
The Housing Authority of the City of Texarkana, Texas

HUD-50075

TX014 – updated November 15, 2018



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PHA 5-Year and Annual Plan	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires 4/30/2011
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1.0	PHA Information PHA Name: <u>The Housing Authority of the City of Texarkana, Texas</u> PHA Code: <u>TX014</u> PHA Type: <input type="checkbox"/> Small <input type="checkbox"/> High Performing <input checked="" type="checkbox"/> Standard <input type="checkbox"/> HCV (Section 8) PHA Fiscal Year Beginning: (MM/YYYY): 01/01/2019				
2.0	Inventory (based on ACC units at time of FY beginning in 1.0 above) Number of PH units: 294 Number of HCV units: 622 Number of HCV - PBV units: 98 Number of Mainstream Vouchers: 28 Total Combined Units/Vouchers: 1,042				
3.0	Submission Type <input checked="" type="checkbox"/> 5-Year and Annual Plan <input type="checkbox"/> Annual Plan Only <input type="checkbox"/> 5-Year Plan Only				
4.0	PHA Consortia <input type="checkbox"/> PHA Consortia: (Check box if submitting a joint Plan and complete table below.) N/A				
	Participating PHAs	PHA Code	Program(s) Included in the Consortia	Programs Not in the Consortia	No. of Units in Each Program
	PHA 1:				PH HCV
	PHA 2:				
	PHA 3:				
5.0	5-Year Plan. Complete items 5.1 and 5.2 only at 5-Year Plan update.				
5.1	<p>Mission. <i>State the PHA's Mission for serving the needs of low-income, very low-income, and extremely low-income families in the PHA's jurisdiction for the next five years:</i> The Housing Authority of Texarkana Texas (HATT) is to become the premier provider of affordable housing in Texas and beyond by it being dedicated to providing our community with quality, affordable housing that is decent, well maintained and free from drugs and violent crime. We endeavor to provide livable communities that are made up of a diverse range of incomes so that the children of our communities have role models that are visible and striving to make economic gains for their families. We are committed to providing our residents with as many opportunities as possible to become economically self-sufficient. We shall do all these things while serving our residents and neighboring citizens with the highest degree of professional courtesy, empathy, and respect.</p> <p>Mission Statement: "Strengthen and revitalize communities by assisting in the delivery of adequate and affordable housing, economic opportunity, and a suitable living environment, and by providing supportive services and by promoting community and economic development without discrimination."</p> <p>In 2017, the HATT began rebranding which included new logos for all entities and updated to a more robust website platform: www.texarkahanha.org.</p>				

5.2

Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

Goal 1: Transform the Way We Do Business

Changing the name or logo of HATT is not enough; there must be visionary leadership, accountability, community cooperation, and regulatory compliance for "transformation" and redefinition of organizational culture. Through effective reengineering of our business model, establishment of clear expectations at each position, and meaningful corporate mission, values and quality controls, HATT expects to become a premier business model in Texas and beyond.

Actions:

- I. Create a business strategy that reforms bureaucracy by standardizing systems, reducing complexity and promoting responsiveness.
 - a. Create a workflow map for key departments that integrate functions.
 - b. Provide work environments that ensure efficiency and productivity.
 - c. Establish a monthly Report Card to ensure continuous monitoring of performance.
 - d. Develop an HATT-wide system of quality controls.
 - e. Implement measures to eliminate operational redundancies.
- II. Create a robust and fully integrated information technology infrastructure that meets the long term needs of HATT.
 - a. Conduct an IT systems analysis to determine strengths and deficiencies in the way HATT captures and stores information.
 - b. Explore software programs for implementing a paperless Client and employee file management system.
 - c. Implement IT infrastructure upgrades that support the long term needs of HATT.
- III. Restructure work environments to promote efficiency, productivity and boost staff morale.
 - a. Construct new Central Office Cost Center.
 - b. Design office spaces, work areas and upgrade equipment to maximize utilization, flexibility and enhance working conditions.
- IV. Develop and implement a Performance Management System based on productivity, compliance and efficiency measures.
 - a. Develop measurable performance standards for each staff member that will ensure accountability.
- V. Reposition HATT as a positive, recognizable brand in the North East Texas region.
 - a. Design and implement a public relations campaign to change negative public perceptions of the HATT by accentuating its value in the community.
 - b. Increase the visibility of HATT through community outreach and participation.
 - c. Implement initiatives to educate staff on HATT's core values and on how to incorporate the values into daily work routines and interaction with the public.

Goal 2: Improve the Quality of Life for Clients

It is expected that as we create innovative training, promote healthy communities, leave no child behind and preserve our housing stock through reinvestment, the quality of life will improve for our residents. This Goal identifies initiatives that will lead to "breaking the cycle of poverty". In order to address this issue, we must identify and remove barriers to living wage employment, affordable housing, stable communities and quality education. Using creative approaches, we intend to reduce the dependency on housing subsidy, increase the graduation rate and increase homeownership opportunities for housing program residents. Finally, there is nothing that says we cannot get away from the stereotypical look of subsidized housing. Therefore, we intend to change what subsidized housing looks like by not only improving interior quality and curb appeal, but also by encouraging and promoting resident responsibility.

Actions:

- I. Create opportunities that promote training and economic self-sufficiency for clients.
 - a. Establish a task force through new partnerships to create a sustainable plan to develop economic self-sufficiency opportunities for clients through apprenticeship programs, job development, grants, employer agreements and innovative training, mentoring and job placement.
 - b. Conduct routine Section 3 Program educational sessions for clients and contractors to familiarize them both with the hiring and training requirements of Section 3.
 - c. Remove barriers to success by creating collaborative training/networking opportunities and implementing innovative programs leading to personal and professional growth.
 - d. Explore the opportunity of a Moving To Work (MTW) designation.

- II. Implement programs that strengthen our communities.
 - a. Work with the community partners and develop strategies to reduce crime, enhance safety and improve quality of life.
 - b. Implement steps that will enhance residency compliance.
 - c. Implement education programs that illustrate how to be a good neighbor.
- III. Develop a plan that promotes and supports the youth education programs.
 - a. Partner with the Texarkana Independent School District, institutions of higher learning, elementary, middle and high schools and community agencies to establish an educational support network to provide educational opportunities for all ages at each family site.
 - b. Apply for grants that support childhood education at the grass roots level.
 - c. Relaunch the Boys & Girls Club to bring services to sites near HATT properties.
- IV. Preserve and improve the quality of housing stock in HATT's portfolio.
 - a. Conduct an updated Physical Needs Assessment (PNA).
 - b. Implement an aggressive preventative maintenance program.
 - c. Explore Energy Performance Contracting (EPC) opportunities.
 - d. Conduct a Best Practices study of innovative housing programs and practices.
 - e. Improve the curb appeal of properties.
 - f. Analyze PNA and develop a Consolidated Plan to modernize HATT's housing stock.
- V. Promote Fair Housing Practices through proactive initiatives and innovations.
 - a. Actively monitor placements of low-income clients in the public housing, assisted, HCV and Affordable Housing programs.
 - b. Create an aggressive outreach campaign to educate housing clients and staff about discriminatory housing practices.
- VI. Provide self-sufficiency opportunities for clients.
 - a. Reenergize the Family Self-Sufficiency program for the Housing Choice Voucher program and expand to Public Housing residents.
 - b. Implement a "Move Up" program that targets families who have been good tenants and move them from public housing through the housing continuum to tax credit units, market rate rental units, and finally, into single family housing.

Goal 3: Increase Housing Opportunities for Qualified Families

Presenting viable options and choices for families to choose the place in which they want to live is in keeping with the American dream. If homeownership is said to be number one, yet all do not choose homeownership, what's next? Having additional choices other than homeownership is critical. This is one of the great challenges for HATT. The questions that must be answered include: What are the housing needs in Texas? How do we remove barriers so that more families can participate in homeownership? What housing options are available for those that are not ready for homeownership? What about reducing homelessness? What partnerships exist or must be created to address these issues by not only providing housing, but also meaningful supportive services? This Goal seeks to answer those questions in a comprehensive and sustainable way.

Actions:

- I. Develop new, innovative, low-cost and sustainable housing.
 - a. Use additional housing choice vouchers for project-basing and homeownership.
 - b. Apply for HOPE VI, Tax Credits, HOME Funds and other grants.
 - c. Continue acquiring properties or converting existing properties to project based assistance or other revitalization opportunities.
 - d. Incorporate green building and renewable energy strategies when renovating existing housing and facilities.
 - e. Modernize vacant Affordable Housing properties and selected scattered sites.
 - f. Develop housing in other neighborhoods, such as Beverly or Highland Park.
 - g. Use Replacement Housing Factor funds to develop more scattered site public housing units.
- II. Increase housing options for low-income, homeless, disabled and other special needs families.
 - a. Increase number of accessible units in HATT's portfolio.
 - b. Develop Memorandums of Understanding (MOU's) for a limited number of rental units and/or vouchers through partnering with agencies that provide services for homeless families currently not on the waiting list.
 - c. Identify opportunities to partner with agencies to develop a transitional housing site.
 - d. Apply for tax credits and HUD programs to develop housing specifically for elderly or disabled clients.
- III. Provide a variety of housing options for families as they improve their circumstances.
 - a. Build single family homes through the HOPE VI Homeownership program.
 - b. Actively pursue other grants to provide additional financial incentives for single family homeownership.
 - c. Continue to partner with local builders to develop and build an affordable housing product.
 - d. Work with the City to develop and build affordable housing on infill lots throughout Texarkana.

Goal 4: Promote Excellence in Management Practices

To become a “High Performer” organization, you must first have high performing staff. With the reengineering of our business model, new expectations are paramount to maximize customer satisfaction and productivity. Although this HATT is a housing authority, we view it as a business which happens to be a housing authority. Our goal is “*Excellence*”. This requires an assessment of current practices, and determining Best Practices that will promote above average expectations as a norm. To do this, the changes in organizational culture must be measurable.

A business’ climate is determined by its commitment to certain characteristics: flexibility, responsibility, standards, rewards, clarity, and team commitment.

- *Flexibility*: Acceptance of new ideas and minimizing unnecessary rules.
- *Responsibility*: Employees' sense of responsibility to the organization.
- *Standards*: Challenging but obtainable goals are set and measured.
- *Rewards*: Employees' sense of accuracy about performance feedback and all types of compensation.
- *Clarity*: The sense employees have about the practice's values and how they contribute to them.
- *Team commitment*: The level of commitment to a common purpose - a sense of pride, providing the extra effort when needed, and loyalty to the practice.

For an organization to improve its image and efficiencies there must be commitment to the values and mission of HATT and the team must work as one unit in achieving this objective.

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Goal 5: Create a High Performing Professional and Skilled Workforce

The Housing Authority of the City of Texarkana, Texas will reach the High Performer status in several ways: by developing a comprehensive Professional Development Training Calendar; developing measurable performance tools at all positions, including revised job descriptions, performance planning tools and evaluations; and developing a recruiting plan and comprehensive training opportunities for new hires.

Our comprehensive training plan will use recognized institutions and learning modules where directors and managers will take self-contained and confident ownership of their departments. Work assignments will achieve the objective of effective work leading to positive outcomes.

The top companies in America promote leadership and accountability in the workforce by creating learning environments where staff are expected to not only sharpen their skills in the various program elements, but also improve leadership, communications, supervision and other important skills that are important to the contribution of their work. Our investment in human capital will help us obtain high performance outcomes.

Actions:

- I. Create a model for employee recruiting, training and retention by utilizing best practices.
 - a. Develop a comprehensive Human Resources Plan that includes custom job advertisements for each position, recruitment steps and requirements internally and externally, and a standardized selection process.
 - b. Revise job descriptions to accurately reflect position expectations.
 - c. Implement a comprehensive new employee orientation and refresher program for current employees.
- II. Create learning opportunities for staff by increasing access to training.
 - a. Develop a Staffing and Professional Development Plan that establishes performance standards, goals, and training requirements for each HATT position and an annual professional development calendar.
 - b. Create and cultivate synergy by requiring all supervisors to participate in leadership training and team building activities that inspire a shared vision.
 - c. Conduct a skills survey to determine if existing skills, knowledge, and abilities of each employee match the requirements of their current positions and to discover new skills.
- III. Improve the employee performance evaluation systems to achieve measurable performance standards.
 - a. Develop meaningful performance management tools for all staff utilizing best practices.
 - b. Determine how to incorporate standard business approaches to achieve excellence in the workforce.
- IV. Implement a program that inspires employees toward a shared vision.
 - a. Implement an on-going communications program.
 - b. Empower the Employee Committee to research workforce enhancement programs.

Goal 6: Increase Capital Gain Opportunities to Promote Our Sustainability

Sustainable funding from federal sources has been a moving target for at least the past ten years. HATT's Operating Subsidy, Capital Fund, and Housing Choice Voucher Fund have not been funded consistently at 100 percent. With the political climate in Washington, future allocations are uncertain.

What is certain is that cuts at any level will affect our ability to manage and maintain the assets in an acceptable manner and would require HATT to obtain alternative funding from a variety of sources or to create alternative ways to generate revenue. Additionally, HATT needs to ensure that it is not under-utilizing its ability to leverage its non-profit affiliates to apply for nontraditional sources of federal and non-federal funds. Lastly, HATT will develop a business plan which identifies these sources of funds and grants, thus allowing for the introduction of new business ventures and partnerships.

Actions:

- I. Create a HATT franchise to expand economic development and capital gain opportunities for HATT.
 - a. Conduct a regional market analysis to explore and identify consumer services and product needs for the state of Texas.
 - b. Develop a business plan to position HATT as a productive business enterprise.
 - c. Research and develop alternative funding sources.
 - d. Determine the role HATT's non-profit affiliates and Public Facility Corporation can play in expanding economic opportunities.
 - e. Take advantages of benefits of Rental Assistance Demonstration Program.
 - f. Explore and research best practices nationwide.
- II. Expand HATT's revenue base.
 - a. Purchase and manage additional market rate properties and single-family homes in Bowie County.
 - b. Develop fee-based services that can be offered to smaller Housing Authorities, such as fee accounting or inspection services.
 - c. Research Best Practices by other Housing Agencies for increasing revenue.
- III. Work aggressively to increase HATT's sphere of operations.
 - a. Pursue opportunities to consolidate with other housing agencies and authorities.
 - b. Execute inter-jurisdictional agreements to operate in Cass and other neighboring counties.
 - c. Create a private management company within HATT to manage private property.

<p>5.2(b)</p>	<p>PHA Plan Progress</p> <p>The HATT has been diligent in adhering to its stated goals and objectives by continuing to broaden affordable housing opportunities in Texarkana and beyond by repositioning the agency to be a more robust and entrepreneurial business. The HATT has accomplished its goals by:</p> <ul style="list-style-type: none"> • Restructuring primary functional areas within the organization, and equipping each department with the staff who possesses the necessary skills and capabilities to move the agency’s mission forward; • Reducing expenditures and improving cash flows for the agency as a whole, <ul style="list-style-type: none"> ○ Reduction in Force due to redundant job functions and agency needs, ○ Outsourcing needed services instead of opting for in-house costs with overhead, ○ Procured a more diligent property management company to manage all HATT residential assets, ○ Continue to structure operations that are nimble and robust to ensure continued increase in revenues through operations and decreased spending; • Maintained current portfolio as decent, safe, and affordable; • Evaluating affordable development opportunities within the state of Texas to expand affordable housing opportunities; • Converted 98 units to PBV under RAD Phase I; • Converting remaining 294 LIPH units to PBV under RAD Phase II by the end of February 2019, and the 20 family units at Bright Street will be Project-based vouchers through exercising the de minimis disposition rule; • Applied for and received the Mainstream Voucher Program Grant (28 vouchers); • Built 19 affordable Home Ownership Homes; • Formation of affiliate Premier Texarkana Development and Management Facility Corporation (January 26, 2018) for development and bond inducement deals; • Formation of 501(c)3 entity, Prime Impact Solutions, Inc. (March 23, 2018) to take advantage of philanthropic opportunities that will help broaden the agency’s affordable housing reach; • Entered into an MOU with development group for the Hotel Grim Lofts Project under Premier Texarkana Development and Management Facility Corporation; • Established Website Solutions and Hosting Services (May 17, 2018); • Continuing tradition of the Rosehill Ridge Celebration for residents and community involvement and pride; • HATT Strong Families Event was held June 8, 2018; • Continue to sponsor the Rosehill Neighborhood Network Center to assist residents with employment searching, creating resumes, financial management training, and conducting employment training and assessments. <p>Finance:</p> <ul style="list-style-type: none"> • Budgeting and Cost Containment <ul style="list-style-type: none"> ○ Continuing to improve the budget creation process, closely monitoring the budget and strictly adhering to the budget • Cash Flow Management <ul style="list-style-type: none"> ○ Continuing to improve cash flow management and to reduce interfund balances with the agency • Operating Efficiency <ul style="list-style-type: none"> ○ Continuing to evaluate current systems, policies and processes to identify opportunities to eliminate redundancies and to increase automation and system functionality • Cross Training <ul style="list-style-type: none"> ○ Practicing cross-training for critical finance department functions • Training and Development <ul style="list-style-type: none"> ○ Continue learning and developing capacity through formal and informal training
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HCVP:

- Spend up to 100% of Housing Assistance Payments without leasing more units than we can afford
- To spend 100% of funds allocated for the first 98 RAD Converted units and to be 100% leased each month
- Solicit new owners to program through outreach and social media
- Purge & shred current participant files every three years and will destroy files that have ended participation every three years
- Timely SEMAP and day-to-day upload and submittals
- Convert all 294 public housing files to RAD PBV with new leases, RAD lease riders, tenancy addendums, 50058s and all other regulatory documents needed for file compliance
- Continue learning and developing capacity through formal and informal training

Operations and Asset Management:

- Provide critical oversight with the Private Management Company responsible for managing HATT's real estate portfolio
- Meet all HUD deadlines in advance of HUD due dates
- Obtain additional Veteran Affairs Supportive Housing (VASH) vouchers
- Implement a Family Self-Sufficiency Program
- Hold outreach meetings at least twice a year
- Obtain additional Mainstream Vouchers

Development:

- Close RAD II by the end of February 2019
- Complete financial model to determine type of development of HATT's headquarters
- Solicit developers to determine best use of HATT owned real estate and develop additional affordable/workforce housing
- Solidify strategy for "Tiny House" community for Veterans
- Continue cooperation and partnership with the City of Texarkana Texas and other developers and local governments in Texas to expand/renovate/establish affordable housing stock
- Explore "Workforce Housing" as we venture to develop

Administrative:

- Maintain a high morale among employees through incentives
- Ongoing training and attend professional development seminars
- Exercising best practices in the customer service delivery
- Complete construction and sale of final homes under Hope VI
- Develop future versions of a new homeownership program
- Create a Family Self Sufficiency Program (FSS) for the HCV and RAD participants. Initially, the program will be unfunded and will operate via community partnerships with local social service agencies for resources, Master of Social Work students (Texas A&M) utilizing case management opportunities for their practicum, and current staff doing group case management sessions once per month.
- Develop apprenticeship program (i.e. HUD's Youth Build Program) to help young people develop experience in building and rehabbing housing units or other skills and trades

6.0

PHA Plan Update

(a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission:
 (b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions.

(a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission:

- Participating in the Rental Assistance Demonstration (PBV) – significant rehabilitation of 5 developments; converted 98 LIPH units to RAD/PBV units in 2017 (The Oaks, Pecan Ridge, and Rosehill Ridge);
- De Minimis Exception to Demolition for 20 units at Bright Street community under 24 CFR 970.27 and PIH 2018-04;
- Requested to HUD to Project-Base up to 100 Tenant-Based Vouchers;
- Awarded 28 Mainstream Vouchers;
- Collaboration/Partnership with the City of Texarkana, Texas to rehabilitate the Grim Hotel Project that will potentially include a component of affordable housing through project-based Housing Choice Vouchers from HATT.

Statement of Financial Resources			
Financial Resources:			
Planned Sources & Uses			
Sources		Planned	Planned Uses
Open Federal Grants		\$5,879,264.30	
	Public Housing Operating Fund (OFND)	\$664,140.00	Operate Public Housing
	Public Housing Capital Fund (CFP)	\$1,901,226.30	RAD PBV Conversion (Rehab)
	Public Housing Replacement Housing Factor (RHF)	\$607,293.00	RAD PBV Conversion (Rehab)
	Funded Annual Contributions for Section 8-Tenant Based and RAD-PBV Assistance	\$2,706,605.00	
Public Housing Dwelling Rental Income		\$695,815.78	Operating Public Housing
Non Federal Sources		\$1,051,112.00	
	Woodbridge Rental Income	\$744,644.00	Operating Private Apt Complex
	Sandalwood Rental Income	\$211,356.00	Operating Private Apt Complex
	Texarkana Public Facility Corp. Rental Houses Income	\$95,112.00	Operating Private Rental Homes

The HATT partnered with LEDIC Realty in October 2017 to provide property and asset management services for the Premier Sites as well as the Market Rate properties. In 2019, LEDIC will also assume management of all HATT properties converting to RAD – Project Based Voucher Assistance.

	<p>(b) Copies of the 5-Year and Annual Plan may be viewed at the HATT Main Office located at 1611 N. Robison Rd, Texarkana, TX 75501; at all AMP Offices, and online by visiting our <u>website</u> at: https://www.texarkanaha.org/</p>
7.0	<p>Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers. <i>Include statements related to these programs as applicable.</i></p> <p>The Housing Authority of the City of Texarkana (“HATT”) is amending its 5-year PHA Plan because it was a successful applicant in the Rental Assistance Demonstration (RAD) and will exercise the 24 CFR 970.27 De minimis exception to demolition requirements for up to 20 of the units in inventory. Under RAD, 274 units of LIPH will be converted to PBV, and 20 units will be disposed under the De minimis rule, for a total of 294 units. In addition, the HATT proposes to Project-base up to 100 vouchers of its inventory of tenant-based Section 8 vouchers. Therefore, the HATT will be converting to Project Based Voucher Assistance under the guidelines of PIH Notice 2012-32, REV-1 and any successor Notices. In addition, the HATT will be project-basing up to 100 vouchers under the guidelines of PIH Notices 2015-05 (HA), 2017-21 (HA); and exercising the de minimis exception to demolition requirements for up to 20 units in inventory under 24 CFR 970.27 and PIH 2018-04, and any successor Notices.</p>
8.0	<p>Capital Improvements. Please complete Parts 8.1 through 8.3, as applicable. All open CFP grants including Replacement Housing Factor (RHF) grants will be used for RAD development.</p>
8.1	<p>Capital Fund Program Annual Statement/Performance and Evaluation Report. As part of the PHA 5-Year and Annual Plan, annually complete and submit the <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i>, form HUD-50075.1, for each current and open CFP grant and CFFP financing.</p> <p>(See attached)</p>
8.2	<p>Capital Fund Program Five-Year Action Plan. As part of the submission of the Annual Plan, PHAs must complete and submit the <i>Capital Fund Program Five-Year Action Plan</i>, form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan.</p> <p>(See attached)</p>
8.3	<p>Capital Fund Financing Program (CFFP).</p> <p><input type="checkbox"/> Check if the PHA proposes to use any portion of its Capital Fund Program (CFP)/Replacement Housing Factor (RHF) to repay debt incurred to finance capital improvements.</p> <p>Not applicable.</p>

Housing Needs. Based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data, make a reasonable effort to identify the housing needs of the low-income, very low-income, and extremely low-income families who reside in the jurisdiction served by the PHA, including elderly families, families with disabilities, and households of various races and ethnic groups, and other families who are on the public housing and Section 8 tenant-based assistance waiting lists. The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location.

Projected Housing Needs of Families in Texarkana Texas Jurisdiction (City of Texarkana Texas 5 Year Consolidated Action Plan 2013-2017):

Family Type	Overall	Affordability	Supply	Quality	Accessibility	Size
Income <=30% AMI	2,320	5	5	5	1	2
Income >=30% but <=50% of AMI	1,555	3	2	4	1	1
Income >50% but <80% of AMI	2,435	3	2	3	1	1
Elderly	780	4	2	4	1	1
Families w/Disabilities	264	4	2	4	1	1
Caucasian	1,980	4	2	4	1	3
African-American	1,885	5	4	5	1	4
Hispanic	245	5	4	5	1	4
American Indian, Alaska Native	74	5	4	5	1	4
Asian/Pacific Islander	10	5	4	5	1	4

9.0

Characteristics of the information provided in the table above are as follows:

- a. The estimated number of rental families having housing needs is provided in the "Overall" needs column.
- b. The remaining characteristics as each applies to the impact of that factor on the housing needs for each family type are rated on a scale of 1 to 5, with 1 indicating "no impact" and 5 indicating "severe impact."

The Housing Authority of the City of Texarkana Texas Waiting List for Housing Choice Voucher Program (HCVP):

HCVP	# of Families	% of Total Families
Waiting List Total	653	100
Extremely Low Income <30% AMI	530	82
Very Low Income >30% but <50% AMI	83	13
Low Income >50% but <80% AMI	36	5
Singles/Disabled	11	2
Families with Children	236	36
Elderly Families/Elderly/Disabled	105	16
Families with Disabilities	94	14
Caucasian	163	25
African-American	451	69
Hispanic	27	4
American Indian, Alaska Native	11	2
Asian/Pacific Islander	1	.15

HATT reopened its HCV Waiting List for Mainstream Voucher applicants on October 24, 2018 and received nearly 50 applications. The waiting list will close on December 31, 2018.

The Housing Authority of the City of Texarkana Texas Waiting List for Public Housing:

Public Housing	# of Families	% of Total Families
Waiting List Total	499	100
Extremely Low Income <30% AMI	468	94
Very Low Income >30% but <50% AMI	25	5
Low Income >50% but <80% AMI	3	1
Singles	24	5
Families with Children	376	75
Elderly Families/Elderly/Disabled	24	5
Families with Disabilities	75	15
Caucasian	123	24
African-American	365	73
Hispanic	10	2
American Indian, Alaska Native	1	1
Asian/Pacific Islander	0	0
Characteristics by Bedroom Size:		
1BR	212	43
2BR	247	49
3BR	36	7
4BR	4	1

The HATT's LIPH Waiting List has been closed since April 2018. The HATT stopped leasing up to allow for vacancies in preparation to temporarily relocate current residents as a part of the RAD Rehabilitation that is scheduled to begin first quarter 2019.

Current HATT Properties and Unit Counts:

Property	AMP	Type	Program	Units
Robison Terrace	689	EL	PH	130
Williams Homes	689	EL	PH	52
Bright Street	112	FA	PH	20
Hampton Homes	25	FA	PH	50
Akins St. (SS)	37	EL	PH	22
Allen Lane (SS)	37	EL	PH	8
Wood St. (SS)	37	EL	PH	8
Pine St. (SS)	37	EL	PH	4
Woodbridge		FA	MKT	88
Sandalwood		FA	MKT	28
Renaissance Plaza		EL	TC	120
The Oaks		FA	TC/RAD	36
The Oaks		FA	TC	90
Pecan Ridge		FA	TC/RAD	30
Pecan Ridge		FA	TC	94
Rosehill Ridge		FA	TC/RAD	32
Rosehill Ridge		FA	TC	90

HATT continues to provide 1 through 4 bedroom , accessible units that are affordable.

Strategy for Addressing Housing Needs. Provide a brief description of the PHA’s strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. **Note: Small, Section 8 only, and High Performing PHAs complete only for Annual Plan submission with the 5-Year Plan.**

HATT plans on addressing the housing needs of families in the area through a number of programs and processes:

- A. **Development Activities:** Through grant, development opportunities, and the Low-Income Housing Tax Credit Program, HATT has developed mixed income properties that can assist in addressing the number of available units in Texarkana. HATT plans to continue to develop affordable housing through the Low-Income Housing Tax Credit program, as well as pursuing the possibility of developing units through the Section 202 and Section 811 programs. In addition, the HATT is completing the last two homes under the Homeownership Program. The single family homes are targeted to families earning between 50% AMI and 80% AMI that are currently living in multi-family properties. Lastly, HATT is considering partnering with other PHAs or other non-profit entities as well as other for-profit entities using its affiliates to develop additional housing units or to apply for funding for transitional and/or semi-permanent housing. The HATT has partnered with the City of Texarkana Texas to provide affordable housing opportunities at the soon to be renovated Grim Hotel Apartments. Renovations for the Grim are expected to begin in the second quarter of 2019.
- B. **Maximizing Leasing** – HATT’s goal for our Asset Management Department is to be at least 97% leased for all properties, regardless of type. We plan to improve unit turnover by employing effective maintenance and management policies to minimize the number of public housing units off-line, reduce turnover time for vacated units, and reduce time to renovate units. These n actions will assist in maintaining a high lease up rate.
- C. **Rental Assistance Demonstration (RAD) and Project-based Vouchers** – The HATT is converting its entire portfolio of LIPH units to PBV units under RAD. HUD approved a RAD/DeMinimis Reduction of 20 units at Bright Street Apartments. In addition, the HATT proposes to project base up to 100 tenant-based vouchers in 2019.
- D. **Maximizing Voucher Utilization** – Section 8: HATT’s goals for the Housing Choice Voucher Program are to be 100% utilized by the end of 2019. We plan on achieving this by reopening our waiting list, issuing vouchers, establishing payment standards that will enable families to rent throughout the jurisdiction, pursuing inter-jurisdictional agreements with nearby counties to increase the number of potential units available for Section 8, marketing to owner/landlords to increase the number of available units within market and to undertake measures to ensure access to affordable units regardless of unit size.
- E. **Acquiring Additional Units** - HATT is purchasing and renovating dilapidated and abandoned homes through its subsidiary entity for rent through the Section 8 program and through its Market rate operations. The HATT is also pursuing potential opportunities to acquire other multi-family developments for either market-rate or subsidized units.

9.1

Additional Information. Describe the following, as well as any additional information HUD has requested.

(a) Progress in Meeting Mission and Goals. Provide a brief statement of the PHA's progress in meeting the mission and goals described in the 5- Year Plan.

Currently HATT is serving over 275 families in its low rent program and has 548 vouchers leased under our Section 8 Program. We continue to monitor our lease up progress weekly. HATT is underway to convert its remaining LIPH Units under RAD-PBV. Rehabilitation for the properties is scheduled to begin first quarter of 2019. The HATT continually seeks opportunities to self-develop and partner with third-parties to purchase, build, and rehabilitate affordable housing to enlarge our footprint in the affordable housing arena. The HATT not only plans to increase the opportunities for affordable housing in the city of Texarkana, Texas, but also throughout the state of Texas through its affiliates.

(b) Significant Amendment and Substantial Deviation/Modification. Provide the PHA's definition of "significant amendment" and "substantial deviation/modification"

Substantial Deviations or Significant Amendments as defined by the Housing Authority of the City of Texarkana Texas means any action that meets the following criteria:

- Would create a mission, goal or objectives and would require formal approval of the Board of Commissioners;
- Is a clear change in direction of funds mentioned above, exclusive of strategies designed to achieve the mission, goals, and objectives already identified;
- 50% deletion from or additions to the goals and objectives as a whole and 50% or more decrease in quantifiable measurement of a goal or objective;
- Any changes with regard to demolition or disposition, designation, or conversion activities (i.e., Rental Assistance Demonstration; De Minimis exception to demolition);
- Additions of non-emergency work items (items not included in the current Annual Statement or Five-Year Action Plan) over \$500,000; or
- Changes to the Public Housing rent policy.

Any substantial deviation or significant amendment is subject to the following requirements:

- The PHA must consult with the Resident Advisory Board (RAB) (as defined in 24 CFR 903.13);
- The PHA must ensure consistency with the Consolidated Plan of the TX jurisdiction(s) (as defined in 24 CFR 903.15); and the PHA must provide for a review of the amendments/modifications by the public during a 45-day public review period (as defined in 24 CFR 903.17).
- The PHA may not adopt the amendment or modification until the PHA has duly called a meeting of its Board of Commissioners (or similar governing body). This meeting, at which the amendment or modification is adopted, must be open to the public.
- The PHA may not implement the amendment or modification until notification of the amendment or modifications is provided to HUD and approved by HUD in accordance with HUD's plan review procedures as defined in (24 CFR 903.23).

Any exception to this definition will be made for any of the above that are adopted to reflect changes mandated by Congress or HUD regulatory requirements; such changes will not be considered significant amendments by HUD.

10.0

11.0	<p>Required Submission for HUD Field Office Review. In addition to the PHA Plan template (HUD-50075), PHAs must submit the following documents. Items (a) through (g) may be submitted with signature by mail or electronically with scanned signatures, but electronic submission is encouraged. Items (h) through (i) must be attached electronically with the PHA Plan. Note: Faxed copies of these documents will not be accepted by the Field Office.</p> <p>(REQUIRED FORMS ARE ATTACHED PER THE LIST BELOW)</p> <ul style="list-style-type: none"> (a) Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i> (which includes all certifications relating to Civil Rights) (b) Form HUD-50070, <i>Certification for a Drug-Free Workplace</i> (PHAs receiving CFP grants only) (c) Form HUD-50071, <i>Certification of Payments to Influence Federal Transactions</i> (PHAs receiving CFP grants only) (d) Form SF-LLL, <i>Disclosure of Lobbying Activities</i> (PHAs receiving CFP grants only) (e) Form SF-LLL-A, <i>Disclosure of Lobbying Activities Continuation Sheet</i> (PHAs receiving CFP grants only) (f) Resident Advisory Board (RAB) comments. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations. (g) Challenged Elements (h) Form HUD-50075.1, <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i> (PHAs receiving CFP grants only) (i) Form HUD-50075.2, <i>Capital Fund Program Five-Year Action Plan</i> (PHAs receiving CFP grants only)
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This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced 5-Year and Annual PHA Plans. The 5-Year and Annual PHA plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission and strategies for serving the needs of low-income and very low-income families. This form is to be used by all PHA types for submission of the 5-Year and Annual Plans to HUD. Public reporting burden for this information collection is estimated to average 12.68 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Privacy Act Notice. The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality

Instructions form HUD-50075

Applicability. This form is to be used by all Public Housing Agencies (PHAs) with Fiscal Year beginning April 1, 2008 for the submission of their 5-Year and Annual Plan in accordance with 24 CFR Part 903. The previous version may be used only through April 30, 2008.

1.0 PHA Information

Include the full PHA name, PHA code, PHA type, and PHA Fiscal Year Beginning (MM/YYYY).

2.0 Inventory

Under each program, enter the number of Annual Contributions Contract (ACC) Public Housing (PH) and Section 8 units (HCV).

3.0 Submission Type

Indicate whether this submission is for an Annual and Five Year Plan, Annual Plan only, or 5-Year Plan only.

4.0 PHA Consortia

Check box if submitting a Joint PHA Plan and complete the table.

5.0 Five-Year Plan

Identify the PHA's Mission, Goals and/or Objectives (24 CFR 903.6). Complete only at 5-Year update.

5.1 Mission. A statement of the mission of the public housing agency for serving the needs of low-income, very low-income, and extremely low-income families in the jurisdiction of the PHA during the years covered under the plan.

5.2 Goals and Objectives. Identify quantifiable goals and objectives that will enable the PHA to serve the needs of low income, very low-income, and extremely low-income families.

6.0 PHA Plan Update. In addition to the items captured in the Plan template, PHAs must have the elements listed below readily available to the public. Additionally, a PHA must:

- (a) Identify specifically which plan elements have been revised since the PHA's prior plan submission.
- (b) Identify where the 5-Year and Annual Plan may be obtained by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on its official website. PHAs are also encouraged to provide each resident council a copy of its 5-Year and Annual Plan.

PHA Plan Elements. (24 CFR 903.7)

1. **Eligibility, Selection and Admissions Policies, including Deconcentration and Wait List Procedures.** Describe the PHA's policies that govern resident or tenant eligibility, selection and admission including admission preferences for both public housing and HCV and unit assignment policies for public housing; and procedures for maintaining waiting lists for admission to public housing and address any site-based waiting lists.

2. **Financial Resources.** A statement of financial resources, including a listing by general categories, of the PHA's anticipated resources, such as PHA Operating, Capital and other anticipated Federal resources available to the PHA, as well as tenant rents and other income available to support public housing or tenant-based assistance. The statement also should include the non-Federal sources of funds supporting each Federal program, and state the planned use for the resources.
3. **Rent Determination.** A statement of the policies of the PHA governing rents charged for public housing and HCV dwelling units.
4. **Operation and Management.** A statement of the rules, standards, and policies of the PHA governing maintenance management of housing owned, assisted, or operated by the public housing agency (which shall include measures necessary for the prevention or eradication of pest infestation, including cockroaches), and management of the PHA and programs of the PHA.
5. **Grievance Procedures.** A description of the grievance and informal hearing and review procedures that the PHA makes available to its residents and applicants.
6. **Designated Housing for Elderly and Disabled Families.** With respect to public housing projects owned, assisted, or operated by the PHA, describe any projects (or portions thereof), in the upcoming fiscal year, that the PHA has designated or will apply for designation for occupancy by elderly and disabled families. The description shall include the following information: **1)** development name and number; **2)** designation type; **3)** application status; **4)** date the designation was approved, submitted, or planned for submission, and; **5)** the number of units affected.
7. **Community Service and Self-Sufficiency.** A description of: **(1)** Any programs relating to services and amenities provided or offered to assisted families; **(2)** Any policies or programs of the PHA for the enhancement of the economic and social self-sufficiency of assisted families, including programs under Section 3 and FSS; **(3)** How the PHA will comply with the requirements of community service and treatment of income changes resulting from welfare program requirements. **(Note: applies to only public housing).**
8. **Safety and Crime Prevention.** For public housing only, describe the PHA's plan for safety and crime prevention to ensure the safety of the public housing residents. The statement must include: (i) A description of the need for measures to ensure the safety of public housing residents; (ii) A description of any crime prevention activities conducted or to be conducted by the PHA; and (iii) A description of the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities.

9. **Pets.** A statement describing the PHAs policies and requirements pertaining to the ownership of pets in public housing.
10. **Civil Rights Certification.** A PHA will be considered in compliance with the Civil Rights and AFFH Certification if: it can document that it examines its programs and proposed programs to identify any impediments to fair housing choice within those programs; addresses those impediments in a reasonable fashion in view of the resources available; works with the local jurisdiction to implement any of the jurisdiction's initiatives to affirmatively further fair housing; and assures that the annual plan is consistent with any applicable Consolidated Plan for its jurisdiction.
11. **Fiscal Year Audit.** The results of the most recent fiscal year audit for the PHA.
12. **Asset Management.** A statement of how the agency will carry out its asset management functions with respect to the public housing inventory of the agency, including how the agency will plan for the long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs for such inventory.
13. **Violence Against Women Act (VAWA).** A description of: 1) Any activities, services, or programs provided or offered by an agency, either directly or in partnership with other service providers, to child or adult victims of domestic violence, dating violence, sexual assault, or stalking; 2) Any activities, services, or programs provided or offered by a PHA that helps child and adult victims of domestic violence, dating violence, sexual assault, or stalking, to obtain or maintain housing; and 3) Any activities, services, or programs provided or offered by a public housing agency to prevent domestic violence, dating violence, sexual assault, and stalking, or to enhance victim safety in assisted families.

7.0 Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers

- (a) **Hope VI or Mixed Finance Modernization or Development.** 1) A description of any housing (including project number (if known) and unit count) for which the PHA will apply for HOPE VI or Mixed Finance Modernization or Development; and 2) A timetable for the submission of applications or proposals. The application and approval process for Hope VI, Mixed Finance Modernization or Development, is a separate process. See guidance on HUD's website at: <http://www.hud.gov/offices/pih/programs/ph/hope6/index.cfm>
- (b) **Demolition and/or Disposition.** With respect to public housing projects owned by the PHA and subject to ACCs under the Act: (1) A description of any housing (including project number and unit numbers [or addresses]), and the number of affected units along with their sizes and accessibility features) for which the PHA will apply or is currently pending for demolition or disposition; and (2) A timetable for the demolition or disposition. The application and approval process for demolition and/or disposition is a separate process. See guidance on HUD's website at: http://www.hud.gov/offices/pih/centers/sac/demo_dispo/index.cfm
Note: This statement must be submitted to the extent that approved and/or pending demolition and/or disposition has changed.
- (c) **Conversion of Public Housing.** With respect to public housing owned by a PHA: 1) A description of any building or buildings (including project number and unit count) that the PHA is required to convert to tenant-based assistance or

that the public housing agency plans to voluntarily convert; 2) An analysis of the projects or buildings required to be converted; and 3) A statement of the amount of assistance received under this chapter to be used for rental assistance or other housing assistance in connection with such conversion. See guidance on HUD's website at: <http://www.hud.gov/offices/pih/centers/sac/conversion.cfm>

- (d) **Homeownership.** A description of any homeownership (including project number and unit count) administered by the agency or for which the PHA has applied or will apply for approval.
- (e) **Project-based Vouchers.** If the PHA wishes to use the project-based voucher program, a statement of the projected number of project-based units and general locations and how project basing would be consistent with its PHA Plan.

8.0 Capital Improvements. This section provides information on a PHA's Capital Fund Program. With respect to public housing projects owned, assisted, or operated by the public housing agency, a plan describing the capital improvements necessary to ensure long-term physical and social viability of the projects must be completed along with the required forms. Items identified in 8.1 through 8.3, must be signed where directed and transmitted electronically along with the PHA's Annual Plan submission.

8.1 Capital Fund Program Annual Statement/Performance and Evaluation Report. PHAs must complete the *Capital Fund Program Annual Statement/Performance and Evaluation Report* (form HUD-50075.1), for each Capital Fund Program (CFP) to be undertaken with the current year's CFP funds or with CFFP proceeds. Additionally, the form shall be used for the following purposes:

- (a) To submit the initial budget for a new grant or CFFP;
- (b) To report on the Performance and Evaluation Report progress on any open grants previously funded or CFFP; and
- (c) To record a budget revision on a previously approved open grant or CFFP, e.g., additions or deletions of work items, modification of budgeted amounts that have been undertaken since the submission of the last Annual Plan. The Capital Fund Program Annual Statement/Performance and Evaluation Report must be submitted annually.

Additionally, PHAs shall complete the Performance and Evaluation Report section (see footnote 2) of the *Capital Fund Program Annual Statement/Performance and Evaluation* (form HUD-50075.1), at the following times:

1. At the end of the program year; until the program is completed or all funds are expended;
2. When revisions to the Annual Statement are made, which do not require prior HUD approval, (e.g., expenditures for emergency work, revisions resulting from the PHAs application of fungibility); and
3. Upon completion or termination of the activities funded in a specific capital fund program year.

8.2 Capital Fund Program Five-Year Action Plan

PHAs must submit the *Capital Fund Program Five-Year Action Plan* (form HUD-50075.2) for the entire PHA portfolio for the first year of participation in the CFP and annual update thereafter to eliminate the previous year and to add a new fifth year (rolling basis) so that the form always covers the present five-year period beginning with the current year.

8.3 Capital Fund Financing Program (CFFP). Separate, written HUD approval is required if the PHA proposes to pledge any

portion of its CFP/RHF funds to repay debt incurred to finance capital improvements. The PHA must identify in its Annual and 5-year capital plans the amount of the annual payments required to service the debt. The PHA must also submit an annual statement detailing the use of the CFFP proceeds. See guidance on HUD's website at:

<http://www.hud.gov/offices/pih/programs/ph/capfund/cffp.cfm>

9.0 Housing Needs. Provide a statement of the housing needs of families residing in the jurisdiction served by the PHA and the means by which the PHA intends, to the maximum extent practicable, to address those needs. **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).**

9.1 Strategy for Addressing Housing Needs. Provide a description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).**

10.0 Additional Information. Describe the following, as well as any additional information requested by HUD:

- (a) **Progress in Meeting Mission and Goals.** PHAs must include (i) a statement of the PHAs progress in meeting the mission and goals described in the 5-Year Plan; (ii) the basic criteria the PHA will use for determining a significant amendment from its 5-year Plan; and a significant amendment or modification to its 5-Year Plan and Annual Plan. **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).**
- (b) **Significant Amendment and Substantial Deviation/Modification.** PHA must provide the definition of "significant amendment" and "substantial deviation/modification". **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan.)**

- (c) PHAs must include or reference any applicable memorandum of agreement with HUD or any plan to improve performance. **(Note: Standard and Troubled PHAs complete annually).**

11.0 Required Submission for HUD Field Office Review. In order to be a complete package, PHAs must submit items (a) through (g), with signature by mail or electronically with scanned signatures. Items (h) and (i) shall be submitted electronically as an attachment to the PHA Plan.

- (a) Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulations*
- (b) Form HUD-50070, *Certification for a Drug-Free Workplace (PHAs receiving CFP grants only)*
- (c) Form HUD-50071, *Certification of Payments to Influence Federal Transactions (PHAs receiving CFP grants only)*
- (d) Form SF-LLL, *Disclosure of Lobbying Activities (PHAs receiving CFP grants only)*
- (e) Form SF-LLL-A, *Disclosure of Lobbying Activities Continuation Sheet (PHAs receiving CFP grants only)*
- (f) Resident Advisory Board (RAB) comments.
- (g) Challenged Elements. Include any element(s) of the PHA Plan that is challenged.
- (h) Form HUD-50075.1, *Capital Fund Program Annual Statement/Performance and Evaluation Report (Must be attached electronically for PHAs receiving CFP grants only)*. See instructions in 8.1.
- (i) Form HUD-50075.2, *Capital Fund Program Five-Year Action Plan (Must be attached electronically for PHAs receiving CFP grants only)*. See instructions in 8.2.