Housing Authority of the City of Columbia, Missouri

Columbia HOUSING AUTHORITY

201 Switzler Street, Columbia MO 65203
Office: (573) 443-2556 ◆ Fax: (573) 443-0051 ◆ TTY: (800) 735-2966 ◆ www.ColumbiaHA.com

Open Meeting Notice

CHA Board of Commissioners Meetings

Date: **Wednesday, June 17, 2026**

Time: **5:30 p.m.**

Place: **Kinney Point Community Facility, 7 E. Sexton**

I. Call to Order/Introductions

II. Roll Call

III. Adoption of Agenda

IV. Approval of Minutes

V. Election of Officers (CHA Chair and Vice Chair) *

VI. Commissioner Comment

VII. Public Comment (Limited to 5 minutes per speaker)

CLOSED SESSION PURSUANT TO SECTION 610.021(12) RSMo. – Sealed Proposals. Developer Consultant RFP Proposal Review and Interviews.

SPECIAL ITEMS

Vision, Mission, and Values Review
CHA Resident Survey, Senior Staff SWOT Analysis, Employee Engagement Survey Summary
ERP Software Conversion and Modernization Draft Plan Overview
Financial Capacity and Cash Management Overview
Redevelopment and Strategic Development Update
Affordable Housing Partnership Opportunities
Commissioner Discussion: CHA Strategic Priorities

RESOLUTIONS

REPORTS

VIII. Monthly Financials

IX. Written CHA Department Reports *(Highlight of major items, Q&A)*

X. Current Events

PUBLIC AND COMMISSIONER COMMENT

XI. Public Comment (Limited to 5 minutes per speaker)

XII. Adjournment

If you wish to participate in the meeting and require specific accommodation or services related to disability, please contact Danielle Gill, Director of Administrative Assistant at (573) 443-2556 or TTY Relay 800.735.2966, at least one working day prior to the meeting. You can also contact Ms. Gill by email at the following address: dgill@columbiaha.com

Media Contact: Randy Cole, CEO
Phone: (573) 443-2556
E-mail: rcole@columbiaha.com
A complete agenda packet is available for review at all CHA offices during regular business hours and posted on the CHA web site at: www.ColumbiaHA.com.

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HOUSING AUTHORITY OF THE CITY OF COLUMBIA, MISSOURI
BOARD OF COMMISSIONERS MEETING
May 20, 2026, BOARD MEETING MINUTES

I. Call to Order:

The Board of Commissioners of the Housing Authority of the City of Columbia, Missouri (CHA) met in open session on May 20, 2026, in the Training Room of the Columbia Housing Authority Administration Building, 201 Switzler St., Columbia, Missouri 65203. Mr. Hutton, Chair, called the meeting to order at 5:30 p.m.

II. Roll Call:

Present:
Bob Hutton, Chair
Steve Calloway, Commissioner
Steve Smith, Commissioner
Anthony Allen, Commissioner

Excused: Rigel Oliveri, Commissioner

CHA Staff: Randy Cole, CEO
Justin Anthony, Director of Facilities and Modernization
Mary Ann Gelina, Director of Affordable Housing Development
Caitlin Hammons, Director of Resident Services
Jeff Forck, Director of Safety
David Steffes, Chief Financial Officer
Nate Hoemann, Human Resources Manager
Darcie Hamilton, Housing Development Coordinator-Via Zoom

III. Adoption of Agenda:

Mr. Hutton called for a motion to approve the agenda. Mr. Smith made a motion to approve the agenda. A second was made by Mr. Allen. All Commissioners voted “aye”. Mr. Hutton declared the agenda adopted.

IV. Approval of the Minutes

Approval of April 15, 2026 Open Meeting Minutes:

Mr. Hutton called for a motion to approve the minutes from the open meeting that occurred on April 15, 2026. Mr. Calloway made a motion to approve the minutes. A second was made by Mr. Allen. All Commissioners voted “aye”. Mr. Hutton declared the minutes adopted.

Approval of May 6, 2026 Open Meeting Minutes:

Mr. Hutton called for a motion to approve the minutes from the open meeting that occurred on May 6, 2026. Mr. Smith made a motion to approve the minutes. A second was made by Mr. Calloway. All Commissioners voted “aye”. Mr. Hutton declared the minutes adopted.

V. Commissioner Comment

Recognition of Family Self Sufficiency Graduate: Ms. Hammons introduced Ms. Trevonna Cowans. Ms. Cowans was a participant of the FSS program for seven years and obtained full-time employment. Ms. Cowans took home the FSS graduate record dollar amount of $43,292.27. The Commission congratulated Ms. Cowans for her historic level of success, as having the highest level of escrow success of any prior participant.

VI. Public Comment

None.

RESOLUTIONS

VII. Resolution 3019: Authorizing the Chief Executive Officer of the Housing Authority of the City of Columbia to execute an Agreement to Enter into a Housing Assistance Contract (AHAP) prior to the construction, and a housing assistance payment (HAP) contract upon construction completion and final inspection.

Mr. Cole introduced Resolution 3019 to approve the HAP and AHAP for the Providence Walkway Development. Mr. Cole provided an overview of the project sharing that the project included 25 units with 23 units having assistance that would be converted to project-based vouchers at the time of the RAD Conversion. The remaining two units within the project would need vouchers assigned because the vouchers had previously been transferred to Bryant Walkway units. Mr. Cole explained that staff had successfully pulled vouchers out of its pool in the past for its Kinney Point development, as well as Patriot Place.

Mr. Cole went on to share additional updates regarding the Providence Walkway project and shared that federal rules and requirements relating to floodplains had become more stringent during the development of the project and after the tax credit award date. CHA staff had been in contact with HUD since November 2025 and made several updates to environmental reviews but were just recently made aware of the floodplain issues with the project. Mr. Cole reviewed the units that were of concern to HUD. Mr. Cole shared that HUD recommended waiting until changes were made to the floodplain rule, as they expected updates that include additional flexibility that could occur in early June, or proceed with further reviews that could take several months. Mr. Cole shared that Ms. Gelina and Mr. Anthony connected with the architect and general contractor and made changes to the design and foundations of the units that were of concern to bring the units into current compliance with the rules. This change was expected to cost an additional $250,000. Mr. Cole shared that plans had been discussed with a third-party consultant and the plan to bring he buildings into compliance was the most favorable. Staff had approached the Veterans United Foundation to support the additional project costs. The board expressed support for the staff’s plan and approach to the project. Mr. Cole expressed his appreciation for the work that Ms. Gelina and Mr. Anthony did to continue moving the project forward, and that compliant drawings and engineering certifications had been submitted to HUD.

Mr. Hutton asked for a motion to approve Resolution 3019. A motion to approve the resolution was made by Mr. Smith. Mr. Allen seconded the motion.
Yes: Smith, Allen, Hutton, Calloway

REPORTS

VIII. CEO Report: CHA 5- Year Plan Update, First Quarter AP Batch Review.
Mr. Cole shared that resident surveys had gone out asking residents to review CHA as part of the 5-Year Planning process. As of the meeting, 159 surveys were returned with a lot of positive feedback.

Mr. Cole went on to share updates on the first quarter AP batch review. Mr. Cole and Mr. Steffes expressed that they felt the review was productive. Mr. Hutton commented on the additional workload that the reviews cause explaining that there were more than 170 pages to review with the 17 transactions reviewed. Mr. Steffes and Mr. Cole explain that the documents are readily available and that the documents relating to each transaction are necessary and reviewed thoroughly.

IX. Monthly Financial Report
Mr. Steffes reviewed the financial report. He shared that the LIHTC budget was above budget for the first time this year and discussed how the waterfall distributions would impact the administrative budgets as well as the closeout of the Kinney Point Development.

X. Department Reports: Safety, Human Resources, Affordable Housing Development and Compliance, Facilities and Modernization, Resident Services, Affordable Housing Operations, Housing Choice Voucher Program

Safety: Mr. Forck reviewed the Safety Report and explained that the report was not out of the ordinary other than an incident of violence that did involve juveniles. Mr. Forck went on to discuss the new safety software that went live and provided samples of the software reports and graphics for the board of commissioners.

Human Resources: Mr. Hoemann reviewed the HR report and noted the HR activities and contracts. Mr. Hoemann shared that an RFP would be put out for employee healthcare and brokerage services.

Affordable Housing Development and Compliance: Ms. Gelina reviewed the development report. She shared that the Kinney Point permanent loan had converted. Park Avenue's development had some delays due to rain but had completed its 10% test. Staff went on to share updates on Providence Walkway's additional environmental review and flood zone processes. Ms. Gelina finally shared that the financing plan had been submitted for the Blind Boone Development with an estimated closing of September 2026.

Facilities and Modernization: Mr. Anthony stated that workorders remained consistent for the month. He also went on to share that the roof replacement utilizing County ARPA funding had been completed in 10 days at Bear Creek. Mr. Anthony went on to discuss the new furniture at Patriot Place apartments donated by the Veterans United Foundation as well as the new surfacing completed at Paquin Tower.

Affordable Housing Operations: Mr. Cole reviewed the Affordable Housing Operations Report, noting that occupancy remained strong and compliance reporting was up to date.

Housing Choice Voucher Program: Mr. Cole reviewed the Housing Choice Voucher Program and shared that HUD approved the COC program with an increase.

XI. Current Events

Mr. Cole reviewed the current events and highlighted the upcoming Chamber Annual Celebration and Missouri Workforce Housing Association Annual Conference. Mr. Cole shared that there were open seats at the CHA table at the Chamber event and invited the board members.

PUBLIC AND COMMISSIONER COMMENT

XII. Public Comment

None.

XIII. Adjournment

Mr. Hutton called for a motion to adjourn the meeting. A motion was made by Mr. Allen. Seconded by Mr. Calloway. Mr. Hutton called the meeting adjourned at 6:44 pm.

___________________________________ ___________________
Bob Hutton, Chair Date

___________________________________ ___________________
Randall Cole, Chief Executive Officer Date

Certification of Public Notice

I, Randall Cole, Chief Executive Officer of the Housing Authority of the City of Columbia, Missouri, do hereby certify that on May 15, 2026, I posted public notice of the May 20, 2026, Board of Commissioners Meeting and distributed copies of the notice and agenda to the Board of Commissioners and the local media. The meeting notice and agenda was also distributed to the public upon request.

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

___________________________________ ___________________
Randall Cole, Chief Executive Officer Date

Department Source: CEO
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: June 17, 2026
Re: Mission, Vision and Values Review

Executive Summary

As part of CHA's annual strategic planning process, Board Members were asked to review the agency's current Mission, Vision, and Values statements and consider alignment with the organization's purpose, priorities, and future direction. The current statements were adopted as part of CHA's FY 2022-2026 Strategic Plan and have helped guide the organization through a period of significant growth and transformation. During this time, CHA has expanded affordable housing development activities, completed and advanced multiple RAD conversions, increased supportive service programming, strengthened organizational capacity, and expanded its role as a housing leader within Columbia and Boone County. This memo summarizes board survey feedback and recommends next steps.

Discussion

CHA’s current mission, vision and values statements are as follows:

Mission: Provide quality affordable housing opportunities with supportive and economic resources to eligible households in Columbia, Boone County.

Vision: To be our community's leading affordable housing provider with a diverse and expanding portfolio of safe, energy-efficient, and affordable housing options connected to supportive resources that foster stability and upward mobility.

Values:
<u>Integrity:</u> We act honestly and ethically in all aspects of our organization. We will continue to strengthen our policies and standards to best serve our mission.
<u>Accountability:</u> We are responsible, committed, and answerable to each other, to those we serve, and to those who have entrusted us with resources.
<u>Respect:</u> We have respect for CHA residents, CHA staff and community partners by giving dignity and value to all.
<u>Diversity, Equity, and Inclusion:</u> We are committed to diversity, equity and inclusion in our staff, board, and services to residents. We recognize and value everyone's life experience, perspective, and culture.
<u>Safety:</u> We establish partnerships with CHA residents, CHA staff and other stakeholders to help create and maintain a safe environment.

A summary of Commissioner feedback is as follows:
- Mission Statement: 4 of 5 rated "Very Well" and 1 rated "Well" in reflecting CHA's purpose today.

- Vision Statement: All 5 rated "Very Well" in reflecting where the organization should be headed over the next 5-10 years.
- Core Values: All 5 rated "Very Well" in reflecting the culture and principles CHA should promote.

Written comments generally indicated strong support for the current statements. Suggestions included:

- Greater emphasis on transparency and stewardship of public resources within the values, while also acknowledging the accountability value touches upon these topics.
- Consideration of whether the Mission Statement should more explicitly reference supportive programming and resident services.
- Recognition that the current statements remain broadly relevant and effective.
- Two responses with no desired changes

Written comments indicated significant alignment on what should CHA be known for in Columbia and Boone County over the next decade. Comments were as follows:

- We should want to be recognized as the first agency anyone thinks of when discussing affordable housing options in Columbia.
- CHA will continue to be the community's leading source for quality affordable housing opportunities (with supportive and economic resources) AND works to measurably and positively impact the quality of life for the households it serves.
- Helping people have somewhere to live.
- The Vision states it well.

Following Board discussion at the meeting, staff will compile Commissioner feedback and identify common themes, opportunities, and any areas for refinement. Staff will then return to the Board with recommended revisions, if any, for consideration and final approval at a future meeting.

Recommended Commission Action

Discussion and strategic feedback. No formal action is requested.

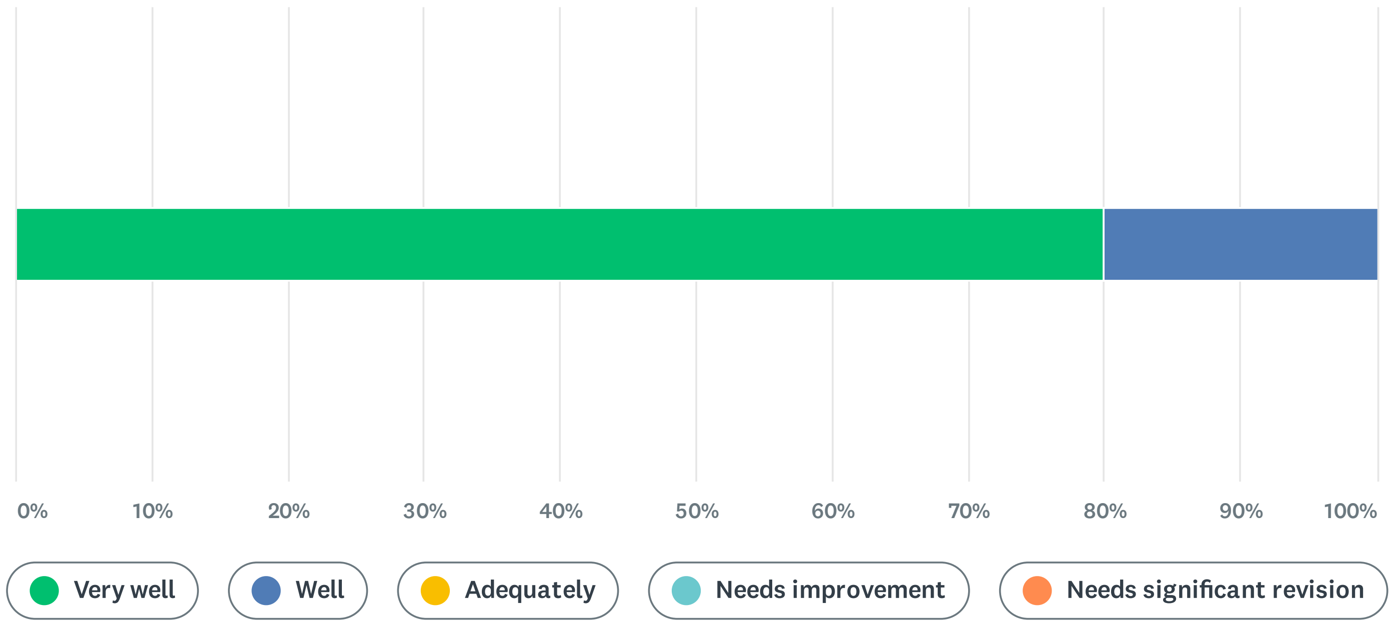
Q1 Please enter your name.

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	Bob	6/10/2026 5:02 PM
2	Steve Calloway	6/10/2026 2:31 PM
3	Anthony Allen	6/10/2026 1:55 PM
4	Steve Smith	6/10/2026 1:08 PM
5	Rigel Oliveri	6/9/2026 3:45 AM

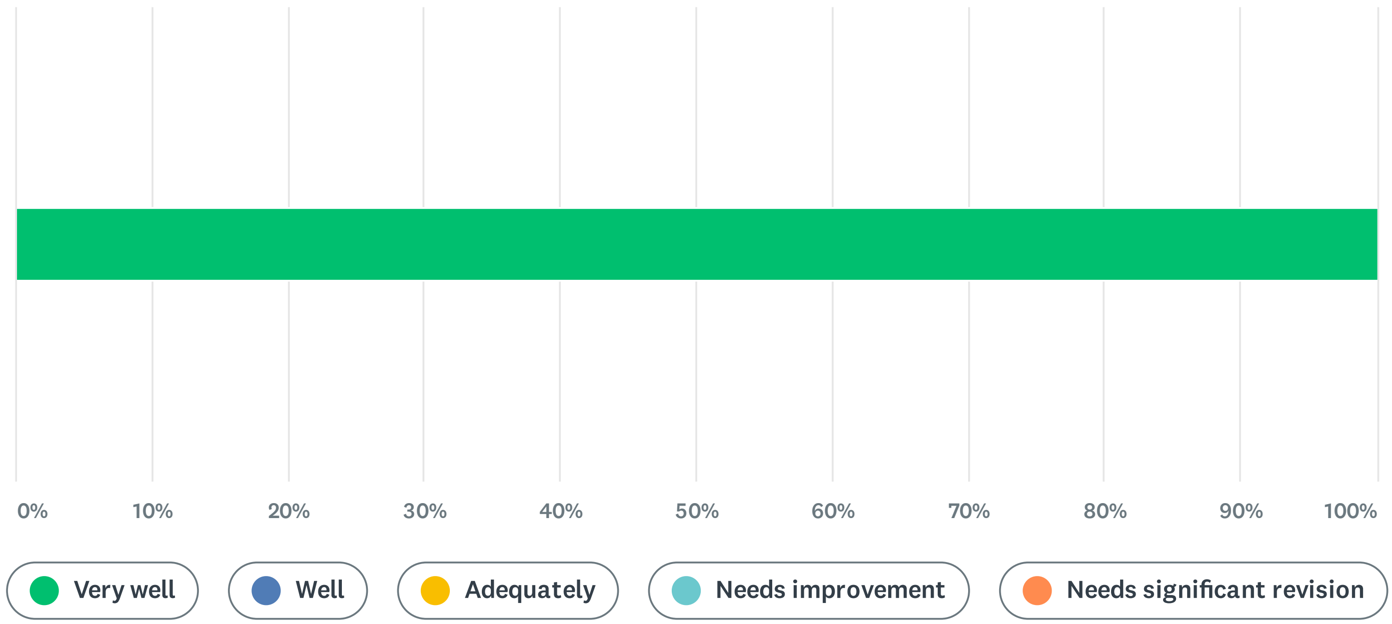
Q2 5 responses

How well does CHA's current Mission Statement reflect the organization's purpose today?



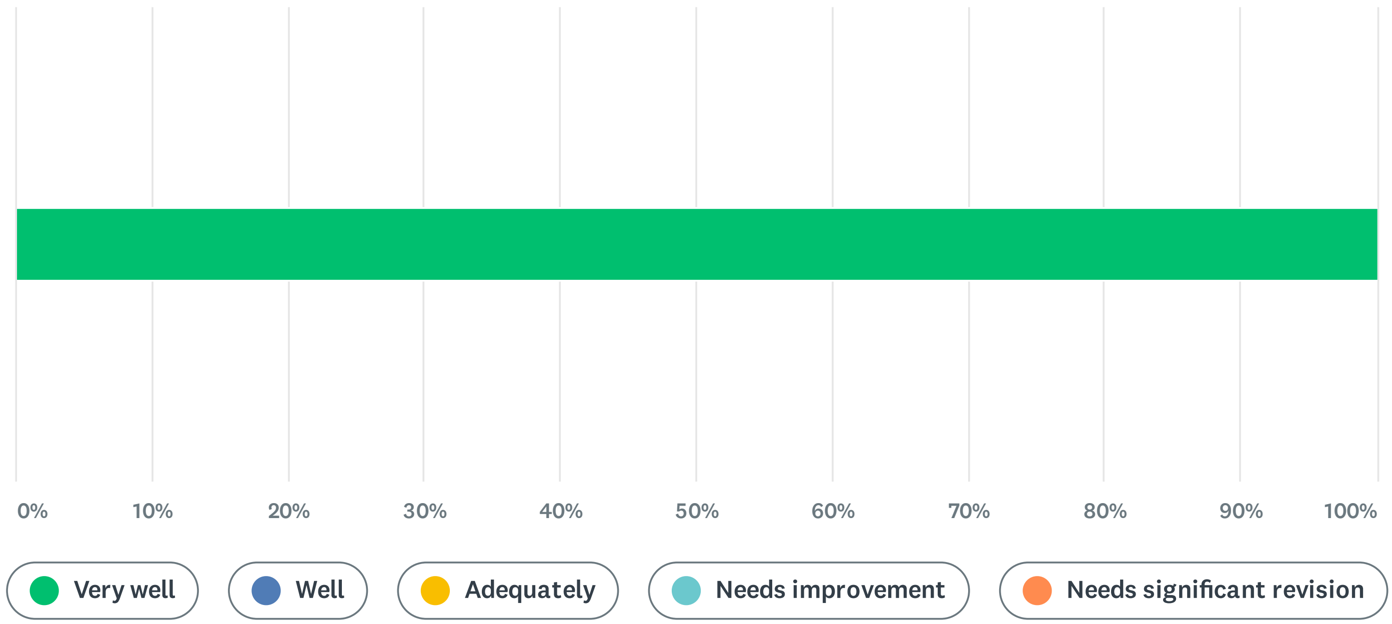
Q3 5 responses

How well does CHA's current Vision Statement reflect where the organization should be headed over the next 5-10 years?



Q4 5 responses

How well do CHA's current Core Values reflect the culture and principles the organization should promote?



Q5 Is there anything missing from our current Mission, Vision, or Values?

Answered: 4 Skipped: 1

#	RESPONSES	DATE
1	no	6/10/2026 5:02 PM
2	I think transparency is important, as is stewardship of the resources we receive. However, I think these both are part of accountability, so would NOT argue for necessarily adding anything explicit about this.	6/10/2026 2:31 PM
3	None	6/10/2026 1:55 PM
4	Mission could use a clarification. Perhaps supportive PROGRAMMING?	6/10/2026 1:08 PM

Q6 In one sentence, what should CHA be known for in Columbia and Boone County over the next decade?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	We should want to be recognized as the first agency anyone thinks of when discussing affordable housing options in Columbia	6/10/2026 5:02 PM
2	CHA will continue to be the community's leading source for quality affordable housing opportunities (with supportive and economic resources) AND works to measurably and positively impact the quality of life for the households it serves.	6/10/2026 2:31 PM
3	Helping people some where to live	6/10/2026 1:55 PM
4	The Vision states it well	6/10/2026 1:08 PM
5	A reliable and highly competent pillar of the community; a developer and provider of high-quality affordable housing; a good community partner; a forward-looking and dynamic institution.	6/9/2026 3:45 AM

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Department Source: CEO
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: June 17, 2026
Re: CHA Resident Survey, Senior Staff SWOT Analysis and Employee Engagement Survey Summary

Executive Summary

During Spring 2026, CHA conducted a resident survey, a senior staff SWOT analysis, and an employee engagement survey to better understand organizational performance, employee culture, resident satisfaction, and future strategic priorities. Taken together, the results indicate that CHA is viewed as a mission-driven organization with strong staff commitment, positive resident relationships, growing community impact, and a supportive workplace culture. At the same time, the feedback identified opportunities for improvement in technology modernization, safety and lease enforcement, communication, training and onboarding, and workforce retention strategies.

Discussion

1. Resident Survey Highlights

A total of 162 residents participated in the survey, including both Housing Choice Voucher participants and residents living in CHA-owned housing.

<u>Key Strengths</u>

Residents reported generally favorable perceptions of CHA services and staff:

- Staff professionalism and respectful treatment were among the highest scoring survey categories.
- CHA generally communicates clearly and responds to questions and concerns in a timely manner.
- Overall satisfaction remained strong, with most respondents indicating that CHA meets their housing needs.
- Positive comments frequently referenced appreciation for housing stability, supportive services, maintenance staff, and individual staff members who have made a meaningful impact on their lives.

<u>Areas for Improvement</u>

Several themes emerged consistently in resident comments:

Safety and Lease Enforcement

- Residents expressed concerns regarding crime, smoking violations, parking issues, disruptive behavior, and rule enforcement at several properties.
- Many respondents requested stronger lease enforcement, increased safety patrols, additional cameras, improved lighting, and.

Maintenance and Property Conditions

- While overall maintenance ratings were positive, some residents indicated desire for quicker repairs, pest control concerns, and increased common area cleanliness.

Technology and Resident Access

- Residents expressed significant interest in online services, including:
  - Online applications
  - Online document submission
  - Online waitlist status tracking
  - Online rent payment options
  - Enhanced digital communications

At the same time, several residents emphasized the need to maintain non-digital options for elderly and disabled households.

Resident Survey Conclusion

Resident feedback suggests that CHA enjoys strong trust and goodwill from most households. The primary concerns are not related to system problems, but more likely due to operational capacity associated with a limited resource environment. These concerns are addressable and largely align with individual departmental process improvements underway.

2. **Senior Staff SWOT Analysis**

Senior staff identified numerous organizational strengths that reflect CHA's growth and maturation over the last several years.

<u>Organizational Strengths</u>

Staff highlighted:

- Strong external partnerships and community relationships.
- Long standing relationship with funders.
- Increased efforts to improve staff morale through staff incentives and events.
- Increased opportunities to improve; not stagnant.
- Increased efforts to keep up with current trends in relation to units, technology, and evidence-based practices.
- Openness to change, improve, and/or enhance.
- Staff feel there are no limitations to the work they are able to do.
- Organization does well to prioritize staff strengths in their position over productivity.
- Improving hiring practices.
- Expanding resident services programs including FSS, ROSS, and Moving Ahead.
- Knowledgeable maintenance and facilities personnel.
- Dedicated staff who support the mission and work collaboratively across departments.
- Reliable financial management and successful administration of complex funding sources.

<u>Organizational Weaknesses</u>

The most frequently cited weaknesses were:

Technology Modernization
- Outdated software systems.
- Poor electronic document organization and file management.
- Limited online self-service options for residents.
- Continued reliance on legacy systems and remote desktop environments.

Training and Onboarding
- New employee onboarding remains inconsistent.
- High-performing senior staff often lack capacity to train newer employees.
- Institutional knowledge is difficult to transfer during turnover periods.
- Need increased opportunity to connect with other staff in various departments

Employee Benefits and Advancement
- Desire for additional benefit enhancements.
- Interest in more opportunities for merit-based recognition and advancement.

Opportunities
- Expanded partnerships with the University of Missouri, Job Point, Burrell, and Opportunity Campus.
- Continued growth of resident supportive services.
- Increased public awareness regarding affordable housing needs.
- Better marketing and storytelling about CHA's impact on families and the broader community.
- Leverage crime issue specifically with youth to increase services at Moving Ahead.
- Leverage the housing crisis to increase units developed and provided across organization

Threats
- Funding uncertainty at federal and state levels.
- Construction inflation and cost escalation.
- Affordable housing stigma.
- A shrinking supply of landlords willing to participate in the Housing Choice Voucher Program.
- Competition with other organizations trying to aid with housing crisis, causing risk for funding cuts or loss.
- Fluctuation of cost with an ever-changing economy and its effects on tenants, staff, and overall budget
- Societal effects that come with working with a marginalized, and often traumatized group of people.

3. Employee Engagement Survey Highlights

Forty-seven employees participated in the survey, representing departments across the organization.

Key Strengths

Results indicate a highly engaged workforce. Employees reported:
- Clear understanding of job responsibilities.

- Strong confidence in their work.
- Positive relationships with supervisors.
- Frequent performance feedback and recognition.
- Strong understanding of CHA's mission, vision, and values.
- High levels of comfort discussing concerns with management.
- Strong feelings of being valued within their teams.

Particularly noteworthy:
- Nearly 90% reported having someone at CHA who encourages their professional development.
- More than 95% expressed confidence in the work they perform.
- More than 85% reported feeling valued within their departments.
- More than 97% indicated they understand CHA's mission and organizational purpose.

Areas for Improvement
The survey also identified several opportunities:
- Training and onboarding consistency.
- Career advancement and professional growth opportunities.
- Technology tools and workflow efficiency.
- Continued focus on employee retention and workforce development.

Importantly, the survey does not indicate widespread concerns regarding supervisory relationships, organizational culture, or mission alignment. The improvement opportunities are primarily systems- and capacity-related rather than cultural.

Strategic Conclusions
Collectively, these three assessments present a consistent picture:
What CHA Is Doing Well
- Mission-driven workforce with strong employee engagement.
- Positive resident relationships and overall resident satisfaction.
- Strong community partnerships and supportive service programs.
- Effective financial stewardship and organizational growth.
- Collaborative leadership culture and departmental teamwork.

4. **Strategic Priorities Going Forward**
   Technology Modernization
   - ERP modernization.
   - Resident self-service capabilities.
   - Improved document management and workflow systems.

   Training and Workforce Development
   - Formal onboarding systems.
   - Leadership development.

- Succession planning and institutional knowledge transfer.

Safety and Property Management

- Strengthen lease enforcement and resident accountability.
- Continued focus on property conditions and responsiveness.
- Continued investments in cameras, lighting, and safety technology.

Communication and Resident Engagement

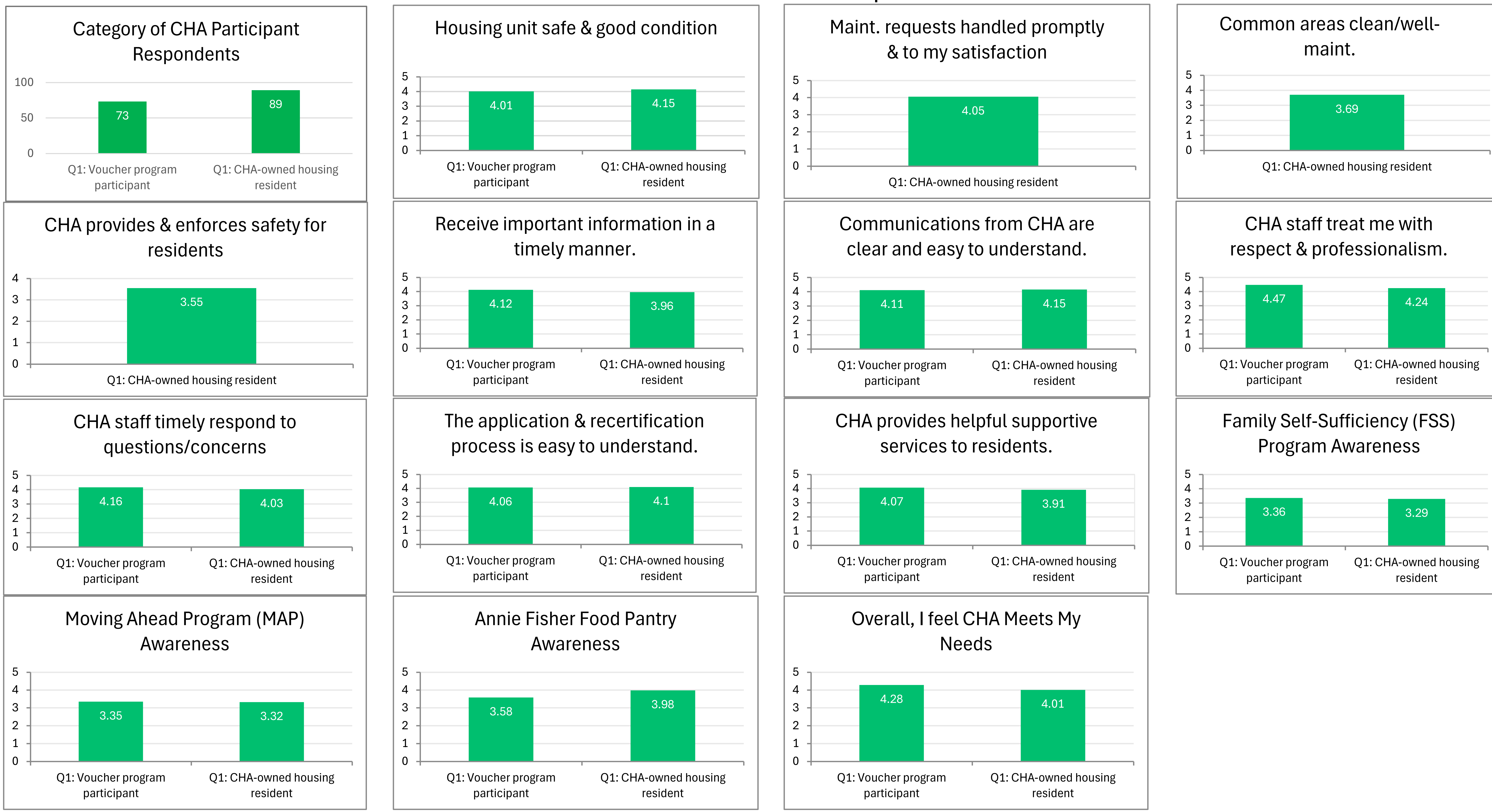
- Expanded digital communications.
- Improved resident access to information.
- Continued resident feedback opportunities.

Overall, the surveys indicate CHA is operating from a position of organizational strength and growth. The identified opportunities are largely those of a growing organization seeking to modernize systems, improve consistency, and build capacity for future growth. The survey results demonstrate a healthy organization, with Commissioners, leadership, and staff serving as temporary stewards of a community-driven institution that improves lives and expands opportunities for generations to come.

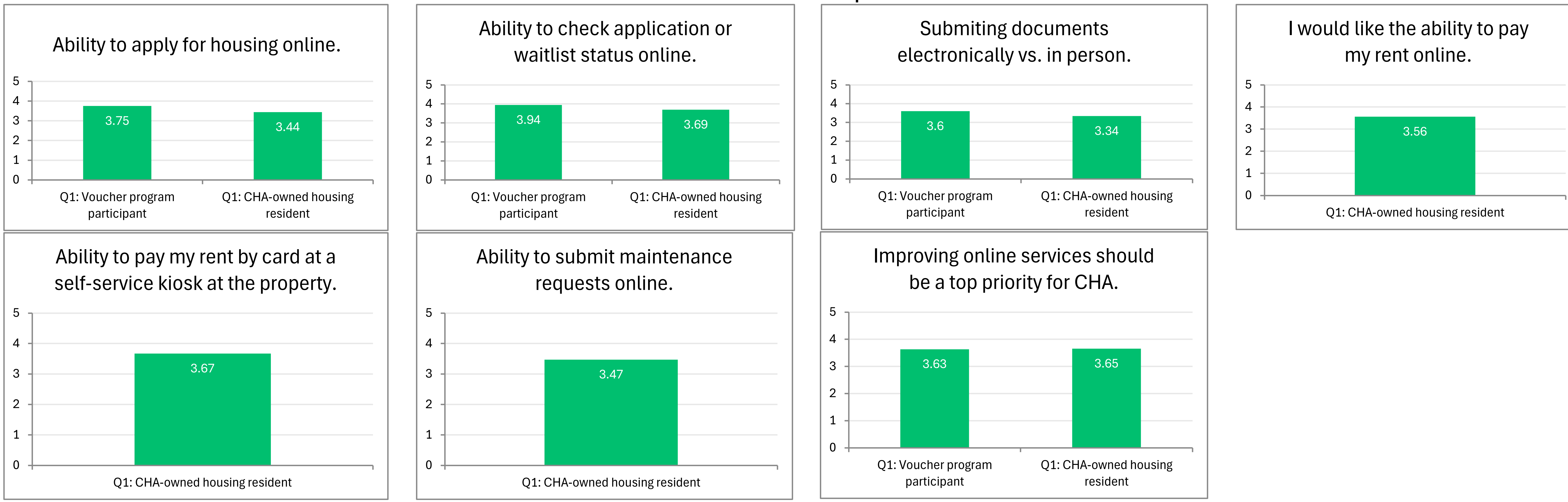
Recommended Commission Action

Review and consider the report.

CHA Resident Customer Service Responses



Online Services Responses



2026 SWOT Analysis

Strengths

- Partnership and collaboration with external entities
    - HCV has put in effort to have a good relationship with landlords and realtors, Kendra is doing "Landlord 101"
- Community impact and supportive services
    - FSS Program
    - ROSS provides comprehensive services that fill in the gaps, like transportation and house cleaning
    - Programs have seen expansion in recent years
- Facilities
    - Good communication with vendors
    - Knowledgeable maintenance staff
    - Environmental design of properties (quality over quantity)
- Staff
    - Growth opportunities for staff
    - Staff feel like their individual strengths are recognized and that they are moved into positions that fit their strengths when possible
    - Staff are dedicated to the mission
    - Good inter-departmental cooperation
    - Staff enjoy team building events and potlucks
- Finance
    - Consistent follow-through with funding
    - On-time housing payments

Weaknesses

- Technology
    - H drive organization; lack of naming conventions; need to review forms
    - HAB is outdated and requires CHA to use the remote desktop
    - User experience could be improved (online rent payments, check waitlist status online, apply or submit documents online, communicate with tenants via text message
    - Outsourcing IT to 43tc
- Training and onboarding
    - Higher-level staff is too overloaded to properly train
    - Turnover is high and there is a lack of institutional knowledge
    - The above makes it difficult for new staff to hit the ground running even if they are motivated to do so
    - Staff would like to see more hands-on training or training outside of the office
- HR/Benefits
    - CHA does not provide bereavement time
    - There should be more opportunities for merit-based pay increases
- There should be more communication when designating a point of contact and decision-making when communicating with external organizations/funders

Opportunities

- Collaboration with MU (career counseling, housing needs research, programs for MAP, volunteers)
- JobPoint partnerships (classes for tenants), Opportunity Campus, Burrell
- CHA should leverage increased public attention to the affordable housing crisis and public housing; new affordable housing bill
- "Marketing" – increase public awareness of our social services and that we are lifting people up and out of needing assistance

Threats

- Stigmas against public housing and public assistance
- Uncertainty in funding
- Uncertainty in prices/inflation (gas, materials)
- Delays to construction (materials, weather, vendors)
- Lack of Section 8 landlords; landlords aren't willing to charge FMR

CHA Staff SWOT Analysis Ground Rules

Participation Do's

Be Honest and Direct
- Share candid observations and concerns
- Speak openly about operational realities and organizational needs
- Provide specific examples when helpful

Focus on the Organization
- Frame comments around systems, processes, priorities, capacity, or strategy
- Think about what will help CHA succeed over the next five years
- Keep resident outcomes and organizational effectiveness at the center

Be Constructive
- Identify possible solutions or improvements alongside challenges
- Offer ideas, not just concerns
- Help move conversations toward action and strategy

Listen Respectfully
- Allow others to finish thoughts
- Assume positive intent
- Be open to perspectives from other departments and experiences

Stay Future-Oriented
- Focus on what we should improve, strengthen, or prepare for moving forward
- Use the discussion to help shape organizational priorities

Participation Don'ts

Do Not Make Personal Attacks
- Avoid criticizing individuals or assigning blame
- Do not use the session to revisit interpersonal conflicts

Do Not Turn the Session into a Grievance Forum
- Avoid long lists of frustrations without constructive context
- Keep comments focused on organizational impact and strategy

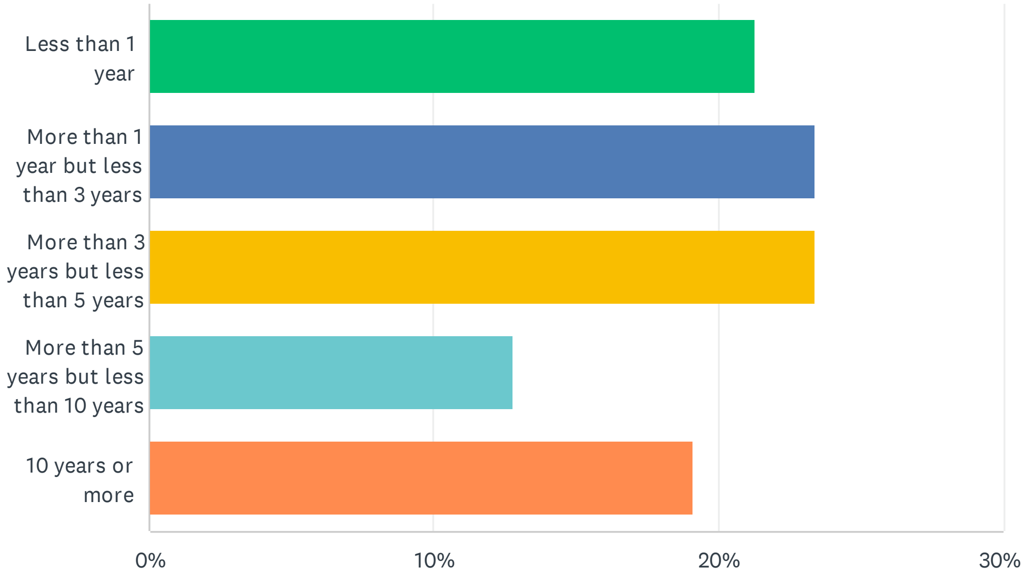
Do Not Generalize or Exaggerate
- Avoid statements like "everyone thinks…" or "nothing ever works…"
- Be thoughtful, factual, and solution-oriented

Do Not Dominate the Discussion
- Ensure all voices have an opportunity to participate
- Keep comments concise and productive

Do Not Lose Focus
- Avoid drifting into unrelated operational details
- Keep discussion connected to strategic planning and organizational effectiveness

Q1 I have been employed by the Columbia Housing Authority for:

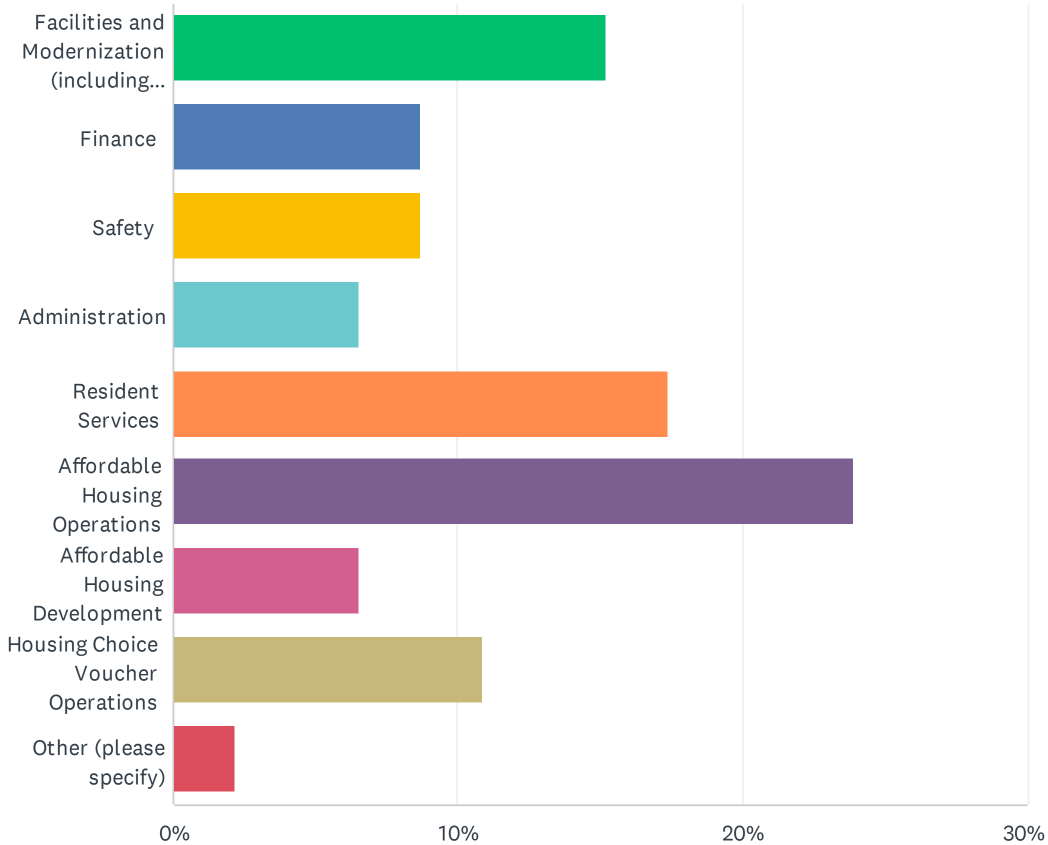
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 1 year	21.28%	10
More than 1 year but less than 3 years	23.40%	11
More than 3 years but less than 5 years	23.40%	11
More than 5 years but less than 10 years	12.77%	6
10 years or more	19.15%	9
TOTAL		47

Q2 I work in the following department at the Columbia Housing Authority

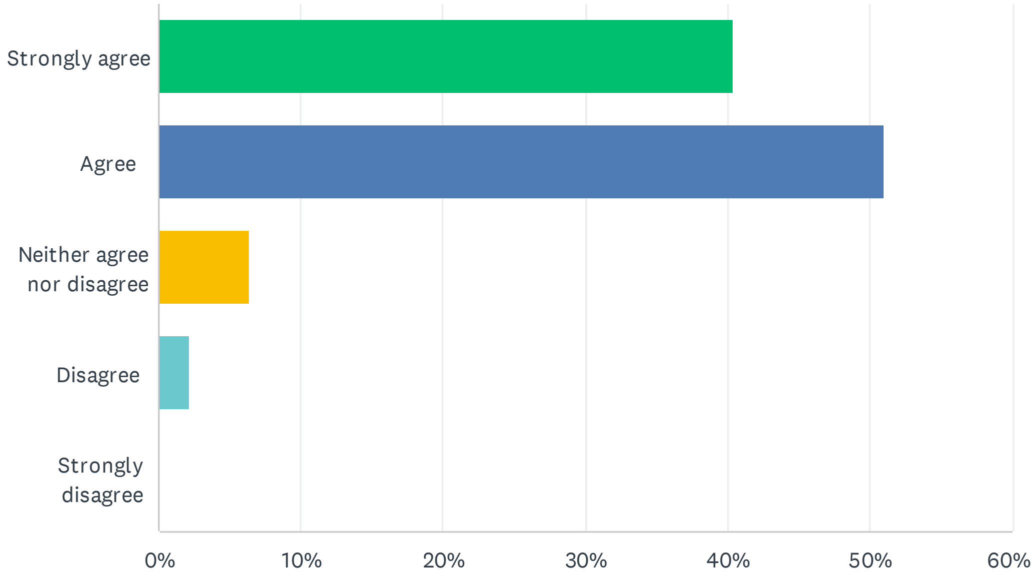
Answered: 46 Skipped: 1



ANSWER CHOICES	RESPONSES	
Facilities and Modernization (including Maintenance)	15.22%	7
Finance	8.70%	4
Safety	8.70%	4
Administration	6.52%	3
Resident Services	17.39%	8
Affordable Housing Operations	23.91%	11
Affordable Housing Development	6.52%	3
Housing Choice Voucher Operations	10.87%	5
Other (please specify)	2.17%	1
TOTAL		46

Q3 My job duties and responsibilities are clear to me.

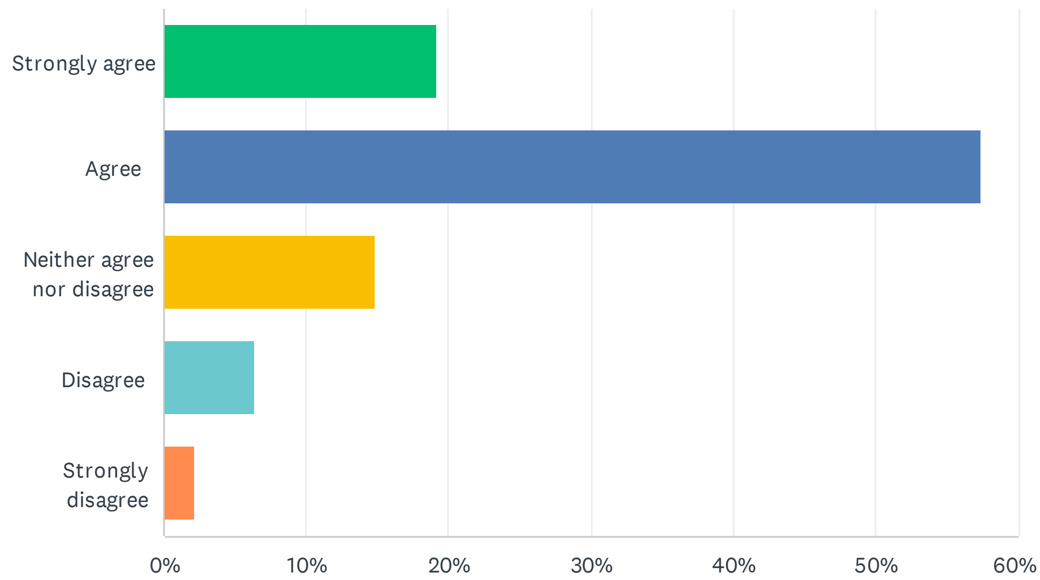
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.43%	19
Agree	51.06%	24
Neither agree nor disagree	6.38%	3
Disagree	2.13%	1
Strongly disagree	0.00%	0
TOTAL		47

Q4 I receive/have received adequate training that is needed to do my job.

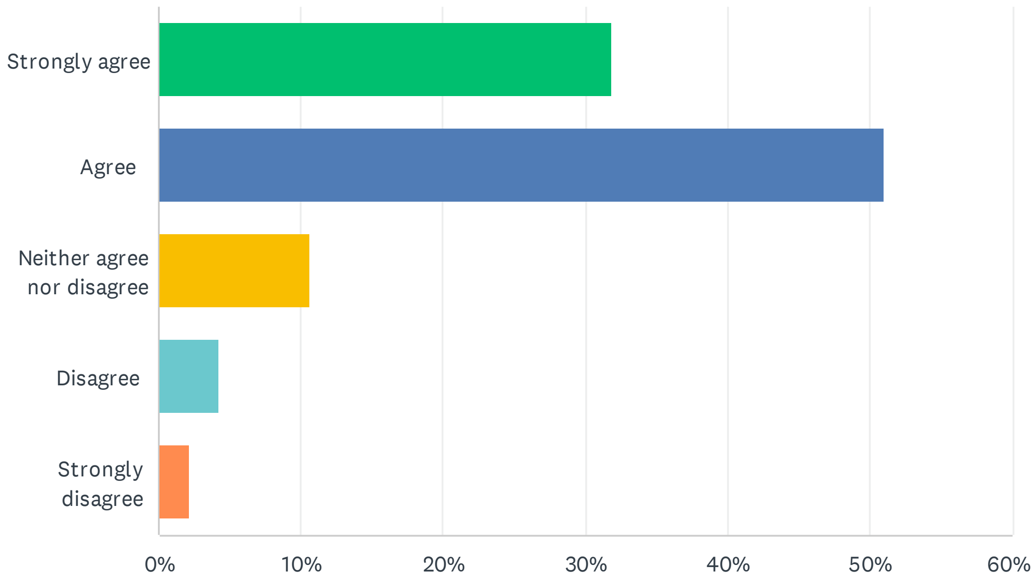
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.15%	9
Agree	57.45%	27
Neither agree nor disagree	14.89%	7
Disagree	6.38%	3
Strongly disagree	2.13%	1
TOTAL		47

Q5 I have access to the tools and resources I need in order to perform my job duties to the best of my ability.

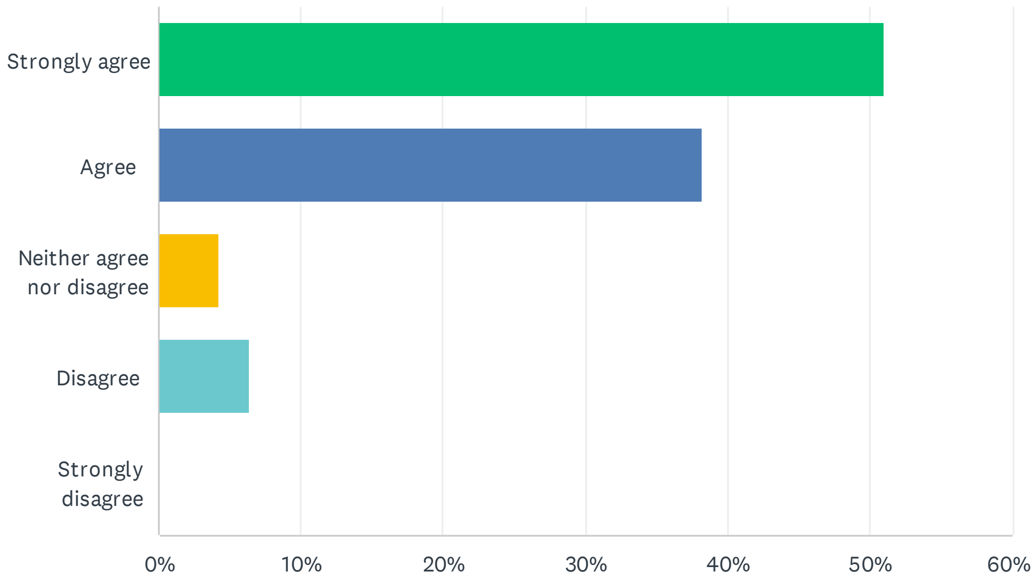
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	31.91%	15
Agree	51.06%	24
Neither agree nor disagree	10.64%	5
Disagree	4.26%	2
Strongly disagree	2.13%	1
TOTAL		47

Q6 There is someone at the Columbia Housing Authority that encourages my professional development.

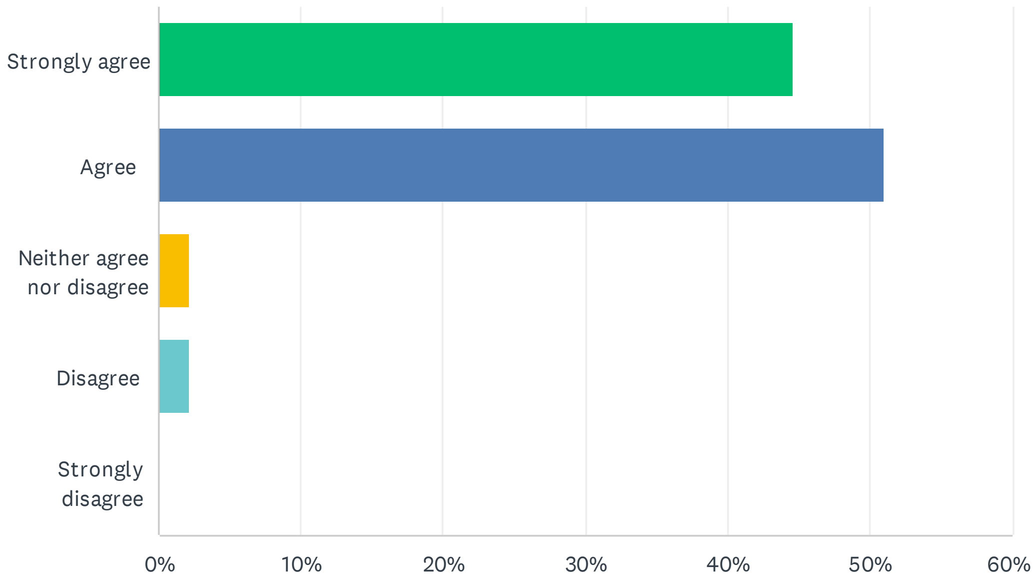
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	51.06%	24
Agree	38.30%	18
Neither agree nor disagree	4.26%	2
Disagree	6.38%	3
Strongly disagree	0.00%	0
TOTAL		47

Q7 I feel confident in the work I am doing at the Columbia Housing Authority.

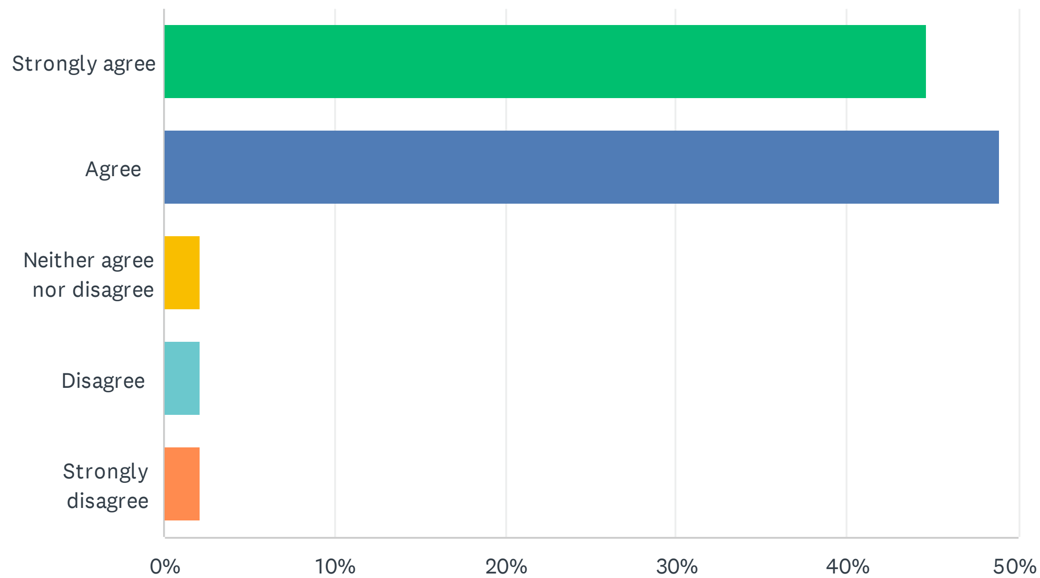
Answered: 47   Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	44.68%	21
Agree	51.06%	24
Neither agree nor disagree	2.13%	1
Disagree	2.13%	1
Strongly disagree	0.00%	0
TOTAL		47

Q8 My job makes good use of my skills and abilities.

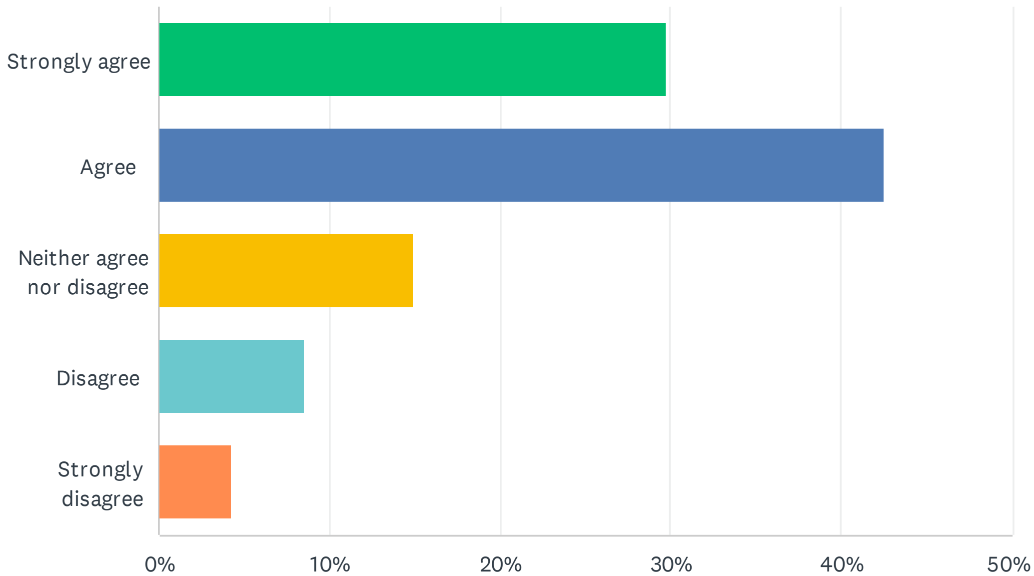
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	44.68%	21
Agree	48.94%	23
Neither agree nor disagree	2.13%	1
Disagree	2.13%	1
Strongly disagree	2.13%	1
TOTAL		47

Q9 I have opportunities for professional growth and development within the Columbia Housing Authority.

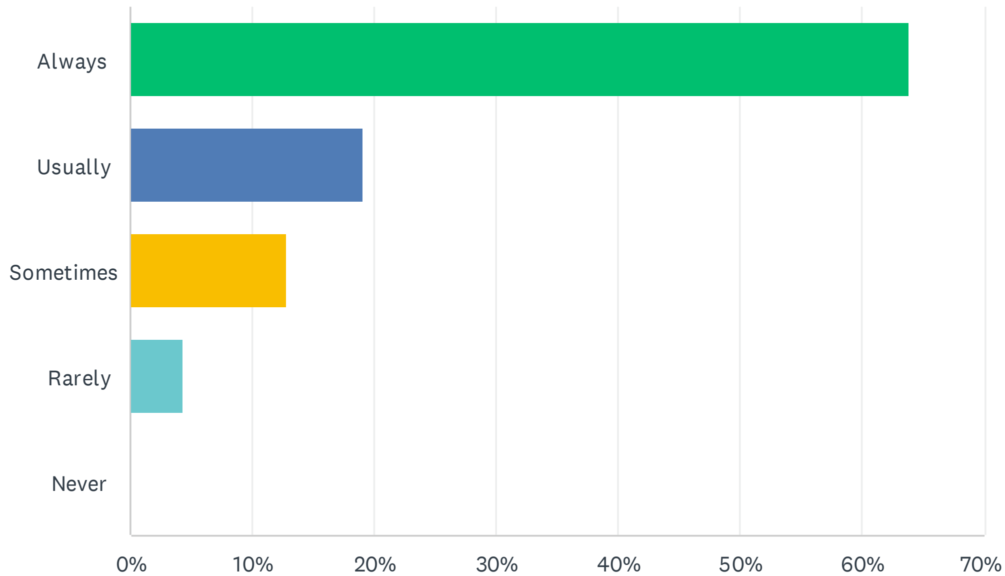
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	29.79%	14
Agree	42.55%	20
Neither agree nor disagree	14.89%	7
Disagree	8.51%	4
Strongly disagree	4.26%	2
TOTAL		47

Q10 I receive ongoing feedback on my performance from my direct supervisor.

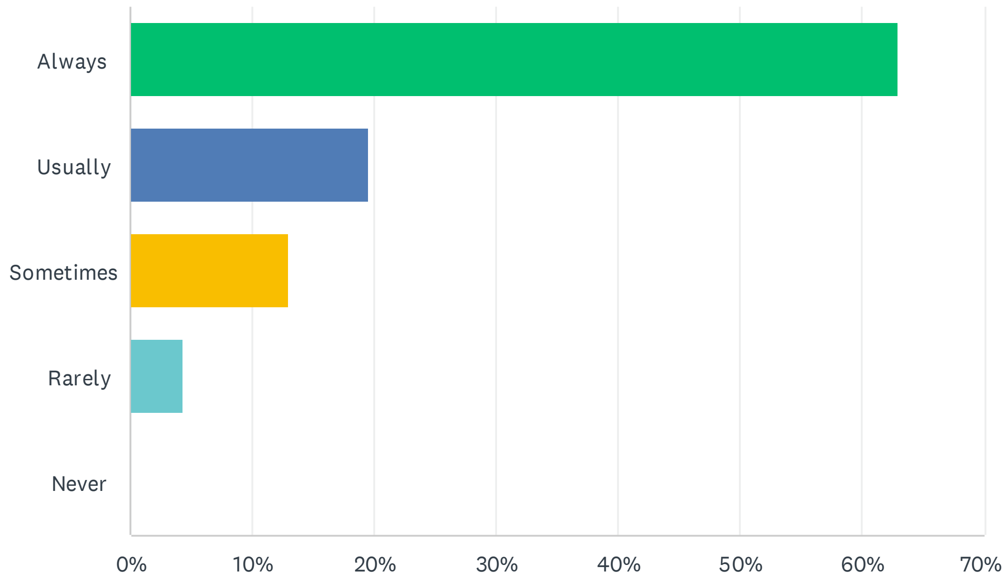
Answered: 47   Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	63.83%	30
Usually	19.15%	9
Sometimes	12.77%	6
Rarely	4.26%	2
Never	0.00%	0
TOTAL		47

Q11 I receive recognition and praise for a job well done from my direct supervisor.

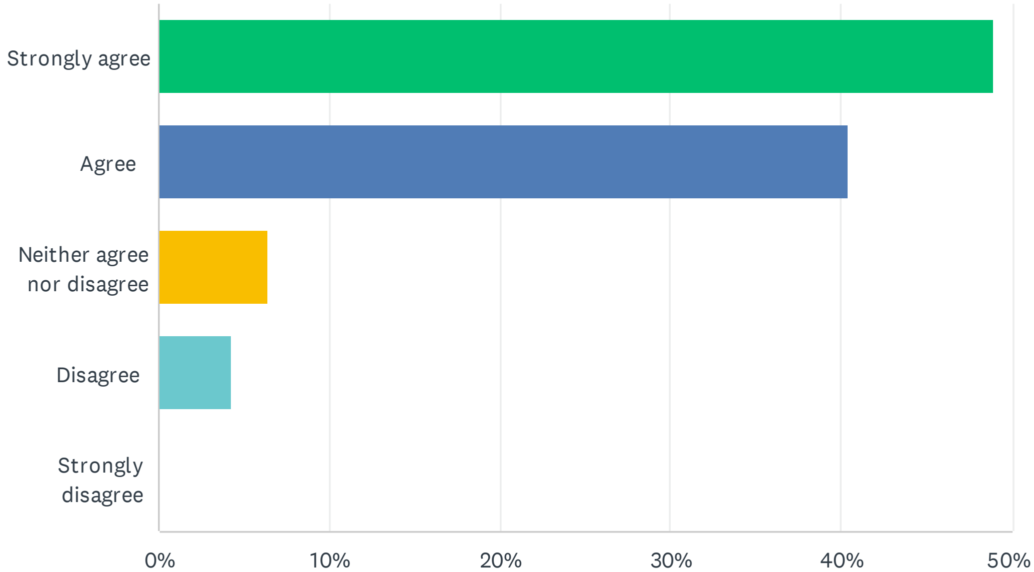
Answered: 46 Skipped: 1



ANSWER CHOICES	RESPONSES	
Always	63.04%	29
Usually	19.57%	9
Sometimes	13.04%	6
Rarely	4.35%	2
Never	0.00%	0
TOTAL		46

Q12 My supervisor is open to suggestions and new ideas.

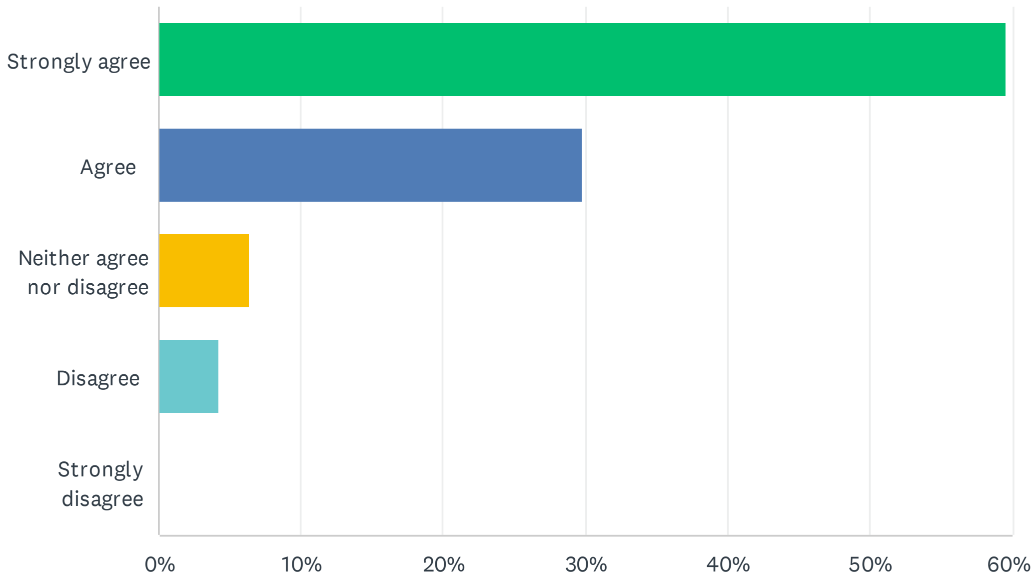
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	48.94%	23
Agree	40.43%	19
Neither agree nor disagree	6.38%	3
Disagree	4.26%	2
Strongly disagree	0.00%	0
TOTAL		47

Q13 I feel comfortable talking with my supervisor about matters that concern me.

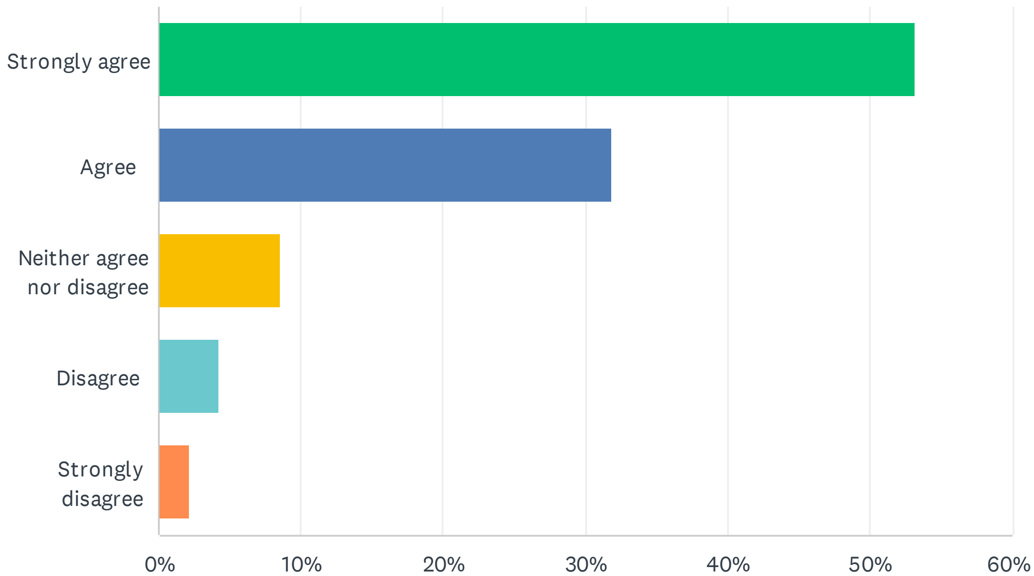
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	59.57%	28
Agree	29.79%	14
Neither agree nor disagree	6.38%	3
Disagree	4.26%	2
Strongly disagree	0.00%	0
TOTAL		47

Q14 I feel valued as a team member within my immediate team/department.

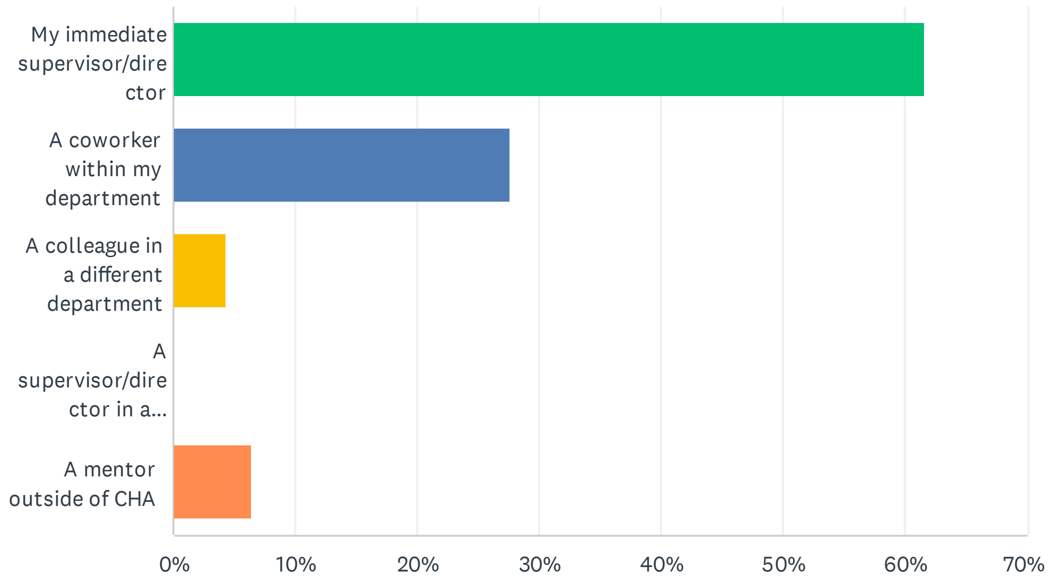
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	53.19%	25
Agree	31.91%	15
Neither agree nor disagree	8.51%	4
Disagree	4.26%	2
Strongly disagree	2.13%	1
TOTAL		47

Q15 When something unexpected happens at work, who do you reach out to for help?

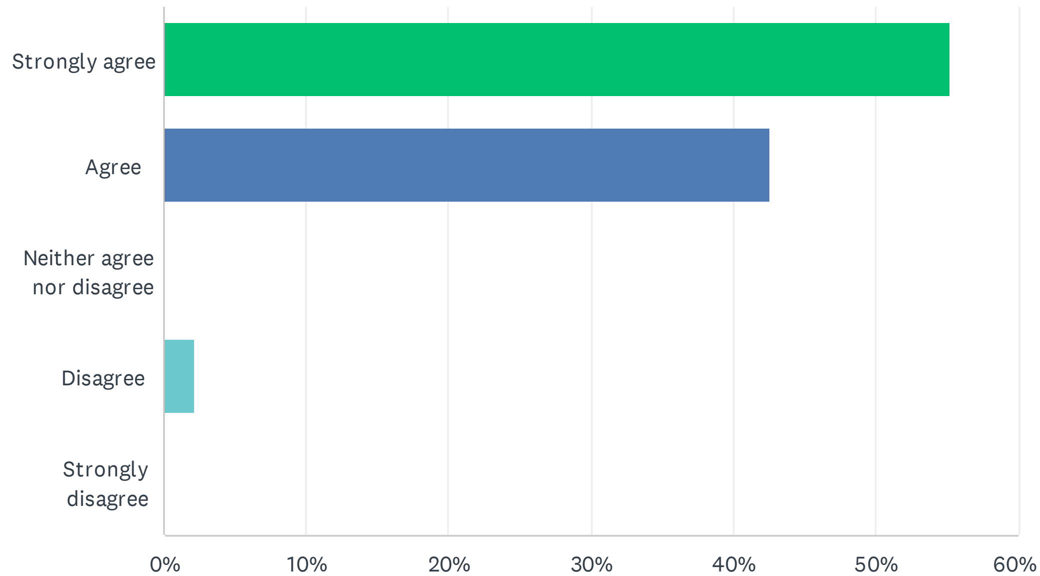
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
My immediate supervisor/director	61.70%	29
A coworker within my department	27.66%	13
A colleague in a different department	4.26%	2
A supervisor/director in a different department	0.00%	0
A mentor outside of CHA	6.38%	3
TOTAL		47

Q16 I understand the Columbia Housing Authority's mission, vision, and values.

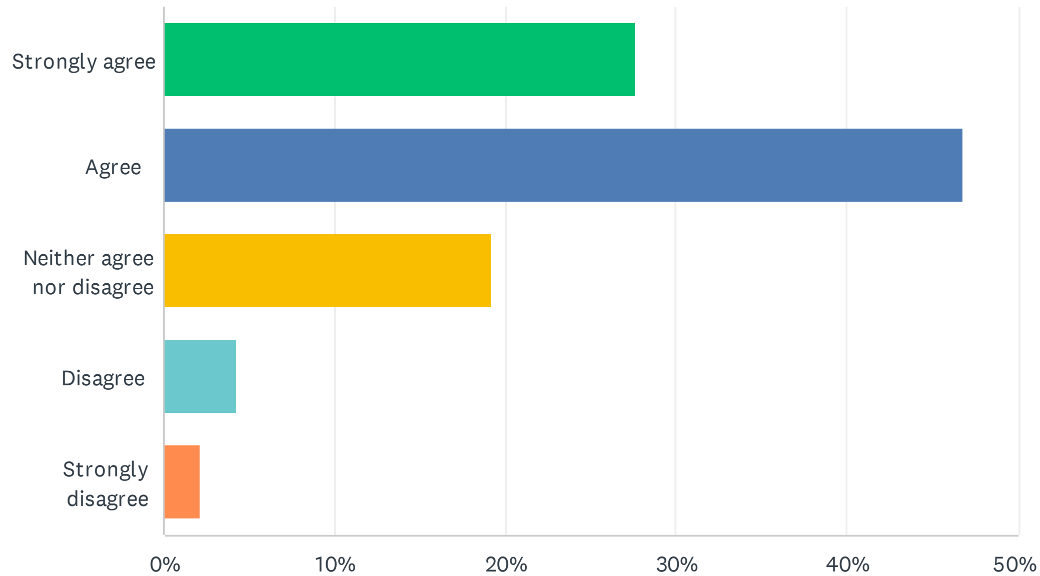
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	55.32%	26
Agree	42.55%	20
Neither agree nor disagree	0.00%	0
Disagree	2.13%	1
Strongly disagree	0.00%	0
TOTAL		47

Q17 The people I work with take accountability and ownership for their work.

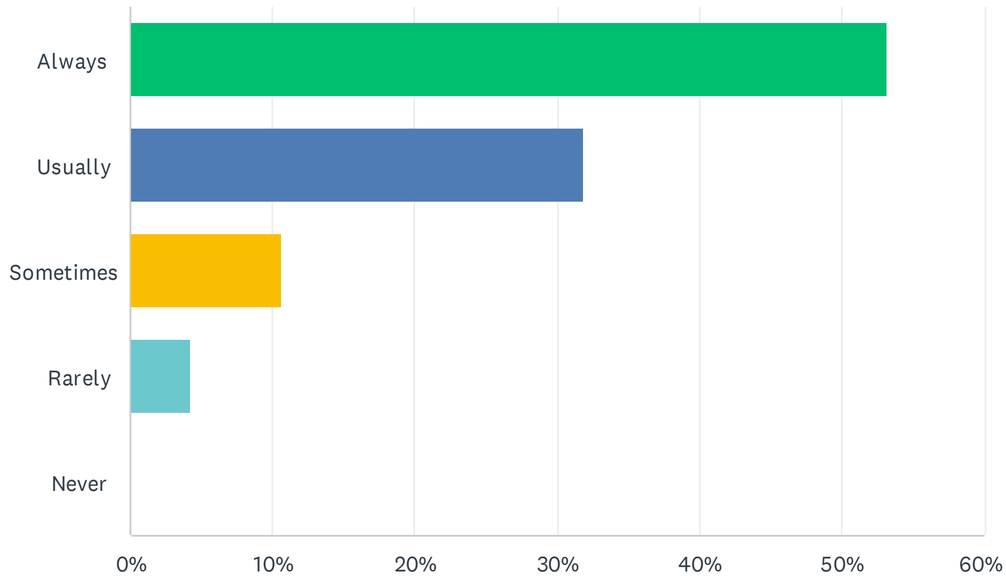
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	27.66%	13
Agree	46.81%	22
Neither agree nor disagree	19.15%	9
Disagree	4.26%	2
Strongly disagree	2.13%	1
TOTAL		47

Q18 My coworkers and I talk openly about what needs to be done to meet goals. (individual and team goals)

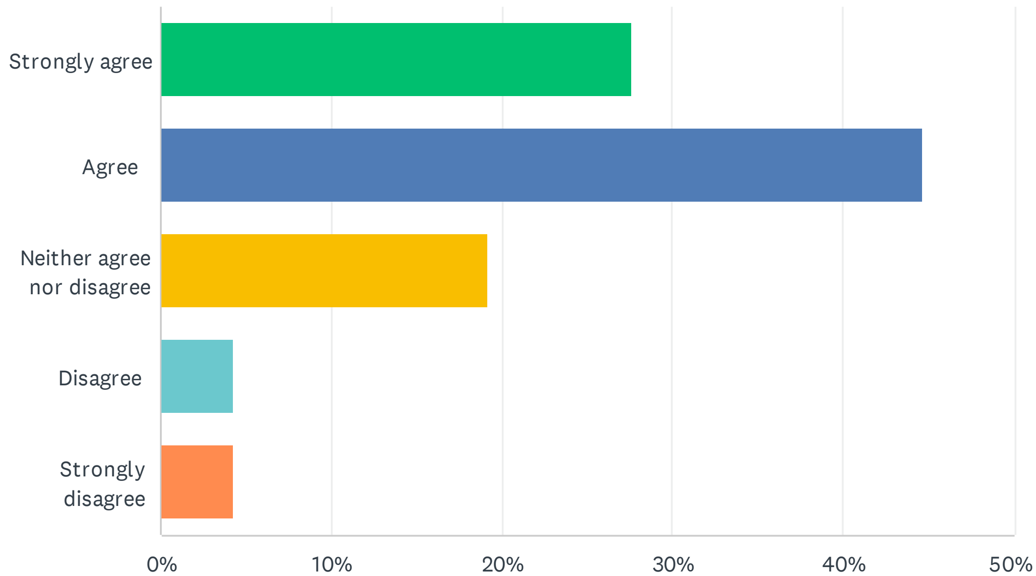
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	53.19%	25
Usually	31.91%	15
Sometimes	10.64%	5
Rarely	4.26%	2
Never	0.00%	0
TOTAL		47

Q19 The Columbia Housing Authority does a good job of keeping employees informed about matters that concern me.

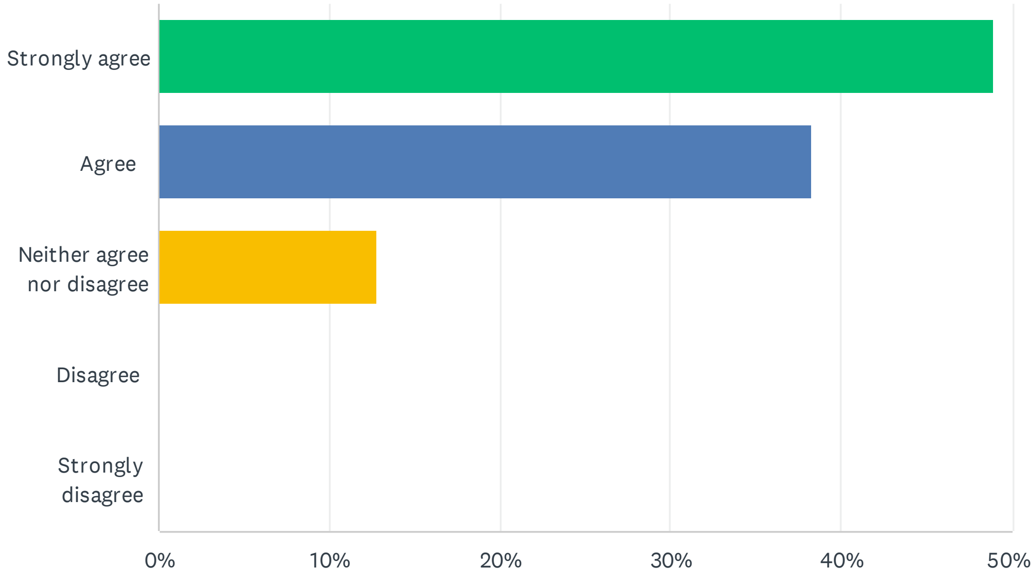
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	27.66%	13
Agree	44.68%	21
Neither agree nor disagree	19.15%	9
Disagree	4.26%	2
Strongly disagree	4.26%	2
TOTAL		47

Q20 The people I work with treat me with respect and professionalism.

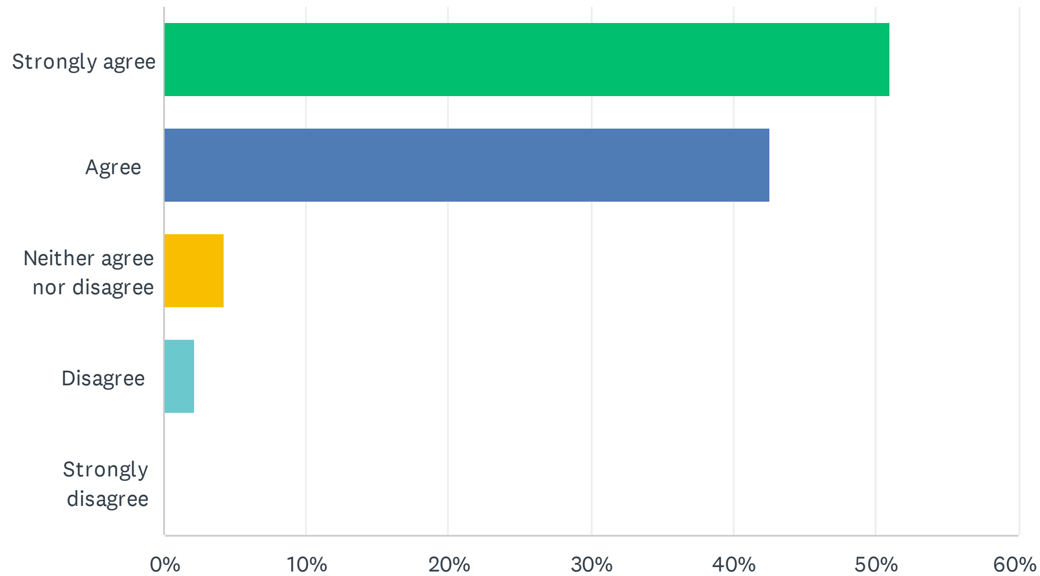
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	48.94%	23
Agree	38.30%	18
Neither agree nor disagree	12.77%	6
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		47

Q21 The people I work with treat Columbia Housing Authority residents and program participants with respect and professionalism.

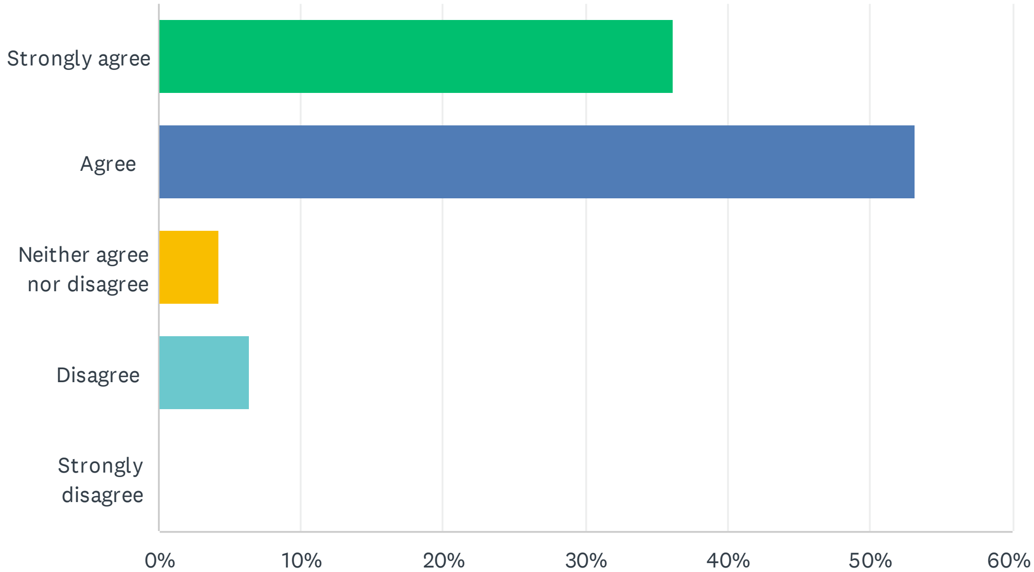
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	51.06%	24
Agree	42.55%	20
Neither agree nor disagree	4.26%	2
Disagree	2.13%	1
Strongly disagree	0.00%	0
TOTAL		47

Q22 I feel confident in my coworkers' capabilities and work results.

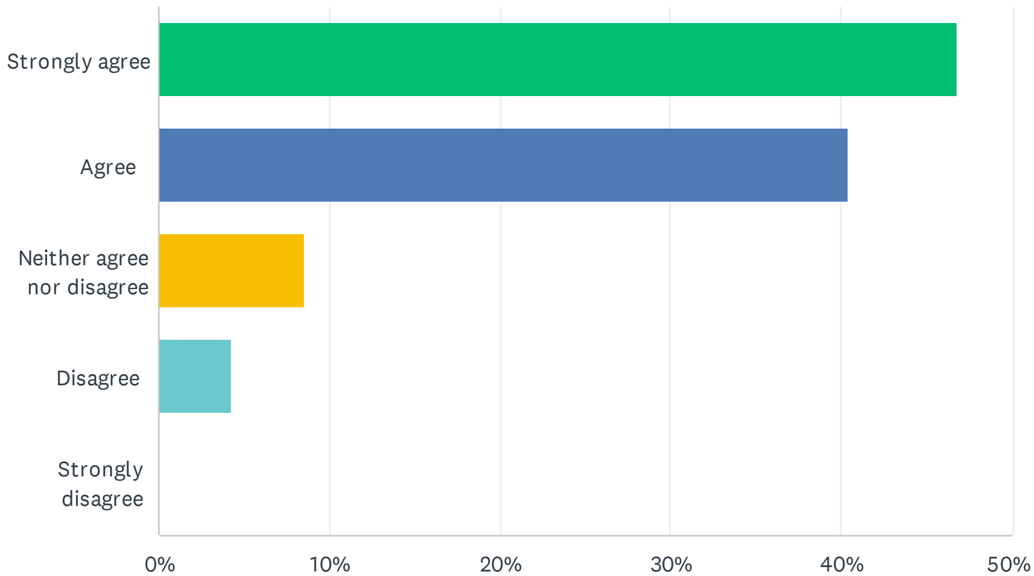
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	36.17%	17
Agree	53.19%	25
Neither agree nor disagree	4.26%	2
Disagree	6.38%	3
Strongly disagree	0.00%	0
TOTAL		47

Q23 The people I work with value diversity, inclusion, and equity and demonstrate these values in the workplace.

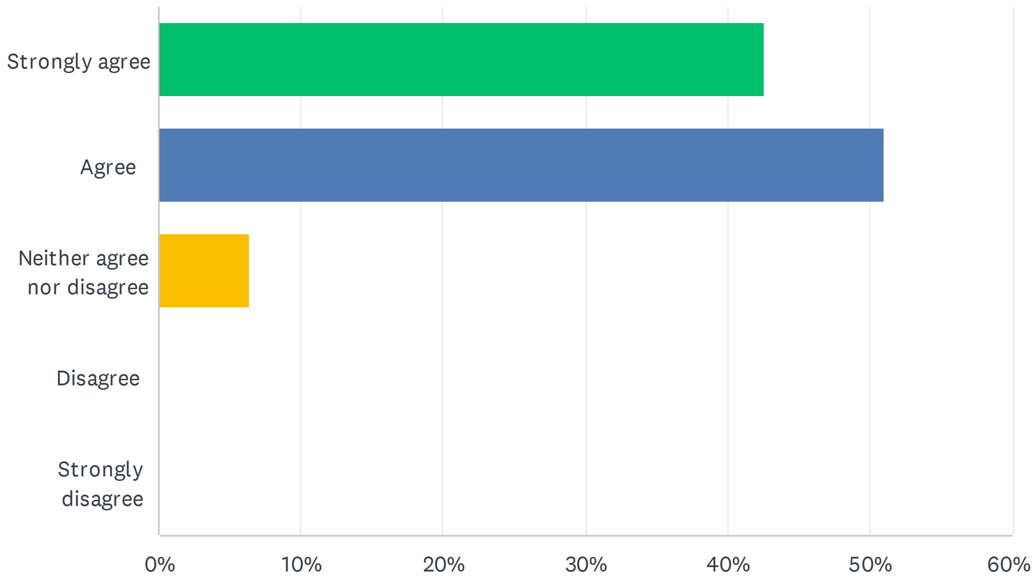
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	46.81%	22
Agree	40.43%	19
Neither agree nor disagree	8.51%	4
Disagree	4.26%	2
Strongly disagree	0.00%	0
TOTAL		47

Q24 I am familiar with and understand the strategic direction and organizational goals for the Columbia Housing Authority.

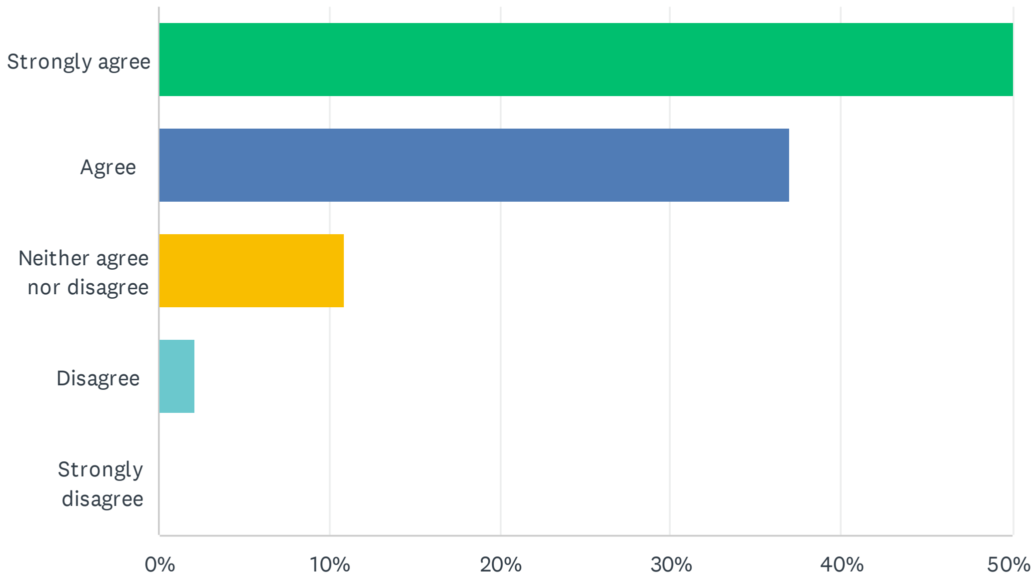
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.55%	20
Agree	51.06%	24
Neither agree nor disagree	6.38%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		47

Q25 I believe that our mission, vision, and values drive decisions that are made at the Columbia Housing Authority.

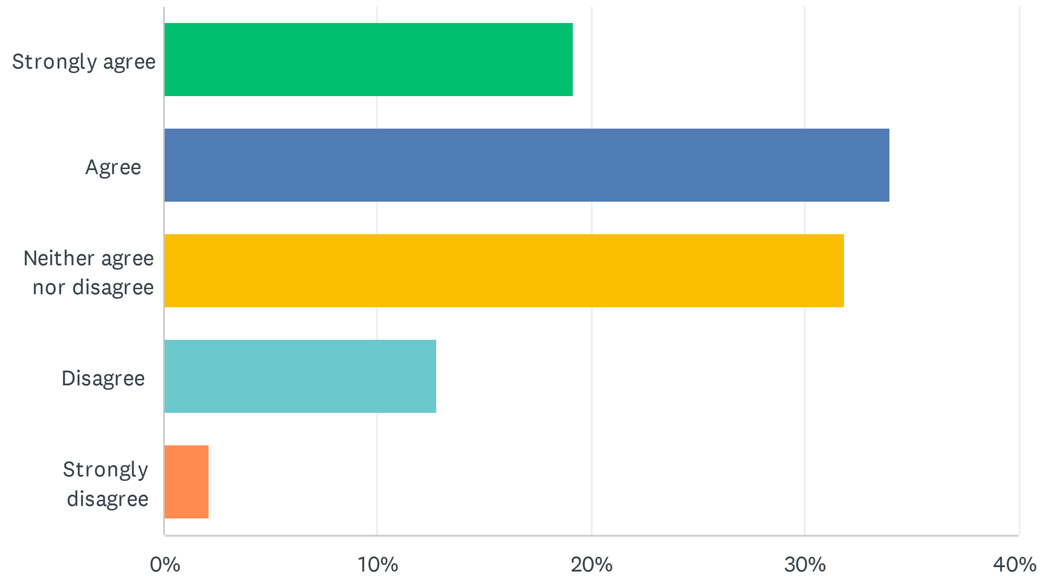
Answered: 46 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	23
Agree	36.96%	17
Neither agree nor disagree	10.87%	5
Disagree	2.17%	1
Strongly disagree	0.00%	0
TOTAL		46

Q26 I am fairly compensated for the work I conduct at the Columbia Housing Authority.

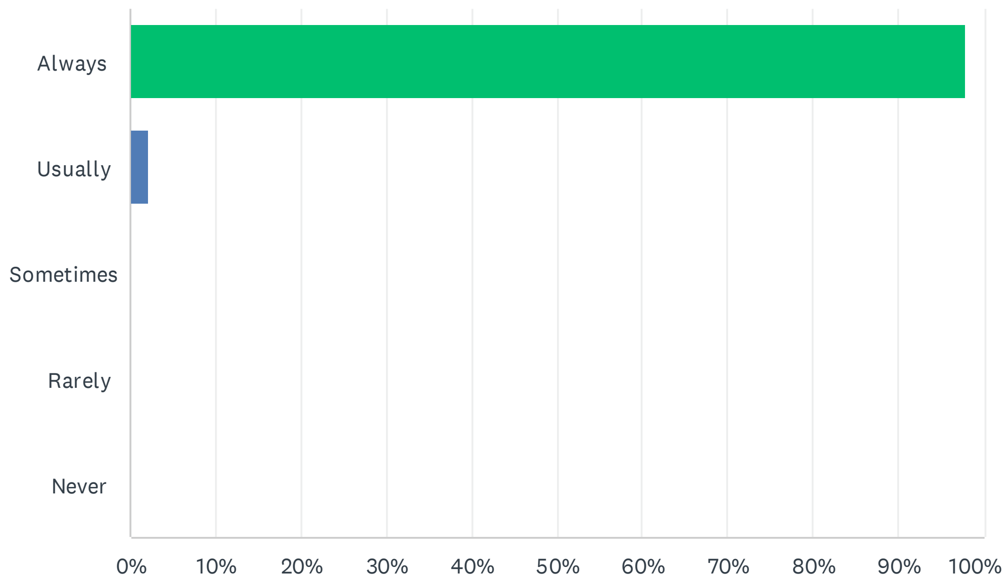
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.15%	9
Agree	34.04%	16
Neither agree nor disagree	31.91%	15
Disagree	12.77%	6
Strongly disagree	2.13%	1
TOTAL		47

Q27 When I request time off work, my requests are approved

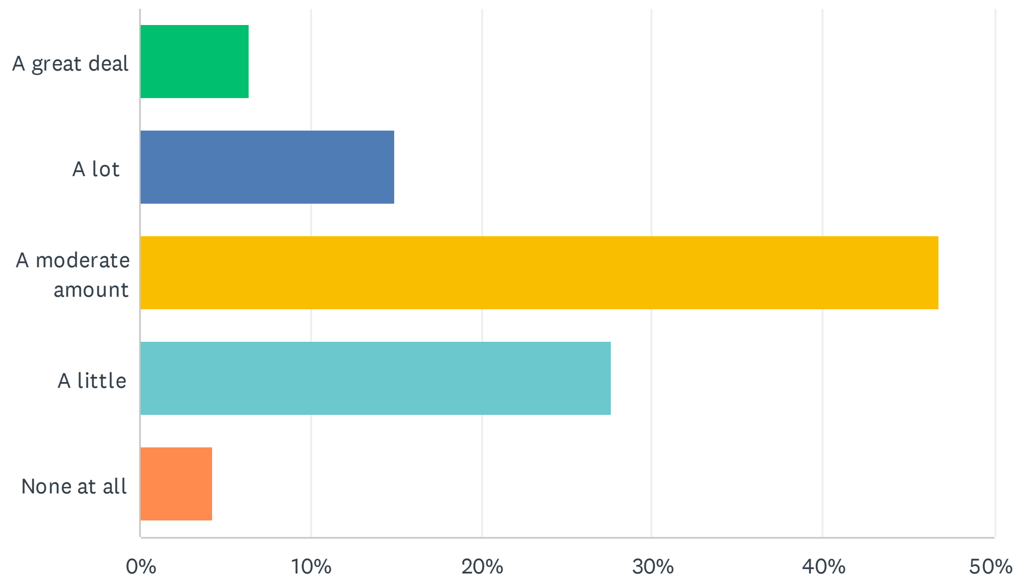
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	97.87%	46
Usually	2.13%	1
Sometimes	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		47

Q28 How much stress do you feel on a typical work day?

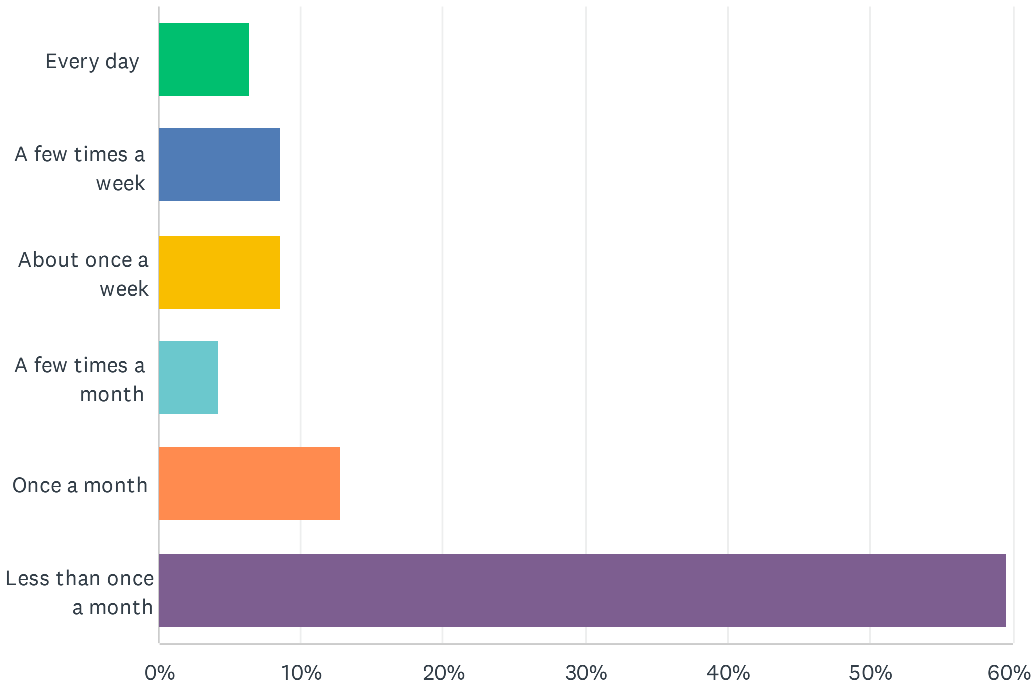
Answered: 47   Skipped: 0



ANSWER CHOICES	RESPONSES	
A great deal	6.38%	3
A lot	14.89%	7
A moderate amount	46.81%	22
A little	27.66%	13
None at all	4.26%	2
TOTAL		47

Q29 How often does your work require you to work late and/or weekends (outside of normal schedule)?

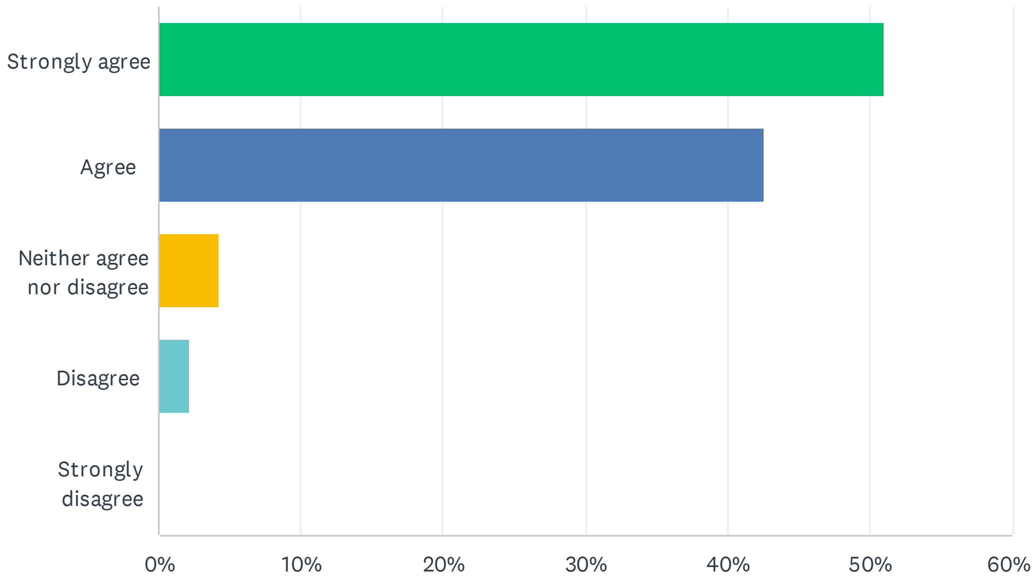
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Every day	6.38%	3
A few times a week	8.51%	4
About once a week	8.51%	4
A few times a month	4.26%	2
Once a month	12.77%	6
Less than once a month	59.57%	28
TOTAL		47

Q30 Through support and flexibility, I am able to have a good work-life balance at the Columbia Housing Authority.

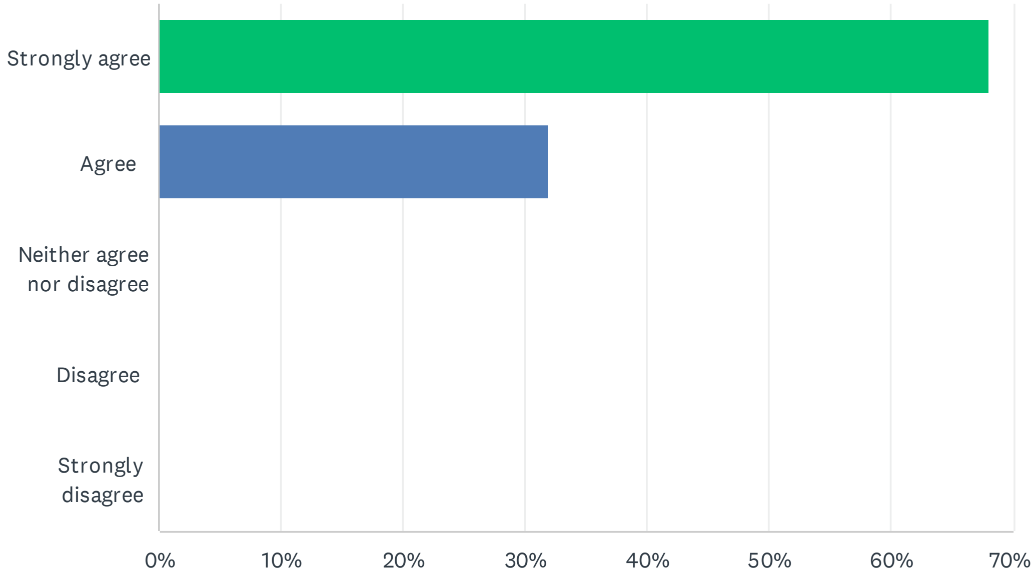
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	51.06%	24
Agree	42.55%	20
Neither agree nor disagree	4.26%	2
Disagree	2.13%	1
Strongly disagree	0.00%	0
TOTAL		47

Q31 I am proud to work at the Columbia Housing Authority.

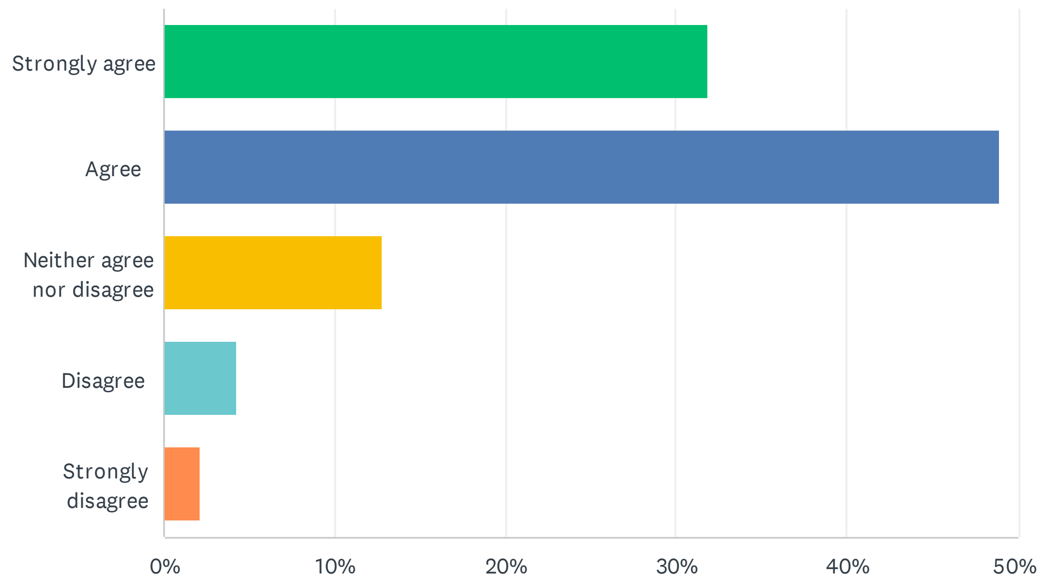
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	68.09%	32
Agree	31.91%	15
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		47

Q32 The Columbia Housing Authority cares about its employees.

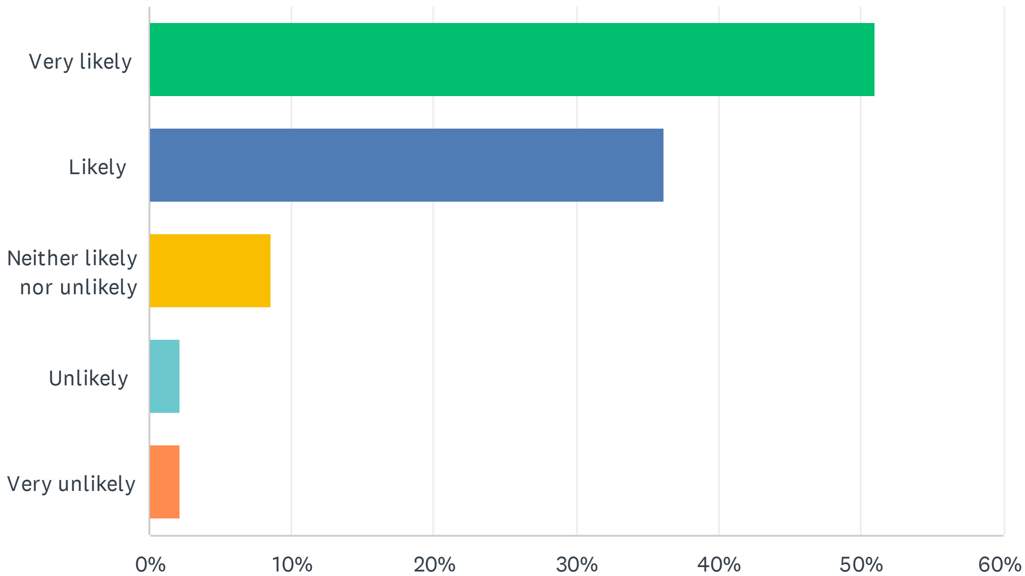
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	31.91%	15
Agree	48.94%	23
Neither agree nor disagree	12.77%	6
Disagree	4.26%	2
Strongly disagree	2.13%	1
TOTAL		47

Q33 I would recommend the Columbia Housing Authority as a great place to work.

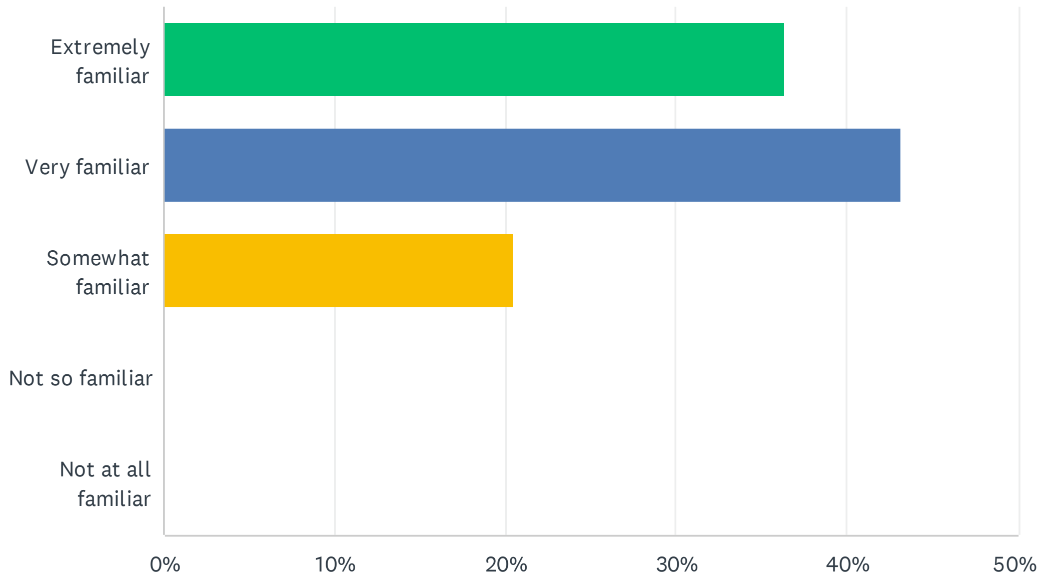
Answered: 47 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very likely	51.06%	24
Likely	36.17%	17
Neither likely nor unlikely	8.51%	4
Unlikely	2.13%	1
Very unlikely	2.13%	1
TOTAL		47

Q34 How familiar are you with the benefits offered by Columbia Housing Authority?

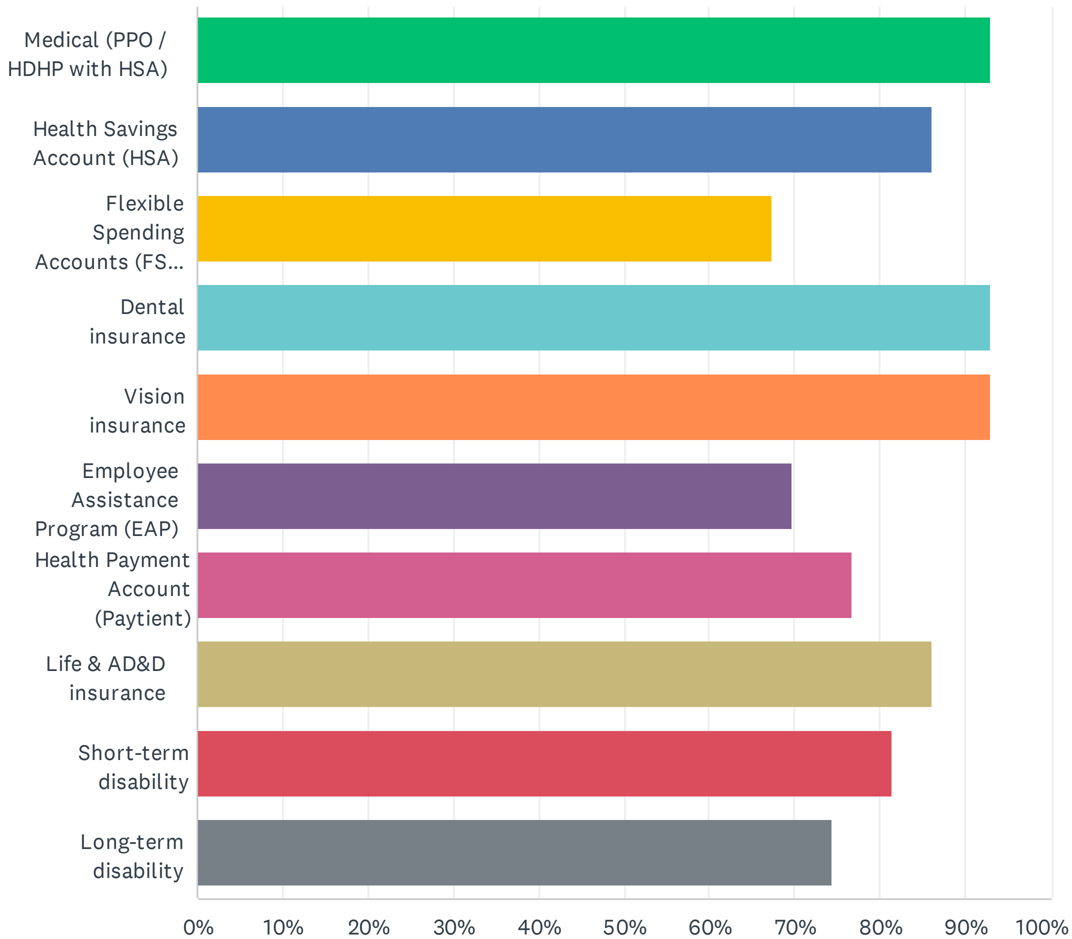
Answered: 44 Skipped: 3



ANSWER CHOICES	RESPONSES	
Extremely familiar	36.36%	16
Very familiar	43.18%	19
Somewhat familiar	20.45%	9
Not so familiar	0.00%	0
Not at all familiar	0.00%	0
TOTAL		44

Q35 Which of the following benefits are you aware are available to you? (Select all that apply)

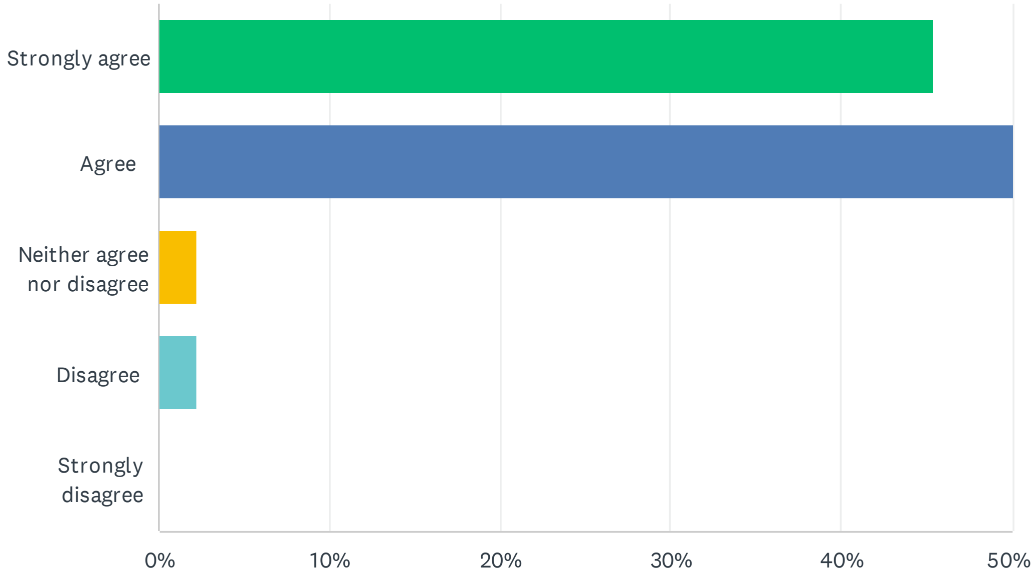
Answered: 43   Skipped: 4



ANSWER CHOICES	RESPONSES	
Medical (PPO / HDHP with HSA)	93.02%	40
Health Savings Account (HSA)	86.05%	37
Flexible Spending Accounts (FSA – medical & dependent care)	67.44%	29
Dental insurance	93.02%	40
Vision insurance	93.02%	40
Employee Assistance Program (EAP)	69.77%	30
Health Payment Account (Paytient)	76.74%	33
Life & AD&D insurance	86.05%	37
Short-term disability	81.40%	35
Long-term disability	74.42%	32
Total Respondents: 43		

Q36 The information provided about my benefits was clear to me.

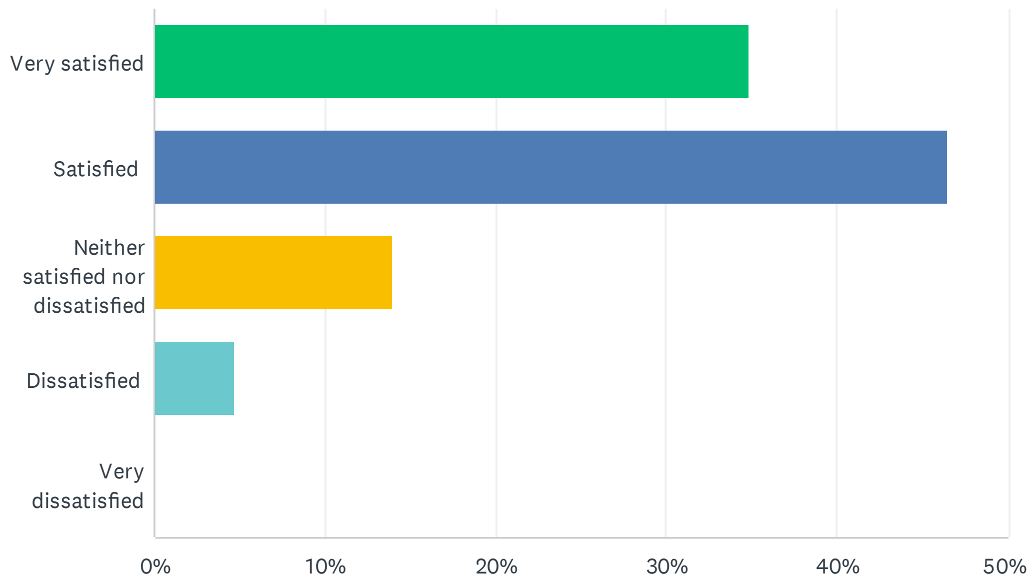
Answered: 44 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly agree	45.45%	20
Agree	50.00%	22
Neither agree nor disagree	2.27%	1
Disagree	2.27%	1
Strongly disagree	0.00%	0
TOTAL		44

Q37 Overall, how satisfied are you with your benefits package?

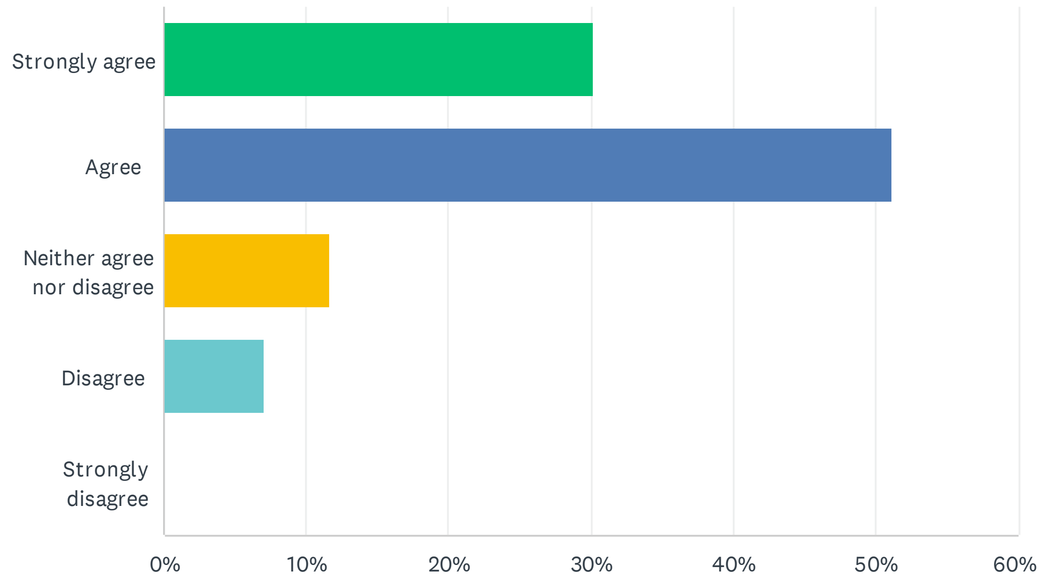
Answered: 43 Skipped: 4



ANSWER CHOICES	RESPONSES	
Very satisfied	34.88%	15
Satisfied	46.51%	20
Neither satisfied nor dissatisfied	13.95%	6
Dissatisfied	4.65%	2
Very dissatisfied	0.00%	0
TOTAL		43

Q38 Columbia Housing Authority's benefits package meets my personal and/or family needs.

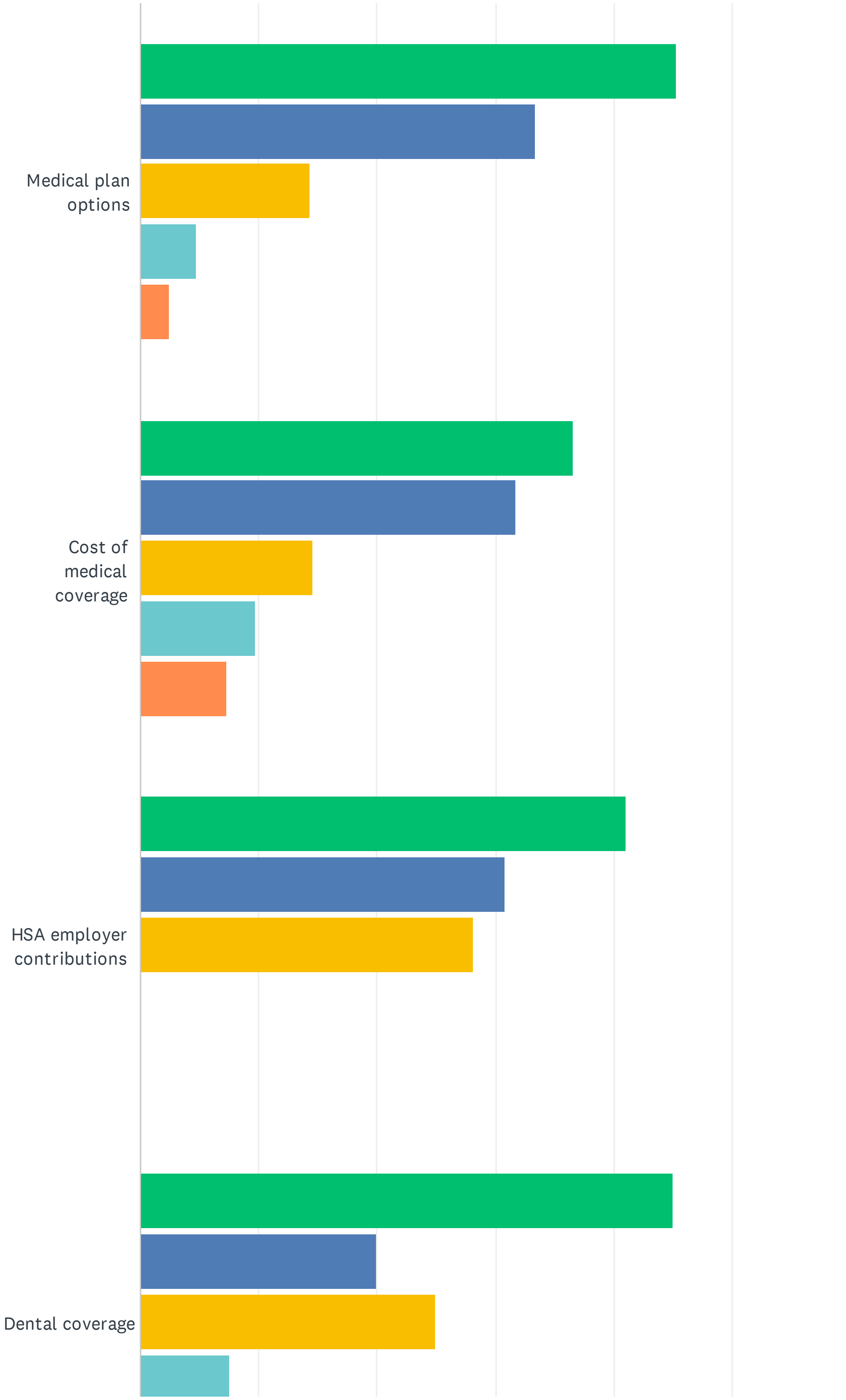
Answered: 43 Skipped: 4

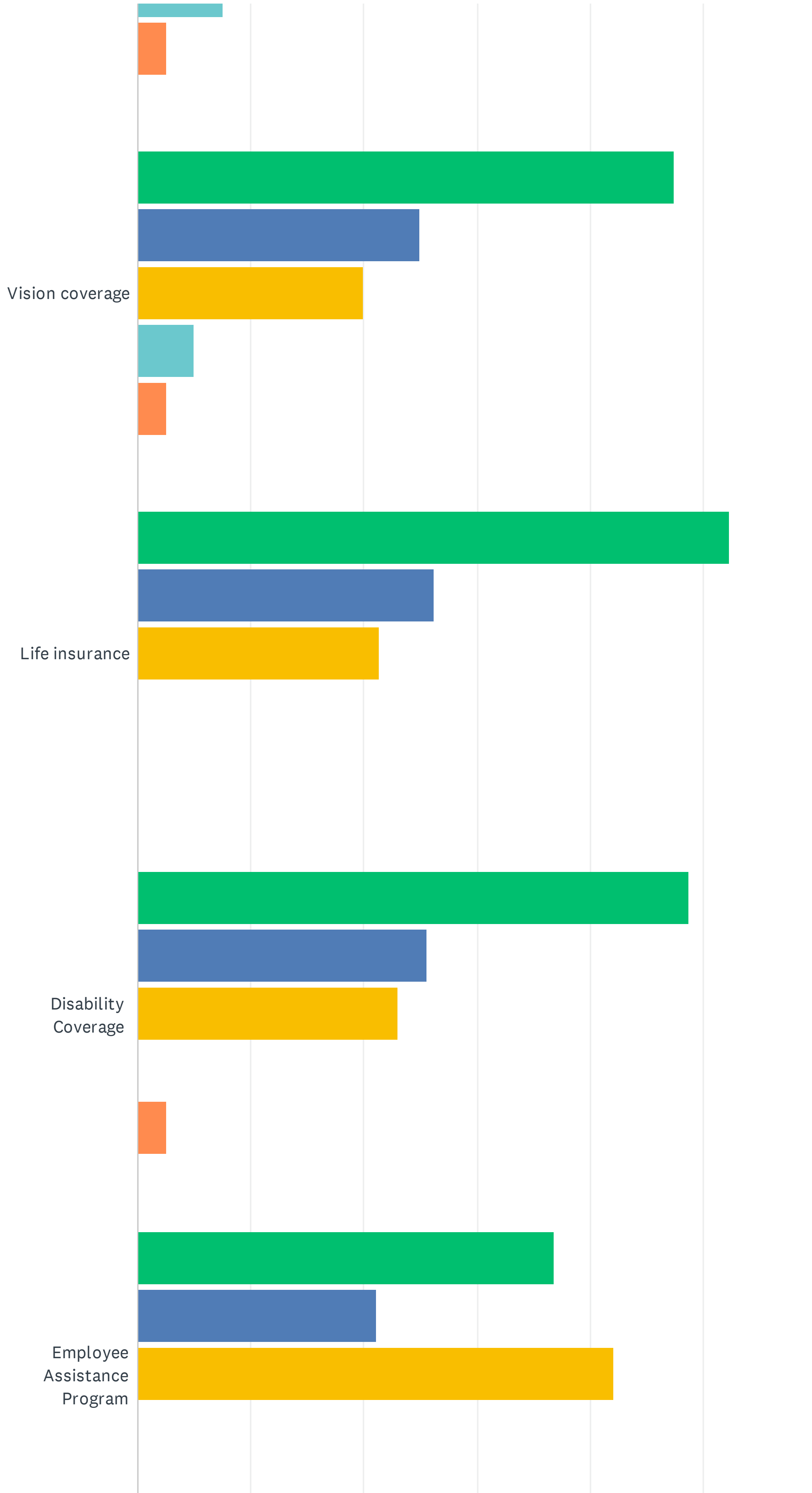


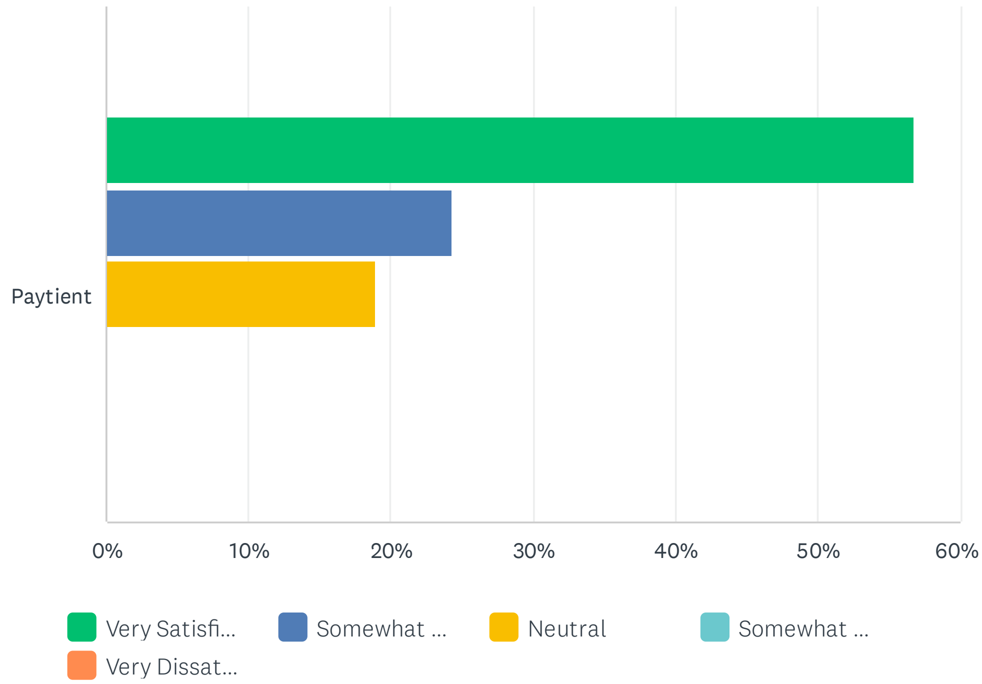
ANSWER CHOICES	RESPONSES	
Strongly agree	30.23%	13
Agree	51.16%	22
Neither agree nor disagree	11.63%	5
Disagree	6.98%	3
Strongly disagree	0.00%	0
TOTAL		43

Q39 How satisfied are you with the following benefits?

Answered: 42   Skipped: 5



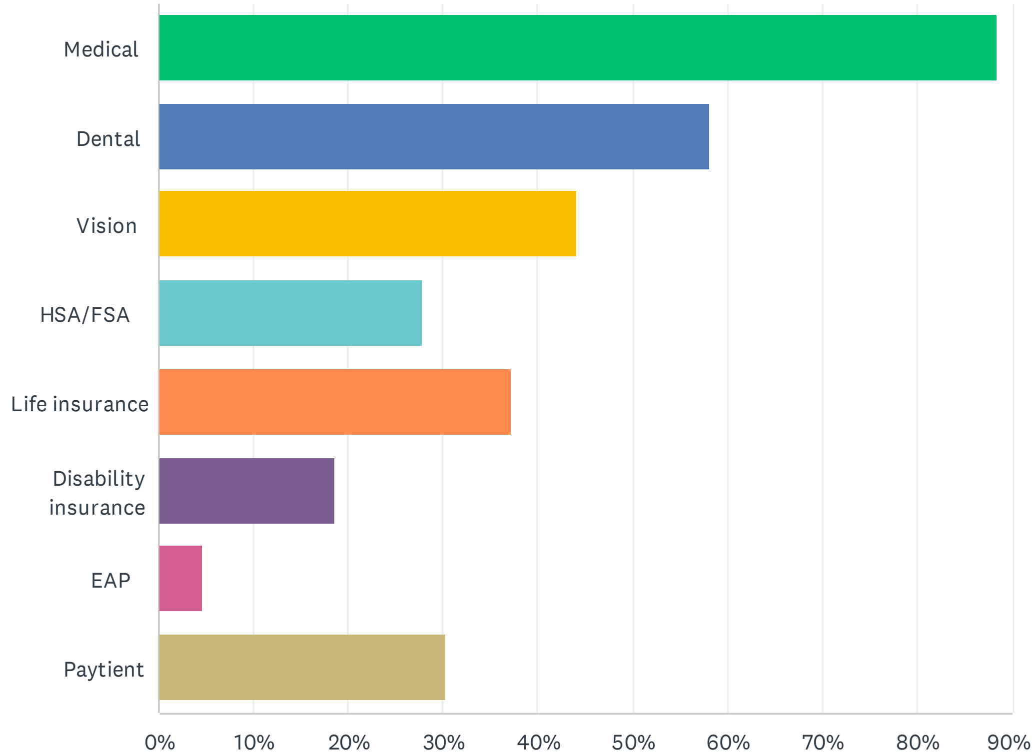

Vision coverage
Life insurance
Disability Coverage
Employee Assistance Program



	VERY SATISFIED	SOMEWHAT SATISFIED	NEUTRAL	SOMEWHAT DISSATISFIED	VERY DISSATISFIED	TOTAL
Medical plan options	45.24% 19	33.33% 14	14.29% 6	4.76% 2	2.38% 1	42
Cost of medical coverage	36.59% 15	31.71% 13	14.63% 6	9.76% 4	7.32% 3	41
HSA employer contributions	41.03% 16	30.77% 12	28.21% 11	0.00% 0	0.00% 0	39
Dental coverage	45.00% 18	20.00% 8	25.00% 10	7.50% 3	2.50% 1	40
Vision coverage	47.50% 19	25.00% 10	20.00% 8	5.00% 2	2.50% 1	40
Life insurance	52.38% 22	26.19% 11	21.43% 9	0.00% 0	0.00% 0	42
Disability Coverage	48.72% 19	25.64% 10	23.08% 9	0.00% 0	2.56% 1	39
Employee Assistance Program	36.84% 14	21.05% 8	42.11% 16	0.00% 0	0.00% 0	38
Paytient	56.76% 21	24.32% 9	18.92% 7	0.00% 0	0.00% 0	37

Q40 Which benefits are most valuable to you? (Select up to 3)

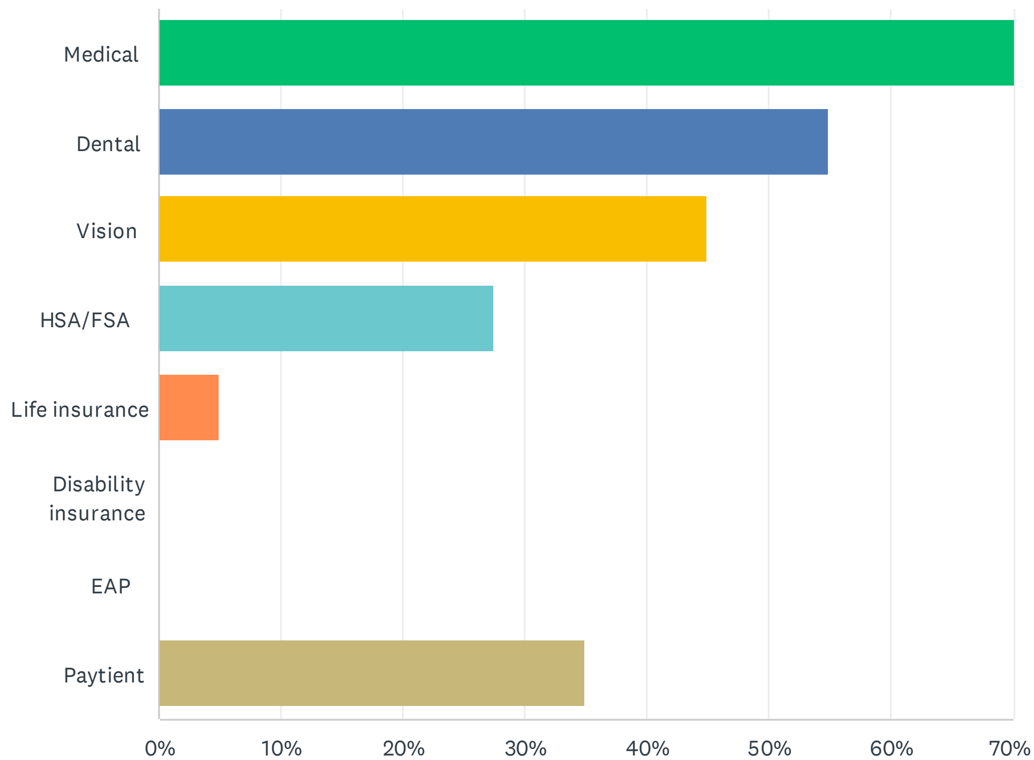
Answered: 43   Skipped: 4



ANSWER CHOICES	RESPONSES	
Medical	88.37%	38
Dental	58.14%	25
Vision	44.19%	19
HSA/FSA	27.91%	12
Life insurance	37.21%	16
Disability insurance	18.60%	8
EAP	4.65%	2
Paytient	30.23%	13
Total Respondents: 43		

Q41 Which benefits do you use most frequently?

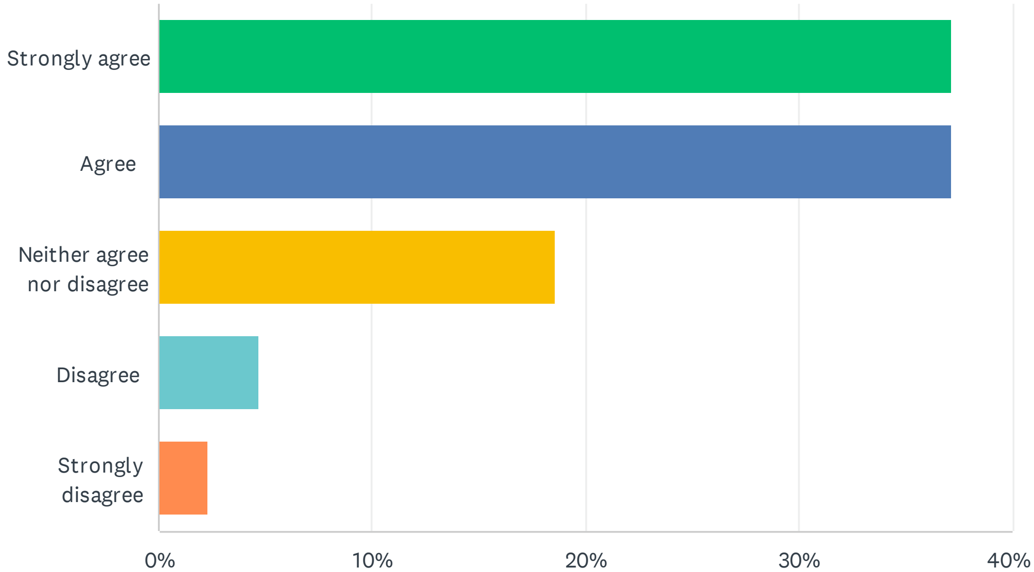
Answered: 40 Skipped: 7



ANSWER CHOICES	RESPONSES	
Medical	70.00%	28
Dental	55.00%	22
Vision	45.00%	18
HSA/FSA	27.50%	11
Life insurance	5.00%	2
Disability insurance	0.00%	0
EAP	0.00%	0
Paytient	35.00%	14
Total Respondents: 40		

Q42 The deductions from my paycheck for benefits are reasonable.

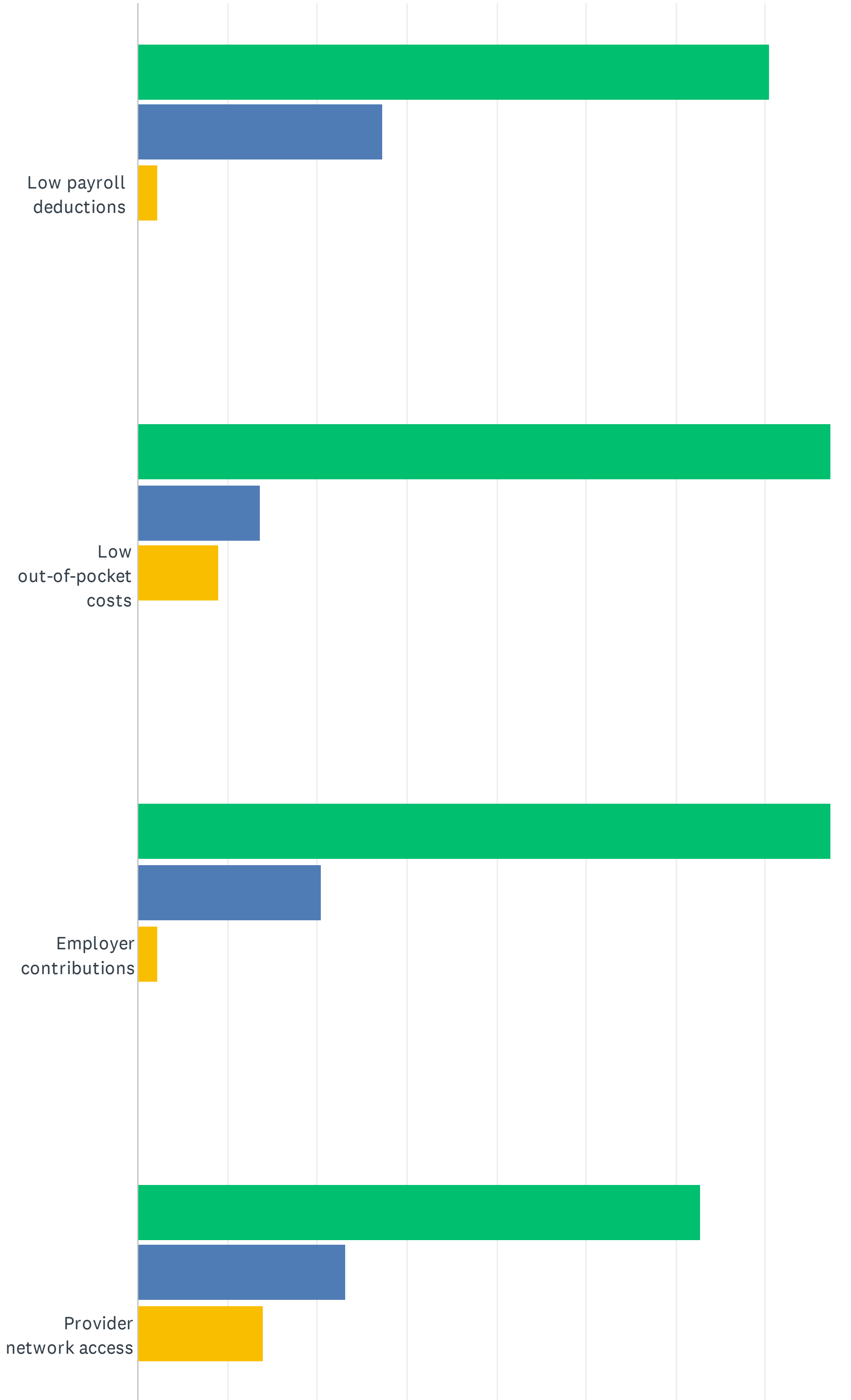
Answered: 43   Skipped: 4

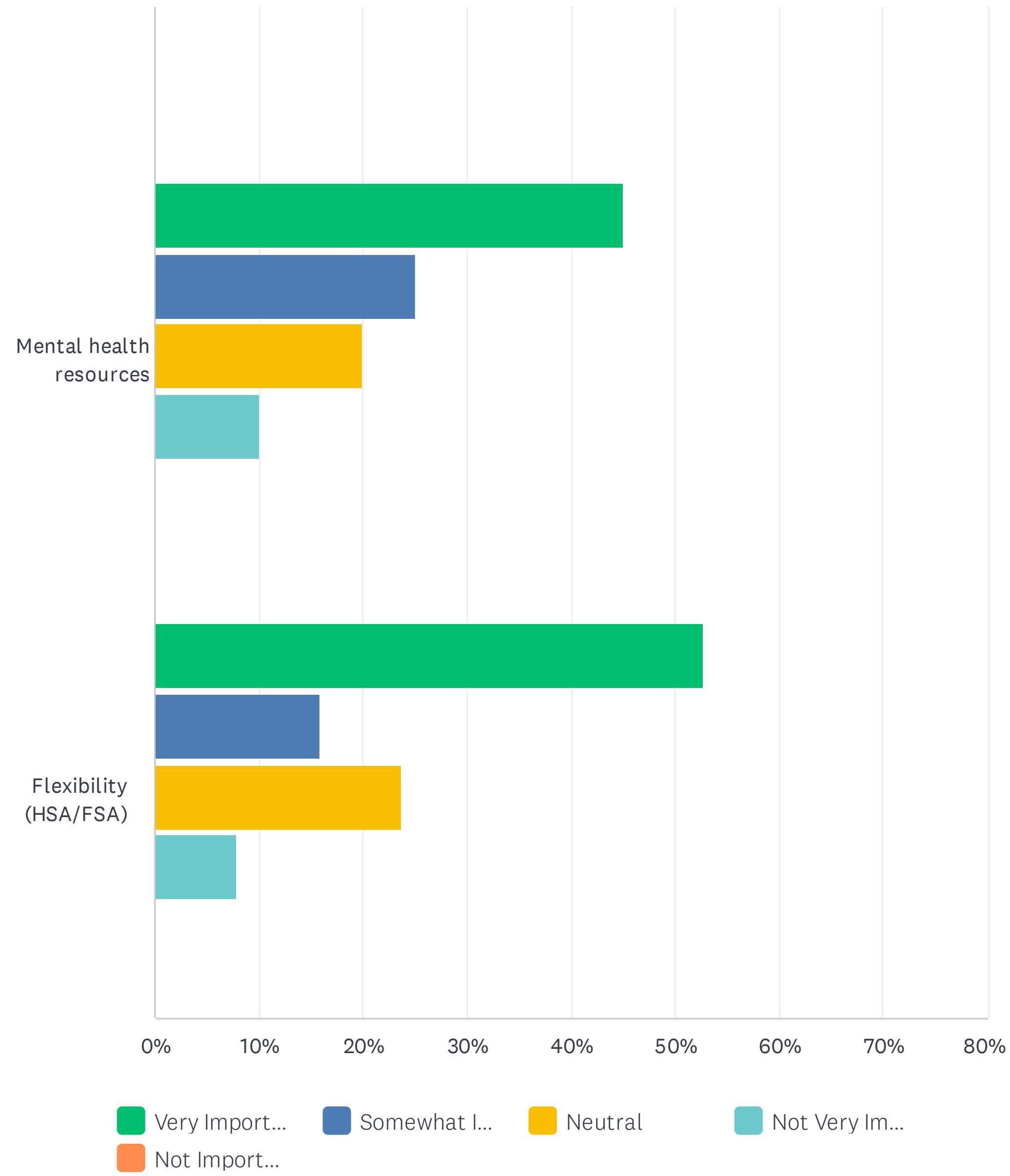


ANSWER CHOICES	RESPONSES	
Strongly agree	37.21%	16
Agree	37.21%	16
Neither agree nor disagree	18.60%	8
Disagree	4.65%	2
Strongly disagree	2.33%	1
TOTAL		43

Q43 How important are the following when choosing benefits?

Answered: 44 Skipped: 3

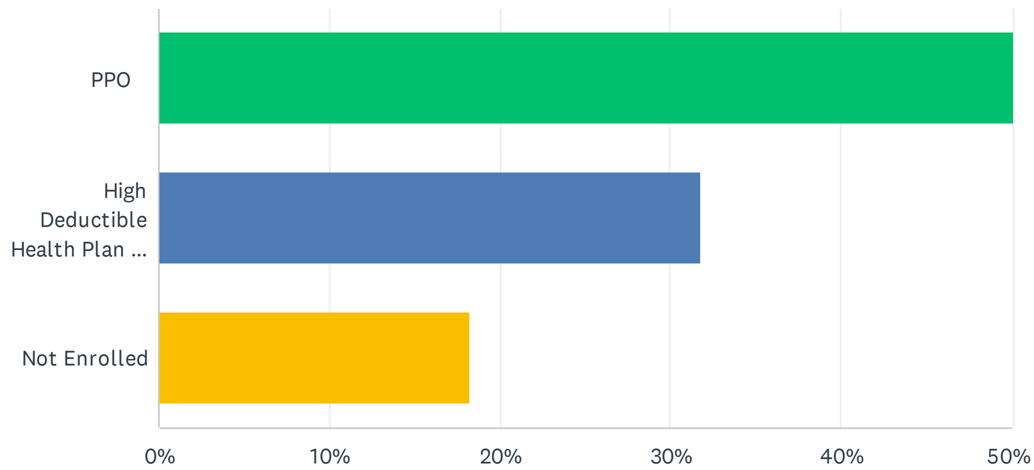




	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT VERY IMPORTANT	NOT IMPORTANT AT ALL	TOTAL
Low payroll deductions	70.45% 31	27.27% 12	2.27% 1	0.00% 0	0.00% 0	44
Low out-of-pocket costs	77.27% 34	13.64% 6	9.09% 4	0.00% 0	0.00% 0	44
Employer contributions	77.27% 34	20.45% 9	2.27% 1	0.00% 0	0.00% 0	44
Provider network access	62.79% 27	23.26% 10	13.95% 6	0.00% 0	0.00% 0	43
Mental health resources	45.00% 18	25.00% 10	20.00% 8	10.00% 4	0.00% 0	40
Flexibility (HSA/FSA)	52.63% 20	15.79% 6	23.68% 9	7.89% 3	0.00% 0	38

Q44 Which medical plan are you currently enrolled in?

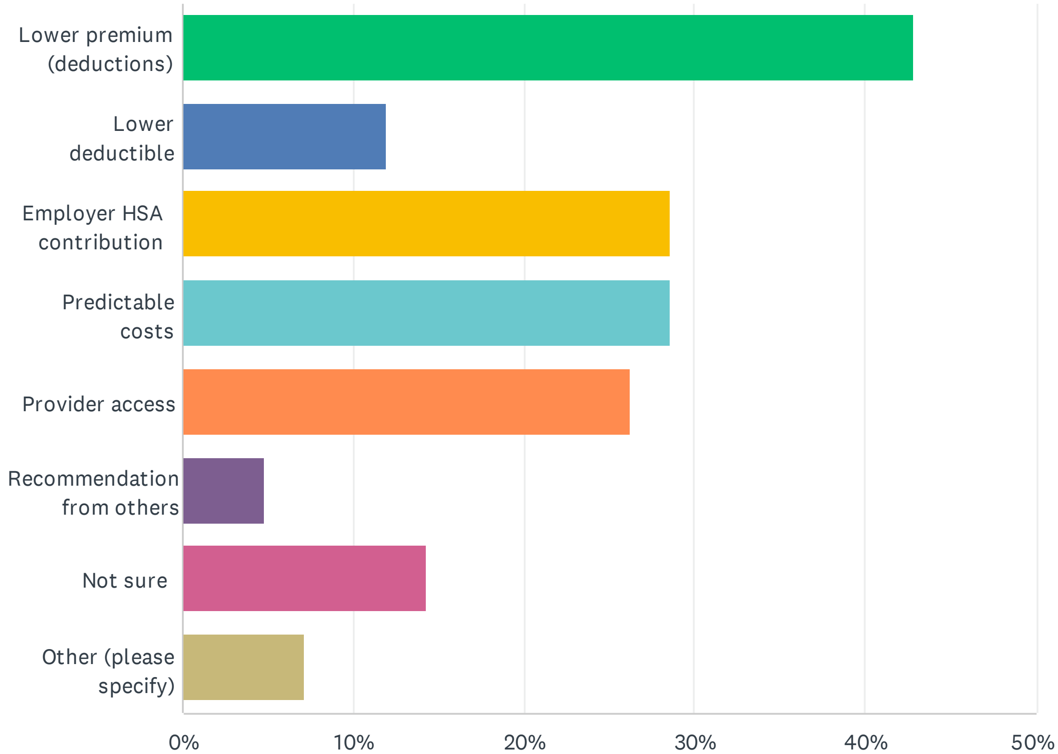
Answered: 44 Skipped: 3



ANSWER CHOICES	RESPONSES	
PPO	50.00%	22
High Deductible Health Plan (w/ HSA)	31.82%	14
Not Enrolled	18.18%	8
TOTAL		44

Q45 Why did you choose your current medical plan?

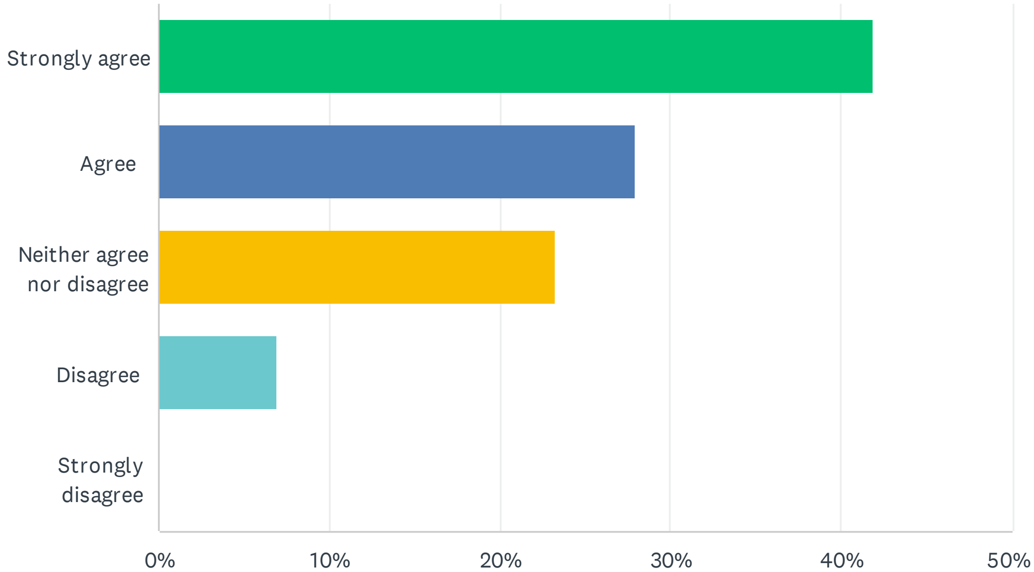
Answered: 42 Skipped: 5



ANSWER CHOICES	RESPONSES	
Lower premium (deductions)	42.86%	18
Lower deductible	11.90%	5
Employer HSA contribution	28.57%	12
Predictable costs	28.57%	12
Provider access	26.19%	11
Recommendation from others	4.76%	2
Not sure	14.29%	6
Other (please specify)	7.14%	3
Total Respondents: 42		

Q46 I felt confident selecting the best medical plan for my needs?

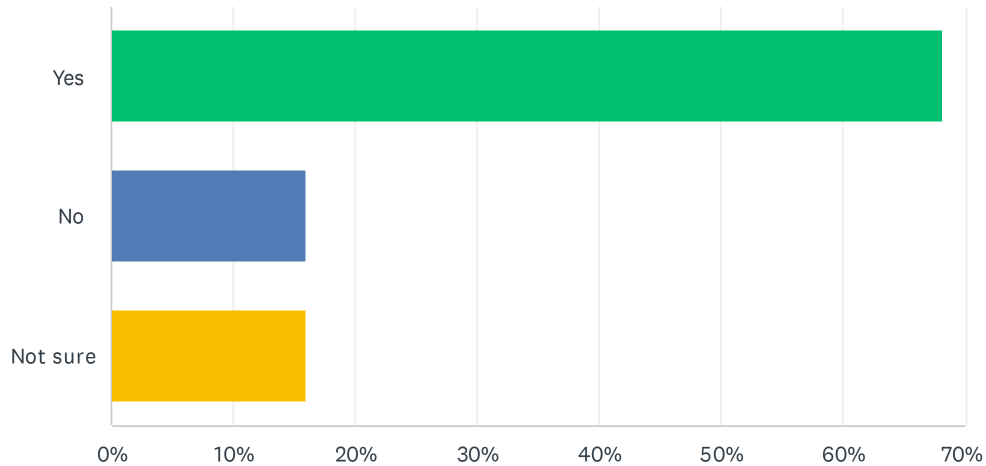
Answered: 43 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly agree	41.86%	18
Agree	27.91%	12
Neither agree nor disagree	23.26%	10
Disagree	6.98%	3
Strongly disagree	0.00%	0
TOTAL		43

Q47 Are you currently participating in the retirement plan offered by Columbia Housing Authority?

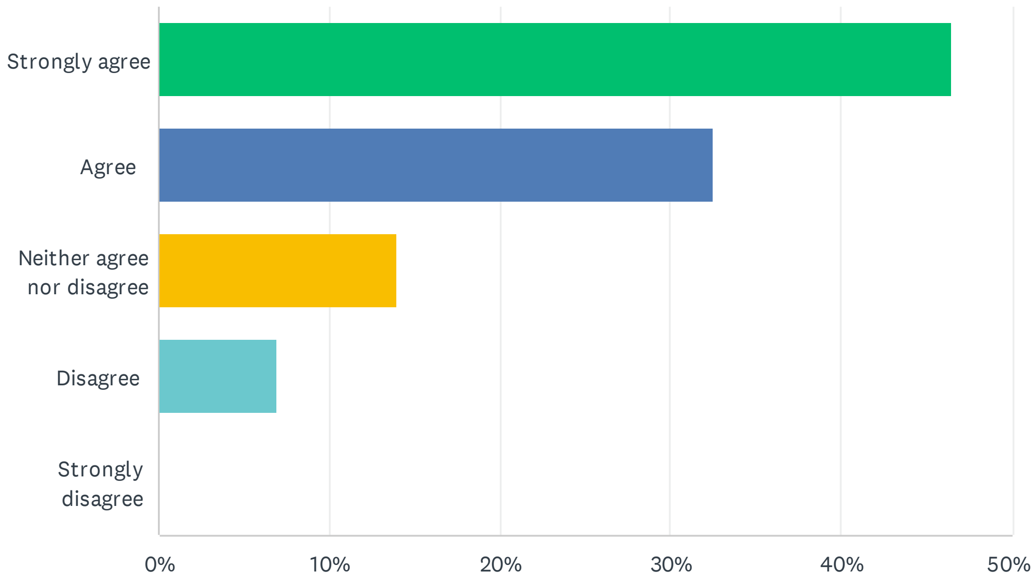
Answered: 44 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	68.18%	30
No	15.91%	7
Not sure	15.91%	7
TOTAL		44

Q48 I understand the retirement benefits, including employer matching, that is available to me.

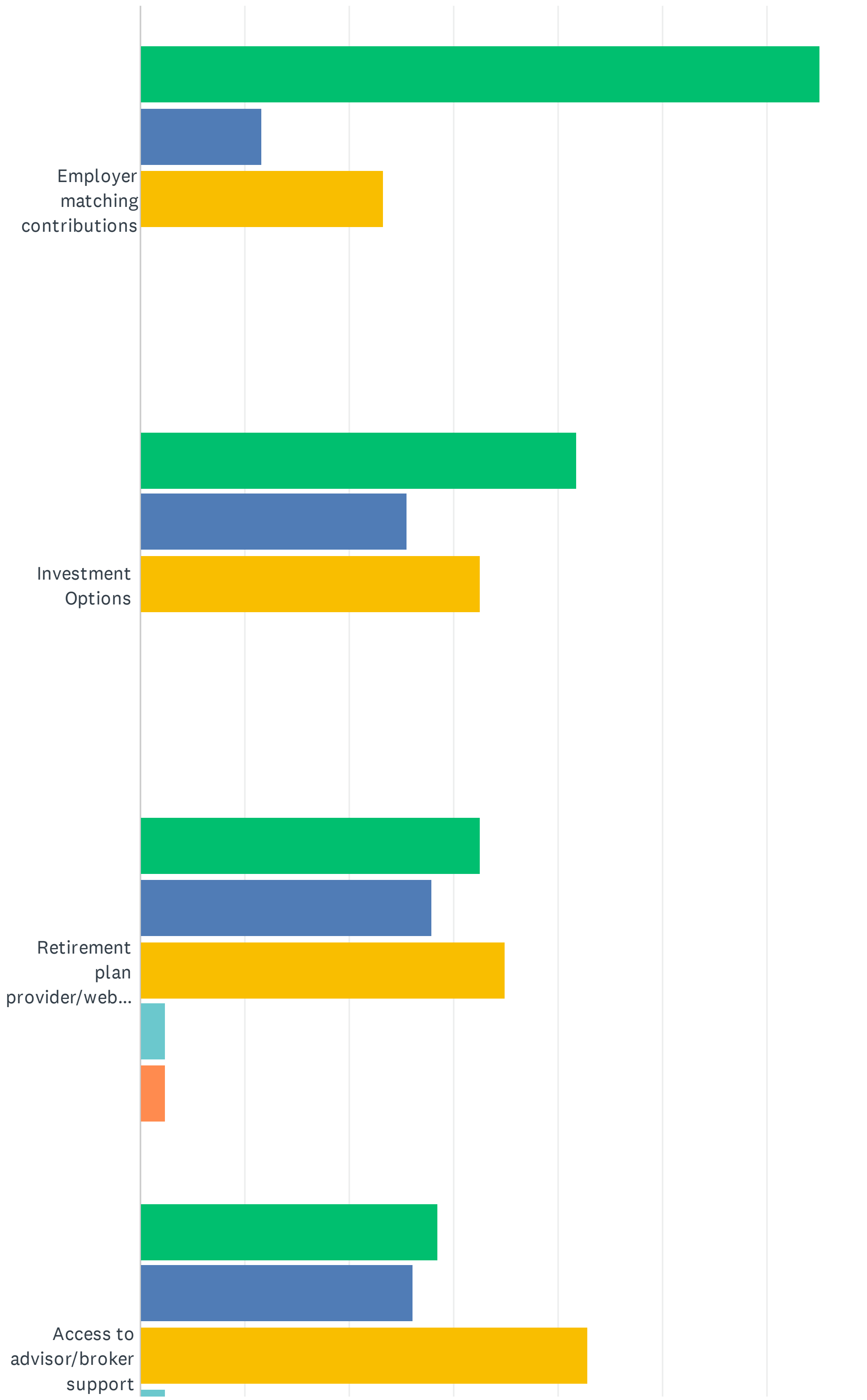
Answered: 43   Skipped: 4

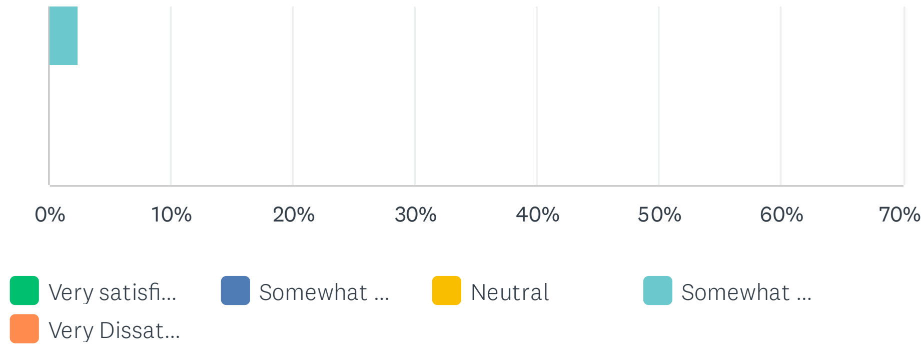


ANSWER CHOICES	RESPONSES	
Strongly agree	46.51%	20
Agree	32.56%	14
Neither agree nor disagree	13.95%	6
Disagree	6.98%	3
Strongly disagree	0.00%	0
TOTAL		43

Q49 How satisfied are you with the following aspects of the retirement program?

Answered: 43 Skipped: 4

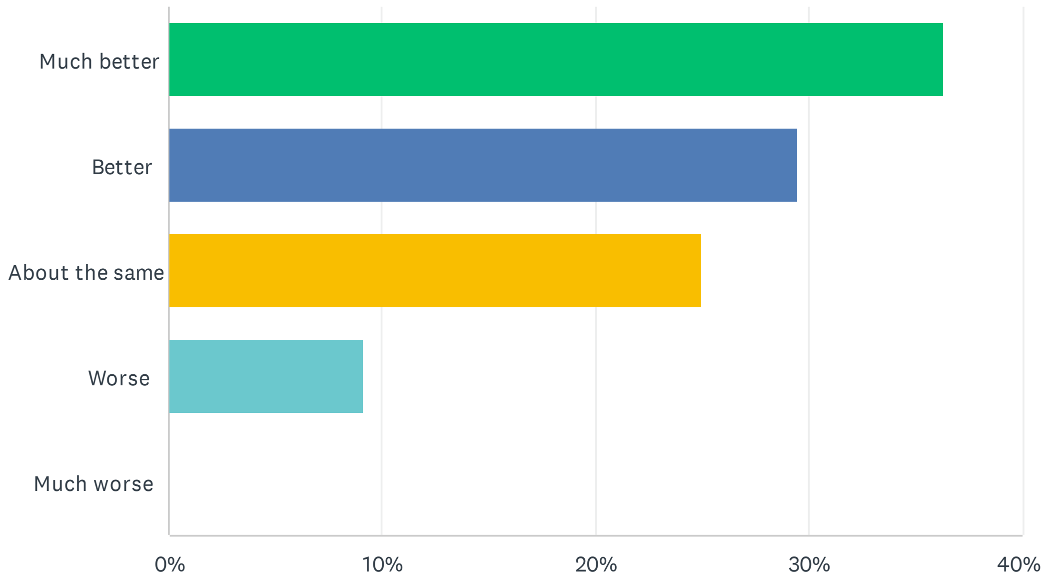




	VERY SATISFIED	SOMEWHAT SATISFIED	NEUTRAL	SOMEWHAT DISSATISFIED	VERY DISSATISFIED	TOTAL
Employer matching contributions	65.12% 28	11.63% 5	23.26% 10	0.00% 0	0.00% 0	43
Investment Options	41.86% 18	25.58% 11	32.56% 14	0.00% 0	0.00% 0	43
Retirement plan provider/website	32.56% 14	27.91% 12	34.88% 15	2.33% 1	2.33% 1	43
Access to advisor/broker support	28.57% 12	26.19% 11	42.86% 18	2.38% 1	0.00% 0	42

Q50 Compared to other employers you have worked for in the past, how would you rate the Columbia Housing Authority benefits package?

Answered: 44 Skipped: 3



ANSWER CHOICES	RESPONSES	
Much better	36.36%	16
Better	29.55%	13
About the same	25.00%	11
Worse	9.09%	4
Much worse	0.00%	0
TOTAL		44

Q51 When thinking about the Columbia Housing Authority benefits package as a whole, what changes or improvements would you most like to see?

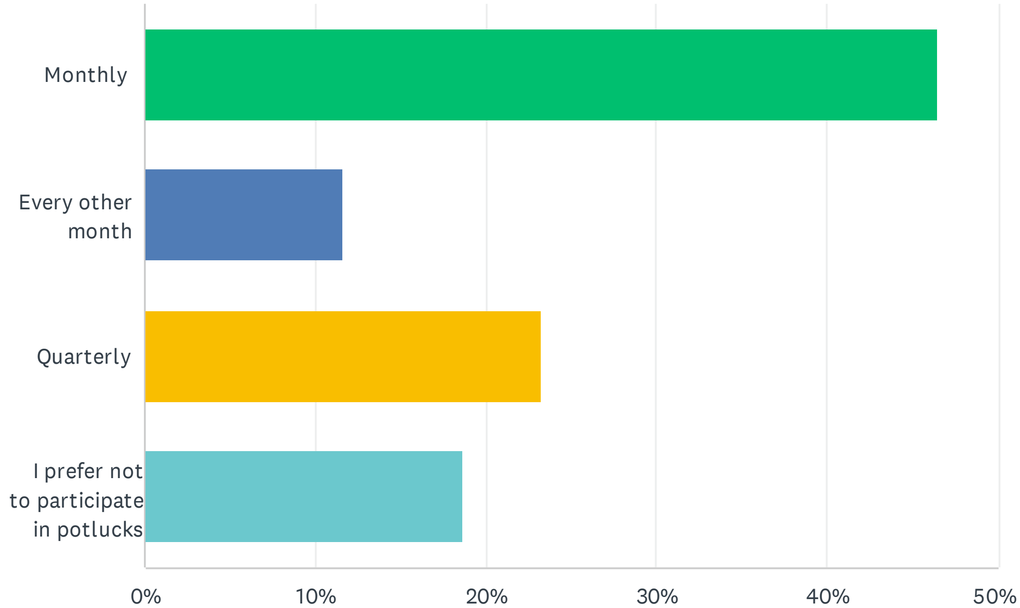
Answered: 19 Skipped: 28

Q52 Are there any benefits you would like the company to consider adding?

Answered: 19   Skipped: 28

Q53 How often would you prefer staff potluck events be held?

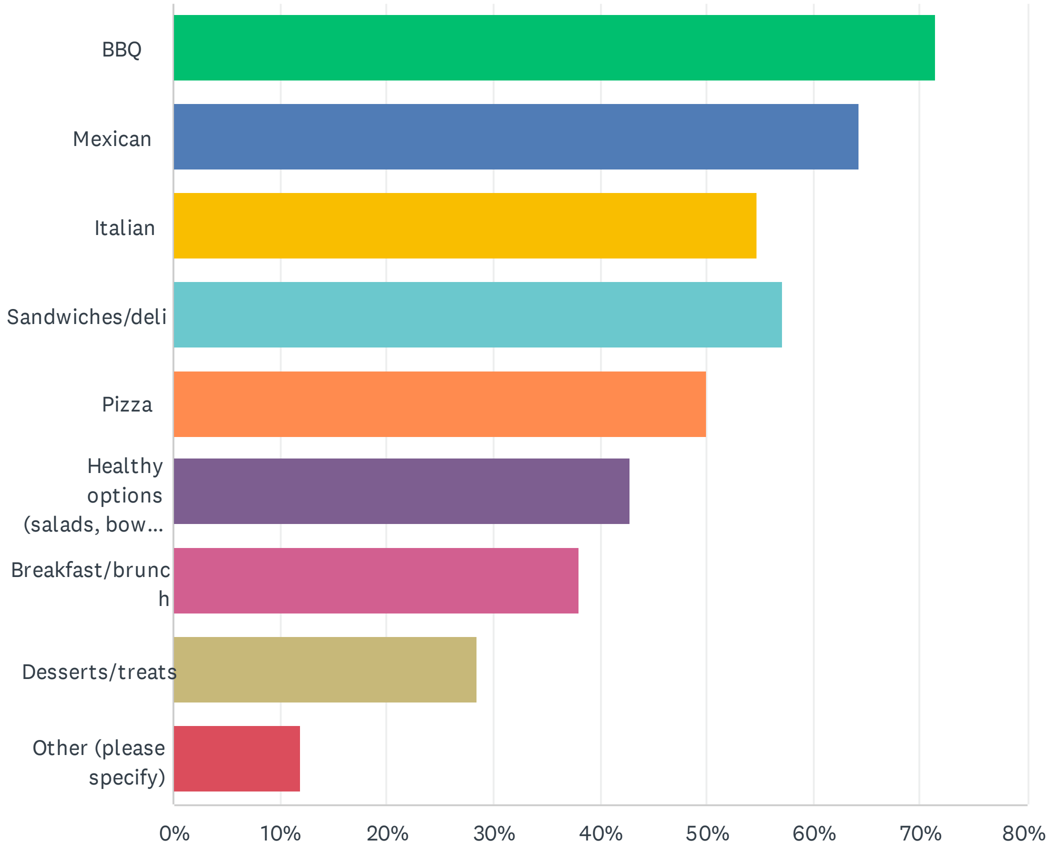
Answered: 43 Skipped: 4



ANSWER CHOICES	RESPONSES	
Monthly	46.51%	20
Every other month	11.63%	5
Quarterly	23.26%	10
I prefer not to participate in potlucks	18.60%	8
TOTAL		43

Q54 What types of food would you prefer for catered staff meals?

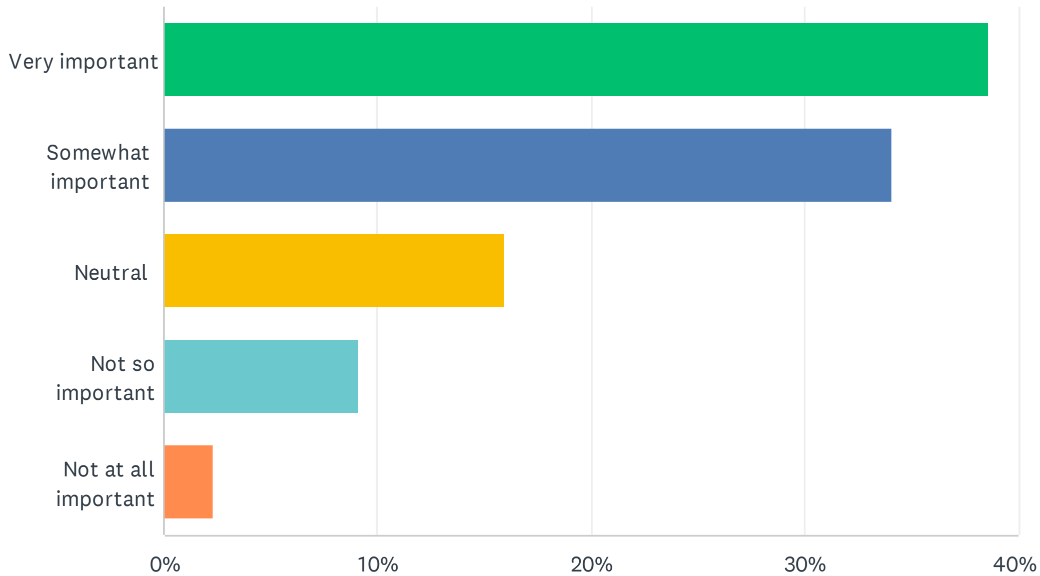
Answered: 42 Skipped: 5



ANSWER CHOICES	RESPONSES	
BBQ	71.43%	30
Mexican	64.29%	27
Italian	54.76%	23
Sandwiches/deli	57.14%	24
Pizza	50.00%	21
Healthy options (salads, bowls, etc.)	42.86%	18
Breakfast/brunch	38.10%	16
Desserts/treats	28.57%	12
Other (please specify)	11.90%	5
Total Respondents: 42		

Q55 How important are staff events (e.g. potlucks, catered meals, annual outings) to your overall work experience?

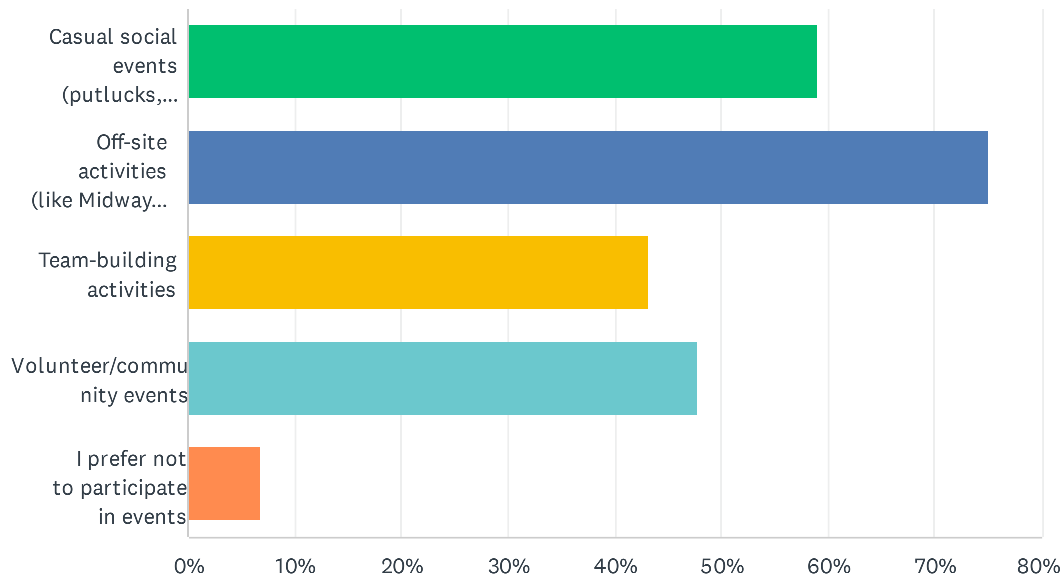
Answered: 44 Skipped: 3



ANSWER CHOICES	RESPONSES	
Very important	38.64%	17
Somewhat important	34.09%	15
Neutral	15.91%	7
Not so important	9.09%	4
Not at all important	2.27%	1
TOTAL		44

Q56 What type of events are you most interested in?

Answered: 44 Skipped: 3



ANSWER CHOICES	RESPONSES	
Casual social events (putlucks, lunches)	59.09%	26
Off-site activities (like Midway Golf & Games)	75.00%	33
Team-building activities	43.18%	19
Volunteer/community events	47.73%	21
I prefer not to participate in events	6.82%	3
Total Respondents: 44		

Housing Authority of the City of Columbia, Missouri
201 Switzler Street, Columbia, Missouri 65203
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Department Source: CEO
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: June 17, 2026
Re: ERP System and Software Conversion Draft Plan

Executive Summary

As CHA has grown in size, complexity, staffing, housing units, voucher administration, resident services, and affordable housing development activities, the organization's reliance on multiple software platforms, manual processes, spreadsheets, and data systems has increased. While these systems have supported CHA's growth to date, there are significant opportunities to increase efficiency and effectiveness in reporting, workflow management, document retention, resident services, compliance, and data accessibility. This report includes a preliminary plan to evaluate, select, and implement a modern Enterprise Resource Planning (ERP) platform that better integrates the organization's operational, financial, property management, housing assistance, procurement, human resources, and reporting functions. The goal of this effort is to replace software, modernize business processes, improve organizational efficiency, strengthen internal controls, enhance customer service, and provide staff and leadership with better access to real-time information.

Discussion

The proposed ERP system and software conversion intended to support the following organizational objectives:

- Improve operational efficiency and reduce manual processes.
- Enhance reporting and data analytics capabilities.
- Further strengthen internal controls, compliance monitoring, and audit readiness.
- Improve resident and landlord customer service through expanded online functionality.
- Increase consistency in document management and records retention practices.
- Improve cross-departmental communication and workflow management.
- Reduce reliance on aging systems and duplicate data entry.
- Position CHA for future growth and redevelopment activities.
- Improve employee productivity and organizational knowledge management.

Given the complexity of the organization and the importance of maintaining uninterrupted operations, staff recommend a phased planning and implementation approach over approximately eighteen months. CHA staff will also be balancing the completion of the several logistically complex RAD conversion efforts through the end of 2027. Park Avenue, Providence Walkway and Blind Boone Apartments are currently anticipated to be completed as follows in 2027:

- Park Avenue: July 2027
- Providence Walkway: September 2027
- Blind Boone: December 2027

Phase 1 – Strategic Planning and Budget Development for FY 2027 Budget, Summer–Fall 2026

- Identify organizational needs and desired system capabilities.
- Develop preliminary project budgets and implementation assumptions.
- Evaluate potential funding sources.
- Establish an internal ERP Steering Committee representing key departments.
- Begin documenting current systems and major business processes.
- Identify any additional internal staffing needs.

The primary objective of this phase is to ensure the Board has sufficient information to evaluate the financial and organizational commitment required for implementation.

Phase 2 – Vendor Procurement and Selection, January–March 2027

CHA will conduct a formal procurement process to identify qualified ERP vendors and implementation partners. Activities will include:

- Development of a detailed Request for Proposal (RFP).
- Demonstrations and evaluations of software platforms.
- Reference checks and due diligence.
- Contract negotiations and Board approval.

Staff anticipate bringing a recommended vendor and implementation strategy to the Board by the end of first quarter of 2027.

Phase 3 – Organizational Assessment and Solution Design, April–June 2027

Following vendor selection, CHA and the implementation team will conduct a comprehensive organizational assessment. Activities will include:

- Review of current business processes.
- Identification of workflow improvements and standardization opportunities.
- Data architecture planning.
- System configuration design.
- Integration planning between departments and software modules.

This phase will allow CHA to use the ERP implementation as an opportunity to improve processes rather than simply replicate existing workflows within a new system.

Phase 4 – Configuration, Data Preparation, and Training, July–September 2027

During this phase, staff and the implementation team will:

- Configure system modules.
- Develop reports and dashboards.
- Begin data cleanup and migration preparation.
- Conduct department-specific training.
- Test workflows and business processes.

A significant emphasis will be placed on employee training and change management to ensure staff are prepared for the transition.

Phase 5 – Conversion and Testing, October–December 2027
This phase will focus on final implementation readiness. Activities will include:
- Final data migration.
- User acceptance testing.
- Parallel system testing.
- Policy and procedure updates.
- Go-live readiness review.

The objective is to identify and resolve issues prior to implementation while minimizing operational disruptions.

Phase 6 – ERP Go-Live and Stabilization, January 2028
Staff recommend implementation coincides with the start of CHA's new fiscal year to simplify budgeting, reporting, and year-over-year comparisons. Following implementation, staff and the vendor will enter a stabilization period focused on:
- User support and troubleshooting.
- Workflow refinement.
- Additional training.
- Performance monitoring and optimization.

Preliminary Timeline Table	
Phase	**Timeline**
Strategic Planning & Budget Development	Summer–Fall 2026
Vendor Procurement & Selection	Q1 2027
Organizational Assessment & Solution Design	Q2 2027
Configuration, Data Preparation & Training	Q3 2027
Conversion Preparation & Testing	Q4 2027
ERP Go-Live	January 2028
Stabilization & Optimization	Q1–Q2 2028

CHA has experienced significant growth in staffing, programs, housing operations, resident services, and affordable housing development activities over the past several years. A modern ERP platform represents an important investment in the organization's long-term operational capacity and ability to serve residents efficiently. At this stage, staff are seeking Board awareness and feedback. Additional information regarding project scope, budget estimates, procurement strategy, and implementation recommendations will be presented as the planning process progresses.

Recommended Commission Action

Review and consider the report.

Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri
201 Switzler Street, Columbia, Missouri 65203
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Department Source: CEO
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: June 17, 2026
Re: Current Events

Executive Summary

This report provides the Board with a high-level overview of the Authority's financial capacity, liquidity position, cash management practices, and ongoing efforts to strengthen financial transparency across the organization. Included in the Board materials are year-to-date financial statements, historical cash balance reports, cash flow diagrams, and intercompany reconciliation reports spanning the past three years.

Discussion

Over the past several years, CHA has experienced significant growth in both its operations and development activities. The organization manages a diverse portfolio that includes public housing, Housing Choice Voucher programs, tax credit developments, supportive housing, affordable housing development activities, resident services programs, and affiliated nonprofit entities.

This growth has increased the complexity of the Authority's financial operations while simultaneously expanding its overall financial capacity. CHA maintains a substantial asset base, diverse revenue streams, multiple funding sources, and a growing portfolio of affordable housing assets that position the agency to continue advancing its mission and strategic priorities.

As of April 30, 2026, the Authority reported approximately $13.2 million in cash and cash equivalents across its various programs and entities and approximately $69.7 million in net assets. While not all cash is unrestricted or available for general operating purposes, the overall financial position reflects a stable organization with substantial resources dedicated to ongoing operations, capital improvements, development activities, and regulatory requirements.

Cash Management and Liquidity

Effective cash management remains a critical component of the Authority's financial stewardship responsibilities, as CHA administers numerous funding sources with differing restrictions and reporting requirements. Maintaining sufficient liquidity while ensuring compliance with program requirements requires active monitoring and on-going coordination.

The accompanying cash flow diagram in the packet illustrates cash movement throughout the organization and highlights the interconnected nature of CHA's operating, development, and affiliated entities. Management continually monitors available cash balances, restricted funds, anticipated development expenditures, debt obligations, grant reimbursement timing, and operating cash needs to ensure adequate liquidity is maintained across the organization.

Historical cash reports demonstrate CHA has maintained a generally stable liquidity position despite substantial redevelopment activity, inflationary pressures, capital investments, and increased organizational complexity. This reflects efforts to strengthen reserves, diversify revenue, and financial planning.

Intercompany Reconciliation Progress

One of the most significant financial management accomplishments over the past three years has been the continued reconciliation of due-to and due-from balances among CHA entities. Historically, the Authority's growing portfolio of affiliated entities, development projects, and financing structures created numerous intercompany transactions that required additional reconciliation and documentation. Management has devoted considerable effort toward reviewing, validating, and reconciling these balances to improve clarity of financial capacity and reporting.

CHA has made meaningful progress in reducing outstanding balances and improving alignment between entities. Balances that previously required significant reconciliation have been substantially reduced, resulting in more accurate financial reporting, improved internal controls, and greater visibility into the financial position of each entity. An overview of progress is as follows:

Due To / Due From COCC Reconciliation Progress

Category	2023	2024	2025
Federal Programs	$83,847	$31,269	$6,197
GP/Safety Costs	$223,143	$241,957	$316,000
CHALIS	$259,141	$185,210	$216,560

Summary:

- Balances owed by Federal Programs improved from approximately $83,847 to approximately $6,197, representing substantial reconciliation progress.
- CHALIS balances improved overall but remain an area for continued monitoring.
- GP and safety-related balances have increased and should continue to be evaluated.

CHA has also strengthened its cash position over the past three years with additional grant awards for affordable housing development, resident services and voucher programs, while also managing expenses. CHA also made significant efforts to tighten administrative expenses in 2024 and 2025. A summary of CHA’s Administrative Cash Position is as follows:

Administrative Cash Position

Quarter	COCC / CHA BA / AHD Cash Balance
Q2 2023	$527,941
Q3 2023	$430,628
Q4 2023	$573,796
Q1 2024	$661,951
Q2 2024	$605,837
Q3 2024	$638,966
Q4 2024	$639,916
Q1 2025	$537,535
Q2 2025	$769,529
Q3 2025	$684,628
Q4 2025	$804,713
Q1 2026	$587,761

Summary:

- Administrative cash increased from approximately $528,000 in Q2 2023 to approximately $588,000 in Q1 2026.
- Administrative cash peaked at approximately $805,000 during Q4 2025.
- Current balances remain above 2023 levels despite substantial redevelopment activity.
- Year-end 2026 projections indicate combined COCC, CHA BA, and AHD cash of approximately $775,000.

CHA has a significant level of financial capacity, however much of its financial capacity is segmented to a specific use and funding source or legal entity. In reviewing administrative flexibility and operational liquidity, it is important for CHA leadership to consider "Operationally Available Cash." CHA liquidity in this area has remained stable with strengthening of the COCC. CHA BA needs continued monitoring and on-going development revenue is important. Operationally available cash among COCC, CHA BA and AHD is as follows:

Operationally Available Cash

Entity	April 2025	April 2026	Change
COCC	$38,853	$135,860	+$97,007
CHA BA	$67,139	$19,749	-$47,390
AHD	$304,077	$254,507	-$49,570
Total	$410,069	$410,116	+$47

Summary:

- Operationally available cash remained essentially unchanged year-over-year.
- COCC liquidity strengthened significantly.

- AHD remains the largest source of flexible administrative cash.
- CHA BA liquidity has declined and should continue to be monitored.

The Affordable Housing Development account (AHD) has continued to be an internal source of financial capacity to further CHA's mission, however its capacity is also dependent upon additional development activities, as well as repayment of internal company loans. AHD has received additional development revenue from current projects, and internal loan repayment. A summary of AHD's receivable position is as follows:

AHD Receivable Position

Category	2023	2024	2025
GP Advances	$41,961	$44,258	$74,446
Due from COCC	$309,010	$128,990	$128,990
Due from CHA BA	$410,000	$210,000	$210,000

Summary:

- Significant reductions have occurred in amounts owed to AHD by COCC and CHA BA since 2023.
- AHD continues to function as an important source of development and administrative liquidity.
- Future developer fee receipts from Kinney Point, Providence Walkway, and Blind Boone are expected to strengthen AHD's position further.

Final Observations and Conclusions

Strengths

- Administrative cash balances remain healthy and above 2023 levels.
- Significant progress has been made reconciling COCC balances.
- Year-end cash projections remain positive with ongoing redevelopment activity.
- Anticipated developer fee receipts should strengthen liquidity by end of 2026.

Watch Areas

- CHA BA cash position remains relatively modest and should be monitored.
- AHD remains dependent on successful project closings and timing of developer fee receipts.
- GP and safety-related due-to balances have increased over time.
- AMP 1 cash will no longer serve as a future liquidity source as RAD conversion is completed.

As CHA continues implementing its redevelopment strategy, management will remain focused on maintaining adequate liquidity, continuing to strengthen cash forecasting, planning for combining COCC and CHA BA as a part of final RAD conversions, and ensuring resources are aligned with organizational priorities. CHA remains financially well-positioned to continue executing its mission, meeting its obligations, and pursuing strategic opportunities that advance affordable housing throughout Columbia and Boone County.

Recommended Commission Action

Review and consider the report.

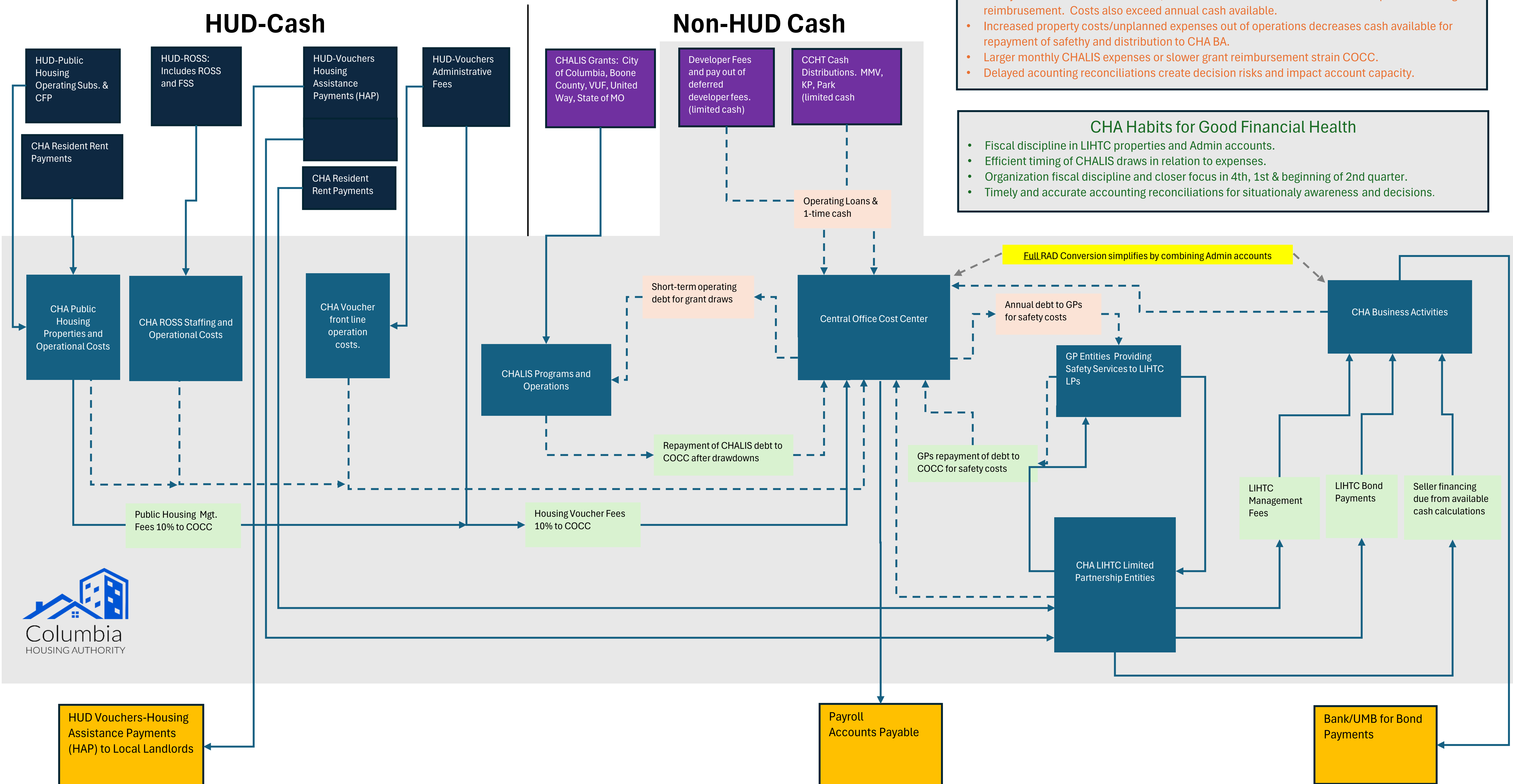
CHA Cashflow Diagram

Pressure Points

- CHA Admin Accounts split in two with COCC and CHA BA, creating added complexity. RAD Conversion will remedy and combine under CHA BA.
- Safety costs run as a debt to COCC, thefore COCC strained in 1st and second quarter awaiting reimbrusement. Costs also exceed annual cash available.
- Increased property costs/unplanned expenses out of operations decreases cash available for repayment of safethy and distribution to CHA BA.
- Larger monthly CHALIS expenses or slower grant reimbursement strain COCC.
- Delayed acounting reconcilations create decision risks and impact account capacity.

CHA Habits for Good Financial Health

- Fiscal discipline in LIHTC properties and Admin accounts.
- Efficient timing of CHALIS draws in relation to expenses.
- Organization fiscal discipline and closer focus in 4th, 1st & beginning of 2nd quarter.
- Timely and accurate accounting reconciliations for situationaly awareness and decisions.



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To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: June 17, 2026
Re: Redevelopment and Strategic Development Updates

Executive Summary

The Columbia Housing Authority continues to make substantial progress on the redevelopment initiatives supported through City and County ARPA investments. Collectively, these projects represent approximately 165 affordable housing units and leverage more than $44 million in public, private, tax credit, bond, and philanthropic investment to preserve and expand affordable housing opportunities throughout Columbia and Boone County. The redevelopment portfolio includes Kinney Point, Park Avenue, Providence Walkway, Blind Boone Apartments, and Bear Creek Apartments. These projects are advancing through various stages of construction, financing, stabilization, and closeout while remaining aligned with CHA's strategic goal of preserving and expanding long-term affordable housing resources.

Discussion

Kinney Point is fully constructed, occupied, and operational. The development provides 34 units of Permanent Supportive Housing and represents a significant community investment in addressing chronic homelessness. CHA staff anticipate receiving final developer fee payout later this summer.

Over the past two weeks, CHA staff have successfully navigated several significant logistical, financing, and cash management milestones associated with meeting critical ARPA expenditure deadlines for the Bear Creek Apartments and Blind Boone Apartments. Through coordinated efforts among staff, 3rd parties, contractors, lenders, title company and funding partners, approximately $1.15 million in eligible ARPA expenditures were advanced, processed, and submitted for reimbursement at Blind Boone and Bear Creek. This effort required the strategic use of lines of credit with First Mid Bank and Central Bank, accelerated payment processing, extensive documentation review, and careful cash flow coordination to ensure expenditures were completed within required timelines. As a result, Bear Creek's $840,000 Boone County ARPA investment has now been fully expended, and both the City and County ARPA commitments for Blind Boone Apartments have been fully expended and staff are working through final processing. These accomplishments preserve critical funding resources, maintain project momentum, and position both developments for continued progress toward completion.

CHA staff also drew down and closed out the final Boone County ARPA funding request for the Park Avenue project and submitted the remaining $1.8 million in City ARPA for Park Avenue. These are significant milestones achieved that ensure timely expenditures. Construction activities on Park Avenue continue to progress on of schedule. The first two residential blocks are anticipated to be completed by the end of 2026, with resident relocation activities beginning this summer. Demolition of the northern block is expected later this year, with overall project completion anticipated by July 2027.

Providence Walkway remains the most complex redevelopment effort within CHA's portfolio due to layered financing requirements, HUD RAD approvals, environmental reviews, and floodplain compliance considerations. The project continues to make meaningful progress toward financial closing and construction commencement. HUD has approved early start activities, permits have been issued, and significant portions of the required financial and environmental due diligence have been completed.

Over the past several months, staff and development partners have worked extensively to address floodplain-related concerns. Recent progress includes completion of project design adjustments, receipt of a $250,000 contribution from the Veterans United Foundation, updated engineering certifications and analysis, and continued coordination with HUD and MHDC regarding revised project information. Collectively, these efforts have substantially strengthened the project's position and continue moving the development toward final approval and closing.

Approximately $350,000 of the City's $3 million ARPA allocation has been expended to date, with the remaining balance expected to be utilized following financial closing and commencement of major construction activities. Early start authorization remains a critical component in meeting ARPA expenditure requirements and maintaining project timelines, and demolition and site clearing commenced the week of 6/8/26.

Blind Boone Apartments has successfully expended both the City and County ARPA commitments and continues progressing through final financing and development activities. The project remains an important component of CHA's broader redevelopment strategy and is positioned to move forward as planned.

For 507 Park Avenue, CHA submitted an application for funding and presented it to the Housing Community Development Commission (HCDC) in May. HCDC will voting on recommendations at its June 24th meeting. MHDC also indicated an August 7th due date for its 9% LIHTC round with a 4% announcement to follow towards the end of the year. CHA staff are continuing to evaluate timing of current commitments, the fall round and future opportunities.

Summary:
CHA's redevelopment efforts demonstrate the organization's evolution from a traditional housing authority into a comprehensive affordable housing development, financing, and asset management organization. Through the coordinated use of tax credits, bonds, public financing, philanthropic support, and resident services, CHA continues to maximize the impact of local investments while preserving long-term affordability. Collectively, these projects protect existing affordable housing assets, create new housing opportunities, improve resident quality of life, and position the Authority for long-term operational and financial sustainability.

Over the coming months, staff will continue focusing on:
- Completing Providence Walkway financial closing and construction mobilization.
- Advancing Park Avenue construction and resident relocation activities.

- Finalizing Kinney Point 8609 issuance.
- Monitoring ARPA expenditure deadlines and compliance requirements.
- Pursuing additional funding and timing to support future affordable housing development initiatives.

Recommended Commission Action

Review and consider the report.

Columbia Housing Authority ARPA Redevelopment Updates

Columbia
HOUSING AUTHORITY

CHA Overview

Columbia
HOUSING AUTHORITY

Established by the City of Columbia on **April 9, 1956** to provide affordable housing to Columbia's most vulnerable populations.

Mission and **"duty"** driven.
Authorized by City Ordinance.

Mayor appoints the **Board of Commissioners**.

CHA Mission:

Provide quality affordable housing opportunities with supportive and economic resources to eligible households in Columbia and Boone County.

CHA Core Operations

Affordable Housing

- Rent Assistance (Section 8 & Voucher Programs)
- CHA-owned Housing

Resident Supportive Services

Up to $1 million annually

Youth
Afterschool programming and services

Families
Case management, basic needs & self-sufficiency

Elderly & Disabled
Independent Living Services

Columbia Housing Authority

Modern Affordable Housing Agency

Columbia HOUSING AUTHORITY

Affordable Housing Developer
Secures land, equity, zoning, investors, feasibility analysis.

Housing Finance Organization
Public financing, bond issuance, seller financing, soft funds and loans, bond and LIHTC reporting.

Tax Credit Partner
Leverages LIHTC, partnership management, property management, long-term compliance

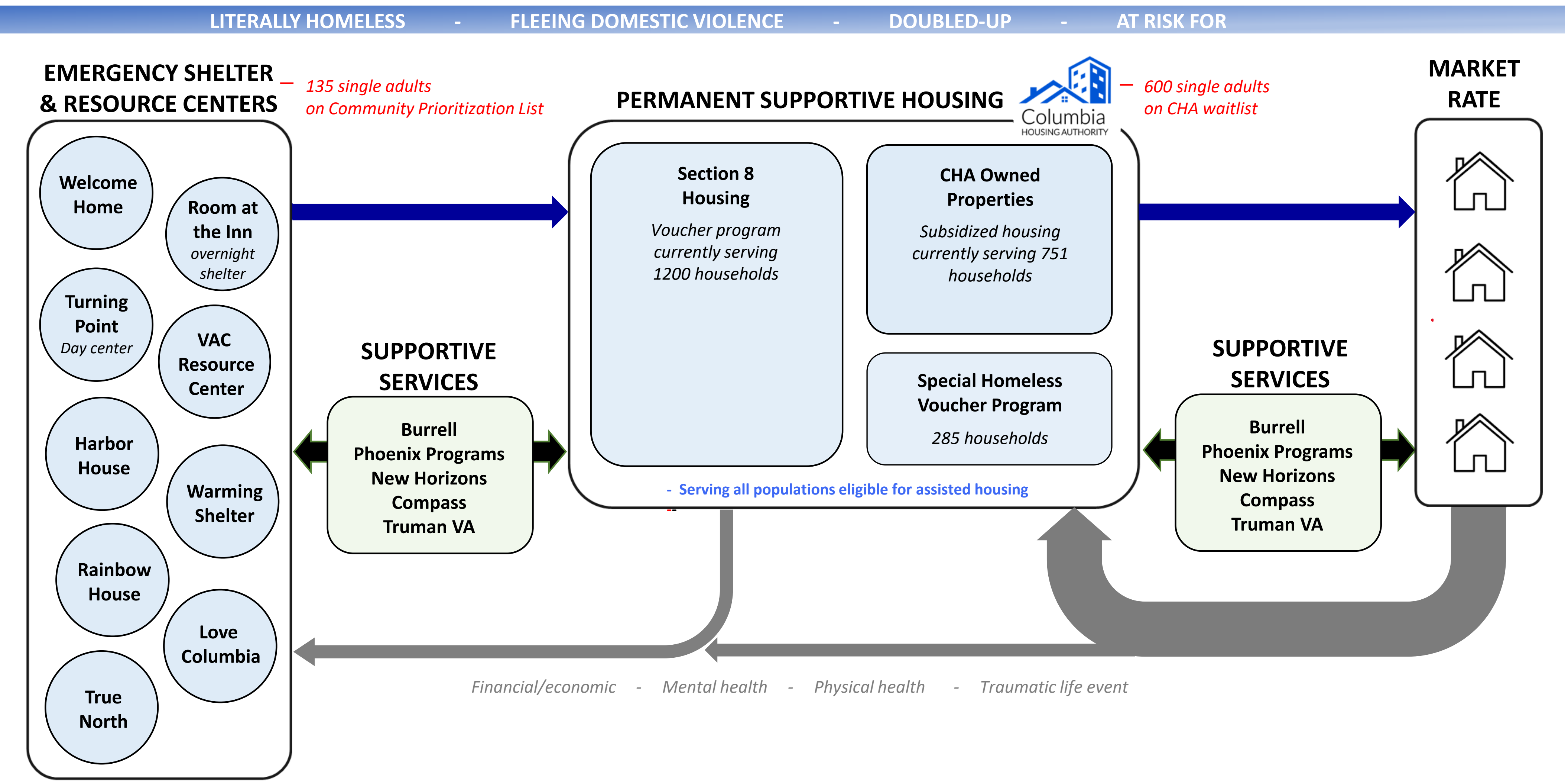
Service Provider
Case management, basic needs, family self-sufficiency, after-school program, transportation.

Columbia Housing Authority Corporate Entities

- Public Housing Authority, Municipal
- Affordable Housing Development Entity, LLC
- Resident Services, 501c3
- Community Housing Trust, 501c3
- LIHTC Ownership Partnerships, LLC
- Property Asset Management Entity, CHA
- Public-Private Partnership Vehicles, LP

24 mission-driven entities and partnerships supporting affordable housing development, ownership, compliance, and resident services.

Columbia Homelessness & Housing Continuum-(PPT Slide from 2022)



CHA Family Self-Sufficiency Program

Upward economic Mobility & Generational Wealth

Columbia HOUSING AUTHORITY

Columbia Housing Authority FSS Program

- **175** households annually
- **$420,000** in participant equity
- Up to $43,000 per participant *(liquid)*

Scaled Economic Mobility Program for Today's Housing Market

Housing Market Challenges

As of May 1st: **21 housing units** within City limits listed under **$200,000.**

FSS is a strategic tool to further bridge the gap

60-100 CHA households move up to market rate housing annually.

Path to CHA Affordable Housing Project Completion

Columbia
HOUSING AUTHORITY

Strategic Planning

- Identify community needs
- Market & demo. analysis
- Funder(s) priorities
- Site evaluation & control
- Stakeholder engagement
- Preliminary concept dev.

3-6 Months

Pre-Development

- Physical condition assess.
- Title & survey
- Zoning & land use review
- Appraisals
- Preliminary architectural
- Cost estimate
- Operating pro forma dev.

4-6 Months

Financing & Underwriting

- Funding strategy & gap analysis
- Equity/investor review
- Development budget finalization
- Operating pro forma underwriting
- Financial feasibility review.
- App. prep. & submission

3-6 Months

Approvals & Commitments

- HUD approvals (RAD)
- Local government approvals
- Tax credit allocation
- Financing commitments
- Relocation & resident plan approvals and notices

9-12 Months

Closing & Pre-Construction

- HUD RAD/MHDC Closing
- Legal document execution and recording
- Funding of first draw. Pre-dev & mobilization
- Contractor and subcontractor notice to proceed
- Permits

3-6 Months

Construction & Mobilization

- Construction management
- Draws & compliance
- Lease-up & resident serv.
- Final cost certification
- Stabilization and long-term asset management

12-24 Months

Total Project Timeline Concept to Occupied: 3-5 Years

Additional Considerations: *Time-value of money, interest rate changes, materials costs, regulatory changes, contractor timing*

HUD RAD Conversion Importance

RAD: Converts from Public Housing to Voucher Based Housing.

✓Preserve and modernize aging affordable housing.

✓Leverage private capital and tax credit equity for redevelopment.

✓Transition to long-term Section 8 PBV funding stability.

✓Strengthen reserves, oversight, and financial accountability.

✓Protect affordable housing inventory for future generations.

✓Current residents are supportive and excited.

✓Layered long term affordability protections.

- **Section 8 Contract, MHDC LURA, HUD RAD Use Agreement, City Loan Docs, Bond Issuance, Investor Asset Mgt, CHA Authorizing Ordinance**

CHA ARPA Investments

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PROJECT	CITY ARPA INVESTMENT	COUNTY ARPA INVESTMENT	HOME-ARP INVESTMENT	TOTAL ARPA INVESTMENT
Kinney Point	$0	$0	$2,000,000 (HOME-ARP)	$2,000,000
Park Avenue	$2,000,000	$5,000,000	$0	$7,000,000
Providence Walkway	$3,000,000	$0	$0	$3,000,000
Blind Boone	$350,000	$350,000	$0	$700,000
Bear Creek	$0	$840,000	$0	$840,000
TOTAL	$5,350,000	$6,190,000	$2,000,000	$13,540,000

TOTAL ARPA INVESTMENT
$13,540,000

$5,350,000
CITY ARPA

$6,190,000
COUNTY ARPA

$2,000,000
HOME-ARP

CHA ARPA Funded Redevelopment Impact

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HOUSING AUTHORITY

165 Affordable Housing Units

- Kinney Point
- Park Avenue
- Providence Walkway
- Blind Boone

$44M in Leveraged Funds

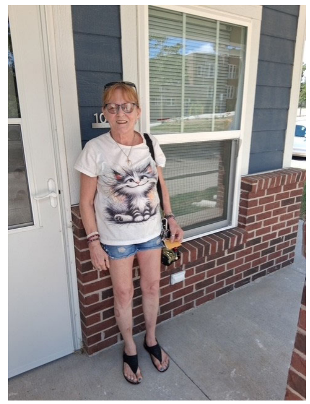
Leveraged Funds: $44M
Permanent Sources: LIHTC, Bonds, Equity DED ARPA

Local Funds $14.7M
VUF, City/County ARPA, CDBG, HOME ARP, HOME

More resources, more impact!

Kinney Point

Columbia
HOUSING AUTHORITY



$2 MILLION
in City HOME ARP

$3 MILLION
in MO DED ARPA

34 **UNITS FULLY LEASED.** ✓

Providing quality, affordable homes and creating a stronger Columbia.

Kinney Point is more than housing—
it's a foundation for opportunity and a stronger community.

Park Avenue

Columbia
HOUSING AUTHORITY

$7M in Local ARPA Investment

$5M
County ARPA
Fully expended 5/26

$2M
City ARPA
Fully expended by 8/31

Project Progress

Construction underway and ahead of schedule

Residents Relocating in July

First 2 blocks complete by end of 2026.

3rd block (north) demolition in late 2026.

Full project completion by July 2027.

Providence Walkway & Blind Boone Apartments

Columbia
HOUSING AUTHORITY

Providence Walkway

- $350,000 expended to date.
- $2.65M remains.
- Final financial due diligence-HUD.
- HUD approved early start demolition.
- Permits issued
- Early start critical to October ARPA deadline.

Blind Boone

✓ $350,000 City ARPA fully expended.
✓ $350,000 County ARPA fully expended.

Bear Creek County ARPA

Columbia HOUSING AUTHORITY

$840,000

County ARPA Investment
Fully expended 5/26

- **Roof Replacement**
- **Sidewalk Accessibility Improvements**
- **Security cameras.**

CHA Redevelopment Dashboard

Columbia
HOUSING AUTHORITY

Project	Current Phase	Estimated Completion	ARPA Status
Kinney Point	Final Close Out	April 2026	Fully Expended
Park Avenue	Construction	July 2027	On-track
Providence Walkway	HUD Final Due Diligence & Closing	September 2027	On-track – Expenses in Progress
Blind Boone	HUD Final Due Diligence & Closing	December 2027	Fully Expended
Bear Creek	Final Close Out	May 2026	Fully Expended

FUTURE DEVELOPMENT PIPELINE

Project	Current Phase	Estimated Timeline	Development Status
507 Park	Concept & Pre-Development Planning	2029 Estimated Completion	Future Development Pipeline

Housing Authority of the City of Columbia, Missouri
201 Switzler Street, Columbia MO 65203
Office: (573) 443-2556 ◆ Fax: (573) 443-0051 ◆ TTY: (800) 735-2966 ◆ www.ColumbiaHA.com

MONTHLY FINANCIAL STATEMENTS

(unaudited)

April 30, 2026

Fiscal Year End
April 2026
Month 4 of 12

as submitted by:

David Steffes, Chief Financial Officer
Housing Authority of the City of Columbia, MO

Housing Authority of the City of Columbia, MO (MO007)
Entity Wide Revenue and Expense Summary

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	FSS Forfeitures	Mainstream Vouchers	Emergengy Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Communty Housing Trust	Affordable Housing General Partners	Affordable Housing Developme nt	CHA Business Activities	CHA Central Office	Subtotal	ELIM	Total
Total Revenue	**$ 84,347**	**$2,220,084**	**$ 4,563,115**	**$ 3,691**	**$ 117,599**	**$ 127,167**	**$ 90,594**	**$ 21,216**	**$ 94,977**	**$ 326,349**	**$ 134,814**	**$ -**	**$ 9,207**	**$ 429,368**	**$ 163,738**	**$ 8,386,266**	**$ (1,774,709)**	**$ 6,611,557**
																		-
Total Operating Expenses	**$ 296,788**	**$1,710,063**	**$ 582,737**	**$ 48**	**$ 5,092**	**$ 5,209**	**$ 4,771**	**$ 822**	**$ 94,977**	**$ 348,407**	**$ 107,491**	**$ 91,976**	**$ 150,447**	**$ 271,267**	**$ 176,929**	**$ 3,847,026**	**$ (584,796)**	**$ 3,262,230**
Excess of Operating Revenue	**$ (212,441)**	**$ 510,020**	**$ 3,980,377**	**$ 3,643**	**$ 112,506**	**$ 121,958**	**$ 85,823**	**$ 20,394**	**$ -**	**$ (22,058)**	**$ 27,323**	**$ (91,976)**	**$ (141,240)**	**$ 158,100**	**$ (13,190)**	**$ 4,539,240**	**$ (1,189,913)**	**$ 3,349,327**
Extraordinary Maintenance	8,467	33,610	-	-	-	-	-	-	-	-	-	-	-	-	-	42,077	-	42,077
Housing Assistance Payments	-	-	4,001,812	-	119,060	113,507	86,111	20,040	-	-	-	-	-	-	-	4,340,530	(1,189,913)	3,150,617
Depreciation Expense	34,028	731,127	5,424	-	-	-	-	-	-	6,295	1,128	-	-	4,390	397	782,790	-	782,790
Total Expenses	**$ 339,284**	**$2,474,801**	**$ 4,589,973**	**$ 48**	**$ 124,152**	**$ 118,716**	**$ 90,882**	**$ 20,862**	**$ 94,977**	**$ 354,703**	**$ 108,619**	**$ 91,976**	**$ 150,447**	**$ 275,657**	**$ 177,326**	**$ 9,012,423**	**$ (1,774,709)**	**7,237,714**
Net Gain (Loss)	**$ (254,937)**	**$ (254,717)**	**$ (26,858)**	**$ 3,643**	**$ (6,554)**	**$ 8,451**	**$ (288)**	**$ 354**	**$ -**	**$ (28,354)**	**$ 26,195**	**$ (91,976)**	**$ (141,240)**	**$ 153,711**	**$ (13,587)**	**$ (626,157)**	**$ -**	**$ (626,157)**

Housing Authority of the City of Columbia, MO (MO007)
Entity Wide Balance Sheet Summary

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	FSS Forfeitures	Mainstream Vouchers	Emergengy Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Communty Housing Trust	Affordable Housing General Partners	Affordable Housing Development	CHA Business Activities	CHA Central Office	Total
100 Total Cash	1,029,653	7,759,377	829,448	30,220	87,415	126,351	42,171	39,013	-	95,018	295,339	-	254,507	2,464,632	102,175	13,155,319
120 Total Receivables, Net of Allowances for Doubtful Accounts	517,403	208,419	54,695	-	2,471	1,061	(353)	-	8,567	133,482	139,910	-	553,854	8,068,577	14	9,688,099
150 Total Current Assets	54,104	288,692	26,172	-	-	-	-	-	-	23,434	266,661	2,452	134,207	310,962	514,657	1,621,341
160 Total Capital Assets, Net of Accumulated Depreciation	1,001,971	75,882,426	322,016	-	-	-	-	-	-	546,826	270,887	-	-	406,854	25,911	78,456,892
180 Total Non-Current Assets	-	929,776	-	-	-	-	-	-	-	-	8,804,104	1,829,185	730,654	40,950,171	-	53,243,891
190 Total Assets	2,603,131	85,068,690	1,232,331	30,220	89,886	127,412	41,818	39,013	8,567	798,760	9,776,902	1,831,637	1,673,222	52,201,196	642,758	156,165,542
310 Total Current Liabilities	52,271	4,857,242	209,720	-	(28,207)	4,004	35,396	33,396	8,567	365,757	(8,969)	423,473	165,013	267,385	351,491	6,736,538
350 Total Non-Current Liabilities	3,784	53,055,998	400,193	-	-	-	-	-	-	672,620	-	5,768	6,342	24,391,168	10,942	78,546,814
300 Total Liabilities	56,054	57,913,240	609,913	-	(28,207)	4,004	35,396	33,396	8,567	1,038,377	(8,969)	429,241	171,355	24,658,553	362,432	85,283,352
400 Deferred Inflow of Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	1,169,273	-	1,169,273
										-	-					
513 Total Equity/Net Assets	2,547,076	27,155,450	622,418	30,220	118,092	123,408	6,422	5,617	-	(239,617)	9,785,870	1,402,396	1,501,868	26,373,370	280,326	69,712,917
600 Total Liabilities and Equity/Net Assets	2,603,131	85,068,690	1,232,331	30,220	89,886	127,412	41,818	39,013	8,567	798,760	9,776,902	1,831,637	1,673,222	52,201,196	642,758	156,165,542

Columbia Housing Authority
Entity Wide Revenue and Expense Summary

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	FSS Forfeitures	Mainstream Vouchers	Emergengy Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Commnunty Housing Trust	Affordable Housing General Partners	Affordable Housing Development	CHA Business Activities	CHA Central Office	Subtotal	ELIM	Total
Tenant Rental Revenue	$ 156,353	$ 877,295	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,076	$ 4,920	$ -	$ -	$ -	$ -	$ 1,047,644	$ -	$ 1,047,644
Rental Subsidies		1,189,913	-	-	-	-	-	-	-	-	-	-	-	-	-	1,189,913	(1,189,913)	-
Vacancy Loss	(109,093)	(107,022)	-	-	-	-	-	-	-	-	-	-	-	-	-	(216,115)		(216,115)
Net Rental Revenue	47,260	1,960,186	-	-	-	-	-	-	-	9,076	4,920	-	-	-	-	2,021,442	(1,189,913)	831,529
Tenant Revenue - Other	525	7,324	-	-	-	-	-	-	-	-	-	-	-	-	-	7,849		7,849
Total Tenant Revenue	**47,785**	**1,967,510**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**9,076**	**4,920**	**-**	**-**	**-**	**-**	**2,029,291**	**(1,189,913)**	**839,378**
HUD PHA Operating Grants	-	-	4,089,905	3,330	105,234	114,737	86,111	-	94,977	-	-	-	-	-	-	4,494,293	-	4,494,293
HUD Voucher Admin Fees	-	-	460,602	-	10,873	10,809	4,195	-	-	-	-	-	-	-	-	486,479	-	486,479
Management Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	105,768	105,768	(105,768)	-
Asset Management Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000	(2,000)	-
Book Keeping Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	51,383	51,383	(51,383)	-
Total Fee Revenue	**-**	**-**	**4,550,507**	**3,330**	**116,107**	**125,546**	**90,306**	**-**	**94,977**	**-**	**-**	**-**	**-**	**-**	**159,151**	**5,139,924**	**(159,151)**	**4,980,772**
Other Government Grants	-	-	-	-	-	-	-	20,862	-	308,777	-	-	-	-	-	329,639	-	329,639
Interest Income	13,391	51,427	9,417	362	1,492	1,621	288	354	-	570	28,894	-	9,282	18,655	4,232	139,984	-	139,984
Investment Income	-	-	-	-	-	-	-	-	-	-	-	-	-	258,701	-	258,701	(258,701)	-
Fraud Recovery	-	-	2,638	-	-	-	-	-	-	-	-	-	-	-	-	2,638	-	2,638
Other Revenue	23,171	201,147	553	-	-	-	-	-	-	7,926	101,000	-	(75)	152,012	355	486,090	(166,944)	319,146
Gain/Loss on Sale of Capital Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	**$ 84,347**	**$ 2,220,084**	**$ 4,563,115**	**$ 3,691**	**$ 117,599**	**$ 127,167**	**$ 90,594**	**$ 21,216**	**$ 94,977**	**$ 326,349**	**$ 134,814**	**$ -**	**$ 9,207**	**$ 429,368**	**$ 163,738**	**$ 8,386,266**	**$ (1,774,709)**	**$ 6,611,557**
Administrative Salaries	30,006	104,868	216,723	-	1,980	708	3,079	334	-	7,209	-	-	80,109	89,967	94,508	629,491	-	629,491
Auditing Fees	1,816	34,126	16,714	-	-	-	-	-	-	1,414	375	-	-	1,833	4,000	60,279	-	60,279
Management Fee	9,151	108,707	78,780	-	-	1,572	-	-	-	500	358	-	-	-	-	199,069	(199,069)	-
LIHTC Asset Mgmt	1,163	27,103	49,238	-	-	983	-	-	-	-	-	-	-	-	-	78,486	(51,383)	27,103

Columbia Housing Authority
Entity Wide Revenue and Expense Summary

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	FSS Forfeitures	Mainstream Vouchers	Emergengy Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Commnuty Housing Trust	Affordable Housing General Partners	Affordable Housing Development	CHA Business Activities	CHA Central Office	Subtotal	ELIM	Total
Advertising and Marketing	-	-	-	-	-	-	-	-	-	50	-	-	-	-	526	576	-	576
Employee	9,299	33,969	71,251	-	548	79	418	37	-	3,553	-	-	20,001	27,616	28,487	195,259	-	195,259
Office Expenses	7,623	28,183	20,774	-	8	82	141	97	1,245	8,286	-	3,676	1,202	7,803	26,651	105,771	-	105,771
Legal Expense	249	3,619	-	-	-	-	-	-	-	-	-	-	-	-	2,393	6,261	-	6,261
Training & Travel	126	245	2,845	-	-	-	-	-	-	9,263	-	-	4,045	1,601	6,162	24,286	-	24,286
Other	1,446	12,130	36,238	48	1,059	936	1,001	349	58	2,300	62	224	241	1,971	4,063	62,127	-	62,127
Total Operating - Admin.	**60,878**	**352,949**	**492,562**	**48**	**3,596**	**4,361**	**4,640**	**817**	**1,303**	**32,576**	**795**	**3,900**	**105,598**	**130,791**	**166,789**	**1,361,605**	**(250,452)**	**1,111,153**
Asset Management Fee	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**2,000**	**(2,000)**	-
		-																
Salaries	82	31,555	-	-	-	-	-	-	62,467	196,186	-	-	-	-	-	290,290	-	290,290
Employee	160	9,111	-	-	-	-	-	-	24,058	50,737	-	-	-	-	-	84,067	-	84,067
Tenant Services -	591	14,512	92	-	-	-	-	-	-	45,927	99,720	-	-	-	-	160,841	-	160,841
Total Tenant Services	**833**	**55,178**	**92**	-	-	-	-	-	**86,526**	**292,850**	**99,720**	-	-	-	-	**535,199**	-	**535,199**
Water	5,220	89,732	217	-	-	-	-	-	-	-	-	-	-	72	72	95,314	-	95,314
Electricity	6,621	109,814	2,124	-	-	-	-	-	-	-	-	-	-	708	708	119,974	-	119,974
Gas	5,595	22,257	1,475	-	-	-	-	-	-	-	-	-	-	492	492	30,311	-	30,311
Sewer	3,735	46,094	110	-	-	-	-	-	-	-	-	-	-	37	37	50,012	-	50,012
Total Utilities	**21,171**	**267,897**	**3,926**	-	-	-	-	-	-	-	-	-	-	**1,309**	**1,309**	**295,611**	-	**295,611**
Maintenance - Labor	87,903	125,015	-	-	-	-	-	-	-	-	-	-	-	-	-	212,918	-	212,918
Maintenance - Materials	21,492	53,614	-	-	-	-	-	-	-	-	-	483	-	-	322	75,912	-	75,912
Maintenance Contracts	33,943	184,951	170	-	-	-	-	-	-	2,509	900	-	-	236	920	223,629	(45,946)	177,683
Employee Benefits - Maint.	24,109	52,047	-	-	-	-	-	-	-	-	-	-	-	-	-	76,157		76,157
Total Maintenance	**167,448**	**415,627**	**170**	-	-	-	-	-	-	**2,509**	**900**	**483**	-	**236**	**1,242**	**588,616**	**(45,946)**	**542,669**
Protective Services - Labor	6,008	11,266	-	-	-	-	-	-	-	-	-	57,832	-	-	-	75,106	-	75,106
Employee	2,154	2,282	-	-	-	-	-	-	-	-	-	22,493	-	-	-	26,929	-	26,929
Total Protective Services	**8,163**	**13,547**	-	-	-	-	-	-	-	-	-	**80,325**	-	-	-	**102,035**	-	**102,035**
Property Insurance	20,491	214,855	2,600	-	-	-	-	-	-	3,739	552	-	-	867	867	243,971	-	243,971

Columbia Housing Authority
Entity Wide Revenue and Expense Summary

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	FSS Forfeitures	Mainstream Vouchers	Emergengy Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Communty Housing Trust	Affordable Housing General Partners	Affordable Housing Development	CHA Business Activities	CHA Central Office	Subtotal	ELIM	Total
Liability Insurance	2,493	2,188	3,988	-	-	-	-	-	-	2,004	32	-	-	907	-	11,611	-	11,611
Workmen's Compensation	2,082	4,698	4,585	-	32	11	49	5	1,096	3,382	-	983	1,293	1,463	1,558	21,238	-	21,238
All Other Insurance	2,560	3,733	-	-	-	-	-	-	-	2,480	-	-	405	-	907	10,085	-	10,085
Total Insurance Premiums	**27,627**	**225,474**	**11,173**	**-**	**32**	**11**	**49**	**5**	**1,096**	**11,605**	**583**	**983**	**1,698**	**3,237**	**3,332**	**286,905**	**-**	**286,905**
Other General Expenses	348	6,520	60,842	-	1,465	837	82	-	-	-	5,000	2,260	42,445	28,291	1,382	149,473	(27,697)	121,776
Compensated Absences	6,097	20,956	13,971	-	-	-	-	-	6,052	7,960	-	3,579	707	1,501	2,875	63,697	-	63,697
Payments in Lieu of Taxes	2,224	64,014	-	-	-	-	-	-	-	908	492	-	-	-	-	67,638	-	67,638
Bad debt - Tenant Rents	-	(1,478)	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,478)	-	(1,478)
Total Other Expenses	**8,669**	**90,012**	**74,813**	**-**	**1,465**	**837**	**82**	**-**	**6,052**	**8,867**	**5,492**	**5,839**	**43,151**	**29,792**	**4,257**	**279,330**	**(27,697)**	**251,633**
Interest of Mortgage Payable	-	100,417	-	-	-	-	-	-	-	-	-	445	-	98,555	-	199,418	-	199,418
Interest on Notes Payable	-	163,355	-	-	-	-	-	-	-	-	-	-	-	7,347	-	170,702	-	170,702
Amortization of Loan Costs	-	25,606	-	-	-	-	-	-	-	-	-	-	-	-	-	25,606	-	25,606
Total	**-**	**289,379**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**445**	**-**	**105,902**	**-**	**395,726**	**(258,701)**	**137,026**
Total Operating Expenses	**$ 296,788**	**$ 1,710,063**	**$ 582,737**	**$ 48**	**$ 5,092**	**$ 5,209**	**$ 4,771**	**$ 822**	**$ 94,977**	**$ 348,407**	**$ 107,491**	**$ 91,976**	**$ 150,447**	**$ 271,267**	**$ 176,929**	**$ 3,847,026**	**$ (584,796)**	**$ 3,262,230**
Excess of Operating	**$ (212,441)**	**$ 510,020**	**$ 3,980,377**	**$ 3,643**	**$ 112,506**	**$ 121,958**	**$ 85,823**	**$ 20,394**	**$ -**	**$ (22,058)**	**$ 27,323**	**$ (91,976)**	**$ (141,240)**	**$ 158,100**	**$ (13,190)**	**$ 4,539,240**	**$ (1,189,913)**	**$ 3,349,327**
Extraordinary Maintenance	8,467	33,610	-	-	-	-	-	-	-	-	-	-	-	-	-	42,077	-	42,077
Housing Assistance Payments	-	-	4,001,812	-	119,060	113,507	86,111	20,040	-	-	-	-	-	-	-	4,340,530	(1,189,913)	3,150,617
Depreciation Expense	34,028	731,127	5,424	-	-	-	-	-	-	6,295	1,128	-	-	4,390	397	782,790	-	782,790
Total Expenses	**$ 339,284**	**$ 2,474,801**	**$ 4,589,973**	**$ 48**	**$ 124,152**	**$ 118,716**	**$ 90,882**	**$ 20,862**	**$ 94,977**	**$ 354,703**	**$ 108,619**	**$ 91,976**	**$ 150,447**	**$ 275,657**	**$ 177,326**	**$ 9,012,423**	**$ (1,774,709)**	**7,237,714**
Net Gain (Loss)	**$ (254,937)**	**$ (254,717)**	**$ (26,858)**	**$ 3,643**	**$ (6,554)**	**$ 8,451**	**$ (288)**	**$ 354**	**$ -**	**$ (28,354)**	**$ 26,195**	**$ (91,976)**	**$ (141,240)**	**$ 153,711**	**$ (13,587)**	**$ (626,157)**	**$ -**	**$ (626,157)**

Housing Authority of the City of Columbia, MO (MO007)
Entity Wide Balance Sheet Summary

	Public Housing Projects	Affordable Housing Projects	Housing Choice Vouchers	FSS Forfeitures	Mainstream Vouchers	Emergengy Housing Vouchers	Continuum of Care Vouchers	TBRA Vouchers	ROSS Grants	CHALIS	Columbia Communty Housing Trust	Affordable Housing General Partners	Affordable Housing Development	CHA Business Activities	CHA Central Office	Total
111 Cash - Unrestricted	622,739	1,163,056	439,752	-	87,415	126,351	42,171	39,013	-	63,100	45,839	-	254,507	19,749	102,175	**3,005,865**
112 Cash - Restricted - Modernization and Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
113-020 Sect 8 FSS	-	-	389,696	-	-	-	-	-	-	-	-	-	-	-	-	**389,696**
113 Cash - Other Restricted	406,914	6,596,321	-	30,220	-	-	-	-	-	31,919	249,500	-	-	2,444,883	-	**9,759,758**
114 Cash - Tenant Security Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
115 Cash - Restricted for Payment of Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
100 Total Cash	**1,029,653**	**7,759,377**	**829,448**	**30,220**	**87,415**	**126,351**	**42,171**	**39,013**	**-**	**95,018**	**295,339**	**-**	**254,507**	**2,464,632**	**102,175**	**13,155,319**
121 Accounts Receivable - PHA Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
122 Accounts Receivable - HUD Other Projects	500,000	-	(8,390)	-	(1,064)	1,061	(353)	-	8,567	-	-	-	-	-	-	**499,820**
124 Accounts Receivable - Other Government	-	182,510	-	-	-	-	-	-	-	134,379	-	-	-	-	-	**316,889**
125-010 Operating Loan Receivable	-	-	-	-	-	-	-	-	-	-	138,875	-	189,977	-	-	**328,852**
125-040 Accounts Receivable - Tax Credit	21,575	-	-	-	-	-	-	-	-	-	-	-	296,910	-	-	**318,485**
125-050 Accounts Receivable - Other	3,096	-	-	-	-	-	-	-	-	-	-	-	-	(116)	-	**2,981**
125 Accounts Receivable - Miscellaneous	-	-	54,142	-	3,535	-	-	-	-	-	-	-	-	-	14	**57,692**
126 Accounts Receivable - Tenants	14,105	122,816	-	-	-	-	-	-	-	1,380	3,194	-	-	-	-	**141,497**
126.1 Allowance for Doubtful Accounts -Tenants	(20,367)	(96,907)	-	-	-	-	-	-	-	(2,278)	(2,160)	-	-	-	-	**(121,712)**
126.2 Allowance for Doubtful Accounts - Other	(1,007)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**(1,007)**
127 Notes, Loans, & Mortgages Receivable - Current	-	-	-	-	-	-	-	-	-	-	-	-	-	5,722,768	-	**5,722,768**
128 Fraud Recovery	2,399	-	17,885	-	-	-	-	-	-	-	-	-	-	-	-	**20,284**
128.1 Allowance for Doubtful Accounts - Fraud	(2,399)	-	(8,942)	-	-	-	-	-	-	-	-	-	-	-	-	**(11,341)**
129 Accrued Interest Receivable	-	-	-	-	-	-	-	-	-	-	-	-	66,967	2,345,925	-	**2,412,892**
120 Total Receivables, Net of Allowances for Doubtful Accounts	**517,403**	**208,419**	**54,695**	**-**	**2,471**	**1,061**	**(353)**	**-**	**8,567**	**133,482**	**139,910**	**-**	**553,854**	**8,068,577**	**14**	**9,688,099**
131 Investments - Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
132 Investments - Restricted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
135 Investments - Restricted for Payment of Current Liability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
142 Prepaid Expenses and Other Assets	54,059	288,692	26,172	-	-	-	-	-	-	23,434	1,167	2,452	5,217	10,377	21,079	**432,649**
143 Inventories	45	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**45**
143.1 Allowance for Obsolete Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
144 Inter Program Due From	-	-	-	-	-	-	-	-	-	-	-	-	128,990	37,976	493,578	**660,544**
145 Assets Held for Sale	-	-	-	-	-	-	-	-	-	-	265,494	-	-	262,609	-	**528,103**
150 Total Current Assets	**54,104**	**288,692**	**26,172**	**-**	**-**	**-**	**-**	**-**	**-**	**23,434**	**266,661**	**2,452**	**134,207**	**310,962**	**514,657**	**1,621,341**
161 Land	339,845	5,045,561	-	-	-	-	-	-	-	138,819	179,365	-	-	-	24,513	**5,728,103**
162 Buildings	4,692,157	73,327,296	354,155	-	-	-	-	-	-	696,504	136,000	-	-	414,098	-	**79,620,209**
163 Furniture, Equipment & Machinery - Dwellings	25,520	112,687	-	-	-	-	-	-	-	-	-	-	-	-	-	**138,207**
164 Furniture, Equipment & Machinery - Administration	519,933	2,227,277	93,285	-	-	-	-	-	-	7,363	-	-	-	67,475	125,147	**3,040,481**
165 Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
166 Accumulated Depreciation	(4,575,485)	(17,326,574)	(125,424)	-	-	-	-	-	-	(295,860)	(44,478)	-	-	(131,148)	(123,749)	**(22,622,716)**
167 Construction in Progress	-	8,764,600	-	-	-	-	-	-	-	-	-	-	-	-	-	**8,764,600**
168 Infrastructure	-	3,731,580	-	-	-	-	-	-	-	-	-	-	-	56,428	-	**3,788,008**
160 Total Capital Assets, Net of Accumulated Depreciation	**1,001,971**	**75,882,426**	**322,016**	**-**	**-**	**-**	**-**	**-**	**-**	**546,826**	**270,887**	**-**	**-**	**406,854**	**25,911**	**78,456,892**
																-
171 Notes, Loans and Mortgages Receivable - Non-Current	-	-	-	-	-	-	-	-	-	-	8,804,104	-	210,000	1,140,399	-	**10,154,503**
171-040 Notes Receivable - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	39,809,772	-	**39,809,772**
172 Notes, Loans, & Mortgages Receivable - Non Current - Past Due	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**
173 Grants Receivable - Non Current	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**-**

174 Other Assets	-	929,776	-	-	-	-	-	-	-	-	-	-	-	-	-	929,776
174-040 Deferred Developer Fees	-	-	-	-	-	-	-	-	-	-	-	-	520,654	-	-	520,654
176 Investments in Joint Ventures	-	-	-	-	-	-	-	-	-	-	-	1,829,185	-	-	-	1,829,185
180 Total Non-Current Assets	**-**	**929,776**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**8,804,104**	**1,829,185**	**730,654**	**40,950,171**	**-**	**53,243,891**
190 Total Assets	**2,603,131**	**85,068,690**	**1,232,331**	**30,220**	**89,886**	**127,412**	**41,818**	**39,013**	**8,567**	**798,760**	**9,776,902**	**1,831,637**	**1,673,222**	**52,201,196**	**642,758**	**156,165,542**
311 Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
312 Accounts Payable <= 90 Days	1,816	1,228,649	56,659	-	-	-	-	-	-	1,414	375	-	-	1,833	157,612	1,448,358
313 Accounts Payable >90 Days Past Due	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
321 Accrued Wage/Payroll Taxes Payable	15,788	34,863	28,279	-	-	-	-	-	7,706	23,449	-	7,677	9,281	10,690	11,522	149,255
322 Accrued Compensated Absences - Current Portion	5,675	25,501	15,745	-	-	-	-	-	-	5,430	-	8,652	9,513	13,254	16,412	100,183
324 Accrued Contingency Liability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
325 Accrued Interest Payable	-	2,412,892	-	-	-	-	-	-	-	-	-	-	-	246,411	-	2,659,304
331 Accounts Payable - HUD PHA Programs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
332 Account Payable - PHA Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
333 Accounts Payable - Other Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
341 Tenant Security Deposits	23,146	343,316	-	-	-	-	-	-	-	2,297	740	-	-	-	-	369,499
342 Deferred Revenues	-	-	90,617	-	783	-	-	32,941	-	146,942	-	-	-	-	-	271,283
343 Current Portion of Long-term Debt - Capital Projects/Mortgage Revenue	-	210,175	-	-	-	-	-	-	-	-	-	-	-	-	-	210,175
343-020 Construction Payable-Developer Fees Current	-	296,910	-	-	-	-	-	-	-	-	-	-	-	-	-	296,910
344 Current Portion of Long-term Debt - Operating Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
345 Other Current Liabilities	(312)	64,014	-	-	-	-	-	-	-	1,172	657	-	-	-	-	65,531
346 Accrued Liabilities - Other	6,157	1,458	11,069	-	(31,800)	191	32,752	-	407	880	-	165	1,785	8,505	36,955	68,523
347 Inter Program - Due To	-	87,933	7,350	-	2,810	3,813	2,644	455	454	184,174	(10,741)	332,534	144,433	(223,484)	128,990	661,365
348-010 Operating Loan Payable	-	151,531	-	-	-	-	-	-	-	-	-	74,446	-	-	-	225,977
348-040 Notes Payable - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	210,175	-	210,175
348 Loan Liability - Current	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
310 Total Current Liabilities	**52,271**	**4,857,242**	**209,720**	**-**	**(28,207)**	**4,004**	**35,396**	**33,396**	**8,567**	**365,757**	**(8,969)**	**423,473**	**165,013**	**267,385**	**351,491**	**6,736,538**
351 Long-term Debt, Net of Current - Capital Projects/Mortgage Revenue	-	52,518,344	-	-	-	-	-	-	-	669,000	-	-	-	-	-	53,187,344
352 Long-term Debt, Net of Current - Operating Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
353 Non-current Liabilities - Other	-	520,654	389,696	-	-	-	-	-	-	-	-	-	-	-	-	910,350
354 Accrued Compensated Absences - Non Current	3,784	17,001	10,497	-	-	-	-	-	-	3,620	-	5,768	6,342	8,836	10,942	66,789
355-010 Note Payable - CHA AHD noncurrent	-	-	-	-	-	-	-	-	-	-	-	-	-	210,000	-	210,000
355-040 FHLB LONG TERM DEBT - Project	-	-	-	-	-	-	-	-	-	-	-	-	-	24,172,332	-	24,172,332
355 Loan Liability - Non Current	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
356 FASB 5 Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
357 Accrued Pension and OPEB Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350 Total Non-Current Liabilities	**3,784**	**53,055,998**	**400,193**	**-**	**-**	**-**	**-**	**-**	**-**	**672,620**	**-**	**5,768**	**6,342**	**24,391,168**	**10,942**	**78,546,814**
300 Total Liabilities	**56,054**	**57,913,240**	**609,913**	**-**	**(28,207)**	**4,004**	**35,396**	**33,396**	**8,567**	**1,038,377**	**(8,969)**	**429,241**	**171,355**	**24,658,553**	**362,432**	**85,283,352**
400 Deferred Inflow of Resources	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,169,273**	**-**	**1,169,273**
508.1 Invested In Capital Assets, Net of Related Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
508.4 Investment in Net Fixed Assets	1,036,000	27,410,167	327,440	-	-	-	-	-	-	(115,878)	272,015	1,494,372	-	411,243	26,308	30,861,667
511.1 Restricted Net Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
511.4 Admin Fee Reserves	401,599	-	81,485	26,577	-	-	-	-	-	25,464	2,823,401	-	-	306,157	-	3,664,682
512.1 Unrestricted Net Assets	(254,937)	(254,717)	(26,858)	3,643	(6,554)	8,451	(288)	354	-	(28,354)	26,195	(91,976)	(141,240)	153,711	(13,587)	(626,157)
512.4 Unrestricted Net Assets-Excess HAP	1,364,415	-	240,352	-	124,646	114,957	6,710	5,263	-	(120,849)	6,664,259	-	1,643,108	25,502,259	267,605	35,812,724
513 Total Equity/Net Assets	**2,547,076**	**27,155,450**	**622,418**	**30,220**	**118,092**	**123,408**	**6,422**	**5,617**	**-**	**(239,617)**	**9,785,870**	**1,402,396**	**1,501,868**	**26,373,370**	**280,326**	**69,712,917**
600 Total Liabilities and Equity/Net Assets	**2,603,131**	**85,068,690**	**1,232,331**	**30,220**	**89,886**	**127,412**	**41,818**	**39,013**	**8,567**	**798,760**	**9,776,902**	**1,831,637**	**1,673,222**	**52,201,196**	**642,758**	**156,165,542**

Housing Choice Voucher Program
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
HUD PHA Operating Grants - HAP	$ 1,079,604	$ 949,348	$ 130,256	$ 4,089,905	$ 3,797,393	292,512	8%
HUD Admin Fees Earned	116,586	121,267	(4,681)	460,602	485,067	(24,465)	-5%
Homeownership Closing Fees Earned	-	-	-	-	-	-	0%
Cares Act - COVID-19 Revenue	-	-	-	-	-	-	
Total Fee Revenue	**1,196,190**	**1,070,615**	**125,575**	**4,550,507**	**4,282,460**	**268,047**	6%
Investment Income - Unrestricted	2,318	1,667	651	9,417	6,667	2,750	41%
Fraud Recovery - HAP	350	496	(145)	1,319	1,983	(664)	-33%
Fraud Recovery - Admin	350	100	250	1,319	400	919	230%
Other Revenue	92	-	92	553	-	553	#DIV/0!
Total Revenue	**$ 1,199,301**	**$ 1,090,633**	**$ 108,667**	**$ 4,563,115**	**$ 4,362,534**	**$ 200,581**	5%
Administrative Salaries	56,764	57,851	(1,087)	216,723	231,402	(14,680)	-6%
Auditing Fees	4,179	4,179	-	16,714	16,714	-	0%
Management Fee	19,572	22,165	(2,593)	78,780	88,661	(9,881)	-11%
Book-keeping Fee	12,233	13,853	(1,621)	49,238	55,413	(6,176)	-11%
Advertising and Marketing	-	42	(42)	-	167	(167)	-100%
Employee Benefit contributions - Administrative	16,460	17,581	(1,121)	71,251	70,322	928	1%
Office Expenses	4,682	4,649	33	20,774	18,597	2,177	12%
Training & Travel	-	850	(850)	2,845	3,400	(555)	-16%
Other Administrative Expenses	10,915	8,475	2,440	36,238	33,899	2,339	7%
Total Operating - Administrative	**124,803**	**129,644**	**(4,841)**	**492,562**	**518,576**	**(26,014)**	-5%
Total Tenant Services	-	-	-	92	-	92	
Total Utilities	839	847	(8)	3,926	3,389	537	16%
Bldg. Maintenance	-	513	(513)	170	2,052	(1,881)	-92%
Insurance Premiums	2,942	2,468	474	11,173	9,873	1,300	13%
Other General Expenses	1,051	1,037	13	60,842	4,149	56,693	1367%
Compensated Absences	5,557	-	5,557	13,971	-	13,971	
Other General Expenses	**6,608**	**1,037**	**5,570**	74,813	4,149	70,664	1703%
Total Operating Expenses	**$ 135,192**	**$ 134,510**	**$ 682**	**$ 582,737**	**$ 538,039**	**$ 44,698**	8%
Excess of Operating Revenue over Operating Expenses	**$ 1,064,109**	**$ 956,124**	**$ 107,985**	**$ 3,980,377**	**$ 3,824,495**	**$ 155,883**	4%
Homeownership	4,200	3,445	755	17,806	13,780	4,026	29%
Portable Housing Assistance Payments	24,708	25,776	(1,068)	113,190	103,104	10,086	10%
S8 FSS Payments	17,753	17,756	(3)	67,020	71,024	(4,004)	-6%
VASH Housing Assistance Payments	81,257	67,383	13,874	323,496	269,532	53,964	20%
All Other Vouchers Housing Assistance Payments	908,433	829,644	78,789	3,480,300	3,318,577	161,723	5%
Total Housing Assistance Payments	**1,036,352**	**944,004**	**92,348**	**4,001,812**	**3,776,017**	**225,795**	**6%**
Depreciation Expense	1,355	1,355	-	5,424	5,424	-	
Total Expenses	**$ 1,172,898**	**$ 1,079,869**	**$ 93,029**	**$ 4,589,973**	**$ 4,319,480**	**$ 270,493**	6%
Net Gain (Loss)	**$ 26,402**	**$ 10,764**	**$ 15,638**	**$ (26,858)**	**$ 43,054**	**$ (69,912)**	**-162%**

AMP 1 - Downtown
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 42,178	$ 16,772	$ 25,406	$ 156,353	$ 67,086	$ 89,267	133%
Vacancy Loss	(29,490)	(1,767)	(27,723)	(109,093)	(7,069)	(102,024)	1443%
Net Tenant Rental Revenue	12,688	15,004	(2,316)	47,260	60,017	(12,757)	-21%
Tenant Revenue - Other	249	328	(79)	525	1,310	(786)	-60%
Total Tenant Revenue	**12,937**	**15,332**	**(2,395)**	**47,785**	**61,328**	**(13,543)**	-22%
HUD PHA Operating Grants	-	22,266	(22,266)	-	89,063	(89,063)	-100%
Capital Fund Grants	-	23,385	(23,385)	-	93,538	(93,538)	-100%
Total Grant Revenue	**-**	**45,650**	**(45,650)**	**-**	**182,601**	**(182,601)**	-100%
Investment Income - Unrestricted	3,304	3,394	(89)	13,391	13,575	(184)	-1%
Fraud Recovery	-	-	-	-	-	-	0%
Other Revenue	205	5,263	(5,058)	23,171	21,054	2,118	10%
Gain or Loss on Sale of Capital Assets	-	-	-	-	-	-	
Total Revenue	**$ 16,446**	**$ 69,639**	**$ (53,193)**	**$ 84,347**	**$ 278,558**	**$ (194,211)**	-70%
Administrative Salaries	8,334	9,015	(681)	30,006	36,059	(6,053)	-17%
Auditing Fees	454	454	-	1,816	1,816	-	0%
Management Fee	2,184	4,773	(2,588)	9,151	19,092	(9,940)	-52%
Book-keeping Fee	278	338	(60)	1,163	1,350	(188)	-14%
Advertising and Marketing	-	-	-	-	-	-	
Employee Benefit contributions - Administrative	2,227	2,296	(69)	9,299	9,184	115	1%
Office Expenses	1,206	1,121	85	7,623	4,486	3,137	70%
Legal Expense	-	93	(93)	249	371	(122)	-33%
Training & Travel	-	250	(250)	126	1,000	(874)	-87%
Other	232	548	(316)	1,446	2,194	(748)	-34%
Total Operating - Administrative	**14,916**	**18,888**	**(3,972)**	**60,878**	**75,550**	**(14,672)**	-19%
Asset Management Fee	500	500	-	2,000	2,000	-	0%
Tenant Services - Salaries	24	100	(76)	82	400	(319)	-80%
Employee Benefit Contributions - Tenant Services	30	8	23	160	31	129	422%
Tenant Services - Other	-	146	(146)	591	583	7	1%
Total Tenant Services	**55**	**254**	**(199)**	**833**	**1,014**	**(182)**	-18%

AMP 1 - Downtown
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Water	$ 1,347	$ 1,719	$ (372)	$ 5,220	$ 6,876	$ (1,656)	-24%
Electricity	2,195	1,702	493	6,621	6,806	(186)	-3%
Gas	1,070	1,052	18	5,595	4,207	1,388	33%
Sewer	950	1,510	(559)	3,735	6,039	(2,304)	-38%
Total Utilities	**5,562**	**5,982**	**(420)**	**21,171**	**23,927**	**(2,757)**	-12%
Maintenance - Labor	22,207	18,014	4,192	87,903	72,057	15,847	22%
Maintenance - Materials & Other	4,834	2,890	1,945	21,492	11,558	9,934	86%
Maintenance and Operations Contracts	14,068	8,459	5,610	33,943	33,835	109	0%
Employee Benefit Contributions - Maintenance	5,421	2,695	2,726	24,109	10,781	13,328	124%
Total Maintenance	**46,530**	**32,058**	**14,473**	**167,448**	**128,231**	**39,218**	31%
Total Protective Services	**2,100**	**2,063**	**37**	**8,163**	**8,253**	**(90)**	-1%
Total Insurance Premiums	**6,932**	**4,332**	**2,600**	**27,627**	**17,329**	**10,297**	59%
Other General Expenses	155	43	113	348	170	178	104%
Compensated Absences	1,914	-	1,914	6,097	-	6,097	
Payments in Lieu of Taxes	713	902	(190)	2,224	3,609	(1,385)	-38%
Bad debt - Tenant Rents	-	230	(230)	-	920	(920)	-100%
Total Other General Expenses	**2,782**	**1,175**	**1,607**	**8,669**	**4,699**	**3,970**	84%
Interest on Notes Payable	-	-	-	-	-	-	
Total Operating Expenses	**$ 79,377**	**$ 65,251**	**$ 14,126**	**$ 296,788**	**$ 261,005**	**$ 35,783**	14%
Excess of Operating Revenue over Operating Expens	**$ (62,930)**	**$ 4,388**	**$ (67,319)**	**$ (212,441)**	**$ 17,553**	**$ (229,994)**	-1310%
Extraordinary Maintenance	8,467	-	8,467	8,467	-	8,467	
Depreciation Expense	8,507	5,731	2,776	34,028	22,925	11,104	48%
Total Expenses	**$ 96,351**	**$ 70,982**	**$ 25,369**	**$ 339,284**	**$ 283,930**	**$ 55,354**	19%
Net Gain (Loss)	**$ (79,905)**	**$ (1,343)**	**$ (78,562)**	**$ (254,937)**	**$ (5,372)**	**$ (249,565)**	**4646%**

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 90,273	$ 90,184	$ 89	$ 368,631	$ 360,737	$ 7,895	2%
Rental Subsidies	99,318	99,407	(89)	389,733	397,627	(7,895)	-2%
Vacancy Loss	(9,674)	(5,688)	(3,987)	(42,766)	(22,751)	(20,015)	88%
Net Rental Revenue	179,917	183,903	(3,987)	715,598	735,613	(20,015)	-3%
Tenant Revenue - Other	1,577	692	885	3,876	2,767	1,109	40%
Total Tenant Revenue	**181,494**	**184,595**	**(3,101)**	**719,474**	**738,380**	**(18,906)**	-3%
Investment Income - Unrestricted	6,921	8,917	(1,996)	27,387	35,667	(8,280)	-23%
Other Revenue	9,391	8,776	615	43,595	35,103	8,491	24%
Total Revenue	**$ 197,805**	**$ 202,287**	**$ (4,482)**	**$ 790,455**	**$ 809,150**	**$ (18,695)**	-2%
Administrative Salaries	9,442	10,661	(1,219)	32,928	42,644	(9,716)	-23%
Auditing Fees	4,366	3,211	1,155	14,000	12,846	1,155	9%
Property Management Fee	11,244	11,602	(358)	45,575	46,409	(834)	-2%
Asset Management Fees	1,193	1,204	(11)	5,567	4,817	750	16%
Advertising and Marketing	-	4	(4)	-	17	(17)	-100%
Employee Benefit contributions - Administrative	3,225	3,132	92	13,449	12,529	921	7%
Office Expenses	2,228	2,829	(602)	10,590	11,317	(727)	-6%
Legal Expense	110	292	(182)	2,556	1,167	1,389	119%
Training & Travel	-	218	(218)	115	870	(755)	-87%
Other	2,054	1,247	808	4,299	4,987	(688)	-14%
Total Operating - Administrative	**33,862**	**34,400**	**(539)**	**129,079**	**137,601**	**(8,522)**	-6%
Total Tenant Services	**7,702**	**5,918**	**1,784**	**27,112**	**23,672**	**3,440**	15%
Water	6,476	7,759	(1,284)	30,738	31,037	(299)	-1%
Electricity	12,799	14,910	(2,111)	55,345	59,641	(4,296)	-7%
Gas	1,587	1,353	234	7,739	5,411	2,329	43%
Sewer	4,873	5,103	(230)	20,495	20,411	84	0%
Total Utilities	**$ 25,735**	**$ 29,125**	**$ (3,390)**	**$ 114,317**	**$ 116,499**	**$ (2,182)**	-2%

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 15,517	$ 15,696	$ (179)	$ 60,044	$ 62,785	$ (2,741)	-4%
Maintenance - Materials & Other	8,328	8,229	99	21,484	32,917	(11,432)	-35%
Maintenance and Operations Contracts	11,871	12,698	(827)	66,803	50,792	16,011	32%
Employee Benefit Contributions - Maintenance	5,464	1,669	3,796	25,488	6,675	18,813	282%
Total Maintenance	**41,181**	**38,292**	**2,888**	**173,819**	**153,169**	**20,651**	13%
Total Insurance Premiums	**24,700**	**32,160**	**(7,460)**	**80,097**	**128,642**	**(48,545)**	-38%
Other General Expenses	827	-	827	3,122	-	3,122	#DIV/0!
Compensated Absences	1,754	-	1,754	6,647	-	6,647	
Taxes	5,250	5,250	-	21,000	21,000	-	0%
Bad debt - Tenant Rents	-	1,721	(1,721)	-	6,882	(6,882)	-100%
Total Other General Expenses	**7,831**	**6,971**	**861**	**30,769**	**27,882**	**2,887**	10%
Interest of Mortgage (or Bonds) Payable	15,906	20,967	(5,060)	63,625	83,866	(20,241)	-24%
Interest on Notes Payable (Seller Financing)	20,967	15,656	5,310	83,866	62,625	21,241	34%
Amortization of Loan Costs	2,275	2,274	0	9,098	9,097	1	0%
Total Interest Expense and Amortization Cost	**39,147**	**38,897**	**250**	**156,589**	**155,588**	**1,001**	1%
Total Operating Expenses	**$ 180,158**	**$ 185,763**	**$ (5,605)**	**$ 711,783**	**$ 743,053**	**$ (31,270)**	-4%
Excess of Operating Revenue over Operating Expenses	**$ 17,647**	**$ 16,524**	**$ 1,123**	**$ 78,672**	**$ 66,097**	**$ 12,575**	19%
Extraordinary Maintenance	699	-	699	21,942	-	21,942	
Depreciation Expense	54,286	53,285	1,001	217,148	213,140	4,008	2%
Total Expenses	**$ 235,143**	**$ 239,048**	**$ (3,905)**	**$ 950,873**	**$ 956,193**	**$ (5,320)**	-1%
Net Gain (Loss)	**$ (37,338)**	**$ (36,761)**	**$ (577)**	**$ (160,418)**	**$ (147,043)**	**$ (13,375)**	**9%**

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 20,552	$ 23,763	$ (3,211)	$ 94,225	$ 95,052	$ (827)	-1%
Rental Subsidies	34,498	31,939	2,559	125,975	127,757	(1,782)	-1%
Vacancy Loss	(3,312)	(2,785)	(527)	(15,909)	(11,140)	(4,769)	43%
Net Rental Revenue	**51,738**	**52,917**	**(1,179)**	**204,291**	**211,668**	**(7,378)**	**-3%**
Tenant Revenue - Other	15	563	(548)	373	2,250	(1,877)	-83%
Total Tenant Revenue	**51,753**	**53,480**	**(1,727)**	**204,664**	**213,918**	**(9,255)**	-4%
Investment Income - Unrestricted	1,908	1,667	242	8,311	6,667	1,644	25%
Other Revenue	2,012	2,370	(358)	9,188	9,480	(292)	-3%
Total Revenue	**$ 55,673**	**$ 57,516**	**$ (1,843)**	**$ 222,163**	**$ 230,065**	**$ (7,902)**	-3%
Administrative Salaries	2,706	2,739	(32)	8,757	10,955	(2,197)	-20%
Auditing Fees	1,172	859	313	3,750	3,437	313	9%
Property Management Fee	2,688	3,351	(663)	10,693	13,404	(2,711)	-20%
Asset Management Fees	1,091	1,099	(8)	4,363	4,396	(33)	-1%
Advertising and Marketing	-	4	(4)	-	17	(17)	
Employee Benefit contributions - Administrative	920	832	88	2,985	3,326	(341)	-10%
Office Expenses	579	833	(255)	2,987	3,333	(346)	-10%
Legal Expense	-	42	(42)	-	167	(167)	-100%
Training & Travel	-	83	(83)	22	333	(311)	
Other	1,264	413	852	2,715	1,650	1,065	65%
Total Operating - Administrative	**10,420**	**10,255**	**166**	**36,272**	**41,018**	**(4,746)**	-12%
Total Tenant Services	**38**	**385**	**(347)**	**415**	**1,540**	**(1,125)**	-73%
Water	5,626	2,489	3,137	33,616	9,955	23,661	238%
Electricity	701	897	(196)	3,191	3,587	(396)	-11%
Gas	387	448	(61)	3,130	1,792	1,338	75%
Sewer	34	1,783	(1,749)	8,573	7,131	1,442	20%
Total Utilities	**$ 6,748**	**$ 5,616**	**$ 1,132**	**$ 48,510**	**$ 22,465**	**$ 26,045**	116%

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 3,073	$ 2,620	$ 452	$ 12,345	$ 10,481	$ 1,864	18%
Maintenance - Materials & Other	903	1,625	(722)	6,076	6,500	(424)	-7%
Maintenance and Operations Contracts	6,182	6,585	(403)	25,382	26,339	(957)	-4%
Employee Benefit Contributions - Maintenance	1,479	559	920	5,213	2,235	2,978	133%
Total Maintenance	**11,636**	**11,389**	**248**	**49,016**	**45,555**	**3,461**	8%
Total Insurance Premiums	**15,865**	**11,676**	**4,189**	**49,708**	**46,704**	**3,004**	6%
Other General Expenses	45	-	45	768	-	768	#DIV/0!
Compensated Absences	472	101	372	1,185	402	783	
Property Taxes	2,047	2,047	-	8,189	8,189	-	0%
Bad debt - Tenant Rents	-	348	(348)	-	1,390	(1,390)	-100%
Total Other General Expenses	**2,564**	**2,495**	**69**	**10,143**	**9,982**	**161**	2%
Interest of Mortgage (or Bonds) Payable	3,389	3,015	374	12,130	12,059	70	1%
Interest on Notes Payable (Seller Financing)	6,714	6,714	0	26,854	26,854	0	0%
Amortization of Loan Costs	905	904	1	3,619	3,615	4	0%
Total Interest Expense and Amortization Cost	**11,007**	**10,632**	**375**	**42,602**	**42,528**	**74**	0%
Total Operating Expenses	**$ 58,278**	**$ 52,448**	**$ 5,831**	**$ 236,665**	**$ 209,791**	**$ 26,873**	13%
Excess of Operating Revenue over Operating Expenses	**$ (2,605)**	**$ 5,068**	**$ (7,674)**	**$ (14,502)**	**$ 20,274**	**$ (34,776)**	-172%
Extraordinary Maintenance	-	-	-	7,202	-	7,202	
Depreciation Expense	18,802	18,807	(5)	75,213	75,228	(15)	0%
Total Expenses	**$ 77,080**	**$ 71,255**	**$ 5,826**	**$ 319,079**	**$ 285,019**	**$ 34,060**	12%
Net Gain (Loss)	**$ (21,407)**	**$ (13,739)**	**$ (7,669)**	**$ (96,917)**	**$ (54,954)**	**$ (41,962)**	**76%**

Oak Towers Housing Deevelopment Group, LP
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 54,140	$ 54,839	$ (699)	$ 220,762	$ 219,355	$ 1,407	1%
Rental Subsidies	52,092	51,393	699	204,166	205,573	(1,407)	-1%
Vacancy Loss	(3,934)	(2,656)	(1,278)	(22,543)	(10,623)	(11,920)	112%
Net Rental Revenue	**102,298**	**103,576**	**(1,278)**	**402,385**	**414,305**	**(11,920)**	**-3%**
Tenant Revenue - Other	699	389	309	1,723	1,557	167	11%
Total Tenant Revenue	**102,997**	**103,965**	**(969)**	**404,108**	**415,861**	**(11,753)**	-3%
Investment Income - Unrestricted	2,054	2,667	(612)	8,009	10,667	(2,658)	-25%
Other Revenue	3,166	2,414	752	9,811	9,657	154	2%
Total Revenue	**$ 108,217**	**$ 109,046**	**$ (829)**	**$ 421,927**	**$ 436,185**	**$ (14,258)**	-3%
Administrative Salaries	5,185	6,766	(1,581)	26,778	27,063	(285)	-1%
Auditing Fees	2,230	1,662	568	7,217	6,649	568	9%
Property Management Fee	6,412	6,383	29	24,877	25,531	(654)	-3%
Asset Management Fees	1,107	1,149	(42)	4,429	4,596	(167)	-4%
Advertising and Marketing	-	4	(4)	-	17	(17)	-100%
Employee Benefit contributions - Administrative	2,235	2,363	(128)	10,116	9,452	664	7%
Office Expenses	1,257	1,703	(445)	6,678	6,810	(132)	-2%
Legal Expense	304	283	21	629	1,133	(504)	-44%
Training & Travel	-	125	(125)	61	500	(439)	-88%
Other	342	533	(192)	1,891	2,133	(242)	-11%
Total Operating - Administrative	**19,072**	**20,971**	**(1,899)**	**82,677**	**83,885**	**(1,208)**	-1%
Total Tenant Services	**6,527**	**4,783**	**1,744**	**25,957**	**19,130**	**6,827**	36%
Water	1,813	2,204	(391)	6,662	8,817	(2,154)	-24%
Electricity	8,810	10,888	(2,078)	40,516	43,551	(3,035)	-7%
Gas	852	771	81	3,855	3,085	771	25%
Sewer	1,135	1,292	(156)	4,470	5,168	(697)	-13%
Total Utilities	**$ 12,610**	**$ 15,155**	**$ (2,545)**	**$ 55,504**	**$ 60,620**	**$ (5,116)**	-8%

Oak Towers Housing Deevelopment Group, LP
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 7,891	$ 6,434	$ 1,457	$ 22,900	$ 25,735	$ (2,836)	-11%
Maintenance - Materials & Other	3,278	3,275	3	16,537	13,100	3,437	26%
Maintenance and Operations Contracts	11,848	11,417	432	47,769	45,667	2,103	5%
Employee Benefit Contributions - Maintenance	1,868	739	1,129	7,372	2,956	4,415	149%
Total Maintenance	**24,885**	**21,865**	**3,021**	**94,577**	**87,458**	**7,119**	8%
Property Insurance	12,564	6,264	6,299	40,027	25,058	14,969	60%
Workmen's Compensation	306	299	8	1,109	1,194	(85)	
All Other Insurance	269	273	(4)	1,074	1,090	(16)	-1%
Total Insurance Premiums	**13,138**	**6,836**	**6,303**	**42,210**	**27,342**	**14,868**	54%
Other General Expenses	217	-	217	1,465	-	1,465	#DIV/0!
Compensated Absences	3,354	-	3,354	5,694	-	5,694	
Taxes	2,625	2,625	-	10,500	10,500	-	0%
Bad debt - Tenant Rents	(700)	167	(867)	(700)	668	(1,368)	-205%
Total Other General Expenses	**5,496**	**2,792**	**2,704**	**16,959**	**11,168**	**5,792**	52%
Interest of Mortgage (or Bonds) Payable	5,078	4,975	103	19,849	19,900	(51)	0%
Interest on Notes Payable (Seller Financing)	9,215	9,215	(0)	36,861	36,861	(0)	0%
Amortization of Loan Costs	1,568	1,568	(0)	6,272	6,272	(0)	0%
Total Interest Expense and Amortization Cost	**15,861**	**15,758**	**103**	**62,982**	**63,033**	**(51)**	0%
Total Operating Expenses	**$ 97,590**	**$ 88,159**	**$ 9,431**	**$ 380,867**	**$ 352,636**	**$ 28,230**	8%
Excess of Operating Revenue over Operating Expenses	**$ 10,627**	**$ 20,887**	**$ (10,260)**	**$ 41,061**	**$ 83,549**	**$ (42,488)**	-51%
Extraordinary Maintenance	-	-	-	3,167	-	3,167	
Depreciation Expense	32,492	31,261	1,231	129,969	125,043	4,926	4%
Total Expenses	**$ 130,082**	**$ 119,420**	**$ 10,662**	**$ 514,002**	**$ 477,680**	**$ 36,322**	8%
Net Gain (Loss)	**$ (21,865)**	**$ (10,374)**	**$ (11,492)**	**$ (92,075)**	**$ (41,495)**	**$ (50,580)**	**122%**

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 10,633	$ 11,755	$ (1,123)	$ 46,024	$ 47,021	$ (997)	-2%
Rental Subsidies	8,667	7,763	904	31,176	31,054	122	0%
Vacancy Loss	733	(586)	1,319	144	(2,342)	2,487	-106%
Net Rental Revenue	**20,033**	**18,933**	**1,100**	**77,344**	**75,732**	**1,612**	**2%**
Tenant Revenue - Other	131	56	75	565	225	340	151%
Total Tenant Revenue	**20,164**	**18,989**	**1,175**	**77,909**	**75,957**	**1,952**	3%
Investment Income - Unrestricted	454	583	(130)	1,738	2,333	(595)	-26%
Other Revenue	149	339	(190)	997	1,357	(360)	-27%
Total Revenue	**$ 20,767**	**$ 19,912**	**$ 855**	**$ 80,644**	**$ 79,647**	**$ 997**	1%
Administrative Salaries	901	907	(6)	2,902	3,628	(726)	-20%
Auditing Fees	436	283	153	1,284	1,131	154	14%
Property Management Fee	918	966	(49)	3,848	3,866	(18)	0%
Asset Management Fees	1,105	1,119	(14)	4,420	4,477	(57)	-1%
Employee Benefit contributions - Administrative	306	276	30	979	1,103	(124)	-11%
Office Expenses	509	606	(98)	2,311	2,425	(114)	-5%
Legal Expense	-	67	(67)	304	267	37	14%
Training & Travel	-	42	(42)	12	167	(154)	-93%
Other	430	167	263	802	667	135	20%
Total Operating - Administrative	**4,605**	**4,437**	**168**	**16,862**	**17,746**	**(884)**	-5%
Total Tenant Services	**-**	**-**	**-**	**3**	**-**	**3**	#DIV/0!
Water	273	349	(75)	1,056	1,395	(338)	-24%
Electricity	1,204	1,306	(102)	4,804	5,222	(418)	-8%
Gas	333	430	(98)	2,937	1,722	1,215	71%
Sewer	213	223	(10)	817	892	(74)	-8%
Total Utilities	**$ 2,023**	**$ 2,308**	**$ (284)**	**$ 9,615**	**$ 9,230**	**$ 385**	4%

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 1,023	$ 873	$ 150	$ 4,108	$ 3,494	$ 614	18%
Maintenance - Materials & Other	86	1,096	(1,010)	527	4,383	(3,856)	-88%
Maintenance and Operations Contracts	3,860	2,785	1,074	6,988	11,142	(4,154)	-37%
Employee Benefit Contributions - Maintenance	497	1,191	(694)	1,743	4,763	(3,020)	-63%
Total Maintenance	**5,466**	**5,946**	**(480)**	**13,365**	**23,782**	**(10,417)**	-44%
Total Protective Services	**1,313**	**1,305**	**7**	**5,102**	**5,221**	**(119)**	-2%
Total Insurance Premiums	**2,670**	**3,014**	**(343)**	**8,593**	**12,054**	**(3,461)**	-29%
Other General Expenses	103	-	103	181	-	181	#DIV/0!
Compensated Absences	199	33	166	617	130	487	
Taxes	656	656	-	2,625	2,625	-	0%
Bad debt - Tenant Rents	-	287	(287)	-	1,147	(1,147)	-100%
Total Other General Expenses	**958**	**976**	**(18)**	**3,423**	**3,902**	**(479)**	-12%
Interest of Mortgage (or Bonds) Payable	691	614	77	2,455	2,455	1	0%
Amortization of Loan Costs	527	527	0	2,108	2,108	0	0%
Total Interest Expense and Amortization Cost	**1,218**	**1,141**	**77**	**4,563**	**4,562**	**1**	0%
Total Operating Expenses	**$ 18,252**	**$ 19,124**	**$ (873)**	**$ 61,526**	**$ 76,498**	**$ (14,972)**	-20%
Excess of Operating Revenue over Operating Expenses	**$ 2,515**	**$ 787**	**$ 1,727**	**$ 19,118**	**$ 3,150**	**$ 15,969**	507%
Extraordinary Maintenance	-	-	-	-	-	-	
Depreciation Expense	10,253	10,321	(68)	41,010	41,284	(274)	-1%
Total Expenses	**$ 28,504**	**$ 29,445**	**$ (941)**	**$ 102,536**	**$ 117,782**	**$ (15,246)**	-13%
Net Gain (Loss)	**$ (7,738)**	**$ (9,534)**	**$ 1,796**	**$ (21,892)**	**$ (38,134)**	**$ 16,243**	**-43%**

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 14,525	$ 14,326	$ 199	$ 62,855	$ 57,302	$ 5,552	10%
Rental Subsidies	21,679	21,938	(259)	81,961	87,753	(5,792)	-7%
Vacancy Loss	(3,354)	(3,989)	635	(12,673)	(15,956)	3,283	-21%
Net Rental Revenue	**32,850**	**32,275**	**575**	**132,143**	**129,100**	**3,043**	**2%**
Tenant Revenue - Other	15	-	15	484	-	484	#DIV/0!
Total Tenant Revenue	**32,865**	**32,275**	**590**	**132,627**	**129,100**	**3,527**	3%
Investment Income - Unrestricted	277	542	(264)	1,005	2,167	(1,162)	-54%
Other Revenue	-	367	(367)	1,090	1,467	(376)	-26%
Total Revenue	**$ 33,143**	**$ 33,183**	**$ (40)**	**$ 134,722**	**$ 132,733**	**$ 1,989**	1%
Administrative Salaries	2,522	2,717	(195)	9,484	10,869	(1,385)	-13%
Auditing Fees	857	611	247	2,689	2,442	247	10%
Property Management Fee	1,972	1,959	13	8,041	7,834	207	3%
Asset Management Fees	792	792	0	3,167	3,167	0	0%
Advertising and Marketing	-	4	(4)	-	17	(17)	-100%
Employee Benefit contributions - Administrative	306	307	(1)	1,278	1,227	50	4%
Office Expenses	319	463	(143)	1,502	1,850	(348)	-19%
Legal Expense	-	83	(83)	130	333	(203)	-61%
Training & Travel	-	63	(63)	7	250	(243)	-97%
Other	53	571	(517)	1,130	2,282	(1,152)	-50%
Total Operating - Administrative	**6,822**	**7,568**	**(747)**	**27,428**	**30,272**	**(2,844)**	-9%
Total Tenant Services	**30**	**273**	**(243)**	**347**	**1,092**	**(745)**	-68%
Water	2,637	1,409	1,228	8,248	5,636	2,612	46%
Electricity	249	596	(347)	1,888	2,385	(497)	-21%
Gas	55	151	(97)	1,561	605	956	158%
Sewer	1,708	1,115	593	5,951	4,460	1,491	33%
Total Utilities	**$ 4,649**	**$ 3,271**	**$ 1,378**	**$ 17,647**	**$ 13,086**	**$ 4,562**	35%

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 2,993	$ 3,157	$ (165)	$ 11,304	$ 12,629	$ (1,325)	-10%
Maintenance - Materials & Other	1,231	1,751	(520)	6,446	7,005	(559)	-8%
Maintenance and Operations Contracts	4,394	3,691	703	18,941	14,763	4,177	28%
Employee Benefit Contributions - Maintenance	1,201	1,559	(358)	5,624	6,235	(611)	-10%
Total Maintenance	**9,819**	**10,158**	**(339)**	**42,314**	**40,632**	**1,681**	4%
Total Insurance Premiums	**4,924**	**4,760**	**164**	**18,924**	**19,039**	**(114)**	-1%
Other General Expenses	81	-	81	488	-	488	#DIV/0!
Compensated Absences	489	-	489	2,530	-	2,530	
Property Taxes	1,750	1,750	-	7,000	7,000	-	0%
Bad debt - Tenant Rents	-	326	(326)	(300)	1,304	(1,604)	-123%
Total Other General Expenses	**2,320**	**2,076**	**244**	**9,718**	**8,304**	**1,414**	17%
Interest of Mortgage (or Bonds) Payable	587	1,853	(1,266)	2,358	7,413	(5,055)	-68%
Interest on Notes Payable	1,268	-	1,268	5,072	-	5,072	#DIV/0!
Amortization of Loan Costs	526	526	0	2,106	2,106	0	0%
Total Interest Expense and Amortization Cost	**2,382**	**2,380**	**2**	**9,535**	**9,519**	**17**	0%
Total Operating Expenses	**$ 30,945**	**$ 30,486**	**$ 459**	**$ 125,914**	**$ 121,943**	**$ 3,971**	3%
Excess of Operating Revenue over Operating Expenses	**$ 2,198**	**$ 2,697**	**$ (500)**	**$ 8,808**	**$ 10,790**	**$ (1,982)**	-18%
Extraordinary Maintenance	-	-	-	1,300	-	1,300	
Depreciation Expense	21,756	21,756	0	87,022	87,022	0	0%
Total Expenses	**$ 52,701**	**$ 52,241**	**$ 459**	**$ 214,237**	**$ 208,966**	**$ 5,271**	3%
Net Gain (Loss)	**$ (19,558)**	**$ (19,058)**	**$ (500)**	**$ (79,515)**	**$ (76,233)**	**$ (3,282)**	**4%**

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 9,181	$ 9,560	$ (378)	$ 39,065	$ 38,239	$ 827	2%
Rental Subsidies	12,949	12,607	342	49,455	50,427	(972)	-2%
Vacancy Loss	(3,390)	(554)	(2,836)	(11,899)	(2,217)	(9,682)	437%
Net Rental Revenue	**18,740**	**21,612**	**(2,873)**	**76,621**	**86,449**	**(9,827)**	**-11%**
Tenant Revenue - Other	15	153	(138)	51	613	(562)	-92%
Total Tenant Revenue	**18,755**	**21,766**	**(3,011)**	**76,672**	**87,062**	**(10,390)**	-12%
Investment Income - Unrestricted	455	417	38	1,771	1,667	105	6%
Other Revenue	-	35	(35)	-	140	(140)	-100%
Total Revenue	**$ 19,209**	**$ 22,217**	**$ (3,008)**	**$ 78,444**	**$ 88,869**	**$ (10,425)**	-12%
Administrative Salaries	976	1,076	(100)	3,767	4,303	(536)	-12%
Auditing Fees	527	407	120	1,749	1,628	120	0%
Property Management Fee	1,125	1,308	(183)	4,629	5,232	(603)	-12%
Asset Management Fees	792	792	0	3,167	3,167	0	0%
Advertising and Marketing	-	4	(4)	-	17	(17)	
Employee Benefit contributions - Administrative	146	148	(2)	623	592	31	5%
Office Expenses	129	242	(113)	558	967	(409)	-42%
Legal Expense	-	42	(42)	-	167	(167)	-100%
Training & Travel	-	63	(63)	2	250	(248)	-99%
Other	63	227	(164)	203	907	(704)	-78%
Total Operating - Administrative	**3,759**	**4,307**	**(549)**	**14,698**	**17,230**	**(2,532)**	-15%
Total Tenant Services	**19**	**182**	**(163)**	**229**	**728**	**(499)**	-69%
Water	794	1,777	(983)	5,382	7,108	(1,726)	-24%
Electricity	112	244	(132)	1,107	977	130	13%
Gas	48	81	(34)	1,492	325	1,167	359%
Sewer	688	1,333	(645)	3,435	5,333	(1,898)	-36%
Total Utilities	**$ 1,642**	**$ 3,436**	**$ (1,793)**	**$ 11,416**	**$ 13,743**	**$ (2,326)**	-17%

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

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 1,006	$ 1,052	$ (46)	$ 3,826	$ 4,210	$ (384)	-9%
Maintenance - Materials & Other	953	679	274	1,852	2,717	(865)	-32%
Maintenance and Operations Contracts	2,008	2,703	(695)	12,364	10,811	1,553	14%
Employee Benefit Contributions - Maintenance	402	1,155	(753)	1,859	4,620	(2,761)	-60%
Total Maintenance	**4,369**	**5,589**	**(1,220)**	**19,901**	**22,357**	**(2,457)**	-11%
Total Insurance Premiums	**2,710**	**3,127**	**(417)**	**10,124**	**12,506**	**(2,382)**	-19%
Other General Expenses	63	-	63	116	-	116	#DIV/0!
Compensated Absences	201	-	201	924	-	924	
Property Taxes	1,225	1,225	-	4,900	4,900	-	0%
Bad debt - Tenant Rents	-	44	(44)	(478)	174	(652)	-374%
Total Other General Expenses	**1,490**	**1,269**	**221**	**5,462**	**5,074**	**387**	8%
Interest on Notes Payable	2,676	2,676	0	10,703	10,703	0	0%
Amortization of Loan Costs	271	271	0	1,083	1,083	0	0%
Total Interest Expense and Amortization Cost	**2,946**	**2,946**	**0**	**11,786**	**11,786**	**0**	0%
Total Operating Expenses	**$ 16,935**	**$ 20,856**	**$ (3,921)**	**$ 73,616**	**$ 83,424**	**$ (9,808)**	-12%
Excess of Operating Revenue over Operating Expenses	**$ 2,274**	**$ 1,361**	**$ 913**	**$ 4,828**	**$ 5,445**	**$ (617)**	-11%
Extraordinary Maintenance	-	-	-	-	-	-	
Depreciation Expense	11,512	11,512	0	46,048	46,048	0	0%
Total Expenses	**$ 28,447**	**$ 32,368**	**$ (3,921)**	**$ 119,664**	**$ 129,472**	**$ (9,808)**	-8%
Net Gain (Loss)	**$ (9,238)**	**$ (10,151)**	**$ 913**	**$ (41,220)**	**$ (40,603)**	**$ (617)**	**2%**

Kinney Point Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ (3,394)	$ 31,957	$ (35,351)	$ 25,773	$ 127,827	$ (102,054)	-80%
Rental Subsidies	42,078	6,519	35,559	127,141	26,077	101,064	388%
Vacancy Loss	14,014	(1,346)	15,360	478	(5,386)	5,864	-109%
Net Rental Revenue	**52,698**	**37,130**	**15,568**	**153,392**	**148,518**	**4,874**	**3%**
Tenant Revenue - Other	252	153	99	252	613	(361)	-59%
Total Tenant Revenue	**52,950**	**37,283**	**15,667**	**153,644**	**149,132**	**4,512**	3%
Investment Income - Unrestricted	597	417	181	1,642	1,667	(25)	-1%
Other Revenue	(69)	68	(137)	134,051	273	133,778	48945%
Total Revenue	**$ 53,478**	**$ 37,768**	**$ 15,710**	**$ 289,337**	**$ 151,072**	**$ 138,265**	92%
Administrative Salaries	2,846	2,022	824	11,311	8,086	3,225	40%
Auditing Fees	535	385	150	1,688	1,538	150	10%
Property Management Fee	1,598	1,598	-	6,392	6,392	-	0%
Asset Management Fees	-	1,167	(1,167)	1,989	4,667	(2,678)	-57%
Employee Benefit contributions - Administrative	370	728	(358)	1,441	2,913	(1,472)	-51%
Office Expenses	604	242	362	3,175	967	2,209	228%
Legal Expense	-	83	(83)	-	333	(333)	-100%
Training & Travel	-	63	(63)	12	250	(238)	-95%
Other	40	227	(187)	820	907	(87)	-10%
Total Operating - Administrative	**5,992**	**6,517**	**(525)**	**26,828**	**26,069**	**759**	3%
Total Tenant Services	**474**	**176**	**297**	**1,053**	**705**	**348**	49%
Water	234	1,777	(1,543)	643	7,108	(6,465)	-91%
Electricity	455	244	211	2,045	977	1,068	109%
Gas	211	81	129	1,474	325	1,148	353%
Sewer	62	1,333	(1,271)	183	5,333	(5,149)	-97%
Total Utilities	**$ 961**	**$ 3,436**	**$ (2,474)**	**$ 4,345**	**$ 13,743**	**$ (9,398)**	-68%

Kinney Point Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 13	$ 1,768	$ (1,755)	$ 79	$ 7,072	$ (6,993)	-99%
Maintenance - Materials & Other	365	679	(314)	460	2,717	(2,257)	-83%
Maintenance and Operations Contracts	2,076	2,838	(762)	3,451	11,354	(7,903)	-70%
Employee Benefit Contributions - Maintenance	151	440	(289)	755	1,759	(1,004)	-57%
Total Maintenance	**2,606**	**5,725**	**(3,119)**	**4,744**	**22,901**	**(18,157)**	-79%
Total Protective Services	**1,137**	**1,305**	**(168)**	**4,223**	**5,221**	**(998)**	-19%
Total Insurance Premiums	**5,255**	**2,975**	**2,280**	**15,406**	**11,900**	**3,506**	29%
Other General Expenses	110	-	110	223	-	223	#DIV/0!
Compensated Absences	528	71	457	1,103	282	821	
Taxes	1,225	1,225	-	4,900	4,900	-	0%
Bad debt - Tenant Rents	-	560	(560)	-	2,239	(2,239)	-100%
Total Other General Expenses	**1,863**	**1,855**	**8**	**6,226**	**7,421**	**(1,195)**	-16%
Interest of Mortgage (or Bonds) Payable	-	796	(796)	-	3,183	(3,183)	-100%
Amortization of Loan Costs	-	399	(399)	1,321	1,596	(275)	-17%
Total Interest Expense and Amortization Cost	**-**	**1,195**	**(1,195)**	**1,321**	**4,779**	**(3,459)**	-72%
Total Operating Expenses	**$ 18,288**	**$ 23,185**	**$ (4,897)**	**$ 64,146**	**$ 92,740**	**$ (28,593)**	-31%
Excess of Operating Revenue over Operating Expenses	**$ 35,190**	**$ 14,583**	**$ 20,607**	**$ 225,190**	**$ 58,332**	**$ 166,858**	286%
Extraordinary Maintenance	-	-	-	-	-	-	
Depreciation Expense	33,679	9,519	24,160	134,717	38,075	96,642	254%
Total Expenses	**$ 51,967**	**$ 32,704**	**$ 19,264**	**$ 198,863**	**$ 130,814**	**$ 68,049**	52%
Net Gain (Loss)	**$ 1,511**	**$ 5,064**	**$ (3,553)**	**$ 90,474**	**$ 20,257**	**$ 70,216**	**347%**

Park Avenue Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Tenant Rental Revenue	$ 3,410	$ 14,817	$ (11,407)	$ 19,959	$ 59,269	$ (39,310)	-66%
Rental Subsidies	46,658	22,106	24,552	180,307	88,425	91,882	104%
Vacancy Loss	-	(1,292)	1,292	(1,853)	(5,169)	3,316	-64%
Net Rental Revenue	50,068	35,631	14,437	198,413	142,525	55,888	39%
Tenant Revenue - Other	-	-	-	-	-	-	0%
Total Tenant Revenue	**50,068**	**35,631**	**14,437**	**198,413**	**142,525**	**55,888**	39%
Investment Income - Unrestricted	467	417	51	1,564	1,667	(102)	-6%
Other Revenue	-	188	(188)	2,415	753	1,662	221%
Total Revenue	**$ 50,535**	**$ 36,236**	**$ 14,299**	**$ 202,392**	**$ 144,945**	**$ 57,448**	40%
Administrative Salaries	2,363	3,583	(1,219)	8,941	14,330	(5,389)	-38%
Auditing Fees	527	407	120	1,749	1,628	120	7%
Property Management Fee	1,175	1,692	(517)	4,653	6,768	(2,115)	-31%
Asset Management Fees	-	792	(792)	-	3,166	(3,166)	-100%
Advertising and Marketing	-	4	(4)	-	17	(17)	-100%
Employee Benefit contributions - Administrative	702	1,336	(634)	3,097	5,343	(2,246)	-42%
Office Expenses	32	700	(668)	382	2,800	(2,418)	-86%
Legal Expense	-	42	(42)	-	167	(167)	-100%
Training & Travel	-	63	(63)	12	250	(238)	-95%
Other	44	227	(182)	269	907	(637)	-70%
Total Operating - Administrative	**4,844**	**8,844**	**(4,000)**	**19,104**	**35,376**	**(16,272)**	-46%
Total Tenant Services	**19**	**152**	**(133)**	**63**	**608**	**(545)**	-90%
Water	806	1,777	(971)	3,385	7,108	(3,723)	-52%
Electricity	280	244	36	918	977	(59)	-6%
Gas	23	81	(58)	69	325	(256)	-79%
Sewer	563	1,333	(770)	2,169	5,333	(3,163)	-59%
Total Utilities	**$ 1,673**	**$ 3,436**	**$ (1,763)**	**$ 6,542**	**$ 13,743**	**$ (7,201)**	-52%

Park Avenue Housing Development Group, LP
Unaudited Revenue Expense Budget Comparison

	Current Month	Budget	Variance	Year to Date	Budget	Variance	Percent of Variance
Maintenance - Labor	$ 2,201	$ 3,975	$ (1,774)	$ 10,410	$ 15,898	$ (5,488)	-35%
Maintenance - Materials & Other	11	679	(668)	232	2,717	(2,484)	-91%
Maintenance and Operations Contracts	1,864	2,803	(939)	3,254	11,210	(7,956)	-71%
Employee Benefit Contributions - Maintenance	821	386	434	3,994	1,546	2,449	158%
Total Maintenance	**4,895**	**7,843**	**(2,947)**	**17,891**	**31,371**	**(13,480)**	-43%
Total Insurance Premiums	**106**	**2,975**	**(2,869)**	**412**	**11,900**	**(11,488)**	-97%
Other General Expenses	97	-	97	155	-	155	0%
Compensated Absences	1,032	139	892	2,257	557	1,700	
Taxes	1,225	1,225	-	4,900	4,900	-	0%
Bad debt - Tenant Rents	-	537	(537)	-	2,149	(2,149)	-100%
Total Other General Expenses	**2,354**	**1,902**	**452**	**7,312**	**7,606**	**(294)**	-4%
Interest of Mortgage (or Bonds) Payable	-	-	-	-	-	-	0%
Interest on Notes Payable (Seller Financing)	-	-	-	-	-	-	0%
Amortization of Loan Costs	-	127	(127)	-	508	(508)	-100%
Total Interest Expense and Amortization Cost	**-**	**127**	**(127)**	**-**	**508**	**(508)**	-100%
Total Operating Expenses	**$ 15,028**	**$ 25,278**	**$ (10,250)**	**$ 55,547**	**$ 101,113**	**$ (45,565)**	-45%
Excess of Operating Revenue over Operating Expenses	**$ 35,508**	**$ 10,958**	**$ 24,550**	**$ 146,845**	**$ 43,832**	**$ 103,013**	235%
Extraordinary Maintenance	-	-	-	-	-	-	
Depreciation Expense	-	2,917	(2,917)	-	11,667	(11,667)	-100%
Total Expenses	**$ 15,028**	**$ 28,195**	**$ (13,167)**	**$ 55,547**	**$ 112,779**	**$ (57,232)**	-51%
Net Gain (Loss)	**$ 35,508**	**$ 8,041**	**$ 27,466**	**$ 146,845**	**$ 32,165**	**$ 114,680**	**357%**

Columbia Housing Authority
Administration Revenue and Expense Summary

	CHA Affordable Housing Development	CHA Business Activities	CHA Central Office Cost Center	Total Adminstration	Year to Date Budget	Budget Variance	Percent of Variance
Management Fee	$ -	$ -	$ 105,768	$ 105,768	$ 109,817	$ (4,048)	-4%
Asset Management Fee	-	-	2,000	2,000	2,000	-	0%
Book Keeping Fee	-	-	51,383	51,383	58,053	(6,670)	-11%
Fee Revenue	**-**	**-**	**159,151**	**159,151**	**169,870**	**$ (10,718)**	**-6%**
Interest Income	4,109	18,655	4,232	26,996	14,391	12,604	88%
Investment Income	5,174	258,701	-	263,874	260,848	3,027	1%
Other Revenue	(75)	152,012	355	152,292	263,224	(110,932)	-42%
Gain or Loss on Sale of Capital Assets	-	-	-	-	-	-	
Total Revenue	**$ 9,207**	**$ 429,368**	**$ 163,738**	**$ 602,313**	**$ 708,333**	**$ (106,019)**	**-15%**
Administrative Salaries	80,109	89,967	94,508	264,584	254,638	9,946	4%
Auditing Fees	-	1,833	4,000	5,833	5,833	-	0%
Advertising and Marketing	-	-	526	526	442	84	19%
Employee Benefits - Admin.	20,001	27,616	28,487	76,104	76,819	(714)	-1%
Office Expenses	1,202	7,803	26,651	35,656	31,325	4,331	14%
Legal Expense	-	-	2,393	2,393	9,667	(7,274)	-75%
Training & Travel	4,045	1,601	6,162	11,807	6,750	5,057	75%
Other	241	1,971	4,063	6,275	6,500	(225)	-3%
Total Operating - Administration	**105,598**	**130,791**	**166,789**	**403,179**	**391,973**	**11,206**	**3%**
Water	-	72	72	145	367	(222)	-61%
Electricity	-	708	708	1,416	1,850	(434)	-23%
Gas	-	492	492	984	367	617	168%
Sewer	-	37	37	73	1,307	(1,233)	-94%
Total Utilities	**-**	**1,309**	**1,309**	**2,617**	**3,890**	**(1,273)**	-33%
Maintenance - Labor	-	-	-	-	-		
Maintenance - Materials	-	-	322	322	1,137	(815)	-72%
Maint Contracts, Miscellaneous	-	236	920	1,156	917	239	26%
Maint Contracts-Trash Removal	-	-	-	-	367	(367)	-100%
Maint Contracts-Heating & Cooling	-	-	-	-	-	-	
Maint Contracts-Snow Removal	-	-	-	-	-	-	
Maint Contracts-Elevators	-	-	-	-	-	-	
Maint Contracts-Landscape & Grounds	-	-	-	-	1,500	(1,500)	-100%
Maint Contracts-Unit Turnaround	-	-	-	-	-	-	
Maint Contracts-Electrical	-	-	-	-	-	-	
Maint Contracts-Plumbing	-	-	-	-	-	-	
Maint Contracts-Extermintation	-	-	-	-	-	-	
Maint Contracts-Janitorial	-	-	-	-	1,259	(1,259)	-100%
Maintenance Contracts	-	236	920	1,156	4,042	(2,886)	-71%
Employee Benefits - Maint.	-	-	-	-	-	-	
Total Maintenance	**-**	**236**	**1,242**	**1,478**	**5,179**	**(3,701)**	**-71%**
Total Insurance Premiums	**1,698**	**3,237**	**3,332**	**8,266**	**1,699**	**6,568**	**387%**
Other General Expenses	**42,445**	**28,291**	**1,382**	**72,118**	**27,883**	**44,235**	**159%**
Compensated Absences	**707**	**1,501**	**2,875**	**5,083**	**-**	**5,083**	
Total Other Expenses	**43,151**	**29,792**	**4,257**	**77,201**	**27,883**	**49,318**	**177%**
Interest of Bonds Payable	-	98,555	-	98,555	100,223	(1,668)	-2%
Interest on Notes Payable	-	7,347	-	7,347	2,341	5,005	214%
Total Interest/Amortization	**-**	**105,902**	**-**	**105,902**	**102,564**	**3,338**	**3%**
Total Operating Expenses	**$ 150,447**	**$ 271,267**	**$ 176,929**	**$ 598,643**	**$ 533,188**	**$ 65,455**	**12%**
Excess of Operating Revenue over Operating Expenses	**$ (141,240)**	**$ 158,100**	**$ (13,190)**	**$ 3,670**	**$ 175,145**	**$ (171,475)**	**-98%**
Depreciation Expense	-	4,390	397	4,787	8,624	(3,837)	-44%
Total Expenses	**$ 150,447**	**$ 275,657**	**$ 177,326**	**$ 603,430**	**$ 541,812**	**$ 61,618**	**11%**
Net Gain (Loss)	**$ (141,240)**	**$ 153,711**	**$ (13,587)**	**$ (1,117)**	**$ 166,520**	**$ (167,637)**	**-101%**

Housing Authority of the City of Columbia, Missouri
201 Switzler Street, Columbia, Missouri 65203
Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ www.ColumbiaHA.com

Department Source: CEO
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: 6/17/2026
Re: CHA Director Reports

Executive Summary

This memo provides a monthly account of functions and activities of CHA Departments.

Discussion

CEO Summary:

This report summarizes operations across all departments into a combined memo. The financial report is in a standalone monthly finance report. There are steady operations across all departments with continued development progress on milestones, continued addressing of maintenance and management of construction project sites, operating of properties, maintenance of voucher programs, the provision of services to residents and ensuring safety on CHA property. Staff will continue focusing attention to operational metrics at Bear Creek and Bryant Walkway II. All other properties are performing at a strong level.

Affordable Housing Development:

Kinney Point

- Permanent loan conversion closed on 5/1/2026.
- Draft IRS Form 8609 was issued on June 8, 2026. Final issuance is anticipated by the end of June 2026, followed by receipt of the final equity installment and remaining developer fee.

Park Avenue

- The 10% test has been completed and approved by MHDC.
- The full $5 million in Boone County ARPA funds has been drawn, meeting the June 30, 2026 expenditure deadline.
- Reimbursement requests for the full $2 million City ARPA allocation have been submitted, meeting the December 31, 2026 expenditure deadline.
- Buildings 9 and 15 are anticipated to receive Temporary Certificates of Occupancy (TCOs) in July 2026.
- Staff continues conducting one-on-one meetings with tenants and coordinating unit assignments while maintaining compliance requirements necessary to preserve tax credit eligibility.

Providence Walkway

- RAD: Early Start has been approved, and the Financing Plan has been submitted for supervisory approval. Receipt of the RAD Conversion Commitment (RCC) is anticipated in late June or early July 2026.
- The pre-construction meeting was held on May 18, 2026. Laundry building demo and Worley lot site preparation in process.
- MHDC: The Firm Commitment and related exhibits have been executed, addressing comments to the Limited Partnership Agreement (LPA).
- Due diligence: Weekly coordination calls are ongoing. Major submissions are substantially complete, and the team is working toward finalization of legal documents and closing deliverables.

Blind Boone Apartments

- RAD: The Financing Plan was submitted on May 12, 2026.
- MHDC: The team is working with underwriting to address the remaining comments. Closing is anticipated in September 2026.
- The Boone County ARPA draw is in process and will fully expend the $350,000 allocation prior to the June 30, 2026 expenditure deadline.
- The final City ARPA draw is also in process and is anticipated to fully expend the remaining $350,000 allocation prior to the December 31, 2026 expenditure deadline.

Facilities and Modernization:

Maintenance work orders have remained consistent and steady, with staff continuing to respond to daily resident needs, routine repairs, and ongoing property maintenance items. Staff also responded to a generator outage at Paquin and have been addressing minor flooding issues caused by recent rainfall.

The Park Avenue development continues to move forward. Building 1 has the slab in place and is awaiting framing. Buildings 2 and 7 have completed framing. Buildings 4 and 5 are having insulation installed, and Building 11 is in the rough-in stage. Interior work is progressing across several buildings, with Buildings 3, 6, and 12 are receiving their first coats of paint; Buildings 10, 13, and 14 are having trim and flooring installed; Building 8 is receiving final paint and flooring; Building 9 is approximately 90% complete with trim-out; and Building 15 is approximately 80% complete with final trim.

The parking lot at Paquin has been paved, improving site access, appearance, and overall property conditions. Staff are also getting estimates for repairs at 412 LaSalle.

Resident Services:

Resident Services May 2026 highlights of programs and services is as follows:

- **ROSS Program:**
  - $17,580 in match dollars earned YTD
  - 125 active participants
- **FSS Program:**
  - 1 new participant enrolled
  - 16,656 in escrow dollars added to participant accounts
  - Escrow audits complete
- **Moving Ahead Program**:
  - Over 110 students enrolled for summer programming, a program record.
  - Summer programming positions have been filled, with only one vacancy remaining.
  - Kindergarten enrollment exceeded previous years, reaching a record high of over 17 students.
  - Awarded a STEAM grant from the Missouri Afterschool Network to support summer programming, including mobile library reading materials for K–12 students.

- **HHC Support:**
  - 1,027 case management units of service completed
  - Hosted various resource fairs for residents onsite at Bear Creek, Kinny Point, and Stuart Parker.
- **ILP Program:**
  - 1,815 case management units of service completed
  - Throughout the month, residents continued to access ongoing services, including Nail Care Clinics, Food Bank box distribution, Farmers Market vouchers with transportation support, socialization groups, and community pancake breakfasts.
- **Juneteenth**
  - Annual Juneteenth Celebration scheduled June 18th from 3-6:30pm at Rose Music Hall.

Affordable Housing Operations:
In May, fourteen (14) families moved in, and three (3) families moved out. Of the three (3) families that moved out one (1) tenant was terminated, one (1) tenant transferred to Section 8 and one (1) tenant moved to a long-term care facility. Out of the 656 LIHTC/PBV units there were twenty (20) vacant as of May 31, 2026. This is an occupancy rate of 97%. Ten (10) units were vacant over 60 days. Intake staff continued to focus on processing applications to fill vacancies across all properties.

HCV Operations:
HCV staff continued with annual recertifications and maintenance of existing files. Staff are only issuing new vouchers in the Continuum of Care (CoC) Program, and VASH. All other programs are in the maintenance phase. Additional voucher information by program and departmental updates are as follows:

HCV
- 1,073 Households receiving HCV program assistance

VASH
- 145 households receiving VASH program assistance.
- 120 HCV + 25 PBV (Patriot Place).

Mainstream
- 42 vouchers leased.
- 2 New submissions voucher searching

Continuum of Care
- 35 households receiving COC program assistance.
  - Working on utilizing more funding by accepting more agency referrals, we currently have 15 vouchers searching and accepted 20 new referrals this week.

Emergency Housing Vouchers
- 29 vouchers leased.
- ARPA funded program is the process of phasing out.

Tenant-Based Rental Assistance
- 4 participants leased.

HCV Updates
- FY26 COC Program NOFO Released by HUD, Application Deadline TBD
- Project Homeless Connect July 23, 2026, at Mo. United Methodist Church, 204 9th St. Columbia, Mo. 11:00 a.m.-2:00 p.m.

Human Resources & IT:

HR staff completed the following human resources related duties.

- Submitting ACA 1095-C data to IRS.
- Renewed the lease for postage machine.

Staff worked across departments and with CHA's 3rd party network administration to complete the IT set up at Kinney Point building which included the following:

- New internet to meet bandwidth requirements for staffing needs and remote viewing access to cameras.
- Running cabling to provide wired internet connection to offices (in progress).
- Working with 43Tc to set up networking and firewall equipment (in progress)
- Set up staff offices.

Safety:

Safety calls were historically low while police response was up slightly. There were fewer calls or incidents that would be considered out of the ordinary. Staff is prepared to answer any questions regarding the vehicle occurrence at 412 LaSalle.

Recommended Commission Action

Review and consider the report.

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Tab Name	**Report Name**
1. Occupancy	Affordable Housing - Occupancy Rate Status Report
2. Occupancy Trend	Affordable Housing - Occupancy Rate Trending Report
3. Waiting List	Affordable Housing - Waiting List Status Report
4. Vacant Unit Status	Affordable Housing - Vacant Unit Status Report
5. Rent Collection	Affordable Housing - Tenant Charge Collection Report
6. Facility Inspections	Facilities and Modernization - Annual Inspections by Facility by Target Date
7. Non-Emg Work Orders	Facilities and Modernization - Non-Emergency Work Order Activity Report
8. Emg Work Orders	Facilities and Modernization - Emergency Work Order Activity Report
9. AH - KPI	Affordable Housing - Key Performance Indicators Report - Financial
10. AH Compliance	Affordable Housing - LIHTC Compliance Reporting
11. HCV Leasing	Housing Choice Voucher - Leasing Activity Report
12. HCV Waitlist	Housing Choice Voucher - Waiting List Status Report
13. HCV - Inspections	Housing Choice Voucher - Inspection Activity Report
14. HCV KPI - Admin	Housing Choice Voucher - Administrative Account - Key Performance Indicators Report - Financial
15. HCV KPI - HAP	Housing Choice Voucher - HAP Account - Key Performance Indicators Report - Financial/Utilization
16. Resident Services	Resident Services - Units of Service and Units Billed

1. Affordable Housing - Occupancy Rate Status Report

Affordable Housing - Occupancy Rate Status Report as of 5/31/2026											
Units	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total Affordable Housing**
Leased	35	22	72	200	83	143	51	32	33	23	693
Available	35	22	72	200	83	143	51	32	33	23	693
Offline, HUD Approved	15	0	0	0	0	0	0	0	0	2	17
Offline, Other	0	3	4	0	1	4	3	4	1	0	20
Total Units	50	25	76	200	84	147	54	36	34	25	730
Occupancy Rate	**70%**	**88%**	**95%**	**100%**	**99%**	**97%**	**94%**	**89%**	**97%**	**92%**	**95%**

Purpose of Report

This report provides the percentage of affordable housing units leased at a point in time. High occupancy is important and is a primary indicator of CHA meeting its mission of housing families and is maximizing its revenue potential. Secondly, a high occupancy can also mean that there are families on the waiting list, maintenance is able to turnaround a vacant unit quickly and administrative staff can qualify the family and put them in the unit in a timely manner.

Instructions

1. Leased Units

Enter the number of units under lease as of the date of the report.

2. Available Units

Enter the number of units under lease or available for lease (i.e., the unit is ready to be leased) as of the date of the report.

3. Offline, HUD Approved

Enter the number of units that are not leased or available to be leased as the units are approved by HUD to be used for another purpose, such as resident services or a police sub-station, or are approved by HUD to be vacant, such as units approved for modernization or casualty loss as of the date of the report. This category reflects units that are not leased but would receive operating subsidy.

4. Offline, Other

Enter the number of units that are included in the "Available" or "Offline, HUD Approved" categories as of the date of the report. Units reported in this category will normally be associated with vacant unit turnaround or units that are used for an alternate purpose that will not be eligible for operating subsidy.

4. Total Units

Sum of available units and offline units, The total should equal the total units for the project.

2. Affordable Housing - Occupancy Rate Trending Report

Affordable Housing - Occupancy Rate Trending Report as of 5/31/2026											
Period	AMP 1	MMV (Patriot)	Bear Creek	Paquin	Stuart Parker	Oak Towers	Bryant Walkway I	Bryant Walkway II	Kinney Point	Park Avenue	Total CHA Housing Rate/Excluding AMP1
1/31/2026	76%	100%	92%	98%	95%	97%	94%	89%	100%	100%	96%
2/28/2026	74%	100%	92%	97%	95%	97%	93%	89%	100%	100%	96%
3/31/2026	74%	96%	95%	97%	98%	98%	93%	92%	100%	100%	96%
4/30/2026	70%	88%	93%	96%	98%	97%	93%	92%	97%	100%	94%
5/31/2026	70%	88%	95%	100%	99%	97%	94%	89%	97%	100%	95%
6/30/2026											
7/31/2026											
8/31/2026											
9/30/2026											
10/31/2026											
11/30/2026											
12/31/2026											
Occupancy Rate											
2025 Rate	51%	98%	96%	97%	98%	97%	95%	97%	13%	N/A	86%
2024 Rate	69.69	95.41	94.82	96.93	96.91	97.79	95.38	97.42	N/A	N/A	96.38
2023 Rate	86%	96%	96%	97%	96%	97%	95%	93%	N/A	N/A	96%

<u>Purpose of Report</u>

Provides the percentage of affordable housing units leased over a period of time. High occupancy is normally a major indicator of both good financial health and management. The trending information helps identify whether occupancy rates are increasing, decreasing, or holding steady. A certain level of variance can be expected each month. Large changes, especially decreases in the occupancy rate is a risk area, as is a gradual decline in the occupancy rate, or a consistently low rate.

<u>Instructions</u>

1. General

Each month a new row of occupancy rate data will be entered on the report using the occupancy rate data as calculated from the Affordable Housing Occupancy Rate Report. The number of months of previous occupancy rate date is shown, as well as two years of annual occupancy rate data to provide trending information. This form provides occupancy rate data based on a calendar year basis. HIgh performing occupancy rates are considered 96% or higher at family sites and 98% or higher at the Tower properties.

3. Affordable Housing - Waiting List Status Report

Columbia Housing Authority - Waiting List Status Report as of 5/31/2026			
Unit Type	**Family Sites**	**Oak Tower**	**Paquin Tower**
Zero bedroom		**193**	**111**
1 bedroom	140	1	8
2 bedroom	527		5
3 bedroom	239		
4 bedroom	114		
Total	1020	194	124

4. Affordable Housing - Vacant Unit Status Report

Columbia Housing Authority - Waiting List Status Report as of 5/31/2026							
	Unit #	Bedroom Size	Date Vacant	Projected Ready Date	Anticipated Lease Date	Application Approved	Days Vacant as of 1/31/2026
AMP 1							
50 Total Units	N/A						
MMV (Patriot)							
25 Total Units	109	1	3/3/2026	Ready	5/15/2026	MI scheduled 6/3/26	89
	210	1	3/31/2026	Ready	5/15/2026	VA working on applicant	61
	301	1	4/14/2026	Ready	5/25/2026	VA working on applicant	47
Bear Creek							
76 Total Units	1304	3	4/16/2026	Ready	5/25/2026	Intake in process	45
	1206	2	2/28/2026	Ready	5/15/2026	Intake in process	92
	1218	4	4/30/2026	Ready	5/15/2026	Intake in process	31
	1201	2	12/11/2025	Ready	5/15/2026	Intake in process	171
Paquin							
200 Total Units							
Stuart Parker							
84 Total Units	202B Lincoln	2	1/21/2026	5/30/2026	6/15/2026	Waiting on approval	130
Oak Towers							
146 Total Units	816	0	4/25/2026	Ready	6/12/2026	Approved applicant	36
	215	0	4/28/2026	6/12/2026	6/26/2026	Intake in process	33
	413	0	4/27/2026	Ready	6/4/2026	Approved applicant	34
	617	1	4/30/2026	6/5/2026	6/19/2026	Inake in process	31
Bryant Walkway I							
54 Total Units	214 Bryant	2	12/1/2025	Ready	5/19/2026	Transfer in process	181
	217 Allen	1	2/9/2025	Ready	5/28/2026	Intake in process	111
	206 Allen	1	11/18/2025	Ready	6/4/2026	Waiting on approval	194
Bryant Walkway II							
36 Total Units	410 LaSalle	3	10/23/2025	Ready	5/14/2026	Transfer in process	220
	318 LaSalle	1	4/29/2026	ready for inspection	6/11/2026	pulling more applicants	37
	312 Pendleton	1	1/8/2026	Ready	6/15/2026	Waiting on approval	143
	320 Pendleton	1	5/7/2026	Not started	6/30/2026	pulling more applicants	24
Kinney Point							
34 Total Units	805 #101	1	4/24/2026	5/10/2026	5/15/2026	Intake in process	37
Park Avenue							
79 Total Units	Under Construction-Not Tracking Data.						
	Number of Vacant Units:	**20**				**Average Days Vacant:**	**64**

Purpose of Report

Unit turnaround time (the time from when the unit is vacant until the unit is leased) is a key metric for assessing operational performance. This report provides information on the status of each vacant unit focusing on key information needed to help monitor when the vacant unit will be leased. The goal is to have only a limited number of vacant units at any given time and the time that a unit is offline should be limited to one to two weeks. There may be exceptions or mitigating circumstances, usually a large number of vacant units and/or extended unit turnaround time is an indicator of a operational risk. Low rates of vacant unit turnaround can be caused by multiple factors. Maintenance delays can result in extended unit turnaround time can be due to lack of available materials, large number of outstanding work orders, other work priorities, and the condition of the units. Other contributing factors may include include adequacy of waitlist, admission processing, and management oversight.

Instructions

1. Project 1 & Project 2

Enter the Property name, unit #, and bedroom size for each vacant unit.

2. Date Vacant

Enter the date that the unit became vacant.

3. Projected Ready Date

Enter date maintenance is expected to have all the work completed in the unit. Date unit may be leased or actual date maintenance informed management that unit can be leased.

4. Anticipated Lease Date

Enter the date the project manager is expected to have the unit leased. If the unit is leased, the unit should be removed from the report.

5. Application Approved

Enter either Yes or No. Yes, means that a family has accepted the unit, all background checks and other admission processes have been completed.

6. Days Vacant as of Report Date.

The number of calendar days since the unit became vacant and the date of the report. In this example, the days are based as if the date of the report was 1/31/2026.

7. Special Purpose Units / Long-Term Vacant Units

The report should not include special purpose units, i.e., units that are not used for housing such as units for resident services, maintenance storage, etc. However, all other vacant units, those that are HUD-approved (units undergoing modernization, casualty loss, disaster) and those that are non-HUD approved and therefore, not receiving operating subsidy should be included in the report.

5. Affordable Housing - Tenant Charge Collection Report

Affordable Housing - Tenant Charge Collection Report as of 5/31/2026

Description	AMP 1	MMV (Patriot)	Bear Creek	Paquin	Stuart Parker	Oak Towers	Bryant Walkway I	Bryant Walkway II	Kinney Point	Park Avenue	Total Affordable Housing
Tenant Rent Charges	12,463	16,626	50,936	126,659	52,233	100,311	32,431	19,418	37,560	17,463	466,100
Other Tenant Charges	-	15		247		694			64	-	1,020
Repayment Agreement Charges*											
Total Charges this Month	12,463	16,641	50,936	126,906	52,233	101,005	32,431	19,418	37,624	17,463	467,120
Collections this Month	8,978	15,563	41,293	117,459	50,629	95,317	23,413	19,341	36,369	14,761	423,123
Collection Rate	**72.0%**	**93.5%**	**81.1%**	**92.6%**	**96.9%**	**94.4%**	**72.2%**	**99.6%**	**96.7%**	**84.5%**	**90.6%**
Total Tenant Accounts Receivable (TAR)											
Total Delinquent Households	12	8	35	46	16	33	19	7	3	5	184
Total Amount Outstanding	$3,485	$3,255	$14,460	$18,482	$9,195	$9,482	$23,118	$1,468	$3,039	$3,027	$89,012
Under Repayment Agreement											
Total Number of Households	2	3	7	8	3	6	3	1	0	1	34
Total Amount Outstanding	$836	$2,519	$3,722	$3,720	$7,512	$2,915	$2,554	$1,231	$0	$171	$25,180
Households in Termination											
Total Number of Households	2	0	2	10	3	4	2	2	0	1	26
Total Amount Outstanding	$846	$0	$2,012	$10,481	$659	$2,164	$458	$1,145	$0	$517	$18,282

Purpose of Report

This report provides the amount of tenant charges due and collected during the month. The report includes both rent and non-rent tenant charges. HUD's standard (Interim PHAS – Tenant Account Receivable – TAR ratio) is that 98.5% of all tenant charges is expected to be collected.

Instructions

1. Tenant Rent Charges

The total amount of tenant rent charged during the month.

2. Other Tenant Charges

The total amount of non-rent charged during the month and would include all other tenant charges except repayment agreements. Examples would include such items as maintenance charges, late fees, excess utility charges, lock-out fees, etc.

3. Repayment Agreement Charges

The total amount of tenant payment due during the month from participants' repayment agreements.

4. Collections this Month

The total amount payment received from tenants for all the above charges during the month.

6. Facilities- Annual compliance checklist by month by property as of 5/31/2026

This report is provided to keep the Board informed on annual facility inspections and compliance.

Annual Inspections Compliance Checklist by Property													
Property	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Paquin Towers													
Water Treatment Systems – Annual Service	Monthly	X	X										
Sprinkler System – Annual Inspection	January	X											
Fire Pumps – Annual Inspection	January	X											
Backflow Preventers – Annual Test	January	X											
Elevators – Annual Inspection	February				X								
Fire Extinguishers – Annual Inspection	February		X										
Fire Alarm System – Annual Inspection	March				X								
Generators – Annual Inspection	June												
Oak Towers	**Inspection Month/Quarter Target**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Water Treatment Systems – Annual Service	Monthly	X											
Sprinkler System – Annual Inspection	January	X											
Fire Pumps – Annual Inspection	January	X											
Backflow Preventers – Annual Test	January	X											
Elevators – Annual Inspection	February				X								
Fire Extinguishers – Annual Inspection	February		X										
Fire Alarm System – Annual Inspection	April				X								
Generators – Annual Inspection	June												
Admin Building	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May												
Blind Boone Center	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May												
Backflow Preventers – Annual Test	October												
Stuart Parker Laundromat	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May												
Bear Creek Laundromat	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May												
Bear Creek Community Bldg. 1400 Elleta	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventers – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire & Burglar Alarm Systems – Annual Inspection	May												
Mid Mo Veterans Housing	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Backflow Preventer – Annual Test	January	X											
Fire Extinguishers – Annual Inspection	February		X										
Fire Alarm System – Annual Inspection	May												
Sprinkler System – Annual Inspection	October												
Kinney Point	**Inspection Month Target/Goal**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Community Building Backflow Preventer-Annual Test	January	X											
Community Building Fire Extinguishers-Annual Inspection	February		X										
Community Building-Burglar Alarm-Annual Inspection	May												
Sexton Units-Sprinkler System-Annual Inspection	October												

Purpose of Report

This report provides a list of annual inspections needed for on-going occupancy and operational compliance for all CHA facilities. Inspections include sprinkler, backflow preventer, fire extenguisher, generator, elevator and other safety inspections specific to each property. The report also includes a "target" completion date, knowing that the specific date of scheduling may dependent upon outside organizations and officials.

7. Affordable Housing - Non-Emergency Work Order Activity Report

Affordable Housing - Non-Emergency Work Order Activity Report as of 5/31/2026											
Description	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total CHA Housing**
Beginning Balance	0	0	0	0	0	0	0	1	0	0	1
Received this Month	11	8	36	74	32	113	27	17	10	5	333
Closed this Month	11	6	33	66	25	111	27	17	8	5	309
Ending Balance	0	2	3	8	7	2	0	1	2	0	25
Closed this Month	11	6	33	66	25	111	27	17	8	5	309
Closed this Month and Preceding 11 months	420	115	474	1,300	654	1196	391	276	64	70	4,373
Average Closed per Last 12 Months	35	10	40	108	55	100	33	23	5	6	364

Purpose of Report

This report provides basic information to assist in monitoring timely work order completion. CHA's goal is to complete each work order as soon as possible, while taking into consideration other maintenance work priorities, and maximum time of 3 business days. The report provides information on the number of non-emergency work orders received and completed each month. CHA staff may need to review further if the ending balance of open work orders or the total number of work order received each month is increasing. HUD does not define what requests generate a work order. Generally, CHA works to capture most work completed on property including unit turns, restorations and preventative maintenance, in an effort to capture all work completed on CHA properties.

Instructions

1. Beginning Balance

Report the total number of open non-emergency work orders at the beginning of the month. This number should be the ending balance reported from the prior month's report.

2. Received this Month

Report the total number of non-emergency work orders that were received during the month regardless of who requested the work be completed.

3. Closed this Month

Report the total number of non-emergency work orders that were closed during the month.

4. Ending Balance

The number of work orders that are open at the end of the month, calculated as Beginning Balance plus Received this Month minus Closed this Month.

5. Closed this Month and Preceding 11 Months

The total number of non-emergency work order that were closed in the last twelve months.

6. Average Closed per Last 12 Months

The total number of non-emergency work order that were closed in the last twelve months divided by 12. Used as a benchmark to compare current monthly work orders closed.

8. Affordable Housing - Emergency Work Order Activity Report

Affordable Housing - Emergency Work Order Activity Report as of 5/31/2026											
Description	**AMP 1**	**MMV (Patriot)**	**Bear Creek**	**Paquin**	**Stuart Parker**	**Oak Towers**	**Bryant Walkway I**	**Bryant Walkway II**	**Kinney Point**	**Park Avenue**	**Total CHA Housing**
Received this Month	1	0	0	0	0	0	0	2	0	0	3
Work completed within 24 hours	1	0	0	0	0	0	0	2	0	0	3
% Closed within 24 hours	100%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100%	#DIV/0!	#DIV/0!	100%

Purpose of Report
This report provides information on the number of emergency work orders received and closed within 24 hours for the month. HUD requires that all emergency work orders be closed or abated within 24 hours.

Instructions
1. Received this Month
Report the total number of emergency work orders that were received during the month regardless of who requested the work to be completed.
2. Closed with 24 hours
Report the total number of emergency work orders that were closed or abated with 24 hours of being reported.

Columbia Housing Authority
Property Financial Performance Indicators Report
as of 5/31/2026

CHA Property Financial Performance Indicators Report	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Monthly Target
AMP 1													
Operating Cash	$ 726,566	$ 514,417	$ 636,380	$ 591,609	$ 565,732								$ 500,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 34,803	$ 209,656	$ 63,893	$ 226,966	$ 634,588								$ 50,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 246,952	$ 87,693	$ 105,664	$ 225,843	$ 597,821								$ 75,000
Net Cash Operating Income	$ (212,149)	$ 121,963	$ (41,771)	$ 1,123	$ 36,767								$ (25,000)
MMV (Patriot)													
Operating Cash	$ 20,406	$ 25,872	$ 31,000	$ 29,864	$ 28,507								$ 20,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 26,307	$ 20,321	$ 17,122	$ 17,654	$ 21,404								$ 19,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 20,841	$ 15,196	$ 18,258	$ 19,011	$ 17,782								$ 15,000
Net Cash Operating Income	$ 5,466	$ 5,125	$ (1,137)	$ (1,357)	$ 3,622								$ 4,000
Bear Creek													
Operating Cash	$ 301,168	$ 244,301	$ 250,562	$ 146,556	$ 136,174								$ 50,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 108,710	$ 58,931	$ 54,945	$ 55,992	$ 57,394								$ 1,500
Cash Exp. (excludes dep, amort, accrued int.)	$ 165,577	$ 52,670	$ 158,951	$ 66,374	$ 70,677								$ 14,000
Net Cash Operating Income	$ (56,867)	$ 6,261	$ (104,006)	$ (10,382)	$ (13,283)								$ 20,000
Stuart Parker w/ Paquin													
Operating Cash	$ 128,613	$ 163,388	$ 162,887	$ 125,934	$ 89,562								$ 200,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 266,484	$ 273,359	$ 211,084	$ 203,144	$ 212,773								$ 175,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 231,709	$ 273,860	$ 248,037	$ 248,084	$ 207,476								$ 125,000
Net Cash Operating Income	$ 34,775	$ (501)	$ (36,953)	$ (44,940)	$ 5,297								$ 20,000
Oak Towers													
Operating Cash	$ 87,585	$ 96,035	$ 111,963	$ 97,562	$ 80,994								$ 100,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 104,761	$ 104,465	$ 105,278	$ 106,928	$ 109,142								$ 75,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 99,011	$ 88,538	$ 119,679	$ 114,928	$ 88,567								$ 50,000
Net Cash Operating Income	$ 5,751	$ 15,928	$ (14,401)	$ (8,000)	$ 20,575								$ 25,000
Bryant Walkway I													
Operating Cash	$ 14,305	$ 16,774	$ 20,587	$ 36,165	$ 33,874								$ 20,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 36,835	$ 31,735	$ 43,410	$ 34,266	$ 31,982								$ 35,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 34,368	$ 27,921	$ 27,832	$ 36,557	$ 29,041								$ 28,000
Net Cash Operating Income	$ 2,466	$ 3,814	$ 15,577	$ (2,291)	$ 2,941								$ 7,000
Bryant Walkway II													
Operating Cash	$ 77,273	$ 83,885	$ 86,572	$ 95,472	$ 92,893								$ 75,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 24,553	$ 19,339	$ 31,427	$ 21,878	$ 22,001								$ 25,000
Cash Exp. (excludes dep, amort, accrued int.)	$ 17,971	$ 16,622	$ 22,526	$ 24,457	$ 13,136								$ 22,000
Net Cash Operating Income	$ 6,582	$ 2,717	$ 8,901	$ (2,579)	$ 8,865								$ 3,000
Kinney Point													
Operating Cash	$ 63,486	$ 79,620	$ 78,010	$ 90,711	$ 104,491								$ 50,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 25,983	$ 61,801	$ 40,426	$ 52,520	$ 51,354								$ 25,500
Cash Exp. (excludes dep, amort, accrued int.)	$ 9,850	$ 63,411	$ 27,725	$ 38,740	$ 25,912								$ 20,000
Net Cash Operating Income	$ 16,134	$ (1,610)	$ 12,701	$ 13,780	$ 25,442								$ 5,500
Park Avenue													
Operating Cash	$ 87,681	$ 84,788	$ 113,396	$ 120,863	$ 217,813								$ 75,000
Cash Rev. (excludes dep, amort, accrued int.)	$ 17,697	$ 62,897	$ 19,105	$ 114,328	$ 53,490								$ 21,750
Cash Exp. (excludes dep, amort, accrued int.)	$ 20,589	$ 34,289	$ 11,638	$ 17,378	$ 14,544								$ 15,000
Net Cash Operating Income	$ (2,893)	$ 28,608	$ 7,467	$ 96,950	$ 38,946								$ 6,750
Total Positive LIHTC Operating Cash-Exc AMP1	$ (200,735)	$ 182,304	$ (153,621)	$ 42,304	$ 129,172	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 91,250

CHA Business Activities Management Fees Earned and Related Monthly Cash Revenue	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Monthly Target
Property Management Fees Earned-LIHTC	$ 27,035.65	$ 27,351.21	$ 27,188.39	$ 27,131.92	$ 27,131.92								
Equipment Rental Income-LIHTC	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87	$ 1,225.87								
Non-Dwelling Rental Income	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25	$ 6,924.25								
Total	$ 35,185.77	$ 35,501.33	$ 35,338.51	$ 35,282.04	$ 35,282.04	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

Purpose of Report

This report provides trending information of financial accounts and occupancy data. The data in the report is used to compare the data to the targets were established as part of the CHA's budgeting process. If the line item meets or exceeds the target, then staff will highlight that within the report. Trend data should be reviewed for large variances from month to month and adverse trends should be reviewed.

1. Operating Cash

CHA must operate witha appropriate level of cash and investments. CHA's timing of revenue received is dependent upon each program and account, as well performance of properties. CHA historically experiences the need to manage cash more closely in the first quarter while paying annual bills such as insurance premiums and awaiting property cashflow distributions. CHA also experiences the need to manage cash more closely in 4th quarter, as CHALIS experiences higher programming costs and interfund debts are higher, as CHA awaits property performance cash distributions

2. Cash Revenue and Expenses (Excluding depreciation, amortization, accrued interest)

CHA needs to track monthly cash revenue against expenses to ensure timely review of property performance and to ensure revenues exceed expenses. CHA LIHTC property finances are accounted for according to GAAP and accrual standards rather than cash, therefore amortization, depreciation, as well as non-cash accured interest and principle payments make a real time review of property cash performance more challenging.

3. Monthly Net Cash Operating Income

Provides the amount of positive cash performance based upon cash revenue and expenses.

10. AH Operations-LIHTC Property Compliance

Monthly LIHTC Compliance Reporting Milestones as of 5/31/2026												
Property / Report	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
ALL LIHTC PROPERTIES												
MHDC Vacancy / VAWA Report	X	X	X	X	X							
UMB Bank Quarterly Bond Report – Q1	X			X								
UMB Bank Quarterly Bond Report – Q2												
UMB Bank Quarterly Bond Report – Q3												
UMB Bank Quarterly Bond Report – Q4												
IRS Form 8703 – Bond Projects			X									
BEAR CREEK												
MHDC Down Unit Status	X	X	X	X	X							
MHDC Utility Allowance			X									
MHDC Exhibit A (COL/AOC)	X											
MHDC Exhibit Z			X									
BRYANT WALKWAY I												
MHDC Down Unit Status	X	X	X									
MHDC Utility Allowance			X									
MHDC Exhibit A (COL/AOC)												
MHDC Exhibit K												
MHDC Exhibit Z												
BRYANT WALKWAY II												
MHDC Utility Allowance			X									
MHDC Exhibit A (COL/AOC)				X								
MHDC Exhibit K				X								
MHDC Exhibit Z												
OAK												
MHDC Exhibit A (COL/AOC)				X								
MHDC Exhibit Z												
STUART PARKER												
MHDC Exhibit A (COL/AOC)	X											
MHDC Exhibit Z			X									
MMV-Patriot												
MHDC Exhibit A (COL/AOC)												
MHDC Exhibit Z												
MHDC Exhibit AHAP-35												
Kinney Point												
MHDC Exhibit A (COL/AOC)												
MHDC Exhibit Z												
Park Avenue												
MHDC Exhibit A (COL/AOC)												
MHDC Exhibit Z												
McBaine Townomes												
MHDC Exhibit H			X									
MHDC Exhibit K			X									

Purpose of Report

This report provides a monthly checklist to denote compliance report submission completion. Each LIHTC property has compliance reports that are due throughout the year to MHDC, UMB Bank, and the Federal Home Loan Bank.

11. Housing Choice Voucher - Leasing Activity Report

Housing Choice Voucher Leasing - Activity Report as of 5/31/2026				
Family Searching Activity Report				
		Activity	**Prior Month**	**Current Month**
Beginning Balance		Family Searching, End of Prior Month (Includes ports, CoC, VASH, HCV-closed)	38	52
plus	During the Month	Vouchers Issued	20	14
plus	During the Month	Request for Tenancy Approval - Denied	0	0
minus	During the Month	Vouchers Expired /Cancelled	1	0
minus	During the Month	Request for Tenancy Approval	5	3
Ending Balance		**Family Searching, End of Month**	**52**	**63**
Request for Tenancy Approval Activity Report				
		Activity	**Prior Month**	**Current Month**
Beginning Balance		Request for Tenancy Approval - In Process, End of Prior Month	4	2
plus	During the Month	New Request for Tenancy Approval	5	3
minus	During the Month	Request for Tenancy Approval - Denied	0	0
minus	During the Month	Request for Tenancy Approval - Approved Waiting Lease/HAP/Move-in	5	5
minus	During the Month	Request for Tenancy Approval - New Admissions	2	3
Ending Balance		**Request for Tenancy Approval - In process, End of Month**	**2**	**-3**
		Success Rate	95%	100%
Vouchers Leased Activity Report				
		Activity	**Prior Month**	**Current Month**
Beginning Balance		Vouchers Leased, End of Prior Month (excludes PBV/CHA owned property)	1088	1084
plus	During the Month	New Admissions	2	3
plus/minus	During the Month	Portability Absorption Activity	0	0
minus	During the Month	End of Participations	6	14
Ending Balance		**Vouchers Leased, End of Month**	**1084**	**1073**
		Target - New Admissions, Next Month		
		Target - Voucher Leased, End of Next Month		
		Voucher Turnover Rate	0.6%	1.3%

Purpose of Report

Family Searching Activity Report. Provides information on applicants provided a voucher and searching for a unit. If the family is unable to find a unit after a period of time, the voucher will expire, and can be made available to another applicant on the waitlist. When the CHA reaches the limit of either HAP funding or authorized vouchers, it will need to stop issuing vouchers.

Request for Tenancy Approval Activity Report. Provides information on applicants that have found a unit and are requesting CHA to approve the unit and enter into a HAP contract with the owner, so the applicant can enter into a lease agreement with the owner. The success rate is a key figure in understanding the voucher program. Success rate represent the percent of voucher issued where the family has found a unit in which they are able to move-in. The success rate is important to understanding how many vouchers needed to be issued to increase leasing.

Voucher Leased Activity Report. Provides information on the number of families that are in CHA's HCV program. The number of vouchers available to lease during a calendar year is constrained by the amount of funds HUD provides for HAP (i.e., payment to landlords) and the number of vouchers CHA has been authorized. If CHA leases more vouchers than authorized, any associated overage of HAP used must be returned to HUD. Once the CHA uses it HUD funding for HAP payments for the year, there are limited options for CHA to receive additional funding to avoid terminating HAP assistance. The next year's HAP funding is highly correlated to the amount of HAP spent in the prior year. Therefore, if CHA is not spending as much HAP as available, it may shrink funds available to CHA next year.

The target number of vouchers the PHA should have leased for any given month is difficult to determine, however is based on known factors, such as voucher authorized, current funding levels and current program metrics but there are other estimates that are more difficult to predict that are part of the target number, such as future appropriation levels and changes in the economy and local housing market. CHA works with its HUD Field Representative each month to review HUD's two-year forecasting tool to determine their targets and decisions. The forecasting tool takes into consideration many of the factors described and generates an output of how many vouchers should be issued in the upcoming month to reach proper a number of vouchers leased.

Voucher Turnover Rate/Attrition. The voucher turnover rate provides how many families will likely leave the program in any given month. This number affects the number of vouchers that need to be issued each month. If two families leave the program on average each month and the PHA has a success rate of 60%, the PHA will need to issue three to four vouchers each month to stay at the current level of leasing.

Instructions

1. General

The data needed to update the report each month is derived from CHA's management information system.

2. Family Searching Activity Report - Request for Tenancy Approval - Denied

This figure represents a family request for tenancy approval that was denied by CHA and the family has been given more time to search for an acceptable unit.

3. Request for Tenancy Approval Activity Report - Approved Waiting Lease/HAP/Move-in vs New Admissions

Families where the request for tenancy was approved but delays in paper work, availability of the unit, etc. has resulted in the family not actually being under lease / taking position of the unit are recorded in this line. Families should be counted as new admissions, when the family has officially entered the program.

4. Vouchers Leased Activity Report - Portability Absorption Activity

The "Portability Absorption Activity" row is used to account for absorption activity that affects the number of ACC vouchers leased CHA is considered to have. If a port-in family is absorbed by CHA, the leased voucher is now considered part of CHA's ACC inventory and leased, therefore the voucher is added to the voucher leased count. While if a port-out family is absorbed by a receiving PHA, the voucher is no longer considered leased by the CHA and therefore the voucher should be subtracted from the CHA's voucher leased count.

12. Housing Choice Voucher - Waiting List Status Report

Housing Choice Voucher Waiting List Status Report as of 5/31/2026		
Applicant by Bedroom Size Needed	**Number of Applicants**	**% of Applicants**
1 bedroom	86	48%
2 bedroom	41	23%
3 bedroom	44	24%
4 bedroom or more	9	5%
Total	180	100%

13. Housing Choice Voucher - Inspection Activity Report

Housing Choice Voucher Inspection Activity Report for the month ended 5/31/2026				
Inspection Type	**Due to be Completed**	**Initial Inspections Completed**	**% Completed**	**Re-Inspections Completed**
Annual Inspections	45	45	100%	26
Initial Inspections	19	19	100%	0
Special Inspections	27	21	78%	6
Quality Control	5	5	100%	3
Total	96	90	94%	35

Purpose of Report
HUD requires voucher units to be inspected to ensure the unit meets standards of being safe, sanitary and decent. Units are insepcted based on HUD regulations and the PHA's policy. The report shows the number of inspections that should have been completed and the inspections completed by inspection type. The report demonstrates if inspections are completed on a timely basis.

Instructions
1. Due to Be Completed
Enter the number of inspections that should have been completed for the inspection type during the month based on the PHA's policy and procedures, including any inspection that should have been completed in previous months. This figure does not include re-inspections.
2. Initial Inspections Completed and Re-inspections Completed
Enter the number of initial inspections and re-inspections completed for the inspection type during the month.

Housing Choice Voucher - Administrative Account
Key Performance Indicators Report - Financial
as of 5/31/2026

HCV Administrative Account	Fiscal Year Ended 12/31/2025	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	CHA Target
Cash	$ 286,044	$ 311,367	$ 310,306	$ 306,005	$ 366,458	$ 494,345								≥ $40,000
Total Administrative Fees Earned*	$ 113,736	$ 117,241	$ 116,613	$ 116,267	$ 115,746	$ 114,301								
Monthly Net Operating Income		$ (10,044)	$ (59,065)	$ (17,604)	$ (16,103)	$ (5,103)								
Year to Date Net Operating Income	$ (148,940)													$ 1,000
Vouchers Leased*	1,649	1,642	1,633	1,626	1,622	1,591								243
Ratio Analysis														
Quick Ratio	4.0	3.9	3.1	3.4	4.3	4.3								≥ 10.0
Months Expendable Fund Balance	0.04	5.8	1.2	0.5	0.3	0.2								≥ 3.0

* For Fiscal Year Ended Columns, the line item represent the monthly average for the year, making it comparable to the monthly and target columns.

Purpose of Report

The Key Performance Indicators (KPI) Report - Administrative Account Financial provides trending information of important financial accounts and leasing data of the HCV administrative account. The use of the KPI report is used for monitoring the trending of certain financial items to help in performing the monitoring and oversight role for a PHA's financial condition.

1. Cash and Investments

Without a proper level of cash and investments the PHA is operating at a higher level of risk. Decreases in cash and investment is typically associated with a PHA whose monthly revenue does not covers its monthly expenses. Cash and investment increasing at a higher than expected rate, should lso be reviewed.

2. Total Administrative Fees Earned

Administrative fees are earned based on the number of vouchers leased each month and for most PHAs, represent the vast majority of funding that supports the operations of the HCV program. Decreases in administrative fees due to either lower leasing or appropriations level is normally a high risk item for most PHAs, as expenses in the program are difficult to decrease in the short-term, which may result in net losses and the use of reserves to cover those costs.

3. Net Operating Income

Net operating income (both monthly and year to date) represents revenue minus monthly expenses. A positive figure means the PHA made a profit, while a negative number is associated with a loss. There will be some months where a loss or a larger than normal profit will occur simply as a result of timing issues as certain expenses are seasonal or do not occur monthly, while revenue is more stable from month to month. However, consistent losses should be reviewed.

4. Voucher Leased

The administrative fee revenue that can be generated in the HCV program is correlated to the number of vouchers leased as HUD provides administrative fees based on vouchers leased at the beginning of the month. Additional oversight and monitoring is needed when leasing is decreasing and/or the leasing target is not reached. Lower than expected leasing levels may result in net losses and a decrease in cash and investments.

5. Ratio Analysis

Ratios analysis is used to summarize and simplify a lot of financial data into a few meaningful numbers and allows for the quick examination of different aspects of an entity's performance.

Quick Ratio. The quick ratio measures liquidity/solvency and helps answer the question – *does the HCV administrative account have enough cash and other current assets to pay the bills that are due?* The ratio result is in terms of the number of times the HCV administrative account can pay its current bills. For example, a Quick Ratio of 3 means the PHA can pay its current bill 3 times (i.e., the PHA has 3 times as much cash/other current assets than current liabilities due).

Months Expendable Net Asset Ratio (MENAR). The MENAR measures how long (the number of months) the PHA can continue to administer the HCV program without any additional funding and answer the question – *are there adequate reserves based in the HCV administrative account?* The ratio result is expressed as the number of months the PHA can operate the HCV program without additional funds. For example, a PHA with a MENAR of 4 can operate for 4 months without additional funds before running out of money.

Instructions

1. General

Each month, copy the latest three months of data from the prior report and paste it into the columns for the first three month of the current report. Then key in the data for the current month. The needed information can be found in the PHA's monthly financial statements and leasing activity report.

2. Fiscal Year Ended mm/dd/yyyy

Once the PHAs closes its books for the fiscal year data, the PHA should update the fiscal year ended mm/dd/yyyy columns. Data from the 2nd fiscal year ended column should be copied into the first column and data from the PHA's most recent year end unaudited financial statements and then audited financial statements should be entered into the 2nd column of fiscal year ended mm/dd/yyyy.

3. Targets

As part of the budgeting process the Board and senior management should develop the upcoming targets for each of the line item by month. Some targets may remain a constant number throughout the year while others may change each month based on what the PHA's goals are for the year. Once the targets are determined, each month the target will be updated to reflect the appropriate value.

4. Ratio Analysis

Quick Ratio. The PHA can calculate this ratio from its month end balance sheet by dividing current assets by current liabilities.

Months Expendable Net Asset Ratio (MENAR). PHA can calculate this ratio from its month end balance sheet and income statement by subtracting current liabilities from current assets and then dividing the result by the year-to-date operating expense and then dividing by the number of months of operating expense data.

Housing Choice Voucher - HAP Account
Key Performance Indicators Report - Financial / Utilization
as of 5/31/2026

HCV HAP Account		Calendar Year Ended 12/31/2023	Calendar Year Ended 12/31/2024	Calendar Year Ended 12/31/2025	Calendar Year End Target	Jan. 2026	Feb. 2026	March 2026	April 2026	May 2026	June 2026	July 2026	August 2026	Sept. 2026	Oct. 2026	Nov. 2026	Dec. 2026
PHA HAP Activity Status Report																	
Beginning Balance	Cash & Investments (RNP)			$ (29,421)		$ 52,064	$ 89,116	$ 147,119	$ 160,422	$ 194,830							
plus	HUD HAP Funds Disbursed			$ 11,867,095		$ 989,743	$ 1,030,038	$ 990,520	$ 1,037,806	$ 918,243							
plus/minus	Other HAP Activity			$ 6,408		$ 271	$ 160	$ 536	$ -	$ -							
minus	Housing Assistance Payments			$ 11,792,018		$ 952,962	$ 972,195	$ 977,753	$ 1,003,398	$ 946,453							
Ending Balance	**Cash & Investments (RNP)**	$ -	$ -	**$ 52,064**		**$ 89,116**	**$ 147,119**	**$ 160,422**	**$ 194,830**	**$ 166,620**	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HUD Held Program Reserves Status Report																	
Beginning Balance	HUD Held Program Reserves			$ 179,121		$ 117,416	$ 215,435	$ 273,160	$ 370,402	$ 633,335							
plus	Annual Budget Authority			$ 11,834,811		$ 1,087,762	$ 1,087,762	$ 1,087,762	$ 1,300,739	$ 1,065,856							
minus	HUD HAP Funds Disbursed			$ 11,896,516		$ 989,743	$ 1,030,038	$ 990,520	$ 1,037,806	$ 918,243	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Ending Balance	**HUD Held Program Reserves**	$ -	$ -	**$ 117,416**		**$ 215,435**	**$ 273,160**	**$ 370,402**	**$ 633,335**	**$ 780,948**	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utilization & Leasing Statistics Report																	
Average HAP Expense		#DIV/0!	#DIV/0!	$ 595.89		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
HAP Utilization - ABA Only (SEMAP)		#DIV/0!	#DIV/0!	99.6%		0.876075559	0.893757215	0.898866365	0.771406101	0.887974548	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
HAP Utilization - All Funds		#DIV/0!	#DIV/0!	99.8%		0.835860106	0.825967423	0.791435563	0.686712958	0.750744603	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Vouchers Leased per Month				1,649		1,642	1,633	1,626	1,622	1,591							
Vouchers Leased per Year				19,789													
Vouchers Authorized				22,180		22180	22180	22180	22180	22180							
% of Voucher's Leased		#DIV/0!	#DIV/0!	89%		0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Purpose of Report

The Key Performance Indicators (KPI) Report - HAP Account- Financial /Utilization provides trending information of important financial accounts, utilization and leasing data of the HCV HAP account. The use of the KPI report is most useful for smaller PHAs, as monitoring the trending of certain financial items can substantially help in performing the monitoring and oversight role for a PHA's financial condition.

The data in the report can be used in two ways. The first is to compare the data to the targets that were established as part of the PHA's budgeting process. If the line item meets or exceeds the target, then it is shown in green and is considered a low-risk item. However, if the line item is less than the target, then it is shown in red and is considered a high-risk item. Secondly, multiple time periods of data is provided for trend analysis. Trend data should be reviewed for large variances from month to month and compared to previous years. Adverse trends should be questioned and explained.

PHA HAP Activity Report. This section of the report provides information on the HAP funding provided by HUD to make HAP payments. Each month HUD will provide HAP funds to the PHA to make HAP payments. The amount of HAP funds HUD provides each month is strongly tied to the amount of HAP the PHA has spent in its most recent months. If the PHA did not need all the funds provided, then the unused funds are held by the PHA to be used in later months. The table provides historical and current activity. In reviewing this section of the report, users should first concentrate on the "Housing Assistance Payments" line, looking for increasing HAP costs. If the PHA HAP costs are increasing, the concern becomes will HUD's next disbursement and any unspent cash from previous months be enough to make the next payment or does the PHA needs to contact HUD for additional funds. In addition, the table can be used to review HUD's HAP disbursement for large variances. Note: HUD normally provides PHAs a disbursement schedule of their near-term HAP disbursements.

HUD Held Program Reserves Status Report. This section of the report provides information on the HAP funding available to the PHA but held by HUD. Under current rules, HUD is allowed only to disburse HAP funding in an amount that is needed for immediate use. This requirement can result in HUD holding sizeable HAP funds on behalf of the PHA. The funds held by HUD for a PHA are called HUD-held Program Reserves and these funds can be made available to the PHA, if the scheduled disbursement amount and any unspent HAP cash will not cover upcoming HAP costs. When determining how many vouchers can be leased and supported, it is important to take into consideration the HUD-held program reserves.

Note: During the course of the current year (in this case Calendar Year Ended 12/31/2019), for simplification reasons this report does not technically align with the actual HUD-held program reserves calculation HUD uses. However, the report does show the resources that will be available to the PHA by the end of the calendar year. For example, technically, undisbursed annual budget authority does not become program reserves until the end of the calendar year, HUD incrementally gets HAP appropriations throughout the year, etc. However, from a monitoring point of view the key is understanding the total HAP funds that will be available to the PHA for the calendar year.

Utilization & Leasing Statistics Report. This section of the report provides information on utilization and leasing. HAP utilization refers to the percentage of annual budget authority or the amount of all HAP funds (i.e., including HUD-held programs reserves, unspent cash held by the PHA) that was used to support HAP. If the PHA has a low HAP utilization percentage it should raise the question why are HAP funds not being used (i.e., can the PHA lease more vouchers?)? If the HAP utilization is too high, the question becomes can the PHA continue to support the vouchers? The voucher leasing information provides information on the percent of vouchers authorized to the PHA and the number of vouchers used. At the end of the calendar year the PHA is considered to be non-compliant if the PHA leased more vouchers than it was authorized. Since the goal of the program is to providing housing, the utilization numbers can be used to help ensure that the PHA is leasing as many vouchers as it can within its funding limitations.

Instructions

1. General

The most recent months of HAP activity as well as two years of calendar year end data to provide trending information will continue to be shown on the report. The current open calendar year is also shown on the report accumulative. Data to update the report each month will come from information provided by HUD to the PHA in the form of disbursement schedules, reserves calculations, etc. and information contained in the PHA's management information system.

Targets

As part of the budgeting process, the Board and senior management should develop the targets for the upcoming year. For the HCV program, these targets should be supported through the use of the two-year forecasting tool. In the HCV program, the targets will likely need to be reviewed and updated each month.

16. Resident Services Grant Performance Activity as of 5/31/2026

CHALIS Grants	2026 Percent Billed	Calendar Year 2026 Target Units	Calendar Year 2026 Target Grant Dollars	Jan. 2026	Feb. 2026	March 2026	April 2026	May 2026	June 2026	July 2026	August 2026	Sept. 2026	Oct. 2026	Nov. 2026	Dec. 2026
Healthy Home Connections (HHC): Case Managment	33%	11,548	$ 118,367	842	839	1105	$ 1,027								
Independent Living Program (ILP): Case Managment	100%	3,333	$ 35,000	1,000	1000	1333	$ -	$ -							
Moving Ahead Program: Out-of-School Programming	100%	67,460	$ 67,460	4,575	4500	4500	$ 2,298	$ -							
Moving Ahead Program: Out-of-School Programming	100%	14,118	$ 60,000	3,572	3207	2381	$ 4,958	$ -							
Moving Ahead Program: Out-of-School Programming	22%	32,220	$ 136,935	0	0		$ 2,950	$ 4,000							
Moving Ahead Program: Family Development	28%	750	$ 60,000.00	7	76	42	34	50							
Moving Ahead Program: Family Education	49%	350	$ 3,062.50	33	21	36	40	41							
TOTALS		78273	$ 480,824.50												

HUD ROSS Grants	Enrolled Jan. 2026	Enrolled Feb. 2026	Enrolled March 2026	Enrolled April 2026	Enrolled May 2026	Enrolled June 2026	Ernolled July 2026	Enrolled Aug. 2026	Enrolled Sept. 2026	Enrolled Oct. 2026	Enrolled Nov. 2026	Enrolled Dec. 2026
Resident Opportunity and Self-Sufficiency (ROSS)	4	12	4	0	0							
Family Self-Sufficiency Program (FSS)	3	5	5	5	1							

21st Century CCLC Grant	Oct. 2025 Dollars Invoice	Nov. 2025 Dollars Invoice	Dec. 2025 Dollars Invoice	Jan. 2026 Dollars Invoiced	Feb. 2026 Dollars Invoiced	March 2026 Dollars Invoiced	April 2026 Dollars Invoiced	May 2026 Dollars Invoiced	June 2026 Dollars Invoiced	Total Invoiced	Monthly Target	Annual Target	Percent Complete
21st Century CCLC 13th Cohort	$ 10,947.00	$ 25,776.00	$ 51,546.00	$ 44,986.00	$ 54,658.00	$ 48,661.00	$ 44,126.00			$ 321,449.00	$ 33,314.67	$ 399,776.00	80%

17. Safety - Reports by Property Trending Report as of 5/31/2026

Safety - Reports by Property Trending Report										
Period	AMP 1	MMV (Patriot)	Bear Creek	Paquin	Stuart Parker	Oak Towers	Bryant Walkway I	Bryant Walkway II	Kinney Point	Park Avenue
1/31/2026	0	3	1	4	3	8	10	0	0	0
2/28/2026	2	3	3	10	2	13	1	0	1	2
3/31/2026	1	3	3	8	0	11	3	2	0	0
4/30/2026	2	1	2	7	7	6	1	1	6	2
5/31/2026	2	2	2	6	2	7	2	1	2	0
6/30/2026										
7/31/2026										
8/31/2026										
9/30/2026										
10/31/2026										
11/30/2026										
12/31/2026										

Annual Monthly Report Averages by Property										
	AMP 1	MMV (Patriot)	Bear Creek	Paquin	Stuart Parker	Oak Towers	Bryant Walkway I	Bryant Walkway II	Kinney Point	Park Avenue
2025 Monthly Ave	10	6	6	32	7	20	10	Comb. w/BWW	0	9
2024 Monthly Ave	7	4	9	37	7	19	9	Comb. w/BWW	0	8
2023 Monthly Ave	8	9	10	37	5	19	6	Comb. w/BWW	0	6

Police/Fire/EMS-2026														Annual Monthly Average		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		2025	2024	2023
Columbia Police Response	90	86	115	92	130									109	132	115
Columbia Police Reports	12	16	18	15	16									14	13	13
Fire/EMS	68	75	116	78	108									78	89	95
Total	170	177	249	185	254	0	0	0	0	0	0	0		201	234	

18. HR- Summary Report-through 5/31/2026

This report is provided to keep the Board informed on staffing capacity, compliance, and workforce stability.

Open Positions			
Department	**Position**		**Previous open date**
Affordable Housing Operations	Housing Intake Coordinator		May 28, 2026
Moving Ahead Program	MAP Assistant - PT (Regular and Seasonal Summer Positions)		January 13, 2026
Staff Anniversaries			
Department	**Position**	**Name**	**Years**
Housing Choice Voucher Operations	Special Programs Specialist	Charline Johns	8 Years
Administration	Chief Executive Officer	Randy Cole	5 Years
Facilities & Modernization	Maintenance Mechanic II	Allan German	4 Years
Moving Ahead Program	MAP Assistant - PT	Natalie Gorham	1 Year
Resident Services	Family Self Sufficiency Coordinator	Zach Jones	1 Year
Finance	Chief Financial Officer	David Steffes	1 Year
New Hires			
Department	**Position**	**Name**	
Moving Ahead Program	Kitchen Manager - PT (Seasonal)	Delisa Randolph	
Moving Ahead Program	MAP Assistant - PT	Kenneth Gaither	

Performance Metrics		
Metric	**May**	**April**
12-month Rolling # Employee Separations	16	17
12-month Average # of Total Employees	65	65
YTD Turnover Rate *(Bench Mark 19%)*	25%	26%

HR Activities

- Completed One America transition to Voya
- Continued to work on finalizing RFP for Employee Benefits Brokerage and Consulting Services

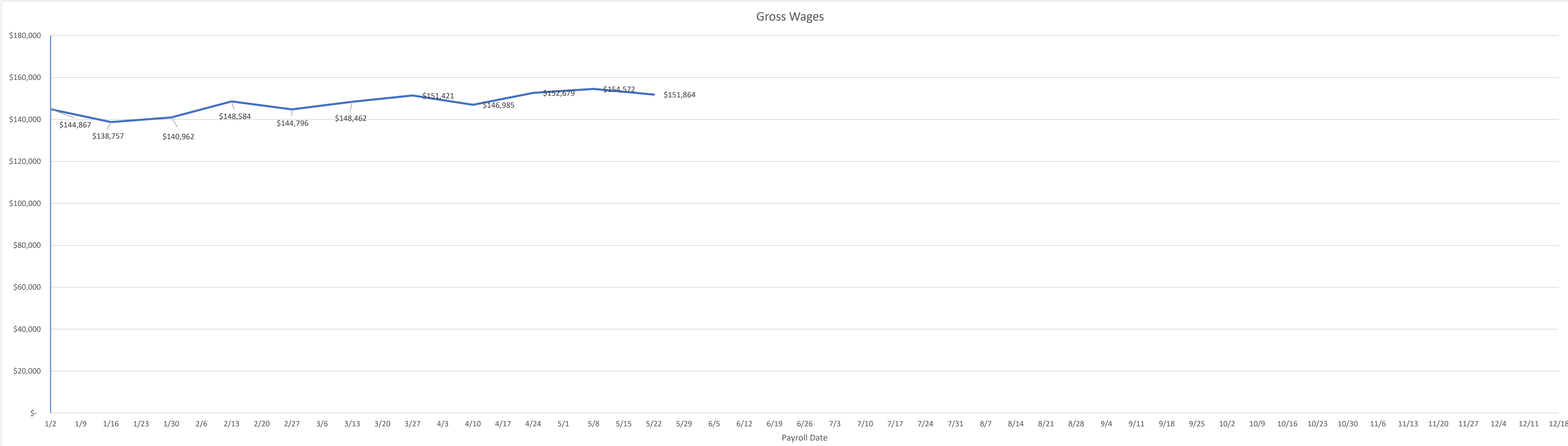
IT Activities

- Staff completed one hour IT Security Awareness Training/Certification
- Completed set up of Socket Internet at Patriot Place, preparing for 43Tc management of location
- Installed new printers at Stuart Parker, Kinney Point, and Admin Building Front Desk

19. HR- Payroll Summary Report as of 5/31/2026

This report provides payroll transparency to the CHA Board of Commissioners.

Payroll Item	1/2	1/16	1/30	2/13	2/27	3/13	3/27	4/10	4/24	5/8	5/22	6/5	6/18	7/2	7/17	7/31	8/14	8/28	9/11	9/25	10/9	10/23	11/6	11/20	12/4	12/18
Gross Wages	$ 144,867	$ 138,757	$ 140,962	$ 148,584	$ 144,796	$ 148,462	$ 151,421	$ 146,985	$ 152,679	$ 154,572	$ 151,864															
OT Amount	$ 5,300	$ 1,512	$ 1,496	$ 4,349	$ 3,529	$ 2,298	$ 3,173	$ 685	$ 1,274	$ 1,773	$ 2,623															
OT Hours	128	36	36	108	88	63	86	21	32	45	72															
Sick Hours	159	204	164	106	155	126	207	186	245	192	187															
Vacation Hours	502	452	204	133	146	261	290	387	291	327	234															



Columbia
HOUSING AUTHORITY

Housing Authority of the City of Columbia, Missouri
201 Switzler Street, Columbia, Missouri 65203
Office: 573.443.2556 ♦ TTY Relay 800.735.2966 ♦ Fax: 573.443.0051 ♦ www.ColumbiaHA.com

Department Source: CEO
To: CHA Board of Commissioners
From: CEO & Staff
CHA Board of Commissioners Meeting Date: June 17, 2026
Re: Current Events

Executive Summary

This memo provides a summary of both recent and future current events.

Discussion

6/1: ARPA Update to City Council. Randy, Steve S.
6/12: All Staff Meeting: Employee Engagement Survey, Software Conversion, Resident Survey and Updates.
6/17: CHA Board of Commissioner Meeting
6/18-6/19: Missouri Workforce Housing Association Annual Conference. Mary Ann, Randy
6/24: HCDC Meeting and Funding Recommendations
6/30: County ARPA Expenditure Deadline. Mary Ann, Justin, Randy, David
7/15: CHA Board of Commissioners Meeting

Recommended Commission Action

Review and consider the report.