



Tuesday October 12, 2021
Housing Authority of the
City of Winston-Salem
Board of Commissioners
12:00 Noon

Housing Authority of Winston Salem
Board of Commissioners
Annual Meeting

LOCATION: ELECTRONIC DUE TO COVID 19 PANDEMIC

October 12, 2021
12:00 noon



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Housing Authority of the
City of Winston-Salem
Board of Commissioners
12:00 Noon

BOARD OF COMMISSIONERS MEETING AGENDA
Annual Meeting
October 12, 2021
12:00 P.M.

1. Call to Order – Pledge of Allegiance
2. Roll Call
3. Review and Approval of Agenda (October 12, 2021)
4. Review and Approval of Minutes (September 14, 2021)
5. Management Reports
 - Executive Director Report
 - Operations Report
 - Housing Choice Voucher
 - Public Housing
 - Unsubsidized Housing
 - Drayton Pines, Inc.
 - Plaza
 - Resident Engagement
6. Resolutions
 - **Resolution No. 2160** – Resolution Authorizing Approval of Financial Statements (August 2021)
 - On Recommendation of the Finance Committee
 - **Resolution No. 2161** – Resolution Adopting the Housing Choice Voucher (HCV) Payment Standards for the Housing Authority of the City of Winston-Salem
 - **Resolution No. 2162** – Resolution Authorizing Submission of Application for Participation in the Moving to Work (“MTW”) Demonstration Under the Fourth Cohort of the MTW Expansion
7. Election of Officers
 - Chair
 - Vice-Chair
8. Stakeholder Comments
9. Board Comments
10. Adjournment



Tuesday October 12, 2021
Housing Authority of the
City of Winston-Salem
Board of Commissioners
12:00 Noon

September 14, 2021 Minutes

Board Member Attendance:

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

Staff Presenting:

Kevin Cheshire, Executive Director
Nancy Thomas, VP of Finance
Romonda Gaston, Director of HCV
Carlos Vazquez, Assistant Director of Property Management

1. CALL TO ORDER

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

2. ROLL CALL

- Roll call was taken and there was a quorum

3. REVIEW AND APPROVAL OF THE AGENDA

- Consideration to approve the Agenda for September 14, 2021 Full Board Meeting

Motion: Commissioner Adams

Second: Commissioner Gibel

Roll was called. Unanimous Approval; No Discussion

4. REVIEW AND APPROVAL OF MINUTES

- Consideration to approve the Minutes for August 10, 2021 Full Board Meeting

Motion: Commissioner Annese

Second: Commissioner Dark

Roll was called. Unanimous Approval; No Discussion

5. MANAGEMENT REPORTS

- Executive Director Report
(Cheshire) Thank you Mr. Chairman. Kimberly, if you could go ahead and pull up that Executive Director Report and for context for the Board, we're trying to move away from kind of historically, where we've regurgitated a lot of the same information that

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was presented to the Committees, allowing the Committees to focus on their respective tasks and the full Board to focus primarily on livability at the communities. How are we doing, what is the lived experience, how we improve our housing programs and our housing sites. With that said, this is the first time I've had a written Executive Director Report. I'll continue to try to tweak that, but it does provide a little bit of a guidepost about things that I'm going to try to hit on during my Executive Director Report. The first two, items number one and two, are simply my high level summary of anything that came out of the Committee meetings. So, the first item is Crystal Towers. We had a pretty extensive discussion during the Development Committee meeting about Crystal Towers. The takeaway from the Committee and from our Officers, our Chair and Vice Chair, who were also in attendance at the Development Committee meeting, was to go ahead and try to get on the Mayor's calendar to continue to have some follow-up discussion with the Mayor to try to develop some alternative plans and address some things that we can control in-house, without any sort of special HUD permission or approval or without any additional City funds. The way I've kind of labeled that on the report is to develop an incremental plan using our existing funding. We understand we can't address everything, but what can we do as a housing authority, rather than, as our Chairman put it, continue to wait and wait and wait for this Capital Needs Assessment and wait to determine if the Mayor is going to approve that and then, if HUD will subsequently approve that. The other item that I did not include on the written report, but I should have, is that the Development Committee recommended that on the CNI piece, the Choice Neighborhood piece, we do a little bit of management by wandering with respect to those case management services that are being provided by Urban Strategy. So, I know Grant's already met with our Engagement Team and we'll be going out, on site, to have some additional conversations with residents, just to kind of get a sense from them about how they feel about the case management services that are being provided. Item number two there, to report out from the Finance Committee, there was a Budget recommendation from the Finance Committee. Obviously, that's being considered by the full Board later in the Agenda. Two things that were kind of addressed during the discussion, we did apply an inflation factor, given that we have seen labor prices increasing and material prices increasing and our Chair had asked about website development. I know some Board members were able to attend the presentation with respect to the coUrbanize website. We're trying to push all content regarding Choice Neighborhoods onto that coUrbanize website. So we did make investment in the current fiscal year and for that website and then, for the upcoming fiscal year, we don't have anything budgeted for website development. We understand that the website needs work. Charisse and her team have, kind of, done a facelift. The content is not perfect, but we have updated it and that website development will be rolled out when we do the larger rebranding. So that's going to be a more extensive process. That's something that's already been included in the draft Strategic Plan. It has

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not yet been presented to you all, but we didn't want to budget for website in isolation. That's going to be part of our larger rebranding strategy, so I just wanted to report that out. Focus areas with respect to finance and then Commissioner Dark asked this question, kind of what are we seeing as positives and negatives. We identified non-federal cash is up, which is a good thing. We have had to draw down our Public Housing Reserves because of increases in security costs, so that was anticipated and reduction in tenant rent. So that's what's resulted in a drawdown of our operating reserves, but thankfully we had them. Then the third thing, I've moved all of these things into COVID, which is to say, lower tenant rents, low voucher utilization rate, which has reduced our fees and our ability to lease up in our Section 8 Program and increased security. Primarily, that was driven by our need to restrict access to non-residents who were coming and going, primarily at our high-rise sites early in the COVID cycle. So let me do a hard stop there Mr. Chairman, because that gets us through the report out from the respective Committees, in the event that either of the respective Chairs or the other Board members have comments with respect to what happened at Committee. You may be muted Chairman Perkins. It looks like your mouth is moving, but I don't hear anything. **(Perkins)** I'm sorry. You got to keep reminding me of that stuff. I'm getting old these days. You know how that goes. I'd like to defer, first of all, to the two Chairmen in terms of any additional comments you may have on the Executive Director's report. **(Gibel)** I have no other comments. **(Rose)** Finance Committee has nothing to add. **(Perkins)** I just want to make sure, Kevin, that we're not looking to have a full blown redo of the website. I'd just like to just update information on it so we can be current as we go forward. A lot of folks review that website. I do it almost every other day, to make sure that the content is as up to date and reflective of what we're doing. I understand websites can be very, very expensive in terms of completely rebuilding and I don't want to do that, until we really have some good idea. I mean, keep the existing one updated as well. The other issue, is with the Mayor's meeting, we don't just want to tell him what we're going to do, but we also want to make sure that he understands that there is a commitment from his office to also support our Crystal Towers in terms of looking at what we can do, not only from a financial point of view in terms of his contributions, but also adding additional services out there for the folks who may need them in terms of behavioral issues. Issues that they need to have addressed that are not, in fact, on site at this present time. Other than that, that's all I have. Continue Kevin. **(Cheshire)** Thank you Mr. Chairman. Item number three there on the Executive Director Report, is IRS refund. For those members of the Board who were around for this, the IRS imposed a penalty on us for an alleged failure to timely file our 1099 report. I'm sure I don't have that 100% technically correct, but essentially, we have to upload a file to the IRS letting them know what we paid to independent contractors on our 1099. We have a lot of those, because all of our participating landlords on the Section 8 Program receive a 1099. We uploaded that timely. There was an issue with the file, not on our end. It was

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on our vendor's end with the software provider that we utilize. We explained that to the IRS - that we had uploaded it timely, but the file didn't take. The IRS still imposed the penalty. We appealed that. They denied our appeal. We then appealed it again and, thankfully, they have now approved our appeal. So we went ahead and paid the penalty at the time. We've now received a refund back, plus interest. So just wanted to report that. That was a successful outcome, although it took a while, but we got there. Item number four we have priority. **(Gibel)** What was the amount of the refund? **(Cheshire)** Nancy, help me. I think it's like 50K, or something, if I'm remembering correctly. **(Bennett-Lookabill)** It was \$47,700 and then we got about \$500 in interest. **(Cheshire)** Item number four there, is that we have hired a Deputy Director. Some of you, I know, have had an opportunity to meet him. His name is Lee Staton. I am mentioning that today, because he will start October 4th and you all will see him at Committee meetings on October 5th, it will be his second day. He was with the Greensboro Housing Authority. He was with the Boys and Girls Club in Greensboro. He was with the City of Greensboro running their Fair Housing Program and currently, he's with Albemarle, running Albemarle's Housing Authority. So, I think it was a really good hire. He had an opportunity to meet with several staff members and with our Executive Staff and with several Board members. So, just so you're not surprised when you see a new face next month. Item number five is that we are rolling out an HCV Intake Lab downstairs. There was some conversation last month, about the fact that our utilization rate is low in the Section 8 Program. What that means is that we're not putting all of the vouchers that we have, into use. So we've got voucher authority, but those vouchers are not all tied to individuals and the bottleneck there, was that the participants are having a hard time completing their application. We don't have the ability to bring them in en masse like we did historically and sit across from folks and help them navigate that. So we've set up a remote help center in some empty space on our first floor. So what we will now do, is we'll add workstations there, we'll have computers, we'll have masking, the whole deal appropriately spaced. I think we've got about 10 workstations down there and folks can come in throughout the day and they'll be immediately connected with a specialist up here on the third floor. They'll do a screen share, so the Section 8 Specialist is looking at the same screen that the participant is looking at and we can make sure that we get that paperwork completed, rather than going back and mailing that back and forth and scanning it. So we're trying to eliminate that bottleneck, so we can go ahead and get more of these vouchers on the street. **(Gibel)** Kevin, quick question. So the applicants, are they currently on our waitlist? **(Cheshire)** Yes sir. Item number six is litigation and I've left that intentionally nebulous. We really should go in a closed session to discuss pending litigation, but I don't think this is to the point where we need to do that, but also, I thought that it was appropriate to let you all know about it. We had a small claim action filed by resident of one of our sites, pro se, which is to say that this resident did not have an attorney. He filed that small claim action on his own, seeking \$10,000 in

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damages, where there was an allegation that, due to the living conditions in his apartment, an injury that he sustained did not heal properly. We handled it internally, as between our staff attorney Alex Boston and I. But we do, thankfully, have insurance to cover this kind of thing. I considered it a nuisance lawsuit and I found there to be no merit to the claim. The insurance carrier felt the same and appointed counsel and that appointed counsel defended the action in Small Claims Court, last Friday, where the action was dismissed. So there's a 10-day window where that can be appealed to District Court, so that window is still open. I just wanted to let you guys know about it. Again, if you have questions, please send me an email because we can't really get into the underlying facts in this forum. If we need to go into a closed session in future months in the event that it gets appealed to District Court, we'll certainly do that. **(Rose)** I have a quick question about the Housing Choice Voucher Intake Lab. I'm glad to see we're making strides to try and improve that because of the bottleneck. Can you provide us with data, as to what our utilization rate was down to so that we can measure what our utilization rate if we're getting any improvement after the use of this lab? **(Cheshire)** Sure Commissioner Rose and we report on that every month, so you'll hear from Romonda on that utilization rate today. And what we'll do, is we'll make sure that we benchmark that, in future months, so that we can look back and see how our rate has hopefully improved from kind of that baseline. **(Rose)** Thank you. **(Cheshire)** Yes sir. Item number seven I've noted here, is Stoney Glen. That's one of our smaller communities. We do have two units there that we've had to pull offline and move resident families out. They're taken care of. We've ensured their housing stability. No real problems there, but we were having some water intrusion issues. We've had an abatement company come out. Best we can tell, there's water seeping up through the concrete slab. We've had that happen at that property in the past. So we're working on addressing that, but I do anticipate, I mean I'm not an expert, there did appear to be some growth that looks like mold and I know that kind of sends people into a frenzy. So we're addressing it. As I said, we've moved the families out, but in the interest of no surprises, I did want to let you all know that that was going on out at Stoney Glen. Item number eight is COVID. We got into this a little bit during committees, but just to close the loop, we have had some staff outages because of potential exposures or infection. We've had some mandatory quarantines. I mention that, just because we have not seen that in almost a year and it didn't affect operations, but we did have to shift some staff around. This also came up in both committees, but we send out a doodle poll. For now, prior to the uptick in the numbers as a result of Delta, we had kind of talked about going back to in-person meetings in September. But, our respective Committee Chairs, as well as our Board Chair, have determined that they are going to defer that and see what happens with our numbers. I've noted in our October meetings...**(Church)** Kevin, you're breaking up. **(Perkins)** Only a small portion. Go ahead and continue. **(Cheshire)** Am I frozen? **(Perkins)** Continue. **(Cheshire)** Okay, excuse me Mr. Chairman. Item number

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nine is a reminder, we have our annual meeting, our bylaws require us to have an annual meeting. That's held in October. We will have to vote on officers, which is to say, a Chair and Vice Chair at that annual meeting. Again, that's a requirement of our bylaws. Historically, those positions have remained unchanged. So, typically, the folks who are serving in those roles are re-nominated and voted to retain those positions, but I just wanted to note that, that is a requirement of our October annual meeting. We will also have a FEV Quarterly Meeting in October. That is not the FEV Annual Meeting, but there will be a FEV meeting in October. Item number 10 is the Eviction Moratorium. **(Rose)** Kevin, just as a reminder, that annual meeting would be great time for us to sign our Conflict of Interest Statements that are required of all Board members. **(Cheshire)** Thank you, Commissioner Rose. I hope you guys can hear me. Everyone on my screen is frozen and I can't hear Commissioner Rose, so I'm sorry. It's probably on my end. **(Rose)** If you can hear me now can you hear me now? Just a reminder, about the Conflict of Interest Statements our Board bylaws require us to have an annual Conflict of Interest statement from each of our Board Members and next month's meeting would be a good time to get those completed. **(Cheshire)** Yes, I thank you. We've got it on the list. Thank you for that reminder Commission Rose, that's a very good point. Item number 10 is the Eviction Moratorium. We got into that a little bit also, during the Committee meetings, but it was on my list to report to the full Board. I'll have an extensive update next month, because that's when we'll actually start talking about the eviction filings that will be made for the first time in November. What we talked about in Committee, is that we have identified approximately 60 residents that have been carrying a balance since last March. Those would be the 60 residents...(audio cut out), **(Perkins)** We did lose you that time Kevin. If I recall the comments in the Committee, the idea was for those who have the most extended balances for long periods of time, will be the first ones that we will send out a letter, to let them know that their past balance is due and that we will also be giving a termination notice in October. So those 60 cases will be the ones we target, not the whole group of folks that are, in fact, have reduced periods of time for their balances that don't exceed probably five to six months. I think that's captures that. Bill, was that I think that was in your Committee we talked about that. Is that correct? **(Church)** Yes sir Chairman Perkins. **(Perkins)** Has Bill frozen too? **(Church)** I think so. **(Rose)** I'm not. I agreed with him. I was nodding my head. **(Perkins)** Okay, thank you very much. Kevin back yet? **(Spragins)** No sir, not yet. **(Perkins)** Do you know who the retirements are for September? **(Spragins)** Yes sir, I do. But, I know that he had a lot that he wanted to say, regarding that. **(Perkins)** Okay. Let's defer the retirement and let's move into the operations report. We have different members of the team reporting on those. So let's see, who's doing the Housing Choice Voucher report?

(Cheshire) Yes sir. Thank you Mr. Chairman, I apologize. You have 1000 zoom meetings and, of course, the one that messes up is with your full Board. But the irony of it all, is

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the fact that Charisse is retiring and I don't know if she can hear a word I'm saying, because she's in there, trying to fix my Internet right now. I did want to let you all know, that this is Charisse McGeachy's last Board meeting. She'll be retiring at the end of the month. She's not one who likes to be the center of attention, so it would not shock me if she somehow coded my Internet mess up, just so that she wouldn't have to face these accolades. She's been a great friend to our organization. She's been a great friend of me and, as I told the staff when announcing her retirement, she tells me what I need to hear, not just when I don't want to hear it, but when I don't think I even need to hear it at the time. She's interested in our entire operation, not just her department. Always has been. She's got a heart for the Community. I will add that, from a management standpoint, the reason we're able to eliminate her position which has been beneficial with regard to the budget, is because she's developed such a strong staff around her. And that is 100% true. You talk about the absolute perfect way to retire, she has done it. She's doing it early. She's got a passion that she's interested in pursuing and she's doing that. She has developed a staff and given her supervisor and the entire executive staff, plenty of notice so that we've got a plan in place for this and we've been able to prepare for it for a long, long time. So, I just wanted to let you all know that. I know MIS is kind of behind the scenes and not a department that you all hear from a lot, but she's been exceptional and I know it's easy to say that when you are kind of eulogizing somebody in the retirement sense, but I mean that. She's been absolutely exceptional and she's put us in a position where I know we're going to lose a lot and inevitably there're going to be some hiccups, but she's done absolutely everything a person could do, to ensure that those hiccups are minimal following her departure. So I just wanted to thank her and make that announcement official for the full Board. **(Perkins)** On behalf of the full Board, we want to congratulate her on making that decision and moving into retirement and we really trust and hope that her passion that she wants to do after leaving HAWS, is realized. But we do appreciate every moment and every opportunity, she made to change and modify and to improve the MIS section in HAWS. So congratulations to you, Charisse, if you can hear me. On behalf of the Board, we wish you the best as you go forward. **(McGeachy)** Hopefully you can hear me. I appreciate the opportunity. I'm actually retiring after 23 and a half years of service to the Housing Authority of Winston-Salem. I am very thankful to my Heavenly Father, my God, for allowing me to have this opportunity. I do continue to pray, that the Board and the Executive Staff make appropriate decisions for the people that we serve, as well the Authority. And, Commissioner Adams, Alfred Adams, you're one Deacon down, the 30th of September. So can you hold this here at the Housing Authority of Winston-Salem? **(Adams)** Okay. **(Perkins)** Thanks against Charisse. Thank you so much.

- Operations Report
 - Housing Choice Voucher

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(Gaston) Good afternoon Mr. Chairman, this is Romonda. I'll take that. **(Perkins)** Thank you. **(Gaston)** Your Housing Choice Voucher Report can be found on page 30 of your packets. Just a few highlights. We currently have 3,499 vouchers leased, which gives us a utilization rate of 75% Commissioner Rose. Our baseline is 4,643. We currently have 170 vouchers, that are issued, on the street looking for housing. That includes 148 new participants from where we've pulled them from the waiting list and they are out looking for housing and 22 current voucher holders. As of July, we still have 2,987 persons on the waiting list. We pulled an additional 600 in August, so you'll see that number change in next month's report. That's all I really wanted to highlight from my report. Unless there are questions, I'll turn it over to Carlos to handle the Public Housing Report. **(Perkins)** Very good. **(Gibel)** Earlier, we said we anticipate 60 evictions in November and that's out of housing units itself. Do we have any expectation, or what would our expectation be, of the evictions from the vouchers from landlords that are servicing? We have to have a probably a ton of folks that are behind in their rents as well. **(Gaston)** I don't have an anticipation for that number, but I'm assuming that a lot will come from the eviction moratorium ending. We've been encouraging folks to apply for ERAP funds. We've been encouraging folks to talk to their landlords to try to work out payment arrangements so that they don't end up losing their voucher behind owing their landlords money.

o Public Housing

(Vazquez) My name is Carlos Vazquez and I'll be going over the Housing Report, beginning of the month. I'm sorry. Our occupancy was at 1,144. We have seven move-ins. We had four move-outs, I mean, I'm sorry 11 move-outs, which puts us at 1,140 occupied, still keeping us at 99%. Our waitlist has come down a little bit. I know we had over 50,000 a few months ago. We've been purging that list and we're down to about 30,000 now. In evictions, we had three total. One of them was for criminal activity. The other two, I believe, we're at Healy Towers. I believe they passed away or something of that nature. At the beginning of the month, we had 158 open work orders. We received 1,001 work orders. We closed out 994 work orders, leaving us with 165 open, routine work orders. All 24-hour emergency work orders were closed within 24 hours. That is my report unless there's any questions. **(Perkins)** Carlos, you said you purged the waiting list from 50,000 to 30,000. What criteria did you use to purge that 20,000 from the overall number? **(Vazquez)** I believe this was a team effort from the entire management staff, where we're actually going through the list and they're either emailing or mailing participants, depending on how long they've been on the waiting list. Anybody who's still interested, then we're keeping them on the list and if we don't receive any response from anybody then we'll go ahead and remove them from the list. **(Perkins)** Thank you very much. **(Rose)** And just as a point of order Carlos, your Combined Housing Report that Kimberly's got on the screen right now, it shows two evictions for non-

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payment. **(Vazquez)** That's a typo. We talked about that, I believe that was a typo. We have not evicted anybody for non-payment. I believe those two evictions, if you look on page 31, they were at Healy Towers and I believe those people were passed away or something of that nature. **(Rose)** Just for record keeping purposes, if you will correct that typo, that'd be great. **(Vazquez)** Yes sir. **(Church)** I just want to clarify on that. When they have individuals that pass away and they cannot get possession of the unit because they don't have a family member that has been designated for the estate, the easiest way for us to gain possession, is for us to go to court and file an eviction. That's what they did in this case, but they put it down in non-payment because it doesn't have a category. It should have gone in "other," so we'll make sure that happens next time. I apologize for that. **(Rose)** Thank you for the clarification. **(Perkins)** Thank you. We're up to Unsubsidized Housing, who's handling that for us?

- Unsubsidized Housing
 - Plaza Apartments and Drayton Pines

(Church) Lisa Campbell. **(Spragins)** Her sound isn't working Kelly. **(Church)** Okay. we're having a lot of problems this morning. **(Perkins)** That's alright. We can adjust, it's called military time. Work out the problems and solve the issues. Let's go. **(Church)** Okay, I'll go ahead and take that. Moving forward, Lisa's portion of the HAWS Board Report will only cover the Plaza and Drayton Pines. So her report is actually not in this packet, because we made this change after this packet was already submitted, but I thought I would go over it, since it was still on the Agenda. So the Plaza Apartments, we currently have an occupancy rate of 94%. We have four people on the waiting list over at the Plaza Apartments and there has been one move out in the month of July and currently, they do not have any units available to pull to fill anyone that's waiting on their waiting list. Their units are staying 100% full. Drayton Pines, we have 41 units occupied, out of 44. Two of these units at Drayton Pines need major capital repairs and it's in excess of \$60,000 and now, with the rates from COVID increasing construction costs, we may be looking even closer to \$80 or \$100,000 of repairs that need to be done to one duplex. It was, basically, a mildew, mold and water situation that we had to relocate individuals out of those units into other units on the property and that one particular building is shut down until we generate enough reserves to have the cash to renovate those units. The other two units that are remaining vacant are reserved for VA and homeless preferences. That is part of our requirement with the bank. We have to lease those units to individuals that are homeless and/or certified as a veteran. So we are holding those units until we're able to find people to house in preference population. We have reached out to the VA and our manager has been very active in really targeting the individuals that need those units so we can try to get those leased. As far as the work orders, we had a minimal number of work orders at

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Drayton Pines. We don't have a lot of maintenance issues out there, besides the two units already discussed. We had 25 work orders and all 25 of them were closed out. As far as the Loewy Building, we are currently 100% leased here at the Loewy Building. I will mention, we are really trying to advertise to hire more maintenance staff. We have had a really high turnover in our maintenance tech employment positions and we have a banner outside our Loewy Building facing Fourth Street. So if you drive by our Fourth Street building, you should see our advertisement out front to contact us for more information and for an application to fill out an application for our maintenance position here with the Housing Authority. I think that's all I have under that section. **(Perkins)** I gave Kevin a couple of examples, not examples, but potential folks to do some electrical work and carpentry work. So hopefully that will pan out. The other issue we have, is we did make a request to kind of look at our backlog of maintenance repair projects on all our properties. How are we coming along on establishing that, so we can have a kind of a projection of how much we need to spend on what we need to correct in terms of all of our properties going forward? **(Church)** Yes sir. We're working on revising the board reports for the next month Board meeting and we plan on including some of that information in the first month. We think it's going to take a couple months to transition fully into our new presentation, but that is on our list to include. **(Perkins)** All right, thank you very much. Any other questions that represent subsidized housing? And I think you skipped over the Resident Engagement as well. You want to go back to that? Do you have some points about that?

o Resident Engagement

(Cheshire) Mr. Chairman, this is Kevin. My sincere apologies. I'm in here with Kimberly now, but Resident Engagement, there's no report this month, because we have stakeholder comments in lieu of the Resident Engagement Report. **(Perkins)** Thank you very much. **(Cheshire)** Yes sir.

6. RESOLUTIONS

Resolution No. 2158 – Resolution Authorizing Approval of Financial Statements (July 2021)

Motion: Commissioner Rose

Second: None needed

Roll was called. Unanimous Approval

(Thomas) These are the July 31 statements. I'll just highlight these few numbers. Our current ratio is 5.86% and we're doing good in that ratio. Cash overall increased \$338,000. Our accounts receivable are still about \$116,000 higher than last year and we know that's a lot of the COVID effect and we have been approved for \$195,000 in ERAP funds and another \$61,000 pending. So once all those funds come in, that should bring that number down quite a bit and our net

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income before depreciation on the income statement, before depreciation, we have a net income of \$1,050,000. That's \$755,000 better than our budget and then after depreciation expense is a loss of a little over \$1 million. That's still about \$500,000 better than last year. That's all I have on the financial statements unless anyone has a question.

Resolution No. 2159 – Resolution Authorizing the Approval of the 2022 Operating Budget

Motion: Vice Chair Annese

Second: None needed

Roll was called. Unanimous Approval

(Thomas) In your packet, you have some assumptions that were used and the actual spreadsheet with all the numbers. I'm going to present this through a few slides and then I can try to answer any questions you may have. So the first few slides go over our assumptions that we used. So our Public Housing, that's what the LRP is for the FY22 budget, we had budgeted subsidy levels at 96%. What that means, is when HUD does the formula and determines how much that we are eligible for, then it's prorated based on their funding, appropriated and so it's never, usually, at 100%. We had budgeted at 96% for FY21. We're actually around, the budget was 98%, but the actual was the 95.8%. So that's why we reduced it to the 96%. The occupancy level for our Public Housing properties, we have our budget in there at a 98% across the board occupancy and that's about what we've been averaging. Individual properties have been anywhere from 95% to 99%. The management fees for the public housing properties, these are fees that, on the third bullet there the management fees for the public housing properties. This is the fee that is an expense to the individual properties and it's a revenue to corporate or what's called the Central Office Cost Center, to cover the various overheads and the overall management of the properties and that's, HUD gives you a fee that you can use each year and that's at \$60.70 cents per unit for 2021, which is what we use to budget. Typically, that will go up. So it may come in a little higher, but we just budgeted the whole year with that. The capital fund, for people who are new, the Commissioners who are new, that's a fund that we get every year, that is, primarily used for bigger items as we were talking about kind of deferred maintenance or items that are bigger than just every day, ordinary maintenance. And so we're allocated a certain amount every year, right around \$3 million, and so we budgeted a 6.85% increase in that over the current year and that's based on the increase this year, over 2020. The staff changes, budget to actual, include the addition of the Deputy Executive Director that Kevin mentioned will start in October and the exclusion of the Director of MIS, a position that we're eliminating. Kevin can talk more about that position. We're not going to refill it at this time. The next page, this is on the Section 8 Program and I did change the slide a little bit, so this is a little bit different from the written assumptions in your packet. The admin fees and I think Commissioner Rose asked about this in the Finance Committee meeting, there's several things that play into this. Again, there's an amount used and it's \$72.29 for the first 3,600 vouchers, and then \$67.48 for the remaining, but then that's prorated. This year, it was pro-rated at 84.65%. So I budgeted that to be pro-rated at 85% for next year. Our occupancy level, I think what was just reported like 75%, in the budget, I have that averaging 85%. So if we can get up

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closer to 90%, we should be fine on hitting that mark. There's a little bit of construction revenue and expense for the rest of the build-out at Brookside View and that's budgeted at a break even. Then the other maintenance costs from maintenance materials and contracts, we did increase those across the board, somewhat, to try to allow for some increase in the cost of materials and labor. For salary expense, we do have in there up to a 7% increase to cover three things: to cover the cost of living salary increases, any merit salary increases, and any potential merit bonuses that are awarded and this is the same as it was in the FY21 year. And the last bullet, it's just that we don't have any results from any special projects or sale of real estate included in the budget, so if we do end up getting any of these new projects in, the budget would just need to be redone at that time. The next slide is the results and, you can see these on your written spreadsheet, I'm just going to kind of hit the highlights. The total revenue is going to increase a little over \$4 million. That's about 9%, but the main reason for that is because we will be getting more of our Choice Neighborhood money, the \$30 million in on that. So, that is the main reason for the increase in the revenue which will also be an increase in expense. The salaries and benefits are budgeted to increase about \$400,000 and again, I've already mentioned those as a result, mainly of any increases. In protective services, the amounts that we pay the off-duty police officers, that's looking to increase around \$240,000 thousand and again, that's over the FY21 budget not over the FY21 actual expenses that were incurred, but we budgeted to maintain the level that we're currently at, which was much higher than what the budget was for FY21. The housing assistant payments, those are the payments to the landlords, those are projected to decrease \$200,000 and that's because we had some MOD rehab vouchers, a subset of vouchers, and they were at the Skyline Village Community, which is what sold, where we got the bond issuance fee during the year. So at the time of that sale, it was somewhere around mid-year, we no longer had those vouchers. So that's why that decreased there. So it's not a decrease in our regular Housing Choice. And our total expenses, as I said, are also budgeted to increase about \$4 million, but that's primarily from the Choice Neighborhood expenditures, which again, you know all of that funding is flowing through us. So the revenues coming in, and then the expenses going out. So our bottom line, consolidated for HAWs is a projected net revenue of \$137,000. That's compared to \$9,000 in the FY21 budget. And we're projecting to increase our cash by \$115,000, compared to a budgeted increase of about \$68,000 in the current year budget. Then the next slide, this breaks it out by department. Again, you have the detail of these numbers on your spreadsheets, but the LRPH is the Public Housing property. Pretty much budgeting to break even. Their budgeted at about \$150,000 loss last year. The Housing Choice Vouchers, again, breakeven. Had a loss last year. So that's a \$95,000 upswing. Same thing with Scattered Sites, pretty much breakeven every year on, that is our budget. The grants, in an ideal world, they will be zero. The bottom line was showing \$175,000 gain in the current year budget, because we had the revenue is budgeted under the grants category, but the expenses that we allocate from various staff salaries were not budgeted to be allocated there. They are still in their respective salary categories and the other departments. But for this year, we have moved the category the salaries of any of our staff that will be allocated to that grant. Then the Corporate Cost Center, we're showing net revenue of \$89,000. The current year budget is \$34,000. So that's about a double in that. Then Imperial, which is the arm that

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manages the Non-public Housing properties that we own. That's about the same as the prior year budget. Then, the last two slides breakout, are pie charts of the revenue, just showing you how our revenues, what it's made up of and then the last slide are the expenses. Again, just showing the breakout of the expenses as a percent of total. If there's any questions, I'll try to answer them. **(Perkins)** Hearing no questions, Bill, do you have a recommendation from the Finance Committee on the Operating Budget? **(Spragins)** Mr. Chairman, Commissioner Rose had to drop off the call for a previous engagement. **(Perkins)** Since I was in the meeting for the Finance Committee, I concur with the presentation we've got this far, so I'd like to have the roll call on Resolution number 2159 indicating the approval of our 2022 Operating Budget. **(Cheshire)** Mr. Chairman, if we could get a motion from someone other than the Chair, if we can just have someone else do that. Then we don't need a second, since it was approved in Committee.

7. STAKEHOLDER COMMENTS

(Cheshire) So again, in the interest of trying to focus on the lived experience and what we're really trying to do here at the Housing Authority, we had hoped to kind of take the Board out to some of the Communities. Obviously, COVID doesn't allow that, but I do want to have the Board get an opportunity to hear from various different stakeholders, whether those be Section 8 participants, or Section 8 landlords, or Public Housing residents or Community Members, or faith leaders or whomever else. So, I'm excited that this meeting today, will be our first opportunity to hear from someone as a stakeholder. This individual is Brandy Johnson. She's a resident of Piedmont Park. The way we're going to do this, is we're going to keep this short, but we kind of asked Brandy to respond to a few questions and I just think it'd be a good opportunity for her to connect with the Board and for the Board to have an opportunity to put a face on some of the communities that we talk about and recognize that this is not just "the residents or a resident," this is Brandy Johnson that we're talking about when we're making these decisions so I don't know Kimberly, if you could get us down where I can see Ms. Johnson. I think she's with Bonita. Are you able to hear me okay? **(Johnson)** I am. **(Cheshire)** Wonderful. Well look Brandy, I know we kind of talked leading into this thing, could you just tell the Board a little bit about yourself, your family, your education, your work experience, that type of thing. So, Mr. Chairman, Ms. Johnson is with Bonita Speas, our Property Manager. So the name showing on your screen is Bonita. Bonita, can you wave so everybody and Ms. Johnson, can you maybe wave too, so that they can see you? All right, good deal. So Ms. Johnson, thank you for being with us. Can you just introduce yourself to our Board and give them a little bit of background about who you are and your experience in life. **(Johnson)** Absolutely. Good afternoon. It is a pleasure to be here with you guys. So my name is Brandy Johnson. I'm 34 and have resided at Piedmont Park, roughly, over four and a half years. My three children, a 16 year-old, a 14 year-old, and a five year -old. I enjoy...my nerves you all. **(Cheshire)** You take your time. You're doing fine. Tell us about your family. **(Johnson)** So, both of my

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parents work at Winston-Salem State. My mom is a math professor and my dad is over parking and security. My sister is a coordinator for Big Brothers Big Sisters and my brother is a truck driver. **(Cheshire)** Man, that's great! Well look Ms. Johnson, tell us about your aspirations. What does your life look like in three or five years, as far as education, employment, your housing situation? I want to hear about that culinary school. **(Johnson)** Absolutely. I'm so definitely, in three months, I should be graduating and implementing that into creating my own business. I hope to also establish a mortgage. I would love to own a home, one day and to actually become a public speaker. **(Cheshire)** That's awesome! So getting into the Community, tell us a little bit about what you like about where you live? **(Johnson)** What I really, really enjoy, is that the fact that the Housing Authority is a subsidized program. I've been through ups and downs, in the last few years and I really, it's a blessing to be able to sustain my own living as well as my children. And also, I like the fact that this neighborhood is family friendly and is diversified. **(Cheshire)** I remember when you and I were talking last week, Ms. Johnson and I don't want to put words in your mouth, but you talked about how you felt like you could walk down the street and borrow a cup of sugar and if you wanted to have a Bible study, there were folks there that would join your Bible study. So can you speak to that piece of it a little bit? Because, that was good to hear. **(Johnson)** Absolutely. The neighbors are just really awesome. You know in my, the way I was raised, the saying was, "It takes a village." So, it's really nice and comforting to know that everyone has your back, you know. Like at the Olive Garden, "When you're here, you're family." So, you know, I'm able to, you know, a lot of times, my neighbor across the walkway, I come out, you know get my children right from school, drink a cup of coffee, we will sit down and have little mini Bible study, if you will, over the scriptures. Then I have another neighbor, I'm always running out of butter and I use butter on everything. So you know, it's nice to go couple houses down and get a couple sticks of butter. It's really enjoyable, the children playing with each other, growing up with each other. That's it's a nice feeling. **(Cheshire)** That's awesome. Well look, our Board likes to hear the good stuff for sure, but we're here because we want to take whatever we've got and try to make it better. I know you and I talked about that last week. So share with the Board, you know, things you don't like about Piedmont Park. If you could change things, what would that look like? **(Johnson)** Well it's unfortunate, but I have to say it, the gang and the gun violence. It's just gotten completely out of control and I think we should probably tighten up security. Which I feel a lot more secure, because I do believe you know we're in the process or already have established some type of things going on for more protection. And parking, parking, parking, parking. **(Cheshire)** Well, those are good comments and I want to get one other thing, because you made a really good point I thought last week with me. You mentioned grass and beautification and I said, "You know, Ms. Johnson, we have literally had people being murdered at Piedmont Park. We acknowledge the guns and the gangs," and the first thing that you tell me that

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needs to change is the grass. And I was shocked by that, but it was a very valid, salient point right? Because you take pride in your Community. And if nobody seems to care about whether the grass is growing or not, then they're not going to care about whether people are dealing drugs or shooting guns, or killing people. So we've got to start and we've got to build and improve the aesthetic so that everybody takes pride in their Community. And so that we send the message that we all care about it, and we expect you to care about it, too. So, I just wanted to note that I thought that was a really good point that you made. So last thing, and I appreciate you being on with us and we're trying to get you out of here and get the Board out of here, but what are parting thoughts that you might have for the Board? Anything that you guys want to share with them that's on your heart. **(Johnson)** Yeah. All I ask is to just keep an open mind and open heart and let's pave the way for the new generations that's coming up. **(Cheshire)** Okay. Thank you Ms. Johnson. **(Perkins)** On behalf of the Board, I think it's very laudable that you are contributing to the Community, in a very strong way, just by coming out of your apartment and sharing with other folks around you. I think you make a very valid point in terms of, we are raising security awareness on all of our properties and so we will continue to do that. And I think also, that when you start talking about grass, you're talking about landscaping and so, as we look at our backlog of maintenance repair projects, one of the things we want to do is continue to improve not only the physical structure, but the outside areas as well. So we take all of your comments to heart. We are committed to improving all of our properties, but, most importantly, improving those properties for the communities that we serve and you and your family. Certainly your parents, who work at Winston Salem State, have seen over the years how we've been doing and so we appreciate your coming on this morning, and we will continue to monitor Piedmont Park, but more importantly, will continue to support you and the other families out there as well. So, we do appreciate you taking the time to come to us and you're well on your way to being a good public speaker. So look forward to seeing you again. Thank you so much. **(Johnson)** Thank you so much for having me. You guys have a wonderful afternoon. Until next time. **(Cheshire)** Thank you Ms. Johnson. **(Church)** Thank you Brandy.

8. BOARD COMMENTS

(Annese) Kevin, I'd like to just applaud Ms. Johnson's commentary today and I would love for HAWS to see if we can organize a Community effort there, as far as the beautification is concerned. There are churches and groups and so forth, all the time looking for projects, just as we had a project from Fries Moravian Church, you know, improving a playground a couple of months ago. I just would love to see if we could organize something and to work hand-in-glove with the residents to improve the look. There's just, they're all these different garden clubs and so forth that might be willing to take on something like this, if that's something that is of interest. I can certainly take a

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look at it. **(Cheshire)** Thank you Madame Vice Chair. We will put that in action. **(Adams)** Then I will join in on that and I have one other thing, and that is, I think if we show pride, you know it's sort of like curb appeal. If we can create a curb appeal that shows somebody cares. And that has a way of, if I come on the property and I have a bad intent, I'm going to look at it a little differently and think, "people here, they care" and I need to be you know I'm not comfortable where people care. I'm most comfortable under the cloak of, you know darkness and not light and we need to be light. So I just want to endorse what Betsy is saying there and then I only have one more thing. This is probably my own shortcoming and ignorance. I'd like to know, when we go through the financial statement and put a bunch of numbers up there, I was a history major. And I avoided, I took one math class and barely passed. It has got nowhere near anything to do with finance and so, sometimes we get that and we look at numbers and I'd like for someone to sort of, quickly, interpret those numbers and let us know if there is an area that we need to be concerned about and if we are, what are we doing about it. And if there's an area where we're excelling, then tell us that. But, I'm just not a numbers guy. Never have been. I don't feel comfortable with numbers. More comfortable when I hear it, and I can address it, and I don't, if I leave it to my own interpretation, there could be a problem. And I just want to make sure we have no problems out there that have not been disclosed and I've sort of mentioned this before, but I'm serious. I like to have a little more meat to be put on those numbers. **(Perkins)** Both comments are well taken, I know that Ms. Thomas does an excellent job in terms of laying out both our program operating budget, as well as financial program. I'm sure we can extend to her, as well as Kevin, if there are in fact limitations and/or explanations a little bit more robust to get you in the feeling of what those numbers are really saying, in addition to what she's already done, we can certainly do that. The second point in terms of looking at contributions from other agencies to include the residents to help to look at the landscaping. We can start small. Doesn't have to be that you have to do the whole thing, but certainly we can look at options and opportunities, where we can start looking at properties in terms of getting residents involved and other folks to help to assist to where we can make these properties look a little bit better, as you do, as you call the curb appeal, so do appreciate, both those thoughts up, as well as our Alfred. Any other thoughts or comments from the other members of the Commission?

9. ADJOURNMENT

Motion to adjourn

Motion: Commissioner Gibel

Second: Commissioner Adams

Roll was called. Unanimous Approval



September 14, 2021 Minutes

Tuesday October 12, 2021
Housing Authority of the
City of Winston-Salem
Board of Commissioners
12:00 Noon

The September 14, 2021 meeting of the Board of Commissioners for the Housing Authority of the City of Winston Salem adjourned at 1:05 P.M.

Acknowledgment and Adoption of the September 14, 2021 HAWS Board Minutes:

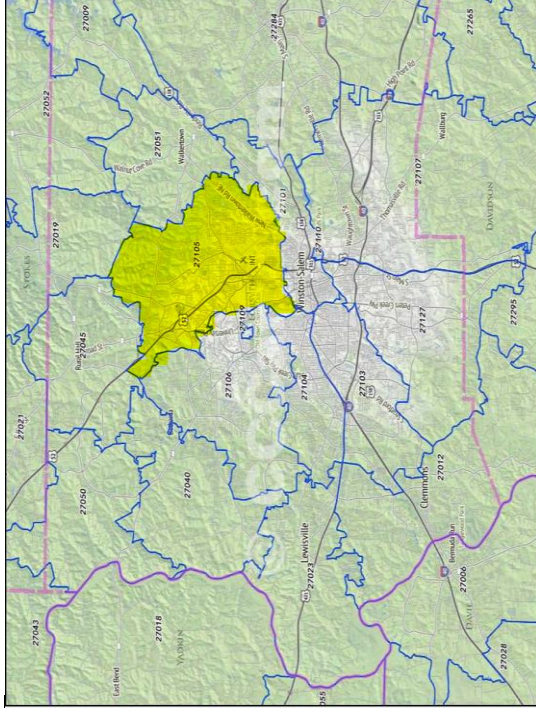
Adopted: _____ (date)

Signed: _____ Executive Director (ED)

HCV Report

Housing Choice Voucher Program Report
8/31/2021

	Current	Maximum	Percent Utilized	Target	NC Average as of 7/31/2021
I. Voucher Unit Utilization					
Vouchers Leased - SEMAP Indicator #13	3503	4643	75%	>90%	85.93%
Vouchers Issued but not Leased	200				
Project-Based Vouchers (Currently in Place)	353	371	95%		
Special Programs	76	239	32%		
Mainstream	65	278	23%		56.71%
VASH	95	144	66%		75.20%
II. Voucher Budget Utilization					
Monthly	\$1,873,695	\$2,098,799	89%	>90%	92.74%
Annually	\$ 14,989,560	\$ 16,790,392	89%	>90%	
IV. Other SEMAP Indicators In PIC					
PIC Reporting Rate	97.49%			>94%	
Timely Re-examinations	97%			>95%	
Correct Rent Calculations	100%			>97%	
Pre-Contract HQS Inspections	100%			>97%	
Annual HQS Inspections	85%				
Lease Up (budget or unit)					
Family Self-Sufficiency					
Enrollment:# of Participants	72				
Percent with Escrow Accounts	55%				
V. HCV Waiting List					
Number of Applicants Awaiting Voucher Issuance	2335				
Processing Applications from WL (date/time)	2/20/2018	5:25pm			
Average days from Voucher Issuance to Leased	55				
VI. Inspections					
Units Inspected (in Reporting Month)	434				
Passed (List Inspections)	231				
Failed	203				
Passed at re-inspection	125				
Failed - Tenant*	3				



Zip Code	Number of units
27105	1345
27107	479
27127	375
27103	363
27106	326
27284	80
27104	77
27051	59
27045	14
27040	3
27023	2

HUD Income Limits - by household size as of 04/01/2021							
1	2	3	4	5	6	7	8
\$24,150	\$27,600	\$31,050	\$34,450	\$37,250	\$40,400	\$42,750	\$45,500
Average Subsidy Paid - by household size							
1	2	3	4	5	6	7	8
\$367	\$454	\$497	\$594	\$617	\$642	\$671	\$695

Operations Report

Public Housing Communities

October 12, 2021

Month Ending:

8/31/2021

	Brookside
Total Units	17
Units Offline	6
Units to determine Occupancy	11
Occupancy BOM	10
Move Ins	1
Move Outs	0
Occupancy EOM	11
% Leased	100%
PIC Occupancy %	100%
Total Wait List	950
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	
# of Violent Incident Calls	
# of Drug Related Calls	
Average Move In Income	\$29,843
Community Average Tenant Rent Portion	Brookside View
HH Size	
1	
2	
3	\$507
4	\$664



Brookside View Apartment Homes

1400 Wilson Terrace

Winston-Salem, NC 27101

Single Family Homes/Work Requirement Community with all 3 bedroom homes



Month Ending:

8/31/2021

	Piedmont Park
Total Units	240
Units Offline	3
Units to determine Occupancy	237
Occupancy BOM	227
Move Ins	4
Move Outs	1
Occupancy EOM	230
% Leased	97%
PIC Occupancy %	98%
Total Wait List	4065
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	33
# of Violent Incident Calls	12
# of Drug Related Calls	0
Average Current Tenant Income	\$7,116
Community Average Tenant Rent Portion	Piedmont
HH Size	
1	214
2	163
3	159
4	126
5	200
6	50
7	193
8	
9	142



Piedmont Park Apartments

1130 East 29th Street

Winston-Salem, NC 27105

240 Total Units

Family Development with 1, 2, 3 and 4 bedroom apartments/townhomes



Month Ending:
8/31/2021

	Cleveland
Total Units	244
Units Offline	3
Units to determine Occupancy	241
Occupancy BOM	232
Move Ins	4
Move Outs	2
Occupancy EOM	234
% Leased	97%
PIC Occupancy %	97%
Total Wait List	3281
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	1
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	11
Housekeeping Inspections	14
Total Inspections-Failed	14
Monthly WSPD Incident Calls	44
# of Violent Incident Calls	9
# of Drug Related Calls	5
Average Current Tenant Income	\$9,500
Community	Cleveland
HH Size	
1	\$252
2	\$231
3	\$198
4	\$214
5	\$209
6	\$307
7	
8	
9	\$50



Cleveland Avenue Homes

1135 E. 15th Street

Winston-Salem, NC 27105

244 Total Units

Family Development with 1, 2, 3 and 4 bedroom apartments/townhomes



Month Ending:
8/31/2021

	Camden
Total Units	30
Units Offline	0
Units to determine Occupancy	30
Occupancy BOM	30
Move Ins	0
Move Outs	0
Occupancy EOM	30
% Leased	100%
PIC Occupancy %	100%
Total Wait List	6204
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	15
# of Violent Incident Calls	1
# of Drug Related Calls	0
Average Current Tenant Income	\$18,008
Community Average Tenant Rent Portion	Camden
HH Size	
1	\$184
2	\$311
3	\$503
4	\$328
5	\$507



Camden Station Apartments

810 Camden Station Lane

Winston-Salem, NC 27101

30 Total Units

Family Development/Work Requirement Community with 1, 2 and 3 Bedroom apartments



Month Ending:
8/31/2021

	The Oaks @ 10th
Total Units	50
Units Offline	0
Units to determine Occupancy	50
Occupancy BOM	49
Move Ins	0
Move Outs	0
Occupancy EOM	49
% Leased	98%
PIC Occupancy %	100%
Total Wait List	6071
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	0
# of Violent Incident Calls	0
# of Drug Related Calls	0
Average Current Tenant Income	\$12,888
Community Average Tenant Rent Portion	Oaks
HH Size	
1	\$247
2	\$227
3	\$175



The Oaks at Tenth

1205 East 10th Street

Winston-Salem, NC 27105

50 Total Units

Family Development/Work Requirement Community with 1, 2 and 3 Bedroom apartments



Month Ending: 8/31/2021

	Townview
Total Units	49
Units Offline	0
Units to determine Occupancy	49
Occupancy BOM	49
Move Ins	0
Move Outs	1
Occupancy EOM	48
% Leased	100%
PIC Occupancy %	95%
Total Wait List	3370
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	0
# of Violent Incident Calls	0
# of Drug Related Calls	0
Average Current Tenant Income	\$15,173
Community Average Tenant Rent Portion	Townview
HH Size	
1	160
2	233
3	124
4	381
5	375



Townview Apartments

600 West 14th Street

Winston-Salem, NC 27105

49 Total Units

Family Work Requirement Development with 2 and 3 bedroom apartments



Month Ending:

8/31/2021

	Stoney Glen
Total Units	48
Units Offline	0
Units to determine Occupancy	48
Occupancy BOM	48
Move Ins	1
Move Outs	1
Occupancy EOM	48
% Leased	100%
PIC Occupancy %	96%
Total Wait List	4297
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	2
# of Violent Incident Calls	0
# of Drug Related Calls	0
Average Current Tenant Income	\$13,513
Community Average Tenant Rent Portion	Stoney Glen
HH Size	
1	\$251
2	\$223
3	\$113
4	\$0



Stoney Glenn Apartments

3753 Stoney Glen Drive

Winston-Salem 27107

48 Total Units

Family Development/Work Requirement Community with all 2 bedroom apartments



Month Ending:

8/31/2021

	Crystal
Total Units	201
Units Offline	0
Units to determine Occupancy	201
Occupancy BOM	195
Move Ins	2
Move Outs	1
Occupancy EOM	196
% Leased	98%
PIC Occupancy %	94%
Total Wait List	288
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	2
Non-Judicial Evictions - Other	0
Housekeeping Inspections	57
Total Inspections-Failed	25
Monthly WSPD Incident Calls	31
# of Violent Incident Calls	8
# of Drug Related Calls	0
Average Current Tenant Income	\$8,949
Community Average Tenant Rent Portion	Crystal
HH Size	
1	\$214
2	\$327



Crystal Towers

625 W. 6th Street

Winston-Salem, NC 27101

201 Total Units

Designated for Elderly and Disabled Individuals with all 1 bedroom apartments



Month Ending:
8/31/2021

	Healy
Total Units	105
Units Offline	0
Units to determine Occupancy	105
Occupancy BOM	105
Move Ins	2
Move Outs	2
Occupancy EOM	105
% Leased	100%
PIC Occupancy %	95%
Total Wait List	1201
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	0
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	1
# of Violent Incident Calls	0
# of Drug Related Calls	0
Average Current Tenant Income	\$12,408
Community Average Tenant Rent Portion	Healy
HH Size	
1	\$274
2	\$365



Healy Towers Apartments

3450 Healy Drive

Winston-Salem, NC 27103

105 Units

Designated for the Elderly with all 1 bedroom apartments



Month Ending:
8/31/2021

	Sunrise
Total Units	195
Units Offline	1
Units to determine Occupancy	194
Occupancy BOM	186
Move Ins	0
Move Outs	1
Occupancy EOM	185
% Leased	95%
PIC Occupancy %	96%
Total Wait List	1055
Judicial Evictions - Non-Pay	0
Judicial Evictions - Drug	0
Judicial Eviction-Minimum Renters	0
Judicial Eviction-Criminal Activity	0
Judicial Evictions - Other	0
Judicial Evictions - Padlocks/Writs	0
Non-Judicial Evictions - Non-Pay	0
Non-Judicial Evictions - Drug	0
Non-Judicial Eviction-Minimum Renters	0
Non-Judicial Eviction-Criminal Activity	2
Non-Judicial Evictions - Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
Monthly WSPD Incident Calls	16
# of Violent Incident Calls	3
# of Drug Related Calls	0
Average Current Tenant Income	\$6,745
Community Average Tenant Rent Portion	Sunrise
HH Size	
1	\$174
2	\$155



Sunrise Towers

801 Martin Luther King Jr. Blvd.

Winston-Salem, NC 27101

195 Units

Family Development with all 1 bedroom apartments



Operations Report

Unsubsidized Communities

October 12, 2021

Unsubsidized Housing

Month Ending:

	Drayton Pines, Inc.
Total Units	44
Occupied Units at the Beginning of the Month	39
Occupied at End of the Month	41
Occupancy Rate	93%
Total Wait List	0
Juridical Evictions - Non-Pay	0
Juridical Evictions - Drug	0
Juridical Evictions- Criminal Activity	0
Judicial Evictions - Other	0
Lease Terminations Issued-Non-Pay	0
Leased Terminations Issued -Drug	0
Leased Terminations Issued -Criminal Activity	0
Leased Terminations Issued -Other	0
Housekeeping Inspections	0
Total Inspections-Failed	0
# of WSPD Incident Calls	8
# of Violent Criminal Calls	0
# of Drug Activity Calls	1
Average Current Tenant Income	\$13,569



Drayton Pines Apartments

1300 Cherry Street

Winston-Salem, NC 27101

44 Total Units

Family Development/Project-Based Voucher Assisted Property

2 and 3 Bedroom apartments

Preferences for the homeless and veterans

Rents:

2 bedroom: \$710

3 bedroom: \$820



Unsubsidized Housing

Month Ending:

8/31/2021

	Plaza
Total Units	78
Current Occupancy	74
Occupancy Rate	95%
Total Wait List	3
Juridical Evictions - Non-Pay	0
Juridical Evictions - Drug	0
Juridical Evictions- Criminal Activity	0
Judicial Evictions - Other	0
Lease Terminations Issued-Non-Pay	0
Leased Terminations Issued -Drug	0
Leased Terminations Issued -Criminal Activity	0
Leased Terminations Issued -Other	1
Housekeeping Inspections	7
Total Inspections-Failed	2
# of WSPD Incident Calls	7
# of Violent Criminal Calls	1
# of Drug Activity Calls	0
Current Average Tenant Income	\$9213



The Plaza Apartments

1000 Thurmond Street (The corner of Thurmond & Haywood)

Winston-Salem, NC 27101

78 Total Units

Family Development/Market Rate Units/Accepts Section 8 Vouchers

Studio, 1 bedroom and 2 bedroom apartments

*Owned by the City of Winston-Salem/Under Management Agreement with Imperial Management

Rents:

Studio: \$415

1 bedroom: \$440

2 bedroom: \$465-\$490



Resolutions

RESOLUTION NO. 2160

**RESOLUTION AUTHORIZING APPROVAL OF THE
AUGUST 31, 2021 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 August 31, 2021, 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 Housing Authority of the City of Winston-Salem Board of Commissioners hereby accepts the unaudited Financial Statements dated August 31, 2021.

ADOPTED: _____(Date)

SIGNED: _____
(Secretary/Chief Executive officer)

**Housing Authority of Winston-Salem
Financial Highlights
August 31, 2021**

Consolidated Statements

As of August 31, 2021, the total assets of the Authority were \$45,595,324 while total liabilities were \$10,189,566. The current ratio (current assets of \$8,698,936 divided by current liabilities of \$1,524,693) was 5.70.

The net loss excluding Housing Assistance Payments (HAP) and receipts is (\$1,237,581.) There was positive cash flow excluding HAP payments and receipts of \$448,050. The net income prior to depreciation, extraordinary items and forgiveness of debt but inclusive of HAP income and expense was \$1,166,127. There was a consolidated net loss of (\$1,087,631). This included depreciation of \$2,253,758. Cash flow increased by \$583,529 including HAP receipts and expense. The overall total income was (3.66%) under budget and total expenditures were (5.75%) below budget.

Low Income Public Housing

Total gross revenue for August 31, 2021 was \$9,739,833, which was over budget by \$629,196. Tenant Rental Income of \$2,530,123 was under budget by (\$4,897). Other Tenant Income of \$190,873 was over budget by \$25,758.

Expense prior to depreciation and extraordinary items of \$9,425,922 was over budget by \$286,966 or 3.14%.

The net income for operations prior to depreciation and extraordinary item expenses was \$313,911. The depreciation expense was \$2,095,604 and net loss including depreciation expense was (\$1,781,693).

CARES Act funding provided to the LIPH program has helped offset some of the expenses incurred to purchase PPE and sanitizing equipment, install Wi-Fi services for tenants and to make modifications to lobbies and shared areas in an effort to provide greater protection to tenants, vendors and staff from COVID-19.

HAWS received transfers in from the 2021 Capital Fund in June of 2021. These are reflected in the "Operating Transfers In" line item.

Section 8 (Housing Choice Voucher Program)

The gross revenue generated from Section 8 through August 31, 2021 was \$24,519,589, which was under budget by (\$1,087,322). The HAP Fees earned during this period were \$22,011,756 and the HAP expense was \$21,876,277.

Administrative income of \$2,493,362 and operating expense of \$2,385,651 produced a net gain of \$107,711 (excluding depreciation). Operating expense was under budget by (9.66%) or (\$255,216.)

The Section 8 financial statements for the period ended August 31, 2021 resulted in net income before depreciation of \$257,661.

Scattered Sites

The total revenue for scattered sites was \$700,922, which is under budget by (\$1,143).

Total Operating expense of \$593,335 was .20% over budget or \$1,195.

The net income before depreciation expense was \$107,587 and the depreciation expense was \$119,349 for a net decrease after depreciation of (\$11,762).

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 Disorder. 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.

Corporate Management

The total gross revenue was \$4,074,126, which was under budget by (\$985,148) or (19.47%). The decrease was primarily due to the timing of revenue from construction activities.

The total operating expense was \$3,663,031 which was under budget by (\$1,221,724) or (25.01%). This was due to lower costs for construction activities due to less activity than budgeted as well as lower administrative expenses than budgeted, primarily in salaries and benefits.

Net income including depreciation was \$397,062.

Imperial Management

Total revenue was \$327,132 and operating expense was \$276,040. Net income after depreciation expense was \$51,092.

Housing Authority of Winston-Salem
Consolidated Balance Sheet
As of August 31, 2021

	<u>2021</u>	<u>2020</u>	Variance	
			Amount	Percentage
Assets				
Unrestricted cash	401,981	347,640	54,341	-15.63%
Restricted Cash - Public Housing Resrv/Oper	3,665,592	3,893,179	(227,587)	-5.85%
Restricted Cash - HCV Admin Resrv/Oper	412,596	496,587	(83,991)	-16.91%
Restricted Cash - HAP	400,272	202,283	197,989	97.88%
Restricted Cash - Grants	0	(94,938)	94,938	100.00%
Restricted Cash - Other	608,486	541,404	67,082	12.39%
Accounts receivable-tenants, net	178,163	112,553	65,610	58.29%
Accounts receivable-interest	2,397,134	2,232,872	164,262	7.36%
Accounts receivable-other	380,308	643,917	(263,609)	-40.94%
Prepaid Expenses	146,370	160,360	(13,990)	-8.72%
Inventories	108,034	129,728	(21,694)	-16.72%
Total Current Assets	<u>8,698,936</u>	<u>8,665,585</u>	<u>33,351</u>	<u>0.38%</u>
Fixed Assets	97,173,911	93,631,605	3,542,306	3.78%
Less Accumulated Depreciation	(73,019,880)	(70,480,511)	(2,539,369)	-3.60%
Net Fixed Assets	<u>24,154,031</u>	<u>23,151,094</u>	<u>1,002,937</u>	<u>4.33%</u>
Mortgage Receivable	12,061,253	12,073,559	(12,306)	-0.10%
Note receivable- FEV	0	0	0	0.00%
Total Other Assets	<u>12,061,253</u>	<u>12,073,559</u>	<u>(12,306)</u>	<u>-0.10%</u>
Deferred Outflow of Resources	681,104	681,104	0	0.00%
Total Assets	<u><u>45,595,324</u></u>	<u><u>44,571,342</u></u>	<u><u>1,023,982</u></u>	<u><u>2.30%</u></u>
Liabilities				
Accounts payable	46,345	208,996	(162,651)	-77.82%
Accrued Liabilities	603,332	436,754	166,578	38.14%
Current Portion Long Term Debt	52,771	50,462	2,309	4.58%
Security Deposits/FSS Escrows	393,280	371,641	21,639	5.82%
Deferred Revenue	428,965	633,711	(204,746)	-32.31%
Total Current Liabilities	<u>1,524,693</u>	<u>1,701,564</u>	<u>(176,871)</u>	<u>-10.39%</u>
Line of Credit	487,309	487,309	0	0.00%
Notes Payable-Noncurrent	5,955,263	5,820,201	135,062	2.32%
Other	2,208,730	2,174,438	34,292	1.58%
Total Noncurrent Liabilities	<u>8,651,302</u>	<u>8,481,948</u>	<u>169,354</u>	<u>2.00%</u>
Deferred Inflow of Resources	13,571	13,571	-	0.00%
Total Liabilities	<u><u>10,189,566</u></u>	<u><u>10,197,083</u></u>	<u><u>(7,517)</u></u>	<u><u>-0.07%</u></u>
Equity				
Investment in capital assets,net	18,253,226	17,280,431	972,795	5.63%
Unrestricted net assets	18,240,163	16,970,952	1,269,211	7.48%
Restricted net assets	0	0	0	0.00%
Net income	(1,087,631)	122,876	(1,210,507)	985.15%
Total Equity	<u>35,405,758</u>	<u>34,374,259</u>	<u>1,031,499</u>	<u>3.00%</u>
Total Liabilities and Equity	<u><u>45,595,324</u></u>	<u><u>44,571,342</u></u>	<u><u>1,023,982</u></u>	<u><u>2.30%</u></u>

**TOTAL HA OF THE CITY OF WINSTON-SALEM
BALANCE SHEET**

As of August 31, 2021

							Aug-21	Aug-20		
	.liph	Section 8	S. Sites	Grants	COCC	Imperial	ELIMINATION	Total HAWS	Total HAWS	Variance
ASSETS										
CURRENT ASSETS										
CASH										
UNRESTRICTED CASH			0		120,802	281,179		401,981	347,640	54,341
RESTRICTED CASH - PUBLIC HOUSING RESRV/OPER	3,665,592							3,665,592	3,893,179	(227,587)
RESTRICTED CASH - HCV ADMIN RESRV/OPER		412,596						412,596	496,587	(83,991)
RESTRICTED CASH - HAP		400,272						400,272	202,283	197,989
RESTRICTED CASH - GRANTS				0				0	(94,938)	94,938
RESTRICTED CASH - OTHER	195,917							195,917	172,107	23,810
FSS ESCROW ACCOUNT		197,982						197,982	176,188	21,794
SECURITY DEPOSITS	171,680		42,907					214,587	193,109	21,478
TOTAL CASH	4,033,189	1,010,850	42,907	0	120,802	281,179		5,488,927	5,386,155	102,772
ACCOUNTS RECEIVABLE-TENANTS	575,650		83,765					659,415	251,655	407,760
ALLOWANCE FOR DOUBTFUL ACCOUNTS	(431,737)		(49,515)					(481,252)	(139,102)	(342,150)
NET ACCOUNTS RECEIVABLE-TENANTS	143,913	0	34,250	0	0	0		178,163	112,553	65,610
ACCOUNTS RECEIVABLE-MISC										
AR-HUD	0			5				5	93,163	(93,158)
AR- INTEREST					2,397,134			2,397,134	2,232,872	164,262
AR - OTHERS	731	89,117		19,770	397,667		(126,982)	380,303	550,754	(170,451)
TOTAL AR-MISC	731	89,117	0	19,775	2,794,801	0	(126,982)	2,777,442	2,876,789	(99,347)
PREPAID EXPENSES AND OTHER ASSETS										
PREPAID INSURANCE	49,867	14,078	4,410		18,283	2,142		88,780	85,855	2,925
PREPAID EXPENSES-OTHER	43,681	3,403	9,492		1,014			57,590	74,505	(16,915)
TOTAL PREPAID EXPENSES AND OTHER ASSETS	93,548	17,481	13,902	0	19,297	2,142		146,370	160,360	(13,990)
INVENTORIES	84,769				1,269	21,996		108,034	129,728	(21,694)
ALLOWANCE OBSOLETE INVENTORY								0	0	-
NET INVENTORY	84,769	0	0	0	1,269	21,996		108,034	129,728	(21,694)
TOTAL CURRENT ASSETS	4,356,150	1,117,448	91,059	19,775	2,936,169	305,317	(126,982)	8,698,936	8,665,585	33,351
NON-CURRENT ASSETS										
FIXED ASSETS										
LAND	1,097,631			99,962	459,763			1,657,356	1,657,356	-
LAND IMPROVEMENTS	547,357				69,730			617,087	617,087	-
BUILDINGS	79,625,666		8,789,741	212,773	1,969,987			90,598,167	87,564,836	3,033,331
LEASEHOLD IMPROVEMENTS	359,411	143,465						502,876	257,029	245,847
CONSTRUCTION IN PROGRESS					264,986			264,986	264,986	-
FEM-DWELLINGS	757,149			17,136				774,285	629,926	144,359
FEM-ADMINISTRATION	2,017,061	241,187			487,436	13,470		2,759,154	2,640,385	118,769
TOTAL FIXED ASSETS	84,404,275	384,652	8,789,741	329,871	3,251,902	13,470		97,173,911	93,631,605	3,542,306
ACCUMULATED DEPRECIATION	(64,103,372)	(320,808)	(5,955,747)	(113,040)	(2,513,443)	(13,470)		(73,019,880)	(70,480,511)	(2,539,369)
FIXED ASSETS, NET OF DEPRECIATION	20,300,903	63,844	2,833,994	216,831	738,459	0		24,154,031	23,151,094	1,002,937
MORTGAGE RECEIVABLE					11,824,689			11,824,689	11,836,995	(12,306)
HOPE VI MORTGAGES REC					236,564			236,564	236,564	-
TOTAL MORTGAGE RECEIVABLE	0	0	0	0	12,061,253	0		12,061,253	12,073,559	(12,306)
OTHER ASSETS										
NOTE RECEIVABLE - FEV								0		-
NOTES RECEIVABLE - SEC 8					0			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	210,644	139,949	11,715	6,333	312,463			681,104	681,104	-
TOTAL NON-CURRENT ASSETS	20,511,547	203,793	2,845,709	223,164	13,424,175	0	(312,000)	36,896,388	35,905,757	990,631
TOTAL ASSETS	24,867,697	1,321,241	2,936,768	242,939	16,360,344	305,317	(438,982)	45,595,324	44,571,342	1,023,982

**TOTAL HA OF THE CITY OF WINSTON-SALEM
BALANCE SHEET**

As of August 31, 2021

							Aug-21	Aug-20		
	.liph	Section 8	S. Sites	Grants	COCC	Imperial	ELIMINATION	Total HAWS	Total HAWS	Variance
LIABILITIES AND EQUITY										
CURRENT LIABILITIES										
ACCOUNTS PAYABLE										
ACCOUNTS PAYABLE - VENDORS	3,179	(12,537)	2,960	0				(6,398)	208,337	(214,735)
ACCOUNTS PAYABLE - HUD		12,742						12,742	(8,763)	21,505
ACCOUNTS PAYABLE - OTHERS			36,712	3,289				40,001	9,422	30,579
TOTAL ACCOUNTS PAYABLE	3,179	205	39,672	3,289	0	0	0	46,345	208,996	(162,651)
ACCRUED LIABILITIES										
ACCRUED SALARIES AND WAGES					1,869			1,869	72,832	(70,963)
ACCRUED UTILITIES	50,515							50,515		50,515
ACCRUED INTEREST PAYABLE			6,124		2,158			8,282	7,016	1,266
ACCRUED WATER ENERGY FEES								0		-
ACCRUED PILOT - PHA WIDE	106,036							106,036	138,169	(32,133)
ACCRUED COMPENSATED ABSENCES	27,128	19,760	1,873		50,748	3,404		102,913	91,483	11,430
OTHER ACCRUED LIABILITIES	43,083	103,161	3,861		181,674	1,938		333,717	127,254	206,463
TOTAL ACCRUED LIABILITIES	226,762	122,921	11,858	0	236,449	5,342	0	603,332	436,754	166,578
OTHER CURRENT LIABILITIES										
TENANT SECURITY DEPOSITS	173,756		21,567					195,323	195,453	(130)
FSS ESCROW ACCOUNT		197,957						197,957	176,188	21,769
DEFERRED REVENUE	42,509		20,418		366,038			428,965	633,711	(204,746)
CURRENT PORTION-LT DEBT			52,771					52,771	50,462	2,309
TOTAL OTHER CURRENT LIABILITIES	216,265	197,957	94,756	0	366,038	0		875,016	1,055,814	(180,798)
TOTAL CURRENT LIABILITIES	446,206	321,083	146,286	3,289	602,487	5,342	0	1,524,693	1,701,564	(176,871)
NON-CURRENT LIABILITIES										
LONG TERM DEBT										
LINE OF CREDIT					487,309			487,309	487,309	-
NOTE PAYABLE TO CORPORATE			126,982				(126,982)	0	0	-
NOTE PAYABLE	823,109		5,024,925		472,000		(312,000)	6,008,034	5,870,663	137,371
TOTAL	823,109	0	5,151,907		959,309		(438,982)	6,495,343	6,357,972	137,371
LESS CURRENT PORTION	0		(52,771)					(52,771)	(50,462)	(2,309)
TOTAL LONG TERM DEBT - NET	823,109	0	5,099,136	0	959,309	0	(438,982)	6,442,572	6,307,510	135,062
NONCURRENT LIABILITIES-OTHER										
ACCRUED COMP. ABSENCES	81,384	59,278	5,619		152,250	10,211		308,742	274,450	34,292
ACCRUED PENSION & OPEB LIABILITES	543,755	375,004	45,080	16,021	920,128			1,899,988	1,899,988	-
UNAMORTIZED ORIG ISSU DISC								0		-
TOTAL NONCURRENT LIABILITIES-OTHER	625,139	434,282	50,699	16,021	1,072,378	10,211		2,208,730	2,174,438	34,292
TOTAL NON-CURRENT LIABILITIES	1,448,248	434,282	5,149,835	16,021	2,031,687	10,211	(438,982)	8,651,302	8,481,948	169,354
DEFERRED INFLOW OF RESOURCES										
	8,922	4,194		455				13,571	13,571	-
TOTAL LIABILITIES	1,903,376	759,559	5,296,121	19,765	2,634,174	15,553	(438,982)	10,189,566	10,197,083	(7,517)
EQUITY										
INVESTED IN CAPITAL ASSETS, NET	19,477,794	63,844	(2,243,702)	216,831	738,459	0		18,253,226	17,280,431	972,795
UNRESTRICTED NET ASSETS	5,268,220	246,112	(103,889)	399	12,590,649	238,672		18,240,163	16,970,952	1,269,211
RESTRICTED NET ASSETS		0						0	0	-
NET INCOME/(LOSS) - HAP		149,950						149,950	(115,592)	265,542
NET INCOME/(LOSS)	(1,781,693)	101,776	(11,762)	5,944	397,062	51,092		(1,237,581)	238,468	(1,476,049)
TOTAL EQUITY	22,964,321	561,682	(2,359,353)	223,174	13,726,170	289,764		35,405,758	34,374,259	1,031,499
TOTAL LIABILITIES AND EQUITY	24,867,697	1,321,241	2,936,768	242,939	16,360,344	305,317	(438,982)	45,595,324	44,571,342	1,023,982

Housing Authority of the City of Winston- Salem
Consolidated Revenue and Expense Statement
October 1, 2020 - August 31, 2021

	YTD	YTD	Variance	
	Actual	Budget	Amount	Percentage
Operating Income				
HUD subsidy/grants	28,957,109	29,514,635	(557,526)	-1.89%
HUD Admin Fee	2,551,529	2,562,763	(11,234)	-0.44%
Dwelling rents	3,219,275	3,224,055	(4,780)	-0.15%
Excess utilities & other	201,855	178,144	23,711	13.31%
Transfer in	833,101	863,000	(29,899)	-3.46%
Other income	1,496,801	1,317,791	179,010	13.58%
Construction Revenue	964,283	1,963,500	(999,217)	-50.89%
Management fees	2,491,671	2,656,440	(164,769)	-6.20%
Interest on Hope VI Receivable	356,376	356,626	(250)	-0.07%
Interest on general fund	5,924	1,893	4,031	212.96%
Total Income	41,077,924	42,638,847	(1,560,923)	-3.66%
Operating Expenditures				
Administrative	8,174,433	8,936,696	(762,263)	-8.53%
Tenant Services	851,330	867,822	(16,492)	-1.90%
Utilities	1,390,937	1,652,885	(261,948)	-15.85%
Maintenance	3,274,560	3,106,484	168,076	5.41%
Construction Expense	1,003,703	1,929,753	(926,050)	-47.99%
Protective Services	697,884	369,967	327,917	88.63%
General	1,881,393	1,701,308	180,085	10.59%
Total Operating Expenses	17,274,240	18,564,915	(1,290,675)	-6.95%
Other Expenditures				
Casualty Loss	85,994	-	85,994	100.00%
Housing Assistance Payments	22,533,976	23,779,628	(1,245,652)	-5.24%
Total Other Expenditures	22,637,557	23,779,628	(1,142,071)	-4.80%
Total Expenditures	39,911,797	42,344,542	(2,432,745)	-5.75%
Net Income (Loss) before depreciation	1,166,127	294,305	871,822	296.23%
Depreciation expense	2,253,758	2,026,349	227,409	11.22%
Net Income (Loss)	(1,087,631)	(1,732,045)	644,414	37.21%
Other Changes In Cash				
Principal payments on debt	136,652	73,354	63,299	86.29%
Capital Exp/Long Term Improvements	445,946	-	445,946	100.00%
Replacement Reserve Pymts	-	12,100	(12,100)	-100.00%
Depreciation expense add back	2,253,758	2,026,349	227,409	11.22%
Cash Increase (Decrease)	583,529	208,851	374,678	179.40%

CONSOLIDATED STATEMENT OF REVENUE & EXPENSE

BUDGETED PROGRAM ONLY
October 1, 2020 - August 31, 2021

LIPH	Section 8 Programs	Scattered Sites	Grants	Corporate	Imperial	ELIMINATIONS	YTD ACTUAL	YTD BUDGET	VARIANCE AMOUNT	PERCENT	ANNUAL BUDGET	REMAINING AMOUNT	PERCENT
Operating Income													
6,012,741	22,011,756		932,612				28,957,109	29,514,635	(557,526)	-2%	32,679,940	3,722,831	11%
HUD subsidy/giants													
2,483,565			67,964				2,551,529	2,562,763	(11,234)	0%	2,255,742	(295,787)	-13%
HUD Admin Fee													
2,530,123		689,152					3,219,275	3,224,055	(4,780)	0%	3,317,151	297,876	8%
Dwelling rents													
190,873		10,982					201,855	178,144	23,711	13%	194,321	(7,534)	-4%
Excess utilities & other													
833,101							833,101	863,000	(29,899)	-3%	863,000	29,899	3%
Transfer in													
172,728	23,475	775	715,746	511,936	72,141		1,496,801	1,317,791	179,010	14%	569,950	(926,851)	-165%
Other income													
Construction Revenue													
			964,283				964,283	1,963,500	(999,217)	-51%	2,142,000	1,177,717	55%
Management fees													
			2,236,704		254,967		2,491,671	2,656,440	(164,769)	-6%	2,864,603	372,932	13%
Interest on Hope VI Receivable													
			356,376				356,376	356,626	(250)	0%	389,047	32,671	8%
Interest on general fund													
267	793	13	4,827		24		5,924	1,893	4,031	213%	2,065	(3,859)	-187%
Total Income	9,739,833	24,519,589	1,716,322	4,074,126	327,132	0	41,077,924	42,638,847	(1,560,923)	-4%	45,477,819	4,399,895	10%
Operating Expenditures													
Administrative													
680,502	716,795	74,057	90,370	1,711,007	85,730		3,358,461	3,709,465	(351,004)	-9%	4,107,596	749,135	18%
Salaries													
281,573	335,009	2,371	27,111	565,626	43,759		1,255,449	1,340,888	(85,439)	-6%	1,446,182	190,733	13%
Employee benefits													
39,627	19,417	8,398	53,202	(6,954)	1,307		114,997	210,188	(95,191)	-45%	246,258	131,261	53%
Legal and accounting													
41,885	14,231	3,913	3,809		2,019		65,857	64,919	938	1%	70,821	4,964	7%
Audit													
2,988	524		21,722		140		25,374	67,649	(42,275)	-62%	75,350	49,976	66%
Travel and training													
349,155	238,214		125,267		11,399		724,035	724,938	(903)	0%	763,538	39,503	5%
Office rent													
	7,565	474	5,143				13,182	11,340	1,842	16%	12,375	(807)	-7%
Employee Parking													
988,301	790,350	88,467	67,964				1,935,282	2,057,543	(122,261)	-6%	2,244,592	309,310	14%
Management fees													
372,168	129,960	11,489	4,003	141,846	22,330		681,796	749,766	(67,970)	-9%	834,674	152,878	18%
Other													
Total admin	2,756,199	189,169	242,650	2,567,466	166,684		8,174,433	8,936,696	(762,263)	-9%	9,801,386	1,626,953	17%
Tenant Services													
	40,552		38,809				79,361	79,509	(148)	0%	89,431	10,070	11%
Salaries													
28,915		893	701,337				731,145	732,075	(930)	0%	55,864	(675,281)	-1209%
Contracts and other													
	19,227		21,597				40,824	56,238	(15,414)	-27%	43,666	2,842	7%
Employee benefits													
Total tenant services	59,779	893	761,743	0	0		851,330	867,822	(16,492)	-2%	188,961	(662,369)	-351%
Utilities													
381,879		5,862		1,375			389,116	408,950	(19,834)	-5%	446,127	57,011	13%
Water													
594,882		7,891					602,773	719,280	(116,507)	-16%	779,905	177,132	23%
Electric													
397,933		1,115					399,048	524,655	(125,607)	-24%	572,296	173,248	30%
Gas													
							0	0	0	0%	0	0	0%
Other													
Total utilities	1,374,694	14,868	0	1,375	0		1,390,937	1,652,885	(261,948)	-16%	1,798,328	407,391	23%
Ordinary maintenance													
670,127		87,273	15,078		55,155		827,633	872,153	(44,520)	-5%	979,711	152,078	16%
Labor													
46,543		2,124	403		971		50,041	81,125	(31,084)	-38%	89,500	39,459	44%
Overtime													
430,262		44,378	4,399	21,924			500,963	408,022	92,941	23%	445,115	(55,848)	-13%
Employee benefits Maint													
309,231	1,882	23,658	2,540	7,857			345,168	370,719	(25,551)	-7%	398,830	53,662	13%
Materials													
1,349,767	12,471	103,017	29,449	55,049	1,002		1,550,755	1,374,465	176,290	13%	1,498,340	(52,415)	-3%
Contract Costs													
Total maintenance	2,805,930	14,353	260,450	77,469	86,909		3,274,560	3,106,484	168,076	5%	3,411,496	136,936	4%
Construction Costs													
							1,003,703	1,929,753	(926,050)	-48%	2,020,754	1,017,051	50%
Construction Costs													
							1,003,703	1,929,753	(926,050)	-48%	2,020,754	1,017,051	50%
Total Construction Costs													
Protective Services													
682,854					15,030		697,884	369,967	327,917	89%	403,600	(294,284)	-73%
Protective Services													
Total protective services	0	0	0	0	15,030		697,884	369,967	327,917	89%	403,600	(294,284)	-73%

CONSOLIDATED STATEMENT OF REVENUE & EXPENSE

BUDGETED PROGRAM ONLY
October 1, 2020 - August 31, 2021

LIPH	Section 8 Programs	Scattered Sites	Grants	Corporate	Imperial	ELIMINATIONS	YTD ACTUAL	YTD BUDGET	VARIANCE AMOUNT	PERCENT	ANNUAL BUDGET	REMAINING AMOUNT	PERCENT
General													
Insurance	59,254	31,271		13,018	7,417		445,955	474,477	(28,522)	-6%	560,130	114,175	20%
Pilot	105,079						105,079	91,770	13,309	15%	100,113	(4,966)	-5%
Collection loss	330,268	30,407					360,675	172,750	187,925	109%	187,200	(173,475)	-93%
Interest Expense	1,535	66,277		0			67,812	67,309	504	1%	102,762	34,950	34%
Other general expense	901,872						901,872	895,002	6,870	1%	976,366	74,494	8%
Total general	59,254	127,955	0	13,018	7,417		1,881,393	1,701,308	180,085	11%	1,926,571	45,178	2%
Total Operating Expenditures	2,385,651	593,335	1,033,842	3,663,031	276,040		17,274,240	18,564,915	(1,290,675)	-7%	19,551,096	2,276,856	12%
Other Expenditures													
Operating Transfer Out	17,587						17,587	0	17,587	100%	0	(17,587)	0%
Casualty Losses	85,994						85,994	0	85,994	100%	0	(85,994)	0%
Housing assistance payments	21,876,277		657,699				22,533,976	23,779,628	(1,245,652)	-5%	25,941,412	3,407,436	13%
Total Other Expenditures	103,581	21,876,277	0	657,699	0	0	22,637,557	23,779,628	(1,142,071)	-5%	25,941,412	3,303,855	13%
Total Expenditures	24,261,928	593,335	1,691,541	3,663,031	276,040	0	39,911,797	42,344,542	(2,432,745)	-6%	45,492,508	5,580,711	12%
Net Income (Loss) Before Depreciation													
Depreciation	257,661	107,587	24,781	411,095	51,092	0	1,166,127	294,305	871,822	296%	(14,689)	(1,180,816)	8039%
Gain/Loss Sales of Real Property							0	0	0	0%	0	0	0%
Depreciation	2,095,604	5,935	119,349	18,837	14,033		2,253,758	2,026,349	227,409	11%	2,210,563	(43,195)	-2%
Extra Ordinary Item							0	0	0	0%	0	0	0%
Net Income (Loss)	(1,781,693)	251,726	(11,762)	5,944	397,062	51,092	(1,087,631)	(1,732,045)	644,414	37%	(2,225,252)	(1,137,621)	-51%
Debt service													
Capital Exp/Long Term Improvements	60,617	24,811	8,009				136,652	73,354	63,299	86%	80,022	(56,630)	-71%
Replacement Reserve Pymts							445,946	0	445,946	100%	0	(445,946)	-100%
Extra Ordinary Item							0	12,100	(12,100)	-100%	13,200	13,200	100%
Depreciation Add Back	2,095,604	5,935	119,349	18,837	14,033	0	2,253,758	2,026,349	227,409	11%	2,210,563	(43,195)	-2%
Net cash increase (used) in operations	(38,598)	197,044	(53,876)	16,772	411,095	51,092	583,529	208,851	374,678	179%	(107,911)	(691,440)	81

HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM
BALANCE SHEET & RATIO DATA
 As of 8/31/2021

	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
1000-00-000 ASSETS												
1300-00-000 TOTAL CURRENT ASSETS	833,493.87	1,274,250.69	400,831.82	432,821.91	362,812.23	164,506.26	159,026.43	214,513.25	87,131.02	347,634.86	5,658.78	60,401.92
1499-00-000 TOTAL NONCURRENT ASSETS	2,025,484.10	2,071,451.12	1,053,619.54	806,178.88	867,248.33	1,174,363.26	2,771,153.60	4,183,425.96	3,201,309.90	1,985,173.80	63,383.53	2,770,611.20
1999-00-000 TOTAL ASSETS	2,858,977.97	3,345,701.81	1,454,451.36	1,239,000.79	1,230,060.56	1,338,869.52	2,930,180.03	4,397,939.21	3,288,440.92	2,332,808.66	69,042.31	2,831,013.12

	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
2000-00-000 LIABILITIES & EQUITY												
2001-00-000 LIABILITIES:												
2299-00-000 TOTAL CURRENT LIABILITIES	166,340.52	220,249.79	160,163.31	154,972.02	98,994.03	40,349.08	53,711.96	68,670.87	26,734.37	7,149.55	183,571.99	98,064.51
2399-00-000 TOTAL NONCURRENT LIABILITIES	11,336.24	22,694.01	13,163.40	13,300.32	7,720.19	3,653.15	3,417.42	2,750.65	628,348.28	198,109.45	2,740,917.14	2,236,855.47
2499-00-000 TOTAL LIABILITIES	177,676.76	242,943.80	173,326.71	168,272.34	106,714.22	44,002.23	57,129.38	71,421.52	655,082.65	205,259.00	2,924,489.13	2,334,919.98

	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
2800-00-000 EQUITY												
2899-00-000 TOTAL EQUITY	2,681,244.35	3,102,758.01	1,281,124.65	1,070,728.45	1,123,346.34	1,294,867.29	2,873,050.65	4,326,517.69	2,633,358.27	2,127,549.66	-2,855,446.82	496,093.14

2999-00-000 TOTAL LIABILITIES AND EQUITY	2,858,921.11	3,345,701.81	1,454,451.36	1,239,000.79	1,230,060.56	1,338,869.52	2,930,180.03	4,397,939.21	3,288,440.92	2,332,808.66	69,042.31	2,831,013.12
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	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
CURRENT RATIO												
TOTAL CURRENT ASSETS	833,493.87	1,274,250.69	400,831.82	432,821.91	362,812.23	164,506.26	159,026.43	214,513.25	87,131.02	347,634.86	5,658.78	60,401.92
TOTAL CURRENT LIABILITIES	166,340.52	220,249.79	160,163.31	154,972.02	98,994.03	40,349.08	53,711.96	68,670.87	26,734.37	7,149.55	183,571.99	98,064.51
CURRENT RATIO	5.01	5.79	2.50	2.79	3.66	4.08	2.96	3.12	3.26	48.62	0.03	0.62

	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
QUICK RATIO (Does not include inventory)												
TOTAL CURRENT ASSETS (less inventory)	805,003.27	1,249,584.84	396,169.16	428,096.12	355,054.13	162,302.37	156,788.00	211,404.21	80,216.71	347,634.86	5,658.78	60,401.92
TOTAL CURRENT LIABILITIES	166,340.52	220,249.79	160,163.31	154,972.02	98,994.03	40,349.08	53,711.96	68,670.87	26,734.37	7,149.55	183,571.99	98,064.51
QUICK RATIO	4.84	5.67	2.47	2.76	3.59	4.02	2.92	3.08	3.00	48.62	0.03	0.62

HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM
INCOME and EXPENSE DATA
 10/1/2020-8/31/2021

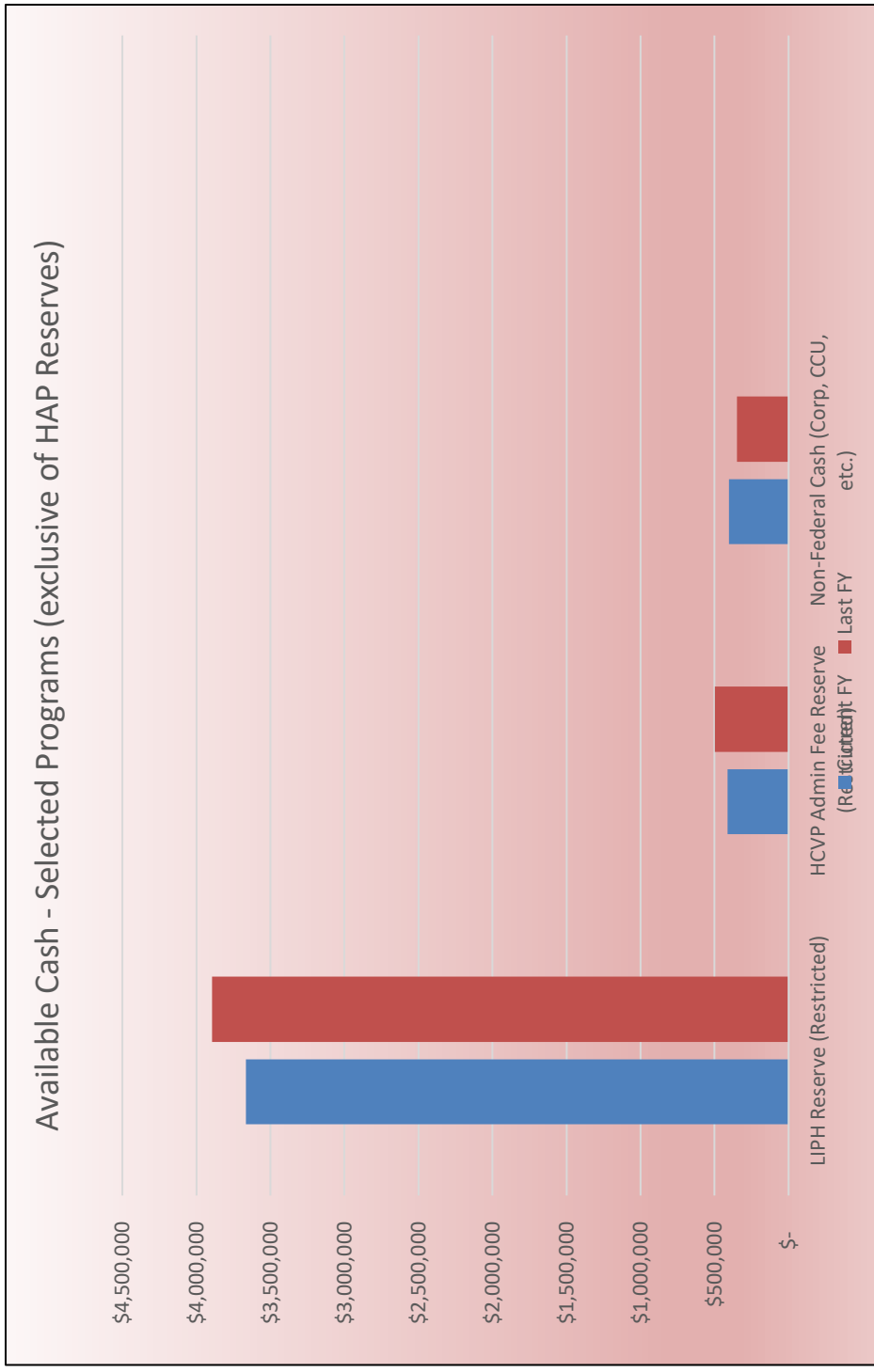
INCOME & EXPENSE DATA WITHOUT DEPRECIATION												
3000-00-000	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
3000-00-000												
	483,411.46	624,249.18	367,705.00	475,705.55	311,629.00	100,983.92	97,269.80	122,723.00	94,634.05	41,784.59	376,464.85	323,668.29
3199-00-000	NET TENANT INCOME											
	1,369,907.00	1,300,573.00	666,452.00	579,098.00	249,485.00	224,820.00	174,211.00	150,665.00	48,961.00	7,438.00	0.00	0.00
3499-00-000	TOTAL GRANT INCOME											
	161,521.97	127,936.40	180,770.36	146,640.35	263,723.84	627.75	19,129.08	15,015.66	26,467.90	28,068.01	285.21	503.10
3699-00-000	TOTAL OTHER INCOME											
3999-00-000	TOTAL INCOME	2,014,840.43	2,052,758.58	1,214,927.36	1,201,443.90	824,837.84	290,609.88	288,403.66	170,062.95	77,290.60	376,750.06	324,171.39
4000-00-000	EXPENSES											
4199-00-000	TOTAL ADMINISTRATIVE EXPENSES	550,718.82	460,149.00	456,838.73	270,188.54	129,113.21	123,521.86	111,326.77	70,058.82	28,094.95	115,357.59	73,810.92
4299-00-000	TOTAL TENANT SERVICES EXPENSES	6,244.63	4,940.78	2,700.00	9,338.35	838.77	223.74	132.00	79.20	0.00	656.09	237.30
4399-00-000	TOTAL UTILITY EXPENSES	438,541.82	407,519.40	212,061.46	153,052.68	5,025.07	17,750.43	33,334.11	6,110.80	2,692.74	6,760.69	8,107.81
4499-00-000	TOTAL MAINTENANCE EXPENSES	747,401.71	583,817.08	345,285.29	324,208.01	282,756.22	131,352.27	90,055.64	66,196.22	19,018.39	174,021.28	86,429.22
4499-99-000	TOTAL PROTECTIVE SERVICES	123,691.08	83,995.62	142,872.92	142,590.81	91,621.50	10,907.44	7,271.43	11,785.33	5,393.26	0.00	0.00
4599-00-000	TOTAL GENERAL EXPENSES	135,553.86	161,754.71	150,121.93	162,777.97	50,053.66	18,500.80	25,916.15	21,338.12	10,624.97	36,080.18	25,597.37
4699-00-000	TOTAL CASUALTY LOSS / EXTRAORDINARY MAINT	60,715.14	938.42	24,340.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4899-00-000	TOTAL FINANCING EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,535.45	0.00	66,276.76
5999-00-000	TOTAL NONOPERATING ITEMS	559,598.64	519,191.27	158,178.02	106,327.44	105,822.28	138,923.83	161,095.82	121,235.29	68,369.67	19,974.65	99,373.98
TOTAL EXPENSES (NO DEPRECIATION)	2,008,824.80	1,793,684.83	1,339,248.04	1,242,168.20	802,563.76	306,954.45	302,256.54	268,036.10	175,568.49	67,359.76	332,875.83	260,459.38
NET INCOME (LOSS) NO DEPRECIATION	6,015.63	259,073.75	-124,320.68	-40,724.30	22,274.08	19,477.22	-11,646.66	20,367.56	-5,505.54	9,930.84	43,874.23	63,712.01

LIPH CASH FLOW DATA												
	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
NET INCOME (LOSS)	-553,583.01	-260,117.52	-282,488.70	-147,051.74	-83,548.20	-137,384.62	-150,570.49	-140,728.26	-126,740.83	-58,438.83	23,899.58	-35,661.97
Capital Expense/Long Term Improvements	95,130.00		49,229.00	18,150.00						190,000.00	24,811.00	
Replacement Reserve Payments												
Extraordinary Items												
Depreciation Add Back	559,598.64	519,191.27	158,178.02	106,327.44	105,822.28	156,861.84	138,923.83	161,095.82	121,235.29	68,369.67	19,974.65	99,373.98
Net Cash Increase (Used) in Operations	101,145.63	259,073.75	-75,091.68	-22,574.30	22,274.08	19,477.22	-11,646.66	20,367.56	-5,505.54	199,930.84	68,685.23	63,712.01

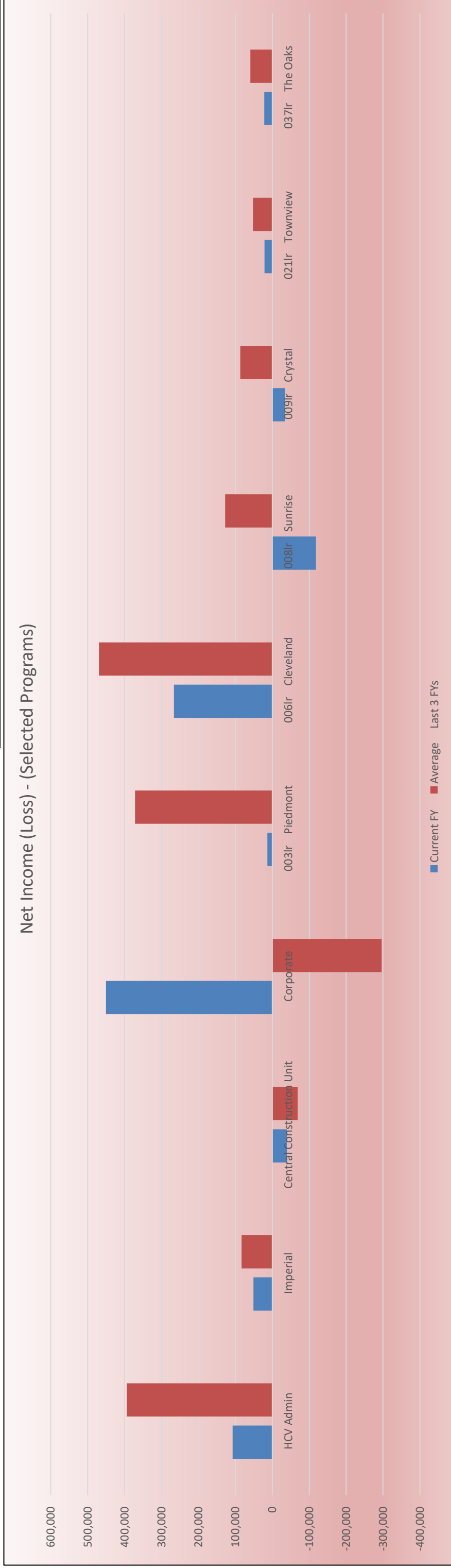
LIPH UNIT DATA												
	003lr Piedmont	006lr Cleveland	008lr Sunrise	009lr Crystal	012lr Healy	021lr Townview	022lr The Oaks	037lr Actual	038lr Camden Station	040lr Brookside View	160mr Plaza	165mr Drayton Pines
# of Housing Units	240	244	195	201	106	49	48	50	30	10	78	44
Rental Months Year To Date	11	11	11	11	11	11	11	11	11	12	11	11
# Unit Months Year to Date	2,640	2,684	2,145	2,211	1,166	539	528	550	330	90	858	484
Average Rent Per Unit Month	183.11	232.58	171.42	215.15	267.26	187.35	184.22	223.13	286.77	464.27	438.77	668.74
Average Subsidy Per Unit	518.90	484.57	310.70	261.92	213.97	417.11	329.95	273.94	148.37	82.64	-	-
	702.01	717.15	482.12	477.07	481.23	604.46	514.17	497.07	435.14	546.92	438.77	668.74
Average Operating Expense Per Unit	760.92	668.29	624.36	561.81	688.31	569.49	572.46	487.34	532.03	748.44	387.97	538.14

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

AVAILABLE CASH (exclusive of HAP Reserves)		Current FY	Last FY	Change Over Prior FY
8/31/2021				
LIPH Reserve (Restricted)				
HCV Admin Fee Reserve (Restricted)	\$	3,665,592	\$ 3,893,179	\$ (227,587)
Non-Federal Cash (Corp, CCU, etc.)		412,596	496,587	\$ (83,991)
		401,981	347,640	54,341
Total Available Cash (excludes HAP reserve)	\$	4,480,169	\$ 4,737,406	\$ (257,237)



NET INCOME (LOSS) - (Selected Programs)				
10/1/20-8/31/21				
HCV Admin	107,711	(63,080)	393,822	
Imperial	51,092	46,639	83,266	
Central Construction Unit	(39,420)	33,747	(69,229)	
Corporate	450,514	140,772	(295,994)	
003lr Piedmont	13,240	(86,278)	371,584	
006lr Cleveland	266,416	(5,611)	469,284	
008lr Sunrise	(118,451)	41,134	127,920	
009lr Crystal	(34,677)	(14,687)	86,763	
012lr Healy	25,462	21,253	78,629	
021lr Townview	20,951	16,146	52,087	
022lr Stoney Glen	(10,247)	(2,003)	40,396	
037lr The Oaks	21,768	2,392	59,471	
038lr Camden Station	(4,806)	(21)	19,400	
040lr Brookside View	10,285	3,500	107,505	
160mr Plaza	43,874	46,669	47,691	
165mr Drayton Pines	63,712	63,770	86,560	
Total Selected Programs	\$ 867,424	\$ 244,342	\$ 1,659,155	
Depreciation	(2,234,921)	(2,016,173)	(2,235,445)	
Total Selected Programs Net of Depreciation	\$ (1,367,497)	\$ (1,771,831)	\$ (576,290)	



RESOLUTION NO. 2161

RESOLUTION ADOPTING THE HOUSING CHOICE VOUCHER (HCV) PAYMENT STANDARDS FOR THE HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM

WHEREAS, the Housing Authority must establish Payment Standards between 90 percent and 110 percent of the HUD published Fair Market Rent (FMR) for each unit size (number of bedrooms); and

WHEREAS, the Payment Standard is defined as the maximum monthly assistance for a family assisted in the voucher program (before deducting the total tenant payment by the family) and the Payment Standard is used to calculate the monthly housing assistance payment for the family; and

WHEREAS, the Housing Authority's current Payment Standards are:

- 0 Bedroom - \$624
- 1 Bedroom - \$670
- 2 Bedroom - \$825
- 3 Bedroom - \$1111
- 4 Bedroom - \$1322

and the Housing Authority proposes to increase Payment Standards effective November 1, 2021, to represent 110 percent of the Fair Market Rents as follows:

- 0 Bedroom - \$685
- 1 Bedroom - \$730
- 2 Bedroom - \$888
- 3 Bedroom - \$1182
- 4 Bedroom - \$1373

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners hereby approves and adopts the revised HCV Payment Standards.

Adopted: _____ (Date)

Signed: _____

RESOLUTION NO. 2162

**RESOLUTION AUTHORIZING SUBMISSION OF APPLICATION FOR PARTICIPATION IN THE
MOVING TO WORK (“MTW”) DEMONSTRATION UNDER THE FOURTH COHORT OF THE
MTW EXPANSION**

WHEREAS, The United States Department of Housing and Urban Development (“HUD”) maintains a Moving to Work Demonstration Program (the “MTW Program”), which allows Public Housing Authorities (“PHAs”) to design and test innovative, locally designed housing and self-sufficiency strategies via increased regulatory flexibility; and

WHEREAS, Congress has authorized expansion of the MTW Program by approximately 100 PHAs over the course of the next seven years; and

WHEREAS, HUD has announced a fourth cohort, for which it is currently seeking applications from eligible PHAs; and

WHEREAS, the Housing Authority of the City of Winston-Salem (“HAWS”) is eligible for the fourth cohort, which will seek to test landlord incentive policies; and

WHEREAS, HAWS has been eager to test alternative landlord incentive policies, currently unavailable under existing HUD regulations; and

WHEREAS, to that end and through a public, participatory process, HAWS has generated an MTW Plan and application package; and

WHEREAS, applications are due on or before October 15, 2021; and

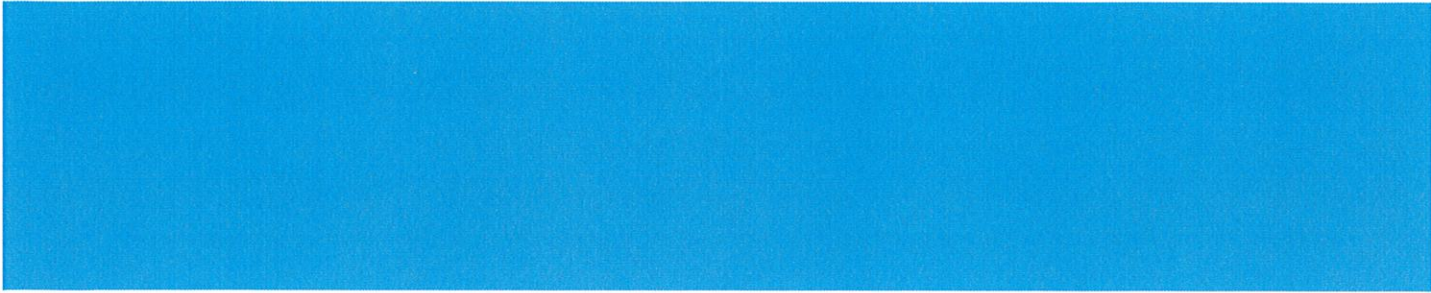
WHEREAS, applications must include a resolution adopted by the Board of Commissioners reciting a desire to obtain MTW Program designation under the fourth cohort of MTW Program expansion and further stating HAWS’s intention to comply with the MTW Program objectives, statutory requirements, and Operations Notice, as well as confirming that HAWS has met the public process requirements of the application and that HAWS commits to implementation of the landlord incentive activities proposed in the MTW Plan and application package.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Housing Authority of the City of Winston-Salem as follows:

1. Submission of the MTW Plan and application package, as described herein, is authorized; and
2. Support is hereby expressed for HAWS’s designation as an MTW Program agency under the fourth cohort; and
3. HAWS intends to comply with the MTW Program objectives, applicable statutory requirements, and the MTW Operations Notice; and
4. The public process requirements of the application, as outlined in PIH Notice 2021-03, are confirmed as having been met; and
5. HAWS is committed to implement the landlord incentive activities proposed in the MTW Plan and application package.

Adopted: _____ (Date)

Signed: _____
Board Secretary



MOVING TO WORK
DEMONSTRATION COHORT #4
APPLICATION: THE HOUSING
AUTHORITY OF THE CITY OF
WINSTON-SALEM



Primary Point of Contact: Alexander M. Boston

THE HOUSING AUTHORITY OF THE CITY OF WINSTON-SALEM 500 West 4th Street Suite 300 Winston-Salem,
NC 27106

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Part 1

Housing Authority of the City of Winston-Salem's MTW Plan

Introduction: Since its creation in 1941, the Housing Authority of the City of Winston-Salem (HAWS) has taken a vital role in the development and operation of affordable housing in Winston-Salem. HAWS has led the planning, design, construction, and property management of dozens of communities that provide affordable housing to low-income residents of Winston-Salem and Forsyth. The success of these communities is, in large part, a result of HAWS' accomplishments in securing and strategically implementing complex federal grants, including two HOPE VI grants, a 2013 Choice Neighborhoods Planning grant, and a 2019 Choice Neighborhoods Implementation grant for the transformation of the Cleveland Avenue Homes site and surrounding neighborhood.

HAWS serves approximately 5,200 residents annually, with nearly 100 full-time staff striving to create and maintain sustainable communities through partnerships for the benefit of our residents. HAWS' strong relationships with the City of Winston-Salem and Forsyth County, important community stakeholders, major anchor institutions and residents have helped to support an improved quality of life for its residents and facilitate connections between public housing residents and areas of opportunity. HAWS has worked diligently to address the needs of its most vulnerable residents through advocacy, engagement, and collaboration with high quality social service providers.

HAWS recognizes that bricks and mortar alone do not transform the lives of residents; rather, investing in human capital is paramount. HAWS' range of supportive services to low-income families includes, but is not limited to, job training and placement assistance, asset building opportunities through its robust Family Self-Sufficiency (FSS) Program, and individualized care for special needs populations. HAWS has developed mixed-income and special needs housing throughout Winston-Salem to meet the affordability need of its residents. HAWS has partnered with community stakeholders and nonprofits to reach beyond housing to improve residents' lives and address poverty and crime in their neighborhoods.

Vision: Our vision for our local Moving to Work program is to cultivate a culture of dignity, respect, and prosperity through the expansion of access to areas of opportunity by supported households in our communities. HAWS is at a unique point in its history, where Winston-Salem will be undergoing immense change. This change presents a significant challenge, and a marvelous opportunity, to carry out a transformative shift in our city. Our vision is to utilize the regulatory relief provided in the Moving to Work demonstration to build upon this success and open up new areas of opportunity for low to moderate income families.

(i) Current Challenges: While the current Housing Choice Voucher (HCV) program provides opportunities for Winston-Salem residents, there are many challenges in the structure and administration of the legacy program that limit its effectiveness. Recently, increasing demand and limited supply have quickly driven up the cost of rental units. Many rental units that were previously available for HCV participants no longer are – either because landlords no longer accept HCV participants or because the contract rents exceed what the program is permitted to support. In Winston-Salem, the apartment vacancy rate has dropped by almost 75% over the last decade (12.5% in 2010, to merely 3.7% today). HUD’s Comprehensive Housing Market Analysis (as of January 1, 2021) indicated that this was largely due to the increase in new renter households significantly exceeding the number of new units brought to market. The decreasing apartment vacancy rate put upward pressure on rents, with average rents increasing approximately 5% annually since 2015. Over the next three years, HUD forecasts that there will be an additional 1,850 units demanded, but only 550 apartment units are under construction. Additionally, misconceptions, prejudices, stigma, and fear restrict the number of new landlords who are willing to accept HCV participants.

(ii) Opportunities to Address Current Challenges Through MTW: MTW will allow HAWS to better market the HCV program to prospective owners. Through the use of incentives, HAWS can mitigate the

fears expressed by prospective owners regarding management challenges and property damage. Incentives will allow HAWS to position the HCV program to compete for limited housing supply. Facilitating entry of higher quality housing and management into the HCV program will not only improve living conditions for participants, but will also promote self-sufficiency by increasing the number of available units in areas of opportunity (enabling access to education, employment, and healthcare). HAWS' participation in MTW will also improve cost-effectiveness by reducing the anticipated per family subsidy as self-sufficiency goals are realized and promote housing choice by increasing the number of participating units and diversifying the location and nature of those units.

(iii) MTW Challenges: HAWS does acknowledge that there will be administrative challenges in increasing the number of participating landlords and changing the image and reputation of the HCV program to combat prejudice and stigma. Additionally, HAWS anticipates opposition from advocacy groups who will object to additional payment to landlords in excess of what the advocacy groups feel are already high rental rates. However, HAWS is prepared to address these challenges directly.

(iv) Summary of Vision: HAWS desires to improve the health, education, employment, and safety needs of the Winston-Salem community. MTW will facilitate the creation of more affordable housing options in our city. Additionally, MTW will improve operational efficiency by allowing funding sources to be targeted when and where they are most needed. Through inventive programs, MTW will permit HAWS to shift the paradigm in the provision of affordable housing in Winston-Salem. Through MTW, HAWS will be able to further promote self-sufficiency, improve cost effectiveness, and increase housing choice.

Description of Experience and Skills

Kevin Cheshire, Executive Director and General Counsel: Mr. Cheshire has been a leader in the affordable housing industry since 2008. In addition to developing policy guidance and advocating the expansion of the MTW program on Capitol Hill, he led HAWS' Choice Neighborhoods Planning grant. He also served as the agency's primary point of contact during the Choice Neighborhoods Implementation grant application

phase. Mr. Cheshire oversees the strategic planning and day-to-day operations of the agency and will work closely with program staff to ensure the statutory objectives of the MTW program are met.

Kelly Church, VP of Operations/COO: Ms. Church serves as a member of the Authority's Executive Staff in developing the long-term goals for the agency and assists with future real estate development planning. She oversees the operations of the Housing Choice Voucher Program, the Property Management Department, and the Commercial Division. Operations include over 4500 housing choice vouchers, approximately 1200 public housing units and 200 market rate affordable units managed by Imperial Property Management Services.

Romonda Gaston, Director of Housing Choice Voucher Programs: Ms. Gaston has 21 years of experience at the Housing Authority. She has been the HCV Director for 12 of those years. Under Ms. Gaston's leadership, the Housing Authority has maintained SEMAP High Performer status for many years. Ms. Gaston provides leadership by committing staff to participate in the Continuum of Care's Central Intake Center. Ms. Gaston holds a Bachelor's degree in Business Management.

Denise Marshall, HCV Manager: Ms. Marshall has facilitated getting new owners to participate in the Voucher program. Ms. Marshall communicates with landlords and tenants, provides information in a timely manner, while making sure inspections are completed on time to ensure the families move process is smooth and timely. Ms. Marshall is knowledgeable on HCV policy and plays an integral part in the development of new policy for the Authority. Ms. Marshall has 14 years of experience at the Housing Authority.

Morticia "Tee-Tee" Parmon, Community and Government Relations Manager: As the Community and Government Relations Manager at Housing Authority of Winston-Salem, Ms. Parmon works to foster collaboration within the community through services and programs that address community needs and provide additional resources to the community. Ms. Parmon served on the City Council of Winston-Salem for six months as the Council Member of the Northeast Ward. During her time, Ms. Parmon created the

Parmon Plants for Prosperity Community Garden at Carl H. Russell Recreation Center. Parmon served her country for 20 years in the United States Army.

Darlie Dudley, Community Relations Analyst: During her 17-year career with the housing authority, Ms. Dudley has garnered a wealth of knowledge on the organization from every perspective. Ms. Dudley serves as the Community Relations Analyst with for the Engagement Team at HAWS. A graduate of the Winston-Salem State University with a B.A. degree in Sociology & Social Welfare, Ms. Dudley focuses on ensuring all residents have an opportunity to enjoy safe, decent and equitable housing, and community inclusion.

Anya Brown, Resident Opportunities Self-Sufficiency (ROSS) Service Coordinator: Ms. Brown has 12 years of experience with self-sufficiency programs. She has been employed with the Housing Authority since January 2019 as the ROSS Service Coordinator. The scope of her work includes case management and service coordination that assists residents achieve employment, education, financial literacy, digital inclusion, health, and wellness. She has over 9 years of experience with Family Self-Sufficiency, PIC and grant reporting.

Statement of Fair Housing: HAWS is committed to promoting civil rights, affirmatively furthering fair housing, and ending racism. In its implementation of the MTW program, HAWS will comply with the Fair Housing Act and related legislation (including Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and Title II of the Americans with Disabilities Act of 1990) by identifying impediments to fair housing and addressing any such impediments and maintaining records of such identification and action. The Housing Authority will take meaningful action to further the goals identified in its Assessment of Fair Housing submitted on October 4, 2017 (submitted jointly with the City of Winston-Salem and County of Forsyth).

Plan for Future Resident/Community Engagement: HAWS will build off its Choice Neighborhoods Experience in conducting community engagement and resident outreach. Specifically, HAWS has utilized mass emailing and established an extensive contact database. HAWS has utilized CoUrbanize, a project-specific interactive website designed to allow residents and community stakeholders to give real-time feedback on project goals and design models. HAWS also advertises public notices in publications circulated amongst traditionally underserved populations, such as the African-American and Latinx communities. HAWS anticipates continuing to utilize these tools to communicate with participants, landlords, and other stakeholders regarding the MTW program. The multimodal approach to resident and community engagement, which will include newsletters and social media outreach, will allow HAWS to continue to build trust and receive meaningful feedback with respect to the MTW program.

HAWS plans to establish an MTW Steering Committee made up of landlords, participants, and community stakeholders that will meet regularly to guide the implementation of the MTW program and the growth of HCV housing. The MTW Steering Committee will be a diverse group representing racial and ethnic minorities, limited English proficiency persons, persons with disabilities, families with children, and/or groups representing such persons. HAWS currently works with, and will continue to work with, Cardinal Health Innovations, the local Continuum of Care, and Solutions for Independence to support applicants and participants from a variety of backgrounds. HAWS has a number of committed partners already engaged in growing access to affordable housing opportunities, including standing Memoranda of Understanding with several service providers. HAWS also has a history of working collaboratively with the City (as co-grantees, managers of City-owned residential property, and administrators of special use vouchers under contract with the City) and will continue to do so in order to support the MTW program.

Changes to the program, including adjustments or discontinuation, will be communicated via a public process to share the reasons for changes and to give stakeholders an opportunity to communicate about needs and ideas while informing HAWS' future steps.

PHA Operating and Inventory Information: HAWS serves approximately 5,200 residents, with nearly 100 full-time staff striving to create and maintain sustainable communities through partnerships for the benefit of residents of Winston-Salem. HAWS manages approximately 1,200 public housing units and 200 affordable market rate housing units. These communities range from high-rise public housing to market-rate and project-based voucher supported developments. HAWS has authority to administer over 4,600 housing choice vouchers. These vouchers include 239 Special Programs vouchers, 144 VASH, and 278 Mainstream Vouchers.

The households HAWS serves are in significant need. The US Census American Community Survey indicated that for one major public housing community the median household income was merely \$13,784, almost one-third of the city's median income. HAWS clients are substantially more likely to identify as a member of a minority community than average. Neighborhood Residents are 77.7% black and 18.4% Hispanic, compared to city rates of 34.8% and 15.1%, respectively. Neighborhood residents are dramatically more likely than the average city resident to be in poverty (67% vs. 23.2%) and be unemployed (27.9% vs. 11.8%). There is therefore an urgent need to promote residency in areas of opportunity, where greater housing choice can generate a deconcentration of poverty, facilitating self-sufficiency, and improving the cost-effectiveness of HAWS programs. At the same time, HAWS anticipates that the demographics of the households HAWS serves will likely continue to shift older, as recent studies indicate that a plurality of new residents to Winston-Salem are elderly.

HAWS anticipates some changes to its housing stock as a result of participation in the MTW program. Specifically, HAWS plans to increase the number of project-based units within its portfolio, both through redevelopment and new construction. HAWS will expand the geographic footprint of private-market units participating in the HCV program. Finally, HAWS plans to increase its capital investment and unit modernization through utilizing funding fungibility.

However, HAWS faces challenges in leasing up vouchers, and developing affordable housing to meet the needs of the community. Leasing for HCV units takes a significant amount of time, requiring a portion of our voucher authority to go unutilized every month. There is a singular lack of units available for HCV renters, and contract rents are too high for many units to find suitable market comps. The HCV program has a cumbersome application process, and the quality of the housing stock has deteriorated significantly, resulting in units failing to meet HCV quality standards. HAWS has not been able to generate public housing development in areas of opportunity. Other Public Housing challenges with occupancy include a cumbersome paper application process, extensive and time-consuming background checks, and landlord reference reviews. Expenses relating to preparing and turning vacant units have also risen substantially. Special population challenges include co-population by elderly and non-elderly experiencing mental health crises. Finally, HAWS desires to do more to serve the special needs of specific populations

HAWS has demonstrated innovation and creativity within its current program by facilitating Low Income Housing Tax Credit projects and bond issuances, including the Skyline Village Project, which in 2021 financed significant capital improvement and modernization in a privately owned affordable housing community. HAWS was awarded, in 2020, a Choice Neighborhoods Implementation Grant, which is transforming the Cleveland Avenue Homes neighborhood into a mixed-income community and redeveloping more than 200 public housing units.

Plan for the MTW Program: HAWS's local MTW program is organized around innovations that will help participants and tenants thrive, with a focus on short and long-term outcomes. HAWS plans to use MTW flexibility to implement initiatives aligned with MTW statutory objectives. HAWS will continue to develop additional local strategies collaboratively with our community stakeholders throughout the duration of our MTW participation. Activities proposed focus on cost effectiveness, self-sufficiency, and housing choice.

Statutory Objective: Cost Effectiveness: HAWS will generate reductions in costs and other program efficiencies in order to achieve greater cost effectiveness. While we believe that all of the initiatives will improve our cost effectiveness from an administrative perspective, the following MTW activities are specifically oriented toward improved cost-effectiveness. These initiatives include that we will structure evaluation metrics and benchmarks to determine the degree of cost effectiveness and efficiency in program changes. Additionally, HAWS will utilize funding fungibility and regulatory relief to reduce costs.

Statutory Objective: Self-Sufficiency: HAWS will focus on this in modifying the FSS program to more accurately reflect local labor market and attainable, self-sufficiency goals that more accurately reflect matriculation through the program. HAWS will seek to modify the current FSS contract to better align with this new strategy. In collaboration with our community partners, HAWS will focus on implementing initiatives that aid in facilitating moving families toward self-sufficiency. MTW flexibilities will be used to help address economic mobility by promotion of our Family Self-Sufficiency Program to encourage families to set and attain goals toward economic independence and asset building. In addition, HAWS will design and implement a Voucher Mobility Program to encourage voucher holders to lease in areas of opportunity.

Statutory Objective: Housing Choice: HAWS has as a strategic priority that it will work to preserve and develop its housing portfolio, as well as the affordable housing stock of Winston-Salem and Forsyth County. The MTW Landlord Incentives demonstration theme will substantially expand the opportunities for housing for HAWS families. These initiatives include foremost that HAWS will design and implement a Landlord incentive program to expand housing choice. This may include a Landlord Loyalty Program where HAWS pays a landlord up to one-month contract rent as reimbursement for time the unit spent vacant between HCV participants. Additionally, HAWS is considering a Landlord Property Protection Program, where HAWS pays a landlord a reimbursement for tenant caused damages, after accounting for any security deposit. Finally, HAWS seeks to use MTW flexibility to increase the supply of affordable housing.

HAWS will raise the PBV program cap to allow more vouchers to be project-based, as well as eliminate the PBV selection process for PHA-affiliated projects to increase the amount of units developed. Finally, HAWS would seek to acquire, renovate, and/or build affordable units for low to moderate income families.

Proposed Use of MTW Funds

The Housing Authority requests to utilize public housing and HCV funds flexibly. HAWS has demonstrated its ability to use funds creatively for equity to develop new housing and supporting third-party development by providing gap financing. HAWS will use MTW funding to create a landlord liaison, who can serve as a customer service specialist and outreach coordinator to landlords and as an advocate for tenants with landlords of properties in areas of opportunity who have not traditionally participated in HCV program. HAWS will seek to utilize Section 9 reserves to support more creative Section 8 programming, such as landlord-tenant liaison function and the funding of landlord incentives. Additionally, the ability to utilize Section 8 reserves to support development via soft financing and Section 9 modernization and programming would allow HAWS to increase housing choice. HAWS would benefit significantly by participating in MTW due to the funding flexibility.

Evidence of Significant Partnerships: HAWS has built strong relationships with key partner agencies and institutions that will help HAWS implementation of its MTW initiatives be successful. Though outlined in the discussion of our innovative programs above, we have provided the below descriptions of the most significant partnerships we have formed and their impact on the implementation of MTW. HAWS has coordinated efforts with the City of Winston-Salem and other community groups as part of the Choice Neighborhood Implementation Grant.

HAWS currently has Memoranda of understanding with several partner agencies. These include with Winston-Salem Continuum of Care, coordinated with United Way of Forsyth County, Solutions for Independence, and Winston-Salem State University. Through these partnerships, participants and

residents have access to assistance on resume building employment searches, independent living skills, training for disabled individuals, peer support, interviewing skills, individual career counseling, and nursing aid. We have established standard referral practices to better serve families and allow partners to track success. In response to leverage question, we will take advantage of the existing infrastructure to support landlord reach-out, financial literacy and other self-sufficiency initiatives.

Landlord Incentive Activities Information

Landlord Needs Assessment: Rental Conditions, Types of Landlords, & Understanding HCV Hesitancy: The local rental market in the Winston-Salem Metropolitan area is in critical condition, and worsening for voucher participants. The area HAWS serves has highly segmented markets. The traditional Section 8 markets are in historically marginalized communities with high rates of poverty and crime. Rental properties in areas of opportunity are costly, exceeding FMRs. Current payment standards keep families locked into particular neighborhoods. Additionally, landlords in areas of opportunity have expressed disinterest, and sometimes even fear of the Section 8 program, owing to stigma and historical prejudices. As market conditions continue to tighten, the utilization rate changes. In the past several years, the utilization rate has dropped, drastically, as market pressures have increased.

HCV Strengths and Weaknesses: While the HCV program has longstanding relationship with reputable landlords, and its experienced and stable staff have worked to keep HAWS a SEMAP High Performer, the MTW program would allow us to meet these challenges more robustly. Our HCV/Section 8 Director has more than a decade of experience leading her team, but the program also has significant weaknesses. HAWS lacks substantial relationships with landlords in high rent areas. We have been unable to this point to overcome in many cases the stigma of our programs. Participants and applicants have been unable to access markets in areas of opportunity. HAWS has lacked the staff and funding to monitor programmatic

violations as closely as may be necessary in dynamic situations. Finally, participants have a difficult time continuing a lease when steep rent increases push rent burdens past what is considered “affordable.”

Increased & Changing Housing Demands: According to a Winston-Salem and Forsyth County Housing Study and Needs Assessment, completed in August of 2018, more than 11,000 people have moved to the region in the prior decade, and this trend is expected to continue. Disproportionately, this increase was among adults aged over 64 years old. The average household in Winston-Salem has 2.46 members, with a plurality of households having a single member. Only one or two person households occupy many of Winston-Salem’s units, creating a mismatch between the household size and the unit size. Renters occupy 46.5% of all housing in Winston-Salem, with a median gross rent of \$806. Nearly 15,000 units of new housing will be demanded in Winston-Salem by 2027. Of these, more than half (68 percent or 9,941 units) will be demanded by older adults between the ages of 65 and 84. Displayed by income group, over 5,600 units will be demanded by households earning less than \$34,999 a year, and about 6,600 units demanded by individuals earning \$35,000 a year or more in Winston-Salem.

Affordability: According to the most recent HUD data, only 40 percent of all rental units affordable to families earning less than 80 percent of AMI are available to them in the city. This is equal to 29,533 units that are affordable for low-income households, but only 11,831 units are available to them because they are occupied by renters in higher income groups. This pattern is especially true for households earning less than 80 percent AMI (0-30 percent AMI; 30–50 AMI and 50-80 percent AMI income ranges). This has resulted in a 16,244-unit shortage of affordable and available units for lower income households in Winston-Salem and Forsyth County. Similar patterns emerge with the elderly and persons with disabilities. For those groups, there is a housing shortage of 2,025 and 961 units, respectively. Surpluses exist for those households with incomes at 80 percent and above at all geographical levels.

Loss of Housing Stock: Recent trends show the city losing historic or older properties from the housing stock. A total of 1,107 units built between 1939 and 1949 were lost from the market between 2010 and 2016. This suggests a need for improved maintenance, code enforcement, and strategies that repurpose properties for other uses. Although the city has seen a 2,247-unit reduction in vacant units between 2010 and 2016, more than 11,320 vacant units remain unoccupied. Explicit focus on rehabilitation of vacant and historic units may present a strategic opportunity to help meet projected new housing demand over the next 10 years.

MTW Cohort #4 Activities

HAWS plans to implement the following Landlord Incentives if chosen to participate in the MTW Expansion:

- a) 2.b: Payment Standards- Fair Market Rents. HAWS plans on establishing a payment standard between 80% and 120% of FMR. HAWS believes this will be effective because this will allow HAWS to ensure that voucher holders are able to rent apartments that are right now priced beyond the range of the current payment standard. HAWS expects that this will expand the geographic scope of voucher participation into higher-priced neighborhoods and attract more landlords into participation in the program.
- b) 4.b. Damage Claims: HAWS will pay a landlord reimbursement for tenant-caused damages after accounting for any security deposit. The amount of the compensation will not exceed the lesser of the cost of the damage or two month's contract rent. HAWS believes that this form of protection for landlords will be effective because the compensation will help overcome hesitancy in program participation and stigma associated with HCV participants.

- c) 4.c. Other Landlord Incentives. In order to overcome widespread reluctance to participate in the HCV program due to the perception of an increased administrative burden or higher risk, HAWS is proposing the following owner incentives:
- o New Landlord Bonus: A one-time bonus of one-month's contract rent, or \$1,000, whichever is less, for a landlord who has not previously participated in the HCV program. HAWS expects that this will increase the number of landlords who choose to participate in the program by attracting new landlords into participation.
 - o Opportunity Area Bonus: An additional signing bonus will be granted to owners who submit an RFTA and lease a new unit to an HCV participant in an area of opportunity (i.e. where the poverty rate is under 20%). HAWS expects that this will increase the number of landlords who choose to participate in the program in areas of opportunity.
- d) 5a. Pre-Qualifying Unit Inspections: HAWS seeks to allow units to be pre-inspected for Housing Quality Standard Approval. This will help HAWS streamline the lease-up process and minimize landlord's lost revenue during a period of vacancy, thereby improving cost-effectiveness. HAWS expects that this will expand the number of units participating in the HCV program because it will reduce the vacancy period as well as the time voucher holders spend looking for units.

Other Landlord Incentives and Initiatives

Chief among the HAWS NON-MTW initiatives, is the marketing of the HCV program to focus on the people that make up the HCV program, the faces over the façades. HAWS will initiate a campaign to shift the focus away from "property" identified as Section 8 to "people" who are part of the program. HAWS will identify "spokespersons" for the program who are examples of success and who will refute the stigma associated with the program and its participants. To do so will require HAWS to undertake a revamping of their social media presence to highlight successful Section 8 renters. Working with our Community Engagement Team to facilitate tenant education, landlord orientation, outreach events, and community

listening sessions. HAWS has conducted landlord outreach meetings at Lawrence Joel Coliseum. HAWS believes that building an understanding of how the program functions could promote expeditious communication and reduce staff costs. Additionally, this outreach will hopefully expand the scope of the HAWS landlord network and increase housing choice. Through traditional and modern social media, HAWS will transform the focus of the HCV program.

Additionally, HAWS will utilize technological and human resource improvements to facilitate a new customer service experience. HAWS is already revamping their website, and has launched a Landlord Portal providing easily digestible information about the program, documents regarding specific standards, and links to HUD pages. We will also explore the potential options for a landlord portal that could allow for a more interactive landlord experience. This way, landlords could reduce the number of inquiries received, reduce communication and transaction costs, distribute more information electronically, and potentially improve our inspections process. By utilizing technology to improve scheduling and provide quick results to landlords, HAWS will increase housing choices for our participants, as well as reduce our costs through reductions in bureaucratic burdens.

Part 2

*Appendix 1: Moving to Work Certifications of Compliance
& Commitment to Participate in the Fourth Cohort
Evaluation*

ATTACHMENT I
Moving to Work Certifications of Compliance

CERTIFICATIONS OF COMPLIANCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF PUBLIC AND INDIAN HOUSING

Certifications of Compliance with HUD and Federal Requirements and Regulations:
Board Resolution to Accompany Application to the Moving to Work Demonstration Program

Acting on behalf of the Board of Commissioners of the applicant public housing agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the application to the Moving to Work (MTW) Demonstration Program for the PHA and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the application and implementation thereof:

- (1) The PHA will adhere to the MTW Operations Notice or successor notice and all requirements therein.
- (2) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to ensure at least 75% of families assisted are very low-income as defined in Section 3(b)(2) of the 1937 Act throughout the PHA's participation in the MTW Demonstration Program.
- (3) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in establishing a reasonable rent policy that is designed to encourage employment and self-sufficiency.
- (4) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to assist substantially the same total number of eligible low-income families as would have been served absent MTW throughout the PHA's participation in the MTW Demonstration Program.
- (5) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to maintain a comparable mix of families (by family size) as would have been provided had the funds not been used under the MTW Demonstration Program throughout the PHA's participation in the MTW Demonstration Program.
- (6) The PHA will adhere to HUD guidance in the MTW Operations Notice or successor notice in continuing to ensure housing assisted under the MTW Demonstration Program meets housing quality standards established or approved by the Secretary throughout the PHA's participation in the MTW Demonstration Program.
- (7) The PHA published a notice that a hearing would be held, that the application and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the application by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the application and invited public comment.
- (8) The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the application by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the application.

- (9) The PHA certifies that the Board of Commissioners has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (10) The PHA certifies that it will carry out its application in conformity with: Title VI of the Civil Rights Act of 1964 (42 USC 2000d-2000d-4); the Fair Housing Act (42 USC 3601-19); Section 504 of the Rehabilitation Act of 1973 (29 USC 794); Title II of the Americans with Disabilities Act of 1990 (42 USC 12101 et seq.); all regulations implementing these authorities; other applicable Federal, State, and local civil rights laws; and that it will affirmatively further fair housing by fulfilling the requirements set out in HUD regulations found at Title 24 of the Code of Federal Regulations, including regulations in place at the time of this certification, and any subsequently promulgated regulations governing the obligation to affirmatively further fair housing. The MTW PHA is always responsible for understanding and implementing the requirements of HUD regulations and policies and has a continuing obligation to affirmatively further fair housing in compliance with the 1968 Fair Housing Act, the Housing and Community Development Act of 1974, The Cranston-Gonzalez National Affordable Housing Act, and the Quality Housing and Work Responsibility Act of 1998. (42 U.S.C. 3608, 5304(b)(2), 5306(d)(7)(B), 12705(b)(15), and 1437C-1(d)(16)).
- (11) The PHA will carry out its plan in conformity with HUD's Equal Access Rule at 24 CFR 5.105(a)(2) and will not make a determination of eligibility for housing based on sexual orientation, gender identity, or marital status.
- (12) The application is consistent with the applicable Comprehensive Plan (or any plan incorporating such provisions of the Comprehensive Plan) for the jurisdiction in which the PHA is located.
- (13) The application certifies that according to the appropriate State or local officials that the application is consistent with the applicable Consolidated Plan.
- (14) The PHA complies with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975 and HUD's implementing regulations at 24 C.F.R. Part 146.
- (15) The PHA complies with the Violence Against Women Act and its implementing regulations at 24 C.F.R. Part 5, Subpart L and Parts 960 and 966.
- (16) The PHA complies with the Architectural Barriers Act of 1968 and its implementing regulations at 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (17) The PHA complies with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 75.
- (18) The PHA complies with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (19) The PHA complies with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
- (20) The PHA complies with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- (21) The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

- (22) The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (23) With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (24) The PHA will keep records in accordance with 2 CFR 200.333-200.337 and facilitate an effective audit to determine compliance with program requirements.
- (25) The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (26) The PHA will comply with the requirements of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Rewards at 2 CFR Part 200.
- (27) The application and all attachments are available at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

PHA NAME

PHA NUMBER/HA CODE

I certify that the information provided on this form and in any accompanying documentation is true and accurate. I acknowledge that making, presenting, or submitting a false, fictitious, or fraudulent statement, representation, or certification may result in criminal, civil, and/or administrative sanctions, including fines, penalties, and imprisonment.

NAME OF AUTHORIZED OFFICIAL*

TITLE

SIGNATURE

DATE

*** Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.**

ATTACHMENT II
Commitment to Participate in the HUD-Sponsored Evaluation of the
Fourth Cohort of the MTW Expansion

COMMITMENT TO PARTICIPATE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF PUBLIC AND INDIAN HOUSING

Commitment to Participate in the HUD-Sponsored Evaluation of the Fourth Cohort of the MTW Expansion

In addition to the elements described in PIH Notice 2021-03, HUD will provide additional scope and information about the HUD-sponsored evaluation of the fourth cohort of the MTW Expansion and any additional requirements that the PHA must adhere to.

Acting on behalf of the Board of Commissioners of the applicant public housing agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I agree to ensure participation of the PHA in the HUD-sponsored evaluation of the first cohort of the MTW Expansion as described in PIH Notice 2021-03 understanding the following considerations:

- (1) The PHA must participate in the HUD-sponsored evaluation of the fourth cohort of the MTW Expansion whether or not it receives an MTW designation through the lottery process described in PIH Notice 2021-03.
- (2) The PHA must follow PIH Notice 2011-65 or its successor notice whether or not it receives an MTW designation through the lottery process described in PIH Notice 2021-03. Adherence to PIH Notice 2011-65 regarding "Timely Reporting Requirements of the Family Report (form HUD-50058 and form HUD- 50058 MTW) into the Public and Indian Housing Information Center" is important to HUD's ability to evaluate the fourth cohort of the MTW Expansion.
- (3) In event the PHA is not selected to be in the treatment group, the PHA may apply to future cohorts of the MTW Expansion to which the PHA is eligible. Despite a potential designation under a future cohort, the PHA may continue to have obligations under the HUD-sponsored evaluation of the fourth cohort of the MTW Expansion as well. Despite a potential designation under a future cohort, the PHA may not implement MTW activities in the Cohort #4 MTW Activities List in PIH Notice 2021-03 for the duration of the HUD-sponsored evaluation of the fourth cohort of the MTW Expansion.
- (4) The PHA will cooperate fully with HUD and its contractors for the duration of the HUD-sponsored evaluation of the fourth cohort of the MTW Expansion. Failure to comply with the HUD-sponsored evaluation of the fourth cohort of the MTW Expansion may affect the PHA's ability to apply to future cohorts of the MTW Expansion.

PHA NAME

PHA NUMBER/HA CODE

I certify that the information provided on this form and in any accompanying documentation is true and accurate. I acknowledge that making, presenting, or submitting a false, fictitious, or fraudulent statement, representation, or certification may result in criminal, civil, and/or administrative sanctions, including fines, penalties, and imprisonment.

NAME OF AUTHORIZED OFFICIAL*

TITLE

SIGNATURE

DATE

*** Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.**

Appendix 2: Public Process Documentation

EVIDENCE PUBLIC HOUSING RESIDENTS AND HCV PARTICIPANTS WERE
NOTIFIED OF THE INTENT TO PARTICIPATE IN MTW

Analytics for Resident and Participant Moving to Work (MTW) Meetings

27 JUL 2021 - 27 JUL 2021

20210707_07:27:12@1000

Submit

Status

Open Rate

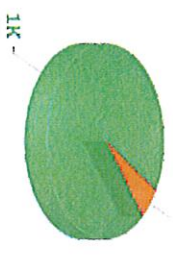
Clickthrough Rate ⓘ

1134

Sent Emails

94%

Success Rate



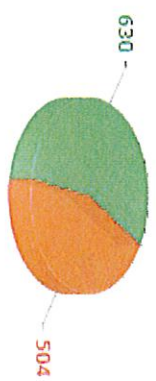
✔ Sent
 ✘ Bounced

630

Opened Emails

56%

Open Rate



✔ Opened
 ✘ Not Opened

0

Links Clicked

0%

Click Rate



✔ Clicked
 ✘ Not Clicked

All times in EST.

Subject

Date Created (M/d/yyyy)

Recipient Type Schedule Type (M/d/yyyy)

Resident and Participant

7/27/2021

Resident

One-Time 7/27/2021 @5:00 PM

Moving to Work (MTW) Meetings