

Housing Authority of St. Louis County  
Board of Commissioners  
Regular Meeting  
Tuesday, July 12, 2022  
12 pm

Housing Authority of St. Louis County  
8865 Natural Bridge  
St. Louis, MO 63031

Public may attend via zoom: <https://us06web.zoom.us/j/89872711222>  
Telephone: 312 626 6799  
Meeting ID: 898 7271 1222

Agenda Item	Individual	Action
1. Roll Call	Terri Acoff-States	Informational
2. Approval of Minutes Regular Meeting held June 14, 2022	Chairman	Motion Second Vote
3. Public Comments	Chairman	Informational
4. Executive Director's Report	Shannon Koenig	Informational
5. Financial Reports for period ending June 30, 2022	Mark O. Miles	Motion Second Vote
6. Other Business		
A. Public Housing Occupancy Report	Felecia Follins	Informational
B. Section Eight Management Assessment Report	Nicole O'Dell	Informational
7. Executive Session	Chairman	Motion Second Vote
Subject to an affirmative vote of the Board of Commissioners, an Executive Session may be held to discuss personnel issues, real estate, or litigation matters pursuant to RSMo Sections 610.021 to 610.022.		
8. Scheduling Next Meeting August 9, 2022	Chairman	Informational
9. Adjournment	Chairman	Motion Second Vote

HOUSING AUTHORITY OF ST. LOUIS COUNTY  
BOARD OF COMMISSIONERS MEETING  
TUESDAY, JUNE 14, 2022  
MEETING MINUTES

ATTENDANCE:

COMMISSIONERS:

David Nehrt-Flores, Vice Chairman  
Lora Gulley, Commissioner  
Joan Kelly Horn, Commissioner  
Reverend Gabrielle N.S. Kennedy, Commissioner

STAFF:

Shannon Koenig, Executive Director  
Terri Acoff-States, Executive Assistant  
Mike Chapman, Deputy Executive Director  
Mark O. Miles, Chief Financial Officer  
Joe Jacobson, General Counsel  
William Barry, Director, Maintenance and Facilities  
Felecia Follins, Director, Housing Administration  
Anna Holyan, Director, Strategic Initiatives  
Erin Fisher, Team Leader, Housing Choice Voucher Program  
Pete Wells, IT Business Analyst

PUBLIC:

Eric Crouch, Legal Services of Eastern Missouri  
Mita Biswas, Fee Fee Resident  
Alicia Moore

ABSENT:

Bishop Calvin Scott, Chairman  
LaToya Scott, Commissioner

Approval of Minutes of Regular Board Meeting held Tuesday, May 10, 2022:

Commissioner Joan Kelly Horn moved to approve the minutes of the regular board meeting held Tuesday, May 10, 2022, which motion was seconded by Commissioner Lora Gulley. Upon roll call the "Ayes" and "Nays" were as follows:

<u>AYES</u>	<u>NAYS</u>
Nehrt-Flores Gulley Kelly Horn G. Kennedy	None

The Vice Chairman declared the motion passed.

PUBLIC COMMENTS:

Ms. Koenig introduced Anna Holyan. She stated that Ms. Holyan is newly hired at the Housing Authority of St. Louis County as the Director of Strategic Initiatives. Ms. Koenig informed the board that Ms. Holyan will be leading initiatives across the organization to help reach their strategic goals. Ms. Koenig invited Ms. Holyan to introduce herself to the board.

Ms. Holyan greeted everyone and gave an overview of her background in performance management and process improvement. Ms. Holyan expressed her excitement with being a new member of the Housing Authority team and looks forward to working with everyone.

EXECUTIVE DIRECTOR'S REPORT:

Ms. Koenig greeted everyone and thanked them for attending the meeting. She updated the board on redevelopment in Wellston, stating she and staff are meeting weekly with the developers, lenders, and attorneys to work toward closing. The closing is scheduled for mid-to-late July.

Ms. Koenig informed the board that developer BCG Advantage attended a town hall in Wellston earlier this month to share up-to-date information about the project. She also stated the City of Wellston passed a resolution in favor of the County issuing bonds for the project.

Ms. Koenig updated the board on the authority's grant agreements with the City of Wellston and Legal Services of Eastern Missouri, informing them they are close to final. Ms. Koenig also stated the Authority, the City of Wellston and Legal Services are working with Equity Homes and Beyond Housing to provide home repairs to residents in Wellston.

Ms. Koenig thanked the Commissioners for their time and support participating in the strategic planning working sessions with Gateway CDFI consultants. She informed the board that a few major themes have emerged for these activities related to the Authority's mission, relationships, and roles in the community. A final report will be produced later this summer.

Ms. Koenig stated this month's status report reflects that the job analysis process has begun. She informed the board that this is the first step toward updating the job descriptions and integrating them with the performance management tools.

FINANCIAL REPORT:

A. Mr. Miles reviewed the Financial Reports for period ending May 31, 2022.

Commissioner Joan Kelly Horn moved to approve the May 31, 2022 Financial Reports as read and discussed which motion was seconded by Commissioner Lora Gulley. Upon roll call the "Ayes" and "Nays" were as follows:

<u>AYES</u>	<u>NAYS</u>
Nehrt-Flores Gulley Kelly Horn G. Kennedy	None

The Vice Chairman declared the motion passed.

OTHER BUSINESS:

A. Public Housing Occupancy Report:

Mr. Barry reviewed the Occupancy Report.

B. Section Eight Management Assessment Program Report:

Ms. Fisher reviewed the Section Eight Management Assessment Program Report.

EXECUTIVE SESSION:

An Executive Session was not held.

NEXT BOARD MEETING:

The next meeting is scheduled for Tuesday, July 12, 2022. Board has the option to attend in person or virtually.

ADJOURNMENT OF MEETING:

There being no further business to come before the Board, Commissioner Gabrielle Kennedy motioned to adjourn, and it was seconded by Commissioner Joan Kelly Horn. Upon roll call, "Ayes" and "Nays" were as follows:

<u>AYES</u>	<u>NAYS</u>
Nehrt-Flores Gulley Kelly Horn G. Kennedy	None

The Vice Chairman declared the motion passed.

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chairman

DRAFT

## Memorandum



**To:** Board of Commissioners, Housing Authority of St. Louis County

**From:** Shannon Koenig, Executive Director

**Date:** July 12, 2022

**Subject:** *Executive Director's Report*

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This memo provides an update on select Housing Authority activities.

**I. Annual Plan Assembly Underway**

A staff team led by Emily Smith, Director of Compliance and Training, is assembling the agency's annual plan, which is due to HUD in mid-October. The board will be required to hold a hearing for this plan, which will coincide with a board meeting later this year.

**II. Admissions and Continued Occupancy Policy Update**

Another staff team is revising the Authority's Admissions and Continued Occupancy Policy (ACOP). While federal statutes and regulations require public housing authorities (PHAs) to adopt certain governing and operating policies for the public housing program, HUD grants PHAs considerable discretion in establishing and implementing many policies. PHAs communicate those policies, rules, and requirements concerning their operations, programs, and services through the ACOP.

The ACOP is generally the principal document describing in detail the PHA's policies with respect to key topics such as eligibility, tenant selection, admissions preferences, waitlist procedures, rent determination, utilities, transfers, occupancy guidelines, grievance procedures, pet ownership, and the community service and self-sufficiency requirement. The ACOP is an important document for tenants, prospective tenants, community members, and HUD staff when inquiring about specific PHA policies.

This is the first update since 2010.

**III. Public Housing Management Transition Progressing**

Felecia Follins, Director of Housing Administration, and William Barry, Director of Maintenance and Facilities continue to transition to their new roles. Felecia is now supervising property managers and their assistants; William continues to directly supervise maintenance staff. Moving forward, one staff member will be responsible for building maintenance at the main building on Natural Bridge.

**IV. Strategy and Planning**

Attached to this memo is a report that includes key information about the agency and shows progress toward this year's objectives. Moving forward, this data will be presented quarterly by Anna Holyan, Director of Strategic Initiatives, along with updates on strategic activities.

**A. Attachment**

July Status Report



# Status Report

July 2022

## OUR MISSION

- > Provide decent, safe, and affordable housing
- > Ensure equal housing opportunity
- > Promote self-sufficiency
- > Improve the quality of life and economic vitality for low- and moderate-income families

## OUR VALUES

- Service
- Respect
- Integrity
- Excellence
- Collaboration

## 2022 CORE OBJECTIVES

- 1) Deliver services safely, effectively, and efficiently.
- 2) Ensure residents, landlords, and employees feel respected during interactions with HASLC.
- 3) Help our residents and families gain self-sufficiency through partnerships with other organizations in the community.
- 4) Expand access to desirable and affordable housing.

## OUR "WHY"

Because every person is worthy of a stable foundation that provides the opportunity to lead a healthy, secure, and productive life.

## STRATEGIC RECOMMENDATIONS

- Create a set of values ● ● ● Completed
- Hire a deputy executive director ● ● ● Completed
- Hire a full-time human resources director ● ● ● Completed
- Delegate budget authority ● ● ● Completed
- Update the phone system ● ● ● Completed
- Finalize objectives, key results ● ● ● Completed
- Designate a contracting officer ● ● ● Completed
- Create an external partnerships plan ● ● In progress
- Develop a comprehensive training program ● ● In progress
- Update job descriptions, integrate with PM ● ● In progress
- Update the website ● Up next
- Measure and improve customer satisfaction ● Up next
- Launch a board review process to ensure it is optimized to support HASLC objectives ● Up next

## KEY RESULTS

(Obj 1) High performer status with no compliance or audit findings *Baseline figures from most recent reporting*



- (Obj 2) Define satisfaction for residents, landlords & employees
- (Obj 2) Implement survey tools
- (Obj 3) Develop partnership strategy
- (Obj 4) Develop access strategy
- (Obj 4) Revise Admission and Continued Occupancy Policy

	Q1	Q2	Q3	Q4
(Obj 2) Define satisfaction for residents, landlords & employees	●	●	●	
(Obj 2) Implement survey tools	●	●	●	
(Obj 3) Develop partnership strategy	●	●	●	
(Obj 4) Develop access strategy	●	●	●	
(Obj 4) Revise Admission and Continued Occupancy Policy	●	●	●	



**To:** Board of Commissioners, Housing Authority of St Louis County

**From:** Mark O. Miles, Chief Financial Officer

**Date:** July 12, 2022

**Subject:** *Financial Summary*

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This memo provides a narrative explanation of the current financial reports.

**I. Recommendation**

Staff recommend the Board approve financial statements and accompanying narrative, as prepared.

**II. General Purpose Financial Statements**

Attached are financial reports referred to as the General Purpose financial statements. The statements are primarily a Balance Sheet and an Income Statement. The following is a list of items to pay particular attention to when reading these reports. Also, included in this package is the Financial Dashboard report along with its narrative.

**A. Balance Sheet**

- (1) Current Assets: This refers to the amount of cash, receivables (amounts people owe you) and investments that can be quickly turned into cash so that it is available to you today.
- (2) Current Liabilities: This refers to the account payables (bills for the current period) and wages payable this upcoming pay period.
- (3) Working Capital: This is the difference between those two amounts. Working Capital refers to the amount of liquid cash and cash type items you have available today for operations.
- (4) Working Capital Ratio: This ratio is derived by dividing the Current Assets by Current Liabilities. The ratio lets you see how many times your current resources cover your current obligations.



## B. Income Statement

- (1) Revenues: Revenues are inflows for the period. Revenues are primarily in the form of cash, however, can be in the form of receivables (IOU's) or other inflows of resources.
- (2) Expenses: Expenses are outflows of resources either in the form of cash payments or increases in the amounts owed (accounts payables).
- (3) Net Income: The difference is referred to as Net Income or Net Loss for the period ("the bottom line"). Net Income (Net Loss) is a measure of the increase or decrease in assets (resources available for use, and therefore Working Capital) mentioned above for the period then ended.

## III. Summary

For the period ending June 30, 2022, below are the financial highlights:

Current Assets: \$ 18,136,794

Current Liabilities: \$ 1,945,794

Current Working Capital: \$ 16,191,000

Working Capital Ratio: Approximately 9 to 1

Revenues: \$ 31,126,390

Expenses: \$ 31,476,861

Net Loss: (\$ 350,471)

**Housing Authority of St Louis County**  
**Balance Sheet**  
 As of June 30, 2022

		Current Balance
<b>Assets</b>		
10000	Cash - Operations	13,368,416.91
11000	Cash - Restricted	3,995,115.73
12000	Receivables	467,676.85
13000	Other Current Assets	305,584.97
14000	Property, Net	11,461,317.88
15000	Loans from Affiliates, net	886,005.35
16000	Other Non-current Assets	2,881,003.31
19999	Total Assets	33,365,121.00
 <b>Liabilities and Net Position</b>		
<b>Liabilities</b>		
20000	Accounts Payable and Accrued Liabilities	1,679,886.55
21000	Accrued Compensated Absences	265,907.47
22000	Deferred Revenue	344,760.85
23000	Long-term Liabilities	8,928,769.33
29999	Total Liabilities	11,219,324.20
 <b>Net Position</b>		
30000	Invested in Capital Assets	3,693,114.00
31000	Restricted	4,285,215.96
32000	Unrestricted	14,167,466.84
39998	Total Net Position	22,145,796.80
39999	Total Liabilities and Net Position	33,365,121.00

**Housing Authority of St Louis County**  
**Income Statement**  
For the period ending June 30, 2022

	Period to Date	%	Year to Date	%	
40000	Income				
41000	Voucher Grants	4,008,602.00	91%	29,188,713.00	94%
42000	Operating Subsidy	110,387.00	3%	621,739.00	2%
43000	Capital Grants	0.00	0%	0.00	0%
44000	Tenant Charges	86,190.97	2%	488,295.09	2%
45000	Fraud Recovery, Net	197.48	0%	1,119.64	0%
46000	Other Income	196,584.53	4%	826,522.89	3%
49999	Total Income	4,401,961.98	100%	31,126,389.62	100%
50000	Expenses				
51000	Housing Assistance Payments	4,596,626.44	86%	27,258,475.27	87%
52000	Salaries	377,035.90	7%	1,713,282.26	5%
53000	Benefits and Taxes	110,319.14	2%	514,346.09	2%
54000	Occupancy	38,970.98	1%	662,028.15	2%
55000	Insurance	12,627.47	0%	77,182.32	0%
56000	Technology and Telephone	30,767.44	1%	184,459.11	1%
57000	Other Expenses	201,327.60	4%	1,067,087.63	3%
59999	Total Expenses	5,367,674.97	100%	31,476,860.83	100%
60000	Change in Net Position Before Other Changes	-965,712.99	276%	-350,471.21	0.00
70000	Other Changes				
71000	Depreciation	-27,894.35	20%	-139,536.28	0.00
72000	Gains or Losses on Disposition of Assets	0.00	0.00	0.00	0.00
73000	Transfers	0.00	0.00	0.00	0.00
79999	Total Other Changes	-27,894.35	0.20	-139,536.28	0.00
82000	Ending Net Position	-993,607.34	203%	-490,007.49	0.00

Housing Authority of St Louis County  
Budget Comparison  
For the period ending June 30, 2022

		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
40000	Income									
41000	Voucher Grants	4,008,602.00	4,899,767.16	-891,165.16	-18%	29,188,713.00	29,398,602.96	-209,889.96	-1%	58,797,205.89
42000	Operating Subsidy	110,387.00	120,477.14	-10,090.14	-8%	621,739.00	722,862.84	-101,123.84	-14%	2,297,725.83
43000	Capital Grants	0.00	104,773.04	-104,773.04	-100%	0.00	628,638.24	-628,638.24	-100%	1,308,016.79
44000	Tenant Charges	86,190.97	72,283.89	13,907.08	19%	488,295.09	433,703.34	54,591.75	13%	985,861.05
45000	Fraud Recovery, Net	197.48	5,166.67	-4,969.19	-96%	1,119.64	31,000.02	-29,880.38	-96%	62,000.00
46000	Other Income	196,584.53	260,073.70	-63,489.17	-24%	826,522.89	1,652,395.85	-825,872.96	-50%	3,304,791.69
49999	Total Income	4,401,961.98	5,462,541.60	-1,060,579.62	-19%	31,126,389.62	32,867,203.25	-1,740,813.63	-5%	66,755,601.25
50000	Expenses									
51000	Housing Assistance Payments	4,596,626.44	4,665,152.91	-68,792.47	-1%	27,258,475.27	27,990,917.46	-732,442.19	-3%	55,987,453.79
52000	Salaries	377,035.90	321,540.23	55,495.67	17%	1,713,282.26	1,929,241.38	-215,959.12	-11%	4,006,095.81
53000	Benefits and Taxes	110,319.14	102,125.28	8,193.86	8%	514,346.09	612,751.68	-98,405.59	-16%	1,288,110.04
54000	Occupancy	38,970.98	152,304.32	-113,333.34	-74%	662,028.15	913,825.92	-251,797.77	-28%	2,299,192.75
55000	Insurance	12,627.47	14,231.42	-1,603.95	-11%	77,182.32	85,388.52	-8,206.20	-10%	318,338.85
56000	Technology and Telephone	30,767.44	21,941.55	8,825.89	40%	184,459.11	131,649.30	52,809.81	40%	273,890.76
57000	Other Expenses	201,327.60	191,486.42	9,841.18	5%	1,067,087.63	1,156,721.16	-89,633.53	-8%	2,313,442.32
59999	Total Expenses	5,367,674.97	5,468,782.13	-266,961.42	-5%	31,476,860.83	32,820,495.42	-1,343,634.59	-4%	66,486,524.32
60000	Change in Net Position Before Other Change	-965,712.99	-6,240.53	-793,618.20	-0.15	-350,471.21	46,707.82	-397,179.04	0.00	269,076.93
70000	Other Changes									
71000	Depreciation	-27,894.35	0.00	-27,894.35	0.00	-139,536.28	0.00	-139,536.28	0.00	0.00
72000	Gains or Losses on Disposition of Assets	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
73000	Transfers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
79999	Total Other Changes	-27,894.35	0.00	-27,894.35	0.00	-139,536.28	0.00	-139,536.28	0.00	0.00
82000	Ending Net Position	-993,607.34	-6,240.53	-821,512.55	0.00	-490,007.49	46,707.82	-536,715.32	0.00	269,076.93

#### IV June 30, 2022, Financial Dashboard Narrative

##### A. HASLC Consolidated (All programs and administration)

- Consolidated revenues for the month ending June 30, 2022, were \$31,126,000. This amount is 6% greater than last year and 5% less than planned.
- Consolidated expenses were \$31,477,000 and are 3% greater than last year and 4% less than planned.
- HASLC booked a net loss this month due to HUD holding HCV funds in the amount of approximately \$870,000. The reason is HUD wants us to spend down our HCV reserve funds.

##### B. Housing Choice Voucher Program

- HAP revenues for the month ending June 30, 2022, were \$28,058,000. That is approximately 6% greater than last year and 19% greater than planned for this year.
- HAP expenses were \$26,880,000. This amount is 1% greater than last year and 16% greater than planned for this year.
- Based on discussions with program staff, working with the 2-year analysis tool, and looking at the current numbers, the program is running closer to its performance targets as compared to last year.

##### C. All Housing (All physical assets including public housing, low-income housing, and miscellaneous property)

- Revenues for All Housing were \$1,558,000. This amount is 31% less than last year and 19% less than planned for this year.
- Expenses for All Housing were \$1,418,000. This amount is 20% less than last year and 5% less than planned.
- Housing expenditures have increased this month to cover costs associated with the Arbor Hill redevelopment (architectural, consultant fees). These costs will be reimbursed when Arbor Hill redevelopment funding is in place.

##### D. Wellston Public Housing

- Revenues for Wellston public housing were \$325,000 and expenses were \$343,000, for a loss of \$18,000 for June. Wellston still has approximately \$49,000 in reserves that can be drawn to mitigate the loss for the month of June. That will leave \$31,000 in reserve for Wellston expenses.

**Housing Authority of St Louis County**  
**Financial Performance Dashboard**  
As of June 30, 2022

HASLC Consolidated - 6 Months ending					
	6/30/2021	(Y/Y)%	6/30/2022	%	Budget
Revenue	\$ 29,265	6%	\$ 31,126	-5%	\$ 32,867
Expenses	30,674	3%	31,477	-4%	32,820
Net Income (Loss)	\$ (1,409)	NA	\$ (351)		\$ 47

Housing Choice Voucher Program - 6 Months ending					
	6/30/2021	(Y/Y)%	6/30/2022	%	Budget
Revenue	\$ 26,464	6%	\$ 28,058	19%	\$ 23,522
Expenses	26,724	1%	26,880	16%	23,241
Net Income (Loss)	\$ (260)		\$ 1,178		\$ 281

All Housing - 6 Months ending					
	6/30/2021	(Y/Y)%	6/30/2022	%	Budget
Revenue	\$ 2,258	-31%	\$ 1,558	-19%	\$ 1,923
Expenses	1,765	-20%	1,418	-5%	1,490
Net Income (Loss)	\$ 493		\$ 140		\$ 433

**Wellston Housing Authority**  
**Financial Dashboard**  
As of June 30, 2022

Operating and Administration - 6 Months ending					
	6/30/2021	(Y/Y)%	6/30/2022	%	Budget
Revenue	\$ 705	-54%	\$ 325		NA
Expenses	520	-34%	343		NA
Net Income (Loss)	\$ 185		\$ (18)		-



## Memorandum

**To:** Board of Commissioners, Housing Authority of St. Louis County

**Through:** Shannon Koenig, Executive Director

**From:** Felecia Follins, Director, Housing Administration

**Date:** July 12, 2022

**Subject:** *Public Housing Occupancy Report*

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Enclosed is the public housing occupancy report for July 2021 to June 2022.

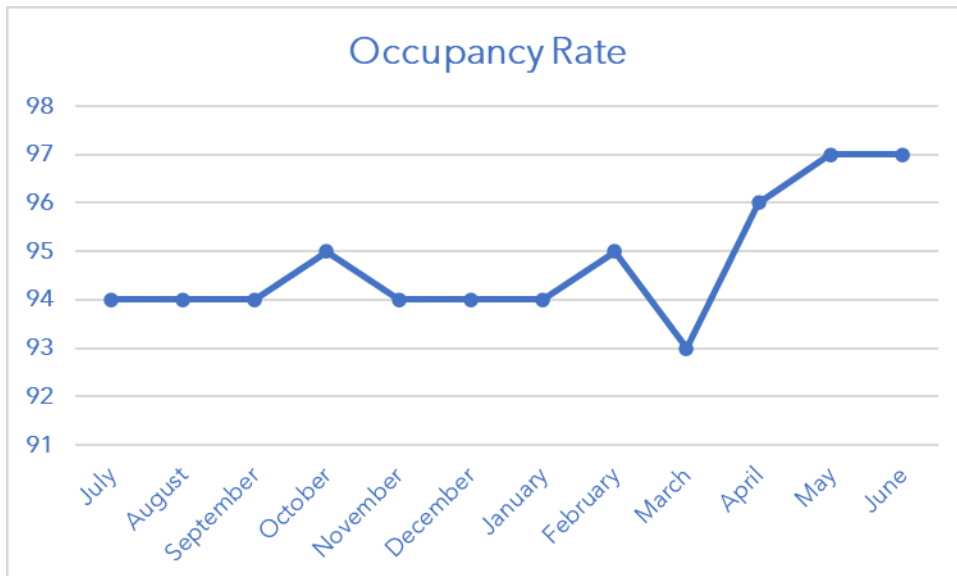


# PUBLIC HOUSING OCCUPANCY

July 2021 - June 2022

Housing Units Available: 309  
 12-Month Occupancy Rate Average: 95%

	<u>Month</u>	<u>Occupied</u>	<u>Vacant</u>
2021	July	290	19
	August	289	20
	September	291	18
	October	292	17
	November	291	18
	December	291	18
2022	January	289	20
	February	292	17
	March	288	21
	April	296	13
	May	300	9
	June	300	9







## Memorandum

**To:** Board of Commissioners, Housing Authority of St. Louis County

**Through:** Shannon Koenig, Executive Director

**From:** Nicole O'Dell, Director, Housing Choice Voucher Program

**Date:** July 12, 2022

**Subject:** *Section Eight Management Assessment Report*

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The Housing Authority of St. Louis County's status report for the Housing Choice Voucher Program's Section Eight Management Assessment Program (SEMAP) is attached.

**I. Performance Indicator: Determination of Adjusted Income**

Determination of Adjusted Income is the third indicator in the SEMAP. This indicator is based on whether the PHA verifies and correctly determines adjusted annual income at both admission to the program and annual reexamination.

To audit this measure, all sample files must have proper documentation for income, assets, and deductions for the resident. This indicator also measures whether the PHA is using the up-to-date utility allowance schedule. This schedule was produced in October of 2021 for the fiscal 2022 year and is currently used in all 2022 new admissions and annual reexaminations.

At the end of the fiscal year, HASLC must confirm that at least 90% of the samples pulled for quality control followed the proper determination of adjusted income. This indicator is worth a maximum of 20 points.

**II. Performance Indicator: Annual Reexaminations**

Annual Reexamination is the ninth indicator in the SEMAP. This indicator is based on whether the PHA completes a reexamination for each HCV participant at least every 12 months. This indicator is closely tied with indicator number three, Determination of Adjusted Income. At the time of annual reexaminations, HCV participants will present any income, household, or deduction changes to determine if they are still eligible to participate in the HCV program.

At the end of the fiscal year, HASLC will confirm that all HCV participants have been reexamined within the 12-month time frame to continue receiving assistance. This indicator is worth a maximum of 10 points.



# Status Report

Section Eight Management Assessment Program

July 2022

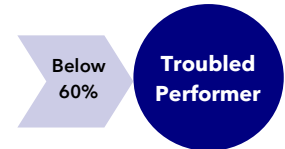
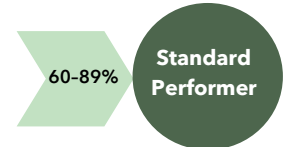
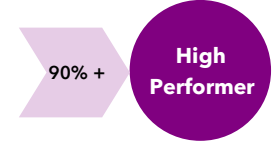
## SEMAP

- > HUD's performance measuring tool for the Housing Choice Voucher Program
- > HASLC self-certifies to HUD 60 days after the end of our fiscal year (December 31)

## HIGHLIGHTS

- ◇ **Determination of Adjusted Income** -The score for this indicator is based on whether the Housing Authority has verified and correctly determined adjusted annual income at both admission to the program and at annual reexamination.
- ◇ **Annual Reexaminations** -The score for this indicator is based on whether the Housing Authority completes a reexamination of each HCV participants at least every 12 months.

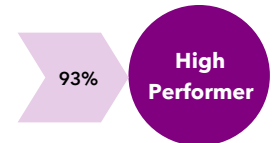
### Ratings



## PERFORMANCE TRACKING

	INDICATORS	MAX	2019	2022	AUDIT
1	Selection from Waiting List	15	15		Monthly
2	Rent Reasonableness	20	20		Monthly
3	Determination of Adjusted Income	20	20		Monthly
4	HQS Quality Control Inspections	5	5		Monthly
5	HQS Enforcement	10	0		Monthly
6	Utility Allowance Schedule	5	5	5	Q1
7	Payment Standards	5	5	5	Q1
8	Expanding Housing Opportunities	5	5		Q4
9	Annual Re-examinations	10	10		Q4
10	Correct Tenant Rent Calculations	5	5		Q4
11	Pre-Contract HQS Inspections	5	5		Q4
12	Annual HQS Inspections	10	10		Q4
13	Lease-up	20	20		Q4
14	Family Self-Sufficiency Enrollment	10	NA		Q4

### 2019



### 2022 Projected

