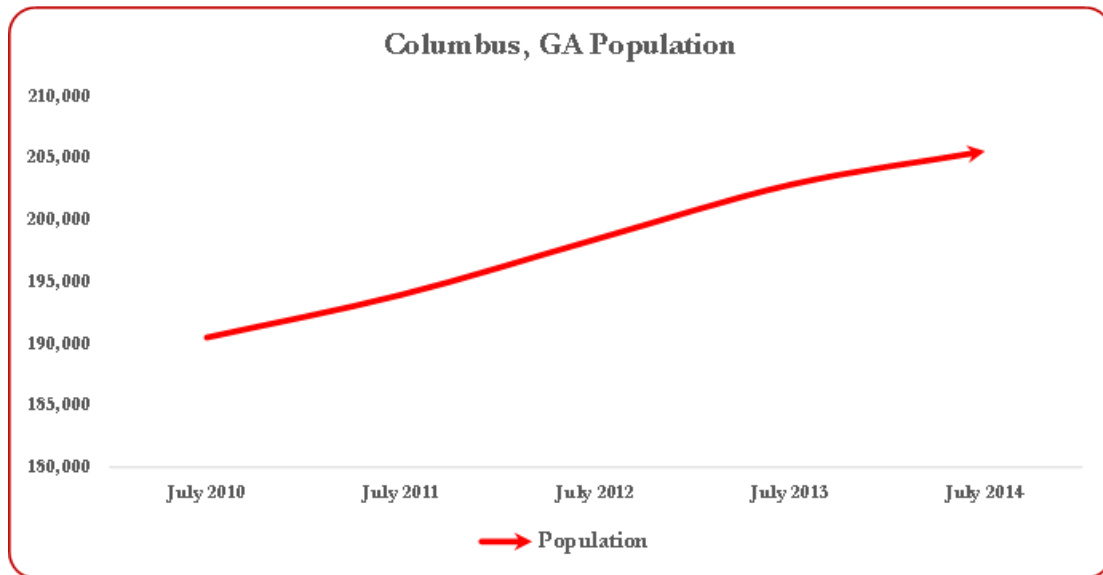


The Housing Authority of Columbus, Georgia (HACG) is a housing industry innovator located in the Chattahoochee Valley in Muscogee County, in western Georgia. The city of Columbus sits approximately 90 minutes southwest of Atlanta and ranks as the third largest city in Georgia.

Columbus is home to major industry corporations such as AFLAC, Total Systems, RC Cola, and Fort Benning, as well as a growing state university, Columbus State University (originally founded as a junior college in 1958

with one main campus, now is a state university with 3 satellite campuses and over 8,000 students), and scores of small home town businesses.

Columbus' population is made up of citizens born and raised in Columbus, to families connected to Fort Benning, to families relocating to the area for employment reasons. No matter how the Columbus citizenry came about, the population continues to grow and HACG continues to offer affordable housing choices to all families in the affordable housing market.

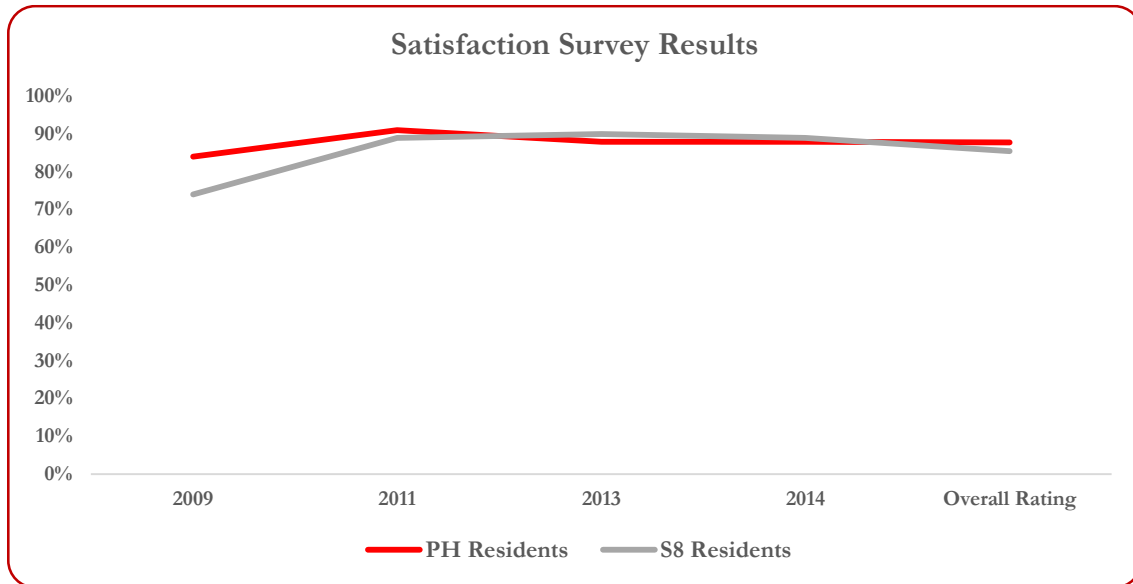


HACG's leadership's continued focus on the agency's future persistently positions the agency to be recognized as an affordable housing industry leader and that focus continues to merit prompt actions to address and resolve anticipated housing needs before they surface. Consequently, HACG's leadership actively pursues affordable housing programs and other options that position HACG to be a sought after choice to meet unique, ever changing



housing needs, as well as provide flexibility to enter into partnerships to achieve housing goals and objectives for all stakeholders.

HACG enjoys a high occupancy rating and Columbus citizens continue to seek out HACG properties to call home. This is evidenced by the Satisfaction Survey results (below) shown over the last few years and includes a Wait List with more than 3,000 applicants for either the Housing Choice Voucher (clients) or the Public Housing (residents) Rental Assistance Programs.



This phenomenal circumstance of high satisfaction ratings and a healthy wait list is directly attributed to the forward thinking of HACG leadership and its pursuit of programs and projects that continue to position HACG as a “home” destination. Examples of programs and projects that position HACG in a favorable light include the Moving-to-Work (MTW) Demonstration Program, the Rental Assistance Demonstration (RAD) Program, Resident Opportunities for Self-Sufficiency (ROSS) Service Coordinators Program, Family Self-Sufficiency (FSS) Programs, the George Foster Peabody Redevelopment Project, the Newton D. Baker Redevelopment Project, and the Booker T. Washington Redevelopment Project (in progress).

These programs and projects have allowed HACG to offer services and solutions to its residents and the community at-large. HACG was designated as a MTW agency in December 2012 and entered into a 5-year MTW Agreement with the United States Department of Housing and Urban Development (HUD) (effective July 3, 2013). The agreement allows HACG to waive certain US statutes and HUD regulations governing Section 8 (Housing Choice) and Section 9 (Public Housing) Rental Assistance Programs. These waivers provide HACG the flexibility to introduce ideas and test theories to learn if the introduced idea provides a positive or negative impact to the agency and/or to the resident.

Whatever ideas that HACG introduces must be approved by HUD and must address at least one of the three statutory objectives which are listed below:

1. **Reduce cost** and achieve greater cost effectiveness in federal expenditures;
2. **Give incentives to families** with children whose heads of household are either **working, seeking work, or are participating in a job training, educational, or other programs** to assist in obtaining employment and becoming economically self-sufficient; and
3. **Increase housing choices** for low-income families.

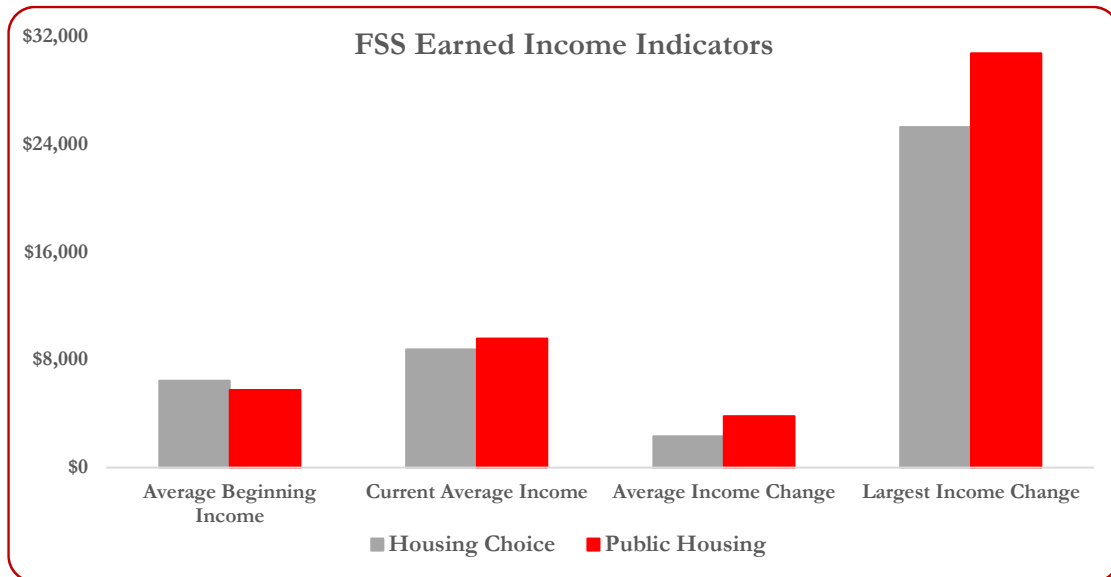
As a result of its MTW status, HACG is tracking the impact of the following approved ideas:

- Waiving the minimum rent for homeless veterans that return to work;
- Implementing a reduced rent calculation for homeless veterans that maintain jobs;
- Excluding asset income from the income calculation when assets are less than \$50,000;
- Recertifying elderly and disabled households every 3 years, where households only have a fixed, stable income source(s);
- Offering a reduced rent calculation to designated residents that return to work;
- Providing a work incentive to designated households that return to and retain employment;
- Eliminating child support income from the rent calculation;
- Simplifying HCV utility allowance calculations for clarity;
- Increasing the number of Rapid Rehousing Vouchers to house homeless families;
- Providing higher valued vouchers to study if the larger amount impacts housing location selection and related decisions

Around the same time frame of the MTW notification, HACG learned about its invitation to participate in RAD as well. RAD allows PHAs to convert its public housing units to long-term Project-Based Vouchers (PBVs). This conversion effort will essentially convert its current conventional public housing units in Columbus and provide HACG with an increased flexibility to provide affordable housing choices to Columbus' growing population.

HACG receives grant awards for ROSS and FSS Programs. Both programs promote self-sufficiency and fund fulltime program coordinators to assist families in setting and achieving goals, as well as provide the guidance to remain focused on long-term goals and assist with removing obstacles and barriers to achieve short-term goals. Almost 14% (490) of HACG residents have been impacted by the self-sufficiency programs.

The graph below shows the positive financial impact of HACG’s FSS Programs:



HACG has begun the process of restructuring its portfolio and completed projects to date have transformed large, traditional public housing sites into award winning, mixed-income communities: Ashley Station (formerly known as George F. Peabody Apartments) and Arbor Pointe (formerly known as Newton D. Baker Village). The success of these new developments combined with the escalating maintenance costs encouraged HACG and accelerated the “creation” of two other Low-Income Housing Tax Credit (LIHTC) communities, Patriot Pointe (formerly known as Alvah C. Chapman Homes) and Columbus Commons (currently known as Booker T. Washington Apartments). These sites, scheduled to be completed by the end of fiscal year 2016, and their success will spur the exploration of other HACG sites to undergo future transformations.

As a result of HUD approved initiatives related to MTW and to account for the changes to policy and procedures, HACG continues to update its Admission and Continued Occupancy Plan (ACOP) and its Administrative Plan (Admin Plan).

HACG provides this document for public inspection/review and held public hearings/meetings for all interested parties to share their thoughts and comments. The annual document was available for review and comment from March 5, 2015 through April 4, 2015 at the following locations:

- The Columbus Public Library, 3000 Macon Road (2<sup>nd</sup> floor reference desk);
- HACG’s Central Office, 1000 Wynnton Road (front desk);
- HACG’s Tenant Selection Office, 1180 Martin Luther King, Jr. Boulevard (front desk);

All comments received prior to April 9, 2015, will be incorporated into the Adopted Annual MTW Plan. During fiscal year 2016 (July 1, 2015 through June 30, 2016), HACG seeks to



use the MTW Single-Fund flexibility authorization and to implement actionable techniques and appropriate strategies to meet stated management goals and objectives listed in its plan.

MTW SHORT-TERM GOALS AND OBJECTIVES

The tables that follow list short-term MTW Goals and Objectives:

Activity Number	Activity Name	Quick Overview	Status as of December 31, 2014
2014.01	Community Choice	This activity was <b>re-proposed in the FY2015 Plan due to significant changes</b>	Please see 2015 short-term MTW Goals and Objectives
2014.02	Innovations to Reduce Homelessness	Issue 30 TBVs as Rapid Rehousing Vouchers on a referral basis with a priority preference for military veterans, offer a tiered rent incentive for military veterans that return to the workforce	30 Vouchers have been issued and 29 contracts have been signed. 1 of the 29 contracts is signed by a military veteran
2014.03	Administrative Reform (Self-Certification Component Excludes HOPE VI and Mixed-Income Sites)	Allow PH & S8 households with assets below \$50k to self-certify their assets annually after initial verification of their assets; disregard income from assets below \$50k from the income calculation; allow S8 households to exceed the 40% of income cap for rent (but remain below 50%).	Self-certification forms were approved and incorporated into the PH & S8 examination process; 40% income cap on rent was lifted, 336 S8 households were allowed to exceed the 40% income cap
2014.04	Administrative Efficiencies (Excludes HOPE VI and Mixed-Income Sites)	Permit elderly/disabled households with a fixed, stable source of income to recertify on a triennial cycle	Elderly/Disabled families have been identified and placed on an every 3 year recertification cycle

Activity Number	Activity Name	Quick Overview	Status as of December 31, 2014
2014.05	Streamline HQS Inspections	Place properties that pass HQS on the initial or 2nd (1st re-inspection) inspection on a biennial inspection cycle, where the property owner and resident must self-certify the property in the "off" year; issue a \$45.00 re-inspection fee (per re-inspection) on abated properties that require a 3rd (2nd re-inspection) inspection or more before passing HQS	Properties have been placed on a biennial cycle; abated properties have been identified and charged for re-inspections (over \$1,100 collected)
2014.06	Rent Reform (Farley)	Increased minimum rent from \$50.00 to \$75.00 in 2014; increases minimum rent from \$75.00 to \$100.00 in 2015; provides rent incentive to residents that return to work (identified group), where rent calculations are tiered and phased over time back to 30%; additionally, incentives are available to the group to assist in the retention of employment on a case-by-case basis	5 Families reported employment and placed on the first tier of the rent calculation, 26%

The tables below captures the short-term MTW Goals and Objectives approved in the 2015 Annual MTW Plan:

Activity Number	Activity Name	Quick Overview	Status as of December 31, 2014
2014.01	Community Choice	Issue 40 TBVs at 120% of FMR; issue 40 TBVs at 120% of FMR with a location restriction, and issue 40 "regular" TBVs; monitor housing decisions and track impact of housing decisions. Evaluation to be completed by Columbus State University' Social Research Center	This activity is a <b>re-proposal</b> from FY2014 and was <b>approved by HUD October 3, 2014</b> ; activity was implemented accordingly
2015.01	Eliminate Child Support Income from Rent Calculation (Public Housing Only, Excludes HOPE VI and Mixed-Income Sites)	Disregard child support income from rent calculation for PH residents only; evaluate whether disregarded income increases self-sufficiency and/or increases the number of child support income sources reported	This activity was approved by HUD October 3, 2014; <b>activity will be implemented during annual recertification examinations</b>
2015.02	Portability Restrictions	Limit households porting out of Columbus to verifiable employment reasons, as well as limit the number of port ins (absorption) to Columbus to verifiable employment reasons	This activity was approved by HUD October 3, 2014; <b>activity will be implemented in late spring</b> , after HACG converts its software

Activity Number	Activity Name	Quick Overview	Status as of December 31, 2014
2015.03	Simplify Utility Allowance (UA) Calculation (Housing Choice Only)	Reduce variations to utility allowances; reduce errors in utility calculations, and improve clarity of utility calculations to landlords and residents by presenting two options: 1) UA where tenant pays for services and 2) UA where landlord pays for services	This activity was approved by HUD October 3, 2014; <b>activity will be implemented in late spring</b> , after HACG converts its software
2015.04	Cap Childcare Deductions (Excludes HOPE VI and Mixed-Income Sites)	Limit childcare deduction amounts to reimbursement rates consistent with GA Childcare And Parent Services (CAPS) rates - activity excludes mixed income properties that HACG manages and/or owns	This activity was approved by HUD October 3, 2014; <b>activity will be implemented during annual recertification examinations</b>

HACG will focus on education and employment in future plans. Meanwhile, the table below captures the planned short-term MTW Goals and Objectives for HACG, pending HUD approval for the 2016 Annual MTW Plan:

Activity Number	Activity Name	Quick Overview	Comments / Notes
2016.01	Next Step Vouchers (NSV, Housing Assistance for Youth Who Have Aged Out of Foster Care)	HACG plans to set aside up to 10 vouchers for foster youth that "age" out of Foster Care in Muscogee County, GA. The intent of the voucher is to help the aged out foster youth stabilize their living situation and avoid becoming homeless	Vouchers expire after 36 months or the 23rd birthday, and may transition to a "regular" TBV provided that conditions of standing and "stability" are met

## NON-MTW SHORT-TERM GOALS AND OBJECTIVES

- Implement the mandated flat rent increase to 80% of the Fair Market Rent (FMR) as prescribed by PIH Notice 2014-12 (HA). The table below reflects the FMR for the Columbus, GA-AL, Metropolitan Statistical Area (MSA) and the new flat rent:

Category	Bedroom Size					
	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
2015 FMR - Columbus, GA-AL MSA	\$ 536	\$ 628	\$ 745	\$ 1,026	\$ 1,319	\$ 1,517
New Flat Rent - 80% of FMR Mandate	\$ 429	\$ 502	\$ 596	\$ 821	\$ 1,055	\$ 1,213

- Annual rent increases cannot exceed 35% of the current rent being charged. As a result, many flat rent increases will be phased in until the 80% goal is reached. The table below shows a snapshot analysis on the impact of the mandated flat rent increase on HACG's most populous flat rent amounts:

Populous Flat Rent Amounts	# of Units @ Flat Rent	2015 80% Flat Rent Amount	New Flat Rent (Year 1)	\$ Impact on Family	New Flat Rent (Year 2)	\$ Impact on Family	Two Year \$ Impact on Family
\$ 221.00	41	\$ 502.00	\$ 298.00	\$ 77.00	\$ 402.00	\$ 104.00	\$ 181.00
\$ 236.00	33	\$ 596.00	\$ 319.00	\$ 83.00	\$ 431.00	\$ 112.00	\$ 195.00
\$ 260.00	81	\$ 596.00	\$ 351.00	\$ 91.00	\$ 474.00	\$ 123.00	\$ 214.00
\$ 295.00	32	\$ 821.00	\$ 398.00	\$ 103.00	\$ 537.00	\$ 139.00	\$ 242.00

- Continue the process of evaluating the portfolio and converting sites through RAD;
  - HACG received a full portfolio RAD conversion award January 7, 2014. HACG intends to convert its existing public housing units to RAD PBV units. PH units gained through construction, purchase, rehabilitation, and other means may be converted into PBV units at a later time.
  - HACG will comply with tenant protection enumerated in Section 1.6.C and 1.6.D of Notice PIH-2012-32 (HA), REV-1, as well as provide supportive services as necessary,
  - HACG will perform cost-benefit analysis on its portfolio and proceed with the RAD conversion process if financially feasible, as well as exercise previous HUD approved MTW authorizations (FY2014 Annual MTW Plan) to maximize statutory MTW objectives,

- HACG will strategically implement “rent bundling” to financially balance its initial conversion of public housing sites,
- All site conversions are subject to funding availability and sites may change to meet funding sources requirements,
- The table below reflects HACG plans to convert its PH units (in project numeric order, not priority or plan order) to RAD PBV units:

<b>PUBLIC HOUSING UNITS PLANNED FOR CONVERSION</b>									
<b>NUMBER OF UNITS, BEDROOM DISTRIBUTION, AND UNIT TYPE</b>									
<b>Project Number</b>	<b>Site Name</b>	<b>0 BR</b>	<b>1 BR</b>	<b>2 BR</b>	<b>3 BR</b>	<b>4 BR</b>	<b>5 BR</b>	<b>Total</b>	<b>Type of Units</b>
GA 004000406	Luther Wilson	0	51	145	68	21	4	289	Family
GA 004000412	Brown Nicholson	28	71	1	0	0	0	100	Elderly / Disabled
GA 004000416	EJ Knight Gardens	0	40	0	0	0	0	40	Elderly / Disabled
GA 004000417	EJ Knight	0	0	52	0	0	0	52	Family
GA 004000418	Ashley Station - Phase I	0	28	36	9	0	0	73	Family
GA 004000418	Ashley Station - Phase II	0	51	21	1	0	0	73	Family / Elderly
GA 004000420	Arbor Pointe I	0	4	10	4	0	0	18	Family
GA 004000421	Arbor Pointe II	0	4	10	4	0	0	18	Family
GA 004000422	Cottages @ Arbor Pointe	0	19	0	0	0	0	19	Elderly
<b>RAD PH CONVERSION TOTAL:</b>		<b>28</b>	<b>268</b>	<b>275</b>	<b>86</b>	<b>21</b>	<b>4</b>	<b>682</b>	

- Continue the multi-phase redevelopment of the Booker T. Washington (BTW) Development, phases include:
  - Phase 1 – Demolish the BTW site and erect a mixed-income site;
    - HACG has been approved for tax credits to redevelop the aged, outdated site in similar fashion to tax credit developments at Newton D. Baker and George Foster Peabody that have transformed effectively to Arbor Pointe and Ashley Station respectively;



- Phase 1a – Develop Patriot Pointe (formerly Alvah C. Chapman Homes), a “Near-Elderly-Only” structure; displaced BTW elderly have housing priority;
  - HACG will exercise appropriate MTW authorizations, as approved by HUD, to maximize statutory MTW objectives,
  - HACG is approved for a “Near-Elderly-Only” Designation,
  - The need for the “Near-Elderly-Only” designation is in line with the quickly rising elderly and near-elderly population, which comprises 29.1% of the city’s 2010 census population,
  - The “Near-Elderly-Only” designation is consistent with the jurisdiction’s affordable housing strategies, which will allow HACG to provide affordable housing units to both elderly residents in Phase 1a as well as low-income families in Phase 2 of the redevelopment,
  - The site will consist of 71 HCV units, 5 market units, and 24 public housing units,
- Phase 2 – Development of Columbus Commons (the northern half of BTW) site for family housing (currently 60 HCV, 15 market, and 31 PH units);
  - HACG will exercise MTW authorizations to maximize cost efficiency, provide incentives to the residents, and to expand housing choices for the community,
- Phase 3 – Future development of the southern half of the BTW site for commercial use;
- HACG proposes two fully vetted initiatives in the coming fiscal year at its MTW test site, E.E. Farley Apartment Homes. The planned initiatives are as follows:
  - Early Education Initiative that will focus on pre-school aged (2 – 4) children,
  - An Integration of Health and Housing Initiative that will focus on all population segments on site, as well as the surrounding community,
    - Both initiatives listed above included community members, residents, and service providers at interest and planning meetings on the property and information has been presented to HACG’s Board of Commissioners;
- Continue increased efforts to obtain vouchers to assist disabled and/or homeless families;
  - HACG’s objective is to actively pursue and accept vouchers that focus on helping the general population, as well as specific population segments;
    - HACG has partnered with the GA Department of Behavioral Health and Developmental Disabilities (DBHDD) to receive 100 Georgia Housing Vouchers (GHV) to assist in addressing emergency and temporary housing issues, which allow HACG to focus on rapid rehousing,
    - HACG has accepted 17 Veteran Affairs Supportive Housing (VASH) vouchers aimed to assist with the area’s homeless military population,

- HACG will continue to explore Section 811 vouchers, which aid in providing Supportive Housing for Persons with Disabilities,

### MTW LONG-TERM GOALS & OBJECTIVES

Summarized succinctly, HACG's long-term goals focus on categorizing its communities and introducing innovative ideas that promote cost effectiveness, self-sufficiency, and housing choice under the MTW Demonstration Program. Both MTW and Non-MTW long range goals include exploring solutions to decrease homelessness and family displacement.

In addition, HACG believes that any of its public housing units converted through RAD participation will only enhance community planning by converting long-term public housing units into long-term project-based voucher units. Communities are categorized as follows:

- **Category One – Maintain:** these are communities that are in good condition and will continue as public housing with future modernization as needed;
- **Category Two – Redevelop:** these are communities that are experiencing functional or economic obsolescence. These communities will be replaced as soon as HACG can assemble the required financial resources;
- **Category Three – Modernize:** these communities are located in areas that are not conducive to redevelopment; nonetheless, these communities will receive considerable modernization and will be held as public housing until the real estate market is conducive to redevelopment.

Due to the changing needs of the community, HACG has focused its homeless assistance to the provision of rapid rehousing vouchers. Meanwhile, HACG is committed to its long term “brick and mortar” projects which are captured on the next page:

<b>Fiscal Year</b>	<b>Project Description</b>	<b>Notes</b>	<b>Number of Housing Units</b>
2016	Willow Glen II (working name)	HACG plans for this project to be similar to Willow Glen, which is a stand-alone complex that provides 30 units of housing for the chronic homeless	30
2016	Booker T. Washington Redevelopment, Phase I*	HACG plans to provide 10 units of permanent supportive housing in a mixed income community	10
2017	Booker T. Washington Redevelopment, Phase II*	HACG plans to provide 10 units of permanent supportive housing in a mixed income community	10

<b>Additional Units of Permanent Supportive Housing</b>	<b>50</b>
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*\*Subject to receipt of Section 811 vouchers*

- The Booker T. Washington Redevelopment, phases I & II, are subject to the receipt of Section 811 vouchers - designated housing vouchers for persons with disabilities

NON-MTW LONG-TERM GOALS & OBJECTIVES

- HACG received a full portfolio award January 7, 2014. HACG intends to convert its existing public housing units to RAD PBV units in accordance with PIH Notice 2012-32. PH units gained through construction, purchase, rehabilitation, and other means may be converted into PBV units at a later time,
  - HACG will provide supportive services as necessary;
- Implement the final phase of the BTW redevelopment

## **II. OPERATING INFORMATION**

Currently, HACG provides access to affordable housing units through the administration of Housing Choice Vouchers and management of Public Housing units. The table on the next page sorts the various types of housing assistance and the number of units by rental assistance category:

Housing Type	Assignment	Number of Units
Project-Based Vouchers	Cottages @ Arbor Pointe	101
Project-Based Vouchers	Arbor Pointe I	75
Project-Based Vouchers	Arbor Pointe II	75
Project-Based Vouchers	Willow Glen	28
<b>Project-Based Vouchers (PBVs) Total</b>		<b>279</b>
Public Housing	Booker T. Washington*	392
Public Housing	Luther C. Wilson	289
Public Housing	Elizabeth Canty	249
Public Housing	Warren Williams	160
Public Housing	Louis T. Chase	108
Public Housing	E.E. Farley	102
Public Housing	Brown Nicholson	100
Public Housing	Ashley Station Phase I	73
Public Housing	Ashley Station Phase II	73
Public Housing	E.J. Knight	52
Public Housing	E.J. Knight Gardens	40
Public Housing	George Rivers	24
Public Housing	Cottages @ Arbor Pointe	19
Public Housing	Arbor Pointe I	18
Public Housing	Arbor Pointe II	18
<b>Public Housing (PH) Total</b>		<b>1,717</b>
Single-Room Occupancy	Job's House	60
<b>Single-Room Occupancy (SRO) Total</b>		<b>60</b>
Tenant-Based Vouchers	City-wide	2,054
Tenant-Based Protection Vouchers	City-wide	302
<b>Tenant-Based Vouchers (TBVs) Total</b>		<b>2,356</b>
<b>HACG's MTW Housing Total</b>		<b>4,412</b>
Project-Based Rental Assistance	Columbus Villas	88
<b>Project-Based Rental Assistance (PBRA) Total</b>		<b>88</b>
Veterans Affairs Supportive Housing	City-wide	29
<b>Veterans Affairs Supportive Housing (VASH) Total</b>		<b>29</b>
<b>HACG's Non-MTW Housing Total</b>		<b>117</b>
<b>HACG's Housing Grand Total</b>		<b>4,529</b>

*\*Units being vacated for demolition and re-development*

**A. MTW Plan: Housing Stock Information**

Planned New Public Housing Units to be Added During the Fiscal Year										
AMP Name and Number	Bedroom Size						Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5			6+	Fully Accessible
Amp 13 GA004000423 Patriot Pointe		17	7				24	Elderly, Other	6	18
PIC Dev. # /AMP								Type Noted *	X	X
PIC Dev. Name								Type Noted *	X	X
PIC Dev. # /AMP								Type Noted *	X	X
PIC Dev. Name								Type Noted *	X	X
<b>Total Public Housing Units to be Added</b>							<b>24</b>			
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other										
If Other, please describe: "Other" refers to near elderly designation received (50+)										

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
Amp 1 GA 004000402 Booker T. Washington	392	The development has reached a point of overwhelming cost to operate and maintain. The structures are over 72 years old and have survived long past their designed cycle life. The entire site is projected to be vacant by December 31, 2015; 192 + 200
Amp 3,7,8 GA 004000406,12,16,17 Wilson, Nicholson, El Knight Gardens, El Knight	481	Units are being removed from the public housing stock and converted to PBVs as a result of RAD
Amp 9,10,11,12 GA 004000418,20,21,22 Ashley Station I, II; Arbor Pointe I, II, III	201	Units are being removed from the public housing stock and converted to PBVs as a result of RAD
<b>Total Number of Units to be Removed</b>	<b>1074</b>	

The two-phased re-development of Booker T. Washington, which consists of 1) the demolition of Alvah Chapman Apartment Homes and the new construction of Patriot Pointe on the same parcel, and 2) the demolition of Booker T. Washington Apartment Homes and the new construction of Columbus Commons on the same parcel, is outside the current scope of HACG's RAD conversion efforts. Therefore, HACG anticipates that 24 public housing units will be added to its portfolio in fiscal year 2016 and another 30+/- public housing units will be added once Columbus Commons is complete in fiscal year 2017.



New Housing Choice Vouchers to be Project-Based During the Fiscal Year		
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Patriot Pointe	71	Patriot Pointe is HACG's new elderly only project. The project is the first phase of replacement housing for Booker T. Washington
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
<b>Anticipated Total New Vouchers to be Project-Based</b>	<b>71</b>	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year <b>961</b> Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year <b>1032</b>

\*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

**Other Changes to the Housing Stock Anticipated During the Fiscal Year**

HACG will continue to phase from a PHA with conventional PH units to a PHA with PBV units as a result of RAD. Meanwhile, HACG anticipates that the completion of the BTW redevelopment will add PH units outside the scope of HACG's initial RAD application(s).

HACG will continue to redevelop the BTW site in phases. The demolition of BTW will reduce the PH stock by 392; however, the redevelopment of the site will include 100 units for the elderly in phase I and 106 mixed-income units in phase II. Housing stock changes continue from FY2015 and are projected to extend through FY2017.

As a result of its redevelopment activities at BTW, HACG was awarded 302 tenant-protection vouchers (TPV) in FY2015 to assist with the relocation of BTW residents

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

**General Description of All Planned Capital Fund Expenditures During the Plan Year**

In FY2016, approximately \$223,151 in Capital Funds will be expended on the following areas: physical improvements, management improvements, PHA-wide non-dwelling structures and equipment, administration, operations, fees and cost, and Section 8 landlord payments. About \$2,438,071 in Capital Funds will also be spent on costs associated with the redevelopment of BTW (GA 004000402), where phase I and II of the project includes, but not limited to, demolition, relocation, consultants, non-dwelling structures and equipment, construction, and other reasonable and necessary costs required to complete the redevelopment of the site. An estimated \$54,785 in Capital Funds will also be expended on site software and fiber optic cables agency-wide, as well as funds to upgrade Neighborhood Network Centers agency-wide.

**B. MTW Plan: Leasing Information**

**Planned Number of Households Served at the End of the Fiscal Year**

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased	1,178	14,136
Federal MTW Voucher (HCV) Units to be Utilized	2,417	29,003
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	0	0
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	4	48
<b>Total Households Projected to be Served</b>	<b>3,599</b>	<b>43,188</b>

\* Calculated by dividing the planned number of unit months occupied/leased by 12.

\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

\*\*\*Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

**Reporting Compliance with Statutory MTW Requirements**

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

N/A

**Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions**

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Housing Choice Vouchers	HACG does not anticipate any leasing issues related to this program
HCV - Community Choice; Next Step Vouchers	HACG anticipates that there will be a delay in waiting for eligible referrals from DFCS, as well as "waiting" for youth to age out of foster care. To minimize the lag time, HACG plans to provide quality "eligibility" training to DFCS case managers to allow pre-screenings and to create a "pipe line" of future youth
Public Housing	HACG does not anticipate any leasing issues related to this program

**C. MTW Plan: Wait List Information**

**Wait List Information Projected for the Beginning of the Fiscal Year**

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community-wide	774	Closed	No
Federal MTW Housing Choice Voucher Program	Program Specific	14	Partially Open	Yes
Federal MTW Public Housing Units	Community-wide	2,563	Open	Yes

Rows for additional waiting lists may be added, if needed.

\* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

\*\* *Select Wait List Types* : Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

\*\*\* For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

A portion of HACG's HCVs have been earmarked for Activity 2014.01. The Wait List (WL) is used to solicit volunteer families to participate in and to replace families in the activity. Volunteering families may be randomly assigned to one of the 3 evaluation groups. Additionally, HCVs are planned for other activities and HACG anticipates that it will take about 24 months to exhaust the WL. Therefore, HACG believes that the current WL is sufficient and plans to open the WL in June 2018.
A portion (80) of HACG's HCVs are dedicated as 'Rapid Rehousing Vouchers' for activity 2014.02 - Innovations to Reduce Homelessness. The activity has earmarked 30 and 50 vouchers in FY14 and FY15 plans respectively. Vouchers are assigned on a referral basis, so the WL is considered partially open.
HACG provides a "rolling" WL for its Public Housing Rental Assistance Program. The PH WL is continuous in its acceptance of applications.

If Local, Non-Traditional Housing Program, please describe:

N/A
N/A
N/A

If Other Wait List Type, please describe:

N/A

N/A

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

HACG elected to move away from a time, date stamp Wait List (WL) for its HCV Housing Program to a lottery selection WL on July 1, 2014. However, due to HACG's need to install and upgrade its software system (move to Yardi) and HACG's commitment to convert much of its PH portfolio to PBVs through RAD, HACG will retain its current WL process (time, date stamp), evaluate the options of the software and impact of the RAD conversion on the WL before converting its WL to a lottery process. Meanwhile, the Public Housing Wait List process will remain the same (time, date stamp).

### **III. PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED**

#### **2016.01 – NEXT STEP VOUCHERS (NSV, HOUSING ASSISTANCE FOR YOUTH WHO HAVE AGED OUT OF FOSTER CARE)**

##### **A. Description of Proposed MTW Activity:**

HACG is committed to helping the City of Columbus reduce its homeless population. In its continued efforts to reduce the homeless population, HACG will join the Muscogee County Division of Family and Children Services (DFCS) office to house up to ten properly referred, eligible foster youth aging out of foster care. This is in addition to the constructed permanent-supportive housing units, the establishment of “rapid rehousing vouchers”, and the plans to construct more units and dedicate more vouchers to the homeless reduction efforts.

HACG introduces this activity to reduce homelessness created by foster youth who have aged out of foster care. In general terms, when a foster youth reaches 18 years of age they exit the system and often lack the independent living skills and guidance to “make it” on their own. Thusly, some aged out foster youth end-up homeless. HACG seeks to earmark up to 10 Tenant-Based Vouchers (TBVs) to house aged out foster youth for up to 36 months or until age 23, whichever comes first. HACG will also require voucher-holders under this activity to begin, continue, and/or maintain appointments and visits with social service providers as recommended by assessment to assist these families in the preparation of living independently and creating a stable living environment.

HACG will not issue any vouchers, nor renew any voucher contracts to families (foster youth) that refuse or withdraw from appropriate service-level case management, including the refusal to become employed for at least 20 hours per week and/or enroll in and actively attend school or a job training program or any combination that achieves the 20 hour minimum. HACG will give voucher holding youths under this activity up to 6 months to meet the requirements. Youths that refuse to meet or withdraw from meeting the employment/enrollment requirement will not have their contract renewed. Those youths falling into this category will not be considered for another voucher for a minimum of 12 months.

Vouchers issued under this activity are not portable, subject to minimum rent, and conventional rent calculations (10% of gross income or 30% of adjusted gross income).

Voucher-holders that are in good standing, which includes stabilization, working at least 20 hours per week, landlord recommendation, and similar factors may be given a preference and placed on the Wait List to transition to a “regular” voucher. Consideration for transition to “regular” vouchers will be evaluated annually, but not before 12 months on a

NSV. HACG reserves the authority to extend NSVs up to 12 months to allow fulltime students to complete their degree.

HACG will offer vouchers to house up to 10 eligible foster youth that are properly vetted and referred by DFCS. Foster youth that do not qualify for a NSV may be referred to Home for Good to have their housing needs considered through HACG Activity 2014.02 - Innovations to Reduce Homelessness. Both voucher alternatives require voucher applicants to qualify under HACG requirements and corresponding rules and/or regulations.

Overall, this activity requires a strong working partnership between HACG and the local DFCS office, where HACG will administer the vouchers and DFCS will refer the foster youth to HACG. An expanded overview of the process resembles the following:

- Collaboration between HACG, DFCS, and others (i.e., Home for Good, landlords, etc...) to jointly create measurable goals and standards for success and to jointly create forms and processes, which may be achieved through regular meetings and trainings;
- Referral process between HACG and DFCS, where both agencies will establish points-of-contact to expedite the housing/referral process, through pre-screenings and other measures administered by DFCS prior to referrals (other agencies will refer to DFCS for referral to HACG). HACG will finalize eligibility of referrals and issue NSV as appropriate;
- Operation may consist of joint orientations to explain benefits from both agencies, the incorporation of technology, including text messaging, lease-up scenarios where HACG works with landlords to explain goal of NSVs and “address” riskier tenants in advance, as well as include an extension of benefits by HACG and DFCS. Time limits will be addressed through activity and/or the Administrative Plan.

**B. Describe How Activity Will Achieve One or More of the Statutory Objectives:**

Currently, youth that age out of foster care in Muscogee County are sent to Atlanta or eastern Alabama. Therefore, this activity will fill a void in the foster care placement options in the area and achieves **statutory objective #3) Increase Housing Choices** for low-income families.

**C. Identify and Discuss the Anticipated Impact of Activity on Stated Objectives:**

Since aging out youth are placed in eastern Alabama and the metro Atlanta area, HACG anticipates that the impact of the activity offers a local placement option to add an opportunity of consistency and stability for some foster youth and the activity positively fills a void in the foster care placement process. The activity **increases the housing choice** in the area and the local housing option prevents immediate homelessness for aging-out youth. The impact of the activity may also prevent long-term homelessness as foster youth will no



longer have to move from place-to-place and the reduction in movement may allow foster youth to “stabilize” and build upon the support group that they have established in the area.

**D. Anticipated Schedules for Achieving the Stated Objectives:**

- HACG anticipates issuing all ten 10 NSVs during fiscal year 2016:
  - July – August, receive plan approval;
  - September – October, workout a Memorandum of Agreement (MOA) with DFCS;
  - November – December, meet, train, and cross-train HACG and DFCS employees;
  - January 2016 – conduct joint orientation with DFCS, begin to receive DFCS referrals

**E. Standard HUD Metrics that HACG Anticipates as a Result of Activity:**

- CE #4 – Increase in Resources Leveraged
- SS #1 – Increase in Household Income
- SS #3 – Increase in Positive Outcomes in Employment Status
- SS #4 – Households Removed from TANF
- SS #5 – Households Assisted by Services that Increase Self-Sufficiency
- SS #8 – Households Transitioned to Self-Sufficiency
- HC #7 – Households Assisted by Services that Increase Housing Choice

**F. Baseline Performance Level for Each Metric (a numeric value) Prior to Implementation of MTW Activity:**

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Amount of funds leveraged in dollars (increase).	\$ -	TBD	TBD	TBD

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars (increase).	\$ -	TBD	TBD	TBD

**SS #3: Increase in Positive Outcomes in Employment Status**

*Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full-Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part-Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full- Time	0	0	TBD	TBD
	0%	0%	TBD	TBD
(2) Employed Part- Time	0	3	TBD	TBD
	0%	30%	TBD	TBD
(3) Enrolled in an Educational Program	0	1	TBD	TBD
	0%	10%	TBD	TBD
(4) Enrolled in Job Training Program	0	3	TBD	TBD
	0%	30%	TBD	TBD
(5) Unemployed	0	7	TBD	TBD
	0%	70%	TBD	TBD

**SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance (decrease).	0	5	TBD	TBD

**SS #5: Households Assisted by Services that Increase Self Sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self sufficiency (increase).	0	10	TBD	TBD

**SS #8: Households Transitioned to Self Sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric.	0	0	TBD	TBD

*HC #7: Households Assisted by Services that Increase Housing Choice*

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase housing choice (increase).	0	10	TBD	TBD

**G. Give the Yearly Benchmarks for Each Metric (a numeric value):**

Annual Benchmark						
Unit Measurement	Baseline	FY2016	FY2017	FY2018	FY2019	FY2020
Amount of funds leveraged	\$ -	TBD	TBD	TBD	TBD	TBD
Rental revenue in dollars	\$ -	TBD	TBD	TBD	TBD	TBD
Average earned income of households affected by this policy in dollars	\$ -	TBD	TBD	TBD	TBD	TBD
Percentage of total workable households employed fulltime	0.00%	0.00%	TBD	TBD	TBD	TBD
Percentage of total workable households employed part time	0.00%	30.00%	TBD	TBD	TBD	TBD
Percentage of total workable households enrolled in an educational program	0.00%	10.00%	TBD	TBD	TBD	TBD
Percentage of total workable households enrolled in a job training program	0.00%	30.00%	TBD	TBD	TBD	TBD
Percentage of total workable households unemployed	0.00%	70.00%	TBD	TBD	TBD	TBD
Number of households receiving TANF assistance (decrease).	0	10	TBD	TBD	TBD	TBD
Number of households receiving services aimed to increase self sufficiency (increase).	0	10	TBD	TBD	TBD	TBD
Number of households transitioned to self sufficiency (increase).	0	0	TBD	TBD	TBD	TBD
Number of households receiving services aimed to increase housing choice (increase).	0	10	TBD	TBD	TBD	TBD

**H. Describe the Final Projected Outcome(s) of the MTW Activity for Each Metric:**

Please see the table under item G.

**I. Give the Data Source from which Metric Data will be Compiled:**

HACG will use data collected by and reported by the Muscogee County DFCS office, as well as data collected by HACG Occupancy Specialists at intake, annual, and interim recertification examinations, and reports produced by the agency database.

**J. Cite the Authorization(s) that give the Flexibility to Conduct the Activity:**

Authorization D.2.d - ...implement term limits for HCV units...

Authorization D.3.a - ...authorized to determine income qualifications for participation...

Authorization D.3.b - ...authorized to...implement...policy for verifying family...

Authorization D.4 - ...authorized to determine...tenant selection procedures...

Authorization E - ...authorized to operate...existing self-sufficiency...programs...establish mandatory self-sufficiency participation...

**K. Explain Why the Cited Authorization(s) is/are Needed to Engage in this Activity:**

Requested authorizations are needed in order for HACG to extend vouchers to youth who have aged-out of foster care to:

- Set term limits of the vouchers;
- Determine income limits;
- Verify family income and composition;
- Determine tenant selection procedures, as well as
- Mandate self-sufficiency participation to galvanize success of the voucher holder.

**L. Additional Information for Rent Reform Activities:**

This activity does not meet the rent reform definition.

## **2014.02 Innovations to Reduce Homelessness (Re-Proposed)**

Activity intends to create a program with up to 150 vouchers/units that link permanent supportive housing to supportive services for chronically homeless families. Due to developed partnerships, HACG was able to expand this activity sooner than initially expected. A partnership with the GA Department of Behavioral Health and Developmental Disabilities (DBHDD) allows HACG to focus its vouchers on rapid rehousing, while DBHDD addresses emergency and temporary housing situations. This partnership also permits HACG to commit more vouchers to its rapid rehousing initiative. The 150 voucher/unit commitment breaks down as follows:

- Fiscal Year 2014 – 30 TBVs coded as Rapid Rehousing Vouchers (RRVs)
- Fiscal Year 2015 – 50 TBVs coded as Rapid Rehousing Vouchers (RRVs)
- Fiscal Year 2016 – 40 TBVs coded as Rapid Rehousing Vouchers (RRVs)
- Fiscal Year 2016 – 30 Permanent Supportive Housing (PSH) Units (see page 16)

Original intentions of the activity were loss in transition and the inclusion of the original intent are included, which requires this approved activity to be re-proposed. The requirements of the activity will apply to “new” participants (from FY2016 Plan approval forward) assigned a Rapid Rehousing Voucher (includes re-issued vouchers).

- Vouchers issued under this activity require case management,
  - HACG requires voucher-holders under this activity to begin, continue, and/or maintain appointments and visits with social service providers as recommended by assessment to assist voucher-holding families to move closer to achieving a stable living environment;
  - HACG will not renew any voucher contracts for voucher-holding families that refuse or withdraw from appropriate service-level case management as recommended by assessment;
  - Approved voucher-holding families that refuse or withdraw from appropriate service-level case management, will not be reconsidered for another voucher for 12 months. Twelve months of continued case management documentation may be required for consideration;
- Vouchers issued under this activity are not portable

In addition the activity places a special emphasis on military veterans, where veterans are a priority preference and newly employed veterans are eligible for employment incentives.

Employment incentives for veterans include:

- Waiving the minimum rent to assist veterans in focusing on employment (first 12 months)

Employment incentives for “unemployed” veterans that gain employment while in the “program” include:

- Employment – tiered rent calculation (veteran’s only)
  - 26% rent calculation for 12 months – year 1

- 27% rent calculation for 12 months – year 2
- 28% rent calculation for 12 months – year 3
- 29% rent calculation for 12 months – year 4
- 30% rent calculation for 12 months – year 5

**Activity update:** HACG continues to work with Home for Good and is a part of the Columbus-Muscogee/Russell County Continuum of Care (CoC), which is participating in the National Initiative Zero: 2016. Zero: 2016 is a national movement working to end veteran homelessness by December 2015 and end chronic homelessness by December 2016.

Target Group	RRVs Issued	% Issued	Avg. Age	# Employed (FT or PT)	Avg. Earned Income	Avg. Total Income
Veterans	11	13.3%	42.2	4	\$ 8,908	\$ 8,014
Chronically Homeless	39	47.0%	37.0	11	\$ 7,908	\$ 5,326
All Other Groups	33	39.8%	40.9	14	\$ 11,814	\$ 8,280

HACG anticipates the following for the Innovations to Reduce Homelessness Activity in FY2016:

- No non-significant changes to this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.



## **IV. ON-GOING MTW ACTIVITIES: HUD APPROVAL GRANTED**

### **A. IMPLEMENTED ACTIVITIES**

#### **2014.01 Community Choice**

This activity seeks to introduce low-income families to low-poverty areas by providing an increased valued tenant-based voucher (TBV) to volunteering families and to evaluate the housing choices made by the volunteering families. The current Wait List is being used to solicit families for participation in this activity. Families that volunteer are randomly assigned to one of three groups:

- Community-Wide Group (no restrictions within the city limits)
- Location Restricted Group (restricted to low-poverty census tracts)
- Control Group

The increased valued voucher is based on a payment standard of the area's Fair Market Rent (FMR), which is set annually. Currently, HACG's payment standard is 90% of the FMR. In addition, a portion of the vouchers are considered open, another portion of vouchers are location restricted, and a final portion of the activity vouchers will remain at the current payment standard. HACG issued TBVs in the following manner:

- 40 TBVs at 120% of the FMR for Community-wide usage;
- 40 TBVs at 120% of the FMR for Location Restricted usage;
- 40 TBVs at the current payment standard (90% of FMR) for control usage.

The tables below contrasts the current payment standard and the 120% payment standard to show that families have a greater access to a neighborhoods of opportunity.

**2014**

<b>Bedroom Size</b>	<b>90% of Fair Market Rent</b>	<b>120% of Fair Market Rent</b>	<b>Difference</b>
0	\$ 457	\$ 610	\$ 152
1	\$ 536	\$ 714	\$ 179
2	\$ 635	\$ 846	\$ 212
3	\$ 874	\$ 1,165	\$ 291
4	\$ 1,124	\$ 1,499	\$ 375
5	\$ 1,293	\$ 1,724	\$ 431

2015

Bedroom Size	90% of Fair Market Rent	120% of Fair Market Rent	Difference
0	\$ 482	\$ 643	\$ 161
1	\$ 565	\$ 754	\$ 188
2	\$ 671	\$ 894	\$ 224
3	\$ 923	\$ 1,231	\$ 308
4	\$ 1,187	\$ 1,583	\$ 396
5	\$ 1,365	\$ 1,820	\$ 455

HACG has a sub-grantee agreement with Columbus State University’s Social Research Center to evaluate the outcomes of family decisions. CSU collects data and conducts surveys in order to produce a biennial report for HACG’s review and incorporation.

**Activity update:** activity was approved by HUD October 2014 (FY2015 Plan); since then HACG has recruited volunteer families for each group. In addition, CSU, the evaluator of this activity, has completed its initial survey of the families recruited to build its initial report.

A highlight of the groups is tabled below:

Group	Current Vouchers	Average Age	% Work-Able (19-61 yrs old)	Employed FT	Employed PT	Avg. Earned Income	Avg. Total Income
Community-Wide	42	36	88.1%	3	16	\$ 14,096	\$ 11,005
Control	38	34	84.2%	1	17	\$ 10,492	\$ 9,099
Location Restricted	34	30	85.3%	1	13	\$ 10,018	\$ 7,118

HACG anticipates the following for the Community Choice Activity in FY2016:

- No non-significant changes to this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

### **2014.02 Innovations to Reduce Homelessness (Placeholder)**

Activity intends to create a program with up to 150 vouchers/units that link permanent supportive housing to supportive services for chronically homeless families. Due to developed partnerships, HACG was able to expand this activity sooner than initially expected. A partnership with the GA Department of Behavioral Health and Developmental Disabilities (DBHDD) allows HACG to focus its vouchers on rapid rehousing, while DBHDD addresses emergency and temporary housing situations.

This activity is being re-proposed to address original intent of activity. Please see Section III of this document for details of the activity.

### **2014.03 Administrative Reforms**

This activity is designed to improve operational efficiencies and reduce operational costs by having new admissions and existing residents to self-certify their asset income once income is verified (subject to random verification thereafter), and by eliminating the 40% income cap and re-defining a “rent burden” of 50% of income.

The activity has moving parts and considers the following:

- HACG will verify assets of new admissions during the intake process;
  - HACG will verify assets of existing clients/residents during the annual recertification process or during an interim examination;
    - Assets below \$50,000 that produce an asset income will be **excluded** in the adjusted annual income calculation,
      - Families with assets that fall below \$50,000, will be able to self-certify each year thereafter,
      - Households are subject to random verification to ensure assets continue to meet the criterion to self-certify,
    - Assets that equal or exceed \$50,000 that produce an asset income will be **included** in the adjusted annual income calculation;
- HCV Clients whose rent exceeds 40% of their household income do not incur a “penalty”
  - HACG has set a 50% “rent burden”, where no family will be allowed to exceed 50% of their household income
  - New admissions to the program are allowed to immediately “use” this benefit to expand their housing choice
  - Existing residents will be allowed “access” to this benefit at their annual recertification or at an interim examination

**Activity update:** HACG has implemented forms (approved in FY2015 by HUD) and the majority of HACG’s clients and residents have been able to exclude their assets from the income calculation because the assets are below \$50,000 threshold.

Also, as part of this activity, the 40% income cap was waived (approved in FY2014 Plan) and over 500 HCV clients have exceeded the 40% income cap, enabling more housing choices.

HACG anticipates the following for the Administrative Reforms Activity in FY2016:

- As a point of clarification, a non-significant change to the activity includes the exclusion of HOPE VI, mixed-income, and similar sites from the self-certification component of this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

#### **2014.04 Administrative Efficiencies**

This activity is designed to improve operational efficiencies and reduce operational costs by introducing a triennial recertification cycle for elderly/disabled families. The opportunity to place elderly/disabled families on a triennial recertification cycle is predicated on the head-of-household's (HOH) designation and the household income source(s).

The activity considers the following criteria:

- HOH must be eligible and appropriately classified/identified as elderly/disabled;
  - Other household members' classifications do not factor into whether the family is placed on the triennial recertification cycle;
  - Household income must reflect a fixed, stable source of income for triennial recertification cycle consideration;
    - Examples of fixed, stable sources of income include:
      - K – Civil Service Annuity,
      - L – Private Pension, VA Benefit, Pension,
      - S – Social Security Insurance,
      - SS – Social Security (SS),
    - Households with income sources other than fixed, stable income, whether received by the HOH, spouse, dependent, or other household member, will continue to recertify annually;
      - Examples of other sources of income that will exclude a household from triennial recertification consideration include:
        - C – Child Support,
        - G – Employment Wage,
        - N – Contribution, and other temporary, nonrecurring, sporadic income;
        - T – TANF,
        - U – Unemployment,
- Form 9886 and any other relevant forms with an expiration date of less than 3 years, as well as local forms were presented to HUD for evaluation, modification, and approval.

**Activity update:** HACG has identified and placed over 1,600 Elderly/Disabled households with fixed, stable income on a triennial examination cycle.

HACG anticipates the following for the Administrative Efficiencies Activity in FY2016:

- As a point of clarification, a non-significant change to the activity, excludes HOPE VI, mixed-income, and similar sites from this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

#### **2014.05 Streamline Housing Quality Standard (HQS) Inspections**

The purpose of this activity is to attain a cost effectiveness and savings by modifying the frequency of HQS Inspections when properties are maintained in good condition, offer well maintained properties an incentive to continue producing at the current level or higher, and provide a financial disincentive to properties that are not maintained as diligently as other properties.

When properties are well maintained, HQS inspectors are able to focus time and effort on properties that are not maintained as diligently as other properties. Therefore, well maintained properties are placed on a biennial inspection cycle, which offers a “staggering” inspection cycle and provides “free” time to HQS inspectors to focus energy on “troubled” properties.

The text below highlights the points of this activity:

- For properties that pass on their initial or second (1<sup>st</sup> re-inspection) HQS inspection;
  - HQS inspection every two years;
  - Ability to self-certify that property meets HQS (both landlord and tenant must agree);
    - If either party disagrees, then a HQS inspection is conducted,
  - Quality control inspections will continue;
    - Passed properties may be selected for a quality check inspection.
- For properties that fail their third (2<sup>nd</sup> re-inspection) HQS inspection;
  - Property is put on the abatement list;
  - Annual HQS inspections continue every year;
  - Inability to self-certify that property meets HQS;
  - Assessed a \$45.00 re-inspection fee for each re-inspection visit until property passes (meets HQS) inspection;
    - \$45.00 re-inspection fee cannot and should not be passed on to the HCV family,
  - Quality control inspections continue;
    - Failed properties may be selected for a quality check inspection.

Although some units may not be inspected on an annual basis, all units must continue to meet HQS at all times while under contract. Therefore, random quality checks will be conducted. Self-certification form may still be completed by the landlord and tenant in cases for correction of minor fail items for properties with an excellent HQS performance record.

**Activity update:** HACG has identified over 1,600 properties for a biennial inspection cycle, identified 57 “troubled” properties, assessed re-inspection fees (@ \$45 each visit over 2), and collected over \$5,000 in re-inspection fees for multiple trips to properties not meeting HQS.

HACG planned to reduce its inspection force by 1 FTE as a result of this activity. Since then, HACG has decided to convert its public housing units to project-based units through RAD. Since HACG is authorized to inspect its own units and RAD units will require inspections, HACG has decided not to reduce its inspection force by one position.

HACG anticipates the following for the Streamline HQS Inspections Activity in FY2016:

- No non-significant changes to this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

#### **2014.06 Rent Reform (Farley)**

This rent reform activity is intended to study whether focused efforts and offered incentives at one site will make a difference in the outcome of residents’ employment status, earned income, education level, health outlook, and other self-sufficiency categories contrasted with outcomes at a comparable site that is not offered the same incentives. The activity increases the minimum rent, reduces the rent calculation, and provides work related financial incentives in an effort to learn if any of the implemented measures incentivize families to seek and maintain employment.

The target site (E.E. Farley (Farley) and the control site (Louis Chase (Chase) chosen for this study were chosen in large part due to their demographic similarities. Also, HACG entered into an agreement with Columbus State University’s (CSU) Social Research Center (SRC) to evaluate and report the results of the activity. CSU’s SRC provides a biennial report of its evaluation findings.

The table below captures initial demographics of the target site and the control site:

Category	Farley	Chase
Number of Units	102	108
Number of Employed Heads-of-Household	40	36
Average Earned Income	\$ 12,530	\$ 13,697
Average Rent per Employed Heads-of-Household	\$ 186	\$ 191
Average Rent - Development-wide	\$ 90	\$ 97
Number of Unemployed Heads-of-Household	44	45
Number of Households Receiving TANF	3	2
Population of Site	333	329
Population - HOHs Age 21 to 61	90	96
Units Paying Less than \$0/Month in Rent (neg. rent)	32	41
Units Paying More than \$125/Month in Rent	39	47

*Data is as of March 2013*

The activity's moving parts are listed below:

- Increase minimum rent at Farley (target site) from \$50.00 to \$100.00 per month,
  - Minimum rent increase from \$50.00 to \$75.00 (effective January 1, 2014),
  - Minimum rent increase from \$75.00 to \$100.00 (effective January 1, 2015);
- Provide a tiered rent calculation for new move-ins and long-term unemployed Farley residents,
  - New move-ins are based on intake information,
  - Long-term unemployed residents definition = HOHs that have been unemployed for 6 months or longer before their 2014 annual recertification examination,
  - Residents that fall under this definition are placed in a tiered rent calculation group:
    - 26% rent calculation for 12 months – year 1
    - 27% rent calculation for 12 months – year 2
    - 28% rent calculation for 12 months – year 3
    - 29% rent calculation for 12 months – year 4
    - 30% rent calculation for 12 months – year 5
      - The intent of the tier calculations is to promote employment stability and to remove the misnomer of being penalized for gaining employment,
      - Tiered rent calculation is offered to new admissions that move in without an earned income source and secure employment during their tenancy,
- Work related incentives are offered to residents at the target site, including new admissions;



- An increased, focused FSS and ROSS presence is at the target site, where workshops, counseling, and other services are provided,
- Monetary work related incentives are offered to a specific segment of the Farley population. Assistance is offered based on the availability of funds and includes;
  - Assistance with childcare,
  - Assistance with transportation, and
  - Assistance with work equipment/supplies.

**Activity update:** HACG has completed its phased minimum rent increase from \$50 to \$100 and placed 5 families on tiered rent (calculation currently @ 27%). Additionally, 1 family received \$302.50 in childcare assistance.

HACG is engaged with the activity’s evaluator, Columbus State University’s (CSU) Social Research Center. Initial surveys have been completed by CSU to formulate a baseline and HACG is to receive a report every two years on or about August 15<sup>th</sup>. HACG and CSU meet periodically to discuss activities and HACG invites CSU to all MTW meetings held at Farley. Current reports are projected to be received on schedule and on-time.

HACG anticipates the following for this Rent Reform Activity in FY2016:

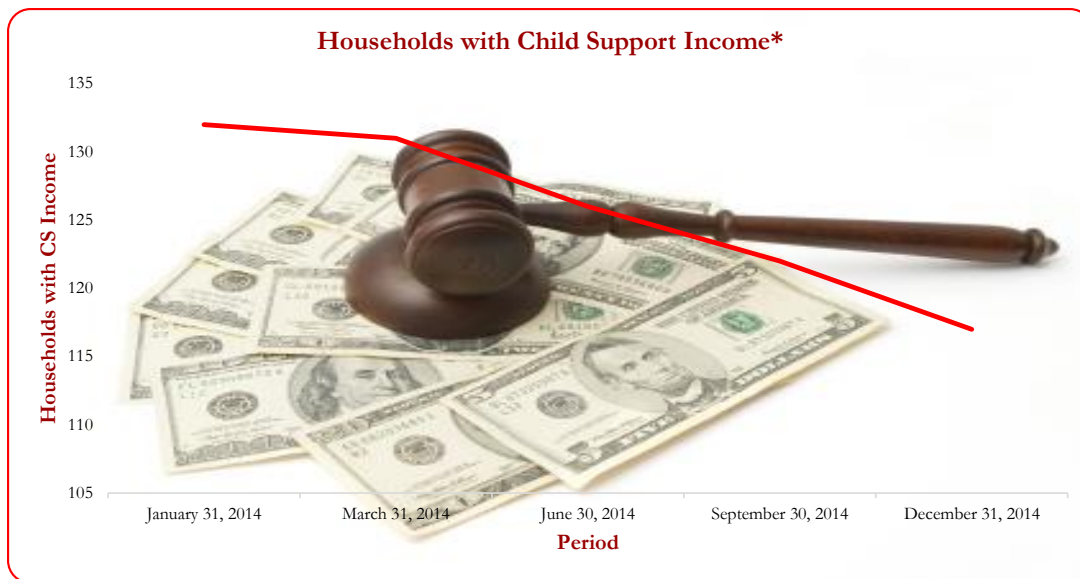
- No non-significant changes to this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

**B. NOT YET IMPLEMENTED ACTIVITIES**

**2015.01 Eliminate Child Support Income from Rent Calculation (PH Only)**

This activity only affects HACG’s Public Housing Rental Assistance Program. The purpose of this activity is to promote self-sufficiency by disregarding income that is not always constant and may actually harm a family’s overall financial picture when included in Annual Income and Adjusted Annual Income calculations.

Overall, child support income tends to be an inconsistent, unreliable source of income and as a result, managers spend precious time conducting interim examinations to adjust income sources and rent amounts because head-of-households are reporting the gain of or loss of child support income. The graph on the next page shows households with child support income.



By excluding this income source, HACG projects that the additional household income will enable HOHs to address household needs and motivate HOHs to want more income, thusly promote an encouragement to gain a better paying job, return to the workforce, and/or complete education requirements in order to improve their employability.

The elimination of the child support income only applies to public housing residents as such:

- Residents report child support income;
- Child support payments are verified by the housing manager and/or compliance coordinator (e.g., courts order, child support enforcement website, and similar) during periodic examinations (annuals/interims);
  - Non-documented, unverifiable child support is treated as contribution income;
- Housing managers will include verifiable child support income in annual and adjusted income calculations;
  - Housing managers will “back out” verifiable child support income during the adjusted annual income calculation before calculating the 30% rent amount;
    - The inclusion of the child support income and then “backing out” the income allows the effect of the impact to be monitored and tracked in order to report the impact of this activity.

HACG anticipates that an influx of child support cases will be opened and/or actively pursued by the custodial parent since the income does not “harm” the family. Due to this theory, HACG envisions an increase in the number households reporting child support income at the end of fiscal year 2016 (June 30, 2016). Finally, HACG theorizes that the additional “non-counted” income will whet the appetite of the custodial parent and increase a desire to want more money, thusly prompting an unspoken motivation to be employed in order to provide more enriching experiences for their children.

**Activity update:** HUD approved this activity October 2014 (FY2015 Plan). This activity will be implemented at each resident’s annual examination period. Due to the timing of the activity’s approval (interviews in progress) and the fact that there are four effective dates for Public Housing Leases (January 1, July 1, September 1, and November 1), the first implementation point for this activity is July 1, 2015.

HACG anticipates the following for the Eliminate Child Support Income from Rent Calculation Activity in FY2016:

- As a point of clarification, a non-significant change to the activity, excludes HOPE VI, mixed-income, and similar sites from this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

### **2015.02 Portability Restrictions**

Currently, voucher holding families are able to move to other areas of the United States and affect the level of service HACG is able to provide locally. This activity limits family’s to move only when the reason is employment related. When a family moves to another jurisdiction and the jurisdiction does not accept the voucher holding family into their program, HACG must pay that jurisdiction at their “rate” until the jurisdiction accepts the family onto their program. Unfortunately, many of the moves are made to higher cost-of-living areas and many of the families do not maintain employment to assist in off-setting the higher cost-of-living area.

The combined actions “handcuff” HACG’s ability to issue more vouchers and help more families. Therefore, HACG will limit ports into and out of Columbus to verifiable employment, health (medical or disability), VAWA (as guided by Violence Against Women and the Department of Justice Reauthorization Act of 2005), and witness relocation (as properly submitted by a law enforcement and/or prosecuting agency to the Office of the Inspector General (OIG)) reasons.

The text below highlights the points of this activity:

- Verification for both port in and port out requests includes;
  - Letters of offers, intent to employ letter, transfer “orders”, and similar documents addressed to the HOH that will assist HACG in making a determination of accepting ports into Columbus, as well as approving ports out of Columbus,
- Hardship ports will be addressed on a case-by-case basis;
  - Hardship policy will be used to evaluate hardship requests.

**Activity update:** HUD approved this activity October 2014 (FY2015 Plan). Prior to the approval of this activity, families porting into and out of HACG's jurisdiction were absorbed. Since the activity's approval, HACG has not approved any port requests.

HACG anticipates the following for the Portability Restrictions Activity in FY2016:

- No non-significant changes to this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

### 2015.03 Simplified Utility Allowance Calculations

The current utility allowance calculation confuses many clients and landlords. It also takes up precious time for Occupancy Specialists to explain and re-explain the manner in which it impacts a client’s housing choice and/or explain to a landlord that a previously approved client can no longer afford the unit due to the utilities needed to provide essential services.

Current operations and calculations frustrate all parties and causes clients and landlords to “miss” out on an ideal unit or “paying customer” as both parties are under the impression that all systems are a go, only to find out that the unit calls for a rare utility that impacts the income ratio to the amount of “house” that the family can afford.

Consequently, HACG introduces an activity to limit stress and frustration associated with the utility allowance to two options that involve “who pays”. These two options remove all of the other factors, such as gas stove, electric heat, oil furnace, and so forth.

The table below shows the options of consideration:

Monthly Utility Allowance by Bedroom Size	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
<b>Paid by Tenant</b> - Water, Sewer, Trash Service	\$131.00	\$154.00	\$180.00	\$223.00	\$268.00	\$310.00
<b>Paid by Landlord</b> - Water, Sewer, Trash Service	\$102.00	\$117.00	\$134.00	\$161.00	\$189.00	\$216.00

The text below highlights the points of this activity:

- Occupancy Specialists will continue to operate in the same manner, but should realize a time savings because there should be less explaining/re-explaining due to the simplicity of the calculations.

**Activity update:** HUD approved this activity October 2014 (FY2015 Plan). Since implementation, and although early in the process, clients and landlord partners have expressed positive comments to the new utility allowance. There have been no issues to date.

HACG anticipates the following for the Simplified Utility Allowance Calculations Activity in FY2016:

- No non-significant changes to this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

#### 2015.04 Cap Childcare Deductions

The purpose of this activity is to bring childcare deductions more in line with income amounts, thus curbing the temptation to exaggerate childcare expenses currently practiced by some clients and residents. There are some exorbitant amounts of childcare expenses reported and the table below provides a small window showing minimum and maximum annual childcare expenses reported and the percentage of the annual household budget.

Public Housing			Section 8		
Minimum Childcare Expenses	Annual Household Income	% of Annual Income	Minimum Childcare Expenses	Annual Household Income	% of Annual Income
\$ 832.00	\$ 9,118.00	9.12%	\$ 40.00	\$ 23,442.00	0.17%
Maximum Childcare Expenses	Annual Household Income	% of Annual Income	Maximum Childcare Expenses	Annual Household Income	% of Annual Income
\$ 10,400.00	\$ 18,071.00	57.55%	\$ 18,460.00	\$ 51,817.00	35.63%

*Amounts are as of June 30, 2014*

Childcare expenses are factored into the adjusted annual income without regard to its proportion to the annual income received/reported by a household. This activity limits childcare expenses to the reimbursement rates of GA's Department of Human Services (DHS) Division of Family and Children Services (DFACS) Childcare and Parent Services (CAPS) Program.

CAPS is designed to help low-income families afford safe, quality childcare. CAPS subsidizes childcare for children under the age of 13 and can be extended to age 18 if the child has special needs. With this activity, HACG will limit childcare expenses to mirror the reimbursement rate of CAPS by age category.

The table on the next page borrows parameters identified by CAPS:

**Childcare Snapshot**

Public Housing

- 803 households have 2+ people
- 108 households claim a deduction (13.4%)
- \$317,672 claimed in deductions
- \$2,941, average deductions

Category		Formal (Regulated) Childcare		Informal (Unregulated) Childcare
		Center-Based	Family	Unlicensed
Full Time Care (Per Week) (Care for 3+ days per week)	Infants (Newborn to 12 months)	\$ 94.00	\$ 80.00	\$ 61.00
	Toddlers (12+ to 36 months)	\$ 88.00	\$ 75.00	\$ 60.00
	Pre-School (>36 mos. to 5 years)	\$ 83.00	\$ 75.00	\$ 58.00
	School Age (6 years and up)	\$ 83.00	\$ 75.00	\$ 60.00
Part Time Care (Per Day) (Care for 1 or 2 days per week)	Any Age Allowed in CAPs	\$ 26.00	\$ 22.00	\$ 20.00
Before and After School Care (Per Week) (Includes Pre-K, Head Start or Kindergarten Wrap-Around, and for Ages 6 thru 12)		\$ 55.00	\$ 53.00	\$ 50.00

The text below highlights the points of this activity:

- The examination process will not change as a result if this activity;
    - Clients and residents must produce verification of childcare expenses;
    - Housing Managers and Occupancy Specialists will verify the validity of the expenses;
    - Valid expenses that exceed the CAPS reimbursement rate will be reduced to the maximum rate of the appropriate category;
    - Invalid expenses will not be factored into the adjusted annual income calculation;
- Childcare Snapshot**

[Housing Choice Voucher \(Section 8\)](#)

  - 1,239 households have 2+ people
  - 209 households claim a deduction (16.9%)
  - \$756,852 claimed in deductions
  - \$3,621, average deductions
- HACG's Management Department will maintain the update of the CAPS rate on a regular basis.

**Activity update:** HUD approved this activity October 2014 (FY2015 Plan). This activity will be implemented at each resident's annual examination period. Due to the timing of the

activity's approval (public housing interviews in progress and there are only four effective dates for Public Housing Leases), the first implementation point for public housing is July 1, 2015. Meanwhile, there are multiple annual examinations on the Housing Choice Voucher Program side and the activity is implemented as clients report for their annual examination.

HACG anticipates the following for the Cap Childcare Deductions Activity in FY2016:

- As a point of clarification, a non-significant change to the activity, excludes HOPE VI, mixed-income, and similar sites from this activity;
- No modifications to the metrics at this time;
- No different authorizations are needed to implement this activity than originally proposed;
- No significant changes to this activity.

**C. ACTIVITIES ON HOLD**

Currently, HACG does not have any activities on hold.

**D. CLOSED OUT ACTIVITIES**

Currently, HACG does not have any closed out activities.



## V. SOURCES AND USES OF FUNDS

HACG's FY2016 annual operating budget will be presented to the Board of Commissioners for adoption at the June 2015 board meeting. The table below reflects an estimated budget:

A. MTW Plan: Sources and Uses of MTW Funds		
Estimated Sources of MTW Funding for the Fiscal Year		
PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.		
Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$ 1,706,808.00
70600	HUD PHA Operating Grants	\$ 19,944,675.00
70610	Capital Grants	\$ 4,911,909.00
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$ -
71100+72000	Interest Income	\$ 11,007.00
71600	Gain or Loss on Sale of Capital Assets	\$ -
71200+71300+71310+71400+71500	Other Income	\$ 130,785.00
<b>70000</b>	<b>Total Revenue</b>	<b>\$ 26,705,184.00</b>

**Estimated Uses of MTW Funding for the Fiscal Year**

**PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.**

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$ 2,147,395.00
91300+91310+92000	Management Fee Expense	\$ 1,417,807.00
91810	Allocated Overhead	\$ -
92500 (92100+92200+92300+92400)	Total Tenant Services	\$ 320,532.00
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$ 668,125.00
93500+93700	Labor	\$ -
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$ 3,016,482.00
95000 (95100+95200+95300+95500)	Total Protective Services	\$ 27,583.00
96100 (96110+96120+96130+96140)	Total insurance Premiums	\$ 384,756.00
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$ 206,257.00
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$ -
97100+97200	Total Extraordinary Maintenance	\$ -
97300+97350	Housing Assistance Payments + HAP Portability-In	\$ 13,119,480.00
97400	Depreciation Expense	\$ 2,018,823.00
97500+97600+97700+97800	All Other Expenses	\$ -
<b>90000</b>	<b>Total Expenses</b>	<b>\$ 23,327,240.00</b>

**Describe the Activities that Will Use Only MTW Single Fund Flexibility**

The overage of \$3,377,944 is obligated/committed to Patriot Pointe, Columbus Commons redevelopments, and/or RAD. All of HACG's activities use MTW waivers in addition to Single Fund Flexibility and are as follows: Next Step Vouchers, Eliminate Child Support Income from Rent Calculation, Portability Restrictions, Simplified Utility Assistance Calculations, Cap Childcare Deductions, Community Choice, Innovations to Reduce Homelessness, Administrative Reforms, Administrative Efficiencies, Streamline HQS Inspections, and Rent Reform as described in either Section (III), Proposed MTW Activities, and/or Section (IV), Approved MTW Activities.

**B. MTW Plan: Local Asset Management Plan**

Is the PHA allocating costs within statute?

Yes

or

Is the PHA implementing a local asset management plan (LAMP)?

or

No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

or

No

N/A

## **VI. ADMINISTRATIVE**

### **A. RESOLUTION ADOPTING THE ANNUAL MTW PLAN**

The resolution adopting the Annual MTW Plan is located in the Appendix Section.

### **B. BEGINNING AND ENDING DATES OF PLAN'S AVAILABILITY FOR PUBLIC REVIEW**

The Annual MTW Plan was available for public review from March 5, 2015 through April 4, 2015 at the following locations:

- The Columbus Public Library, 3000 Macon Road (2<sup>nd</sup> floor reference desk);
- HACG's Central Office, 1000 Wynnton Road (front desk);
- HACG's Tenant Selection Office, 1180 Martin Luther King, Jr. Boulevard (front desk);

All comments received prior to April 9, 2015, will be incorporated into the Annual MTW Plan. Comments are located in the Appendix Section.

### **C. DESCRIPTION OF ANY PLANNED OR ONGOING AGENCY DIRECTED EVALUATIONS OF THE DEMONSTRATION**

HACG has contracted with Columbus State University's Social Research Center to evaluate HUD approved activities, where CSU will provide a biennial report to HACG on or about August 15<sup>th</sup> that outlines qualitative and quantitative results on the following activities:

2014.01 – Community Choice

- Effects of 40 Community-wide TBVs issued at 120% of the FMR;
- Effects of 40 Location Restricted TBVs issued at 120% of the FMR;
- Contrast effects of 40 “regular” TBVs issued at 90% of the FMR (control group);

2014.02 – Innovations to Reduce Homelessness

- Effects of TBVs used for Rapid Rehousing Program;
  - Number of families that “stabilize” and transition to “self-sufficiency”,

2014.06 – Rent Reform (Farley)

- Effects of various measures aimed to encourage and motivate employment at target site;
  - Increase minimum rent,
  - Provide reduced rent calculation as an incentive,
  - Provide work related services via FSS and ROSS, and
  - Offer monetary incentives for a specific segment of target site;
- Contrast outcome effects of measures with control site.

**D. ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT (50075.1)**

- HACG's 2014 ACC (with Form 50075.1) was submitted to HUD April 8, 2014;
- HACG is operating off of the 2013 ACC that was submitted to HUD on April 17, 2013 (see HUD Form 50075.02 in the Appendix Section);
  - HACG received an approval letter from HUD dated November 3, 2013,
- Form 50075.1 for previous grants with open, unexpended funds are included in the Appendix Section;

HUD Forms associated with this heading are located in the Appendix Section.

**APPENDIX SECTION**

RESOLUTION NO. 3221

**A RESOLUTION APPROVING THE MOVING TO WORK (MTW) DEMONSTRATION PROGRAM'S FISCAL YEAR 2016 ANNUAL PLAN AND SUBMISSION OF PLAN AND PLAN'S CERTIFICATION OF COMPLIANCE TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)**

**WHEREAS**, the Board of Commissioners of The Housing of Columbus, Georgia (HACG) by Resolution No. 3166 approved submission of a Moving to Work (MTW) Demonstration Application; Annual Plan and Certifications of Compliance to the Department of Housing and Urban Development; and

**WHEREAS**, HACG's MTW Application was approved and HACG entered into a Standard MTW Agreement with HUD on July 3, 2013; and,

**WHEREAS**, as part of the Standard MTW Agreement between HACG and HUD, an Annual Plan and Certifications of Compliance must be submitted to HUD for approval; and,

**WHEREAS**, HACG has prepared such a plan in accordance with HUD's rules, regulations and guidance; and,

**WHEREAS**, the proposed MTW FY 2016 Annual Plan was made available for public review and comment from March 5, 2015 to April 4, 2015 and public hearings/meetings were held on the proposed FY 2016 plan on March 11, 12 and 18, 2015; and,

**WHEREAS**, HACG gave consideration to all comments received regarding said FY 2016 MTW plan;

**NOW THEREFORE BE IT RESOLVED** by the Board of Commissioners:

1. That HACG's FY 2016 MTW Annual Plan is approved;
2. The Chairman or Secretary/Chief Executive Officer is authorized to execute the Certifications of Compliance, and,
3. Submission of said Certifications and FY 2016 MTW Plan to HUD is authorized.

R. Larry Cardin  
Name of Authorized Official

R. Larry Cardin  
Signature



Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

**Certifications of Compliance**

Annual Moving to Work Plan  
Certifications of Compliance

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

**Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan\***

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2015, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.



13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105 (a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

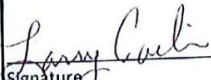
The Housing Authority of Columbus, Georgia  
PHA Name

GA 004  
PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Larry Cardin  
Name of Authorized Official

HACG Board of Commissioners Chair  
Title

  
Signature

April 15, 2015  
Date

\*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

**PUBLIC COMMENTS ON THE ANNUAL MTW PLAN MATRIX**

GROUP / AGENCY	COMMENTS / QUESTIONS RECEIVED	HACG RESPONSES
Resident Advisory Board Member	Will the new development [Patriot Pointe] be three stories or two?	Patriot Pointe is to be a 3-story structure for the elderly
Access 2 Independence	How many units will be accessible?	Current plans are not finalized, but in general terms all units will be adaptable
Access 2 Independence	What does adaptable mean?	Adaptable means that if a unit needed to become fully accessible, then it could be modified with relative ease to become a fully accessible unit
Access 2 Independence	How many units are fully accessible and how many are adaptable?	HACG does not have that information, but inspections, plans, and need will determine the final unit total. As of this meeting, there will be 24 public housing units and 6 of the 24 are slated to be fully accessible
Resident Advisory Board Member	Are vouchers limited by time?	Some vouchers are coded for residents to remain stable for a certain amount of time before the voucher holder is able to receive a "regular" voucher. Those voucher holders wanting a "regular" voucher will be put on the Wait List. Anyone receiving a voucher are encouraged to discuss details with their case manager

**PUBLIC COMMENTS ON THE ANNUAL MTW PLAN MATRIX**

GROUP / AGENCY		COMMENTS / QUESTIONS RECEIVED	HACG RESPONSES
Resident Advisory Board Member	Are utilities included?	Based on current information, everything will remain the same	
<b>HACG</b>	<p>Are utilities included?</p> <p><i>Previous two questions were asked in reference to RAD - Rental Assistance Demonstration</i></p>	<p><i>RAD allows HACG to convert its Public Housing (PH) units to Project-Based Voucher (PBV) units. PH units include apartments at sites like Warren Williams, Chase, and Farley. When these PH units become PBV units, then the PH rules will cease to apply to the unit and the Housing Choice Voucher (HCY) or Section 8 rules will begin to apply to the unit. Also, PBVs stay with the unit, so if someone moves, they will lose their rental assistance unless they apply for and receive a TBV - Tenant-Based Voucher, which "follows" the tenant</i></p>	
Integral Properties (Ashley Station)	Since voucher holders can exceed the 40% cap, can we put them in market-rate apartments?	Yes, as long as they can pay their share and it does not exceed the 50% of income cap	



**PUBLIC COMMENTS ON THE ANNUAL MTW PLAN MATRIX**

<b>GROUP / AGENCY</b>	<b>COMMENTS / QUESTIONS RECEIVED</b>	<b>HACG RESPONSES</b>
Access 2 Independence	I understand that the city is getting vouchers to help the homeless. Is there a guarantee on that and can I get more info?	If you leave your card I can give you more information after a March 23rd meeting on this topic. First word is that DCA - GA Department of Community Affairs is offering 811 vouchers, which are geared to assist the disabled population
Community	Is this meeting mandatory to keep my housing?	No, the meeting is open to residents and community members to hear about items and activities in HACG's Annual MTW Plan and for HACG to hear about thoughts on the proposed items and activities in the plan
Community	How do I get the HUD, my girlfriend is on HUD?	HACG clarified "the HUD" and ascertained that the community member was referring to Housing Choice Vouchers. HACG staff directed community member to the Tenant Selection Office (TSO) on Martin Luther King, Jr. Blvd; however, the waiting list is closed
Community	How did my girlfriend get the HUD if Waiting List is closed?	Waiting List is open periodically for a set time and the guess is that she was probably on one of the previously opened Wait Lists. Waiting Lists usually take years to exhaust before the process is opened again

**PUBLIC COMMENTS ON THE ANNUAL MTW PLAN MATRIX**

GROUP / AGENCY	COMMENTS / QUESTIONS RECEIVED	HACG RESPONSES
Community	What is going to happen to BTW, when will it be empty?	Booker T. Washington is going through a phased redevelopment process. The 1st phase of the redevelopment includes relocation and the construction of a new apartment building, Patriot Pointe off of Benning Drive. Projected vacancy for BTW is the end of March, but may be shorter or longer depending on how quickly families are able to find housing. The 1a phase of BTW is the demolition of BTW's north end and the erection of apartment homes in the same location that will be called Columbus Commons
Community	Are all of BTW residents going to be allowed to return to their home?	BTW residents have been given the option of transferring to another public housing site or receiving a tenant-protection voucher, so HACG projects that former BTW residents will be settled into the new homes of their choosing once the new BTW [Columbus Commons] comes online sometime next year. Therefore, HACG does not anticipate many residents returning, but will welcome former BTW families that meet eligibility requirements of this new development, which is a mixed-income community

**PUBLIC COMMENTS ON THE ANNUAL MTW PLAN MATRIX**

PUBLIC HEARING / MEETING DATES	PUBLIC HEARING / MEETING LOCATIONS	PUBLIC HEARING / MEETING ATTENDEES
Wednesday, March 11, 2015	HACG Board Room (10a) 1006 Wynnton Road, Columbus, GA	11
Wednesday, March 11, 2015	HACG Board Room (5p) 1006 Wynnton Road, Columbus, GA	4
Thursday, March 12, 2015	Warren Williams Community Room (3:30p) 1200 Warren Williams Road	13
Wednesday, March 18, 2015	Warren Williams Community Room (2p) 1200 Warren Williams Road	20



2014 Capital Fund

Attachment D

Capital Fund Program (CFP) Amendment To The Consolidated Annual Contributions Contract (form HUD-53012)

U.S. Department of Housing and Urban Development Office of Public and Indian Housing

Whereas, (Public Housing Authority) Housing Authority of the City of Columbus GA004 (herein called the "PHA") and the United States of America, Secretary of Housing and Urban Development (herein called "HUD") entered into Consolidated Annual Contributions Contract(s) ACC(s) Numbers(s) A2384 dated 5/17/1996

Whereas, HUD has agreed to provide CFP assistance, upon execution of this Amendment, to the PHA in the amount to be specified below for the purpose of assisting the PHA in carrying out development, capital and management activities at existing public housing projects in order to ensure that such projects continue to be available to serve low-income families. HUD reserves the right to provide additional CFP assistance in this FY to the PHA. HUD will provide a revised ACC Amendment authorizing such additional amounts.

\$ 2,212,993.00 for Fiscal Year 2014 to be referred to under Capital Fund Grant Number GA06P00450114 PHA Tax Identification Number (TIN): On File DUNS Number: On File

Whereas, HUD and the PHA are entering into the CFP Amendment Number

Now Therefore, the ACC(s) is (are) amended as follows:

1. The ACC(s) is (are) amended to provide CFP assistance in the amount specified above for development, capital and management activities of PHA projects. This CFP Amendment is a part of the ACC(s).

2. The PHA must carry out all development, capital and management activities in accordance with the United States Housing Act of 1937 (the Act), 24 CFR Part 905 (the Capital Fund Final rule) published at 78 Fed. Reg. 63748 (October 24, 2013), as well as other applicable HUD requirements.

3. The PHA has a HUD-approved Capital Fund Five Year Action Plan and has complied with the requirements for reporting on open grants through the Performance and Evaluation Report. The PHA must comply with 24 CFR 905.300 of the Capital Fund Final rule regarding amendment of the Five Year Action Plan where the PHA proposes a Significant Amendment the Capital Fund Five Year Action Plan.

4. For cases where HUD has approved a Capital Fund Financing Amendment to the ACC, HUD will deduct the payment for amortization scheduled payments from the grant immediately on the effective date of this CFP Amendment. The payment of CFP funds due per the amortization scheduled will be made directly to a designated trustee within 3 days of the due date.

5. Unless otherwise provided, the 24 month time period in which the PHA must obligate this CFP assistance pursuant to section 9(j)(1) of the Act and 48 month time period in which the PHA must expend this CFP assistance pursuant to section 9(j)(5) of the Act starts with the effective date of this CFP amendment (the date on which CFP assistance becomes available to the PHA for obligation). Any additional CFP assistance this FY will start with the same effective date.

6. Subject to the provisions of the ACC(s) and paragraph 3, and to assist in development, capital and management activities, HUD agrees to disburse to the PHA or the designated trustee from time to time as needed up to the amount of the funding assistance specified herein.

7. The PHA shall continue to operate each public housing project as low-income housing in compliance with the ACC(s), as amended, the Act and all HUD regulations for a period of twenty years after the last disbursement of CFP assistance for modernization activities for each public housing project or portion thereof and for a period of forty years after the last distribution of CFP assistance for development activities for each public housing project and for a period of ten years following the last payment of assistance from the Operating Fund to each public housing project.

The parties have executed this CFP Amendment, and it will be effective on 5/13/2014. This is the date on which CFP assistance becomes available to the PHA for obligation.

U.S. Department of Housing and Urban Development By Date: PHA (Executive Director or authorized agent) By Date: 4/8/14 Title

Previous versions obsolete form HUD-52840-A 03/04/2003

**Attachment D**

Part I: Summary		FFY of Grant: 2014 FFY of Grant Approval: 2014	
PHA Name: Housing Authority of Columbus, Georgia		Grant Type and Number Capital Fund Program Grant No: GA06P004501014 Replacement Housing Factor Grant No: Date of CFFP:	
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Final Performance and Evaluation Report	
Summary by Development Account		Total Estimated Cost	Total Actual Cost <sup>1</sup>
Line		Original	Expended
1	Total non-CFF Funds		
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	2,212,993	
16	1495.1 Relocation Costs		
17	1499 Development Activities <sup>4</sup>		

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFF Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



### Attachment D

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 4/30/2011

Part I: Summary		FFY of Grant: 2014	
PHA Name: Housing Authority of Columbus, Georgia		FFY of Grant Approval: 2014	
Grant Type and Number Capital Fund Program Grant No.: GA06P004501013 Replacement Housing Factor Grant No: Date of CFFP:			
Type of Grant	<input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost <sup>1</sup>
		Original	Revised <sup>2</sup> Obligated
			Expended
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	2,212,993	
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director		Signature of Public Housing Director	
Date		Date	

*[Handwritten Signature]*      *[Handwritten Signature]*  
 Date: 4/8/14

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.

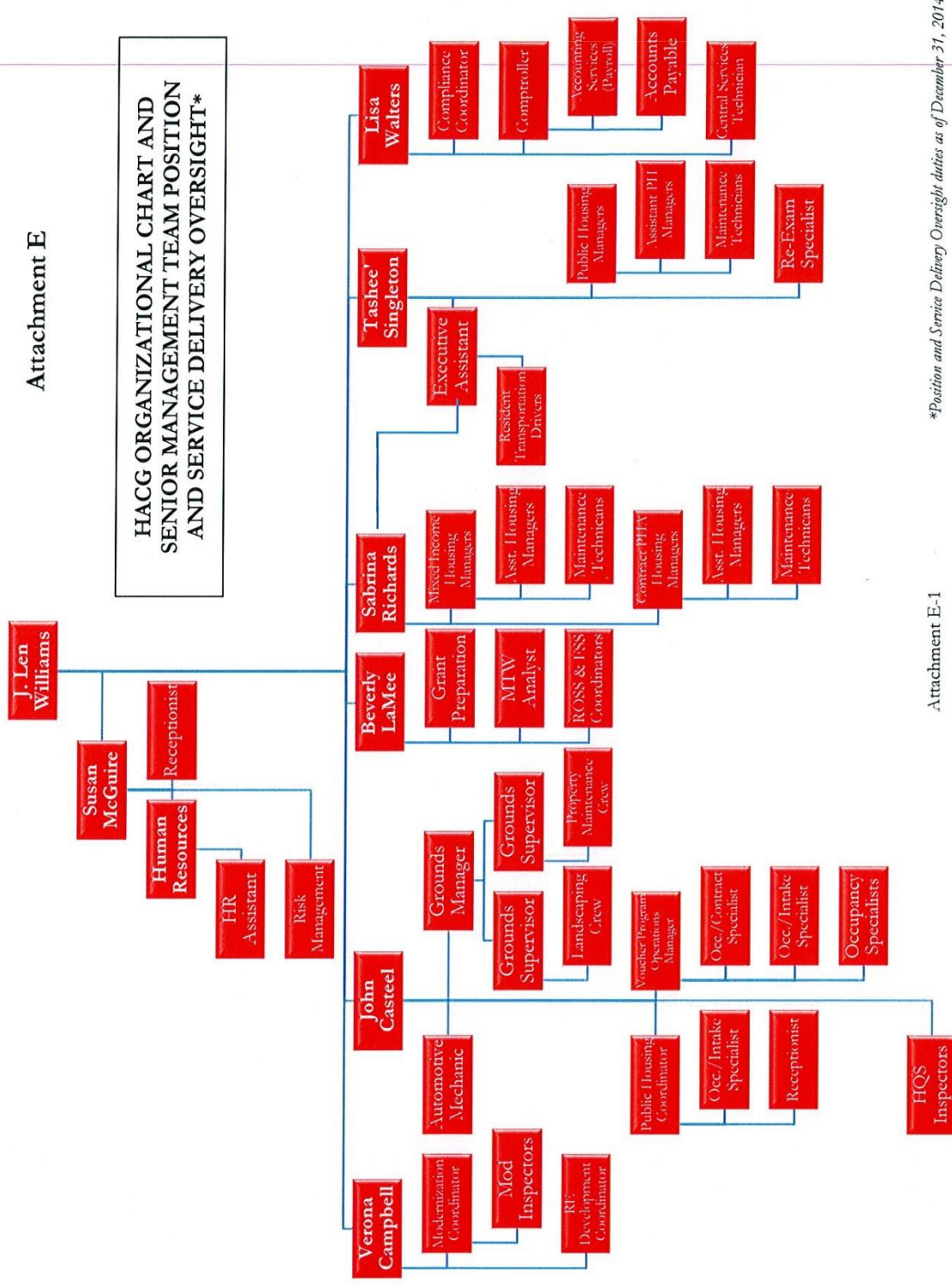






Attachment E

HACG ORGANIZATIONAL CHART AND SENIOR MANAGEMENT TEAM POSITION AND SERVICE DELIVERY OVERSIGHT\*



\*Position and Service Delivery Oversight duties as of December 31, 2014

Attachment E-1