

Annual PHA Plan <i>(Standard PHAs and Troubled PHAs)</i>	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 02/29/2016
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Purpose. 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, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families.

High Performer PHA, Small PHA, HCV-Only PHA or Qualified PHA do not need to submit this form.

Definitions.

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both of the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, or at risk of being designated as troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceeds 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceeds 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined, and is not PHAS or SEMAP troubled.

A.	PHA Information.																																
A.1	<p> PHA Name: <u>Fort Worth Housing Authoritydba Fort Worth Housing Solutions</u> PHA Code: <u>TX004</u> PHA Type: <input checked="" type="checkbox"/> Standard PHA <input type="checkbox"/> Troubled PHA PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>01/01/2018</u> PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above) Number of Public Housing (PH) Units <u>1172, including RAD and PH</u> Number of Housing Choice Vouchers (HCVs) <u>5104</u> Total Combined Units/Vouchers <u>6276</u> PHA Plan Submission Type: <input checked="" type="checkbox"/> Annual Submission <input type="checkbox"/> Revised Annual Submission </p> <p> Availability of Information. PHAs must have the elements listed below in sections B and C readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection 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 their official website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans. </p> <p> <input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below) </p> <table border="1"> <thead> <tr> <th data-bbox="162 1449 435 1522" rowspan="2">Participating PHAs</th> <th data-bbox="435 1449 565 1522" rowspan="2">PHA Code</th> <th data-bbox="565 1449 862 1522" rowspan="2">Program(s) in the Consortia</th> <th data-bbox="862 1449 1133 1522" rowspan="2">Program(s) not in the Consortia</th> <th colspan="2" data-bbox="1133 1449 1448 1522">No. of Units in Each Program</th> </tr> <tr> <th data-bbox="1133 1522 1279 1543">PH</th> <th data-bbox="1279 1522 1448 1543">HCV</th> </tr> </thead> <tbody> <tr> <td data-bbox="162 1543 435 1627">Lead PHA:</td> <td data-bbox="435 1543 565 1627"></td> <td data-bbox="565 1543 862 1627"></td> <td data-bbox="862 1543 1133 1627"></td> <td data-bbox="1133 1543 1279 1627"></td> <td data-bbox="1279 1543 1448 1627"></td> </tr> <tr> <td data-bbox="162 1627 435 1722"></td> <td data-bbox="435 1627 565 1722"></td> <td data-bbox="565 1627 862 1722"></td> <td data-bbox="862 1627 1133 1722"></td> <td data-bbox="1133 1627 1279 1722"></td> <td data-bbox="1279 1627 1448 1722"></td> </tr> <tr> <td data-bbox="162 1722 435 1816"></td> <td data-bbox="435 1722 565 1816"></td> <td data-bbox="565 1722 862 1816"></td> <td data-bbox="862 1722 1133 1816"></td> <td data-bbox="1133 1722 1279 1816"></td> <td data-bbox="1279 1722 1448 1816"></td> </tr> <tr> <td data-bbox="162 1816 435 1913"></td> <td data-bbox="435 1816 565 1913"></td> <td data-bbox="565 1816 862 1913"></td> <td data-bbox="862 1816 1133 1913"></td> <td data-bbox="1133 1816 1279 1913"></td> <td data-bbox="1279 1816 1448 1913"></td> </tr> </tbody> </table>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																							
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B.	Annual Plan Elements					
B.1	<p>Revision of PHA Plan Elements.</p> <p>(a) Have the following PHA Plan elements been revised by the PHA?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Statement of Housing Needs and Strategy for Addressing Housing Needs</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Financial Resources.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Rent Determination.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Operation and Management.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Grievance Procedures.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Homeownership Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Community Service and Self-Sufficiency Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Safety and Crime Prevention.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Pet Policy.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Asset Management.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Substantial Deviation.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Significant Amendment/Modification</p> <p>(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):</p> <p><u>Significant Amendment/ Modification</u></p> <p>FWHS will amend or modify its agency plan upon the occurrence of any of the following events during the first nine months of the term of an approved plan:</p> <p>a. A federal statutory or regulatory change is made effective and, in the opinion of the Authority, has either substantial programmatic or financial effects on the programs administered by the Authority, or creates substantial obligations or administrative burdens beyond the programs under administration at the start of the Plan year.</p> <p>b. Proposed demolition, disposition, homeownership, Capital Fund Financing, development, or mixed finance proposals not already identified in this plan and those that are considered by HUD to be significant amendments to the Agency Plan and CFP 5 Year Action Plan.</p> <p>c. Any Capital Fund project not already in the Five-Year Action Plan excluding projects arising out of federally declared major disasters, natural disasters beyond the control of the Authority, such as earthquakes, fire and storm damages, civil unrest, or other unforeseen significant event or changes in use of replacement reserve funds under the Capital Fund in the amount of 20% or more of the annual grant;.</p> <p>d. Any other event that the Authority's Board determines to be a significant amendment or modification of the approved annual plan.</p> <p>e. Any modifications to the Rental Assistance Demonstration (RAD) unit mix.</p> <p>(c) The PHA must submit its Deconcentrating Policy for Field Office review.</p>					

B.2 New Activities.

(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?

Y N

- ☒ ☐ Hope VI or Choice Neighborhoods.
☐ ☒ Mixed Finance Modernization or Development.
☒ ☐ Demolition and/or Disposition.
☐ ☒ Designated Housing for Elderly and/or Disabled Families.
☐ ☒ Conversion of Public Housing to Tenant-Based Assistance.
☒ ☐ Conversion of Public Housing to Project-Based Assistance under RAD.
☐ ☒ Occupancy by Over-Income Families.
☐ ☒ Occupancy by Police Officers.
☒ ☐ Non-Smoking Policies.
☒ ☐ Project-Based Vouchers.
☐ ☒ Units with Approved Vacancies for Modernization.
☐ ☒ Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project based units and general locations, and describe how project basing would be consistent with the PHA Plan.

Hope VI or Choice Neighborhoods:

FWHS will explore applying for a Choice Neighborhood Implementation grant for the redevelopment of Cavile Place Apartments, TX004000003.

A Choice Neighborhood grant would focus on three goals as provided by HUD:

- Housing: Replace distressed public housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood.
- People: Improve the outcomes of families living in Cavile related to employment and income, health, and children's education; and
- Neighborhood: Create the conditions necessary for public and private reinvestment in the neighborhood.

Demolition and/or Disposition:

- (1) Scattered Sites/ TX 004000016 Disposition approved via Section 32. Eight (8) duplexes (16 units) to be sold to low income qualifying family or disposed of through an alternate HUD approved process (ex: donated to qualifying 501c3 non-profit).
- (2) FWHS's continues to work with HUD's RAD Transaction Coordinator to convert the following 9 properties (AMPS) to RAD. FWHS current unit mix is outlined in the chart below:

PIC Dev. #	Project Name	Total Units	0BR	1BR	2BR	3BR	4BR	HC (W)	HC (V)
TX004000002	Butler Place Apartments 1201 Luella St. Fort Worth TX 76102	412	0	92	159	139	22	27	2
TX004000003	Cavile Place Apartments 1401 Etta St. Fort Worth, TX 76105	300	0	60	146	69	25	15	0
TX004000016	Butler Place Apartments (Scattered Sites)	20	0	0	14	2	0	2	0
TX004000018	Overton Park 5501 Overton Ridge Blvd. Fort Worth, TX 76132	54	0	23	21	10	0	4	4
TX004000019	Sycamore Center Villas 7901 Chandra Lane Fort Worth, TX 76134	47	0	0	20	23	4	2	0
TX004000020	Stonegate (Villas of Oak Hill) 2501 Oak Hill Circle Fort Worth, TX 76109	58	0	24	26	0	0	2	0
TX004000021	Cambridge Courts 8135 Calmont Ave. Fort Worth, TX 76116	33	0	18	15	0	0	9	0
TX004000022	Candletree Apartments 7425 South Hulen Fort Worth, TX 76133	44	0	23	21	0	0	3	0
TX004000023	Wind River 8725 Calmont Ave. Fort Worth, TX 76116	34	0	10	24	0	0	6	0

* W= Wheelchair accessible; V=Hearing or Vision Impaired

Pursuant to the RAD/CHAP portfolio award and individual CHAP awards, FWHS has submitted and will continue to submit applications in the Inventory Removal module in PIC for disposition and demolition of the above sites.

- (3) Disposition and/or Sale of former Whispering Oaks apartments, currently vacant land, to be determined.

- (4) FWHS is exploring a Section 18 Demolition /Disposition application, RAD conversion, and Choice Neighborhood Implementation grant for Cavile Place Apartments and will move forward on the option that best meets the goals of the agency.

Conversion of Public Housing to Tenant-Based Assistance

FWHS will apply for Tenant Protection Vouchers for Cavile Place Apartments, TX004000003, if a decision is made to demolish or dispose of the property.

Conversion of Public Housing to Project-Based Assistance under RAD

FWHS is firmly committed to improving the quality of life for its residents and providing deeply affordable housing to extremely low to moderately low income individuals and families. Through the Rental Assistance Demonstration (RAD) program, FWHS will continue to own its properties and provide its residents and public housing waitlist applicants with expanded choices and opportunities.

FWHS received from HUD the approval for a total portfolio conversion for a total of 1,002 public housing units under the RAD program (see table below).

PIC Dev. #	Project Name	Total Units	Type
TX004000002	Butler Place Apartments (A, B, C) 1201 Luella St. Fort Worth TX 76102	412	PBRA
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TX004000021	Cambridge Courts 8135 Calmont Ave. Fort Worth, TX 76116	33	PBRA
TX004000022	Candletree Apartments 7425 South Hulen Fort Worth, TX 76133	44	PBRA
TX004000023	Wind River 8725 Calmont Ave. Fort Worth, TX 76116	34	PBRA

FWHS completed a thorough analysis of its public housing unit mix and to ensure that FWHS is able to meet the needs of our current occupancy and waitlist upon conversion, FWHS will make changes to the unit mix at Butler and Cavile. This will ensure that as we complete the RAD conversion, all units will be right sized based on occupancy standards. The following is the new unit mix for Butler and Cavile:

PIC DEV #	Project Name	Total Units	0BR	1BR	2BR	3BR	4BR
TX004000002	Butler Place Apartments 1201 Luella St. Fort Worth TX 76102	412	NA	109	158	118	27
TX004000003	Cavile Place Apartments 1401 Etta St. Fort Worth, TX 76105	300	NA	117	141	40	2

Upon conversion to Project Based Rental Assistance, FWHS will adopt the resident rights, participation, waiting list and grievance procedures listed in Section 1.7.B & 1.7.C of PIH Notice 2012-32, REV-3. These resident rights, participation, waiting list and grievance procedures are listed below. Additionally, FWHS is currently compliant with all fair housing and civil rights requirements and is not under a Voluntary Compliance Agreement.

Non-Smoking Policy

In accordance with the Department of Housing and Urban Developments PIH Notice, FWHS implemented a smoke free policy banning the use of prohibited tobacco products in all of public housing units, indoor common areas and FWHS's administrative offices building. The smoke free policy will extend to all outdoor areas that up to 25 feet from a FWHS owned building. The policy will improve the indoor air quality of public

	<p>housing units, the health of residents, guest and FWHS/property management staff. FWHS has partnered with the Tarrant County Department of Health to offer free Smoking Cessation workshops to assist with the smoke-free policy. FWHS amended the public lease with an addendum to incorporate the smoke-free policy.</p> <p>FWHS will comply with Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act and the Fair housing Act and make reasonable accommodations for persons with a qualified disability, however there must be an identifiable relationship or nexus for the requested accommodation and the person's disability.</p>																																						
	<p><u>Project-Based Vouchers</u></p> <p>Consistent with FWHS' plan to increase affordable housing units, FWHS may use Housing Choice Voucher units for project basing on units owned by FWHS, in joint venture with private developers or solely for other private developers intending to create new affordable housing units. FWHS plans to award up to 20% of its vouchers under the Annual Contributions Contract (ACC) for tenant based Housing Choice Voucher Program for Project-Based Vouchers. The Project-Based vouchers will be awarded to projects throughout Fort Worth and in locations that will further fair housing opportunities for low-income families, homeless individuals and families, youth aging out of foster care and veterans. FWHS will follow applicable regulations in the issuance of these vouchers.</p> <table border="1" data-bbox="175 558 1377 1054"> <thead> <tr> <th>Project Name and Location</th> <th># of Units</th> </tr> </thead> <tbody> <tr><td>Pavilion at Samuels, 1120 Samuels Av, Fort Worth, TX 7610</td><td>8</td></tr> <tr><td>Villas on the Hill, 5713 Lincoln Terrace Dr. Fort Worth, TX 76107</td><td>2</td></tr> <tr><td>Sedona Village, 2800 Sedona Ranch Rd., Fort Worth, TX 76131</td><td>15</td></tr> <tr><td>Hunter Plaza, 605 W. 1st St, Fort Worth, TX 76102</td><td>30</td></tr> <tr><td>Avondale Apartments, 13101 Avondale Farms Rd, Fort Worth, TX 76052</td><td>40</td></tr> <tr><td>Palm Tree Apartments, 2625 Race Street, Fort Worth, TX 76111</td><td>24</td></tr> <tr><td>Reserve at Quebec, 6655 Calgary Ln, Fort Worth, TX</td><td>11</td></tr> <tr><td>Columbia Renaissance, 3801 W.G. Daniels Dr, Fort Worth, TX 76119</td><td>35</td></tr> <tr><td>Stallion Pointe, 9053 South Race Street, Fort Worth, TX 76140</td><td>25</td></tr> <tr><td>Mercantile Apartments, 3600 Tanacross Dr, Fort Worth, TX 76137</td><td>8</td></tr> <tr><td>Harmon Senior Villas, 12801 Harmon Blvd, Fort Worth, TX 76177</td><td>10</td></tr> <tr><td>Alton Park, 5608/5650 Azle Ave, Fort Worth, TX 76106</td><td>28</td></tr> <tr><td>Campus Villas, 4651 Campus Dr, Fort Worth, TX 76119</td><td>22</td></tr> <tr><td>Columbia Renaissance Square II, W.G. Daniels Dr, Fort Worth, TX 76119</td><td>30</td></tr> <tr><td>Mistletoe, Intersection of Beckham Pl and Mistletoe Blvd, Fort Worth, TX 76104</td><td>8</td></tr> <tr><td>Vineyard on Lancaster, 2208 Cypress St and 1401 E Lancaster Ave, Fort Worth, TX 76102</td><td>34</td></tr> <tr><td>Stallion Ridge, Fort Worth, TX</td><td>To be determined</td></tr> <tr><td>Patriot Pointe, Fort Worth, TX</td><td>To be determined</td></tr> </tbody> </table>	Project Name and Location	# of Units	Pavilion at Samuels, 1120 Samuels Av, Fort Worth, TX 7610	8	Villas on the Hill, 5713 Lincoln Terrace Dr. Fort Worth, TX 76107	2	Sedona Village, 2800 Sedona Ranch Rd., Fort Worth, TX 76131	15	Hunter Plaza, 605 W. 1st St, Fort Worth, TX 76102	30	Avondale Apartments, 13101 Avondale Farms Rd, Fort Worth, TX 76052	40	Palm Tree Apartments, 2625 Race Street, Fort Worth, TX 76111	24	Reserve at Quebec, 6655 Calgary Ln, Fort Worth, TX	11	Columbia Renaissance, 3801 W.G. Daniels Dr, Fort Worth, TX 76119	35	Stallion Pointe, 9053 South Race Street, Fort Worth, TX 76140	25	Mercantile Apartments, 3600 Tanacross Dr, Fort Worth, TX 76137	8	Harmon Senior Villas, 12801 Harmon Blvd, Fort Worth, TX 76177	10	Alton Park, 5608/5650 Azle Ave, Fort Worth, TX 76106	28	Campus Villas, 4651 Campus Dr, Fort Worth, TX 76119	22	Columbia Renaissance Square II, W.G. Daniels Dr, Fort Worth, TX 76119	30	Mistletoe, Intersection of Beckham Pl and Mistletoe Blvd, Fort Worth, TX 76104	8	Vineyard on Lancaster, 2208 Cypress St and 1401 E Lancaster Ave, Fort Worth, TX 76102	34	Stallion Ridge, Fort Worth, TX	To be determined	Patriot Pointe, Fort Worth, TX	To be determined
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<p>B.3</p>	<p>Civil Rights Certification.</p> <p>Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>																																						
<p>B.4</p>	<p>Most Recent Fiscal Year Audit.</p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y N <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, please describe:</p> <p>The following were findings in the 2016 annual audit of FWHS' financial and program operations:</p> <ol style="list-style-type: none"> (1) Material weakness in Internal Control over Financial Reporting. (2) Significant deficiency in Internal Control over Compliance in HCVP (3) Significant deficiency in Internal Control over Compliance in PH <p>Plan of action is as follows:</p> <ol style="list-style-type: none"> (1) Improved processes for reviewing, monitoring, and accounting for related party transactions. (2) A checklist has been developed and will be placed in tenant files in HCVP and PH to ensure all information is identified. 																																						
<p>B.5</p>	<p>Progress Report.</p> <p>Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan.</p> <p>The progress in meeting the FWHS's Mission and Goals are as follows:</p>																																						

GOAL ONE: CREATE A DIVERSE, ECONOMICALLY SUSTAINABLE REAL ESTATE PORTFOLIO

Objectives:

- A. Create and implement a portfolio plan
- B. Increase developer partnership
- C. Increase landlord participation in HCV programs

Status:

- A. FWHS has developed a process for reviewing its current portfolio on a quarterly basis to identify opportunities for refinancing, selling, or repositioning our assets.
- B. FWHS has worked diligently to outreach to various developers in and around Texas. FWHS has utilized the RFQ process to pre-qualify developer partners with experience and capacity in developing mixed-income affordable housing.
- C. FWHS has retained the services of a Master Developer for J.A. Cavile and has completed the RFQ process for retaining services for a Master Developer for the Butler housing community.
- D. FWHS has retained the services of a RAD and Tax Credit Consultants to assist with RAD conversion.
- E. FWHS has implemented a Landlord Outreach Program for Assisted Housing Programs.

GOAL TWO: PROVIDE A FOUNDATION FOR IMPROVING LIVES

Objectives:

- A. Develop properties in locations that support improving lives through access to schools, transportation, jobs, and services
- B. Establish policies and incentives that support movement to self-sufficiency
- C. For children and youth, support other organizations that serve the population
- D. For work-able population, promote financial independence and self-sufficiency
- E. For seniors who are capable of independent living, support their effort to age in place
- F. For special needs population, including people who are chronically homeless, develop service partnerships to secure and maintain housing by leveraging Project-Based Vouchers and other resources

Status:

- A. FWHS has identified several development locations throughout Fort Worth that all provide better access to higher performing schools, transportation opportunities, areas with high job growth, and supportive services. FWHS also works closely with Fort Worth Independent School District, the City of Fort Worth, and the Fort Worth Transportation Authority to identify areas where future schools, transportation routes, and economic development are being proposed to ensure that future developments are also located in areas of opportunities.
- B. FWHS continues to encourage participation in the FSS and Homeownership programs by HCV, PH and RAD residents. In addition, FWHS, through the Barbara Holston Education Fund, provides scholarships to select graduating seniors or adults attending vocational, two year, or four year institutions.
- C. Our partnerships supporting our youth population include: • YMCA Amaka Child Care Center – a 4 Star, Texas Rising Star accredited facility located on FWHS' largest PH site • Boys & Girls Club of Greater Fort Worth – has two local branches in two FWHS PH communities • Silhouettes – a girls mentoring program developed in partnership by Alpha Kappa Alpha sorority
- D. FWHS also partners with Tarrant County College to provide ongoing vocational and occupational training, including GED, Adult Literacy, Computer and Medical Training.
- E. FWHS offers assistance to elderly and disabled program participants that make it easier for them to 'age in place' and live an independent lifestyle. Assistance includes help with: • Budgeting & Housekeeping • Free Meal Services • Rent & Utilities Assistance • Healthcare Services • Transportation • Social Security, SSI, Medicare or Medicaid, and Lone Star
- F. FWHS continues to provide programs and housing for special needs populations. FWHS administers a locally funded housing program for chronically homeless individuals. In addition, FWHS has partnered with MHMR in the Healthy Community Collaborative, a program designed to assist chronically homeless individuals or families with severe mental health illness by providing short-term and long-term rental assistance, as well as supportive services for persons who are homeless.
- G. FWHS has provided Project-Based Voucher Permanent Supportive housing units for the chronic homeless.
- H. FWHS applied for and was selected as a new HUD EnVision Center. The Center will provide the following families served by FWHS:
 - Economic Empowerment
 - Education Advancement
 - Health and Wellness
 - Character and Leadership

GOAL THREE: SUPPORT OUR EMPLOYEES TO ENHANCE AN ORGANIZATIONAL CULTURE OF EXCELLENCE

Objectives:

- A. Clearly define the organizational structure and staffing plan
- B. Develop workforce to support succession planning and career ladders
- C. Build a system of training, mentoring, and coaching to empower employees to reach their full potential
- D. Facilitate the Board in developing additional expertise

Status:

- A. FWHS continually analyzes its organizational structure and staffing needs, as well as staff capacity to determine where efficiencies can be seen through realigning staff and skills throughout the organization.
- B. FWHS has developed a succession plan and implemented steps to ensure that employees have opportunities to develop skills and advance within the organization.
- C. Ongoing training is being provided for staff, including specific training for managerial staff, to develop staff skills and capacities. A Continuous Improvement Team has been created to identify areas within the organization that need improvement and empowers staff from various departments to develop solutions for these areas.

	<p>D. FWHS offered Business writing classes to all employees. This is a professional development class offered through Tarrant County College..</p> <p>E. FWHS provided board members with opportunities for training and networking through online training opportunities, various conferences, and topic specific work sessions. In addition, Board members are encouraged to share their expertise with other PHAs.</p> <p>F. FWHS encourages and supports employees to participate in leadership activities such as Leadership Fort Worth and various community and civic boards.</p>
	<p><u>GOAL FOUR: DEVELOP A CONTINUOUSLY IMPROVING EFFECTIVE AND EFFICIENT OPERATION</u></p> <p>Objectives:</p> <p>A. Increase use of performance metrics to evaluate the Authority</p> <p>B. Leverage technology to consistently elevate Authority performance</p> <p>C. Rebrand FWHA with a comprehensive marketing, branding and outreach plan</p> <p>Status:</p> <p>A. FWHS continues to work on a internal measurement system to evaluate the organization's performance on both internal measures and external measures.</p> <p>B. FWHS has developed a Strategic IT Plan addresses and prioritizes hardware, infrastructure upgrades and opportunities for enhancement. FWHS is seeking IT specialist through the RFQ process to identify vendors to assist with implementation of the IT Strategic Plan.</p> <p>C. FWHS has initiated steps to transition to paperless format for more efficient operations.</p> <p>D. Implemented cloud-based voice over internet portal phone system.</p> <p>E. Moving all software solution to a cloud-based environment.</p> <p><u>GOAL FIVE: DEVELOP A SUSTAINABLE BUSINESS MODEL</u></p> <p>Objectives:</p> <p>A. Explore cost-saving and business efficiencies including shared services with other housing authorities</p> <p>B. Generate and increase development-related revenue</p> <p>C. Pursue opportunities to provide fee for service or consortium services</p> <p>D. Pursue and increase government partnerships and philanthropic sources of revenue</p> <p>Status:</p> <p>A. FWHS has begun working with other PHAs to determine areas where shared services or collaboration can be financially and administratively beneficial.</p> <p>B. FWHS has identified and implemented development related revenue through the issuance of bonds, as well as the aggressive negotiation of developer fees through co-development arrangements. FWHS has begun to research self-developing and developing in partnership with other PHAs.</p> <p>C. FWH continues to work closely with the City of Fort Worth to maximize local funding sources and has begun to identify areas of opportunity within the philanthropic community where FWHS can leverage organization resources to maximize alternate funding sources, such as foundation funding.</p>
B.6	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the PHA Plan?</p> <p>Y N <input type="checkbox"/> <input type="checkbox"/></p> <p>(3.) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
B.7	<p>Certification by State or Local Officials.</p> <p>Form HUD 50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>
B.8	<p>Troubled PHA.</p> <p>(a) Does the PHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in place?</p> <p>Y N N/A <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>

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¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
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Expires 6/30/2019

PHA Name:

Grant Type and Number
Capital Fund Program Grant
Date of CFFP:

Replacement Housing Factor Grant No.:

FFY of Grant:
2019[illegible]

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
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Expires 6/30/2019

Part I: Summary

PHA Name: Fort Worth Housing Solutions		Grant Type and Number Capital Fund Program Grant No.: TX21P004501-19 Date of CFFP:		Replacement Housing Factor Grant No.:		FFY of Grant: 2019 FFY of Grant Approval: 2019	
Type of Grant # Original Annual Statement # Reserve for Disasters/Emergencies # Performance and Evaluation Report for Period Ending: .				# Revised Annual Statement (revision no.:) # Final Performance and Evaluation Report			
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost 1			
18a	1501 Collateralization or Debt Service paid by the PHA	\$ -	\$ -	\$ -	\$ -		
18b	9000 Collateralization or Debt Service paid Via System of District Payment	\$ -	\$ -	\$ -	\$ -		
19	1504 Rad Conversion	\$ 223,124.10	\$ -	\$ -	\$ -		
20	Amount of Annual Grant: (sum of lines 2 - 19)	\$ 1,957,113.00	\$ -	\$ -	\$ -		
21	Amount of line 20 Related to LBP Activities						
22	Amount of line 20 Related to Section 504 Activities						
23	Amount of line 20 Related to Security - Soft Costs						
24	Amount of line 20 Related to Security - Hard Costs						
25	Amount of line 20 Related to Energy Conservation Measures						
Signature of Executive Director		Date	Original Signature of Public Housing Director	Revised 2	Obligated	Date	Expended

Mary-Margaret Lemons, President

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

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Part I: Summary

PHA Name: Fort Worth Housing Solutions		Grant Type and Number Capital Fund Program Grant No.: TX21P004501-19 Date of CFFP: _____		Replacement Housing Factor Grant No.:		FFY of Grant: 2019 FFY of Grant Approval: 2019	
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: _____				<input checked="" type="checkbox"/> Revised Annual Statement (revision no.) <input checked="" type="checkbox"/> Final Performance and Evaluation Report			
Line	Summary by Development Account	Total Estimated Cost		Revised 2		Total Actual Cost 1	
1	Total non-CFP Funds	Original		Revised 2	Obligated	Expended	
2	1406 Operations (may not exceed 20% of line 21) ³	\$ 383,422.60					
3	1408 Management Improvements	\$ 175,711.30					
4	1410 Administration (may not exceed 12% of line 21)	\$ 195,711.30		-	\$ -	\$ -	-
5	1411 Audit	\$ 7,000.00		-	\$ -	\$ -	-
6	1415 Liquidated Damages	\$ -		-	\$ -	\$ -	-
7	1430 Fees and Costs	\$ 58,317.00					
8	1440 Site Acquisition	\$ 100,000.00		-	\$ -	\$ -	-
9	1450 Site Improvement	\$ 99,157.70					
10	1460 Dwelling Structures	\$ 116,006.00					
11	1465.1 Dwelling Equipment-Nonexpendable	\$ 62,241.00					
12	1470 Non-dwelling Structures	\$ 229,712.00		-	\$ -	\$ -	-
13	1475 Non-dwelling Equipment	\$ 156,710.00					
14	1485 Demolition	\$ 50,000.00		-	\$ -	\$ -	-
15	1482 Moving to Work Demonstration	\$ -		-	\$ -	\$ -	-
16	1485.1 Relocation Costs	\$ 50,000.00		-	\$ -	\$ -	-
17	1499 Development Activities ⁴	\$ 50,000.00		-	\$ -	\$ -	-

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³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHFF funds shall be included here.

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