



Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia MO 65203

Office: (573) 443-2556 ♦ Fax: (573) 443-0051 ♦ TTY: (800) 735-2966 ♦ www.ColumbiaHA.com

Open Meeting Notice

CHA Board of Commissioners Meetings

Date: Wednesday, July 16, 2024

Time: 4:30 p.m. – Columbia Housing Authority Annual Meeting

Place: Oak Towers, 700 N. Garth Ave, Columbia, MO 65203

- I. Call to Order/Introductions
- II. Roll Call
- III. Adoption of Agenda
- IV. Approval of June 18, 2025, Open Meeting Minutes
- V. Election of Officers
- VI. Public Comment (Limited to 5 minutes per speaker)

SPECIAL ITEMS

- 5-Year Strategic Plan Overview
- CHA Bylaws Review

- [Kinney Point Site Tour – 7 E. Sexton]
- [Dinner Served in Oak Tower]

- Federal Budget Updates & Impact of CHA Programs
- Financial Planning Considerations, Budget Timeline & Simplified Financial Overview
- Affordable Housing Initiative Updates and Planning
- VUF Predictive Index and United Way ASPIRES Core Assessment & Capacity Grant
- CHA Trespass Policy Update Report
- HCV Two Year Tool for Monthly Reporting and HCV Projections

RESOLUTIONS

REPORTS

- VII. Current Events

PUBLIC AND COMMISSIONER COMMENT

- VIII. Public Comment (Limited to 5 minutes per speaker)
- IX. Commissioner Comment
- X. Adjournment

If you wish to participate in the meeting and require specific accommodations or services related to disability, please contact Ms. Darcie Hamilton, Housing Development Coordinator at (573) 443-2556, extension 7035 or TTY Relay 800.735.2966, at least one working day prior to the meeting. You can contact Ms. Hamilton by email at the following address: dhamilton@columbiaha.com

Media Contact: Randy Cole, CEO
Phone: (573) 443-2556
E-mail: dhamilton@columbiaha.com

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



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HOUSING AUTHORITY OF THE CITY OF COLUMBIA, MISSOURI BOARD OF COMMISSIONERS MEETING June 18, 2025, BOARD MEETING MINUTES

I. Call to Order:

The Board of Commissioners of the Housing Authority of the City of Columbia, Missouri (CHA) met in open session on May 21, 2025, in the Training Room of the Columbia Housing Authority Administration Building, 201 Switzler St., Columbia, Missouri 65203. Mr. Hutton, Chair, called the meeting to order at 5:46 p.m.

II. Roll Call:

Present: Bob Hutton, Chair
Rigel Oliveri, Commissioner
Steve Calloway, Commissioner
Steve Smith, Commissioner
Anthony Allen, Commissioner

CHA Staff: Randy Cole, CEO
David Steffes, Chief Financial Officer
Darcie Hamilton, Director of Affordable Housing Development
Justin Anthony, Director of Facilities and Modernization
Laura Lewis, Director of Affordable Housing Operations
Kendra Jackson, Director of Housing Programs
Caitlin Hammons, Director of Resident Services
Jeff Forck, Director of Safety
Julia Jackson, Housing Development Coordinator

Public: Amelia Schaefer, Reporter, Columbia Missourian

III. Introduction of New Board Members

Mr. Hutton introduced the two new members of the CHA Board. Anthony Allen is a resident of Oak Towers. He also serves as a member of the Formal Hearing Panel and Resident Advisory Board. Steve Smith is retired from Job Point and has worked closely with CHA in the past.

IV. Adoption of Agenda:

Mr. Hutton called for a motion to approve the agenda. A motion was made by Ms. Oliveri and a second by Mr. Calloway. All Commissioners voted "aye". Mr. Hutton declared the agenda adopted.

V. Approval of the Minutes

Approval of May 21, 2025 Open Meeting Minutes:

Mr. Hutton called for a motion to approve the minutes from the open meeting that occurred on May 21, 2025. A motion was made by Mr. Calloway. A second motion was made by Ms. Oliveri. All other Commissioners voted “aye” and Mr. Hutton declared the motion approved.

Approval of May 20, 2025 Closed Meeting Minutes:

Mr. Hutton called for a motion to approve the minutes from the closed meeting that occurred on May 20, 2025. A motion was made by Ms. Oliveri. A second motion was made by Mr. Hutton. All other Commissioners voted “aye” and Mr. Hutton declared the motion approved.

VI. Commissioner Comment

None.

VII. Public Comment

Mr. Hutton recognized Reporter Amelia Schaefer of the Columbia Missourian.

VIII. Family Self Sufficiency Graduate

Ms. Hammons recognized recent Family Self Sufficiency Graduate, Aris Campbell. Ms. Campbell was able to build credit, buy a vehicle, and accumulate significant savings.

IX. Vice Chair Officer Vacancy

Ms. Wenneker had served as Vice Chair. Her term ended in May. The official election of Board officers occurs at the July Board Retreat and Meeting. Thus, an interim Vice Chair is needed. The Vice Chair is the signatory on some documents and bank accounts. They also step in for the Chair in their absence. Ms. Oliveri volunteered to serve as the interim Vice Chair. Mr. Calloway nominated Ms. Oliveri to serve as the interim Board Chair until the July meeting. Mr. Hutton seconded the motion. Upon Roll Call the following vote was recorded.

Yes: Hutton, Oliveri, Calloway, Smith, Allen

RESOLUTIONS

X. Resolution 2987: Authorizing an Operating Loan from Columbia Community Housing Trust to the Bryant Walkway Development to Assist with Insurance Escrow payments.

Mr. Cole discussed the need for an operating loan to pay for insurance escrow expenses. 2025's insurance premiums were paid in full and MHDC significantly increased escrow payments to cover anticipated 2025 and 2026 insurance costs. This operating loan would allow Bryant Walkway to have the cash flow for this uneven expense. CHA Staff are currently in the process of rebidding the insurance policies to ensure that competitive rates are offered. There is limited flexibility in the policy options such as deductibles. CCHT can approve this loan through unanimous consent and Mr. Cole indicated he would pass the unanimous consent document to board members for signature. Mr. Cole also indicated that MHDC is opening a grant program in September for tax credit providers to cover increased costs of insurance. Mr. Hutton called for a motion to approve Resolution 2987. A motion was made by Mr. Calloway. A second motion was made by Mr. Smith. Upon Roll Call the following vote was recorded.

Yes: Hutton, Oliveri, Calloway, Smith, Allen

XI. Resolution 2988: Rescinding Resolutions 2983 and 2984 authorizing Incumbency Certificates for the Housing Authority of the City of Columbia and CHA Affordable Housing Development, LLC.

Mr. Cole requested that the incumbency certificates approved in May through Resolutions 2983 and 2984 be rescinded. Replacement incumbency certificates have been prepared and will be presented following this resolution.

Mr. Hutton called for a Motion to approve Resolution 2988. A motion was made by Ms. Oliveri. A second motion was made by Mr. Smith. Upon roll call the following vote was recorded.

Yes: Hutton, Oliveri, Calloway, Smith, Allen

XII. Resolution 2989: Authorizing the Incumbency Certificate of the Housing Authority of the City of Columbia for the Park Avenue Apartments project and Associated Partnership Certified Resolution of the Housing Authority of the City of Columbia, Missouri Authorizing it to Enter into Transactions to Develop the Park Avenue Apartments Project.

Mr. Cole presented a request for an incumbency certificate to be approved that is updated for LIHTC fund changes, construction financing costs, additional CHA capital funds and the change of two Board members. Ms. Oliveri made a motion to approve the resolution with a correction to list the current board members in Item 7 of the Incumbency Certificate, update the board positions, and to use June 18, 2025, as the date of the certificate. Mr. Calloway seconded the motion. Upon roll call, the following vote was recorded.

Yes: Hutton, Oliveri, Calloway, Smith, Allen

XIII. Resolution 2990: Authorizing the Incumbency Certificate of CHA Affordable Housing Development, LLC for the Park Avenue Apartments project and Associated Partnership and Associated Limited Liability Company Resolution.

Mr. Cole presented a request for an incumbency certificate to be approved that is updated for market influences, fund change, construction financing costs, additional capital funds and the change of two Board members. Ms. Oliveri made a motion to approve the resolution with a correction to list the current board members in Item 7 of the Incumbency Certificate, update the board positions, and to use June 18, 2025, as the date of the certificate. Mr. Smith seconded the motion. Upon roll call, the following vote was recorded.

Yes: Hutton, Oliveri, Calloway, Smith, Allen

REPORTS

XIV. Department Reports: Finance, Affordable Housing Development, Facilities and Modernization, Public Housing & Affordable Housing Properties, Section 8 Housing Choice Voucher Program, Resident Services, Safety, Human Resources

Finance

Mr. Steffes reviewed the report. He noted that the HCV program had a 9% improvement month over month. AMP1 Public Housing is also improving. Bear Creek's performance is inflated due to the insurance proceeds for the fire units. Mr. Cole noted that vouchers were shed last month, which helped financially, but had a negative impact on the amount of people served. Mr. Calloway asked how federal budget reconciliation could impact CHA. Mr. Cole noted that the budget bill would have limited impact, however the President's proposed budget includes significant cuts to HUD Programs. NAHRO is advocating on behalf of public housing authorities, and the President's budget is only a proposal in current form, as the formal budget is formulated through the Congressional budget process. Mr. Hutton articulated the complexity of the budget report materials and asked that staff ensure any financial concerns are brought to the board.

Affordable Housing Development

Ms. Hamilton reviewed the report sharing updates on the ongoing development projects. Kinney Point is expected to begin lease up in July. Park Avenue is slated to close July 17. Providence Walkway and Blind Boone Apartments are trending 2 weeks apart. The contractor is sending out for construction bids. Civil plans are expected back in the next week. 207 Lynn sold to a first-time homebuyer. Central Bank earned additional grants for the homebuyer. Park's first reading at City Council was Monday, June 16. Randy will attend the next council meeting. Mr. Calloway asked if the 207 Lynn project could be replicated. Mr. Cole responded that it could when there are fewer projects underway.

Facilities and Modernization

Mr. Anthony reviewed the Facilities and Modernization report. Work Orders are consistent and are beginning to increase with the heat and its impact on air conditioners. The Bryant Walkway fire unit is ready for painting and bids have been received for the Elleta fire units. Kinney Point's buildings 7-11 are 98% completed. Building 2 is getting siding and Buildings 3 & 4 are framing. Park units are getting rehabbed for relocation use.

Public Housing & Affordable Housing Operations

Ms. Lewis reviewed the Public Housing & Affordable Housing report. Vacancies remain consistent. One unit was vacant longer than 60 days. 4 terminations were made for violations other than non-payment. An informational meeting is planned July 10 for leasing up the Kinney Point project.

Section 8 Housing Choice Voucher Program

Ms. Jackson reviewed the Section 8 Housing Choice Voucher Program report. The HCV department is completing an audit. Members of the department will complete training by Nan McKay next week to be certified as HCV Specialists. The department will be present at Project Homeless Connect July 10.

Resident Services

Ms. Hammons reviewed the Resident Services Report. CHA had 200 For Columbia volunteers who helped with beautification. A Juneteenth celebration was hosted with the City at Rose Music Hall. Up to 95 children are enrolled for the summer MAP program.

Safety

Mr. Forck reviewed the Safety Report. April Oak and Paquin calls were higher than normal, generally due to 3 residents. These calls have calmed down since. Fire/Law/EMS calls were increased, which may be due to more follow-up reports by CPD. There was 1 trespass arrest.

Human Resources

Mr. Cole reviewed the Human Resources Report. Two positions are open. An all-staff meeting was hosted in June. The ICE plan was presented at the All Staff meeting and well received. Although sick leave for part time employees is no longer legally required, CHA will keep it at this time. Mr. Cole calculated that this is an annual cost of approximately \$5,000 to \$8,000. Mr. Cole indicated plans to bring this item back to the board in August to be included in the personnel procedures.

XV. Current Events

Mr. Cole reviewed the current events for June and July. The next meeting is the Board retreat. This will be held at Oak Tower.

PUBLIC AND COMMISSIONER COMMENT**XVI. Public Comment**

None.

XVII. Adjournment

Mr. Hutton called for a motion to adjourn the meeting. A motion was made by Mr. Calloway. Seconded by Mr. Allen. Mr. Hutton called the meeting adjourned at 6:26 pm.

Bob Hutton, Chair

Date

Randy Cole, Chief Executive Officer

Date

Certification of Public Notice

I, Randy Cole, Chief Executive Officer of the Housing Authority of the City of Columbia, Missouri, do hereby certify that on May 16, 2025, I posted public notice of the May 21, 2025, Board of Commissioners Meeting and distributed copies of the notice and agenda to the Board of Commissioners and the local media. The meeting notice and agenda was also distributed to the public upon request.

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

Randy Cole, Chief Executive Officer

Date



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Department Source: CEO

To: CHA Board of Commissioners

From: CEO & Staff

CHA Board of Commissioners Meeting Date: July 16, 2025

Re: 5-Year Strategic Plan Overview

Executive Summary

This memo provides a summary of progress on its most recent 5-Year Strategic Plan, which is contained within the Public Housing Authority (PHA) Plan. The PHA Plan consists of a 5-year plan and annual plan with submission of updates due in October of each year for PHAs with January through December fiscal years, such as the Columbia Housing Authority

Discussion

CHA's current 5-Year Plan is from 2022-2026, and was formulated with significant input from CHA residents, local funders, CHA Senior Staff and the CHA Board of Commissioners. Activities included a SWOT analysis with Directors and Senior Staff, a local funders roundtable, a survey of CHA residents, and input from the CHA Resident Advisory Board (RAB). The plan consists of 6 broader category goals, along with more specific deliverables, each designed to enhance CHA's affordable housing impact, financial sustainability and organizational and operational effectiveness. The 6 broader goals are as follows:

- 1. Renovate CHA's remaining public housing and expand CHA's affordable housing portfolio through additional development.**
- 2. Expand the continuum of affordable housing services and partnerships with local organizations.**
- 3. Identify policies and procedures to ensure maximum utilization of CHA voucher programs and properties.**
- 4. Ensure CHA Safety Officers foster a safe and supportive environment for CHA residents and staff.**
- 5. Promote and expand programs providing supportive and economic resources.**
- 6. Promote organizational policies to increase efficiency and capacity of CHA operations.**

Significant progress has been achieved in each of the 6 categories since the formation of the plan. A more specific analysis of progress by each goal and deliverable is as follows:

Goal 1. Renovate CHA's remaining public housing and expand CHA's affordable housing portfolio through additional development.		
Deliverable		Progress: Low, Medium, High
Ensure successful financial closing on Kinney Point and Park Avenue redevelopment projects.		High
Secure funding for RAD conversion of remaining 120 public housing units.		High
Meet all required milestones necessary to complete the construction of Kinney Point and Park Avenue.		High



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Work with internal team and outside assistance as needed to maximize benefits to CHA through legal and financial structure of LIHTC projects.	High
Maintain effective communication with residents and partners on redevelopment plans and projects.	High
Goal 2. Expand the continuum of affordable housing services and partnerships with local organizations.	
Deliverable	Progress: Low, Medium, High
Continue to expand CHA housing portfolio through the Columbia Community Housing Trust.	High
Continue to strengthen partnerships with homeless service providers to assist homeless individuals identify affordable housing units or special voucher programs.	High
Ensure CHA program requirements, operations and priorities are considered during collaboration.	High
Goal 3. Identify policies and procedures to ensure maximum utilization of CHA voucher programs and properties.	
Deliverable	Progress: Low, Medium, High
Increase channels of communication across CHA Departments to ensure effective and efficient service to CHA residents and voucher program participants.	High
Update CHA Administration Plan and Admissions and Continued Occupancy Policy (ACOP) with HOTMA, landlord incentives, preferences, homeownership, grievance procedures and safety.	High
Align participant files and procedures between HCV and PBV.	Medium
Continue to identify outreach activities, incentives, and policies to attract and retain Section 8 landlords.	High
Goal 4. Ensure CHA Safety Officers foster a safe and supportive environment for CHA residents and staff.	
Deliverable	Progress: Low, Medium, High
Attend and participate in Resident Advisory Board meetings to obtain feedback and provide answers regarding safety concerns on CHA property.	High
Meet regularly with CHA Staff to identify, plan for, and resolve together, problems that arise on CHA properties.	High
Work closely with local law enforcement, Fire, and EMS to quickly respond/investigate events on CHA properties.	High
Make daily connections with CHA residents and staff through daily walks/rounds of CHA properties.	High
Monitor security cameras to investigate criminal activity and or lease violations.	High
Evaluate, modify, and implement plans for additional security cameras or modifications to existing security cameras for CHA properties.	High
Goal 5. Promote and expand programs providing supportive and economic resources.	
Deliverable	Progress: Low, Medium, High



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Provide Family Self-Sufficiency Coordinators, Resident Services Coordinators to assist residents living in CHA assisted housing.	High
Continue and expand the Moving Ahead After-School & Summer Program, Healthy Homes Connection, Independent Living Programs, and homeless outreach.	High
Continue and expand financial literacy and credit counseling programs, and the Annie Fisher Food Pantry. Make Moving Ahead a serving site for the food bank.	High
Make The Blind Boone center more Kid friendly with renovations.	High
Identify partnerships to connect CHA residents to vocational training, employment, educational and entrepreneurial programs.	High
Identify partnerships to increase access and expanded hours of childcare for CHA residents.	Low
Continue and expand Independent Living Services and Support, transportation help for shopping and medical appointments, Annie Fisher Food Pantry, Opportunity Gardens, Parks and Recreation Adaptive Recreation programs, fitness centers, computer centers, Buddy System, Nutrition and Meal programs, and Health Clinics.	High
Increase online presence through social media and promote services to residents.	High
Create online communities for property residents and/or program participants.	High
Goal 6. Promote organizational policies to increase efficiency and capacity of CHA operations.	
Deliverable	Progress: Low, Medium, High
Review and update CHA procurement policies and conduct procurement training for staff.	Medium
Formulate CHA budget policies and procedures.	Medium
Continue building standard operating procedures for each CHA department.	Medium
Increase capacity of onboarding process for new hires.	Medium
Identify contracted services for implementing new ERP system.	Low
Identify contracted services for reviewing CHA pay grades, positions and pay rates.	Medium

CHA has made progress on each of the six goals within the current strategic plan, particularly as it relates to its affordable housing initiatives and programmatic operations. Significant opportunity for progress remains within goal number 6 for promoting organizational policies to increase efficiency and capacity of CHA operations. Although there was less progress as it relates to each deliverable, several related improvements were achieved including upgrading all CHA computers, increased financial and cash management reporting, as well as personnel additions and organizational chart alignment. CHA staff anticipates further progress under Goal 6.

Recommended Commission Action



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Review and consider the report.



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Department Source: CEO

To: CHA Board of Commissioners

From: CEO & Staff

CHA Board of Commissioners Meeting Date: July 16, 2025

Re: Columbia Housing Authority Bylaws Review

Executive Summary

This report provides an overview and analysis of recommended considerations for updating Bylaws of the Columbia Housing Authority. These recommended considerations are based upon CHA staff review and legal review to ensure alignment with state statutes and recent court cases. This report is to provide a summary of analysis and considerations. Any formal update or actions will be at a future meeting and at the direction of the CHA Board of Commissioners.

Discussion

The primary intent of nonprofit organization bylaws is to establish the internal operating rules and governance structure for the organization. They provide a framework for how organizations are managed and how decisions are made. Bylaws help provide structure to organizations to run effectively and in accordance with legal requirements and its stated purpose. Bylaws are the roadmap for how a nonprofit functions, ensuring it operates ethically, legally, and effectively to achieve its mission.

CHA Organizational Bylaw Review and Considerations

Under Section 99.080 RSMo, CHA has the power to adopt bylaws, rules and regulations to carry into effect the powers and purposes of the authority. CHA staff and legal representative identified recommended changes to align with standard practices in Section 1, 2, 4, 5 and 6 of the CHA Bylaws. An analysis and recommended options for updating are as follows:

"Section 1. Annual Meeting. The Annual Meeting of the said date shall be the third Tuesday of July at 5:30 P.M. of each year, at the Regular meeting place of the Board, or at such other place as the Board may from time to time designate."

CHA typically holds its Annual Meeting on a regular meeting date/time of the third Wed of the month, which has varied from July, April, or September. It is recommended the CHA Board of Commissioners address this one of the following ways:

1. Make the actual annual meeting on the third Tuesday of July at 5:30pm.
2. Amend language in the Bylaws to make it the third Wednesday of June to align with regular meetings, as well as Officer terms and Commissioner appointments.
3. It is also recommended that Bylaw language is amended to allow for additional flexibility by adding a phrase stating, "or at such other place, date and time the Board may from time to time designate."

"Section 2. Regular Meeting. Regular meetings of the Board shall be held with notice at 5:30 o'clock P.M. on the third Tuesday of each month. In the event a day of regular meeting shall be on a legal holiday, said meeting shall be held on the next succeeding secular day."



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CHA typically holds its current regular meeting the 3rd Wed of the month. It is recommended this be addressed one of the following ways:

1. Make regular meetings the third Tuesday of the month at 5:30pm.
2. Change this to 5:30 o'clock P.M. on the third Wed of the month to align with our current schedule.
3. It is also recommended that Bylaw language is amended to allow for additional flexibility by adding a phrase stating, "or at such other place, date and time the Board may from time to time designate."

Section 4. Quorum. The powers of the Authority shall be vested in the Board of Commissioners. Three Commissioners shall constitute a quorum for the purpose of conducting its business and exercising its powers and for all other purposes. Action may be taken by the Authority only upon a vote of the majority (3) of the Commissioners (5).

Three members for a quorum is clear, however the last sentence specifies that the board can only take action upon a vote of the majority of (3) of the Commissioners (5). It is recommended that the Board Amend the Bylaws as follows:

1. Remove the 3 and 5 number references in parentheses. The board needs to have the ability to have both a quorum and act with a majority vote when there is less than 5 Commissioners present.

Section 5. Order of Business. At the regular and annual meetings of the Authority the following shall be the order of business:

- 1. Roll call***
- 2. Approval and adjustment of the agenda***
- 3. Reading and approval of the minutes of the previous meeting***
- 4. Resolutions and communications***
- 5. Report of the Secretary***
- 6. Comments from Commissioners and visitors***
- 7. Adjournment***

Archived board meeting minutes indicate this order of business and naming convention was followed until mid-2006. The categories and order of business changed closely to what they currently reflect from mid-2006 to early 2007. The current order of business and naming conventions are:

- I. Call to Order/Introductions
- II. Roll Call
- III. Adoption of Agenda
- IV. Approval of (date) Open Meeting Minutes
- V. Public Comment (Limited to 5 minutes per speaker)
- VI. Resolutions
- VII. Reports
- VIII. Public and Commissioner Comment

It is recommended the CHA Board of Commissioners address this either of the two following ways:

1. Amend Section 5 to match the current agenda order and naming conventions.
2. Modify future meeting agendas to conform to the naming conventions as stated in the Bylaws.



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Section 6. Manner of Voting. Action may be taken by the Board of Commissioners by resolution or motion, upon an affirmative vote of a majority (3) of the Commissioners (5). The vote upon a resolution shall be taken by roll call, and the “yes” or “no” vote of each member shall be entered in the journal. A voice vote may be taken upon a motion, but if any member may so request, the “yes” or “no” vote of each member shall be entered in the journal. In case of elections, the vote may be by ballot.

Similar to Section 4, it is recommended that the CHA Board of Commissioners amend the Bylaws as follows:

- Remove the 3 and 5 number references, as the board has often taken action with a majority of the Commission and also with less than five present.

Additional CHA Bylaw Considerations Beyond Sections 1, 2, 4, 5 and 6

CHA staff and legal counsel noted that the CHA Bylaws are somewhat brief in comparison to other PHAs with large operations and expansive services. Many larger PHAs with expansive operations and services have additional Bylaw sections including procurement, appointment of Commissioners, contracts, training requirements, amendments to the agenda, more specified Executive Director duties and other related matters. These examples are included in the packet. CHA staff recommend a review of these items for further potential consideration, but more timely attention to Sections 1, 2, 4, 5 and 6.

Recommended Commission Action

Review and consider the report.

BY-LAWS OF THE HOUSING AUTHORITY OF THE CITY OF COLUMBIA, MISSOURI

REVISED APRIL 21, 2015

ARTICLE I – THE AUTHORITY

Section 1. Name of Authority. The name of the Authority shall be “Housing Authority of the City of Columbia, Missouri”.

Section 2. Seal of Authority. The seal of the Authority shall be in the form of a circle and shall bear the name of the Authority. The seal shall also have in its center the numerals 1956, which is the year of organization of the Authority.

Section 3. Office of the Authority. The offices of the Authority shall be at such place or places in the City of Columbia, Missouri, as the Authority may from time to time designate.

Section 4. Governance of the Authority. The Authority shall be governed by a five member Board of Commissioners who will elect officers.

ARTICLE II – OFFICERS

Section 1. Officers. The officers of the Authority shall be a Chair, a Vice-Chair, and Secretary who shall be the Chief Executive Officer.

Section 2. Chair. The Chair shall preside at all meetings of the Authority. Except as otherwise authorized by Resolution of the Authority, the Chair shall sign all contracts, deeds and other instruments made by the Authority. At each meeting the Chair shall submit such recommendations and information, as he/she may consider proper concerning the business, affairs, and policies of the Authority.

Section 3. Vice-Chair. The Vice-Chair shall perform the duties of the Chair in the absence or incapacity of the Chair, and in the case of the resignation or death of the Chair, the Vice-Chair shall perform the duties imposed on the Chair until such time as the Board of Commissioners shall elect a new Chair.

Section 4. Secretary. The Secretary shall be the Chief Executive Officer of the Authority and, as such, shall have general supervision over the administration of its business and affairs, subject to the direction of the Board of Commissioners. The Secretary, who is the Chief Executive Officer, shall be charged with the management of the affairs of the Authority.

The Secretary shall keep or cause to be kept under his/her supervision the records of the Authority including a record of the meetings of the Board of Commissioners and a record of all votes, and shall also keep or cause to be kept under his/her supervision a record of the proceedings and

actions of the Authority in a journal of proceedings to be kept for such purpose, and shall perform all duties incident to his/her office. He/She shall keep or cause to be kept under his/her supervision in safe custody the seal of the Authority and shall have power to affix such seal to all contracts and instruments authorized to be executed by the Board of Commissioners. He/She shall have care and custody of all funds of the Authority and shall deposit or cause same to be deposited in the name of the Authority in such bank or banks as the Board of Commissioners may select. He/She shall keep or cause to be kept under his/her supervision regular books of account showing receipts and expenditures and shall render to the Board of Commissioners an account of all transactions and of the financial condition of the Authority. He/She shall give such bond for the faithful performance of his/her duties as the Board of Commissioners may designate.

In the absence of the Secretary, or his/her inability to act, the Board of Commissioners may by resolution appoint (from the Board of Commissioners) a Secretary who shall have all the powers, duties and responsibilities of the Secretary for the period designated in said resolution.

Section 5. Additional Duties. The officers of the Authority shall perform such other duties and functions as may from time to time be required by appropriate resolution of the Board of Commissioners, the By-Laws or the rules and regulations of the Authority.

Section 6. Election or Appointment. The Chair and Vice-Chair shall be elected at the annual meeting of the Authority from among Commissioners of the Authority, and shall hold office for one year or until their successors are elected and qualified. In case of the absence or incapacity of both the Chair and the Vice-Chair, the other Commissioners of the Authority may elect an Acting Chair to serve during the period of absence or incapacity of the Chair and Vice-Chair.

The Secretary shall be appointed by the Board of Commissioners. Any person appointed to fill the office of Secretary, or any vacancy therein, shall have such term as fixed by the Board of Commissioners.

Section 7. Vacancies. Should the office of the Chair or Vice-Chair become vacant, the Board of Commissioners shall elect a successor from among its membership at the next meeting, and such election shall be for the unexpired term of said office. When the office of Secretary becomes vacant, the Board of Commissioners shall appoint a successor as provided in Section 6 of this Article.

Section 8. Additional Personnel. The Authority may from time to time by and through the Board of Commissioners, employ such personnel including an Chief Executive Officer as it deems necessary to the exercise of its powers. The selection and compensation of all personnel, other than the Chief Executive Officer, shall be made by the Chief Executive Officer subject to review by the Board of Commissioners.

ARTICLE III – MEETINGS

Section 1. Annual Meeting. The Annual Meeting of the said date shall be the third Tuesday of July at 5:30 P.M. of each year, at the Regular meeting place of the Board, or at such other place as the Board may from time to time designate.

Section 2. Regular Meeting. Regular meetings of the Board shall be held with notice at 5:30 o'clock P.M. on the third Tuesday of each month. In the event a day of regular meeting shall be on a legal holiday, said meeting shall be held on the next succeeding secular day.

Section 3. Special Meetings. The Chair of the Authority may, when he/she deems it necessary, and shall, upon the written request of two members of the Board of Commissioners, call a special meeting of the Authority for the purpose of transacting any business designated in the call. The call of a special meeting may be delivered to each member of the Authority or may be mailed to the business or home address of each member of the Authority at least two days prior to the date of such special meeting. At such special meeting, no business shall be considered other than as designated by the call.

Section 4. Quorum. The powers of the Authority shall be vested in the Board of Commissioners. Three Commissioners shall constitute a quorum for the purpose of conducting its business and exercising its powers and for all other purposes. Action may be taken by the Authority only upon a vote of the majority (3) of the Commissioners (5).

Section 5. Order of Business. At the regular and annual meetings of the Authority the following shall be the order of business:

1. Roll call
2. Approval and adjustment of the agenda
3. Reading and approval of the minutes of the previous meeting
4. Resolutions and communications
5. Report of the Secretary
6. Comments from Commissioners and visitors
7. Adjournment

Section 6. Manner of Voting. Action may be taken by the Board of Commissioners by resolution or motion, upon an affirmative vote of a majority (3) of the Commissioners (5). The vote upon a resolution shall be taken by roll call, and the "yes" or "no" vote of each member shall be entered in the journal. A voice vote may be taken upon a motion, but if any member may so request, the "yes" or "no" vote of each member shall be entered in the journal. In case of elections, the vote may be by ballot.

Section 7. Code of Conduct.

CODE OF CONDUCT FOR COMMISSIONERS

The objective of the Code of Conduct is to encourage professional performance by housing commissioners. The Code describes objectives which, when accepted and followed, will help to foster a beneficial relationship between the commissioners, staff, and those they serve.

A public housing commissioner shall be bound by the following pledge:

1. I pledge myself to act in a professional manner while serving as a Housing Commissioner.

2. I pledge to view my service on the Housing Commission as an opportunity to serve my community, my state, and my nation because I support the objectives of providing a decent, safe and sanitary home and a suitable living environment for every American family.
3. I pledge that I recognize that my responsibilities are to serve in this capacity as a government official, a community leader, and an advocate for the Commission, its collective programs and objectives.
4. I pledge myself to seek and maintain an equitable, honorable and cooperative association with fellow public housing officials.
5. I pledge to try to make decisions in terms of the most economical and efficient method toward and the best interests of all citizens, particularly those of low and moderate income. Decisions will provide an equal opportunity to all citizens regardless of race, color, sex, religion, familial status, age, disability, or national origin.
6. I will recognize that my responsibility is a policy-making role and not to make the day-to-day management decisions of the Authority.
7. I pledge to refuse to represent special interests or partisan politics or to use this Commission for personal gain or for the gain of friends or supporters.
8. I pledge that I shall not receive, directly or indirectly, any fee, rebate, commission, discount, gratuity, or any other benefit whether monetary or otherwise for the proper professional discharge of my duties, except authorized established expenses and other benefits.
9. Decisions will be reached after discussion in open or closed session as appropriate. Once voted upon by a majority of Commissioners, I will abide by the decision.
10. I will recognize that authority is vested with the whole commission assembled in meetings and that the powers of the commission shall be vested with the commissioners thereof in office.
11. I pledge to support and protect authority personnel in the performance of their duties. I will support the Chief Executive Officer in his or her choice of hiring and handling personnel without involvement by the commission.
12. I pledge to refer complaints to the Chief Executive Officer, and only after the failure of administrative solution will pursue such matters with the Chair.
13. I pledge to observe laws and regulations pertaining to the commission.
14. I pledge to respect the limited intent and scope of executive session and respect privileged communications from executive session and other sources for the privacy of the personnel and clients with whom we are involved.
15. I pledge to make diligent use of the time of the commission as a whole and to faithfully attend all meetings barring unforeseen conflicts in which case I shall promptly notify the Chair or their designee.
16. I pledge myself to comply with the rules and regulations and principles of this Code of Conduct.

ARTICLE IV – AMENDMENTS

Section 1. Amendments to the By-Laws. The By-Laws of the Authority may be amended with the approval of at least three of the Commissioners of the Authority at a regular or a special meeting.

Except by unanimous consent of all the Commissioners, no proposed amendment to the By-Laws shall be voted upon until the same has been reduced to writing, filed with the Secretary, and read at the regular meeting immediately preceding the meeting at which the same is voted upon.

ARTICLE V – NEPOTISM

Employment of the immediate family members of a Commissioner or members of their household is prohibited. The “immediate family” includes spouse, child, sibling, parent, grandparent, father-in-law, mother-in-law, aunt, uncle, niece, nephew, grandchild, and any person residing in the same household.

Article I. The Authority

Section 1. NAME OF THE HOUSING AUTHORITY. The name of the Housing Authority shall be:

Section 2. SEAL OF AUTHORITY. The Seal of the Authority shall be:

Section 3. OFFICE OF THE AUTHORITY. The principal office of the Authority shall be at:

ARTICLE II. DECLARATION OF POLICY.

Section 1. GENERAL POLICY.

It shall be the settled policy of the Board of Commissioners to determine only matters of general policy to include, but not be limited to, procurement, personnel, financial, and property use; and to delegate the execution of such general policies and administrative duties to the Executive Director and the staff of the Authority. The Board of Commissioners shall observe the Housing Authority chain of command and act collectively to avoid situations where they appear to be managers instead of policy makers. The Executive Director is charged with the day-to-day responsibility of operating the Authority and executing its policies.

Section 2. PROCUREMENT.

In the procurement of property, equipment, supplies, and services by the Authority and in the disbursement of funds, the Authority shall comply with and use the laws, regulations, and procedures required by the U.S. Department of Housing and Urban Development (HUD) as well as State and local law, whichever is more stringent.

ARTICLE III. COMMISSIONERS.

Section 1. COMPOSITION.

The Authority shall have seven (7) Commissioners, two (2) of which shall be residents of the Authority. The remaining Commissioners shall be appointed by the Mayor.

Section 2. POWERS AND RESPONSIBILITIES.

The Board of Commissioners shall have general power to control and manage the affairs of the Authority consistent with the State of New York, the Authority's personnel policies, and these Bylaws. The Board

of Commissioners shall also have the responsibility to provide oversight to ensure adherence of all pertinent legal and fiscal matters of the Authority.

Section 3. ELECTION.

The Chairperson and the Vice-Chairperson shall be elected by a simple majority vote at the Annual Meeting of the Authority from among the Commissioners of the Board, and shall hold office for one year or until their successors are elected or qualified.

Section 4. DUTIES—HOUSING AUTHORITY CHAIRPERSON.

The Chairperson shall be a Commissioner of the Authority and qualified and willing to accept responsibilities outlined in these Bylaws, as follows:

- a. Preside at all Meetings of the Authority.
- b. Sign all contracts, deeds, and such other instruments made by the Authority or as may be authorized by resolution of the Authority. Any contract above \$50,000.00 shall require the signatures of both the Chairperson and the Executive Director; any contract above \$50,000.00 shall be brought before the full Board. At such meetings, the Chairperson shall submit recommendations and information that may be considered proper concerning the business, affairs, and policies of the Authority.
- c. With the approval of the Board, appoint all Standing and Ad Hoc Committees and their members and Chairs.
- d. Present at each Annual Meeting of the Authority a report of the condition of the business and affairs of the Authority.
- e. Call Regular and Special Meetings of the Authority in accordance with these Bylaws.
- f. See that all books, reports, statements, and certificates required by law are properly kept, made and filed according to law.
- g. Enforce these Bylaws and perform all duties incidental to the position of Chairperson as is required by law.
- h. Make an annual presentation to the Legislature of the State of New York on the condition of the business and affairs of the Authority.

Section 5. DUTIES—VICE HOUSING AUTHORITY VICE-CHAIRPERSON.

The Vice-Chairperson of the Housing Authority shall be a Commissioner of the Authority and qualified and willing to accept all the responsibilities of the position as outlined in these Bylaws. In the event of the absence or inability of the Chairperson to exercise his or her office, the Vice-Chairperson of the Housing Authority shall become the Acting Chairperson of the Housing Authority's Board of Commissioners, with all the rights, privileges, and powers had the Vice-Chairperson been duly elected in accordance with these Bylaws.

Section 6. DUTIES—SECRETARY.

The Secretary shall be the Executive Director of the Authority. The Board shall appoint a Secretary based on the Executive Director's job description. The Board shall determine the compensation and tenure based on qualifications and experience. The Board shall execute a contract with the Secretary. No Commissioner of the Authority shall be eligible for the Office of Secretary except on an interim basis as provided in these Bylaws. The Secretary shall have the following duties:

- a. The Secretary shall keep the records of the Authority; shall act as Secretary of the meetings of the Authority and record all votes; shall keep a record of the proceedings of the Authority in a permanent journal and shall perform all duties incident to his or her office, including the safe custody of the seal of the Authority. The Secretary shall affix the seal of the Authority to all instruments required to be under Seal and shall attest such seal and the execution of instruments to be attested.
- b. The Secretary shall provide general supervision over the Authority's operations and the administration of its operations and the administration of its business and affairs subject to the direction of the Board.
- c. The Secretary shall act as the Treasurer of the Authority; shall have the custody and care of the funds of the Authority; shall deposit them in the name of the Authority; shall sign all instruments obligating funds of the Authority for real or personal property, equipment, supplies, and services purchased by the Authority and shall sign all disbursement vouchers effecting funds of the Authority. The signature of the Executive Director or designee shall be required on Purchase Orders and on Travel Orders for all travel, except documents from HUD, which specifically require other signatures.
- d. Pending the appointment of a Secretary, as well as in the event of a vacancy in the Office of the Secretary, the Authority may designate from time to time any Commissioner, officer, or employee of the Authority to perform the duties of the Secretary on an interim basis, without additional compensation other than payment of necessary expenses.
- e. The Authority may appoint an Assistant Secretary who shall perform the duties of the Secretary in the temporary absence or incapacity of the Secretary, providing that if no Assistant Secretary has been appointed and the Secretary is temporarily absent or incapacitated, the Chairperson may designate a Commissioner or employee of the Authority to act on an interim basis, without additional compensation other than the payment of necessary expenses.
- f. The Secretary shall comply with all professional training and development requirements within the specified time period.

SECTION 7. DUTIES—ADDITIONAL.

The Officers of the Authority shall perform such other duties and functions as may from time to time be required by the Authority's Bylaws or rules and regulations.

SECTION 8. CONFLICT OF INTEREST.

No Housing Authority Board member shall have right to, or interest in, the Housing Authority's property or assets. No Commissioner shall, by reason of his or her office, be entitled to receive any salary or unapproved compensation.

SECTION 9. COMMITTEES.

The only Standing Committee shall be the Executive Committee, which will consist of the Officers of the Authority. The Executive Committee may act for the Board between meetings. The Executive Committee will report to the Board at its next meeting on all actions taken, and the Board will ratify or revoke such actions. The Executive Committee shall be empowered to review and approve all contracts in excess of \$50,000.

- a. The Board may from time to time create Special Committees to review and make recommendations on administrative and economic practices of the Authority in collaboration with the Secretary/Executive Director.

- b. All Special Committees will report to the Board at its Regular and Special Meetings. The Board will at time ratify or revoke the action of the Special Committees.
- c. Three (3) members of the Board of Commissioners shall constitute a committee and a quorum. A majority vote of said three (3) members shall be sufficient for a determination.

SECTION 10. VACANCIES.

Should any office become vacant, the Authority shall elect a successor from its membership at the next Regular Meeting or at a Special Meeting called for the purpose, and such election shall be for the unexpired term of said office. When the Office of the Secretary becomes vacant, the Authority shall appoint a successor in the manner prescribed in these Bylaws.

SECTION 11. TRAINING REQUIREMENTS.

All Commissioners are required to complete a comprehensive training program consisting of ethics and other required courses. Commissioners must complete their training within 18 months of appointment. The Secretary/Executive Director must complete his or her training within two years of appointment. A certificate of recognition or a certificate of completion from the training institution is required from each Commissioner in order to meet the training requirement.

ARTICLE IV. EXECUTIVE DIRECTOR.

SECTION 1. APPOINTMENT AND DUTIES.

The Executive Director shall be appointed by the Board and shall have general supervision over the administration of the business and affairs of the Authority, subject to the direction of the Board. The Executive Director shall be charged with the development and management of the housing communities of the Authority.

The Executive Director's responsibilities shall include, but not be limited to, the following:

- a. Sign all contracts, deeds, and such other instruments as may be authorized by resolution of the Authority. The Executive Director and the Chairperson must sign any contract above \$50,000.00; and any contract above \$50,000.00 shall be brought before the full Board.
- b. Assume an active role in Community leadership.
- c. Assume responsibility for strong quality management practices to include:
 - i. The Authority,
 - ii. Staff, prospective residents (waiting list and admission-related concerns), and
 - iii. Residents.
- d. Carry out all duties and responsibilities and shall meet the standards as outlined by the Housing Authority's Executive Director's job description, resulting in the effective management and operation of the Housing Authority.
- e. Employ or discharge all employees of this Authority in accordance with the Personnel Policy and any other binding agreements.
- f. Implement all organizational policies as established by the Board of Commissioners.
- g. Report to the Board on Authority activities at every Board meeting and provide other reports as requested by the Board to include the preparation of an Annual Report to be presented to the Board of Commissioners and the Legislature of the State of New York.

SECTION 2. ADDITIONAL PERSONNEL.

The Authority may from time to time employ and appoint such personnel as it deems necessary to exercise its powers, duties, and functions.

ARTICLE V. MEETINGS.

SECTION 1. ANNUAL MEETINGS.

The Annual Meeting shall be held during the month of August at the Central Office of the Authority, or at such other as the Chairperson may designate. In addition to the holding of Elections of Officers, the Commissioners shall review the Authority's performance and accomplishments and set goals and objectives for the coming year.

SECTION 2. REGULAR MEETINGS.

Regular Meetings shall be held upon written notice to the Commissioners on the fourth Wednesday of each and every month at 10:00 a.m. ET. Notice of the monthly Regular Meetings shall be made by placing a notice in the Daily News, on the bulletin board of the Authority's main office and on the front page of the Authority's web site at least seven (7) calendar days prior to the date of such meeting. No further notice shall be necessary unless required by law.

SECTION 3. SPECIAL MEETINGS.

The Chairperson of the Authority may, when deemed appropriate or upon written request of four members of the Board of Commissioners or written request from the Executive Director of the Authority, call a special meeting of the Authority for the purpose of transacting any business designated in the call. The call for a Special Meeting may be delivered to each member of the Authority or may be mailed, faxed, or emailed to the business or home address of each member of the Board of Commissioners at least one (1) calendar day prior to the date of such Special Meeting. Notice of the Meeting shall be posted at the time of mailing at the office of the Authority. At such Special Meeting, no business shall be considered other than as designated in the call; however, if all of the Board of Commissioners of the Authority are present at a Special Meeting, any and all business may be transacted at such Special Meeting.

SECTION 4. EXECUTIVE SESSION MEETINGS.

The Chairperson of the Board of Commissioners shall, upon motion of any Board member, recess a Regular or Special meeting to go into executive session to discuss only those matters permitted by law. As required by law, the Board's counsel shall certify that the executive session called for meets the requirements of and is in accordance with applicable law. These meetings are not open to the public. No Minutes will be taken during the executive session and no member shall disclose the content of the discussions. The Board may make a report upon returning to the Regular or Special Meeting. No deliberation and no voting shall take place during an executive session. The Minutes of the Regular or Special meeting shall reflect the time the Board recessed and returned to the Regular or Special Meeting.

SECTION 5. QUORUM.

The powers of the Authority shall be vested in the Commissioners thereof in office from time to time. Four (4) Commissioners shall constitute a quorum for the purpose of conducting its business and exercising its powers and for all other purposes, but a smaller number may adjourn from time to time

until a quorum is obtained. When a quorum is in attendance, action may be taken by the Authority upon a vote of a majority of the Commissioners present.

SECTION 6. PARLIAMENTARY AUTHORITY.

Except as otherwise stated in these Bylaws, all meetings shall follow the guidelines established by the New York Open Meeting Law and the Roberts Rules of Order (newly revised) shall govern the proceedings of all meetings.

SECTION 7. ORDER OF BUSINESS.

At the Regular and Special Meetings of the Authority, Robert's Rules of Order (newly revised) shall be followed, unless these Bylaws specify otherwise, and the following shall be the Order of Business:

- a. Call to Order
- b. Roll Call
- c. Approval of Agenda
- d. Reading and Approval of the Minutes
- e. Matters Arising from the Minutes
- f. Director's Report
- g. Unfinished Business
- h. New Business
- i. Committee Report
- j. Authority's Monthly Management Report
- k. Public Comment
- l. Adjournment

SECTION 8. RESOLUTIONS.

All resolutions shall be in writing and shall be copied in a journal of the proceedings of the Authority.

SECTION 9. AMENDMENTS TO THE AGENDA.

The Agenda may be amended by a two-third (2/3) majority vote of the Board members present at a Regular or Special Meeting.

SECTION 10. MANNER OF VOTING.

The manner of voting on all questions coming before the Authority shall be by roll call, and the ayes and nays shall be entered upon the Minutes of such meetings. In the case of election for officers to the Board of Commissioners, and at such other time as may be approved upon by motion and majority vote, voting shall be by secret ballot. Where such secret ballot is utilized, the number of ayes and nays shall be entered upon the Minutes of such proceedings.

SECTION 11. NOTICE OF MEETINGS.

In addition to that provided herein, a public notice may be distributed to additional media outlets regarding Regular, Subcommittee, Special and Annual meetings of the Board of Commissioners.

SECTION 12. BOARD MEMBER ATTENDANCE AT ANNUAL, REGULAR, AND SPECIAL MEETINGS.

In order to promote the continued successful and efficient operation of the Housing Authority, all Commissioners of the Housing Authority's Board are encouraged to attend scheduled, Regular and Special Meetings. In those limited circumstances when a Commissioner is unable to attend in person due to illness, disability or commuter delays beyond their control, they may participate by phone. Participation by phone, however, will be limited to those instances where a minimum of three (3) Commissioners are present in person at the Regular Meeting or Special Meeting. In the event a Commissioner must participate by phone, the Commissioner shall make every effort to advise the Executive Director at least 24 hours in advance so that the necessary logistical arrangements may be made for his or her participation. Should any Commissioner of the Housing Authority have three (3) consecutive absences, the Board of Commissioners may direct that a statement be sent to the Governor advising him or her of this fact and requesting that a replacement be designated. The number of absences may be extended by an affirmative vote of the Board, at any time, at the discretion of the Chairperson.

ARTICLE VI. ETHICS.

SECTION 1.

All Commissioners of the Housing Authority Board shall act in a professional and ethical manner in carrying out their official duties. They shall be bound by the rules and regulations and principles of the Housing Authority Code of Ethics as well as the State Ethics Law.

SECTION 2.

If the Board of the Housing Authority finds that any Commissioner has violated the Code of Ethics and Professional Conduct or the State Ethics Law, the Board of Commissioners, by resolution, may petition the Mayor that Commissioner's removal.

SECTION 3.

All Commissioners shall, on an annual basis at the Annual Board Meeting, pledge themselves to the Housing Authority Code of Ethics and Professional Conduct set forth in Appendix I of these Bylaws.

SECTION 4.

The objective of the Code of Ethics is to encourage professional performance by Housing Authority Commissioners. The Code describes objectives which, when accepted and followed, will help to foster a beneficial relationship between the Commissioners and staff, as well as those they serve.

ARTICLE VI. AMENDMENTS.

SECTION 1. AMENDMENTS TO THE BYLAWS.

The Bylaws of the Authority shall be amended only with the approval of at least four (4) of the members of the Board of Commissioners at a Regular Meeting, but no such amendments shall be adopted unless notice of the amendment(s) Housing Authority's been submitted in writing at the previous Regular Meeting of the Authority.

SECTION 2. REPEAL.

All previous resolutions adopted by the Authority inconsistent with these Bylaws are hereby repealed.
All Bylaws adopted by the Authority inconsistent with these Bylaws are hereby repealed.

ADOPTED.

These Bylaws are adopted on the _____ Day of _____ Month, _____ Year.

BY: _____

Chairperson

ATTEST.

SEAL.

ATTACHMENT 1. HOUSING AUTHORITY CODE OF ETHICAL AND PROFESSIONAL CONDUCT STANDARDS.

ATTACHMENT 1.

HOUSING AUTHORITY CODE OF CONDUCT AND ETHICAL STANDARDS.

SECTION 1. HOUSING AUTHORITY CODE OF CONDUCT.

A Commissioner shall be bound by the following pledge:

- I pledge myself to professional conduct on the Board through my efforts and through the mutual efforts of my colleagues and by all other proper means available.
- I pledge to view my service on the Board of the Housing Authority as an opportunity to serve my community, the State of New York, and my nation because I support the objectives of providing a decent, safe, and sanitary home and a suitable living environment for every American family.
- I pledge my responsibilities are to serve in this capacity as a Government official, a community leader, and an advocate for the Authority, its programs, and its objectives.
- I pledge myself to seek and maintain an equitable, honorable, and cooperative association with fellow public housing officials and all others who are concerned with the proper and professional management of public housing developments.
- I pledge to try to make decisions in terms of the most economical and efficient method toward the best interests of all citizens, particularly those of low- and moderate-income. Decisions will provide an equal opportunity to all citizens, regardless of race, creed, sex, nationality, place of birth or age.
- I will recognize that my responsibility is not to make the day-to-day management decisions of the Authority, but to see that the Housing Authority is well run by carrying out policy making, planning, and appraisal functions, and by providing direction and taking formal action in support of these functions.
- I pledge to refuse to represent special interests or partisan politics or to use this Board for personal gain or for the gain of friends or supporters. I recognize that although I have been appointed by the Mayor, my responsibility is to the entire community.
- I pledge that I shall not receive, directly or indirectly, any fee, rebate, commission, discount, gratuity, or any other benefit, whether monetary or otherwise, for the proper professional discharge of my duties, except authorized expenses and other benefits.
- I will arrive at conclusions only after I have discussed matters fully with members of the professional staff and other Board members. Once a decision has been reached by the majority of the Board assembled at a meeting, I will support it graciously.
- I will recognize that the Housing Authority is vested with the whole Board assembled in meetings and that the powers of the Board shall be vested with the Board thereof in office at anytime.
- I pledge to support and to protect authority personnel in the performance of their duties. Where and when Commissioners are involved in the employment of staff, I will vote to hire only competent and trained personnel who have been recommended by the Executive Director, otherwise I will support the Executive Director in the hiring and the handling of personnel matters without inappropriate involvement by the Board.
- I pledge to refer all complaints, including my personal criticisms, to the Executive Director, and only after the failure of administrative solution, will pursue such matters outside the Board while also recognizing the individual rights of a Commissioner as a citizen appointee and the responsibilities such appointment implies.

- I pledge to observe and enforce local and Federal laws and regulations, these Bylaws and all other pertinent rules and regulations pertaining to the Board and the Authority and housing represented by those entities.
- I pledge to respect the limited intent and scope of executive session and respect privileged communications from executive session and other sources for the privacy of the personnel and clients with whom we are involved.
- I pledge myself to place honesty, integrity, industriousness, compassion, and understanding above all else; to pursue my gainful efforts by study and dedication to the service to the Housing Authority and the people I serve shall always be maintained at the highest possible level.
- I pledge to make diligent use of the time of the Board as a whole and to faithfully attend all meetings barring unforeseen conflicts, in which case I shall promptly notify the Chairperson or designee while respecting the rights and commitments of other Commissioners and the Housing Authority the Board represents.
- I pledge myself to comply with the rules and regulations and principals of this Code of Ethics and Professional Conduct, and I pledge myself to comply with all training and professional development requirements to retain my eligibility to be a Board member of the Authority.

SECTION 2. ETHICAL STANDARDS.

All Board of Commissioners and Housing Authority staff shall be bound by the following Ethical Standards:

(a) The U.S. Department and Urban Development (HUD).

1. Public Housing Annual Contributions Contract (ACC):
 - a. In addition to any other applicable conflict of interest requirements, neither the Housing Authority nor any of its contractors or their subcontractors may enter into any contract, subcontract, or arrangement in connection with a project under this ACC in which any of the following classes of people that the Housing Authority has an interest, direct or indirect, during his or her tenure or for one year thereafter:
 - i. Any present or former member or officer of the governing body of the Housing Authority, or any member of the officer's immediate family. There shall be excepted from this prohibition any present or former tenant Commissioner who does not serve on the governing body of a resident corporation, and who otherwise does not occupy a policymaking position with the resident corporation, the Housing Authority, or a business entity.
 - ii. Any employee of the Housing Authority who formulates policy or who influences decisions with respect to the project(s), or any member of the employee's immediate family, or the employee's partner.
 - iii. Any public official, member of the local governing body, or State or local legislator, or any member of such individuals' immediate family, who exercises functions or responsibilities with respect to the project(s) or the Housing Authority.
 - b. Any member of these classes of persons must disclose the member's interest or prospective interest to the Housing Authority and HUD.
 - c. The requirements of this may be waived by HUD for good cause, if permitted under State and local law. No person for whom a waiver is requested may exercise responsibilities or functions with respect to the contract to which the waiver pertains.

- d. The provisions of this subsection shall not apply to the General Depository Agreement entered into with an institution regulated by a Federal agency, or to utility service for which the rates are fixed or controlled by a State or local agency.
- e. Nothing in this section shall prohibit a tenant of the Housing Authority from serving on the governing body of the Housing Authority.
- f. The Housing Authority may not hire an employee in connection with a project under this ACC if the prospective employee is an immediate family member of any person belonging to one of the following classes:
 - i. Any present or former member or officer of the governing body of the Housing Authority. There shall be excepted from this prohibition any former tenant Commissioner who does not serve on the governing body of a resident corporation, and who otherwise does not occupy a policymaking position with the Housing Authority.
 - ii. Any employee of the Housing Authority who formulates policy or who influences decisions with respect to the project(s).
 - iii. Any public official, member of the local governing body, or State or local legislator, who exercises functions or responsibilities with respect to the project(s) or the Housing Authority.
- g. The prohibition shall remain in effect throughout the class member's tenure and for one year thereafter.
- h. The class member shall disclose to the Housing Authority and HUD the member's familial relationship to the prospective employee.
- i. The requirements of this subsection may be waived by the Housing Authority Board of Commissioners for good cause, provided that such waiver is permitted by State and local law.
- j. For purposes of this section, the term "immediate family member" means the spouse, mother, father, brother, sister, or child of a covered class member (whether related as a full blood relative or as a "half" or "step" relative, e.g., a half-brother or stepchild).

(b) State Conflict of Interest. The Housing Authority and its Board will comply with all State and local Conflict of Interest and Ethics laws.

2. Uniform Administrative Requirements for State and Local Governments (2 CFR 200):

- a. Conflicts of Interest. The Housing Authority, including the Board of Commissioners, must disclose in writing any potential conflict of interest in violation of (a). 1., above, to HUD.
- b. Mandatory Disclosures. The Authority must disclose, in a timely manner, in writing to HUD all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the grants from HUD. Failure to make the required disclosure can result in remedies described at 2 CFR 200.338.



Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, Missouri 65203
Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ www.ColumbiaHA.com

Department Source: CEO

To: CHA Board of Commissioners

From: CEO & Staff

CHA Board of Commissioners Meeting Date: July 16, 2025

Re: Special Item: CHA Annual Meeting Strategic Planning Portion of the Meeting

Executive Summary

This memo summarizes the key topics within the strategic planning session. A presentation covering these sections will be shared at the meeting, followed by time for Commissioners to discuss and provide feedback. The purpose of this session is to focus on forward-looking, strategic issues across CHA operations, incorporating input from Directors and key staff, while intentionally setting aside routine monthly report data.

Discussion

Federal Budget Updates & Impact of CHA Programs

The HUD budget is formulated within the Transportation, Housing, and Urban Development (T-HUD) bill. The T-HUD appropriations bill process begins in the House and Senate Subcommittees and Full Committee. The Subcommittee is scheduled to meet and post initial mark-ups on July 14, 2025, at 6pm. The Full Committee is scheduled to meet July 17, 2025, at 10am with further mark-up details. These two meetings will provide further indication of anticipated funding levels that may occur sometime in FY 2026.

A federal budget approval is not anticipated to be completed in time for the October 1, 2025 fiscal year, start date, therefore a continuing resolution, likely multiple, are anticipated through March of 2026. The last federal budget passing prior to the deadline occurred in 1996, therefore budget processes have resulted in multiple Continuing Resolutions (CR) appropriating federal funding. CRs typically result in level funding from the previous year's authorized levels, which would result in continued stability for CHA. Congress can include reductions or increases to specific programs through "anomalies," within a CR. The current Congress and Presidential Administration enacted a CR in March of 2025 through September 2025 that included an anomaly for increased funding for the Housing Choice Voucher (HCV) Program due to rising rents.

The President's Proposed FY 2026 Budget for U.S. Housing and Urban Development funded programs includes a 43% overall reduction from approximately \$77 billion in FY 2025 to \$43.5 billion proposed for FY 2026, as well as structural programmatic changes including the block granting of funds and program implementation to state governments. The President's budget is a proposal, and the official appropriations process starts within the House and requires 60 votes within the Senate, as budget reconciliation (simple majority) is not allowable for discretionary spending bills, such as the T-HUD bill.

HUD Secretary, Scott Turner testified on President Trump's FY 2026 budget request before the House and Senate T-HUD Appropriations Subcommittees, with hearings held on June 10th and 11th, respectively. House T-HUD Chair Steve Womack (R-AR) expressed significant concerns regarding the proposed cuts. Also, Senate T-HUD Chair Cindy Hyde-Smith (R-MS) expressed that converting programs to block grants requires authorizing legislation and cannot be implemented through appropriations alone. Senator Hyde-Smith (R-MS) also voiced



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concern for the proposed elimination of the HOME Investment Partnerships Program and Family Self-Sufficiency Program.

Given the reaction of House and Senate T-HUD members from both parties, including Subcommittee leadership in the majority party, the President's proposed budget faces significant challenges for approval in the current form, particularly with the requirement of 60 votes in the Senate.

The President's proposed T-HUD Programs reductions impacting CHA include as follows:

Program	FY 2025 Enacted	FY 2026 Trump Proposal	Notes
Housing Choice Vouchers (HCV)	\$32.4 B (renewal + admin)	Consolidated into State Rental Assistance Block Grant (block grant total \$31.79 B)	No standalone funding; under a unified grant
Project-Based Rental Assistance (PBRA)	\$15.6 B	Consolidated into SRABG (\$31.79 B)	No separate allocation
Emergency Housing Vouchers (EHV)	\$5 B ARPA-funded	\$0	Not mentioned; likely runs out by mid-2026 unless Congress replenishes
Section 811 Housing for Persons with Disabilities (Mainstream)	\$360 M	Consolidated into SRABG (\$31.79 B)	No new capital funding; services may be discontinued
Public Housing Operating Fund	\$5.3 B	Consolidated into SRABG (\$31.79 B)	No individual line item
Public Housing Capital Fund	\$3.2 B	\$0	Fully eliminated
State Rental Assistance Block Grant (SRABG)	N/A	\$31.79 B, including ~\$4.4 B advance FY 2027 funds	Replaces HCV, PBRA, public housing, Sec 202, Sec 811
Self-Sufficiency Programs (FSS, ROSS, Jobs Plus)	\$200 M	\$0	Eliminated
Continuum of Care (Homelessness Grants)	\$3.2 B	Merged into ESG	Only ESG survives, time-limited assistance
Emergency Solutions Grant(ESG)	\$290 M	\$400 M increase	Now covers all homeless activities
Community Development Block Grant (CDBG)	\$3.2 B	\$0	Eliminated
HOME Investment Partnerships	\$1.25 B	\$0	Eliminated

During the first Trump Administration (2017–2021), the T-HUD appropriation—which refers to federal funding for the Transportation, Housing and Urban Development (T-HUD) subcommittee—saw attempted reductions in the Trump Administration's proposed budgets. However, Congress did not fully adopt these cuts, and in some cases, appropriations increased, rather than decreased.

Each budget request from the Trump White House from 2017-2021 proposed significant reductions in T-HUD spending, particularly targeting Section 8 housing vouchers, Community Development Block Grants (CDBG), and public housing capital funds. The FY 2018 Trump budget proposal sought to cut HUD funding by over \$6 billion, or about 13%, from the 2017 enacted levels. Despite these proposals, Congress maintained or even increased funding for some T-HUD programs in the final appropriations bills. Bipartisan support for transportation infrastructure and affordable housing meant that many cuts were not enacted and each year, Congress restored or increased funding. It's also noteworthy that the President's party controlled both the House and Senate from 2018 through 2019, while appropriations for T-HUD programs were either level or



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slightly increased. Some conditions in 2025 are significantly different, including changes of leadership and membership of both parties, as well as significant reductions in workforce throughout HUD.

CHA currently serves approximately 2,000 households, or 4,500 individuals, each year through the efforts of 82 dedicated staff members that bring a wide range of skills, training, expertise and lived experience to their roles. A hypothetical 43% reduction in HUD funding, while unlikely based on current legislative signal, would potentially impact services for an estimated 1,038 households (2,470 individuals) annually and may lead to staffing reductions of approximately 20 full-time equivalent (FTE) positions across several departments. However, as mentioned earlier in this memo, such a funding reduction appears unlikely at this time, given the strong bipartisan concerns raised in both June 2025 House and Senate hearings and the additional legislative steps that would be required to implement such cuts.

CHA Commissioners have a responsibility to support and promote the programs and services of the Columbia Housing Authority. However, they must also be aware of applicable regulations governing political activities. Unlike CHA staff, Commissioners have greater flexibility regarding political engagement and are not as restricted by the Hatch Act. The Hatch Act limits partisan political activities for employees whose principal employment is federally funded, prohibiting their involvement in partisan politics at all government levels in connection with their employment. Commissioners should therefore avoid directing staff to engage in any partisan political activities to ensure compliance. Additionally, under the Byrd Amendment, recipients of federal contracts, loans, grants, or cooperative agreements are prohibited from using federal funds to pay any individual to influence or attempt to influence federal employees, members of Congress, or congressional staff concerning the awarding of a federal contract. Further information is contained in Chapter 9 of the NAHRO Handbook for Commissioners provided at the last meeting.

Given some limitations by federal regulations, Commissioners can be most impactful by continuing to inform their peers and other community leaders on the impact of CHA programs. A summary of 2024 highlights that was included in the annual performance report presented this past March is as follows.

Columbia Housing Authority – FY 2024 Impact Highlights

HCV & CHA-Owned Properties

CHA provided safe, affordable housing to over 2,000 households and 4,500 individuals through its voucher and property-based programs. Occupancy rates remained high at 96.39%, and 87 households gained economic stability, allowing them to move up into market-rate housing. CHA invested nearly \$12 million in housing assistance to eligible households economically impacting over 360 local property managers.

Resident Services

Over 1,500 residents were served across programs including MAP, FSS, ILP, ROSS, and HHC, with more than 200,000 service units delivered. The FSS program helped families build savings, with \$280,000 in escrow accounts and an average payout of \$8,910 per graduate. Services expanded through new grants, partnerships, and staffing, while MAP saw its highest-ever community fundraising through ComoGives.

Affordable Housing Development



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CHA secured \$21 million in funding from CDBG, ARPA, LIHTC, and other sources to support the preservation and expansion of affordable housing. Key milestones included starting construction on Kinney Point, submitting RAD conversion plans to HUD, and earning LIHTC awards for Blind Boone and Providence Walkway. A new Housing Development Coordinator was hired to support relocation and resident engagement efforts.

Facilities & Modernization

CHA invested over \$556,000 in existing properties, including infrastructure work at Paquin Tower, roof and unit renovations at BWW II, drainage improvements at Blind Boone, and new construction at 207 Lynn. Contracted services supported lawn care, pest control, laundry upgrades and cleaning across sites, while capital purchases ensured continued operational efficiency.

Safety

In 2024, CHA Safety remained responsive to property-specific needs, with Paquin Tower again recording the highest number of calls at 189, down slightly from 204 in 2023. Oak Tower experienced a steady decline from 120 calls in 2022 to 96 in 2024, while downtown remained consistent with 75 calls annually. Bear Creek held steady around 50 calls, and Bryant Walkway increased from 26 to 46 over the past three years. Patriot Place peaked at 46 calls in 2023 but dropped to 21 in 2024. Stuart Parker saw a modest rise from 25 to 34. These trends reflect targeted safety engagement and shifting community dynamics.

Beyond response efforts, CHA Safety staff contributed over 500 hours of community service—supporting food pantries, back-to-school events, and holiday gatherings. Officers also provided direct assistance to residents during emergencies and helped foster community through events like chili cook-offs and fish fries. In 2024, safety technology was enhanced with expanded remote access to sitewide camera systems, further strengthening monitoring and response capabilities.

Financial Planning Considerations, Budget Timeline and Simplified Financial Overview

Financial Planning Considerations-Short-term (3-6 months)

As the Columbia Housing Authority (CHA) finalizes its full transition from public housing to project-based vouchers (PBV), several financial planning and structural considerations must be addressed. In the short term, staff are focused on fully utilizing available public housing capital funds while transitioning some operational responsibilities and expenses to the Kinney Point and Park Avenue development budgets. Park Avenue will begin to generate limited operating revenue from tenant rent payments, as households temporarily residing on-site continue occupancy following the sale to the Park Avenue Housing Development Group, LP. CHA also anticipates tenant revenue to begin being received at Kinney Point in August of this year. Additionally, CHA staff will work to optimize project development draws from Park Avenue to cover staff costs related to tenant relocation activities.

Historically, CHA has used Public Housing reserve funds to cover predevelopment costs for LIHTC projects, with reimbursement occurring from initial project draws. As this model winds down, staff are exploring a predevelopment loan from First Mid, which is also developing financing proposals for CHA's two remaining projects. This shift is necessary to optimize the full utilization of public housing capital funds, as any unused capital funds must be returned to HUD following the final conversion. By securing interim financing, CHA can avoid tying up capital funds in receivables and ensure full funding utilization for eligible expenses—specifically,



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project costs at Providence Walkway, as well as operating costs while developments are under construction. HUD allows for remaining capital funds to be placed into the final project development budgets with the operating deficit line item to help maintain adequate operational capacity through the final unit conversions and transition of operational cash.

Financial Planning Considerations-Long-term (12-18 months)

RAD Conversion is pushing CHA from the Central Office Cost Center (COCC) model to the Allocation Method for assessing overhead costs. Under the public housing financial model, CHA has been utilizing a central office cost center, where administrative overhead costs are covered by fees assessed from the COCC to public housing and HCV funds. Under the PBV model, CHA will no longer utilize a fee-based system but will allocate overhead costs based upon HUD grant funds received and HCV administrative fees received through voucher payments. These methods address the allocation of administrative costs but utilize a different methodology. CHA will be regulatorily required to make this change in 2026 as a part of the 2027 budget process. A summary of the two different methodologies is as follows:

COCC Model

- Established under HUD's Asset Management requirements (24 CFR Part 990).
- Used by PHAs that have implemented asset management, typically those with 250+ public housing units.
- COCC functions like an internal business unit that earns fees (e.g., property management fee, bookkeeping fee, asset management fee) for services rendered to programs and properties.
- Fees are earned revenue, giving the COCC more financial flexibility.

Allocation Method

- Used by PHAs not operating under full asset management, often those with fewer than 250 public housing units or those that have elected to use the small PHA deregulation.
- Administrative costs (like salaries, IT, HR, etc.) are allocated proportionally to programs (Public Housing, HCV, etc.) based on a rational method (e.g., time studies, square footage, unit count).
- No fees are earned; instead, costs are distributed directly.

This represents a substantial change in methodology for allocating overhead costs for finance, HR, IT, and Administration, and will shift more utilization of the CHA Business Activities Account and eventually phase out the COCC account. This process will also require coordination with CHA's audit firm and HUD Field Representative throughout 2026 and into 2027, as there will be changes in the annual financial reporting through the Financial Data Schedule (FDS).

Simplified Financial Overview

A simplified agency-wide Income Statement and Balance Sheet are included in this month's packet, along with the standard monthly financial statements and memo prepared for each board meeting. These simplified reports are intended to support consistent financial oversight by CHA leadership and to provide an accessible summary for the CEO and Board. Full financial reports continue to be maintained and are available for a more detailed analysis of CHA's financial position.



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To complement this reporting, the CFO has also included key industry-standard metrics, such as asset-to-liability and equity-to-debt ratios, offering high-level indicators of the agency's financial health.

Overall, the current income statement and balance sheet reflect a stable financial position for the organization. However, due to the segmented structure and restricted nature of certain funds, the timing of revenues and expenses, and the presence of revenue recorded as payables, strong and disciplined cash flow management remains essential. For example:

- **Safety programming** operates as a debt to the CHA general fund, with the obligation typically growing through the end of the fiscal year (December).
- **CHALIS programs** are reimbursement-based, with significant activity and related costs occurring in November and December.
- **LIHTC properties** incur higher upfront costs early in the year, particularly for insurance and related expenses. Smaller properties also have narrower operating budget margins.
- **CHA Business Activities** receives management fees and lease payment revenue throughout the year; however, a significant portion of revenue is received from annual distributions in April based upon previous year LIHTC property performance.

Given these timing dynamics, careful cash and expenditure management, as well as projecting future needs, is especially important to ensure continued financial stability. One related anticipated improvement is insurance costs at the Bryant Walkway I & II properties, as staff is anticipating a \$60,000 savings across both properties for the remainder of 2025.

FY 2026 Budget Timeline

The new CFO will begin working on formulating the draft FY 2026 Budget. Given the level of work going on with development and learning new systems, it is anticipated that the budget will align closely with previous years with some updated assumptions. The draft budget schedule is as follows:

Date	Milestone
July 21 – Aug 01	Meet with department directors
Aug 18 – Aug 22	First draft to CEO
Sept 1 – Sept 05	Second draft to CEO
Sept 8 – Oct 22	45-day public posting of PHA Plan to RAB
Oct 6 – Oct 17	Finalized budget presented to CEO
Oct 27 – Oct 31	Budget package sent to Board for review
Nov 3 – Nov 7	Final revisions and review with CEO
Nov 15	LIHTC budget must be submitted
Nov 19	Board Meeting: Budget Presentation and Adoption

Affordable Housing Initiative

Significant progress has been achieved on Kinney Point, Park Avenue, Providence Walkway and the Blind Boone redevelopment projects. Kinney Point should be fully leased by the end of the calendar year and construction is set to begin on Park Avenue in August. Final firm submission of due diligence items is also set to be submitted by August 15th for Providence Walkway and August 30th for the Blind Boone Apartments.



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CHA's team has grown in strength and is gaining momentum to complete each project. For example, the estimated date of the award in comparison to the number of months to complete firm submission is as follows for each project:

Project	Award Date	Firm Submission Date	Months to Complete
Kinney Point	September 2022	February 2024	17 months
Park Avenue	December 2022	May 2024	17 months
Providence Walkway	September 2024	August 2025	12 months
Blind Boone	December 2024	August 2025	8 months

To accelerate progress, staff have implemented several process improvements, and CHA is seeing clear results. Working closely with ARPA consultants and the general contractor, the team developed RFP language tailored to meet the additional procurement requirements formulated by the City and County ARPA Consultants exceeding HUD, MHDC and Uniform Guidance standards. The ARPA Consultant guidelines treat awardees of affordable housing funding with procurement standards that align with the status of being a recipient or subrecipients of a federal grant, rather than standards under the uniform guidance, as it relates to a developer entity (beneficiary) receiving financing through a federal resource. CHA is still meeting these requirements and has obtained approval from the ARPA Consultants. Additionally, earlier requests have been made for environmental reviews and Capital Needs Assessments (CNAs), and staff have prioritized the faster upload of documents to the RAD Resource platform. Unlike the Park Avenue project, HUD RAD Resource reviews for these developments are being initiated section-by-section and earlier in the process to maintain momentum and meet funding timelines.

An update by each project is as follows:

Kinney Point

At Kinney Point, construction draw documentation is currently being finalized to secure reimbursement from the Department of Economic Development (DED). Unlike typical LIHTC, HOME, or CDBG draws, the DED grant agreement requires additional documentation, including a dollar-for-dollar match and proof of disbursements through cancelled checks from the title company to the general contractor and subcontractors. Development staff have worked closely with the title company, DED representatives, and the project's development consultant to meet these requirements, and a full draw of the \$3 million in grant funding is anticipated in August.

A Partner Organization Lease-Up meeting is scheduled for July 24 at 10 a.m. onsite. The Certificate of Occupancy for the first 10 units is expected by July 21, with initial move-ins planned between July 21 and 31, however the timing of City and other 3rd party inspections may push initial move-ins into August. Full construction completion is projected for October or November, with final move-ins expected between November and December 2025, although some earlier are possible in phases.

Key takeaways from the Kinney Point development are already informing the Authority's approach to future projects. Design and material choices were made with long-term sustainability in mind: bifold doors were replaced with curtain systems to reduce maintenance, screen doors were eliminated to simplify upkeep, LP



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SmartSide siding with extended warranties was installed to minimize repainting, and materials were standardized to improve procurement efficiency and consistency.

Several site and safety enhancements were also implemented, including upgraded retaining walls and gutter guards to improve drainage, stovetop fire suppression canisters in all units for added safety, and exterior security cameras to support safety. To improve operational efficiency, sidewalk extensions were added to assist with snow removal, base trim was upgraded for durability and aesthetic consistency, and interior doors and finishes were simplified to reduce ongoing maintenance demands.

Park Avenue

At Park Avenue, the redevelopment process continues to move forward. The City approved the project's closing documents on July 7, and HUD is currently reviewing them for signature, with approval anticipated by July 17. The financial closing is scheduled for July 24. A construction coordination meeting is planned for August 4, with temporary relocation of Park Avenue residents set to begin on August 6. Demolition of the existing housing units will start on August 24.

The first two blocks of Park Avenue are scheduled to be demolished by October 1. This milestone will support the City's CDBG expenditure requirements and help accelerate construction progress. The general contractor has noted that subcontractors are more likely to increase staffing and expedite work when there is a substantial and clearly defined workload ahead, offering both scheduling and economic efficiencies.

Accelerating progress at Park Avenue will also create critical timeline flexibility for other planned redevelopment efforts. Early completion of this phase will support the timely relocation of residents from Providence Walkway and Blind Boone Apartments, allowing those developments to begin by the second quarter of 2026 and remain on track to utilize ARPA and other time-sensitive funding sources.

Providence Walkway and Blind Boone

Progress continues on the Providence Walkway and Blind Boone redevelopment projects. The development team is actively submitting required documentation to HUD's RAD Resource system and preparing the Firm Submission to the Missouri Housing Development Commission (MHDC), due August 15th for Providence Walkway and August 30th for the Blind Boone Apartments. A Construction RFP notice was released on July 7 for the Providence Walkway Project, marking an important step in advancing towards firm submission.

Bear Creek

Evaluation is underway for architectural and engineering services for the project. CHA staff anticipates a resolution to finalize services for board consideration at the August meeting. Current work scope plans include renovation of 1-building from Administration offices into housing, roof replacement on 10 buildings, security camera upgrades, and exterior infrastructure repair at the community facility.

VUF Predictive Index and United Way ASPIRES Core Assessment & Capacity Grant

Predictive Index Assessment for Leaders – Summary



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The Veterans United Foundation (VUF) has provided multiple team building trainings for CHA Directors over the past 2 years. These have served as excellent resources for both individual employees and the collective team to further the mission of CHA and cultivate a culture of continuous improvement.

VUF trainers conducted a Predictive Index Assessment for all CHA Directors, and also conducted an exercise highlighting the strengths of each team member and ways in which staff can further align their talents. VUF trainers have offered to provide insight into their efforts in supporting CHA over the past 2 years at the August 20th board meeting, and to provide the Predictive Index Assessment to each board member to assist the organization in further identifying strengths and areas of alignment. CHA staff will provide further updates and information at the July 16th meeting.

United Way ASPIRES Core Assessment & Capacity Grant

CHALIS is a nonprofit organization wholly owned by the Columbia Housing Authority (CHA) that operates under its corporate structure as a component entity receiving grants and donations for the mission of CHA. Importantly, the CHA Board serves as the board for CHALIS, underscoring the aligned mission, governance and operations. CHA staff identified this opportunity to continue to grow the strength, effectiveness, and adaptability of CHA and its affiliate organizations. To support this commitment, CHA/CHALIS is partnering with Heart of Missouri United Way to participate in the ASPIRES Project, a research-based assessment designed specifically for nonprofits. The CCAT (Capacity and Capability Assessment Tool) evaluates key areas including leadership, adaptability, management, technical capacity, and organizational culture. Staff and board members will complete an anonymous 40-minute online survey, and the compiled results provide a detailed report with clear, actionable insights. This process helps identify strengths and areas for growth, positions CHA/CHALIS on an organizational lifecycle spectrum to guide strategic development and offers benchmark comparisons with similar organizations.

An expert-led interpretation session will translate findings into a practical growth plan. These insights will guide internal process improvements, and CHA/CHALIS will become eligible to apply for a Capacity-Building Grant to implement prioritized goals. Participation in Cohort #2 is offered free of charge to selected nonprofits, presenting a valuable opportunity to strengthen our organization's capacity at no additional cost.

CHA Trespass Policy Update Report

CHA staff is proposing revisions to the trespass policy aim to simplify procedures, improve clarity, and standardize enforcement to reduce potential bias. Over time, the number of individuals on the trespass list has decreased significantly, reflecting more focused and consistent application of the policy. In July 2009, the list included 1,370 individuals; by July 2021, it had declined to 851, and as of July 2023, only 256 individuals remain on the list.

Similar progress has been made with the modified trespass list, which limits access for individuals under specific conditions. While this list included over 100 people in both 2009 and 2021, it is projected to be reduced to just two individuals—a resident and a non-resident—by July 2025. This demonstrates a balanced approach that prioritizes safety while supporting resident rights and engagement.



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Currently, the policy outlines numerous categories of criminal activity that may result in trespass or eviction, including assault, adult abuse, stalking, drug-related offenses, prostitution, gambling, harassment, peace disturbances, property crimes, weapons violations, sex offenses, rioting, ethnic intimidation, gang activity, and behaviors threatening the safety of residents or staff. To streamline enforcement, the revised policy will reference the Crime Free Lease Addendum, which consolidates prohibited activities into a standardized framework.

Key changes to the trespass policy include a clarified approach to modified trespass warnings. These warnings will be issued primarily for disputes between residents that do not rise to the level of criminal activity but still disrupt the peaceful enjoyment of others. Examples include harassment, threats, or loud and disruptive behavior.

Modified trespass warnings will remain in effect for three months, after which the Safety Director and the Director of Affordable Housing Operations will jointly review the situation to determine whether the restriction should be lifted or extended pending further action.

The current modified trespass system has proven challenging to enforce due to its complexity. For instance, an individual may be restricted from certain floors or rooms but allowed in others, creating confusion and enforcement difficulties. To improve clarity and effectiveness, the recommendation is to apply modified trespass restrictions property-wide when warranted. For example, a resident might be restricted from all CHA properties except their own apartment and essential areas such as administrative offices, mailboxes, nearby parking, laundry facilities, the computer room (when unoccupied by others), and designated smoking areas. Additionally, restrictions such as no loitering in common areas will apply. This streamlined approach will enhance safety while simplifying enforcement and respecting resident rights.

HCV Two Year Tool for Monthly Reporting and Long-Term Planning

CHA HCV staff will continue to provide the regular monthly reports as in previous months, but moving forward, additional detailed reporting will be shared based specifically on data derived from the HUD Two Year Tool (TYT). The TYT integrates key financial information, monthly Housing Assistance Payment (HAP) trends, lease-up rates, attrition rates, and estimated proration rates based on HUD's analysis of the Congressional budget process.

This tool offers a comprehensive and data-driven overview that is particularly valuable for the CEO and Board to monitor program performance and expenditure levels closely. Notably, the TYT is the exact tool HUD uses to evaluate program performance monthly, making it essential for tracking and managing CHA's HCV program effectively. Key data points include:

Voucher Program Overview: The basic equation used is Budget Authority minus HAP equals Reserve Remaining, which helps continue to track available funding.

Success Rate: The percentage of vouchers that successfully enter into a lease.

Per Unit Cost (PUC): The average cost per leased unit in the area.

Attrition Rate: Annual turnover rate of program exits, measured as End of Program (EOP) averages.

Leasing Rate Trends: The average number of days it takes for vouchers to lease up successfully.



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By incorporating these metrics, the CEO and Board can ensure CHA's voucher program remains on track financially and operationally, supporting informed decisions and strategic oversight.

Recommended Commission Action

Review and consider the report for active discussion.



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Department Source: CEO

To: CHA Board of Commissioners

From: CEO & Staff

CHA Board of Commissioners Meeting Date: July 16, 2025

Re: Current Events

Executive Summary

This memo provides a summary of both recent and future current events.

Discussion

7/17: Park Avenue HUD Signing Target Date-Darcie, Julia, Mary Ann
7/17: House T-HUD Full Committee Budget Mark ups
7/17: Providence Walkway pre-bid
7/22: Flat branch Mortgage Grounds for Good
7/24: Anticipated Park Avenue Closing
7/24: Upward Mobility Housing Access and Support Alliance Workgroup-Kendra
7/24: Kinney Point Partner Lease Up Meeting
8/4: Anticipated MHDC construction meeting for Park Avenue
8/6: Anticipated initial moves of Park Avenue Residents
8/15: Providence Walkway Firm Submission to MHDC Target Date
8/14: Fred Parry radio show
8/20: CHA Board of Commissioners meeting
8/24: Anticipated date of beginning Park Avenue demolition
8/30: Blind Boone Firm Submission Target Date

Recommended Commission Action

Review and consider the report.