

Housing Authority of St. Louis County  
Board of Commissioners  
Regular Meeting  
Tuesday, August 9, 2022  
12 pm

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

Public may attend via Ring Central: <https://v.ringcentral.com/join/190138076>  
Telephone: 650.419.1505  
Meeting ID: 190138076

Agenda Item	Individual	Action
1. Roll Call	Terri Acoff-States	Informational
2. Approval of Minutes Regular Meeting held July 12, 2022	Chairman	Motion Second Vote
3. Public Comments	Chairman	Informational
4. Executive Director's Report	Shannon Koenig	Informational
5. Financial Reports for period ending July 31, 2022	Mark O. Miles	Motion Second Vote
6. Other Business		
A. Executive Director's Quarterly Expense Report	Mark O. Miles	Motion Second Vote
B. Housing Authority of St. Louis County Write-Offs Resolution No. 1407	Mark O. Miles	Motion Second Vote
C. Public Housing Assessment System Report	William Barry	Informational
D. Section Eight Management Assessment Report	Nicole O'Dell	Informational
E. Customer Service and Resident Opportunity Initiative	Anna Holyan	Informational
F. Proposed Revisions to Housing Authority of St. Louis County By-Laws	Shannon Koenig	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 September 13, 2022	Chairman	Informational
9. Adjournment	Chairman	Motion Second Vote

HOUSING AUTHORITY OF ST. LOUIS COUNTY  
BOARD OF COMMISSIONERS MEETING  
TUESDAY, JULY 12, 2022  
MEETING MINUTES

ATTENDANCE:

COMMISSIONERS:

David Nehrt-Flores, Vice Chairman  
Lora Gulley, Commissioner  
Joan Kelly Horn, Commissioner  
LaToya Scott, 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  
Nicole O'Dell, Director, Housing Choice Voucher Program  
Anna Holyan, Director, Strategic Initiatives  
Pete Wells, IT Business Analyst

ABSENT:

Bishop Calvin Scott, Chairman  
Reverend Gabrielle N.S. Kennedy, Commissioner

Approval of Minutes of Regular Board Meeting held Tuesday, June 14, 2022:

Commissioner Joan Kelly Horn moved to approve the minutes of the regular board meeting held Tuesday, June 14, 2022, which motion was seconded by Commissioner Lora Gulley. Upon roll call the "Ayes" and "Nays" were as follows:

AYES

Nehrt-Flores  
Gulley  
Kelly Horn  
L. Scott

NAYS

None

The Vice Chairman declared the motion passed.

PUBLIC COMMENTS:

No one from the public made comments.

Vice Chairman David Nehrt-Flores thanked Executive Director Koenig and the agency staff for all the work they have done updating outdated internal documents, practices, policies, and procedures. Commissioner Joan Kelly-Horn concurred and expressed her appreciation for the staff.

EXECUTIVE DIRECTOR'S REPORT:

Ms. Koenig welcomed everyone and thanked them for attending. She informed the Board that the agency's Annual Plan, which is due to HUD in mid-October, is currently being assembled by a staff team being led by Emily Smith, Director of Compliance and Training. She informed Commissioners that the Board is required to hold a public hearing for the Plan prior to voting to adopt it. This is a requirement that has not been met in the past. The hearing will take place prior to a board meeting in August or September.

Ms. Koenig informed the Board that another staff team is revising the Authority's Admissions and Continued Occupancy Policy (ACOP). She stated the ACOP is generally the principal document describing in detail the Authority's policies, rules, and requirements concerning operations, programs, and services. She stated it is a 40 page document right now that was last updated in 2010. After reviewing all the policies, staff will have drafted and assembled a document well over 400 pages. She stated that this is a big undertaking.

Ms. Koenig said the public housing management transition away from Sansone is going well. She said 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.

Ms. Koenig said this month's Agency Status Report reflects third quarter progress. She reintroduced Anna Holyan, Director, Strategic Initiatives, and announced that going forward Anna will be presenting the status report quarterly.

FINANCIAL REPORT:

A. Mr. Miles reviewed the Financial Reports for period ending June 30, 2022.

Commissioner LaToya Scott moved to approve the June 30, 2022 Financial Reports as read and discussed which motion was seconded by Commissioner Joan Kelly-Horn. Upon roll call the "Ayes" and "Nays" were as follows:

<u>AYES</u>	<u>NAYS</u>
Nehrt-Flores Gulley Kelly Horn L. Scott	None

The Vice Chairman declared the motion passed.

OTHER BUSINESS:

A. Public Housing Occupancy Report:

Ms. Follins reviewed the Occupancy Report.

B. Section Eight Management Assessment Program Report:

Ms. O'Dell 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, August 9, 2022. This will be a hybrid meeting. The Board will have the option to attend in person or virtually.

ADJOURNMENT OF MEETING:

There being no further business to come before the Board, Commissioner LaToya Scott motioned to adjourn, and it was seconded by Commissioner Lora Gulley. Upon roll call, "Ayes" and "Nays" were as follows:

AYES

NAYS

Nehrt-Flores  
Gulley  
Kelly Horn  
L. Scott

None

The Vice Chairman declared the motion passed.

\_\_\_\_\_  
Vice Chairman

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

DRAFT

## Memorandum



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

**From:** Shannon Koenig, Executive Director

**Date:** August 9, 2022

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

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This memo provides an update on select Housing Authority real estate development activities.

**I. Wellston Public Housing Redevelopment**

Staff continue to meet weekly with the developer, lenders, and attorneys to achieve major project milestones. There is not currently a closing date for the project; however, the deal is in final stages of due diligence.

The authority's grant agreement with Legal Services of Eastern Missouri has been executed and the first report of activity has been submitted. The agreement with the City of Wellston has not yet been executed.

**II. Arbor Hill Redevelopment**

In December of last year, the Missouri Housing Development Commission awarded the Housing Authority state and federal tax credits to redevelop Arbor Hill Apartments in Maryland Heights. A staff team across the agency meets bi-weekly to complete due diligence items for this redevelopment project.

This development will demolish the existing 70 public housing units and build 68 new units of income restricted housing. The site will provide two-, three-, and four-bedroom apartments to income-qualified families. Amenities will include an on-site management office, community space with a kitchen, computer room, and exercise facilities for residents. A community garden is also planned along with a playground. Residents will also have access to social services offered by the Housing Authority and the Horizon Housing Foundation.

Kurt Schulte of Development Resource Partners is the Authority's development consultant leading this project. Katrina Sommer has been hired as the Authority's new Director of Development and will begin full time on August 15. Katrina will work with Kurt to see the project through to completion. Project closing is expected during first quarter next year with construction expected to begin next spring. William Barry, Director of Facilities and Maintenance, as well as Felecia Follins, Director of Housing Administration, are important supporting members of the redevelopment team.



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

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

**Date:** August 9, 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 July 31, 2022, below are the financial highlights:

Current Assets: \$ 18,346,334

Current Liabilities: \$ 2,333,654

Current Working Capital: \$ 16,012,680

Working Capital Ratio: Approximately 8 to 1

Revenues: \$ 37,253,571

Expenses: \$ 37,977,580

Net Loss: (\$724,009)

**Housing Authority of St Louis County**  
**Balance Sheet**  
 As of July 31, 2022

		Current Balance
<b>Assets</b>		
10000	Cash - Operations	13,356,594.42
11000	Cash - Restricted	3,994,168.02
12000	Receivables	716,405.92
13000	Other Current Assets	279,165.75
14000	Property, Net	14,543,430.60
15000	Loans from Affiliates, net	3,712,705.25
16000	Other Non-current Assets	2,881,203.31
19999	Total Assets	39,483,673.27
 <b>Liabilities and Net Position</b>		
Liabilities		
20000	Accounts Payable and Accrued Liabilities	2,053,640.69
21000	Accrued Compensated Absences	280,013.69
22000	Deferred Revenue	348,562.04
23000	Long-term Liabilities	9,509,766.07
29999	Total Liabilities	12,191,982.49
Net Position		
30000	Invested in Capital Assets	6,775,226.72
31000	Restricted	4,285,215.96
32000	Unrestricted	16,231,248.10
39998	Total Net Position	27,291,690.78
39999	Total Liabilities and Net Position	39,483,673.27

**Housing Authority of St Louis County**  
**Income Statement**  
For the period ending July 31, 2022

		Period to Date	%	Year to Date	%
40000	Income				
41000	Voucher Grants	4,914,583.00	91%	34,103,296.00	92%
42000	Operating Subsidy	142,612.00	3%	992,771.00	3%
43000	Capital Grants	73,157.11	1%	127,597.97	0%
44000	Tenant Charges	91,091.68	2%	621,598.77	2%
45000	Fraud Recovery, Net	0.00	0%	1,119.64	0%
46000	Other Income	166,428.51	3%	1,407,187.78	4%
49999	Total Income	5,387,872.30	100%	37,253,571.16	100%
50000	Expenses				
51000	Housing Assistance Payments	4,625,844.67	89%	31,888,215.86	84%
52000	Salaries	266,191.81	5%	2,031,587.02	5%
53000	Benefits and Taxes	78,642.07	2%	617,009.02	2%
54000	Occupancy	22,765.75	0%	1,252,277.51	3%
55000	Insurance	68,819.47	1%	243,710.79	1%
56000	Technology and Telephone	16,409.26	0%	209,540.13	1%
57000	Other Expenses	137,096.75	3%	1,735,239.58	5%
59999	Total Expenses	5,215,769.78	100%	37,977,579.91	100%
60000	Change in Net Position Before Other Changes	172,102.52	-24%	-724,008.75	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	144,208.17	-17%	-863,545.03	0.00

**Housing Authority of St Louis County**  
**Budget Comparison**  
For the period ending July 31, 2022

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
40000	Income									
41000	Voucher Grants	4,914,583.00	4,899,767.16	14,815.84	0%	34,103,296.00	34,298,370.12	-195,074.12	-1%	58,797,205.89
42000	Operating Subsidy	142,612.00	191,477.14	-48,865.14	-26%	992,771.00	1,340,339.98	-347,568.98	-26%	2,297,725.83
43000	Capital Grants	73,157.11	109,001.39	-35,844.28	-33%	127,597.97	763,009.73	-635,411.76	-83%	1,308,016.79
44000	Tenant Charges	91,091.68	82,155.11	8,936.57	11%	621,598.77	575,085.77	46,513.00	8%	985,861.05
45000	Fraud Recovery, Net	0.00	5,166.67	-5,166.67	-100%	1,119.64	36,166.69	-35,047.05	-97%	62,000.00
46000	Other Income	166,428.51	275,399.31	-108,970.80	-40%	1,407,187.78	1,927,795.15	-520,607.37	-27%	3,304,791.69
49999	<b>Total Income</b>	<b>5,387,872.30</b>	<b>5,562,966.78</b>	<b>-175,094.48</b>	<b>-3%</b>	<b>37,253,571.16</b>	<b>38,940,767.44</b>	<b>-1,687,196.28</b>	<b>-4%</b>	<b>66,755,601.25</b>
50000	Expenses									
51000	Housing Assistance Payments	4,625,844.67	4,665,621.16	-39,776.49	-1%	31,888,215.86	32,659,348.12	-771,132.26	-2%	55,987,453.79
52000	Salaries	266,191.81	333,841.31	-67,649.50	-20%	2,031,587.02	2,336,889.17	-305,302.15	-13%	4,006,095.81
53000	Benefits and Taxes	78,642.07	107,342.52	-28,700.45	-27%	617,009.02	751,397.64	-134,388.62	-18%	1,288,110.04
54000	Occupancy	22,765.75	191,599.47	-168,833.72	-88%	1,252,277.51	1,341,196.29	-88,918.78	-7%	2,299,192.75
55000	Insurance	68,819.47	26,528.25	42,291.22	16%	243,710.79	185,697.75	58,013.04	31%	318,338.85
56000	Technology and Telephone	16,409.26	22,824.24	-6,414.98	-28%	209,540.13	159,769.68	49,770.45	31%	273,890.76
57000	Other Expenses	137,096.75	192,786.85	-55,690.10	-29%	1,735,239.58	1,349,508.02	385,731.56	29%	2,313,442.32
59999	<b>Total Expenses</b>	<b>5,215,769.78</b>	<b>5,540,543.80</b>	<b>-324,774.02</b>	<b>-6%</b>	<b>37,977,579.91</b>	<b>38,783,806.67</b>	<b>-806,226.76</b>	<b>-2%</b>	<b>66,486,524.32</b>
60000	Change in Net Position Before Other Change	172,102.52	22,422.98	149,679.54	3%	-724,008.75	156,960.77	-880,969.52	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	<b>Total Other Changes</b>	<b>-27,894.35</b>	<b>0.00</b>	<b>-27,894.35</b>	<b>0.00</b>	<b>-139,536.28</b>	<b>0.00</b>	<b>-139,536.28</b>	<b>0.00</b>	<b>0.00</b>
82000	<b>Ending Net Position</b>	<b>144,208.17</b>	<b>22,422.98</b>	<b>121,785.19</b>	<b>0.00</b>	<b>-863,545.03</b>	<b>156,960.77</b>	<b>-1,020,505.80</b>	<b>0.00</b>	<b>269,076.93</b>

#### IV July 31, 2022, Financial Dashboard Narrative

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

- Consolidated revenues for the month ending July 31, 2022, were \$37,254,000. This amount is 3% greater than last year and 4% less than planned.
- Consolidated expenses were \$37,978,000 and are 1% greater than last year and 2% less than planned.
- HASLC booked a net loss as of this month in the amount of approximately (\$724,000). The reason is HUD held back nearly \$900,000 in June to allow us to spend down our HCV reserve funds. Net income for the month of July was \$172,103, moving in the right direction.

##### B. Housing Choice Voucher Program

- HAP revenues for the month ending July 31, 2022, were \$32,976,000. That is approximately 5% greater than last year and about what was planned for this year.
- HAP expenses were \$31,358,000. This amount is about the same as last year and 4% less than planned for this year.
- The program continues operate 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 \$1,879,000. This amount is 25% less than last year and 30% less than planned for this year.
- Expenses for All Housing were \$1,913,000. This amount is 10% less than last year and 10% more than planned.
- Housing expenditures have increased 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 \$455,000 and expenses were \$434,000, for a gain of \$21,000 for July. We were able to draw down funds from an earlier period which allowed Wellston to cover its cost for July with some to spare. Wellston still has some funds in their reserves; the Wellston Authority is averaging \$65,000 in expenses per month. We expect Wellston to run out of reserves in the next month or so, and HASLC will have to subsidize the Wellston operation.

**Housing Authority of St Louis County**  
**Financial Performance Dashboard**  
As of July 31, 2022

HASLC Consolidated - 7 Months ending					
	7/31/2021	(Y/Y)%	7/31/2022	%	Budget
Revenue	\$ 36,330	3%	\$ 37,254	-4%	\$ 38,941
Expenses	37,573	1%	37,978	-2%	38,784
Net Income (Loss)	\$ (1,243)	NA	\$ (724)		\$ 157

Housing Choice Voucher Program - 7 Months ending					
	7/31/2021	(Y/Y)%	7/31/2022	%	Budget
Revenue	\$ 31,269	5%	\$ 32,796	-0.4%	\$ 32,931
Expenses	31,283	0.2%	31,358	-4%	32,538
Net Income (Loss)	\$ (14)		\$ 1,438		\$ 393

All Housing - 7 Months ending					
	7/31/2021	(Y/Y)%	7/31/2022	%	Budget
Revenue	\$ 2,506	-25%	\$ 1,879	-30%	\$ 2,693
Expenses	2,131	-10%	1,913	10%	1,739
Net Income (Loss)	\$ 375		\$ (34)		\$ 954

**Wellston Housing Authority**  
**Financial Dashboard**  
As of July 31, 2022

Operating and Administration - 7 Months ending					
	7/31/2021	(Y/Y)%	7/31/2022	%	Budget
Revenue	\$ 779	-42%	\$ 455		NA
Expenses	590	-26%	434		NA
Net Income (Loss)	\$ 189		\$ 21		-



## Memorandum

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

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

**Date:** August 9, 2022

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

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This memo provides an overview of the Executive Director's reportable expenses in the second quarter of 2022.

**I. Recommendation**

Staff recommend the Board approve the expense report.

**II. Expense Report**

These are direct expenses from the Executive Director's company VISA card for the second quarter of 2022.

Date	Account Description	Purpose	Amount
4/27/22	Chevy's	Business Meal	\$44.97
100%	Business Meal	TOTAL	<u>\$44.97</u>



## Memorandum

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

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

**Date:** August 9, 2022

**Subject:** Resolution No. 1407, Write-Offs of Uncollectable Rents

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Attached are the write-offs for uncollectable rents for the quarter ending 06/30/2022.

I. **Recommendation**

Staff recommend the Board approve write-offs for the second quarter of 2022.

RESOLUTION NO. 1407

AUTHORIZING QUARTERLY WRITE-OFF OF UNCOLLECTABLE RENTS  
August 9, 2022

WHEREAS, the Executive Director has reported that continued unsuccessful attempts have been made to collect delinquent payments from former tenant(s) of the Housing Authority of St. Louis County.

WHEREAS, it has been determined by the Board of Commissioners that after unsuccessful efforts to collect the delinquent payments from said former tenant, said payments in the total amount of \$540.00 uncollectable and should be written off the books of the Authority.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of St. Louis County, that the following payments are uncollectable and should be written off the books of said Authority.

<u>Project</u>	<u>Tenant's Name</u>	<u>Balance Due</u>
MO-002 SFH	Latreasha Jackson-Matthews	\$ 530.00 100% Rent
MO-004 Arbor Hill	Brittney Walter	\$ 10.00 100% Maintenance

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Chairman

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Secretary

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Date



## Memorandum

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

**Through:** Shannon Koenig, Executive Director

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

**Date:** August 9, 2022

**Subject:** *Public Housing Assessment System Report*

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The Housing Authority of St. Louis County's status report for the Public Housing Assessment System (PHAS) is attached.

### **I. About the Public Housing Assessment System**

The Public Housing Assessment System, or PHAS, is the system that the Department of Housing and Urban Development (HUD) uses to assess a housing authority's performance in managing its public housing programs. HUD uses various subsystem indicators to produce a composite score that represents a housing authority's overall performance management.

PHAS uses a 100-point scoring system based on the following performance indicators.

- A Physical Assessment, or PASS, with a maximum score of 40 points.
- A Financial Assessment, or FASS, with a maximum score of 25 points.
- A Management Assessment, or MASS, with a maximum score of 25 points.
- A Capital Fund Program assessment, or CFP, with a maximum of 10 points.

HUD's Real Estate Assessment Center (REAC) publishes PHAS scores following the conclusion of the housing authority's fiscal year. High performing housing authorities receive PHAS assessments every three years. Standard and substandard housing authorities are assessed every year.

### **II. Performance Indicator: Physical Assessment Subsystem (PASS)**

The first performance indicator is the Physical Assessment Subsystem, or PASS. The purpose of PASS is to determine if a housing authority's public housing units are in a condition that is decent, safe, sanitary and in good repair. Moreover, PASS assesses if the housing authority is maintaining its public housing in accordance with HUD's Uniform Physical Condition Standards.

This physical assessment score is determined by an independent inspection performed and scored for each Asset Management Project, or AMP. A statistically valid sample of housing units within each AMP are inspected; all AMP scores comprise the housing authority's composite score.



# Status Report

Public Housing Assessment System

August 2022

## PHAS

- > HUD's performance measuring tool for assessing a housing authority's performance in managing its public housing programs.
- > HUD uses a centralized system to collect individual subsystem scores using various performance indicators and produces a composite score representing the PHA's overall performance.
- > PHAS uses a 100-point scoring system, based on the four categories at the bottom of this page.
- > Scores are generated for each Asset Management Project, which are then combined to provide a PHA composite score.

### Ratings



## HIGHLIGHTS

Occupancy: 97% occupied – 309 total units, 9 vacancies

## PERFORMANCE TRACKING

	INDICATORS		MAX	2018	2022
1	Physical Assessment Subsystem (PASS)		40	32	
2	Financial Assessment Subsystem (FASS)		25	25	
3	Management Assessment Subsystem (MASS)		25	19	
4	Capital Fund Program (CFP)		10	7	

2018



2022 Projected





## 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:** August 9, 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: Correct Tenant Rent Calculation**

The tenth SEMAP performance indicator is Correct Tenant Rent Calculation. This indicator assesses whether a housing authority correctly calculates the resident's portion of rent at both admission to the program and at annual reexamination. With our current operating system, Yardi Voyager, our staff can enter both the resident's income and deductions to automatically complete this calculation.

At the end of the fiscal year, we will self-certify that 2% or fewer tenant rent calculations were incorrect. This performance indicator is worth a maximum of 5 points.

**II. Performance Indicator: Lease-up**

The thirteenth SEMAP performance indicator is Lease-up. This indicator assesses whether a housing authority has entered into Housing Assistance Payment (HAP) contracts for the number of housing units allocated by HUD. This indicator is measured in one of two ways: The housing authority must fully lease the number of units allocated by HUD or reach a 98% usage of the budget authority approved by HUD.

HUD has approved 6,981 housing units, or a budget of \$53,126,688 for HASLC for the 2022 calendar year. This budget is strictly tied to HAP payments for HCV families. We are currently on track to spend 98% of approved budget by the end of 2022.

At the end of the fiscal year HUD will review this information. This performance indicator is worth a maximum of 20 points.



# Status Report

Section Eight Management Assessment Program

August 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

**Correct Tenant Rent Calculations** – The score for this indicator assesses whether the PHA correctly calculates resident's rental portion.

**Lease-up** – The score for this indicator assesses whether the PHA has entered HAP contracts for the number of vouchers allocated or whether the PHA has expended its allocated budget for the calendar year.

### 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



## Memorandum



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

**From:** Anna Holyan, Director of Strategic Initiatives

**Date:** August 9, 2022

**Subject:** *Customer Service and Resident Opportunity Initiative*

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This memo provides an overview of the new Customer Service and Resident Opportunity Initiative.

**I. Background**

Operationally, the Authority's primary focus has been to ensure that residents' basic housing needs are met. As Rios Partners captured in their Report of Recommendations last year, the Authority has several options to increase its capacity and ultimately provide better service to residents. Having already met many of the initial recommendations in the Rios report, the organization is now positioning itself to not only meet clients' basic needs, but to also provide a bridge to other supportive services that will help residents thrive.

**II. Attachment**

Customer Service and Resident Opportunity Initiative Project Charter

# Customer Service and Resident Opportunity Initiative

## Project Charter

### Project Objectives

Rios Partners identified the following objectives to ensure the organization is effectively carrying out its mission:

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

This initiative will target the first three objectives and will be a significant undertaking towards achieving these goals. The team will do this by focusing on two specific aspects of the Housing Authority's internal operations: customer service and partnerships and outreach. This initiative also dovetails with ongoing strategic planning work with Gateway CDFI to create a real estate and partnership strategy. Through that work, Gateway will provide a plan for partnering with local agencies that provide additional support to our clients.

### Overview

Operationally, the Authority's primary focus has been to ensure that residents' basic housing needs are met. As Rios Partners captured in their Report of Recommendations, the Authority has several options to increase capacity and ultimately provide better service to residents. Having already met many of the initial recommendations in the report, the organization is positioning itself to not only meet residents' basic needs, but to provide a bridge to other supportive services that will help them thrive.

### *Customer Service*

Rios Partners' research shows that 80% of Housing Authority employees believe that providing good customer service is a core responsibility of the organization. One of the greatest areas of opportunity is to develop the processes, systems, and tools needed to provide great customer service and measure customer satisfaction. Much of what we know about our customers and their needs come from anecdotal evidence as opposed to effective feedback mechanisms. This initiative will put those processes in place and measure how well they're working by gathering data about the resident experience.

Some guiding questions regarding customer service that this initiative seeks to resolve are:

- What do our customers need and expect from us?
- What does excellent customer service look like?
- How will we measure that?
- How can we make it easier to do business with HASLC?
- How do we organize our teams to optimize the customer experience and leave our customers feeling heard and cared for?

### *Partnership and Outreach*

In order to fully meet our clients' needs and help them gain self-sufficiency, this initiative will also contain an outreach and partnership component. These partnerships with existing

# Customer Service and Resident Opportunity Initiative

## Project Charter

supportive services in the County will allow HASLC to become a bridge to our clients' additional service needs. Outreach will include programming for prospective landlords as well, to increase safe and affordable options for the families we serve.

Some guiding questions regarding partnership and outreach that this initiative seeks to resolve are:

- How can we identify our residents' service needs outside of housing and connect them to those services?
- What organizations in the community are equipped to assist our clients with needs that extend beyond housing?
- How can we engage landlords to maximize and increase our residents' housing options?
- What training and services can we offer to clients who are interested in homeownership?

## Timeline and Deliverable Overview

- August - September 2022
  - Working group convenes to identify key functions and stakeholders
  - Draft an employee change management strategy
  - Determine needed roles
  - Gather employee input
- October 2022
  - Draft of project implementation plan complete
  - Preliminary progress report to the Board
- December 2022
  - Present to Board for review and feedback
  - Prepare for implementation
- January - March 2023
  - Begin Phase I of project implementation (Customer Service)
  - Start outreach for Phase II (Partnership and Outreach)
- April - July 2023
  - Execute Phase II (Partnership and Outreach Plan)
  - Begin capturing key customer service metrics

## Project Team

- Anna Holyan, Director, Strategic Initiatives
- Nicole O'Dell, HCV Director
- Georgia Simmons, HCV Manager
- Emily Smith, Training and Compliance Director
- Robert Cambridge, Social Worker
- Pete Wells, IT Manager

## Next Steps

An interim report on the status of the initiative will be presented to the Board at the October 11<sup>th</sup> Board meeting. A final report will be presented to the Board at the December 13<sup>th</sup> Board meeting.

## Memorandum



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

**From:** Shannon Koenig, Executive Director

**Date:** August 9, 2022

**Subject:** *Proposed Revisions to Housing Authority of St. Louis County By-Laws*

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This memo provides an overview of proposed revisions to the Housing Authority of St. Louis County By-Laws. The memo also lists remaining decision points for the Board to consider before adopting revised By-Laws.

### **I. Background**

At the April meeting, Board members discussed the frequency of meetings and whether and how action could be taken without formal meetings. The current requirement to meet monthly is outlined in the Board By-Laws, which were last updated in 2005.

At the May meeting, Commissioners received a copy of the Housing Authority's By-Laws. Staff agreed to research possible revisions to the By-Laws and present recommendations.

### **II. Recommendation**

Staff recommend Commissioners review the proposed substantial revisions this month and then consider final approval at the September meeting. A summary of substantial revisions is below.

### **III. Substantial Revisions**

Attached are two versions of the By-Laws. The first is a clean copy; the second tracks proposed revisions. Below is a summary of the proposed substantial revisions.

1. Clarifies relationship between Board of Commissioners and the Authority
2. Makes references to roles and positions gender neutral
3. Clarifies relationship between Board of Commissioners and Secretary
4. Deletes designated meeting time and place
5. Permits meetings via video conference
6. Ensures notice requirements are met for regular meetings
7. Revises how special meetings are convened
8. Revises quorum procedures
9. Revises order of business for meetings
10. Revises process for approving amendments to the By-Laws

#### **IV. Items Still to be Considered by the Board**

Other provisions that still require Board discussion and input include:

1. When to hold an annual meeting
2. When to hold regular meetings
3. Frequency of regular meetings
4. Permissible actions without meeting

#### **V. Background on Additional Decision Items**

The Authority's General Counsel researched board questions and provided the following information about the required frequency of meetings and actions permissible without formal meetings.

##### **A. Frequency of Meetings**

The Housing Authority Act, Chapter 99, RSMo., does not state a required frequency of meetings of the Board of Commissioners.

The original organizing documents forming the Authority specified that the Board of Commissioners would meet weekly, every Monday. At some point later, the meetings became monthly under the original By-Laws provision allowing the Commissioners to set the schedule for meetings.

Legal counsel did not find a specific HUD rule or regulation stating the frequency of PHA meetings.

##### **B. Actions Without Formal Meetings**

Chapter 99 is silent on taking action without formal meetings. The existing By-Laws provide that, "voting on all questions coming before the Authority shall be by roll call, and the yeas and nays shall be entered upon the minutes of such meeting, except in the case of elections when the vote may be by ballot."

Section 610.010(5), RSMo., allows public meetings to take place in various forms, including by "internet chat, or internet message board." Thus, if the Board felt the need to decide an issue when they could not get a quorum to meet, they could use an internet message board set up for this purpose. The message board would have to be accessible by the public on a read-only basis and preserved like any other public record of the authority. Board members could have a discussion asynchronously and then, at a point designated by the Chair, they could each vote, which legal counsel advises should qualify as a roll call.

#### **VI. Attachments**

- A. Housing Authority of St. Louis County By-Laws, amended and restated as of June 14, 2005 (two versions: clean copy and track changes version)

BY-LAWS  
Of  
THE HOUSING AUTHORITY OF ST. LOUIS COUNTY, MISSOURI  
(Amended and Restated as of August \_\_\_\_, 2022)

ARTICLE I

THE AUTHORITY

Section 1. Name of Authority. The name of the Authority is the "Housing Authority of St. Louis County, Missouri."

Section 2. Seal of Authority. The seal of the Authority is in the form of a circle bears the name of the Authority and the year of its organization, (add year).

Section 3. Office of Authority. The Office of the Authority will be at such place in Saint Louis County, State of Missouri, as the Board of Commissioners of the Authority (the "Board" may designate by Resolution from time to time.

ARTICLE II

OFFICERS

Section 1. Officers. The officers of the Authority are a Chair, a Vice Chair and a Secretary. The Executive Director will serve as Secretary.

Section 2. Chair. The Chair presides at all meetings of the Board. Except as otherwise authorized by Resolution of the Board, the Executive Director signs all contracts, deeds and other instruments made by the Authority. At each meeting of the Board, the Executive Director may submit such recommendations and information as they may consider proper about the business, affairs, finances, and policies of the Authority.

Section 3. Vice Chair. The Vice Chair will perform the duties of the Chair in the absence or incapacity of the Chair. In case of the resignation or death of the Chair, the Vice Chair will perform the duties of the Chair until such time as the Board shall select a new Chair.

Section 4. Secretary. The Executive Director will serve as the Board's Secretary. The Secretary will keep the records of the Authority, will act as secretary of the meetings of the Authority and record all votes, and will keep a record of the proceedings of the Authority in a journal of proceedings to be kept for such purpose, and will perform all duties incident to their office. They will keep in safe custody the seal of the Authority and shall have power to affix such seal to all contracts and instruments authorized to be executed by the Authority.

As Executive Director, the Secretary has general supervision over the administration of

the Authority's business and affairs, subject to the direction of the Board. The Executive Director is responsible for management of the Authority's housing projects. They will have care and custody of all funds of the Authority and will deposit all funds in the name of the Authority in such bank or banks as the Authority may select. They will sign all orders and checks for the payment of money and will pay out and disburse such moneys under the direction of the Authority. They will keep regular books of accounts showing receipts and expenditures and will render to the Authority, at each regular meeting (or oftener when requested), an account of the transactions and also of the financial condition of the Authority. They will give such bond for the faithful performance of their duties as the Authority may designate.

The Executive Director may delegate any of the foregoing responsibilities to such employees and agents of the Authority as the Executive Director in their reasonable discretion may believe to be appropriate.

Section 5. Additional Duties. The officers of the Authority will perform such other duties and functions as may from time to time be required by Chapter 99, RSMo., the Board, by laws or the rules and regulations of the Authority.

Section 6. Election or Appointment. The Chair and Vice Chair will be elected at the annual meeting of the Board from among the Commissioners and will hold office for one year or until their successors are elected and qualified.

The Board appoints the Executive Director on such term as the Board may fix. No Commissioner is eligible to serve as Executive Director, whether by resignation, death, or disability.

Section 7. Vacancies. Should the office of Chair or Vice Chair become vacant the Board will elect a successor from the Commissioners at the Board's next regular meeting, for the unexpired term of the office. When the office of Secretary becomes vacant, the Acting Executive Director of HASLC will fill the office until such time as HASLC appoints a new Executive Director, who will then fill the post as Secretary.

Section 8. Additional Personnel. The Authority may from time to time employ such personnel as it deems necessary to exercise its powers, duties and functions as prescribed by The Housing Authorities Law, Sections 99.010 to 99.230, RSMo, as amended, and all other laws of the State of Missouri applicable thereto. The selection and compensation of such personnel (including the Executive Director) will be determined by the Board or as delegated to the Executive Director.

### ARTICLE III

#### MEETINGS

Section 1. Annual Meeting. The annual meeting of the Board will be held concurrently with the regular meeting for the month of January. If no regular meeting is held that month, the annual meeting shall be held concurrently with the next succeeding regular meeting.

Section 2. Regular Meeting. Regular meetings will be held at such time and place as the Board may determine from time to time. The Board may make provisions to allow participation in or attendance at any meeting by video conferencing and may adopt such rules and regulations as may be reasonable to allow such video meetings or hybrid in-person and video meetings to run smoothly. The Board will endeavor to provide a schedule of planned meetings for the year in December of the preceding year and will also endeavor to give advance notice of each meeting in excess of the minimum notice requirements set by Missouri Law.

Section 3. Special Meetings. The Chair may, when they deem it expedient, and shall, upon the written request of two Commissioners, call a special meeting of the Board for the purpose of transacting any business. The call for a special meeting will detail the matters to be discussed and decided at the special meeting. The call for a special meeting must be delivered to each Commissioner at least two days before the date of the special meeting. Emailing of the call to a Commissioner's email address will be sufficient notice; if a Commissioner does not promptly acknowledge receipt of the email notice, the Secretary will telephone the Commissioner to alert them about the meeting. At such special meeting no business will be considered other than those matters stated in the call, for the meeting, provided, however, that if all of the Commissioners are present at a special meeting, any and all of the Authority's normal business may be considered at the special meeting.

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5. Report of the Executive Director
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7. Unfinished Business
8. New business
9. Executive session (if needed)
10. Announcements
11. Adjournment

All resolutions will be in writing, or if made orally will be reduced to writing, and be copied in the journal of the proceedings of the Authority.

Section 6. Manner of Voting. The voting on all questions coming before the Board will be by voice vote, unless a Commissioner requests a roll call, and the yeas and nays will be entered upon the minutes of such meeting. In the case of the elections of Chair or Vice Chair, the vote may be taken by secret ballot upon the request of any Commissioner.

ARTICLE IV

AMENDMENTS

Amendments to By-Laws. The By-Laws of the Authority can be amended only with the approval of at least a quorum plus one of the Commissioners at a regular or special meeting of the Board of Commissioners.

ADOPTED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF ST. LOUIS COUNTY, MISSOURI THIS \_\_\_\_ DAY OF AUGUST 2022.

\_\_\_\_\_

Chair

\_\_\_\_\_

Secretary

(seal)

BY-LAWS  
Of  
THE HOUSING AUTHORITY OF ST. LOUIS COUNTY, MISSOURI  
(Amended and Restated as of August 1, 2022)

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2. Roll Call.
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4. Public Comments.
5. Report of the Executive Director.
6. Reports of Officers and Employees.
7. Unfinished Business.
8. New business.
9. Executive session (if needed).
10. Announcements.
11. Adjournment.

All resolutions will be in writing, or if made orally will be reduced to writing, and be copied in the journal of the proceedings of the Authority.

Section 6. Manner of Voting. The voting on all questions coming before the Board will be by voice vote, unless a Commissioner requests a roll call, and the yeas and nays will

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ARTICLE IV

AMENDMENTS

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Amendments

~~Amendments to By-Laws. The By-Laws of the Authority can be amended only with the approval of at least a quorum plus one of the Commissioners at a regular or special meeting of the Board of Commissioners.~~

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~~ADOPTED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF ST. LOUIS COUNTY, MISSOURI THIS DAY OF AUGUST, 2022.~~

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Chair

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Secretary

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