



# **Housing Authority of the City of Columbia, Missouri**

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201 Switzler Street, Columbia, MO 65203

Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ [www.ColumbiaHA.com](http://www.ColumbiaHA.com)

## **Open Meeting Notice**

### **CHA Board of Commissioners Meetings**

**Date:** Wednesday, April 13, 2022

**Time:** 5:30 p.m. – Columbia Housing Authority Regular Meeting & Planning Retreat (Open Session)

**Place:** Riechmann Pavilion 2300 E. Walnut St, Columbia MO 65201

- I. Call to Order/Introductions
- II. Roll Call
- III. Adoption of Agenda
- IV. Approval of March 9, 2022 Open and Closed Meeting Minutes
- V. Public Comment (Limited to 5 minutes per speaker)

#### **PUBLIC HEARINGS**

#### **RESOLUTIONS**

#### **REPORTS**

- VI. February Financial Report
- VII. Current Events

#### **PUBLIC AND COMMISSIONER COMMENT**

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

#### **CHA Board of Commissioners Planning Retreat-Immediately Following the Regular Meeting**

- Retreat Overview and CHA Strategic Priorities- 10 min
- CHA Affordable Housing Development: Kinney Point and Park Avenue- 20 min
- 2021 CHA Owned Property Cashflow Calculations and Financial Performance-15 min
- Section 8 Update and 2-Year Tool-5 min
- Resident Advisory Board (RAB) and Resident Engagement-10 min
- CHA IT and Security Updates-10 min
- Family Self-Sufficiency Program-10 min
- Moving Ahead Program-10 min
- CHA Compensation and Pay Grade Overview and Priorities-10 min

If you wish to participate in the meeting and require specific accommodations or services related to disability, please contact Ms. Charline Johns, Executive Assistant at (573) 443-2556, extension 1122 or TTY Relay 800.735.2966, at least one working day prior to the meeting. You can contact Ms. Johns by email at the following address: [www.columbiaha.info@gmail.com](mailto:www.columbiaha.info@gmail.com)

**Media Contact:** Randy Cole, CEO  
Phone: (573) 443-2556  
E-mail: [www.columbiaha.info@gmail.com](mailto:www.columbiaha.info@gmail.com)

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



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**HOUSING AUTHORITY OF THE CITY OF COLUMBIA, MISSOURI  
BOARD OF COMMISSIONERS MEETING  
March 9, 2022 MEETING MINUTES**

**I. Call to Order:**

The Board of Commissioners of the Housing Authority of the City of Columbia, Missouri (CHA) met in open session on March 9, 2022, in the Training Room of the Columbia Housing Authority Administration Building, 201 Switzler St., Columbia, Missouri 65203. Mr. Hutton, Chair, called the meeting to order at 5:30 p.m.

**II. Roll Call:**

Present: Bob Hutton, Chair Commissioner  
Robin Wenneker, Vice Chair Commissioner  
Steve Calloway, Commissioner  
Rigel Oliveri Commissioner  
Jama Rahn, Commissioner

CHA Staff: Randy Cole, CEO  
Charline Johns, Executive Assistant  
Tawanda Edwards, Director of Housing Programs  
Rick Hess, Director of Resident Services  
Greg Willingham, Director of Maintenance and Modernization  
Laura Lewis, Director of Affordable Housing Operations  
Jeff Forck, Director of Safety  
Debbi Simmons, Chief Financial Officer  
Mary Harvey, Director of Finance  
Tammy Matondo, Housing Development Coordinator  
Samantha Christian, Independent Living Coordinator

Guests: Helen Nickens

**III. Adoption of Agenda:**

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

**IV. Approval of February 9, 2022 Open Meeting Minutes:**

Mr. Hutton asked the Board if they had any considered changes to the meeting minutes. Mr. Calloway noted that under item 4 of the meeting minutes he is addressed as "Ms." Instead of "Mr.".

Mr. Hutton called for a motion to approve the minutes from the open meeting of February 9, 2022 as amended. A motion was made by Mr. Calloway and second by Ms. Oliveri. All Commissioners voted “aye” and Mr. Hutton declared the motion approved.

**V. CHA Staff Recognition:**

Mr. Cole shared that on February 22, 2022, at a community breakfast on “The Roof in The Broadway Hotel”, Salvation Army recognized 20 women from every part of the community. Among those Honorees were CHA’s own Samantha Christian, Independent Living Coordinator(Paquin Tower). Mr. Cole reported that Ms. Christian has been a member of the Resident Services’ Team for five years and has served residents for the past three years at Paquin Tower, noting that just this year, Ms. Christian has assisted 112 of her 200 residents with processing all the necessary documents for Missouri’s rent rebate program that resulted in over \$60,000 of rebates. Mr. Hutton congratulated Ms. Christian on behalf of the Board.

**VI. Public Comment.**

There were no public comments.

**RESOLUTIONS**

**VII. Resolution 2891: A Resolution Approving the Job Description and Salary Range for the Building Maintenance II/Grounds, Maintenance Mechanic II-DT, Director of Resident Services and Approving Related Updates to Appendix 1 – Organizational Chart and Appendix 3 – Range and Salary Plan to the CHA Personnel Policy.**

Mr. Cole reported that Resolution 2891 was a resolution approving job description for:

Building Maintenance II/Grounds

- Increases from Pay Grade B: \$11-\$16 per hour
- To Pay Grade C: \$12.78 - \$18 per hour

Maintenance Mechanic II-DT

- Remains in Pay Grade E \$15 -\$21 per hour
- Increases hiring range for specific position \$18-\$24 per hour

Director of Resident Services

- Updates name with “Resident Services Department”

Mr. Hutton called for further discussion and there was none.

Mr. Hutton called for a motion to approve Resolution 2891 as presented. A motion was made by Mr. Calloway. Second by Ms. Rahn. Upon a roll call vote of the motion, the following vote was recorded:

Yes: Hutton, Wenneker, Rahn, Oliveri, Calloway

No: None

## **VIII. CHA Redevelopment: Park Avenue Public Engagement Draft Plan and Kinney Point Update**

Mr. Cole reported that CHA staff met with Fulson Housing Group on Monday, March 7, 2022. Sharing that the Kinney Point proposal is scheduled to be submitted to MHDC within roughly 30 days. Fulson Housing Group provided application check list and task for CHA staff to complete. Developer Consultant anticipates MHDC to vote to approve application in June 2022.

Mr. Cole shared that resident and public engagement is critical to formulating a successful plan for redevelopment and obtaining community support, leading with resident needs.

### **Draft of Resident/Public Engagement Plan**

- Mid-March: Resident Communication and Survey
- Late-March: Evening or weekend Park Ave. Resident Engagement Meeting
- Early April: Broader Stakeholder Public Engagement
- Review of input by CHA Board April 13 or amended retreat date
- Concepts formulated based upon input by Engineer/Architect & CHA Staff
- Concepts provided for review and comment to Park Ave Residents
- Concepts provided for review to general public

## **IX. Monthly Management Reports for Public Housing and Affordable Housing Properties, Housing Choice Voucher Programs, Resident Services, Human Resources and Safety.**

### **Public Housing and Affordable Housing Properties:**

Mr. Cole reported that of 742 units, 26 were vacant as of February 28, 2022 with overall occupancy of 96.5%, up from 95.73% in January 2022. Mr. Cole stated that 11 households moved in and 11 households moved out noting, 6 moved to market rate housing, 1 transferred to another site, 1 passed away, 2 left with no notice and 1 moved out of state.

### **Housing Choice Voucher Programs Department and Special Programs:**

Mr. Cole reported 5 newly leased in February of 2022 with currently 1,071 vouchers leased and a target goal of 1,212. 5 attrition noting, 1 abandoned unit, 3 moved out and are searching for new housing and 1 termination for non-compliance. Mr. Cole stated that 88 vouchers looking for lease up in February.

Mr. Cole reported that 51 Emergency Housing Vouchers were awarded to CHA in July 2021, only 8 leased up thus far. Mr. Cole noted the challenges:

- Must take referrals through local CoC
- Local CoC has a prioritization list that favors chronically homeless
- Local service providers are lacking case management capacity
- CHA has not received enough referrals
- Referrals received have a very low probability of successful lease up.

### **Impact:**

- CHA behind on EHV Voucher utilization
- CHA receiving less Administrative Fees

- Low utilization of CHA services funding through Housing Ambassador.

**Resident Services:**

Mr. Cole reviewed highlights from the Resident Services report noting that the Healthy Home Connections program is having challenges filling 2 HHC positions due to the challenging labor market.

**Human Resources:**

Mr. Cole reported that CHA has completed its 12-month risk management goals and was awarded \$1000 for loss prevention safety and risk management. Mr. Cole shared that these funds will be used to update mulch 3 at CHA's playground sites.

**Safety:**

Mr. Cole reported that there were 50 reports reported to safety and 158 joint communication logs. Mr. Cole shared an Oak Tower update reporting that on March 3, 2022 CHA staff held a post incident resident debriefing to discuss the facts of what occurred and to answer any questions the residents had. On March 4, 2022 Burrell Behavioral Health hosted a Group Trauma/Grief Counseling Session on site.

**X. January Financial Report**

Mr. Cole introduced Ms. Debbi Simmons as the new Chief Financial Officer and reviewed highlights from the January Financial Report.

**XI. Columbia Community Land Trust Partnership Discussion**

Mr. Cole shared his thoughts on the potential Columbia Community Land Trust partnership and provided the basis for a response to the CCLT's response to CHA's initial proposal. The recommended response included the CCLT remaining a separate entity and including 2 CCLT homeowners and the CCLT Treasurer on the CCLT entity board, along with the entire CHA board.

**XII. Current Events**

Mr. Cole reported that the Mayoral/City Council tours were complete and shared that he attended a work session on homelessness encampment issues early that week.

**XIII. Public Comment**

There was no public comment.

**XIV. Commissioner Comment**

There was no commissioner comment.

**XV. Adjournment**

Mr. Hutton called for a motion to adjourn the meeting. A motion was made by Ms. Oliveri. Second by Ms. Rahn. Mr. Hutton called the meeting adjourned at 7:00 p.m.

\_\_\_\_\_  
Bob Hutton, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Randy Cole, Chief Executive Officer

\_\_\_\_\_  
Date

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**Certification of Public Notice**

I, Randy Cole, Chief Executive Officer of the Housing Authority of the City of Columbia, Missouri, do hereby certify that on March 7, 2022, I posted public notice of the March 9, 2022 Board of Commissioners Meeting and distributed copies of the notice and agenda to the Board of Commissioners and the local media. The meeting notice and agenda was also distributed to the public upon request.

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

\_\_\_\_\_  
Randy Cole, Chief Executive Officer

\_\_\_\_\_  
Date







Columbia Housing Authority  
201 Switzler Street  
Columbia, MO 65203

**HOUSING AUTHORITY**  
**of the City of Columbia, Missouri**

Office: (573) 443-2556  
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**MONTHLY**  
**FINANCIAL STATEMENTS**  
*(unaudited)*

**February 28, 2022**

Fiscal Year End  
December 2022  
Month 2 of 12

as submitted by:

Debbi Simmons, CFO  
Housing Authority of the City of Columbia, MO

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**Housing Choice Voucher Program**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
HUD PHA Operating Grants - HAP	\$ 804,060	\$ 810,885	\$ (6,825)	\$ 1,613,527	\$ 1,621,769	(8,242)	-1%
HUD Admin Fees Earned	89,636	87,739	1,897	179,272	175,478	3,793	2%
<b>Total Fee Revenue</b>	<b>893,696</b>	<b>898,624</b>	<b>(4,928)</b>	<b>1,792,799</b>	<b>1,797,248</b>	<b>(4,449)</b>	<b>0%</b>
Investment Income - Unrestricted	423	500	(77)	862	1,000	(138)	-14%
Fraud Recovery - HAP	-	100	(100)	-	200	(200)	0%
Fraud Recovery - Admin	-	100	(100)	-	200	(200)	0%
FSS Forfeitures	-	917	(917)	1,448	1,833	(385)	-21%
<b>Total Revenue</b>	<b>\$ 894,119</b>	<b>\$ 900,240</b>	<b>\$ (6,121)</b>	<b>\$ 1,795,109</b>	<b>\$ 1,800,481</b>	<b>\$ (5,372)</b>	<b>0%</b>
Administrative Salaries	22,400	26,810	(4,410)	49,711	53,620	(3,909)	-7%
Auditing Fees	3,311	3,333	(22)	6,644	6,667	(23)	0%
Management Fee	19,776	20,021	(245)	39,540	40,042	(502)	-1%
Book-keeping Fee	12,360	12,513	(153)	24,713	25,026	(314)	-1%
Advertising and Marketing	-	167	(167)	-	333	(333)	-100%
Employee Benefit contributions - Administrative	10,621	8,390	2,231	18,205	16,781	1,424	8%
Office Expenses	7,051	4,980	2,071	11,058	9,960	1,098	11%
Training & Travel	8,275	542	7,733	8,275	1,083	7,192	664%
Other Administrative Expenses	8,416	9,688	(1,272)	9,326	19,376	(10,050)	-52%
<b>Total Operating - Administrative</b>	<b>92,210</b>	<b>86,444</b>	<b>5,766</b>	<b>167,472</b>	<b>172,889</b>	<b>(5,417)</b>	<b>-3%</b>
Total Tenant Services	30	-	30	70	-	70	
Total Utilities	1,188	620	568	2,032	1,240	792	64%
Bldg. Maintenance	1,147	1,439	(292)	2,711	2,878	(167)	-6%
Insurance Premiums	952	1,348	(396)	1,996	2,696	(699)	-26%
Other General Expenses	<b>783</b>	<b>467</b>	<b>316</b>	<b>1,435</b>	<b>933</b>	<b>502</b>	<b>54%</b>
<b>Total Operating Expenses</b>	<b>\$ 96,309</b>	<b>\$ 90,318</b>	<b>\$ 5,991</b>	<b>\$ 175,716</b>	<b>\$ 180,635</b>	<b>\$ (4,919)</b>	<b>-3%</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ 797,810</b>	<b>\$ 809,923</b>	<b>\$ (12,113)</b>	<b>\$ 1,619,393</b>	<b>\$ 1,619,845</b>	<b>\$ (453)</b>	<b>0%</b>
Homeownership	4,172	4,236	(64)	8,342	8,472	(130)	-2%
Portable Housing Assistance Payments	11,862	9,450	2,412	21,216	18,900	2,316	12%
S8 FSS Payments	10,671	10,833	(162)	35,552	21,667	13,885	64%
VASH Housing Assistance Payments	50,811	62,430	(11,619)	103,099	124,860	(21,761)	-17%
All Other Vouchers Housing Assistance Payments	733,317	724,430	8,887	1,459,194	1,448,860	10,334	1%
<b>Total Housing Assistance Payments</b>	<b>810,833</b>	<b>811,379</b>	<b>(546)</b>	<b>1,627,403</b>	<b>1,622,759</b>	<b>4,645</b>	<b>0%</b>
Depreciation Expense	1,701	-	1,701	3,402	-	3,402	
<b>Total Expenses</b>	<b>\$ 908,844</b>	<b>\$ 901,697</b>	<b>\$ 7,147</b>	<b>\$ 1,806,521</b>	<b>\$ 1,803,394</b>	<b>\$ 3,127</b>	<b>0%</b>
<b>Net Gain (Loss)</b>	<b>\$ (14,724)</b>	<b>\$ (1,457)</b>	<b>\$ (13,268)</b>	<b>\$ (11,413)</b>	<b>\$ (2,913)</b>	<b>\$ (8,500)</b>	

**AMP 1 - Downtown**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	\$ 27,332	\$ 26,836	\$ 497	\$ 55,932	\$ 53,671	\$ 2,261	4%
Vacancy Loss	(2,010)	(1,427)	(583)	(7,096)	(2,854)	(4,242)	149%
Net Tenant Rental Revenue	25,322	25,409	(87)	48,836	50,818	(1,981)	-4%
Tenant Revenue - Other	-	542	(542)	-	1,085	(1,085)	-100%
<b>Total Tenant Revenue</b>	<b>25,322</b>	<b>25,951</b>	<b>(629)</b>	<b>48,836</b>	<b>51,903</b>	<b>(3,066)</b>	<b>-6%</b>
HUD PHA Operating Grants	36,491	34,874	1,617	72,981	69,748	3,233	5%
Capital Fund Grants	-	-	-	-	-	-	
<b>Total Grant Revenue</b>	<b>36,491</b>	<b>34,874</b>	<b>1,617</b>	<b>72,981</b>	<b>69,748</b>	<b>3,233</b>	<b>5%</b>
Investment Income - Unrestricted	1,142	338	805	2,363	675	1,688	250%
Fraud Recovery	-	-	-	-	-	-	0%
Other Revenue	2,090	3,063	(974)	4,444	6,127	(1,683)	-27%
<b>Total Revenue</b>	<b>\$ 65,044</b>	<b>\$ 64,226</b>	<b>\$ 818</b>	<b>\$ 128,624</b>	<b>\$ 128,452</b>	<b>\$ 172</b>	<b>0%</b>
Administrative Salaries	3,089	4,000	(910)	5,286	7,999	(2,713)	-34%
Auditing Fees	353	400	(47)	753	800	(47)	-6%
Management Fee	5,718	5,524	194	11,146	11,049	97	1%
Book-keeping Fee	885	855	30	1,725	1,710	15	1%
Advertising and Marketing	-	-	-	-	-	-	
Employee Benefit contributions - Administrative	783	1,349	(567)	1,496	2,699	(1,203)	-45%
Office Expenses	1,389	975	415	2,033	1,950	84	4%
Legal Expense	-	125	(125)	-	250	(250)	-100%
Training & Travel	-	358	(358)	-	717	(717)	-100%
Other	275	820	(545)	495	1,640	(1,145)	-70%
<b>Total Operating - Administrative</b>	<b>12,492</b>	<b>14,406</b>	<b>(1,914)</b>	<b>22,934</b>	<b>28,813</b>	<b>(5,879)</b>	<b>-20%</b>
Asset Management Fee	1,200	1,200	-	2,400	2,400	-	0%
<b>Total Tenant Services</b>	<b>389</b>	<b>1,193</b>	<b>(804)</b>	<b>833</b>	<b>2,386</b>	<b>(1,553)</b>	<b>-65%</b>

**AMP 1 - Downtown**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Water	\$ 2,644	\$ 2,597	\$ 47	\$ 5,145	\$ 5,193	\$ (48)	-1%
Electricity	974	1,431	(458)	2,728	2,863	(135)	-5%
Gas	1,591	1,039	552	2,964	2,078	887	43%
Sewer	2,730	2,461	270	5,471	4,921	550	11%
<b>Total Utilities</b>	<b>7,939</b>	<b>7,527</b>	<b>411</b>	<b>16,309</b>	<b>15,055</b>	<b>1,254</b>	<b>8%</b>
Maintenance - Labor	14,390	17,477	(3,086)	31,530	34,954	(3,423)	-10%
Maintenance - Materials & Other	6,315	5,733	582	9,402	11,466	(2,065)	-18%
Maintenance and Operations Contracts	5,996	7,564	(1,569)	9,517	15,129	(5,611)	-37%
Employee Benefit Contributions - Maintenance	4,900	5,721	(821)	9,361	11,442	(2,082)	-18%
<b>Total Maintenance</b>	<b>31,601</b>	<b>36,495</b>	<b>(4,894)</b>	<b>59,810</b>	<b>72,991</b>	<b>(13,181)</b>	<b>-18%</b>
<b>Total Protective Services</b>	<b>2,666</b>	<b>2,976</b>	<b>(310)</b>	<b>5,453</b>	<b>5,952</b>	<b>(499)</b>	<b>-8%</b>
<b>Total Insurance Premiums</b>	<b>4,678</b>	<b>4,404</b>	<b>274</b>	<b>9,394</b>	<b>8,808</b>	<b>586</b>	<b>7%</b>
Other General Expenses	187	1,857	(1,669)	519	3,713	(3,194)	-86%
Payments in Lieu of Taxes	1,600	1,788	(189)	2,498	3,577	(1,079)	-30%
Bad debt - Tenant Rents	(25)	389	(414)	(150)	779	(929)	-119%
<b>Total Other General Expenses</b>	<b>1,762</b>	<b>4,034</b>	<b>(2,272)</b>	<b>2,867</b>	<b>8,069</b>	<b>(5,202)</b>	<b>-64%</b>
Interest on Notes Payable	380	351	29	710	702	8	1%
<b>Total Operating Expenses</b>	<b>\$ 63,107</b>	<b>\$ 72,587</b>	<b>\$ (9,480)</b>	<b>\$ 120,709</b>	<b>\$ 145,175</b>	<b>\$ (24,466)</b>	<b>-17%</b>
<b>Excess of Operating Revenue over Operating Expen:</b>	<b>\$ 1,937</b>	<b>\$ (8,361)</b>	<b>\$ 10,299</b>	<b>\$ 7,915</b>	<b>\$ (16,723)</b>	<b>\$ 24,638</b>	<b>-147%</b>
Extraordinary Maintenance	-	500	(500)	-	1,000	(1,000)	-100%
Depreciation Expense	13,639	13,523	116	27,278	27,046	233	1%
<b>Total Expenses</b>	<b>\$ 76,746</b>	<b>\$ 86,610</b>	<b>\$ (9,864)</b>	<b>\$ 147,987</b>	<b>\$ 173,220</b>	<b>\$ (25,233)</b>	<b>-15%</b>
<b>Net Gain (Loss)</b>	<b>\$ (11,702)</b>	<b>\$ (22,384)</b>	<b>\$ 10,682</b>	<b>\$ (19,363)</b>	<b>\$ (44,768)</b>	<b>\$ 25,405</b>	<b>-57%</b>

**Stuart Parker Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	\$ 73,000	\$ 71,047	\$ 1,954	\$ 146,976	\$ 142,093	\$ 4,883	3%
Rental Subsidies	85,129	87,080	(1,951)	169,282	174,160	(4,878)	-3%
Vacancy Loss	(6,644)	(3,558)	(3,086)	(14,709)	(7,116)	(7,593)	107%
Net Rental Revenue	151,485	154,569	(3,083)	301,549	309,137	(7,588)	-2%
Tenant Revenue - Other	65	1,117	(1,052)	391	2,233	(1,842)	
<b>Total Tenant Revenue</b>	<b>151,550</b>	<b>155,685</b>	<b>(4,135)</b>	<b>301,940</b>	<b>311,371</b>	<b>(9,431)</b>	<b>-3%</b>
Investment Income - Unrestricted	1,705	501	1,205	3,468	1,001	2,467	246%
Other Revenue	7,239	7,054	185	14,590	14,108	482	3%
<b>Total Revenue</b>	<b>\$ 160,494</b>	<b>\$ 163,240</b>	<b>\$ (2,745)</b>	<b>\$ 319,999</b>	<b>\$ 326,480</b>	<b>\$ (6,481)</b>	<b>-2%</b>
Administrative Salaries	9,921	12,548	(2,626)	21,210	25,095	(3,885)	-15%
Auditing Fees	1,150	1,117	33	2,458	2,233	225	10%
Property Management Fee	9,538	9,765	(227)	18,969	19,529	(560)	-3%
Asset Management Fees	1,100	1,100	-	2,200	2,200	-	0%
Advertising and Marketing	-	8	(8)	-	17	(17)	-100%
Employee Benefit contributions - Administrative	2,532	4,119	(1,587)	5,104	8,237	(3,134)	-38%
Office Expenses	2,914	2,443	471	4,945	4,886	59	1%
Legal Expense	-	172	(172)	1,200	345	855	248%
Training & Travel	107	167	(60)	107	334	(227)	-68%
Other	1,207	539	668	1,686	1,078	609	56%
<b>Total Operating - Administrative</b>	<b>28,469</b>	<b>31,977</b>	<b>(3,508)</b>	<b>57,878</b>	<b>63,953</b>	<b>(6,075)</b>	<b>-9%</b>
<b>Total Tenant Services</b>	<b>9,547</b>	<b>9,605</b>	<b>(57)</b>	<b>17,718</b>	<b>19,209</b>	<b>(1,491)</b>	<b>-8%</b>
Water	5,248	5,258	(10)	10,124	10,516	(391)	-4%
Electricity	12,515	12,597	(81)	24,096	25,193	(1,097)	-4%
Gas	2,159	1,087	1,072	3,860	2,174	1,687	78%
Sewer	4,047	3,840	207	8,534	7,679	855	11%
<b>Total Utilities</b>	<b>\$ 23,970</b>	<b>\$ 22,781</b>	<b>\$ 1,189</b>	<b>\$ 46,615</b>	<b>\$ 45,561</b>	<b>\$ 1,054</b>	<b>2%</b>

**Stuart Parker Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	\$ 12,981	\$ 13,052	\$ (72)	\$ 26,166	\$ 26,105	\$ 61	0%
Maintenance - Materials & Other	5,009	5,848	(839)	15,530	11,695	3,835	33%
Maintenance and Operations Contracts	9,286	10,352	(1,066)	14,667	20,704	(6,037)	-29%
Employee Benefit Contributions - Maintenance	4,389	4,978	(590)	8,808	9,957	(1,149)	-12%
<b>Total Maintenance</b>	<b>31,665</b>	<b>34,230</b>	<b>(2,566)</b>	<b>65,171</b>	<b>68,461</b>	<b>(3,289)</b>	<b>-5%</b>
<b>Total Insurance Premiums</b>	<b>6,332</b>	<b>6,188</b>	<b>144</b>	<b>12,706</b>	<b>12,376</b>	<b>330</b>	<b>3%</b>
Other General Expenses	483	-	483	1,209	-	1,209	
Taxes	9,435	4,717	4,717	14,152	9,435	4,717	50%
Bad debt - Tenant Rents	-	1,993	(1,993)	-	3,986	(3,986)	-100%
<b>Total Other General Expenses</b>	<b>9,918</b>	<b>6,710</b>	<b>3,208</b>	<b>15,362</b>	<b>13,421</b>	<b>1,941</b>	<b>14%</b>
Interest of Mortgage (or Bonds) Payable	16,534	16,534	(0)	33,069	33,069	(0)	0%
Interest on Notes Payable (Seller Financing)	20,967	20,967	0	41,933	41,933	0	0%
Amortization of Loan Costs	2,274	2,274	(0)	4,548	4,549	(1)	0%
<b>Total Interest Expense and Amortization Cost</b>	<b>39,775</b>	<b>39,775</b>	<b>(0)</b>	<b>79,550</b>	<b>79,551</b>	<b>(1)</b>	<b>0%</b>
<b>Total Operating Expenses</b>	<b>\$ 149,676</b>	<b>\$ 151,266</b>	<b>\$ (1,590)</b>	<b>\$ 295,000</b>	<b>\$ 302,531</b>	<b>\$ (7,531)</b>	<b>-2%</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ 10,819</b>	<b>\$ 11,974</b>	<b>\$ (1,156)</b>	<b>\$ 24,999</b>	<b>\$ 23,949</b>	<b>\$ 1,050</b>	<b>4%</b>
Extraordinary Maintenance	1,025	-	1,025	1,025	-	1,025	
Depreciation Expense	65,753	65,653	100	131,506	131,306	200	0%
<b>Total Expenses</b>	<b>\$ 216,454</b>	<b>\$ 216,919</b>	<b>\$ (465)</b>	<b>\$ 427,531</b>	<b>\$ 433,838</b>	<b>\$ (6,307)</b>	<b>-1%</b>
<b>Net Gain (Loss)</b>	<b>\$ (55,959)</b>	<b>\$ (53,679)</b>	<b>\$ (2,280)</b>	<b>\$ (107,532)</b>	<b>\$ (107,358)</b>	<b>\$ (174)</b>	<b>0%</b>

**Bear Creek Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	\$ 15,051	\$ 15,902	\$ (850)	\$ 29,706	\$ 31,803	\$ (2,097)	-7%
Rental Subsidies	30,891	30,780	111	62,178	61,560	618	1%
Vacancy Loss	(804)	(1,401)	596	(1,826)	(2,801)	975	-35%
Net Rental Revenue	<b>45,138</b>	<b>45,281</b>	<b>(144)</b>	<b>90,058</b>	<b>90,562</b>	<b>(505)</b>	<b>-1%</b>
Tenant Revenue - Other	35	1,129	(1,094)	421	2,259	(1,837)	-81%
<b>Total Tenant Revenue</b>	<b>45,173</b>	<b>46,410</b>	<b>(1,238)</b>	<b>90,479</b>	<b>92,821</b>	<b>(2,342)</b>	<b>-3%</b>
Investment Income - Unrestricted	484	126	358	970	253	717	284%
Other Revenue	1,991	2,679	(688)	4,056	5,359	(1,303)	-24%
<b>Total Revenue</b>	<b>\$ 47,648</b>	<b>\$ 49,216</b>	<b>\$ (1,568)</b>	<b>\$ 95,505</b>	<b>\$ 98,433</b>	<b>\$ (2,927)</b>	<b>-3%</b>
Administrative Salaries	2,451	3,035	(583)	5,248	6,069	(821)	-14%
Auditing Fees	883	858	25	1,767	1,717	50	3%
Property Management Fee	2,358	2,945	(587)	4,727	5,891	(1,164)	-20%
Asset Management Fees	1,000	1,000	-	1,999	1,999	-	0%
Advertising and Marketing	-	4	(4)	-	8	(8)	-100%
Employee Benefit contributions - Administrative	670	1,031	(361)	1,494	2,062	(567)	-28%
Office Expenses	920	783	137	1,544	1,566	(22)	-1%
Legal Expense	-	25	(25)	-	50	(50)	-100%
Training & Travel	29	45	(16)	29	89	(60)	-68%
Other	73	124	(52)	331	249	83	33%
<b>Total Operating - Administrative</b>	<b>8,384</b>	<b>9,850</b>	<b>(1,466)</b>	<b>17,139</b>	<b>19,700</b>	<b>(2,561)</b>	<b>-13%</b>
<b>Total Tenant Services</b>	<b>1,626</b>	<b>1,650</b>	<b>(24)</b>	<b>3,054</b>	<b>3,300</b>	<b>(246)</b>	<b>-7%</b>
Water	1,470	1,829	(359)	3,098	3,658	(560)	-15%
Electricity	701	826	(125)	1,586	1,653	(67)	-4%
Gas	667	233	435	1,203	465	737	159%
Sewer	1,271	1,523	(252)	2,584	3,046	(462)	-15%
<b>Total Utilities</b>	<b>\$ 4,109</b>	<b>\$ 4,411</b>	<b>\$ (302)</b>	<b>\$ 8,470</b>	<b>\$ 8,822</b>	<b>\$ (352)</b>	<b>-4%</b>



**Bear Creek Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month		Budget		Variance		Year to Date		Budget		Variance		Percent of Variance
Maintenance - Labor	\$	2,810	\$	2,869	\$	(59)	\$	5,828	\$	5,737	\$	91	2%
Maintenance - Materials & Other		1,753		2,916		(1,163)		4,169		5,832		(1,663)	-29%
Maintenance and Operations Contracts		3,799		4,400		(600)		7,642		8,799		(1,157)	-13%
Employee Benefit Contributions - Maintenance		1,007		1,057		(49)		2,041		2,113		(72)	-3%
<b>Total Maintenance</b>		<b>9,370</b>		<b>11,241</b>		<b>(1,871)</b>		<b>19,681</b>		<b>22,482</b>		<b>(2,801)</b>	-12%
<b>Total Insurance Premiums</b>		<b>4,872</b>		<b>4,417</b>		<b>456</b>		<b>9,755</b>		<b>8,833</b>		<b>922</b>	10%
Other General Expenses		138		-		138		252		-		252	
Property Taxes		1,791		1,791		-		3,582		3,582		-	0%
Bad debt - Tenant Rents		-		302		(302)		-		603		(603)	-100%
<b>Total Other General Expenses</b>		<b>1,929</b>		<b>2,093</b>		<b>(164)</b>		<b>3,834</b>		<b>4,185</b>		<b>(351)</b>	-8%
Interest of Mortgage (or Bonds) Payable		3,240		3,487		(247)		6,837		6,974		(137)	-2%
Interest on Notes Payable (Seller Financing)		6,714		6,748		(35)		13,427		13,497		(70)	
Amortization of Loan Costs		1,664		1,664		-		3,328		3,328		-	0%
<b>Total Interest Expense and Amortization Cost</b>		<b>11,617</b>		<b>11,899</b>		<b>(282)</b>		<b>23,592</b>		<b>23,798</b>		<b>(206)</b>	-1%
<b>Total Operating Expenses</b>	\$	<b>41,907</b>	\$	<b>45,560</b>	\$	<b>(3,653)</b>	\$	<b>85,525</b>	\$	<b>91,121</b>	\$	<b>(5,595)</b>	-6%
<b>Excess of Operating Revenue over Operating Expenses</b>	\$	<b>5,741</b>	\$	<b>3,656</b>	\$	<b>2,085</b>	\$	<b>9,980</b>	\$	<b>7,312</b>	\$	<b>2,668</b>	36%
Extraordinary Maintenance		4,237		-		4,237		4,237		-		4,237	
Depreciation Expense		18,775		18,774		1		37,550		37,549		1	0%
<b>Total Expenses</b>	\$	<b>64,919</b>	\$	<b>64,335</b>	\$	<b>585</b>	\$	<b>127,313</b>	\$	<b>128,669</b>	\$	<b>(1,357)</b>	-1%
<b>Net Gain (Loss)</b>	\$	<b>(17,271)</b>	\$	<b>(15,118)</b>	\$	<b>(2,153)</b>	\$	<b>(31,807)</b>	\$	<b>(30,237)</b>	\$	<b>(1,571)</b>	5%

**Oak Towers Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	\$ 43,064	\$ 40,012	\$ 3,052	\$ 84,935	\$ 80,024	\$ 4,911	6%
Rental Subsidies	45,458	48,510	(3,052)	92,109	97,020	(4,911)	-5%
Vacancy Loss	(3,984)	(2,213)	(1,771)	(7,572)	(4,426)	(3,146)	71%
Net Rental Revenue	<b>84,538</b>	<b>86,309</b>	<b>(1,771)</b>	<b>169,472</b>	<b>172,618</b>	<b>(3,146)</b>	<b>-2%</b>
Tenant Revenue - Other	292	331	(39)	636	662	(25)	-4%
<b>Total Tenant Revenue</b>	<b>84,830</b>	<b>86,640</b>	<b>(1,810)</b>	<b>170,108</b>	<b>173,279</b>	<b>(3,172)</b>	<b>-2%</b>
Investment Income - Unrestricted	541	195	346	1,085	389	696	179%
Other Revenue	1,612	1,745	(133)	3,295	3,489	(194)	-6%
<b>Total Revenue</b>	<b>\$ 86,983</b>	<b>\$ 88,579</b>	<b>\$ (1,596)</b>	<b>\$ 174,487</b>	<b>\$ 177,157</b>	<b>\$ (2,670)</b>	<b>-2%</b>
Administrative Salaries	5,025	7,481	(2,456)	12,047	14,963	(2,916)	-19%
Auditing Fees	1,233	1,200	33	2,467	2,400	67	3%
Property Management Fee	5,188	5,303	(115)	10,408	10,606	(198)	-2%
Asset Management Fees	1,016	1,016	-	2,033	2,033	-	0%
Advertising and Marketing	-	4	(4)	-	8	(8)	-100%
Employee Benefit contributions - Administrative	1,779	2,500	(721)	4,138	4,999	(861)	-17%
Office Expenses	1,496	1,392	104	2,312	2,783	(472)	-17%
Legal Expense	240	42	198	444	83	360	432%
Training & Travel	56	63	(8)	56	127	(71)	-56%
Other	179	243	(64)	372	487	(115)	-24%
<b>Total Operating - Administrative</b>	<b>16,213</b>	<b>19,245</b>	<b>(3,032)</b>	<b>34,274</b>	<b>38,490</b>	<b>(4,215)</b>	<b>-11%</b>
Tenant Services - Salaries	3,202	3,640	(438)	6,563	7,280	(717)	-10%
Employee Benefit Contributions - Tenant Services	1,078	1,166	(88)	2,177	2,331	(155)	-7%
Tenant Services - Other	2,076	1,478	598	2,240	2,957	(717)	-24%
<b>Total Tenant Services</b>	<b>6,355</b>	<b>6,284</b>	<b>71</b>	<b>10,980</b>	<b>12,568</b>	<b>(1,588)</b>	<b>-13%</b>
Water	1,698	1,499	199	2,798	2,998	(200)	-7%
Electricity	9,678	8,836	841	17,656	17,673	(17)	0%
Gas	866	551	315	1,832	1,103	730	66%
Sewer	1,169	974	194	2,368	1,949	419	21%
<b>Total Utilities</b>	<b>\$ 13,411</b>	<b>\$ 11,861</b>	<b>\$ 1,550</b>	<b>\$ 24,654</b>	<b>\$ 23,722</b>	<b>\$ 932</b>	<b>4%</b>

**Oak Towers Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	\$ 8,214	\$ 8,114	\$ 101	\$ 15,176	\$ 16,228	\$ (1,051)	-6%
Maintenance - Materials & Other	3,415	2,713	702	5,931	5,427	504	9%
Maintenance and Operations Contracts	8,641	7,676	965	12,641	15,352	(2,711)	-18%
Employee Benefit Contributions - Maintenance	2,345	2,642	(297)	3,885	5,285	(1,400)	-26%
<b>Total Maintenance</b>	<b>22,616</b>	<b>21,145</b>	<b>1,470</b>	<b>37,633</b>	<b>42,291</b>	<b>(4,658)</b>	<b>-11%</b>
Property Insurance	2,945	2,687	258	5,890	5,374	516	10%
Workmen's Compensation	312	385	(72)	642	770	(128)	-17%
All Other Insurance	71	68	3	142	136	6	4%
<b>Total Insurance Premiums</b>	<b>3,328</b>	<b>3,140</b>	<b>188</b>	<b>6,674</b>	<b>6,280</b>	<b>394</b>	<b>6%</b>
Other General Expenses	181	-	181	545	-	545	
Taxes	2,359	2,359	-	4,718	4,718	-	0%
Bad debt - Tenant Rents	(30)	295	(325)	(60)	589	(649)	-110%
<b>Total Other General Expenses</b>	<b>2,510</b>	<b>2,653</b>	<b>(144)</b>	<b>5,202</b>	<b>5,307</b>	<b>(105)</b>	<b>-2%</b>
Interest of Mortgage (or Bonds) Payable	5,294	5,701	(406)	11,171	11,401	(230)	-2%
Interest on Notes Payable (Seller Financing)	9,215	9,215	(0)	18,430	18,431	(0)	0%
Amortization of Loan Costs	1,568	1,568	-	3,136	3,136	-	0%
<b>Total Interest Expense and Amortization Cost</b>	<b>16,078</b>	<b>16,484</b>	<b>(406)</b>	<b>32,737</b>	<b>32,968</b>	<b>(230)</b>	
<b>Total Operating Expenses</b>	<b>\$ 80,510</b>	<b>\$ 80,813</b>	<b>\$ (302)</b>	<b>\$ 152,154</b>	<b>\$ 161,625</b>	<b>\$ (9,471)</b>	<b>-6%</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ 6,472</b>	<b>\$ 7,766</b>	<b>\$ (1,294)</b>	<b>\$ 22,333</b>	<b>\$ 15,532</b>	<b>\$ 6,801</b>	<b>44%</b>
Extraordinary Maintenance	2,817	-	2,817	2,817	-	2,817	
Depreciation Expense	40,528	40,591	(63)	81,056	81,182	(126)	0%
<b>Total Expenses</b>	<b>\$ 123,856</b>	<b>\$ 121,403</b>	<b>\$ 2,453</b>	<b>\$ 236,028</b>	<b>\$ 242,807</b>	<b>\$ (6,779)</b>	<b>-3%</b>
<b>Net Gain (Loss)</b>	<b>\$ (36,873)</b>	<b>\$ (32,825)</b>	<b>\$ (4,049)</b>	<b>\$ (61,540)</b>	<b>\$ (65,649)</b>	<b>\$ 4,109</b>	<b>-6%</b>

**Mid-Missouri Veterans Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	\$ 7,722	\$ 7,638	\$ 85	\$ 15,787	\$ 15,275	\$ 512	3%
Rental Subsidies	8,403	8,750	(347)	16,463	17,500	(1,037)	-6%
Vacancy Loss	(91)	(328)	237	(195)	(656)	461	-70%
Net Rental Revenue	<b>16,034</b>	<b>16,060</b>	<b>(26)</b>	<b>32,055</b>	<b>32,119</b>	<b>(64)</b>	<b>0%</b>
Tenant Revenue - Other	176	90	86	176	180	(4)	-2%
<b>Total Tenant Revenue</b>	<b>16,210</b>	<b>16,150</b>	<b>60</b>	<b>32,231</b>	<b>32,299</b>	<b>(68)</b>	<b>0%</b>
Investment Income - Unrestricted	141	38	104	283	76	208	275%
Other Revenue	171	287	(116)	302	574	(272)	-47%
<b>Total Revenue</b>	<b>\$ 16,522</b>	<b>\$ 16,474</b>	<b>\$ 48</b>	<b>\$ 32,816</b>	<b>\$ 32,949</b>	<b>\$ (133)</b>	<b>0%</b>
Administrative Salaries	1,146	948	198	2,424	1,896	528	28%
Auditing Fees	708	688	21	1,417	1,375	42	3%
Property Management Fee	819	822	(3)	1,627	1,644	(17)	-1%
Asset Management Fees	1,011	1,011	-	2,023	2,023	-	0%
Employee Benefit contributions - Administrative	259	324	(65)	572	649	(77)	-12%
Office Expenses	354	328	25	633	657	(23)	-4%
Legal Expense	-	17	(17)	-	33	(33)	-100%
Training & Travel	11	15	(4)	11	30	(18)	-63%
Other	35	47	(12)	117	94	23	25%
<b>Total Operating - Administrative</b>	<b>4,344</b>	<b>4,204</b>	<b>140</b>	<b>8,824</b>	<b>8,408</b>	<b>416</b>	<b>5%</b>
Water	184	210	(26)	319	420	(101)	-24%
Electricity	770	999	(229)	1,619	1,998	(380)	-19%
Gas	1,000	364	636	1,905	728	1,177	162%
Sewer	137	159	(23)	333	319	14	4%
<b>Total Utilities</b>	<b>\$ 2,090</b>	<b>\$ 1,732</b>	<b>\$ 357</b>	<b>\$ 4,176</b>	<b>\$ 3,465</b>	<b>\$ 711</b>	<b>21%</b>

**Mid-Missouri Veterans Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	\$ 937	\$ 956	\$ (20)	\$ 1,943	\$ 1,913	\$ 30	2%
Maintenance - Materials & Other	371	596	(224)	715	1,192	(477)	-40%
Maintenance and Operations Contracts	1,653	1,109	544	2,304	2,219	85	4%
Employee Benefit Contributions - Maintenance	348	352	(4)	706	705	1	0%
<b>Total Maintenance</b>	<b>3,310</b>	<b>3,014</b>	<b>296</b>	<b>5,668</b>	<b>6,028</b>	<b>(360)</b>	<b>-6%</b>
<b>Total Protective Services</b>	<b>563</b>	<b>633</b>	<b>(70)</b>	<b>1,151</b>	<b>1,265</b>	<b>(114)</b>	<b>-9%</b>
<b>Total Insurance Premiums</b>	<b>1,017</b>	<b>920</b>	<b>97</b>	<b>2,038</b>	<b>1,840</b>	<b>198</b>	<b>11%</b>
Other General Expenses	28	-	28	54	-	54	
Taxes	598	598	-	1,197	1,197	-	0%
Bad debt - Tenant Rents	-	153	(153)	-	307	(307)	-100%
<b>Total Other General Expenses</b>	<b>627</b>	<b>752</b>	<b>(125)</b>	<b>1,251</b>	<b>1,504</b>	<b>(253)</b>	<b>-17%</b>
Interest of Mortgage (or Bonds) Payable	676	727	(50)	1,428	1,454	(26)	-2%
Amortization of Loan Costs	681	681	(0)	1,361	1,361	(0)	0%
<b>Total Interest Expense and Amortization Cost</b>	<b>1,357</b>	<b>1,408</b>	<b>(50)</b>	<b>2,789</b>	<b>2,815</b>	<b>(26)</b>	<b>-1%</b>
<b>Total Operating Expenses</b>	<b>\$ 13,307</b>	<b>\$ 12,662</b>	<b>\$ 645</b>	<b>\$ 25,896</b>	<b>\$ 25,325</b>	<b>\$ 571</b>	<b>2%</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ 3,215</b>	<b>\$ 3,812</b>	<b>\$ (597)</b>	<b>\$ 6,920</b>	<b>\$ 7,624</b>	<b>\$ (704)</b>	<b>-9%</b>
Extraordinary Maintenance	-	-	-	-	-	-	
Depreciation Expense	10,277	10,277	0	20,554	20,554	0	0%
<b>Total Expenses</b>	<b>\$ 23,584</b>	<b>\$ 22,939</b>	<b>\$ 645</b>	<b>\$ 46,450</b>	<b>\$ 45,879</b>	<b>\$ 571</b>	<b>1%</b>
<b>Net Gain (Loss)</b>	<b>\$ (7,062)</b>	<b>\$ (6,465)</b>	<b>\$ (597)</b>	<b>\$ (13,634)</b>	<b>\$ (12,930)</b>	<b>\$ (704)</b>	<b>5%</b>

**Bryant Walkway Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	\$ 9,365	\$ 9,746	\$ (382)	\$ 17,633	\$ 19,493	\$ (1,860)	-10%
Rental Subsidies	20,971	20,520	451	43,039	41,040	1,999	5%
Vacancy Loss	(661)	(908)	247	(1,654)	(1,816)	162	-9%
Net Rental Revenue	<b>29,675</b>	<b>29,358</b>	<b>317</b>	<b>59,018</b>	<b>58,717</b>	<b>301</b>	<b>1%</b>
Tenant Revenue - Other	-	186	(186)	151	372	(221)	-59%
<b>Total Tenant Revenue</b>	<b>29,675</b>	<b>29,544</b>	<b>131</b>	<b>59,169</b>	<b>59,089</b>	<b>80</b>	<b>0%</b>
Investment Income - Unrestricted	87	66	20	138	133	6	4%
Other Revenue	-	145	(145)	157	290	(133)	-46%
<b>Total Revenue</b>	<b>\$ 29,762</b>	<b>\$ 29,756</b>	<b>\$ 6</b>	<b>\$ 59,464</b>	<b>\$ 59,511</b>	<b>\$ (47)</b>	<b>0%</b>
Administrative Salaries	1,614	2,298	(684)	2,999	4,597	(1,598)	-35%
Auditing Fees	1,233	1,200	33	2,467	2,400	67	3%
Property Management Fee	1,790	1,781	9	3,560	3,563	(3)	0%
Asset Management Fees	704	704	-	1,407	1,407	-	0%
Advertising and Marketing	-	4	(4)	-	8	(8)	-100%
Employee Benefit contributions - Administrative	373	782	(408)	801	1,564	(763)	-49%
Office Expenses	607	455	152	854	910	(55)	-6%
Legal Expense	-	25	(25)	-	50	(50)	-100%
Training & Travel	26	58	(33)	26	117	(91)	-78%
Other	130	110	20	210	220	(10)	-4%
<b>Total Operating - Administrative</b>	<b>6,477</b>	<b>7,417</b>	<b>(940)</b>	<b>12,323</b>	<b>14,834</b>	<b>(2,511)</b>	<b>-17%</b>
<b>Total Tenant Services</b>	<b>1,073</b>	<b>1,259</b>	<b>(185)</b>	<b>2,172</b>	<b>2,517</b>	<b>(345)</b>	<b>-14%</b>
Water	853	968	(114)	1,720	1,935	(215)	-11%
Electricity	358	470	(112)	671	941	(270)	-29%
Gas	340	195	146	484	390	95	24%
Sewer	856	923	(67)	1,727	1,846	(119)	-6%
<b>Total Utilities</b>	<b>\$ 2,408</b>	<b>\$ 2,556</b>	<b>\$ (148)</b>	<b>\$ 4,602</b>	<b>\$ 5,111</b>	<b>\$ (510)</b>	<b>-10%</b>

**Bryant Walkway Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	\$ 2,609	\$ 2,715	\$ (106)	\$ 5,384	\$ 5,430	\$ (46)	-1%
Maintenance - Materials & Other	878	717	161	1,119	1,434	(315)	-22%
Maintenance and Operations Contracts	1,958	2,814	(856)	3,225	5,628	(2,403)	-43%
Employee Benefit Contributions - Maintenance	971	1,035	(63)	1,963	2,070	(107)	-5%
<b>Total Maintenance</b>	<b>6,417</b>	<b>7,281</b>	<b>(864)</b>	<b>11,691</b>	<b>14,562</b>	<b>(2,870)</b>	<b>-20%</b>
<b>Total Insurance Premiums</b>	<b>2,972</b>	<b>2,726</b>	<b>246</b>	<b>5,943</b>	<b>5,452</b>	<b>490</b>	<b>9%</b>
Other General Expenses	33	-	33	34	-	34	
Property Taxes	3,149	1,574	1,574	4,723	3,149	1,574	50%
Bad debt - Tenant Rents	-	127	(127)	-	254	(254)	-100%
<b>Total Other General Expenses</b>	<b>3,181</b>	<b>1,701</b>	<b>1,480</b>	<b>4,757</b>	<b>3,403</b>	<b>1,354</b>	<b>40%</b>
Interest of Mortgage (or Bonds) Payable	651	647	4	1,303	1,293	10	1%
Amortization of Loan Costs	526	526	0	1,053	1,053	0	0%
<b>Total Interest Expense and Amortization Cost</b>	<b>2,445</b>	<b>1,173</b>	<b>1,272</b>	<b>4,891</b>	<b>2,346</b>	<b>2,545</b>	<b>109%</b>
<b>Total Operating Expenses</b>	<b>\$ 24,973</b>	<b>\$ 24,113</b>	<b>\$ 860</b>	<b>\$ 46,379</b>	<b>\$ 48,226</b>	<b>\$ (1,846)</b>	<b>-4%</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ 4,789</b>	<b>\$ 5,643</b>	<b>\$ (854)</b>	<b>\$ 13,085</b>	<b>\$ 11,286</b>	<b>\$ 1,799</b>	<b>16%</b>
Extraordinary Maintenance	3,459	-	3,459	3,459	-	3,459	
Depreciation Expense	24,812	24,812	(0)	49,624	49,624	(0)	0%
<b>Total Expenses</b>	<b>\$ 53,244</b>	<b>\$ 48,925</b>	<b>\$ 4,319</b>	<b>\$ 99,462</b>	<b>\$ 97,849</b>	<b>\$ 1,613</b>	<b>2%</b>
<b>Net Gain (Loss)</b>	<b>\$ (23,482)</b>	<b>\$ (19,169)</b>	<b>\$ (4,313)</b>	<b>\$ (39,998)</b>	<b>\$ (38,338)</b>	<b>\$ (1,660)</b>	<b>4%</b>

**Bryant Walkway II Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	\$ 6,838	\$ 5,377	\$ 1,461	\$ 13,669	\$ 10,753	\$ 2,916	27%
Rental Subsidies	11,636	13,140	(1,504)	23,279	26,280	(3,001)	-11%
Vacancy Loss	(1,763)	(556)	(1,208)	(3,505)	(1,111)	(2,394)	215%
Net Rental Revenue	<b>16,711</b>	<b>17,961</b>	<b>(1,250)</b>	<b>33,443</b>	<b>35,922</b>	<b>(2,479)</b>	<b>-7%</b>
Tenant Revenue - Other	96	77	19	2,071	153	1,918	
<b>Total Tenant Revenue</b>	<b>16,807</b>	<b>18,038</b>	<b>(1,231)</b>	<b>35,514</b>	<b>36,076</b>	<b>(561)</b>	<b>-2%</b>
Investment Income - Unrestricted	93	60	33	170	121	49	40%
Other Revenue	-	42	(42)	-	83	(83)	-100%
<b>Total Revenue</b>	<b>\$ 16,900</b>	<b>\$ 18,140</b>	<b>\$ (1,240)</b>	<b>\$ 35,684</b>	<b>\$ 36,280</b>	<b>\$ (596)</b>	<b>-2%</b>
Administrative Salaries	1,015	1,438	(422)	1,881	2,876	(995)	-35%
Auditing Fees	1,233	1,200	33	2,467	2,400	67	0%
Property Management Fee	1,008	1,085	(76)	2,131	2,170	(39)	-2%
Asset Management Fees	704	704	-	1,407	1,407	-	0%
Advertising and Marketing	-	4	(4)	-	8	(8)	-100%
Employee Benefit contributions - Administrative	225	491	(265)	487	981	(494)	-50%
Office Expenses	285	228	57	419	456	(36)	-8%
Legal Expense	-	13	(13)	131	25	106	422%
Training & Travel	7	27	(20)	7	55	(48)	-87%
Other	107	44	63	264	88	176	199%
<b>Total Operating - Administrative</b>	<b>4,584</b>	<b>5,233</b>	<b>(648)</b>	<b>9,193</b>	<b>10,465</b>	<b>(1,272)</b>	<b>-12%</b>
<b>Total Tenant Services</b>	<b>650</b>	<b>772</b>	<b>(122)</b>	<b>1,316</b>	<b>1,545</b>	<b>(229)</b>	<b>-15%</b>
Water	469	633	(164)	948	1,267	(318)	-25%
Electricity	253	188	65	504	376	128	34%
Gas	328	54	274	569	107	461	430%
Sewer	557	610	(53)	1,138	1,219	(82)	-7%
<b>Total Utilities</b>	<b>\$ 1,607</b>	<b>\$ 1,485</b>	<b>\$ 122</b>	<b>\$ 3,159</b>	<b>\$ 2,969</b>	<b>\$ 189</b>	<b>6%</b>



**Bryant Walkway II Housing Development Group, LP**  
**Unaudited Revenue Expense Budget Comparison**

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	\$ 883	\$ 905	\$ (22)	\$ 1,822	\$ 1,810	\$ 12	1%
Maintenance - Materials & Other	303	538	(235)	759	1,075	(316)	-29%
Maintenance and Operations Contracts	1,188	1,536	(348)	1,962	3,072	(1,110)	-36%
Employee Benefit Contributions - Maintenance	341	345	(4)	689	690	(1)	0%
<b>Total Maintenance</b>	<b>2,715</b>	<b>3,324</b>	<b>(609)</b>	<b>5,233</b>	<b>6,648</b>	<b>(1,415)</b>	<b>-21%</b>
<b>Total Insurance Premiums</b>	<b>1,882</b>	<b>1,756</b>	<b>126</b>	<b>3,763</b>	<b>3,512</b>	<b>251</b>	<b>7%</b>
Other General Expenses	17	-	17	17	-	17	
Property Taxes	2,161	1,080	1,080	3,241	2,161	1,080	50%
Bad debt - Tenant Rents	-	72	(72)	-	144	(144)	-100%
<b>Total Other General Expenses</b>	<b>2,178</b>	<b>1,153</b>	<b>1,026</b>	<b>3,259</b>	<b>2,305</b>	<b>953</b>	<b>41%</b>
Interest on Notes Payable	2,676	2,676	0	5,351	5,351	0	0%
Amortization of Loan Costs	271	271	0	542	542	0	0%
<b>Total Interest Expense and Amortization Cost</b>	<b>2,946</b>	<b>2,946</b>	<b>0</b>	<b>5,893</b>	<b>5,893</b>	<b>0</b>	
<b>Total Operating Expenses</b>	<b>\$ 16,563</b>	<b>\$ 16,669</b>	<b>\$ (106)</b>	<b>\$ 31,815</b>	<b>\$ 33,337</b>	<b>\$ (1,522)</b>	<b>-5%</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ 337</b>	<b>\$ 1,471</b>	<b>\$ (1,135)</b>	<b>\$ 3,868</b>	<b>\$ 2,943</b>	<b>\$ 926</b>	<b>31%</b>
Extraordinary Maintenance	3,065	-	3,065	3,065	-	3,065	
Depreciation Expense	13,459	13,459	0	26,917	26,917	0	
<b>Total Expenses</b>	<b>\$ 33,087</b>	<b>\$ 30,127</b>	<b>\$ 2,959</b>	<b>\$ 61,798</b>	<b>\$ 60,254</b>	<b>\$ 1,543</b>	<b>3%</b>
<b>Net Gain (Loss)</b>	<b>\$ (16,187)</b>	<b>\$ (11,987)</b>	<b>\$ (4,200)</b>	<b>\$ (26,114)</b>	<b>\$ (23,975)</b>	<b>\$ (2,139)</b>	<b>9%</b>

**Columbia Housing Authority**  
**Administration Revenue and Expense Summary**

	Total Adminstration	Year to Date Budget	Budget Variance	
Management Fee	\$ 50,782	\$ 55,758	\$ (4,976)	-9%
Asset Management Fee	2,400	2,400	-	0%
Book Keeping Fee	26,498	26,736	(239)	-1%
<b>Fee Revenue</b>	<b>79,679</b>	<b>84,894</b>	<b>\$ (5,215)</b>	<b>-6%</b>
Interest Income	2,053	1,828	226	12%
Investment Income	136,129	127,840	8,289	6%
Other Revenue	63,031	63,191	(160)	0%
<b>Total Revenue</b>	<b>\$ 280,893</b>	<b>\$ 277,752</b>	<b>\$ 3,140</b>	<b>1%</b>
Administrative Salaries	144,368	135,809	8,559	6%
Auditing Fees	2,135	1,500	635	42%
Advertising and Marketing	-	171	(171)	-100%
Employee Benefits - Admin.	34,015	35,220	(1,205)	-3%
Office Expenses	21,856	17,353	4,503	26%
Legal Expense	3,175	333	2,842	852%
Training & Travel	3,094	1,000	2,094	209%
Other	2,299	3,205	(906)	-28%
<b>Total Operating - Administration</b>	<b>210,942</b>	<b>194,591</b>	<b>16,351</b>	<b>8%</b>
Water	62	160	(98)	-61%
Electricity	695	600	95	16%
Gas	539	200	339	170%
Sewer	58	32	26	82%
<b>Total Utilities</b>	<b>1,355</b>	<b>992</b>	<b>363</b>	<b>37%</b>
<b>Total Maintenance</b>	<b>2,885</b>	<b>1,565</b>	<b>1,320</b>	<b>84%</b>
<b>Total Insurance Premiums</b>	<b>5,873</b>	<b>5,825</b>	<b>48</b>	<b>1%</b>
<b>Total Other Expenses</b>	<b>12,495</b>	<b>12,250</b>	<b>245</b>	<b>2%</b>
Interest of Bonds Payable	52,504	52,504	-	0%
Interest on Notes Payable	3,797	3,797	-	0%
<b>Total Interest/Amortization</b>	<b>56,301</b>	<b>56,301</b>	<b>-</b>	<b>0%</b>
<b>Total Operating Expenses</b>	<b>\$ 289,851</b>	<b>\$ 271,525</b>	<b>\$ 18,326</b>	<b>7%</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ (8,958)</b>	<b>\$ 6,228</b>	<b>\$ (15,186)</b>	<b>-244%</b>
Depreciation Expense	4,493	1,187	3,306	279%
<b>Total Expenses</b>	<b>\$ 296,112</b>	<b>\$ 272,711</b>	<b>\$ 23,401</b>	<b>9%</b>
<b>Net Gain (Loss)</b>	<b>\$ (15,219)</b>	<b>\$ 5,041</b>	<b>\$ (20,260)</b>	<b>-402%</b>

**Columbia Housing Authority**  
**Entity Wide Revenue and Expense Summary**

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	Mainstream Vouchers	Emergency Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Community Housing Trust	Affordable Housing General Partners	Affordable Housing Development	CHA Business Activities	CHA Central Office	Subtotal	ELIM	Total
Tenant Rental Revenue	\$ 55,932	\$ 308,707	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,538	\$ 2,460	\$ -	\$ -	\$ -	\$ -	\$ 371,637	\$ -	\$ 371,637
Rental Subsidies	-	406,349	-	-	-	-	-	-	-	-	-	-	-	-	406,349	(406,349)	-
Vacancy Loss	(7,096)	(29,462)	-	-	-	-	-	-	-	-	-	-	-	-	(36,558)	-	(36,558)
Net Rental Revenue	48,836	685,594	-	-	-	-	-	-	4,538	2,460	-	-	-	-	741,429	(406,349)	335,079
Tenant Revenue - Other	-	3,846	-	-	-	-	-	-	-	-	-	-	-	-	3,846	-	3,846
<b>Total Tenant Revenue</b>	<b>48,836</b>	<b>689,440</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,538</b>	<b>2,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>745,275</b>	<b>(406,349)</b>	<b>338,925</b>
HUD PHA Operating Grants	72,981	-	1,613,527	17,796	4,611	49,775	-	29,202	-	-	-	-	-	-	1,787,892	-	1,787,892
HUD Voucher Admin Fees	-	-	179,272	-	-	-	-	-	-	-	-	-	-	-	179,272	-	179,272
Capital Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	50,782	50,782	(50,782)	-
Asset Management Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	2,400	2,400	(2,400)	-
Book Keeping Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	26,498	26,498	(26,498)	-
<b>Total Fee Revenue</b>	<b>72,981</b>	<b>-</b>	<b>1,792,799</b>	<b>17,796</b>	<b>4,611</b>	<b>49,775</b>	<b>-</b>	<b>29,202</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>79,679</b>	<b>2,046,843</b>	<b>(79,679)</b>	<b>1,967,164</b>
Other Government Grants	-	-	-	-	-	-	28,402	-	74,063	-	-	-	-	-	102,465	-	102,465
Interest Income	2,363	6,114	862	-	-	-	-	-	40	392	-	3,791	1,110	333	15,004	-	15,004
Investment Income	-	-	-	-	-	-	-	-	-	-	-	-	132,949	-	132,949	(132,949)	-
Fraud Recovery	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	4,444	22,401	1,448	-	-	-	-	-	8,570	2,450	-	-	61,921	1,110	102,344	(61,197)	41,147
Gain/Loss on Sale of Capital Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 128,624</b>	<b>\$ 717,955</b>	<b>\$ 1,795,109</b>	<b>\$ 17,796</b>	<b>\$ 4,611</b>	<b>\$ 49,775</b>	<b>\$ 28,402</b>	<b>\$ 29,202</b>	<b>\$ 87,211</b>	<b>\$ 5,302</b>	<b>\$ -</b>	<b>\$ 3,791</b>	<b>\$ 195,980</b>	<b>\$ 81,122</b>	<b>\$ 3,144,880</b>	<b>\$ (680,174)</b>	<b>\$ 2,464,705</b>
Administrative Salaries	5,286	45,809	49,711	30	451	408	160	-	12,390	-	-	8,444	80,691	55,233	258,614	-	258,614
Auditing Fees	753	13,041	6,644	-	-	-	-	-	696	17	-	-	738	1,397	23,286	-	23,286
Management Fee	11,148	41,420	39,540	-	96	-	-	-	250	134	-	-	-	-	92,586	(92,586)	-
Bookkeeping/LIHTC Asset Mgmt	1,725	11,068	24,713	-	60	-	-	-	-	-	-	-	-	-	37,566	(26,498)	11,068
Advertising and Marketing	-	-	-	-	-	-	-	-	59	-	-	-	-	-	59	-	59
Employee Benefits - Admin.	1,496	12,596	18,205	4	62	139	22	-	1,668	-	-	3,362	17,658	12,996	68,207	-	68,207
Office Expenses	2,035	10,708	11,058	-	279	180	-	-	369	1,363	-	471	9,917	11,468	47,846	-	47,846
Legal Expense	-	1,774	-	-	-	-	-	-	-	-	-	-	1,588	1,588	4,949	-	4,949
Training & Travel	-	235	8,275	-	-	-	-	-	94	-	-	-	1,167	1,927	11,698	-	11,698
Other	495	2,981	9,326	-	-	152	-	203	(553)	23	217	64	933	1,301	15,143	-	15,143
<b>Total Operating - Admin.</b>	<b>22,934</b>	<b>139,632</b>	<b>167,472</b>	<b>34</b>	<b>947</b>	<b>879</b>	<b>182</b>	<b>573</b>	<b>15,968</b>	<b>174</b>	<b>217</b>	<b>12,341</b>	<b>112,692</b>	<b>85,910</b>	<b>559,954</b>	<b>(119,083)</b>	<b>440,870</b>
Asset Management Fee	2,400	-	-	-	-	-	-	-	-	-	-	-	-	-	2,400	(2,400)	-
Tenant Services - Salaries	774	15,910	-	-	-	-	-	21,930	48,828	-	-	-	-	-	87,441	-	87,441
Employee Benefit - Tenant Serv.	59	5,221	-	-	-	-	-	6,283	14,092	-	-	-	-	-	25,656	-	25,656
Tenant Services - Other	-	14,109	70	-	3,327	-	-	-	21,680	-	-	-	-	-	39,185	-	39,185
<b>Total Tenant Services</b>	<b>833</b>	<b>35,240</b>	<b>70</b>	<b>-</b>	<b>3,327</b>	<b>-</b>	<b>-</b>	<b>28,213</b>	<b>84,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>152,282</b>	<b>-</b>	<b>152,282</b>
Water	5,145	19,008	93	-	-	-	-	-	-	-	-	-	31	31	24,308	-	24,308
Electricity	2,728	46,132	1,043	-	-	-	-	-	-	-	-	-	348	348	50,598	-	50,598
Gas	2,964	9,853	809	-	-	-	-	-	-	-	-	-	270	270	14,165	-	14,165
Sewer	5,471	16,683	87	-	-	-	-	-	-	-	-	-	29	29	22,300	-	22,300
<b>Total Utilities</b>	<b>16,309</b>	<b>91,676</b>	<b>2,032</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>677</b>	<b>677</b>	<b>111,371</b>	<b>-</b>	<b>111,371</b>

**Columbia Housing Authority  
Entity Wide Revenue and Expense Summary**

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	Mainstream Vouchers	Emergency Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Community Housing Trust	Affordable Housing General Partners	Affordable Housing Development	CHA Business Activities	CHA Central Office	Subtotal	ELIM	Total
Maintenance - Labor	31,530	56,320	-	-	-	-	-	-	-	-	-	-	-	-	87,850	-	87,850
Maintenance - Materials	9,402	28,224	-	-	-	-	-	-	100	-	188	-	38	160	38,112	-	38,112
Maintenance Contracts	9,517	42,442	2,711	-	-	-	-	-	5,701	225	786	-	865	1,821	64,068	(6,977)	57,091
Employee Benefits - Maint.	9,361	18,092	-	-	-	-	-	-	-	-	-	-	-	-	27,453	-	27,453
<b>Total Maintenance</b>	<b>59,810</b>	<b>145,077</b>	<b>2,711</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,801</b>	<b>225</b>	<b>974</b>	<b>-</b>	<b>904</b>	<b>1,981</b>	<b>217,482</b>	<b>(6,977)</b>	<b>210,506</b>
Protective Services - Labor	4,388	927	-	-	-	-	-	-	-	-	21,940	-	-	-	27,255	-	27,255
Protective Services - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Benefit Contributions	1,065	225	-	-	-	-	-	-	-	-	5,323	-	-	-	6,612	-	6,612
<b>Total Protective Services</b>	<b>5,453</b>	<b>1,151</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,263</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,867</b>	<b>-</b>	<b>33,867</b>
Property Insurance	7,083	37,878	-	-	-	-	-	-	301	34	-	-	58	58	45,414	-	45,414
Liability Insurance	932	-	1,052	-	-	-	-	-	693	14	-	-	-	22	2,713	-	2,713
Workmen's Compensation	798	2,260	945	1	9	8	3	417	1,163	-	417	193	1,511	1,049	8,772	-	8,772
All Other Insurance	582	740	-	-	-	-	-	-	545	-	143	44	2,892	44	4,990	-	4,990
<b>Total Insurance Premiums</b>	<b>9,394</b>	<b>40,878</b>	<b>1,996</b>	<b>1</b>	<b>9</b>	<b>8</b>	<b>3</b>	<b>417</b>	<b>2,702</b>	<b>48</b>	<b>560</b>	<b>237</b>	<b>4,461</b>	<b>1,175</b>	<b>61,888</b>	<b>-</b>	<b>61,888</b>
Other General Expenses	519	2,111	1,435	-	-	-	-	-	-	-	-	-	12,416	79	16,561	(12,416)	4,145
Payments in Lieu of Taxes	2,498	31,612	-	-	-	-	-	-	454	246	-	-	-	-	34,810	-	34,810
Bad debt - Tenant Rents	(150)	(60)	-	-	-	-	-	-	-	-	-	-	-	-	(210)	-	(210)
<b>Total Other Expenses</b>	<b>2,867</b>	<b>33,664</b>	<b>1,435</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>454</b>	<b>246</b>	<b>-</b>	<b>-</b>	<b>12,416</b>	<b>79</b>	<b>51,161</b>	<b>(12,416)</b>	<b>38,745</b>
Interest of Mortgage Payable	-	53,807	-	-	-	-	-	-	-	-	797	-	52,504	-	107,108	-	107,108
Interest on Notes Payable	710	81,678	-	-	-	-	-	-	-	-	-	-	3,797	-	86,184	-	86,184
Amortization of Loan Costs	-	13,967	-	-	-	-	-	-	-	-	-	-	-	-	13,967	-	13,967
<b>Total Interest/Amortization</b>	<b>710</b>	<b>149,452</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>797</b>	<b>-</b>	<b>56,301</b>	<b>-</b>	<b>207,259</b>	<b>(132,949)</b>	<b>74,310</b>
<b>Total Operating Expenses</b>	<b>\$ 120,709</b>	<b>\$ 636,770</b>	<b>\$ 175,716</b>	<b>\$ 35</b>	<b>\$ 4,282</b>	<b>\$ 887</b>	<b>\$ 185</b>	<b>\$ 29,202</b>	<b>\$ 109,525</b>	<b>\$ 693</b>	<b>\$ 29,810</b>	<b>\$ 12,578</b>	<b>\$ 187,451</b>	<b>\$ 89,822</b>	<b>\$ 1,397,665</b>	<b>\$ (273,825)</b>	<b>\$ 1,123,840</b>
<b>Excess of Operating Revenue over Operating Expenses</b>	<b>\$ 7,915</b>	<b>\$ 81,185</b>	<b>\$ 1,619,393</b>	<b>\$ 17,762</b>	<b>\$ 329</b>	<b>\$ 48,888</b>	<b>\$ 28,217</b>	<b>\$ -</b>	<b>\$ (22,314)</b>	<b>\$ 4,609</b>	<b>\$ (29,810)</b>	<b>\$ (8,787)</b>	<b>\$ 8,529</b>	<b>\$ (8,700)</b>	<b>\$ 1,747,215</b>	<b>\$ (406,349)</b>	<b>\$ 1,340,865</b>
Extraordinary Maintenance	-	14,604	-	-	-	-	-	-	-	-	-	-	-	-	14,604	-	14,604
Housing Assistance Payments	-	-	1,627,403	15,910	5,334	48,888	28,217	-	-	-	-	-	-	-	1,725,753	(406,349)	1,319,403
Depreciation Expense	27,278	347,207	3,402	-	-	-	-	43	2,902	568	-	-	4,444	49	385,893	-	385,893
<b>Total Expenses</b>	<b>\$ 147,987</b>	<b>\$ 998,581</b>	<b>\$ 1,806,521</b>	<b>\$ 15,945</b>	<b>\$ 9,617</b>	<b>\$ 49,775</b>	<b>\$ 28,402</b>	<b>\$ 29,245</b>	<b>\$ 112,427</b>	<b>\$ 1,261</b>	<b>\$ 29,810</b>	<b>\$ 12,578</b>	<b>\$ 191,895</b>	<b>\$ 91,639</b>	<b>\$ 3,525,683</b>	<b>\$ (680,174)</b>	<b>2,845,509</b>
<b>Net Gain (Loss)</b>	<b>\$ (19,363)</b>	<b>\$ (280,626)</b>	<b>\$ (11,413)</b>	<b>\$ 1,852</b>	<b>\$ (5,005)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (43)</b>	<b>\$ (25,216)</b>	<b>\$ 4,041</b>	<b>\$ (29,810)</b>	<b>\$ (8,787)</b>	<b>\$ 4,085</b>	<b>\$ (10,517)</b>	<b>\$ (380,803)</b>	<b>\$ -</b>	<b>\$ (380,803)</b>





# Housing Authority of the City of Columbia, Missouri

201 Switzler Street, Columbia, Missouri 65203

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Department Source: CEO

To: CHA Board of Commissioners

From: CEO & Staff

CHA Board of Commissioners Meeting Date: April 13, 2022

Re: Current event items related to the Columbia Housing Authority.

## Executive Summary

This memo provides a summary of current events related to the Columbia Housing Authority.

## Discussion

- March 30, 2022: CHA CEO met with City of Columbia, 6<sup>th</sup> Ward Council Member, Betsy Peters and discussed Homelessness Planning, Park Avenue Planning and Columbia Community Land Trust partnership.
- April 1, 2022: CHA CEO met with City of Columbia, 2<sup>nd</sup> Ward Council Member, Betsy Peters and discusses Homelessness Planning, Park Avenue Planning and Columbia Community Land Trust partnership.
- April 5, 2022: CHA CEO met with Presiding Commissioner Dan Atwill and provided a tour of CHA properties.
- April 6, 2022: Columbia Community Land Trust (CCLT) regular scheduled
- April 7, 2022: CHA staff hosted a Park Avenue Resident Engagement meeting pertaining to the renovation of Park Avenue properties.
- April 7, 2022: CHA CEO participated in a Roundtable Discussion with the St. Louis Federal Reserve Bank President and other local partners. CHA CEO and the City of Columbia Housing Programs Manager provided a tour of the Cullimore Cottages Affordable Housing site.
- April 13, 2022: Homeless Service Provider Info Session, 8am to 11am.
- April 13, 2022: CHA all supervisors training: Performance Reviews, FMLA and HR items.
- April 19, 2022: Human Rights Commission presentation, 5:30pm to 6pm. Randy and Tawanda
- April 28, 2022: Homelessness Planning Public Engagement Event
- May 11, 2022: CHA Board of Commissioners Meeting.
- Need to discuss/determine CHA Board of Commissioners schedule from June through December 31, 2022.

## Suggested Commission Action

Review the memo and provide any considerations for current events.





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Department Source: CEO

To: CHA Board of Commissioners

From: CEO & Staff

CHA Board of Commissioners Meeting Date: April 13, 2022

Re: CHA Board of Commissioners FY 2022 Planning Retreat Agenda Topics Summary

## Executive Summary

The CHA Board of Commissioners will be conducting its annual planning retreat on April 13, 2022. The planning retreat will serve as an opportunity for the CHA Board and staff to consider long term plans and activities to further the strategic direction of CHA for the remainder of 2022 and into 2023. The planning retreat agenda items include topics of high priority and will also include presentations of information from a variety of CHA staff. This memo provides a summary of each planning retreat topic.

## Discussion

### **Retreat Overview and Strategic Priorities**

The CHA CEO will provide an overview of the retreat agenda topics and CHA's strategic priorities identified within its current Annual and 5-Year PHA Plan. Retreat topics include CHA Affordable Housing Development, 2021 CHA Owned Property Cash Flow Calculations and LIHTC Property Financial Audits, Section 8 Two-Year Tool Projections, Resident Advisory Board Update, CHA IT and Security Updates, Family Self-Sufficiency Program, Moving Ahead Program, CHA Compensation and Pay Grade Overview.

CHA's current 5-Year Strategic Plan Goals are as follows:

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





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6. *Promote organizational policies to increase efficiency and capacity of CHA operations.*

## **CHA Affordable Housing Development**

### *Kinney Point*

CHA staff and its Developer Consultant, Fulson Housing Group are working to formulate and complete LIHTC application materials for CHA's Kinney Point Affordable Housing Development. CHA's application to the Missouri Housing Development Commission (MHDC) is approximately 80% complete. CHA staff estimates the application will be complete and ready for submission prior in June 2022. There are two significant items requiring an extended amount of time to complete prior to application submission. These items include completion of the market study, as well as amending the PHA Plan to include the conversion of Housing Choice Vouchers (HCV) to Project Based Vouchers (PBV) to allocate to the Kinney Point project. HUD regulations allow PHA's to noncompetitively award PBV's to projects that have been competitively awarded resources at the local or state level including HOME, local funding, LIHTC, or other competitive sources for affordable housing development within the past 3-years. CHA is utilizing our local HOME ARP competitive funding award process to amend its PHA Plan and award PBV to the project.

Amending the PHA plan requires a 45 day notice, a Resident Advisory Board Meeting and a public hearing of the CHA Board of Commissioners. CHA staff estimates the following timeline:

April 13, 2022: PHA Plan Amendment Notification

April 28, 2022: Resident Advisory Board (RAB) Meeting

May 2, 2022: Zoning Amendment Submission

May 11, 2022: CHA Board of Commissioners Meeting Public Hearing

June 2022: CHA Board of Commissioners Meeting Approval of PHA Plan and Submission of LIHTC Application

June 2022: Submission of LIHTC Application to MHDC-tentative

June 9, 2022: Planning & Zoning Commission Meeting

July 5, 2022: City Council Introduction and First Reading

July 18, 2022: City Council Public Hearing and Final Consideration

### *Park Avenue*

CHA staff held a Park Avenue Resident Engagement event on April 7, 2022. Over 30 residents attended the BBQ and informational event. There was significant interaction and positive conversation between CHA residents, staff and CHA's Developer Consultant. CHA staff also conducted door-to-door and one-on-one conversation with CHA leading up to the event and will continue these efforts. Common themes expressed by CHA residents



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included a desire to maintain the residential feel of Park Avenue, the desire to continue to live downtown, as well as the need for new construction, energy efficiency and accessibility improvements. CHA staff will present a more comprehensive review of survey data and comments at the April 13, 2022 planning retreat. CHA is also hosting a community wide public engagement event pertaining to Park Avenue the evening of April 11, 2022. CHA staff will provide preliminary results of the feedback at the April 13, 2022 planning retreat as well.

## **2021 CHA Owned Property Cash Flow Calculations and LIHTC Property Financial Audits**

All CHA owned LIHTC properties has positive cash flow in FY 2021. Bear Creek in particular experienced significant cash flow resulting in CHA accessing additional deferred developer fee. CHA's audit firm also completed annual audits of CHA's LIHTC properties for FY 2021. The results of the annual LIHTC audits included clean audits of all CHA LIHTC properties. CHA finance staff will be providing additional detailed explanations of cash flow distributions to the CHA Board of Commissioners at the April 13, 2022 board retreat.

## **Section 8 & 2-Year Tool**

HUD estimates Section 8 funding allocations and potential recapture by assessing PHA performance through a 2-year tool. The 2-Year Tool provides performance and expenditure projections based upon successful lease up rates, current Housing Assistance Payments (HAP) and a variety of factors to determine current and long term performance of PHAs. CHA was behind in lease ups in 2021, however its HUD Field Office Representative has indicated CHA is no longer considered behind based upon recent and continued success in increasing lease up of Section 8 participants.

## **Resident Advisory Board Update (RAB)**

Supporting a Resident Advisory Board (RAB) is a HUD requirement to assist PHA's in ensuring meaningful resident engagement for informing PHA plans and policy. CHA currently maintains a 25 member RAB. The RAB provides the PHA and the residents with a forum for sharing information about the Agency's Annual Plan. Section 511 of the United States Housing Act and the regulations in 24 CFR part 903 require that PHAs establish one or more Resident Advisory Board(s) (RAB) as part of the PHA Plan process. RAB membership is intended to be comprised of individuals who reflect and represent the residents assisted by the PHA.

The role of the RAB is to assist the PHA in developing the PHA Plan and in making any significant amendment or modification to the Plan. The CHA RAB is in the process of formalizing Bylaws and defining a leadership structure. CHA staff is supporting this effort and is planning for formal Bylaws to be adopted in May of 2022. CHA staff will provide further



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updates on CHA RAB efforts at the April 13, 2022 planning retreat. A RAB informational packet is also included in the board agenda packet.

## **CHA IT and Security Updates**

CHA hired its first IT dedicated staff member in 2021. This has allowed for greater focus on IT related goals such as increasing IT security, decreasing service contract costs, first-level user support and troubleshooting, and streamlining processes. CHA staff has been working with its network provider to increase security including implementing active domain policies, staff security training and implementing multi-factor authentication.

CHA's IT Administrator has also been assisting with visioning how CHA may modernize some of its systems and public resources including CHA logo, website redesign, SMS texting services, and online application & services. CHA's IT Administrator will be available for presenting further information and answer additional questions at the April 13, 2022 board retreat.

## **Family Self-Sufficiency Program (FSS)**

The Family Self-Sufficiency Program is a HUD program that provides incentives and support to help families living in assisted housing increase their earned income and reduce their dependence on public assistance programs. FSS promotes local strategies to connect HUD-assisted families with public and private resources that help them progress toward economic independence. CHA FSS staff will be in attendance at the board retreat to provide further details on the components of FSS, the escrow process, graduation requirements, program impact and future plans for FSS, including increasing homeownership opportunities.

CHA's current 5-Year PHA Plan includes reference to expanding homeownership opportunities under PHA Goal 2, which identifies a goal to expand the continuum of affordable housing services and partnerships with local organizations. The CHA CEO has received an informal commitment from a local anonymous donor to help fund the construction of an affordable home for an FSS graduate on CHA's 207 Lynn Street property. 207 Lynn is under the ownership of CHA's subordinate Columbia Community Housing Trust (CCHT) entity. The CHA CEO will provide further information at the April 13, 2022 board retreat.

## **Moving Ahead Program**

The CHA Board of Commissioners has identified CHA's Moving Ahead Program as an important priority for furthering the mission of CHA; therefore the CEO has provided time to review current activities, as well as opportunities to expand services provided by the Moving Ahead Program.



**Columbia**

**Housing Authority**

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The Moving Ahead Program is a high-quality, state-licensed, after-school and summer program ran through the J.W. "Blind" Boone Community Center that provides an effective mix of one-on-one tutoring, social-emotional learning, and interactive academically enriching activities for children in Kindergarten through 12th grade. The program currently offers family development events & courses, parent education classes, meals for all students, homework and tutoring assistance, a safe and fun environment, summer camp, weekly field trips, CPS learning pods during the pandemic and a Zen room for social and emotional learning.

The CHA completed an Administration Building expansion in late 2021. This expansion has provided the opportunity to consolidate staffing and increase programmatic facilities to serve CHA residents. The new CHA Administration Building expansion now houses Resident Services Department staff that was formerly located in the Blind Boone Community Facility and CHA's 207 Park Avenue housing unit. These staff relocations have furthered CHA's mission by opening up an additional housing unit to meet the increasing demand for affordable housing and by opening up space for the Moving Ahead Program to expand within the Blind Boone Community Facility. This expansion also allows for a more competitive 21<sup>st</sup> Century Grant Application, as expansion or enhancement of existing programs is critical to formulating a competitive application. Moving Ahead Program staff is planning to use this opportunity to expand its 7-12<sup>th</sup> grade Teen Center and newly developed College and Career Readiness Curriculum. Moving Ahead Program staff will be in attendance at the April 13, 2022 board retreat to provide further details.

## **CHA Compensation and Pay Grade Overview and Priorities**

CHA has experienced challenges associated with refilling certain frontline positions. These challenges have included obtaining a pool of qualified applicants for job postings, as well as responsiveness from potential candidates. CHA has also experienced requests for pay above posted pay rates from candidates that are considered to be acceptable for the position(s).

CHA posted 2 Maintenance positions, 1 accountant position, 1 Oak Tower Housing Manager position and 3 Healthy Homes Connections (HHC) positions from Feb through March. CHA staff experienced the following:

Number of Applicants.....:	156
Number of Applicants Not Qualified.....:	50
Number of Applicants Qualified.....:	106
Actual Interviews.....:	15
No Shows.....:	25
No Response.....:	39



**Columbia**

**Housing Authority**

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CHA staff understands these are similar challenges that other employers are experiencing, however CHA should consider measures to respond to these challenges. CHA staff plan to update a salary and wage study as a part of this process and consider both existing and potential new hires. The CHA CEO also recommends considering these challenges while planning for the 2023 annual budget and any planned cost of living adjustments.

## **Summary**

These agenda items summarize a majority of the conversation to be held at the April 13, 2022 CHA's Board of Commissioners Annual Planning Retreat. CHA staff anticipates the attendance of CHA's Developer Consultant, Matt Fulson, City Manager, De'Carlton Seewood, and 6<sup>th</sup> Ward Council Member, Betsy Peters.

### Suggested Commission Action

Review and consider the memo to inform the April 13, 2022 CHA Board Planning Retreat.

# Resident Advisory Board - PHA Plans

## Forming the Resident Advisory Board

### **What is required?**

The Resident Advisory Board (RAB) provides the PHA and the residents with a forum for sharing information about the Agency's Annual Plan. Section 511 of the United States Housing Act and the regulations in 24 CFR part 903 require that PHAs establish one or more Resident Advisory Board(s) (RAB) as part of the PHA Plan process. RAB membership is comprised of individuals who reflect and represent the residents assisted by the PHA. The role of the RAB is to assist the PHA in developing the PHA Plan and in making any significant amendment or modification to the Plan.

### **What is the role of the RAB?**

The main role of the RAB is to make recommendations in the development of the PHA Plan. In order to facilitate collaboration, PHAs should encourage the RAB's participation from the inception of the planning process. PHAs are also required to request input from the RAB for any significant amendment or modification to the PHA Plan.

### **When should the RAB be appointed?**

The RAB should be appointed well in advance of the date that the PHA Plan is due to HUD to ensure effective resident participation in the development of the plan.

### **Who can participate on the RAB?**

If a jurisdiction-wide resident council is in place that complies with tenant participation regulations at 24 CFR Part 964, the PHA must appoint this group or its representatives as the Resident Advisory Board. If the PHA does not have a jurisdiction-wide resident council, then it should appoint resident councils or their representatives to serve as one or more of the RABs. A PHA may require that the resident councils choose a limited number of representatives to serve as RAB members.

Where there are no resident councils that comply with the tenant participation regulations, then the PHA must appoint one or more RABs or board members as needed to adequately reflect and represent the residents assisted by the PHA. The PHA should give adequate notice of its intentions to the residents and encourage the residents to form resident councils that comply with the tenant participation regulations. PHAs have discretion in determining the method of appointment of RABs, as long as a PHA ensures that its RAB or RABs reflect and represent all the residents assisted by the PHA.

### **What about Section 8 recipients?**

Because Section 8 residents do not have resident councils, PHAs with a significant sized tenant based assistance program must ensure that Section 8 residents are adequately represented or that reasonable efforts are made to secure their participation in the RAB. A significant sized tenant based assistance program is one where at least 20 percent of the total PHA's households receive tenant-based assistance.

Section 8-only PHAs are not exempt from the RAB requirement and must also appoint one or more RABs that adequately represent the population served. Given that there are no resident councils that comply with the tenant-participation regulations under the tenant-based assistance program, Section 8-only PHAs have discretion in the RAB appointment process. Participation in a RAB is limited to residents that are assisted under federally assisted public housing and the Section 8 tenant-based program.

### **How many RABs are required?**

PHAs that do not have a jurisdiction-wide RC have discretion to determine the number of RABs that they may appoint. PHAs are required to institute at least one RAB; the number of RABs beyond that number will depend on the size and the complexity of the PHA or its developments. In deciding the number of RABs to be established, a PHA should consider how adequate representation of its entire resident population can be provided.

### **How does the PHA fix the term of service?**

There is no fixed term for membership on a RAB. A PHA has discretion to establish its own policy regarding the duration of the appointments. In determining the tenure to be adopted, PHAs may consider the number of RABs and the number of residents who volunteered to serve. Greater RAB participation may be realized by rotating residents' tenure.

### **What if the PHA cannot establish a RAB?**

If, after making all possible endeavors, a PHA is not successful in establishing a RAB, it may appoint all of the agency's assisted residents as members of the RAB. The PHA must notify all of its members that they have been appointed as members and inform them of their role and responsibilities regarding the development of the PHA Plan. The PHA must also provide residents with notification of meetings (at least 48 hours in advance) and provide copies of any materials for review.

## **Encouraging Participation in the RAB**

Residents who volunteer to be part of the RAB can be excellent partners to the PHA during the development of the PHA Plan. Although PHAs are expected to make a significant effort to ensure adequate resident representation in the Resident Advisory Boards, securing participation by residents during the planning process may pose a challenge for some PHAs.

### **How can a PHA encourage residents to take advantage of the RAB opportunity?**

Personal appeals are one strategy. Executive Directors may be more likely to get commitments from residents if they personally request their participation. Residents might also be hesitant to volunteer to work with a Resident Advisory Board if they do not really understand their role as a member of the RAB. The PHA provide adequate information to all residents regarding the RAB. The PHA should inform residents of the purpose and role of the RAB, as well as practical information such as the time commitment required. The PHA should make clear to residents and Section 8 participants that the partnership between the residents and the PHA is of benefit to both parties. The residents are provided with an opportunity to voice their concerns so that their needs are addressed and they can become involved in the planning process. The PHA also gains essential information from the residents about the improvements that need to be made at the agency's developments and residents' self-sufficiency needs. This information helps the PHA to set priorities for capital improvements and advises resident services programming.

## **PHA's Responsibility to the RAB**

### **What are the PHAs' Responsibilities?**

PHAs have the responsibility to ensure that the RAB can adequately serve its function including:

- PHAs must give the RABs sufficient time to review and make recommendations on the Plan. RABs will be able to contribute best if they are provided with adequate information regarding the PHA's programs and the policies included in the Five-Year and Annual PHA Plan.
- The PHAs should give RABs advance notice of meetings scheduled to discuss areas of the Plan (generally, at least 48 hours, or more depending on the meeting agenda).
- RABs should also be provided with any existing documents that would assist them to make productive recommendations during the working meetings.
- PHAs should provide the RABs with reasonable means to carry out their functions such as making available a meeting place for discussing programs with the residents. RABs should also have access to any other communication tools such as a telephone, writing material, or computers that may facilitate their contacts with other resident households or to obtain further information on the programs.

- *At what stage in the planning process must PHAs involve the RABs?*  
The role of the RABs is to assist and make recommendations regarding the development of the PHA Plan and any significant amendments or modifications to it. RABs should be involved in the planning process as soon as it is feasible and must be given sufficient time to fully participate in the process so that they can carry out their proper role and provide representation that is meaningful and relevant to the development of the Plan. The PHA and the RAB should develop a reasonable timetable to promote participation, including adequate notice of meetings. To facilitate productive meetings, PHAs may do preliminary work prior to involving the RABs, such as gathering and compiling data and materials to help residents participate in the process, including some initial recommendations. A PHA must consider the recommendations of the RABs and make revisions to drafts or to the Plan which it deems appropriate.

## **Public Notice and Comment Period Requirements**

The PHA governing body is required to convene a public hearing to discuss their Five-Year and/or Annual Plan and to prompt comments from the public regarding their proposed activities. PHAs must consider, in consultation with the RABs, all the comments received at the public hearing.

PHAs are required to carry out the following steps at least forty-five (45) days prior to the scheduled public hearing:

- Publish a notice indicating that a public hearing to present the Plan and further public comments will be held including time, date and location. The notice should also indicate where the Plan and pertaining documents will be available for their review. The documents should be maintained at an accessible place such as the PHA's central office.
- Conduct outreach activities to promote comprehensive participation in the public hearing.

Any significant amendment or modification to the plan is subject to the public hearing and RABs' assessment requirements.

## **Incorporating Comments into the Plan**

PHAs are required to consider the RAB's recommendations to the Plan but are not required to agree with them. The recommendations received must be submitted by the PHAs as a required attachment to the Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations. It is prudent for PHAs to acknowledge those recommendations that conform to the programs and the mission of the PHA. If the RABs do not provide recommendations to the Plan, the PHA must document that in the attached narrative.

## **Announcement of Membership of the RAB**

PHAs must provide an attachment to the PHA Plan listing the members of its Resident Advisory Board(s). If the number of participants is too large to reasonably list, then the attachment should include a list of the organizations represented on the RAB or other description sufficient to identify how members were chosen.

## **RAB Notification of Plan Process**

To ensure that the RAB is fully engaged in the full plan process, PHAs are required to promptly provide a copy of the HUD award letter (identifying formula share allocations for Capital Fund and Drug Elimination Programs), plan approval letter and at least one copy of the approved plan to each RAB.