

C. MTW PLAN

- 1. MTW Plan for the PHA’s First Year of Operation Under the MTW Demonstration, Following the Order and Format set forth in Attachment B of Notice PIH-2012-16.**

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SECTION I. INTRODUCTION

OVERVIEW OF THE MTW GOALS AND OBJECTIVES

This Plan is the culmination of many years of laying the foundation for innovation at the Housing Authority of Columbus, Ga. (HACG). We have reached a point where it is time to transform the successful management of our public housing and voucher programs by testing and evaluating some truly creative, but replicable, pilot initiatives.

We want to provide more choices and incentives for our ‘traditional’ customers in Columbus, but also to address the needs of other populations such as the homeless and military residents and veterans. Given our proximity to Fort Benning and other installations that are grappling with the continuing mental, emotional, and physical problems of those returning from wars in Iraq and Afghanistan, plus other engagements involving terrorism, we are proposing a special program in line with the ideas of HUD, the VA, the White House, the national homelessness agencies, and foundations who are addressing this issue. It would also involve other MTW agencies with similar installations. HACG believes that HUD’s Moving to Work program – under the local name of S.A.I.L. - will harness the full energies of the Greater Columbus community in a way that we have not seen before. With the addition of the waivers allowed under MTW, we can move our innovations a giant leap further. It will be an exciting moment for us and hopefully, for the rest of the country, to observe and replicate as appropriate.



HACG is known as a high performer and an innovator in the industry. We are willing to operate at the leading edge of change, to experiment with new tools and to innovate where others see only obstacles. We have been leaders in thinking with the industry about reform of public housing and have a distinguished list of “among the first” accomplishments that have helped our industry grow.

This Plan achieves a balance between local and national partners and between rigorous testing and knowing when to take stock and acknowledge known outcomes. It is also a balance between early implementation of initiatives and doing the necessary planning and partnering to achieve sustainable outcomes over time. We also intend to look at what others have done and build on their efforts, while designing and implementing innovations based on our own thinking and local conditions.

HACG's MTW proposal builds on many organizational strengths, as well as challenges.

Strengths:

- HACG has a long history of successful collaboration and partner-based housing. It has worked with such entities as:

| | |
|--------------------------------------|-------------------------------------|
| Adult Protective Services | Alcoholics Anonymous |
| Area Agency on Aging | Babies Can't Wait (Health Dept.) |
| Big Brothers/Big Sisters | Boy Scouts |
| Boys and Girls Club | Bradley Library |
| Bridge Program | C.V. Episcopal Ministry |
| Children, Youth & Family Connection | Child Support Recovery |
| Children's Tree House | Columbus Bank & Trust Co. |
| Columbus Chamber of Commerce | Columbus Consolidated Government |
| Columbus Crime Prevention | Columbus Health Department |
| Columbus Community Reinvestment | Columbus Parks & Recreation |
| Columbus Marshall's Office | Columbus Regional Healthcare |
| Columbus Sheriff's Dept. | Columbus State University |
| Columbus Technical College | Consumer Credit Counseling |
| CONTACT (211) | Damascus Way (Valley Rescue) |
| Dept. of Juvenile Justice | Dept. of Family & Children Services |
| Energy Assistance Program (ESP) | Enrichment Services |
| Experience Works | Family, Youth & Children Coalition |
| Feeding the Valley Food Bank | FNMA |
| GA Dept. of Human Resources | GA Dept. of Labor |
| GA Extension Services | GA Legal Services |
| Girl Scouts | Girls, Inc. |
| Goodwill Industries | Habitat for Humanity |
| Head Start (ESP) | Homeless Resource Network |
| Hope Harbor | Innovative Work Solutions |
| Literacy Alliance | Agency on Aging |
| Committee for Persons w/Disabilities | Metro Transit |
| Mission Columbus | Muscogee County School District |
| NAACP | Narcotics Anonymous |
| NeighborWorks Columbus | New Horizons |
| Open Door Community House | Pastoral Institute |
| Project Rebound | Safe Kids |
| SaMarc Foundation | Salvation Army |
| SOURCE Care Mgmt. | Social Security Administration |
| St. Francis Hospital | Three Rivers Health Education |
| UGA Cooperative Extension Service | United Way |
| Urban League | Valley Health Care |
| Valley Rescue Mission | Voc-Rehab Services |
| WIC Program | Workforce Investment Program |
| YMCA | |

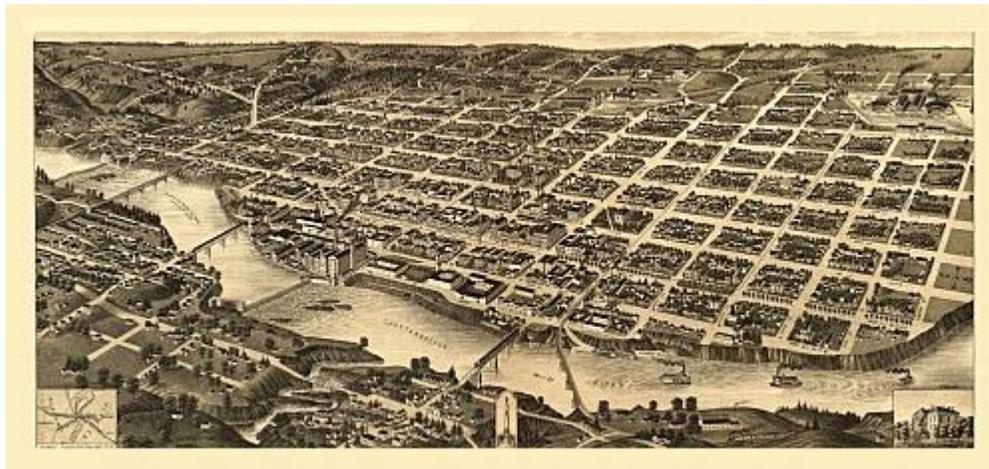
- HACG has also sought out high-quality partners for its development teams and these have included Integral Properties, Columbus Housing Initiatives Inc., Boulevard Group, Wallace Roberts & Todd; Columbia Residential; JHP Architects; Wallace + Perdomo; Duvernay + Brooks.
- We have already identified a number of other partners for the purposes of this application including: the National Alliance to End Homelessness; Home Depot Foundation; Columbus Community Foundation; the National Academy of Housing and Sustainable Communities; Veterans' Administration; and Fort Benning.
- Columbus Consolidated Government, through its FFY 2012-2016 Consolidated Plan and the Department of Community Reinvestment, has as its highest priority "to improve the condition, availability and accessibility of affordable housing," in line with the goals of HACG and MTW. The City established a community goal of having 10% of its housing inventory permanently affordable, and it supports that goal with funding from HOME funds through a Deferred Loan program. It will also continue funding its Community Housing Development Organization (CHDO), NeighborWorks.
- The City also rates the reduction of homelessness as a high priority and will continue funding its Homeless Task Force Coordinator to create the Continuum of Care Application and assist in coordinating homeless resources.
- Enhancing the physical condition of Columbus neighborhoods is another high priority for the Columbus Consolidated Government. Through the use of CDBG funds, the City will conduct inspections and rehabilitate owner-occupied homes.
- There are no MTW agencies in HUD Region IV addressing the military population, especially the homeless, according to the national organization formed to address that problem. We can provide a national replicable model.
- HACG was awarded a 2002 HOPE VI grant for \$20 million to revitalize George Peabody Apartments, its most distressed community. Consisting of 510 units, built in 1940, it had become severely distressed. Today, it has been replaced by 39 off-site homes, a new mixed-income community on-site with 40% public housing assisted residential units of the total 367 units.
- Newton Baker Village was another dilapidated housing development of 590 units, originally constructed as military housing in 1940. HACG demolished these and replaced them with a new mixed-income community of 416 units.
- HACG also works through its non-profit entity, CSG Properties Inc., owners/operator of market rate affordable housing and subsidized housing communities.
- HACG's CEO has been very active in both industry and community decision-making circles. At home, he is a member of the Rotary service club and attends many civic functions and meetings to make HACG's presence felt. He has served on the boards of United Way, Columbus South, House of Mercy, Muscogee Educational Excellence

Foundation, Goodwill of the Southern Rivers and serves as Ex Officio at Midtown, the Historic Columbus Foundation and the Greater Columbus Chamber of Commerce. It will also be helpful when it comes to reaching out to community business and civic leaders for their support of this application. Nationally, he serves as Chairman of the Housing Authority Insurance Group and is a Trustee of the Public Housing Authorities Directors Association (PHADA).

A critical component of this re-engineering has been HACG's readiness to identify, in a timely manner, strategic partners who could ensure that its most distressed communities are repositioned into a sustainable mixed-use, mixed income Columbus neighborhood (see next section for more details).



Columbus is a city in and the county seat of Muscogee County, Georgia, with which it is consolidated. As of the 2010 census, the city had a population of 189,885, with the metropolitan area having, in 2009, an estimated population of 292,795. It joins with the Auburn, Alabama, metropolitan area to form the Columbus-Georgia-Auburn, Alabama Combined Statistical Area (SMSA), which, in 2009, had an estimated population of 450,467. It is the third largest city and fourth largest metropolitan area in the State, and also the 123rd largest city in the United States.



Columbus lies 100 miles south of Atlanta. Fort Benning, a major employer, is located south of the city in Chattahoochee County. The city was ranked number 4 on the 100 Best U.S. Cities to

Raise a Family by *Best Life Magazine* (see Appendix 10 for more details). Columbus is divided into five geographic areas, and they are as follows:

- **Downtown** (also called "Uptown") is the city's central business district, and home to many historic districts, homes, and churches such as the Columbus Historic Riverfront Industrial District, the Mott House, and the Church of the Holy Family. It is considered by some to be the area bounded on the north by Talbotton Road; on the South by 30th Avenue; on the West by Front Avenue and the Chattahoochee River; and on the East by Brown Avenue.
- **East Columbus** is the largest of the five Columbus areas. It is home to Bull Creek Golf Course, the largest of seven golf courses in the city. The area is roughly bounded by Macon Road to the North, Buena Vista Road to the South, Schatulga Road and Fort Benning to the East, and I-185 to the West.
- **MidTown** is a residential and commercial area. It is home to two major shopping areas: Peachtree Mall, an indoor shopping mall opened in 1975; The Landings, an outdoor strip mall that opened in 2005. MidTown is also home to the majority of bars and nightclubs in the Columbus area. It is bounded roughly by I-185 to the East, J. R. Allen Parkway to the North, River Road to the West and Wynnton Road to the South.
- **North Columbus** is a diverse suburban area of the city that is home to established neighborhoods and newly built subdivisions. It is home to very upscale areas such as Green Island Hills. It is also home to Columbus Park Crossing, a major outdoor strip mall. It is bounded roughly by Moore Road to the North, Manchester Expressway to the South, Moon Road to the East, and J.R Allen Parkway to the West.
- **South Columbus** is situated just below MidTown. It is home to the National Infantry Museum, a museum that honors the history of infantry forces in the U.S. Army. The South Columbus area has a noticeably higher military population than other areas, most likely because it is located just above the United States Army post Fort Benning.

Columbus was Georgia's first consolidated government (1971), and serves as a model for other local governments across the nation, with a very high level of citizen services at a very low per capita cost.

The Chattahoochee, part of the nation's Inland Waterway, is navigable to the Gulf of Mexico and the seven seas – thus contributing to our adoption of the sextant symbol for charting our new course under MTW!



S.A.I.L. – Charting the Course w/ Evidence-Based Research

Challenges:

- The reduction of funding at the local, State, and Federal levels will significantly limit the resources available to meet the needs of low- and moderate-income residents. With diminished resources, HACG, the City and non-profit organizations will have great difficulty serving all persons who are in need of services. Regulatory flexibility is essential to our effort to make scarce funds go farther.
- As the population of Columbus continues to grow and public transportation strains, limitations on affordable housing will become a major barrier to the local economy. An increased rate of foreclosures in the City has also increased the need to provide affordable rental housing.
- Columbus has a large military population. The lessons we learn about working with this unique population towards affordable homeownership or rental housing and self sufficiency will be very helpful to the national dialogue.

SECTION II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A) Housing Stock Information:

1. Number of Public Housing Units at the Beginning of the Year

| AMP No. / Project No. | Property Name / Address | No. of Units | Studio | 1- BR | 2- BR | 3- BR | 4- BR | 5- BR | Special Use Units |
|--|---|--------------|-----------|------------|------------|------------|-----------|----------|-------------------|
| HACG PUBLIC HOUSING SITES | | | | | | | | | |
| AMP 1 GA004000402 | Booker T. Washington 500 5th Avenue | 392 | - | 155 | 142 | 94 | - | - | 1 |
| AMP 2 GA004000405 | Warren Williams/Rivers 1200 W. Williams Road/ 1050 Adair Avenue | 184 | - | 40 | 102 | 39 | - | - | 3 |
| AMP 3 GA004000406 | Luther C. Wilson 3400 8th Avenue | 289 | - | 51 | 145 | 68 | 20 | 4 | 1 |
| AMP 4 GA004000407 | Louis T. Chase 120 20th Street | 108 | - | 14 | 47 | 35 | 12 | - | - |
| AMP 5 GA004000408 | Elizabeth E. Canty 100 20th Avenue | 249 | - | 41 | 125 | 70 | 10 | 2 | 1 |
| AMP 6 GA004000410 | Farley Homes 1901 Nina Street | 102 | - | - | 22 | 66 | 14 | - | - |
| AMP 7 GA004000412 | Nicholson Terrace 1313 14th Street | 100 | 28 | 71 | 1 | - | - | - | - |
| AMP 8 GA004000416 | E. J. Knights 3610 Youman Street 3811 Baker Plaza Dr. | 92 | - | 40 | 52 | - | - | - | - |
| AMP 9 GA004000418 | Ashley Station I & II (Mixed) | 146 | - | 81 | 54 | 11 | - | - | - |
| AMP 10 GA004000420 | Arbor Pointe I (Mixed) | 18 | - | 4 | 10 | 4 | - | - | - |
| AMP 11 GA004000421 | Arbor Pointe II (Mixed) | 18 | - | 4 | 10 | 4 | - | - | - |
| TOTAL HACG PUBLIC HOUSING | | 1,698 | 28 | 501 | 710 | 391 | 56 | 6 | 6 |
| HACG OTHER ASSISTED SITES | | | | | | | | | |
| Project 510 | Chapman Homes (HACG owned) | 161 | - | 40 | 121 | - | - | - | - |
| Project 600 | Columbus Villas (Project Based Multi-family) | 88 | - | 12 | 64 | 12 | - | - | - |
| Project 630 | Willow Glen (Project Based Vouchers) | 28 | - | 28 | - | - | - | - | - |
| Project 420 | Arbor Pointe I (Project Based Vouchers) | 75 | - | 15 | 45 | 15 | - | - | - |
| Project 421 | Arbor Pointe II (Project Based Vouchers) | 75 | - | 15 | 45 | 15 | - | - | - |
| TOTAL HACG OTHER ASSISTED HOUSING | | 427 | - | 110 | 275 | 42 | - | - | - |
| GRAND TOTAL HACG HOUSING | | 2,125 | 28 | 611 | 985 | 433 | 56 | 6 | 6 |

2. General Description of any planned significant Capital Expenditures by development (>30% of the Agency's Total Budgeted Capital Expenditures for the Fiscal Year)

Farley Homes facade renovations

| | |
|--------------------------------------|-------------|
| a. HUD Approved Operating Reserves - | \$1,000,000 |
| b. CFP 2010 - | \$398,020 |
| c. CFP 2011 - | \$501,980 |

3. Description of any New Public Housing units to be added during the year by development (specifying bedroom size, type, accessible features, if applicable):

HACG will add an additional 19 public housing units, which will be part of an additional 120 units of affordable housing with the completion of Arbor Pointe III. This development is designated as senior housing. All units are one bedroom with one bath.

| | |
|----------------------|-----|
| Public Housing units | 19 |
| PBV units | 101 |

4. Number of Public Housing units to be removed from the inventory during the year by development specifying the justification for the removal:

HACG does not plan to remove any public housing units from the inventory.

5. Number of MTW Housing Choice Vouchers (HCV) units authorized:

HACG has 2,329 MTW Housing Choice Vouchers (HCV) units authorized.

6. Number of non-MTW HCV units authorized:

HACG does not have any non-MTW HCV units authorized.

7. Number of HCV units to be Project-based during the Plan Year, including description of each separate project:

HACG will add an additional 101 PBV units as part of an additional 120 units of affordable housing with the completion of Arbor Pointe III. This development is designated as senior housing. All units are one bedroom with one bath.

| | |
|----------------------|-----|
| Public Housing units | 19 |
| PBV units | 101 |

B) Leasing information, Planned – this information is estimated and may be subject to change during the Plan Year.

1. Anticipated total number of MTW Public Housing units leased in the Plan year:

1,683 assuming a 2% vacancy rate and includes the additional 19 units at Arbor Pointe III

2. Anticipated total number of non-MTW Public Housing units leased in the Plan year:

None

3. Anticipated total number of MTW HCV units leased in the Plan year:

2,411 assuming a 2% vacancy rate and includes the 101 additional units at Arbor Pointe III and the 30 Rapid Re-housing Vouchers requested in this MTW application.

4. Anticipated number of Non-MTW HCV units leased in the Plan year:

None

5. Description of anticipated issues relating to any potential difficulties in leasing units:

HACG does not anticipate any difficulties in leasing units.

6. Optional in Plan: Number of Project-based Vouchers in-use at the start of the Plan:

178 project-based vouchers at the beginning of the plan year but will increase to 279 with the 101 units at Arbor Pointe III

C) Waiting List Information

1. HACG will have a separate waiting list for the choice mobility demonstration.
2. Arbor Pointe III (a designated senior development) will have a separate waiting list.
3. The Housing Choice Voucher waiting list has been closed since May 2009. When HACG opens the waiting list, HACG will convert from a waiting list to the lottery process. An electronic random lottery system will be implemented to determine the order in which applicant's eligibility will be verified and newly-applying families added to the existing waiting list.
4. The public housing and project based waiting list for Arbor Pointe I, Arbor Pointe II, and Arbor Pointe III are open.
5. The project based voucher waiting list for Willow Glen is open.

| Housing Needs of Families on the Waiting List | | |
|--|----------------------|----------------------------|
| Public Housing | | |
| | # of Families | % of total Families |
| Waiting List Total | 1803 | |
| Income | | |
| Extremely Low Income (<=30% AMI) | 1454 | 81% |
| Very Low Income (>30% but <=50% AMI) | 293 | 16% |
| Low Income (>50% but <80% AMI) | 56 | 3% |
| Family Composition | | |
| Families with children | 785 | 44% |
| Elderly Families | 71 | 4% |
| Families with Disabilities | 310 | 17% |
| Other | 637 | 35% |
| Race/Ethnicity (Hispanic indicated in bold) | | |
| White | 180 | 10% |
| African-American | 1621 | 90% |
| American Indian/Alaskan | 1 | 0% |
| Asian/Pacific Islander | 1 | 0% |
| Characteristics by Bedroom Size | | |
| 0 Bedroom | 27 | 1% |
| 1 Bedroom | 882 | 49% |
| 2 Bedroom | 606 | 34% |
| 3 Bedroom | 216 | 12% |
| 4 Bedroom | 69 | 4% |
| 5 Bedroom | 3 | 0% |

| Housing Needs of Families on the Waiting List Section 8 Tenant-Based Assistance | | |
|--|----------------------|----------------------------|
| | # of Families | % of total Families |
| Waiting List Total | 375 | |
| Income | | |
| Extremely Low Income (<=30% AMI) | 266 | 71% |
| Very Low Income (>30% but <=50% AMI) | 93 | 25% |
| Low Income (>50% but <80% AMI) | 16 | 4% |
| Family Composition | | |
| Families with children | 198 | 53% |
| Elderly Families | 9 | 2% |
| Families with Disabilities | 21 | 6% |
| Other | 147 | 39% |
| Race/Ethnicity (Hispanic indicated in bold) | | |
| White | 5 | 1% |
| African-American | 370 | 99% |
| American Indian/Alaskan | 0 | 0% |
| Asian/Pacific Islander | 0 | 0% |
| Characteristics by Bedroom Size | | |
| 0 Bedroom | 0 | 0% |
| 1 Bedroom | 171 | 46% |
| 2 Bedroom | 108 | 29% |
| 3 Bedroom | 80 | 21% |
| 4 Bedroom | 9 | 2% |
| 5 Bedroom | 7 | 2% |

SECTION III. NON-MTW RELATED HOUSING AUTHORITY INFORMATION

A) List Planned Sources and Uses of Other HUD or Other Federal Funds

| Sources and Uses are based on a full 12 month period | |
|--|--------------------|
| SOURCES | |
| Multi-Family Project Based Rental Assistance - Columbus Villas | \$ 500,348 |
| Permanent Supportive Housing - Willow Glen | \$ 135,733 |
| Section 8 Mod Rehab Project - SRO | \$ 249,120 |
| Title III Nutrition Program for Elderly | \$ 54,200 |
| ROSS | \$ 158,920 |
| FSS - Public Housing | \$ 46,350 |
| FSS - Section 8 | \$ 45,904 |
| TOTAL SOURCES | \$1,190,575 |

| USES | |
|---|--------------------|
| Tenant Assistant Payments - Columbus Villas | \$ 500,348 |
| Tenant Assistant Payments - Willow Glen | \$ 135,733 |
| Housing Assistant Payments - SRO | \$ 207,216 |
| Administrative Funding - SRO | \$ 41,904 |
| Nutrition program meals and leisure activities | \$ 54,200 |
| ROSS program expenses | \$ 158,920 |
| FSS - Public Housing Coordinator Salary and Fringes | \$ 46,350 |
| FSS - Section 8 Coordinator Salary and Fringes | \$ 45,904 |
| TOTAL USES | \$1,190,575 |

B) Description of Non-MTW Activities Proposed by the Agency

HACG receives a variety of funds from HUD for non-MTW related activities such as Multi-Family Project Based Rental Assistance, Single Room Occupancy (SRO), Resident Opportunity and Supportive Services (ROSS), Family Self-Sufficiency for public housing and Section 8. HACG also receives funds from the USDA to operate the Title III Nutrition Program for the Elderly residents.

SECTION IV. LONG-TERM MTW PLAN

The proposed MTW plan should be viewed in the larger context of HACG's Strategic Plan and Asset Management Plan. The Board of Commissioners and staff developed a Strategic Plan for HACG in 2003. The plan established a mission statement and delineated eight goals for HACG. Staff then established objectives for implementing each goal (a copy of the latest status report of the Strategic Plan included in the Appendix 11). The goals of the plan were reaffirmed in 2008 for inclusion in the Strategic Plan for 2008-2013. The plan can be summarized succinctly: HACG desires to provide excellent housing for our residents, excellent customer service for residents, applicants and landlords and good stewardship of public funds.

A corollary to the Strategic Plan was the development of an Asset Management Plan for HACG. The plan was originally developed in 2003 and updated in 2011. The Asset Management Plan placed each of HACG's communities in one of three categories.

Category One – Maintain: communities that are in good condition and will continue as public housing with future modernization as needed.

Category Two – Redevelop: 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: communities that are located in areas that are not conducive to redevelopment. These communities will receive considerable modernization and be held as public housing until the real estate market is conducive to redevelopment.

Category one properties received considerable attention directed at improving resident living environments, energy efficiency, curb appeal, central air conditioning, lighting, landscaping, dumpster enclosures and other improvements. Capital Funds and ARRA funds were used in these communities.

Category two properties were dealt with in order of top priority. HACG has taken a "worst first" approach to redevelopment.

The badly deteriorated Peabody Homes was redeveloped with a Hope VI Grant into the award winning Ashley Station community. Baker Village, a 590 unit mixed income, locally owned community (only 110 were public housing units) was demolished and through innovative financing was redeveloped into the award winning Arbor Pointe community.

Category three includes two of our largest communities. Both communities received substantial modernization.

In addition to the use of capital funds, each of these communities were improved with funds generated through the Capital Fund Financing Program (CFFP). HACG committed approximately 15% of its annual capital fund budget to provide extensive façade improvements, lighting, fencing and recreation at these sites. Improvements have been well received by our

residents and the community. Additionally, these communities received security grant funding in 2010 and security cameras have been installed.

HACG provides excellent housing. Customer service ratings are 90% or higher. REAC scores generally range from 93% - 95% and we have been a high performer in both public housing and section 8 for many years.

HACG is at a point where continued improvements to quality and availability of housing require regulatory and funding flexibility currently unavailable to housing authorities unless they are Moving to Work demonstration agencies.

Our long term plan is to improve availability and housing accessibility to residents and concentrate on additional housing needs in the community; combating homelessness (particularly for veterans) and providing additional housing choices.

In addition to providing excellent housing, HACG wants to provide additional services to improve residents' lives and enable them to become self sufficient. Our long term goals include redevelopment of two additional communities into three mixed income communities that will provide additional housing choices, reduce the concentration of poverty and assist in reducing chronic homelessness (working with the Columbus, Georgia plan to end homelessness - Home For Good). By 2018, we plan to provide 150 additional units of permanent supportive housing. A schedule of planned activities is listed below:

| Year | Description | Notes By 2018 | No. of Housing Units |
|-------------|---|--|-----------------------------|
| 2013 | Phase One: Rapid Re-housing Voucher | During the construction of the housing developments, 30 vouchers will be available immediately to house chronic homeless families and individuals. | 30 |
| 2014 | Phase Two Willow Glen II | Modeled after Willow Glen development A stand alone complex with 30 units of housing for chronic homeless. | 30 |
| 2015 | Phase Three: Booker T. Washington | 20 units of permanent supportive housing will be provided in a mixed-income Community. | 20 |
| 2016 | Phase Four: Willow Glen III | Modeled after Willow Glen development a stand alone complex with 30 units of housing for chronic homeless. | 30 |
| 2017 | Phase Five: Booker T. Washington Redevelopment II | 20 units of permanent supportive housing will be provided in a mixed-income housing community. | 20 |
| 2018 | Phase Six: | 20 units of permanent supportive housing | 20 |

Chase Apartments
Redevelopment

Will be provided in an mixed-income housing
Community.

Our long term plan also includes expanding housing choices for voucher holders (initial efforts in this area are included in our proposed Moving to Work activities). In addition, we hope to assist public housing residents in becoming self sufficient and have identified an initial test site in our proposed Moving to Work activities.

We have begun to identify administrative reforms which will result in a financial savings that can be used to provide additional services to residents. This is an outstanding opportunity to strengthen programs by judicious use of the ability to block grant public housing and voucher funding.

HACG believes that the flexibility provided by the Moving to Work Program will allow us to continue our excellent work of providing the finest, affordable housing in the Columbus, Georgia area and provide services to allow residents to become more self sufficient.

SECTION V. PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

Activity One: Examine Whether or Not Introducing Voucher Holder Families into Communities of Higher Income Improves Outcomes for Voucher Families; Determine Whether or Not Voucher Families will take Advantage of Choice Mobility Options

A) MTW Initiative Description

A major premise of HOPE VI and other mixed income housing programs is that introducing low income families into other higher income communities will lead to improved economic, education, health and social outcomes. While much research has been conducted regarding the public housing program, *HACG proposes to examine this premise in the Housing Choice Voucher program.*

HACG proposes to examine whether or not introducing voucher holder families into communities of higher income improves outcomes for those voucher families. In addition, HACG proposes to determine whether or not voucher families will take advantage of enhanced choice mobility options – and why or why not.

Specifically, HACG proposes to utilize up to eighty housing vouchers for this initiative. HACG will adjust its payment standards so that up to forty vouchers will be issued with authorization to rent housing at rents up to 120% of local fair market rents. This will allow families to move to areas of low poverty and will help achieve one of HUD's priorities of de-concentration of poverty. Up to forty additional vouchers will be project based in a market rate property that will be developed by HACG in a very *low poverty* area of Columbus by 2015. These vouchers will also allow reasonable rents of up to 120% of fair market rents.

To implement this MTW demonstration activity, HACG proposes to set the payment standard for these vouchers at 120% of the Fair Market Rent (FMR). Also, HACG intends to provide significant FSS counseling to the two target groups.

HACG will evaluate three (3) groups based on the metrics and benchmarks. The two target groups and control group are as follows:

- 1st group will be the 40 vouchers with choice mobility and the
- 2nd group will be the 40 project based vouchers in the low poverty area;
- The 3rd group will be the control group from similar HCV voucher holders.

HACG will compare the results from Target Group 1 and Target Group 2 against the Control group. This analysis will show if the Target Groups utilized the choice mobility option.

Also, HACG will compare Target Group 1 to Target Group 2. This comparison will show if Target Group 1 utilized full choice mobility verses Target Group 2 whose choice mobility was tied to a project based voucher.

All results will be evaluated for the desired impacts and outcomes.

The current payment standard for HACG is 100% of Fair Market Rents (FMR). The current FMR and proposed 120% payment standard by bedroom are shown below:

| <u>Bedroom Size</u> | <u>2012 FMR</u> | <u>120% of FMR</u> |
|---------------------|-----------------|--------------------|
| 1 BR | \$588 | \$706 |
| 2 BR | \$673 | \$808 |
| 3 BR | \$895 | \$1,074 |
| 4 BR | \$1,059 | \$1,271 |

The current average HAP is \$509 per unit. If all 80 residents take advantage of the 120% payment standard the average HAP will increase \$4 to \$513 per unit. All rents will be subject to a rent reasonableness determination.

| Number of Vouchers | Avg Per Unit Cost | Total HAP per month |
|--------------------|-------------------|---------------------|
| 2,249 | \$ 509 | \$1,144,741 |
| 80 | \$ 611 | \$ 48,880 |
| 2,329 | \$ 513 | \$1,193,621 |

The 80 choice mobility vouchers per unit cost will increase \$102. This equates to an increase of \$97,920 per year in HAP assistance payments.

| Number of Choice Mobility | PUC increase | Total HAP per year |
|---------------------------|--------------|--------------------|
| 80 | \$ 102 | \$ 97,920 |

B) MTW Statutory Objectives

This activity will significantly increase housing choice for families who wish to trade off their present spatial geography and economic conditions and provide greater choices for their children in an area of lower poverty. It would give incentives to families to work.

C) Anticipated Impacts

- More flexibility in choosing areas of housing;
- Introduce low income families into higher income communities;
- Improve economic, education, health and social outcomes for residents;
- Increased employment possibilities;

- The neighborhoods in which HACG develops these units will benefit from the housing authority's presence in managing and maintaining the property, plus ensuring a high-quality occupant.

Potential negative consequences:

- Residents do not take advantage of the opportunity to move to an area of low poverty;
- Some families may encounter difficulties adjusting to the new neighborhoods;
- Transportation may be a problem in some family situations;
- HAP assistance will increase approximately \$97,920 per year if all 80 residents take advantage of the 120% of FMR payment standard.

D) Baseline and Benchmarks:

| Metric | Baseline | Benchmark | Implementation Schedule |
|---|--|--|---|
| Annual Income of Target Groups and Control Group | Annual income level at implementation | Increase in annual income of twice the rate of CPI | 1st year-40 vouchers will have choice mobility. 2nd year-40 vouchers to be project based. |
| Avg. Per Unit Cost for all vouchers | Current PUC is \$509 | Increase to PUC of \$513 | Effective January 1, 2013. Results to be measured at MTW year 2 and each year thereafter. |
| Education level of adults in the Target Groups and Control Group | Education level at time of implementation | Increase in GED completion and higher education | Effective January 1, 2013. Results to be measured at MTW year 3 and 5. |
| Education performance of children in the Target Groups and Control Group | Education performance at time of implementation | Increase in grade point average, GED completion and higher education | Effective January 1, 2013. Results to be measured at the end of MTW year three and five. |
| Inspections improvements in housekeeping and lawn care of Target Groups and Control Group | The results of their last inspection before implementation of MTW Choice Mobility | Inspections will improve | Will monitor and compare yearly after each annual inspection |
| Resident Satisfaction (health, social, economic etc) | Resident survey before relocation compared to three years later in Choice Mobility | Satisfaction to increase | Effective January 1, 2013. Results to be measured at the end of MTW year three and five. |

E) Data Collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW statutory objectives:

- The annual income of the target and control groups will be tracked with the HACG housing computer software in order to determine the desired results;
- The Average Per Unit cost for vouchers will be monitored monthly with internal management reporting and required reporting to VMS;
- The education levels will be evaluated at implementation compared to survey results at year 3 and year 5;
- Inspection outcomes of the target and control groups will be compared at implementation and every year that follows in order to evaluate the desired results;
- Resident satisfaction will be evaluated based on surveys completed in year 3 and year 5.

F) Authorizations cited:

Attachment C Standard MTW Agreement, Sections, D.7.a (establishment of an Agency MTW Section 8 Project-Based Voucher Program, including commitment of project-based vouchers to Agency-owned units without a local competition); and D.2.a (allows an Agency to determine contract rents).

G) Provide the following information for any rent reform initiatives:

Not applicable; this is not a rent reform initiative.

Activity Two: Accelerate the Local Goal to End Homelessness in 10 Years, Prioritizing Housing for Returning Veterans and their Families as needed, through Permanent Supportive Housing Initiatives, with an Early Implementation of Rapid Re-housing Vouchers

A) MTW Initiative Description:

HACG is in the vanguard of housing authorities providing innovative programs for reducing homelessness. HACG developed and manages the very successful twenty-eight unit Willow Glen permanent supportive housing community that is considered by the State of Georgia Department of Community Affairs as a prototype of excellent permanent supportive housing. HACG is also very involved in the local efforts of “Home for Good: the Alliance to End Homelessness.”

HACG in conjunction with “Home for Good” proposes to use 150 housing choice vouchers to reduce chronic homelessness in Columbus with a special emphasis toward military veterans. **Homeless veterans will be given a preference for these vouchers.** The homeless veteran often has difficulty in paying a minimum rent when beginning in the program due to limited/zero income. Most clients gain an income source through VA case management during the first year of entering the program. To facilitate the transition, minimum rents would be set at zero for the first twelve months of program participation. After the first 12 months, minimum rent would be set at \$50.

In order to insure that homeless veterans benefit from gainful employment, HACG proposes to change the percentage of adjusted income for calculating rent for newly employed residents qualifying as a homeless veteran. The rent calculation percentage will be returned to 30% over five years as follows:

| | |
|--------|-----|
| Year 1 | 26% |
| Year 2 | 27% |
| Year 3 | 28% |
| Year 4 | 29% |
| Year 5 | 30% |

This approach will allow the newly employed residents to benefit financially from employment rather than feel that they are penalized for becoming employed.

HACG will partner with NeighborWorks Columbus to provide housing counseling and homeownership downpayment assistance for active duty military families that qualify for affordable housing.

***Please note that the preference, elimination of minimum rent and the rent calculation for newly employed residents only applies to homeless veterans.**

HACG proposes to develop two stand-alone thirty unit permanent supportive housing communities similar to Willow Glen. In addition, sixty additional permanent supportive housing apartments will be developed as part of three planned HACG mixed-finance

communities. The New Horizons Community Service Board has agreed to provide supportive services for this housing. HACG realizes that it will take seven to eight years to provide 120 units of permanent supportive housing. Nevertheless, housing is obviously a pressing need for the homeless. HACG plans to make available up to 30 vouchers, immediately upon HUD approval, as rapid re-housing vouchers for homeless families. Those vouchers provide immediate support for homeless families as the 120 apartments come on-line.

The ‘Homeless Vet’ Pilot Program, Combining Housing First with Columbus MTW

As part of this component, HACG is proposing to establish a nationally replicable pilot program to focus on the ‘homeless vet’. Because Columbus is ‘home’ to one of the largest military bases in the world, Fort Benning, with many of its soldiers having shipped out to Iraq, Afghanistan, and other terrorist campaign areas, we feel that this would be a perfect time to undertake such a strategy. Among other things, HACG intends to use a portion of its voucher portfolio to create a local version of HUD’s successful VASH program. MTW authority will allow us to achieve that goal.



To date, we have recruited the perfect advisory head of such an initiative, the former commanding general of three military installations, including Fort Benning, Carmen Cavezza, who after retirement became the City Manager of Columbus Consolidated Government, and now is the Executive Director of Columbus State University’s Cunningham Center for Leadership Development. He also has been involved with the One Columbus civic group since its beginning in 2002 and has served on the board of directors until 2005. He holds master’s degrees from the University of Miami and George Washington University and a doctorate in political science from George Washington University. In June 1994, he received an honorary Doctor of Military Science Degree from the Citadel. Cavezza was presented in 2007 with the Unity Chalice Award, which goes to a person or organization that has demonstrated outstanding service or activity in the field of race relations. See Appendix 17.

In addition, we have recruited Ronald E. King, Ph.D., the Chief Executive Officer of the Pastoral Institute (PI). The PI is a faith based counseling and training center (our HOPE VI Community and Supportive Services were provided by the PI). The PI actively counsels veterans returning from Iraq and Afghanistan and Mr. King’s expertise in this area will be invaluable to the Advisory Committee. Mr. King has served as CEO since 1988. Mr. King has 40 years of experience in pastoral counseling and instruction. He is very active in professional associations and serves on the Board of Directors for numerous Columbus organizations. Mr. King has authored nearly thirty articles for periodicals, has presented nearly fifty seminars and workshops on a wide range of topics and has taught numerous college courses through his affiliations with Columbus State University, Georgia State University and Southern Baptist Theological Seminary.

Steve Holmquist. Mr. Holmquist is a Member of Reno & Cavanaugh, LLC (“R&C”) and is based out of R&C’s Washington, D.C. office. Before coming to the firm, he served as Special

Deputy for Policy in the Office of Policy, Program and Legislative Initiatives at HUD, where he was a principal in the development of the MTW program. Specifically, he wrote the solicitation notices for the first two rounds of MTW selections and supervised the selection process, as well the “Jobs-Plus” component of MTW. Mr. Holmquist successfully negotiated MTW agreement directly with 23 housing agencies. He has continued to work on behalf of R&C’s MTW clients that include: King Co., Oakland; Atlanta, San Bernardino, Charlotte, Baltimore City, San Mateo, Seattle, Chicago, New Haven, Cambridge, Tacoma, and Los Angeles. He has also worked on behalf of the Council for Large Public Housing Authorities (“CLPHA”), with input from other national housing organizations, on legislation that would expand and extend the MTW program as part of the Section 8 Voucher Reform Act (“SEVRA”). He is a graduate of Harvard Law School (J.D.); the JFK School of Government, Harvard (M.P.P.), earned a B.A. from the University of Pennsylvania.

Kent Watkins. Mr. Watkins has spent over 40 years in the field of public and affordable housing. He has worked with over 450 housing authorities in providing technical assistance for almost every management function (asset management, information technology, maintenance management, grant writing, development, fiscal management, resident and staff training, strategic planning, MTW, HOPE VI, DEP, evidence-based research, program evaluation, transit-oriented development, HQS, new town planning, and many other areas. He has written grant proposals for public clients totaling nearly a billion dollars. He has worked on both the Senate and House sides of Congress and was Executive Assistant to the Secretary of HUD. He has also been a Vice President of a Westinghouse housing subsidiary, partner in a national urban planning and evaluation firm, and as head of his own firm for many years. He has earned degrees from the College of William & Mary (B.A.); Harvard University (MPA); Oxford University, Kellogg College (Advanced Dipl.). He is on many boards and is currently the Chairman of the National Academy of Housing and Sustainable Communities.

At the same time, we are in discussion with several individuals and organizations, including Nan Roman, Executive Director of the National Alliance to End Homelessness (See Appendix 3); the Home Depot Foundation of Atlanta, whose current mission is to help the Homeless Vet; and the National Coalition of Homeless Veterans, to form an advisory group for this initiative.

This month, the Obama Administration highlighted its effort to end veteran homelessness by 2015 by the secretaries for both HUD and VA who appeared at the Coalition’s annual conference (sponsored by Home Depot Foundation). VA Secretary Eric Shinseki stated, “Our homeless veterans are counting on us to bring a sense of urgency to this fight.”

HUD Secretary Shaun Donovan said, “for decades, the Federal government used to say to somebody living in the streets with substance abuse, for example, ‘Get sober – and then we’ll help you find a place to live. That approach had it absolutely backwards.” See Appendix 13. More than 30,000 veterans have been housed through the HUD-VASH program, which combines housing vouchers issued by HUD with VA case management and clinical services. HACG will ask other PHAs in the MTW program, who have similar military installations near them, to be part of the Advisory Committee, to help design the program during the first six months of the First Annual Year. San Diego has already agreed.

While this is an ambitious plan, HACG and “Home for Good” can make this happen. In fact, a lead donor has contributed \$1,500,000 to make this plan a reality. These funds will be used to provide needed gap financing and are conditioned on HACG receiving the MTW designation. See Appendix 14.

To implement this MTW demonstration, **HACG proposes to exceed the 20% cap on project based vouchers, to project base the vouchers without a local competitive process**, and to design a local housing assistance program for homeless veterans similar to the federal VASH program.

B) Statutory Objectives:

- Increase housing choice for low income families
- Reduce costs of providing services to the homeless
- Give incentive for homeless veterans to work

C) Anticipated Impacts:

- Provide much needed housing for homeless families
- Assist families through counseling
- Increase HACG’s leadership, collaboration and civic engagement
- Increase access to stable and affordable housing
- Increase economic security
- Improve health and stability
- Increase accountability by the community through improved data collection

D) Baseline and Benchmarks

| Metric | Baseline | Benchmark | Implementation Schedule |
|--|---|--|---|
| Number of chronic homeless veterans that become HACG residents | Baseline of zero | Increase by 5% | Effective January 1, 2013. Results at end of 1st year. |
| Number of chronic homeless veterans that become HACG residents and seek employment | Baseline of zero | Increase by 5% | Effective January 1, 2013. Results at end of 1st year. |
| Number of chronic homeless families | Current number of chronic homeless families at the time of implementation | Reduce the number of chronic homeless families | Effective January 1, 2013. Results at end of 1st year. |
| Emergency room visits | Current statistics at the time of implementation | Reduce by 30% | Effective January 1, 2013. Results at end of 1st year. |
| Emergency detox services | Current statistics at the time of implementation | Reduce by 50% | Effective January 1, 2013. Results at end of 1st year. |
| Incarceration rates | Current statistics at the time of implementation | Reduce by 25% | Effective January 1, 2013. Results at end of 1st year. |
| Earned income | Current statistics at the time of implementation | Increase by 25% | Effective January 1, 2013. Results at end of 1st year. |
| Rate of employment | Current statistics at the time of implementation | Increase by 20% | Effective January 1, 2013. Results at end of 1st year. |

E) Data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW Statutory Objectives:

In collaboration with Home for Good, all metrics will be monitored and reported yearly.

F) Authorizations Cited:

MTW Agreement Attachment C, Sections B.1. (single fund budget with full flexibility); C.2. (local preferences and admission policies; D.1.e. (authority to determine the percentage of

vouchers to be project-based) and D.7. (authority to establish a local project-based voucher program).

G) Provide the following information for any rent reform initiatives:

1. Agency's Board approval of policy

The HACG Board's approval of this rent policy is included in the Board's resolution adopting the MTW application and First-Year Annual Plan.

2. Impact Analysis

The impact of this MTW activity is positive for the residents and the community.

The waiver of the first year minimum rent for homeless veterans will be a minimal loss to HACG and is significantly outweighed by the positive impacts on these veterans.

After homeless veterans become residents and seek gainful employment, the tiered rent calculation structure will provide a savings to the resident as well as increase the rental income to HACG.

On any given day, there are more than 1,500 people experiencing homelessness in the Columbus community. Even more alarming is the fact that the Muscogee County School District has identified 2,200 students who meet the definition of homelessness. Those considered chronically homeless account for 180 to 450 people. In addition, approximately 48% of our community's homeless have a disability and 21% are families. This MTW activity will have a significant impact on reducing these statistics and providing a safe and productive home life for many people and families.

3. Annual reevaluation of rent reform initiative

HACG will review this activity yearly to ensure that it is still providing positive outcomes as desired.

4. Hardship case criteria

HACG proposes no hardship policy because no additional burden is placed on the residents.

5. Transition period

Please refer to the implementation schedule in the baselines and benchmarks.

6. Documentation of Public Hearing

The documentation of public hearing is the same as for the Annual Plan hearing.

Activity Three: Institute Administrative Reforms to Reduce Staff and Increase Income, with Benefits Going to Residents

A) MTW Initiative Description:

HACG plans to implement the following administrative reforms that will improve operational efficiencies and reduce operating costs.

- Asset limitation: For new admissions and existing residents, income from assets below \$50,000 will be excluded.
- Self-certification of assets: Household assets will be verified by third-party verification or documents upon admission to the programs. This will provide the baseline for occupancy specialists to use in future years to determine if households are eligible to self-certify to the amount of assets they hold.
- Eliminate the 40% of income cap in the voucher program.
- Waiver of the requirement for hard copies in tenant files. HACG will utilize document imaging and convert to full paperless operations.

B) MTW Statutory Objectives:

- Reduce cost and achieve greater cost effectiveness in federal expenditures

C) Anticipated Impacts

- Streamline the recertification process for all households;
- Simplify the rent calculation, making it easier for the resident to understand;
- Significantly reduce the administrative burden on the managers and occupancy specialists in order to allow them to spend more time with the residents addressing other concerns and needs.
- Significantly reduce administrative expenses with the reduction of copy paper and storage costs associated with tenant files.
- Implementation of a document imaging system will allow for the reduction of one staff position in the occupancy department saving HACG approximately \$46,000 per year in salary and benefits.

D) Baseline and Benchmarks

| Metric | Baseline | Benchmark | Implementation Schedule |
|--|---|-------------------------------|---|
| Number of staff hours and cost of recertification process related to income and asset verification | Current staff hours required to recertify. To be determined prior to implementation | Reduction in hours and cost | For all households, at annual recertification. Beginning January 1, 2013. |
| Reduction in annual tenant revenue to HACG for public housing to exclusion of income from assets | Average Tenant Rent prior to implementation | Minimal Change | For all households, at annual recertification. Beginning January 1, 2013. |
| Increase in HAP to landlords based on exclusion of income from assets | Average HAP payments prior to implementation | Minimal Change | For all households, at annual recertification. Beginning January 1, 2013. |
| Reduction of copy paper and storage costs associated with tenant files | Current cost to be determined prior to implementation | Significant reduction in cost | For all tenant files. Beginning with MTW approval and implementation. |
| Number of staff hours spent on locating and updating tenant files | Current hours to be determined prior to implementation | Reduction in hours and cost | For all tenant files. Beginning with MTW approval and implementation. |

E) Data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW Statutory Objectives:

HACG will use a process improvement approach to documenting time required in performing all of the steps associated with the MTW policy. We will use that information as the baseline for the comparison at six month intervals to assess improvements and desired results

F) Authorizations Cited:

Standard MTW Agreement Attachment C, Sections C.1.c. (local reexamination process); C.4, (allows the agency to adopt a local system of income verification in lieu of the current HUD system); C.11.(allows the agency to adopt reasonable policies to set rents for its public housing program; D.2.a, (allows the Agency to adopt reasonable policies to calculate tenant rents for its

voucher program; D.2.b, allows the Agency to determine contract rents and increases for its voucher program; D.3.b, allows the Agency to adopt and implement a reasonable policy for verifying family income in its voucher program.

G) Provide the following information for any rent reform initiatives:

1. Agency's Board approval of policy

The HACG Board's approval of this rent policy is included in the Board's resolution adopting the MTW application and First-Year Annual Plan.

2. Impact Analysis

The impact of eliminating income for the first \$50,000 of assets will result in a minimal decrease of rental income to HACG from public housing residents.

Implementation of a document imaging system would streamline the eligibility and occupancy functions greatly. This would require each department to standardize forms and procedures to enhance efficiency. Also, using an automated device to capture signatures would eliminate the need to print documents for applicants, residents, and owners and would ensure that documentation is consistent. This MTW activity will save HACG approximately \$46,000 per year in salary and benefits.

3. Annual reevaluation of rent reform initiative

HACG will review the asset limit yearly with the goal of balancing access and equity.

4. Hardship case criteria

HACG proposes no hardship policy because no additional burden is placed on the residents.

5. Transition period

Please refer to the implementation schedule in the baselines and benchmarks.

6. Documentation of Public Hearing

The documentation of public hearing is the same as for the Annual Plan hearing.

Activity Four: Improve Efficiency, Reduce Costs, and Alleviate Burdens by Allowing Elderly/Disabled Participants to Complete Re-certification Every Three Years

A) MTW Initiative Description:

HACG proposes doing recertification every three years for head of households of elderly and disabled families receiving stable income: Stable income sources include and are not limited to: Social Security Benefits, Supplemental Security Income (SSI), Social Security Disability (SSD) and pensions.

The activity’s main objective is to reduce administrative costs and residents’ inconvenience for both Public Housing and Housing Choice Vouchers re-certifications for elderly and disabled head of households that have stable income.

HACG spends considerable staff time and material costs to recertify elderly/disabled households with stable income. These re-certifications result in minimal changes in participant rent.

B) MTW Statutory Objective:

This activity supports MTW statutory purposes by reducing cost and achieving greater cost effectiveness. Transitioning to a triennial recertification for elderly/disabled households with stable incomes allows HACG to reduce costs as shown below.

C) Anticipated Impacts:

- Streamline the recertification process for the elderly and disabled households;
- Increase in disposable income for these households since the rent payment will remain stable for three years;
- Simplify the rent calculation, making it easier for the resident to understand;
- Encourage residents that are able to obtain employment if desired;
- Reduce the burden on the resident to gather all the documentation for the recertification process;
- Significantly reduce the administrative burden on the managers, occupancy specialists and re-exam specialists in order to allow them to spend more time with the residents addressing other concerns and needs. HACG anticipates a savings for public housing of \$12,882 per year and a savings for Section 8 of \$12,260 per year. The total 2 year savings for HACG is \$50,284.

| HACG Program | Number of Elderly / Disabled Residents | Recert staff hours | Rate per hour | Total Salary and Benefits |
|-------------------------------|--|--------------------|---------------|---------------------------|
| Public Hsg | 628 | 471 | \$ 27.35 | \$ 12,881.85 |
| Section 8 | 673 | 505 | \$ 24.29 | \$ 12,260.38 |
| Yearly Administrative Savings | | | | \$ 25,142.23 |
| | | | | |
| | | | | |
| | | | | |
| | | | x 2 years | \$ 50,284.46 |

Potential negative consequences:

- Minimal loss of rental income to HACG.

D) Baseline and Benchmarks:

| Metric | Baseline | Benchmark | Implementation Schedule |
|---|---|--|--|
| Number of Elderly/Disabled head of households with stable income being recertified once a year | Public Housing - 628 residents and Section 8 - 673 residents | Reduction of 1,301 annual recertifications | Effective January 1, 2013. The Triennial recertification to be implemented based on date of annual certification |
| Number of staff hours to process 100% of recertifications for elderly and disabled head of households | Current staff hours required to recertify is 976 for the HACG elderly and disabled head of households | Reduction of 976 staff hours | Triennial recertification to begin January 1, 2013. Results at end of each MTW year. |
| Administrative cost to process 100% of recertifications for elderly and disabled head of households | Current yearly administrative cost required to recertify is \$25,142 for the HACG elderly and disabled head of households | Reduction of \$25,142 yearly for salary and benefits | Triennial recertification to begin January 1, 2013. Results at end of each MTW year. |
| Average rental income and HAP related to triennial recertification | Current Average Tenant Rental Payment \$127. Current average HAP \$509 | No significant changes | Will monitor quarterly |

E) Data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW Statutory Objectives:

- The number of elderly/disabled head of households will be tracked with the HACG housing computer software in order to determine the desired results;
- HACG will track and document the hours and cost of re-certifications for elderly and disabled head of households prior to implementation of MTW and thereafter;
- The Average rental income and HAP for voucher will be monitored monthly with internal management reporting and required reporting to VMS.

F) Authorizations cited:

Standard MTW Agreement, Attachment C, Sections C.4. (allows the Agency to adopt a local system of income verification in lieu of the current HUD system for public housing); D.1. (allows the Agency to define, adopt, and implement a new reexamination program in its voucher program).

G) Provide the following information for any rent reform initiatives:

6. Agency's Board approval of policy

The HACG Board's approval of this rent policy is included in the Board's resolution adopting the MTW application and First-Year Annual Plan.

7. Impact Analysis

The impact of this activity is positive. The rent lost by HACG is minimal and is significantly outweighed by the cost savings for the elderly and disabled households.

8. Annual reevaluation of rent reform initiative

HACG will review this activity yearly to ensure that it is still providing positive outcomes as desired.

9. Hardship case criteria

HACG proposes no hardship policy because no additional burden is placed on the residents. This will be extremely positive for all elderly and disabled residents. Residents could request an annual re-examination if they wish to do so.

10. Transition period

Please refer to the implementation schedule in the baselines and benchmarks.

Activity Five: Reward Landlords and Residents with the Ability to Self-certify in lieu of a Physical Housing Quality Standards Inspection

A) MTW Initiative Description:

Inspect Section 8 properties every two (2) years. Owner will certify compliance with HQS standards in the interim year. Note: This does not eliminate the possibility of complaint inspections generated by the participant.

B) MTW Statutory Objective:

Activity Five supports MTW statutory purposes by reducing cost and achieving greater cost effectiveness.

C) Anticipated Impacts:

- Reduce the burden on voucher holders to be present for HQS yearly inspections;
- HACG anticipates that by implementing inspections to every 2 years will provide significant cost savings to the landlords and residents in time and inconvenience by not being required to schedule time to complete the inspection process. We believe landlords and residents will be in favor of this policy;
- Allow for possible reduction in inspector staff which will save HACG \$50,080 per year in salary and benefits. HACG currently has three Section 8 inspectors to cover approximately 3,145 inspections per year. By implementing inspections every two years, HACG will be able to reduce the yearly inspections to 1,981 which in turn allows for the elimination of one inspector position.
-

| Special Monthly Inspections | No. Per Month | No. Per Year |
|---|---------------|--------------|
| Turnovers | 13 | 156 |
| Transfers | 30 | 360 |
| Portability | 15 | 180 |
| Re-checks | 10 | 120 |
| | | |
| Total Special Inspections | | 816 |
| Regular Yearly Inspections | | 2,329 |
| Total Yearly Inspections | | 3,145 |
| | | |
| Reduction of 50% of Regular Inspections | | (1,165) |
| | | |
| Total Yearly Inspections with MTW | | 1,981 |

Potential negative consequences:

- Landlord does not make the necessary repairs to the property;
- Possible overpayment of HAP if the landlord does not notify HACG when a resident vacates.

D) Baseline and Benchmarks:

| Metric | Baseline | Benchmark | Implementation Schedule |
|---|--|-----------------------------|---|
| Number of staff and hours and cost of Section 8 inspections | Current staff hours are 3,150 required for Section 8 inspections | Reduction in hours and cost | For all households, at annual recertification. Beginning January 1, 2013. |
| Inspection Results | Last inspection results before implementation | Minimal Change | Will monitor and compare after each annual inspection |

E) Data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW statutory objectives:

To evaluate the Section 8 inspections, HACG will track the number of inspections by type and purpose to evaluate the desired outcome of this MTW activity.

F) Authorizations cited:

Standard MTW Agreement, Attachment Sections D1.a. (authority to determine content of HAP contracts); and D.5 (authority to certify the housing assisted under MTW will meet housing quality standards established or approved by HUD).

G) Provide the following information for any Rent Reform Initiatives:

Not applicable. This is not a rent reform initiative.

Activity Six: Institute Rent Reform Controlled Study for Family Households

A) MTW Initiative Description:

One HACG public housing community, Farley Homes (the Target Site), will benefit from rent reforms designed to encourage resident self sufficiency. Minimum rent will be increased from \$50 to \$75 per month in the first year of implementation and further increased to \$100 during the second year. Elderly and disabled residents will be excluded from the requirement and HACG will also consider hardship requests.

In order to encourage residents to increase income from gainful employment, HACG proposes to change the percentage of adjusted income utilized for calculating rent for newly employed residents at the Target Site. The rental calculation percentage will initially drop to 26% and then be returned to 30% over five years as follows.

| | |
|--------|-----|
| Year 1 | 26% |
| Year 2 | 27% |
| Year 3 | 28% |
| Year 4 | 29% |
| Year 5 | 30% |

This approach will allow the newly employed residents to benefit financially from employment rather than feel that they are penalized by becoming employed. HACG residents at the selected target neighborhood will receive extensive Family Self Sufficiency counseling. Also, HACG proposes to implement a transportation incentive for the target group.

HACG has carefully selected a Target and Control Site (Chase Apartments) in order to enhance the rigorous evaluation necessary to evaluate this MTW demonstration. The two groups are very similar in number of units, demographics, and rent burden and income levels.

B) MTW Statutory Objective:

Activity Six is designed to support MTW purposes by giving incentives to the head of and other members of the household in seeking work or preparing for work by participating in job training, educational programs or programs that assist people to obtain employment and become economically self-sufficient.

C) Anticipated Impacts:

- Encourage residents to increase earned income;
- Increase the number of employed residents;
- The tiered earned income disregard will provide a savings to the resident for 4 years;
- Increase in rental income for HACG if more residents are employed.

Potential negative consequences:

- Increasing minimum rents may be viewed as a burden for non-working families;
- Potential for unemployment after the rent burden returns to the 30% rental calculation in year five.

D) Baseline and Benchmarks

| Metric | Baseline | Benchmark | Implementation Schedule |
|--|--|--|--|
| Target Group - increase in average earned income per working family | Farley Homes current average income per person is \$11,924 | Increase of 6% per year over the next 5 years | Effective January 1, 2013. Results at end of 1st year. |
| Target Group - increase in the number of households with earned income | Farley Homes currently has 30 residents with earned income | Increase of 10% per year over the next 5 years | Effective January 1, 2013. Results at end of 1st year. |
| Target Group - number of unemployed head of households | Farley Homes currently has 47 head of households that are unemployed | Decrease of 6% per year over the next 5 years | Effective January 1, 2013. Results at end of 1st year. |
| Control Group average income per person | Chase Apts. current average income per person is \$12,211 | No significant changes | Effective January 1, 2013. Results at end of 1st year. |
| Control Group number of households with earned income | Chase Apts. currently has 30 residents with earned income | No significant changes | Effective January 1, 2013. Results at end of 1st year. |
| Control Group number of unemployed head of households | Chase Apts currently has 46 head of households that are unemployed | No significant changes | Effective January 1, 2013. Results at end of 1st year. |

E) Data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW Statutory Objectives:

The target and control group metric information will be monitored and tracked monthly with HACG housing computer software and internal management reporting.

F) Authorizations Cited:

Standard MTW Agreement, Attachment C, Section III; and Section C.11 (the Agency is permitted to determine any reasonable policies for setting rents in public housing

G) Provide the Following Information for any Rent Reform Initiatives:

1. Agency’s Board Approval of Policy

The HACG Board’s approval of this rent policy is included in the Board’s Resolution adopting the MTW application and First-Year Annual Plan.

2. Impact Analysis

The impact of the increase in minimum rents and the tiered rent calculation will be analyzed at two properties. Farley Homes will be the test group with Chase Apartments as the control group. These two properties are very similar in number of units, demographics, rents and income levels. The current statistics are listed below:

| Current Statistics as of May 2012 | | |
|---|-----------|-----------|
| | Farley | Chase |
| Units | 102 | 108 |
| No. of households with employed residents | 30 | 30 |
| Average Income per person employed | \$ 11,924 | \$ 12,211 |
| Average rent of employed households | \$ 235.70 | \$ 235.43 |
| No. of unemployed head of household | 47 | 46 |

By assuming that 3 unemployed residents per year will take advantage of the tiered rent calculation, HACG should expect an increase in rental income of \$146,520 over a 5 year period.

| HACG rental income increase per MTW year | | | | | | |
|--|---------------------|---------------------------------|-----------|-----------|-----------|------------|
| Number of employed residents | Tiered Monthly Rent | Annual Rental Increase per year | | | | |
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| 3 | \$ 258 | \$ 9,288 | \$ 9,648 | \$ 10,008 | \$ 10,368 | \$ 10,728 |
| 6 | \$ 268 | | \$ 9,288 | \$ 9,648 | \$ 10,008 | \$ 10,368 |
| 9 | \$ 278 | | | \$ 9,288 | \$ 9,648 | \$ 10,008 |
| 12 | \$ 288 | | | | \$ 9,288 | \$ 9,648 |
| 15 | \$ 298 | | | | | \$ 9,288 |
| | Total | \$ 9,288 | \$ 18,936 | \$ 28,944 | \$ 39,312 | \$ 50,040 |
| Five Year Total Rental Income Increase | | | | | | \$ 146,520 |

For a tenant who obtains employment that mirrors the existing population, the savings per year for that tenant are estimated as follows:

| FARLEY HOMES | | | | | |
|---------------------------|---------------------|-------------|-----------------|-------------------|------------------|
| Income % Charged for Rent | Tiered Monthly Rent | Rent at 30% | % Rent Decrease | Monthly Incentive | Annual Incentive |
| 26% | \$ 258 | \$ 298 | 13% | \$ 40 | \$ 480 |
| 27% | \$ 268 | \$ 298 | 10% | \$ 30 | \$ 360 |
| 28% | \$ 278 | \$ 298 | 7% | \$ 20 | \$ 240 |
| 29% | \$ 288 | \$ 298 | 3% | \$ 10 | \$ 120 |
| 30% | \$ 298 | \$ 298 | 0% | \$ - | \$ - |

| Cumulative savings for HACG residents | | | | | | |
|---------------------------------------|---------------------------------------|----------|----------|----------|----------|-----------|
| Number of employed residents | Annual Incentive | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| 3 | \$ 480 | \$ 1,440 | \$ 1,080 | \$ 720 | \$ 360 | \$ - |
| 6 | \$ 360 | | \$ 1,440 | \$ 1,080 | \$ 720 | \$ 360 |
| 9 | \$ 240 | | | \$ 1,440 | \$ 1,080 | \$ 720 |
| 12 | \$ 120 | | | | \$ 1,440 | \$ 1,080 |
| 15 | \$ - | | | | | \$ 1,440 |
| | Total | \$ 1,440 | \$ 2,520 | \$ 3,240 | \$ 3,600 | \$ 3,600 |
| | Five Year Total Savings for Residents | | | | | \$ 14,400 |

3. Annual reevaluation of rent reform initiative

HACG will review and test results annually to determine if the desired impact is accomplished.

4. Hardship case criteria

HACG will use the following procedures for families requesting a hardship waiver of the minimum rent criteria:

Within 10 working days of notification of the prospective increase in minimum rent, the resident must submit a request for review under the hardship procedure and the resident must

submit documentation of the hardship. This documentation should include relevant proof of medical expenses, child care expenses, educational expenses, etc. The occupancy specialist will consider the documents and issue a determination within 5 working days of the receipt of request. If the request is denied, the resident may submit an appeal within 5 working days to the Chief Assisted Housing Officer. The Chief Assisted Housing Officer will issue a determination within 5 working days. If the Chief Assisted Housing Officer denies the appeal, the resident may make an additional appeal. The appeal must be issued within 5 working days. This appeal should be sent to the Chief Assisted Housing Officer for review by a 3-person appeal committee appointed by the Chief Executive Officer. The appeal committee will review the relevant facts and may or may not hold a formal hearing and will issue a report within 10 working days. The determination of the appeal panel will be deemed final and binding on both parties. During the consideration of the appeal, the increase in minimum rent will be kept in abeyance until final resolution of the appeal

5. Transition period

Please refer to the implementation schedule in the baselines and benchmarks.

SECTION VI. ONGOING MTW ACTIVITIES

Not applicable.

SECTION VII. SOURCES AND USES OF FUNDING

A. List Planned Sources (Operating, Capital, HCV) and Uses of MTW funds:

| Sources and Uses are based on a full 12 month period | |
|--|----------------------|
| SOURCES | |
| Operating Subsidy | \$ 4,942,605 |
| Capital Fund Program | \$ 5,588,656 |
| Housing Choice Vouchers: | |
| HAP payments | \$ 14,125,691 |
| Admin funding | \$ 1,441,549 |
| TOTAL SOURCES | \$ 26,098,501 |
| USES | |
| Operating Subsidy | \$ 4,942,605 |
| Capital Improvements | \$ 4,579,947 |
| Operations | \$ 800,000 |
| Admin Expenses (COCC) | \$ 208,709 |
| Housing Choice Vouchers: | |
| HAP payments | \$ 14,125,691 |
| Admin funding | \$ 1,441,549 |
| TOTAL USES | \$ 26,098,501 |

B. List Planned Sources and Uses of State or local funds:

At this time, HACG does not receive State or Local funds to operate our programs.

C. If Applicable, list Planned Sources and Uses of the COCC:

| SOURCES | |
|-----------------------------|---------------------|
| Property Mgmt Fee Revenue | \$ 1,203,345 |
| Asset Mgmt Fee Revenue | \$ 181,920 |
| Bookkeeping Fees | \$ 137,210 |
| Frontline Service Fees | \$ 394,952 |
| Central Maintenance Fee | \$ 922,714 |
| Resident Transportation Fee | \$ 66,510 |
| Capital Fund Mgmt Fees | \$ 208,709 |
| Other Fees | \$ 7,200 |
| Interest Income | \$ 4,100 |
| Unrestricted Reserves | \$ 172,592 |
| TOTAL SOURCES | \$ 3,299,252 |

Uses

| USES | |
|------------------------------|---------------------|
| Salaries and Benefits | \$ 2,285,185 |
| Administrative Other | \$ 484,881 |
| Utilities | \$ 56,165 |
| Central Maintenance Expenses | \$ 272,421 |
| Insurance | \$ 152,600 |
| Other General Expense | \$ 7,000 |
| Extraordinary Maintenance | \$ 11,000 |
| Capitalized Equipments | \$ 30,000 |
| TOTAL USES | \$ 3,299,252 |

D. If using a Cost Allocation or Fee-for-Service Approach that Differs from the 1937 Act Requirements, describe the Deviations and the Reasons Therefore

HACG is not using a cost allocation system or fee-for-service that deviates from the 1937 Act Requirements.

E. List or Describe Use of Single-Fund Flexibility, if applicable, Describe Uses Across Traditional Program Lines or Special Circumstances in Support of an MTW Activity

In the each MTW year, HACG plans to fund a MTW Coordinator position with the increased revenues from the public housing program and from the Section 8 administrative savings from the MTW initiatives. Any expenses for monitoring and evaluating the MTW initiatives will be paid from fungible use of capital funds. In the second MTW year, HACG will initiate full funding flexibility to accomplish the MTW goals and outcomes projected.

HACG plans to use full flexibility of funding as allowed under the MTW Demonstration Program to further the initiatives and goals as set forth in the plan. All MTW initiatives and goals have the full support of the Board of Commissioners of the Housing Authority of Columbus, Georgia.

F. List Reserve Balances at Beginning of the Plan Year

| | |
|--|---------------------|
| PUBLIC HOUSING: | |
| Operating Cash | \$ 2,743,553 |
| FSS Escrow | \$ 20,465 |
| TOTAL | \$ 2,764,018 |
| SECTION 8 HCV: | |
| Net Restricted Assets | \$ 1,558,062 |
| Net Unrestricted Assets | \$ 3,000 |
| FSS Escrow | \$ 35,268 |
| TOTAL | \$ 1,596,330 |
| COCC: | |
| Other Restricted Cash | \$ 50,000 |
| Operating Cash | \$ 685,848 |
| TOTAL | \$ 735,848 |
| | |
| TOTAL PROJECTED CASH AND RESERVE BALANCES | \$ 5,096,196 |

G. In Plan Appendix, Provide Planned Sources and Uses by AMP
See behind the next section VIII, in Appendix 1.

SECTION VIII. ADMINISTRATIVE

A. Board Resolution signed by the Board of Commissioners adopting the Annual MTW Plan Certifications of Compliance.

RESOLUTION NO. 3166

A RESOLUTION AUTHORIZING SUBMISSION
OF A MOVING TO WORK PROGRAM APPLICATION
AND ADOPTING THE ANNUAL MTW PLAN CERTIFICATIONS OF COMPLIANCE

WHEREAS, the Board of Commissioners of the Housing Authority of Columbus, Georgia ("HACG") desires to improve and expand housing opportunities for and promote housing choice and self-sufficiency of HACG residents; and

WHEREAS, the U.S. Department of Housing and Urban Development ("HUD") has issued Notice PIH-2012-16, inviting public housing agencies to apply for participation in the Moving to Work program ("MTW"), with a submittal deadline of June 27, 2012; and

WHEREAS, HACG believes that participation in MTW would advance HACG's local mission; and

WHEREAS, an MTW application has been prepared for submission to HUD; and

WHEREAS, the MTW application requires HACG to adopt the Annual MTW Plan Certifications of Compliance, a copy of which is attached for execution.

BE IT THEREFORE RESOLVED that the Board of Commissioners approves and authorizes the Executive Director /CEO to submit the MTW application to HUD and that the HUD Form Annual Moving to Work Plan Certifications of Compliance is hereby approved and adopted.

R. Larry Cardin
Name of Authorized Official

R. Larry Cardin
Signature *Chairman*

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**Annual Moving to Work Plan
Certifications of Compliance
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 2013, 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 and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment 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 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.
4. 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.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. 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.
7. 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.
8. The PHA will comply with requirements with regard to a drug free workplace as required by 24 CFR Part 24, Subpart F.

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9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying as 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.

10. 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.

11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.

13. 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 1937 Act and the Contract Work Hours and Safety Standards Act.

14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

16. 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.).

17. 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.

18. 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.

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Housing Authority of Columbus, Georgia
PHA Name

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)

R. Larry Cardin
Name of Authorized Official

R. Larry Cardin
Signature
Chairman

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B. Evaluation Methodologies – Description of any planned or on-going Agency-directed evaluations of the demonstration, if applicable.

Moving to Work Initiative

Social Research Center

Overview

The Social Research Center is an interdisciplinary research office created to support the needs of students and faculty at Columbus State University and stakeholders in Columbus, Georgia. The Center's Director, Dr. Kyle Christensen, works closely with the University's faculty to find appropriate research solutions to a wide range of social and policy specific problems. The Center provides a unique resource that is able to draw upon the talents of over 300 full-time faculty members at Columbus State University to address relevant research tasks.

The Social Research Center will provide the evaluation for the *Moving to Work Initiative* proposed by the Housing Authority of Columbus, Georgia (HACG). The evaluation methodologies employed in this evaluation strategy are informed by relevant faculty experts and existing *Moving to Work* programs such as the "Atlanta Model" developed by the Atlanta Housing Authority. This combination of existing expertise and existing programmatic experience will provide an ideal context for evaluating the HACG moving to work program.

Evaluation Structure

The *Moving to Work* Initiatives (MTW) proposed by the Housing Authority of Columbus (HACG) consists of five core programmatic elements. Each of these elements has a series of evaluation components designed to examine effectiveness and to improve programming for stakeholders. Elements of these program evaluations include both summative and formative components.

The first year of program evaluations will serve as the baseline for all subsequent programming. All reporting in this grant will take place in annual reports presented to the HACG. Quarterly meetings will also take place between HACG staff and the Director of the Social Research Center in order to provide updates on the status program implementation and reporting. All results will also be compiled into an annual report for the HACG. All evaluation processes and materials will be approved by the Columbus State University Institutional Review Board for the Protection of Human Subjects in Research to ensure all research is in compliance with ethical standards.

Initiative #1 Choice Mobility Operations for Housing Choice Voucher Holders

The evaluation of project based voucher participants, the control group, and participants utilizing vouchers at 120% of fair market value, the treatment group, will consist of several key elements. First, geographic information systems will be used to analyze the spatial distribution of the participants. This analysis will explore the concentration of participants living in high poverty

areas in Columbus, Georgia. This analysis will also focus on exploring which lower poverty areas are best suited for transitioning voucher holders based on access to social services, transportation, health, and educational opportunities.

The second phase of this study will explore quality of life concerns for participants in both target programs and control group. This evaluation of participants will also consist of a pre-test and post-test survey instrument that explores stakeholder self-assessments of their social, economic, education, and health conditions at the start of an evaluation year and their subsequent outcomes at the end of the initial year of service. After the initial year of programming, existing participants will be monitored over time to examine the effects of extended participation in the programming. These monitoring checks will occur twice a year.

All of these data will be analyzed to determine if there are statistically significant differences between voucher and project based participants. This evaluation will utilize a logistic regression model to explore differences between participants' self-reported quality of life measures and a range of control variables. These data will then be used to inform subsequent iterations of programming.

Initiative #2 Innovation in Reducing Homelessness

The evaluation component for the HACG consists of reducing homelessness by transitioning individuals from transitional housing to permanent supportive housing. The Social Research Center's evaluation of programming will consist of two distinct elements. First, program implementation will be verified by confirming the number of participating homeless individuals in a calendar year. Next, a series of surveys will be administered to participants upon entering the program. Follow up instruments will be administered on a six month basis to maintain time series data. These instruments will explore stakeholder satisfaction with housing and related programming involved in supporting these individuals as they seek to transition from being homeless. Data from these stakeholders would be used for several purposes. First, results from the participants would be utilized to coordinate and improve services between HACG and the New Horizons Community Service Board. Second, this feedback would be utilized to identify any gaps in service or planning to improve programming in subsequent years.

Innovation #3: Administrative Reforms to Reduce Staff and Increase Income

The evaluation plan for administrative program reforms consists of implementation of a programmatic shifts regarding recertification. HACG will provide evidence of implementation for the recertification evaluation methodology to Social Research Center staff. In addition, the HACG will record personnel expenditures related to processing to determine if the revised methodology increases productivity while significantly reducing cost.

Innovation #4: Improve efficiency, Reduce Costs to Elderly/disabled Participants to Complete Recertification Every 3 Years

Elderly and disabled participants have little or no change to income status annually. The evaluation plan for measuring efficiency and reducing costs will begin with a baseline of current

cost per resident required for recertification of elderly and disabled residents. Annually HACG will provide the cost per resident figures associated with the implementation of the recertification on this target group. In addition, a baseline of the rent level of this group at implementation and the rent level after 3 years will be evaluated to determine if there is a significant difference in rent. As a part of the evaluation, elderly and disabled residents will be surveyed to determine resident satisfaction with this change.

Innovation #5 Reward Landlords and Residents in Unit Inspections

The evaluation plan for measuring cost savings and landlord/resident satisfaction will be twofold. A baseline will be determined upon implementation of man hours. Annually man hours will be reviewed to determine if there is a reduction. Also, landlords and residents will be surveyed following the first year to determine customer satisfaction with the new inspection schedule.

Initiative #6 Public Housing Rent Reform

The Public Housing Rent Reform evaluation will consist of a pre-test and post-test design between residents of the control group and the post-test group. All residents will receive a pre-test survey instrument to measure their capacity for being self-sufficient. Individuals participating in the treatment group will also be asked to assess completeness and quality of the counseling. The post-test analysis will examine rates of employment and self-sufficiency between the control group in the Chase Homes structure and the Farley Homes structure. Participants in the study will be tracked longitudinally with continued implementation of relevant questionnaires to examine satisfaction and to identify any obstacles to success of programming. Analysis of these results will examine what statistically significant factors aid or inhibit a resident's transition to self-sufficiency. Data from this evaluation will be presented to HACG staff in order to maintain or improve programming as appropriate.

APPENDIX TO PLAN

Provide Planned Sources and Uses by AMP (see VIII, G)

| | 402 | 405 | 406 | 407 |
|--------------------------|---------------------|--------------------------------|---------------------|-------------------|
| | BTW | WARREN WILLIAMS / RIVERS | WILSON | CHASE |
| SOURCES | | | | |
| Net Rental Revenue | \$ 568,960 | \$ 320,010 | \$ 264,700 | \$ 119,210 |
| HUD Operating Subsidy | 1,232,035 | 545,668 | 1,009,217 | 396,422 |
| Interest Income | 3,500 | 1,500 | 3,525 | 1,060 |
| Other Revenue | 29,100 | 12,400 | 17,650 | 6,500 |
| CFP Operations Transfer | - | 50,000 | 150,000 | 150,000 |
| Operating Reserves | 116,807 | 78,016 | 1,235 | - |
| TOTAL SOURCES | \$ 1,950,402 | \$ 1,007,594 | \$ 1,446,327 | \$ 673,192 |
| USES | | | | |
| Administrative | \$ 620,997 | \$ 303,392 | \$ 446,900 | \$ 187,759 |
| Resident Services | 38,762 | 28,072 | 48,918 | 19,841 |
| Utilities | 194,930 | 112,185 | 120,865 | 55,900 |
| Maintenance & Operations | 746,180 | 378,762 | 609,985 | 287,239 |
| General Expenses | 349,533 | 185,183 | 219,659 | 103,591 |
| Operating Reserves | - | - | - | 18,862 |
| TOTAL USES | \$ 1,950,402 | \$ 1,007,594 | \$ 1,446,327 | \$ 673,192 |

| | 408 | 410 | 412 | 416 |
|--------------------------|---------------------|-------------------|-----------------------|----------------------|
| | CANTY | FARLEY | N. TERRACE | EJ KNIGHT |
| SOURCES | | | | |
| Net Rental Revenue | \$ 364,910 | \$ 117,520 | \$ 260,930 | \$ 160,100 |
| HUD Operating Subsidy | 887,446 | 423,516 | 197,761 | 250,540 |
| Interest Income | 2,855 | 1,450 | 1,300 | 1,720 |
| Other Revenue | 23,600 | 11,000 | 8,600 | 4,600 |
| CFP Operations Transfer | - | 150,000 | - | - |
| Operating Reserves | - | - | - | 13,287 |
| TOTAL SOURCES | \$ 1,278,811 | \$ 703,486 | \$ 468,591 | \$ 430,247 |
| USES | | | | |
| Administrative | \$ 401,586 | \$ 182,306 | \$ 166,078 | \$ 131,542 |
| Resident Services | 27,401 | 15,116 | 8,010 | 7,735 |
| Utilities | 108,490 | 47,115 | 118,170 | 36,780 |
| Maintenance & Operations | 462,091 | 287,069 | 106,101 | 179,543 |
| General Expenses | 267,112 | 98,946 | 65,121 | 74,647 |
| Operating Reserves | 12,131 | 72,934 | 5,111 | - |
| TOTAL USES | \$ 1,278,811 | \$ 703,486 | \$ 468,591 | \$ 430,247 |

| |
|---------------------------|
| TOTAL ALL AMPS |
|---------------------------|

SOURCES

| | |
|-------------------------|--------------|
| Net Rental Revenue | \$ 2,176,340 |
| HUD Operating Subsidy | 4,942,605 |
| Interest Income | 16,910 |
| Other Revenue | 113,450 |
| CFP Operations Transfer | 500,000 |
| Operating Reserves | 209,345 |

| | |
|----------------------|---------------------|
| TOTAL SOURCES | \$ 7,958,650 |
|----------------------|---------------------|

USES

| | |
|--------------------------|--------------|
| Administrative | \$ 2,440,560 |
| Resident Services | 193,855 |
| Utilities | 794,435 |
| Maintenance & Operations | 3,056,970 |
| General Expenses | 1,363,792 |
| Operating Reserves | 109,038 |

| | |
|-------------------|---------------------|
| TOTAL USES | \$ 7,958,650 |
|-------------------|---------------------|