Columbia
HOUSING AUTHORITY

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, November 18, 2026
Time: 5:30 p.m.
Place: CHA Administration Building, 201 Switzler

I. Call to Order/Introductions

II. Roll Call

III. Adoption of Agenda

IV. Approval of Open Meeting Minutes

V. Public Comment (Limited to 5 minutes per speaker)

VI. Public Hearing: Columbia Housing Authority FY2027 Budget: Jan. 1 through Dec. 31, 2026

- FY 2027 Budget Overview
- CHA Employee Benefits Package-Acrisure
- Agency Wide Budget: PHA, LIHTC, CCHT, CHALIS
- Position Updates
- Board Discussion
- Public Comment

VII. Resolutions

R-3031: Consideration of the Columbia Housing Authority's Agency-Wide Budget for FY 2027 including the annual public housing authority (PHA) entity budgets, Low-Income Housing Tax Credit entity budgets and the Columbia Housing Authority's 501(c)3 Nonprofits, CHA Low-Income Services, Inc, (CHALIS) and Columbia Community Housing Trust (CCHT).

R-3032: Consideration of the Columbia Housing Authority Employee Benefits Package for January 1, 2027, through December 31, 2027.

R-3033: Consideration of changes to salary ranges, Appendix 1 – Organizational Chart and Appendix 3 – Range and Salary Plan to the CHA Personnel Policy.

VIII. Reports

CEO and Leadership Team Monthly Report: Affordable Housing Development, Facilities and Modernization, Affordable Housing Operations, Housing Choice Voucher, Safety and Resident Services

Current Events: Report of current events at CHA

IX. Public and Commissioner Comment

X. Adjournment

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

Media Contact: Randy Cole, CEO
Phone: (573) 443-2556
E-mail: rcole@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
October 9, 2026, 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 October 9, 2026, 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 11:02 a.m.

II. Roll Call:

Present: Bob Hutton, Chair
Rigel Oliveri, Vice Chair, via Zoom
Steve Calloway, Commissioner, via Zoom
Steve Smith, Commissioner, viz Zoom
Anthony Allen, Commissioner

CHA Staff: Randy Cole, CEO
Danielle Gill, Housing Development Coordinator

III. Adoption of Agenda:

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

IV. Commissioner Comment
None.

V. Public Comment
None.

RESOLUTIONS

VI. Resolution 3026: Authorizing the Incumbency Certificate of the Housing Authority of the City of Columbia for the Providence Walkway 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 Providence Walkway Apartments Project.

Mr. Cole presented Resolution 3026, which authorizes the execution of closing documents for the Providence Walkway project.

Mr. Cole provided an overview of the 25-unit RAD conversion project, which includes property along Trinity and Worley and the site of the former laundry facility. The total project cost is approximately $12.32 million. Mr. Cole reported that funding includes $3 million in City ARPA funds, from which pre-order expenditures are underway.

Mr. Cole stated that the anticipated closing date is October 15, 2026. Mr. Cole confirmed that Redstone had approved electronic signatures for the closing documents, which would be circulated to the Commissioners.

Mr. Hutton asked for a motion to approve Resolution 3026. A motion to approve the resolution was made by Ms. Oliveri. Mr. Allen seconded the motion.
Yes: Smith, Allen, Oliveri, Hutton, Calloway

VII. Resolution 3027: Authorizing the Incumbency Certificate of CHA Affordable Housing Development, LLC for the Providence Walkway Apartments project and Associated Partnership and Associated Limited Liability Company Resolution.

Mr. Cole presented Resolution 3027, which provides additional authorization for the Providence Walkway closing and related actions involving the affordable housing development entity.

Mr. Hutton asked for a motion to approve Resolution 3027. A motion to approve the resolution was made by Mr. Smith. Mr. Allen seconded the motion.
Yes: Smith, Allen, Oliveri, Hutton, Calloway

PUBLIC AND COMMISSIONER COMMENT

VIII. Public Comment

None.

IX. Adjournment

Mr. Hutton called for a motion to adjourn the meeting. A motion was made by Mr. Calloway Seconded by Mr. Hutton. Mr. Hutton called the meeting adjourned at 11:09 a.m.

_____ _____

Bob Hutton, Chair Date

_____ _____

Randall Cole, Chief Executive Officer Date

Certification of Public Notice

I, Randall Cole, Chief Executive Officer of the Housing Authority of the City of Columbia, Missouri, do hereby certify that on October 6, 2026, I posted public notice of the October 9, 2026, 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.

_____ _____

Randall Cole, Chief Executive Officer Date

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HOUSING AUTHORITY OF THE CITY OF COLUMBIA, MISSOURI
BOARD OF COMMISSIONERS MEETING
October 14, 2026, 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 October 14, 2026, 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 5:31 p.m.

II. Roll Call:

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

CHA Staff: Randy Cole, CEO
Danielle Gill, Housing Development Coordinator
Kendra Jackson, Director of HCV Operations
Laura Lewis, Director of Affordable Housing
Sam Crites, Interim Director of Finance
Debbi Simmons, Senior Accountant

III. Adoption of Agenda:

Mr. Hutton noted that there was a typographical error on the agenda under Resolution No. 3030. The fiscal year was corrected to FY 2027.

Mr. Hutton called for a motion to approve the agenda with the correction of the typographical error. Mr. Smith made a motion to approve the agenda. A second was made by Mr. Allen. All Commissioners voted “aye”. Mr. Hutton declared the agenda adopted.

IV. Approval of September 16, 2026 Open Meeting Minutes:

Mr. Hutton called for a motion to approve the minutes from the open meeting that occurred on September 16, 2026. A motion was made by Mr. Calloway. Mr. Smith seconded the motion. All Commissioners voted “aye”. Mr. Hutton declared the minutes adopted.

V. Commissioner Comment

None.

VI. Public Comment

None.

RESOLUTIONS

VII. Resolution 3028: To Approve the Columbia Housing Authority 5-Year and Annual PHA Plan

Mr. Cole presented the proposed Five-Year and Annual Public Housing Agency (PHA) Plans. He explained that the Five-Year Plan establishes the agency's strategic objectives, while the Annual Plan outlines how those objectives will be implemented during the upcoming year. The plans were due for submission to HUD by October 18.

Mr. Cole noted that, following feedback from a commissioner at the previous meeting, the plan had been updated to include developing guidelines for staff use of artificial intelligence.

Mr. Cole reviewed the planning process, which began in January and included discussions with funders, resident and employee surveys, the Board's strategic planning retreat, Resident Advisory Board (RAB) input, and a senior staff SWOT analysis.

RAB input included the importance of continued safety improvements, including addressing concerns during evenings and weekends, as well as improving technology access and maintaining the computer lab. Mr. Cole reported that technology upgrades for Paquin and Oak were being considered in response to this feedback.

Mr. Cole explained that HUD would review the submission for compliance and might request clarification or revisions. Board members discussed the review process and the technical assistance provided by HUD.

Mr. Hutton asked for a motion to approve Resolution 3028. A motion to approve the resolution was made by Mr. Smith. Ms. Oliveri seconded the motion.
Yes: Smith, Allen, Oliveri, Hutton, Calloway

VIII. Resolution 3029: To Authorize the Submission of Retention Application for Real Property Associated with RAD Conversion and Final Closeout of the Public Housing Program

Mr. Cole presented Resolution 3029, authorizing CHA to submit a retention application to HUD for the continued use of the Administration Building, Maintenance Warehouse, and Blind Boone Community Center following the closeout of the public housing program.

Mr. Cole explained that the application would allow CHA to retain the properties for their existing purposes and seek the release of the Declaration of Trust and related public housing regulatory documents without having to repay HUD for the properties. Mr. Cole clarified that the appraisals reflected standard property valuations and did not account for regulatory restrictions.

CHA had completed appraisals of the properties, which were valued as follows:

- Administration Building: $1.6 million.
- Maintenance Warehouse: $300,000.
- Blind Boone Community Center: $700,000.

CHA had completed required resident outreach, notified adjoining residents, presented the proposal to the RAB, and held a public meeting. One resident attended the public meeting. A letter from the City Manager was also required as part of the application process.

Mr. Calloway raised the question of CHA's potential property tax obligations and whether retaining the properties would affect their assessments. Mr. Cole explained that CHA does pay property tax on its properties and that the Boone County Assessor uses their own methodology to calculate assessed value.

Mr. Hutton asked for a motion to approve Resolution 3029. A motion to approve the resolution was made by Ms. Oliveri. Mr. Allen seconded the motion.
Yes: Smith, Allen, Oliveri, Hutton, Calloway

IX. Resolution 3030: To Authorize the Submission of FY 2027 Budgets for the following Limited Partnerships of the Low-Income Housing Tax Credit Properties Managed by the Columbia Housing Authority: The Mid-Missouri Veterans Housing Development Group, LP; Stuart Parker Housing Development Group, LP; Bear Creek Housing Development Group, LP; Oak Towers Housing Development Group, LP; Bryant Walkway Housing Development Group, LP; Bryant Walkway II Housing Development Group, LP; Kinney Point Housing Development Group, LP; Park Avenue Housing Development Group, LP; Providence Walkway Housing Development Group, LP; and Blind Boone Housing Development Group, LP

Mr. Cole presented the proposed FY 2027 LIHTC operating budgets. He explained that the budgets were prepared for submission to the Missouri Housing Development Commission (MHDC) by November 15 and would also be incorporated into the agency-wide budget presented to the Board in November.

The combined budgets for the CHA's LIHTC properties reflected approximately $7.14 million in revenue and total operating expenses of approximately $6.62 million, resulting in an estimated operating surplus of $518,398. Mr. Cole noted that this line item is the most useful measure of operating performance, noting that depreciation, amortization, and other noncash items affected the reported totals elsewhere in the financial statements.

Mr. Cole explained that Blind Boone and Providence Walkway were transitioning through RAD conversion and that the upcoming year would be a transitional period for those properties. Blind Boone's budget included higher expenses associated with the use of operating deficit subsidy funds available through the final RAD conversion project. These funds would help cover transitional operating costs as CHA moved toward operating entirely under the LIHTC structure.

Mr. Cole reviewed the primary budget assumptions, including: a 2% COLA for employee compensation, health insurance increases initially budgeted at 10%, with the expectation that the final increase could be closer to 9%, a 5% increase in property insurance, with potential savings anticipated from consolidating coverage, and a 2% operating cost adjustment factor (OCAF) assumption for rent increases. Mr. Cole noted that these assumptions would be refined as additional information became available over the following 30 to 60 days.

The proposed budgets also included technology investments, including network upgrades at the Administration Building and Paquin Towers.

Mr. Cole noted that there were revisions made to the budget after the initial Board packet was distributed. The changes totaled approximately $133,866 and included corrections to amortization expenses for several properties, removal of amortization expenses that would no longer apply, and adjustments to employee benefits and administrative expenses.

Mr. Hutton asked for a motion to approve Resolution 3030. A motion to approve the resolution was made by Mr Smith. Mr. Allen seconded the motion.
Yes: Smith, Allen, Oliveri, Hutton, Calloway

REPORTS

X. Affordable Housing Development Report

Mr. Cole provided updates on CHA's ongoing development projects.

Park Avenue

Mr. Cole reported that demolition had progressed across the third block of Park Avenue and that relocation of residents was completed in September. He acknowledged the work of the Affordable Housing and Resident Services teams in coordinating the resident moves.

Providence Walkway

Mr. Cole reported that closing on Providence Walkway was targeted for October 15, although some remaining items could delay completion until later in the week or early the following week.

The primary outstanding issues had involved builder's risk insurance requirements and detailed procedures for lifting several buildings. Mr. Cole explained that Redstone had requested additional assurances concerning subcontractor negligence and extensive documentation regarding the building-lifting process, including geotechnical inspections before and after lifting.

Mr. Cole also reported that certain City of Columbia closing documents remained outstanding. He was coordinating with City representatives to obtain the executed documents and anticipated traveling to the title company to deliver closing materials.

Blind Boone

Mr. Cole reported that CHA continued coordinating with HUD regarding the Blind Boone RAD conversion. Although closing had initially been anticipated for the third week of November, it could move into the first or second week of December. Mr. Cole also noted that the William Guitar Little Foundation had awarded $200,000 to the project.

XI. Safety Report

Mr. Cole reviewed the monthly safety report and noted that most reported incidents occurred at Paquin Towers, Oak Towers, and Patriot Place. Bear Creek and Bryant Walkway had no reported incidents during the reporting period.

Police responses totaled 138, representing a relatively stable level compared with the previous month, with a slight decline in police reports. The most frequently reported issues included smoking and criminal trespassing. Overall, safety activity remained relatively consistent with prior reporting periods.

XII. Affordable Housing Operations Report

Ms. Lewis noted that overall occupancy across CHA properties was approximately 97%. During September, CHA recorded 11 move-ins and eight move-outs, resulting in a net gain of three households. At the end of September, 21 units were vacant, with four vacant for more than 60 days.

Mr. Hutton inquired about the process for filling remaining units and coordinating resident moves from Providence Walkway and Blind Boone. Ms. Lewis explained that CHA intended to relocate residents into completed units where possible, minimizing the need to phase construction around occupied buildings. Ms. Lewis stated that relocation is completed, remaining available units would be filled from the waiting list.

XIII. HCV Report

Ms. Jackson reported that CHA continued administering approximately 1,087 assisted households across its voucher programs.

Mr. Cole discussed the ongoing federal litigation and proposed changes to the Continuum of Care (CoC) funding process. He explained that the proposed policy changes could shift funding priorities away from permanent supportive housing toward transitional housing and shelter programs.

Mr. Cole stated that CHA's renewal request was now subject to a more competitive national process rather than the automatic renewal process previously used at the local level. Mr. Cole noted that the change could place funding for permanent supportive housing at risk.

Mr. Cole noted that the 29 TPVs would help eligible households transition from expiring EHV assistance and provide temporary continuity of assistance, although the vouchers would not necessarily be replaced as households left the program.

Mr. Cole indicated that CHA would continue monitoring developments and evaluating their potential effects on local housing assistance.

XIV. Resident Services Report

Mr. Cole reported that the Family Self-Sufficiency (FSS) program had approximately 125 active participants, slightly fewer than the previous month's total of 127.

Required units of service for the Homeownership and Housing Counseling programs and the Independent Living Program were on track or complete.

Mr. Cole noted that planning was underway for Thanksgiving and Christmas events for residents.

XV. Current Events

Mr. Cole stated that the Veterans United Foundation had provided Paquin Tower and Oak Towers with new furniture and paint for the lobby.

Mr. Cole noted that he is scheduled to speak at the regional Affordable Housing Coalition meeting on October 21.

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 Ms. Oliveri and seconded by Mr. Smith. Mr. Hutton called the meeting adjourned at 6:35 p.m.

_____ _____

Bob Hutton, Chair Date

_____ _____

Randall Cole, Chief Executive Officer Date

Certification of Public Notice

I, Randall Cole, Chief Executive Officer of the Housing Authority of the City of Columbia, Missouri, do hereby certify that on October 9, 2026, I posted public notice of the October 14, 2026, 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.

_____ _____

Randall Cole, Chief Executive Officer Date

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Department Source: Finance
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: November 18, 2026
Re: **Resolution 3031:** Authorizing Submission of FY 2027 Budgets for the following

Executive Summary

The FY 2027 Agency-Wide Budget supports CHA's housing, rental assistance, resident services, safety, facilities, development, and administrative operations. The budget reflects current 2026 operating experience, continued growth of CHA's affordable housing portfolio, planned technology investments, and the transition and closeout of CHA's remaining public housing program following the final RAD conversion. Approval of Resolution 3031 authorizes approval of the FY 2027 Agencywide Budget

Discussion

Acronyms in this Report
LIHTC – Low-Income Housing Tax Credit Program
OCAF – Operating Cost Adjustment Factor
HUD – U.S. Department of Housing and Urban Development
PBV – Project-Based Voucher Program

The FY 2027 budget was developed using annualized 2026 operating results, rolling 12-month experience, known contractual commitments, current grant and subsidy assumptions, and reasonable estimates where final rates are not yet available. Key assumptions and considerations include:

- A 2% cost-of-living adjustment (COLA) for employees effective January 2027.
- Employee benefit assumptions include a 9% increase for health insurance and approximately 5% for dental and other ancillary benefits. Retirement expense is calculated at 6% of salaries and Workers' Compensation at 1.6%.
- Project-Based Voucher (PBV) and applicable LIHTC rental assistance revenue includes an estimated 2% Operating Cost Adjustment Factor (OCAF), subject to final HUD adjustments.
- Operating-cost assumptions generally include a 5% increase for maintenance materials and contracts and property taxes, with property and liability insurance budgeted using current policy costs and renewal estimates.
- FY 2027 includes planned computer hardware replacements, network and equipment-license upgrades across the Administration Building, downtown warehouse/offices, and housing properties.
- The budget includes initial assessment, training, and conversion preparation for replacement of CHA's housing and financial management software, with implementation work continuing through 2027 in preparation for a 2028 conversion.
- FY 2027 will serve as a bridge year for Blind Boone, CHA's final RAD conversion project. Certain maintenance and operating costs previously supported through AMP 1 are temporarily allocated to Blind Boone during the conversion period, with HUD Operating Deficit Subsidy (ODS) available to offset eligible

transition-year deficits. CHA will use 2027 operating experience to establish more permanent, proportional portfolio-wide allocations for FY 2028.

- Public Housing/AMP 1 budgeting reflects the expected final RAD conversion and related ACC closeout. Regular public housing subsidy assumptions and closeout costs may be adjusted as HUD confirms final 2027 Operating Fund, reconciliation, audit, and reporting requirements.
- The budget reflects continued lease-up and stabilization of Park Avenue, Providence Walkway, and Blind Boone, including related management, reserve, financing, and property operating assumptions.
- Recurring grant revenues are budgeted where renewal is reasonably expected; competitive or discretionary grants that have not yet been awarded are generally excluded until funding is confirmed. Annual staff training and costs for two Commissioners to attend the March national conference are also included.

Recommended Commission Action

Approve the attached resolution authorizing the submission of CHA's FY 2027 Budgets.

Housing Authority of the City of Columbia, Missouri

Board Resolution

RESOLUTION 3031

To Approve the Columbia Housing Authority's Agency-Wide Budget for FY 2027 Including the FY 2027 Annual Budgets for the Columbia Housing Authority's Low-Income Housing Tax Credit (LIHTC) Properties, CHA Low-Income Services, Inc. and Columbia Community Housing Trust.

WHEREAS, the Columbia Housing Authority (CHA) prepares an annual Agency-Wide Operating Budget that includes all CHA programs, developments, and affiliated entities in accordance with U.S. Department of Housing and Urban Development (HUD) regulations and generally accepted accounting principles; and

WHEREAS, the proposed Fiscal Year 2027 Budget (for the period January 1, 2027, through December 31, 2027) has been prepared by the Finance Department, reviewed by the Chief Executive Officer, and presented to the Board of Commissioners for consideration; and

WHEREAS, the proposed budget provides for the continued sound operation of all CHA properties and programs, supports capital and maintenance investments, and reflects reasonable estimates of income and expenditures necessary to maintain safe, decent, and affordable housing for residents; and

WHEREAS, the Board of Commissioners has reviewed the proposed FY 2027 Agency-Wide Budget and finds it to be financially sound, consistent with CHA's strategic objectives, and in compliance with HUD requirements under 24 CFR §990.280 and 990.315.; and

WHEREAS, the CHA's Agencywide budget includes budgets for the Public Housing Operating Fund, Capital Fund Program, and voucher programs; and

WHEREAS, the CHA's Agency-Wide Budget incorporates the final budgets for CHA's Low-Income Housing Tax Credit properties previously approved on October 14, 2026, with minor subsequent adjustments to resident services and salary allocations; and

WHEREAS, the attached budget includes the budget for CHA Low-Income Services, Inc. and the CHA Board of Commissioners also serves as the Board of Directors for the CHA's 501(c)3 nonprofit organization, CHA Low-Income Services, Inc.; and

WHEREAS, the attached budget includes the budget for the Columbia Community Housing Trust and the CHA Board of Commissioners also serves as the Board of Directors for the CHA's 501(c)3 nonprofit organization, Columbia Community Housing Trust; and

WHEREAS, the CHA Agency Wide Budget includes total operating budget authority in the following expenditure categories:

- Total Operating Administrative (includes property mgt. & voucher staff): $2,524,196
- Total Tenant Services……: $1,425,523

- Total Utilities……: $ 962,809
- Total Maintenance……: $1,912,892
- Total Protective Services……: $ 317,093
- Total Insurance Premiums……: $1,096,439
- Total Other General Expenses……: $ 739,068

WHEREAS, the CHA Board of Commissioners will require a budget amendment for any changes resulting in a cumulative increase exceeding two percent (2%) of total operating budget expenditure category, unless expenses are associated with the acceptance of an additional award of grant funds formally accepted by the CHA Board of Commissioners; and

WHEREAS, the FY2027 Agency-Wide Budget authorizes the Chief Executive Officer to allocate full-time-equivalent (FTE) positions by department and funding sources as shown in Attachment A; and

WHEREAS, the Board affirms that the Chief Executive Officer is authorized to:

- Implement the approved budget and make administrative adjustments not exceeding two percent (2%) of total operating budget expenditure category without further Board action, and
- Execute all documents, contracts, and certifications required by HUD, MHDC, or other funders; and
- Approve the transfer funds or operating loans among programs or cost centers of up to $25,000, subject to applicable funding restrictions, grant requirements, governing agreements, and law, as needed for efficiency and compliance, provided such actions are reported to the Board at following regular monthly meeting of the CHA Board of Commissioners; and

WHEREAS, the Board directs the Chief Executive Officer to provide a minimum of quarterly budget-to-actual financial reports to the Board, highlighting any material variances to ensure ongoing compliance with all HUD and local requirements.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Columbia, Missouri hereby adopts Resolution 3031 approving the Columbia Housing Authority's Agency-Wide Budget for FY 2027 including the FY 2027 annual budgets for the Columbia Housing Authority's low-income housing tax credit properties and the Columbia Housing Authority's 501(c)3 nonprofit, CHA Low-Income Services, Inc. and Columbia Community Housing Trust as attached hereto and made a part hereof.

_____
Bob Hutton, Chair

_____
Randy Cole, Secretary
Adopted November 18, 2026

Housing Authority of the City of Columbia, Missouri
Agency Wide Budget
Fiscal Year January 1, 2027 - December 31, 2027
FINAL BUDGET
11-18-2026

Description	Downtown Public Housing	Total LIHTC Properties	LIHTC General Partners	Housing Choice Vouchers	Emergency Housing Vouchers	Mainstream Vouchers	Continuum of Care	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Community Housing Trust	CHA Affordable Housing Development	CHA Business Activities	Central Office Cost Center	Elimination	Total
Net tenant rental revenue	$ 135,562	$ 3,581,840								$ 27,228	14,760					$ 3,759,390
HAP Assistance	$ -	$ 3,543,276									-				$(3,543,276)	$ -
Vacancy Loss- Rent	(13,556)	(134,732)														(148,288)
Loss to Lease		(224,084)														(224,084)
Non-Dwelling Rentals	-	87,599									-		109,974		(87,599)	109,974
Other Income	-	9,800									-		14,710	1,000	(14,710)	10,800
Laundry Income	-	67,000									-					67,000
Other Income-Work Orders	100	16,200														16,300
Total tenant revenue	**122,106**	**6,946,899**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**27,228**	**14,760**	**-**	**124,685**	**1,000**	**(3,645,585)**	**3,591,092**
Housing assistance payments				13,479,324	312,852	258,480	331,042	126,527								14,508,226
Ongoing administrative fees earned				1,550,191	24,094	24,925	4,695	1,420								1,605,325
FSS Administrative Fees Earned				-												-
Other Federal Grants				184,600						475,410						660,010
HUD PHA operating grants	128,110				-				297,885							425,995
Capital grants	151,532															151,532
Total Federal Grants	**279,642**	**-**	**-**	**15,214,115**	**336,946**	**283,405**	**335,737**	**127,947**	**297,885**	**475,410**	**-**	**-**	**-**	**-**	**-**	**17,351,088**
Capital grants																-
Management Fees PHA														15,776	(15,776)	-
Management Fees CFP														15,153	(15,153)	-
Management Fees HCV														268,431	(268,431)	-
Mgmt Fees CHALIS & Component Units													382,618		(382,618)	-
Partnership Management Fees-GP											40,000				(40,000)	-
Asset Management Fee														3,240	(3,240)	-
Book-Keeping Fees PHA														2,187	(2,187)	-
Book-Keeping Fees HCV														167,769	(167,769)	-
Fees for Service	40,006	25,100													(65,106)	-
Developer Fees											-	422,474				422,474
Total Fee Revenue	**40,006**	**25,100**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**40,000**	**422,474**	**382,618**	**472,556**	**(960,280)**	**422,474**
Other Grants/Income										581,302		-				581,302
Investment income - unrestricted	22,903	76,500		27,243						2,628	19,200	9,497	495,066	19,718	(495,066)	177,690
Investment income - restricted		92,800		-									393,031		(393,031)	92,800
Fraud recovery-unrestricted				3,541												3,541
Fraud recovery-restricted				3,541												3,541
Other revenue		-	245,383							2,000			12,000		(245,383)	14,000
Total Other Revenue	**22,903**	**169,300**	**245,383**	**34,325**	**-**		**-**	**-**	**-**	**585,929**	**19,200**	**9,497**	**900,096**	**19,718**	**(1,133,479)**	**872,873**
Total Revenue	**$ 464,656**	**$ 7,141,299**	**$245,383**	**$15,248,440**	**$ 336,946**	**$ 283,405**	**$ 335,737**	**$127,947**	**$ 297,885**	**$1,088,568**	**$ 73,960**	**$ 431,971**	**$ 1,407,399**	**$ 493,274**	**$(5,739,344)**	**$ 22,237,527**
Administrative salaries	-	436,176		-	-	-	-	-		35,612	-	261,465	218,904	255,460		1,207,618
FICA/MEDICARE	-	33,367		-	-	-	-	-		2,724	-	20,002	16,746	19,543		92,382
Employee-Health Ins.	-	68,355		-	-	-	-	-		3,348	-	18,757	23,703	39,803		153,967
Employee-Retirement	-	20,054		-	-	-	-	-		2,137	-	13,696	12,114	13,991		61,992
Auditing Fees	5,086	98,600		50,000						4,192	1,069		20,228	7,073		186,248
Management Fees-COCC	15,776	379,937		264,255	4,176		-	-		1,500	1,181				(666,825)	-
Management Fees -Others	15,153	113,614									-				(15,153)	113,614
Partnership Management Fees -GP		40,000													(40,000)	-
Accounting/Book-Keeping Fees	2,187	-		165,159	2,610		-	-			-				(169,956)	-
Advertising and Marketing	-	450		500							-		1,000	500		2,450

Housing Authority of the City of Columbia, Missouri
Agency Wide Budget
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FINAL BUDGET
11-18-2026

Description	Downtown Public Housing	Total LIHTC Properties	LIHTC General Partners	Housing Choice Vouchers	Emergency Housing Vouchers	Mainstream Vouchers	Continuum of Care	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Community Housing Trust	CHA Affordable Housing Development	CHA Business Activities	Central Office Cost Center	Elimination	Total
Office Supplies	608	7,150		8,019	-	100	1,000	100	820	2,008	-	100	2,059	1,584		23,548
Telephone	810	-		-	-				600	-	-	-	-	-		1,410
Publications	-	-		-							-			-		-
Postage	186	1,975		10,620	500	100	500	500	-		50	150	1,625	1,500		17,706
Computer/IT Expense	13,299	118,550		93,588	-	-	-	-	3,480	15,400	-	3,593	45,713	64,225		357,848
Memberships & Dues	-	1,950		300							-		1,500	8,073		11,823
Office Furniture & Equipment	-	3,300		-					-		-			250		3,550
Legal Expense	436	15,050		-							-	1,500	24,000	5,025		46,011
Staff Training	500	8,900		5,000	-		-	-	1,000	6,300	-	6,000	6,000	7,500		41,200
Travel	500	-		2,000	-		-	-	1,500	6,751	-	500	750	4,186		16,187
Sundry, Miscellaneous	4,036	24,525		21,000	150	100	1,000	75	3,068	5,263	200	2,500	15,468	8,817		86,202
Port-Out Admin Fees	-	-		10,696	1,159											11,855
Professional Services (compliance/inspectio	-	13,700		68,017	1,800	2,128	2,195	745								88,585
Total Operating-Administrative	**58,577**	**1,385,653**	**-**	**699,154**	**10,395**	**2,428**	**4,695**	**1,420**	**10,468**	**85,235**	**2,500**	**328,264**	**389,811**	**437,530**	**(891,934)**	**2,524,196**
Asset Management Fee	**3,240**														(3,240)	**-**
Tenant services - salaries	-	123,033			-				214,133	681,447	-				-	1,018,614
FICA/MEDICARE	-	9,412			-				16,381	52,132	-				-	77,925
Employee-Health Ins.	-	19,155							42,790	78,131	-				-	140,077
Employee-Retirement	-	6,045			-				10,687	26,683	-				-	43,416
TV Cable Services & Computer Labs	-	4,800													-	4,800
Resident Participation Funds	675	19,000													-	19,675
Tenant Services - Other	270	31,000			-				-	89,748	-				-	121,018
Total Tenant Services	**945**	**212,446**	**-**	**-**	**-**	**-**	**-**	**-**	**283,991**	**928,141**	**-**	**-**	**-**	**-**	**-**	**1,425,523**
Water	9,712	258,344		700							75		550	-		269,381
Electricity	6,948	176,230		7,600							200		5,320	-		196,298
Gas	11,151	418,120		2,350							-		1,450	-		433,071
Sewer	5,651	57,701		362							75		270	-		64,059
Total Utilities	**33,462**	**910,395**	**-**	**11,012**	**-**	**-**	**-**	**-**	**-**	**-**	**350**	**-**	**7,590**	**-**	**-**	**962,809**
Maintenance - labor	-	656,078									-					656,078
FICA/MEDICARE	-	50,190									-					50,190
Employee-Health Ins.	-	132,762									-					132,762
Employee-Retirement	-	39,365									-					39,365
Maintenance - Materials	19,521	225,912		100						1,800	1,000		1,000	300		249,633
Maintenance - Tools & Equipment	100	4,600									-		3,500			8,200
Maintenance - Gasoline	6,185	8,116								1,000	-		1,648	-		16,949
Maintenance- Trash Removal Contracts	5,876	122,141		-							75		1,100			129,192
Maintenance- Heating & Cooling Contracts	3,616	26,690									-					30,306
Maintenance- Snow Removal Contracts	300	3,900								-	-					4,200
Maintenance- Elevator Maintenance	-	30,557									-					30,557
Maintenance- Landscape & Grounds	17,561	108,187		350						10,252	6,000		4,500	-		146,850
Maint.- Unit Turnaround/Restoration	2,000	-									-					2,000
Maintenance- Electrical Contracts	352	3,000									-					3,352
Maintenance- Plumbing Contracts	5,402	24,115									-					29,517
Maintenance- Extermination Contracts	10,671	180,905									125					191,701
Maintenance - Janitorial Contracts	5,560	11,120		1,250						1,000	-		3,776	-		22,706
Maintenance - Misc Contracts	10,817	188,282		4,000							10,000		4,396	250	(65,106)	152,639
Maintenance-Vehicles	3,863	22,845								1,000	-		3,698	-	(14,710)	16,696
Total Maintenance	**91,824**	**1,838,765**	**-**	**5,700**	**-**	**-**	**-**	**-**	**-**	**15,052**	**17,200**	**-**	**23,618**	**550**	**(79,816)**	**1,912,892**

Housing Authority of the City of Columbia, Missouri
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FINAL BUDGET
11-18-2026

Description	Downtown Public Housing	Total LIHTC Properties	LIHTC General Partners	Housing Choice Vouchers	Emergency Housing Vouchers	Mainstream Vouchers	Continuum of Care	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Community Housing Trust	CHA Affordable Housing Development	CHA Business Activities	Central Office Cost Center	Elimination	Total
Protective services - labor	-	54,523	182,534												(182,534)	54,523
FICA/MEDICARE	-	4,171	13,964												(13,964)	4,171
Employee-Health Ins.	-	11,551	38,671												(38,671)	11,551
Employee-Retirement	-	1,785	5,975												(5,975)	1,785
Protective services - other	100	2,500	1,318												(1,318)	2,600
Total Protective Services	**100**	**74,530**	**242,463**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(242,463)**	**74,630**
Property Insurance	32,182	915,304		7,800						20,525	1,821		2,860	2,860		983,352
Liability Insurance	4,039	-		12,000						6,332	104		2,992			25,468
Workmen's Compensation	4,954	31,950	2,921	-	-	-	-	-	3,426	11,473	-	4,183	3,502	4,087	(2,921)	63,577
All other Insurance	4,148	14,889		-						200	-	1,214	600	2,992		24,043
Total Insurance Premiums	**45,323**	**962,143**	**2,921**	**19,800**	**-**	**-**	**-**	**-**	**3,426**	**38,530**	**1,925**	**5,397**	**9,955**	**9,940**	**(2,921)**	**1,096,439**
Other General Expenses	492	-		3,800							-	1,000	87,599	3,151	**(87,599)**	8,443
Payments in lieu of taxes	8,854	49,683								2,723	1,441					62,701
Real Estate Taxes		217,815														217,815
Bad debt - tenant rents	1,832	55,246									-					57,078
Extraordinary Maintenance/Other	-	-									-					-
Interest Expense payable from cash flow		495,066									-				(495,066)	-
Interest Expense	-	393,031											393,031	-	(393,031)	393,031
Total Other General Expenses	**11,178**	**1,210,841**	**-**	**3,800**	**-**	**-**	**-**	**-**	**-**	**2,723**	**1,441**	**1,000**	**480,629**	**3,151**	**(975,695)**	**739,068**
Total Operating Expenses	**$ 244,648**	**$ 6,594,773**	**$245,383**	**$ 739,466**	**$ 10,395**	**$ 2,428**	**$ 4,695**	**$ 1,420**	**297,885**	**$1,069,681**	**23,417**	**334,662**	**911,603**	**451,170**	**$(2,196,068)**	**$ 8,735,558**
Excess Revenue Over Operating	**$ 220,008**	**$ 546,526**	**$ -**	**$14,508,974**	**$ 326,551**	**$ 280,977**	**$ 331,042**	**$126,527**	**-**	**$ 18,886**	**50,543**	**97,309**	**495,796**	**42,104**	**$(3,543,276)**	**$ 13,501,969**
Housing Assistance Payments	-	-		12,626,352	312,852	258,480	331,042	126,527							(3,543,276)	10,111,978
FSS Escrow Deposits				184,600												184,600
Amortization of Tax Credit Fees		40,438														40,438
Depreciation expense	54,887	2,422,303		16,260						18,886	3,400		13,176	1,197		2,530,109
Total Other	**54,887**	**2,462,741**		**12,827,212**	**312,852**	**258,480**	**331,042**	**126,527**	**-**	**18,886**	**3,400**	**-**	**13,176**	**1,197**	**(3,543,276)**	**12,867,125**
Total Expenses	**$ 299,535**	**$ 9,057,514**	**$245,383**	**$13,566,678**	**$ 323,247**	**$ 260,908**	**$ 335,737**	**$127,947**	**$ 297,885**	**$1,088,567**	**$ 26,817**	**$ 334,662**	**924,779**	**452,367**	**$(5,739,344)**	**$ 21,602,683**
Net Operating Income/(Loss)	**$ 165,121**	**$ (1,916,215)**	**$ -**	**$ 1,681,762**	**$ 13,699**	**$ 22,497**	**$ -**	**$ -**	**$ -**	**$ 0**	**$ 47,143**	**$ 97,309**	**482,620**	**40,907**	**$ -**	**$ 634,844**
Debt Payments	**-**	**(225,583)**														**(225,583)**
Replacement Reserve Deposits	**-**	**(303,290)**														(303,290)
Replacement Reserve Withdrawals		**220,000**														220,000
Total other financing sources (uses)	**-**	**(308,873)**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(308,873)**
Cash Flow After Debt Service & Other Financing Sources (Uses)	**$ 220,008**	**$ 237,653**	**$ -**	**$ 1,698,022**	**$ 13,699**	**$ 22,497**	**$ -**	**$ -**	**$ -**	**$ 18,886**	**$ 50,543**	**$ 97,309**	**$ 495,796**	**$ 42,104**	**0**	**2,896,518**
Cash Flow After Debt Service (add back interest payable from cash flow)	**$ 220,008**	**$ 732,718**	**$ -**	**$ 1,698,022**	**$ 13,699**	**$ 22,497**	**$ -**	**$ -**	**-**	**$ 18,886**	**50,543**	**97,309**	**495,796**	**42,104**	**-**	**$ 3,391,584**

Housing Authority of the City of Columbia, Missouri
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FINAL BUDGET
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Description	Downtown Public Housing	Total LIHTC Properties	LIHTC General Partners	Housing Choice Vouchers	Emergency Housing Vouchers	Mainstream Vouchers	Continuum of Care	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Community Housing Trust	CHA Affordable Housing Development	CHA Business Activities	Central Office Cost Center	Elimination	Total
Land Purchases		-														-
Dwelling Building Enhancements	-	-														-
Non-Dwelling Building Enhancements	-	-														-
Furniture & Equip.-Dwelling	-	-														-
Furniture & Equipment-Non-Dwelling	-	-												-		-
Furniture & Equipment-Administrative	-	-												-		-
504 Enhancements, Dwelling	-	-														-
Infrastructure Purchases	-	-														-
Vehicles & Maint. Equipment	-	-														-
Total Assets Additions	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Change in Operating Funds	**220,008**	**732,718**	**-**	**1,698,022**	**13,699**	**22,497**	**-**	**-**	**-**	**18,886**	**50,543**	**97,309**	**495,796**	**42,104**	**-**	**3,391,584**

Housing Authority of the City of Columbia, Missouri

Low-Income Housing Tax Credit Budgets

Fiscal Year January 1, 2027 - December 31, 2027

FINAL BUDGET

11-18-2026

Description	Bryant Walkway	Bryant Walkway II	Bear Creek	Oak Towers	Stuart Parker / Paquin	Patriots Place	Park Ave	Kinney Point	Providence WW	Blind Boone	TOTAL LIHTC
Gross Potential Rent	443,814	271,243	702,318	1,300,320	2,320,908	246,100	928,780	470,957	240,444	200,232	7,125,116
											-
Vacancy Loss- Rent	(19,084)	(23,869)	(25,283)	(11,313)	(19,960)	(9,106)	(18,576)	(2,732)	(4,809)		(134,732)
Loss to Lease	(17,309)	(11,392)	(21,070)	(46,812)	(83,553)	(5,414)	(27,863)	(7,064)	(3,607)		(224,084)
Other Income - Cable											-
Non-Dwelling Rentals			24,201		63,398						87,599
Other Income	500	500	500	2,300	4,000	500	500	500	500		9,800
Laundry Income		-	3,000	25,000	37,000	2,000	-	-	-		67,000
Other Income-Work Orders	1,100	400	600	4,000	8,000	200	1,000	900	-		16,200
Total Tenant Revenue	**409,021**	**236,882**	**684,266**	**1,273,495**	**2,329,793**	**234,280**	**883,841**	**462,561**	**232,528**	**200,232**	**6,946,899**
Management Fee											-
Asset Management Fee											-
Book-Keeping Fee											-
Other Fees (Fees for Service)	2,000	-	4,000	100	15,000	-	2,000	2,000			25,100
Total Fee Revenue	**2,000**	**-**	**4,000**	**100**	**15,000**	**-**	**2,000**	**2,000**			**25,100**
Investment income - unrestricted	5,200	5,400	10,000	8,300	31,700	1,900	8,100	5,900			76,500
Investment income - restricted	3,200	2,300	13,700	17,000	53,000	3,400	100	100			92,800
Other Revenue											-
Total Other Revenue	**8,400**	**7,700**	**23,700**	**25,300**	**84,700**	**5,300**	**8,200**	**6,000**	**-**	**-**	**169,300**
TOTAL REVENUE	**419,421**	**244,582**	**711,966**	**1,298,895**	**2,429,493**	**239,580**	**894,041**	**470,561**	**232,528**	**200,232**	**$ 7,141,299**

Housing Authority of the City of Columbia, Missouri
Low-Income Housing Tax Credit Budgets
Fiscal Year January 1, 2027 - December 31, 2027
FINAL BUDGET
11-18-2026

Description	Bryant Walkway	Bryant Walkway II	Bear Creek	Oak Towers	Stuart Parker / Paquin	Patriots Place	Park Ave	Kinney Point	Providence WW	Blind Boone	TOTAL LIHTC
Administrative salaries	32,128	10,958	34,085	81,922	126,379	11,286	51,002	37,858	26,350	24,208	436,176
FICA/MEDICARE	2,458	838	2,607	6,267	9,668	863	3,902	2,896	2,016	1,852	33,367
Employee-Health Ins.	947	420	6,838	16,444	23,770	2,278	5,027	6,777	3,083	2,772	68,355
Employee-Retirement	346	132	2,017	4,859	3,848	663	3,032	2,124	1,581	1,452	20,054
Auditing fees	7,006	4,671	9,860	19,071	36,845	3,243	10,249	4,411	2,335	908	98,600
Management Fees-CHA BA	24,661	14,213	34,413	76,416	140,688	11,714	44,556	19,176	14,100		379,937
Partnership Management Fees-GP							25,000	15,000			40,000
Management Fees-Other	9,786	9,786	10,082	10,082	10,383	10,383	11,935	7,957	10,000		90,394
Trustee Fee	-	-	3,300	3,500	4,240	3,180	-	4,500	4,500		23,220
Advertising and Marketing	50	50	50	50	50	50	50	50	50		450
Office Supplies	500	500	600	1,050	1,500	500	1,000	1,000	500		7,150
Telephone	-	-	-	-	-	-	-	-	-	-	-
Publications	-	-	-	-	-	-	-	-	-	-	-
Postage	350	100	350	200	475	100	200	100	100		1,975
Computer/IT Expense	3,800	1,750	9,100	22,200	52,400	10,400	7,500	9,650	1,750		118,550
Memberships & Dues	160	100	200	350	640	100	100	100	100	100	1,950
Office Furniture	100	100	100	100	100	100	100	100	100		900
Office Equipment	200	200	200	400	500	200	300	200	200		2,400
Legal Expense	2,000	500	1,200	2,500	6,500	600	750	500	500		15,050
Staff Training	750	300	1,000	1,500	3,250	500	1,000	300	300		8,900
Travel		-	-	-	-	-	-				-
Sundry, Miscellaneous	2,000	750	3,000	4,000	7,000	2,175	3,600	1,000	1,000		24,525
Professional Services (compliance)	500	500	500	1,350	1,600	500	3,250	1,500	4,000		13,700
Total Operating-Administrative	**87,742**	**45,868**	**119,502**	**252,261**	**429,836**	**58,836**	**172,553**	**115,198**	**72,565**	**31,293**	**1,385,653**
Tenant services - salaries	1,671	1,114	2,361	53,582	60,518	-	1,114	1,114	780	780	123,033
FICA/MEDICARE	128	85	181	4,099	4,630	-	85	85	60	60	9,412
Employee-Health Ins.	1	1	2	9,573	9,577	-	1	1	1	1	19,155
Employee-Retirement	-	-	-	2,942	3,103	-	-	-	-	-	6,045
Computer Labs	-	-	-	2,400	2,400	-	-	-	-	-	4,800
Resident Participation Funds	1,350	900	1,900	3,675	7,100	625	1,975	850	625		19,000
Tenant Services	540	360	760	11,383	16,327	250	790	340	250		31,000
Total Tenant Services	**3,690**	**2,460**	**5,203**	**87,654**	**103,654**	**875**	**3,965**	**2,390**	**1,715**	**840**	**212,446**
Water	28,981	21,174	28,452	29,308	92,628	4,053	19,998	22,500	11,250		258,344
Sewer	20,921	13,292	22,665	18,300	64,342	2,948	12,762	14,000	7,000		176,230
Electricity	7,702	4,210	11,119	152,587	202,154	20,286	8,311	7,952	3,800		418,120
Gas	2,746	2,523	6,750	11,351	20,706	5,702	2,543	2,631	2,750		57,701
Total Utilities	**60,350**	**41,199**	**68,987**	**211,546**	**379,829**	**32,988**	**43,614**	**47,083**	**24,800**	**-**	**910,395**

Housing Authority of the City of Columbia, Missouri
Low-Income Housing Tax Credit Budgets
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FINAL BUDGET
11-18-2026

Description	Bryant Walkway	Bryant Walkway II	Bear Creek	Oak Towers	Stuart Parker / Paquin	Patriots Place	Park Ave	Kinney Point	Providence WW	Blind Boone	TOTAL LIHTC
Maintenance - Labor	38,634	13,218	37,538	97,153	194,039	13,192	63,148	15,626	24,569	158,961	656,078
FICA/MEDICARE	2,956	1,011	2,872	7,432	14,844	1,009	4,831	1,195	1,880	12,161	50,190
Employee-Health Ins.	450	222	11,276	20,801	47,136	3,902	14,715	4,361	4,193	25,707	132,762
Employee-Retirement	2,318	793	2,252	5,829	11,642	791	3,789	938	1,474	9,538	39,365
Maintenance - Materials	20,522	5,348	22,747	37,646	100,275	13,125	18,375	7,875			225,912
Maint.-Tools & Equipment	150	150	500	1,500	1,500	150	500	150			4,600
Maint.-Gasoline	711	500	500	2,156	1,750	500	1,500	500			8,116
Maint. - Misc Contracts	18,424	14,483	28,548	29,103	39,725	14,500	30,000	13,500			188,282
Maint.-Trash Removal Contracts	10,366	8,025	15,184	27,517	40,000	5,500	10,000	5,550			122,141
Maint.-Heating & Cooling Contracts	1,685	1,005	5,000	10,000	6,000	1,000	1,000	1,000			26,690
Maint.-Snow Removal Contracts	450	450	500	450	575	525	575	375			3,900
Maint.-Elevator Maintenance Contracts	-	-	-	16,247	14,310	-	-	-			30,557
Maint.-Landscape/Grounds Contracts	16,452	9,865	17,120	8,750	21,250	9,000	15,750	10,000			108,187
Maint.- Unit Turnaround / Restoration Contracts	-	-	-	-	-	-	-	-			-
Maint.- Electrical Contracts	150	100	250	1,000	1,200	100	100	100			3,000
Maint.- Plumbing Contracts	3,127	2,248	3,965	1,825	4,700	1,550	4,550	2,150			24,115
Maint.- Extermination Contracts	11,732	5,910	16,662	42,000	95,000	3,600	3,000	3,000			180,905
Maint. - Janitorial Contracts			5,620		5,500						11,120
Maint.-Vehicles & Equipment	3,490	1,180	1,000	10,500	5,000	75	1,500	100			22,845
Total Maintenance	**131,615**	**64,507**	**171,534**	**319,909**	**604,446**	**68,519**	**173,333**	**66,420**	**32,116**	**206,366**	**1,838,765**
Protective services - Labor						11,853	11,853	11,853	9,482	9,482	54,523
FICA/MEDICARE						907	907	907	725	725	4,171
Employee-Health Ins.						2,511	2,511	2,511	2,009	2,009	11,551
Employee-Retirement						388	388	388	310	310	1,785
Protective services supplies						500	500	500	500	500	2,500
Total Protective Services	**-**	**-**	**-**	**-**	**-**	**16,159**	**16,159**	**16,159**	**13,027**	**13,027**	**74,530**
Property Insurance	59,711	33,289	197,379	158,294	299,535	32,836	35,000	64,260	35,000		915,304
Liability Insurance											-
Workmen's Compensation	1,757	614	2,099	6,124	10,975	807	2,879	1,714	1,450	3,531	31,950
All other Insurance	1,148	500	1,342	3,544	5,665	189	1,500	500	500		14,889
Total Insurance Premiums	**62,617**	**34,403**	**200,819**	**167,962**	**316,175**	**33,832**	**39,379**	**66,474**	**36,950**	**3,531**	**962,143**

Housing Authority of the City of Columbia, Missouri
Low-Income Housing Tax Credit Budgets
Fiscal Year January 1, 2027 - December 31, 2027
FINAL BUDGET
11-18-2026

Description	Bryant Walkway	Bryant Walkway II	Bear Creek	Oak Towers	Stuart Parker / Paquin	Patriots Place	Park Ave	Kinney Point	Providence WW	Blind Boone	TOTAL LIHTC
Other General Expenses											-
Amortized Loan Cost	626	525	-	10,171	11,404	6,323	734	19,376	525		49,683
Taxes	22,050	15,435	25,796	33,075	66,150	8,269	16,170	16,170	14,700		217,815
Bad debt - tenant rents	4,090	474	4,271	1,998	20,733	3,484	13,258	6,938			55,246
Interest Expense payable from cash flow	15,215	32,108	80,562	110,583	251,598	-			5,000		495,066
Interest Expense-Mortgage	6,825	-	34,635	57,336	184,275	6,999	9,550	93,411			393,031
Total Other General Expenses	**48,806**	**48,542**	**145,265**	**213,162**	**534,160**	**25,074**	**39,712**	**135,895**	**20,225**	**-**	**1,210,841**
Total Operating Expenses	**394,820**	**236,979**	**711,310**	**1,252,494**	**2,368,101**	**236,284**	**488,714**	**449,618**	**201,397**	**255,057**	**$ 6,594,773**
Excess Revenue Over Operating Expenditures	**$ 24,601**	**$ 7,603**	**$ 656**	**$ 46,401**	**$ 61,392**	**$ 3,296**	**$ 405,327**	**$ 20,942**	**$ 31,131**	**$ (54,825)**	**$ 546,526**
Extraordinary maintenance											-
Casualty losses-Non-capitalized											-
Amortization of Tax Credit Fees	5,691	2,725	-	8,643	177	-	9,394	5,283	4,263	4,263	40,438
Depreciation expense	261,067	138,144	224,703	389,907	651,436	123,030	114,224	405,568	114,224		2,422,303
											-
Total Other	**266,758**	**140,869**	**224,703**	**398,550**	**651,613**	**123,030**	**123,618**	**410,851**	**118,487**	**4,263**	**2,462,741**
Deficiency of Revenue Under Expenditures	**(242,157)**	**(133,266)**	**(224,047)**	**(352,149)**	**(590,221)**	**(119,734)**	**281,709**	**(389,908)**	**(87,356)**	**(59,087)**	**$ (1,916,215)**

Housing Authority of the City of Columbia, Missouri
Low-Income Housing Tax Credit Budgets
Fiscal Year January 1, 2027 - December 31, 2027
FINAL BUDGET
11-18-2026

Description	Bryant Walkway	Bryant Walkway II	Bear Creek	Oak Towers	Stuart Parker / Paquin	Patriots Place	Park Ave	Kinney Point	Providence WW	Blind Boone	TOTAL LIHTC
Principal Payments	(6,231)	-	(45,599)	(70,085)	(80,000)	(12,733)		(10,935)			(225,583)
Replacement Reserve Deposits	(23,490)	(15,300)	(43,797)	(78,245)	(112,000)	(10,382)	(9,875)	(10,200)			(303,290)
Replacement Reserve Withdrawals	20,000	10,000	50,000	60,000	50,000	20,000		10,000			220,000
Operating Reserves Deposits											-
Operating Reserves Withdrawals											-
Total other financing sources (uses)	**(3,490)**	**(5,300)**	**6,203**	**(18,245)**	**(62,000)**	**9,618**	**(9,875)**	**(200)**	**-**	**-**	**(83,290)**
Land Purchases											-
Dwelling Building Enhancements											-
Non-Dwelling Building Enhancements											-
Furniture & Equip.-Dwelling											-
Furniture & Equipment-Non-Dwelling											-
Furniture & Equipment-Administrative Purchases											-
504 Enhancements, Dwelling											-
Infrastructure Purchases											-
Vehicles & Maint. Equipment											-
Total Fixed Asset Additions	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$ -**
											-
Cash Flow After Debt Service and other source (uses)	**14,880**	**2,303**	**(38,740)**	**(41,929)**	**(80,609)**	**181**	**395,452**	**9,807**			**237,653**
Cash Flow After Debt Service (add back interest payable from cash flow)	**30,095**	**34,411**	**41,822**	**68,654**	**170,989**	**181**	**395,452**	**9,807**			**751,412**
Security Services to be paid from cash flow											
Salaries	4,741	2,371	18,965	54,523	101,935						182,534
FICA/MEDICARE	363	181	1,451	4,171	7,798						13,964
Employee-Health Ins.	1,004	502	4,018	11,551	21,596						38,671
Employee-Retirement	155	78	621	1,785	3,337						5,975
Workmen's Compensation	76	38	303	872	1,631						2,921
Protective services supplies	156	100	200	294	568						1,318
Security Services paid from cash flow	**6,495**	**3,270**	**25,557**	**73,197**	**136,864**						**245,383**
Projected Interest Expense payable from cash flow	15,215	31,141	16,264	(4,543)	34,125						92,203

CHA Low-Income Services, Inc.
Calendar Year Budget January 01,2027- December 31, 2027
Draft 11-18-2026

	21st CCLC (2026-2027)		MAP County	City MAP	Heart of MO United Way	Child & Adult Care Food Program (CACFP)/ (2026-2027)		Summer Food Service Program SFSP	Healthy Home Connections HHC	City Independent Living Program	MAP Misc	McBaine	CHALIS General	Elimination	Totals
	40-26-412	40-27-412	40-27-130	40-27-051	40-27-201	40-27-415	40-28-415	40-27-425	40-27-120	40-27-061	40-00-080	40-00-090	40-00-000		
Income Summary															
Federal Grants	190,824	208,955				45,462	20,170	10,000							475,410
County Grants			199,998						118,367						318,365
City Grants				80,000						60,000					140,000
Local Grants					60,000						62,937				122,937
Rental Income												27,228			27,228
Interest Income												200	2,428		2,628
Other Income											2,000		34,658	(34,658)	2,000
Total Revenues	**190,824**	**208,955**	**199,998**	**80,000**	**60,000**	**45,462**	**20,170**	**10,000**	**118,367**	**60,000**	**64,937**	**27,428**	**37,085**	**(34,658)**	**1,088,568**
Expense Summary															
Salaries, FT	76,067	74,260	73,391	39,471	23,210	2,047	877	975	70,900	36,086	-	-	35,612		432,896
Salaries, PT	66,838	69,609	87,448	23,989	18,658	9,251	3,965	4,405	-	-					284,164
Payroll Taxes, FT	5,819	5,681	5,614	3,020	1,776	157	67	75	5,424	2,761			2,724		33,118
Payroll Taxes, PT	5,113	5,325	6,690	1,835	1,427	708	303	337	-	-					21,738
Benefits, FT	19,671	18,950	19,223	9,737	6,060	451	194	215	21,230	13,821	-	-	6,054		115,605
Benefits, PT	1,498	1,518	1,928	530	412	148	64	70	-						6,167
Indirect Cost	8,019	5,430	2,350	300	2,902	1,000	500	100	10,375	3,681	-	-		(34,658)	-
Contracted Services	1,000	19,131	500	-	-	-	-	-	-	-	-	-	7,000	-	27,631
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Computer/IT Expense	1,500	1,500	1,000	500	1,200	300	200	100	2,400	1,200	-	-	5,500	-	15,400
Travel Expense	2,299	3,252	-	-	1,200	-	-	-	-	-	-	-	-	-	6,751
Professional Development	1,000	1,800	-	-	2,000	-	-	-	-	-		-	1,500	-	6,300
Office Supplies	-	500	353	-	155	-	-	-	-	500	-	-	500	-	2,008
Sundry, Miscellaneous	-	-	500	518	500	500	495	100	1,000	500	-	500	650	-	5,263
Program Expenses	2,000	2,000	1,000	100	500	30,900	13,505	3,623	7,038	1,450		-	-	-	62,117
Program Expenses			-	-	-		-	-		-	-	-		-	-
Management fees												1,500			1,500
Vehicle Fuel/Maintenance													1,000		1,000
Maintenance exp												11,421	2,631		14,052
Depreciation exp												17,413	1,473		18,886
PILOT												2,723			2,723
Audit expense													4,192		4,192
Property Insurance												12,339	8,185		20,525
Liability Insurance												382	6,150		6,532
TOTAL EXPENSES	**190,824**	**208,954**	**199,997**	**80,000**	**60,000**	**45,462**	**20,170**	**10,000**	**118,367**	**60,000**	**-**	**46,279**	**83,172**	**(34,658)**	**1,088,568**
Excess (Deficiency) of Revenue over Expenditures	**(0)**	**0**	**0**	**0**	**0**	**(0)**	**0**	**0**	**0**	**(0)**	**64,937**	**(18,851)**	**(46,087)**	**-**	**(0)**
Depreciation exp												17,413	1,473		18,886
NET INCOME BEFORE DEPRECIATION	**(0)**	**0**	**0**	**0**	**0**	**(0)**	**0**	**0**	**0**	**(0)**	**64,937**	**(1,438)**	**(44,614)**	**-**	**18,886**

Attachment A-Position Allocation Worksheet - CY 2027

TITLE	CHA-COCC	CHA-BA	AHD	CHALIS	AMP 1	BWW	BWW II	Bear Creek	Oak Towers	SPPT	Patriots Place	Park Ave	Kinney Point	Providence WW	Blind Boone	HCV/PBV	CoC	TBRA	Main	EHV
Chief Executive Officer	20%	20%	60%																	
Director of Finance - Interim	30%	20%														50%				
Finance Assistant I	100%																			
Executive Project Coordinator	10%	15%	50%													25%				
Director of HCV Operations																100%				
Senior Accountant	60%		25%	15%																
Accountant	25%	25%														50%				
Accountant	60%		25%	15%																
Finance Assistant II	50%	20%														30%				
Housing Development Coordinator			25%									45%		15%	15%					
HR Manager	45%	50%		5%																
Director of Affordable Housing Development		40%	60%																	
Administrative Assistant - HR	50%	50%																		
Receptionist	20%															80%				
Director of Affordable Housing Operations		50%														50%				
Director of Facilities and Modernization	25%	25%	50%																	
Director of Resident Services	8%	8%		84%																

Affordable Housing Manager II-KP										5%			60%			35%				
Assistant Housing Manager - OAK									65%							35%				
Affordable Housing Manager II-Paquin										65%						35%				
Affordable Housing Manager I-Paquin										65%						35%				
LIHTC Compliance Manager						7%	2%	10%	20%	39%	3%	11%	5%	3%						
Assistant Housing Manager-Park/PWW/BB												25%		20%	20%	35%				
Affordable Housing Manager II-PWW/BB												25%		20%	20%	35%				
Affordable Housing Manager I-Bear Creek								49%			16%					35%				
Affordable Housing Manager II-Oak Towers									65%							35%				
Affordable Housing Manager II-BWWs						49%	16%									35%				
Affordable Housing Manager-SPPT/KP										60%			5%			35%				

Maintenance II-BWWs						75%	25%													
Maintenance Manager II-PWW/BB												11%		10%	79%					
Maintenance I-PWW/BB												11%		10%	79%					
Maintenance II-Stuart Parker										100%										
Maintenance II-PWW/BB												11%		10%	79%					
Maintenance Mechanic I-PWW/BB												11%		10%	79%					
Maintenance Mechanic II-PWW/BB/KP/Park												70%	30%							
Maintenance Mechanic I-BC/PP								75%			25%									
Maintenance II-Oak Tower									100%											
Maintenance Mechanic II-Paquin										100%										
Maintenance Mechanic II-Oak									100%											
Housing Development Coordinator-Maint	5%	30%				4%	2%	2%	8%	10%	2%	15%	2%	10%	10%					
Maintenance I-Paquin										100%										
Maintenance II-Paquin										100%										

Attachment A-Position Allocation Worksheet - CY 2027

TITLE	CHA-COCC	CHA-BA	AHD	CHALIS	AMP 1	BWW	BWW II	Bear Creek	Oak Towers	SPPT	Patriots Place	Park Ave	Kinney Point	Providence WW	Blind Boone	HCV/PBV	CoC	TBRA	Main	EHV
Resident Services Coordinator				11%						89%										
Resident Services Coordinator				11%					89%											
Resident Service Assistant						8%	5%	11%	20%	40%		5%	5%	4%	4%					
Director of Safety						2%	1%	8%	23%	43%	5%	5%	5%	4%	4%					
Full Time Safety Officer						2%	1%	8%	23%	43%	5%	5%	5%	4%	4%					
Full Time Safety Officer						2%	1%	8%	23%	43%	5%	5%	5%	4%	4%					
Full Time Safety Officer						2%	1%	8%	23%	43%	5%	5%	5%	4%	4%					
Part-Time Safety Officers (20 hours/week)						2%	1%	8%	23%	43%	5%	5%	5%	4%	4%					
HCV Specialist																100%				
Housing Intake Coordinator (PBV team)						1%	1%	2%	4%	8%	1%	2%	1%			80%				
HCV Intake Coordinator						1%	1%	2%	4%	8%	1%	2%	1%			80%				
HCV Specialist																100%				
HCV Specialist																100%				
Special Programs Specialist/Intake Coordinator																76%	14%	6%		4%
HCV Program Manager																92%			8%	
PBV Specialist																100%				
HCV Specialist																100%				

Columbia
HOUSING AUTHORITY

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: November 18, 2026
Re: **Resolution 3032:** Approving the FY 2027 CHA Employee Benefits Package

Executive Summary

The proposed resolution approves the FY 2027 CHA employee benefits package, including health, dental, vision, and life insurance. CHA staff recommend maintaining the existing health insurance plan structures to minimize disruption to employees while balancing employee well-being, benefit costs, and the agency's FY 2027 budget.

Discussion

CHA provides two health insurance options for employees: a High-Deductible Health Plan (HDHP) with a Health Savings Account (HSA), including employer contributions, and a Preferred Provider Organization (PPO) Plan.

The CHA CEO, HR Manager, and Interim Director of Finance worked collaboratively with Acrisure to evaluate the FY 2027 employee benefits renewal. The review considered the financial impact on CHA, the overall health and financial well-being of employees, potential disruptions to existing coverage, and feedback received through CHA's employee engagement survey.

Initial renewal proposals from UnitedHealthcare included a 7.7% increase for the HDHP and a 10% increase for the PPO, representing a combined increase of approximately 9%. Acrisure provided several alternative plan structures offering lower premiums through changes to deductibles, coinsurance, copays, and out-of-pocket maximums.

After reviewing these alternatives, CHA staff recommend maintaining the current health insurance plan structures. While some alternatives offered premium savings, they would also increase employees' financial exposure to medical expenses or introduce changes to existing benefits. Maintaining the current plans provides greater continuity for employees.

CHA staff also considered the results of the recent employee engagement survey, which identified dental insurance as an employee benefit priority. This feedback was incorporated into the broader review of employee benefits and the importance of maintaining a competitive and supportive benefits package.

The recommended FY 2027 benefits package reflects a collaborative effort to balance responsible financial management with employee well-being, recruitment, retention, and minimizing disruption to employees. CHA staff believe maintaining consistent benefits is particularly important given the significant organizational changes and workload demands experienced during 2026, continuing into 2027.

The recommended FY 2027 employee benefits package is included in the Board packet. Acrisure representatives will be available to present the renewal and answer questions from Commissioners.

Columbia
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Recommended Commission Action

Approve the resolution authorizing FY 2027 employee benefits.

Housing Authority of the City of Columbia, Missouri

Board Resolution

RESOLUTION 3032

To Approve the CHA Employee Benefits Package for FY January 1, 2027, through December 31, 2027

WHEREAS, As part of the Columbia Housing Authority's (CHA) annual budgeting process, an employee benefits package is finalized once the CHA has received competitive quotes for the employee insurance benefits package; and

WHEREAS, the benefits package for FY 2027 is focused on priorities of minimizing disruption to individual employee health care cost planning; retaining a strong benefit and competitive benefits plan; maintaining employee health care plan choice and mitigating rising health insurance costs; and

WHEREAS, the proposed medical group plans with United Health Care Plan Renewal ES8T Rx C26 and Renewal ES9L Rx C26 results in a combined 9% increase in costs over our current plan, and provides two plan choices for current CHA employees and new hires; and

WHEREAS, the recommended benefit packages address the established priorities for the FY 2027 fiscal year by mitigating rising health insurance cost impact to employees; and

WHEREAS, the result is a competitive health benefits package, two health care plan choices and other employee ancillary insurance benefits for CHA employees that help to maintain employee engagement.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Columbia, Missouri hereby adopts Resolution 3032 approving the CHA Employee Benefits Package for FY 2027 provided by United Health Care and Guardian and authorizing the selection of the United Health Care Renewal ES8T Rx C26 and Renewal ES9L Rx C26 and the other employee ancillary insurance benefits offered by Guardian for all full-time CHA employees as attached and incorporated by reference.

_____

Bob Hutton, Chair

_____

Randall Cole, Secretary

Adopted November 18, 2026

Side-by-Side Medical Plan Comparison

EFAW Rx C26 vs. ES9L Rx C26 vs. ES7X Rx C26 | Effective 01/01/2027

	CURRENT	RENEWAL	ALT 1	ALT 2	ALT 3
Plan Feature	**EFAW Rx C26**	**ES9L Rx C26**	**ES7X Rx C26**	**ES9J Rx C26**	**ES7Y Rx C26**
Plan Type	Core Premier	Core Premier	Core Open Access	Core Premier	Core Open Access
HRA/HSA	No	No	No	No	No
Rx Plan	C26	C26	C26	C26	C26
Rx Benefit	$10/$50/$95/$250; 2.5x mail order	$10/$50/$95/$250; 2.5x mail order	$10/$50/$95/$250; 2.5x mail order	$10/$50/$95/$250; 2.5x mail order	$10/$50/$95/$250; 2.5x mail order
Rx PDL / Network	Essential - National	Essential - National	Essential - National	Essential - National	Essential - National
IN-NETWORK					
PCP	$15	$15	$35	$35	$35
Specialist	$50 / $100	$50 / $100	$75	$45/$90	$75
Outpatient Hospital	Deductible & coinsurance	Deductible & coinsurance	Deductible & coinsurance	Deductible & coinsurance	Deductible & coinsurance
Inpatient Hospital	Deductible & coinsurance	Deductible & coinsurance	Deductible & coinsurance	Deductible & coinsurance	Deductible & coinsurance
Urgent Care	$25	$25	$25	$50	$25
Emergency Room	$300 POD + deductible & coinsurance	$300 POD + deductible & coinsurance	$400 POD + D/C	Dedcutible & Coinsurace	$400 POD + D/C
Major Diagnostics	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP	$400; DDP	Deductible & coinsurance; DDP
X-ray & Lab	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP
Deductible (Individual / Family)	$1,500 / $3,000	$1,500 / $3,000	$1,500 / $3,000	$3,000 /$6,000	$3,000 / $6,000
Coinsurance	80%	80%	80%	80%	80%
Out-of-Pocket Max (Individual / Family)	$7,150 / $14,300	$7,150 / $14,300	$7,900 / $15,800	$6,250 / $12,500	$7,900 / $15,800
OUT-OF-NETWORK					
Deductible (Individual / Family)	**$5,000 / $10,000**	**$5,000 / $10,000**	**$5,000 / $10,000**	**$7,500 /0$15,000**	**$7,500 / $15,000**
Coinsurance	50%	50%	50%	50%	50%
Out-of-Pocket Max (Individual / Family)	$10,000 / $20,000	$10,000 / $20,000	$10,000 / $20,000	$15,000 / $30,000	$15,000 / $30,000
MONTHLY RATES					
Employee Only	**827.89**	**910.52**	**894.33**	**879.76**	**853.94**
Employee + Spouse	$1,738.56	$1,912.08	$1,878.08	$1,847.49	$1,793.26
Employee + Child(ren)	$1,490.22	$1,638.96	$1,609.81	$1,583.59	$1,537.11
Family	$2,483.67	$2,731.56	$2,682.99	$2,639.59	$2,561.82
ENROLLMENT					
Employee Only	**22**	**22**	**22**	**22**	**22**
Employee + Spouse	3	3	3	3	3
Employee + Child(ren)	6	6	6	6	6
Family	0	0	0	0	0
Total Enrolled	31	31	31	31	31
COST SUMMARY					
Calculated Monthly Cost	**$32,370.58**	**$35,601.44**	**$34,968.36**	**$34,398.73**	**$33,389.12**
		10%	8%	6%	3%

Source: UnitedHealthcare Medical Proposed Rates, Quote ID 1315120-5. Rates are illustrative and subject to underwriting approval.

D&C = deductible and coinsurance; POD = per-occurrence deductible; DDP = diagnostic designation per quote. EFAW reflects current rates; ES9L and ES7X are proposed C26 alternatives.

Side-by-Side Medical Plan Comparison

EQUG Rx C26 vs. ES8T Rx C26 vs. ES8V Rx C26 | Effective 01/01/2027

	CURRENT	RENEWAL	ALT 1	ALT 2	ALT 3
Plan Feature	**EQUG Rx C26**	**ES8T Rx C26**	**ES8V Rx C26**	**ES8D Rx C26**	**ES8O Rx C26**
Plan Type	Core Open Access HSA	Core Open Access HSA	Core Open Access HSA	Core Open Access HSA	Core Open Access HSA
HRA/HSA	HSA	HSA	HSA	HSA	HSA
Rx Plan	C26	C26	C26	C26	C26
Rx Benefit	Medical deductible, then $10/$50/$95/$250; 2.5x mail order	Medical deductible, then $10/$50/$95/$250; 2.5x mail order	Medical deductible, then $10/$50/$95/$250; 2.5x mail order	Medical deductible, then $10/$50/$95/$250; 2.5x mail order	Medical deductible, then $10/$50/$95/$250; 2.5x mail order
Rx PDL / Network	Essential - National	Essential - National	Essential - National	Essential - National	Essential - National
IN-NETWORK					
PCP	Deductible + $35	Deductible + $35	Deductible & coinsurance	Deductible & coinsurance	Deductible + $35
Specialist	Deductible + $70	Deductible + $70	Deductible & coinsurance	Deductible & coinsurance	Deductible + $70
Outpatient Hospital	Deductible + 100%	Deductible + 100%	Deductible & coinsurance	Deductible & coinsurance	Deductible + 100%
Inpatient Hospital	Deductible + 100%	Deductible + 100%	Deductible & coinsurance	Deductible & coinsurance	Deductible + 100%
Urgent Care	Deductible + $100	Deductible + $100	Deductible & coinsurance	Deductible & coinsurance	Deductible + 100%
Emergency Room	Deductible + $300	Deductible + $300	Deductible & coinsurance	Deductible & coinsurance	Deductible + $300
Major Diagnostics	Deductible + 100%; DDP	Deductible + 100%; DDP	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP	Deductible + 100%; DDP
X-ray & Lab	Deductible + 100%; DDP	Deductible + 100%; DDP	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP	Deductible & coinsurance; DDP
Deductible (Individual / Family)	$3,400 / $6,800	**$3,500 / $7,000**	**$3,500 / $7,000**	**$4,000 / $8,000**	**$5,000 / $10,000**
Coinsurance	100%	100%	80%	80%	100%
Out-of-Pocket Max (Individual / Family)	$6,250 / $12,500	$6,250 / $12,500	$6,250 / $12,500	$6,250 / $12,500	$6,250 / $12,500
OUT-OF-NETWORK					
Deductible (Individual / Family)	**$7,500 / $15,000**	**$9,000 / $18,000**	**$7,500 / $15,000**	**$7,500 / $15,000**	**$10,000 / $20,000**
Coinsurance	70%	70%	50%	50%	70%
Out-of-Pocket Max (Individual / Family)	$15,000 / $30,000	$12,500 / $25,000	$15,000 / $30,000	$15,000 / $30,000	$20,000 / $40,000
MONTHLY RATES					
Employee Only	**$727.56**	**$783.33**	**$747.75**	**$745.59**	**$743.01**
Employee + Spouse	$1,527.87	$1,644.98	$1,570.27	$1,565.73	$1,560.31
Employee + Child(ren)	$1,309.62	$1,410.01	$1,345.97	$1,342.08	$1,337.43
Family	$2,182.68	$2,349.99	$2,243.25	$2,236.77	$2,229.03
ENROLLMENT					
Employee Only	**18**	**18**	**18**	**18**	**18**
Employee + Spouse	3	3	3	3	3
Employee + Child(ren)	3	3	3	3	3
Family	1	1	1	1	1
Total Enrolled	25	25	25	25	25
COST SUMMARY					
Calculated Monthly Cost	**$23,791.23**	**$25,614.90**	**$24,451.47**	**$24,380.82**	**$24,296.43**
		7.7%	2.8%	2.5%	2.1%

Source: UnitedHealthcare Medical Proposed Rates, Quote ID 1315120-5. Rates are illustrative and subject to underwriting approval.

D&C = deductible and coinsurance; DDP = diagnostic designation per quote. EQUG reflects current plan/rates; ES8T and ES8V are proposed C26 alternatives.

Columbia
HOUSING AUTHORITY

ACRISURE®

Guardian Renewal Rates 1/1/2027

DENTAL – 9% Increase

Dental Renewal Rates:

Employee Only:	$ 37.83
Employee & Spouse:	$ 83.25
Employee & Children:	$ 79.50
Family:	$124.67

SHORT TERM DISABILITY – 6% Increase

Renewal Rate: $ .639

All other lines of coverage are getting a rate hold

Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia MO 65203
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Department Source: CEO
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: November 18, 2026
Re: Resolution 3033: A Resolution Approving Updates to Appendix 1 – Organizational Chart of the CHA Personnel Policy and Appendix 3-Range and Salary Plan.

Executive Summary

The resolution authorizes adjustments to the Appendix 1-Organizational Chart and Appendix 3-Range and Salary Plan to the CHA Personnel Policy.

Discussion

The proposed resolution updates Appendix 1 – Organizational Chart and Appendix 3 – Range and Salary Plan to reflect several targeted staffing and organizational adjustments. These refinements reflect goals within CHA's 5-Year PHA Plan and by recognizing and adapting to organizational growth, leadership development and aligning CHA's staffing with its operational needs and strategic priorities.

The adjustments support CHA's Five-Year PHA Plan, particularly its goals of developing leadership capacity, strengthening resident services, modernizing business systems, and maintaining organizational capacity as CHA completes its transition from public housing to project-based asset management.

The proposed updates include:

- **Housing Choice Voucher Operations:** Updates the Special Programs position to Special Programs Manager, recognizing expanded supervisory and program responsibilities. Adds a Special Programs Specialist position, subject to available funding anticipated to occur in the next 60-90 days.
- **Affordable Housing Operations:** Establishes a Housing Manager II overseeing Kinney Point and Stuart Parker, supported by a Housing Manager I at Stuart Parker, consistent with the supervisory structure at CHA's tower properties. This provides additional management capacity following the expansion of Kinney Point. Reception and housing intake functions are also aligned under Affordable Housing Operations.
- **Resident Services:** Updates a Family Self-Sufficiency Coordinator position to Family Self-Sufficiency Manager and the Moving Ahead Program Coordinator to MAP Program Manager, recognizing expanded supervisory responsibilities and supporting continued program development.
- **Executive and Administrative Support:** Updates the CEO's Administrative Assistant position to Executive Project Coordinator, reflecting increased responsibilities for strategic initiatives, affordable housing development, and Board coordination. Administrative Assistant support is also assigned to the HR Manager to strengthen HR operations and assist with procurement and implementation of a new enterprise resource planning (ERP) system.
- **Facilities and Modernization:** Updates the Housing Development Coordinator title and responsibilities to Facilities and Modernization Operations Coordinator, better reflecting the position's current operational functions.

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- **Property Assignments:** Updates maintenance staffing designations to reflect Park Avenue, Providence Walkway, and Blind Boone following their transition from public housing to LIHTC and project-based operations.

These adjustments primarily clarify reporting relationships, recognize expanded responsibilities, and realign existing staffing resources rather than substantially change CHA's organizational structure. The additional Special Programs Specialist position remains contingent upon available funding, including anticipated federal decisions affecting Continuum of Care and Housing Choice Voucher programs over the next 60–90 days. Together, these refinements position CHA to continue to strengthen its leadership and organizational capacity while continuing to deliver quality housing and resident-centered services.

Recommended Commission Action

Adopt the Resolution Approving Updates to Appendix 1 – Organizational Chart to the CHA Personnel Policy and Appendix 3-Range and Salary Plan.

Housing Authority of the City of Columbia, Missouri

Board Resolution

RESOLUTION 3033

To Authorize changes to salary ranges, Appendix 1 – Organizational Chart and Appendix 3 Range and Salary Plan to the CHA Personnel Policy.

WHEREAS, the Housing Authority of the City of Columbia, Missouri maintains job descriptions, Appendix 1- Organizational chart and Salary Plan to the CHA Personnel Policy to help foster effective and efficient operations of CHA; and

WHEREAS, the Board of Commissioners has reviewed the proposed amendments and updates to Appendix 1 -Organizational Chart of the Columbia Housing Authority (CHA) Personnel Policy and Appendix 3 – Range and Salary Plan and recognizes the need for amending positions as recommended by the Chief Executive Officer to manage growth of CHA operations to achieve high performance results; and

WHEREAS, the Board of Commissioners has reviewed Appendix 1-Organizational Chart showing the changes in reporting duties associated with the positions in order to redistribute workload and reporting duties as recommended by the Chief Executive Officer to maximize efficiency in CHA-wide operations to achieve high performance results; and

WHEREAS, the Board of Commissioners has reviewed the corresponding revised Appendices 1 and 3 to the Personnel Policy; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the City of Columbia, Missouri hereby adopts the amended positions and adopts the corresponding revisions to the CHA Personnel Policy including Appendix 1 - Personnel Organization Plan, and Appendix 3 - Range and Salary Plan, effective November 18, 2026, as attached hereto and made a part hereof.

_____

Bob Hutton, Chairman

_____

Randy Cole, Secretary

Adopted November 18, 2026

Orgchart

Columbia Housing Authority
Project-Based Asset Management
Organizational Chart
Personnel Policy - Appendix 1
Draft November 2026

DRAFT 11.19.26

- Board of Commissioners
  - Chief Executive Officer
    - HR Manager
      - **Administrative Assistant**
    - **Executive Project Coordinator**
    - **Director of Finance**
      - Senior Accountant
      - Accountant (2)
      - **Finance Assistant II**
    - **Director of Affordable Housing Development & Asset Management**
      - Housing Development Coordinator
    - Director of Safety
      - Safety Officer (3)
    - Director of HCV Operations
      - **Special Programs Manager**
        - Special Programs Specialist*
      - HCV Manager
        - HCV Specialist (3)
    - Director of Aff. Housing Operations
      - Housing Manager II Paquin Tower
      - **Asst. Housing Mgr Paquin Tower**
      - Housing Manager II Oak Tower
      - Asst. Housing Mgr Oak Tower
      - **Housing Manager II Kinney Point & Stuart Parker**
      - **Housing Manager I Stuart Parker**
      - **Housing Manager II Park/PWW/BB**
      - **Housing Manager II BWW I & II**
      - **Asst. Housing Mgr. Park/PWW/BB/ BWW I & II**
      - Housing Manager II Bear Creek & Patriot Place
      - Affordable Housing Operations Manager
      - **PBV/LIHTC Specialist (2)**
      - **Housing Intake Coordinator**
      - **Receptionist**
    - Dir. of Facilities & Modernization
      - **Facilities & Modernization Operations Coord.**
      - Maint. Mechanic II Paquin Tower
      - Maintenance II Paquin Tower
      - Maintenance I Paquin Tower
      - Maint. Mechanic II Oak Tower
      - Maintenance II Oak Tower
      - Maintenance Manager
      - Maintenance II Stuart Parker
      - Maint. Mechanic I Bear Creek & Patriot Place
      - **Maint. Mechanic I BWW I & II**
      - **Maint. Mechanic II Kinney Point & Park**
      - **Maint. Mechanic I Park/PWW/BB**
      - **Maintenance II Park/PWW/BB**
      - **Maintenance I Park/PWW/BB**
    - Director of Resident Services
      - Resident Services Manager
        - ROSS Service Coordinator
        - HHC Family Support Specialist (2)
      - **Family Self Sufficiency Manager**
        - Family Self Sufficiency Coord. (2)
        - Independent Living Coordinator (2)
        - **HHC Family Support Specialist (MAP) & Food Pantry**
      - **MAP Program Manager**
        - MAP Lead - FT (2)
        - MAP Lead - 3/4T (2)
        - MAP Assistant - PT (10)
        - MAP Kitchen Manager - PT
        - **MAP Van Driver - PT (2)**

*Subject to available funding

Columbia
HOUSING AUTHORITY

FY 2026 Housing Authority of the City of Columbia, Missouri
Personnel Organization Plan
Appendix 3 - Range and Salary Plan

Draft

11.18.26

Range	Amount	Position	
A	Grant/HUD Based ($16-$20)	MAP Assistant - PT	MAP Van Driver - PT
		MAP Lead – ¾T	MAP Kitchen Manager
B	$33,280 to $45,760 ($16-$22)	Receptionist	Grounds Keeper, Custodian
		Maintenance I	MAP Lead - FT
C	$35,360 to $49,920 ($17-$24)	Maintenance II	Assistant Affordable Housing Manager
D	$37,440 to $54,080 ($18-$26)	HCV/PBV Housing Intake Coordinator	Maintenance Mechanic I
		Finance Assistant I	Family Support Specialist
		Affordable Housing Manager I	ROSS Service Coordinator
		Housing Ambassador	
E	$41,600 to $58,240 ($20 -$28)	Maintenance Mechanic II	Safety Officer
		Finance Assistant II	Affordable Housing Manager II
		Family Self Sufficiency Coordinator	PBV/LIHTC & HCV Specialist
		Administrative Assistant	Independent Living Coordinator
		Systems Administrator	**Special Programs Specialist**
F	$45,760 to $70,720 ($22-$34)	Resident Services Manager	HCV Manager
		Maintenance Manager	Affordable Housing Operations Manager
		Human Resources Manager	**MAP Program Manager**
		Special Programs Manager	**Family Self Sufficiency Manager**
		Executive Project Coordinator	Housing Development Coordinator
		Accountant	**Facilities and Modernization Operations Coordinator**
G	$58,240 to $90,000 ($28-$43.27)	Director of Affordable Housing Operations	Director of Facilities and Modernization
		Director of Affordable Housing Development	**Director of Finance**
		Director of Resident Services	Director of HCV Operations
		Senior Accountant	Director of Safety
H	$90,000 to $115,000		
I	$125,000 And up	Chief Executive Officer	

Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri

Human Resources

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Position: Administrative Assistant
Reports To: Human Resources Manager
Salary: $20.00 - $28.00 hourly ($41,600 - $58,240 annually), plus excellent fringe benefits
Position Range: E

Summary of Position: This position will provide administrative support to the Human Resources (HR) Manager including clerical, receptionist, customer service, and entry-level IT duties. The Administrative Assistant will act as a liaison between CHA staff and vendors to troubleshoot IT issues and coordinate implementation of solutions. This position will be responsible for adding/modifying/deleting users' access and security levels to various databases and platforms, identifying hardware replacement needs, and maintaining the agency website and social media accounts. The Administrative Assistant will also process billing invoices, assist with light HR clerical duties, and cover the front-desk Receptionist duties when needed. This position must be customer service oriented, have effective verbal and communication, have basic IT knowledge, and be familiar with Microsoft Office applications.

Key Responsibilities:

- Serving as liaison with the IT Service Provider for system updates and improvements, first-line issue resolution, establishing new user set up and processing user terminations, and obtaining new software/hardware,
- Setting up workstations to accommodate new or rearranged offices,
- Providing first-line computer and component issue analysis and technical support to end users,
- Maintaining shared drive securities & data/file management,
- Serving as liaison with Internet, VoIP, and cell phone system providers that includes VoIP phone user setups and first-line analysis of related issues,
- Serving as liaison with copy machine and printer maintenance contracts and providing and pertinent information to vendors such as periodical usage counts,
- Processing all IT system related invoicing for accounts payable,
- Creating and maintaining user guides and manuals for pertinent CHA operations,
- Basic maintenance of CHA's website and other social media accounts including creation of publications,
- Assisting in overseeing system maintenance for security cameras and card key systems,
- Performing basic clerical duties, such as file maintenance, correspondence with outside parties, and generating data reports,
- Covering the front-desk Receptionist duties when needed,
- Assist HR Manager in posting to job boards and scheduling interviews
- Performing miscellaneous related tasks as assigned by the HR Manager or Chief Executive Officer.

Required Knowledge, Skills, and Abilities:

- Ability to evaluate and improve the efficiency and effectiveness of operations,

- Ability to learn various program basics to be able to assist the general public,
- Thorough knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition and grammar,
- Expert knowledge of modern office practices and procedures and of office machines and computer systems,
- Ability to maintain effective working relationships with employees, department heads, vendors, and the public, in a tactful and courteous manner,
- Must have an excellent work history and attendance record,
- Ability to follow written and oral instructions.
- Ability to lift or move up to 50 pounds.

Education and Experience:

- High school diploma or equivalent.
- Two (2) years of experience or combined education and experience that supports the understanding and proficiency in performing IT and related services.
- Two (2) years of experience providing excellent customer service.
- Must be proficient with Microsoft Office applications.

Special Requirements:

- Must be bondable and insurable.
- Must be able to interface effectively with all levels of management.
- Must be willing to travel for occasional training or attendance at conferences/workshops.
- Must have a current Missouri driver license to be able to travel to satellite offices.
- Must be able to obtain and/or maintain a bank account for payroll purposes.
- Must be able to pass a pre-employment drug screen and background check.

I have reviewed the position description and understand the requirements and duties of the position.

_____ _____

Employee Signature Date

Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri
Human Resources

201 Switzler Street, Columbia MO 65203
Office: (573) 443-2556 ♦ Fax: (573) 443-0051 ♦ TTY: (800) 735-2966 ♦ www.ColumbiaHA.com

Position: Executive Project Coordinator
Reports To: Chief Executive Officer
Salary: $22.00 - $34.00 hourly ($45,760 - $70,720 annually), plus excellent fringe benefits
Position Range: F

Position Overview
The Executive Project Coordinator provides professional project coordination and executive support to the Chief Executive Officer in advancing CHA's strategic initiatives, affordable housing development, organizational governance, and legal and administrative processes. The position coordinates with departmental leadership, legal counsel, lenders, investors, development partners, and other stakeholders to support complex projects, financing transactions, Board activities, and executive priorities. Responsibilities require independent judgment, strong organizational and communication skills, discretion, and the ability to manage multiple priorities.

Key Responsibilities
Strategic Initiatives and Development Coordination
- Assist the CEO with strategic initiatives, and affordable housing development.
- Assist with communications and documentation with development partners, lenders, investors, attorneys, consultants, title company and governmental agencies.
- Assist with development closings, including due diligence, document preparation, signature coordination, financial information, and closing requirements.
- Assist with construction draw packages, and supporting documentation in coordination with Finance and development partners.

Executive and Board Support
- Support the CEO in developing, compiling, preparing, and distributing Board of Commissioners meeting agendas and packets.
- Coordinate CHA Resident Advisory Board meetings, including scheduling, notices, agendas, and supporting materials.
- Attend Board and Resident Advisory Board meetings and prepare meeting minutes, resolutions, and related records.
- Coordinate compilation of CHA's monthly performance dashboard, working with departments to obtain and organize operational, financial, and program information.

Legal and Administrative Coordination
- Assist with records requests under the Missouri Sunshine Law, Privacy Act, and applicable CHA policies, coordinating with appropriate staff and legal counsel.
- Coordinate scheduling and documentation for informal and formal hearings related to housing assistance and lease terminations.
- Assist with preparing hearing summaries, draft determinations, correspondence, and related documentation.

- Coordinate with CHA's legal firm regarding unlawful detainers, evictions, required documentation, and case status.
- Maintain organized and confidential records related to Board governance, legal matters, hearings, and strategic projects.
- Perform other related duties as assigned by the Chief Executive Officer.

Required Knowledge, Skills, and Abilities

- Strong organizational, project coordination, and time management skills.
- Excellent written and verbal communication skills, including preparation of professional correspondence, reports, and meeting minutes.
- Ability to work independently, exercise sound judgment, and manage multiple deadlines.
- Proficiency in Microsoft Office applications, particularly Excel, Word, PowerPoint, and document management systems.
- Ability to compile, organize, and interpret financial information and project documentation.
- Ability to establish effective working relationships with CHA leadership, Board members, legal counsel, and external partners.
- Professional judgment, tact, and discretion when handling confidential and sensitive information.
- Ability to learn affordable housing financing, public agency governance, and applicable housing program requirements.

Education and Experience

- **Required:** High school diploma or equivalent, supplemented by relevant professional experience in executive support, project coordination, or a related field.
- **Preferred:** Associate's or bachelor's degree in business administration, public administration, finance, or a related field.
- **Preferred:** Experience with affordable housing development, executive administration, financial transactions, legal coordination, or public agency governance.

Special Requirements

- Must be bondable and insurable.
- Must possess and maintain a valid MO driver's license and acceptable driving record.
- Must be willing to travel for training, conferences, or project-related activities.
- Must be able to attend evening meetings as required.
- Must maintain a bank account for direct payroll deposit.
- Must pass pre-employment drug screening and background checks.

CHA is an equal opportunity/affirmative action employer, and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, protected veteran status or any other characteristic protected by law.

_____ _____

Employee Date

Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri

Human Resources

201 Switzler Street, Columbia MO 65203
Office: (573) 443-2556 ♦ Fax: (573) 443-0051 ♦ TTY: (800) 735-2966 ♦ www.ColumbiaHA.com

Position: Facilities and Modernization Operations Coordinator
Reports To: Director of Facilities and Modernization
Salary: $22.00 - $34.00 hourly ($45,760 to $70,720 annually)
Pay Range: F

Summary of Position: This is a middle management and administrative position that is performed under the direction of the Director of Facilities and Modernization. This position will involve both individual responsibilities as well as assisting others in reaching desired outcomes. This position is responsible for coordinating the day-to-day operations of the Facilities and Modernization department, including work order tracking, preventive maintenance and inspection schedules, consumables and supply management, purchasing, and vendor and contract coordination. This position also assists with resident relocations and with capital and modernization projects at CHA's existing housing and facilities, and supports other CHA departments.

Key Responsibilities:
Assist Director in coordinating day-to-day operations of the Facilities and Modernization department, including maintenance operations, supplies and contracts, and capital and modernization projects.

- Assist the Director with daily departmental coordination, maintenance operations, scheduling, and capital improvement activities.
- Track maintenance work orders, emergency requests, unit turns, recurring maintenance issues, and vendor assignments to support timely completion.
- Coordinate preventive maintenance and property inspection schedules, monitoring completion and outstanding requirements.
- Coordinate purchasing of maintenance supplies, materials, equipment, and contracted services in accordance with CHA procurement policies.
- Assist with vendor solicitations, contracts, purchase orders, invoices, insurance documentation, and contract renewals.
- Coordinate contractor scheduling, site access, work assignments, and documentation of completed services.
- Assist with capital and modernization projects, including schedules, budgets, progress tracking, punch lists, and project closeout documentation.
- Support resident relocation activities associated with modernization projects, including scheduling, coordination, and expense tracking.
- Compile monthly departmental performance reports, including work order activity, response times, unit turnover, preventive maintenance, and vendor expenditures.
- Assist with maintenance and capital project budgets, expenditure tracking, financial records, and departmental reporting.
- Identify opportunities to improve operational efficiency, scheduling, procurement, and coordination across departments.
- Maintain regular communication with the Director, Maintenance Manager, staff, contractors, and other CHA departments to support departmental priorities.
- Perform other related duties as assigned by the Director of Facilities and Modernization.

Required Knowledge, Skills, and Abilities:

- Must be highly organized, detail-oriented, and able to manage multiple tasks efficiently.
- Must have good problem-solving skills with an ability to evaluate and improve the efficiency and effectiveness of operations.
- Knowledge of building maintenance, facilities operations, or construction practices.
- Must have good oral and written communication skills with the ability to maintain effective working relationships with co-workers, department heads, professional contacts, and the general public.
- Must be efficient with modern office practices and procedures
- Ability to learn and ensure adherence to the following:
    - Laws, legal codes, government regulations, executive orders, and agency rules applicable to responsibilities.
    - HUD regulations and CHA administrative policies governing finance, budgeting, procurement, and contracting procedures.

Education and Experience:

A substantial combination of education and/or experience in the following areas:

- A bachelor's degree from an accredited college or university with major course work in business administration, facilities or construction management (or a related field); and/or
- Experience coordinating maintenance, facilities, or property management operations, preferably in public or affordable housing.
- Experience with managing consumables, purchasing, and/or contract administration is a plus.

Special Requirements:

- Must be bondable and insurable.
- Must be able to interface effectively with all levels of management.
- Must be willing to travel for job related activities with occasional overnight stays.
- Must be able to obtain and/or maintain a bank account for payroll purposes.
- Must have an excellent work history and attendance record.
- Must be able to pass a pre-employment drug screen background check.

I have reviewed the position description and understand the requirements and duties of the position.

Employee Signature _____ Date _____

Columbia
HOUSING AUTHORITY

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Human Resources

201 Switzler Street, Columbia MO 65203
Office: (573) 443-2556 ♦ Fax: (573) 443-0051 ♦ TTY: (800) 735-2966 ♦ www.ColumbiaHA.com

Position: Family Self-Sufficiency Manager
Reports To: Director of Resident Services
Salary: $22.00 - $34.00 hourly ($45,760 - $70,720 annually), plus excellent fringe benefits
Position Range: F, Grant Funded Position

Summary of Position: This is a middle management and administrative position that is performed under the Director of Resident Services. This position serves in a supervisory capacity, providing oversight and support to Family Self-Sufficiency (FSS) Coordinators. This position assists the Director in the operation of the FSS department as well as coordinating with staff across Resident Services and other CHA departments to support program objectives. Coordinate the FSS program with CHA Housing and/or Housing Choice Voucher participants. Oversee the program budget, monitor, and authorize expenditures and develop additional financial resources through grant submission, fund raising and other means to expand and enhance services to residents. Implement and monitor policies regarding participant involvement, program requirements, and benefits. Work involves direct service contact with program participants, case management, and some job development for participants.

Key Responsibilities:

- Manage CHA's Family Self-Sufficiency (FSS) Program, ensuring effective program administration, regulatory compliance, and achievement of participant and program performance goals.
- Supervise FSS Coordinators, including assigning and monitoring work, providing training and guidance, participating in hiring, conducting performance evaluations, and supporting professional development.
- Oversee recruitment, enrollment, and case management services for approximately 50–100 FSS families, with a minimum program caseload of 25 families, and provide direct case management as assigned.
- Maintain and implement CHA's FSS Action Plan in accordance with HUD regulations and established program policies.
- Oversee the development and monitoring of participant Individual Training and Services Plans (ITSPs), including goals related to employment, education, financial stability, and economic self-sufficiency.
- Ensure accurate and timely HUD reporting, participant records, and data entry into applicable HUD and CHA information systems.
- Oversee FSS escrow account administration, including accurate calculations, tracking, disbursements, forfeitures, and required financial reporting.
- Monitor program enrollment, participant progress, graduation outcomes, escrow balances, and other performance measures to support program effectiveness.
- Coordinate the FSS Program Coordinating Committee and maintain partnerships with employers, educational institutions, service providers, and community organizations to expand participant opportunities.
- Assist with preparation and monitoring of program budgets, grant requirements, expenditures, and funding opportunities.
- Develop and recommend program policies, procedures, outreach strategies, and operational improvements to strengthen service delivery and participant outcomes.

- Represent CHA's FSS Program at community meetings, partner events, and other activities promoting program participation and collaboration.
- Coordinate with the Director of Resident Services regarding program performance, staffing, funding, and strategic priorities.
- Perform other related duties as assigned by the Director of Resident Services.

Required Knowledge, Skills, and Abilities:

- Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

Education and Experience:

- Bachelor's degree in social work, education, or social sciences is required; Degree may also be in business or public administration or other related field.
- Prefer a minimum of two years' experience in social services working directly with clients.

Special Requirements:

- Must be bondable and insurable.
- Must be able to interface effectively with all levels of management.
- Must have a valid Missouri driver's license.
- Must be willing to travel overnight for training or attendance at conferences/workshops as requested by the Director or CEO.
- Must be able to work evenings and weekends as required.
- Must be able to obtain and maintain a bank account for payroll purposes.
- Must be able to pass an employment drug screen and background check.

I have reviewed the position description and understand the requirements and duties of the position.

_____ _____

Employee Signature Date

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Position: Moving Ahead Program Manager
Reports To: Director of Resident Services
Salary: $22.00 - $34.00 hourly ($45,760 - $70,720 annually), plus excellent fringe benefits
Position Range: F

Summary of Position: This is a middle management and administrative position that is performed under the Director of Resident Services. This position serves in a supervisory capacity, assisting the Director in providing oversight and support to the Moving Ahead Program staff. This position assists the Director in coordinating with staff across the Resident Services department and other CHA departments to support program objectives. This position is responsible for helping coordinate all components of CHA's Moving Ahead Program classrooms.

Using Innovative models and best practices, the Moving Ahead Program (MAP) is a community-based program designed to support at-risk children, grades K-12. The principal goal of MAP is to improve the commitment to school (attendance, conduct, effort, and parental involvement) and academic performance of Columbia's "inner-city" youth. Staff provide participants with:

- Education services
- Family services
- Mentoring
- After school activities
- Incentives/recognitions

Key Responsibilities:

- Supervise MAP program assistants, van drivers, volunteers, etc.
- Oversee tutoring and mentoring programs including lesson plans.
- Assist with student-related communications and assist with school liaison activities.
- Monitor MAP participant progress in accordance with the overall program goal, to improve participants' commitment to school (attendance, conduct, effort, and parental involvement.)
- Oversee after school and summer activities, including but not limited to recreation, self-esteem, social and emotional development.
- Ensure close attention to the needs of participants and their families through the development and implementation of plans to meet their needs.
- Develop and coordinate non-monetary incentive/recognition programs for participation in MAP activities (i.e., for perfect attendance at school, tutoring, mentoring, or recreational activities, with incentives such as award ceremonies to celebrate accomplishments.)
- Act as a positive role model for children and youth in the program.
- Maintain accurate records of grades, attendance, and behaviors.
- Assist with grant applications, procurement, and purchase ordering.
- Perform other duties as assigned.

Required Knowledge, Skills, and Abilities:

- Must be able to use proper tone of voice when addressing participants and staff.
- Leadership skills.

- Must be organized and dependable.
- Strong knowledge of at-risk youth programming.
- Ability to express oneself effectively both orally and in writing to prepare clear, concise reports and correspondence.
- Ability to utilize computer software programs to meet the general responsibilities of the position.
- Ability to implement, with minimal supervision, continuing assignments requiring the organization of materials, the preparation of reports, and the making of decisions within the framework of policies, procedures, and grant objectives.
- Ability to help establish and maintain effective working relationships with superiors, associates, parents, teachers, volunteers, principals, law enforcement, juvenile officers, residents, guests, and the general public, as well as the ability to work with a diverse range of individual youth with varying levels of needs.
- Ability to foster an inclusive environment.
- Ability to maintain calm and function effectively in a crisis.
- Excellent work history and attendance record.

Education and Experience:

- High school diploma or equivalent is required.
- Two years of college education in the areas of education, social services, or related field; or two years of experience working with children/youth; or an equivalent combination of education and related work experience.

Special Requirements:

- Must be bondable and insurable.
- Must be willing and able to work flexible hours, including nights and weekends.
- Must be able to interface effectively with all levels of management.
- Must be willing to travel overnight for a minimum of 10 days annually for training or attendance at conferences/workshops.
- Must be able to obtain and maintain a bank account for payroll purposes.
- Must be able to pass criminal background checks, register with MO State Family Care Safety Registry, complete fingerprinting, drug screening, TB test, and a fit-for-duty physical.

I have reviewed the position description and understand the requirements and duties of the position.

_____ _____

Employee Signature Date

Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri

Human Resources

201 Switzler Street, Columbia MO 65203
Office: (573) 443-2556 ♦ Fax: (573) 443-0051 ♦ TTY: (800) 735-2966 ♦ www.ColumbiaHA.com

Position: Special Programs Specialist
Reports To: Special Programs Manager
Salary: $20.00 - $28.00 hourly ($41,600 - $58,240 annually), plus excellent fringe benefits
Position Range: E

Summary of Position: This is a position responsible for providing assistance in obtaining affordable housing for low-income families through Columbia Housing Authority's Special Programs which include but are not limited to Veterans Affairs Supportive Housing (VASH), Continuum of Care (COC), and Tenant-Based Rental Assistance (TBRA). This position collaborates with several local agencies as well as the Missouri Balance of State to provide permanent supportive housing to low-income individuals and families experiencing homelessness. This position requires superior knowledge of federal housing regulations relating to admissions and occupancy of subsided programs. Exceptional organizational skills are a must, and the ability to work with a variety of organizations to provide housing services to those in need is essential.

Major work activities include (1) Conducting initial and annual interviews of applicants and tenants participating in Special Programs (2) Participation in the HUD mandated Coordinated Entry process (3) Communicate with and collaborate with social service agencies in the community in order to serve and assist persons eligible for special programs administered by the Columbia Housing Authority.

Key Responsibilities:

- Respond to inquiries regarding CHA's Special Housing Programs.
- Review applications and determine eligibility of applicants under the CHA's Administrative Plan and Special Program guidelines including the initial determination of family composition, income eligibility, and the qualification for local preferences.
- Verifies family composition and income and determines appropriate tenant rent, utility assistance, and housing assistance payment.
- Counsels landlords regarding the Special Programs and the responsibility of the
- Housing Authority, participant, and landlord. Serves as a resource for landlords that need additional information about participation in the program.
- Approves the lease and appropriate rent after reviewing fair market rents and rent
- reasonableness survey.
- Completes program forms and reports as required.
- Ensures that all move-in, move out, and annual inspections are performed.
- Performs annual re-certification of program participants.
- Ensures compliance with federal regulations associated with the Special Program and compliance with regulations covering other rental assistance programs as assigned.
- Performs related work as assigned by the Chief Operations Officer.

Required Knowledge, Skills, and Abilities:

- Knowledge of counseling and problem-solving techniques.
- Must be able to communicate well, both orally and in writing, with CHA staff, residents, landlords and the general public.

- Knowledge of the practices, procedures and policies of CHA and Federal regulations governing the provision and oversight of the Special Programs.
- Ability to implement, without supervision, continuing assignments requiring the organization of material, the preparation of reports and the making of decisions within the frame- work of policies and procedures.
- Ability to utilize computer hardware and software required to meet the general responsibilities of the position.
- Ability to make arithmetic computations with speed and accuracy.
- Ability to collaborate and communicate with other social service agencies in an effort to provide services to participants.

Education and Experience:

- Required: Bachelor's Degree in: Social Services, Business or Public Administration.
- Must have a minimum of two years' experience in Low Income Housing Program Management or three years' experience and training in business or public administration, general management, accounting, finance or social services and,
- A minimum of two years of experience with computers and software systems.

Special Requirements:

- Must be bondable and insurable.
- Must have or obtain a valid Missouri driver's license.
- Must attain Housing Choice Voucher Specialist certification within one year of employment.
- Must be willing to travel overnight a minimum of 15 days annually for training or attendance at conferences/workshops.
- Must be able to obtain and maintain a bank account for payroll purposes.
- Must be able to pass a pre-employment drug screen and background check

I have reviewed the position description and understand the requirements and duties of the position.

_____ _____

Employee Signature Date

Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri

Human Resources

201 Switzler Street, Columbia MO 65203
Office: (573) 443-2556 ♦ Fax: (573) 443-0051 ♦ TTY: (800) 735-2966 ♦ www.ColumbiaHA.com

Position: Special Programs Manager
Reports To: Director of Housing Choice Voucher Operations
Salary: $22.00 - $34.00 hourly ($45,760 - $70,720 annually), plus excellent fringe benefits
Position Range: F

Summary of Position: This is a middle management and administrative position that is performed under the Director of Housing Choice Voucher (HCV) Operations. This position serves in a supervisory capacity, providing oversight and support to the Special Programs Specialist. This position assists the Director in coordinating with staff across the HCV Operations department and other CHA departments to support program objectives. This is a position responsible for providing assistance in obtaining affordable housing for low-income families through Columbia Housing Authority's Special Programs which include but are not limited to Veterans Affairs Supportive Housing (VASH), Continuum of Care (COC), and Tenant-Based Rental Assistance (TBRA). This position collaborates with several local agencies as well as the Missouri Balance of State to provide permanent supportive housing to low-income individuals and families experiencing homelessness. This position requires superior knowledge of federal housing regulations relating to admissions and occupancy of subsided programs. Exceptional organizational skills are a must, and the ability to work with a variety of organizations to provide housing services to those in need is essential.

Major work activities include (1) Conducting initial and annual interviews of applicants and tenants participating in Special Programs (2) Participation in the HUD mandated Coordinated Entry process (3) Communicate with and collaborate with social service agencies in the community in order to serve and assist persons eligible for special programs administered by the Columbia Housing Authority.

Key Responsibilities:

- Manage CHA's Special Housing Programs, ensuring effective program administration, regulatory compliance, and achievement of funding and performance objectives.
- Serve as CHA's primary representative in coordinating with local and regional Continuum of Care organizations, including Balance of State partners, community agencies, and service providers.
- Develop and maintain partnerships and coordinate required Memoranda of Understanding (MOUs) and other agreements with participating organizations.
- Supervise Special Programs staff, including assigning and monitoring work, providing training and guidance, participating in hiring, conducting performance evaluations, and ensuring accountability for program outcomes.
- Oversee participant referrals, applications, eligibility determinations, and admissions in accordance with CHA's Administrative Plan and applicable program requirements.
- Ensure accurate verification of household composition, income, deductions, tenant rent, utility allowances, and housing assistance payments.
- Review and approve leasing documentation, contract rents, and rent reasonableness determinations within established program requirements and delegated authority.
- Ensure timely completion of required initial, annual, and interim recertifications, housing inspections, and participant documentation.

- Oversee accurate and timely entry of Homeless Management Information System (HMIS) data, maintaining compliance with reporting requirements, data quality standards, and performance measures.
- Coordinate preparation and submission of required program reports, funding documentation, and performance information.
- Serve as a resource for participants, landlords, partner agencies, and community organizations regarding program requirements and available housing assistance.
- Monitor program utilization, expenditures, participant outcomes, and compliance with applicable HUD regulations, funding agreements, and CHA policies.
- Identify opportunities to improve program efficiency, strengthen partnerships, expand housing opportunities, and maximize available funding.
- Serve as a technical resource to the Director of HCV Operations regarding program performance, staffing, funding, and overall program compliance matters.
- Perform other related duties as assigned by the Director of HCV Operations.

Required Knowledge, Skills, and Abilities:

- Knowledge of counseling and problem-solving techniques.
- Must be able to communicate well, both orally and in writing, with CHA staff, residents, landlords and the general public.
- Knowledge of the practices, procedures and policies of CHA and Federal regulations governing the provision and oversight of the Special Programs.
- Ability to work independently in evolving and complex regulatory environment.
- Strong computer and software required skills and experience in HMIS.
- Ability to make arithmetic computations with speed and accuracy.
- Ability to collaborate and communicate with other social service agencies in an effort to provide services to participants.

Education and Experience:

- Required: Bachelor's Degree in: Social Services, Business or Public Administration.
- Must have a minimum of two years' experience in Low Income Housing Program Management or three years' experience and training in business or public administration, general management, accounting, finance or social services.
- A minimum of two years of experience with computers and software systems.

Special Requirements:

- Must be bondable and insurable.
- Must be able to interface effectively with all levels of management.
- Must have or obtain a valid Missouri driver's license.
- Must be willing to travel overnight for training or attendance at conferences/workshops as requested by the Director or CEO
- Must be able to obtain and maintain a bank account for payroll purposes
- Must be able to pass a pre-employment drug screen and background check.

I have reviewed the position description and understand the requirements and duties of the position.

_____ _____

Employee Signature Date

Columbia
HOUSING AUTHORITY

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: 11/18/2026
Re: CHA Director Reports

Executive Summary

This memo provides a monthly account of functions and activities of CHA Departments.

Discussion

CEO Summary:
This report summarizes operations across all departments into a combined memo. The financial report is in a standalone monthly finance report. There are steady operations across all departments with continued development progress on milestones, continued addressing of maintenance and management of construction project sites, operating of properties, maintenance of voucher programs, the provision of services to residents and ensuring safety on CHA property. Staff will continue focusing attention on operational metrics at Bear Creek and Bryant Walkway II. All other properties are performing at a strong level.

Affordable Housing Development:

Park Avenue

- Significant redevelopment efforts including demolition, site grading, infrastructure and footings started on the third block.
- Footings have been installed in Building 21.
- Staff continue to work with the City of Columbia on water rebates and on rebates for the high-efficiency HVAC systems.

Providence Walkway

- Closed October 19th and all ARPA funds drawn and disbursed.
- Staff working on submitting closing packet to HUD within 30 days after close.
- Demolition and abatement significantly underway on rehab units.
- Footings and concreted started on 9 new construction units.

Blind Boone Apartments

- Significant progress on HUD and Red Stone due diligence list.
- Awaiting LPA, final title and survey review, Central Bank documents.
- Closing anticipated to occur in December, depending upon team schedule.

Park Avenue II Apartments

- An application to the Missouri Housing Development Commission for 9% Low Income Housing Tax Credits was submitted by staff on August 7th. The proposed development will be located on CHA owned vacant lots located next to the existing Park Avenue Apartments at 507 Park. The plans are to construct one building with 29 affordable units and 4 market rate units. Staff expect awards to be announced in prior to the end of the calendar year.
- MHDC funding award meeting set for November 19, 2026 at 10am.

Facilities and Modernization:

Maintenance

- Maintenance staff continued routine, emergency, and preventive work across all CHA properties.
- October had slightly fewer non-emergency work orders than September (385 vs. 401, about 4% fewer).

- Completed work orders increased by about 5% (358 vs. 340), and the open work order balance decreased by 34 (from 61 to 27).
- Emergency work orders stayed the same at 2, and all were completed within 24 hours.
- The rolling 12-month completion total stayed consistent, up less than 1% compared with September (4,900 vs. 4,859).
- Paquin cleared most of its backlog. It completed 93 work orders, up from 66, and its open balance dropped from 38 to 5.
- Park Avenue work orders went up from 10 to 26, and all were completed within the month.
- Staff have replaced all carbon monoxide and smoke detectors at the Stuart Parker development.

Resident Services:
Resident Services October 2026 highlights of programs and services is as follows:

- **ROSS Program:**
  - $24,020 in match dollars earned YTD
  - 127 active participants
  - Annual Standards for Success report submitted to HUD.
- **FSS Program:**
  - Two new participants enrolled
  - 16,981 in escrow dollars added to participant accounts
  - Assisted with Resident Services' Trunk or Treat.
  - Zach and Steven attended FSS Conference in Chicago.
- **Moving Ahead Program**:
  - Registered for the 2026 MOSAC Conference, where team members will lead sessions.
  - City of Columbia Site Visit as part of the open funding proposal process.
  - Submitted the Child and Adult Food Program Grant Proposal
  - Highest monthly meals served YTD
- **HHC Program:**
  - Completed 878 case management units of service.
  - Worked with tenants in preparation for upcoming holidays, including Thanksgiving meal planning and holiday gift programs.
- **ILP Program:**
  - Flu and Covid Shots provided by the Health Department at Paquin.
  - Hosted Staff Chili Cook Off with tenants.

Affordable Housing Operations:
In October, seven (7) families moved in, and eight (8) families moved out. Of the eight (8) families that moved out one (1) tenant passed away, five (5) households were terminated; one (1) family moved to another property within CHA and one (1) family moved to the private sector. Out of the 656 LIHTC/PBV units there were twenty-two (22) vacant as of October 31, 2026. This is an occupancy rate of 97%; seven (7) units were vacant over 60 days. Intake staff continues to focus on processing applications to fill vacancies across all properties.

HCV Operations:
HCV staff continued processing annual recertifications and maintaining existing participant files. Staff are currently issuing new vouchers through the Continuum of Care (CoC), Tenant-Based Rental Assistance (TBRA),

Mainstream, and Veterans Affairs Supportive Housing (VASH) Programs. All other HCV programs remain in the maintenance phase. Additional voucher information by program and departmental updates are provided below.

HCV

- 1,089 Households receiving HCV program assistance

VASH

- 151 households receiving VASH program assistance. (6 Voucher Searching)
- 126 HCV + 25 PBV (Patriot Place).

Mainstream

- 43 vouchers leased.
- 4 New submissions voucher searching

Continuum of Care

- 42 households receiving COC program assistance.
- Working on utilizing more funding by accepting more agency referrals, we currently have 16 vouchers searching.

Emergency Housing Vouchers

- 28 vouchers leased.
- ARPA funded program is the process of phasing out.

Tenant-Based Rental Assistance

- 11 participants leased and 7 Voucher Searching.

HCV Updates

- **MRI Real Estate Software Transition:** CHA is working with MRI Real Estate Software to transition participating landlords from the existing PAL Module, which is being discontinued effective December 31, 2026, to an updated software platform. The current PAL Module is used by landlords to access and track Housing Assistance Payments (HAP). The new platform will offer expanded functionality and improved tools to enhance landlord access, payment tracking, and overall communication with CHA.

Human Resources & IT:

HR staff completed the following human resources related duties:

- CHA Fall Festival at Midway Golf and Games on October 23rd, 2026
- Started Annual Performance Review process
- Met with Acrisure to compare health insurance renewal options in preparation of open enrollment

HR staff completed the following IT related duties:

- Flooding at Paquin Tower computer lab and safety office, salvaged computers and replaced network switch, printer, and monitors
- Reviewed and submitted draft 2027 IT budget

HR and Payroll staff have been working with UBS retirement consultants to evaluate alternative retirement plan providers. Since our previous provider, OneAmerica, was acquired by Voya, we have experienced ongoing service challenges and increased administrative burden. After reviewing several options, we recommend transitioning to TPP, who has previously administered CHA's retirement plans and would be able to consolidate our Roth and pre-tax 457(b) options into a single plan, streamline administration, and provide a more user-friendly experience for employees. TPP can provide these improvements while maintaining our current fee structure. The transition would not impact the investment options available to employees or the consulting

services provided by UBS, but would simplify how employees and administrators access and manage retirement accounts.

Safety:
October safety activity increased overall, with reports concentrated primarily at Paquin (19), Oak Towers (7), and Bryant Walkway I (6), while Bryant Walkway II recorded no reports. Although Paquin experienced a notable increase from September (10 to 19), report levels at both Paquin and Oak Towers remain well below their historical monthly averages.

Columbia Police responses decreased from 138 to 121, while formal police reports increased from 15 to 17. Fire/EMS responses increased from 69 to 122, bringing total Police/Fire/EMS activity from 222 to 260. Reported incidents included 13 non-smoking lease violations, six smoking violations, five other incidents, four trespass warnings, and three criminal incidents. Non-smoking lease violations remained the most frequently reported incident type, while criminal incidents declined from six in September to three in October. Staff continue monitoring property-specific trends and coordinating with Property Management and law enforcement as appropriate.

Recommended Commission Action

Review and consider the report.

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Tab Name	**Report Name**
1. Occupancy	Affordable Housing - Occupancy Rate Status Report
2. Occupancy Trend	Affordable Housing - Occupancy Rate Trending Report
3. Waiting List	Affordable Housing - Waiting List Status Report
4. Vacant Unit Status	Affordable Housing - Vacant Unit Status Report
5. Rent Collection	Affordable Housing - Tenant Charge Collection Report
6. Facility Inspections	Facilities and Modernization - Annual Inspections by Facility by Target Date
7. Non-Emg Work Orders	Facilities and Modernization - Non-Emergency Work Order Activity Report
8. Emg Work Orders	Facilities and Modernization - Emergency Work Order Activity Report
9. AH - KPI	Affordable Housing - Key Performance Indicators Report - Financial
10. AH Compliance	Affordable Housing - LIHTC Compliance Reporting
11. HCV Leasing	Housing Choice Voucher - Leasing Activity Report
12. HCV Waitlist	Housing Choice Voucher - Waiting List Status Report
13. HCV - Inspections	Housing Choice Voucher - Inspection Activity Report
14. HCV KPI - Admin	Housing Choice Voucher - Administrative Account - Key Performance Indicators Report - Financial
15. HCV KPI - HAP	Housing Choice Voucher - HAP Account - Key Performance Indicators Report - Financial/Utilization
16. Resident Services	Resident Services - Units of Service and Units Billed
17. Safety	Safety - Reports by Property and Joint Communication Calls
18. Safety	Safety - Reports by Incident Type
19. HR Summary	HR - Summary of Activities and Reporting
20. HR Paroll	HR - Payroll Metrics

1. Affordable Housing - Occupancy Rate Status Report

Affordable Housing - Occupancy Rate Status Report as of 10/31/2026											
Units	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total Affordable Housing**
Leased	11	23	72	195	80	146	51	34	34	33	679
Available	11	23	72	195	80	146	51	34	34	33	679
Offline, HUD Approved	39	0	0	0	0	0	0	0	0	46	85
Offline, Other	0	2	4	5	4	1	3	2	0	0	21
Total Units	50	25	76	200	84	147	54	36	34	79	785
Occupancy Rate	**22%**	**92%**	**95%**	**98%**	**95%**	**99%**	**94%**	**94%**	**100%**	**42%**	**86%**

Purpose of Report

This report provides the percentage of affordable housing units leased at a point in time. High occupancy is important and is a primary indicator of CHA meeting its mission of housing families and is maximizing its revenue potential. Secondly, a high occupancy can also mean that there are families on the waiting list, maintenance is able to turnaround a vacant unit quickly and administrative staff can qualify the family and put them in the unit in a timely manner.

Instructions

1. Leased Units

Enter the number of units under lease as of the date of the report.

2. Available Units

Enter the number of units under lease or available for lease (i.e., the unit is ready to be leased) as of the date of the report.

3. Offline, HUD Approved

Enter the number of units that are not leased or available to be leased as the units are approved by HUD to be used for another purpose, such as resident services or a police sub-station, or are approved by HUD to be vacant, such as units approved for modernization or casualty loss as of the date of the report. This category reflects units that are not leased but would receive operating subsidy.

4. Offline, Other

Enter the number of units that are included in the "Available" or "Offline, HUD Approved" categories as of the date of the report. Units reported in this category will normally be associated with vacant unit turnaround or units that are used for an alternate purpose that will not be eligible for operating subsidy.

4. Total Units

Sum of available units and offline units, The total should equal the total units for the project.

2. Affordable Housing - Occupancy Rate Trending Report

Affordable Housing - Occupancy Rate Trending Report as of 10/31/2026											
Period	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total CHA Housing Rate/Excluding AMP1**
1/31/2026	76%	100%	92%	98%	95%	97%	94%	89%	100%	100%	96%
2/28/2026	74%	100%	92%	97%	95%	97%	93%	89%	100%	100%	96%
3/31/2026	74%	96%	95%	97%	98%	98%	93%	92%	100%	100%	96%
4/30/2026	70%	88%	93%	96%	98%	97%	93%	92%	97%	100%	94%
5/31/2026	70%	88%	95%	100%	99%	97%	94%	89%	97%	100%	95%
6/30/2026	68%	92%	96%	98%	98%	96%	95%	89%	97%	100%	95%
7/31/2026	54%	92%	97%	98%	94%	97%	96%	94%	97%	100%	96%
8/31/2026	48%	92%	97%	98%	93%	100%	96%	94%	94%	100%	96%
9/30/2026	44%	92%	93%	98%	98%	97%	94%	94%	100%	100%	96%
10/31/2026	22%	92%	95%	98%	95%	99%	94%	94%	100%	100%	96%
11/30/2026											
12/31/2026											
Occupancy Rate											
2025 Rate	51%	98%	96%	97%	98%	97%	95%	97%	13%	N/A	86%
2024 Rate	69.69	95.41	94.82	96.93	96.91	97.79	95.38	97.42	N/A	N/A	96.38
2023 Rate	86%	96%	96%	97%	96%	97%	95%	93%	N/A	N/A	96%

Purpose of Report

Provides the percentage of affordable housing units leased over a period of time. High occupancy is normally a major indicator of both good financial health and management. The trending information helps identify whether occupancy rates are increasing, decreasing, or holding steady. A certain level of variance can be expected each month. Large changes, especially decreases in the occupancy rate is a risk area, as is a gradual decline in the occupancy rate, or a consistently low rate.

Instructions

1. General

Each month a new row of occupancy rate data will be entered on the report using the occupancy rate data as calculated from the Affordable Housing Occupancy Rate Report. The number of months of previous occupancy rate date is shown, as well as two years of annual occupancy rate data to provide trending information. This form provides occupancy rate data based on a calendar year basis. HIgh performing occupancy rates are considered 96% or higher at family sites and 98% or higher at the Tower properties.

3. Affordable Housing - Waiting List Status Report

Columbia Housing Authority - Waiting List Status Report as of 10/31/2026			
Unit Type	**Family Sites**	**Oak Tower**	**Paquin Tower**
Zero bedroom		**224**	**124**
1 bedroom	111	4	13
2 bedroom	561		5
3 bedroom	245		
4 bedroom	118		
Total	1035	228	142

4. Affordable Housing - Vacant Unit Status Report

Columbia Housing Authority - Waiting List Status Report as of 10/31/2026							
	Unit #	**Bedroom Size**	**Date Vacant**	**Projected Ready Date**	**Anticipated Lease Date**	**Application Approved**	**Days Vacant as of 1/31/2026**
AMP 1							
50 Total Units	N/A						
MMV (Patriot)							
25 Total Units	112	1	10/13/2026	In process	11/30/2026	Waiting on app. file VA	18
	212	1	8/31/2026	Ready	10/9/2026	Waiting on app. file VA	61
Bear Creek							
76 Total Units	1016	4	6/26/2026	Ready	10/25/2026	Move in 11/2/26	127
	1104	3	8/19/2026	REady	11/20/2026	Intake in process	73
	1121A	3	9/2/2026	In process	11/25/2026	Intake in process	59
	1213	1	9/25/2026	In process	11/30/2026	Internal transfer	36
Paquin							
200 Total Units	201	0	9/2/2026	10/26/2026	11/6/2026	Move in 11/6/26	59
	1502	1	10/20/2026	11/23/2026	11/26/2026	Intake in process	11
	408	0	10/26/2026	11/30/2026	12/3/2026	Intake in process	5
	313	1	9/10/2026	11/16/2026	11/19/2026	Intake in process	51
	614	0	9/16/2026	11/9/2026	11/12/2026	Intake in process	45
Stuart Parker							
84 Total Units	203A Lincoln	2	8/19/2026	In process	10/25/2026	Intake in process	73
	204 Hicks Dr.	1	10/5/2026	In process	11/30/2026	Intake in process	26
	204 Lincoln	3	10/19/2026	In process	11/30/2026	Intake in process	12
	208B Unity	2	10/20/2026	In process	11/30/2026	Intake in process	11
Oak Towers							
146 Total Units	419	1	9/26/2026	In process	11/6/2026	Move in scheduled 11/10	37
Bryant Walkway I							
54 Total Units	13A Bryant Walkway	2	8/3/2026	In process	11/30/2026	Intake in process	89
	24 Bryant Walkway	2	8/14/2026	In process	Ready	Move in scheduled	78
	25 Bryant Walkway	3	9/25/2026	In process	11/30/2026	Intake in process	36
Bryant Walkway II							
36 Total Units	412 LaSalle	3	5/21/2026	Unit damaged by car	9/30/2026	Unit off line	163
	203A Park Ave	2	10/2/2026	In process	11/30/2026	Intake in process	29
Kinney Point							
34 Total Units							
Park Avenue							
79 Total Units	Under Construction-Not Tracking Data.						
	Number of Vacant Units:	**21**			**Average Days Vacant:**		**43**

Purpose of Report

Unit turnaround time (the time from when the unit is vacant until the unit is leased) is a key metric for assessing operational performance. This report provides information on the status of each vacant unit focusing on key information needed to help monitor when the vacant unit will be leased. The goal is to have only a limited number of vacant units at any given time and the time that a unit is offline should be limited to one to two weeks. There may be exceptions or mitigating circumstances, usually a large number of vacant units and/or extended unit turnaround time is an indicator of a operational risk. Low rates of vacant unit turnaround can be caused by multiple factors. Maintenance delays can result in extended unit turnaround time can be due to lack of available materials, large number of outstanding work orders, other work priorities, and the condition of the units. Other contributing factors may include include adequacy of waitlist, admission processing, and management oversight.

Instructions

1. Project 1 & Project 2

Enter the Property name, unit #, and bedroom size for each vacant unit.

2. Date Vacant

Enter the date that the unit became vacant.

3. Projected Ready Date

Enter date maintenance is expected to have all the work completed in the unit. Date unit may be leased or actual date maintenance informed management that unit can be leased.

4. Anticipated Lease Date

Enter the date the project manager is expected to have the unit leased. If the unit is leased, the unit should be removed from the report.

5. Application Approved

Enter either Yes or No. Yes, means that a family has accepted the unit, all background checks and other admission processes have been completed.

6. Days Vacant as of Report Date.

The number of calendar days since the unit became vacant and the date of the report. In this example, the days are based as if the date of the report was 1/31/2026.

7. Special Purpose Units / Long-Term Vacant Units

The report should not include special purpose units, i.e., units that are not used for housing such as units for resident services, maintenance storage, etc. However, all other vacant units, those that are HUD-approved (units undergoing modernization, casualty loss, disaster) and those that are non-HUD approved and therefore, not receiving operating subsidy should be included in the report.

5. Affordable Housing - Tenant Charge Collection Report

Affordable Housing - Tenant Charge Collection Report as of 10/31/2026											
Description	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total Affordable Housing**
Tenant Rent Charges	7,479	17,841	52,796	130,287	52,487	104,417	33,845	19,957	35,801	30,911	485,820
Other Tenant Charges	-	15	373	1,161	359	451	120				2,479
Repayment Agreement Charges*											
Total Charges this Month	7,479	17,829	53,169	131,447	52,846	104,869	33,965	19,957	35,801	30,911	488,273
Collections this Month	6,061	16,848	47,290	126,000	49,349	99,808	29,396	18,731	35,244	23,468	452,194
Collection Rate	**81.0%**	**94.5%**	**88.9%**	**95.9%**	**93.4%**	**95.2%**	**86.5%**	**93.9%**	**98.4%**	**75.9%**	**92.6%**
Total Tenant Accounts Receivable (TAR)											
Total Delinquent Households	3	7	25	30	22	33	19	9	6	Adjs needed	154
Total Amount Outstanding	$2,895	$1,447	$8,433	$11,156	$8,751	$8,483	$10,517	$3,729	$2,322	Adjs needed	$57,733
Under Repayment Agreement											
Total Number of Households	0	3	6	6	4	3	5	1	1	0	29
Total Amount Outstanding	$0	$1,418	$2,242	$1,959	$2,348	$674	$2,743	$731	$1,208	$0	$13,324
Households in Termination											
Total Number of Households	0	0	0	7	6	5	0	1	0	0	19
Total Amount Outstanding	n/a	n/a	n/a	$6,571	$3,267	$4,767	n/a	$893	n/a	n/a	$15,497

Purpose of Report
This report provides the amount of tenant charges due and collected during the month. The report includes both rent and non-rent tenant charges. HUD's standard (Interim PHAS – Tenant Account Receivable – TAR ratio) is that 98.5% of all tenant charges is expected to be collected.

Instructions
1. Tenant Rent Charges
The total amount of tenant rent charged during the month.
2. Other Tenant Charges
The total amount of non-rent charged during the month and would include all other tenant charges except repayment agreements. Examples would include such items as maintenance charges, late fees, excess utility charges, lock-out fees, etc.
3. Repayment Agreement Charges
The total amount of tenant payment due during the month from participants' repayment agreements.
4. Collections this Month
The total amount payment received from tenants for all the above charges during the month.

6. Facilities- Annual compliance checklist by month by property as of 10/31/2026

This report is provided to keep the Board informed on annual facility inspections and compliance.

Annual Inspections Compliance Checklist by Property													
Property	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Paquin Towers													
Water Treatment Systems – Annual Service	Monthly	X	X	X	X	X	X	X	X	X	X		
Sprinkler System – Annual Inspection	January	X											
Fire Pumps – Annual Inspection	January	X											
Backflow Preventers – Annual Test	January	X											
Elevators – Annual Inspection	February				X								
Fire Extinguishers – Annual Inspection	February		X										
Fire Alarm System – Annual Inspection	March				X								
Generators – Annual Inspection	August								X				
Oak Towers	**Inspection Month/Quarter Target**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Water Treatment Systems – Annual Service	Monthly	X	X	X	X	X	X	X	X	X	X		
Sprinkler System – Annual Inspection	January	X											
Fire Pumps – Annual Inspection	January	X											
Backflow Preventers – Annual Test	January	X											
Elevators – Annual Inspection	February				X								
Fire Extinguishers – Annual Inspection	February		X										
Fire Alarm System – Annual Inspection	April				X								
Generators – Annual Inspection	August								X				
Admin Building	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May							X					
Blind Boone Center	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May					X							
Backflow Preventers – Annual Test	N/A												
Stuart Parker Laundromat	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May					X							
Bear Creek Laundromat	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May					X							
Bear Creek Community Bldg. 1400 Elleta	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May					X							
Mid Mo Veterans Housing	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventer – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire Alarm System – Annual Inspection	May				X								
Sprinkler System – Annual Inspection	October										X		
Kinney Point	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Community Building Backflow Preventer-Annual Test	January	X											
Community Building Fire Extinguishers-Annual Inspection	February		X										
Community Building-Burglar Alarm-Annual Inspection	N/A												
Sexton Units-Sprinkler System-Annual Inspection	October										X		

Purpose of Report

This report provides a list of annual inspections needed for on-going occupancy and operational compliance for all CHA facilities. Inspections include sprinkler, backflow preventer, fire extenguisher, generator, elevator and other safety inspections specific to each property. The report also includes a "target" completion date, knowing that the specific date of scheduling may dependent upon outside organizations and officials.

7. Affordable Housing - Non-Emergency Work Order Activity Report

Affordable Housing - Non-Emergency Work Order Activity Report as of 10/31/2026											
Description	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total CHA Housing**
Beginning Balance	0	2	3	38	10	1	5	2	0	0	61
Received this Month	14	17	33	98	45	74	42	20	16	26	385
Closed this Month	14	15	27	93	40	72	38	17	16	26	358
Ending Balance	0	2	6	5	5	2	4	3	0	0	27
Closed this Month	14	15	27	93	40	72	38	17	16	26	358
Closed this Month and Preceding 11 months	265	126	475	1,310	618	1206	435	264	154	47	4,900
Average Closed per Last 12 Months	22	11	40	109	52	101	36	22	13	4	408

Purpose of Report

This report provides basic information to assist in monitoring timely work order completion. CHA's goal is to complete each work order as soon as possible, while taking into consideration other maintenance work priorities, and maximum time of 3 business days. The report provides information on the number of non-emergency work orders received and completed each month. CHA staff may need to review further if the ending balance of open work orders or the total number of work order received each month is increasing. HUD does not define what requests generate a work order. Generally, CHA works to capture most work completed on property including unit turns, restorations and preventative maintenance, in an effort to capture all work completed on CHA properties.

Instructions

1. Beginning Balance

Report the total number of open non-emergency work orders at the beginning of the month. This number should be the ending balance reported from the prior month's report.

2. Received this Month

Report the total number of non-emergency work orders that were received during the month regardless of who requested the work be completed.

3. Closed this Month

Report the total number of non-emergency work orders that were closed during the month.

4. Ending Balance

The number of work orders that are open at the end of the month, calculated as Beginning Balance plus Received this Month minus Closed this Month.

5. Closed this Month and Preceding 11 Months

The total number of non-emergency work order that were closed in the last twelve months.

6. Average Closed per Last 12 Months

The total number of non-emergency work order that were closed in the last twelve months divided by 12. Used as a benchmark to compare current monthly work orders closed.

8. Affordable Housing - Emergency Work Order Activity Report

Affordable Housing - Emergency Work Order Activity Report as of 10/31/2026											
Description	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total CHA Housing**
Received this Month	0	0	0	0	0	1	0	0	1	0	2
Work completed within 24 hours	0	0	0	0	0	1	0	0	1	0	2
% Closed within 24 hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100%	#DIV/0!	#DIV/0!	100%	#DIV/0!	100%

Purpose of Report
This report provides information on the number of emergency work orders received and closed within 24 hours for the month. HUD requires that all emergency work orders be closed or abated within 24 hours.

Instructions
1. Received this Month
Report the total number of emergency work orders that were received during the month regardless of who requested the work to be completed.
2. Closed with 24 hours
Report the total number of emergency work orders that were closed or abated with 24 hours of being reported.

Columbia Housing Authority
Property Financial Performance Indicators Report
as of 10/31/2026

CHA Property Financial Performance Indicators Report													
	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Monthly Target
AMP 1													
Operating Cash	$ 726,566	$ 514,417	$ 636,380	$ 591,609	$ 565,732	$ 602,499	$ 569,157	$ 526,157	$ 260,554	$ 210,646			$ 500,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 34,803	$ 209,656	$ 63,893	$ 226,966	$ 634,588	$ 35,638	$ 33,757	$ 33,344	$ 30,597	$ 28,862			$ 50,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 246,952	$ 87,693	$ 105,664	$ 225,843	$ 597,821	$ 68,980	$ 76,756	$ 298,948	$ 80,506	$ 60,474			$ 75,000
Net Cash Operating Income	$ (212,149)	$ 121,963	$ (41,771)	$ 1,123	$ 36,767	$ (33,342)	$ (42,999)	$ (265,604)	$ (49,908)	$ (31,612)			$ (25,000)
MMV (Patriot)													
Operating Cash	$ 20,406	$ 25,872	$ 31,000	$ 29,864	$ 28,507	$ 32,128	$ 20,786	$ 15,294	$ 17,803	$ 15,797			$ 20,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 26,307	$ 20,321	$ 17,122	$ 17,654	$ 21,404	$ 20,114	$ 16,076	$ 18,797	$ 17,826	$ 22,704			$ 19,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 20,841	$ 15,196	$ 18,258	$ 19,011	$ 17,782	$ 31,456	$ 21,568	$ 16,289	$ 19,832	$ 15,388			$ 15,000
Net Cash Operating Income	$ 5,466	$ 5,125	$ (1,137)	$ (1,357)	$ 3,622	$ (11,342)	$ (5,492)	$ 2,508	$ (2,006)	$ 7,315			$ 4,000
Bear Creek													
Operating Cash	$ 301,168	$ 244,301	$ 250,562	$ 146,556	$ 136,174	$ 122,891	$ 121,611	$ 94,432	$ 143,483	$ 138,000			$ 50,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 108,710	$ 58,931	$ 54,945	$ 55,992	$ 57,394	$ 60,423	$ 58,594	$ 102,358	$ 57,738	$ 57,846			$ 1,500
Cash Exp. (excludes dep, amort, accrued int.)	$ 165,577	$ 52,670	$ 158,951	$ 66,374	$ 70,677	$ 61,704	$ 85,776	$ 53,306	$ 63,221	$ 46,480			$ 14,000
Net Cash Operating Income	$ (56,867)	$ 6,261	$ (104,006)	$ (10,382)	$ (13,283)	$ (1,280)	$ (27,182)	$ 49,051	$ (5,483)	$ 11,366			$ 20,000
Stuart Parker w/ Paquin													
Operating Cash	$ 128,613	$ 163,388	$ 162,887	$ 125,934	$ 89,562	$ 86,291	$ 66,333	$ 50,513	$ 144,768	$ 132,301			$ 200,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 266,484	$ 273,359	$ 211,084	$ 203,144	$ 212,773	$ 209,588	$ 267,166	$ 299,249	$ 212,602	$ 214,524			$ 175,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 231,709	$ 273,860	$ 248,037	$ 248,084	$ 207,476	$ 229,546	$ 282,986	$ 204,994	$ 225,069	$ 246,012			$ 125,000
Net Cash Operating Income	$ 34,775	$ (501)	$ (36,953)	$ (44,940)	$ 5,297	$ (19,958)	$ (15,820)	$ 94,255	$ (12,467)	$ (31,488)			$ 20,000
Oak Towers													
Operating Cash	$ 87,585	$ 96,035	$ 111,963	$ 97,562	$ 80,994	$ 114,455	$ 99,261	$ 107,978	$ 113,337	$ 120,287			$ 100,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 104,761	$ 104,465	$ 105,278	$ 106,928	$ 109,142	$ 107,648	$ 125,758	$ 112,016	$ 116,985	$ 136,376			$ 75,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 99,011	$ 88,538	$ 119,679	$ 114,928	$ 88,567	$ 122,842	$ 117,031	$ 106,667	$ 110,034	$ 130,755			$ 50,000
Net Cash Operating Income	$ 5,751	$ 15,928	$ (14,401)	$ (8,000)	$ 20,575	$ (15,194)	$ 8,727	$ 5,349	$ 6,951	$ 5,620			$ 25,000
Bryant Walkway I													
Operating Cash	$ 14,305	$ 16,774	$ 20,587	$ 36,165	$ 33,874	$ 36,488	$ 43,897	$ 50,356	$ 17,604	$ 23,723			$ 20,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 36,835	$ 31,735	$ 43,410	$ 34,266	$ 31,982	$ 35,947	$ 46,097	$ 36,093	$ 36,000	$ 41,414			$ 35,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 34,368	$ 27,921	$ 27,832	$ 36,557	$ 29,041	$ 28,538	$ 39,638	$ 68,845	$ 29,881	$ 35,135			$ 28,000
Net Cash Operating Income	$ 2,466	$ 3,814	$ 15,577	$ (2,291)	$ 2,941	$ 7,409	$ 6,460	$ (32,752)	$ 6,119	$ 6,279			$ 7,000
Bryant Walkway II													
Operating Cash	$ 77,273	$ 83,885	$ 86,572	$ 95,472	$ 92,893	$ 101,758	$ 104,445	$ 42,992	$ 33,811	$ 38,739			$ 75,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 24,553	$ 19,339	$ 31,427	$ 21,878	$ 22,001	$ 20,856	$ 30,324	$ 19,910	$ 20,463	$ 24,896			$ 25,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 17,971	$ 16,622	$ 22,526	$ 24,457	$ 13,136	$ 18,169	$ 91,776	$ 29,091	$ 15,536	$ 40,940			$ 22,000
Net Cash Operating Income	$ 6,582	$ 2,717	$ 8,901	$ (2,579)	$ 8,865	$ 2,687	$ (61,452)	$ (9,181)	$ 4,928	$ (16,043)			$ 3,000
Kinney Point													
Operating Cash	$ 63,486	$ 79,620	$ 78,010	$ 90,711	$ 104,491	$ 129,933	$ 125,641	$ 130,146	$ 80,212	$ 86,418			$ 50,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 25,983	$ 61,801	$ 40,426	$ 52,520	$ 51,354	$ 39,484	$ 40,899	$ 37,884	$ 39,407	$ 39,367			$ 25,500
Cash Exp. (excludes dep, amort, accrued int.)	$ 9,850	$ 63,411	$ 27,725	$ 38,740	$ 25,912	$ 43,776	$ 36,394	$ 87,818	$ 33,201	$ 43,040			$ 20,000
Net Cash Operating Income	$ 16,134	$ (1,610)	$ 12,701	$ 13,780	$ 25,442	$ (4,291)	$ 4,505	$ (49,934)	$ 6,206	$ (3,673)			$ 5,500
Park Avenue													
Operating Cash	$ 87,681	$ 84,788	$ 113,396	$ 120,863	$ 217,813	$ 256,758	$ 298,020	$ 298,365	$ 268,631	$ 311,376			$ 75,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 17,697	$ 62,897	$ 19,105	$ 114,328	$ 53,490	$ 52,585	$ 51,011	$ 50,601	$ 66,214	$ 74,817			$ 21,750
Cash Exp. (excludes dep, amort, accrued int.)	$ 20,589	$ 34,289	$ 11,638	$ 17,378	$ 14,544	$ 11,323	$ 50,665	$ 80,335	$ 23,469	$ 31,039			$ 15,000
Net Cash Operating Income	$ (2,893)	$ 28,608	$ 7,467	$ 96,950	$ 38,946	$ 41,262	$ 345	$ (29,734)	$ 42,745	$ 43,778			$ 6,750
Total Positive LIHTC Operating Cash-Exc AMP1	$ (200,735)	$ 182,304	$ (153,621)	$ 42,304	$ 129,172	$ (34,050)	$ (132,909)	$ (236,041)	$ (2,916)	$ (8,458)	$ -	$ -	$ 91,250

CHA Business Activities Management Fees Earned and Related Monthly Cash Revenue													
	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Monthly Target
Property Management Fees Earned-LIHTC	$ 27,035.65	$ 27,351.21	$ 27,188.39	$ 27,131.92	$ 27,632.46	$ 27,609.92	$ 27,664.00	$ 27,947.29	$ 28,888.10	$ 28,888.10			
Equipment Rental Income-LIHTC	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87			
Non-Dwelling Rental Income	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25			
Total	$ 35,185.77	$ 35,501.33	$ 35,338.51	$ 35,282.04	$ 35,782.58	$ 35,760.04	$ 35,814.12	$ 36,097.41	$ 37,038.22	$ 37,038.22	$ -	$ -	

Purpose of Report

This report provides trending information of financial accounts and occupancy data. The data in the report is used to compare the data to the targets were established as part of the CHA's budgeting process. If the line item meets or exceeds the target, then staff will highlight that within the report. Trend data should be reviewed for large variances from month to month and adverse trends should be reviewed.

1. Operating Cash

CHA must operate witha appropriate level of cash and investments. CHA's timing of revenue received is dependent upon each program and account, as well performance of properties. CHA historically experiences the need to manage cash more closely in the first quarter while paying annual bills such as insurance premiums and awaiting property cashflow distributions. CHA also experiences the need to manage cash more closely in 4th quarter, as CHALIS experiences higher programming costs and interfund debts are higher, as CHA awaits property performance cash distributions

2. Cash Revenue and Expenses (Excluding depreciation, amortization, accrued interest)

CHA needs to track monthly cash revenue against expenses to ensure timely review of property performance and to ensure revenues exceed expenses. CHA LIHTC property finances are accounted for according to GAAP and accrual standards rather than cash, therefore amortization, depreciation, as well as non-cash accured interest and principle payments make a real time review of property cash performance more challenging.

3. Monthly Net Cash Operating Income

Provides the amount of positive cash performance based upon cash revenue and expenses.

10. AH Operations-LIHTC Property Compliance

Monthly LIHTC Compliance Reporting Milestones as of 10/31/2026												
Property / Report	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
ALL LIHTC PROPERTIES												
MHDC Vacancy / VAWA Report	X	X	X	X	X	X	X	X	X	X		
UMB Bank Quarterly Bond Report – Q1	X			X								
UMB Bank Quarterly Bond Report – Q2								X				
UMB Bank Quarterly Bond Report – Q3									X			
UMB Bank Quarterly Bond Report – Q4												
IRS Form 8703 – Bond Projects			X									
BEAR CREEK												
MHDC Down Unit Status	X	X	X	X	X	X	X					
MHDC Utility Allowance			X						X			
MHDC Exhibit A (COL/AOC)	X											
MHDC Exhibit Z			X									
BRYANT WALKWAY I												
MHDC Down Unit Status	X	X	X									
MHDC Utility Allowance			X						X			
MHDC Exhibit A (COL/AOC)							X					
MHDC Exhibit K							X					
MHDC Exhibit Z									X			
BRYANT WALKWAY II												
MHDC Utility Allowance			X						X			
MHDC Exhibit A (COL/AOC)				X								
MHDC Exhibit K				X								
MHDC Exhibit Z						X						
OAK												
MHDC Exhibit A (COL/AOC)				X								
MHDC Exhibit Z						X						
STUART PARKER												
MHDC Exhibit A (COL/AOC)	X											
MHDC Exhibit Z			X									
MMV-Patriot												
MHDC Exhibit A (COL/AOC)										X		
MHDC Exhibit Z												
MHDC Exhibit AHAP-35												
Kinney Point												
MHDC Exhibit A (COL/AOC)												
MHDC Exhibit Z												
Park Avenue												
MHDC Exhibit A (COL/AOC)												
MHDC Exhibit Z									X			
McBaine Townomes												
MHDC Exhibit H			X									
MHDC Exhibit K			X									

Purpose of Report

This report provides a monthly checklist to denote compliance report submission completion. Each LIHTC property has compliance reports that are due throughout the year to MHDC, UMB Bank, and the Federal Home Loan Bank.

11. Housing Choice Voucher - Leasing Activity Report

Housing Choice Voucher Leasing - Activity Report as of 10/31/2026				
Family Searching Activity Report				
Activity			**Prior Month**	**Current Month**
Beginning Balance		Family Searching, End of Prior Month (Includes ports, CoC, VASH, HCV-closed)	37	33
plus	During the Month	Vouchers Issued	10	5
plus	During the Month	Request for Tenancy Approval - Denied	0	0
minus	During the Month	Vouchers Expired /Cancelled	1	1
minus	During the Month	Request for Tenancy Approval	1	4
Ending Balance		**Family Searching, End of Month**	**45**	**33**
Request for Tenancy Approval Activity Report				
Activity			**Prior Month**	**Current Month**
Beginning Balance		Request for Tenancy Approval - In Process, End of Prior Month	2	1
plus	During the Month	New Request for Tenancy Approval	1	4
minus	During the Month	Request for Tenancy Approval - Denied	0	0
minus	During the Month	Request for Tenancy Approval - Approved Waiting Lease/HAP/Move-in	1	0
minus	During the Month	Request for Tenancy Approval - New Admissions	1	1
Ending Balance		**Request for Tenancy Approval - In process, End of Month**	**1**	**4**
		Success Rate	90%	80%
Vouchers Leased Activity Report				
Activity			**Prior Month**	**Current Month**
Beginning Balance		Vouchers Leased, End of Prior Month (excludes PBV/CHA owned property)	1082	1087
plus	During the Month	New Admissions	10	5
plus/minus	During the Month	Portability Absorption Activity	0	0
minus	During the Month	End of Participations	5	3
Ending Balance		**Vouchers Leased, End of Month**	**1087**	**1089**
		Target - New Admissions, Next Month		
		Target - Voucher Leased, End of Next Month		
		Voucher Turnover Rate	0.5%	0.3%

Purpose of Report

Family Searching Activity Report. Provides information on applicants provided a voucher and searching for a unit. If the family is unable to find a unit after a period of time, the voucher will expire, and can be made available to another applicant on the waitlist. When the CHA reaches the limit of either HAP funding or authorized vouchers, it will need to stop issuing vouchers.

Request for Tenancy Approval Activity Report. Provides information on applicants that have found a unit and are requesting CHA to approve the unit and enter into a HAP contract with the owner, so the applicant can enter into a lease agreement with the owner. The success rate is a key figure in understanding the voucher program. Success rate represent the percent of voucher issued where the family has found a unit in which they are able to move-in. The success rate is important to understanding how many vouchers needed to be issued to increase leasing.

Voucher Leased Activity Report. Provides information on the number of families that are in CHA's HCV program. The number of vouchers available to lease during a calendar year is constrained by the amount of funds HUD provides for HAP (i.e., payment to landlords) and the number of vouchers CHA has been authorized. If CHA leases more vouchers than authorized, any associated overage of HAP used must be returned to HUD. Once the CHA uses it HUD funding for HAP payments for the year, there are limited options for CHA to receive additional funding to avoid terminating HAP assistance. The next year's HAP funding is highly correlated to the amount of HAP spent in the prior year. Therefore, if CHA is not spending as much HAP as available, it may shrink funds available to CHA next year.

The target number of vouchers the PHA should have leased for any given month is difficult to determine, however is based on known factors, such as voucher authorized, current funding levels and current program metrics but there are other estimates that are more difficult to predict that are part of the target number, such as future appropriation levels and changes in the economy and local housing market. CHA works with its HUD Field Representative each month to review HUD's two-year forecasting tool to determine their targets and decisions. The forecasting tool takes into consideration many of the factors described and generates an output of how many vouchers should be issued in the upcoming month to reach proper a number of vouchers leased.

Voucher Turnover Rate/Attrition. The voucher turnover rate provides how many families will likely leave the program in any given month. This number affects the number of vouchers that need to be issued each month. If two families leave the program on average each month and the PHA has a success rate of 60%, the PHA will need to issue three to four vouchers each month to stay at the current level of leasing.

Instructions

1. General

The data needed to update the report each month is derived from CHA's management information system.

2. Family Searching Activity Report - Request for Tenancy Approval - Denied

This figure represents a family request for tenancy approval that was denied by CHA and the family has been given more time to search for an acceptable unit.

3. Request for Tenancy Approval Activity Report - Approved Waiting Lease/HAP/Move-in vs New Admissions

Families where the request for tenancy was approved but delays in paper work, availability of the unit, etc. has resulted in the family not actually being under lease / taking position of the unit are recorded in this line. Families should be counted as new admissions, when the family has officially entered the program.

4. Vouchers Leased Activity Report - Portability Absorption Activity

The "Portability Absorption Activity" row is used to account for absorption activity that affects the number of ACC vouchers leased CHA is considered to have. If a port-in family is absorbed by CHA, the leased voucher is now considered part of CHA's ACC inventory and leased, therefore the voucher is added to the voucher leased count. While if a port-out family is absorbed by a receiving PHA, the voucher is no longer considered leased by the CHA and therefore the voucher should be subtracted from the CHA's voucher leased count.

12. Housing Choice Voucher - Waiting List Status Report

Housing Choice Voucher Waiting List Status Report as of 10/31/2026		
Applicant by Bedroom Size Needed	**Number of Applicants**	**% of Applicants**
1 bedroom	86	48%
2 bedroom	41	23%
3 bedroom	44	24%
4 bedroom or more	9	5%
Total	180	100%

13. Housing Choice Voucher - Inspection Activity Report

Housing Choice Voucher Inspection Activity Report for the month ended 10/31/2026				
Inspection Type	**Due to be Completed**	**Initial Inspections Completed**	**% Completed**	**Re-Inspections Completed**
Annual Inspections	168	143	85%	21
Initial Inspections	31	23	74%	1
Special Inspections	12	10	83%	2
Quality Control	5	5	100%	0
Total	216	181	84%	24

Purpose of Report
HUD requires voucher units to be inspected to ensure the unit meets standards of being safe, sanitary and decent. Units are insepcted based on HUD regulations and the PHA's policy. The report shows the number of inspections that should have been completed and the inspections completed by inspection type. The report demonstrates if inspections are completed on a timely basis.

Instructions
1. Due to Be Completed
Enter the number of inspections that should have been completed for the inspection type during the month based on the PHA's policy and procedures, including any inspection that should have been completed in previous months. This figure does not include re-inspections.
2. Initial Inspections Completed and Re-inspections Completed
Enter the number of initial inspections and re-inspections completed for the inspection type during the month.

Housing Choice Voucher - Administrative Account
Key Performance Indicators Report - Financial
as of 10/31/2026

HCV Administrative Account	Fiscal Year Ended 12/31/2025	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	CHA Target
Cash	$ 286,044	$ 281,660	$ 248,731	$ 211,376	$ 238,984	$ 179,049	$ 273,550	$ 303,495						≥ $40,000
Total Administrative Fees Earned*	$ 113,725	$ 117,241	$ 116,613	$ 116,199	$ 115,677	$ 114,032	$ 112,481	$ 112,104						
Monthly Net Operating Income		$ (10,367)	$ (59,388)	$ (19,372)	$ (16,548)	$ (3,062)	$ 2,459	$ (17,986)						
Year to Date Net Operating Income	$ (149,073)													$ 1,000
Vouchers Leased*	1,649	1,642	1,633	1,625	1,621	1,588	1,575	1,565						243
Ratio Analysis														
Quick Ratio	4.0	3.9	3.2	3.4	4.4	4.2	4.0	4.9						≥ 10.0
Months Expendable Fund Balance	5.7	5.8	4.9	4.8	4.8	4.4	5.1	5.4						≥ 3.0

* For Fiscal Year Ended Columns, the line item represent the monthly average for the year, making it comparable to the monthly and target columns.

Purpose of Report

The Key Performance Indicators (KPI) Report - Administrative Account Financial provides trending information of important financial accounts and leasing data of the HCV administrative account. The use of the KPI report is used for monitoring the trending of certain financial items to help in performing the monitoring and oversight role for a PHA's financial condition.

1. Cash and Investments

Without a proper level of cash and investments the PHA is operating at a higher level of risk. Decreases in cash and investment is typically associated with a PHA whose monthly revenue does not covers its monthly expenses. Cash and investment increasing at a higher than expected rate, should lso be reviewed.

2. Total Administrative Fees Earned

Administrative fees are earned based on the number of vouchers leased each month and for most PHAs, represent the vast majority of funding that supports the operations of the HCV program. Decreases in administrative fees due to either lower leasing or appropriations level is normally a high risk item for most PHAs, as expenses in the program are difficult to decrease in the short-term, which may result in net losses and the use of reserves to cover those costs.

3. Net Operating Income

Net operating income (both monthly and year to date) represents revenue minus monthly expenses. A positive figure means the PHA made a profit, while a negative number is associated with a loss. There will be some months where a loss or a larger than normal profit will occur simply as a result of timing issues as certain expenses are seasonal or do not occur monthly, while revenue is more stable from month to month. However, consistent losses should be reviewed.

4. Voucher Leased

The administrative fee revenue that can be generated in the HCV program is correlated to the number of vouchers leased as HUD provides administrative fees based on vouchers leased at the beginning of the month. Additional oversight and monitoring is needed when leasing is decreasing and/or the leasing target is not reached. Lower than expected leasing levels may result in net losses and a decrease in cash and investments.

5. Ratio Analysis

Ratios analysis is used to summarize and simplify a lot of financial data into a few meaningful numbers and allows for the quick examination of different aspects of an entity's performance.

Quick Ratio. The quick ratio measures liquidity/solvency and helps answer the question – *does the HCV administrative account have enough cash and other current assets to pay the bills that are due?* The ratio result is in terms of the number of times the HCV administrative account can pay its current bills. For example, a Quick Ratio of 3 means the PHA can pay its current bill 3 times (i.e., the PHA has 3 times as much cash/other current assets than current liabilities due).

Months Expendable Net Asset Ratio (MENAR). The MENAR measures how long (the number of months) the PHA can continue to administer the HCV program without any additional funding and answer the question – *are there adequate reserves based in the HCV administrative account?* The ratio result is expressed as the number of months the PHA can operate the HCV program without additional funds. For example, a PHA with a MENAR of 4 can operate for 4 months without additional funds before running out of money.

Instructions

1. General

Each month, copy the latest three months of data from the prior report and paste it into the columns for the first three month of the current report. Then key in the data for the current month. The needed information can be found in the PHA's monthly financial statements and leasing activity report.

2. Fiscal Year Ended mm/dd/yyyy

Once the PHAs closes its books for the fiscal year data, the PHA should update the fiscal year ended mm/dd/yyyy columns. Data from the 2nd fiscal year ended column should be copied into the first column and data from the PHA's most recent year end unaudited financial statements and then audited financial statements should be entered into the 2nd column of fiscal year ended mm/dd/yyyy.

3. Targets

As part of the budgeting process the Board and senior management should develop the upcoming targets for each of the line item by month. Some targets may remain a constant number throughout the year while others may change each month based on what the PHA's goals are for the year. Once the targets are determined, each month the target will be updated to reflect the appropriate value.

4. Ratio Analysis

Quick Ratio. The PHA can calculate this ratio from its month end balance sheet by dividing current assets by current liabilities.

Months Expendable Net Asset Ratio (MENAR). PHA can calculate this ratio from its month end balance sheet and income statement by subtracting current liabilities from current assets and then dividing the result by the year-to-date operating expense and then dividing by the number of months of operating expense data.

Housing Choice Voucher - HAP Account
Key Performance Indicators Report - Financial / Utilization
as of 10/31/2026

HCV HAP Account		Calendar Year Ended 12/31/2023	Calendar Year Ended 12/31/2024	Calendar Year Ended 12/31/2025	Calendar Year End Target	Jan. 2026	Feb. 2026	March 2026	April 2026	May 2026	June 2026	July 2026	August 2026	Sept. 2026	Oct. 2026	Nov. 2026	Dec. 2026
PHA HAP Activity Status Report																	
Beginning Balance	Cash & Investments (RNP)			$ (29,421)		$ 53,882	$ 59,732	$ 86,191	$ 68,208	$ 112,363	$ 64,597	$ 156,638					
plus	HUD HAP Funds Disbursed			$ 11,867,095		$ 989,743	$ 1,030,038	$ 990,520	$ 1,079,604	$ 960,039	$ 1,076,790	$ 1,056,983					
plus/minus	Other HAP Activity			$ 6,408		$ 271	$ 161	$ 536	$ 349	$ 386	$ 224	$ 377					
minus	Housing Assistance Payments			$ 11,790,200		$ 984,164	$ 1,003,740	$ 1,009,039	$ 1,035,798	$ 1,008,191	$ 984,973	$ 1,009,428					
Ending Balance	**Cash & Investments (RNP)**	**$ -**	**$ -**	**$ 53,882**		**$ 59,732**	**$ 86,191**	**$ 68,208**	**$ 112,363**	**$ 64,597**	**$ 156,638**	**$ 204,570**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
HUD Held Program Reserves Status Report																	
Beginning Balance	HUD Held Program Reserves			$ 179,121		$ 117,416	$ 169,158	$ 180,605	$ 231,570	$ 193,451	$ 274,897	$ 239,592					
plus	Annual Budget Authority			$ 11,834,811		$ 1,041,485	$ 1,041,485	$ 1,041,485	$ 1,041,485	$ 1,041,485	$ 1,041,485	$ 1,041,485					
minus	HUD HAP Funds Disbursed			$ 11,896,516		$ 989,743	$ 1,030,038	$ 990,520	$ 1,079,604	$ 960,039	$ 1,076,790	$ 1,056,983	$ -	$ -	$ -	$ -	$ -
Ending Balance	**HUD Held Program Reserves**	**$ -**	**$ -**	**$ 117,416**		**$ 169,158**	**$ 180,605**	**$ 231,570**	**$ 193,451**	**$ 274,897**	**$ 239,592**	**$ 224,094**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Utilization & Leasing Statistics Report																	
Average HAP Expense		#DIV/0!	#DIV/0!	$ 595.80		$ 599.37	$ 614.66	$ 620.95	$ 638.99	$ 634.88	$ 625.38	$ 645.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
HAP Utilization - ABA Only (SEMAP)		#DIV/0!	#DIV/0!	99.6%		0.94	0.96	0.97	0.99	0.97	0.95	0.97	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
HAP Utilization - All Funds		#DIV/0!	#DIV/0!	99.8%		0.90	0.91	0.89	0.93	0.87	0.89	0.84	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Vouchers Leased per Month				1,649		1,642	1,633	1,625	1,621	1,588	1,575	1565					
Vouchers Leased per Year				19,789		1,642	1,633	1,625	1,621	1,588	1,575	1,565					
Vouchers Authorized				22,180		1848	1848	1848	1848	1848	1848	1848	1848	1848	1848	1848	1848
% of Voucher's Leased		#DIV/0!	#DIV/0!	89%		0.89	0.88	0.88	0.88	0.86	0.85	0.85	0.00	0.00	0.00	0.00	0.00

Purpose of Report

The Key Performance Indicators (KPI) Report - HAP Account- Financial /Utilization provides trending information of important financial accounts, utilization and leasing data of the HCV HAP account. The use of the KPI report is most useful for smaller PHAs, as monitoring the trending of certain financial items can substantially help in performing the monitoring and oversight role for a PHA's financial condition.

The data in the report can be used in two ways. The first is to compare the data to the targets that were established as part of the PHA's budgeting process. If the line item meets or exceeds the target, then it is shown in green and is considered a low-risk item. However, if the line item is less than the target, then it is shown in red and is considered a high-risk item. Secondly, multiple time periods of data is provided for trend analysis. Trend data should be reviewed for large variances from month to month and compared to previous years. Adverse trends should be questioned and explained.

PHA HAP Activity Report. This section of the report provides information on the HAP funding provided by HUD to make HAP payments. Each month HUD will provide HAP funds to the PHA to make HAP payments. The amount of HAP funds HUD provides each month is strongly tied to the amount of HAP the PHA has spent in its most recent months. If the PHA did not need all the funds provided, then the unused funds are held by the PHA to be used in later months. The table provides historical and current activity. In reviewing this section of the report, users should first concentrate on the "Housing Assistance Payments" line, looking for increasing HAP costs. If the PHA HAP costs are increasing, the concern becomes will HUD's next disbursement and any unspent cash from previous months be enough to make the next payment or does the PHA needs to contact HUD for additional funds. In addition, the table can be used to review HUD's HAP disbursement for large variances. Note: HUD normally provides PHAs a disbursement schedule of their near-term HAP disbursements.

HUD Held Program Reserves Status Report. This section of the report provides information on the HAP funding available to the PHA but held by HUD. Under current rules, HUD is allowed only to disburse HAP funding in an amount that is needed for immediate use. This requirement can result in HUD holding sizeable HAP funds on behalf of the PHA. The funds held by HUD for a PHA are called HUD-held Program Reserves and these funds can be made available to the PHA, if the scheduled disbursement amount and any unspent HAP cash will not cover upcoming HAP costs. When determining how many vouchers can be leased and supported, it is important to take into consideration the HUD-held program reserves.

Note: During the course of the current year (in this case Calendar Year Ended 12/31/2019), for simplification reasons this report does not technically align with the actual HUD-held program reserves calculation HUD uses. However, the report does show the resources that will be available to the PHA by the end of the calendar year. For example, technically, undisbursed annual budget authority does not become program reserves until the end of the calendar year, HUD incrementally gets HAP appropriations throughout the year, etc. However, from a monitoring point of view the key is understanding the total HAP funds that will be available to the PHA for the calendar year.

Utilization & Leasing Statistics Report. This section of the report provides information on utilization and leasing. HAP utilization refers to the percentage of annual budget authority or the amount of all HAP funds (i.e., including HUD-held programs reserves, unspent cash held by the PHA) that was used to support HAP. If the PHA has a low HAP utilization percentage it should raise the question why are HAP funds not being used (i.e., can the PHA lease more vouchers?)? If the HAP utilization is too high, the question becomes can the PHA continue to support the vouchers? The voucher leasing information provides information on the percent of vouchers authorized to the PHA and the number of vouchers used. At the end of the calendar year the PHA is considered to be non-compliant if the PHA leased more vouchers than it was authorized. Since the goal of the program is to providing housing, the utilization numbers can be used to help ensure that the PHA is leasing as many vouchers as it can within its funding limitations.

Instructions

1. General

The most recent months of HAP activity as well as two years of calendar year end data to provide trending information will continue to be shown on the report. The current open calendar year is also shown on the report accumulative. Data to update the report each month will come from information provided by HUD to the PHA in the form of disbursement schedules, reserves calculations, etc. and information contained in the PHA's management information system.

Targets

As part of the budgeting process, the Board and senior management should develop the targets for the upcoming year. For the HCV program, these targets should be supported through the use of the two-year forecasting tool. In the HCV program, the targets will likely need to be reviewed and updated each month.

16. Resident Services Grant Performance Activity as of 10/31/2026

CHALIS Grants	2026 Percent Billed	Calendar Year 2026 Target Units	Calendar Year 2026 Target Grant Dollars	Jan. 2026	Feb. 2026	March 2026	April 2026	May 2026	June 2026	July 2026	August 2026	Sept. 2026	Oct. 2026	Nov. 2026	Dec. 2026
Healthy Home Connections (HHC): Case Managment	70%	11,548	$ 118,367	842	839	1105	1027	1011	1120	1151	1004	1174	$ 878		
Independent Living Program (ILP): Case Managment	100%	3,333	$ 35,000	1,000	1000	1333	0	0	0	0	0	0	$ -		
Moving Ahead Program: Out-of-School Programming	100%	67,460	$ 67,460	4,575	4500	4500	2298	0	0	0	0	0	$ -		
Moving Ahead Program: Out-of-School Programming	100%	14,118	$ 60,000	3,572	3207	2381	4958	0	0	0	0	0	$ -		
Moving Ahead Program: Out-of-School Programming	84%	32,220	$ 136,935	0	0	0	2950	4000	7000	10000	3000	3000	$ 1,500		
Moving Ahead Program: Family Development	50%	750	$ 60,000.00	7	76	42	34	50	107	13	47	34	83		
Moving Ahead Program: Family Education	67%	350	$ 3,062.50	33	21	36	40	41	22	0	40	48	26		
TOTALS		78273	$ 480,824.50												

HUD ROSS Grants	Enrolled Jan. 2026	Enrolled Feb. 2026	Enrolled March 2026	Enrolled April 2026	Enrolled May 2026	Enrolled June 2026	Ernolled July 2026	Enrolled Aug. 2026	Enrolled Sept. 2026	Enrolled Oct. 2026	Enrolled Nov. 2026	Enrolled Dec. 2026
Resident Opportunity and Self-Sufficiency (ROSS)	4	12	4	0	0	0	0	2	0			
Family Self-Sufficiency Program (FSS)	3	5	5	5	1	2	1	1	2			

21st Century CCLC Grant	July 2026 Dollars Invoiced	August 2026 Dollars Invoiced	Sept. 2026 Dollars Invoiced	Oct. 2026 Dollars Invoiced	Nov. 2026 Dollars Invoiced	Dec. 2026 Dollars Invoiced	Jan. 2027 Dollars Invoiced	Feb. 2027 Dollars Invoiced	March 2027 Dollars Invoiced	April 2027 Dollars Invoiced	May 2027 Dollars Invoiced	June 2027 Dollars Invoiced	YTD Invoiced Dollars	Monthly Target	Annual Target	Percent Complete
21st Century CCLC 13th Cohort	$ 18,839.00	$ 8,797.00											$ 27,636	$33,314.67	$ 399,776.00	7%

17. Safety - Reports by Property Trending Report as of 10/31/2026

Safety - Reports by Property Trending Report										
Period	AMP 1	MMV (Patriot)	Bear Creek	Paquin	Stuart Parker	Oak Towers	Bryant Walkway I	Bryant Walkway II	Kinney Point	Park Avenue
1/31/2026	0	3	1	4	3	8	10	0	0	0
2/28/2026	2	3	3	10	2	13	1	0	1	2
3/31/2026	1	3	3	8	0	11	3	2	0	0
4/30/2026	2	1	2	7	7	6	1	1	6	2
5/31/2026	2	2	2	6	2	7	2	1	2	0
6/30/2026	0	3	1	8	1	7	7	0	2	0
7/31/2026	3	1	3	9	1	6	2	1	6	1
8/31/2026	1	1	4	8	1	5	3	0	7	1
9/30/2026	1	6	0	10	3	14	0	0	3	1
10/31/2026	1	2	3	19	2	7	6	0	2	1
11/30/2026										
12/31/2026										
Annual Monthly Report Averages by Property										
	AMP 1	MMV (Patriot)	Bear Creek	Paquin	Stuart Parker	Oak Towers	Bryant Walkway I	Bryant Walkway II	Kinney Point	Park Avenue
2025 Monthly Ave	10	6	6	32	7	20	10	Comb. w/BWW	0	9
2024 Monthly Ave	7	4	9	37	7	19	9	Comb. w/BWW	0	8
2023 Monthly Ave	8	9	10	37	5	19	6	Comb. w/BWW	0	6

Police/Fire/EMS-2026														Annual Monthly Average		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		2025	2024	2023
Columbia Police Response	90	86	115	92	130	118	132	138	138	121				109	132	115
Columbia Police Reports	12	16	18	15	16	14	16	20	15	17				14	13	13
Fire/EMS	68	75	116	78	108	93	76	78	69	122				78	89	95
Total	170	177	249	185	254	225	224	236	222	260	0	0		201	234	

18. Safety - Reports by Incident Type as of 10/31/2026

Safety - Reports by Property Trending Report												
Period	**Jan.**	**Feb.**	**March**	**April**	**May**	**June**	**July**	**Aug.**	**Sept.**	**Oct.**	**Nov.**	**Dec.**
Lease Violation (Non-Smoking)	3	5	7	9	7	5	8	11	9	13		
Criminal	5	3	5	6	3	2	5	0	6	3		
Check Welfare	3	3	1	1	3	1	4	1	1	2		
Lock Out	2	2	2	3	1	0	3	2	2	1		
Parking Violation	3	7	1	2	0	2	3	1	5	2		
Trespass Warning	2	3	7	4	3	1	2	5	6	4		
Trespass Warning - Arrest	0	0	0	0	0	0	1	0	0	0		
Assist Agency	0	1	2	1	0	1	3	0	2	0		
Alarm	0	0	2	2	0	1	1	0	1	1		
Smoking Violation	0	0	2	0	0	5	1	5	1	6		
Non-Criminal	2	4	0	0	0	2	1	0	4	2		
Other	8	3	6	0	12	0	2	0	2	5		

19. HR- Summary Report-through 10/31/2026

This report is provided to keep the Board informed on staffing capacity, compliance, and workforce stability.

Open Positions		
Department	**Position**	**Previous open date**
Moving Ahead Program	MAP Van Driver - PT	October 27, 2026
Resident Services	Family Self Sufficiency Coordinator	October 27, 2026
Facilities & Modernization/Maintenance	Maintenance II	October 13, 2026
Aff. Housing Development & Asst. Mgmt.	Director of Affordable Housing Development and Asset Management	October 8, 2026
Moving Ahead Program	MAP Kitchen Manager - PT	September 8, 2026
Moving Ahead Program	MAP Assistant - PT	August 9, 2026

Staff Anniversaries			
Department	**Position**	**Name**	**Years**
Facilities & Modernization/Maintenance	**Maintenance II**	**Eric Grant**	**13 Years (Retired)**
Affordable Housing Operations	Affordable Housing Operations Manager	Margaret Patrick	9 Years
Facilities & Modernization/Maintenance	Maintenance I	David Wieberg	6 Years
Human Resources	Human Resources Manager	Nate Hoemann	3 Years
Facilities & Modernization/Maintenance	Maintenance I	Leander Brandle	1 Year
Facilities & Modernization/Maintenance	Maintenance Mechanic I	Michael Head	1 Year
Moving Ahead Program	MAP Assistant - PT	Daryn Langford	1 Year

New Hires		
Department	**Position**	**Name**
Moving Ahead Program	MAP Assistant - PT	Maddy McMurray
Finance	Accountant	Regina Jowers
Affordable Housing Operations	Receptionist	Lindsey Green

Performance Metrics		
Metric	**October**	**September**
12-month Rolling # Employee Separations	16	17
12-month Average # of Total Employees	64	62
YTD Turnover Rate *(Bench Mark 19%)*	25%	27%

HR Activities

- CHA Fall Festival at Midway Golf and Games 10-23-26
- Annual Performance Reviews started
- Met with Acrisure to compare health insurance renewal options in preparation of open enrollment

IT Activities

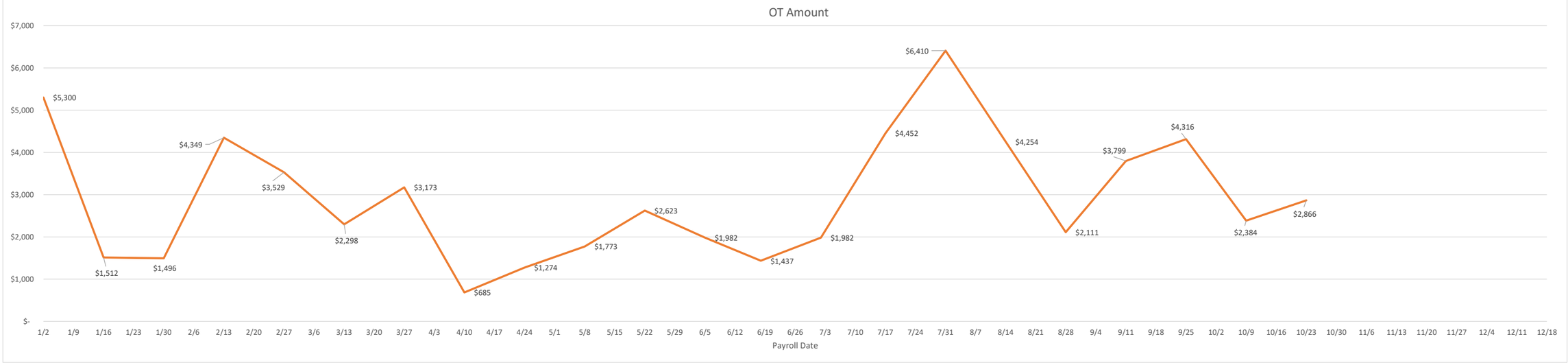
- Flooding at Paquin Tower computer lab and safety office, salvaged computers and replaced network switch, printer, and monitors
- Reviewed and submitted draft 2027 IT budget

20. HR- Payroll Summary Report as of 10/31/2026

This report provides payroll transparency to the CHA Board of Commissioners.

Payroll Item	1/2	1/16	1/30	2/13	2/27	3/13	3/27	4/10	4/24	5/8	5/22	6/5	6/18	7/2	7/17	7/31	8/14	8/28	9/11	9/25	10/9	10/23	11/6	11/20	12/4	12/18
Gross Wages	$ 144,867	$ 138,757	$ 140,962	$ 148,584	$ 144,796	$ 148,462	$ 151,421	$ 146,985	$ 152,679	$ 154,572	$ 151,864	$ 149,875	$ 152,155	$ 149,875	$ 158,993	$ 161,939	$ 152,399	$ 136,720	$ 143,530	$ 144,301	$ 142,647	$ 145,138				
OT Amount	$ 5,300	$ 1,512	$ 1,496	$ 4,349	$ 3,529	$ 2,298	$ 3,173	$ 685	$ 1,274	$ 1,773	$ 2,623	$ 1,982	$ 1,437	$ 1,982	$ 4,452	$ 6,410	$ 4,254	$ 2,111	$ 3,799	$ 4,316	$ 2,384	$ 2,866				
OT Hours	128	36	36	108	88	63	86	21	32	45	72	56	41	56	131	177	104	48	92	105	59	73				
Sick Hours	159	204	164	106	155	126	207	186	245	192	187	153	197	153	183	309	225	271	163	153	237	175				
Vacation Hours	502	452	204	133	146	261	290	387	291	327	234	398	287	398	385	319	535	334	405	227	454	301				





Columbia
HOUSING AUTHORITY

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: November 18, 2026
Re: Current Events

Executive Summary

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

Discussion

10/19: Housing Summit Planning Group. Randy
10/21: Affordable Housing Coalition. Randy
10/23: All Staff Event at Midway Golf and Games, 10am to 2pm.
10/29: ILP Grant Submitted. Matt Unser, Samantha Christian, Hannah Smith, Steven Reifsteck
10/30: United Way Pacesetter Breakfast. Randy
11/2: Housing Summit Subcommittee. Randy
11/4: Blind Boone Resident Engagement Meeting. Danielle.
11/4: Chamber Governmental Affairs. Randy
11/5: Providence Walkway Chamber Ribbon Cutting.
11/6: Kip Kendrick Meeting. Randy
11/6: County Emergency Management Housing Recovery Working Group. Randy
11/12: New Chamber President/CEO Meeting. Randy
11/12: City Meeting on Douglas Park. Charlee'ette Glover.
11/12: Race Matters Friends, The Fight for Black Lives Movie and Panel. Randy
11/16-18: AHF Live Conference (LIHTC/Affordable Housing Finance)-Chicago. Randy
11/23: Hoot Discovery. William Guitar Little. CHA brand support. TBD
12/2: Rigel Student Class Tour, 2-4pm.

Recommended Commission Action

Review and consider the report.