



Tuesday March 12, 2024
Housing Authority of the
City of Winston-Salem
Board of Commissioners
12:00 Noon

**Housing Authority of Winston Salem
Board of Commissioners**

**LOCATION: 500 West Fourth Street, Suite 300
Winston-Salem, NC 27101**

**March 12, 2024
12:00 noon**



Tuesday March 12, 2024
Housing Authority of the
City of Winston-Salem
Board of Commissioners
12:00 Noon

BOARD OF COMMISSIONERS MEETING AGENDA
March 12, 2024
12:00 P.M.

1. Call to Order – Pledge of Allegiance
2. Roll Call
3. Review and Approval of Agenda (March 12, 2024)
4. Review and Approval of Minutes (February 13, 2024)
5. Management Reports
 - Executive Director Report
 - Operations Report
 - Housing Choice Voucher
 - Public Housing
 - Nonfederal Housing
 - Drayton Pines, Inc.
 - Plaza
6. Resolutions
 - **Resolution No. 2239** – Authorizing Approval of Financial Statements (January 2024)
 - On recommendation from the Finance Committee
 - **Resolution No. 2240** – Resolution Adopting the Contract Between the Housing Authority of the City of Winston-Salem and Nan McKay & Associates, Inc. for Remote Case Management Services.
7. Board Comments
8. Adjournment



Tuesday March 12, 2024
Housing Authority of the
City of Winston-Salem
Board of Commissioners
12:00 Noon

February 13, 2024 Minutes

Board Member Attendance:

Chairman Andrew Perkins – Present
Vice Chair Betsy Annese- Present
Commissioner Williams Rose- Present
Commissioner Alfred Adams- Present
Commissioner Art Gibel- Absent
Commissioner Felicia Brinson- Present
Commissioner Arthur Dark – Present
Commissioner Kathy Stitts – Absent
Commissioner Vivian Perez Chandler – Absent

Staff Presenting:

Kevin Cheshire, ED and General Counsel
Nancy Thomas, VP and CFO
Dominica Hewett, HCV Manager
Beverly Carter Leavy, Director of Public Housing
Lisa Matthews, Assistant Director & Building Manager

1. CALL TO ORDER

- Board meeting called to order by Chair Perkins at 12:00 p.m.

2. ROLL CALL

- Roll was taken and there was a quorum

3. REVIEW AND APPROVAL OF THE AGENDA

- Consideration to approve the Agenda (February 13, 2024)

Motion: Commissioner Dark

Second: Commissioner Rose

Unanimous.

4. REVIEW AND APPROVAL OF MINUTES

- Consideration to approve of Minutes (January 9, 2024)

Motion: Commissioner Annese

Second: Commissioner Rose

Unanimous.

5. MANAGEMENT REPORTS

- Executive Director Report
(Cheshire) Thank you Mr. Chairman. I'll run through that. Before I get started, I am happy to report that we do have a new point of contact for our Choice grant. Katya, could you stand up and introduce yourself please? (Urraco) Hello everyone. I'm Katya Urraco

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and it's a pleasure to be here today. **(Cheshire)** So you know, Mr. Chairman, Grant Duffield has continued to help us out with the transition period. So Katya will be the point of contact for Choice moving forward. **(Perkins)** Thank you. **(Cheshire)** So, running through the written report. First item there is, as it always is, "Crystal Towers." Phase 1, of course, is the "Laundry and Lobby Renovation." That's been completed, Mr. Chairman. So I'll leave that on, just to note that that was Phase 1. Phase 2 is the "Elevator System Full Replacement." Status of Car 1, is that the Department of Labor Inspection has been scheduled for this Thursday, February 15th. **(Perkins)** Excellent. **(Cheshire)** So we're hoping we will have that car placed in service by Friday, February 16. As soon as they get that car placed in service, they will immediately move to Car 2. The crew that is on site will immediately transition. They are still providing a 10 to 12 week estimate. I've noted there, that I think that's optimistic, based on our experience with Car 1. But, that is still what our contractor is providing us by way of their schedule. **(Perkins)** Has the local fire department from Winston-Salem been out to look at the car as well? **(Cheshire)** I don't know the answer to that. Is David here? **(Snider)** Yes. **(Cheshire)** Do you know the answer to that? What the Chairman had asked? **(Snider)** Yes sir. **(Cheshire)** Mr. Chairman, David says the fire department has been out. Thanks David. Item number 2 or well, I should...let me back up. Item C, there, under Crystal Towers, is "Supportive Services." We do have a member of our Engagement Team on site now. So we have moved an office there. So we've got on-site supportive services through our Engagement Team over there now. We are still working to identify an on-site, third-party supportive services provider. We've had some conversations with Oak Street Health, but we don't yet have a definitive schedule, a defined schedule for Oak Street Health to be on site, and we're working to make that happen. As I reported last month, there were two really good events in partnership with the County. I remember, last month, Mike Douglas was not in attendance. He is today. He is one of our residents who was instrumental in making that happen. So I just wanted to reiterate that those were really good events up there at Crystal Towers. Item number 2 is the "King Building Relocation." I've noted there that abatement has been completed. Everything...excuse me, staff has been relocated and everything is out of that building and ready for the contractor. You all reviewed the packet. You know that we're bringing that on as a resolution to award that bid. And then, we do anticipate an August move. The construction schedule that was provided, anticipates the CO being issued at the end of July. We do have until late September now, to be out of this building. So that schedule works. Needless to say, I think that is going to be amended, because this was what was presented when they initially responded to the Request for Bids. So I suspect, given that we have obviously had to wait to bring a resolution to the board, that there will be some adjustments. But, I do not expect those to be significant. **(Perkins)** When is the first preconstruction meeting scheduled? **(Cheshire)** David...you've had two already. Is that right? **(Snider)** Yes. They are working on a firm schedule. They are waiting on the Notice to Proceed and they are working on getting their supplier issues straightened out prior to getting the drawings.

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(inaudible/not transcribed) **(Perkins)** I'll be here for a while this afternoon and, also (inaudible/not transcribed) **(Cheshire)** I'll take care of the (inaudible) today. **(Perkins)** That's what I call immediate response. **(Adams)** You were prepared. **(Cheshire)** Item number 3 is "Happy Hill." And again, that's been divided in phases. Phase 1 is the affordable units that are being produced on HUD restricted land. And just to provide some context there as a reminder, all of this activity was undertaken pursuant to a HOPE VI grant that's twenty-some years old. And pursuant to that grant, HUD recorded deed restrictions. So a lot of the land out there is restricted. The parcels that were deeded over to Habitat for Humanity were restricted. So we had to get HUD to release those restrictions in order to deed those over to Habitat, which they did. Habitat is building out 13 affordable, single-family, detached, home ownership units. HUD will then treat those...the completion of those 13 units, as having done everything we needed to do to satisfy our obligation under the grant. So then, in theory, once those 13 Habitat homes are constructed, HUD will release all of the remaining parcels and we'll be able to do whatever we want to with that land. Now we are running this in concurrent phases. So Phase 1 is the Habitat phase. Phase 2 is the private developer phase on the land that is unrestricted. So we don't need HUD's permission to do anything with that unrestricted land. We issued a solicitation. We identified a development partner which is noted there. It's really a joint venture between True Homes, Prosperity Alliance, and the Happy Hill Neighborhood Association. So we had a kickoff meeting in January. The beauty of this structure, is that when the lots are sold, the ones that are not for affordable housing, some of that money is going back to fund the Happy Hill Neighborhood Association. So it's a really good structure. We've gotten a lot of good neighborhood buy-in. There's been a lot of community engagement and that Prosperity Alliance development partner is an MBE that has worked well with the community. So I'm really excited about how we're moving forward there. You will, I hope, be voting on an MDA at the March meeting to enter into a development agreement with that joint venture. We don't have that yet. We're still drafting and negotiating it. So I hope to have that in March. Item number 4 is "Choice Neighborhoods." Phase I of Choice Neighborhoods is the Brown School Lofts. This could be an exciting week. I think we may have the first move-ins at Brown School this week. We did have our first 2 public housing residents sign leases last week. **(Perkins)** Wonderful. **(Cheshire)** Yes sir. So that's really good news, and we have tentatively set a ribbon cutting date for late April. I think it's the 28th. Don't hold me to that. It's a Thursday in late April. As soon as we've gotten confirmation from the elected officials, I'll pass that along and let you know. That's moving along really, really well. Phases II and III, which are the consolidated phases, at Cleveland Avenue Homes, proper, demolition is still set for summer 2024. So this summer. We're waiting on two things there. We've got about five families that are still not relocated. There were about 80 families that needed to be relocated. And out of that group of 80, about five have not relocated. So we're working with them to try to get them relocated. The second thing that has to happen, is the environmental review has to come back. So we're still waiting on

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that. We do have funding to go ahead and start the demolition. Once those families are relocated and the environmental review comes back, we can start the demolition. We do still have a \$7 million dollar gap to be able to start the vertical development. We're trying to get that \$7 million gap closed between now, excuse me, and the late fall, early winter of 2024. I've noted on there, that there is a second round of supplemental funding. We received \$5 million last year, in supplemental funding. This year, we're only eligible for \$2.5 million, but we have applied for that and I think there's a high likelihood that we will get it. That doesn't, of course, close the gap, but it would go a long way to helping with that. **(Perkins)** Can you refresh our memories, in reference to what our initiatives are other than value engineering? **(Cheshire)** Yes sir. So, we tasked Blum and Sterling Construction, which is our joint venture general contractor with value engineering to close that gap. Remember, we were staring at an \$11 million gap. So we closed it down to \$7. We think we've pretty much gone as far as we can go with that. We may be able to shave off a little bit more, but this really is our "nut" that we think we have to crack, the \$7 million. **(Perkins)** Thank you. **(Cheshire)** Yes sir. **(Perkins)** Do we have a strategy for that "nut"? **(Cheshire)** The strategy is local public dollars. And some of our local elected officials have worked...have committed to talking to County Officials, as well State Officials, to try to see if we can get some dollars in for that. **(Perkins)** Didn't we bring that up to Alan Joines as well? **(Cheshire)** We did. Yes sir. **(Perkins)** My second question is...I'm sorry...**(Adams)** No. It's fine. **(Perkins)** Uh, the five families remaining, are they in concert with getting environmental stuff back. So when we have that back and ready to go to construction, that we don't have any delays and, I guess, the key issue is equal or better housing? **(Cheshire)** Yes sir. So we've been working with these families for about 18 months now. They have case management services and a mobility specialist working with the families to try to identify alternative housing. **(Perkins)** Yes. **(Cheshire)** So these five are going to be really, really difficult to relocate. We've sent our initial letter sort of laying out what we've done, what resources we've offered and what resources are still available, and given them a date certain to utilize either the voucher or accept our offer of alternative housing in our...one of our other public housing sites. If they don't do that, then unfortunately, we're going to have no choice, but to pursue lease termination and eviction. I hope we don't get there, but we do have that situation that we're facing in the next 90 days. **(Perkins)** So, in the next 90 days, do you have a plan if we do have to go to termination of lease, in terms of public awareness of having five families that have difficulty in terms of mobility and maybe other things? How we are going to handle that? **(Cheshire)** Yes. I think we're in a good position, based on what we've done in conjunction with Urban Strategies, which is our case management provider, what we've done between our Engagement Team and our Management Team. I think we're in a good place to note everything that we've done to facilitate alternative housing, provide alternative housing. **(Perkins)** Do any of these families have other relatives nearby that can be consulted? **(Cheshire)** Some of them do, yes sir. **(Perkins)** Can we dig into that a little bit deeper? Other than just saying we can

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tick off the boxes. That's not gonna look very good. We've really gotta have a strong plan. **(Cheshire)** Yes sir. I completely understand. I do think once you start getting down to these final few families that are just refusing to leave, it's a little bit of a different situation than we worked through with our other 75 families. **(Perkins)** I understand. We had this issue at another place I worked at in Greensboro. It was torturous at best. There was no family to help with doing that, but it still got the negative press. It wasn't good. **(Cheshire)** Right. **(Perkins)** It's not a very good situation, so you gotta really work it as hard as you possibly can. Okay? You and I really need to talk about that in our quarterly meeting. **(Cheshire)** It's on there. **(Perkins)** Okay. Thank you. I'm sorry I cut you off. **(Adams)** Oh no. No worries. I just wanted to confirm...so the \$7 million gap that we have, that supplemental \$2.5 that we are applying for, will it go towards that \$7 million? **(Cheshire)** In theory. If we get the \$2.5, then you've gotta go to HUD and say, "Can we, in fact, use this \$2.5 on these phases?" HUD sometimes gets really nervous about front loading all of their money. So yeah, I think yes is the answer. In theory...we apply, we get it awarded and if it's, in fact, awarded before we are ready to close and then HUD says, yes, then that's great. I don't know that either of those things will happen. I don't know that it will be awarded before we are ready to close, and I don't know that HUD will allow us to front load all of that. Yes sir. **(Rose)** I have one question about the Brown School Lofts. I know that with the demolition of Cleveland Avenue, we're taking away 244 units. Does the Brown School Lofts constitute part of that 244? **(Cheshire)** Yes sir. So we're losing 244 and we're building back about 400. I think it's 404, but don't hold me to that. **(Rose)** So we're gonna have a net addition of public housing? **(Cheshire)** We'll have more units total. The replacement units, as part of this Choice grant, are not what we call Section 9 units. So they're not public housing units. They're project-based voucher units. So the...it's transparent to the resident. They're still paying a third of their income, but for us, it's different, because it's a different funding source. So the replacement units, meaning the units that are allocated to returning residents, are going to be project-based voucher units, rather than public housing units. So we will have a net loss of all 244, what we call Section 9 units, public housing units. But, we have a net increase in total housing units and we will have an increase in our project-based voucher units. Does that make sense? **(Rose)** That's good. **(Cheshire)** Yeah, I think it is good. Yes sir. **(Perkins)** Any other questions? **(Cheshire)** Kimberly, can you...oh, I'm sorry Mr. Chairman. Will you pull up the budget, the All-Phase Budget, because Commissioner Rose had asked about that. It's in the last page of...behind the development report. If you can't get it, it's okay. It's in the packet. So Commissioner Rose, we talked about this at Development Committee last week, and I just wanted to make sure that you knew it was in there. It's on page 46 of the packet. And it's just an updated All-Phase Budget. Last month, you basically made the point, "Hey, we've been staring at this pie chart. It shows \$30 million dollars, but we're not really presenting information about the project as a whole. Yes sir, that's it right there. And so, what I've done, since we normally don't talk about it a whole lot at our full Board meetings, I wanted to bring it to the Board's attention that it was in

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there, and then walk through the gap. So again, normally, we just address the \$30 million, which was the original grant amount, and then the additional \$5 million which we received as supplemental funding. This All-Phase Budget addresses not just the Choice funds, but the other funds. The low income housing tax credits, the bond funds from the City, CDBG funds. So that shows all of our sources. Choice Funds, Supplemental Choice, Deferred Developer Fee, Mortgage Funds, Housing Finance Agency Credits, Second Mortgage and then Uncommitted Equity, is essentially just the tax...excuse me, tax credits. And then there's the yellow at the end, that's the gap that's remaining. So the first phase, which is that first row, of course, has a \$0 gap because we've closed. And then, the second phase has about a \$2 million gap. And the third phase has a \$5 million gap. So that's where we're getting our \$7 million dollars. Mr. Chairman, that's it for me on the Executive Director Report. **(Perkins)** Thank you very much.

- Operations Reports

- Housing Choice Voucher

(Perkins) Good afternoon. How are you? **(Hewett)** I'm doing well. And yourself?

(Perkins) Excellent. **(Hewett)** I'm Dominica. I'm the Housing Choice Voucher Manager. If you turn to page 48, that's where I will be talking from. We currently have 3,382 vouchers leased and our maximum is 4,537. We also have...we've spent 90% of our funding. You'll see that on the "Monthly" line, right below the Voucher Budget Utilization. We currently have 934 families on the wait list, and we hope to be pulling from that wait list within the next couple of months. And if you go to page 49, this is the End of Participation, and the reasons are varied between Zero HAP Assistance, we have 4 there; 6 Tenant Preference; 2 Moved out Without Notice; 5 Evictions; 3 No Responses to PHA; 3 Ported Vouchers and 2 Other. And that's all I have. **(Perkins)** Any questions from the other commissioners for this young lady? **(Rose)** We seem to be running at a deficit here for the last 5 months with terminations exceeding move-ins. **(Hewett)** Yes sir...**(Rose)** Is that something that's traditional at the end of the year, or just an unusual circumstance? **(Cheshire)** You know, it's just...yeah. Unfortunately, we're just having...the ones that end, are gonna end. You know, we can't control that. It's the lease-up that's the problem. It's the front end. It's that same old story. So, it's not...it has nothing to do with the time of year. It just has something to do with where we are in cycling through our waiting list and the market. **(Rose)** There was a big story in today's paper about the rent crisis, and how tough it is now. I suppose that's a factor in these people not wanting to take up, utilize their voucher right now because of the high rents. **(Cheshire)** It's not that they don't want to. It's that we can only support housing at a certain rent level. And so if the rents are...whatever...\$3,000 a month, we can't...our folks aren't even eligible for that. **(Rose)** That's what I mean. The high rents are keeping them from using their voucher. **(Cheshire)** Yes sir. **(Church)** Also, when we do open the waiting list, which we plan on doing in April, we expect our success rate for the people we reach out to on our waiting list to be 90%. Right now, it's probably 40%. When we reach out to these individuals, they've been on there several years. They've changed their phone number, their email address or mailing address. We're getting all our return mail

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back, and we just wasted a whole month, reaching out to those folks. And we're, you know, maybe getting 60 people out of 100. We are expecting our utilization rate to go up. **(Perkins)** Thank you.

o Public Housing

(Carter-Leavy) Good afternoon everyone. I'll be giving...can you hear me? **(Perkins)** Yes. **(Carter-Leavy)** Okay...the Public Housing Report. On the first line, our occupancy rate from the month was 98.08%. If we go down to our charges billed and payments collected, we billed \$281,776, and we collected \$254,293. If we go down to our security incidents, we had 190 in our areas, but only 10 of them were involving our residents. And in our maintenance we...at the beginning of the month, we created 572 work orders. At the end of the month we only had 53 left over. **(Perkins)** I have a question Kevin, on security. What is our coordination with the new police chief and the Forsyth County Sheriff Kimbrough, with reference to how they are policing in and around the properties? **(Cheshire)** Well, as you...there's two parts to that. We've got a really good relationship Chief Penn and Sheriff Kimbrough. They've been really supportive. And I think, you know, as far as the coordination piece, I think when we need something, they're there. I don't know that there's a lot of proactive coordination where we have a lot of discussion about, "Hey, we're seeing this happening. How do we resolve it together?" That's the honest answer, Mr. Chairman. **(Carter-Leavy)** And I can say, that when the police come to our properties, they come into the manager and check with them to find out if there's any areas they need to be focused on. If there's any units or anything they need to concentrate on for their shift. **(Perkins)** Yeah. I've noticed that they've been putting out certain locations where they have computer support that tell you where an incident happened within a mile, or a half of mile or 500 feet of your location. So that can help. Do we have that capability as well? **(Carter-Leavy)** Yes. **(Perkins)** I guess the other thing, too, is I'm getting ready to have a conversation with them on another subject, about the drone support. **(Cheshire)** Okay. **(Perkins)** In the City. **(Cheshire)** Okay. **(Perkins)** And he has the responsibility for that and maybe be a part of that. But I'm suggesting to them that they got 3 or 4 drone packages which, on all the boxes you can set up on a building and control that remotely from downtown. They also have an almost 95% rate of being able to pick up a license plate, or a person's face. They can get to it quicker than making a phone call and getting a car dispatched, or a person dispatched. So they may have a little more success in our area. **(Cheshire)** Okay. **(Perkins)** Maybe you and I, when we talk this afternoon, can talk about that. **(Cheshire)** Yes sir. **(Perkins)** We'll circle back on that conversation.

o Unsubsidized Housing

o Plaza Apartments and Drayton Pines

- **(Matthews)** The report is on page 53 of your packet. At Drayton Pines, we are 95% occupied. We had one move in for the month. The two vacancies that are listed are the down units at that property. We were short on payments versus charges for the month of December. Going down to lease violations, we had 3 evictions filed for nonpayment at

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the site. We had 3 incident reports, but none of them were related to our residents. There were 37 work orders created for the month and 4 open work orders at the end of the month, with one being an emergency work order which came in on...right at the end of the month. So it just flipped over to December 1st. At the Plaza, we're 96% occupied. We had three move-ins and three vacancies for the month. One of those units is a unit that's down. We were short on collection quite a bit at this property for December. We had one non-payment eviction filed for the property. We had eight incident reports. Three of those were drug related, but they were not related to our residents. We had 55 work orders created for the month. Nine were left open, and two emergency work orders at the end of the month.

6. RESOLUTIONS

Resolution No. 2234 – Authorizing Approval of Financial Statements (November 2023)

Motion: Commissioner Rose

Second: Commissioner Dark

Unanimous.

(Thomas) The balance sheet can be found on page 58. This is for December 31st. So three months into our fiscal year. The total cash decreased \$360,000 since the end of our fiscal year. This is related to payment of accounts payable and accrued liabilities outstanding at the end of the fiscal year. Our accounts receivable - tenants increased \$32,000. Accounts receivable – other decreased \$200,000. That number varies a lot, based on where we're at with the housing assistance payments and HUD's disbursement of those to us. The prepaid expenses increased about \$210,000, and that's due to our calendar year 2024 insurance premiums that we paid, and then we expense them throughout the year. As I mentioned in the liabilities, the accounts payable and accrued liabilities both of those have decreased a total of \$711,000. And if you look towards the very bottom, our net income is about \$52,000 for the first 3 months, and that's about \$590,000 better than we were this time last year. If you go to page 61, on the income statement, HUD subsidy and grants are over budget by \$688,000. The majority of that is in the HAP payments, the housing assistance payments we receive from HUD. Our other income is over budget by \$200,000. We have \$40,000 in PCard rebate that we get annually and we had bond issuance that closed in December and we received a \$131,000 from that. And we have some insurance claims and some FSS forfeitures as well. The management fee is \$41,000 under budget. Those are the fees from the housing choice voucher program and those are based on the number of vouchers utilized. Overall, our total income was 7% ahead of budget for the first 3 months. On the expenses, our admin expense is \$247,000 below budget, primarily in salaries, benefits and management fees. Our maintenance expense is \$333,000 below budget. Some of that will catch up as we go through the year. The protective services expenses, those are under budget about \$54,000 and then our general expense is over budget by about \$47,000, and that is in our collection loss, or the tenant balances owed at move out that we write off. Total operating



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expenses, overall, are 11% under budget. And you can see our HAP payments are over budget about \$829,000. But again, our HUD subsidy is over budget by the same amount in that department. So our net income before depreciation is \$487,000. That's \$681,000 better than our budget. After depreciation, we are showing net income of \$52,000. Again, that's significantly better than our budget. And we did have a decrease in cash, as I mentioned, of \$360,000. But again, that's about a \$600,000 and some, better than our budget. Look on page 66, and you can see the individual area or individual properties and departments. The only ones that are below budget are Plaza and Drayton. In fact, Plaza the rents a little bit below budget, and then vacant unit prep expense is a little over budget, resulting in that variance, and at Drayton, the rents are under budget, and the collection loss is over budget. Those are the only 2 properties that we are below budget for the first 3 months. Any questions? **(Perkins)** Any questions from the Commissioners? Thank you very much, Nancy.

Resolution No. 2235 – Resolution Authorizing Contract Award for IFB 23-1205 (HAWS) King Building Renovation

Motion: Commissioner Rose

Second: None needed.

Unanimous.

Resolution No. 2236 – Resolution Authorizing Self Certification of Micro-Purchase Threshold in the Procurement Policy for the Housing Authority of the City of Winston-Salem

Motion: Commissioner Rose

Second: None needed.

Unanimous.

Resolution No. 2237 – Resolution Authorizing Contract Award for (IFB 23-1121 HAWS) Roofing Replacement Piedmont Park

Motion: Commissioner Rose

Second: None needed.

Unanimous.

Resolution No. 2238 – Resolution Authorizing Contract Award for (IFB 24-0103 HAWS) Roofing Replacement Townview

Motion: Commissioner Rose

Second: None needed.

Unanimous.

7. **BOARD COMMENTS**

(Cheshire) Yes sir. Two quick...excuse me, two quick things Mr. Chairman. Commissioner Adams had asked, last week, about the Loewy Building. We have had all

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of that released out of escrow. So that 10% deposit is out of escrow now. **(Adams)** That's gone hard? **(Cheshire)** Yes sir. **(Adams)** And that's ours? **(Cheshire)** Yes sir. Second thing is, we have engaged Next Level Communications which is essentially a PR firm. I may not be saying that correctly. I'll defer to you if I...if I need to correct that or amend it, but Rachel Barron is our point of contact with Next Level Communications. She's been really good. I mentioned that here, because one of the things Rachel has done is set up a Facebook account. We have not had a social media presence at the Housing Authority, and she has asked me to share that with you all. I have shared it with the staff already. Sort of "like" and "follow" the page, I think. I'm not a social media person, but I think if we do that, that's helpful. I didn't want to just send you that link without any context. So I wanted you to know what was going on with that. So I'll send that Facebook link to you all, either later today or sometime tomorrow. **(Perkins)** Thank you. **(Annese)** I was well pleased to see our award winners featured in the local paper. **(Rose)** Me too. **(Annese)** I think it's great, getting this positive mention. **(Rose)** Did Rachel help with that? **(Annese/Cheshire)** She did. **(Rose)** Maybe Rachel can help with that...those 5 people who don't want to relocate. I'm serious. **(Perkins)** Because that's gonna be a major issue in 30 to 60 days. **(Annese)** She'll be on top of it. **(Perkins)** The other thing, too, is I would like also...we've done a lot of great things this past year. Aside from the things we had in the building, it would be nice to get some more publications...or publicity out there, on some of the great things we are doing: Choice Neighborhoods, the occupancy rate, the issue with the elevator that is now being resolved, the lobby and first floor is complete and we've had great meetings with folks, our very presence, even though a couple of them got canceled before the end of the year. There's a lot of positive things going on. I think we ought to take advantage of that. **(Cheshire)** Okay. Yes sir. **(Annese)** Are we going to try to set up interviews with the first people who move in the Choice Neighborhoods property? **(Cheshire)** Yeah. So Rachel has asked me to try to connect her with a couple of the residents who may be moving in as early as this week. And then, of course, the big, the big deal is gonna be when Mattie Young moves. So I think we're trying to coordinate a joint press release with Frank Blum and the City, and McCormack Baron, of course, the development partner, when that happens. **(Annese)** Great. I feel very positive about that.



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8. ADJOURNMENT

Motion to adjourn

Motion: Commissioner Annese

Second: Commissioner Gibel

Unanimous.

The February 13, 2024 meeting of the Board of Commissioners for the Housing Authority of the City of Winston Salem adjourned at 12:35 P.M.

Acknowledgment and Adoption of the February 13, 2024 HAWS Board Minutes:

Adopted: _____ (date)

Signed: _____ Executive Director (ED)

Executive Director Report

Executive Director Report (March 2024)

- 1) Crystal Towers
 - a) Phase 1 – Laundry and Lobby Renovation
 - i) Completed
 - b) Phase 2 – Elevator System Full Replacement
 - i) Car 1
 - (1) Department of Labor Inspection Rescheduled for March 19
 - (a) Kone Turnover; Switches; Gateway; Wiring
 - (2) Anticipate New Car Placed in Service March 20
 - ii) Car 2
 - (1) On-Site Crew Immediate Transition
 - (2) 10-12 Week Estimate
 - (a) Optimistic, Based on Car 1 Experience
 - (b) However, new crew (South Carolina) moving much more quickly
 - c) Supportive Services
 - i) Engagement Team On-Site Full-Time
 - ii) Oak Street Health Two Times Per Month
 - iii) Grant Application Being Submitted for On-Site Case Management
- 2) King Building Relocation
 - a) Demolition Nearly Completed
 - b) Anticipate August Move
- 3) Happy Hill
 - a) Phase 1 – Affordable Units Produced on HUD-Restricted Land
 - i) Habitat Has Broken Ground
 - b) Phase 2 – Mixed Income Development on Unrestricted Parcels
 - i) Site Plan Presented
 - (1) Anticipate 72 Units
 - ii) Preparing Master Development Agreement
 - (1) True Homes; Prosperity Alliance; Happy Hill Neighborhood Assoc.
- 4) Choice Neighborhoods
 - a) Phase I – Brown School Lofts
 - i) Former Cleveland Residents Have Started Moving In
 - ii) Site Nearly Complete
 - iii) Ribbon Cutting Set for April 25 at 3:00 p.m.
 - b) Phases II/III (Consolidated) – Cleveland Avenue Homes
 - i) Demolition – Summer 2024
 - (1) Anticipate All Remaining Families Relocated by EOM
 - (2) Environmental Review Clearance by EOM
 - (3) Pending HUD Demolition Approval
 - ii) Funding Gap
 - (1) \$7 Million (\$2 Million Phase II)
 - (2) Second Round of Supplemental Funding (\$2.5MM)
 - (3) Local Public Funds

Development Report

Development Priority 1: Crystal Towers



OVERVIEW

- Downtown Core Location
- 201 Units (Elderly/Disabled)
- No Supportive Services (Independent Living)

OBJECTIVES

- Address Immediate Infrastructure Needs (Elevator/Laundry)
- Ensure Long-Term Sustainability

Development Priority 1: Crystal Towers



ELEVATOR STATUS (Phase 1)

- Kone Modernization
- Called for DOL Inspection
 - Rescheduled (Internet Gateway)
 - Re-inspection Pending (Staffing)

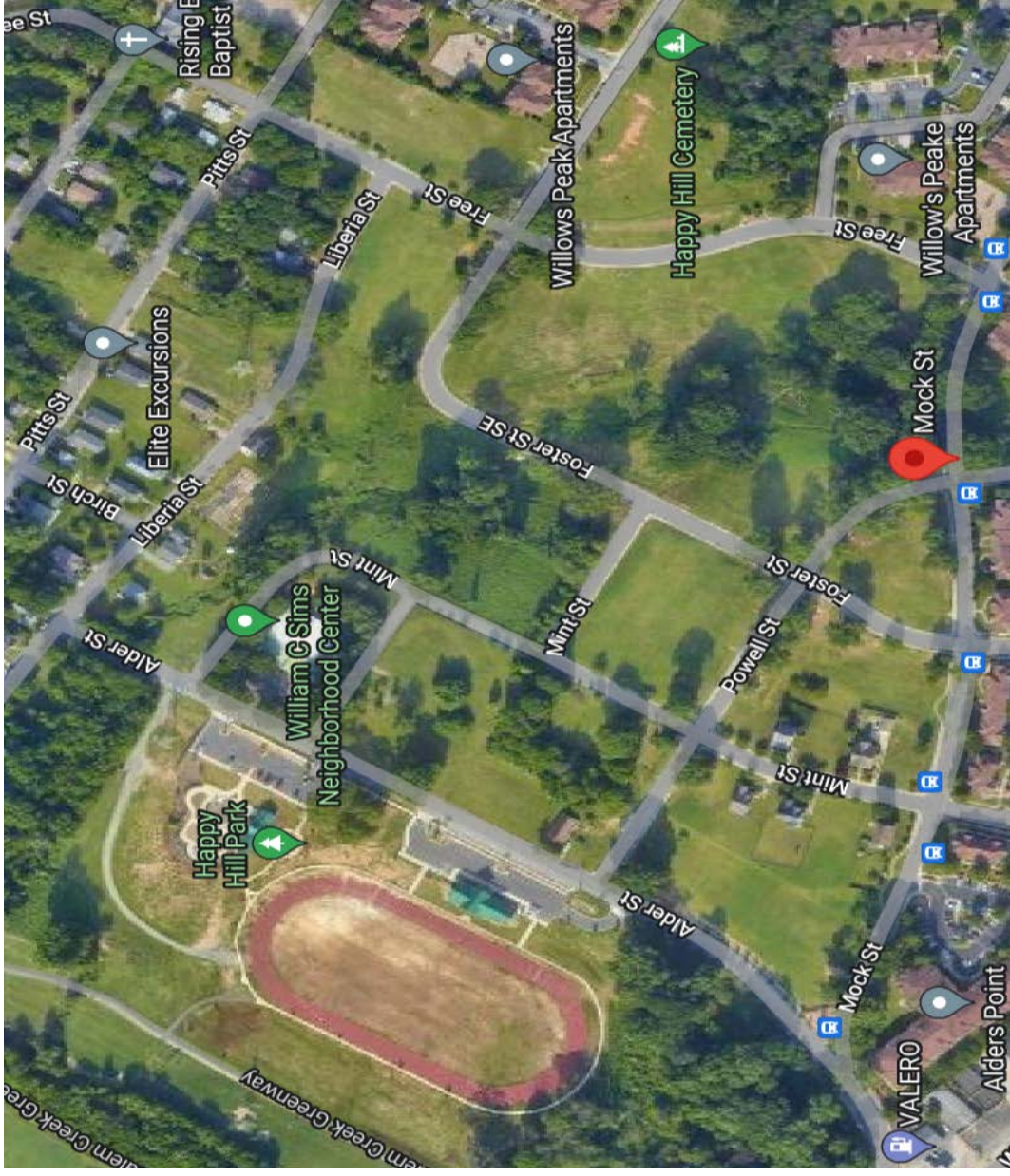
Development Priority 1: Crystal Towers



ASSESSMENT STATUS (Phase 3)

- RFP
 - Meeting with City
- Resident Participation
- Once Scope of Work Established, Identify Funding Sources to Implement (Phase 4)
 - City Commitment
 - Capital Fund
 - Potential RAD Conversion (Debt)

Development Priority 2: Happy Hill



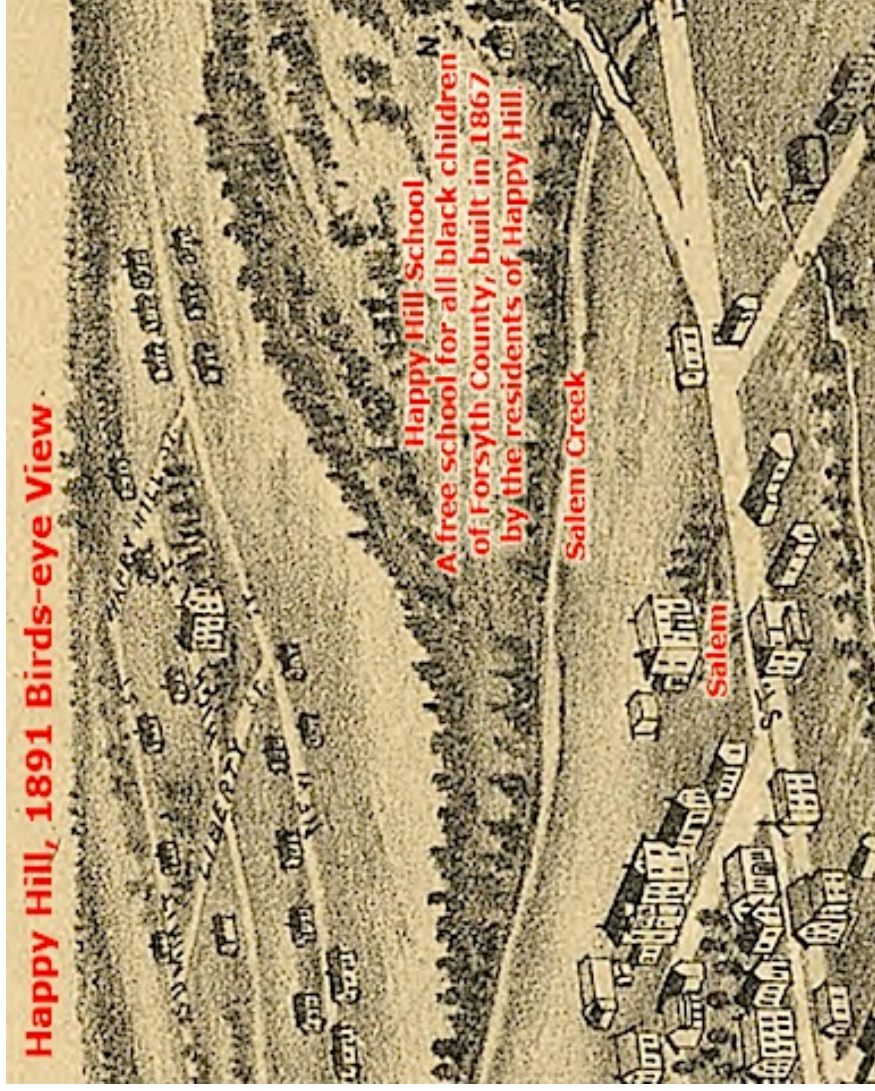
HABITAT STATUS (PHASE 1)

- Habitat Has Broken Ground!
- Expedited Build
 - City Funding
 - Builders Blitz
- Legacy Family Database & Priority

Development Priority 2: Happy Hill

(SUBSEQUENT PHASES)

- Liberian Organization of Piedmont
 - Transfer land for construction of student housing
- Happy Hill Neighborhood Association
 - Transfer land for community development
- HUD-Restricted Parcels
 - Will be released once 13 Habitat homes completed
 - Assess need at that time to determine development plan



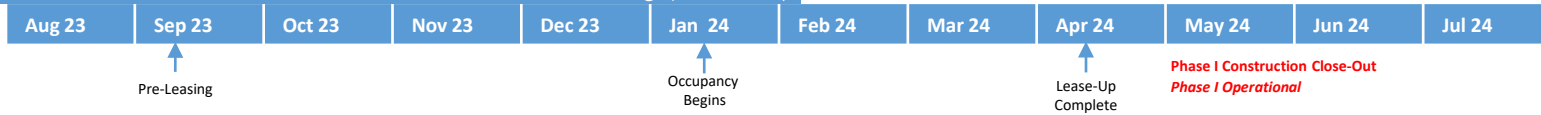
OTHER DEVELOPMENT PROJECTS (Exclusive of CNI)

- Lansing Ridge
 - Development Agreement with Private Developer
 - Affordable and Workforce Homeownership (New Construction)
 - Phase 1 (of 3) in Progress (8 Homes)
- Salem Gardens
 - Bond for Acquisition and Rehabilitation
 - April Closing Anticipated
- King Building Redesign and Renovation

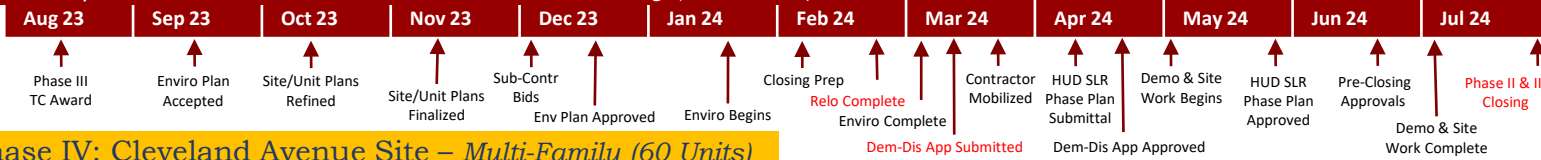
CNI Report

Choice Neighborhood Initiative Summary - February 2024

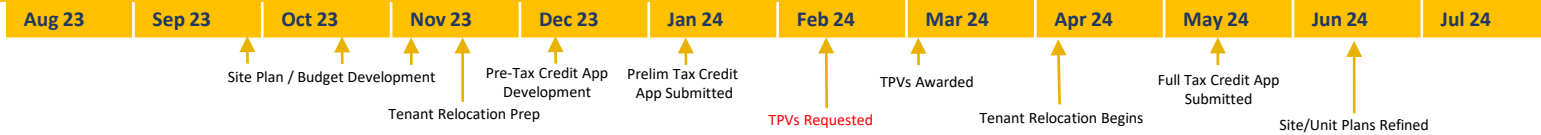
Phase I: The Lofts at Brown School – Multi-Family (81 Units)



Phase II/III: Cleveland Avenue Site – Multi-Family (120 Units)



Phase IV: Cleveland Avenue Site – Multi-Family (60 Units)



Phase V: Cleveland Avenue Site – Multi-Family (64 Units) & Senior Bldg (80 Units)



Housing Plan

Phase I: Building 1 – 7 Complete. Released for Occupancy.
 Phase I: Buildings 8 – 12 Finish Work Underway. Occupancy in April 24.
 Phase I: Leasing Underway; Residents Locating to Site.
 Phase II – III: Site Plan Submitted to City.
 Phase II – III: Housing Plans and Specs submitted to City.
 Phase IV: Development Design Set for Pricing.

Neighborhood Plan

First Phase of Residential Façade Improvement Program is underway.
 Home inspections complete.
 Scopes of Work at each home complete.
 Façade Improvement contracts with City and Homeowners are executed.
 First work scheduled for Feb 2024.
 City effort underway to improve bus stops/shelters to include the CNI area.

People Plan

310 Total CAH Families Have Enrolled in USI Case Management. 99% of Current CAH Families Enrolled in USI Case Management.
 91% of Target Residents Report Having Medicaid Insurance.
 78% of children have seen a dentist in last 12 months.
 52% eligible adults earn wage income.

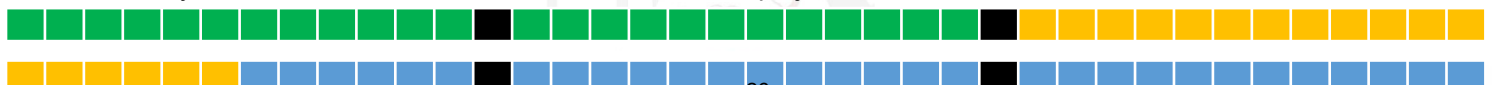
Relocation Information

Group I
 Total Units: 109
 Households Relocated/Pending: 102
 Households Remaining: 5
 Households Seeking Housing: 5
 Other (USI Offices): 2

Section 3 / MWBE

January 1, 2024 to February 1, 2024:
 19 % of Project to MBEs (Target: 25%)
 10 % of Project to WBEs (Target: 5%)
 8 % of Project to Section 3 Businesses
 67% of hours - Sec 3 workers (Trgt: 25%)
 73% of Housing Const hours – Sect 3
 35% of project workers live in W-S/FC.
 9% of project workers – Legacy Hghts S3

As of February 2024, we are 42 months into our 72 month CNI project effort



Construction TRANSFORMATION in Progress at The Lofts at Brown School!

Housing Plan
Buildings 1 - 7 – Released for Occupancy
Buildings 8 – 12 Pre-Final Finish.



Construction TRANSFORMATION in Progress at *The Lofts at Brown School!*



July 2022



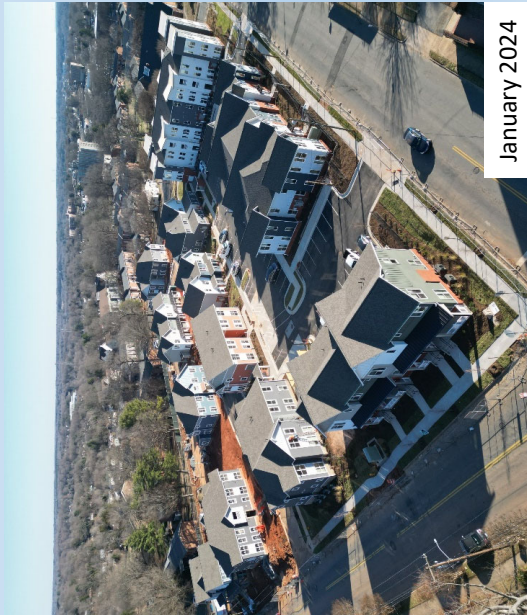
November 2022



May 2023



January 2024

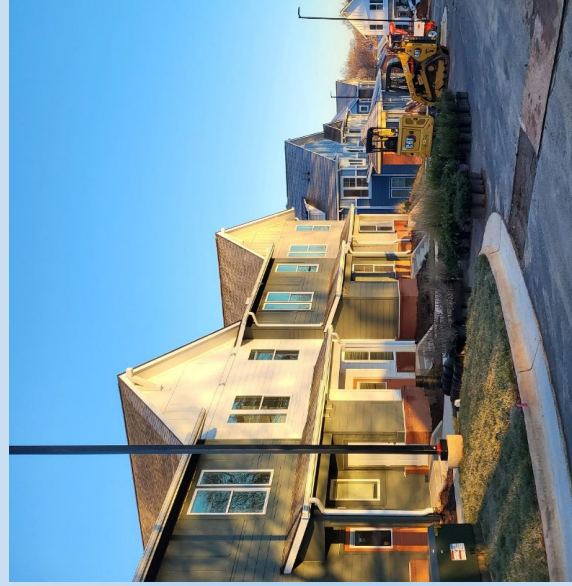
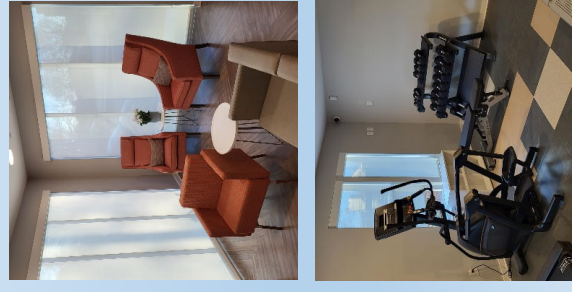
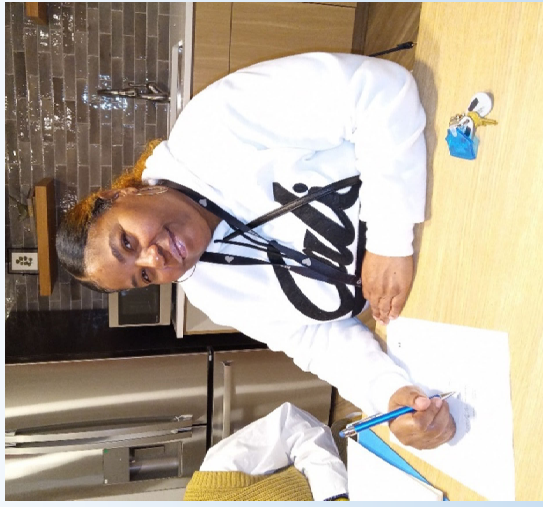
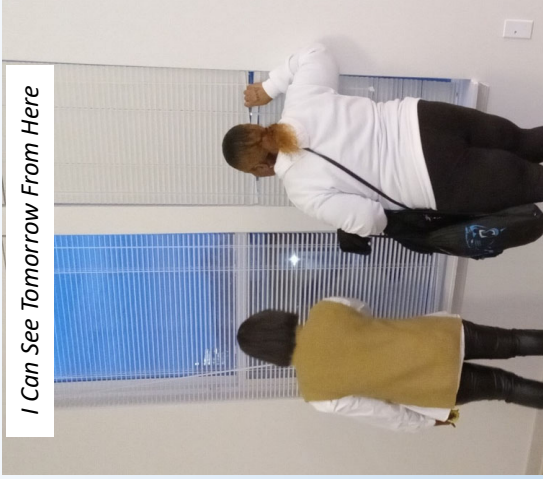
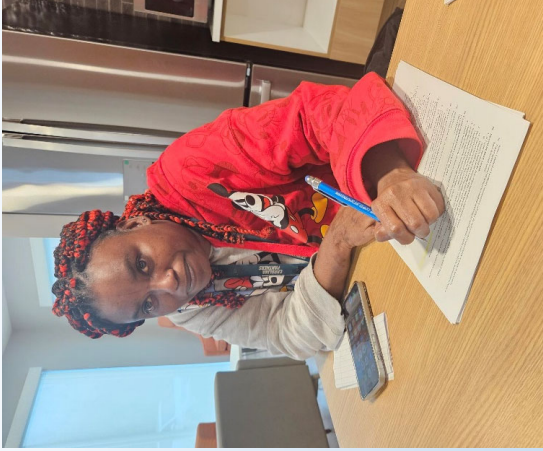


January 2024



January 2024

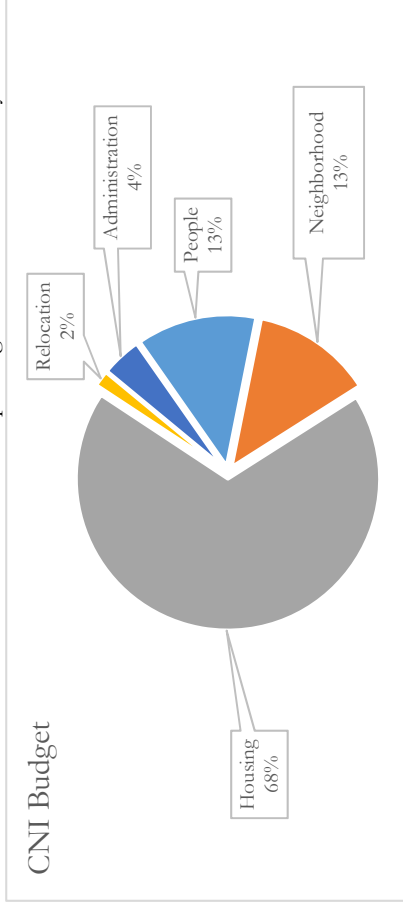
TRANSFORMATION in Progress at The Lofts at Brown School!



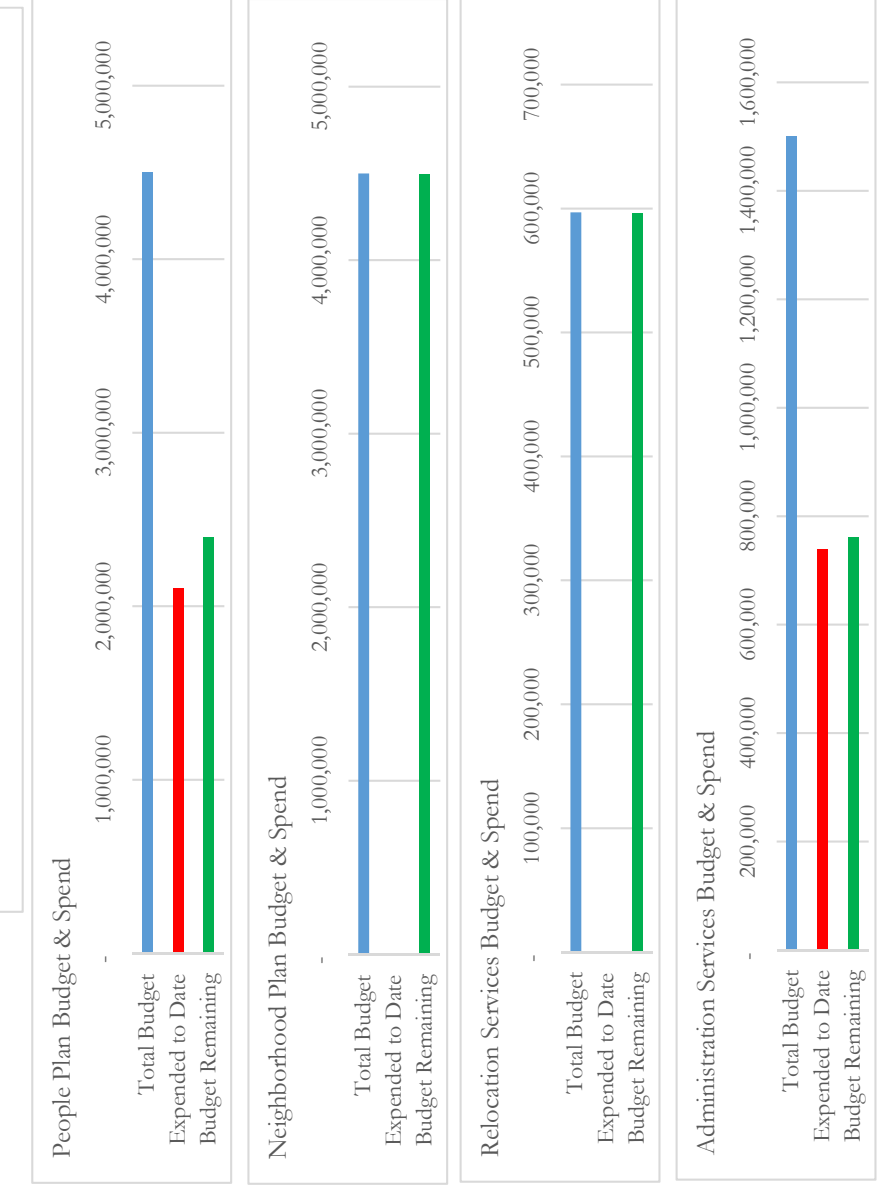
Choice Neighborhood Initiative Budget (HUD funds only)

People	4,500,000
Neighborhood	4,500,000
Housing	23,903,000
Relocation	597,000
Administration	1,500,000
	\$ 35,000,000.00

Reporting Period: February 2024



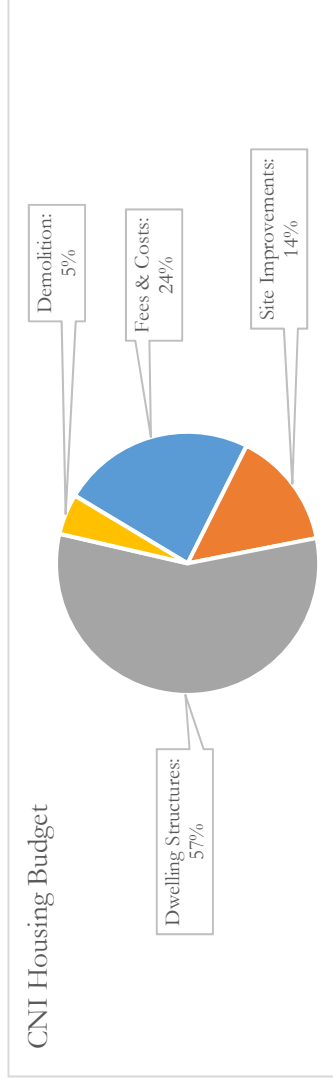
CNI Budget & Expenses by Area



CNI Housing Budget

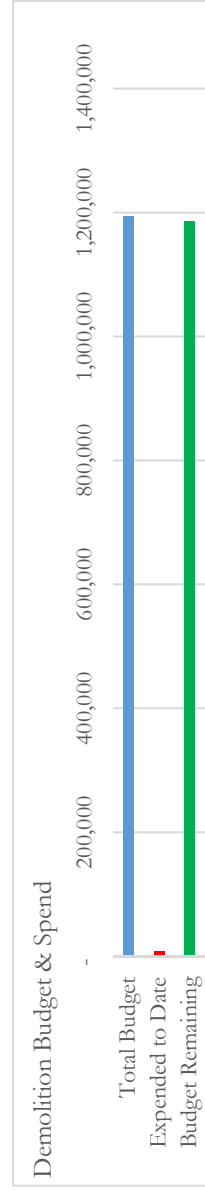
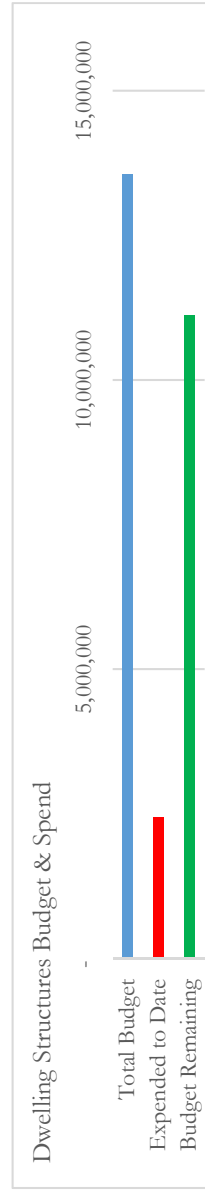
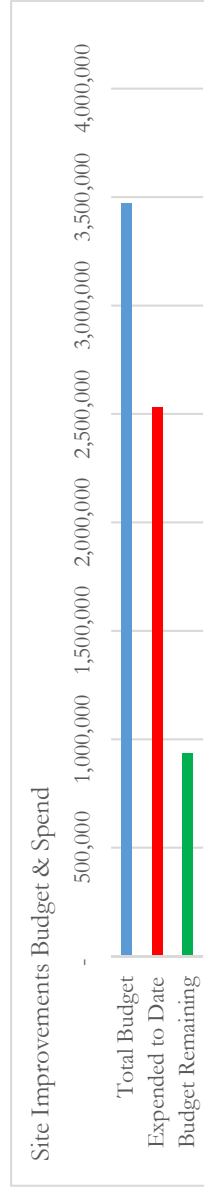
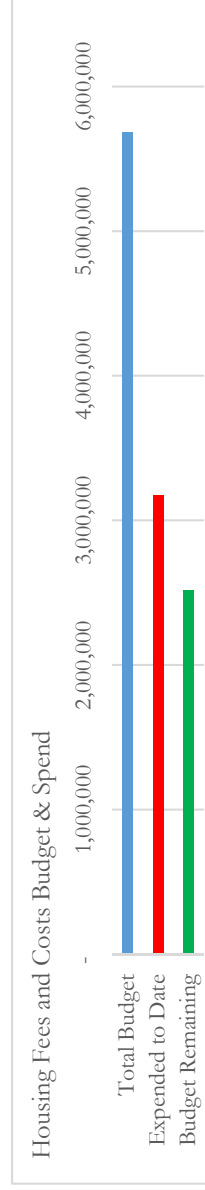
Reporting Period: February 2024

Fees & Costs:	5,686,157
Site Improvements:	3,469,334
Dwelling Structures:	13,553,509
Demolition:	1,194,000
	\$ 23,903,000



CNI Housing Budget & Expenses by Area

Area	Total Budget	Expended to Date	Budget Remaining	% Expended
Fees and Costs	5,686,157	3,172,456	2,513,701	56%
Site Improvements	3,469,334	2,533,207	936,127	73%
Dwelling Structures	13,553,509	2,438,134	11,115,375	18%
Demolition	1,194,000	7,547	1,186,453	1%



HOUSING IMPLEMENTATION MONTHLY UPDATE



I. Status of Development Activities

- a. Phase 1
 - i. Turnover of Bldgs 1-2 to McCormack Baron Management/Lease Up Dec 2023
 - ii. Photography/Website/Marketing Jan 2024-ongoing
 - iii. Turnover of Bldgs 3-7 to McCormack Baron Management/Lease Up Feb 2024
 - iv. Projected Completion of Bldgs 8-12 early April 2024
 - v. Ribbon-Cutting Ceremony April 25, 2024 3PM
- b. Phases 2 & 3
 - i. Demolition Plans Submission to City Feb 2024
 - ii. Site Plan Submission to City Feb 2024
 - iii. Consolidation Plat Feb/Mar 2024
 - iv. Housing Plans and Specs Submission to City Feb 2024
 - v. Part 58 Approval/Demo-Dispo Approval March 2024
 - vi. Demolition Start April 2024
 - vii. Building Permits Issued April 2024
 - viii. Civil Permits Issued May 2024
 - ix. Pricing and Financial Closing late Summer-early Fall
- c. Phase 4
 - i. Tax Credit Application Submitted to NCHFA Jan 2024
 - ii. Development Design Set for Pricing Feb 2024

II. Articles / Press

- i. Residents moving in; press release going out soon; ribbon cutting; Minority Owned Business owners/workers and former Cleveland Ave residents to possibly speak at ceremony

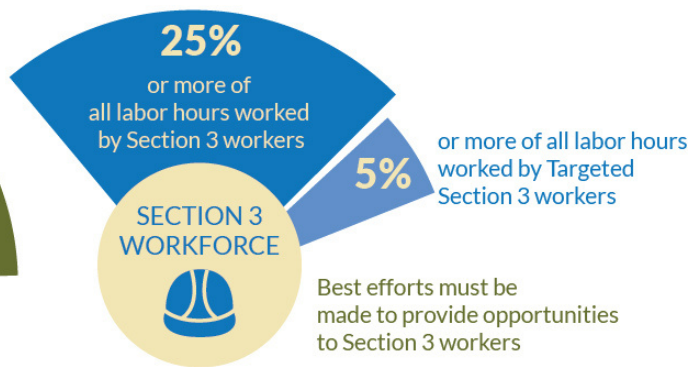
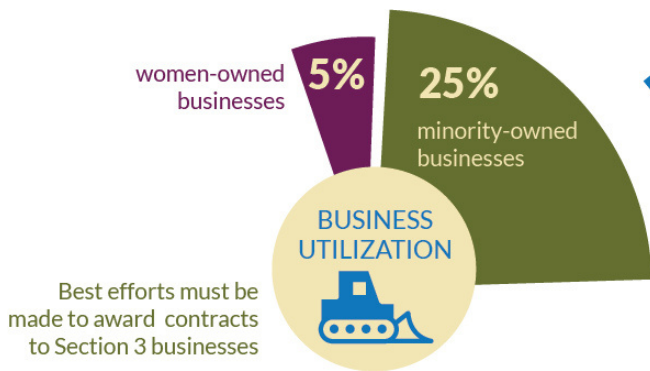


WINSTON-SALEM *The CHOICE*

Winston-Salem CNI Project, Phase I MBE, WBE, and Section 3 Performance Report Executive Summary | January 2024

PROJECT REQUIREMENTS

The Winston-Salem CNI Project, Phase I monthly reports document performance against the business utilization and Section 3 requirements. The following apply to the project:



PROJECT PERFORMANCE

The Winston-Salem CNI Project, Phase I is currently comprised of three contracts – Demolition & Site Prep, Housing Construction, and Public Improvements. The following data represents project performance against requirements based on information received through the report period.

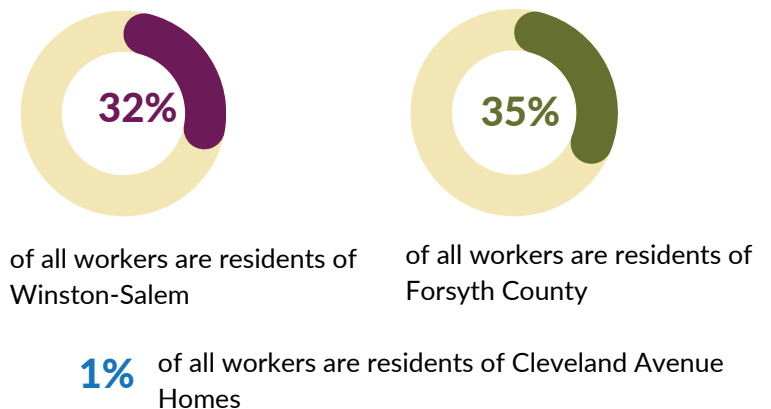
Business Utilization



Section 3 Workforce

Labor Hours	New Hires
67% Section 3 Workers	72% Section 3 Workers
9% Targeted Section 3 Workers	14% Targeted Section 3 Workers

Project Workforce

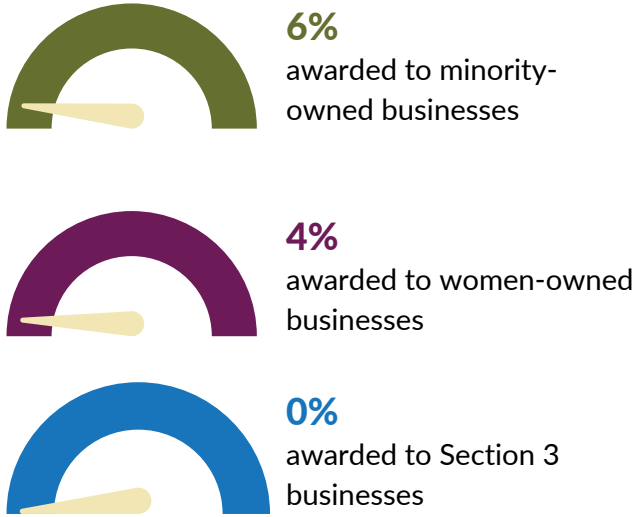


DEMOLITION AND SITE PREPARATION

GENERAL CONTRACTOR

Frank L. Blum Construction Company, Sterling Construction Services, A Joint Venture

Business Utilization



Section 3 Workforce

Labor Hours	New Hires
9% Section 3 Workers	0% Section 3 Workers
0% Targeted Section 3 Workers	0% Targeted Section 3 Workers

0 new hires identified.
0 new hires Section 3 workers.
0 new hires Targeted Section 3 workers.

Project Notes

No payroll concerns to report.



HOUSING CONSTRUCTION

GENERAL CONTRACTOR

Frank L. Blum Construction Company, Sterling Construction Services, A Joint Venture

Business Utilization



23%
awarded to minority-owned businesses



12%
awarded to women-owned businesses



10%
awarded to Section 3 businesses

Section 3 Workforce

Labor Hours

73%
Section 3 Workers

New Hires

72%
Section 3 Workers

10%
Targeted Section 3 Workers

14%
Targeted Section 3 Workers

85 new hires identified.
61 new hires Section 3 workers.
12 new hires Targeted Section 3 workers.



Project Notes

The project's Contractor Compliance Tracking documents payroll concerns that require attention.



PUBLIC IMPROVEMENTS

GENERAL CONTRACTOR

Frank L. Blum Construction Company, Sterling Construction Services, A Joint Venture

Business Utilization



2%
awarded to minority-
owned businesses



0%
awarded to women-owned
businesses



2%
awarded to Section 3
businesses

Section 3 Workforce

Labor Hours

15%
Section 3 Workers

New Hires

0%
Section 3 Workers

1%
Targeted Section 3
Workers

0%
Targeted Section 3
Workers

0 new hires identified.
0 new hires Section 3 workers.
0 new hires Targeted Section 3 workers.

Project Notes

No payroll concerns to report.





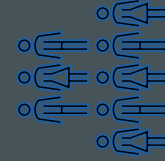
WS Choice Neighborhood

CLEVELAND AVENUE HOMES PEOPLE STRATEGY MONTHLY REPORT

January 2024



TABLE OF CONTENTS



- **Report Narrative**
 - Monthly Highlight – Transformation is Happening
- **Demographics**
 - Target Population
 - Race, ethnicity, age, income etc.
- **Education**
 - Kindergarten Readiness
 - Youth Enrollment/Out of School Program Participation
 - Adult Education Enrollment & Participation
- **Health**
 - Primary Care
 - Health Insurance
- **Economic Mobility**
 - Self-Sufficiency
 - Employment
- **Difference Made**
- **Our Team**

TRANSFORMATION
IS
HAPPENING



The Winston-Salem Choice Neighborhood Initiative (i.e., Urban Strategies, Housing Authority of Winston-Salem, City of Winston-Salem, and McCormack Baron Salazar) Phase I at the former Brown Elementary School site on Highland Avenue is almost complete.



DEMOGRAPHICS

Metric	Total Count
Target Households (original)	220
Target Households Served (to date)	310
Target Households currently being served (original and new)	213
Target Households with Completed Assessments	213
Households Dismissed from Program (to date)	95
Original Households not in enrolled in Case Management	21
New Target Households post application/prior to relocation enrolled in Case Management	111
Target Households receiving TANF	0
Target Households enrolled in food stamps	181
Target Households enrolled in SSI or SSDI	52
Average Annual Household Wage Income (no SSI/SSDI)	\$23,501.00
Average Annual Hourly Wage Income	\$13.84

Metric	Number	Percent
Number and percentage of target adult residents with a disability	17	8.80%
Number and percentage of Limited English Proficiency (LEP) target residents	0	0.00%
Number and percentage of target residents with at least one chronic condition	178	31.44%

93.30%

Target residents are African-Americans.

99.90%

Target original residents are enrolled in case management.

64.10%

Target residents are Females.

40.40%

Target residents are 18 – 64 years of age.

EDUCATION

Metric	Number	Percent
Number and percentage of target resident children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or programs	21/80	26.30%
Number and percentage of target resident youth screened for developmental delay and disabilities	79/80	98.80%
Number and percentage of target resident youth involved in positive youth development activities (i.e., out of school programs)	67/221	30.30%
Number of target residents participating in higher education	2/194	1.00%
Number of target residents participating in vocational/trade school	3/194	1.50%

83.20%

Target youth residents feel safe (i.e., safe, very safe, or extremely safe) on the way to school and back.

100.00%

Target resident parents read to youth on a regular basis.

57.30%

Target resident youth are ages 0 – 18 years of age.

65.20%

Target residents have some high school/GED training or a high school diploma/GED.

HEALTH

Metric	Number	Percent
Number and percentage of target residents who have a place of healthcare where they regularly go, other than an emergency room, when they are sick or need advice about their health	474	83.74%
Number and percentage of target residents who have health insurance	484	85.51%

101.47%

Target residents have seen their primary physician in the last 12 months.

95.10%

Target youth residents participate in at least 60 minutes of physical activity daily (ages 2+).

90.90%

Target residents have Medicaid insurance.

78.50%

Target youth residents have seen their dentist in the last 12 months.

ECONOMIC MOBILITY

Metric	Number	Percent
Number and percentage of residents with wage income	72	52.70%
Number and percentage of target residents working full-time	52	72.20%
Number of target residents of target residents working part-time	20	27.80%
Number and percentage of target residents who are unemployed	70	49.30%
Number and percentage of target residents who have been employed for 6 months or longer	68	94.40%
Number and percentage of target residents receiving Unemployment Insurance	0	00.00%
Number and percentage of target residents with a bank account	128	60.10%

97.40%

Target residents report their job is going well.

88.30%

Target residents are registered to vote.

84.90%

Target residents are permanently employed.

66.30%

Target residents are employed in the food industry, healthcare, or retail.

DIFFERENCE MADE

Brown School Lofts @ Legacy Heights Resident Engagement

First Resident Meeting



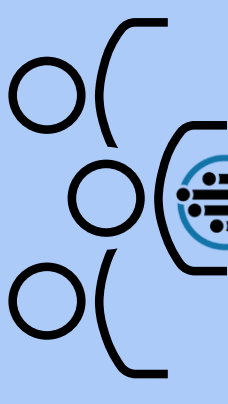
**Move-In Orientation Session
Financial Literacy Session**





OUR TEAM

- Eva Mosby, Southern Region Vice-President
- Tonya Atkins, Operations Director
- Ebony Moore, Family Support Specialist Manager
- Jenay Cole, Family Support Specialist II
- Rhonda Killian, Mobility Specialist
- Jessica Martinez-Martinez, Family Support Specialist II
- Shennetta Robinson, Outreach Worker
- Shaveda Shaw, Family Support Specialist II



HCV Report

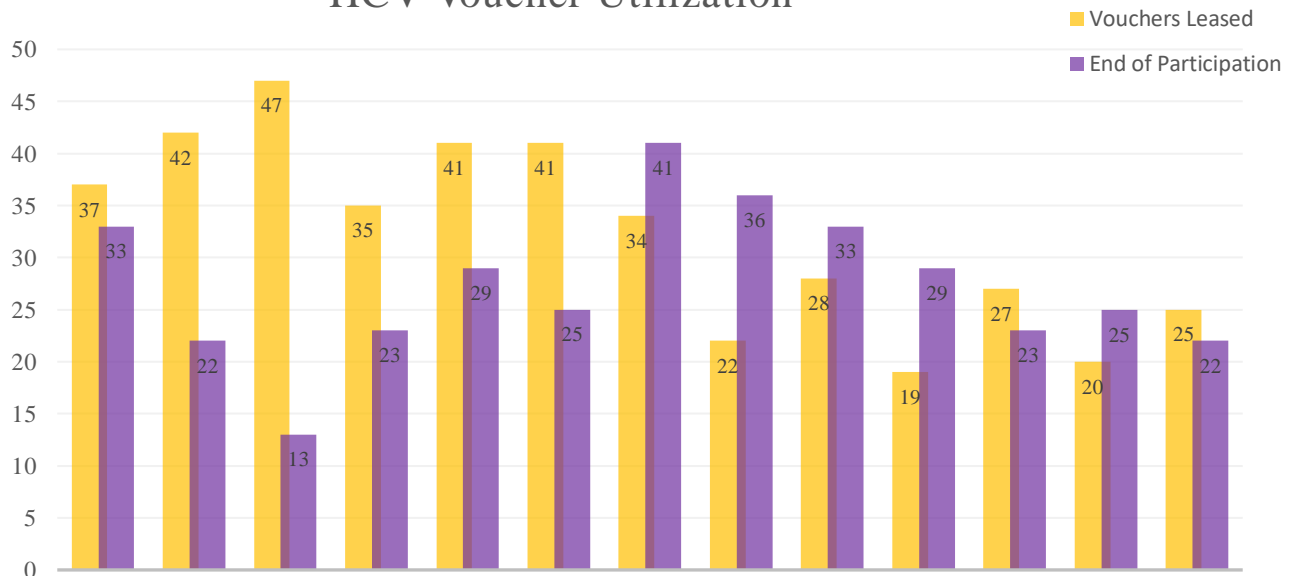
Housing Choice Voucher Program Report
1/31/2024

I. Voucher Unit Utilization	Current	Maximum	Percent Utilized	Target	NC Average as of 11/30/2023
Total Vouchers Leased - SEMAP indicator #13	3368	4537	74%	>90%	81.17%
Total Vouchers Issued for the month	52				
Total Voucher Leased for the month	25				
Total Vouchers Removed from the Program	22				
Vouchers Issued but not leased on the street	336				
Project-Based Vouchers (Currently in Place)	347	371	94%		94.30%
Special Programs	86	239	36%		
Mainstream	116	278	42%		66.54%
VASH	111	144	77%		70.66%
EHV	29	31	94%		67.26%
II. Voucher Budget Utilization					
Monthly	\$2,368,348	\$2,912,839	81%		
Average Monthly HAP	\$703				
III. Other SEMAP Indicators in PIC					
PIC Reporting Rate	98.09%			>94%	
Timely Re-examinations	96%			>95%	
Correct Rent Calculations	100%			>97%	
Pre-Contract HQS Inspections	100%			>97%	
Annual HQS Inspections	92%			>95%	
Family Self-Sufficiency Enrollment:# of Participants	62				
Percent with Escrow Accounts	74%				
IV. HCV Waiting List					
Number of Applicants Awaiting Voucher Issuance	934				
V. Inspections					
Units Inspected	448				
Passed (1st Inspections)	256				
Failed	192				
Passed after re-inspection	129				
Number of Landlords receiving HAP Abatements	679				
	51				



HUD Income Limits - by household size as of 05/15/2023								
	1	2	3	4	5	6	7	8
Very Low	\$28,550	\$32,600	\$36,700	\$40,750	\$44,050	\$47,300	\$50,550	\$53,800
Extremely Low	\$17,150	\$19,720	\$24,860	\$30,000	\$35,140	\$40,280	\$45,420	\$50,560
Low	\$45,650	\$52,200	\$58,700	\$65,200	\$70,450	\$75,650	\$80,850	\$86,100
HUD Fair Market Rents - by unit bedroom size as of 10/01/2023								
	0	1	2	3	4			
	\$897	\$936	\$1,110	\$1,452	\$1,671			

HCV Voucher Utilization



	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24
Vouchers Leased	37	42	47	35	41	41	34	22	28	19	27	20	25
End of Participation	33	22	13	23	29	25	41	36	33	29	23	25	22

January 2024 End of Participation Reasons

8 - Zero HAP Assistance

1 - Tenant Preference

5 - Moved without Notice/HAP Contract Violation

2 - Eviction - Lease Violation

2 - No Response to PHA

1 - Portable Voucher

3 - Other

Public Housing

Public Housing Report

Reporting Month	Piedmont Park	Cleveland Ave	Sunrise Towers	Crystal Towers	Healy Towers	Townview	Stoney Glenn	The Oaks at Tenth	Camden Station	Brookside View	Totals
Public Housing Management Operations	Jan-24	Jan-24	Jan-24	Jan-24	Jan-24	Jan-24	Jan-24	Jan-24	Jan-24	Jan-24	** sec note
Occupancy Rate	92.92%	53.69%	97.44%	93.03%	97.14%	94.00%	92.00%	88.00%	93.33%	100.00%	94.23%
Number of Units	240	244	195	201	105	50	50	50	30	15	1180
Units Offline	2	2	0	1	0	1	2	0	0	0	8
Move Ins	3	0	3	0	1	0	0	0	0	0	7
Move Outs	6	8	4	5	2	1	1	3	1	0	31
Vacancies	12	103	4	8	2	1	1	3	1	0	135
# of Applicants Pulled	25	15	10	10	30	3	3	5	2	0	103
Charges Billed	\$47,329	\$1,315	\$42,656	\$52,074	\$36,085	\$15,744	\$17,897	\$16,373	\$9,876	\$8,491	\$277,840
Payments Collected	\$47,048	\$27,523	\$40,989	\$51,885	\$35,743	\$18,675	\$17,095	\$13,252	\$10,687	\$7,846	\$270,743
# Recertifications Due	16	16	13	9	8	7	5	1	1	1	77
# Recertifications Completed	16	13	13	9	8	7	5	1	1	1	74
Waiting List	8866	4965	3406	360	1988	5716	5869	8178	8496	958	48802
Lease Violations											0
# of Late Payment Notices	130	66	67	59	13	29	25	18	10	7	424
# of Judicial evictions Filed in Court (Non-Payment)	11	2	10	7	1	2	2	0	0	0	35
#of Termination Notices (Other than Non-Payment)	2	0	0	0	0	0	0	0	0	0	2
# of Judicial Evictions Filed in Court (Other than Non-Payment)	0	0	0	0	0	0	0	0	0	0	0
Security											0
# of Incidents Reported (WSPD)	80	23	48	17	3	1	4	1	0	0	177
# of Incidents Involving Residents	15	3	5	3	0	0	0	0	0	0	26
# of Violent/Drug Reports	16	2	7	1	0	0	0	0	0	0	26
Maintenance											0
Opening Balance of Work Orders for BOM	14	2	7	15	0	3	1	3	0	2	47
# of Created Work Orders for the Month	287	109	132	135	30	23	18	39	17	3	793
# of Open Work Orders EOM	13	6	10	9	2	5	5	3	4	1	58
# of Emergency Work Orders EOM	2	1	0	0	0	1	0	0	0	0	4

*Cleveland Avenue Homes data reflect higher vacancy and lower rental revenues due to planned relocation of residents off site pursuant to the Choice Neighborhoods Grant Initiative ("CNI"). All units are being vacated in phases to allow for demolition and rebuild pursuant to the CNI grant. **Totals column excludes Cleveland Avenue Homes data.

Unsubsidized Housing

Unsubsidized Housing Report January 2024

	Drayton Pines	Plaza
Imperial Operations		
Occupancy Rate	93%	95%
Number of Units	44	77
Move Ins	0	2
Move Outs	1	3
Vacancies	3	4
# of Applicants Pulled	2	6
Charges Billed in January	\$35,191	\$37,131
Payments Collected in January	\$35,246	\$34,215
Waiting List	5	20
Lease Violations		
# of Late Payment Notices	7	18
# of Termination Notices (Other than Non-Payment)	0	0
# of Judicial evictions Filed in Court (Non-Payment)	0	0
# of Judicial Evictions Filed in Court (Other)	0	0
Security		
# of Incidents Reports	4	7
# of Violent/Drug Reports	0	1
# of Incidents Involving Residents	0	0
Maintenance		
Opening Balance of Work Orders for BOM	2	9
# of Created Work Orders for the Month	43	64
# of Open Work Orders EOM	6	15
# of Emergency Work Orders EOM	1	1

Resolutions

RESOLUTION NO. 2239

AUTHORIZING APPROVAL OF THE JANUARY 31, 2024 FINANCIAL STATEMENTS

WHEREAS, the Housing Authority of the City of Winston-Salem (the " Authority") operates on a Fiscal Year ending September 30; and

WHEREAS, the Authority prepares unaudited Financial Statements monthly, as mandated by the United States Department of Housing and Urban Development; and

WHEREAS, the unaudited Financial Statements dated January 31, 2024 were submitted to the Board of Commissioners for review; and

WHEREAS, the unaudited Financial Statements attached and referenced herein is a permanent record and will continue to be maintained in the Authority's permanent files;

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners hereby accepts the unaudited Financial Statements dated January 31, 2024.

Adopted On: _____ (Date)

Signed: _____
Kevin Cheshire
Board Secretary

Housing Authority of Winston-Salem
Financial Highlights
January 31, 2024

Consolidated Statements

As of January 31, 2024, the total assets of the Authority were \$49,245,762 while total liabilities were \$12,080,452. The current ratio (current assets of \$9,294,680 divided by current liabilities of \$1,612,138) was 5.77.

The net loss excluding Housing Assistance Payments (HAP) and receipts is (\$69,803). There was negative cash flow excluding HAP payments and receipts of (\$565,290). The net gain prior to depreciation, extraordinary items and forgiveness of debt but inclusive of HAP income and expense was \$504,621. There was a consolidated net loss of (\$75,678.). This included depreciation of \$580,299. Cash flow decreased by (\$571,165) including HAP receipts and expense. The overall total income was 7.13% over budget and total operating expenditures were (10.35%) under budget.

Low Income Public Housing

Total gross revenue through January 31, 2024 was \$3,332,712 and was under budget by (\$242,786). Tenant Rental Income of \$1,062,414 was over budget by \$36,612. Other Tenant Income of \$81,840 was under budget by (\$21,000).

Expense prior to depreciation and extraordinary items of \$3,382,728 was under budget by (\$517,116) or (13.26%).

The net loss for operations prior to depreciation and extraordinary item expenses was (\$50,016). The depreciation expense was \$519,723 and net loss including depreciation expense was (\$569,739).

Section 8 (Housing Choice Voucher Program)

The gross revenue generated from Section 8 through January 31, 2024 was \$11,240,215 and was over budget by \$1,187,337. The HAP Fees earned during this period were \$10,200,851 and the HAP expense was \$10,206,726. During the fiscal year to date, HUD has released \$1,242,656 of HUD-held reserves which helps offset increased HAP expenses.

Administrative income of \$1,039,364 and operating expense of \$787,925 produced a net gain of \$251,704 (excluding depreciation). Operating expense was under budget by (13.43%) or (\$122,215.)

The Section 8 financial statements for the period ended January 31, 2024 resulted in net gain before depreciation of \$245,564. The net gain including depreciation was \$238,829.

Scattered Sites

The total revenue for scattered sites was \$281,879 which is under budget by (\$17,760.) Vacancies are the main cause of this variance.

Total Operating expense of \$288,693 was 5.81% or \$15,853 over budget.

The net loss before depreciation expense was (\$6,814) and the depreciation expense was \$46,797 for a net decrease after depreciation of (\$56,611).

Grants

The federal grants are cost reimbursement and therefore do not produce net income. The expenditures and salaries related to this grant are specified by HUD as resident service in nature.

State and local grants consist of Shelter Plus Care for the Homeless, AIDS and Chronic Mental Disorders. This is a cost reimbursement program for which HAWS collects management fees. The profit earned in this program will be transferred to Corporate at year end.

Other grant information included in this report is for activities associated with the PILOT grant for which we are utilizing the dollars that were paid up front and in our reserves. CHOICE Neighborhood funds and expenditures are included here as well.

Corporate Management

The total gross revenue was \$1,064,815, which was over budget by \$123,586 or 13.13%. Unbudgeted bond fee proceeds from Winston Summit are the main reason for this positive variance.

The total operating expense was \$868,443, which was under budget by (\$105,884) or (10.87%).

The net income including depreciation was \$195,590.

Imperial Management

Total revenue was \$104,334 and operating expense was \$74,134. Net income after depreciation expense was \$30,200.

Housing Authority of Winston-Salem
Consolidated Balance Sheet
As of January 31, 2024

	Jan-24	FYE 2023	Variance		Jan-23
			Amount	Percentage	
Assets					
Unrestricted cash	17,745	199,033	(181,288)	-91.08%	61,277
Restricted Cash - Public Housing Resrv/Oper	3,127,023	3,580,405	(453,382)	-12.66%	3,085,505
Restricted Cash - HCV Admin Resrv/Oper	1,474,025	1,257,608	216,417	17.21%	626,084
Restricted Cash - HAP	(422,676)	(383,092)	(39,584)	-10.33%	(286,366)
Restricted Cash - Grants	(22,293)	0	(22,293)	-100.00%	0
Restricted Cash - Other	723,266	709,394	13,872	1.96%	684,923
Accounts receivable-tenants, net	87,825	70,444	17,381	24.67%	89,150
Accounts receivable-interest	2,944,581	2,817,096	127,485	4.53%	2,736,491
Accounts receivable-other	892,585	793,488	99,097	12.49%	568,823
Prepaid Expenses	275,867	117,183	158,684	135.42%	283,048
Inventories	106,711	106,711	0	0.00%	110,180
Total Current Assets	9,204,659	9,268,270	(63,611)	-0.69%	7,959,115
Fixed Assets	100,336,262	100,315,254	21,008	0.02%	99,078,542
Less Accumulated Depreciation	(77,756,410)	(77,176,111)	(580,299)	-0.75%	(75,998,921)
Net Fixed Assets	22,579,852	23,139,143	(559,291)	-2.42%	23,079,621
Mortgage Receivable	15,491,269	15,491,269	0	0.00%	12,462,919
Other	0	0	0	0.00%	0
Total Other Assets	15,491,269	15,491,269	0	0.00%	12,462,919
Deferred Outflow of Resources	1,879,961	1,879,961	0	0.00%	1,084,146
Total Assets	49,155,741	49,778,643	(622,902)	-1.25%	44,585,801
Liabilities					
Accounts payable	157,643	289,077	(131,434)	-45.47%	6,267
Accrued Liabilities	371,040	805,129	(434,089)	-53.92%	356,519
Current Portion Long Term Debt	61,371	61,371	0	0.00%	50,971
Security Deposits/FSS Escrows	502,304	492,338	9,966	2.02%	471,572
Deferred Revenue	429,759	432,340	(2,581)	-0.60%	450,142
Total Current Liabilities	1,522,117	2,080,255	(558,138)	-26.83%	1,335,471
Line of Credit	479,312	486,801	(7,489)	-1.54%	487,309
Notes Payable-Noncurrent	5,762,599	5,780,932	(18,333)	-0.32%	5,935,374
Other	4,181,447	4,181,447	0	0.00%	1,361,278
Total Noncurrent Liabilities	10,423,358	10,449,180	(25,822)	-0.25%	7,783,961
Deferred Inflow of Resources	44,956	44,956	-	0.00%	1,568,599
Total Liabilities	11,990,431	12,574,391	(583,960)	-4.64%	10,688,031
Equity					
Investment in capital assets,net	16,866,775	16,810,039	56,736	0.34%	17,202,305
Unrestricted net assets	20,374,213	17,031,294	3,342,919	19.63%	17,127,254
Restricted net assets	0	0	0		0
Net income	(75,678)	3,362,919	(3,438,597)	-102.25%	(431,789)
Total Equity	37,165,310	37,204,252	(38,942)	-0.10%	33,897,770
Total Liabilities and Equity	49,155,741	49,778,643	(622,902)	-1.25%	44,585,801

TOTAL HA OF THE CITY OF WINSTON-SALEM

BALANCE SHEET

As of January 31, 2024

	Jan-24						FYE 9/30/2023			
	LIPH	Section 8	S. Sites	Grants	COCC	Imperial	ELIMINATION	Total HAWS	Total HAWS	Variance
ASSETS										
CURRENT ASSETS										
CASH										
UNRESTRICTED CASH			0		0	17,745		17,745	199,033	(181,288)
RESTRICTED CASH - PUBLICHOUSING RESRV	3,127,023							3,127,023	3,580,405	(453,382)
RESTRICTED CASH - HCV ADMIN RESRV/OPER		1,474,025						1,474,025	1,257,608	216,417
RESTRICTED CASH - HAP		(422,676)						(422,676)	(383,092)	(39,584)
RESTRICTED CASH - GRANTS				(22,293)				(22,293)	0	(22,293)
RESTRICTED CASH - OTHER	223,791							223,791	223,437	354
FSS PROGRAM		316,760						316,760	299,718	17,042
SECURITY DEPOSITS	159,575		23,140					182,715	186,239	(3,524)
TOTAL CASH	3,510,389	1,368,109	23,140	(22,293)	0	17,745		4,897,090	5,363,348	(466,258)
ACCOUNTS RECEIVABLE-TENANTS	271,344		38,242					309,586	269,852	39,734
ACCOUNTS RECEIVABLE-HAP								0	0	-
ALLOWANCE FOR DOUBTFUL ACCOUNTS	(196,084)		(25,677)					(221,761)	(199,408)	(22,353)
NET ACCOUNTS RECEIVABLE-TENANTS	75,260	0	12,565	0	0	0		87,825	70,444	17,381
ACCOUNTS RECEIVABLE-MISC										
AR-HUD		492,136						492,136	552,771	(60,635)
AR- INTEREST					2,944,581			2,944,581	2,817,096	127,485
AR - OTHERS		310	84,409	315,730	126,982	431,435	(558,417)	400,449	240,717	159,732
TOTAL AR-MISC	0	492,446	84,409	315,730	3,071,563	431,435	(558,417)	3,837,166	3,610,584	226,582
PREPAID EXPENSES AND OTHER ASSETS										
PREPAID INSURANCE		50,448	23,819		23,762	6,274		104,303	64,345	39,958
PREPAID EXPENSES-OTHER	113,621	357	5,044		52,491	51		171,564	52,838	118,726
TOTAL PREPAID EXPENSES AND OTHER AS	113,621	50,805	28,863	0	76,253	6,325		275,867	117,183	158,684
INVENTORIES	83,841				0	22,870		106,711	106,711	-
ALLOWANCE OBSOLETE INVENTORY								0	0	-
NET INVENTORY	83,841	0	0	0	0	22,870		106,711	106,711	-
TOTAL CURRENT ASSETS	3,783,111	1,911,360	148,977	293,437	3,147,816	478,375	(558,417)	9,204,659	9,268,270	(63,611)
NON-CURRENT ASSETS										
FIXED ASSETS										
LAND	1,097,631			99,962	459,763			1,657,356	1,657,356	-
LAND IMPROVEMENTS	567,273				69,730			637,003	637,003	-
BUILDINGS	82,467,472		9,080,777	258,969	1,969,987			93,777,205	93,756,197	21,008
LEASEHOLD IMPROVEMENTS	423,065	143,465						566,530	566,530	-
CONSTRUCTION IN PROGRESS	0				264,986			264,986	264,986	-
FEM-DWELLINGS	662,019			17,136				679,155	679,155	-
FEM-ADMINISTRATION	2,037,352	241,187			462,018	13,470		2,754,027	2,754,027	-
TOTAL FIXED ASSETS	87,254,812	384,652	9,080,777	376,067	3,226,484	13,470		100,336,262	100,315,254	-
ACCUMULATED DEPRECIATION	(68,387,880)	(381,284)	(6,314,051)	(161,218)	(2,498,507)	(13,470)		(77,756,410)	(77,176,111)	(580,299)
FIXED ASSETS, NET OF DEPRECIATION	18,866,932	3,368	2,766,726	214,849	727,977	0		22,579,852	23,139,143	(559,291)
MORTGAGE RECEIVABLE					11,710,073			11,710,073	11,710,073	-
NOTE RECEIVABLE - CHOICE PHASE I					3,781,196			3,781,196	3,781,196	-
TOTAL MORTGAGE RECEIVABLE	0	0	0	0	15,491,269	0		15,491,269	15,491,269	-
OTHER ASSETS										-
NOTE RECEIVABLE - FEV								0	0	-
NOTES RECEIVABLE - SEC 8								0	0	-
OTHERS					312,000		(312,000)	0	0	-
TOTAL OTHER ASSETS	0	0	0	0	312,000	0	(312,000)	0	0	-
DEFERRED OUTFLOW OF RESOURCES	660,911	314,711	87,637		816,702			1,879,961	1,879,961	-
TOTAL NON-CURRENT ASSETS	19,527,843	318,079	2,854,363	214,849	17,347,948	0	(312,000)	39,951,082	40,510,373	(559,291)
TOTAL ASSETS	23,310,954	2,229,439	3,003,340	508,286	20,495,764	478,375	(870,417)	49,155,741	49,778,643	(622,902)

TOTAL HA OF THE CITY OF WINSTON-SALEM

BALANCE SHEET

As of January 31, 2024

							Jan-24	FYE 9/30/2023		
	LIPH	Section 8	S. Sites	Grants	COCC	Imperial	ELIMINATION	Total HAWS	Total HAWS	Variance
LIABILITIES AND EQUITY										
CURRENT LIABILITIES										
ACCOUNTS PAYABLE										
ACCOUNTS PAYABLE - VENDORS	50,971	32,167	5,864	63,207	2,331	250		154,790	279,084	(124,294)
ACCOUNTS PAYABLE - HUD		69						69	19	50
ACCOUNTS PAYABLE - OTHERS			110	2,674				2,784	9,974	(7,190)
TOTAL ACCOUNTS PAYABLE	50,971	32,236	5,974	65,881	2,331	250	0	157,643	289,077	(131,434)
ACCRUED LIABILITIES										
ACCRUED SALARIES AND WAGES					36,853			36,853	450,860	(414,007)
ACCRUED UTILITIES	140,517							140,517	89,098	51,419
ACCRUED INTEREST PAYABLE	152		5,122		439			5,713	5,713	-
ACCRUED PILOT - PHA WIDE	46,420							46,420	147,476	(101,056)
ACCRUED COMPENSATED ABSENCES	30,980	12,766	4,866		43,815	1,594		94,021	94,021	-
OTHER ACCRUED LIABILITIES	32,289	9,867	292,021	118,750	24,731	1,293	(431,435)	47,516	17,961	29,555
TOTAL ACCRUED LIABILITIES	250,358	22,633	302,009	118,750	105,838	2,887	(431,435)	371,040	805,129	(434,089)
OTHER CURRENT LIABILITIES										
TENANT SECURITY DEPOSITS	162,388		23,156					185,544	192,620	(7,076)
FSS ESCROW ACCOUNT		316,760						316,760	299,718	17,042
DEFERRED REVENUE	22,398	37,247	4,076		366,038			429,759	432,340	(2,581)
CURRENT PORTION-LT DEBT	3,444		35,663		22,264			61,371	61,371	-
TOTAL OTHER CURRENT LIABILITIES	188,230	354,007	62,895	0	388,302	0		993,434	986,049	7,385
TOTAL CURRENT LIABILITIES	489,559	408,876	370,878	184,631	496,471	3,137	(431,435)	1,522,117	2,080,255	(558,138)
NON-CURRENT LIABILITIES										
LONG TERM DEBT										
LINE OF CREDIT					479,312			479,312	486,801	(7,489)
NOTE PAYABLE TO CORPORATE			126,982				(126,982)	0	0	-
NOTE PAYABLE	714,764		4,959,206		462,000		(312,000)	5,823,970	5,842,303	(18,333)
TOTAL	714,764	0	5,086,188	0	941,312	0	(438,982)	6,303,282	6,329,104	(25,822)
LESS CURRENT PORTION	(3,444)		(35,663)		(22,264)			(61,371)	(61,371)	-
TOTAL LONG TERM DEBT - NET	711,320	0	5,050,525	0	919,048	0	(438,982)	6,241,911	6,267,733	(25,822)
NONCURRENT LIABILITIES-OTHER										
ACCRUED COMP. ABSENCES	92,939	38,327	14,598		131,446	4,782		282,092	282,092	-
ACCRUED PENSION & OPEB LIABILITY	1,370,840	652,764	181,774		1,693,977			3,899,355	3,899,355	-
UNAMORTIZED ORIG ISSU DISC								0		-
TOTAL NONCURRENT LIABILITIES-OTHER	1,463,779	691,091	196,372	0	1,825,423	4,782		4,181,447	4,181,447	-
TOTAL NON-CURRENT LIABILITIES	2,175,099	691,091	5,246,897	0	2,744,471	4,782	(438,982)	10,423,358	10,449,180	(25,822)
DEFERRED INFLOW OF RESOURCES	15,805	7,525	2,096		19,530			44,956	44,956	-
TOTAL LIABILITIES	2,680,463	1,107,492	5,619,871	184,631	3,260,472	7,919	(870,417)	11,990,431	12,574,391	(583,960)
EQUITY										
INVESTED IN CAPITAL ASSETS, NET	18,148,724	3,368	(2,228,143)	214,849	727,977	0		16,866,775	16,810,039	56,736
UNRESTRICTED NET ASSETS	3,051,506	879,750	(334,777)	25,753	16,311,725	440,256		20,374,213	17,031,294	3,342,919
RESTRICTED NET ASSETS								0	0	-
NET INCOME/(LOSS) - HAP		(5,875)						(5,875)	(62,216)	56,341
NET INCOME/(LOSS)	(569,739)	244,704	(53,611)	83,053	195,590	30,200		(69,803)	3,425,135	(3,494,938)
TOTAL EQUITY	20,630,491	1,121,947	(2,616,531)	323,655	17,235,292	470,456		37,165,310	37,204,252	(38,942)
TOTAL LIABILITIES AND EQUITY	23,310,954	2,229,439	3,003,340	508,286	20,495,764	478,375	(870,417)	49,155,741	49,778,643	(622,902)

Housing Authority of the City of Winston- Salem
Consolidated Revenue and Expense Statement
October 1, 2023 - January 31, 2024

	YTD	YTD	Variance		1/31/2023
	Actual	Budget	Amount	Percentage	Actual
Operating Income					
HUD subsidy/grants	13,525,266	12,666,179	859,087	6.78%	12,386,977
HUD Admin Fee	1,028,815	1,013,724	15,091	1.49%	984,251
Dwelling rents	1,335,497	1,321,141	14,356	1.09%	1,269,268
Excess utilities & other	90,445	107,708	(17,263)	-16.03%	109,010
Transfer in	-	-	-	-	-
Other income	658,278	309,430	348,848	112.74%	304,193
Construction Revenue					-
Management fees	763,085	823,917	(60,832)	-7.38%	770,348
Interest on Hope VI Receivable	127,484	129,423	(1,939)	-1.50%	128,723
Interest on general fund	15,080	4,350	10,730	246.67%	8,053
Total Income	17,543,950	16,375,872	1,168,078	7.13%	15,960,823
Operating Expenditures					
Administrative	2,646,128	2,942,162	(296,034)	-10.06%	2,812,047
Tenant Services	1,227,016	1,278,620	(51,604)	-4.04%	1,785,748
Utilities	596,607	605,908	(9,301)	-1.53%	610,008
Maintenance	1,215,856	1,585,115	(369,259)	-23.30%	1,326,606
Construction Expense	-	-	-	-	-
Protective Services	178,540	244,357	(65,817)	-26.93%	189,270
General	766,817	740,095	26,722	3.61%	748,637
Total Operating Expenses	6,630,964	7,396,257	(765,293)	-10.35%	7,472,316
Other Expenditures					
Operating Transfer Out		-	-	-	-
Casualty Loss	-	-	-	-	29,947
Housing Assistance Payments	10,408,365	9,215,943	1,192,422	12.94%	8,276,863
Total Other Expenditures	10,408,365	9,215,943	1,192,422	12.94%	8,306,810
Total Expenditures	17,039,329	16,612,200	427,129	2.57%	15,779,126
Net Income (Loss) before depreciation	504,621	(236,328)	740,949	313.53%	181,697
Depreciation expense	580,299	576,758	3,541	0.61%	613,487
Net Income (Loss) after depreciation	(75,678)	(813,085)	737,407	90.69%	(431,790)
Other Changes In Cash					
Principal payments on debt	25,821	25,821	-	-	55,935
Capital Exp/Long Term Improvements	13,693	13,693	-	-	17,451
Replacement Reserve Pymts	-	-	-	-	-
Change in Assets/Liabilities	(931,365)	(931,365)	-	-	(1,293,980)
Depreciation expense add back	580,299	576,758	3,541	0.61%	613,487
Cash Increase (Decrease)	(466,258)	(1,207,207)	740,949	61.38%	(1,185,669)

CONSOLIDATED STATEMENT OF REVENUE & EXPENSE

BUDGETED PROGRAM ONLY
October 1, 2023 - January 31, 2024

LPH	Section 8 Programs	Scattered Sites	Grants	Corporate	Imperial	ELIMINATIONS	YTD ACTUAL	YTD BUDGET	VARIANCE AMOUNT	PERCENT	ANNUAL BUDGET	REMAINING AMOUNT	PERCENT
Operating Income													
HUD subsidy/grants	2,115,420	10,200,851	1,208,995				13,525,266	12,666,179	859,087	7%	42,868,433	29,343,167	68%
HUD Admin Fee		1,019,834	8,981				1,028,815	1,013,724	15,091	1%	2,895,299	1,866,484	64%
Dwelling rents	1,062,414	273,083					1,335,497	1,321,141	14,356	1%	3,963,423	2,627,926	66%
Excess utilities & other	81,840	8,605					90,445	107,708	(17,263)	-16%	131,526	41,081	31%
Transfer in	0						0	0	0	0%	1,475,832	1,475,832	100%
Other income	72,449	16,816	302,019	266,765	38		658,278	309,430	348,848	113%	1,110,380	452,102	41%
Management fees				658,789	104,296		763,085	823,917	(60,832)	-7%	2,530,951	1,767,866	70%
Interest on Hope VI Receivable				127,484			127,484	129,423	(1,939)	-1%	398,270	270,786	68%
Interest on general fund	589	2,714		11,777			15,080	4,350	10,730	247%	13,051	(2,029)	-16%
Total Income	3,332,712	11,240,215	1,519,995	1,064,815	104,334	0	17,543,950	16,375,872	1,168,078	7%	55,387,165	37,843,215	68%
Operating Expenditures													
Administrative													
Salaries	223,026	233,337	34,612	521,585	12,985		1,056,013	1,189,879	(133,866)	-11%	3,930,612	2,874,599	73%
Employee benefits	91,185	96,776	10,383	184,323	4,371		398,408	465,721	(67,313)	-14%	1,402,855	1,004,447	72%
Legal and accounting	16,613	19,223	16,667	847			57,485	53,833	3,652	7%	161,500	104,015	64%
Audit	37,257	12,876	4,206	2,286			60,139	25,830	34,309	133%	77,490	17,351	22%
Travel and training	49	106	1,344		211		1,710	23,105	(21,395)	-93%	69,315	67,605	98%
Office rent	73,209	46,870	20,265	2,390			148,734	179,200	(30,466)	-17%	537,601	388,867	72%
Employee Parking	0	0					0	2,833	(2,833)	-100%	8,500	8,500	100%
Management fees	352,070	273,156	8,981				666,080	736,679	(70,599)	-10%	2,210,036	1,543,956	70%
Other	129,491	51,760	6,712	4,519			257,559	265,081	(7,522)	-3%	780,549	522,990	67%
Total admin	923,500	734,104	70,643	804,282	26,762	0	2,646,128	2,942,162	(296,034)	-10%	9,178,458	6,532,330	71%
Tenant Services													
Salaries	24,759	17,042	24,760				66,561	85,437	(18,876)	-22%	287,378	220,817	77%
Contracts and other	21,152		1,114,178				1,135,330	1,161,527	(26,197)	-2%	8,225,308	7,089,978	86%
Employee benefits	7,614	9,116	8,395				25,125	31,656	(6,531)	-21%	94,968	69,843	74%
Total tenant services	53,525	26,158	1,147,333	0	0	0	1,227,016	1,278,620	(51,604)	-4%	8,607,654	7,380,638	86%
Utilities													
Water	163,172	1,804	782				165,758	161,852	3,906	2%	485,557	319,799	66%
Electric	244,328	2,694	2,794				249,816	254,427	(4,611)	-2%	763,281	513,465	67%
Gas	180,495	538					181,033	189,628	(8,595)	-5%	568,885	387,852	68%
Other							0	0	0	0%	0	0	0%
Total utilities	587,995	0	5,036	3,576	0	0	596,607	605,908	(9,301)	-2%	1,817,723	1,221,116	67%
Ordinary maintenance													
Labor	250,667	40,675	4,052	19,050			314,444	378,581	(64,137)	-17%	1,273,118	938,674	75%
Overtime	19,231	4,396	657	73			24,357	27,000	(2,643)	-10%	81,000	56,643	70%
Employee benefits Maint	113,414	17,466	949	14,969			146,798	170,859	(24,061)	-14%	512,578	365,780	71%
Materials	109,900	678	30,983	569	346		142,476	226,409	(83,933)	-37%	599,887	457,411	76%
Contract Costs	492,393	2,311	47,994	32,647	1,371		587,781	782,266	(194,485)	-25%	2,117,134	1,529,353	72%
Total maintenance	985,605	2,989	141,514	38,874	35,809	0	1,215,856	1,585,115	(369,259)	-23%	4,583,717	3,367,861	73%
Protective Services													
Protective Services	164,473	4,145	9,922				178,540	244,357	(65,817)	-27%	751,817	573,277	76%
Total protective services	164,473	0	4,145	0	9,922	0	178,540	244,357	(65,817)	-27%	751,817	573,277	76%
General													
Insurance	162,702	24,674	13,097	1,641			218,511	217,036	1,475	1%	651,107	432,596	66%
Pilot	46,420						46,420	43,386	3,034	7%	130,157	83,737	64%
Collection Loss	93,677	13,961					107,638	41,033	66,605	162%	123,100	15,462	13%
Interest Expense	3,007	20,803	8,614				32,424	28,184	4,240	15%	84,553	52,129	62%
Other general expense	361,824						361,824	410,456	(48,632)	-12%	1,231,369	869,545	71%
Total general	667,630	24,674	21,711	1,641	0	0	766,817	740,095	26,722	4%	2,220,286	1,453,469	65%
Total Operating Expenditures	3,382,728	787,925	1,229,041	868,443	74,134	0	6,630,964	7,396,257	(765,293)	-10%	27,159,655	20,528,691	76%
Other Expenditures													
Operating Transfer Out							0	0	0	0%	0	0	0%
Casualty Losses							0	0	0	0%	0	0	0%
Housing assistance payments		10,206,726	201,639				10,408,365	9,215,943	1,192,422	13%	27,647,828	17,239,463	62%

CONSOLIDATED STATEMENT OF REVENUE & EXPENSE

BUDGETED PROGRAM ONLY

October 1, 2023 - January 31, 2024

	LIPH	Section 8 Programs	Scattered Sites	Grants	Corporate	Imperial	ELIMINATIONS	YTD ACTUAL	YTD BUDGET	VARIANCE AMOUNT	PERCENT	ANNUAL BUDGET	REMAINING AMOUNT	PERCENT
Total Other Expenditures	0	10,206,726	0	201,639	0	0	0	10,408,365	9,215,943	1,192,422	13%	27,647,828	17,239,463	62%
Total Expenditures	3,382,728	10,994,651	288,693	1,430,680	868,443	74,134	0	17,039,329	16,612,200	427,129	3%	54,807,483	37,768,154	69%
Net Income (Loss) Before Depreciation	(50,016)	245,564	(6,814)	89,315	196,372	30,200	0	504,621	(236,328)	740,949	314%	579,682	75,061	13%
Gain/Loss Sales of Real Property								0	0	0	0%	0	0	0%
Depreciation	519,723	6,735	46,797	6,262	782			580,299	576,758	3,541	1%	1,730,273	1,149,974	66%
Extra Ordinary Item								0	0	0	0%	0	0	0%
Net Income (Loss)	(569,739)	238,829	(53,611)	83,053	195,590	30,200	0	(75,678)	(813,085)	737,407	91%	(1,150,591)	(1,074,913)	-93%
Debt service	1,561		16,771		7,489			25,821	25,821	0	0%	100,187	74,366	74%
Capital Exp/Long Term Improvements	13,693							13,693	13,693	0	0%	1,700,000	1,686,307	-100%
Replacement Reserve Pymts								0	0	0	0%	13,200	13,200	100%
Change in Assets and Liabilities	(390,691)	(51,689)	22,994	(111,608)	(298,818)	(101,553)		(931,365)	(931,365)	0	0%	0	931,365	0%
Depreciation Add Back	519,723	6,735	46,797	6,262	782			580,299	576,758	3,541	1%	1,730,273	1,149,974	66%
Net cash increase (used) in operations	(455,961)	193,875	(591)	(22,293)	(109,935)	(71,353)	0	(466,258)	(1,207,207)	740,949	61%	(1,233,705)	(2,630,177)	(1)

HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM
BALANCE SHEET & RATIO DATA
As of 1/31/2024

BALANCE SHEET SUMMARY												
	003lr	006lr	008lr	009lr	012lr	021lr	022lr	037lr	038lr	040lr 041lr	160mr	165mr
	Piedmont	Cleveland	Sunrise	Crystal	Healy	Townview	Stoney	The Oaks	Camden Station	Brookside View	Plaza	Drayton Pines
1000-00-000 ASSETS												
1300-00-000 TOTAL CURRENT ASSETS	999,410.89	770,673.33	692,723.15	377,259.82	431,490.45	199,770.71	172,716.57	201,419.17	124,847.08	103,661.85	-229,234.56	175,456.63
1499-00-000 TOTAL NONCURRENT ASSETS	1,386,406.14	1,416,702.10	1,253,804.64	1,212,712.20	976,911.95	974,902.04	2,463,873.92	3,768,276.53	2,899,946.40	2,513,396.37	246,871.67	2,519,853.29
1999-00-000 TOTAL ASSETS	2,385,817.03	2,187,375.43	1,946,527.79	1,589,972.02	1,408,402.40	1,174,672.75	2,636,590.49	3,969,695.70	3,024,793.48	2,617,058.22	17,637.11	2,695,309.92
2000-00-000 LIABILITIES & EQUITY												
2001-00-000 LIABILITIES:												
2299-00-000 TOTAL CURRENT LIABILITIES	385,951.07	409,844.46	297,008.09	288,226.98	186,582.98	70,386.29	74,500.38	73,768.93	52,602.31	35,785.29	302,528.62	88,809.71
2399-00-000 TOTAL NONCURRENT LIABILITIES	14,542.02	25,475.58	15,787.49	15,241.85	7,718.27	3,714.32	3,530.18	2,878.83	529,979.66	185,390.74	2,748,369.06	2,189,772.18
2499-00-000 TOTAL LIABILITIES	400,493.09	435,320.04	312,795.58	303,468.83	194,301.25	74,100.61	78,030.56	76,647.76	582,581.97	221,176.03	3,050,897.68	2,278,581.89
2800-00-000 EQUITY												
2899-00-000 TOTAL EQUITY	1,985,267.08	1,752,055.39	1,633,732.21	1,286,503.19	1,214,101.15	1,100,572.14	2,558,559.93	3,893,047.94	2,442,211.51	2,395,882.19	-3,033,260.57	416,728.03
2999-00-000 TOTAL LIABILITIES AND EQUITY	2,385,760.17	2,187,375.43	1,946,527.79	1,589,972.02	1,408,402.40	1,174,672.75	2,636,590.49	3,969,695.70	3,024,793.48	2,617,058.22	17,637.11	2,695,309.92

CURRENT RATIO												
	003lr	006lr	008lr	009lr	012lr	021lr	022lr	037lr	038lr	040lr 041lr	160mr	165mr
	Piedmont	Cleveland	Sunrise	Crystal	Healy	Townview	Stoney	The Oaks	Camden Station	Brookside View	Plaza	Drayton Pines
TOTAL CURRENT ASSETS	999,410.89	770,673.33	692,723.15	377,259.82	431,490.45	199,770.71	172,716.57	201,419.17	124,847.08	103,661.85	-229,234.56	175,456.63
TOTAL CURRENT LIABILITIES	385,951.07	409,844.46	297,008.09	288,226.98	186,582.98	70,386.29	74,500.38	73,768.93	52,602.31	35,785.29	302,528.62	88,809.71
CURRENT RATIO	2.59	1.88	2.33	1.31	2.31	2.84	2.32	2.73	2.37	14.30	-0.76	1.98

QUICK RATIO (Does not include inventory)												
	003lr	006lr	008lr	009lr	012lr	021lr	022lr	037lr	038lr	040lr 041lr	160mr	165mr
	Piedmont	Cleveland	Sunrise	Crystal	Healy	Townview	Stoney	The Oaks	Camden Station	Brookside View	Plaza	Drayton Pines
TOTAL CURRENT ASSETS (less inventory)	968,392.76	733,185.53	689,318.02	371,598.33	429,958.76	199,089.95	172,035.81	200,817.29	122,074.16	103,661.85	-229,234.56	175,456.63
TOTAL CURRENT LIABILITIES	385,951.07	409,844.46	297,008.09	288,226.98	186,582.98	70,386.29	74,500.38	73,768.93	52,602.31	35,785.29	302,528.62	88,809.71
QUICK RATIO	2.51	1.79	2.32	1.29	2.30	2.83	2.31	2.72	2.32	14.30	-0.76	1.98

HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM
INCOME and EXPENSE DATA
 10/1/2023-1/31/2024

	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr Stoney	037lr The Oaks	038lr Camden Station	040lr 041lr Brookside View	160mr Plaza	165mr Drayton Pines
3000-00-000												
INCOME & EXPENSE DATA												
WITHOUT DEPRECIATION												
INCOME												
3199-00-000	205,391.48	142,452.49	170,713.00	210,896.00	153,789.00	59,730.53	59,785.79	66,611.00	42,317.00	30,560.00	149,856.80	131,830.92
3499-00-000	516,794.50	474,365.50	252,982.00	219,114.00	85,398.50	67,537.50	59,624.50	49,091.50	26,202.00	2,486.50	0.00	0.00
3699-00-000	31,041.63	24,787.11	6,904.06	711.34	590.47	24.92	43.02	109.53	25.59	12.93	0.00	191.00
3999-00-000	753,227.61	641,605.10	432,599.06	430,723.34	239,777.97	127,292.95	119,453.31	117,812.03	68,544.59	33,059.43	149,856.80	132,021.92

	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr Stoney	037lr The Oaks	038lr Camden Station	040lr 041lr Brookside View	160mr Plaza	165mr Drayton Pines
4000-00-000												
EXPENSES												
4199-00-000	206,357.39	133,058.03	161,337.65	160,239.44	91,512.47	43,950.93	44,356.62	44,544.50	25,844.38	11,864.28	55,566.20	31,270.47
4299-00-000	11,117.28	8,192.29	10,163.89	10,241.16	7,873.75	1,594.86	1,294.86	1,615.50	1,107.75	323.74	0.00	0.00
4399-00-000	184,363.23	160,199.62	92,950.20	77,538.36	42,363.26	3,138.49	9,767.09	10,659.15	4,329.91	2,685.68	3,054.11	1,981.63
4499-00-000	270,074.80	186,940.78	187,237.09	152,953.32	71,038.40	34,528.50	34,317.05	20,230.79	13,798.76	14,485.62	105,507.66	36,006.44
4499-99-000	14,446.64	11,367.83	50,466.08	50,734.60	37,457.77	0.00	0.00	0.00	0.00	0.00	3,552.45	592.08
4599-00-000	60,580.18	43,848.47	62,924.52	58,226.86	27,241.67	9,195.90	13,396.33	13,107.52	9,101.61	5,175.40	15,523.28	14,834.44
4899-00-000	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,803.43
5999-00-000	126,030.26	58,398.76	57,209.52	42,614.68	32,567.60	27,746.46	39,992.92	58,927.86	44,749.44	31,485.76	10,392.24	36,404.80
8000-00-000	872,969.78	602,005.78	622,288.95	552,548.42	310,054.92	120,155.14	143,124.87	149,085.32	98,931.85	69,027.12	193,595.94	141,893.29
TOTAL EXPENSES (NO DEPRECIATION)	746,939.52	543,607.02	565,079.43	509,933.74	277,487.32	92,408.68	103,131.95	90,157.46	54,182.41	37,541.36	183,203.70	105,488.49

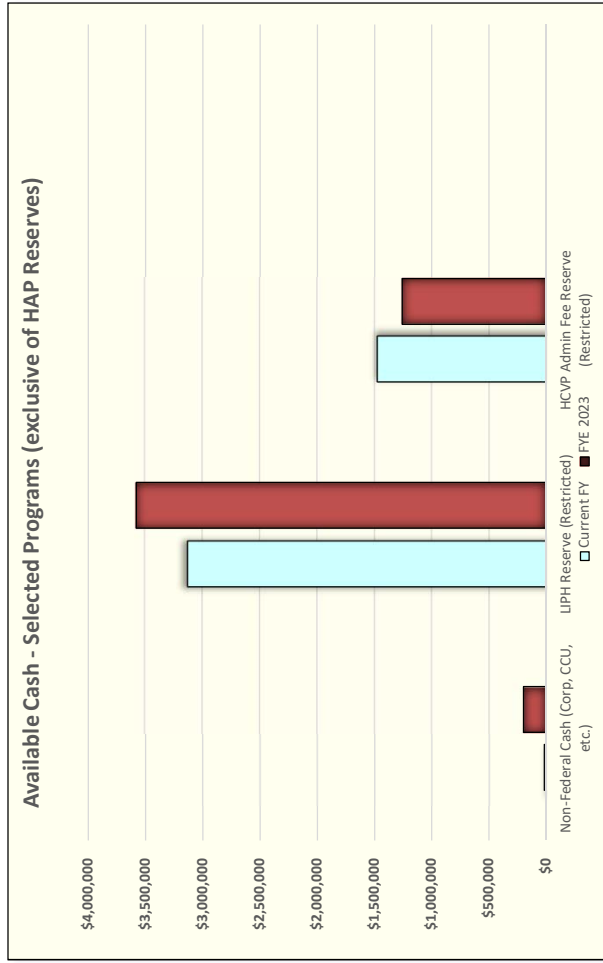
9000-00-000												
NET INCOME	-119,742.17	39,599.32	-189,689.89	-121,825.08	-70,276.95	7,137.81	-23,671.56	-31,273.29	-30,387.26	-35,967.69	-43,739.14	-9,871.37
NET INCOME (LOSS) NO DEPRECIATION	6,288.09	97,998.08	-132,480.37	-79,210.40	-37,709.35	34,884.27	16,321.36	27,654.57	14,362.18	-4,481.93	-33,346.90	26,533.43

	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr Stoney	037lr The Oaks	038lr Camden Station	040lr 041lr Brookside View	160mr Plaza	165mr Drayton Pines
LIPH CASH FLOW DATA												
NET INCOME (LOSS)	-119,742.17	39,599.32	-189,689.89	-121,825.08	-70,276.95	7,137.81	-23,671.56	-31,273.29	-30,387.26	-35,967.69	-43,739.14	-9,871.37
Capital Expense/Long Term Improvements	13,693.00											
Replacement Reserve Payments												
Extraordinary Items												
Depreciation Add Back	126,030.26	58,398.76	57,209.52	42,614.68	32,567.60	27,746.46	39,992.92	58,927.86	44,749.44	31,485.76	10,392.24	36,404.80
Net Cash Increase (Used) in Operations	19,981.09	97,998.08	-132,480.37	-79,210.40	-37,709.35	34,884.27	16,321.36	27,654.57	14,362.18	-4,481.93	-33,346.90	26,533.43

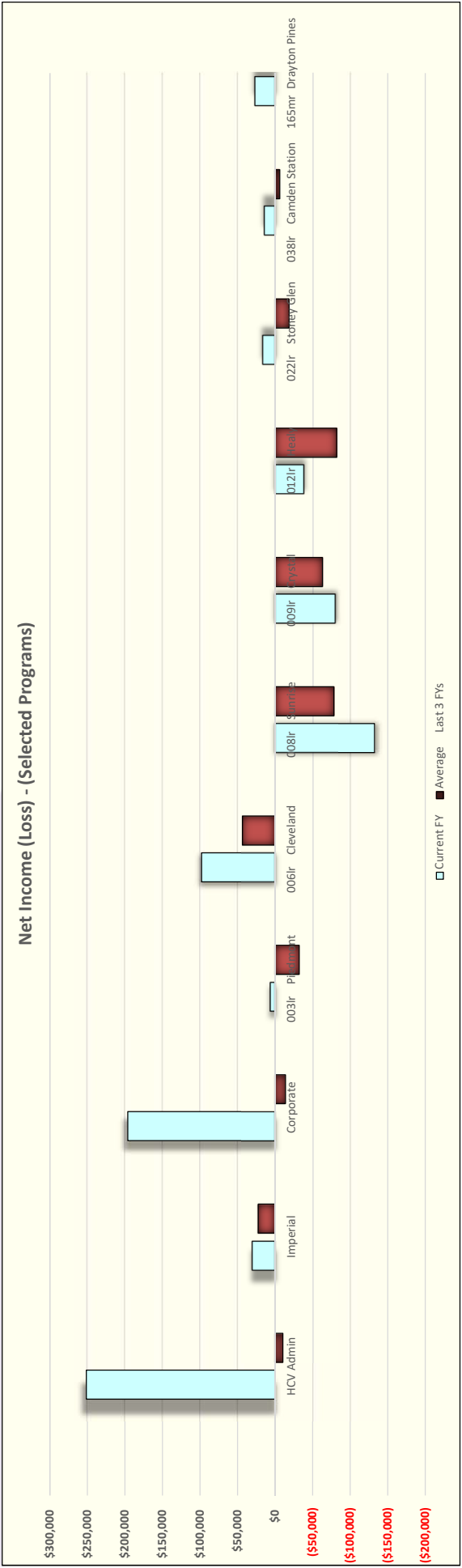
	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr Stoney	037lr The Oaks	038lr Camden Station	040lr 041lr Brookside View	160mr Plaza	165mr Drayton Pines
LIPH UNIT DATA												
# of Housing Units	240	244	195	201	106	49	48	50	30	15	78	44
Rental Months Year To Date	4	4	4	4	4	4	4	4	4	4	4	4
# Unit Months Year To Date	960	976	780	804	424	196	192	200	120	60	312	176
Average Rent Per Unit Month	175.28	122.93	207.99	255.93	357.63	299.69	297.57	335.19	346.24	501.23	460.81	734.72
Average Subsidy Per Unit	538.33	486.03	324.34	272.53	201.41	344.58	310.54	245.46	218.35	41.44	-	-
	713.61	608.96	532.32	528.46	559.05	644.27	608.12	580.64	564.59	542.68	460.81	734.72
Average Operating Expense Per Unit	778.06	556.97	724.46	634.25	654.45	471.47	537.15	450.79	451.52	625.69	587.19	599.37

HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM
FINANCIAL DASHBOARD - Selected Programs

1/31/2024	AVAILABLE CASH (exclusive of HAP Reserves)	Current FY	FYE 2023	Change Over Prior FY
Non-Federal Cash (Corp, CCU, etc.)	\$17,745	\$199,033	(\$181,288)	
LIPH Reserve (Restricted)	\$3,127,023	\$3,580,405	(\$453,382)	
HCVP Admin Fee Reserve (Restricted)	\$1,474,025	\$1,257,608	\$216,417	
Total Available Cash (excludes HAP reserve)	\$4,618,793	\$5,037,046	(\$418,253)	



NET INCOME (LOSS) - (Selected Programs)	Current FY	Current Budget	Average 3 FYs
HCV Admin	\$251,439	\$86,185	(10,370)
Imperial	\$30,200	\$12,552	22,498
Corporate	\$196,372	(\$33,098)	(13,645)
003lr Piedmont	\$6,288	(\$30,163)	(31,881)
006lr Cleveland	\$97,998	\$25,787	43,506
008lr Sunrise	(\$132,480)	(\$145,486)	(78,089)
009lr Crystal	(\$79,210)	(\$103,255)	(63,050)
012lr Healy	(\$37,709)	(\$70,551)	(81,937)
021lr Townview	\$34,884	\$8,129	9,272
022lr Stoney Glen	\$16,321	(\$8,638)	(18,683)
037lr The Oaks	\$27,655	\$3,065	(7,624)
038lr Camden Station	\$14,362	(\$5,560)	(6,176)
040lr/41lr Brookside View	(\$4,482)	(\$3,673)	(8,565)
160mr Plaza	(\$33,347)	(\$20,193)	4,618
165mr Drayton Pines	\$26,534	\$46,992	33,828
Total Selected Programs	\$414,825	(\$237,907)	(\$206,298)
Depreciation	(\$574,037)	(\$571,173)	(747,376)
Total Selected Programs Net of Depreciation	(\$159,212)	(\$809,080)	(\$953,674)



RESOLUTION NO. 2240

RESOLUTION ADOPTING THE CONTRACT BETWEEN THE HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM AND NAN MCKAY & ASSOCIATES, INC. FOR REMOTE CASE MANAGEMENT SERVICES

WHEREAS, due to limited staff and the hiring challenges the Housing Authority purposes to contract with Nan McKay & Associates, Inc. (NMA) as known experts in the industry to provide remote case management services at substantially the same cost as replacing the vacant positions.

WHEREAS, the Housing Authority will assign NMA a minimum of 500 cases and a maximum of 1,500 cases. If the average caseload falls below that number, HAWS will be billed for the minimum caseload. If HAWS wishes to add additional cases above the maximum, NMA must receive a thirty (30) day notice, with the option to decline the additional cases.

WHEREAS, Nan McKay will submit weekly processing reports to HAWS, conduct weekly update calls with HAWS, distribute meeting minutes following each session, and upon request, provide status reports more frequently or with alternate details.

WHEREAS, Nan McKay will utilize HAWS's forms, letters, systems, and email addresses, delivering a seamless transition with no interruption to families.

WHEREAS, the Housing Authority will work collaboratively with NMA to implement access to HAWS's systems in a timely manner. NMA will be prepared to initiate file processing within thirty (30) days of contract execution, and billing will commence on the first of the month thirty (30) days after contract execution.

WHEREAS, HAWS has sufficient funding of approximately \$1,000,000,000 to support the contract with Nan McKay from the Housing Choice Voucher Administrative reserves.

WHEREAS, HAWS management has determined the approval of this resolution is necessary to ensure the effective operation of the Housing Choice Voucher Program.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners hereby approves and authorizes the Housing Authority to enter into a contract with Nan McKay & Associates, Inc. effective April 1, 2024 for a period of 12-months with an approximate annual cost of \$800,000. (attached hereto as Exhibit A).

Adopted On: _____ (Date)

Signed: _____
Kevin Cheshire
Board Secretary

REMOTE CASE MANAGEMENT SERVICES

Nan McKay & Associates, Inc. (NMA) is prepared to provide the Housing Authority of Winston-Salem (HAWS) with remote case management services for its housing choice voucher (HCV) program.

Our Approach & Strategy

For the proposed project, the NMA team will provide the following remote services in compliance with HAWS's administrative plan.

Please select HAWS's requested services on Page 5 under "Proposed Investment."

Regardless of which services HAWS chooses, NMA will always be accessible and available to respond to HAWS's needs. Our team will submit weekly processing reports to HAWS, conduct weekly update calls with HAWS, distribute meeting minutes following each session, and upon request, provide status reports more frequently or with alternate details. We use HAWS's forms, letters, systems, and email addresses, delivering a seamless transition with no interruption to families.

Please note that NMA does not provide translation services. If translated versions of forms and letters are required, HAWS must supply them. NMA's call center provides staff fluent in both English and Spanish.

Case Management (\$185)

Case management services include completion of annual reexaminations, as well as any interim reexaminations, rent increases, moves and transfers, or rent reasonable determinations required for the assigned participants, including all communication with the participant and property owner required to complete the applicable transaction. Call center services are not included. Case management services are offered on a minimum 12-month term for 500 or more vouchers/units.

- Initiate annual reexamination process 90–120 days before effective date.
- Complete transactions via mail, email, or fax.
- Contact clients regarding missing documents (e.g., follow-up calls, emails, and letters/notifications).
- Transfer completed documents to HAWS in digital format.
- Conduct thorough review of Application for Continued Eligibility (ACE), including pulling EIV reports.
- Follow HUD's verification hierarchy to verify income and assets.
- Complete calculations.
- Complete any necessary PIC corrections.
- As applicable, communicate outcomes via NMA's portal, email, and mail at least thirty (30) days before the transaction effective date.

- Perform all necessary interim reexaminations, rent increases, and rent reasonableness determinations.
- Follow all HAWS administrative plan procedures for issuing notices of intent to terminate (ITT).
- Conduct supervisory and HAWS review of ITTs prior to issuance.
- Enter detailed notes into NMA's ITT tracking tool and HAWS software system.
- As applicable, process terminations and submit supporting documents to HAWS according to digital file protocol.
- Conduct quality control (QC) review of calculations (25% of completed files).
- Provide weekly processing reports to HAWS.
- Document all transactions in NMA's tracking tool and HAWS's software system.

Annual Reexamination (\$145)

Annual reexamination services include completion of the annual reexamination process for assigned files, including communication with the participant to secure all required documentation.

- Initiate annual reexamination process 90–120 days before effective date.
- Complete transactions via mail, email, or fax.
- Contact clients regarding missing documents (e.g., follow-up calls, emails, and letters/notifications).
- Transfer completed documents to HAWS in digital format.
- Conduct thorough review of Application for Continued Eligibility (ACE), including pulling EIV reports.
- Follow HUD's verification hierarchy to verify income and assets.
- Complete calculations.
- Complete any necessary PIC corrections.
- As applicable, communicate outcomes via NMA's portal, email, and mail at least thirty (30) days before the transaction effective date.
- Perform all necessary interim reexaminations, rent increases, and rent reasonableness determinations.
- Document all transactions in NMA's tracking tool and HAWS's software system.

Annual Reexamination — Processing Only (\$115)

NMA's processing-only services include processing of fully completed reexamination packets. All required documentation must be present in the packet at the time of processing*.

- Receive completed packets from HAWS.
- Conduct thorough review of Application for Continued Eligibility (ACE).
- Follow HUD's verification hierarchy to verify income and assets.
- Contact HAWS regarding missing documents.

- Complete calculations.
- As applicable, communicate outcomes via NMA’s portal, email, and mail at least thirty (30) days before the transaction effective date.
- Transfer completed documents to HAWS in digital format for HAWS recordkeeping and mailing of notices.
- Complete all corrections and perform quality control (QC) reviews of completed files.
- Document all transactions in NMA’s tracking tool and HAWS’s software system.

*If NMA must follow up with the participant or landlord for missing documents, our standard annual reexamination processing pricing of \$145 will be applied to the applicable transaction(s).

Interim Reexamination & Rent Increase (\$110)

Interim reexamination services include completion of interim reexaminations and rent increases, including communication with the participant and/or property owner as needed to secure all required documentation.

- Receive interim and rent increase requests via mail, email, fax, or uploaded from HAWS.
- Determine rent reasonableness for rent increase requests.
- Complete transactions within thirty (30) days of receiving all required information.
- Update all applicable systems with file memos detailing the transaction status.

Portability In/Out (\$145)

Portability services include processing of port-in and port-out requests.

Port-in:

- Receive port-in request or communication received by HAWS from the initiating housing authority and 52665 (Part 1).
- Determine and confirm eligibility application for the HAWS.
- Confirm billing or absorbing status.
- Run debits owed, citizenship, and criminal background checks per administrative plan.
- Confirm receipt of core documents, most recent annual reexamination (AR), and 52665 (Part 1) and process as required.
- Complete file review and enter a port-in *Action Code 4*.
- Follow HAWS process to issue voucher and process requests for tenancy approval (RTAs).
- Send 52665 (Part 2) once lease-up is completed.

Port-out:

- Send most recent AR, core documents, 52665 (Part 1), and contact information to receiving housing authority.
- Process a port-out *Action Code 5* once completed.

Eligibility Determination (\$110)

NMA's eligibility determination service includes determining program eligibility by reviewing applicant documentation and following up with applicant for any missing documents. This service does not include leasing activities.

New Admissions Leasing (\$145)

NMA's new admissions leasing service includes conducting all leasing activities from voucher issuance through lease-up. This service does not include completing eligibility determinations.

- Utilize existing agency briefing platform to conduct briefings. If HAWS does not have an online briefing platform, NMA will provide online briefings for an additional charge; see pricing sheet.
- Follow HAWS process to issue voucher and process requests for tenancy approval (RTAs) and execute HAP contracts and lease agreements.

Call Center (Monthly Flat Rate per Vouchers Assigned)

- Respond directly on behalf of HAWS to general complaints and questions.
- Provide a direct line for clients to call regarding their case.

HAWS's Responsibilities

- Check off the service(s) your agency is requesting in the next section of this contract, *Proposed Investment* (see following page).
- Prior to launch, provide a caseload sheet to NMA detailing all cases assigned to NMA.
- Provide an updated caseload sheet if case assignments change.
- Assign NMA a minimum of 500 cases and a maximum of 1,500 cases. If the average caseload falls below that number, HAWS will be billed for the minimum caseload. If HAWS wishes to add additional cases above the maximum, NMA must receive a thirty (30) day notice, with the option to decline the additional cases.
- Work collaboratively with NMA to implement access to HAWS's systems in a timely manner. NMA will be prepared to initiate file processing within thirty (30) days of contract execution, and billing will commence on the first of the month thirty (30) days after contract execution. If NMA has not received from HAWS the necessary files and systems access to commence processing by this time, HAWS will be charged the minimum billing amount as outlined above.

Proposed Investment

Pricing includes remote services only and is contingent upon HAWS's ability to grant NMA adequate remote systems and file access. NMA will invoice HAWS for actual postage and mailing expenses incurred related to the performance of the proposed services.

Please select HAWS's preferred option(s) by checking the boxes below.

Select	Remote Service	Cost
	Eligibility determination <i>*For files that are denied other than No Response</i>	\$110 per transaction
	Lease-up <i>*For files that have been issued a voucher but expire or withdrawn</i>	\$145 per transaction
	Eligibility and Lease Up <i>*For files that complete the full process</i>	\$165 per transaction
	Online briefing	\$500 set-up fee + \$25 per briefing

Optional Add-on Services		
Select	Remote Service	Cost
	Full case management <i>Includes annual reexaminations, interim reexaminations, contract rent increases, rent reasonableness, EIV reporting & follow-up, and PIC corrections & reporting.</i>	\$129,500 per year \$185 per voucher for 700 vouchers
	Annual reexamination*	\$145 per transaction
	Annual reexamination – processing only	\$115 per transaction
	Interim reexamination & rent increase*	\$110 per transaction
	Portability in/out	\$145 per transaction
	New admissions leasing	\$145 per transaction
	Contract rent increase* <i>Includes rent reasonableness.</i>	\$110 per transaction
	Rent reasonableness*	\$38.50 per transaction
	Call center <i>Includes inbound and outbound calls.</i>	\$26,412 per year <i>Invoicing is based on a minimum fee of \$1,561 per month for the first 500 vouchers assigned, plus \$320 for every additional 100 vouchers or part thereof.</i>

*Included in full case management at no additional cost.

Services Agreement

Limitation of Liability

In no event will NMA's aggregate liability arising out of or related to this agreement, whether in contract, tort (including, without limitation, negligence), or under any other theory of liability, exceed the total fees paid by HAWS to NMA in the six (6) months preceding the initial event giving rise to the claim under this agreement.

Pricing & Billing

Please note that the pricing presented herein is valid for thirty (30) days. NMA will invoice this Agreement via email as outlined within the *Proposed Investment* section. **Please enter contact information below for the person who will receive monthly invoices:**

Name: _____

Title: _____

Email Address: _____

Phone: _____

Term

This Agreement, when duly executed by both parties, shall constitute a binding Agreement between HAWS and NMA and their respective successors and assigns for a term of one (1) year from the date of contract execution, defined as the day when the contract was signed by both parties. If agreed upon by both parties, the term may be extended for up to four (4) additional periods of one (1) year each and prices will be updated at the time of each extension to reflect the current rate for the selected services. Either party may terminate this Agreement for any reason by providing the other party with thirty (30) days written notice specifying that the Agreement is being terminated pursuant to this Subparagraph. No further notice shall be required.

Offering of Employment

Per this Agreement, the HAWS may not extend an offer of employment to the consultants assigned to this project.

Publicity

Neither party shall issue a press release or other public statement regarding the relationship of the parties or this Agreement without the prior written consent of the other party. Notwithstanding the forgoing, HAWS agrees that NMA may list HAWS as one of its clients in NMA's marketing materials.

Governing Law

The final Agreement shall be governed by and construed in accordance with the laws of the State of California and the laws applicable therein.

Acceptance

HAWS indicates their acceptance of this Agreement by signing in the appropriate space provided below and returning a signed copy to NMA. Once received by NMA, it will be countersigned, and a fully executed copy will be provided to HAWS.

IN WITNESS WHEREOF, HAWS and NMA have executed this Agreement through their duly authorized officers.

For Nan McKay and Associates, Inc.:

For the Housing Authority of Winston-Salem:

Date: _____

Date: _____

By: _____

By: _____

Signature

Signature

Sarah Waitt

Printed Name

Printed Name

Vice President of Operations

Title

Title