

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
--	---	--

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.

Applicability. Form HUD-50075-ST is to be completed annually by **STANDARD PHAs or TROUBLED PHAs**. PHAs that meet the definition of a 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>Housing Authority of Kansas City, MO</u> PHA Code: <u>MO002</u> PHA Type: <input checked="" type="checkbox"/> Standard PHA <input type="checkbox"/> Troubled PHA PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>01/2017</u> PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above) Number of Public Housing (PH) Units <u>1926</u> Number of Housing Choice Vouchers (HCVs) <u>8038</u> Total Combined Units/Vouchers <u>9964</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" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th rowspan="2" style="width: 25%;">Participating PHAs</th> <th rowspan="2" style="width: 10%;">PHA Code</th> <th rowspan="2" style="width: 25%;">Program(s) in the Consortia</th> <th rowspan="2" style="width: 20%;">Program(s) not in the Consortia</th> <th colspan="2" style="width: 20%;">No. of Units in Each Program</th> </tr> <tr> <th style="width: 10%;">PH</th> <th style="width: 10%;">HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></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:																							
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:																																	

B. Annual Plan Elements

B.1 Revision of PHA Plan Elements.

(a) Have the following PHA Plan elements been revised by the PHA?

- Y N
- Statement of Housing Needs and Strategy for Addressing Housing Needs
 - Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.
 - Financial Resources.
 - Rent Determination.
 - Operation and Management.
 - Grievance Procedures.
 - Homeownership Programs.
 - Community Service and Self-Sufficiency Programs.
 - Safety and Crime Prevention.
 - Pet Policy.
 - Asset Management.
 - Substantial Deviation.
 - Significant Amendment/Modification

(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):

Statement of Housing Needs and Strategy for Addressing Housing Needs
 This element is changed by updating the information relating to HAKC’s wait lists. HAKC receives an average of 350 pre-applications per month. As of the end of June 2016, there were over 7,100 on the public housing wait list. The percentage composition of families on this wait list by bedroom size is:

1 bedroom	2 bedroom	3 bedroom	4 bedroom	5+ bedroom
94%	2%	1%	2%	1%

As of the end of June 2016, there were nearly 3,700 on wait list for the Housing Choice Voucher Program.
 This element is also updated by adding: HAKC was awarded a Choice Neighborhood Initiative Implementation Grant (CNI) for the replacement of Chouteau Courts and the revitalization of the Paseo Gateway area. The replacement housing plan includes siting some of the replacement units in non-impacted neighborhoods. The specific number will be determine and submitted to HUD for approval as part of the CNI program.

Financial Resources
 This element is revised to state: The Housing Authority anticipates funding from Operating Subsidy, tenant rent and other tenant revenue, Capital Funds, HCV Administrative Fees, FSS Coordinator grant funds, YouthBuild grant funds, ROSS grant funds and funds from miscellaneous sources included but not limited to development fees and proceeds from the authorized sale of surplus property. The Housing Authority intends to apply for any additional funding for which it may qualify. All funds will be used in accordance with any restrictions relating to the respected funds and well as for the general operation of the Housing Authority. Development fees sale proceeds may be used for replacement or other additional housing as allowed under regulations.

Homeownership Programs
 This element is revised to state: The Housing Authority will continue to operate its HCV Homeownership program as outlined in Part VII of Chapter 15 of its HCV Administrative Plan.

(c) The PHA must submit its Deconcentration Policy for Field Office review. The Housing Authority’s Deconcentration Policy is shown in Chapter 1 Section D of it Admissions and Continued Occupancy Policy (ACOP). The ACOP has been submitted to the Field Office.

<p>B.2</p>	<p>New Activities.</p> <p>(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?</p> <p>Y N</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Hope VI or Choice Neighborhoods.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Mixed Finance Modernization or Development.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Demolition and/or Disposition.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Designated Housing for Elderly and/or Disabled Families.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Conversion of Public Housing to Tenant-Based Assistance.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Project-Based Assistance under RAD.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Over-Income Families.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Police Officers.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Non-Smoking Policies.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Project-Based Vouchers.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Units with Approved Vacancies for Modernization.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).</p> <p>(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.</p> <p>Hope VI or Choice Neighborhoods Updated activities include: The Housing Authority was awarded a CNI Implementation grant. The grant will be used for the replacement of Chouteau Courts.</p> <p>Mixed Finance Modernization or Development Updated activities include: As part of the CNI grant, Chouteau Court replacement units will be developed using Mixed Finance Development. Applications will be submitted throughout the 5-year term of the CNI grant.</p> <p>Demolition and/or Disposition Updated activities include: The Disposition of 5503 East 86th Street previously included in the Housing Authority's Annual Plan has been completed. The planned disposition of 4505 E 18th Street, 313 Bellaire, 428 Monroe, 1705 Elmwood and 3915 Elmwood, scattered site units in Scattered Sites-Central (MO002000338) was submitted to HUD and the disposition was approved by HUD on July 19, 2016.</p> <p>Conversion of Public Housing to Project-Based Assistance under RAD Updated activities include: The Housing Authority is reviewing the feasibility of replacing the Chouteau Courts units using RAD. This will be coordinated with the CNI grant.</p> <p>Project-Based Vouchers Updated activities include: The Housing Authority will follow its procedures relating to project-based vouchers as outlined in Chapter 17 of its HCV Administrative Plan. In addition, the Housing Authority plans to use project-based vouchers for replacement units for Chouteau Courts as part of the CNI.</p> <p>Units with Approved Vacancies for Modernization Updated activities include: The Housing Authority will seek approval of vacancies for modernization as units are vacated and require significant capital improvements in order to reoccupy such units.</p> <p>Other Capital Grant Programs Updated activities include: The Housing Authority intends to submit applications for Safety and Security grants</p>
<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>1. Finding 2015-001 – The auditor found that the Authority did not perform certain inspections in the time frame required by the Administrative Plan and HUD regulations. 1 out of 61 files did not have documentation to show an annual inspection occurred and 2 out of 61 files did not have documentation to show a rent reasonable analysis was performed before a rent increase was approved. Auditor Recommendations – Management should review Authority’s policy on annual inspections and HQS failed inspection procedures. The Authority should review checklists used by staff when completing rent changes to ensure completeness. The Authority should provide additional training to staff. Actions planned and taken – The Authority implemented a new electronic scheduling system. Additional checks and balances have been implemented. Checklists have been reviewed and updated and staff has been provided extensive training on program requirements, the Authority’s procedures and the use of the checklists. Additional quality control measures have been implemented</p> <p>2. Finding 2014-001 – The auditor found that the Authority did not perform certain inspections in the time frame required by the Administrative Plan and HUD regulations. Auditor Recommendations – This finding was noted in Finding 2014-001. Actions planned and taken – See Finding 2014-001 above</p>
<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. See Attachment 1.</p>
<p>B.6</p>	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the PHA Plan?</p> <p>Y N <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>(c) 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. See Attachment 2</p>
<p>B.7</p>	<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. See Attachment 3</p>
<p>B.8</p>	<p>Troubled PHA.</p> <p>(a) Does the PHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in place? Y N N/A <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, please describe:</p>

C.	Statement of Capital Improvements. Required for all PHAs completing this form that administer public housing and receive funding from the Capital Fund Program (CFP).
C.1	Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan (HUD-50075.2) and the date that it was approved by HUD. The Housing Authority of Kansas City, MO most recent 5-Year Action Plan (50075.2) was approved by HUD on 10/28/2014.

B.5 Progress Report.

Provide a description of the PHA’s progress in meeting its Mission and Goals described in the approved PHA 5-Year Plan.

Goal #1: Expand affordable housing supply

GOALS AND OBJECTIVES	UPDATE
<p>1. Expand ACC units as permitted and other affordable housing units through leveraging private or other public funds through partnerships with private developers and LIHTC projects.</p> <p>a. Submit funding applications for Low Income Housing Tax Credits, mix-finance and other sources necessary to support HAKC’s property and neighborhood redevelopment.</p> <p>b. Apply for additional vouchers if funds are available and the criteria for the funding can be met.</p> <p>2. Secure a Choice Neighborhoods Implementation grant (CNI Grant) to replace Chouteau Courts in multiple mixed-income sites;</p> <p>3. Project-Based Vouchers - HAKC intends to offer project-based vouchers subject to availability as appropriate and necessary to support new affordable housing and preserve existing affordable housing. HAKC will seek affordable housing opportunities in nontraditional areas by deconcentrating units and vouchers within areas of poverty and encouraging movement to neighborhoods of opportunity. Coordinate with HUD to preserve affordable housing opportunities when owners opt out of HUD projected based voucher contracts or the projects come to the end of the contract period.</p>	<p>1. HAKC has targeted the replacement of the aging Chouteau Courts public housing site with both a RAD and Choice Neighborhoods Implementation Grant application. HAKC received a RAD CHAP award in March 2015, and was awarded a Choice Neighborhoods Implementation Grant in September 2015. HAKC expanded the replacement housing possibilities under CNI to include RAD, PB Vouchers, Mixed financed development and traditional scattered site units. The specific replacement unit methods utilized will be dependent upon the phase, award of tax credits and other financial opportunities. The replacement housing plan will be approved by HUD.</p> <p>a. HAKC/HSKC was awarded tax credits for replacement units at Rose Hill Townhomes and Pendleton Flats.</p> <p>b. HAKC applied for additional VASH vouchers.</p> <p>2. HAKC was awarded a CNI Implementation grant.</p> <p>3. These are on-going activities</p>

Goal #2: Partnership Building

GOALS AND OBJECTIVES	UPDATE
<p>1. Strengthen relationships and improve networking amongst other Housing Authorities to share policies and procedures; contractor listing; and best practices.</p> <p>2. Build strategic partnerships –State, County, City and Community organizations. Continue to partner and collaborate with the Public Housing Resident Council to encourage greater resident participation. Continue to increase partnerships with other housing, service providers and faith based institutions. Continue cooperate and coordinate with the Kansas City, Missouri Police and Fire Departments</p>	<p>1. The partnership with the City of Kansas City, Missouri and over 30 local agencies created as part of the CNI Grant is progressing and the cooperation between agencies is highly successful. The partnerships have been formalized and will be monitored for performance in the areas of housing development, supportive services, education, and neighborhood revitalization.</p> <p>2. HAKC has a working relationships and MOUs with the Division of Family Services a State agency; Samuel U. Rodgers Health Center a Federally Qualified Health Center; the Full Employment Council the Kansas City; American Jobs Center – WIB; YMCA’s Head Start Program; United Services Community Action Center; and Children’s Mercy Hospital. The HAKC has partnerships with the following local social services providers: Salvation Army; Education Opportunity Center; Urban League; Jewish Vocational Services; Freedom Fire Urban Ministries; and New Life Church.</p>

Goal #3: Financial - HAKC's Statement of Financial Resources changes annually for the LIPH and HCV programs. As is most PHA's we continue to respond to constant budget challenges by stretching dollars to do more with less, identifying new ways to be more efficient, promoting sustainability and effectiveness in our overall operations.

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. During the next five years, HAKC plans to secure a line of credit and/or secure a credit rating from a recognized rating authority to increase HAKC's the ability to secure alternative funding sources for the revitalization and/or expansion of public and affordable housing. 2. Over the next five years the Authority plans to expand its capacity to include fee management of LIHTC and public housing mixed-finance sites. 	<ol style="list-style-type: none"> 1. No Update 2. HAKC staff has received LIHTC management, compliance and reporting training and certification. However, due to staffing and budget issues, HAKC has not yet moved forward with this goal.

Goal #4: Staff Development and Succession Planning

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Create programs and opportunities for employees to contribute to the success of HAKC and the community. Promote excellence in employee contributions toward accomplishing HAKC's mission. 2. Develop strategies for management succession, recruitment, and skill and knowledge development for key managers, supervisors and line staff. 3. Develop wellness and work-life program as part of the Authority's benefits. 4. Enhance HAKC's risk management programs for employees and residents that establish proactive ways to minimize the Authority exposure to liability and property loss. 5. Fully implement and enforce the new Smoke-Free Policy and identify various programs that are available to assist employees in smoking cessation 	<ol style="list-style-type: none"> 1. HAKC sponsors an annual event, "The Celebration of Excellence" that recognizes the achievements and successes of the employees and residents of Public Housing. 2. Management reviews the training needs of key employees and provides opportunities for certification training including leadership training. 3. HAKC works in conjunction with its healthcare provider (Humana) in promoting healthy living. Staff can participate in wellness programs with reward benefits. Health information is routinely disseminated to staff. 4. HAKC prepares an annual Risk Action Management Plan in conjunction with HAI Group. 5. HAKC implemented its Employee Smoke-Free policy with the Public Housing Smoke-Free Initiative in 2014.

Goal #5: Enhance the safety of the living and work environments for public housing residents and housing authority employees:

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Continue to provide investigative and protective support services as funds are available and as appropriate. 2. Review and update as improved building access controls. 3. Review and update as needed the resident "incident report" program to encourage reporting accidents (personal and property), and incidents of suspicious or criminal activity. 4. Identify or create a program to address conflict resolution and crisis intervention. 5. Identify and apply for crime prevention, safety and emergency grants and other funding opportunities. 	<ol style="list-style-type: none"> 1. Despite budget reductions HAKC has been able to meet this goal the past 5 years as crime has reduced over 30% during this period. 2. Several PH property security systems have been improved from Analog to Digital. Desk Monitor procedures for the PH High-rise properties have been updated and implemented. 3. The PH resident incident report process continues to be effective, though issues regarding "snitching" persist and residents have concerns relating to retaliation. HAKC continues to meet with residents to address these issues and concerns 4. This is an ongoing goal and HAKC's has implemented procedures to address conflicts between residents before they escalate to a point of requiring lease enforcement action. 5. HAKC applies annually for HUD funded Safety and Security grant to address lighting, fencing and upgrading security systems.

Goal #6: Enhance general operations for Public Housing and Housing Choice Voucher (HCV) programs.

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Ensure equal opportunity and affirmatively further fair housing by ensuring access to assistance and sustainable living environments. 2. Fully implement the revised ACOP, lease grievance policy and Administrative Plan 3. Enhance Limited English Proficiency (LEP) plan for applicants and residents of Public Housing and Housing Choice Voucher programs. 4. Achieve “High Performer” status under the Section 8 Management Assessment Program 5. Achieve “High Performer” status under the Public Housing Assessment System. 6. Implement a web based program for online application submissions and waitlist status inquiries. 7. Review and enhance training on the responsibilities for safeguarding personally identifiable information (PII) required by HUD. 8. Improve client relations, efficiency and productivity through implementing an effective staff development program that focuses on excellent service delivery, high-quality management and accountability. 	<ol style="list-style-type: none"> 1. HAKC’s ACOP and Admin. Plan has been updated to include AFFH language. HAKC Operations and HCV staff has received AFFH regulatory updates and training. HAKC will be participating in the City’s AFFH plan submission. 2. The revised ACOP, lease grievance policy and Administrative Plan have been fully implemented beginning in 2015. The policies will be reviewed and revised as needed. 3. Assessments have been conducted at each development to determine represented languages. Assessment will continue as new families move in. Documents are being updated and will be translated for needed languages. Outside social service agencies and a professional contractor are used for verbal and written translations. 4. HAKC achieved “High Performer” status for the HCV program. 5. HAKC remained a “Standard Performer” for FY2015. Funding is a significant impediment to achieving high performer status. 6. This goal is progressing on schedule. 7. HAKC has implemented PII safeguards and this is ongoing. 8. Periodic training continues to address the needs of staff and to keep staff apprised of current regulations and requirements. Staff, including executive staff, meets regularly with resident leaders. Executive staff monitors client relations.

Goal #7: Contract and Procurement Management

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Expand supplier and contractor outreach. 2. Continue to use and expand utilization of consortia and purchasing groups for contracts for materials and services. 3. Increase participation of MBE, WBE & DBE and small entities in bidding and contracting with HAKC. 4. Expand Section 3 employment opportunities. 5. Develop a program to maximize the value of surplus or obsolete assets in order to generate revenue. 	<ol style="list-style-type: none"> 1. This is a continuing process. 2. We continue to utilize public sectors purchasing groups when they are determined to be more advantageous and cost effective than our own current bidding process. 3. This is a continuing process. 4. HAKC’s Section 3 Coordinator identifies residents who are ready for employment. HAKC’s YouthBuild Program continues to train participants and the participants are eligible for Section 3 employment opportunities. 5. HAKC emphasizes re-purposing items that are obsolete in a particular area or department but usable by other areas of the HAKC or PHRC. If items are not transferred to other areas or stored for short-term future use, the items are disposed in accordance with HAKC’s procedures.

Goal #8: Sustainability Objectives and Maintenance Management Improvement (New Goals Added)

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Fully implement both a physical needs assessment protocol and a green physical needs assessment protocol. 2. Exploring the option to bring in-house two maintenance service contracts such as paint and cleaning contract and bedbug eradication contract 3. Smoke Free Initiative – Implementation Processes 	<ol style="list-style-type: none"> 1. HUD has not issued guidance or implemented the PNA or the GPNA. No updates. 2. HAKC will be conducting costs analysis to determine the financial feasibility to bringing two of our current service contracts; Paint/Cleaning and Bedbug Contracts in-house. 3. The Smoke Free Initiative has been fully implemented.

Goal #9: Management Information System and Technical Improvements

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Improve customer service and streamline HAKC's operations to include: Agency interactive phone and voicemail systems, automated information systems (i.e. phones and website); employee and resident (PH and HCV) information portals; Upgrades to core business equipment, software, network systems and computer hardware. 2. Decreasing the "digital divide" 	<ol style="list-style-type: none"> 1. Several system enhancements were implemented to improve external and internal customer service. These enhancements included, voice mail and phone equipment upgrades. Over the next 1-2 years, information portals will be brought on line for residents and employees. 2. HAKC continues to coordinate with the City to address the digital divide. In partnership with Google Fiber and Connecting for Good and other community partners, units at all family developments now have access to google fiber and learning centers have been established.

Goal #10: Encourage and support self-sufficiency (Education and employment), homeownership, stable families and healthy living.

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Housing Services of Kansas City (HSCC), an affiliate/instrumentality of the Housing Authority will be used to seek sources of funding to enhance existing resident services programs in order to meet the needs of the families. The HAKC will continue to seek funding for the Public Housing and Housing Choice Voucher Family Self-Sufficiency Program by applying for HUD grants. 2. The HAKC has partnerships with multiple agencies they use to refer families for services. Many agencies offer their services at no cost to the Housing Authority families and the HAKC coordinates the activities. HAKC will continue to work with the existing community partners and explore and expand the community agencies that we collaborate with on specific projects. 3. The HAKC intends to focus services to residents on three primary categories: employment, education and health. 4. HAKC will continue to identify and address the unique needs of the elderly and near elderly residents and persons with disabilities. 5. HAKC intends to continue provide the homeownership program and youth oriented programs. 	<ol style="list-style-type: none"> 1. HSKC has been awarded grants from the Kansas City Health Foundation for services to be provided at Pemberton Park. The HAKC has partnered with the Samuel U. Rodgers Health Center on the Community Care Initiative at Chouteau Court and Riverview Garden. The HAKC continues its partnership the Black Health Care Coalition to assist with providing services relating smoking cessation. HAKC's FSS continues to be successful. HAKC conducted a needs assessment survey at Chouteau Court for the Choice Neighborhood grant. A Service Delivery model was developed with an emphasis on education, health and economic self-sufficiency. HAKC partnered with United Way of Greater Kansas City for the People Implementation portion of the Choice grant. Other partners Park University, Jewish Vocational Services, The City of Kansas City's education expert; the Local Investment Commission, YMCA, United Inner City Svc., Literacy, KC Public Libraries, Northeast Community Center, Truman Medical Center, KC University of Medicine and Biosciences, and the Full Employment Council (WIB of KC). 2. HAKC has a working relationship and MOU with the Division of Family Services a State agency, Samuel U. Rodgers Health Center a Federally Qualified Health Center, the Full Employment Council the Kansas City, American Jobs Center – WIB, YMCA's Head Start Program, United Services Community Action Center and Children's' Mercy Hospital are a few of the partner agencies providing services to the families that we serve. 3. This is Ongoing 4. HAKC employs a licensed Social Services Case Manager who assist with Medicare/Medicare assistance, mobile food pantries, coordination of medical (License) 5. Program is successful and ongoing.

Goal #11: Implement Objective of Affirmatively Furthering Fair Housing Plan in Conjunction with the City Collaborative

GOALS AND OBJECTIVES	UPDATE
<ol style="list-style-type: none"> 1. Participate in the City of Kansas City's Collaboration Agreement for the submission of a Regional Plan for Affirmatively Furthering Fair Housing. 2. Submit AFFH goals for review and comment to the RAB. 3. Submit AFFH goals and objective to Board for approval. 	<ol style="list-style-type: none"> 1. Draft agreements have been circulated. At least five cities have signed a collaborative agreement. 2. AFFH goals and objectives submitted to RAB for review and comment as part of the Annual Plan process. The Goals and objectives are included herein as Addendum A to this Attachment. 3. AFFH goals and objectives to be submitted to the Board for approval as part of this Annual Plan.

ADDENDUM A
Affirmatively Furthering Fair Housing Plan - Goals and Strategies

Blue Springs, Missouri
Independence, Missouri
Kansas City, Kansas
Kansas City, Missouri
Leavenworth, Kansas
Housing Authority of Kansas City, Missouri

Preface

The following goals and strategies are intended as a starting point for discussion among our plan stakeholders – representatives from the five local governments, the Housing Authority of Kansas City, Missouri, and the Regional Equity Network. The assessment required by HUD suggests that solving the problems of racially segregated poverty and moving disadvantaged residents and families to opportunity is both a mobility and community development challenge.

The Comprehensive Housing Affordability Strategy (CHAS) grew out of the Housing Act of 1990 which sought greater coordination and planning of housing and community development. Specifically, the CHAS called for all jurisdictions receiving federal housing or community development funds to examine the supply and demand conditions within their markets and to design strategies appropriately. Given that some markets have shortages of units and some markets have surpluses of units, the strategies should vary accordingly. The CHAS became the Consolidated Plan in an effort to expand the reach of the CHAS to better incorporate issues of poverty concentration and fair housing. The current Affirmatively Furthering Fair Housing (AFFH) initiative is, in part, a manifestation of research indicating the success of these mobility strategies. However, this does not mean that place-based strategies are being rejected. Rather than choose between the two strategies, most policy analysts suggest that both should be used wisely.

To use both wisely is the purpose of the Consolidated Plan. It is supposed to coordinate both people-based and place-based programs in housing and community development. The objective of the AFFH plan is to offer goals and strategies, which if implemented, could provide to the protected classes (minorities, elderly, etc.) access to good housing in high-opportunity areas. In theory, this objective can be accomplished by improving the quality of the neighborhoods where the poor and minorities are concentrated. As a practical matter, these place-based approaches have not been sufficient in the 40-year history of the CDBG program. The question is whether the AFFH plan should focus on those strategies that are people-based and are serving the direct goal of promoting greater racial and income integration.

As used in the Goals and Objectives below, the term “local governments” will mean those cities listed above and will include the Housing Authority of Kansas City, MO (HAKC) as applicable.

AFFIRMATIVELY FURTHERING FAIR HOUSING GOALS AND STRATEGIES

Barrier: Address Discrimination

Goal 1: Increase awareness and increase resources that result in a reduction of discriminatory actions by landlords, realtors, lenders or others; and enable residents to recognize discrimination if it occurs and understand the resources available to them and how to access them so residents are able to meet their housing needs.

Contributing Factors: Land use and zoning laws, lending discrimination, private discrimination, lack of local private fair housing outreach and enforcement, lack of local public fair housing enforcement, lack of resources

for fair housing agencies and organizations, lack of state or local fair housing laws, unresolved violations of fair housing or civil rights law, quality of affordable housing information programs

Strategies:

1. Local governments and nonprofit organizations work to establish a central location where information is available on the federal, state and local fair housing laws, how residents can recognize discriminatory actions, and how to secure assistance. Local governments and agencies providing housing-related services, including United Way 2-1-1, would have the information displayed on their websites with a link to the central resource.

MARC (Metro Area Regional Council) will work with local governments to explore use of www.kcmetrohousing.org as a central location for fair housing information and to secure commitments for local governments and agencies to promote the website as both a site for information on affordable housing and fair housing. Timeframe: Begin exploration in October 2016.

2. Local governments and nonprofit organizations work together to develop an ongoing educational program for landlords, realtors, and lenders on the Fair Housing Act and local fair housing laws. HAKC will continue to make information about kcmetrohousing.org to its clients and participants as a means of enabling access to areas of opportunity.

Kansas City MO Human Relations and MARC will convene local government, state agencies and nonprofit agencies to discuss ways to better coordinate educational programs. Timeframe: Begin November 2016.

3. Evaluate the potential of enhancing local fair housing services to help those affected by discrimination with pooled local government or other resources, support education of those targeted in strategies 1 and 2, and to conduct periodic testing.

Kansas City MO Human Relations and MARC will convene local governments, state agencies and nonprofit agencies to discuss ways to enhance fair housing services, including increased financial resources for fair housing investigation and testing. Timeframe: Begin January 2017.

4. For those communities that do not have a human relations commission or have one that is inactive, establish a human relations commission or task an existing commission with a meaningful role in reviewing city policies and actions to address discrimination.

Each of the participating communities will review the use of existing commissions/committees and identify steps to use the analysis from this plan and its recommendations as the agenda to guide the groups' meeting discussions and actions during 2017 and to provide input to preparation of new or amendments for Consolidated Plans. Timeframe: Begin March 2017.

Barrier: Limited access for people of color and low-income households to live in opportunity areas

Goal 2: Increase access to affordable housing in opportunity areas.

Contributing Factors: Location and type of affordable housing, occupancy codes and restrictions, availability of affordable units in a range of sizes, admissions and occupancy policies and procedures including preferences in publicly supported housing, impediments to mobility, siting selection policies, practices and decisions for publicly supported housing, including discretionary aspects of Qualified Allocation Plans and other programs

Strategies:

1. Local governments should advocate that the Missouri and Kansas state housing agencies adopt policies for the use of Low Income Housing Tax Credits for family housing in opportunity areas, and if possible, in mixed income developments. Local governments should establish policies for their priority setting process to support LIHTC projects that meet the needs for families and are located in opportunity areas.

Local governments participating in this plan will review current policies and work jointly with MARC and other area communities to develop a joint policy and strategy to seek state housing agency support for use of LIHTC resources at a greater extent and in opportunity areas. Engage the Missouri Housing Development Commission and the Kansas Housing Resources Commission in discussions to gain their support for meeting housing needs of low income households in opportunity areas. Local governments will review their local policies to give priority to projects that serve families in opportunity areas. Timeframe: January 2017 review best practices from other locations and begin drafting joint policy. Local governments review, schedule meetings with state agencies and begin consideration of changes to their local policies.

2. Local governments should encourage the state housing agencies to incorporate visitability and universal design standards beyond HUD and ADA minimum requirements in their review criteria for project selection of LIHTC supported projects.

Local governments participating in the plan will work with MARC's Kansas City Communities for All Ages program to develop information to support this recommendation and meet with state housing agencies. Timeframe: Begin October 2017.

3. Local governments should evaluate new models for rental housing that offer homeowner-like features, particularly in opportunity areas. These models include mixed use and mixed income housing, townhomes, cluster homes, low-rise multi-development properties. Unit design should consider parking, play areas, laundry facilities, and sidewalks, to connect residents to facilities and transit.

Local governments will review their development regulations to ensure that broader types of housing are available or encouraged in both redevelopment areas and in newly developing areas. Timeframe: Begin by June 2017.

4. Convene local public housing authorities and pursue a regional housing voucher program that encourages the dispersal of households with vouchers to opportunity areas, particularly around job centers. HAKC will continue to utilize inter-local governmental agreements with PHAs in the metro area to promote efficient use of resources and encourage voucher participants to reside in areas of opportunity.

MARC, public housing authorities, and local governments will jointly meet to review approaches used in other regions to establish a regional housing voucher program and discuss steps to increase coordination, support voucher holders in selecting housing options in opportunity areas, and decrease administrative costs. Timeframe: Begin discussions in January 2017.

5. Local governments that utilize tax incentives to support new rental housing, commercial (retail or office) or industrial development, particularly when low wage jobs are created, should adopt a policy that every development is expected to help increase the stock of quality affordable housing either by a contribution to an affordable housing fund or if residential units are being constructed, to set aside a modest number/percent for low and moderate income households. This is especially important in opportunity areas undergoing redevelopment and that are near or easily accessible from areas of concentrated poverty, such as the streetcar corridor in Kansas City, Missouri.

Local governments will review current tax incentive policies that enable multi-unit housing development to receive financial benefits and modify policies that either require a dedication of units for households with limited incomes or payment in lieu of that requirement into an affordable housing fund. The fund would be used to establish a locally funded housing voucher program to enable very low income households to secure housing in opportunity areas. Timeframe: Begin by June 2017.

6. Local governments should revise zoning regulations to allow for smaller homes on smaller lots in some locations and also facilitate the construction of small (4-12 units) multifamily projects in appropriate residential and commercial areas.

Local governments will review and draft revisions to local development regulations to allow for smaller homes and homes on smaller lots. Timeframe: Begin June 2017.

7. Local public housing authorities and other housing program managers should utilize a housing locator service to help those with vouchers to identify the most appropriate housing to meet their household's needs, including units in opportunity areas closer to jobs, quality education and transportation.
MARC will convene appropriate stakeholders to examine the possibility for a regional housing program manager program. Timeframe: Begin June 2017.
8. Local public housing authorities and social service agencies should examine their waiting lists and establish a "homelessness prevention" housing initiative to determine the needs of those on the waiting lists and attempt to divert them from public housing, vouchers or other publicly supported services.
MARC will convene appropriate stakeholders to examine the possibility for a homelessness prevention housing initiative that uses diversion from shelter principles to address households' problems more quickly and efficiently. Timeframe: Begin a pilot by September 2017.

Barrier: Limited resources to help low-income and elderly homeowners maintain their properties and their independent living

Goal 3: Improve housing conditions and options for homeowners, particularly elderly homeowners, in older neighborhoods and communities.

Contributing Factors: Access to financial services; lack of affordable in-home or community-based supportive services; lack of affordable, integrated housing for individuals who need supportive services; lack of assistance for housing accessibility modifications;

Strategies:

1. Target the use of CDBG and HOME funds to support minor home repair for low income elderly homeowners to enable them to maintain their properties.
Many local governments use their CDBG and HOME funds for this purpose. Local governments will work to secure additional funds to increase the number of homes that can be assisted annually. Timeframe: Begin January 2017.
2. Engage health care providers, the Area Agencies on Aging or other organizations to provide case management to connect elderly homeowners to community resources (e.g., use of Community Health Workers) or in-home care services.
Kansas City MO will review the use of healthy levy funds granted to safety net providers and determine if a small allocation of the funds could support these services. MARC and local governments will look at other community resources to expand these services, including the use of EMS Community Paramedics. Timeframe: Begin January 2017.
3. Work with faith-based organizations to create "Villages" in neighborhoods with high proportions/numbers of older adult homeowners to provide volunteer support services to enable the older homeowner to remain living independently.
MARC and local governments will work with nonprofit organizations and neighborhood groups to identify opportunities to create "villages" to support older adult homeowners. Timeframe: Begin June 2017.
4. Evaluate and if necessary amend city property code regulations to support low-income older adult homeowners that may have code violations.
Local governments will review property maintenance code regulations and support resources to support low-income older adult homeowners needing property improvements to avoid property code violation citations and fines. Timeframe: Begin January 2017.

Barrier: Lack of quality affordable housing in older neighborhoods and communities

Goal 4: Improve housing conditions and options for rental households in older neighborhoods and communities.

Contributing Factors: Lack of community revitalization strategies, deteriorated and abandoned properties, displacement of residents due to economic pressures, lack of private investment in specific neighborhoods, lack of public investment including services and amenities, access to financial services, location of environmental hazards

Strategies:

1. Work with Local Initiatives Support Corporation, MARC, and other organizations to create a rental housing maintenance reserve fund for agencies serving homeless and other disadvantaged renters with the promise to cover damages by tenants so they may access a wider range of rental units.
Local governments participating in this plan will meet with MARC, LISC, and other community representatives to explore a rental housing maintenance reserve fund to encourage small landlords to rent units at affordable costs to disadvantaged renters. Timeframe: Begin exploring in November 2016.
2. Expand current use of www.kcmetrohousing.org as a resource for landlords to post vacancies of rental units and for the public and social service agency case managers to find affordable units for households with limited incomes.
MARC will work with local governments and agencies to expand the use of the website and its promotion. Timeframe: Begin October 2016.
3. Expand use of federal, state, and local government and private philanthropic dollars, including Historic Tax Credits, as incentive grants or low interest loans to support the renovation of rental housing in older neighborhoods and communities.
Local governments participating in this plan will work with MARC, LISC and others to convene an affordable housing roundtable to determine steps to implement this recommendation. Timeframe: Begin January 2017.
4. Expand use of Community Development Financial Institutions (CDFI) and New Market Tax Credits in older neighborhoods and communities, particularly in Kansas City, Kansas; Leavenworth, Independence, and Blue Springs.
Local governments participating in this plan will work with LISC, MARC, AltCap and others to determine how to expand the use of CDFI and NMTC resources in neighborhoods with concentrated poverty and persons of color and to create more affordable housing units. Timeframe: Begin March 2017.
5. Expand the resources in LISC's new Pre-Development Fund to support new or renovated housing in more disadvantaged neighborhoods.
LISC has secured funding from private foundations and the city of Kansas City, MO. Local governments participating in this plan and LISC should discuss opportunities to expand this fund. Timeframe: Begin January 2017.
6. Strengthen the capacities of local community development corporations to serve their neighborhoods and expand to other parts of the region in renovating existing housing and supporting the development of new affordable housing options.
UMKC's Center for Neighborhoods will be assisting KCMO organizations. Local communities should encourage this center to broaden its focus to provide capacity building services to CDCs throughout the region. Timeframe: Begin June 2017.

7. Local governments should consider adopting and implementing a rental housing licensing program that identifies problem landlords and properties and requires property maintenance and protects the rights of tenants

Local governments participating in this plan should review their local ordinances regarding rental housing and either adopt policies or strengthen policies to ensure that rental housing contributes to neighborhood stability and protects the rights of tenants. Timeframe: Begin March 2017.

Barrier: Limited supply of affordable accessible housing

Goal 5: Increase the supply of affordable accessible housing, particularly around public transit centers and stops.

Contributing Factors: access to proficient schools for persons with disabilities; access to publicly supported housing for persons with disabilities; access to transportation for persons with disabilities; inaccessible buildings, sidewalks, pedestrian crossings or other infrastructure; inaccessible government facilities or services; lack of affordable, accessible housing in a range of unit sizes; lack of affordable in-home or community-based supportive services; lack of affordable, integrated housing for individuals who need supportive services; lack of assistance for housing accessibility modifications; lack of assistance for transitioning from institutional settings to integrated housing; regulatory barriers to providing housing and supportive services for persons with disabilities; state or local laws, policies or practices that discourage individuals with disabilities from being placed in or living in apartments, family homes and other integrated settings; location of accessible housing

Strategies:

1. Evaluate local building codes to consider changes that enable more than the federal requirements for ADA compliance to be addressed in new housing construction.

Local governments participating in the plan will evaluate their building codes to determine the extent to which the needs of disabled persons are addressed in new housing construction, and as needed, consider changes to the codes. Timeframe: Begin January 2017.

2. Review local zoning codes to encourage the construction of accessible units in transit-oriented-developments and to allow for a broader range of affordable housing options for older adults, including accessory dwellings and co-housing.

Local governments participating in the plan will evaluate their local development regulations to determine the extent to which a broader range of housing options including accessory dwellings and co-housing are permitted by right, and if accessible housing is encouraged/required as part of transit-oriented developments. As needed, consider changes to the codes. Timeframe: Begin January 2017.

3. Local governments should adopt policies that require any housing construction that is receiving a public subsidy to require that every unit meet ADA standards and that a specified number of units meet universal design standards.

Local governments participating in the plan will evaluate their incentives for housing construction and draft changes to ensure that such units constructed meet ADA accessibility standards and encourage universal design. Timeframe: Begin January 2017.

Barrier: Limited access to economic opportunity

Goal 6: Increase access to economic opportunity for disadvantaged persons and families.

Contributing Factors: Location of employers

Strategies:

1. The community should provide services, including career exploration, mentoring, and experiential learning to enable middle and high school students to better prepare for careers.
Organizations such as PREP-KC and KC STEM Alliance are working with area school districts to provide these services. Local governments should encourage the delivery of these services and help promote their availability to their residents. Timeframe: Ongoing
2. The community should expand the campaign to help students in disadvantaged high schools to complete Free Assistance for Financial Student Aid (FAFSA) applications.
MARC's GradForceKC initiative is working with the Kansas City, MO School District on a promotional campaign to encourage high school seniors and their families to complete applications. MARC has recently received additional resources to broaden the campaign to other area high schools. Local governments should encourage their families to help their high school students complete this important financial aid application as a step toward post-secondary educational attainment. Timeframe: Begin X 201X
3. The community should expand Literacy programs to help adults who have not completed a high school education to achieve a diploma.
Local governments participating in this plan should make residents aware of available adult literacy programs and encourage those needing help to pursue a high school diploma. Timeframe: Begin 2017.
4. The community should implement the new KC Degrees and KC Scholars programs to help minority and low-income adults with some college but no degree to receive intensive counseling and financial help to return to college and complete a high quality credential or degree.
MARC's GradForceKC and the Ewing Marion Kauffman Foundation will launch two new programs in late September 2016 to help minority and low-income adults with some college but no degree to achieve post-secondary attainment. Local governments participating in the plan should assist in promoting the new programs to their residents, and as employers, consider helping employees increase their skills and career potential through the programs. Timeframe: Begin October 2016.
5. Local governments should adopt hiring policies that support giving a second chance to disadvantaged residents (ban the box) and should advocate that other public sector agencies and the private sector do the same.
Johnson County, Kansas recently adopted such policies and could be a model for other communities and private employers. Local governments participating in the plan should review their current policies and consider changes to allow ex-offenders to have an opportunity to be considered for employment. Timeframe: Begin January 2017.
6. See strategies under Goal 9 related to transportation.
7. Local governments should continue to make sure their plans and policies clearly indicate to developers their desire for housing that serves all ages and a mix of incomes focused in activity centers along corridors served by multiple modes of transportation and near job centers.
Local governments participating in this plan should review their plans and policies, particularly in the development of new or amended Consolidated Plans, to address housing that serves all ages and those households with limited incomes along transportation corridors and around transit centers and at or near employment centers. Timeframe: As plans and policies are being developed.
8. Local governments should adopt economic development strategies that target development, retention and expansion of firms and industries that provide good jobs – ones that both have low barriers to entry and provide clear career paths to a living wage.
Local governments participating in this plan will review their economic development policies to give priority to investments that result in good paying jobs. Timeframe: Begin June 2017.
9. To maximize the synergy of civic efforts, local governments should focus on attracting, retaining, and expanding jobs in the sectors identified by KC Rising, a business-led effort to increase the region's

economic competitiveness - life sciences, animal health, health IT, logistics, engineering, architecture, and construction. These sectors were chosen both for their importance to the regional economy and for their capacity to create good jobs as defined above.

Local governments participating in this plan should work with their economic development agencies to support human capital development in key industry sectors and work with community partners to increase skills of current residents. Timeframe: Ongoing

Barrier: Limited access to quality education

Goal 7: Increase access to quality education for children in disadvantaged families.

Contributing Factors: Location of proficient schools and school assignment policies, access to proficient schools for persons with disabilities

Strategies:

1. Local governments should encourage financial support for area school districts to offer universal pre-K as a step to provide access to high quality early education for all young children.

Local governments participating in this plan should work with their local school districts and other community partners to promote high quality early education in a variety of settings that best meet the needs of children and their families. Timeframe: Ongoing

2. Local governments should support professional development for those working with young children in early learning homes and centers to improve the quality of early education offered.

Local governments participating in this plan should work with community partners to promote professional development for early childhood teachers and aides. Timeframe: ongoing

3. Local governments, particularly through health departments and health levy resources, seek to expand maternal health services, particularly for low-income mothers, to ensure their children have a healthy start to life.

Local governments participating in this plan should work with their local health department and other community agencies to ensure that low-income mothers receive support for their child's health development. Timeframe: Ongoing

4. Local governments should support the expansion of special K-12 programming, such as PrepKC and STEM Alliance, in areas of concentrated poverty.

Local governments participating in this plan should work with community organizations to support the expansion of programming to help students attending schools in areas of concentrated poverty and persons of color. Timeframe: Ongoing

5. See strategies under Goal 2 related to improving affordable housing choices in opportunity areas.

Barrier: Limited access to community resources

Goal 8: Increase access to community resources including healthy food for residents of older neighborhoods and communities.

Contributing Factors: inaccessible government facilities or services; lack of public investment in specific neighborhoods, including services and amenities

Strategies:

1. Local governments will incorporate an evaluation of important community resources into their comprehensive planning processes, including availability of/or access to healthy food; recreational offerings, both indoor and outdoor; health services; and other resources.

Local governments participating in this plan will include availability of community resources in updates to their comprehensive plans. Timeframe: As comprehensive or area plans are updated.

2. Local governments will evaluate their local zoning codes and the availability of water to vacant lots to enable urban gardening in neighborhoods to support access to healthy food.

Local governments participating in this plan will review local development codes and utility policies to support access to healthy food in older neighborhoods and communities. Timeframe: Begin April 2017.

Barrier: Limited transportation access to jobs and community services

Goal 9: Expand public transportation services, complete streets and related mobility services to connect residents in disadvantaged neighborhoods and communities to jobs and community services.

Contributing Factors: The availability, type, frequency and reliability of public transportation; access to transportation for persons with disabilities; inaccessible buildings, sidewalks, pedestrian crossings or other infrastructure

Strategies:

1. Form partnerships between local governments, private employers, and neighborhood organizations to develop transportation options to connect residents in concentrated poverty areas with jobs in opportunity areas.

Local governments participating in this plan should work with MARC, KCATA, and other transit providers to outline transportation options, and engage employers to support special transportation services and improvements to public transit services to best meet needs. Timeframe: Begin January 2017.

2. Local governments should work with transit agencies, MARC, and private industry to reconfigure public transit services to better connect locations with affordable housing to employment centers.

Local governments participating in this plan should work with MARC and area transit agencies to update the RideKC transit plan and to implement changes in public transit services to better serve employment centers. Timeframe: Work underway.

3. Expand complementary mobility options.

Local governments should adopt and implement complete streets policies and work with MARC, KCATA, developers, community organizations and businesses to provide safe and convenient mobility options such as walking, biking, bike-sharing, carpooling, car-sharing and van-pooling. *Timeframe: Work underway.*

Barrier: Address Discrimination and Community Opposition

Goal 10: Raise understanding and awareness by the public of the need for affordable housing throughout the region, and encourage their participation in positive dialogue about the development of quality options that add to the value of neighborhoods. Create an advocacy agenda around affordable housing.

Contributing Factors: Community Opposition, quality of affordable housing information programs

Strategies:

1. Develop informational materials for local governments and community organizations to use to educate the public about the need for affordable housing, including but not limited to housing for teachers, police officers and retail workers in opportunity areas; housing for homeless families and youth; and older adults.

Local governments participating in this plan should work with MARC and convene others to outline an advocacy agenda around affordable housing and educational campaign. Timeframe: Begin March 2017.

2. Provide informational materials on the variety of housing options available in other metro area communities that help to address the need for affordable housing in suburban locations.
MARC and LISC along with other community organizations will provide informational materials to local government officials and others around different housing models to support affordable housing in suburban locations. Timeframe: Begin January 2017.

Barrier: Address Discrimination and Community Opposition

Goal 11: Create a more welcoming environment for diverse populations to secure housing and employment in opportunity areas

Contributing Factors: Community Opposition, sources of income discrimination, quality of affordable housing information programs

Strategies:

1. Local governments should support work with faith-based organizations and employers to design and implement an education/engagement campaign aimed at valuing the region's diversity and welcoming new residents to a community.
MARC is working with the Regional Equity Network and a new initiative, Gateways for Growth, to increase understanding about our region's growing diverse population, ensure that their needs are being addressed in respectful ways and to become a more welcoming community for immigrants. MARC and the Regional Equity Network will work with local government officials to support this strategy. Timeframe: Begin October 2016.
2. See Goal 1, Strategy 4 related to organizing local community human relation commissions.