

**Columbia Housing Authority  
Five Year Agency Goals  
2015-2020**

**I. Goal: Preserve, maintain and develop quality, affordable public housing while adapting to changes in HUD program regulations regarding public housing.**

- 1. Objective: Continue to identify funding opportunities, to include HUD programs such as the Choice Neighborhood Grant Program or other government programs to build new housing.**

2015 Progress: The CHA has been waiting for the choice Neighborhood Grant Program to announce Implementation Funding and will apply if/ when funding is available. CHA purchased 7 single family homes at Rosewood Hills and converted them to public housing units. The CHA used Housing Replacements Funds and Capital Funds to Purchased 16 units at Yorktown Apartments.

2016 Progress: The CHA has begun redevelopment at Gonzales Gardens by constructing 12 single family homes in the expanded footprint. The CHA has also purchased a quadriplex in Irmo and is evaluating whether to add this to the Public Housing inventory.

2017 Progress: The CHA has created a plan to redevelop Gonzalez Gardens and Allen-Benedict Court. Twelve single family homes were built in 2017 and six have already been sold. The CHA completed its application for the Choice Neighborhood Implementation Grant in November, 2017 in the amount of \$ 29,905.676.

2018 Progress: CHA has further developed Architectural and Engineering plans to redevelop Gonzales Gardens. Relocation of residents and demolition of dwelling units completed at Gonzales Gardens. All twelve single family homes built in 2017 have sold and six additional homes are under construction as Phase 1 of the redevelopment of the Gonzales Gardens site. The 2017 Choice Neighborhood Implementation Grant application was not successful. CHA reapplied in 2018 with the focus of the grant request on the demolition and revitalization of Allen Benedict Court.

- 2. Objective: Evaluate and identify these Public Housing Communities for conversion to Rental Assistance Demonstration Program (RAD): Rosewood Hills, Vista, Atlas Road, Archie Drive, St. Andrews Terrace, and/or Fountain Place.**

2015 Progress: The CHA has evaluated a RAD application for the Cayce Housing Authority and has determined not to proceed with the RAD at this time. The CHA will continue to evaluate if an application for the housing authority should be made, if any new regulations are presented.

2016 Progress: The CHA opinion on RAD Conversion has not changed. No progress

2017 Progress: No action on RAD was taken in 2017. The CHA will not implement a RAD Program unless the financial provisions of the program change

2018 Progress: No action was taken to transform PH units to RAD. CHA will continue to evaluate the feasibility of transferring inventory from public housing to RAD.

- 3. Objective: Target use of Capital Funds to rehabilitate communities identified for RAD.**

2015 Progress: No Activity at this time

2016 Progress: No RAD activity in 2016

2017 Progress: Because the CHA will not participate in RAD, there were no activities this year.

2018 Progress: \$1,197,008.16 in Capital Funds dollars were spent rehabilitating units. CHA has not committed to transitioning any units to RAD.

**4. Objective: Utilize Capital funds to renovate the most deteriorated single family houses identified by management.**

2015: Five single family homes were renovated in 2015. CHA will continue to renovate CHA houses using Capital Funds as funding remains available.

2016: Eighteen single family homes were renovated in 2016. CHA will continue to renovate CHA housing using Capital Funds as funding remains available.

2017: The CHA continues to renovate its single family homes and plans that all homes will be completed by 2020.

2018: Capital Funds were used to renovate 33 single family homes.

**5. Objective: Evaluate on an annual basis communities and/or single family houses to be demolished or sold.**

2015: CHA received approval in December 2015 to demolish Gonzales Gardens (anticipate4d to be demolished by June 20174). Two houses were impacted by the October 2015 flood is currently under review whether to demolish or repair.

2016: CHA has decided to accept the request by Richland County to purchase the property at Raintree Court. The property is not in a flood hazard area and was significantly damaged during the 2015 flood.

2017: CHA has almost transferred the property at Raintree Court and has received HUD's approval to dispose of the property. The closing should be completed by June 30<sup>th</sup> 2018.

2018: Demolition of Gonzales Gardens was completed in 2018. We anticipate the demolition of ABC in 2019.

**6. Objective: Incorporate green building practices in all new construction and renovation work where economically feasible within HUD Total Development Costs.**

2015: The 7 single family houses purchased through the Rosewood Hills HOPE VI all meet the green HUD standard.

2016: The CHA has begun construction on 12 new homeownership units in the expanded footprint at Gonzales Gardens. CHA will offer these for sale in 2017.

2017 Progress: Twelve of the houses at Gonzales gardens were constructed and six have already sold. All of these houses were built using green building practices.

2018 Progress: The twelve new homes off the footprint from GG have all sold and were all constructed with green building practices. Six new green homes are under construction as the first phase on the footprint of.

**7. Objective: Maintain HUD High Performing Authority status according to PHAS Scores.**

2015 Progress: CHA score was 90%; High Performing Housing Authority

2016 Progress: CHA score was 90%; High Performing Housing Authority

2017 Progress: CHA score was 87%; the CHA is appealing this score because a low score in the occupancy category. The score was based on the vacancies at the Gonzales Gardens which should have not been included in the assessment.

2018 Progress: CHA's PHAS Score was 84% (Standing Performing Housing Authority).

**II. Goal: Increase the number of housing choice vouchers in order to provide quality, affordable housing in Richland County.**

**1. Objective: Apply for 300 additional housing choice vouchers through the Opt Out Program, HUD applications, HOPWA, Mainstream Voucher Program, Veterans (VASH) program, Welfare to Work, Family Unification Program, and other new HUD Housing Choice Voucher Programs that are developed.**

2015 Progress: CHA has just received HUD notice that FUP will be available and CHA will apply

2016 Progress: CHA has applied for 20 project based Vouchers for VASH(Veteran's Affairs Supportive Housing) ; waiting to hear if we are in the second round of funding in June 2017. CHA may also apply for a PBV set-aside for the existing VASH. CHA will apply in 2017-2018 for any opportunities for an expansion in the Voucher Program.

2017 Progress: CHA will apply in 2018-2019 for any opportunities for the expansion in the Voucher Program. The VASH Program is now funded at 414 vouchers. The CHA received 270 vouchers for replacement housing for Gonzalez gardens.

2018 Progress: The CHA applied for and was awarded 40 Mainstream Vouchers. The CHA has contacted the local HUD office in an effort to set aside HUD/VASH Project based vouchers.

**2. Objective: Maintain a high-performing status on SEMAP score.**

2015 Progress: CHA received a score of 100%; high –performing housing authority

2016 Progress; CHA received a score of 86%; standard performing housing authority. The CHA has immediately corrected this issue. The biggest problem was leasing of the vouchers which coincided with the opening of two Project Based Vouchers Projects. Both are now 100% occupied.

2017 Progress: CHA received a score of 100%; an overall performance rating of HIGH. The CHA'S success can be attributed to the program utilizing the allocated funding and being leased up.

2018 Progress: The CHA received a 96% high score on the latest SEMAP.

**3. Objective: Provide voucher mobility counseling to Section 8 Housing Choice Voucher Program participants. 10% of issued vouchers will be located in non-concentrated areas.**

2015 Progress: CHA met goal of 10%. Voucher mobility counseling is included in the Section 8 Orientation.

2016 Progress: Voucher mobility counseling is included in each Housing Voucher orientation.

2017 Progress: Voucher mobility counseling is included in the Housing Voucher orientation.

2018 Progress: The CHA provided voucher mobility counseling to encourage participants to utilize their voucher in non-concentrated areas. The majority of affordable housing units are concentrated in the same areas. The CHA continues its efforts to recruit additional landlords in non-concentrated areas.

**4. Objective: Expand the number of landlords participating in the Section 8 Housing Choice Voucher Program.**

2015 Progress: CHA conducted a Landlord's Meeting in July 2015. Eighty landlords attended.

2016 Progress: With the increase in the need for available units for voucher holders and an overall reduction in available housing due to the flood in October 2015, the CHA has been aggressively trying to recruit landlords to become HCV landlords.

2017 Progress: The CHA has begun working collaboratively with community partners in an effort to recruit more landlords. The CHA in partnership with UWAY will host a landlord forum further engage potential and current landlords.

2018 Progress: The CHA hosted an annual landlord forum in partnership with other community partners to recruit new landlords and educate existing landlords.

**5. Objective: Conduct a minimum of one training program per year for landlords to increase their knowledge of the Section 8 Housing Choice Voucher Program.**

2015 Progress: One landlord training was conducted 2015 (July). Another landlord program is now being planned for 2016.

2016 Progress: The CHA held a meeting with landlords on June 20, 2016 at the Tillis Center. A Q&A session was offered for all landlords that were present. Another landlord program is currently scheduled for March 2017.

2017 Progress: The CHA hosted a landlord forum in March in an effort to engage new and existing landlords. Additionally, the CHA plans to host another landlord forum to increase landlords' knowledge of the HCV Program. The CHA will also create in 2018 a Landlord Newsletter to continue training landlords on housing issues.

2018 Progress: The CHA hosted an annual landlord forum in partnership with other community partners to educate both new and existing landlords.

**6. Objective: Maintain voucher payment standards at 90%-100% of the FMR.**

2015 Progress: In December 2015, the CHA Board of Commissioners approved an increase of payment standard to 110%. This will allow for expansion of the vouchers in areas of non-concentration. The current FMRs are not meeting the rents that are offered by landlords.

2016 Progress: Because the CHA was experiencing a low lease-up for new Vouchers in 2016, the CHA requested and received board approval to increase the voucher payment standards at 110%.

2017 Progress: Because CHA has been able to maintain a steady lease up of vouchers, the CHA requested board approval to keep the payments standard at 100% while giving the ED the authority to decrease or increase from 90%-100%.

2018 Progress: The CHA maintains a voucher payment standard at 90%-100% of the FMR. The payment stand for 2019 is (0) \$671, (1) \$838, (2) \$959, (3) \$1255, and (4) \$1571.

### **III. Goal: Increase the inventory of private market housing owned and/or managed by the CHA.**

#### **1. Objective: Complete the West Avenue development to add to the Non-HUD housing inventory.**

2015 Progress: CHA purchased the property and is in the design phase of the project. Infrastructure and the unit design are being developed by contracted planners and architects. Construction should begin by fall, 2016

2016 Progress: During 2016, the CHA worked to finalize the design phase of the project. I the design and applied for demolition funds from the City of Columbia. CHA began demolition of the existing structure in February, 2017. Construction will begin in 2017 at the completion of demolition.

2017 Progress: With the demolition of Gonzales Gardens completed, the CHA aggressively replacement housing. The CHA purchased Petan Apartments, Bentley Apartments, Springwood Apartments, and purchased some additional apartments at Winsor Lake (40 already in inventory). At the time CHA printed its Annual Plan, the CHA was in the process of purchasing English Meadows. The total number of the units in the CHA's was in the process of purchasing English Meadows. The total number of units in the CHA's private market inventory is 500 at this time.

2018 Progress: CHA completed the purchase of English Meadows. CHA/CHAD closed on financing for Lorick Place and construction has commenced on the site for 87 two bedroom project-based units.

#### **2. Objective: Evaluate current and new HUD programs as sources of housing development funds.**

2015 Progress: CHA purchased a tri-plex and a new single family home for persons with AIDS using HUD HOPWA funding

2016 Progress: The CHA will apply for a VASH Project Based Voucher (PBV) to build 20 units of VASH BV. CHA will continue to look for units under the ACC up to the original 2,400 units of Public Housing that was in 1999.

2017 Progress: With the demolition of Gonzales Gardens and planned demolition of Allen-Benedict Court, the CHA needs to develop replacement housing. The CHA submitted a Choice Neighborhood Implementation Grant in November, 2017. The biggest focus for redevelopment

for these two complexes will be the submission of a tax credit application and the creation of these bonds financing, or any new program that comes to fruition through any government agency or financial Institution.

2018 Progress: CHA was unsuccessful with the 2017 and 2017 Choice Neighborhood Implementation Grant applications. CHA is exploring all other funding sources, public and private, to accomplish the revitalization of GG and ABC.

**3. Objective: Explore opportunities to partner with local entities to develop housing to include the Midlands Housing Trust Funds and the South Carolina Community Loan Fund Bank.**

2015 Progress: The new grocery store (Honor Capital and Save-a-lot partnership) was opened as result of funding from the SC CLFB loan of \$600,000. CHA continues to meet with both entities to further develop housing. A new Tax Credit Project (Bush Place) is being developed and MHTF, SCCLFB, and the City of Columbia are all involved in the development for the financing project.

2016 Progress: The Midlands Housing Trust Fund was instrumental in assisting the Villages at Rivers Edge private housing match with was completed for lease-up (HCV PBV) in June 2016.

2017 Progress: The CHA completed construction on 12 Homeownership units in the footprint of Gonzales Gardens. This was done in partnership with the City of Columbia and Richland County.

2018 Progress: CHA sold seven of the 12 homes developed off the footprint of Gonzales to 50-80% AMI homebuyers through a collaboration of Richland County and City of Columbia HOME Funds, CDBG funds and City/State NSP funds. CHA demolished Gonzales Gardens with NIP funds from State Housing through the City of Columbia. Through CDBG DR funding, the City of Columbia committed gap funding to assist with the construction of Lorick Place.

**4. Objective: Seek to partner with City of Columbia and/or Richland County for CDBG funds or General Funds to acquire, renovate, and develop new affordable housing.**

2015 Progress: CHA has just submitted a \$53,500 CDBG application to the City of Columbia for a new affordable housing project; "Learned to Build House." HUD has recently awarded the City of Columbia, Richland County, and Lexington County funding as a result of the flood in October 2015. The CHA has contacted all three entities about the development of either new construction/rehabilitation for flood victims.

2016 Progress: The CHA anticipates beginning of construction in March 2017 on the Learning to Build Houses. The CHA continues to plan for the replacement of housing once Gonzales Gardens has been demolished.

2017 Progress: The CHA was awarded a \$50,000 CDBG Grant for construction of a Little House. The house should be completed in 2018. The CHA also partnered with Richland County to create an Assessment of Fair Housing, this was HUD approved in March 2017. The CHA is working with the County to achieve the goals created in the Plan.

2018 Progress: CHA was not successful in building the Little House Project. Funds were received from the Disaster Relief Program to be used as a gap in developing Lorick Place.

**5. Objective: Evaluate the available housing inventory for potential purchase in Richland County to increase CHA inventory utilizing leveraged funds**

2015 Progress: This is ongoing. The CHA purchased Elmtree Georgetown Apartments (78) units and Falling Springs (146 units) in 2015. The CHA has identified several other properties for possible purchase but no definitive action has been taken at the time the Annual Plan was developed.

2016 Progress: The CHA purchased Petan Apartments (99 units) in January, 2017. At the February 2017 CHA Board Meeting, the Board also approved the purchase of a quadraplex in the Irmo area.

2017 Progress: The CHA purchased Petan, Bentley, Windsor, and Springlake in 2017

2018 Progress: CHA did apply to the City of Columbia for Disaster Relief funds to use a gap in financing for Lorick Place. CHA entered into a partnership with SCDMH to purchase the property at Carter Street and closed on the 4 remaining units at Yorktown.

**6. Objective: Construct new housing units on CHA owned vacant lots with available funding.**

2015 Progress: The CHA is exploring the expansion of the Little Houses project in 2016. The CHA is preparing bid packets to bid 5 houses on vacant lots in the Rosewood Hills and Harrison Road communities.

2016 Progress: The CHA continues to work on the Little Houses Project with Richland County School District One. Houses are to be completed in March 2018. CHA has started 8 units at the Gonzales Gardens expanded footprint and will put these for sale in 2017.

2017 Progress: The CHA received approval from the city of Columbia to move the little house project to this fiscal year and the house should be completed in March 2018. CHA sold two lots on Pinehurst; developer built single family homes on these two properties. The CHA also built three more homeownership units at Rosewood Hills; these houses sold within 1 month of the start of construction.

2018 Progress: CHA began construction on 8 single family homes in GG.

**IV. Goal: Increase the inventory of non-HUD housing to include programs like the Continuum of Care and HOPWA.**

**1. Objective: Develop 15 units for assisted living to meet the housing needs of elderly and disabled persons.**

2015 Progress: There has been no available funding to construct this type of housing/programs. CHA continues to monitor programs of this type across the country. CHA participated in dialogue with SC Disabilities and Special Needs to create more housing for disabled persons during September/October, 2015.

2016 Progress: There has been no further progress in this area. No HUD funding or alternative funding has been identified.

2017 Progress: There has been no further progress in this area. No HUD funding or alternative funding has been identified.

2018 Progress: No HUD funding was used to increase HOPWA inventory. HUD funds were used to expand the CoC Program by 5 units.

**2. Objective: Evaluate on an annual basis funding opportunities for HUD Community and Planning Development Programs to include Continuum of Care and HOPWA housing programs. Maintain and continue existing housing units under these programs.**

2015 Progress: CHA submitted a new application for Family and Youth funding under the Continuum of Care in November 2015. In January 2016, five applications for HOPWA funding were submitted to the City of Columbia.

2016 Progress: CHA received the 8 new units under the Continuum of Care (Housing First Expansion).

2017 Progress: The CHA continued many of the activities identified in 2016.

2018 Progress: CHA received 5 new units under Continuum of Care (Housing First Expansion Plus).

**V. Goal: Improve the Quality of Life for those individuals and families residing in public housing units.**

**1. Objective: Continue to expand public housing security efforts and to work with the City of Columbia Police Department and the Richland County Sheriff's Department.**

2015 Progress: The CHA continues to monitor all criminal activity on a weekly basis in conjunction with local law enforcement. Security cameras were added to the Dorrah Randall Community and the Reserves in the County. The City of Columbia installed additional cameras on the street outside of the Latimer Manor community. The County installed cameras at the Eastover Community. The CHA has started meeting on a quarterly basis with the City and County to better provide a higher level of security for residents.

2016 Progress: The CHA continues to monitor all criminal activity on a weekly basis in conjunction with local law enforcement. Property Managers AND Security meet with The City of Columbia Police Department on a quarterly basis to better provide a higher level of security for residents. The amount of police reports remained almost the same in 2016 compared to 2015.

2017 Progress: The CHA revised its strategy for law enforcement at the Authority. The CHA hired two more constables to live in public housing. They patrol the properties during the evening hours. The CHA eliminated the security guards under contract.

2018 Progress: The CHA continued monitoring all criminal activity on a weekly basis in conjunction with local law enforcement. One of CHA's officers is a liaison between the housing authority and Richland County Sheriff Dept. Gang Prevention Unit. Two of CHA's officers reside in our communities.

**2. Objective: Develop educational, cultural, and supportive service programs to further foster social and economic independence for the elderly.**

2015 Progress: The CHA has a tremendous number of activities for elderly public housing residents. A partnership with the Historic Columbia Foundation created an innovative genealogy program for the elderly. Trips were provided to healthy activities in the community such as the Women's Health Conference and Healthy Learners. The Mobi-Rec makes visits to the high-rises for the elderly. Membership is provided to the local City Wellness Center. Residents attend numerous concerts and sporting activities at the University of South Carolina.

2016 Progress: The CHA continue to encourage elderly persons to participate in community events to include: MLK Weekend, computer classes with Fast Forward, Historic Columbia History Program, NCAA Women's Basketball Tournament, Women at Heart, Fall fling (statewide event), an several University events.

2017 Progress: The CHA continued many of the activities identified in 2016.

2018 Progress: The CHA has programs and supportive services designed during the year for the seniors of the agency. There are a wide range of services and activities provide for our senior residents to include but not limited to transportation to doctor's appointments, healthcare partnerships with Palmetto Health that include onsite nurses and social workers, along with community dinners and bingo parties. We had over 50 seniors attend the "Women at Heart" event on Saturday, February 25<sup>th</sup> 2018. A Soup Meal program was started for seniors at the Oak Read High-rise on Wednesdays. This program is funded and run by Columbia SC Conference for AME/Women in Ministry, "Fit for Life" Project. Participants were provided a meal, free clothing and breads to take home. During meal time residents are given tips for promoting healthy eating, physical fitness along with life skills, family support and spiritual growth. A partnership with Zeta Phi Beta secured a (\$1,700) cash donation for the residents of Oak Read High-rise. CHA expanded the Senior Commodity Supplemental Food Program (CSFP) from 45 boxes to 135 boxes. Increased the 2018 Families Helping Families Program Senior Donations to 300. CHA sponsored a Christmas Gala for seniors

**3. Objective: Implement programs that promote a healthy lifestyle for all public housing populations (youth, elderly, families) to include community gardens and health education.**

2015 Progress: The CHA held a press conference regarding the new MOBI-REC Recreational van that visits public housing communities. A partnership with the University of South Carolina provided food boxes direct from the Farmer's Market at a below market price, delivered directly to the clients at their housing units. The Girls on the Run program was conducted at two housing communities; this is not only an exercise running program, but an empowerment program for young females.

2016 Progress: The Largest efforts during 2016 are that the CHA became a Smoke- free Housing Authority. The CHA continues to work with public housing residents who smoke to refer them to programs. This was a tremendous effort; in less than 9 months, the CHA met with every public housing community and posted signs and explained their new policy.

2017 Progress: The CHA partnered with Richland County public library to create a new branch of the public library in the zip code 29204. The new library will include community gardens and various educational activities. The CHA will have health education programs at the library. Also, food share, a project of USC, developed a cooking kitchen at the CHA'S grocery store.

2018 Progress: CHA partnered with Carolina Cares for Kids. This organization is an interactive program for our youth, run by students from the University Of South Carolina College Of Pharmacy. The focus of this program is to promote health and education in our youth to benefit them presently and in the future. Topics explored were Nutrition, Personal Hygiene and Germs, Mental Health & Emotions, and Physical Activity. Collaborated with Palmetto Health to organized health screenings for young adults and the elderly. The FoodShare SC Project, located in the Save A Lot Grocery Store provided CHA residents information on managing their blood pressure, weight, and blood sugar through healthy cooking. The Cooperative Ministry continued to partner CHA for free tax preparation services at the CHA hosted the 31st Wall of Fame Program, 5<sup>th</sup> CHA Father's Day event, and Fall Festival.

6. Objective: **Increase youth programs for public housing residents by fostering partnerships in the community.**

2015 Progress: The Girl's on the Run program and USC are great Partnerships for our youth. The CHA conducted a Golf Tournament which provided 5 scholarships for youth to attend college. Dawn Staley, USC Women's Basketball Coach, provided over 600 pairs of sneakers to youth at two public housing communities. Youth were encouraged to make the honor roll in school and if they did, they received another pair of new shoes. CHA conducted the International Festival, the Fatherhood Initiative, and the Wall of Fame Program; all of these events are made possible through partnership in the community.

2016 Progress: The CHA continued to programs that were done in 2015. CHA conducted its 2<sup>nd</sup> Golf Tournament and provided 10 scholarships.

2017 Progress: The CHA continued the programs identified in years 2015-2016.

2018 Progress: CHA continued the relationship with Richland County Library to offer the Here Comes Kindergarten Program.

7. Objective: **Increase resident participation in the Resident's Executive Council by 50% by 2015.**

2015 Progress: Average attendance is 150 persons.

2016 Progress: There continues to be large crowds at the REC meetings; continues at 150.

2017 Progress: There continues to be large participation in the REC; new officers were elected in 2017 and attendance still continues to be over 150.

2018 Progress: Attendance at the monthly REC meetings range from 100 to 140 residents.

**VI. Goal: Promote self-sufficiency and asset development of families and individuals in assisted housing by providing access to services and economic development opportunities.**

1. Objective: **Increase participation in the FSS Program by 30 households.**

2015 Progress: 9 residents signed new FSS Contracts

2016 Progress: 5 residents signed new FSS Contracts

2017 Progress: 9 residents signed new FSS Contracts

2018 gress: 11 residents signed new FSS Contracts

2. Objective: **Increase education levels of 100 residents by 2020 through enrollment in GED, high school diploma and college programs.**

2015 Progress: CHA continue to provide GED classes. The TRIO Program is housed in the agency's Cecil Tillis Center provides direct counseling for college enrollment for public housing and HCV participants. Scholarships are provided through the CHA's Golf tournament.

2016 Progress: Due to a decrease in federal funding, the TRIO Program was discontinued by the University of South Carolina in September 2016. The CHA hired their employee to work part time and she continues to provide information. Richland County provides funding for continuation of the GED Program.

2017 Progress: 18 residents enrolled in GED classes. 1 reported that they successfully passed the GED Exam.

2018 gress: 15 residents enrolled in GED classes.

3. Objective: **200 residents increase their employment skills by 2020 by participating in job training programs.**

2015 Progress: 47 residents participated in job training programs

2016 Progress: 40 residents participated in job training programs at CHA

2017 Progress: 39 residents participated in job training programs

2018 Progress: 10 enrolled in CPR, 3 in C.N.A. Class, and 30 residents participated in job training programs.

4. Objective: **120 youth will be connected to early learning academic programs.**

2015 Progress: 43 Preschool children participated in Here Comes Kindergarten Program

2016 Progress: 61 Preschool children participated in Here Comes Kindergarten Programs. The CHA also started a healthy cooking school program in partnership with Edventure Museum.

2017 Progress: 45 Preschool children participate4d in Here Comes Kindergarten Program sponsored by Richland Library

2018 Progress: Continued the partnership with Richland County Library in sponsoring and bringing Here Comes Kindergarten to public housing communities. Seven youth participated in Richland County Public Library Story time.

5. Objective: **Promote youth participation in programs that promote leadership, education, health, and mentoring.**

2015 Progress: Developed MOBI-REC Program and implemented the healthy exercise/play program in all communities. CHA began healthy cooking classes in partnership with EdVenture Children's Museum in several locations.

2016 Progress: CHA became a Smoke –Free Public Authority on January 1, 2017. USC food share program moved into CHA Grocery Store.

2017 Progress: Youth were engaged in healthy lifestyle activities through the use of the Mobi-Rec Van. CHA continued partnering with Foodshare to provide affordable and accessible fresh produce for residents. Foodshare set up a distribution site in the Save-A-Lot Grocery Store. They received funding to start a healthy cooking program which will serve CHA residents and others in the community.

2018 Progress: Collaborated with local schools to create a Parent University to educate and empower parents and students on resources available in school. This effort promoted and developed closer relationships and the education system. Forty-five youth participated in the Zion Cannan Baptist Church after school tutoring program.

6. **Objective: Connect residents to programs and resources that promote healthy lifestyles and access to nutritional education programs.**

2015 Progress: Raised funds and implemented the MOBI-REC Program and Partnered with USC for the food Share Program (getting food boxes to elderly and families). Conducted Healthy Food Classes in 4 of the largest housing communities (GG, ABC, Latimer, Hammond)

2016 Progress: CHA became a Smoke-Free Authority on January 1, 2017. CHA continues to work with public housing residents regarding smoking cessation programs.

2017 Progress: CHA continues to promote health awareness with residents through a number of activities. Residents were provided opportunities to obtain memberships from the Charles R. Drew Wellness Center. The Mobi-Rec Van goes out to communities daily to get kids out of the home and engaged in exercise and healthy play activities. Residents are connected with local clinics, federally qualified health centers, and other institutions that serve as medical homes or resources to provide primary health care.

2018 Progress: CHA continued engagement in healthy lifestyle activities through the use of the Mobi-Rec Van. Residents were provided memberships to the Drew Wellness center for physical fitness and personal training.

**VII. Goal: Increase access to homeownership opportunities by providing education, counseling and resources for current CHA program participants and the community-at-large.**

1. **Objective: Provide home buying training for at least 1,000 individuals by 2020.**

2015 Progress: 395 individuals attended home buying classes

2016 Progress: 499 individuals participated in home buying classes.

2017 Progress: 563 individuals participated in home buying classes in 2017

2018 Progress: 337 individuals attended home buying classes.

2. **Objective: Increase the Housing Choice Voucher Homeownership Program by 30 participants by 2020.**

2015 Progress: 4 Housing Choice Voucher participants purchased homes. 3 HCV no longer qualified for subsidy.

2016 Progress: 5 Housing Choice Voucher participants purchased homes in 2016. Currently 84 families are using vouchers to purchase homes.

2017 Progress: There were 8 HCV participants who purchased a home in 2017. There are currently 53 families who have purchased homes and are still receiving subsidies.

2018 Progress: 10 HCV participants purchased homes using the HCV Homeownership Program.

**3. Objective: Promote homeownership to public housing families with incomes above 50% of the Area Median. Fifteen public housing families will purchase over the next 5 years.**

2015 Progress: 1 Public Housing resident purchased a home.

2016 Progress: No public housing residents purchased a home in 2016.

2017 Progress: The CHA continues to encourage public housing residents to purchase homes. Although we did not have any public housing residents to report homeownership, they continue to be actively engaged in the home ownership education classes provided by CHA. Two of CHA's NSP/REO houses were sold to non-public housing families in 2017.

2018 Progress: Two public housing residents purchased homes in 2018.

**VIII. Goal: Continue to develop and train a CHA staff that is professional in conducting business at the Authority, has excellent customer service skills, and is knowledgeable in HUD programs and regulations as well as all applicable laws.**

**1. Objective: Develop and implement a new Orientation Program for employees that introduces each new employee to all components of the agency.**

2015 Progress: New Orientation Program has been developed for fulltime employees. No new fulltime employees were hired in 2015 but the program will be tried in 2016.

2016 Progress: CHA has used the new orientation program and continues to revise due to changes in the agency and new programs.

2017 Progress: With the turnover in staff during the last year, this resulted in IT conducting a lot of training classes on the HAB System and on HUD regulations.

2018 Progress: Employees were offered in-house training on the HAB information management system for new employees. In October, the HR Dept. provided training for new employees on how to log onto PEBA to access their accounts to manage benefits.

**2. Objective: Require each employee to participate in a minimum of one training program during the calendar year based on a list of potential training topics developed during annual evaluations.**

2015 Progress: All CHA staff participated in Active Shooter Training by Richland County Sherriff's Department (following San Bernardino shooting in California). 75 staff membe4rs participated in

HUD mandated Pest Control Training (1 day class). Training logs were designed for each department. Will work on better documentation in 2016.

2016 Progress: All CHA staff participated in two Fair Housing Training Sessions conducted by HUD State Office. Additionally 4 persons in Section 8 were sent to Nancy McKay training for certification. Four additional staff was sent to a Rent Calculation Class (one from each department: Occupancy, Section 8, Rent Calculation, Public Housing). All Housing Management staff attended a Leadership Training. All CHA staff participated in Smoke-Free trainings.

2017 Progress: The majority of training in 2017 was a focus on HAB System.

2018 Progress: The CHA conducted an agency wide Sexual Harassment Training for all employees. The maintenance staff was required to attend Fair Housing Training for Maintenance. EIV/PIC training was held for employees with access to the system. Other trainings offered to employees were Flat Rent Guidance training, rent calculation, and working with clients with mental health issues training.

**3. Objective: Utilize SERC and CCHRCO Training Workshops to obtain current information on HUD regulations; create agency training based on that information.**

2015 Progress: Over 20 employees attended either SERC or CCHRCO training during the year.

2016 Progress: Employees attended CCHRCO. New Director of HCV and three new HCV staff members attended HCV Certification training. CHA inspectors all attended Update training. Five PH/ACV staff attended Rent Calculation training.

2017 Progress: There were not a lot of changes to the public housing program in 2017. As the Trump Administration gets more into program administration during the rest year, the CHA expects there will be more training opportunities.

2018 Progress: CHA sponsored staff to attend the SERC and CCHRO Training workshop

**4. Objective Conduct cross-training programs within departments to insure succession plans are in place when employees leave or retire.**

2015 Progress: Implemented HAB Training Program on a weekly basis to encourage more employees to strengthen knowledge of public housing. Entire agency attended (75 persons) HUD Pest Control Training. CHA has developed a training in April, 2016 in conjunction with HUD staff on PIC Training and Fair Housing.

2016 Progress: CHA has begun cross training in several areas and is preparing for the retirement of several staff to occur in the next two years.

2017 Progress: The CHA begun to hire replacements for the TERI employees who will be leaving on June 29, 2018. CHA continues to cross- train employees.

2018 Progress: CHA experienced a major transition in workforce in 2018 as 12 employees retired during a 6 month period. Many of the positions left vacant were key leadership positions. CHA began a couple of months prior to the major wave of retirement to hire new and transition existing staff to the soon to be vacant positions. This was done to give the new employee and opportunity to obtain guidance and mentoring from the employees who were retiring.

- 7. Objective: Expand all HAB Training opportunities to insure the CHA staff is using the computer system to the agency's full advantage. Continue offering suggestions to HAB to improve the operation of the software for CHA use.**

2015 Progress: Weekly training classes provide hands on training entry in HAB system. This training is available for new employees and also for current management staff.

2016 Progress: Monthly training classes have continued in 2016. All new personnel are trained in a one on one setting. The CHA will go paperless for the procurement department in early 2017. CHA is conducting training in this area for the on-line procedures.

2017 Progress: Paid for four HAB (11/08/2017 morning and afternoon and 11/09/2017 morning and afternoon) for Section 8 Tenant move-in/move out/changes-rent charges. Public Housing move-in/move out/change unit – rent changes. And letter assistant training for both programs.

2018 Progress: W2 Training for HR was held on 12/12/2018 and additional HAB Training for newly hired staff during the course of the year.

- 6. Objective: Continue to evaluate CHA staff and staff space needs. Consolidate departments to maximize supportive services and eliminate duplication of services.**

2015 Progress: Continuing to evaluate space needs. CHA is in the middle of consolidating the Audit and Rent Calculation Departments into one department. All HCV and Public Housing folders will be reviewed by this new department

2016 Progress: With the addition of staff in the Section 8 department, some revisions to their offices occurred. The CHA is planning for some changes in space in 2017.

2017 Progress: This has been on-going since last spring.

2018 Progress: Upper management evaluated the need for space and made several office changes throughout the year.

**IX. Goal: Create a more technologically strong agency to promote better program management and to create a more streamlined system for operations, while being environmentally conscious by reducing the use of paper.**

- 1. Objective: Evaluate new document systems to move the CHA closer to a paperless office model.**

2015 Progress: CHA has received proposals from several companies concerning a document system. Reviewing financing options as well as agency needs.

2016 Progress: CHA approved a proposal with Ricoh Inc. to use Docuware software, which is an Electronic Document Management Solution to become paperless. The first department to utilize the software will be the Procurement Department; the entire agency will be training in early 2017 on how to transact purchase order requests.

2017 Progress: Training sessions were conducted in 2017 with Ricoh and IT telephonically on a weekly basis. IT held training sessions with Procurement. EH CHA also created an option for

vendors and/or contractors to send their invoices to an email address instead of mailing them. They were given the option of direct deposit instead of a paper check.

2018 Progress: Docuware requisition system is up and running. Trained new users and updated vendor and user names.

**2. Objective: Explore the viability of using tenant emails for correspondence versus traditional mail to decrease costs, improve speed of correspondence response, and improve agency efficiency.**

2015 Progress: Managers and HCV Staff have been obtaining email addresses for clients at Reexamination appointments. CHA did utilize email addresses for one mailing on a trial basis to notify clients of a job fair. CHA also requested email addresses for client responses for agency's first Project Based Voucher complex and utilized this method to contact clients for follow-up appointments.

2016 Progress: CHA opened two waiting lists in 2016 and used emails on future correspondents. CHA continues to update current residents' and vendors' emails.

2017 Progress: The CHA is now collecting resident emails, but needs to continue to explore using these addresses for contact purposes.

2018 Progress: HAB was purchased by MRI. MRI is working on a Tenant Assistance Portal to use email and internet to communicate letters, documents, and information to residents.

**3. Objective: Create an online Requisition/ Purchasing approval system to reduce lost documents and time handling paper requisitions.**

2015 Progress: The Procurement Department will be the first department in the agency to become paperless using a new document system. Several different companies have been interviewed in 2015. We estimate implementation in fall, 2016.

2016 Progress: The Procurement Department will come on-line February, 2017.

2017 Progress; The accounting department and the Procurement department interact on several levels in the Docuware system. The implementation of Docuware has become a useful tool for both departments to access information concerning requisitions, purchase orders, invoices, and checks. Docuware also provides a useful tool for other departments that creates requisitions to track the approval process of the requisition and keep track of the progress it has or has not made.

2018 Progress: CHA continues to use the Docuware System to process purchasing invoices.

**4. Objective: Create/maintain CHA website with information and forms for Tenants, Landlords, Applicants, Vendors and Employees to have access to information 24/7.**

2015 Progress: CHA has created a Communications Committee composed of staff from each department. First task has been to redesign the CHA Website; one of the revisions has been to provide forms for HCV Program on-line. CHA has just begun to use this process and will evaluate during 2016. CHA will also use more Social Media in 2016.

2016 Progress: The CHA created a Twitter account and has used Facebook for special events. CHA will be hiring a new Communication Coordinator in 2017(already advertised).

2017 Progress: The CHA has greatly expanded its use of twitter and Instagram to disseminate information to employees and the public.

2018 Progress: CHA communications coordinator continued to use social media to connect to residents and the public.

5. **Objective: Expand and upgrade 8 to 10 staff desktop computers over the next year to keep current with the new computer operating systems and hardware.**

2015 Progress: 10 new desktop were installed in 2015.

2016 Progress: 8 new desktop computers were installed/replaced in 2016.

2017 Progress: Updated 5 computers for use with Docuware and updated/replaced 4 Window XP computers.

2018 Progress: IT updated/replaced 8 Windows XP computers.

6. **Objective: Evaluate the current computer system servers and look to replace or retire older servers not supported by Microsoft. Evaluate and upgrade Microsoft programs over the year as needed.**

2015 Progress: IT staff has been evaluating software during the last six months. CHA is currently looking at band needs to improve speed of internet access.

2016 Progress: Upgraded internet access speed from T1 to Fiber Internet access from Time Warner to increase internet speed.

2017 Progress: Expanded the storage capacity of the exchange server (Email server). (Tripled the storage space). Installed a new Docuware Server and installed a requisition document work flow system.

2018 Progress: Expanded storage capacity of the Docuware Server (expanded storage space).

7. **Objective: Promote a “Go Green”, paperless initiative for community meetings, staff meetings and resident meetings by utilizing different computer software.**

2015 Progress: CHA staff has begun using Word and internet for staff meetings.

2016 Progress: CHA staff has continued to use Word and internet for staff meetings.

2017 Progress: Installed a paperless requisition system that allows the processing of purchase requisitions without using pen and paper.

2018 Progress: Continue updating the paperless requisition system that allows the processing of purchase requisitions.

**X. Goal: Improve communication with our clients, our employees, other government entities, and the public to further promote the message of the quality housing programs administrated by the CHA.**

- 1. Objective: Publish a quarterly newsletter for public housing residents, Section 8 HCV participants, and non-HUD housing residents to better communicate resident activities, health information, empowerment programs, and job training.**

2015 Progress: CHA has produced two newsletter in 2015.

2016 Progress: CHA published one newsletter. This will improve with the hiring of the new Communications Coordinator

2017 Progress: The new communications coordinator created a quarterly newsletter that was first sent out in October 2017. There will be more to come in 2018. The CHA submitted an award nomination to NAHRO for its new newsletter. The CHA also created a Government Update that was very well received by elected officials; two have been sent since July, 2017.

2018 Progress: The PR Coordinator used social media accounts to connect the public with CHA and inform them of various activities such as waiting list openings and community activities. CHA's PR Coordinator published newsletter quarterly for residents, government updates, and continued using social media to connect to the public.

- 2. Objective: Improve communications with local government entities and their elected officials concerning CHA programs and development activities.**

2015 Progress: The Executive Director made a report on the agency's activities to City Council and County Council in January, 2016.

2016 Progress: The Executive Director made a report to County Council in March 2016. CHA continues to update local government on Gonzales Garden's Progress.

2017 Progress: The CHA hired a new communications coordinator and the first Government Update was created in August 2017. The second was printed in January 2018.

2018 Progress: The government updates were published quarterly. CHA also created social media accounts to keep the community aware of activities and programs.

- 3. Objective: Create a minimum of three media events per year utilizing print and television media; these events should illustrate to the public at large the positive activities of the CHA.**

2015 Progress: CHA had 4 media events in 2015: Wall of Fame Ceremony; Shovel Ceremony for the 123 new apartments at Village at River's Edge phase 11: Announcement of the new MOBI-REC Recreational Truck; Announcement that HUD has approved Gonzales Gardens to be demolished by 2017.

2016 Progress: The CHA had five media events: Wall of Fame, Relocation of Gonzales Gardens residents, Demolition of West Avenue, Opening of the CHA Waiting List in May and in July 2017.

2017 Progress: The CHA had four media events: Gonzales Gardens open house, Gonzales Gardens Demolition ceremony, Allen Benedict- Court Christmas Party/ Bike Donation and the opening of the Waiting list.

2018 Progress: CHA has at least 3 media events in 2018. They include Wall of Fame, Father's Day event, Scholarship Gala, and Fall Festival

**XI. Goal: Ensure equal opportunity and affirmatively further fair housing for all people in the Midlands.**

- 1. Objective: Continue affirmative measures to ensure access and to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion, national origin, sex, familial status, or disability.**

2015 Progress: CHA continues to monitor all housing activities to ensure compliance with all Fair Housing Laws. CHA only had 2 complaints concerning housing submitted to State Human Affairs Commission and both complaints were ruled in favor of CHA. No further action was required. Participating in Fair Housing Fair in April 2016; now planning for event.

2016 Progress: Although there were several questions by HUD and State Human Affairs, there were no new complaints from either agency in 2016. The CHA received notification from HUD in March 2017 that its joint AFH (Assessment of Fair Housing) was approved and the CHA is now working on its Five Year Plan.

2017 Progress: The CHA completed, in partnership with Richland County Government, its first Assessment of Fair Housing. The Plan was submitted to HUD and approved in March 2017. The CHA is now working with Richland County to achieve the goals created by both agencies.

2018 Progress: CHA and Richland County staff convened to discuss a fair housing committee which will begin meeting in 2019 and reported on the Fair Housing activities addressed by both agencies. CHA did receive Fair Housing complaints in 2018 which are still under review.

- 1. Objective: Continue affirmative measures to ensure accessible housing to persons with all varieties of disabilities, regardless of unit size required.**

2015 Progress: CHA has a Reasonable Accommodations Policy and is in full compliance with that policy, which is in compliance with HUD's regulations. Access to units is a major consideration in all development activities of the Authority.

2016 Progress: During 2016, the CHA conducted two training classes (3 hours each) regarding fair housing to ensure all staff is fully knowledgeable regarding the requirements of the law.

2017 Progress: The CHA continues to focus on building housing meeting disability needs. See progress above on the Plan submitted to HUD for its first Assessment of Fair Housing.

2018 Progress: The CHA continues to educate staff through training on fair housing laws. All maintenance staff was required to attend a Fair Housing for Maintenance webinar. Upon completion of the training, the team discussed various scenarios that could be violation of fair housing to ensure that staff understood the law.

