



CHA

CHICAGO HOUSING
AUTHORITY™

FY2020 COMPREHENSIVE BUDGET BOOK

Providing safe, quality, affordable housing for over 80 years





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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**Chicago Housing Authority
Illinois**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director

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To the Board of Commissioners:

I am pleased to present CHA's FY2020 Comprehensive Budget Book, which outlines the budget for the upcoming year and includes essential information about CHA's proposed FY2020 operating and capital expenditures.

CHA's commitment to the creation and preservation of affordable housing in communities across the city is steadfast as CHA continues to form vital partnerships that are addressing the ever-growing need for more affordable housing. CHA's FY2020 budget highlights the Authority's plans to address both the need to maintain its own portfolio while also creating new affordable housing opportunities for neighborhoods across Chicago through partnerships with developers.

CHA also remains focused on offering programs that support resident self-sufficiency and improved quality of life. Throughout all its work, CHA understands the importance of its role as a responsible fiscal steward.

In 2020, CHA has budgeted more than \$168 million in capital funds that will support a number of projects that advance CHA's mission to create and rehabilitate housing. This includes capital improvements such as ongoing elevator modernization at CHA-owned buildings as well as commitments to mixed-income developments like the first phase of Southbridge, which will redevelop the former Harold Ickes Homes into a mixed-income, mixed-use community on the Near South Side; the next phase of Lathrop; new affordable family and senior apartments in several communities.

Beyond the capital projects, CHA is also committed to supporting residents through programs designed to help residents gain economic independence and earning power; reach their secondary education goals and achieve greater stability and quality of life. CHA's designation as a Moving to Work (MTW) agency enables CHA to allocate resources to support these initiatives.

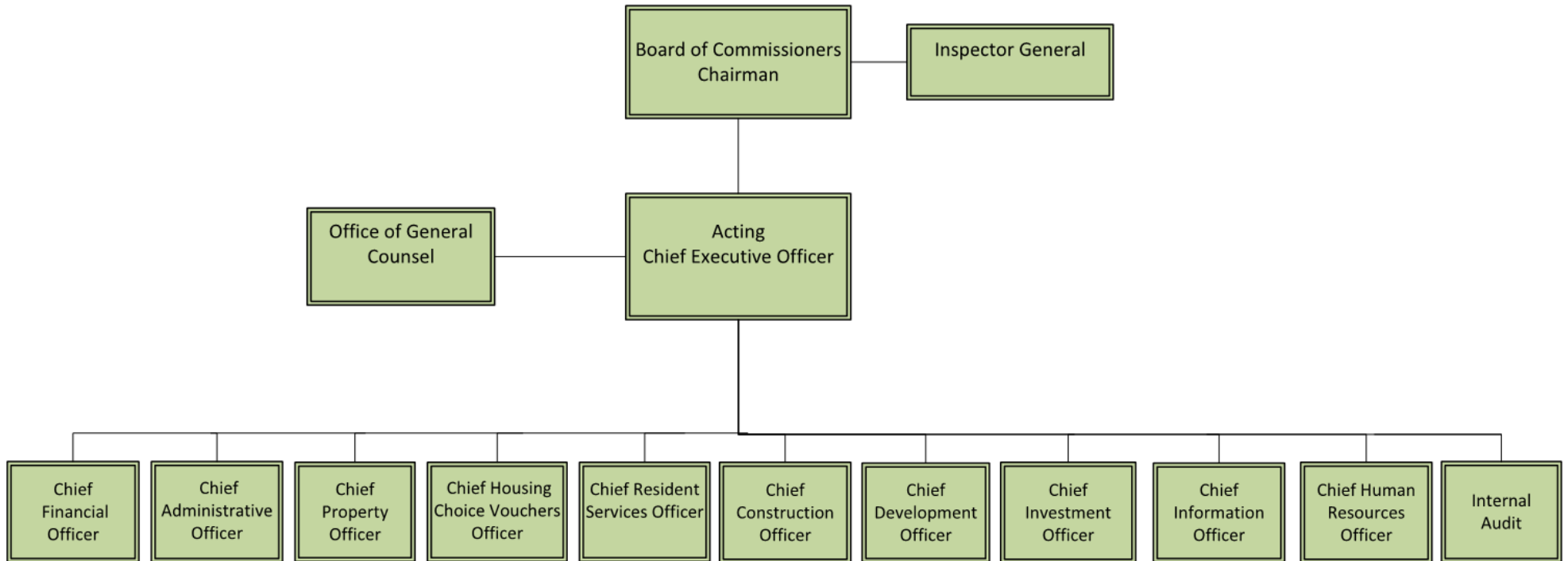
CHA's overall fiscal position remains solid with a balanced budget. CHA has received strong bond ratings and stable outlooks from two rating agencies, including Fitch Ratings which for the first time in its history has rated a U.S. public housing authority, handing down a AA- with a stable outlook. CHA received the same rating from Standard & Poor's, demonstrating good fiscal stewardship.

Our work and successes are only possible with the full support of our Board of Commissioners; the dedication of CHA employees; and the contributions of our partners in both the public and private sector, including community organizations, financial institutions, civic groups and government agencies.

Together, we are building stronger communities where families can thrive and succeed.

James L. Bebley
Acting Chief Executive Officer

Organizational Chart



GUIDE TO THE BUDGET

FY2020 Comprehensive Budget

The Chicago Housing Authority's (CHA) Annual Comprehensive Budget for Fiscal Year 2020 (FY2020) continues to reflect the transformation of CHA's public housing portfolio through revitalization and rehabilitation. This budget is the recommended financial plan to inform the initiatives and policies of the CHA's Board of Commissioners. The year begins January 1, 2020 and ends December 31, 2020. The FY2020 Comprehensive Budget includes personnel and non-personnel line-item expenditure detail, financial summary tables, capital expenditures, and narrative overviews related to the Chicago Housing Authority's operations, as well as the CHA's programs and financial policies and procedures. Information is detailed in the sections that follow.

Letter from the Acting Chief Executive Officer

The FY2020 budget begins with a message from the CHA's Acting Chief Executive Officer. This letter highlights the accomplishments of the past year as well as the new initiatives and expenditure plans for the coming year.

Organizational Chart

This section presents a high-level summary of the organizational structure of the Chicago Housing Authority, which consists of the Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance, Investments, Administration, Human Resources, Information Technology, Property Office, Capital Construction, Development, Housing Choice Voucher, and Resident Services.

Strategic Plan Update

In April 2013, the CHA and Mayor Rahm Emmanuel introduced the Plan Forward: Communities that Work. This new strategic plan seeks to fulfill commitments under the original Plan for Transformation but to accomplish new goals. CHA's new goals are:

1. Reimagine the final phase of the Plan for Transformation, coordinating public and private investments to develop healthy, vibrant communities;
2. Ensure that CHA's housing portfolio is safe, decent, and sustainable;
3. Expand services to more residents, targeted to their needs, and at critical milestones in their lives. CHA will pursue these goals in alignment with the objectives of the Moving to Work Demonstration program and as a full partner in the City's efforts to secure Chicago's place as a truly global city with a vital growing economy.

Budget Overview

The Budget Overview summarizes the proposed budget and outlines the assumptions used in developing this document. Information is presented by division (Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance, Investments, Administration, Information Technology, Property Office, Capital Construction, Development, Human Resources, Housing Choice Voucher, and Resident Services). Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance, Investments, Administration, Information Technology, and Human Resources all comprise the Central Office Cost Center (COCC). General financial and programmatic information is also provided for each division.

Budget Process

This section provides an overview of the process for preparing and distributing CHA's Comprehensive Budget. A timeline, depicting key dates along with an explanation of the process and deliverables, is included in this section.

Personnel Summary

This section presents a 4-year high-level summary of personnel expenses and full-time equivalents (FTEs) by division. The data is presented in both a tabular and graphical format.

GUIDE TO THE BUDGET

Fund Financial Summary

The Fund Financial Summary provides the reader with an overview of the Authority's financial structure. The summary tables present revenue and expenditure detail, by funding source, as well as by functional and divisional expense categories.

Revenue Sources Summary

This section explains the purpose of each funding source and indicates the percentage change from the prior year. A graphical and numerical depiction of revenue sources for FY2020 is included.

Capital Improvement Plan

The Capital Budget Summary provides an overview of the revenue and expense components of the CHA's Capital Improvement Program along with a 5-year capital model which forecasts construction activity by category. This section also includes an Impact Analysis, which defines the operating costs that complement the CIP budget.

Fund Equity Summary

This section presents changes in equity from FY2020 and projected equity balances for all of the funding sources through the end of FY2020.

Long-Term Liability Summary

This section details the CHA's outstanding debt and the associated current and long-term repayment requirements.

Financial Policies & Procedures

The policies and procedures, which define the fiscal responsibilities of the Authority, are explained in this section. Internal Control, Budget, Investment, Audit, and Debt policies are reviewed in detail.

Division Summary

This section provides an overview for each Division and includes the description and mission statement. The Division Summary also provides the 4-year operating budget and staffing level data for each cost center within that Division.

Demographic and Statistical Information

This section includes key statistics relating to the CHA and the residents of the City of Chicago.

Glossary & Acronyms

The final section of the budget includes definitions of terms and acronyms used throughout this book.

Other

This section identifies other useful documents that provide financial, programmatic, and resource information which may be useful to the reader

GUIDE TO THE BUDGET

Organizational Structure

The CHA is organized by division to provide greater definition of responsibilities. From the Executive Offices, the Chief Executive Officer presides over 14 divisions to ensure that initiatives are planned and prioritized appropriately and that such initiatives are consistent with the Authority's stated vision and goals. The Office of the Inspector General report directly to the Audit Committee of the Authority's Board. The Authority is structured under the following 14 divisions:

1. Executive Offices
2. Internal Audit
3. Legal Services
4. Office of the Inspector General
5. Finance
6. Investments
7. Administration
8. Information Technology
9. Property Office
10. Capital Construction
11. Development
12. Human Resources
13. Housing Choice Voucher
14. Resident Services

A more detailed description of these divisions and their planned 2020 expenditures are shown in the "Division Detail" section.

The Comprehensive Annual Financial Report

The Comprehensive Annual Financial Report (CAFR) presents the Authority's finances on the basis of Generally Accepted Accounting Principles (GAAP) for Enterprise Funds. The basis for budgeting is the same as the basis of accounting for Enterprise Funds, with the following exceptions:

- Self-insurance reserve contributions are recognized as uses for budgetary purposes.
- Capital outlays are recorded as assets on a GAAP basis and as uses for budgetary purposes. Also, purchases of equipment in excess of \$5K are capitalized.
- Depreciation is only recorded on a GAAP basis and is not recognized for budgetary purposes.
- Allowances for obsolete inventory and tenant receivables are only recorded on a GAAP basis and are not recognized for budgetary purposes.

The Authority's operations are accounted for by using GAAP for the Enterprise Fund. This fund uses the modified accrual basis (revenues are recorded when earned; expenses are recorded at the time a liability is incurred). All assets and liabilities associated with the operation of these funds are included on the statement of fund equity.

CHA's financial and analytical data is presented via three (3) functional expense categories:

1. Central Office
2. Operations
3. Capital

GUIDE TO THE BUDGET

FUNCTIONAL CATEGORIES

Central Office

The central office category consists of costs associated with the operating and administrative functions of the CHA. The central office includes Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance, Investments, Administration, Human Resources, and Information Technology.

Operations

The operations category consists of contracts with the private management companies, the cost of the Housing Choice Voucher (HCV) and moderate rehabilitation programs, resident services, safety & security, and utility costs.

Capital

The capital category consists of costs for rehabilitation or construction of CHA properties.

STRATEGIC PLAN

Chicago Housing Authority (CHA) is the primary municipal agency responsible for providing housing assistance to low-income families and individuals in Chicago, including the elderly, veterans and those in need of supportive housing. CHA serves more than 63,000 low-income households and more than 135,000 individual residents through the Public Housing, Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) programs with housing options in every community area of Chicago. CHA has a budget of over \$1 billion with 98 percent of the funding coming from the U.S. Department of Housing and Urban Development (HUD). CHA is the second largest housing authority in the country and the largest owner of rental housing in Chicago.

In 2000, CHA was designated as a Moving to Work (MTW) Agency by HUD and this designation has been extended through 2028. Participation in the MTW program gives CHA funding and operational flexibility to create innovative programs designed to expand housing options for residents and provide residents with opportunities to grow and achieve while promoting efficiency and cost savings in CHA's operations. CHA currently administers 25 MTW activities designed to meet these objectives, while continuing to invest in vital capital and development projections.

CHA will continue to serve more than 63,000 low-income families through the Public Housing, HCV and PBV programs. Through these programs, CHA has been able to provide quality affordable housing for its residents in every one of Chicago's 77 community areas including residents in need of supportive services. As a result, CHA is an economic engine helping to drive a strong rental market in Chicago, sending approximately \$500 million into Chicago's rental market each year by providing payments to 14,000 landlords in the HCV program, helping to keep buildings occupied and in good condition.

In FY2020, CHA expects to deliver 343 units of housing through a combination of new construction mixed-income public housing units, real estate acquisitions and project-based voucher units. CHA will continue with redevelopment plans at major public housing sites including but not limited to Ickes, LeClaire Courts, Park Boulevard, Parkside of Old Town, Robert Taylor Homes and Washington Park. CHA is committed to ensuring that its existing housing portfolio is maintained to the highest standards. In FY2020, CHA also plans to begin or continue with capital projects at seven properties, including the ongoing renovation of scattered site and senior properties, the elevator modernization program and upgrades and repairs at Dearborn Homes and the Charles Hayes Family Investment Center.

In October 2013, CHA submitted a portfolio application to HUD to utilize the Rental Assistance Demonstration (RAD) program to provide a more consistent budgeting platform to support the long-term operation and affordability of CHA public housing units, electing to transition more than 10,000 Public Housing units to the Project-Based Voucher (PBV) program. Since that time, CHA has converted more than 5,000 units to RAD PBVs to date. CHA will continue to move forward with RAD PBV conversions for the entire portfolio application in FY2020.

STRATEGIC PLAN

The MTW Program provides CHA with funding flexibility to create programs for CHA residents designed to help them improve their quality of life and increase self-sufficiency, including workforce development, homeownership, education and financial services that will help adult residents accumulate escrow money, purchase homes, attend City Colleges of Chicago; provide youth residents with paid summer opportunities, afterschool activities and scholarships; and provide meals and special events for senior residents.

Chicago's legacy and reputation as one of the world's most livable cities is rooted in a tradition of diverse neighborhoods and a strong housing stock. Affordable housing is critical to this legacy, and the Chicago Housing Authority plays a vital role in providing housing opportunities across the city. From new housing for seniors, veterans and families to rehabbed apartments across Chicago, CHA is building stronger communities and a better foundation for the future of all Chicagoans. CHA's partnerships with other city agencies and stakeholders have enabled new ways to create housing, amenities and economic opportunities that make a lasting impact on our neighborhoods and city.

BUDGET OVERVIEW

INTRODUCTION

Since 2000, the Chicago Housing Authority (CHA) has been engaged in accomplishing the goals of the original Plan for Transformation. That of rehabilitating or redeveloping 25,000 housing units in Chicago, while reintegrating low-income families and housing into the larger physical, social and economic fabric of the city. At the same time providing opportunities and services to help residents improve their lives; spurring the revitalization of communities once dominated by CHA developments. CHA and the Department of Housing and Urban Development (HUD) signed the original Moving-To-Work (MTW) Agreement on February 6, 2000 implementing the original Plan for Transformation. CHA's Amended and Restated MTW Agreement with HUD was executed on June 26, 2008, extending the agency's participation in the program until 2028.

Objectives

Consistent with the vision and strategic goals presented in *Plan Forward*, CHA will continue to pursue the three statutory objectives of the MTW Demonstration Program:

- ◆ **MTW Statutory Objective I:** Increase housing choices for low-income families.
- ◆ **MTW Statutory Objective II:** Give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient.
- ◆ **MTW Statutory Objective III:** Reduce costs and achieve greater cost effectiveness in federal expenditures.

For 2020, CHA will continue to work toward achieving the original 25,000 units of affordable housing by delivering 343 housing units, including 31 Public Housing units and 312 Project Based Voucher (PBV) units. These units will be delivered through various initiatives: Mixed-Income Housing Redevelopment (21 units), Public Housing Acquisition (10 units) and a diversity of Project-Based Voucher programs (312 units).

In June 2015, the agency received a Rental Assistance Demonstration (RAD) Program award for its portfolio application. The agency has since closed multiple transactions with more than 4,000 units being converted to PBV. In FY2020, CHA will continue to execute RAD PBV conversions for properties targeted. The RAD program continues to positively impact each of the public housing properties converted to-date, supporting the long-term operation and affordability of CHA Public Housing units.

CHA continues to explore new avenues and strategies for achieving the goals of *Plan Forward: Communities that Work*. These goals include coordinating public and private investments to develop vibrant communities; ensuring CHA's housing portfolio remain safe, decent and sustainable; and expanding targeted services to a larger number of residents, while providing diverse housing options.

CHA Historical Revenue by Source (In Millions)

Funding Type	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change From 2018
MTW Fund	\$ 842.8	\$ 991.5	\$ 841.2	\$ 955.2	13.6%
Section 8 Fund (Non-MTW)	18.4	18.1	19.3	21.2	9.8%
HOPE VI Fund	0.4	2.4	0.4	0.1	-83.8%
Other Funds	15.9	56.2	242.8	126.2	-48.0%
Total Funding	\$ 877.5	\$ 1,068.2	\$ 1,103.7	\$ 1,102.7	-0.1%

FY2020 REVENUE SUMMARY

Total revenues decreased by 0.1% primarily due to CHA's reduction in planned capital spending in 2020. The 13.6% increase in MTW Fund revenues reflects the option to use a greater amount of capital funds to finance planned capital related work and the rise in HAP voucher rates. The 9.8% growth in the Section 8 Fund (Non-MTW) reflects the rise in Mod Rehab voucher rates and the addition of 89 Mainstream program vouchers. HOPE VI revenues declined a second year in a row due to the continued decline in the availability of that program's funds. Other Funds dropped substantially resulting from the planned decrease in capital related work, which results in less need for funding via other financing options.

Listed below are the assumptions utilized in calculating the FY2020 revenue projections by funding type:

BUDGET OVERVIEW

REVENUE ASSUMPTIONS

MTW Fund

The MTW agreement between HUD and the CHA allows for the merging of Low-Rent, Capital Grant Fund and Section 8 Housing Choice Voucher (HCV) Program funding into a block grant. Below are the assumptions used to estimate MTW Fund Revenues for FY2020.

- Section 8 (MTW) revenue is estimated at \$600.1 million for FY2020. The total amount includes: Housing Choice Voucher revenues of \$488 million, MTW Block Grant voucher revenues of \$59.8 million and administrative income of \$52.3 million.
- The projected number of units receiving HUD operating subsidy for FY2020 is 16,260, an increase from the 14,379 units originally projected to be subsidized in FY2019. As a result of fewer RAD closings in FY2019, there are additional public housing units that did not transition into RAD, and thus will be funded through the operating subsidy program.
- Operating Subsidy is calculated using the amended and restated MTW Operating Subsidy Schedule provided by HUD. The formula takes into account the following: the Allowable Expense Level, a simplified delta of 0.5%, the anticipated local inflation factor of 2.13%, an estimated FY2020 HUD Congressional Appropriation of 95% and the RAD Adjustment Factor.
- The CHA will use the sale of some land not needed for housing to assist in balancing its FY2020 budget.
- The CHA's Capital Fund allocation is based on a formula determined by HUD, and is subject to Congressional Appropriation. The CHA's budgeted FY2020 Capital Fund Program revenue amount is based on a portion of the HUD FY2020 Capital award (\$25.5 million) and the projected carryover (\$67.5 million) remaining from prior years' Capital funds.
- Rental Income reflects the anticipated lease up of vacant units throughout the agency's portfolio compared to the prior year. The CHA has targeted a full 100% occupancy at a number of their developments in FY2020.
- Rental Assistance Demonstration (RAD), a HUD demonstration program, was created in order to give public housing authorities (PHAs) a powerful tool to preserve and improve public housing properties and address the nationwide backlog of deferred maintenance. The program provides for long-term project based vouchers. HUD will be funding approximately 4,938 units that have transitioned through the end of 2019. For FY2020, the CHA projects funding levels to be approximately \$49.4 million for the program, at an average annual rate of \$10,010 per voucher.
- Interest Income is estimated based on average annualized balances for the Liquidity and Reserve portfolios. Interest Income is calculated using the average annualized portfolio balance and the projected rate of interest for the current year.

Section 8 (Non-MTW)

The Section 8 (Non-MTW) revenue is comprised of the VASH, Mod Rehab, and Mainstream voucher programs totaling \$21.2 million for FY2020. The programs consist of estimated revenues for housing assistance and an administrative fee that the CHA earns to manage the programs. Below are the assumptions used to calculate these programs' revenues.

- VASH funding levels remained relatively unchanged from the prior year despite the reduction in vouchers from 1,368 to 1,303 projected for 2020.
- Mod Rehab experienced a voucher rate increase from \$541 in 2019, to \$645 projected for 2020; 89 vouchers were added to the Mainstream program.
- Administrative fee income is projected at \$1.0 million based on the total number of vouchers within the programs.

HOPE VI & OTHER FUNDS

Hope VI revenue is projected in the amount of \$65,000 for FY2020. All of the amount will be used for community and supportive services. Other funds primarily consist of third party financing tools. Taxable and non-Taxable Bonds will be used to fund a certain number of capital projects throughout the agency's portfolio, while Debt Financing will be primarily used for capital related work at various senior buildings entering HUD's RAD program.

BUDGET OVERVIEW

GENERAL BUDGET ASSUMPTIONS

The following assumptions were used in developing the Authority's FY2020 Comprehensive Budget. These assumptions guided the Authority in estimating how its operations would be funded:

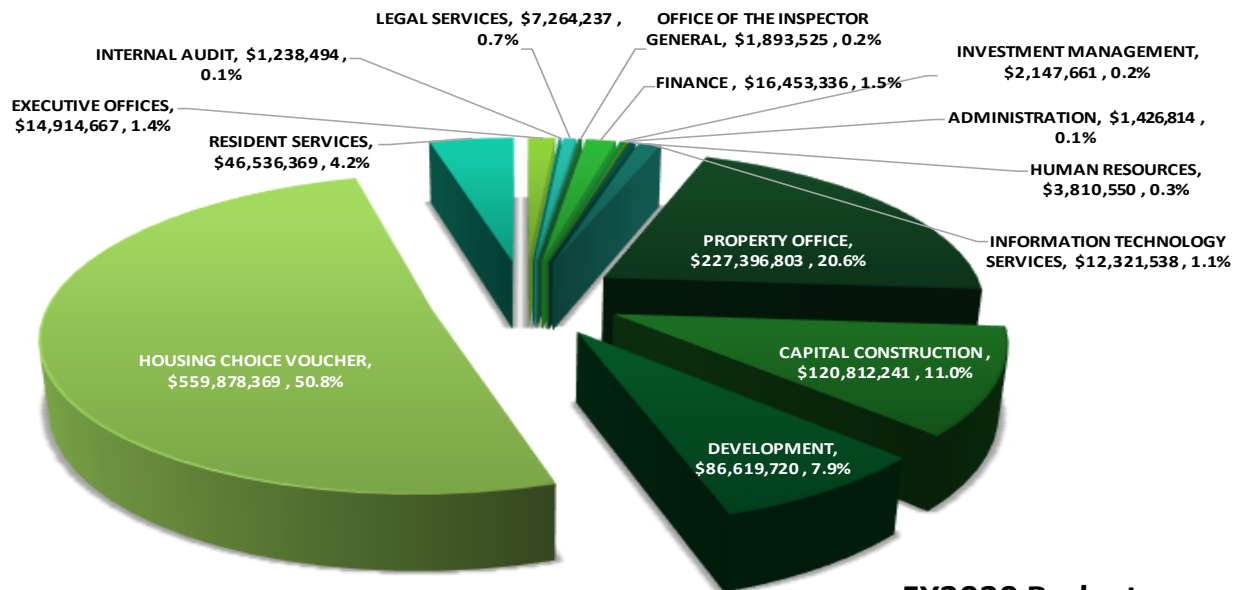
- Agency wide non-personnel related expenses remained unchanged from the 2019 prior year.
- A pay-for-performance salary increase is budgeted at 3.0%.
- Fringe benefit rates are expected to remain unchanged at 36.0%.

DIVISIONAL EXPENSE CATEGORIES

The CHA's budget is organized into fourteen divisions: Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance, Investment Management, Administration, Information Technology Services, Property Office, Capital Construction, Development, Human Resources, Housing Choice Voucher and Resident Services. Presented below are the divisional cost trends for FY2017, FY2018, FY2019 and FY2020.

DIVISIONAL EXPENSE SUMMARIZED

DIVISION	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change
EXECUTIVE OFFICES	\$ 12,005,945	\$ 12,327,394	\$ 13,803,467	\$ 14,914,667	8.1%
INTERNAL AUDIT	1,262,900	1,187,344	1,227,922	1,238,494	0.9%
LEGAL SERVICES	6,948,120	6,131,526	7,137,942	7,264,237	1.8%
OFFICE OF THE INSPECTOR GENERAL	1,005,523	1,083,635	1,455,376	1,893,525	30.1%
FINANCE	13,215,258	14,798,082	15,215,245	16,453,336	8.1%
INVESTMENT MANAGEMENT	1,739,369	1,701,638	2,069,098	2,147,661	3.8%
ADMINISTRATION	1,187,174	1,532,520	1,545,700	1,426,814	-7.7%
INFORMATION TECHNOLOGY SERVICES	11,424,123	11,156,493	12,147,428	12,321,538	1.4%
PROPERTY OFFICE	236,356,996	273,361,170	207,135,095	227,396,803	9.8%
CAPITAL CONSTRUCTION	63,278,526	68,667,673	157,292,378	120,812,241	-23.2%
DEVELOPMENT	57,233,487	127,152,117	103,815,482	86,619,720	-16.6%
HUMAN RESOURCES	2,096,223	2,218,916	3,434,501	3,810,550	10.9%
HOUSING CHOICE VOUCHER	527,945,562	549,219,562	530,801,510	559,878,369	5.5%
RESIDENT SERVICES	42,536,167	41,700,765	46,595,914	46,536,369	-0.1%
TOTAL EXPENDITURES	\$ 978,235,372	\$ 1,112,238,834	\$ 1,103,677,058	\$ 1,102,714,324	-0.1%



FY2020 Budget

CHA worked diligently to develop a fiscally sound budget that addresses the diverse challenges that confront government agencies nationwide.

Presented beneath are each of the division sections' historical (FY2017 and FY2018) and budgeted FY2019 and FY2020 non-personnel and personnel costs.

BUDGET OVERVIEW

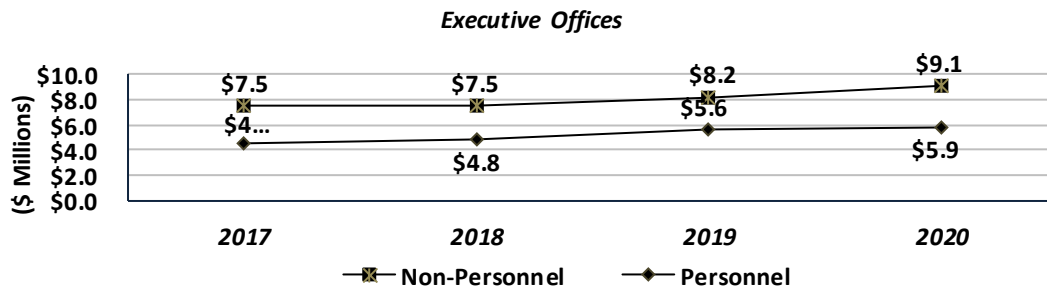
EXECUTIVE OFFICES

The Executive Offices Division consists of costs associated with the overall management, direction of policy, oversight of the day-to-day operations and determination of management priorities of the organization. Total Executive Offices Division expenses represent approximately 1.4% of the total \$1.1 billion dollar budget.

For FY2020 there is an 8.1% increase in overall expenses. Non-personnel related costs increased by 10.3% primarily due to new and/or additional operating costs of three commercial properties (FIC, Pope, and Cottage Grove). Personnel costs increased by 4.7% primarily due to a net increase of 4 FTEs, salary adjustments and pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
EXECUTIVE OFFICES	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 7,454,912	\$ 7,494,346	\$ 8,213,463	\$ 9,061,442	10.3%
Personnel Costs	4,551,033	4,833,048	5,590,004	5,853,225	4.7%
TOTAL EXECUTIVE OFFICES	\$ 12,005,945	\$ 12,327,394	\$ 13,803,467	\$ 14,914,667	8.1%



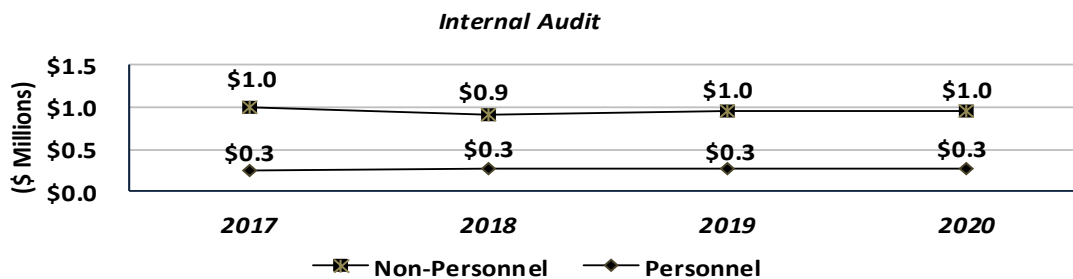
INTERNAL AUDIT

The Internal Audit Division consists of costs associated with performing audits on processes and procedures, while ensuring that internal controls are in place to safeguard the Authority's assets. The division likewise monitors the effectiveness of policies, practices and procedures. The Internal Audit Division's expenditures represent 0.1% of the \$1.1 billion dollar budget.

For FY2020 there is a 0.9% increase in overall expenses. Non-personnel expenses remained flat, while the personnel cost increase is due to pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
INTERNAL AUDIT	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 1,008,874	\$ 915,118	\$ 964,235	\$ 964,235	0.0%
Personnel Costs	254,026	272,226	263,687	274,259	4.0%
TOTAL INTERNAL AUDIT	\$ 1,262,900	\$ 1,187,344	\$ 1,227,922	\$ 1,238,494	0.9%



BUDGET OVERVIEW

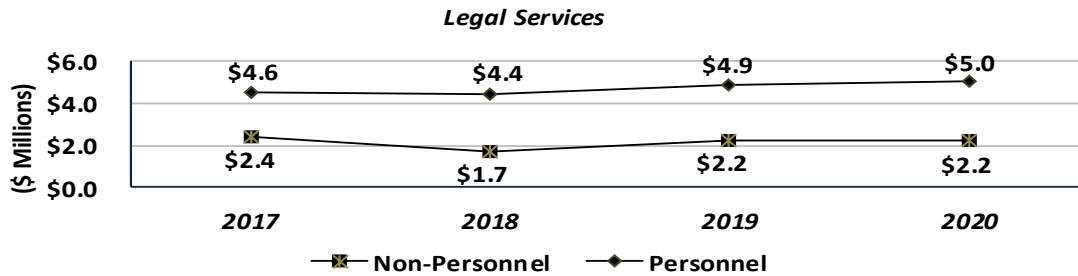
LEGAL SERVICES

The Legal Services Division consists of costs directly related to legal advice and counsel provided to the Chief Executive Officer, the Board of Commissioners, and the entire Authority on a wide variety of business, operational and legal issues. Legal Services Division costs represent 0.7% of the \$1.1 billion dollar budget.

Legal service expenses increased by 1.8%. Non-personnel expenses remained flat, while the personnel cost increase is primarily due to pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
LEGAL SERVICES	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 2,377,270	\$ 1,707,339	\$ 2,233,272	\$ 2,233,272	0.0%
Personnel Costs	4,570,850	4,424,187	4,904,670	5,030,965	2.6%
TOTAL LEGAL SERVICES	\$ 6,948,120	\$ 6,131,526	\$ 7,137,942	\$ 7,264,237	1.8%



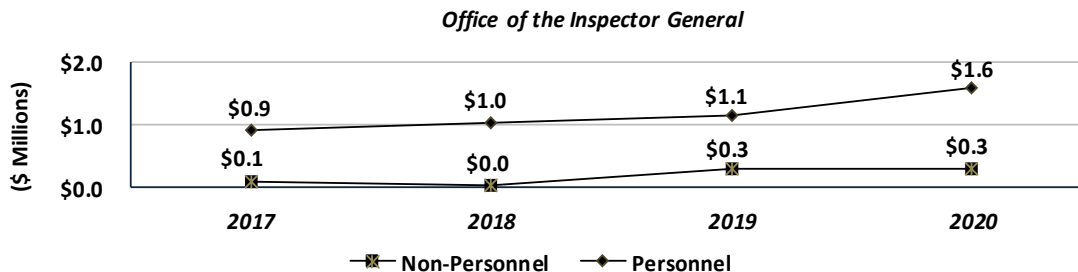
OFFICE OF THE INSPECTOR GENERAL

The Office of the Inspector General Division consists of costs directly related to independent oversight of CHA programs through criminal and administrative investigations, reviews and performance audits, and outside consultant services for digital forensic investigations. The Inspector General's Division costs represent 0.2% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 30.1%. Non-personnel expenses remained flat, while the personnel cost increased by 38.2% as a result of 3 additional FTEs, salary adjustments, and pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
OFFICE OF THE INSPECTOR GENERAL	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 86,745	\$ 38,876	\$ 307,818	\$ 307,818	0.0%
Personnel Costs	918,778	1,044,759	1,147,558	1,585,707	38.2%
TOTAL OFFICE OF THE INSPECTOR GENERAL	\$ 1,005,523	\$ 1,083,635	\$ 1,455,376	\$ 1,893,525	30.1%



BUDGET OVERVIEW

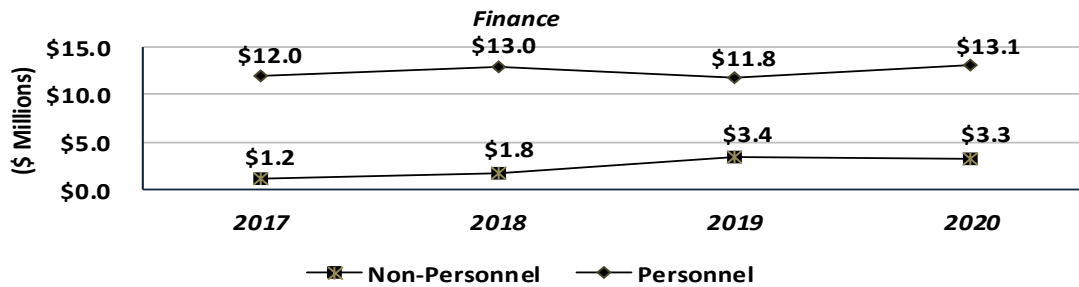
FINANCE

The Finance Division consists of costs associated with the accounting, budgeting and procurement activities for the Authority. The Finance Division's expenditures represent 1.5% of the \$1.1 billion dollar budget.

Overall, expenditures in this division increased by 8.1%. Non-personnel related costs dropped by 2.2% primarily due to a reduction in consultant and fiscal agent fees. Personnel costs rose by 11.1% as a result of the elimination of the attrition budget for CHA's workforce.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
FINANCE	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 1,214,563	\$ 1,774,820	\$ 3,407,334	\$ 3,331,615	-2.2%
Personnel Costs	12,000,695	13,023,262	11,807,911	13,121,721	11.1%
TOTAL FINANCE	\$ 13,215,258	\$ 14,798,082	\$ 15,215,245	\$ 16,453,336	8.1%



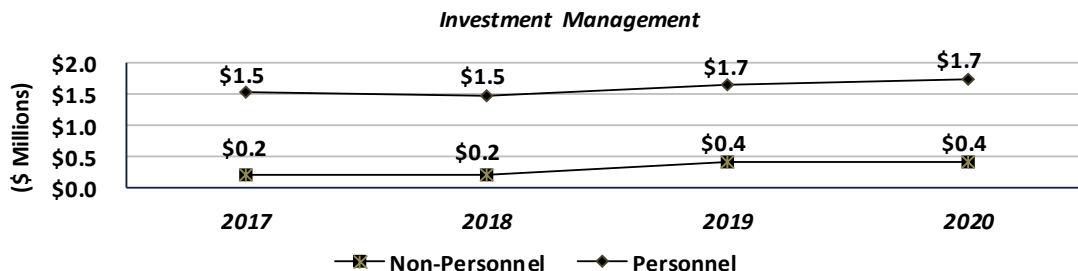
INVESTMENT MANAGEMENT

The Investment Division is responsible for all of the treasury, investment and grant activities of the Authority. This includes maximizing investment income opportunities and pursuing grant funding and other income opportunities. The Investment Management Division's expenditures represent 0.2% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 3.8%. Non-personnel expenses remained flat, while the personnel cost increased by 4.7% as a result of a salary adjustments and pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
INVESTMENT MANAGEMENT	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 214,085	\$ 227,659	\$ 412,446	\$ 412,445	0.0%
Personnel Costs	1,525,284	1,473,979	1,656,652	1,735,216	4.7%
TOTAL INVESTMENT MANAGEMENT	\$ 1,739,369	\$ 1,701,638	\$ 2,069,098	\$ 2,147,661	3.8%



BUDGET OVERVIEW

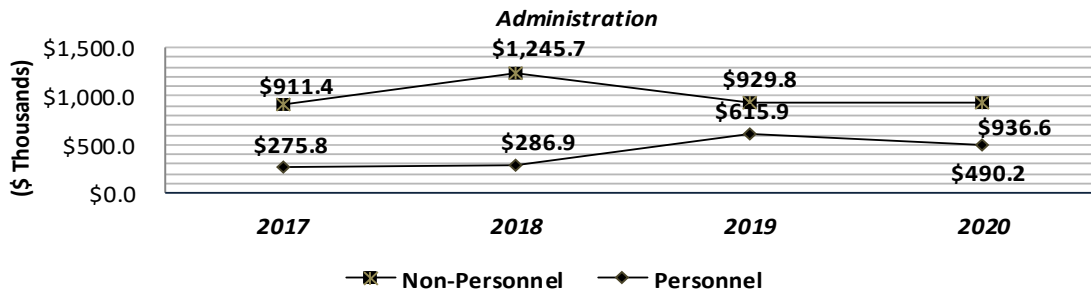
ADMINISTRATION

The Administration Division consists of costs associated with risk management for the Authority. The Administration Division's expenditures represent 0.1% of the \$1.1 billion dollar budget.

Overall, expenditures in this division decreased by 7.7%. Non-personnel related costs increased by 0.7% primarily due to training and travel reimbursements. Personnel costs decreased by 20.4% primarily due to the transfer of 1 FTE.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
ADMINISTRATION	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 911,408	\$ 1,245,667	\$ 929,790	\$ 936,590	0.7%
Personnel Costs	275,766	286,853	615,910	490,224	-20.4%
TOTAL ADMINISTRATION	\$ 1,187,174	\$ 1,532,520	\$ 1,545,700	\$ 1,426,814	-7.7%



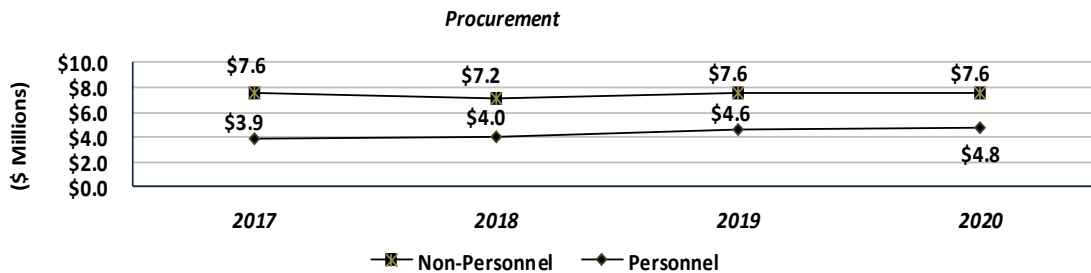
INFORMATION TECHNOLOGY SERVICES

Information Technology Services is responsible for providing the technical resources necessary for the Authority's departments to operate effectively. The Information Technology Services Division's expenditures represent 1.1% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 1.4%. Personnel cost increased by 3.9% as a result of promotions and pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
INFORMATION TECHNOLOGY SERVICES	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 7,565,447	\$ 7,151,684	\$ 7,569,757	\$ 7,565,473	-0.1%
Personnel Costs	3,858,676	4,004,809	4,577,671	4,756,065	3.9%
TOTAL INFORMATION TECHNOLOGY SERVICES	\$ 11,424,123	\$ 11,156,493	\$ 12,147,428	\$ 12,321,538	1.4%



BUDGET OVERVIEW

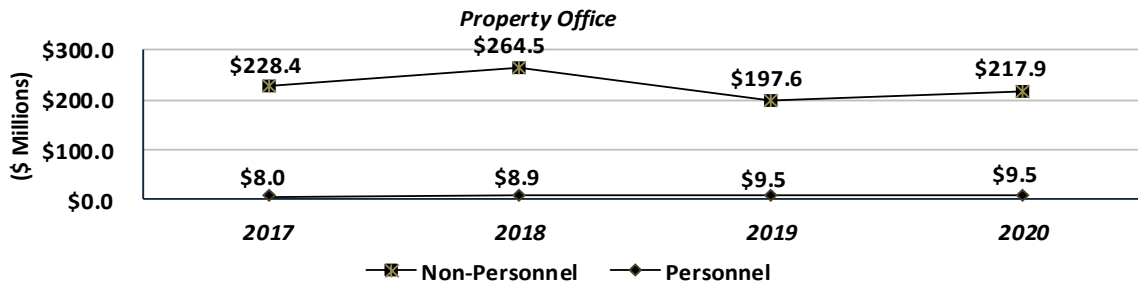
PROPERTY OFFICE

The Property Office Division consists of administrative costs associated with oversight of the financial and physical well-being of CHA's housing portfolio, supervised by private management firms. The Property Office Division's expenditures represent 20.6% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 9.8%. Non-personnel increased by 10.2% primarily due to an increase in Job Order Contracts (JOC); personnel remained relatively unchanged.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
PROPERTY OFFICE	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 228,365,647	\$ 264,510,238	\$ 197,615,984	\$ 217,861,473	10.2%
Personnel Costs	7,991,349	8,850,932	9,519,111	9,535,330	0.2%
TOTAL PROPERTY OFFICE	\$ 236,356,996	\$ 273,361,170	\$ 207,135,095	\$ 227,396,803	9.8%



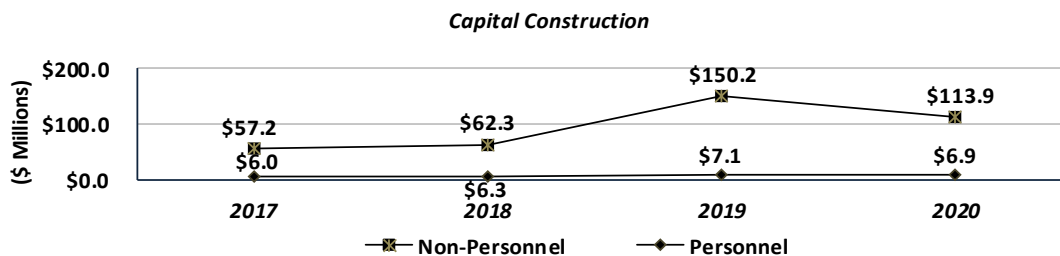
CAPITAL CONSTRUCTION

The Capital Construction Division consists of costs associated with the rehabilitation and/or repair of existing properties throughout the agency's portfolio, and debt service. The Capital Construction Division's expenditures represent 11.0% of the \$1.1 billion dollar budget.

Expenditures in this division decreased by 23.2%. Non-personnel costs decrease by 24.2% primarily due to the drop in Family, RAD and Senior buildings' capital maintenance projects scheduled for FY2020. Personnel fell by 2.4% as a result of attrition.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
CAPITAL CONSTRUCTION	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 57,244,723	\$ 62,337,289	\$ 150,178,212	\$ 113,868,975	-24.2%
Personnel Costs	6,033,803	6,330,384	7,114,166	6,943,266	-2.4%
TOTAL CAPITAL CONSTRUCTION	\$ 63,278,526	\$ 68,667,673	\$ 157,292,378	\$ 120,812,241	-23.2%



BUDGET OVERVIEW

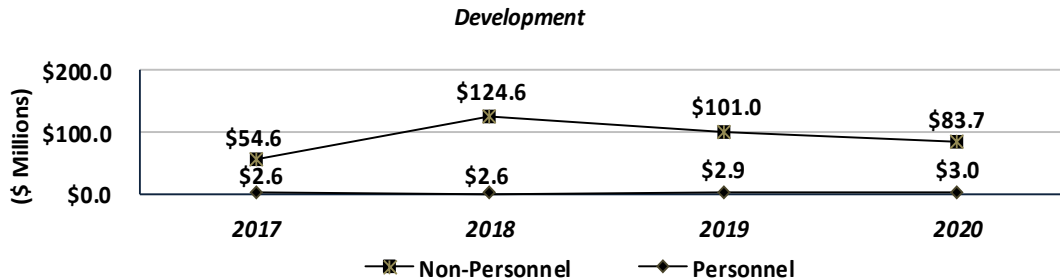
DEVELOPMENT

The Development Division consists of costs associated with developing mixed-income and public housing developments properties. The Development Division's expenditures represent 7.9% of the \$1.1 billion dollar budget.

Expenditures in this division decreased by 16.6%. Non-personnel costs dropped by 17.1% primarily due to timing of construction draws for mixed-income/mixed-finance properties for FY2020. Personnel increased by 3.7% as a result of promotions and pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
DEVELOPMENT	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 54,611,030	\$ 124,556,653	\$ 100,955,651	\$ 83,654,650	-17.1%
Personnel Costs	2,622,457	2,595,464	2,859,831	2,965,070	3.7%
TOTAL DEVELOPMENT	\$ 57,233,487	\$ 127,152,117	\$ 103,815,482	\$ 86,619,720	-16.6%



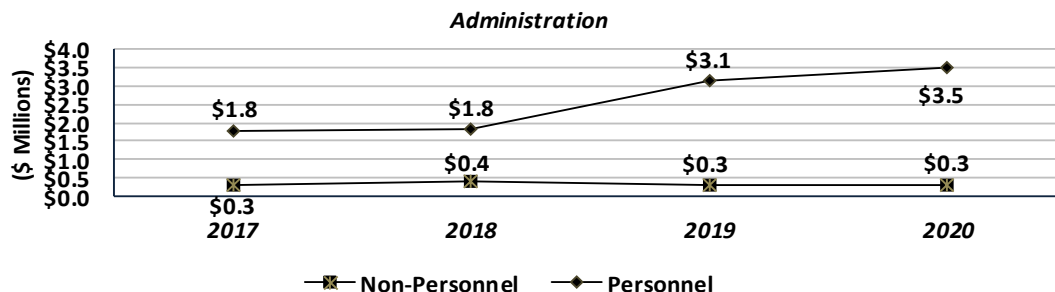
HUMAN RESOURCES

The Human Resources Division consists of costs associated with strategic counseling and guidance on all human resource, training and personnel related matters. The Human Resources Division expenditures represent 0.3% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 10.9%. Non-personnel expenses remained flat, while the personnel cost increase of 12.0% was primarily the result of promotions, title changes, and pay-for-performance.

EXPENSE BUDGET

	FY2017	FY2018	FY2019	FY2020	%
HUMAN RESOURCES	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 309,302	\$ 394,248	\$ 293,585	\$ 293,723	0.0%
Personnel Costs	1,786,921	1,824,668	3,140,916	3,516,827	12.0%
TOTAL HUMAN RESOURCES	\$ 2,096,223	\$ 2,218,916	\$ 3,434,501	\$ 3,810,550	10.9%



BUDGET OVERVIEW

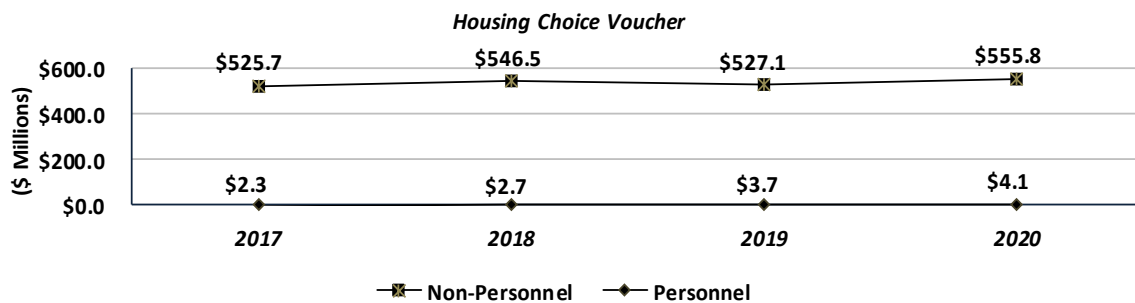
HOUSING CHOICE VOUCHER

The Housing Choice Voucher Division consists of costs associated with the administration of the Section 8 Housing Choice Voucher program, which is managed by two third-party administrators and the administration of the Veterans Affairs Supportive Housing (VASH), Moderate Rehabilitation, and Mainstream programs. The Housing Choice Voucher Division's expenditures represent 50.8% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 5.5%. Non-personnel costs grew by 5.5% as a result of an increase in the HAP per unit cost between the 2-years: FY2019 (\$847) and FY2019 (\$885). Personnel costs increased by 8.8% due to an increase of 2 FTEs and pay-for-performance.

EXPENSE BUDGET

	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change
HOUSING CHOICE VOUCHER					
Non-Personnel Costs	\$ 525,659,310	\$ 546,528,030	\$ 527,052,166	\$ 555,799,478	5.5%
Personnel Costs	2,286,252	2,691,532	3,749,344	4,078,891	8.8%
TOTAL HOUSING CHOICE VOUCHER	\$ 527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.5%



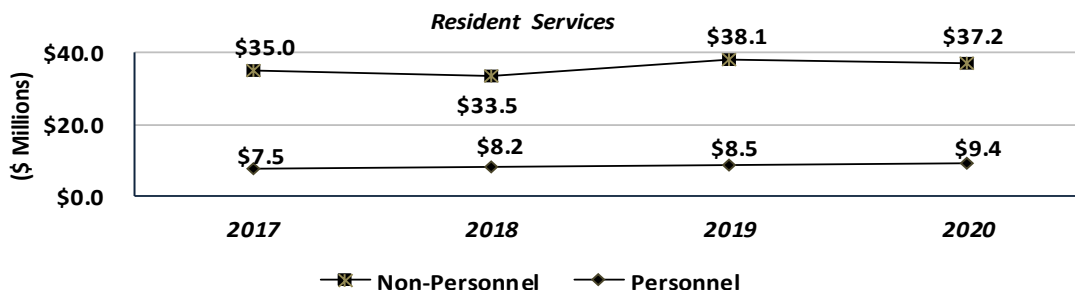
RESIDENT SERVICES

The Resident Services Division consists of costs associated with promoting resident initiatives, while connecting residents with a variety of programs and services that support residents' path toward self sufficiency. The Resident Services Division's expenditures represent 4.2% of the \$1.1 billion dollar budget.

Expenditures in this division decreased by 0.1%. Non-personnel decreased by 2.4% due to a reduction in tenant services contracts and consultant fees. Personnel costs increased by 10.1% resulting from the addition of 2 FTE's, promotions, and pay-for-performance.

EXPENSE BUDGET

	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change
RESIDENT SERVICES					
Non-Personnel Costs	\$ 35,040,037	\$ 33,462,233	\$ 38,071,379	\$ 37,150,479	-2.4%
Personnel Costs	7,496,130	8,238,532	8,524,535	9,385,890	10.1%
TOTAL RESIDENT SERVICES	\$ 42,536,167	\$ 41,700,765	\$ 46,595,914	\$ 46,536,369	-0.1%



BUDGET OVERVIEW

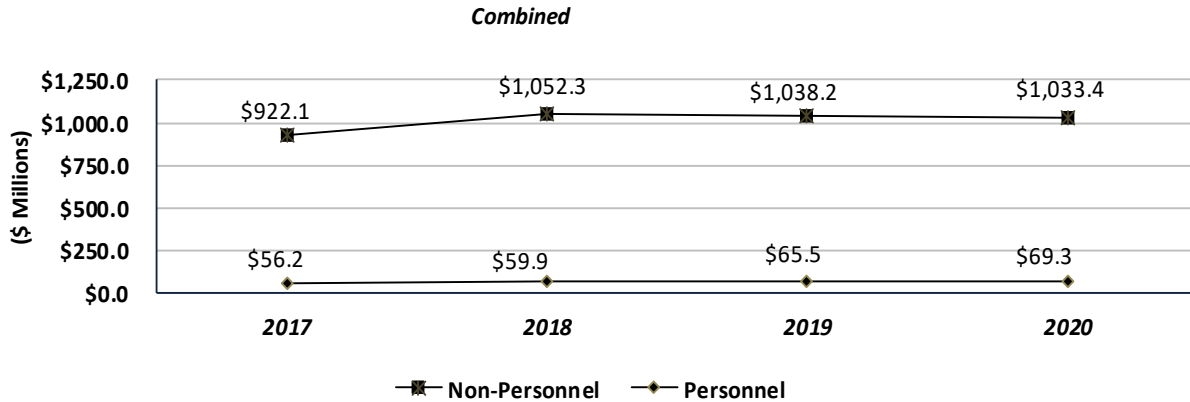
COMBINED NON-PERSONNEL & PERSONNEL EXPENDITURES

The table below summarizes the non-personnel and personnel spending trends for all divisional expenses in the CHA through FY2020. Overall, the budget decreased by 0.1% compared to FY2019. The 0.5% decrease in non-personnel primarily exhibits the reduction in capital related work planned for FY2020.

Personnel costs grew by 5.8% as a result of promotions, salary adjustments, a net increase of 1 FTE, and pay-for-performance.

EXPENSE BUDGET

	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change
COMBINED					
Non-Personnel Costs	\$ 922,063,352	\$ 1,052,344,200	\$ 1,038,205,092	\$ 1,033,441,668	-0.5%
Personnel Costs	56,172,020	59,894,635	65,471,966	69,272,656	5.8%
TOTAL COMBINED	\$978,235,372	\$1,112,238,834	\$1,103,677,058	\$ 1,102,714,324	-0.1%



BUDGET PROCESS



The preparation of the Chicago Housing Authority’s Annual Budget is the culmination of a seven-month budget process, which begins in May and ends in November of each calendar year. The FY2020 budget process required cost centers to utilize our online budgeting tool, Lawson Budgeting and Planning. All budget requests must be entered into this electronic system within a three week time period.

A. Revenue Budget

Revenue forecasts are generated using CHA’s 5-year operating model in May. The model includes projections for the inflation factor as well as Congressional appropriation estimates in the MTW Fund (Operating, Capital and Section 8 (MTW) Funds). This model also includes revenue projections for the remainder of CHA’s funding sources (Section 8, Non-MTW, Hope VI and Other funds).

B. Budget Training & Submission

Cost centers are given hands-on Lawson Budget & Planning module training in June. The module is tied directly to our in-house Enterprise Resource Planning (ERP) system, Lawson, and is used to compile personnel and non-personnel budget figures for the next fiscal year. Users are able to customize their screens to show a variety of prior year fiscal data for comparison.

Executive staff, Chiefs, Deputies, and Directors are responsible for analyzing their actual expenditures versus budget for the current year, and forecasting the forthcoming annual needs for their respective cost centers. In addition, each cost center is required to provide detail and justification of all projected expenses.

The Property Office division works with Private Property Management companies to develop detailed property operating budgets. The budget department actively participates in this process.

The Capital Construction and Development divisions analyze and update the current year of their 5-year capital plans and submit them to the Budget department. This process is covered in more detail in the capital section.

Budget submissions are sent electronically to the assigned cost center Budget Analyst by the end of June. The budget submission includes an electronically completed personnel and non-personnel budget with line item detail.

C. Budget Hearings

Budget hearings are held with each cost center in July. These hearings are conducted by a team of three (3) Budget staff. The teams consist of the Budget Director, an OBM Manager, and a Budget Analyst. This team is responsible for gathering additional justification from the cost center to improve their chances of being granted the budget requested. This also provides the opportunity for the cost center representatives to answer any questions presented by the Budget panel prior to formulating a recommendation.

BUDGET PROCESS

D. Budget Recommendations

The Budget panel conducts a thorough analysis of each cost centers' budget request in August, after the budget hearings. Adjustments are made in the areas that do not have appropriate justifications for requested funding. Recommendations are then formulated by the Budget panel. These recommendations are presented to the Chief Financial Officer for review and approval. Executive staff and the Finance Team holds a series of meetings, from August into October, with the Directors and Deputies to review cost center budgets and reduce expenditures in an effort to achieve HUD mandated goals for voucher utilization, unit delivery, and capital development.

E. Preliminary Budget

The Chief Executive Officer (CEO) and the Chief of Staff are presented with the final budget recommendations in September. Additional adjustments are made to reflect any requested changes in the budget. The final budget recommendations become the official FY2020 preliminary budget, and become a part of the FY2020 Draft Annual Plan, which includes a Sources and Uses schedule that follows HUD guidelines.

F. Budget Briefing

The FY2020 preliminary budget is presented to Board members through a series of budget briefings in October. OBM staff then prepares the draft FY2020 Comprehensive Budget document. The Comprehensive Budget includes an all funds revenue summary, detailed expenditures by cost center, financial summaries and a comparison of the last five and/or three years of financial data for the Authority. A summary presentation of this document is presented to the Board of Commissioners Finance Committee. The presentation provides a general overview of the budget highlighting differences between the FY2019 budget and the proposed FY2020 budget.

G. Board Approval

The Comprehensive Budget document is presented to the Board of Commissioners for approval in November. After any changes or amendments requested by the Board, the document is approved and adopted by the Board. Detailed cost center budgets are forwarded to CHA department heads and the budget preparation process ends. Required budget documents are sent to HUD prior to year-end.

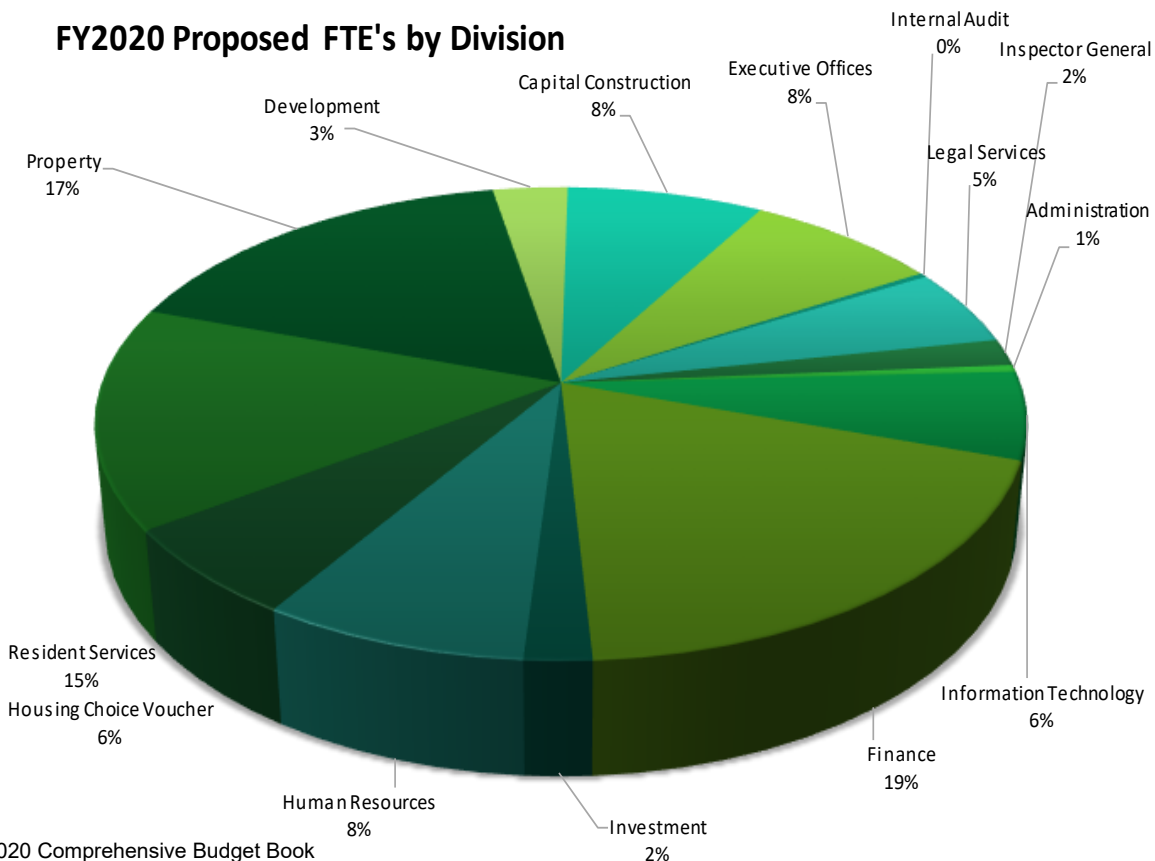
PERSONNEL SUMMARY

GENERAL OVERVIEW

The FY2020 proposed staffing level for the Chicago Housing Authority is set to increase by 1.0 FTE to 651.5 from the FY2019 level. Total personnel costs are estimated at \$69.2 million, which represents a 5.8% increase over FY2019. The 5.8% increase is due to Pay for Performance increases and the reclassification of positions.

Division	FY2017	FY2018	FY2019	FY2020	% OF CHANGE FROM PRIOR
	ACTUAL FTE	ACTUAL FTE	BUDGET FTE	BUDGET FTE	
Executive Offices	45.0	45.0	48.0	52.0	8.3%
Internal Audit	2.0	2.0	2.0	2.0	0.0%
Legal Services	36.5	36.5	34.5	34.5	0.0%
Inspector General	8.0	8.0	9.0	12.0	33.3%
Administration	2.0	2.0	4.0	3.0	-25.0%
Information Technology	39.0	39.0	39.0	39.0	0.0%
Finance	126.5	125.5	125.0	123.0	-1.6%
Investment	12.0	13.0	13.0	13.0	0.0%
Human Resources	71.0	74.0	56.5	51.5	-8.8%
Housing Choice Voucher	27.0	27.0	38.0	40.0	5.3%
Resident Services	95.0	94.0	97.0	99.0	2.1%
Property	107.0	106.0	112.0	110.0	-1.8%
Development	40.0	23.0	20.0	20.0	0.0%
Capital Construction	55.5	55.5	52.5	52.5	0.0%
Total	666.5	650.5	650.5	651.5	0.2%

FY2020 Proposed FTE's by Division



PERSONNEL SUMMARY

Division	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Proposed	% Change From Prior Year Budget
Executive Offices	\$4,551,033	\$4,833,048	\$5,590,004	\$5,853,225	4.7%
Internal Audit	\$254,026	\$272,226	\$263,687	\$274,259	4.0%
Legal Services	4,570,850	4,424,187	4,904,670	5,030,965	2.6%
Inspector General	918,778	1,044,759	1,147,558	1,585,707	38.2%
Administration	275,766	286,853	615,910	490,224	-20.4%
Information Technology	3,858,676	4,004,809	4,577,671	4,756,065	3.9%
Finance	12,000,695	13,023,262	11,807,911	13,121,721	11.1%
Investment	1,525,284	1,473,979	1,656,652	1,735,216	4.7%
Human Resources	1,786,920	1,824,668	3,140,916	3,516,827	12.0%
Housing Choice Voucher	2,286,252	2,691,532	3,749,344	4,078,891	8.8%
Resident Services	7,496,130	8,238,532	8,524,535	9,385,890	10.1%
Property	7,991,349	8,850,932	9,519,111	9,535,330	0.2%
Development	2,622,457	2,595,464	2,859,831	2,965,070	3.7%
Capital Construction	6,033,803	6,330,383	7,114,166	6,943,266	-2.4%
Total	\$56,172,019	\$59,894,634	\$65,471,966	\$69,272,656	5.8%

Executive Offices

The Executive Offices Division includes the Office of the Chief Executive Officer, Board of Commissioners, Strategic Management & Partnerships, Communications & Marketing, Diversity Liaison, General Services, Charles A. Hayes Family Investment Center, Oakland Community Center, Pope Building and the Cottage Grove (Bank) Building. This division directs policy for the Chicago Housing Authority, oversees the day-to-day operations and determines management priorities for the Authority. The division's FTE count is expected to increase by 4.0 FTEs or 8.3% from 2019 budget levels. Personnel costs are projected to increase by \$263,221 or 4.7% due to the increase of 4.0 FTEs and Pay for Performance.

Internal Audit

The Internal Audit Division consists of Internal Audit. This division performs audits on the processes and procedures of the Authority and ensures that internal controls are in place to safeguard the assets of the Authority. The agency's actual audit function is outsourced except for the department director and the Senior Internal Auditor. Personnel costs for this division will increase by 4.01% or \$10,572 due to Pay for Performance.

Legal Services

The Legal Services Division includes the Office of the General Counsel. Responsibilities include providing legal advice and counsel to the Authority. Personnel costs will increase by 2.57% or \$126,295 due to Pay for Performance.

Inspector General

The Inspector General Division includes the Office of the Inspector General. This division provides independent oversight over CHA programs through criminal and administrative investigations, reviews and performance audits. The division's FTE count is projected to increase by 3.0 FTE or 33.3%. Personnel costs will increase by 38.2% or \$438,149 as a result of Pay for Performance and the increase in FTEs.

Administration

The Administration Division includes the Office of the Chief Administrative Officer and Risk Management. This division provides the Authority with risk assessments and insurance protection. The FTEs in this division are expected to decrease by 1 FTE or 25.0% in 2020. Personnel costs are expected to decrease by 20.41% or \$125,686 due to the decrease of 1.0 FTE and salary adjustments.

PERSONNEL SUMMARY

Information Technology

The Information Technology Division includes the Information Technology cost center. This division is responsible for providing the CHA with the technical resources necessary to operate effectively. The division's FTEs are projected to stay the same in 2020. Personnel costs are expected to increase by \$178,394 or 3.9% due to Pay for Performance and promotions.

Finance

The Finance Division includes the Office of the Chief Financial Officer, Office of Budget and Management, the Office of the Comptroller, Section 3 Field Office and Department of Procurement & Contracts. This division is responsible for ensuring the financial stability of the Chicago Housing Authority. The division's FTEs are projected to decrease by 2.0 FTEs or 1.6% due to the elimination of positions. Personnel costs are expected to increase by \$1,313,810 or 11.13% due to Pay for Performance and the elimination of the agency-wide attrition calculation.

Investment

The Investment Division includes the Treasury, and Revenue and Partnerships. This division is responsible for all of the management and execution of investment, banking and grant portfolios and alternative revenue opportunities of the Authority. Personnel costs will increase by 4.7% or \$78,564 due to Pay for Performance and a promotion.

Human Resources

The Human Resources Division includes Human Resources and Training. This division is responsible for strategic counsel and guidance on all human resources, training and personnel matters for the Chicago Housing Authority. This division also oversees the CHA Student Intern Program. The FTEs in this division are projected to decrease by 5.0 or 8.8% due to the transfer and reclassification of positions within the Authority. Personnel costs will increase in by \$375,911 or 12.0% due to Pay for Performance and promotions.

Housing Choice Voucher

The Housing Choice Voucher Division includes Housing Choice Voucher staff and outsourced services. This division is responsible for oversight and management of the Housing Choice Voucher Section 8 Program. The FTEs in this division are expected to increase by 2.0 FTEs or 5.3% due to the elimination of vacancies and the transfer of positions within the Authority. Personnel costs will increase by \$329,547 or 8.8% due to the additional FTEs and Pay for Performance.

PERSONNEL SUMMARY

Resident Services

The Resident Services Division includes the Office Resident Services, Resident Services Other Funding Sources, Central Advisory Council, and Resident Services Contracts. This division is responsible for the oversight of all resident and supportive services activities within the Chicago Housing Authority. The division's FTEs are projected to increase by 2.1% or 2.0 FTEs due to the transition of grant funded employees. Personnel costs will increase by 10.1% or \$861,355 due to Pay for Performance, the increase in FTEs, and promotions.

Property

The Property Division includes Asset Management Portfolio/Property Office, Private Property Management, Security Coordination, CHA Monitors, Rental Assistance Demonstration and Utilities. This division is responsible for overseeing the operations and compliance of 215 developments. The FTEs in this division are projected to decrease by 1.8% or 2.0 FTEs. This is primarily due to transfers, eliminations of vacancies and the reclassification of positions within the Authority. Personnel costs will increase by 0.2% or \$16,219 as a result of Pay for Performance offset by the reduction of FTEs.

Development

The Development Division includes the Office of Development Management and Development Management Capital Expenses. This division is responsible for unit acquisition and mixed finance development. The FTEs in this division are expected to stay the same in 2020. Personnel costs are expected to increase by 3.7% or \$105,239 due to Pay for Performance.

Capital Construction

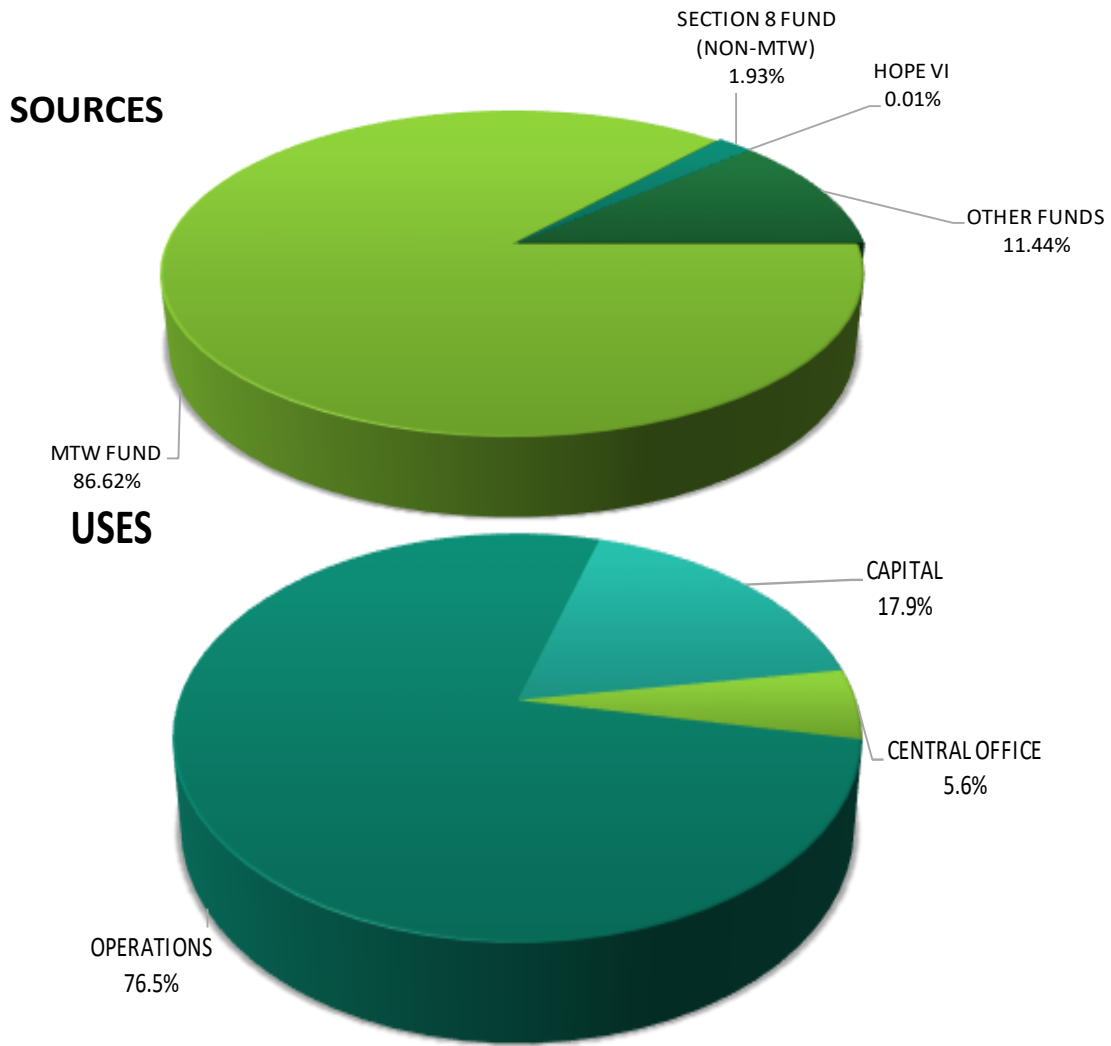
The Capital Construction Division includes, Capital Improvement and Capital Construction Administration. This division is responsible for the rehabilitation and ongoing capital maintenance efforts at CHA's Family, Senior and Scattered Site Properties. The FTEs in this division are expected to stay the same for 2020. Personnel costs are expected to decrease by 2.4% or \$170,900 due to a re-organization within the division.

FUND FINANCIAL SUMMARY

The CHA has three funds: the Proprietary Fund, the Enterprise Fund, and the Fiduciary Fund, which is the CHA Employee’s Retirement Trust Fund that is separately managed and operated. The Fiduciary Fund is not included in the Budget.

All record-keeping of the Authority’s program activity is organized based on Fund Accounting. The Enterprise Fund reflects programs that provide services to residents, those used for housing operations, and those related to capital improvement activities. The Enterprise Fund is considered a single accounting entity. The operation of this fund is recorded using a separate set of self-balancing accounts that comprise assets, liabilities, fund equity, revenues and expenditures. CHA resources are allocated to and accounted for in the Enterprise Fund based upon the purposes for which they will be spent and the means by which spending activity is controlled. The Authority’s accounting system maintains records that conform to Generally Accepted Accounting Principles (GAAP) for an Enterprise Fund.

The Enterprise Fund is comprised of the MTW Fund, Section 8 (Non-MTW), Hope VI, and Other Funding Programs. The Enterprise Fund is used to account for operations that are financed and operated in a manner similar to private business enterprises. Alternatively, the Board of Commissioners may decide that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The principal revenue and expense activity of the CHA occurs in the Enterprise Fund. Operating activity primarily includes the administrative and maintenance functions of managing the CHA’s rental properties. The following pages present budget information related to the Authority’s Enterprise Fund.



FUND FINANCIAL SUMMARY

ENTERPRISE FUND COMBINED

	<u>FY2017 Actuals</u>	<u>FY2018 Actuals</u>	<u>FY2019 Budget</u>	<u>FY2020 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
SOURCES						
MTW Fund	\$ 842,795,762	\$ 991,474,782	\$ 841,150,061	\$ 955,218,523	13.6%	86.6%
Section 8 Fund (Non-MTW)	18,361,566	18,128,937	19,345,758	21,248,893	9.8%	1.9%
Hope VI Fund	361,720	2,407,285	400,000	65,000	-83.8%	0.0%
Other Funds	15,941,052	56,188,388	242,781,239	126,181,908	-48.0%	11.4%
TOTAL SOURCES	\$877,460,101	\$ 1,068,199,392	\$1,103,677,058	\$1,102,714,324	-0.1%	100.0%
USES						
OPERATING						
CENTRAL OFFICE						
Executive Offices	\$ 12,005,945	\$ 12,327,394	\$ 13,803,467	\$ 14,914,667	8.1%	24.3%
Internal Audit	1,262,900	1,187,344	1,227,922	1,238,494	0.9%	2.0%
Legal Services	6,948,120	6,131,526	7,137,942	7,264,237	1.8%	11.8%
Human Resources	2,096,223	2,218,916	3,434,501	3,810,550	10.9%	6.2%
Office of Inspector General	1,005,523	1,083,635	1,455,376	1,893,525	30.1%	3.1%
Finance	13,215,258	14,798,082	15,215,245	16,453,336	8.1%	26.8%
Investment Management	1,739,369	1,701,638	2,069,098	2,147,661	3.8%	3.5%
Administration	1,187,174	1,532,520	1,545,700	1,426,814	-7.7%	2.3%
Information Technology Services	11,424,123	11,156,493	12,147,428	12,321,538	1.4%	20.0%
TOTAL CENTRAL OFFICE	50,884,635	52,137,548	58,036,679	61,470,822	5.9%	100.0%
OPERATIONS						
Property Office	236,356,996	273,361,170	207,135,095	227,396,803	9.8%	26.9%
Capital Construction Administration	6,081,295	6,359,206	7,239,450	7,068,551	-2.4%	0.8%
Development Administration	2,650,994	2,699,310	2,954,482	3,059,720	3.6%	0.4%
Housing Choice Voucher	527,945,562	549,219,562	530,801,510	559,878,369	5.5%	66.3%
Resident Services	42,536,168	41,700,765	46,595,914	46,536,369	-0.1%	5.5%
TOTAL OPERATIONS	815,571,015	873,340,013	794,726,451	843,939,812	6.2%	100.0%
CAPITAL						
Capital Repairs and Improvements	56,236,553	61,409,284	129,520,000	85,140,000	-34.3%	43.2%
Central Office - Debt Service	960,679	899,183	20,532,928	28,603,690	39.3%	14.5%
Development	54,582,493	124,452,806	100,861,000	83,560,000	-17.2%	42.4%
TOTAL CAPITAL	111,779,725	186,761,273	250,913,928	197,303,690	-21.4%	100.0%
TOTAL USES	\$ 978,235,372	\$ 1,112,238,834	\$1,103,677,058	1,102,714,324	-0.1%	100.0%
INCREASE/(DECREASE) IN FUND EQUITY	\$ (100,775,271)	\$ (44,039,442)	\$ -	\$ -		

FUND FINANCIAL SUMMARY

ENTERPRISE FUND MTW FUND DETAIL

	<u>FY2017 Actuals</u>	<u>FY2018 Actuals</u>	<u>FY2019 Budget</u>	<u>FY2020 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
SOURCES						
Capital Grants	\$ 25,022,344	\$ 143,558,303	\$ -	\$ 93,003,608	100.0%	9.7%
Housing Assistance	458,944,047	465,407,811	466,124,942	488,035,151	4.7%	51.1%
MTW Demo Vouchers	64,216,352	82,517,061	56,947,999	59,766,778	4.9%	6.3%
Operating Subsidy	174,335,986	159,976,480	119,048,714	151,894,574	27.6%	15.9%
Rental Assistance Demonstration (RAD)	20,251,342	33,895,133	60,619,787	49,430,989	-18.5%	5.2%
Rental Income	45,625,896	44,014,550	60,477,544	56,143,222	-7.2%	5.9%
Administrative Income	50,725,591	56,976,770	52,428,431	52,152,369	-0.5%	5.5%
Other Income	1,441,381	1,583,651	23,752,644	3,041,832	-87.2%	0.3%
Interest Income	2,232,823	3,545,023	1,750,000	1,750,000	0.0%	0.2%
TOTAL SOURCES	\$ 842,795,762	\$ 991,474,782	\$ 841,150,061	\$ 955,218,523	13.6%	100.0%
USES						
OPERATING						
CENTRAL OFFICE						
Executive Offices	\$ 12,005,945	\$ 12,327,394	\$ 13,803,467	\$ 14,592,867	5.7%	23.9%
Internal Audit	1,262,900	1,187,344	1,227,922	1,238,494	0.9%	2.0%
Legal Services	6,948,120	6,132,075	7,137,942	7,264,237	1.8%	11.9%
Human Resources	2,096,223	2,218,916	3,434,501	3,810,550	10.9%	6.2%
Office of Inspector General	1,005,523	1,083,635	1,455,376	1,893,525	30.1%	3.1%
Finance	12,363,506	13,368,511	15,115,595	16,353,686	8.2%	26.8%
Investment Management	1,737,126	1,701,601	2,069,098	2,147,661	3.8%	3.5%
Administration	1,187,174	1,532,520	1,545,700	1,426,814	-7.7%	2.3%
Information Technology Services	11,424,123	11,156,493	12,147,428	12,321,538	1.4%	20.2%
TOTAL CENTRAL OFFICE	50,030,640	50,708,489	57,937,029	61,049,372	5.4%	100.0%
OPERATIONS						
Property Office	\$ 235,886,882	\$ 244,131,380	\$ 204,793,595	\$ 227,396,803	11.0%	27.7%
Capital Construction Administration	6,081,295	6,359,206	7,239,450	7,068,551	-2.4%	0.9%
Development Administration	2,650,994	2,691,810	2,954,482	3,059,720	3.6%	0.4%
Housing Choice Voucher	509,225,789	532,196,297	511,434,752	538,608,057	5.3%	65.7%
Resident Services	39,310,295	37,854,681	42,784,831	43,679,536	2.1%	5.3%
TOTAL OPERATIONS	793,155,255	823,233,374	769,207,110	819,812,667	6.6%	100.0%
CAPITAL						
Capital Repairs and Improvements	55,072,321	41,708,058	2,197,800	62,692,484	2752.5%	84.3%
Central Office - Debt Service	-	-	4,208,122	-	-	-
Development	50,026,199	102,591,107	7,600,000	11,664,000	53.5%	15.7%
TOTAL CAPITAL	105,098,520	144,299,165	14,005,922	74,356,484	430.9%	100.0%
TOTAL USES	\$ 948,284,415	\$ 1,018,241,028	\$ 841,150,061	\$ 955,218,523	13.6%	100.0%
INCREASE/(DECREASE) IN FUND EQUITY	\$ (105,488,653)	\$ (26,766,246)	\$ -	\$ -		

FUND FINANCIAL SUMMARY

ENTERPRISE FUND SECTION 8 FUND DETAIL (Non-MTW)

<u>SOURCES</u>	<u>FY2017 Actuals</u>	<u>FY2018 Actuals</u>	<u>FY2019 Budget</u>	<u>FY2020 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
Capital Grants	\$ -	\$ -	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Housing Assistance	7,641,317	6,146,377	6,411,552	7,635,945	19.1%	35.9%
Mainstream	406,131	672,456	427,259	1,254,727	193.7%	5.9%
Veteran's Affairs Supportive Housing	8,874,388	10,163,519	11,368,342	11,351,553	-0.1%	53.4%
Administrative Income	1,439,730	1,146,585	1,138,605	1,006,668	-11.6%	4.7%
Other Income	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
TOTAL SOURCES	\$ 18,361,566	\$ 18,128,937	\$ 19,345,758	\$ 21,248,893	9.8%	100.0%
<u>USES</u>						
<u>OPERATING</u>						
<u>CENTRAL OFFICE</u>						
Executive Offices	\$ -	\$ -	-	-	-	-
Internal Audit	-	-	-	-	-	-
Legal Services	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-
Office of Inspector General	-	-	-	-	-	-
Finance	-	-	-	-	-	-
Investment Management	-	-	-	-	-	-
Administration	-	-	-	-	-	-
Information Technology Services	-	-	-	-	-	-
TOTAL CENTRAL OFFICE	-	-	-	-	-	-
<u>OPERATIONS</u>						
Property Office	\$ -	\$ -	-	-	-	-
Capital Construction Administration	-	-	-	-	-	-
Development Administration	-	-	-	-	-	-
Housing Choice Voucher	18,698,884	17,010,090	19,345,758	21,248,892	9.8%	100.0%
Resident Services	-	-	-	-	-	-
TOTAL OPERATIONS	18,698,884	17,010,090	19,345,758	21,248,892	9.8%	100.0%
<u>CAPITAL</u>						
Capital Repairs and Improvements	\$ -	\$ -	-	-	-	-
Central Office - Debt Service	-	-	-	-	-	-
Development	-	-	-	-	-	-
TOTAL CAPITAL	-	-	-	-	-	0.0%
TOTAL USES	\$ 18,698,884	\$ 17,010,090	\$ 19,345,758	\$ 21,248,893	9.8%	100.0%
INCREASE/(DECREASE) IN FUND EQUITY	\$ (337,318)	\$ 1,118,847	\$ -	\$ -	-	-

FUND FINANCIAL SUMMARY

ENTERPRISE FUND HOPE VI DETAIL

<u>SOURCES</u>	<u>FY2017 Actuals</u>	<u>FY2018 Actuals</u>	<u>FY2019 Budget</u>	<u>FY2020 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
Grant Funds (Hard costs)	\$ 60,800	\$ 2,076,453	\$ -	\$ -	100.0%	-
Grant Funds (Soft Costs)	296,053	329,807	400,000	65,000	-83.8%	100.0%
Housing Assistance	-	-	-	-	-	-
Operating Subsidy	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-
Administrative Income	-	-	-	-	-	-
Other Income	4,867	-	-	-	-	-
Interest Income	-	1,024	-	-	-	-
TOTAL SOURCES	\$ 361,720	\$ 2,407,285	\$ 400,000	\$ 65,000	-83.8%	100.0%
<u>USES</u>						
<u>OPERATING</u>						
<u>CENTRAL OFFICE</u>						
Executive Offices	\$ -	\$ -	\$ -	\$ -	-	-
Internal Audit	-	-	-	-	-	-
Legal Services	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-
Office of Inspector General	-	-	-	-	-	-
Finance	-	-	-	-	-	-
Investment Management	-	-	-	-	-	-
Administration	-	-	-	-	-	-
Information Technology Services	-	-	-	-	-	-
TOTAL CENTRAL OFFICE	-	-	-	-	-	0.0%
<u>OPERATIONS</u>						
Property Office	\$ -	\$ -	\$ -	\$ -	-	-
Capital Construction Administration	-	-	-	-	-	-
Development Administration	-	-	-	-	-	-
Housing Choice Voucher	-	-	-	-	-	-
Resident Services	296,053	329,807	400,000	65,000	-83.8%	100.0%
TOTAL OPERATIONS	\$ 296,053	\$ 329,807	\$ 400,000	\$ 65,000	-83.8%	100.0%
<u>CAPITAL</u>						
Capital Repairs and Improvements	\$ -	\$ -	\$ -	\$ -	-	-
Central Office - Debt Service	-	-	-	-	-	-
Development	815,214	1,321,037	-	-	-	-
TOTAL CAPITAL	\$ 815,214	\$ 1,321,037	\$ -	\$ -	-	0.0%
TOTAL USES	\$ 1,111,267	\$ 1,650,844	\$ 400,000	\$ 65,000	-83.8%	100.0%
INCREASE/(DECREASE) IN FUND EQUITY	\$ (749,547)	\$ 756,441	\$ -	\$ -	-	-

FUND FINANCIAL SUMMARY

ENTERPRISE FUND OTHER FUND DETAIL

<u>SOURCES</u>	<u>FY2017 Actuals</u>	<u>FY2018 Actuals</u>	<u>FY2019 Budget</u>	<u>FY2020 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
Capital Grants	\$ -	\$ 4,244,390	\$ -	\$ -	100.0%	-
Other Grants	-	27,363,897	-	-	100.0%	-
Other Inter-Gov't Operating Grants	1,445,007	14,589	-	-	100.0%	-
Other Non-Operating Revenue	-	-	-	-	100.0%	-
Taxable Bonds	-	-	84,059,006	105,062,000	25.0%	83.3%
Non-Taxable Bonds	-	-	39,809,000	12,866,000	-67.7%	10.2%
LIHTC	-	-	23,383,000	-	-100.0%	-
Mortgage Bonds	-	-	86,870,000	-	-100.0%	-
Section 3 Scholarships	-	399,893	597,650	349,650	-41.5%	0.3%
Other HUD Operating Grants	957,859	2,111,848	2,913,083	2,541,833	-12.7%	2.0%
Dept of Commerce & Economic Opportunity	392,757	14,589	2,787,000	2,560,000	-8.1%	2.0%
Non-Inter-Governmental Grants	1,398,871	1,160,000	-	-	0.0%	-
Other Income	10,883,140	13,965,790	2,362,500	2,802,425	18.6%	2.2%
Interest Income	863,418	6,913,393	-	-	100.0%	-
TOTAL SOURCES	\$ 15,941,052	\$ 56,188,388	\$ 242,781,239	\$ 126,181,908	-48.0%	100.0%
<u>USES</u>						
<u>OPERATING</u>						
<u>CENTRAL OFFICE</u>						
Executive Offices	\$ -	\$ -	\$ -	\$ 321,800	0.0%	76.4%
Internal Audit	-	-	-	-	0.0%	-
Legal Services	-	(549)	-	-	0.0%	-
Human Resources	-	-	-	-	0.0%	-
Office of Inspector General	-	-	-	-	0.0%	-
Finance	851,752	1,429,571	99,650	99,650	0.0%	23.6%
Investment Management	2,243	37	-	-	100.0%	-
Administration	-	-	-	-	100.0%	-
Information Technology Services	-	-	-	-	100.0%	-
TOTAL CENTRAL OFFICE	853,995	1,429,059	99,650	421,450	322.9%	100.0%
<u>OPERATIONS</u>						
Property Office	\$ 470,114	\$ 29,229,790	\$ 2,341,500	\$ -	-100.0%	-
Capital Construction Administration	-	-	-	-	100.0%	-
Development Administration	-	7,500	-	-	100.0%	-
Housing Choice Voucher	20,889	13,175	21,000	21,420	2.0%	0.8%
Resident Services	2,929,820	3,516,277	3,411,083	2,791,833	-18.2%	99.2%
TOTAL OPERATIONS	3,420,823	32,766,742	5,773,583	2,813,253	-51.3%	100.0%
<u>CAPITAL</u>						
Capital Repairs and Improvements	\$ 1,164,232	\$ 19,701,226	\$ 127,322,200	\$ 22,447,516	-82.4%	18.3%
Central Office - Debt Service	960,679	899,183	16,324,806	28,603,690	75.2%	23.3%
Development	3,741,080	20,540,662	93,261,000	71,896,000	-22.9%	58.5%
TOTAL CAPITAL	5,865,991	41,141,071	236,908,006	122,947,206	-48.1%	100.0%
TOTAL USES	\$ 10,140,809	\$ 75,336,872	\$ 242,781,239	\$ 126,181,908	-48.0%	100.0%
INCREASE/(DECREASE) IN FUND EQUITY	\$ 5,800,243	\$ (19,148,484)	\$ -	\$ -		

FUND FINANCIAL SUMMARY

SUMMARY OF EXPENDITURES

The following two schedules represent the 2020 budget expenditures in the following categories:

I. Functional Expense Category by Fund

II. Divisional Expense Category by Fund

	Central Office	% of Total	Operations	% of Total	Capital	% of Total	FY2020 Budget Total	% of Total
Enterprise Funds:								
MTW Fund	\$ 61,049,372	99.3%	\$ 819,812,667	97.1%	\$ 74,356,484	37.7%	\$ 955,218,523	86.6%
Section 8 Non-MTW	-	0.0%	21,248,892	2.5%	-	0.0%	21,248,892	1.9%
Hope VI	-	0.0%	65,000	0.0%	-	0.0%	65,000	0.0%
Other Funds	421,450	0.7%	2,813,253	0.3%	122,947,206	62.3%	126,181,909	11.4%
TOTAL ENTERPRISE FUNDS	\$ 61,470,822	100.0%	\$ 843,939,812	100.0%	\$ 197,303,690	100.0%	\$ 1,102,714,324	100.0%

Enterprise Funds:	MTW Fund	Section 8 Non-MTW	Hope VI	Other Funds	FY2020 Budget Total
Executive Offices	\$ 14,592,867	\$ -	\$ -	\$ 321,800	\$ 14,914,667
Internal Audit	1,238,494	-	-	-	1,238,494
Legal Services	7,264,237	-	-	-	7,264,237
Human Resources	3,810,550	-	-	-	-
Office of Inspector General	1,893,525	-	-	-	1,893,525
Finance	16,353,686	-	-	99,650	16,453,336
Investment Management	2,147,661	-	-	-	2,147,661
Administration	1,426,814	-	-	-	1,426,814
Information Technology Services	12,321,538	-	-	-	12,321,538
Housing Choice Voucher	538,608,057	21,248,892	-	21,420	559,878,369
Resident Services	43,679,536	-	65,000	2,791,833	46,536,369
Property Office	227,396,803	-	-	-	227,396,803
Capital Construction	69,761,035	-	-	51,051,206	120,812,241
Development	14,723,720	-	-	71,896,000	86,619,720
TOTAL ENTERPRISE FUNDS	\$ 955,218,523	\$ 21,248,892	\$ 65,000	\$ 126,181,908	\$ 1,102,714,323

FUND FINANCIAL SUMMARY

RECONCILIATION OF 2020 BUDGET TO ANNUAL PLAN - SOURCES and USES

Sources FDS Line Item Name	2020		2019 Budget
	Annual Plan Dollar Amount	Reconciling Items	
Total Tenant Revenue	\$ 56,143,222	\$ -	\$ 56,143,222
HUD PHA Operating Grants	866,883,424	117,928,000	984,811,424 A
Capital Grants	47,048,000		47,048,000
Total Fee Revenue	6,767,771		6,767,771
Interest Income	1,750,000		1,750,000
Gain or Loss on Sale of Capital Assets	-		-
Other Income	6,193,907	-	6,193,907 B
Total Revenue	\$ 984,786,324	\$ 117,928,000	\$ 1,102,714,324

Uses FDS Line Item Name	2020		2019 Budget
	Annual Plan Dollar Amount	Reconciling Items	
Total Operating - Administrative	\$ 82,911,705	\$ 52,621,044	\$ 135,532,749
Management Fee Expense	-		-
Allocated Overhead	52,621,044	(52,621,044)	-
Total Tenant Services	41,511,343		41,511,343
Total Utilities	22,408,077		22,408,077
Labor	-		-
Total Ordinary Maintenance	137,464,861	161,659,000	299,123,861 C
Total Protective Services	35,542,851		35,542,851
Total insurance Premiums	6,537,000		6,537,000
Total Other General Expenses	8,916,560		8,916,560
Total Interest Expense and Amortization Cost	14,888,690	13,715,000	28,603,690 D
Total Extraordinary Maintenance	-		-
Housing Assistance Payments + HAP	523,358,193		523,358,193
Portability-In			
Depreciation Expense	92,006,306	(92,006,306)	- E
All Other Expenses	1,180,000		1,180,000
Total Expenses	\$ 1,019,346,630	\$ 83,367,694	\$ 1,102,714,324

**** Note:** CHA, as an MTW agency, prepared a Sources and Uses schedule for its Annual Plan that was submitted to HUD on October 17, 2019. HUD provided the Sources and Uses format and required the use of FDS line items such as HUD PHA Operating Grants, HAP + HAP Port-ins and Depreciation Expense. The CHA FY2020 Comprehensive Budget is reviewed and approved by the CHA Board in November 2020. Updates are made to CHA's 2020 Budget after the Annual Plan is submitted to HUD.

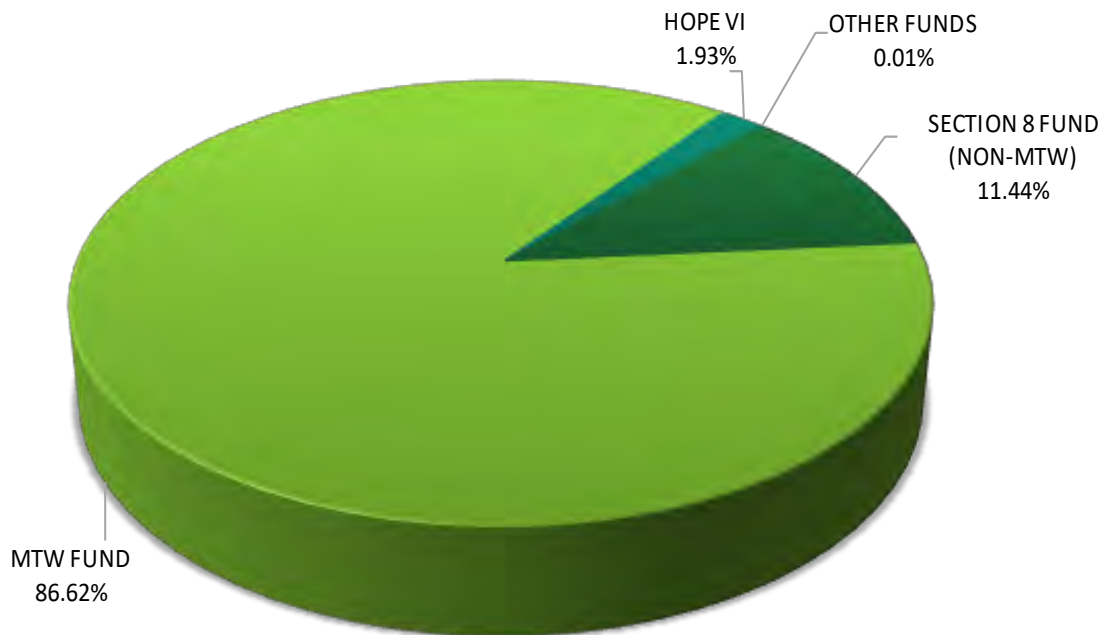
- A. CHA's 2020 budget includes the use of third party financing to fund capital projects.
- B. CHA's 2020 budget includes funds from the Federal Land sale.
- C. Capital expenditures are a use of funds in CHA's 2020 budget but are capitalized for FDS and Annual Plan reporting.
- D. Principal payments on debt are a use of funds in CHA's 2020 budget but are a reduction to Long-term Debt in FDS.
- E. Depreciation is an expense in FDS and, as a non-cash item, it is not reflected as a use of funds in CHA's 2020 Budget.

REVENUE SOURCES ANALYSIS

The revenue summary for the Chicago Housing Authority (CHA) encompasses four major funding sources, each source of funding has several components. Below, and on succeeding pages, are tables and graphs that display historical information for each of the funding sources over a four-year period. For FY2020, total budgeted revenue for the CHA is \$1.1 billion.

	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change Prior Year
MTW FUND	\$ 842,795,763	\$ 991,474,782	\$ 841,150,061	\$ 955,218,523	13.6%
SECTION 8 FUND (NON-MTW)	18,361,567	18,128,937	19,345,758	21,248,893	9.8%
HOPE VI	361,720	2,407,285	400,000	65,000	-83.8%
OTHER FUNDS	15,941,052	56,188,388	242,781,239	126,181,908	-48.0%
TOTAL REVENUES	\$ 877,460,102	\$ 1,068,199,391	\$ 1,103,677,058	\$1,102,714,324	-0.1%

REVENUE SOURCES



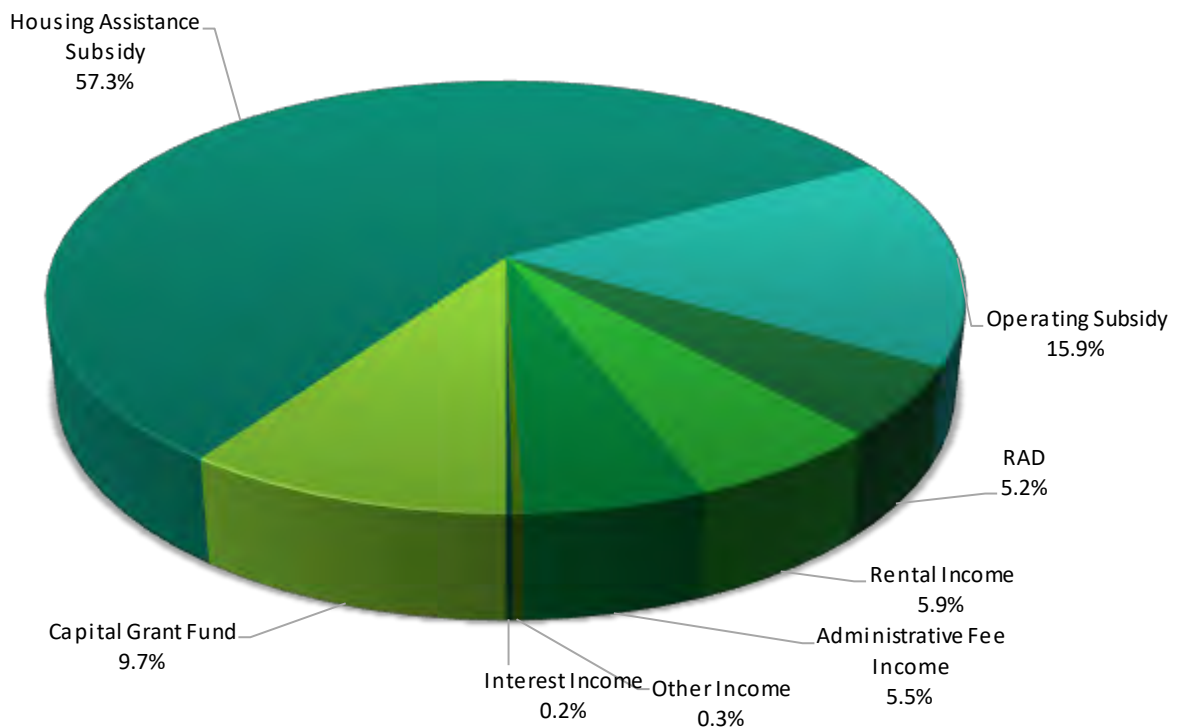
REVENUE SOURCES ANALYSIS

MTW FUND

The Moving-To-Work Agreement (MTW) between the CHA and the U.S. Department of Housing and Urban Development (HUD), allows the Authority to combine Low-Rent, Capital and Section 8 Housing Choice Voucher (HCV) Programs into Block Grant funding, which is referred to, in this document, as the "MTW Fund".

The following table and graph reflect the major sources of revenue which make up the MTW Fund.

	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change Prior Year
Capital Grant Fund	\$ 25,022,344	\$ 143,558,303	\$ -	\$ 93,003,608	100.0%
Housing Assistance Subsidy	523,160,399	547,924,872	523,072,941	547,801,929	4.7%
Operating Subsidy	174,335,986	159,976,480	119,048,714	151,894,574	27.6%
Rental Assistance Demonstration	20,251,342	33,895,133	60,619,787	49,430,989	-18.5%
Rental Income	45,625,896	44,014,550	60,477,544	56,143,222	-7.2%
Administrative Fee Income	50,725,591	56,976,770	52,428,431	52,152,369	-0.5%
Other Income	1,441,381	1,583,651	23,752,644	3,041,832	-87.2%
Interest Income	2,232,823	3,545,023	1,750,000	1,750,000	0.0%
TOTAL REVENUES	\$ 842,795,762	\$ 991,474,782	\$ 841,150,061	\$ 955,218,523	13.6%



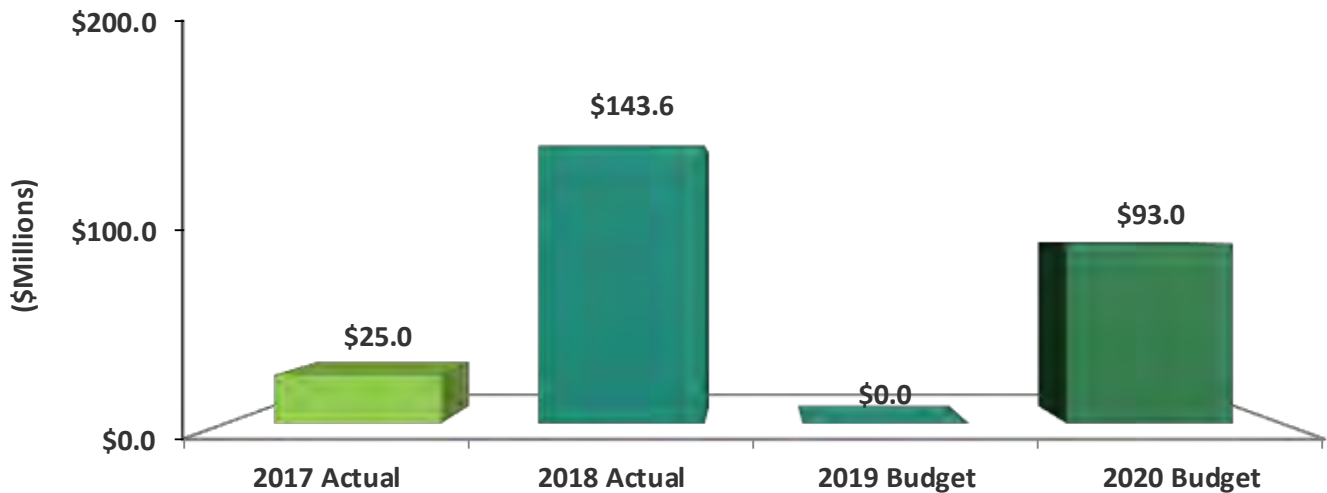
REVENUE SOURCES ANALYSIS

Capital Fund

The Capital Fund Program is utilized for rehabilitation, redevelopment and unit acquisition initiatives. In FY2020, construction activity will be centered around delivering 343 new units to the public housing portfolio through mixed-income development and public housing acquisition initiatives. Some of the anticipated Capital projects are Altgeld Gardens Carver Field House, Pope School, Southbridge (FKA Ickes) Parkside 4 Phase 2, Ravenswood Senior Living, Sheffield Development, Emmett Street (FKA Logan Square), Cabrini Site 3 – Oak, 4630 S. Ashland and JOC Program. FY2020 moves us closer towards reaching our goal of 25,000 housing units committed under the Plan. The FY 2020 Budget estimates a \$24.6 million Capital Fund allocation with a projected FY2019 carryover amount of \$68.4 million totaling \$93.0 million.

	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change
Capital Grant Funds	\$25,022,344	\$143,558,303	\$0	\$93,003,608	100.0%
TOTAL REVENUE	\$25,022,344	\$143,558,303	\$0	\$93,003,608	100.0%

CAPITAL GRANT FUNDS

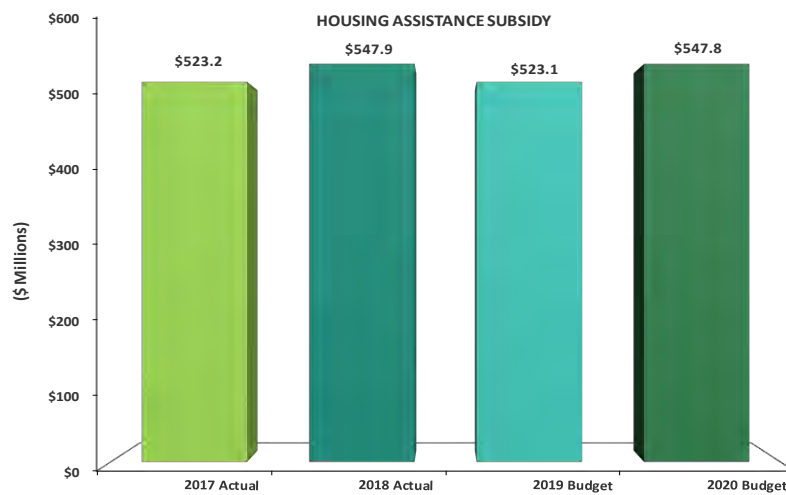


REVENUE SOURCES ANALYSIS

Housing Assistance Subsidy

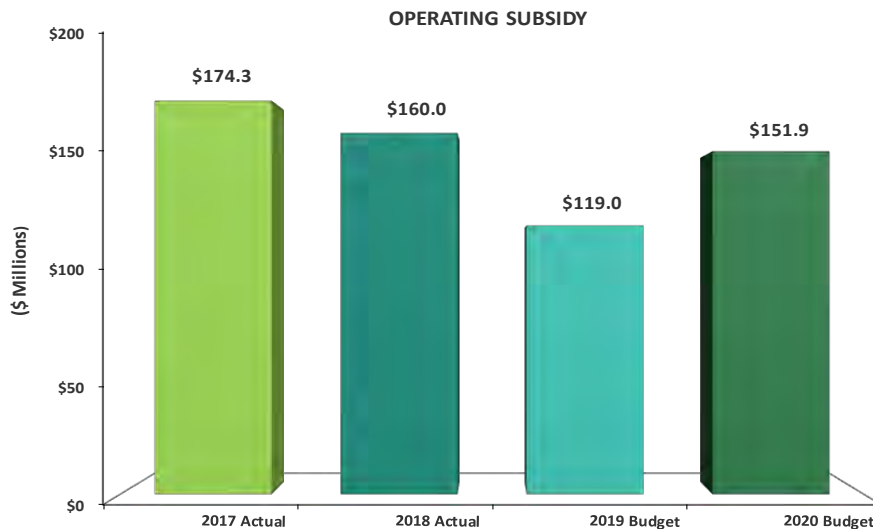
The Section 8 Housing Choice Voucher Program (HCV) is funded by Annual Contribution Contracts (ACC). The FY2020 projection for Housing Assistance Subsidy is based on a total of approximately 46,000 leased units and is estimated at \$547.8 million for MTW vouchers - \$59.8 million for MTW Block Grant vouchers, and \$488 million for Housing Choice Vouchers.

The graph below depicts CHA's Section 8 (MTW) Housing Assistance Subsidy levels for FY2017- FY2020.



Operating Subsidy

The estimation of Operating Subsidy is based upon the MTW Operating Subsidy Formula provided by HUD. The estimated Subsidy is derived by taking the Allowable Expense Level, a delta factor of 0.5%, the inflation factor of 2.13% and HUD's congressional appropriation rate. The calculated Operating Subsidy is based on 16,260 units, a congressional HUD appropriation of 95% along with a RAD Adjustment Factor for FY2020.

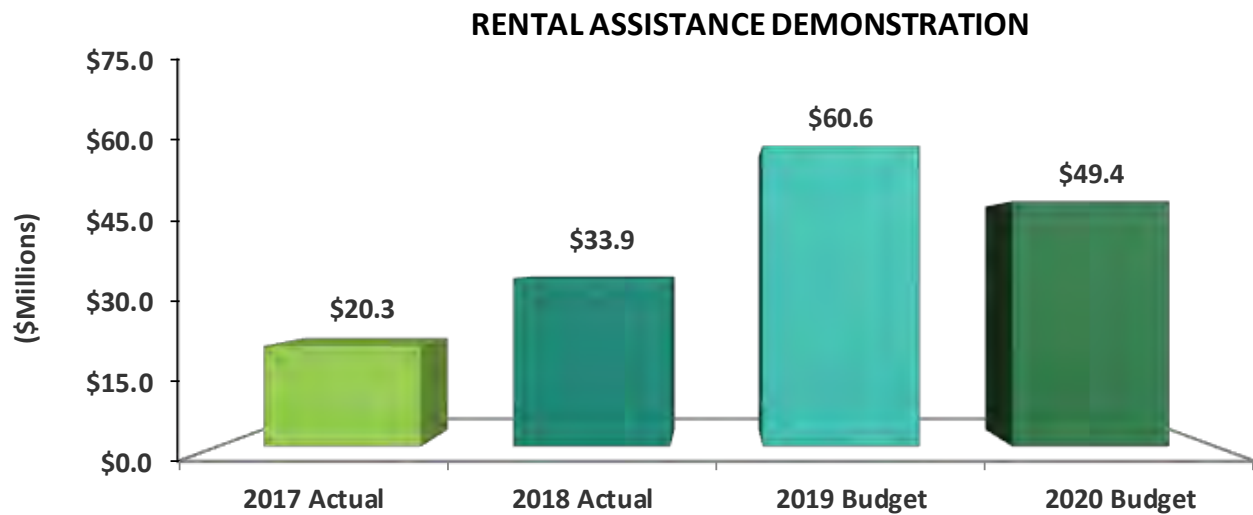


REVENUE SOURCES ANALYSIS

Rental Assistance Demonstration (RAD)

The Rental Assistance Demonstration Program was designed by HUD to assist in preserving affordable housing assets and addressing capital needs of public housing authorities (PHA's). The RAD Program allows PHA's and owners of HUD-assisted properties to convert units to project-based Section 8 programs, providing an opportunity to invest millions into properties at risk of being lost from the nation's affordable housing inventory. CHA will be utilizing funding from the RAD Program to support and continue to expand affordable housing opportunities. RAD funding for FY2020, \$49.4 million will be use to operate the properties in the program in FY2020.

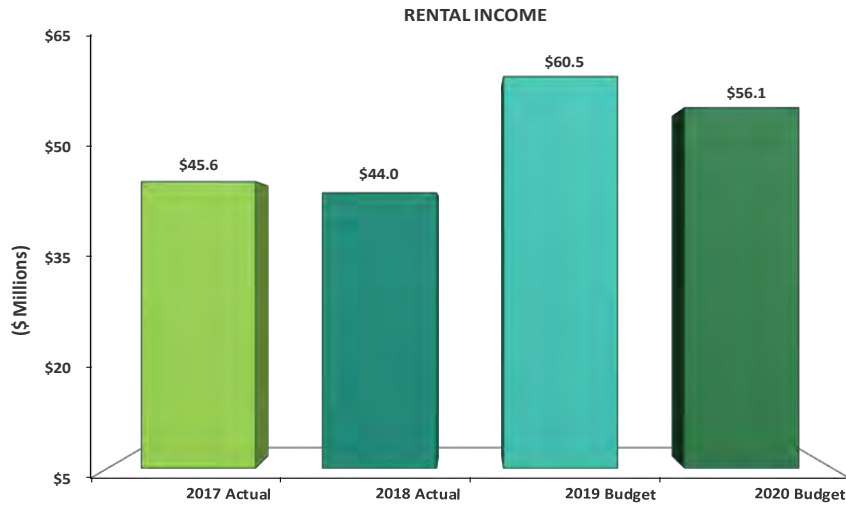
	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change
RAD Funds	\$ 20,251,342	\$ 33,895,133	\$ 60,619,787	\$ 49,430,989	-18.5%
TOTAL REVENUE	\$ 20,251,342	\$ 33,895,133	\$ 60,619,787	\$ 49,430,989	-18.5%



REVENUE SOURCES ANALYSIS

Rental Income

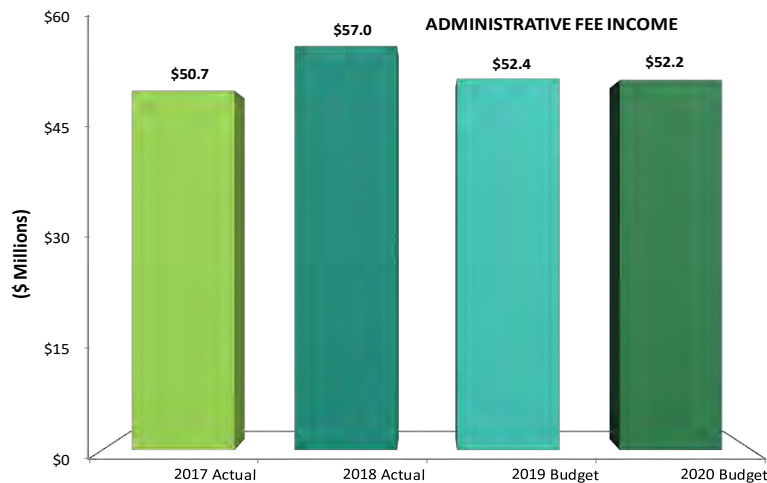
Rental Income is based on projected occupancy rates for each property in the agency’s portfolio, as well as, tenant rent reserves from Mixed Income properties. Presented below are the Rental Income Levels for FY2017 through FY2020.



Administrative Fee Income

The Authority earns Administrative Fees from HUD based on the total number of units leased for facilitating and managing the Section 8 (HCV) public/private housing partnerships. HUD establishes a rate per unit that is subject to congressional appropriation. The Authority uses a third party administrator to operate the Section 8 Program. Administrative Income for FY2020 is estimated at \$52.2 million.

The graph below depicts the level of funding for Administrative Fees for a four year period.

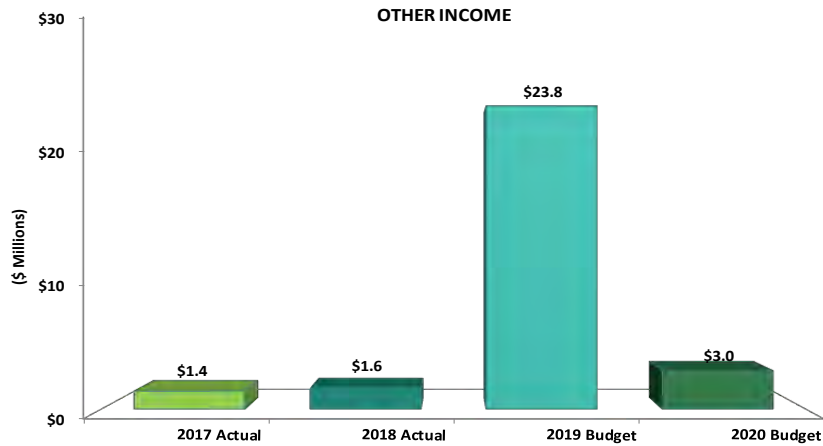


REVENUE SOURCES ANALYSIS

Other Income

Other Income is comprised of miscellaneous revenues received throughout the year. The revenue source for Other Income includes revenue receipts from the lease of CHA rooftops, Section 8 revenue from tenant fraud recovery fees, and Federal land sales. The fluctuation between FY2019 and FY2020 is primarily due to reduced forecast for Federal land sales in FY2020.

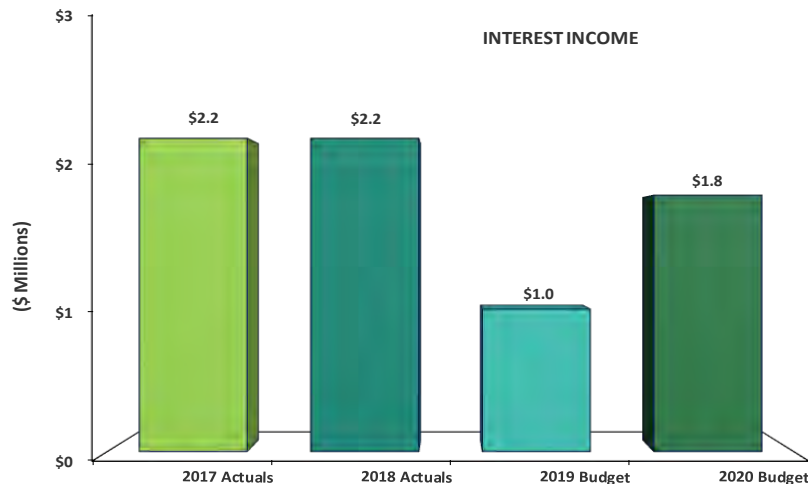
Presented below are the Other Income levels for FY2017 through FY2020.



Interest Income

The Authority's Interest Income reflects earnings on CHA's investment portfolios for Liquidity and Reserve fund balances. Interest Income is calculated using the average annualized portfolio balance and interest rate for the current year.

Presented below are the Interest Income levels for FY2017 through FY2020.



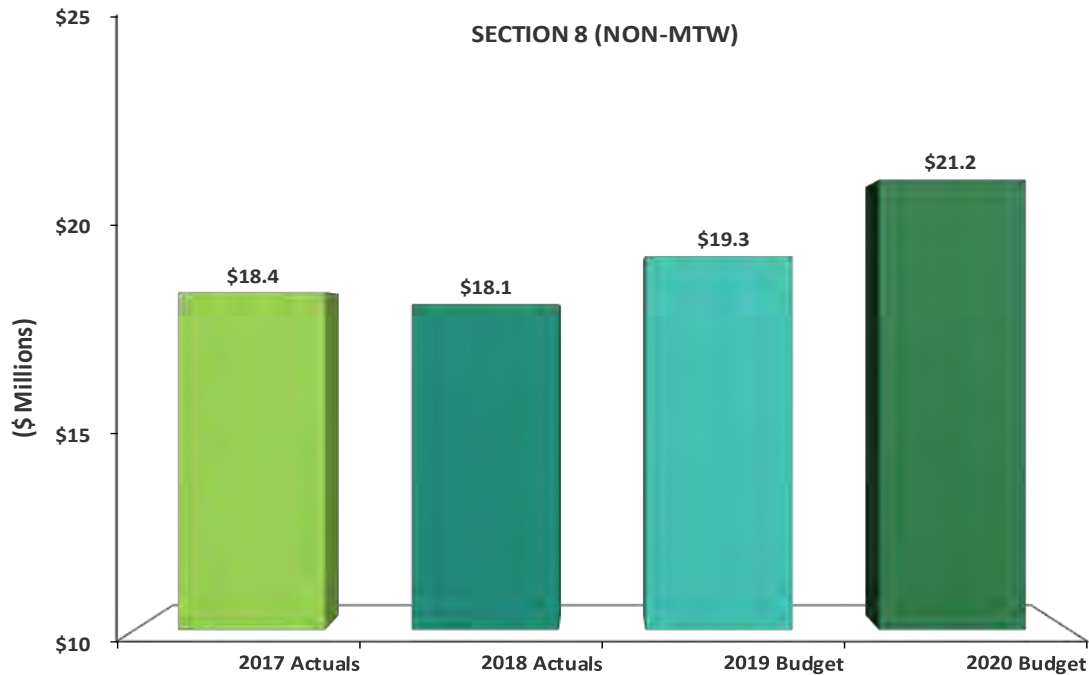
REVENUE SOURCES ANALYSIS

SECTION 8 (NON-MTW)

The Section 8 (Non-MTW) revenue consists of the Moderate Rehabilitation and Mainstream Voucher Programs, which is funded by Annual Contribution Contracts (ACC). These contracts provide appropriations for approximately 987 Mod Rehab, 139 Mainstream and 1,303 Veteran’s Affairs Supportive Housing vouchers. The revenue received under the terms of the ACC are for the operation of the voucher program and cover Housing Assistance Payments and fees for administering the program.

Presented below are the Section 8 (Non-MTW) income levels for FY2017 through FY2020.

	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	% Change
Housing Assistance Payments	\$7,641,317	\$6,146,377	\$6,411,552	\$7,635,945	19.1%
Administrative Income	1,439,730	1,146,585	1,138,605	1,006,668	-11.6%
Mainstream	406,131	672,456	427,259	1,254,727	193.7%
Veteran's Affairs Supportive Housing	8,874,388	10,163,519	11,368,342	11,351,553	-0.1%
TOTAL REVENUE	\$18,361,567	\$18,128,937	\$19,345,758	\$21,248,893	9.8%

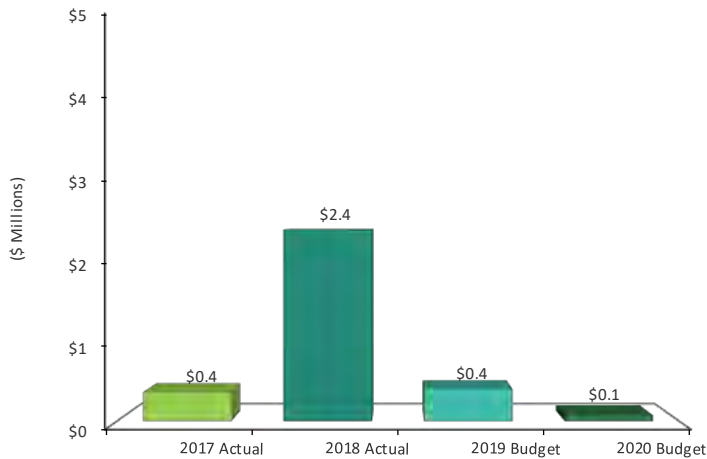


REVENUE SOURCES ANALYSIS

HOPE VI FUNDS

The HOPE VI Urban Revitalization Program served as a vital role in the Department of Housing and Urban Development’s efforts to transform Public Housing. The Program offers expenditure driven grants that provide funding for revitalization of neighborhoods in order to create mixed income housing by integrating public housing residents into the larger community. CHA has planned HOPE VI expenditures of \$0.1 million for FY2020. This amount will be used for community and supportive services at Park Boulevard—Stateway for youth, adult and senior residents to promote academic achievement, economic independence and a stability and quality of life.

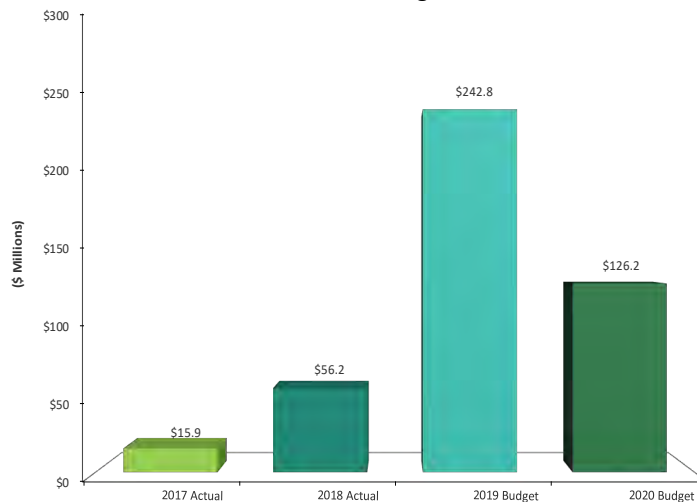
Presented below are the trends for HOPE VI for FY2017 through FY2020.



OTHER FUNDS

The Authority has continued to commit funding for the development of resident programs and initiatives by generating and submitting written proposals for a variety of formula-driven and competitive grants from City, State, and government agencies. Sources of revenue from Other Funds include: Financing of \$117.9 million for capital projects and other grants totaling \$8.3 million that consists of Department of Commerce and Economic Opportunity (DCEO), Resident Opportunity and Self Sufficiency Grant (ROSS), Jobs Plus Grant, Summer Youth Employment and Section 3. These awarded grants and other income sources will be used to make needed property improvements and fund community and supportive services for CHA residents.

Below are the revenue trends for Other Funds for FY2017 through FY2020.



CAPITAL IMPROVEMENT PROGRAM

Introduction

The Capital Improvement Program (CIP) is a long-term plan which enables the Chicago Housing Authority (CHA) to strategically redevelop, rehabilitate, or modernize the public housing stock of Chicago. The CIP program provides funding for land acquisition, land improvements, design, feasibility studies, engineering services and construction for public housing in the City of Chicago.

CHA maintains a real estate portfolio that is comprised of different types of buildings with varying ages, sizes and physical conditions. Given the physical condition of these buildings, the rehabilitation needed to maintain these properties significantly increases the CHA's capital improvement costs.

CHA management believes that a vibrant capital improvement program depends on successfully linking an agency's strategic goals with a strong financial plan. To accomplish this, the CHA utilizes a combination of financing alternatives to leverage its capital improvement program. This allows the agency to prioritize projects based upon their benefit to the residents. A portion of the Capital Improvement Program is funded by grants received from the Department of Housing and Urban Development (HUD). Each year, the CHA receives capital grants to redevelop, rehabilitate, or modernize its public housing and mixed-income communities. HUD allows the Authority to use MTW Block Grants to fund the CIP. For FY2020, CHA will use a variety of third party financing methods, including bonds, low income housing tax credits (LIHTC), and mortgages to fund any gaps in the CIP budget.

FY2020 Capital Budget

The Capital Budget for the fiscal year beginning January 1, 2020 and ending December 31, 2020 is \$207.4 million. The budget consists of \$197.3 million in program costs (including debt service) and \$10.1 million in administrative expenses. The table on the next page represents CHA's projected expenditures by project and funding source. Projects are listed by category/property types (i.e. Family, Scattered and, Senior Developments) that are owned and operated by CHA. This table reflects the allocation of revenues, by funding source, for each project. (See the next two pages for a break-down of costs by Program Task and Program).

The decrease in the Authority's FY2020 Capital Budget from 2019 is \$53.6 million, or 20.5%. The decrease in Building Improvements represents an overall decrease in Family, Senior, and Mixed-Income development construction activities. A significant portion of the decrease is due to specific capital projects that are deferred to the Job Order Contracting Program to move more efficiently through the procurement process. In FY2020, there will be on-going construction and development at CHA's family, senior and mixed-income developments; specifically - Senior properties entering the Rental Assistance Demonstration Program (RAD), Altgeld Gardens Carver Field House, Pope School, Elevator Modernization at Senior Properties, Overton LLC Section 3 Office, Scattered Sites, Southbridge (KA Ickes), Parkside 4 Phase 2, Ravenwood Senior Living, Sheffield Development, Emmett Street (FKA Logan Square), Cabrini Site 3-Oak and 4630 S. Ashland. The 44.4% decrease in Architectural and Engineering Fees represent an overall decrease in services required for building improvements.

In the FY2020, the Authority has budgeted \$64.1million for the Rental Assistance Demonstration Program. RAD is a voluntary program and seeks to preserve public housing by providing Public Housing Agencies (PHAs) access to more stable funding to make needed improvements to properties. The Authority is scheduled to convert eight (2) senior properties to RAD during 2019 and eight (8) properties in 2020. The conversion will make it easier for PHAs to borrow money and use low income housing tax credits (LIHTCs) as well as other forms of financing. The provisions under RAD allow for broader third party financing opportunities.

During FY2020, the Authority will continue to make progress toward the 25,000 unit goal of the original plan, with the delivery of an additional 343 housing units during the year (31 Public Housing units and 312 Project Based Voucher units). The Authority has developed a thoughtful CIP that ties the strategic goals of the Agency to a financially strong plan that enables us to benefit the residents.

CAPITAL IMPROVEMENT PROGRAM

FY2020 Capital Program Estimated Capital Expenditures (By Development and Fund)

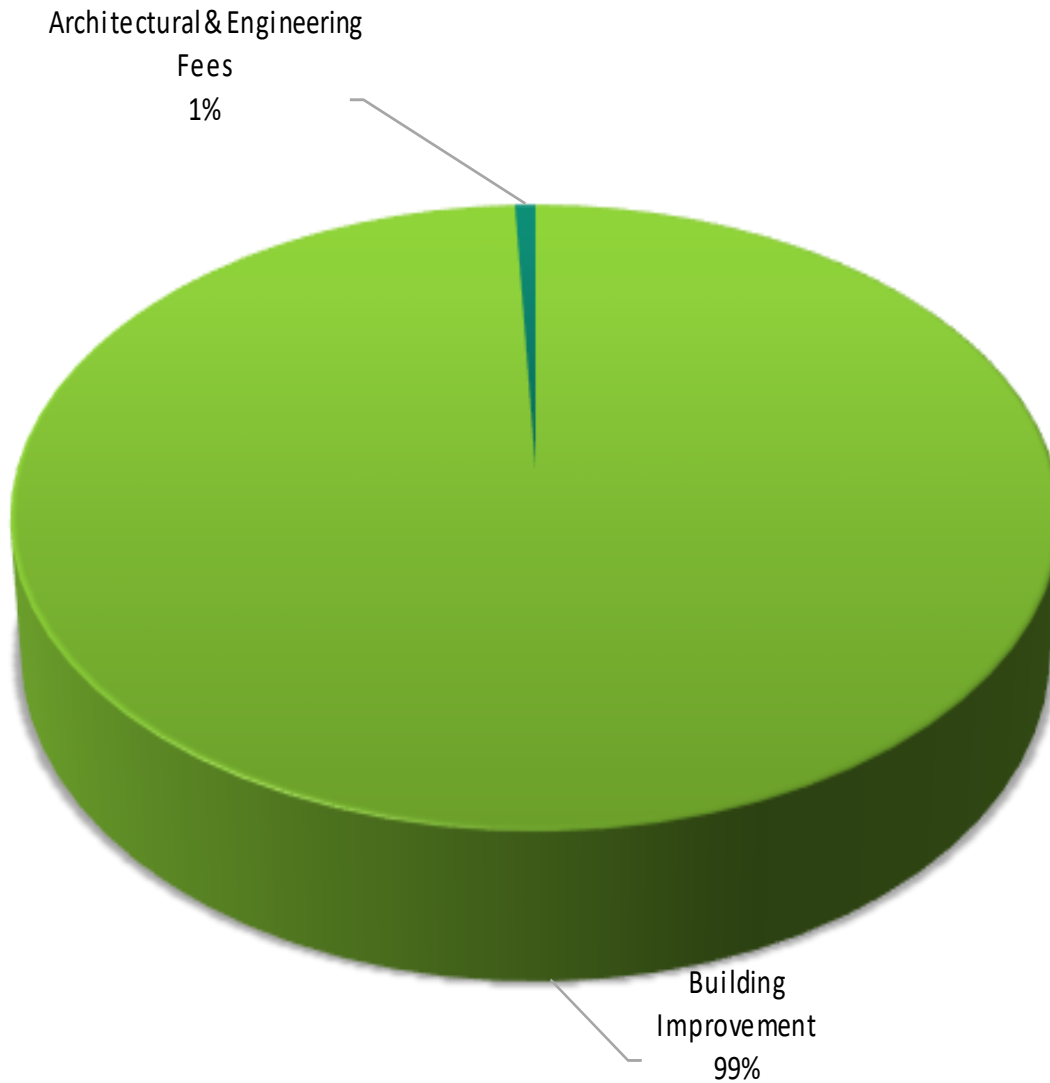
REDEVELOPMENT/ACQUISITION	Capital Fund FY2020 Grant	Capital Fund (Prior Year Grant)	Other Funding	MTW	TOTALS
Mixed Income/Mixed-Finance					
Clybourn & Larrabee Phase 1			1,000,000		1,000,000
Lathrop Phase IB			1,000,000		1,000,000
LeClaire Court/ City/State			2,560,115		2,560,115
Emmett Street (FKA Logan Square -TOD)			5,000,000		5,000,000
Due diligence (survey, title, environmental)		1,164,000	476,000		1,640,000
Southbridge (FKA Ickes) - Phase 1A			6,652,264		6,652,264
Southbridge (FKA Ickes) - Phase 1B			5,230,914		5,230,914
Oakwood Shores 534			3,000,000		3,000,000
Cabrini Site 3 - Oak & Larrabee			3,200,000		3,200,000
Parkside 4 Phase 2			11,642,265		11,642,265
For Sale Remed.- Oakwood, Taylor, Roosevelt Sq. Lakefront			300,000		300,000
Ravenwood Senior Living			14,882,118		14,882,118
4630 S.Ashland			3,500,000		3,500,000
Adams Community Center		1,500,000			1,500,000
Predevelopment, Construction & Remediation		2,000,000			2,000,000
Park Blvd Phase 3B rental		1,000,000			1,000,000
Sheffield Development			13,452,324	-	13,452,324
Real Estate Acquisition		6,000,000		-	6,000,000
Total Redevelopment/Acquisition Budget	-	11,664,000	71,896,000	-	83,560,000
CAPITAL MAINTENANCE /CONSTRUCTION PROJECTS					
Family					
Altgeld -Carver Field House		6,700,000		-	6,700,000
Pope Apartments			5,000,000	-	5,000,000
Architect & Engineering			5,000,000	-	5,000,000
Family Developments	-	6,700,000	10,000,000	-	16,700,000
Category 2 - Senior Developments	-		1,740,000	-	1,740,000
Category 3 - Scattered Sites	-	-	650,000		650,000
Overton LLC Section 3 Office	-	2,000,000			2,000,000
CCD Total Capital Budget	-	8,700,000	12,390,000	-	21,090,000
RAD Properties Capital	-	27,848,000	36,202,000	-	64,050,000
Debt Service	-	-		28,603,690	28,603,690
Subtotal Capital Budget (exclude administrative)	-	48,212,000	120,488,000	28,603,690	197,303,690
CAPITAL ADMINISTRATIVE					
ODM Administrative	-	-	-	3,059,720	3,059,720
CCD Administrative	-	-	-	7,068,551	7,068,551
Other Capital Requirements	-	-	-	10,128,271	10,128,271
TOTAL CAPITAL BUDGET	0	48,212,000	120,488,000	38,731,961	207,431,961

CAPITAL IMPROVEMENT PROGRAM

CHA 2020 Capital Expenditures by Task and Program are shown below and on the next page. The Capital Budget for FY2020 is \$207.4 million consisting of \$197.3 million in program costs as shown plus \$10.1 million in administrative expenses. The tables below and on the next page show the allocation of funds for the FY2020 Capital Budget:

Task	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget	2019% Change
Building Improvement	\$186,301,302	\$105,724,218	\$183,276,699	\$241,913,928	\$192,303,690	-20.5%
Construction Mgmt	7,336,442	543,253	-	-	-	n/a
Architectural & Eng Fees	5,148,362	5,512,253	3,484,574	9,000,000	5,000,000	-44.4%
Total	\$198,786,106	\$111,779,724	\$186,761,273	\$250,913,928	\$197,303,690	-21.4%

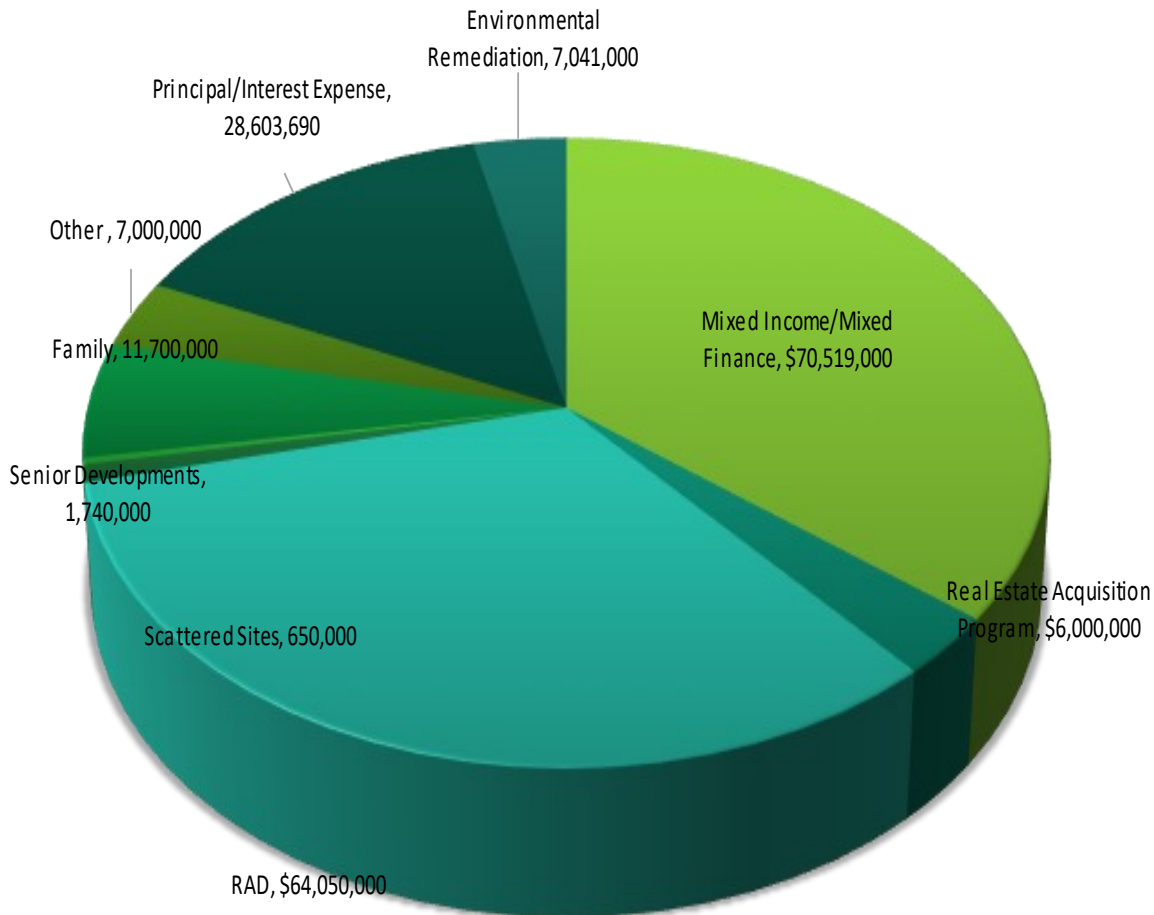
Capital Budget 2020



CAPITAL IMPROVEMENT PROGRAM

Program	2020 Budget	%
Mixed Income/Mixed Finance	\$70,519,000	35.7%
Real Estate Acquisition Program	\$6,000,000	3.0%
RAD	\$64,050,000	32.5%
Senior Developments	1,740,000	0.9%
Scattered Sites	650,000	0.3%
Family	11,700,000	5.9%
Other	7,000,000	3.5%
Principal/Interest Expense	28,603,690	14.5%
Environmental Remediation	7,041,000	3.6%
Total	\$197,303,690	100.0%

2020 CAPITAL EXPENDITURES BY PROGRAM



CAPITAL IMPROVEMENT PROGRAM

CAPITAL BUDGET PROCESS

Projects included in the Capital Improvement Program were derived based on discussions and input from various departments within the CHA. In order to determine the priority of capital projects, departments submitted projects that encompass both the improvement and development of housing throughout the City. Each department estimated the project's cost, assigned a project manager, determined the priority level, gave an explanation and justification of the project. The capital projects and cost estimates are compiled and forwarded to the Office of Budget and Management for funding. For more information about the Capital Budget Process, see timeline below.

May	Jun	Jul	Aug	Sep	Oct	Nov
A	B	C	D	E	F	G

A. In May, the Manager, Capital Budget and the Senior Budget Analyst start conversations with the Capital Construction Division (CCD), the Office of Development Management (ODM), and Rental Assistance Demonstration (RAD) concerning their respective 5-year capital projections.

B. CCD, ODM and RAD develop budget requests by forecasting their budget needs for FY2020 through FY2024; these are submitted to OBM.

C. Office of Budget and Management (OBM) develops and update its capital model to contain funding scenarios through FY2024. This model reflects estimated expenditures based on planned and future construction activities as submitted by CCD, ODM and RAD.

Funding requests for capital projects to be carried out in FY2020 are then incorporated into the Comprehensive Budget. As part of the budget process, OBM identifies planned expenditures and compares them to available funding for FY2020. To ensure that sufficient funding is available to carry out capital activities, CHA incorporates any prior year's capital fund carryover to the FY2020 revenue portion.

D. In August, the Manager, Capital Budget submits a draft of the 5-Year Capital Summary to the Budget Director for review.

E. During September and October, capital plans are adjusted by OBM to ensure budget allocations are in place to fund projects anticipated to be completed for both CCD, ODM and RAD.

F. In October the Capital Budget Summary is incorporated into a draft of the FY2020 Comprehensive Budget Document.

G. In November, the Comprehensive Budget document is presented to the Board of Commissioners for Approval.

CAPITAL IMPROVEMENT PROGRAM

The Chicago Housing Authority's CIP program provides funding for land acquisition, land improvements, design, feasibility studies, engineering services and construction. Capital projects are planned and executed as follows:

Project Development: This phase of the project provides funding for costs incurred by CHA to define the scope of work for a specific project. Project Development costs include preliminary design studies, data collection, public review/comment, legal review, technical assessment and cost estimating.

Design: These costs typically include professional consultant fees which include legal counsel, technical reviews/assessments by engineering and architectural firms, feasibility studies, construction management services, advertising fees and bid reviews.

Land Acquisition: These are costs incurred for the purchase of land, easements and rights-of-way, surveys, appraisals, environmental audits and legal fees.

Construction: This phase includes all construction-related costs that are incurred in order for a project to reach completion. These costs include construction contracts, professional and technical services (engineering, architectural and legal), advertising as well as fees for permits and licenses.

Administration: These costs include in-house project management expenses to supervise and administer the CIP program. Administrative oversight is provided in each phase (project development, design, land acquisition and construction) as well as contract management, monitoring, and the processing of related financial transactions.

The following definitions relate to the Chicago Housing Authority's CIP projects:

Capital Expenditures: Funds spent on capital improvements that change the nature of property, extends its useful life or otherwise improve it beyond the natural improvement expected with routine repairs/maintenance.

Capital Improvement: A major expenditure that generally falls into one of the following categories: Land and non-structural improvements; new structures; major repairs; or, major equipment.

Capital Improvement Budget: A list of projects that identifies sources and uses of funds in a five year CIP.

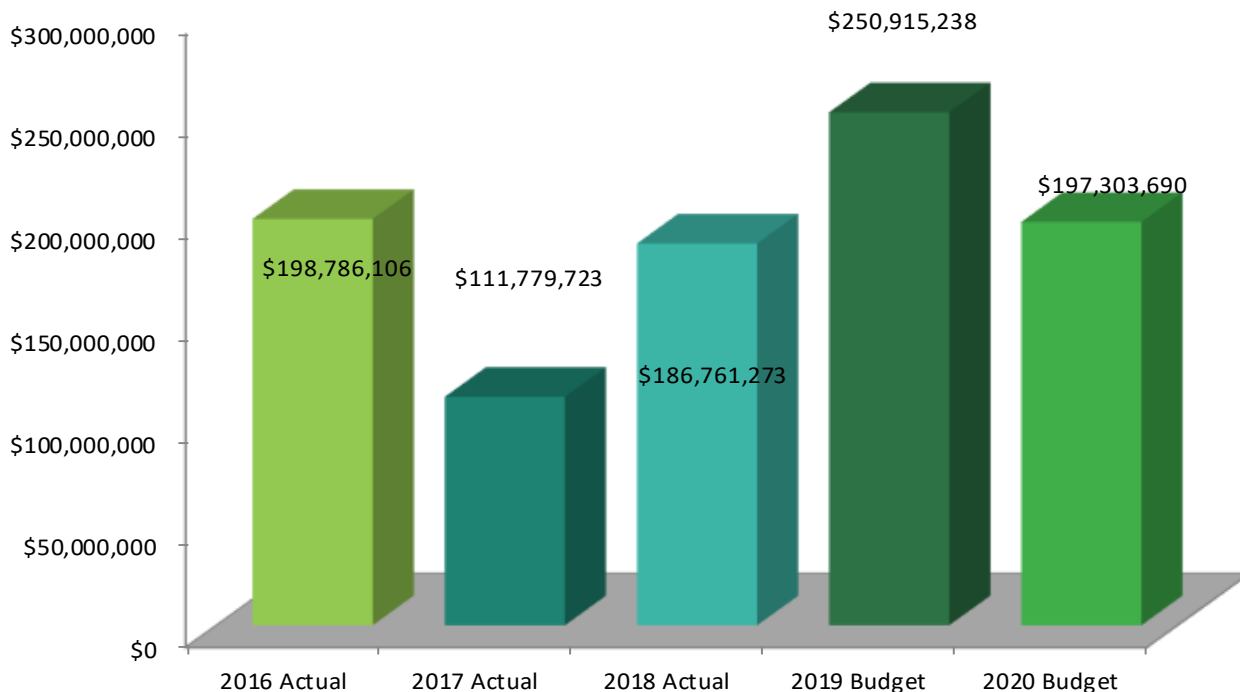
Non-Recurring Capital Improvement Project/Items: These costs are defined as a "major, nonrecurring expenditure to expand or improve a government's physical assets, including facilities and infrastructure that are not consumed within a year but rather have a multi-year life." In addition, equipment items of a non-recurring nature (multi-year useful life) and a significant value (\$25,000 or greater) are included in the non-recurring improvement plan.

CAPITAL IMPROVEMENT PROGRAM

CAPITAL EXPENDITURES BY CATEGORY FY2016 - FY2020

Category	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
Mixed Income/Mixed Finance	\$80,123,712	\$48,170,422	\$115,840,038	\$99,112,310	\$70,519,000
Real Estate Acquisition Program	2,494,555	4,681,496	6,172,804	0	6,000,000
RAD	14,924	25,130,933	33,947,248	86,870,000	64,050,000
Senior Developments	59,831,480	8,370,717	2,609,757	1,650,000	1,740,000
Scattered Sites	6,905,200	3,825,273	5,744,375	3,000,000	650,000
Family Developments	41,218,049	13,554,148	7,921,474	19,000,000	11,700,000
Other	1,970,559	1,436,586	9,210,834	19,000,000	7,000,000
Principal/Interest Expense	1,368,508	1,429,890	899,193	20,532,928	28,603,690
Environmental Remediation	4,859,119	5,180,258	4,415,550	1,750,000	7,041,000
Total	\$198,786,106	\$111,779,723	\$186,761,273	\$250,915,238	\$197,303,690

Total Capital Expenditures



CAPITAL IMPROVEMENT PROGRAM

Planned New Public Housing Units in FY2020

Of the total unit delivery of 343 housing units, 31 are Public Housing units and 312 are Project Based Voucher units. The following table summarizes planned Public Housing units in 2020.

Planned New Public Housing Units to be Added During FY2020				
AMP Name and Number	Total Units	Population Type	# of Uniform Federal Accessible Standard	
			Fully Accessible	Adaptable
4400 Grove	21	General	2	4
1221 W. Sherwin	10	General	1	2
Total Public Housing Units to be Added	31			

Overview of New Public Housing Units in FY2020

4400 Grove

This former site of some of CHA's Washington Park units is being redeveloped into a mixed-income community. CHA's development partner closed and started construction in December 2018 on a new mixed-use/mixed-income development at 4424-34 S. Cottage Grove. The development will include first floor retail with 84 new housing units above for the following mix of tenants: 21 PH, 38 other affordable, and 25 market rate families. Of the 21 PH units projected for FY2020 delivery, 2 will be accessible and 4 will be adaptable.

1221 W. Sherwin

CHA expects to acquire a 57-unit building and, as units become vacant, will re-lease them as PH. We anticipate approximately 10 units in 2020.

Long-Term Plan for Offline Units Status

As of Q3 2019, CHA has 1,125 PH units across several categories that are currently offline and unavailable for occupancy for HUD-approved reasons. In coordination with HUD, CHA continues to prioritize reducing the number of offline units and making additional units available for occupancy as soon as possible. CHA also provides quarterly status updates directly to HUD and publicly through CHA's website. The following is a summary and status of CHA's long-term strategies to address offline units by category as of Q3 2019.

Units Pending Redevelopment/Planning

As of Q3 2019, 761 units at Frances Cabrini Rowhouses and Lathrop Homes are offline due to pending redevelopment plans. CHA is moving forward to expedite the finalization of plans to the extent possible given community planning processes and key stakeholder input.

CAPITAL IMPROVEMENT PROGRAM

Frances Cabrini Rowhouses – 438 offline units

In FY2015, CHA finalized a Development Zone Plan (DZP) for the remaining portions of Cabrini-Green with the assistance of the City of Chicago's Department of Planning and Development, Chicago Park District, Chicago Department of Transportation, Chicago Public Schools, and the Near North Working Group. The DZP excluded the Frances Cabrini Rowhouses from its target area.

Under the FY2017 CHA MTW Annual Plan, CHA proposed to demolish the Frances Cabrini Rowhouses and commenced the Environment Assessment (EA) and environmental studies of the site. CHA completed initial EA research that highlighted the Rowhouses' eligibility for designation as a historic property. Consequently, in FY2018 CHA will work with the Illinois Housing Preservation Agency (IHPA) and the Chicago Department of Facilities and Fleet Management (2FM) and other stakeholders to determine CHA's redevelopment activities at the property in compliance with an existing Memorandum of Agreement and Court Order regarding development of this site.

CHA has started discussion with the residents of adjacent properties about RAD conversions. By the end of FY2019, CHA intends to choose a development partner for the site. Additionally, CHA plans to submit a HUD RAD Public Housing application for the Rowhouses by the end of Q4 2019.

Lathrop Homes – 323 offline

CHA remains committed to deliver 400 family units on-site at Lathrop Homes through a combination of historically preserved housing, new housing, retail and other amenities in a mixed-income community. CHA and its development partner initiated construction on Lathrop Phase 1A in October 2017. A total of approximately 200 housing units will be completely rehabilitated in FY2018, including 91 for CHA residents. The remaining units, including 60 for CHA residents, are expected to be completed in FY2019. CHA is working to create off-site units in accordance with the Lathrop Homes Agreed Court Order.

Additional Planned Redevelopment Activity in FY2020

4630 S. Ashland (IL# to be assigned upon closing) : In FY2018, CHA entered into a purchase and sale agreement for this property in the New City community area. CHA plans to participate in the real estate transaction for a mixed-use development at this site, which is expected to deliver approximately 60 new housing units, including approximately 30 for CHA families.

Altgeld Gardens-Murray Homes Community Facility: In FY2019, CHA commenced construction of a new community facility at the Altgeld Gardens and Murray Homes Public Housing developments. The new center, owned by AFRC LLC, which was created by CHA Community Support Corporation, a 501 (c) 3 created to provide support to CHA residents and initiatives, will include a state licensed child care program, community and library spaces. The library portion is funded by proceeds from New Market Tax Credits.

Cabrini Green: In FY2017, CHA awarded development teams for two Phase I sites under the Cabrini Green DZP. CHA and its selected developer plan to obtain the necessary approvals—including low income housing tax credit allocations—to initiate construction on these parcels in FY2020 and 2021.

Harold Ickes Homes (IL002016000): CHA selected a development team to redevelop the former Ickes site as a mixed-income, mixed-use development, including CHA family units and other residential, commercial, institutional, and recreational components, that will provide a minimum of 200 units for CHA families. Phases IA and B are under construction. In 2020, these phases will deliver approximately 206 total new rental apartments consisting of 68 CHA, 26 other affordable and 112 market rate units. Of the 68 CHA units, 4 will be fully accessible and 10 will be adaptable.

CAPITAL IMPROVEMENT PROGRAM

Lakefront Properties Phase II For Sale Development: Lakefront's developer plans to initiate construction on the Sullivan Station for-sale development as part of the Lakefront Properties Phase II redevelopment activities. The new homeownership units will be dispersed among the 12 new Phase II rental three- and six-flat structures located on the Lakefront Properties Phase II site. (This was previously included as proposed disposition activity in CHA's FY2016 MTW Annual Plan.)

Lathrop Homes Phase IB: Lathrop's developer plans to close and start construction in FY2020 on the second phase of Lathrop Homes redevelopment to provide approximately 242 total new housing units, including 96 CHA, 42 affordable and 104 market rate units.

Lawndale Complex/Ogden Courts: In FY2017, CHA selected a development team for the remaining undeveloped land formerly known as Lawndale Complex and Ogden Courts. In FY2019, the development team closed and commenced construction on a new commercial building which is expected to open in early 2021. The development team is also working on a first phase of residential units.

LeClaire Courts: In FY2019, CHA awarded a development team the opportunity to redevelop the LeClaire Courts site. CHA contemplates multiple closings in FY2021 – FY2024.

Emmett Street Project (IL# to be assigned upon closing): In FY2020, CHA plans to participate with the development team to close and start construction on a new mixed-income development at 2630 N. Emmett Street in Logan Square. This RAD PBV subsidized development will provide approximately 100 total new housing units including 50 for CHA and 50 other affordable families. Of the 50 CHA units projected for delivery in FY2020 and 2021, 3 will be fully accessible and 7 will be adaptable.

Oakwood Shores/Former Madden Wells – 534 Pershing: In FY2020, CHA plans to commence construction on the Oakwood Shores 534 Pershing development as part of the Madden Park, Ida B. Wells, Darrow Homes revitalization activities. This phase will create approximately 53 new mixed-income housing units including up to 20 apartments for CHA families. Of the CHA units, approximately 2 will be fully accessible and approximately 4 will be adaptable. These units will be developed as PH with a conversion to RAD PBV at construction completion/loan conversion to permanent.

Oakwood Shores/Former Madden Wells – Phase IC For Sale: In FY2020, CHA plans to convey land for the Oakwood Shores Phase IC for sale development as part of the Madden Park, Ida B. Wells, Darrow Homes revitalization activities. The new homeownership units will be dispersed across the Oakwood Shores revitalization site.

Park Boulevard/Former Stateway Gardens: CHA plans to convey land for the next phase of Park Boulevard as part of the Stateway Gardens revitalization activities. CHA's development partner plans to commence construction on new for sale housing in FY2020 or 2021. During the same time period, CHA plans to participate with the developer in a real estate transaction to create new rental housing units. Further, in 2019, CHA received authority to swap equal land with the City of Chicago in order to spur commercial and/or mixed-use development to further redevelopment goals for both the former Stateway Gardens and Robert Taylor sites.

Parkside of Old Town 4 Phase 2 (also referred to as Phase III)/Former Cabrini (IL# to be assigned upon closing): In FY2019, CHA participated in a real estate transaction for Parkside 4 Phase 2 at Parkside of Old Town, which is expected to provide a total of 190 mixed-income housing units including 54 CHA units, 44 affordable units and 92 market rate units. Phase III is the final phase of Parkside of Old Town, which is part of Cabrini North Extension replacement housing. Of the 54 CHA units, 3 will be fully accessible and 8 will be adaptable.

Robert Taylor Homes: In FY2020-21, CHA plans to dispose of land formerly part of the Robert Taylor Homes for a new development that may include mixed-use, commercial and/or other uses. Additionally, CHA plans to convey land for the Legends South for sale development as part of the Robert Taylor Homes revitalization activities. The new homeownership units will be dispersed across the Robert Taylor revitalization site.

CAPITAL IMPROVEMENT PROGRAM

Roosevelt Square/Former ABLA Homes: CHA conveyed property to SOS Villages to develop a new community center.

Ravenswood Senior Living Apartments (FKA The Winchester): In FY2019, CHA's developer closed and started construction on Ravenswood Senior Living Apartments at 4501 N. Winchester. This RAD project-based voucher subsidized development will create approximately 74 new CHA senior housing units. All units are projected for delivery in FY2021. Of the 74 total CHA units, 4 will be fully accessible and 12 will be adaptable.

Washington Park 45th & Cottage Grove – Phase I (IL# to be assigned upon closing): CHA's developer closed and started construction in FY2018 on the first phase at 45th & Cottage Grove (part of Washington Park). This development is expected to deliver, in 2020, 84 new rental apartments for 21 PH, 38 affordable and 25 market rate families. Of the 21 PH units, 2 will be fully accessible and 4 will be adaptable.

Westhaven Phase IID Rental/Former Henry Horner: CHA's developer was planning for the next Westhaven rental development to close and start construction in FY2018 but the development was not allocated Illinois Housing Development Authority (IHDA) low-income housing tax credits (LIHTCs). The developer applied to the City of Chicago in FY2019. This development plans to provide approximately 89 total new rental apartments including 35 for PH residents in fulfillment of the Henry Horner HOPE VI CHA unit delivery requirements.

Units Undergoing Capital Maintenance

This category includes units held offline for ongoing and upcoming maintenance or extensive rehabilitation work across CHA's portfolio. As part of CHA's strategy to modernize, maintain and preserve its existing housing stock and ensure compliance with all regulatory and safety requirements, CHA is making strategic investments at several priority properties. These capital investments require that some units in occupied buildings be vacated for construction to occur; however, CHA has committed to holding only the minimum number of units offline for the duration of construction projects and resuming leasing as soon as feasible when units are completed. While CHA will hold only the minimum number of units offline for construction, major capital projects at larger sites consist of rolling rehabilitation of units and the number of offline units will fluctuate until all current residents in specific properties are housed in newly-rehabilitated units. As of Q3 2019, 200 units are offline for capital maintenance.

In FY2020, a total of seven major capital projects will continue or begin. The following is a summary of major capital projects for FY2020.



A view of the Independence Apartments and Independence Branch Library in the Irving Park community designed by John Ronan Architects

CAPITAL IMPROVEMENT PROGRAM

FY2020 Major Capital projects			
Project/Site	Construction start	Units Back Online/Available for Lease	Project Description
General Renovation of Scattered Sites	Various	Various	Varies per site; generally complete renovation including upgrades, full replacements or repairs to plumbing and electrical infrastructure, exterior envelope restorations, windows, roofs and site work
Las Americas Apartments (1611 S Racine) RAD Property	September, 2019	September, 2020	Reconfiguration, reprogramming and renovation of the building's ground floor and common spaces. Including accessibility upgrades to corridors, trash and laundry rooms. Roof Replacement and selective envelope and HVAC repairs.
Lorraine Hansberry Apartments (5670 W Lake)- RAD	September, 2019	September, 2020	Roof Replacement and Façade Repairs. Including selective upgrades to common area amenities and finishes
Maria Diaz Martinez Apartments (2111 W Halsted)	November, 2019	November, 2020	Roof resurfacing, site improvements and selective upgrades to common area amenities, finishes and additional laundry room facility.
Mahalia Jackson Apartments (9141 & 9177 S. South Chicago)	April, 2020	April, 2021	Renovation to include upgrades, full replacements or repairs to plumbing and electrical infrastructure, exterior envelope restorations, windows, roofs and site work.
Ella Flagg Young Apartments (4645 N. Sheridan)	April, 2020	April, 2021	Renovation to include upgrades, full replacements or repairs to plumbing and electrical infrastructure, exterior envelope restorations, windows, roofs and site work.
Judge Wendell Green Apartments	June, 2020	June, 2021	Renovation to include upgrades, full replacements or repairs to plumbing and electrical infrastructure, exterior envelope restorations, windows, roofs and site work.

CAPITAL IMPROVEMENT PROGRAM

Public Housing 5-Year Capital Improvement Spending Plan

Uses	2020	2021	2022	2023	2024
Development					
Clybourn & Larrabee Phase 1	\$ 1,000	\$ 4,400	\$ 11,100	\$ 10,000	\$ -
Westhaven IID		10,750	3,000		
735 E. 44th St (FKA 45th & Cottage) acquisition (REAP)		830			
Lathrop	1,000	6,000	13,668	14,218	4,750
LeClaire Court/ City/State	2,560				
Emmett Street (FKA Logan Square -TOD)	5,000	8,000			
Due diligence (survey, title, environmental)	1,640	1,640	1,640	1,640	1,640
Southbridge (FKA Ickes)	11,883	6,537			
Oakwood Shores 534	3,000	4,950			
Cabrini Site 3 - Oak & Larrabee	3,200	7,100	2,000		
Parkside 4 Phase 2	11,642	400			
For Sale Remed.- Oakwood, Taylor, Roosevelt Sq. Lakefront	300	400	400	400	400
Roosevelt Square 3B-3C				4,250	5,000
Ravenwood Senior Living	14,882	966			
4630 S.Ashland	3,500	9,000			
Ogden Complex				3,200	4,500
Adams Community Center	1,500				
Predevelopment, Construction & Remediation	2,000	3,000	2,000	1,765	
Park Blvd Phase 3B rental	1,000	5,421	3,421		
Sheffield Development	13,452				
Wicker Park		1,750	7,000	3,000	
Armour Square/Long Life				2,000	13,000
Flannery				4,932	5,983
Real Estate Acquisition	6,000				
Irene McCoy Gaines		1,000	5,000		
Albany Terrace		3,000	3,000		
Legends South A3				2,500	7,200
Total Development Uses	\$ 83,560	\$ 75,144	\$ 52,228	\$ 47,905	\$ 42,473
Capital Construction Division					
Altgeld -Carver Field House & Power Redistribution	\$ 6,700	\$ 8,000	\$ -	\$ -	5,000
Scattered Sites	650		3,000		
Overton LLC Section 3 Office	2,000				
Chicago Youth Center		\$ 4,100	6,000		
Carver Field House					
Gautreaux Child Care Center					
Major Capital Maintance & Systems					3,000
Elevator Modernization	1,740	3,500			
Community Center Renovation - Major Adams			6,000		
Trumbull				\$ 10,055	7,000
Pope Apartments	5,000				
FIC Renovations				\$ 2,000	\$ 1,200
Other/Architect & Engineering	5,000	1,000	1,500	3,000	5000
Total Capital Construction Uses	\$ 21,090	\$ 16,600	\$ 16,500	\$ 15,055	\$ 21,200
Total RAD	\$ 64,050	\$ 49,500	\$ 35,000	\$ -	\$ -
Total Capital Uses	\$ 168,700	\$ 141,244	\$ 103,728	\$ 62,960	\$ 63,673

CAPITAL IMPROVEMENT PROGRAM WORK IN PROGRESS

CONSTRUCTION IS EXPECTED TO BE COMPLETED BY EARLY 2020 ON THE ALTGELD CHILD CARE CENTER AND BRANCH LIBRARY



CAPITAL IMPROVEMENT PROGRAM

WORK IN PROGRESS

WORK CONTINUES ON THE ELEVATOR MODERNIZATION PROGRAM AT PROPERTIES ACROSS CHA'S PORTFOLIO



CAPITAL IMPROVEMENT PROGRAM WORK IN PROGRESS

ROOF REPAIRS AND REPLACEMENT AT HENRY J. SCHNEIDER APARTMENTS

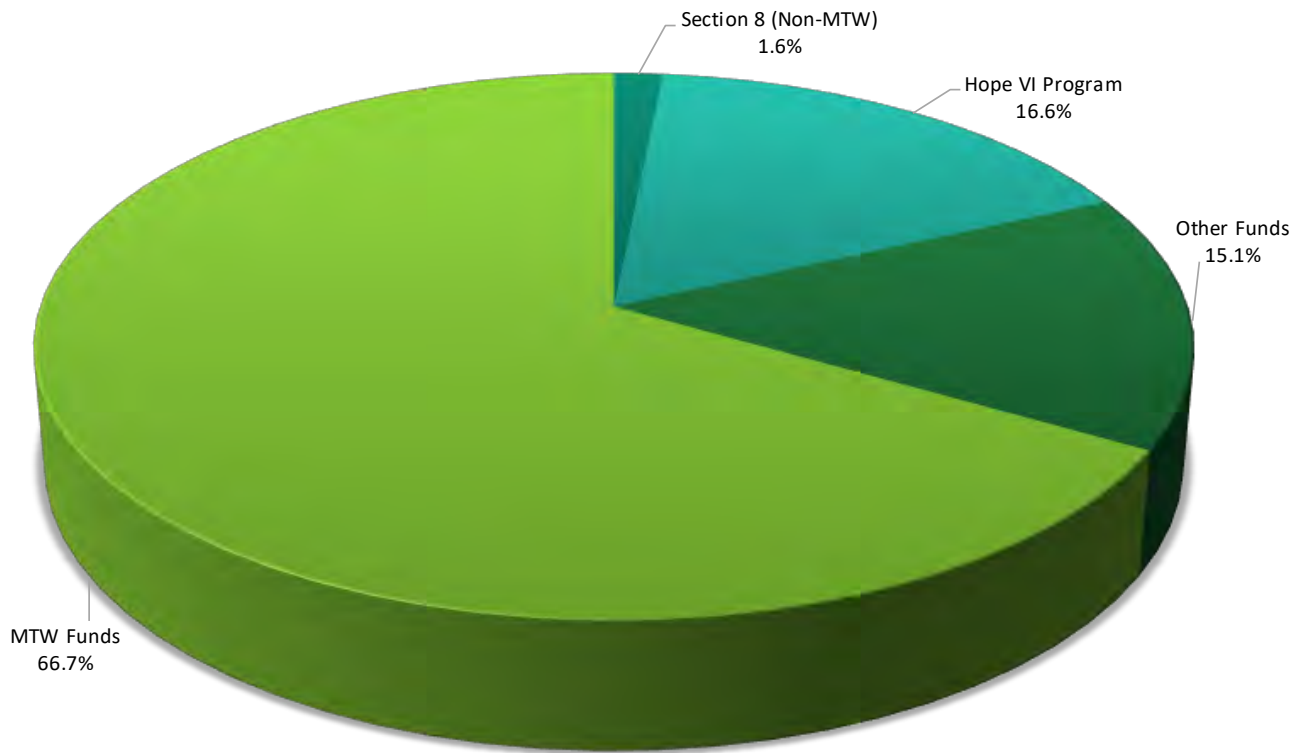


FUND EQUITY

At December 31, 2019, the CHA is projected to have an increase in fund balance of \$41.4 million, which represents a 1.5% increase from the FY2018 balance. The increase is a result of projected MTW and Section 8 (Non-MTW) revenues for year-end 2019 to exceed projected MTW and Section 8 (Non-MTW) expenditures; this increase in fund balances will be allocated to future years through CHA's Plan Forward: Communities that Work which is the Authority's long-term capital improvement plan. The CHA use these funds to meet unanticipated needs. The Authority balanced the FY2020 Budget by using MTW Fund, Section 8 (Non-MTW), Hope VI and Other Funds funding sources. The increase in fund balance for FY2019 was determined by projecting revenue and operating expenditures for each fund using July 2019 year-to-date actual financial data and straight-line projections.

Fund	Beginning Net Asset (Equity) 12/31/2018	2019 Projected			Projected Net Asset (Equity) 12/31/2019	2020 Budget		Projected Net Assets (Equity) 12/31/2020
		Revenue	Expenditures	Change in Net Asset		Revenues	Expenditures	
Enterprise Funds								
MTW Funds	\$1,737,819,092	\$951,950,978	(\$860,181,998)	\$91,768,980	\$1,829,588,072	\$955,218,523	(\$955,218,523)	\$1,829,588,072
Section 8 (Non-MTW)	40,354,331	19,431,850	(16,694,980)	2,736,870	43,091,201	21,248,893	(\$21,248,893)	43,091,201
Hope VI Program	455,829,161	1,788,475	(1,383,000)	405,475	456,234,636	65,000	(65,000)	456,234,636
Other Funds	469,241,038	28,386,371	(81,874,667)	(53,488,296)	415,752,742	126,181,908	(126,181,908)	415,752,742
Total Enterprise Fund	\$2,703,243,622	\$1,001,557,674	(\$960,134,645)	\$41,423,029	\$2,744,666,651	\$1,102,714,324	(\$1,102,714,324)	\$2,744,666,651

Projected Net Assets (Equity) 12/31/2020



FUND EQUITY

COMBINING SCHEDULE OF PROGRAM NET POSITION ACCOUNTS
PROPRIETARY FUND TYPE - ENTERPRISE FUND
 December 31, 2018

	Low Rent Housing Program	Rental Assistance Demonstration Program	Business Activities Program	Housing Choice Voucher (Section 8) program	Other Grant Programs	Eliminations	Total 2018
Assets:							
Current Asset:							
Cash and Cash Equivalents, Unrestricted	\$ 63,551,154	\$ 7,174,615	\$ 1,598,807	\$ 1,294,233	\$ 10,144,666	\$ -	\$ 83,763,475
Cash and Cash Equivalents, Restricted	13,295,349	19,203,542	8,550,542	-	2,930,616	-	43,980,049
Investments at Fair Value, Unrestricted	89,651,157	-	-	-	6,285,315	-	95,936,472
Tenant Accounts Receivables, Net of Allowance	2,338,400	442,913	6,373	-	-	-	2,787,686
Intergovernmental Receivable (HUD and Other)	10,870,039	1,460	4	5,048,253	774,362	-	16,694,118
Miscellaneous Receivable	8,953,959	73,998	94,124	1,018,812	1,450,795	(2,568,028)	9,023,660
Interest Receivable, Current Portion	356,679	349,240	403,015	-	27,129	(81,240)	1,054,823
Notes and Mortgages Receivable, Current Portion	4,081,732	-	4,473,182	-	-	(3,714,764)	4,840,150
Prepaid Expenses	2,144,137	447,410	1,642	124,299	266,667	-	2,984,155
Advances to Resident and Private Managers	39,000	-	-	-	10,151	-	49,151
Due From Other Programs	-	20,121,522	-	30,551,136	34,067,988	(84,740,646)	-
Total Current Assets	\$195,281,606	\$47,814,700	\$15,127,689	\$38,036,733	\$55,957,689	(\$91,104,678)	\$261,113,739
Noncurrent Assets:							
Cash and Cash Equivalents, Restricted	39,471,638	732,733	103,965,328	598,582	-	-	144,768,281
Investments at Fair Value, Restricted	22,409,406	105,775,402	207,672,955	-	-	-	335,857,763
Pension Benefit Asset, Restricted	-	-	-	-	-	-	-
Notes and Mortgages Receivable	598,502,880	-	121,999,699	-	7,418,954	(132,595,065)	595,326,468
Interest Receivable	40,013	94,700	51,351	-	-	-	186,064
Other Noncurrent Assets	3,164,838	64,088	3,767,770	-	7,051,945	(3,015,770)	11,032,871
Capital Assets not Depreciated:							
Land	255,992,943	550,000	2,204,520	-	6,745,974	-	265,493,437
Construction in Progress	63,191,109	12,118,156	5,953,696	-	2,075,644	-	83,338,605
Capital Assets Net of Accumulated Depreciation:							
Structures and Capital Leases	660,190,685	226,846,173	20,095,872	-	4,481,874	638,678	912,253,282
Equipment	5,095,202	11,397	-	-	-	-	5,106,599
Total Noncurrent Assets	\$1,648,058,714	\$346,192,649	\$465,711,191	\$598,582	\$27,774,391	(\$134,972,157)	\$2,353,363,370
Total Assets	\$1,843,340,320	\$394,007,349	\$480,838,880	\$38,635,315	\$83,732,080	(\$226,076,835)	\$2,614,477,109

FUND EQUITY

COMBINING SCHEDULE OF PROGRAM NET POSITION ACCOUNTS PROPRIETARY FUND TYPE - ENTERPRISE FUND

December 31, 2018

LIABILITIES:	Rental		Housing Choice			Eliminations	Total 2018
	Low Rent Housing Program	Assistance Demonstration Program	Business Activities Program	Voucher (Section 8) Program	Other Grant Programs		
Current Liabilities:							
Accounts Payable	\$ 26,170,174	\$ 1,565,529	\$ 7,045	\$ 2,537,429	\$ 2,971	\$ -	\$ 30,283,148
Intergovernmental Payable (HUD)	-	-	-	929,342	-	-	929,342
Accrued Wages & Payroll Taxes	2,135,790	-	-	-	-	-	2,135,790
Accrued Compensated Absences	1,727,607	2,673	-	498,694	-	-	2,228,974
Accrued Interest Payable	57,090,247	12,275,962	1,632,402	7,108,179	231,254	(81,240)	78,256,804
Accrued Liabilities	2,261,974	622,107	7,772	-	-	-	2,891,853
Tenant Security Deposits	6,387,155	246,795	25,719	27,963	2,992,093	(2,568,028)	7,111,697
Unearned Revenue	8,629,228	-	-	-	-	-	8,629,228
Insurance Reserves, Current Portion	2,231,987	-	-	-	-	-	2,231,987
Capital Lease Obligations, Current Portion	-	-	-	-	-	-	-
Current Maturities, Long Term Debt, and Current Portion of Net Unamortized Bond Premium	1,365,000	38,834,340	-	-	3,000,000	(3,714,764)	39,484,576
Other Current Liabilities	10,204,151	1,902,063	3,621,672	22,856	12,699	-	15,763,441
Due to Other Programs	68,291,404	-	16,449,242	-	-	(84,740,646)	-
Total Current Liabilities	\$186,494,717	\$55,449,469	\$21,743,852	\$11,124,463	\$6,239,017	(\$91,104,678)	\$189,946,840
Noncurrent Liabilities:							
Family Self-Sufficiency Liability	425,343	-	-	780,793	-	-	1,206,136
Insurance Reserves, Net of Current Portion	5,433,514	-	-	-	-	-	5,433,514
Net Pension Liability	7,348,192	-	-	4,898,794	-	-	12,246,986
Capital Lease Obligations, Net of Current Portion	151,366,573	-	-	-	-	232,588	151,599,161
Long-Term Debt, Net of Current Maturities and Current Portion of Net Unamortized Bond Premium	13,205,000	140,917,394	336,411,480	-	-	(132,595,065)	357,938,809
Other Noncurrent Liabilities	38,850,702	29,736,735	3,017,790	302,493	110,466	(8,700,898)	63,317,288
Total Noncurrent Liabilities	216,629,324	170,654,129	339,429,270	5,982,080	110,466	(141,063,375)	591,741,894
Total Liabilities	\$403,124,041	\$226,103,598	\$361,173,122	\$17,106,543	\$6,349,483	(\$232,168,053)	\$781,688,734
DEFERRED INFLOWS OF RESOURCES:							
Deferred Amount on Pension	698,651	-	-	465,768	-	-	1,164,419
NET POSITION:							
Net Investment in Capital Assets	816,301,379	94,773,992	22,356,752	-	10,303,492	136,715,919	1,080,451,534
Restricted for:							
Demolition Grants	7,105,432	-	-	-	-	-	7,105,432
Unrestricted	623,608,724	73,129,759	97,309,006	26,061,609	67,079,105	(130,624,701)	756,563,502
Total Net Position	1,447,015,535	\$167,903,751	\$119,665,758	\$26,061,609	\$77,382,597	\$6,091,218	\$1,844,120,468

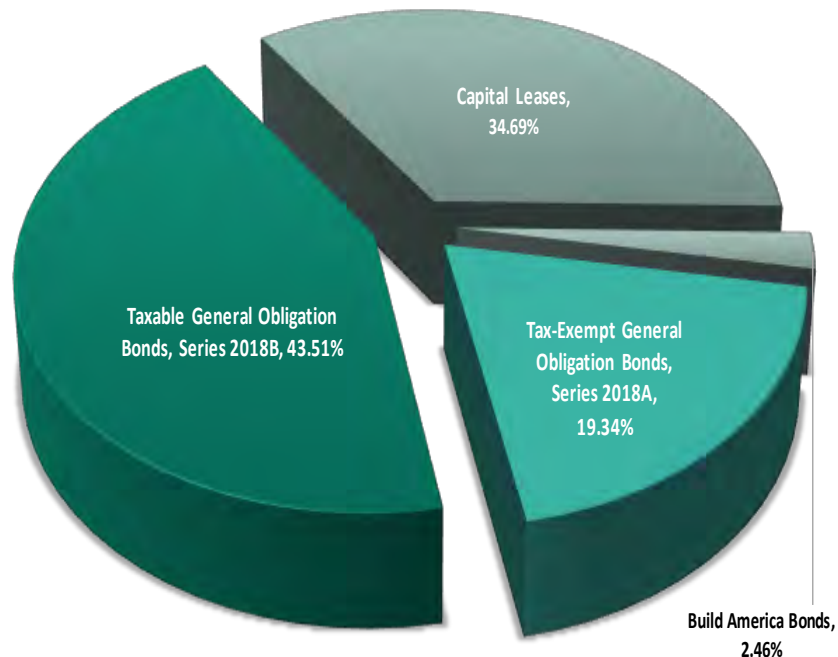
LONG-TERM LIABILITY SUMMARY

LONG-TERM DEBT, LEGAL DEBT LIMIT AND MARGIN, AND CAPITAL LEASES

The U.S. Department of Housing and Urban Development (HUD) is the primary source for operating and capital improvement funding, which secures the Authority’s debt for payment through the MTW Fund. The Chicago Housing Authority (CHA) continues to pursue alternative methods by which to finance capital improvements to its current housing stock. The CHA has obtained HUD approval to explore various financing options; it has no legal debt limit and no legal debt margin. Based on current projected amortization schedules, long-term liability balances as of December 31, 2019, are estimated as follows:

LONG-TERM LIABILITY SUMMARY

Source	Amount
Tax-Exempt General Obligation Bonds, Series 2018A	\$ 100,000,000
Taxable General Obligation Bonds, Series 2018B	225,000,000
Capital Leases	179,387,659
Build America Bonds	12,705,000
Total	\$ 517,092,659



CHA maintains an issuer credit rating (ICR) from Standard and Poor’s (S&P) of AA– with a stable outlook as of August 17, 2018. FitchRatings likewise gave the CHA an AA– rating with a stable outlook on both the agency’s Tax-Exempt and Taxable General Obligation Bonds series 2018AB issues on September 5, 2018. For FY2020, the Authority’s budget includes amounts for both principal and interest payments on long term debt. Particulars of each debt instrument are described in the following narratives.

LONG-TERM LIABILITY SUMMARY

Tax-Exempt General Obligation Bonds, Series 2018A

In FY2018, the CHA issued Tax-Exempt General Obligation Bonds, Series 2018A in the amount of \$100.0 million to finance projects within their capital 5-year plan. Ratings on the bonds from both S&P and FitchRatings is AA- with a “stable” outlook as of August 17 and September 5, 2018 respectively. Debt service requirements related to the bonds, for FY2020 through FY2037, will be paid from the MTW Fund as follows:

TAX-EXEMPT BONDS, SERIES 2018A

Year	Principal	Interest	Total
2020	3,550,000	5,000,000	8,550,000
2021	3,730,000	4,822,500	8,552,500
2022	3,920,000	4,636,000	8,556,000
2023	4,115,000	4,440,000	8,555,000
2024-2027	18,620,000	15,597,250	34,217,250
2028-2032	29,020,000	13,756,000	42,776,000
2033-2037	37,045,000	5,737,250	42,782,250
TOTAL	\$ 100,000,000	\$ 53,989,000	\$ 153,989,000

Taxable General Obligation Bonds, Series 2018B

In FY2018, the CHA issued Taxable General Obligation Bonds, Series 2018B in the amount of \$225.0 million to finance projects within their capital 5-year plan. Ratings on the bonds from both S&P and FitchRatings is AA- with a “stable” outlook as of August 17 and September 5, 2018 respectively. Debt service requirements related to the bonds, for FY2020 through FY2037, will be paid from the MTW Fund as follows:

TAXABLE BONDS, SERIES 2018B

Year	Principal	Interest	Total
2020	8,950,000	9,127,006	18,077,006
2021	9,235,000	8,842,844	18,077,844
2022	9,540,000	8,535,872	18,075,872
2023	9,865,000	8,209,222	18,074,222
2024-2027	43,225,000	29,074,091	72,299,091
2028-2032	64,540,000	25,830,990	90,370,990
2033-2037	79,645,000	10,716,068	90,361,068
TOTAL	\$ 225,000,000	\$ 100,336,093	\$ 325,336,093

LONG-TERM LIABILITY SUMMARY

Capital Leases

The Authority has entered into 57 long-term agreements with third-party developers for the lease of designated public housing units in mixed-income developments. These lease agreements qualify as “Capital Leases” for accounting purposes and have been recorded in the MTW Fund at the present value of its future minimum lease payments as of the inception date. The present value of minimum lease payments as of December 31, 2019, is \$179.4 million.

CAPITAL LEASES

Year Ending	Amount
2020	\$ 12,835,991
2021	12,835,991
2022	12,835,991
2023	12,835,991
Thereafter	324,436,930
Total minimum lease payments	\$ 375,780,894
Less: amount representing interest	(196,393,235)
<i>Present value of minimum lease payments</i>	<i>\$ 179,387,659</i>

Taxable Revenue Bonds, Series 2010

In FY2010, the CHA issued Taxable Revenue Bonds, Series 2010 in the amount of \$25.0 million to finance certain capital costs for energy savings and efficiency improvements. Ratings for the bonds are: S&P’s AA– with a “stable” outlook as of August 17, 2018. Debt service requirements related to the bonds, for FY2020 through FY2028, will be paid from the MTW Fund as follows:

BUILD AMERICA BONDS

Year	Principal	Interest	Total
2020	1,215,000	761,684	1,976,684
2021	1,255,000	696,560	1,951,560
2022	1,300,000	627,409	1,927,409
2023	1,350,000	553,179	1,903,179
2024	1,400,000	474,069	1,874,069
2025	1,455,000	390,069	1,845,069
2026-2028	4,730,000	610,967	5,340,967
TOTAL	\$ 12,705,000	\$ 4,113,936	\$ 16,818,936

FINANCIAL POLICIES & PROCEDURES

INTRODUCTION

The Authority's mission is to ensure the provision of affordable housing opportunities in viable communities to lower-income households. The Board of Commissioners, Chairperson and the Chief Executive Officer oversee CHA operations. The Finance Division is responsible for instituting and enforcing financial policy to assist the Board and the CEO in achieving their mission-related goals. The following is a discussion of key financial policies and procedures, which govern CHA operations:

INTERNAL CONTROLS

The Authority is cognizant of the implications of the Sarbanes-Oxley legislation on governments. It is the policy of the Authority to maintain an internal control structure in order to ensure that the CHA's assets are protected from loss, theft, or misuse, including that portion related to federal financial assistance programs. The CHA must also ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles ("GAAP"). The CHA's internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits that could be derived; and (2) the valuation of costs and benefits requires management's estimates and judgments.

The internal control structure is subject to periodic evaluation by the Authority's Board, management and independent auditors. A determination is made annually as to whether the Authority's single audit revealed instances of material weaknesses in the internal control structure or material instances of noncompliance with applicable laws and regulations.

BUDGET POLICY

The CHA budget policy is established to maintain effective management of the Authority's financial resources. The Comprehensive Annual Budget is prepared for all funds expended by CHA. The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association (GFOA).

The Office of Budget and Management (OBM) is responsible for enforcing the policy, recommending expenditure levels to the Chief Financial Officer (CFO), management improvements, and operating efficiencies. OBM is also responsible for planning and enacting the Authority's fiscal plan. The major components of the policy include:

- Budget preparation
- Budgetary control and monitoring
- Financial management

Budget Preparation

- A balanced budget will be prepared by OBM for all funds. This includes detailed statements of all proposed expenditures for the Authority;
- Cost center budgets will be prepared based on a budget ceiling provided by OBM for non-personnel expenses;
- All budgets submitted to OBM must be inclusive of all funding sources and limited to budget ceilings as provided;

FINANCIAL POLICIES & PROCEDURES

Budget Preparation (cont'd)

- All budgets submitted to OBM in excess of the ceiling amount, will be reviewed and analyzed by OBM and the cost center to arrive at a mutually agreed upon amount;
- All budgets must be submitted to OBM by the specified date. OBM will prepare a budget for any cost center that has not submitted a budget by the due date;
- All cost centers are responsible for budgeting funds for previously approved Board resolutions that will be expended in the upcoming fiscal year (e.g., Resolution approved on July 17, 2019 for a contract that will start on January 1, 2020 – December 31, 2020. Cost centers are required to identify funding sources, approved by OBM, at the time Board approval is sought).
- All cost centers are required to submit spending plans to OBM by the specified date determined by OBM, each calendar year.

Capital Budget Preparation

- For capital projects, anticipated commitments to be made during the current budget year will detail project and unit turnover.
- For mixed finance projects in which CHA is making a capital investment, budgeted costs will be identified by project and unit turnover with a detailed breakdown of hard and soft costs.
- In preparation for the 5-year Capital Budget, items that extend over more than one budget year are clearly annotated with cost projections for each subsequent year (*e.g., contract that began in FY2019 to commence over the next three years with anticipated costs of \$2,000,000 for each year should be budgeted in FY2020, FY2021 & FY2022*).
- An annual cash flow schedule must be submitted to OBM indicating, by month, the detailed anticipated spending levels. Quarterly updates are also submitted to revise cash flow estimates within twenty (20) business days after the quarter ends.
- In the event that detailed capital budgets are not completed in a timely manner to allow for proper submission of budget data by project and unit turnover, OBM will use an estimate based on historical or industry data.

Grant Budget Preparation

- All budgeted, grant-funded, expenditures must meet the guidelines specified in each of the individual grant agreements.
- The budget for each grant must not exceed the actual grant amount awarded.
- Budget for multi-year grants must be submitted. However, only planned expenditures for each fiscal year should be budgeted. Each subsequent fiscal year grant budget should not exceed the balance of the grant from the prior year carry-over.
- Projected carry-over of grant funding is budgeted and submitted by the cost center prior to the new fiscal year.
- Budget information for specified grants will be administered by the Grant Administration cost center.
- All grant-funded positions will be eliminated upon expiration of the grant, unless otherwise approved by the CEO.

FINANCIAL POLICIES & PROCEDURES

Budget Control and Monitoring

During the fiscal year, OBM staff will monitor and evaluate the operating performance of CHA by using a variety of analytical tools and techniques. Cost centers will be provided with quarterly budget reports to reflect actual expenditures and obligations. Monthly reports are available upon request by the user department. An analysis of the capital spending plans will be reviewed by OBM on a monthly basis.

OBM is responsible for the following:

- Monitoring budgeted resources for the Authority during the fiscal year;
- Approving purchase requisitions, contracts, and contract modifications presented to the Board of Commissioners (Board) for approval;
- Approving transfers between budget lines within a cost center;
- Monitoring the Authority's position roster, encompassing detailed control over payroll expenditures; and,
- Assisting Human Resources with monitoring the Authority's hiring practices to maintain the financial health of CHA in accordance with the personnel policy adopted and approved by the Board.

The department head or designee will be responsible for the following:

- Monitoring cost center budgets on an on-going basis to ensure that the cost center is operating within budgeted levels and in compliance with any restrictions or limitations enacted by CHA Budget Policy and Procedures Manual; and
- Giving timely notice to senior management, OBM and other staff regarding changes in objectives or other conditions that may cause variances from the approved budget plan. In no instance should the expenditure of funds exceed approved spending authority without prior budget amendment.

Purchase Requisitions/Contract Modifications

All purchase requisitions and contract modifications, regardless of the dollar amount, require a requisition be prepared through Lawson and forwarded to OBM for approval before processing by the Department of Procurement & Contracts. Budget Analysts review purchase requisitions and contract modifications for the following:

- Eligibility of expense
- Correct coding (ensuring description matches GL account and activity coding structure)

If no other issues exist, the purchase requisition will be approved. The Lawson process flow then routes the requisition to the department head for approval. If issues exist with the requisition, the Budget Analyst will "unreleased" or reject the purchase requisition. The Budget Analyst may also attach a message during the process of unreleasing or rejecting the requisition to state why the requisition was not approved and, the required course of action.

If an approved requisition's estimated cost becomes an actual expense in excess of \$500 over the approved amount (because a competitive bid or through negotiations after issuance of an RFP, IFB, etc.), the Department of Procurement & Contracts will resubmit the requisition to OBM and the user department for approval of additional funds before adjusting the dollar amount on the purchase order.

FINANCIAL POLICIES & PROCEDURES

Year-end Close Procedures (Open Purchase Orders)

At year-end, the Procurement and Contracts department (DPC) performs a review of all open purchase orders as part of the close process. Each department chief will be responsible for reviewing their cost center's open purchase orders to determine if any remaining balances need to be accrued at year-end. Accruals are only made for goods or services that have been received but no invoice has yet been booked.

All purchase orders will be closed at year-end by DPC unless otherwise notified by the cost center. This request must be submitted in writing by the specified due date determined by DPC. Purchase orders that have invoices should be properly accrued by forwarding a request to the Office of the Comptroller. This request must be made by the due date specified by the Office of the Comptroller. An accrual should not exceed the available budget or remaining balance of the purchase order.

Check Requests

Check requests are to be used for payment of one-time expenses. These requests must be forwarded to OBM for approval prior to submitting to Accounts Payable. Check requests will be reviewed by the Budget Analyst to ensure correct account coding, authorized signatures and fund availability. If funds are available and there are no other issues, the check request will be forwarded to Accounts Payable for processing. The Budget Analyst will contact the cost center if any issues arise concerning the check request.

Job Requisition

Job Requisitions are routed through Lawson process flow and reviewed by the Budget Director to determine if a request to fill a vacant position is authorized. If the vacant position is available, the Budget Director will approve all job requisitions to determine that the funding for the vacant position is available.

In addition, the Full Time Equivalent (FTE) for a cost center shall remain constant during the fiscal year. No additional positions will be added to a Cost Center during the fiscal year without written approval of the CEO or otherwise required under an executed grant agreement.

Forecasting Budget Update Procedures (for non-personnel budget lines only)

Operating budget revision procedures are required to assure consistency, accuracy and tracking.

A. Justification

The following budget updates require Board approval:

- The acceptance of all new grant funding awards;
- Increases or decreases in the Authority's Annual Comprehensive Budget due to revised or new management initiatives and/or reorganization.

B. Timing

Budget update requests for new funding, increases or decreases to the Authority's comprehensive budget should be submitted on a quarterly basis. All Budget update requests are due to OBM on the following dates of each calendar year: March 10, June 10 and September 10.

C. Transfer Policy

- OBM can and will approve transfers within a cost center between budget line items;
- The CEO, and/or department chief(s) or Budget Director must approve transfers of budgeted funds between cost centers under \$100,000.

FINANCIAL POLICIES & PROCEDURES

D. Restrictions

- Budget revisions are only allowed between non-personnel line items for cost centers funded from the operating fund (Fund 100);
- Funds will not be transferred from a budgeted line item if the transfer will cause a negative variance in that budget line item.
- Cost centers will not be allowed to transfer funding from personnel accounts to non-personnel accounts. Personnel and non-personnel bottom lines should remain constant for the duration of the fiscal year unless otherwise approved by the CEO, Chiefs, or Budget Director. Grants are excluded.

E. Forecasting Budget Update Process

- The CEO and Chiefs must approve all items included in each quarterly budget revision request.
- A user department with budget update must submit their revision for OBM's review and approval.
- Budget updates will be reviewed by OBM and presented to the Board of Commissioners for examination and discussion as part of the monthly Board Briefings.

Financial Management

OBM will be responsible for completing the following analyses on behalf of CHA:

- Performing impact analysis related to expenditure plan modifications and revenue fluctuations;
- Preparing monthly, quarterly, and annual reports to reflect the fiscal performance of CHA. These reports will compare actual expenditures relative to the fiscal year budget to determine whether the Authority is operating efficiently.
- Preparing quarterly cost center budget reports. These reports will detail the year-to-date expenses, obligations and fund availability by major HUD account. In addition, an open purchase order report will be included for each cost center.
- Establishing financial forecasts in order to project future operating revenues based on analytical assumptions as well as agreements with HUD and other organizations including, developers and contractors;
- Preparing quarterly analysis of spending plans for each cost center and documenting reasons for any variance between planned and actual spending.

COLLECTION/DEPOSITORY POLICY

Miscellaneous Receipts

The purpose of the investment objectives are detailed below. This policy is to establish guidelines for the Chicago Housing Authority (CHA) on the collection, deposit and accounting process for miscellaneous revenue. The CHA Finance Division shall be responsible for the timely collection, deposit and accounting of all miscellaneous revenue. The Treasury Department will ensure internal control and efficient depository methods utilizing both On-Site Electronic deposit procedures and internal Treasury safe drop box procedures, which will ensure that revenue is deposited at least weekly or when \$10,000 has been collected, whichever occurs first. In addition, it is the policy of the CHA that all checks are deposited on a daily basis to the Treasury safe drop box.

FINANCIAL POLICIES & PROCEDURES

INVESTMENT POLICY

The purpose of this Investment Policy (the “Policy”) is to provide guidelines for investing CHA’s and/or its affiliates funds and instrumentalities funds. Funds are to be invested in a manner that will meet the objectives of ensuring the safety of principal, provide liquidity to meet anticipated expenditures, and maximize the return on investment.

Responsibilities

The Chief Investment Officer is designated as having responsibility for the investment decisions and activities. These activities will be conducted in full compliance with the Cash Management and Investment Policies and Procedures of the US Department of Housing and Urban Development (“HUD”), to the extent applicable. (Attachment 1)

The Chief Investment Officer shall develop and maintain written procedures for the operation of the Investment program. Such procedures will include explicit delegation of authority to persons responsible for investment transactions.

No person may engage in an investment transaction except as provided under the terms of the Policy and the procedures established by the Chief Investment Officer, and as approved by the CEO.

The Chief Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to supervise and regulate the activities of subordinates.

All CHA bank accounts and investment accounts will be maintained at the designated bank, except as provided by loans or other agreements.

Investment performance evaluation will be based on appropriate benchmarks as indicated further in this Policy.

Investments shall be made in compliance with the Illinois Public Funds Investment Act, 30 ILCS 235/1 et seq. (the “Act”).

Investment Objectives

- Safety of principal is the primary objective. All demand deposits (see glossary) in excess of the FDIC insured deposit limit (currently \$250,000) must be 100% collateralized with U.S. government securities or FHLB Public Unit Deposit Insurance (Attachment 3) for non-Low Rent Public Housing and Homeownership programs-federal funds.
- The investment portfolio must be sufficiently liquid to meet anticipated operating expenditures when such expenditures become due, based on a daily, weekly, quarterly, and annual cash flow projection.
- The investment portfolio should achieve the maximum return possible, consistent with the above stated objectives of safety of principal and liquidity and allowing for risk factors such as market fluctuation in price and interest rate trends.

Permitted Investments

- See Table 1 (Appendix B).
- The securities described above may be acquired pursuant to agreements entered into between the Authority (or a trustee or agent on behalf of the Authority) and suppliers of such securities. Pursuant to such agreements, suppliers agree to sell to the Authority (or any such trustee or agent) specified securities on specific dates at specific prices. These specific terms and all other material terms will be established at the time of execution and delivery of any such agreements, and the transactions will be as set forth in such agreements.
- Investments authorized by the Illinois Public Funds Act shall be considered permissible investments

FINANCIAL POLICIES & PROCEDURES

Prohibited Transactions

The following transactions are not in compliance with current applicable policy/statute and are prohibited:

- When Issued Trading – trading of security prior to issuance
- Reverse Repurchase Agreements – the loaning of CHA securities for cash proceeds
- Securities Lending – the loaning of CHA securities for other securities
- Short Selling – the sale of a security the Authority does not own.

Investment Guidelines

Fund Specific

The CHA employs a portfolio approach to the investment management process. These portfolios represent specific funds, whether individually, or in the aggregate, comprise the source of the funds used to purchase the securities within the investment portfolios. The Chief Investment Officer and CEO shall establish a cross-functional internal management committee to assist the Investment Division with investment activities and procedures.

This cross-functional Staff Investment Committee shall decide appropriate duration and benchmark performance comparisons for each type of fund at the beginning of each year. The determinations will be based upon liquidity and budgetary requirements for each fund, taking into account economic conditions. These duration and benchmark determinations will be presented to the Finance Committee with the first Annual Cash Flow forecast of each fiscal year. Any actual duration changes greater than 25% of target duration will be reported to the Finance Committee throughout the year, as well.

The following guidelines will define the types of portfolios used and the relative liquidity, duration, and performance benchmark controls:

Liquidity Portfolio

This represents those funds received in the CHA's normal and recurring course of business. Typically, Federal Housing Grants used in the operation and management of the CHA's federal housing portfolio.

Examples: : Performance Funding System (PFS) (Operating), Housing Choice Voucher (HCV), Hope VI, Moving to Work (MTW) and any other HUD grants; additionally, operating funds which are derived from State and other non-federal sources, such as MacArthur Grants.

Maximum Duration Limit	One year OAS (Option Adjusted Spread) Basis
Performance Benchmark	6-month Treasury Bill (or similar comparative indicie)

Core Portfolio

CORE Portfolio funds are typically held and invested for identified use for periods exceeding one year. These funds may also be considered fund/program equity resulting from revenues, which exceed expenses on any given fund/program.

Examples: Insurance Reserve, Section 8 MTW Reserve and various program operating Reserves and/or collateralized lending programs

Maximum Duration Limit	30 Months OAS (Option Adjusted Spread) Basis
Performance Benchmark	2-year Treasury Note (or similar comparative indicie)

FINANCIAL POLICIES & PROCEDURES

Investment Guidelines

RAD (Rental Assistance Program – CHA LLC) RAD program funds may consist of operating, administrative, capital escrow, security deposit and replacement reserve.

Duration consideration will be based upon operational and budgetary requirements as indicated in CHA LLC Annual Budget.

Special Purpose Portfolios - These special purpose portfolios may consist of non-federal grant, funds and/or other funding/revenue which is received from alternative sources, and have defined source and use, such as Bond Proceeds, Project and Payment Funds, Debt Service Reserve, etc.

Maximum Duration Limit determined annually by Investment Committee based upon operational and budgetary requirements.

Performance Benchmark determined annually by Investment Committee based upon operational and budgetary requirements.

Additionally, any special purpose portfolio maximum duration and performance benchmark shall be reported to by the Board of Commissioner's Finance Committee upon reaching \$5 million total.

General

- No more than 5% of the operating portfolio value may be invested in securities issued by a single entity, except for securities issued or guaranteed by the U.S. Government or U.S. Government Agencies and money market assets with same day funds availability.
- Securities with maturities exceeding three years may not be held, unless they can be readily traded in the secondary market.
- Certificates of Deposit maturities will not exceed one year. A maximum of 10% of the total portfolio value may be invested in Certificates of Deposit. All Certificates of Deposit above the FDIC insured deposit limit (currently \$250,000) must be 100% collateralized by U.S. government securities specifically pledged to CHA or FHLB Public Unit Deposit Insurance (for non-Low Rent Public Housing and Homeownership program federal funds).
- Repurchase agreement collateral shall be held in custody pursuant to master repurchase or tri-party custodial agreement.
- To ensure diversification, investment maturities shall be laddered to avoid concentration of assets in a specific maturity sector.
- Liquidity shall be assured through practices that match maturing investments with the projected cash disbursements.

Authorized Financial Dealers and Institutions

The Chief Investment Officer will maintain a list of approved financial institutions, security brokers/dealers and banks to provide investment services. This list will be the result of competitive application processes, in accordance with HUD regulations, to the extent applicable. The list shall be reviewed on an annual basis, as well as periodically updated by the Chief Investment Officer and the Investment Committee, through an established process as needed, but no less than every five years. The list shall be submitted to the Finance and Audit Committee and the Board of Commissioners. CHA will provide equal opportunity in order to increase the participation of minority-owned financial institutions and to encourage minority-owned financial institutions to compete for CHA's investment business. This policy shall have diversity goals of 20% of transaction volume in firms which are MBE/WBE or Veteran Owned. The CHA will attempt to identify local business participation where possible.

FINANCIAL POLICIES & PROCEDURES

Investment Advisory Services

CHA reserves the right to contract out investment advisory services for investment management. All contracts or awards for these services shall be consistent with applicable CHA Procurement guidelines. Awards and/or contracts may include investment management services on either discretionary or non-discretionary basis for trade execution.

All oversight included in this policy, including risk control and suitable investment listing, shall also govern investment advisory or management services.

Performance Evaluation

The investment portfolio will be designed to obtain a competitive market rate return, taking into consideration CHA's investment risk, duration constraints and cash flow needs. Portfolio returns will be evaluated against the three-month U.S. Treasury Bill and other indices of appropriate maturities and compared to other portfolios with similar investment characteristics.

Performance Requirements

Treasury staff under the direction of the Chief Investment Officer shall generate daily reports providing daily transaction information on the activities of the investment portfolio including, but not limited to, identification of each investment instrument purchased, maturity dates, interest rates, costs and maturity value. Monthly reports will summarize monthly investment activities, report portfolio performance calculated from month-end market values, and will be provided to the Staff Investment Committee as part of its reporting requirements.

Investment Committee

The Chief Investment Officer shall appoint an internal cross-functional Investment committee, which will meet at least quarterly to report on the following information:

- Purchases, sales, and maturities
- Portfolio yield and earnings
- Investment fund balances
- Marked-to-market adjustment on the portfolio by security type
- Commentary on general direction of the market
- Market exposures and position balances by investment balances
- Credit exposures arising from collateral testing, repurchase agreements, etc.
- Current cash balances, projected future cash flows, funding requirements, and any borrowing required
- Comparison of actual return to appropriate market benchmark returns
- Changes in the perceived or actual risk of any component of the CHA's portfolio
- Discussion regarding any policy violations

FINANCIAL POLICIES & PROCEDURES

Ethics and Conflicts of Interest

In addition to all obligations and requirements of the CHA Board of Commissioners' Ethics Policy, all persons authorized to trade on behalf of CHA must refrain from personal business activity that could potentially conflict with proper execution of this Investment Policy or impair their ability to make impartial decisions. The Chief Investment Officer shall implement an annual attestation to be completed by all personnel authorized to trade disclosing all personal brokerage relationships. The Chief Investment Officer shall collect and review such attestations and file them with the internal audit function. Under no circumstances shall a participant in the investment process receive any type of financial gain, either directly or indirectly, from the investment of CHA funds. Any real or potential conflict of interest must be reported to the Ethics Officer, Inspector General, General Counsel and Internal Audit function.

Additionally, the Investment Committee will be responsible for providing investment reporting as requested by the CHA Board of Commissioners or its Finance and Audit Committee.

Prudence

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability or give the appearance of impairing their ability, to make impartial investment decisions. Officers and employees shall disclose to the CHA Ethics Officer any material financial interest in financial institutions that conduct business with CHA, and they shall further disclose any large personal financial/investment positions that could be related to the performance of CHA's portfolio. Officers and employees shall subordinate their personal investment transactions to those of CHA, particularly with regard to the timing of purchases and sales.

The standard of prudence to be applied by the Chief Investment Officer shall be the "prudent investor" rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation but for investment considering the probable safety of their capital as well as the probable income to be derived." The prudent investor rule shall be applied in the context of managing the overall portfolio.

The Chief Investment Officer, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for a specific securities credit risk or market price changes, provided these deviations are reported immediately to the CEO and appropriate actions are taken to minimize the adverse affects on the portfolio.

The Chief Investment Officer must ensure that all pledged and/or collateralized accounts and related agreements are marked-to-market on a bi-weekly basis and properly maintained to safeguard investments and required account balances including attention to FDIC deposit insurance limits.

The Chief Investment Officer may direct any trustee, under an indenture securing notes or bonds of the Authority, to enter into a Tri-Party Custodian Undertaking with a bank or trust company for the purpose of holding and valuing (as such trustee's agent) securities that are the subject of a repurchase agreement entered into by the trustee pursuant to such indenture.

The Chief Investment Officer must also incorporate in the written investment procedures adequate controls for the safekeeping and custody of invested assets to reduce the risk of fraud or embezzlement.

FINANCIAL POLICIES & PROCEDURES

Risk Control

The CHA recognizes that there are many risks inherent to its diverse investment funds. In recognition of these risks, the following controls are hereby established, which are designed to mitigate such risks and allow for quarterly reporting within the investment committee.

- **Interest Rate Risk** – In order to mitigate risks that changes in market interest rates will adversely affect value and liquidity of its investments, the CHA will ensure that at least 50% of its liquidity portfolio matures within one year.
- **Highly Sensitive Investments** – These are investments which are primarily mortgage obligations and which provide monthly return of interest and principal monthly in varying amounts. These types of securities will be limited to 5% or less of the aggregate portfolio. In addition, highly sensitive securities will be subject to the passing of Federal Financial Institutions Examination Council (FFIEC) testing at time of purchase.
- **Credit Risk** – Credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. The CHA will mitigate this credit risk by investing only in approved securities which are rated in the highest investment grade categories (AA or better) of at least one of the following three national rating agencies (Standard & Poors, Moody’s and Fitch). In addition, CHA will mitigate concentration risk by limiting total investments to 25% of portfolio value to any one issuer. Limit will be 7.5% for state/municipal obligations, subject to established credit criteria, and 5% for Illinois Department Housing Authority (IDHA) Mortgage Participation Certificates (MPC), as well. This limit shall not apply to cash or cash equivalents or investments guaranteed by the full-faith and credit of the United States of America.
- **Custodial Credit Risk** – Custodial credit risk for deposits is the risk that, in the event of failure of a depository financial institution, the Chicago Housing Authority will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. The CHA shall attempt to mitigate this risk by monitoring financial stability of its depository banks and trust agents holding said collateral. In order to protect against this risk, the CHA will prohibit custodial banks which are holding securities purchased for the CHA, from purchasing such securities from brokers or dealers which are related to the custodial bank, unless a provision to the contrary is negotiated with and agreed to by the CHA as part of a credit or borrowing program.

Internal Control

Cash Management and Funding Guidelines:

All federal, state, and local funding shall be obligated, budgeted and expended in compliance with any rules and regulations applicable. HUD Electronic Line of Credit Control System will be validated by appropriate Treasury staff per current operating procedures. The Finance Division shall report timely and accurately all planned cash disbursements to the extent possible.

Interfund and/or interprogram borrowing shall be prohibited unless appropriate budget and accounting requirements have been met.

Accountability

This Policy shall be reviewed annually by the Chief Investment Officer and staff (under the direction of the CEO).

An annual cash forecast for the fiscal year is to be prepared by the Chief Investment Officer no later than March 1st of the year. The cash forecast shall be approved by the Investment Committee. It shall be presented to the Finance and Audit Committee of the Board of Commissioners.

FINANCIAL POLICIES & PROCEDURES

AUDIT POLICY

- The Authority's Audit policy requires that all service providers, under contract or provider agreement, comply with federal and state laws and regulations requiring an independent audit by a certified public accountant or the Legislative Auditor of the State of Illinois. Audit engagement letters must be submitted to the CFO no later than 30 days prior to the end of the audit period, (which is our fiscal year). The required audit reports must be submitted to the Office of the Comptroller within 30 days of completion of the audit, but not later than 90 days following the end of the audit period.
- Service providers under contract or provider agreement must work collaboratively with the Authority to resolve any findings contained in the audit report, including as necessary, the recovery of disallowed and/or questioned costs that cannot be justified.
- The Authority may suspend payments under a contract/provider agreement when the provider fails to submit an audit engagement letter, audit report or fails to respond to agency requests to clear audit findings. If action agreed upon in an audit resolution plan has not been completed to the Authority's satisfaction within a reasonable/specified time, the contract will be canceled.
- A contract/provider agreement shall be canceled 30 days following suspension of payment, if an engagement letter, audit report, or audit resolution plan has not been submitted by the provider.

DEBT POLICY

Purpose and Goals

As a part of the Plan Forward: Communities that Work, the Chicago Housing Authority, as well as for other on-going capital improvements, the issuance of debt will play an integral role in financing many critical activities. Since capital improvements are one of the most important reasons for borrowing, the Authority needs a management policy to oversee how all borrowing activities should take place.

There are three main purposes for establishing a debt policy: 1) to establish goals for issuance of debt obligations so an acceptable level of indebtedness will not be exceeded; 2) to send a positive message to rating agencies and other stakeholders regarding an organization's commitment to prudent financial management; and, 3) to enhance the quality and consistency of an organization's long-term public policy and financial planning decisions.

In adhering to this policy, the Authority will pursue the following goals:

- The Authority shall endeavor to attain the best possible credit rating for each debt issue.
- The Authority shall consider market timing when issuing debt.
- The Authority shall endeavor to ensure timely repayment of all debt.
- The Authority will, to the extent possible, make the length of the debt issue equal to or shorter than the useful life of the asset that is being financed.
- The Authority shall consider the impact of overlapping debt, as well as the financing plans of other state and local municipal organizations with which the Authority may share, or potentially share, a pool of resources, when contemplating the issuance of new debt.
- The Authority will continue to assess new and innovative approaches to issuing debt.

This debt policy also takes into account an efficient working relationship between the Authority's Chief Executive Officer ("CEO"), the Chief Financial Officer ("CFO"), and the Authority's Board of Commissioners ("the Board").

FINANCIAL POLICIES & PROCEDURES

Authorization

A. Authority and Purposes of the Issuance of Debt

The laws of the State of Illinois, including without limitation, the Housing Authorities Act 310 ILCS 10/1, et seq., (the “Act”) and the Local Government Debt Reform Act, 30 ILCS 350/1 et seq., (the “Debt Reform Act”), authorize the issuance of debt by the Authority. The Authority is empowered to borrow money, to issue bonds, notes, debentures, or other evidences of indebtedness, and to secure the same by pledges of its revenues, or in any other manner. The Authority also has the power to issue refunding and advance refunding bonds to pay or retire bonds previously issued by it.

The Authority may issue debt for any of the purposes set forth in the Act, including but not limited to, to finance in whole or in part the cost of acquisition, purchase, construction, reconstruction, improvement, alteration, extension or repair of any project or undertaking, to aid in slum clearance, to assemble land for redevelopment, to acquire and dispose of improved or unimproved property, to remove unsanitary or substandard conditions, to construct and operate housing accommodations and to regulate the maintenance of housing projects. The Authority’s powers to borrow, expend, loan, invest and repay monies for the purposes set forth in the Act are public objects and governmental functions.

In addition to its general borrowing powers, the Authority is specifically authorized to issue revenue bonds to finance the construction, equipping, rehabilitation or refinancing of multi-family rental housing designed for mixed-income or low-income occupancy in the City of Chicago and to make capital improvements thereto, to make loans for such purpose, to purchase construction loans or mortgage loans originated in accordance with an agreement to finance multi-family rental housing or to make loans to lending institutions for the making of construction loans or mortgage loans to finance such multi-family rental projects. The Authority is also authorized to enter into loan agreements, regulatory agreements and other documents with private borrowers from the proceeds of such multi-family housing revenue bonds and to accept guaranties from persons for its loans.

The Authority has the power, under state law, to borrow money from the federal government for or in aid to any project. The Authority is empowered to do all things necessary or desirable, to secure the financial aid or cooperation of the Federal Government in connection with the: acquisition; construction; rehabilitation; operation; maintenance of housing projects and, to obtain guarantees or insurance from the federal government for the payment of bonds issued by the Authority. The Authority is also empowered to agree to limitations upon the exercise of any powers conferred upon the Authority by the Act in the connection of any loan by a government

B. Types of Debt Authorized to Be Issued

The Authority may issue such type of bond as it determines by resolution, including:

- Bonds payable from revenues of the housing project being financed (including revenues derived from a loan agreement providing for loan repayment installments sufficient to pay the loan when due with respect to a project located within Chicago).
- Bonds payable from revenues of certain housing projects whether or not financed with bond proceeds.
- Bonds payable from Authority revenues generally.
- Bonds secured by any other property of the Authority.
- Certificates of indebtedness in connection with installment leases or sales, payable for a period of no more than 20 years, or other period authorized by law, whichever is greater.
- Investment agreements purchased with bond proceeds payable over a term not to exceed the maximum term

FINANCIAL POLICIES & PROCEDURES

C. State Law

The Act generally governs the Board's power and authority to issue debt, and the procedures to be observed. In addition to and not in limitation of the powers to issue debt authorized by the Act, the Debt Reform Act provides supplemental authority regarding the issuance and sale of bonds, not to exceed a term of 40 years.

State law generally provides discretion to the Board to establish the terms, conditions and manner of sale. All bonds must be authorized by Board resolution. Interest rates may be variable or fixed, but may not exceed the maximum rate set forth in the Bond Authorization Act, as now or hereafter amended (30 ILCS 305/0.01 *et seq.*).

Bond proceeds may be used to pay interest upon such bonds for a period not to exceed two years or a period ending 6 months after the estimated date of completion of the project or accomplishment of the purpose for which the bonds were issued. Bonds may be sold at public or private sale. Any bonds issued pursuant to the Act are fully negotiable. Bond proceeds may be used to pay for the costs of issuance, to fund debt service reserves, and to pay capitalized interest, subject to certain limitations.

To secure the payment of its bonds or obligations under leases, the Authority has the power to enter into the various types of covenants and agreements customary to financial transactions, such as limitations on incurring additional debt, covenants against pledging any part of its revenues, coverage covenants, etc., and such covenants as may tend, in the discretion of the Authority, to make its bonds more marketable. Covenants as to rents and fees to be charged in operation of a housing project may be subject to special limitations, under both federal and state law.

Bondholders or their trustees are authorized by statute, subject only to any contractual restrictions binding upon the bondholder or trustee, to enjoin or otherwise compel the Authority to perform each provision with or for the benefit of bondholders or trustees and to enjoin any violations of their rights or unlawful acts.

Structure and Use

When structuring a debt issue, consideration should be given to any contractual, statutory, or regulatory conditions or restrictions governing the funds that are anticipated to serve as the source of repayment for the debt issue and/or as collateral, such as in any relevant grant agreements, the ACC, the Moving-to-Work Agreement, and/or applicable state and federal statutes and regulations. Prior debt instruments should also be examined.

A. Sale of Securities

All debt issued by the Authority shall be approved by the Board. Both negotiated and competitive methods of sale can be considered for all issuance of debt.

Any financing plan should contemplate all prevalent financial products and should take into consideration the condition of the local, regional, national, and if necessary, international markets.

B. Credit Enhancements

The Authority may enter into credit enhancement agreements, to the extent permitted by law, with commercial banks, public agencies, insurance companies, or other entities when their use is judged to lower borrowing costs, restrictive covenants, or otherwise make the transaction more advantageous to the Authority.

C. Impact on Operating Budget

When considering any debt issuance, the potential impact of debt service on the operating budget, both short and long-term, will be evaluated. The ratio of annual debt service to MTW Funds will be one method of evaluation. The cost of debt issued for capital repair and maintenance should be judged against the potential cost of delaying such repair.

FINANCIAL POLICIES & PROCEDURES

D. Debt Issued to Finance Operating Costs

The Authority should not finance general operating costs from debt having maturities greater than one year. General operating costs include, but may not be limited to, those items normally funded in the Authority's annual operating budget and having a useful life of less than one year. To the extent, however, borrowing funds such as a working cash fund that may be used to finance several years of operating costs, a longer maturity schedule may be appropriate.

RELATED ISSUES

A. Reporting of Debt

The Comprehensive Annual Financial Report ("the CAFR") will serve as the repository for disclosures of indebtedness. The disclosures describing all outstanding debt obligations of the Authority will be found in the "Notes to the Financial Statements" section of the CAFR.

B. Financial Disclosure

The Authority shall prepare appropriate continuing disclosures as requested by HUD, the Securities and Exchange Commission, the federal government, the State of Illinois, rating agencies, underwriters, bond counsel, investors, taxpayers, and other necessary entities, as dictated by the terms of the agreement with that particular entity, to ensure compliance with applicable laws and regulations.

C. Review of Financing Proposals

All financing proposals involving a pledge of the Authority's credit through the sale of securities, execution of loans or lease agreements, or otherwise directly or indirectly lending or pledging the Authority's credit, shall be referred to the CFO, who shall determine the financial feasibility of such proposal, and make appropriate recommendations to the Authority's CEO and the Board for review and approval.

D. Establishing Financing Priorities

The CFO, with appropriate Board oversight, shall administer and coordinate the Authority's debt issuance program and activities, including timing of issuance, method of sale, structuring the issue, and marketing strategies. The CFO shall meet with the CEO and the Board, as necessary, to discuss the status of any debt program.

E. Rating Agency Relations

The Authority shall endeavor to maintain effective relations with the rating agencies. The CFO, along with the Authority's financial advisors, shall communicate with the rating agencies in order to appropriately keep these agencies informed concerning the Authority's debt program.

F. Investment Community Relations

The Authority shall endeavor to maintain a positive relationship with the investment community. The CFO shall prepare reports and other forms of communication as necessary, to appropriately inform the public concerning the Authority's debt program.

G. Refunding Policy

When deemed to be in its best interest, the Authority shall consider refunding or restructuring outstanding debt when financially advantageous or beneficial.

FINANCIAL POLICIES & PROCEDURES

H. Investment of Borrowed Proceeds

The Authority acknowledges its on-going responsibility to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with Illinois statutes governing the investment of public funds and with the permitted securities covenants of related bond documents executed by the Authority. The Authority's Investment Policy shall govern the specific methods of investment of bond related proceeds. The efficient management of public funds shall enable the Authority to respond to changes in markets or changes in payment schedules, so as to ensure liquidity and minimize risk.

I. Authorized Purchasers

Housing authority bonds or other obligations issued in connection with a project for which the federal government, state government, or any political subdivision of the State has provided or agreed to provide financial assistance, are authorized investments for the state, any of its political subdivisions, banks, trust companies, savings and loans and others carrying on a banking business, insurance companies, executors, trustees and other fiduciaries, and generally all sinking, insurance, retirement, compensation, pension and trust funds, whether owned or controlled by private or public persons or officers.

DEPRECIATION OF CAPITAL ASSETS

The Authority capitalizes assets with a cost of more than \$5,000 and an estimated useful life greater than one year. Capital assets are recorded at cost or at fair value at time of acquisition. Capital improvements that extend the useful life of assets are capitalized. In keeping with generally accepted accounting principles (GAAP) and as reflected in Governmental Accounting Standard's Board Statement No. 34, the CHA depreciates its capital assets over the estimated useful life of the asset. Depreciation of capital assets is computed using the straight-line method assuming the following useful lives:

Asset Category	Asset Useful Life
Buildings	40
Site Improvements	20
Furnitures	8
Equipments	5 & 8
Vehicles	5
Building Improvements	10

FINANCIAL POLICIES & PROCEDURES

CHA Investment Policy—APPENDIX B Approved Securities

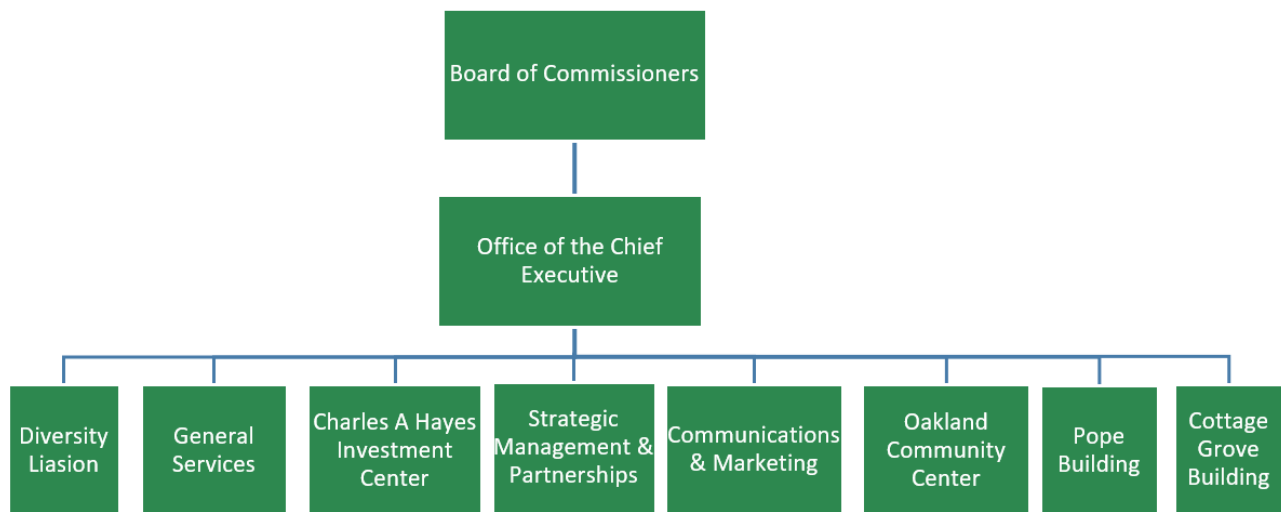
- United States Treasury Bills
- United States Treasury Notes and Bonds
- United States Treasury Strips
- Farm Credit Consolidated System (FFCB) Discount Notes, Notes and Bonds
- Federal Home Loan Bank (FHLB) Discount Notes, Notes and Bonds
- Federal National Mortgage Association (FNMA) Discount Notes, Notes and Bonds
- Federal Home Loan Mortgage Corporation (FHLMC) Discount Notes, Notes and Bonds
- Sallie Mae (SLMA) Obligations
- Farmer Mac (FRM) Discount Notes and MTNs
- Financing Corp (FICO) Notes, Strips
- Tennessee Valley Authority (TVA) Notes, Bonds, and Strips
- Private Export Funding Corp (PEFCO)
- Inter-American Development Bank (IADN) Discount Notes
- Overseas Private Investment Corp (OPIC) - Sovereign Agency US
- Government Aid Bonds (AID) - Agency for International Development
- Housing Government Sponsored Enterprises (GSE)
- Security Issued by any other agency created by an Act of Congress
- Money Market Deposit & Super Now Accounts that are 100 % backed by US Gov't Securities
- Interest-Bearing Savings Accounts and Time Deposits or Certificates of Deposits issued by financial institutions which are insured and/or collateralized 100% by Government Securities for the Low-Rent Public Housing and Home Ownership Programs
- Repurchase Agreements pursuant to the Act. The securities, unless registered or inscribed in the name of the Authority, shall be purchased through banks or trust companies authorized to do business in the State of Illinois. The term "repurchase agreements" as used herein shall include flexible repurchase agreements that permit the Authority to withdraw funds as needed and master repurchase agreements that permit the deposit, withdrawal, and redeposit of funds over time and do NOT exceed 30 day maturities.
- Mortgage backed Securities and CMOs issued by GNMA, FHLMC & FNMA
- SBA (Asset Based Product is Guaranteed by Lender)
- HUD Project Notes
- Title 11 Merchant Marine
- Housing (HUD) Government Sponsored Enterprises (GSE)
-

Non-Low Rent Public Housing or Homeownership Programs (subject to established credit criteria)

- Interest-Bearing Savings Accounts and Time Deposits or Certificates of Deposits issued by financial institutions which are insured and/or collateralized 100% by FHLB Public Unit Deposit Insurance for all other programs
- State/Municipal Obligations
- Illinois Housing Development Authority Mortgage Participation Certificate
- Commercial Paper – short-term obligations of corporations
- Credit Unions – state of Illinois only
- Public Treasurer's Investment Pool – section 17 State Treasurer's Act

EXECUTIVE OFFICES DIVISION

The Executive Office Division is responsible for the overall management, direction and accountability of the Authority, including the effective implementation of policies approved by the Board of Commissioners. In addition, the Executive Office Division coordinates and monitors the activities of all departments within the Authority to ensure that program goals and objectives are attained. The Executive Office Division ensures that the Authority’s responsibilities to local, state, federal, and community entities are met.



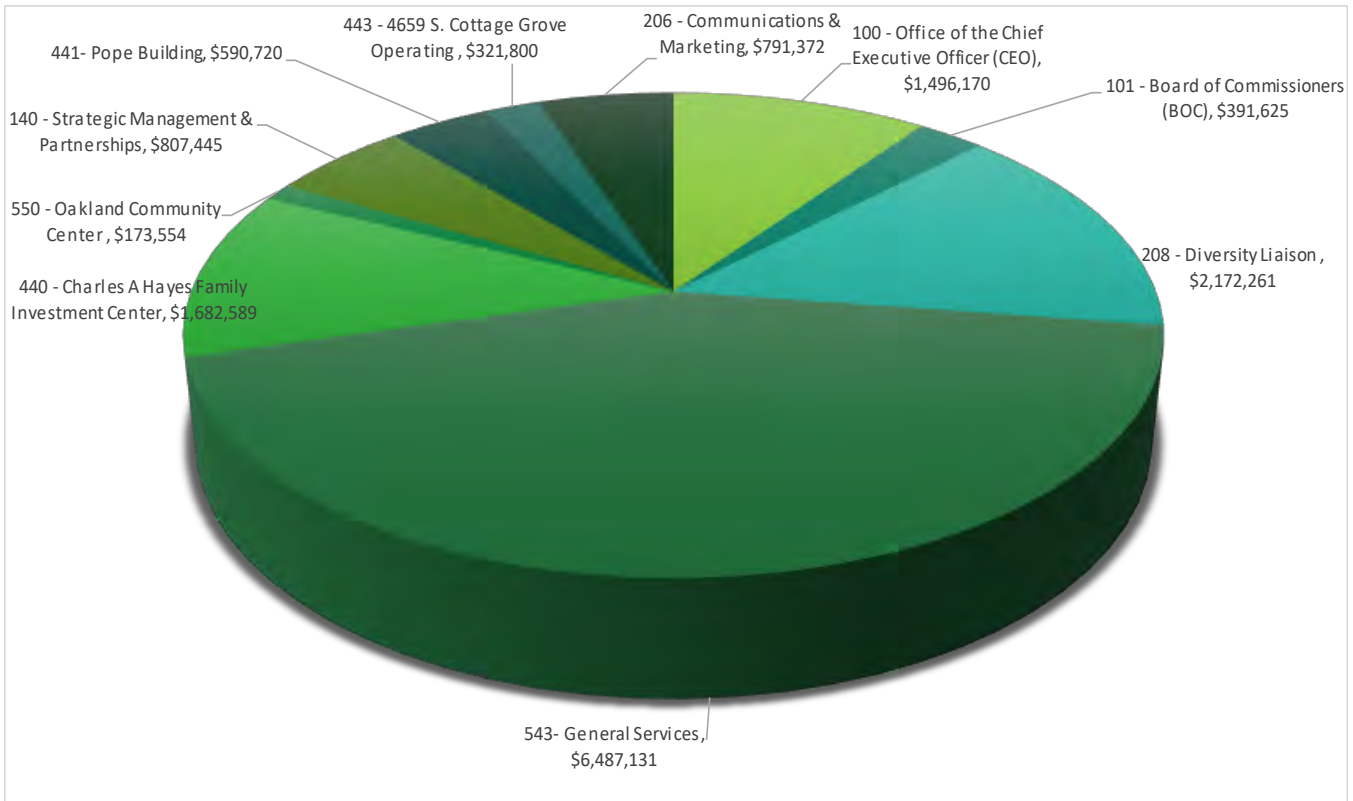
INSIDE EXECUTIVE OFFICES

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

HUD SECRETARY BEN CARSON VISITS THE CLYBOURN 1200 MIXED-INCOME DEVELOPMENT

EXECUTIVE OFFICES DIVISION

EXPENDITURES BY COST CENTER



EXECUTIVE OFFICES DIVISION

TOTAL EXPENDITURE BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
100 - Office of the Chief Executive Officer (CEO)	\$1,049,514	\$929,901	\$1,474,451	\$1,496,170	1.47%
101 - Board of Commissioners (BOC)	\$496,794	\$497,043	\$569,515	\$391,625	-31.24%
208 - Diversity Liaison	\$1,538,138	\$1,609,606	\$2,314,730	\$2,172,261	-6.15%
543- General Services	\$6,120,066	\$6,317,565	\$6,461,013	\$6,487,131	0.40%
440 - Charles A Hayes Family Investment Center	\$1,231,564	\$1,308,715	\$1,270,300	\$1,682,589	32.46%
550 - Oakland Community Center	\$171,236	\$172,447	\$173,554	\$173,554	0.00%
140 - Strategic Management & Partnerships	\$733,764	\$770,155	\$787,806	\$807,445	2.49%
441- Pope Building	\$0	\$0	\$0	\$590,720	0.00%
443 - 4659 S. Cottage Grove Operating	\$0	\$0	\$0	\$321,800	0.00%
206 - Communications & Marketing	\$664,870	\$721,961	\$752,098	\$791,372	5.22%
Executive Offices	\$12,005,945	\$12,327,394	\$13,803,467	\$14,914,667	8.05%

BUDGET YEAR COMPARISON

100-Office of the Chief Executive Officer

The overall budget of the Office of the Chief Executive Officer increased by \$21,719 or 1.47% due to Pay for Performance and one pay adjustment.

101-Board of Commissioners

The overall budget decreased by \$177,890 or -31.24% due to the elimination of 1 FTE.

208- Diversity Liaison

The overall budget decreased by \$142,470 or -6.15% due to the elimination of 2 FTEs.

543- General Services

The personnel budget increased by \$9,060 or 0.79%, this is primarily due to Pay for Performance offset by vacancies filled at lower rates. The non-personnel budget increased by \$17,058 or 0.32%, which is mostly due to an increase in rent expense.

440- Charles A Hayes Family Investment Center

The personnel budget increased \$412,290 or 65.67%, this is primarily due to the addition of 6 FTEs.

550- Oakland Community Center

The budget did not change from the pervious year.

140-Strategic Management & Partnerships

The personnel budget increased by \$19,638 or 2.97%, primarily due to Pay For Performance .

206-Communications & Marketing

The personnel budget increased by \$39,274 or 6.55%, this is primarily due to a Pay For Performance and promotions.

441- Pope Building

New CHA commercial property.

443- 4659 S. Cottage Grove

New CHA commercial property.

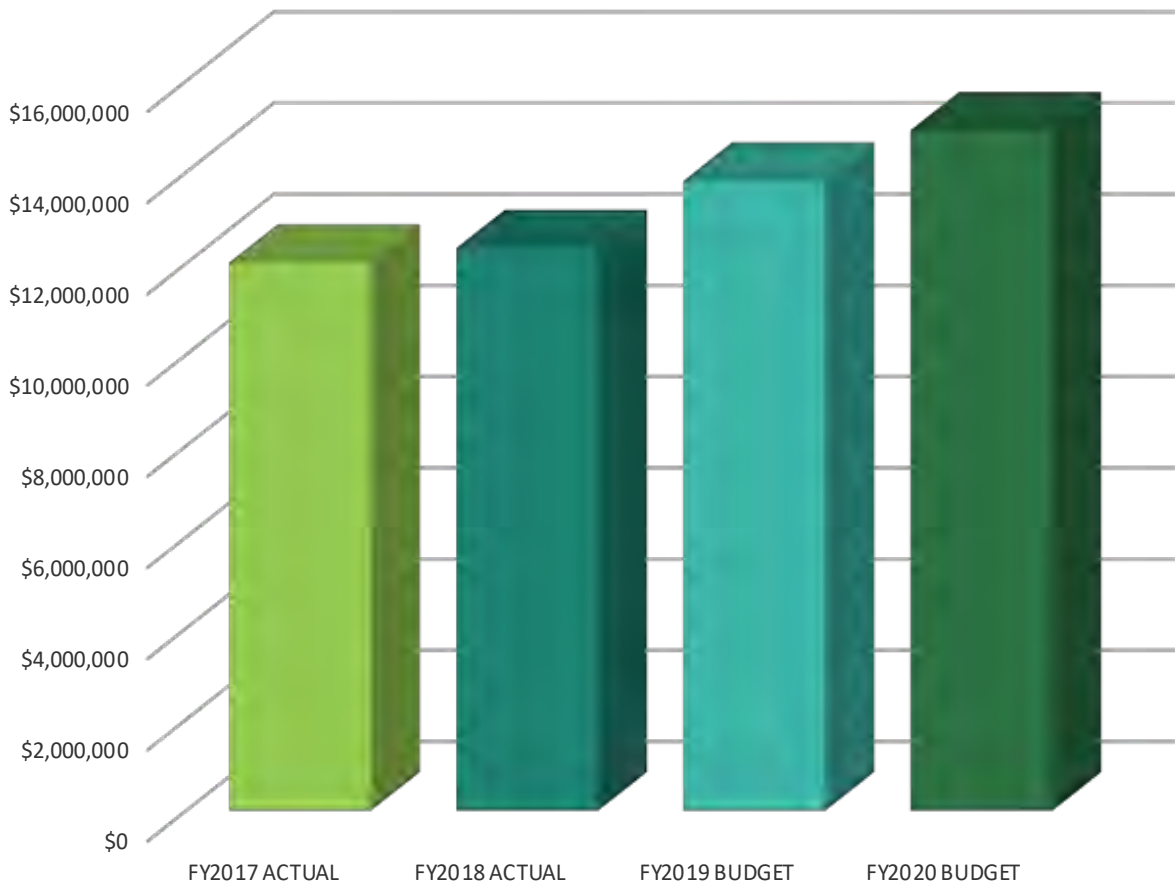
EXECUTIVE OFFICES DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	
	REVENUE	REVENUE	REVENUE	REVENUE	% OF CHANGE
MTW Fund	\$12,005,945	\$12,327,394	\$13,803,467	\$14,592,867	5.72%
Other Funding	\$0	\$0	\$0	\$321,800	0.00%
Grand Total	\$12,005,945	\$12,327,394	\$13,803,467	\$14,914,667	8.05%

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	% OF CHANGE
Non-Personnel	\$7,454,912	\$7,494,346	\$8,213,463	\$9,061,442	10.32%
Personnel	\$4,551,033	\$4,833,048	\$5,590,004	\$5,853,225	4.71%
Grand Total	\$12,005,945	\$12,327,394	\$13,803,467	\$14,914,667	8.05%

EXPENDITURES BY FISCAL YEAR



EXECUTIVE OFFICES DIVISION

DIVISION SUMMARY

Mission

The Executive Office Division provides strategic vision and direction for Chicago Housing Authority while overseeing the implementation of CHA's mission, goals and objectives.

2019 Accomplishments

The Executive Office led CHA's efforts to identify new opportunities to preserve and create housing for low-income families in diverse communities across Chicago. In addition to pursuing development at major public housing sites such as Cabrini, Horner, Ickes, Lathrop, Washington Park, LeClaire and ABLA/Roosevelt Square, CHA continues to invest in development in communities that lack significant affordable housing options such as West Ridge, Logan Square, Ravenswood, Humboldt Park, Rogers Park and Old Irving Park.

The Executive Office also managed CHA's continuing capital investments in its properties to ensure that its housing stock is maintained to the highest standards, including major rehabilitation work at CHA's senior and scattered site properties, while ensuring that CHA's voucher utilization and public housing vacancy rates continue to meet the 90% goals.

One of the Authority's most significant achievements in 2019 was the settlement of the landmark 52-year-old Gautreaux litigation. U.S. District Court Judge Marvin Aspen approved the settlement reached by CHA and BPI, signaling the progress CHA has made in ending the isolation of public housing residents. The agreement creates a detailed road map for CHA to complete its Gautreaux obligations by July 31, 2024 and will help shape CHA's work in the next few years. The settlement was a fitting cap to a year filled with successes and work that helped reshape lives and communities and positioned CHA as a leader in affordable housing and community development in Chicago and beyond.

2020 Goals

- Build effective internal and external awareness of CHA's vision, mission and strategic objectives and highlight CHA and mayoral achievements, initiatives and programs.
- Continue to direct the agency's progress toward key unit delivery, development and capital construction goals, including redevelopment at major sites such as Cabrini, Horner, Lathrop, Ickes, Washington Park, LeClaire and ABLA/Roosevelt Square.
- Manage the agency's ongoing relationship and collaboration with HUD, including CHA's participation in HUD's MTW Demonstration Program.
- Manage the agency's key stakeholder relationships and ensure open communication with the Board of Commissioners, elected officials, key government entities, non-profits and residents.
- Monitor federal, state and local legislation and initiatives, and develop the agency's overall legislative strategies.
- Implement key agency-wide policy and special initiatives.
- Coordinate and oversee agency-wide internal business policies, processes and initiatives.
- Manage programs that promote the well-being, safety and self-sufficiency of CHA residents .
- Ensure the principles of diversity, equity and inclusion are at the forefront of our policies, services, programs and operations.

EXECUTIVE OFFICES DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

FY2020
BUDGET

The Office of the Chief Executive Officer (100)

The Chief Executive Officer oversees the general functions of the Chicago Housing Authority (CHA) and determines the management priorities of the Authority. This Office is also responsible for ensuring leadership to meet public and administrative requirements. The CEO is charged with enforcement of all policies established by the Board of Commissioners and for overall management, direction and accountability of the Authority. **\$1,496,170**

Board of Commissioners (101)

The Board of Commissioners represents the governing body responsible for fiscal oversight and policy administration for the Chicago Housing Authority. **\$391,625**

Strategic Management & Partnerships (140)

The Strategic Management & Partnerships Department supports agency-wide initiatives and programs, including the Moving to Work (MTW) Program, by providing centralized data analysis, research, reporting and mapping, and coordinates agency-wide internal projects that require Executive Office oversight. The department's key functions include: **\$807,445**

- Compliance and reporting for the MTW Program
- Coordination of internal agency-wide data analysis and research requests
- Management of key agency data sets and maps
- Coordination and management of executive correspondence
- Management of the public comment process for agency initiatives
- Oversight and management of FOIA process
- Management and coordination of external research projects and partners

Diversity Liaison (208)

The Office of Diversity and Inclusion helps CHA provide culturally sensitive services by implementing a wide-range of programs and activities aimed to increase cultural competency, collaboration and access — particularly among hard-to-reach populations. In addition, we celebrate diversity by commemorating heritage months and special dates dedicated and devoted to raising awareness about emotional, physical, and psychological health. The Office of Diversity and Inclusion also promotes inclusion and equity by strengthening CHA's multicultural and multilingual marketing and outreach strategy and convening and connecting key stakeholders. **\$2,172,261**

EXECUTIVE OFFICES DIVISION

COST CENTER DESCRIPTIONS

FY2020
BUDGET

Communications & Marketing (206)

\$791,372

The Department of Communications and Marketing helps the Chicago Housing Authority build effective internal and external brand awareness for all CHA departments through marketing and branding, public relations, communications, special events, community engagement, web communications and graphic design. The department also works to advance CHA's vision, mission and strategic objectives in the marketplace by delivering key messages to a wide variety of stakeholders and building relationships on local, state and national levels to underscore the agency's leadership, distinctive culture and defining strengths.

Additional key functions include:

- Increase the visibility, transparency and clarity of CHA as a thought leader
- Capitalize on current momentum to showcase the breadth of CHA achievements, initiatives and programs
- Energize the CHA brand to enhance its reputation
- Position CHA as a catalyst for change
- Promote mutually beneficial relationship between CHA and key stakeholders

General Services (543)

\$6,487,131

General Services is responsible for managing the administrative headquarters and satellite offices of the CHA. Services include, fleet management, mail and messenger services, warehouse services, audio services, and vendor contract management including copy paper, office supplies, parking services, business cards and envelopes, conference services.

Charles A Hayes Investment Center (440)

Continue to improve the relationships between the Chicago Housing Authority residents, employees, FIC occupants and the community by providing collaboration opportunities in order to maximize relationships to expand additional services. **\$1,682,589**

Oakland Community Center (550)

CHA's non-residential facility located within an approximately 94 acre CHA site the previously included over 3,200 public housing units that provides programming for the nearly 500 young people at Oakwood Shores. **\$173,554**

EXECUTIVE OFFICES DIVISION

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Pope Building (441)

Formerly Nathaniel Pope Elementary School, now referred to as the Pope building was obtained by CHA in 2017 and is located a 1852 S. Albany Chicago, IL 60623. In 2019, the 80,000 square foot facility became home to the west satellite office for the Housing Choice Voucher (HCV) program. This facility is owned and operated by the CHA.

\$590,720

Cottage Grove (443)

Most recently known for being the previous home of the Urban Partnership Bank. The Bank Building situated on the bustling 47th Street Corridor and nestled on the corner of Cottage Grove was purchased by CHA in 2019. Located at 4659 S. Cottage Grove Ave. Chicago, IL 60653, the 22,500 square foot facility will be the future home to the south satellite office for the Housing Choice Voucher (HCV) program. This facility is owned and operated by the CHA.

\$321,800

EXECUTIVE OFFICES DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
100 - Office of the Chief Executive Officer (CEO)					
MTW Fund	\$1,049,514	\$929,901	\$1,474,451	\$1,496,170	1.47%
100 - Office of the Chief Executive Officer (CEO) Total	\$1,049,514	\$929,901	\$1,474,451	\$1,496,170	1.47%
101 - Board of Commissioners (BOC)					
MTW Fund	\$496,794	\$497,043	\$569,515	\$391,625	-31.24%
101 - Board of Commissioners (BOC) Total	\$496,794	\$497,043	\$569,515	\$391,625	-31.24%
208 - Diversity Liasion					
MTW Fund	\$1,538,138	\$1,609,606	\$2,314,730	\$2,172,261	-6.15%
208 - Diversity Liasion	\$1,538,138	\$1,609,606	\$2,314,730	\$2,172,261	-6.15%
543 - General Services					
MTW Fund	\$6,120,066	\$6,317,565	\$6,461,013	\$6,487,131	0.40%
543 - General Services	\$6,120,066	\$6,317,565	\$6,461,013	\$6,487,131	0.40%
440 - Charles A. Hayes Family Investment Center					
MTW Fund	\$1,231,564	\$1,308,715	\$1,270,300	\$1,682,589	32.46%
440 - Charles A. Hayes Family Investment Center	\$1,231,564	\$1,308,715	\$1,270,300	\$1,682,589	32.46%
441 - Pope Building					
MTW Fund	\$0	\$0	\$0	\$590,720	0.00%
441 - Pope Building	\$0	\$0	\$0	\$590,720	0.00%
443 - 4659 S. Cottage Grove - Operating					
Other Funding	\$0	\$0	\$0	\$321,800	0.00%
443 - 4659 S. Cottage Grove - Operating	\$0	\$0	\$0	\$321,800	0.00%
550 - Oakland Community Center					
MTW Fund	\$171,236	\$172,447	\$173,554	\$173,554	0.00%
550 - Oakland Community Center	\$171,236	\$172,447	\$173,554	\$173,554	0.00%
140 - Strategic Management & Partnerships					
MTW Fund	\$733,764	\$770,155	\$787,806	\$807,445	2.49%
140 - Strategic Management & Partnerships Total	\$733,764	\$770,155	\$787,806	\$807,445	2.49%
206 - Communications & Marketing					
MTW Fund	\$664,870	\$721,961	\$752,098	\$791,372	5.22%
206 - Communications & Marketing Total	\$664,870	\$721,961	\$752,098	\$791,372	5.22%
Grand Total	\$12,005,945	\$12,327,394	\$13,803,467	\$14,914,667	8.05%

EXECUTIVE OFFICES DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
100 - Office of the Chief Executive Officer (CEO)					
Non-Personnel	\$156,176	\$125,574	\$291,590	\$291,590	0.00%
Personnel	\$893,338	\$804,327	\$1,182,861	\$1,204,580	1.84%
100 - Office of the Chief Executive Officer (CEO) Total	\$1,049,514	\$929,901	\$1,474,451	\$1,496,170	1.47%
101 - Board of Commissioners (BOC)					
Non-Personnel	\$11,674	\$14,210	\$41,425	\$41,425	0.00%
Personnel	\$485,120	\$482,834	\$528,090	\$350,200	-33.69%
101 - Board of Commissioners (BOC) Total	\$496,794	\$497,043	\$569,515	\$391,625	-31.24%
208 - Diversity Liasion					
Non-Personnel	\$1,105,258	\$1,050,991	\$1,477,236	\$1,477,237	0.00%
Personnel	\$432,879	\$558,614	\$837,494	\$695,024	-17.01%
208 - Diversity Liasion	\$1,538,137	\$1,609,606	\$2,314,730	\$2,172,261	-6.15%
543 - General Services					
Non-Personnel	\$5,172,608	\$5,225,846	\$5,308,860	\$5,325,918	0.32%
Personnel	\$947,458	\$1,091,719	\$1,152,153	\$1,161,213	0.79%
543 - General Services	\$6,120,066	\$6,317,565	\$6,461,013	\$6,487,131	0.40%
440 - Charles A Hayes Family Investment Center					
Non-Personnel	\$677,584	\$669,471	\$642,443	\$642,442	0.00%
Personnel	\$553,980	\$639,245	\$627,857	\$1,040,147	65.67%
440 - Charles A Hayes Family Investment Center	\$1,231,564	\$1,308,716	\$1,270,300	\$1,682,589	32.46%
550 - Oakland Community Center					
Non-Personnel	\$171,236	\$172,447	\$173,554	\$173,554	0.00%
550 - Oakland Community Center	\$171,236	\$172,447	\$173,554	\$173,554	0.00%
140 - Strategic Management & Partnerships					
Non-Personnel	\$70,330	\$91,081	\$125,730	\$125,731	0.00%
Personnel	\$663,435	\$679,075	\$662,076	\$681,714	2.97%
140 - Strategic Management & Partnerships Total	\$733,765	\$770,155	\$787,806	\$807,445	2.97%
206 - Communications & Marketing					
Non-Personnel	\$90,047	\$144,726	\$152,625	\$152,625	0.00%
Personnel	\$574,823	\$577,235	\$599,473	\$638,747	6.55%
206 - Communications & Marketing Total	\$664,870	\$721,961	\$752,098	\$791,372	5.22%
441- Pope Building					
Non-Personnel	\$0	\$0	\$0	\$509,120	0.00%
Personnel	\$0	\$0	\$0	\$81,600	0.00%
441- Pope Building	\$0	\$0	\$0	\$590,720	0.00%
443- 4659 S. Cottage Grove - Operating					
Non-Personnel	\$0	\$0	\$0	\$321,800	0.00%
443 - 4659 S. Cottage Grove - Operating	\$0	\$0	\$0	\$321,800	0.00%
Grand Total	\$12,005,945	\$12,327,394	\$13,803,467	\$14,914,667	8.05%

EXECUTIVE OFFICES DIVISION

FY2020 BUDGET

100 - Office of the Chief Executive Officer (CEO)

Personnel	\$1,204,580
Sundry	\$241,590
Training	\$10,000
Travel	\$40,000

100 - Office of the Chief Executive Officer (CEO) **\$1,496,170**

101 - Board of Commissioners (BOC)

Personnel	\$350,200
Sundry	\$23,530
Training	\$5,415
Travel	\$12,480

101 - Board of Commissioners (BOC) **\$391,625**

208 - Diversity Liasion

Contracts	\$1,302,631
Personnel	\$695,024
Sundry	\$107,106
Training	\$50,000
Travel	\$17,500

208- Diversity Liasion **\$2,172,261**

543- General Services

Contacts	\$101,240
Materials	\$4,000
Personnel	\$1,161,213
Sundry	\$5,209,278
Training	\$2,700
Travel	\$8,700

543-General Services **\$6,487,131**

440- Charles A Hayes Family Investment Center

Contracts	\$248,706
Materials	\$145,561
Personnel	\$1,040,147
Sundry	\$207,175
Training	\$10,000
Utilities	\$31,000

440- Charles A Hayes Family Investment Center **\$1,682,589**

EXECUTIVE OFFICES DIVISION

FY2020 BUDGET

550- Oakland Community Cener

Contracts	\$154,866
Sundry	\$1,000
Utilities	\$17,688
550- Oakland Community Center	\$173,554

441- Pope Building

Contract	\$509,120
Personnel	\$81,600
441- Pope Building	\$590,720

443- 4659 S. Cottage Grove - Operating

Contract	\$321,800
441- Pope Building	\$321,800

140 - Strategic Management & Partnerships

Personnel	\$681,714
Sundry	\$116,431
Training	\$4,800
Travel	\$4,500
140 - Strategic Management & Partnerships	\$807,445

206 - Communications & Marketing

Personnel	\$638,747
Sundry	\$141,625
Training	\$5,000
Travel	\$6,000
206 - Communications & Marketing	\$791,372

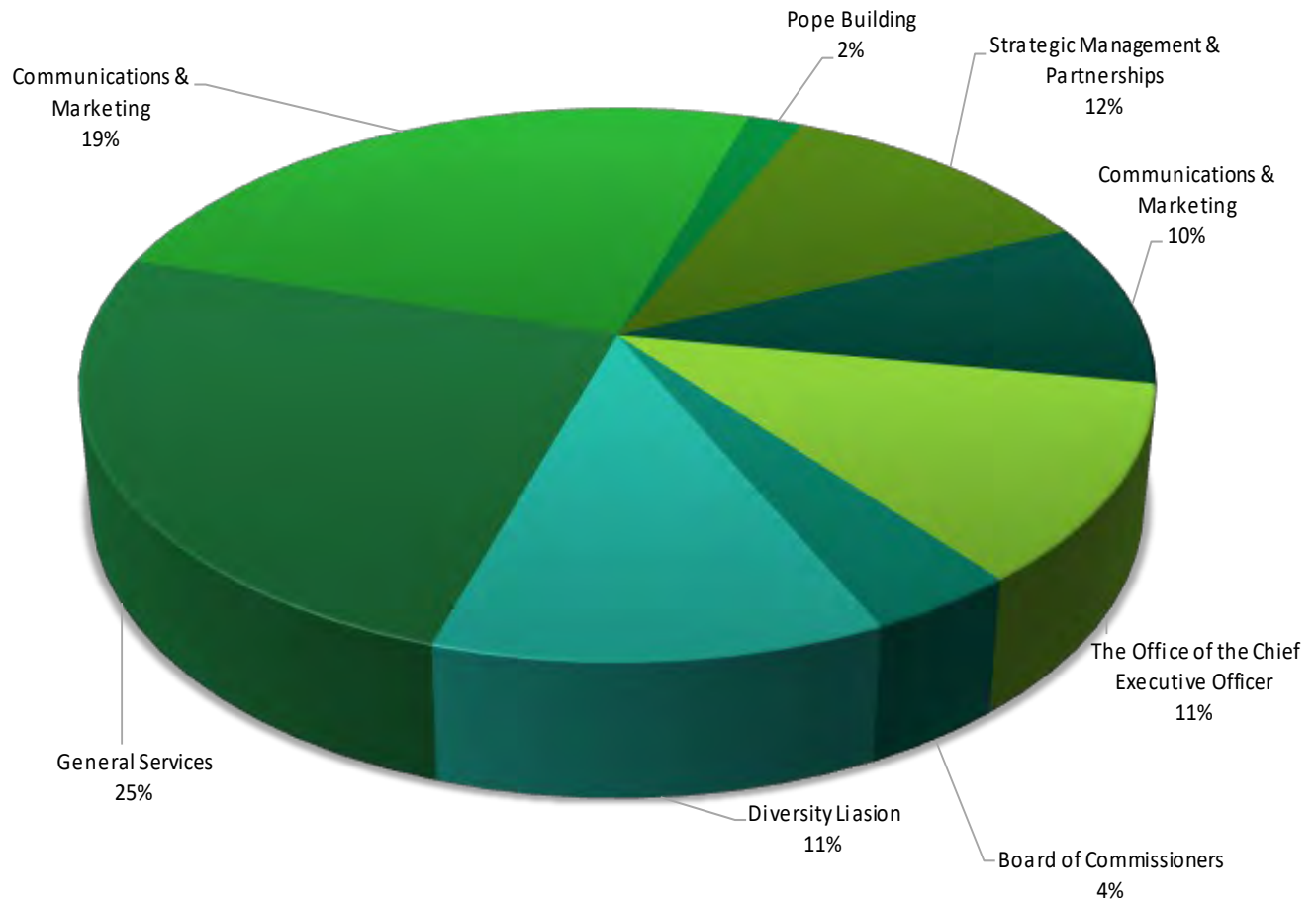
Executive Offices Total	\$14,914,667
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EXECUTIVE OFFICES DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
The Office of the Chief Executive Officer	6.0	6.0	6.0	6.0	0.0%
Board of Commissioners	3.0	3.0	3.0	2.0	-33.3%
Diversity Liasion	7.0	7.0	8.0	6.0	-25.0%
General Services	11.0	11.0	13.0	13.0	0.0%
Charles A Hayes Family Investment Center	7.0	7.0	7.0	13.0	85.7%
Pope Building	0.0	0.0	0.0	1.0	0.0%
Strategic Management & Partnerships	6.0	6.0	6.0	6.0	0.0%
Communications & Marketing	5.0	5.0	5.0	5.0	0.0%
Executive Offices Total	45.0	45.0	48.0	52.0	8.3%

FTEs by Cost Center



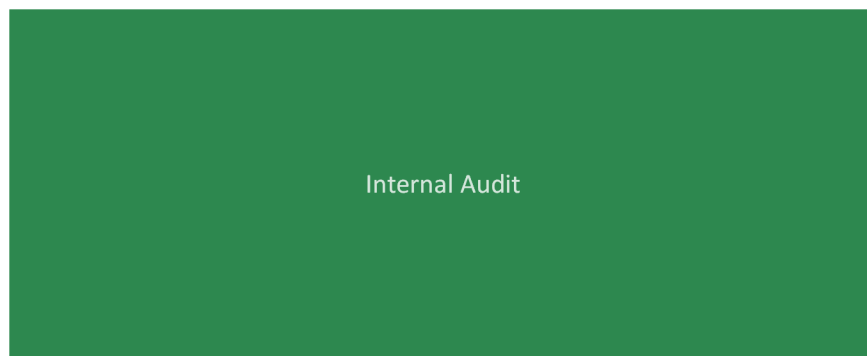
EXECUTIVE OFFICES DIVISION

SALARY SCHEDULE

	POSITION FTE- TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
100 - OFFICE OF THE CHIEF EXECUTIVE OFFICER					
CHIEF EXEC OFFICER	1.0	\$291,500			
CHIEF OPEPRATG OFFICER	1.0	210,000			
EXECUTIVE ADVISOR	1.0	113,355			
SPECIAL EXECUTIVE ASST	1.0	107,935			
SR. COORDINATOR (CFD)	1.0	73,542			
SR. EXECUTIVE ASST	1.0	63,600			
100 - OFFICE OF THE CHIEF EXECUTIVE OFFICER Total	6.0	\$859,932	\$25,789	\$318,859	\$1,204,580
101 - BOARD OF COMMISSIONERS					
EXECUTIVE ADVISOR, BOC	1.0	160,000			
SPECIAL ASSISTANT	1.0	90,000			
101 - BOARD OF COMMISSIONERS Total	2.0	\$250,000	\$7,500	\$92,700	\$350,200
208- DIVERSITY LIASION					
PROJECT MANAGER I	2.0	\$136,000			
DIR, GOVERNMT & CMMTY	1.0	115,000			
DIR., DIVERSITY POLICY	1.0	113,558			
PROJECT MANAGER 2	1.0	77,126			
EXECUTIVE ADM ASST I	1.0	54,500			
208 - DIVERSITY LIASION Total	6.0	\$496,184	\$14,866	\$183,985	\$695,024
543- GENERAL SERVICES					
DEPUTY CHIEF FLT FAC	1.0	\$145,000			
FACILITIES COORD	1.0	84,357			
FACILITIES ANALYST	1.0	83,554			
MGR, FLEET	1.0	73,783			
SR. COORDINATOR	1.0	62,400			
AUDIO ENGINEER	1.0	59,045			
SR. COORDINATOR	1.0	58,240			
ADMIN SEC III (LOC 73)	1.0	52,000			
MAIL DISTRIBUTION CLERK II	1.0	46,062			
GEN SVC COORDINATOR	2.0	84,344			
FACILIT MAINT TECHNCHN	1.0	41,600			
MAIL DISTRIBUTION CLERK I	1.0	38,563			
543- GENERAL SERVICES Total	13.0	\$828,947	\$24,886	\$307,380	\$1,161,213
440- CHARLES A HAYES FAMILY INVESTMENT CENTER					
FACILITY EVENT ASSOCIATE	4.0	\$149,760			
DEPUTY CHIEF, CML PPTY/VLL	1.0	145,000			
SET-UP TECHNICIAN FT	3.0	124,800			
ASST DIRECTOR, FIC	1.0	89,777			
FACILITIES MGR	1.0	84,238			
PROJECT MANAGER 1, FACILITY (FIC)	1.0	60,000			
ADMIN SEC III (LOC 73)	1.0	51,002			
LEAD FACILITY EVENT ASSOCIATE	1.0	37,960			
440- CHARLES A HAYES FAMILY INVESTMENT CENTER Total	13.0	\$742,537	\$22,276	\$275,333	\$1,040,147
441 - POPE BUILDING					
FACILITIES MANAGER	1.0	\$58,252			
441 - POPE BUILDING	1.0	\$58,252	\$1,748	\$21,600	\$81,600
140 - STRATEGIC MANAGEMENT & PARTNERSHIPS					
DEPUTY CHIEF PLAN & REPORT	1.0	\$145,000			
PLANNING ANALYST I	2.0	118,172			
SR POLICY ANALYST FOIA	1.0	91,132			
PROJECT MANAGER I	1.0	71,100			
RESEARCH & POL ANALYST	1.0	61,256			
140 - STRATEGIC MANAGEMENT & PARTNERSHIPS Total	6.0	\$486,660	\$14,600	\$180,454	\$681,714
206 - COMMUNICATIONS & MARKETING					
DEPUTY CHIEF, COMMUNICATION	1.0	\$145,874			
MGR, COMM & MEDIA RELA	1.0	94,694			
SR. WEB MSTR/GRAPHIC	1.0	73,687			
PHOTO VIDEOGR/PRODUCER	1.0	71,200			
EXECUTIVE ADM ASST II	1.0	70,530			
206 - COMMUNICATIONS & MARKETING Total	5.0	\$455,985	\$13,682	\$169,080	\$638,747
Grand Total	52.0	\$4,178,497	\$125,346	\$1,549,391	\$5,853,225

INTERNAL AUDIT DIVISION

The Internal Audit Division is responsible for performing audits on processes and procedures of the Authority. It also ensures that internal controls are in place to safeguard the assets of the Authority and monitors the effectiveness of policies, practices and procedures.

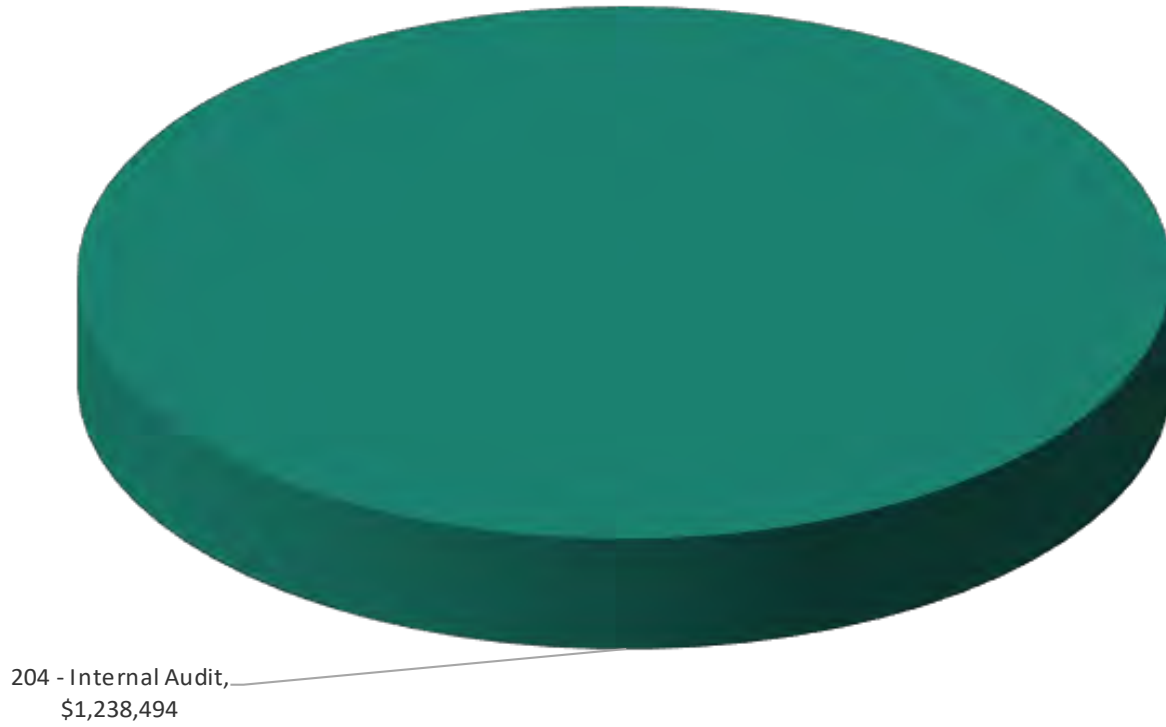


INSIDE INTERNAL AUDIT

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

INTERNAL AUDIT DIVISION

EXPENDITURES BY COST CENTER



INTERNAL AUDIT DIVISION

TOTAL EXPENDITURES BY COST CENTER

	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	% OF CHANGE
Internal Audit					
204 - Internal Audit	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%
Internal Audit	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%

BUDGET YEAR COMPARISON

204-Internal Audit

The overall budget for Internal Audit increased by \$10,572 or 0.86% primarily due to Pay for Performance.

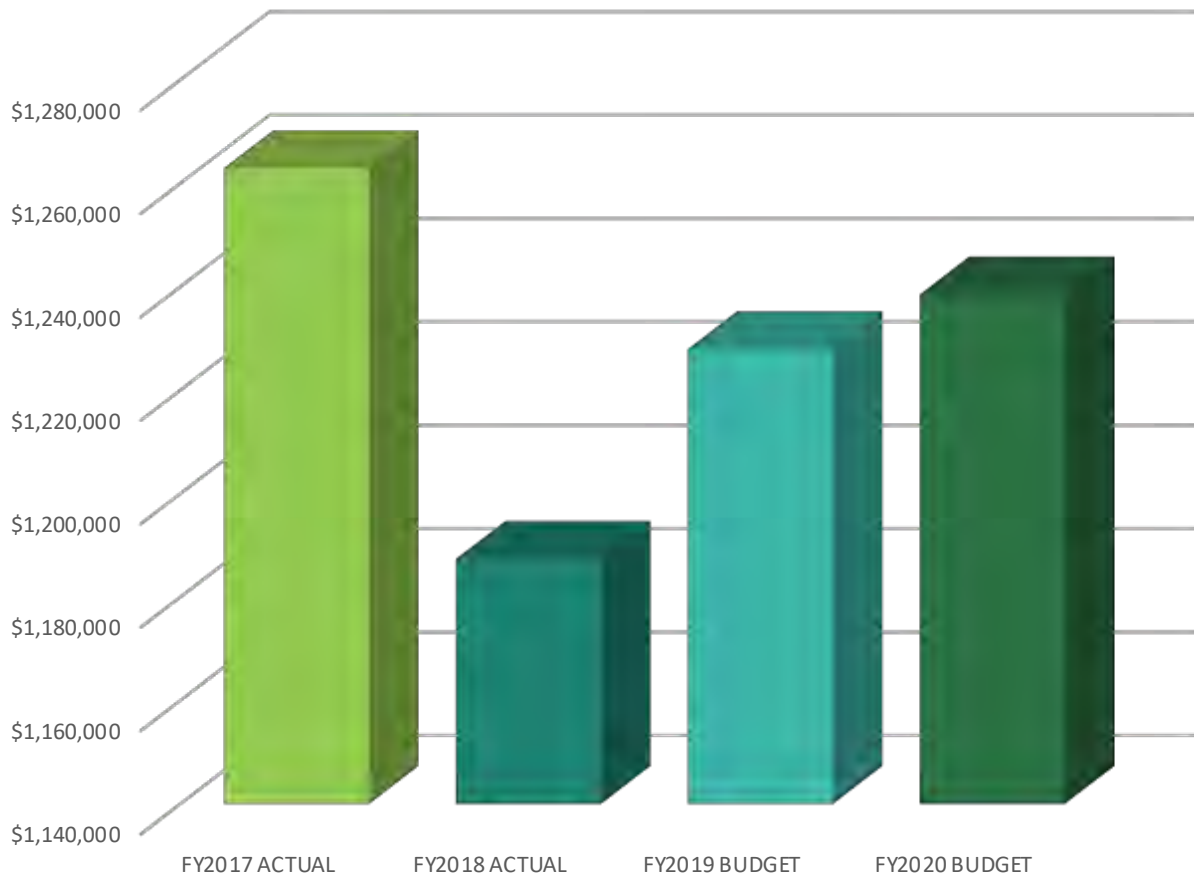
INTERNAL AUDIT DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%
Grand Total	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$1,008,874	\$915,118	\$964,235	\$964,235	0.00%
Personnel	\$254,026	\$272,226	\$263,687	\$274,259	4.01%
Grand Total	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%

EXPENDITURES BY FISCAL YEAR



INTERNAL AUDIT DIVISION

DIVISION SUMMARY

Mission

The mission of the Internal Audit department is to independently and objectively perform assurance and consulting activity designed to add value and improve the CHA's operations. Help the organization accomplish their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

2019 Accomplishments

- Completed External Quality Assurance Review; Achieved "Generally Conforms" passing rating that confirms Department is performing in accordance with Institute of Internal Audit (IIA) Code of Ethics and Professional Standards.
- As of September 2019, 37 open audit follow up findings; down from 52 open findings as of September 2018, and 98 in 2017.
- Met requirements and implemented Government Auditing Standards (Yellow Book) as basis for auditing and reporting, in addition to IIA professional standards.
- Delivered the 2018 A-133 Single Audit report in July 2019 Board meeting; Unmodified (Clean) opinion issued on all federal programs in scope; one compliance area had material weakness noted, same as prior year.
- Participated in Enterprise-wide Information Technology (IT) strategy development and implementation of IT Steering Committee

2020 Goals

- Benchmark CHA Audit Committee to better practices in the industry and Audit Charter requirements.
- Benchmark CHA internal audit department to better practices in the industry by comparing to 2 housing authorities with internal audit functions.
- Provide assistance to transitioning new leadership.
- Issue Single Audit by July 2019, reduce number and severity of findings.
- Prepare and present a minimum of 2 speaking engagements on Internal Audit.

INTERNAL AUDIT DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Internal Audit (204)

The Internal Audit Department is responsible for performing audits on processes and procedures of the Authority. It also ensures that internal controls are in place to safeguard the assets of the Authority and monitors the effectiveness of policies, practices and procedures. **\$1,238,494**

INTERNAL AUDIT DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
204 - Internal Audit					
MTW Fund	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%
204 - Internal Audit Total	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%
Grand Total	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%

INTERNAL AUDIT DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
204 - Internal Audit					
Non-Personnel	\$1,008,874	\$915,118	\$964,235	\$964,235	0.00%
Personnel	\$254,026	\$272,226	\$263,687	\$274,259	4.01%
204 - Internal Audit Total	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%
Grand Total	\$1,262,900	\$1,187,344	\$1,227,922	\$1,238,494	0.86%

INTERNAL AUDIT DIVISION

FY2020 BUDGET

204 - Internal Audit

Accounting & Audit	\$950,000
Personnel	\$274,259
Sundry	\$3,170
Training	\$3,030
Travel	\$8,035

204 - Internal Audit **\$1,238,494**

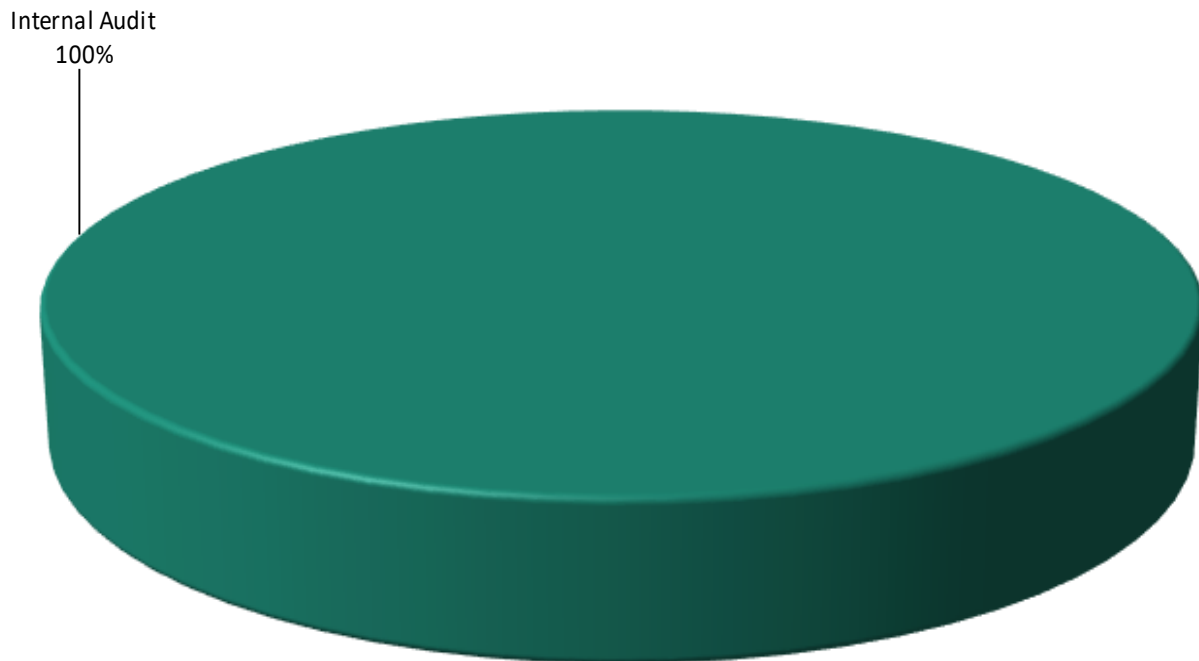
Internal Audit Total **\$1,238,494**

INTERNAL AUDIT DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Internal Audit	2.0	2.0	2.0	2.0	0.0%
Internal Audit Total	2.0	2.0	2.0	2.0	0.0%

FTEs by Cost Center



INTERNAL AUDIT DIVISION

SALARY SCHEDULE

	POSITION FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
204 - INTERNAL AUDIT					
DIR, INTERNAL AUDIT	1.0	118,450			
SR. INTERNAL AUDITOR	1.0	77,337			
204 - INTERNAL AUDIT Total	2.0	\$195,787	\$5,874	\$72,598	\$274,259
Grand Total	2.0	\$195,787	\$5,874	\$72,598	\$274,259

LEGAL SERVICES DIVISION

The Office of the General Counsel (OGC) provides advice and counsel to the Board of Commissioners and Management on a variety of business, operational, and legal issues. The OGC represents the CHA before judicial and administrative tribunals and assists divisions by drafting contracts and policies, adjudicating disputes, and developing, negotiating and closing the mixed finance deals for the development of new and rehabilitated housing units. The OGC further oversees the CHA’s ADA/Section 504 Compliance Department and supervises compliance of the CHA Ethics Policy. The OGC oversees the CHA’s Fair Housing Compliance requirements, as well as the Admissions and Continued Occupancy Policy. Lastly, the OGC also manages the HCV Informal Hearing process.

Office of General Counsel

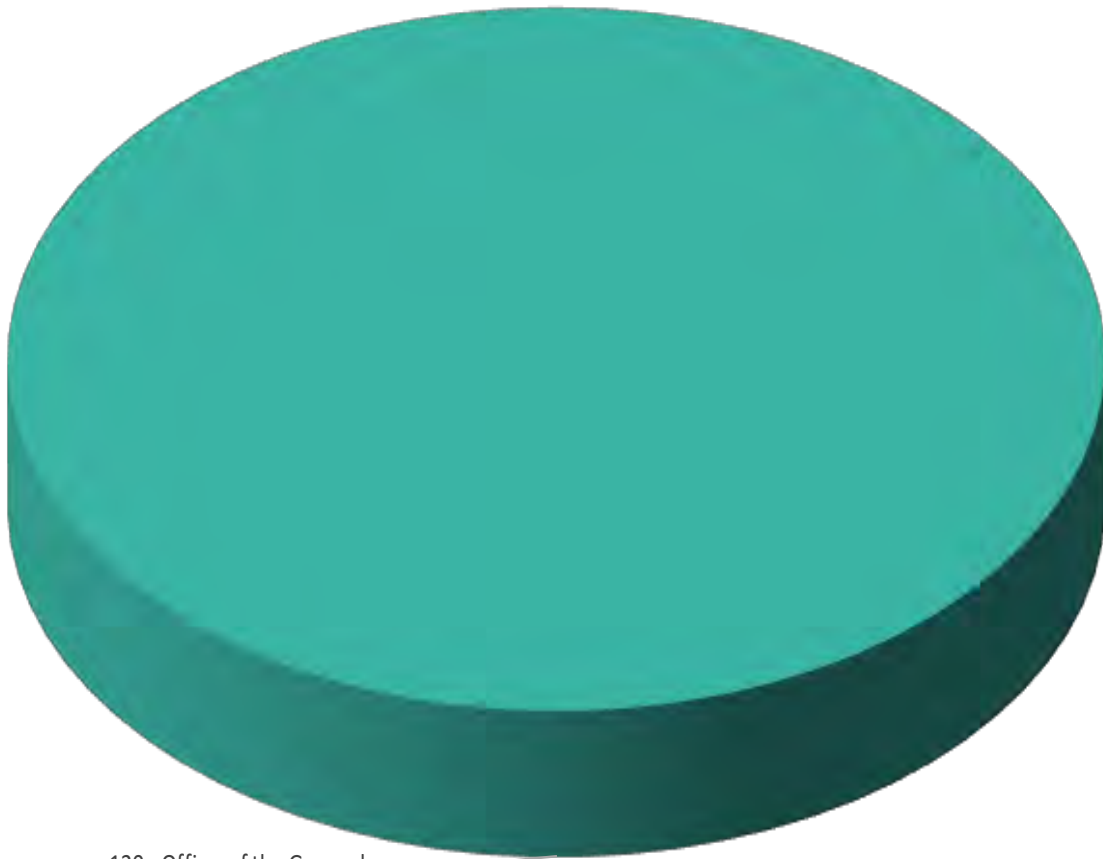


UNION TRADES FAIR

INSIDE LEGAL
Expenditures by Cost Center
Total Revenue & Expenditures
Division Summary
Cost Center Descriptions
Total Revenue by Fund Type
Total Expenditures by Expense Type
FY2020 Budget
Total Full-Time Equivalents
Salary Schedule

LEGAL SERVICES DIVISION

EXPENDITURES BY COST CENTER



120 - Office of the General
Counsel, \$7,264,237

LEGAL SERVICES DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Legal Services					
120 - Office of the General Counsel	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%
Legal Services	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%

BUDGET YEAR COMPARISON

120-General Counsel

The overall budget for the Legal Services Division increased by 1.77% due to pay for performance.

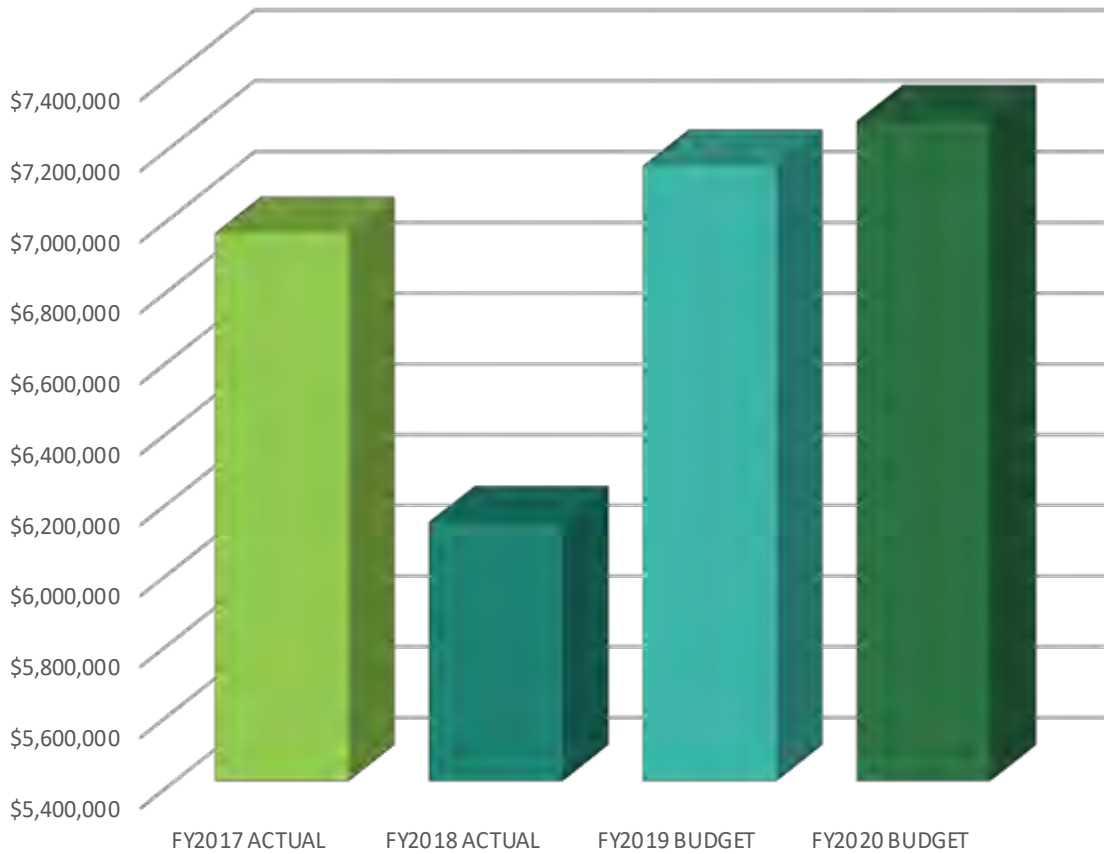
LEGAL SERVICES DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$6,948,120	\$6,132,075	\$7,137,942	\$7,264,237	1.77%
Other Funding	\$0	-\$549	\$0	\$0	0.00%
Grand Total	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$2,377,270	\$1,707,339	\$2,233,272	\$2,233,272	0.00%
Personnel	\$4,570,850	\$4,424,187	\$4,904,670	\$5,030,965	2.57%
Grand Total	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%

EXPENDITURES BY FISCAL YEAR



LEGAL SERVICES DIVISION

DIVISION SUMMARY

Mission

To effectively and efficiently provide comprehensive legal support and services to the Chicago Housing Authority as it strives to fulfill its mission of providing affordable housing opportunities to lower and middle income households.

2019 Accomplishments

- Settlement of Gautreaux litigation.
- Began implementing Social Security Number Protection policy and Authority wide training.
- Completed a review of the property manager insurance program.
- Reduced Housing Choice Voucher administrative hearings by diverting de minimis violations.
- Created innovative co-located Housing and Library developments: Northtown Apartments and Northtown Branch, Independence Branch Library and Apartments, Little Italy Branch Library and Taylor Street Apartments.

2020 Goals

- Collaborate with Human Resources on creation of on-line non-discrimination course for managers and staff.
- Provide HUD procurement training for Law Department staff.
- Absorb equal employment opportunity and ethics functions in-house.
- Continue oversight and implementation of Gautreaux settlement obligations.
- Assist Development staff in the financial closing process of at least nine (9) mixed finance, mixed-income development transactions of which CHA will be acting as a co-developer on one of the transactions. From these transactions, it is anticipated that over 150 units will be constructed and made available for CHA families.

LEGAL SERVICES DIVISION

COST CENTER DESCRIPTION

**FY2020
BUDGET**

General Counsel (120)

The Office of the General Counsel (OGC) provides advice and counsel to the Board of Commissioners and Management on a variety of business, operational, and legal issues. The OGC represents the CHA before judicial and administrative tribunals and assists divisions by drafting contracts and policies, adjudicating disputes, and developing, negotiating and closing the mixed finance deals for the development of new and rehabilitated housing units. The OGC further oversees the CHA's ADA/Section 504 Compliance Department and supervises compliance of the CHA Ethics Policy. The OGC oversees the CHA's Fair Housing Compliance requirements, as well as the Admissions and Continued Occupancy Policy. Lastly, the OGC also manages the HCV Informal Hearing process. **\$7,264,237**

LEGAL SERVICES DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
120 - Office of the General Counsel					
MTW Fund	\$6,948,120	\$6,132,075	\$7,137,942	\$7,264,237	1.77%
Other Funding	\$0	-\$549	\$0	\$0	0.00%
120 - Office of the General Counsel Total	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%
Grand Total	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%

LEGAL SERVICES DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
120 - Office of the General Counsel					
Non-Personnel	\$2,377,270	\$1,707,339	\$2,233,272	\$2,233,272	0.00%
Personnel	\$4,570,850	\$4,424,187	\$4,904,670	\$5,030,965	2.57%
120 - Office of the General Counsel Total	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%
Grand Total	\$6,948,120	\$6,131,526	\$7,137,942	\$7,264,237	1.77%

LEGAL SERVICES DIVISION

FY2020 BUDGET

120 - Office of the General Counsel

Legal Expense	\$1,218,016
Personnel	\$5,030,965
Sundry	\$937,748
Training	\$57,252
Travel	\$20,256

120 - Office of the General Counsel **\$7,264,237**

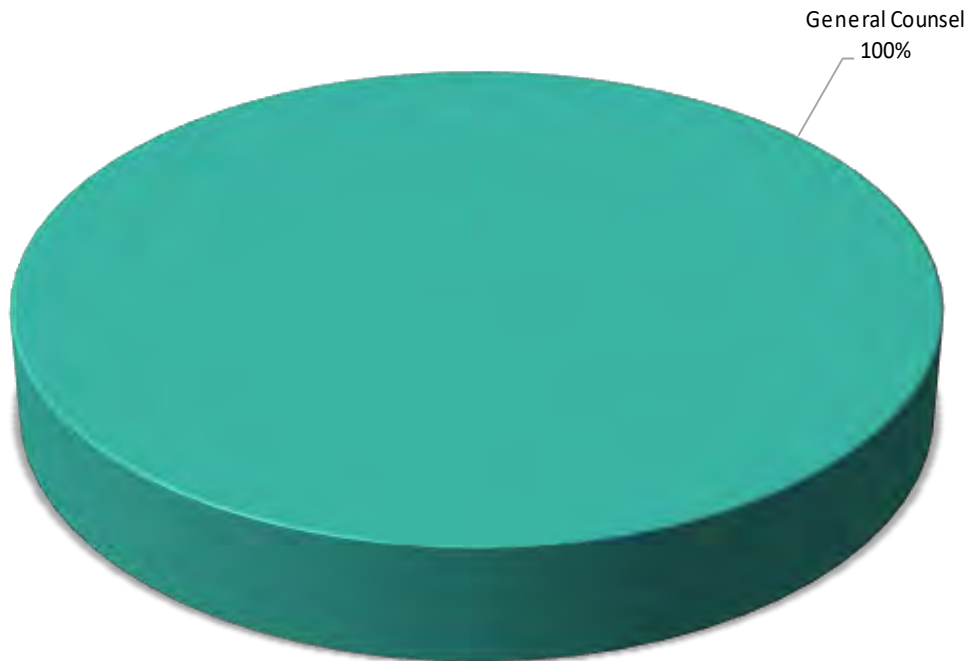
Legal Services Total **\$7,264,237**

LEGAL SERVICES DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
General Counsel	36.5	36.5	34.5	34.5	0.0%
Legal Services Total	36.5	36.5	34.5	34.5	0.0%

FTEs by Cost Center



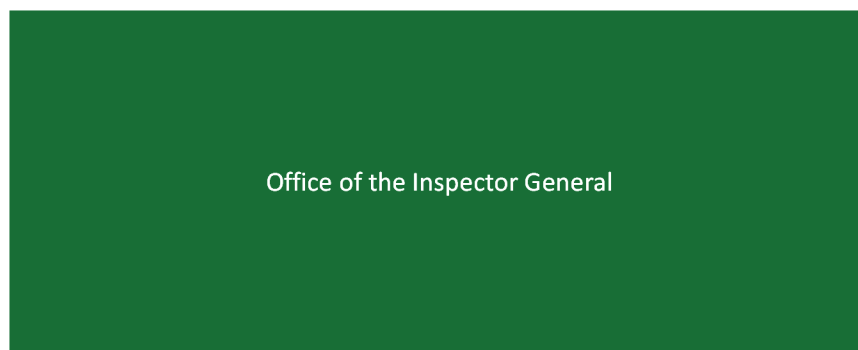
LEGAL SERVICES DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
120 - GENERAL COUNSEL					
SR. ASST GEN COUNSEL	12.0	\$1,412,848			
DEPUTY GEN COUNSEL	4.0	570,620			
PARALEGAL	4.0	280,695			
AST GENERAL COUNSEL I	3.0	244,127			
CHIEF LEGAL OFFICER	1.0	185,000			
DEPUTY CHIEF LEGAL OFFICER	1.0	165,000			
STAFF COUNSEL	2.0	148,704			
SUPERVISOR HEARING OFFICER	1.0	128,750			
SR. ASST GC, SUPERVISOR	1.0	122,570			
LEGAL COORDINATOR	1.0	71,191			
SR. EXEC ASST	1.0	70,519			
LEGAL SEC II	1.0	64,223			
SR. DOCKET CLERK	1.0	58,917			
HEARINGS COORDINATOR	1.0	50,003			
LEGAL COORDINATOR	0.5	39,751			
120 - GENERAL COUNSEL TOTAL	34.5	\$3,612,919	\$86,321	\$1,331,726	\$5,030,965
Grand Total	34.5	\$3,612,919	\$86,321	\$1,331,726	\$5,030,965

INSPECTOR GENERAL DIVISION

The Office of the Inspector General (OIG) provides independent oversight over CHA programs through criminal and administrative investigations, reviews and performance audits. The OIG reports its findings to the Audit Committee of the Board of Commissioners.



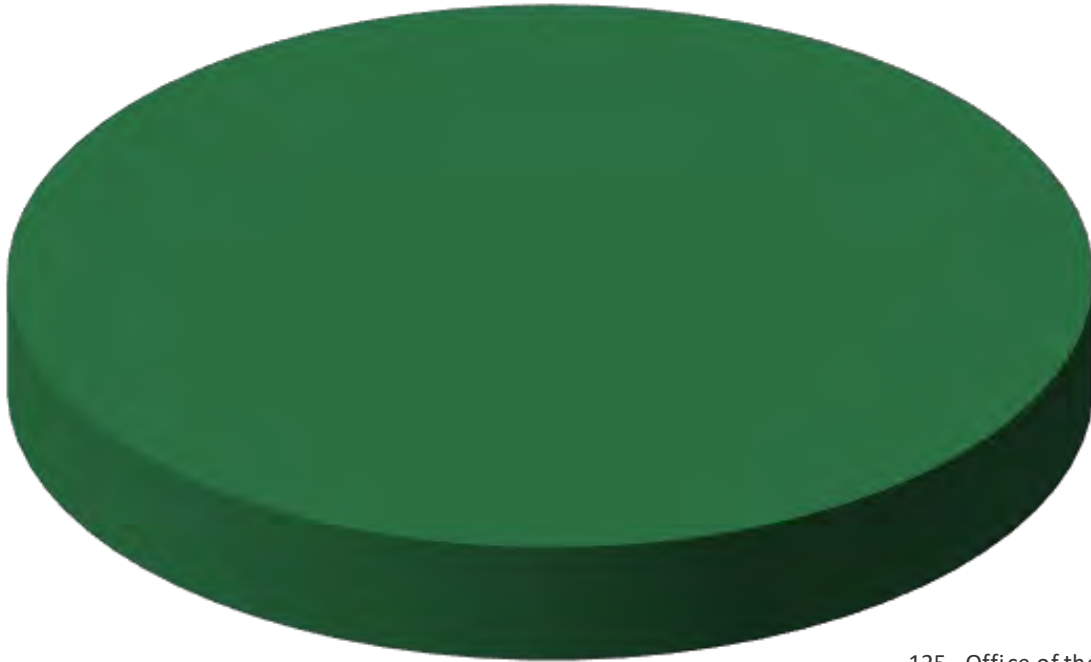
DEVELOPMENT PARTNERS CELEBRATE THE OPENING OF CONCORD AT SHERIDAN

INSIDE INSPECTOR GENERAL

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

INSPECTOR GENERAL DIVISION

EXPENDITURES BY COST CENTER



125 - Office of the
Inspector General,
\$1,893,525

INSPECTOR GENERAL DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	% OF CHANGE
Office of the Inspector General					
125 - Office of the Inspector General	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%
Office of the Inspector General	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%

BUDGET YEAR COMPARISON

125-Office of Inspector General

The FY2020 overall budget for the Office of Inspector General increased by \$438,149 or 30.11% due to 3 additional FTEs and Pay for Performance.

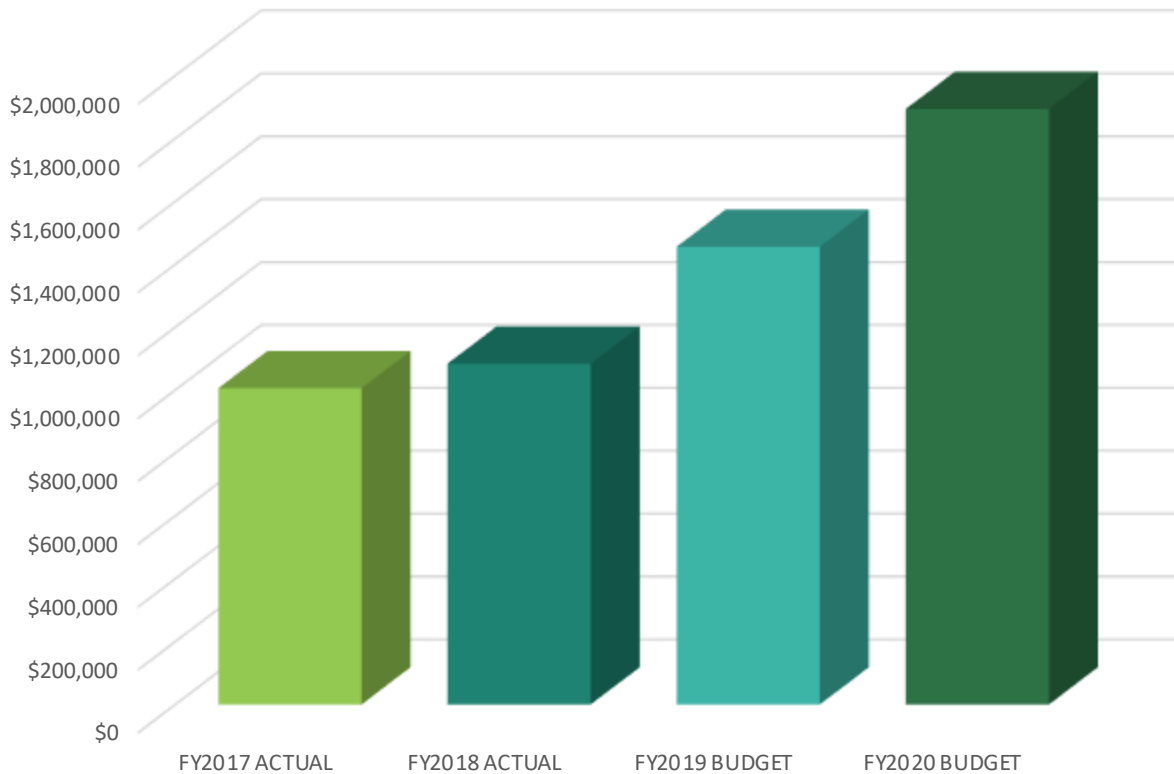
INSPECTOR GENERAL DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%
Grand Total	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$86,744	\$38,876	\$307,818	\$307,818	0.00%
Personnel	\$918,778	\$1,044,759	\$1,147,558	\$1,585,707	38.18%
Grand Total	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%

EXPENDITURES BY FISCAL YEAR



INSPECTOR GENERAL DIVISION

DIVISION SUMMARY

Mission

To effectively manage the Office of the Inspector General. To fulfill its mission to provide independent oversight of CHA programs, the Office of the Inspector General will seek to prevent, identify, expose and eliminate waste, misconduct, fraud and abuse of public authority. The Office of the Inspector General will review, inspect and investigate to ensure CHA uses federal funding in a timely, transparent and accountable manner.

2019 Accomplishments

- The Association of Inspectors General (AIG) third party Peer Review Team conducted a thorough review of OIG operations. The Peer Review Team determined that the CHA OIG is compliant with no exceptions with the standards promulgated in the AIG Principles and Standards for the Offices of Inspector General.
- The OIG provided evidentiary and investigative support to various CHA departments for 221 matters.
- The OIG investigated and obtained 5 criminal indictments and 3 convictions, for a combined total loss of approximately \$675,600. One conviction resulted in a 36-month sentence in the Illinois Department of Corrections and the defendant was also ordered to pay restitution.
- The OIG closed 7 administrative investigations. Investigations of three CHA contractors resulted in recommendations of appropriate action, up to and including termination of their contract and debarment.
- The OIG completed 3 audits/program reviews to date. CHA management concurred with the OIG's recommendations.
- The OIG conducted due diligence for the Resident Services Department regarding Health Care Partnerships on 17 occasions to ensure activities provided by health partners are in the best interests of the CHA and its residents.
- The OIG conducted an analysis to identify any potential registered sex offenders housed by CHA. In 2019, the analysis resulted in 2 terminations from the Public Housing and HCV Programs, for a total loss amount of \$72,612.
- The OIG Advisories resulted in CHA policy improvements in 2019. The HCV Department included language in appropriate property owner forms to ensure owners acknowledge their fiduciary duty to the CHA and report to and cooperate with the OIG in all inquiries. CHA is also currently working to amend the Ethics Policy, pertaining to gifts.
- The OIG strengthened its law enforcement and OIG partnerships and participated in various professional meetings and seminars to share intelligence, emergent and common fraud schemes, and obtain training.

INSPECTOR GENERAL DIVISION

DIVISION SUMMARY

2020 Goals

- Advise and inform the Audit Committee of the Board in a timely manner of concerns and issues impacting the CHA that is within the OIG's jurisdiction.
- Advise and inform CHA Management on OIG findings and recommendations to root out fraud, waste, misconduct and abuse of public funds.
- Maintain OIG compliance with the "Green Book" standards (Association of Inspector General).
- Continue Fraud Awareness Training for employees and contractors/vendors, including training for HCV inspectors.
- Continue to provide evidentiary and investigative support for HCV Department for ITT hearings.
- Continue to publish OIG Advisories to CHA management pertaining to relevant and emergent issues that may impact operations.
- Continue to utilize data analysis activities to maximize resources and knowledge sharing through OIG initiatives designed to support a more efficient and compliant operational environment.
- Pursue criminal investigations and seek restitution and/or forfeiture where appropriate.
- Advance the use of technology in OIG operations to promote efficiency.
- Maintain OIG staff training and expertise in analytics, audits and fraud investigations.

INSPECTOR GENERAL DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Office of Inspector General (125)

The OIG receives, registers and investigates complaints and information from any source, and cooperates with the Authority's Ethics Officer who may receive such complaints, pertaining to waste, fraud, and abuse within the Authority's contractors, subcontractors, consultants or vendors. The OIG investigates allegations of fraud or collusion involving Authority contracts and/or contractors, subcontractors, consultants, or vendors as well as the misuse, embezzlement or theft of Authority resources, conflicts of interest, bribery or misconduct involving Authority personnel, or other unethically or illegal activities involving Authority property, officers, employees, Board members, agents, contractor, subcontractors, consultants or vendors. **\$ 1,893,525**

The OIG reviews the conduct and performance of the Authority's officers, employees Board members, agents and contractors. The OIG may review the Authority's officers, employees, Board members, agents and contractors. The OIG may review the Authority's policies, procedures, functions and programs, either in response to a complaint or on the Inspector General's own initiative, in order to detect and prevent waste, fraud, abuse or misconduct, and promote efficiencies within the programs and operations of the Authority.

The Inspector General is also authorized by the Board, pursuant to the authority vested in it under the Act, to issue subpoenas to compel the attendance of witnesses for purposes of examination and the production of documents and other items for inspection and/or duplication when requested by the Inspector General.

INSPECTOR GENERAL DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
125 - Office of the Inspector General					
MTW Fund	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%
125 - Office of the Inspector General Total	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%
Grand Total	\$1,005,523	\$1,083,635	\$1,455,376	\$1,893,525	30.11%

INSPECTOR GENERAL DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
125 - Office of the Inspector General					
Non-Personnel	\$86,744	\$38,876	\$307,818	\$307,818	0.00%
Personnel	\$918,778	\$1,044,759	\$1,147,558	\$1,585,707	38.18%
125 - Office of the Inspector General Total	\$1,005,522	\$1,083,635	\$1,455,376	\$1,893,525	30.11%
Grand Total	\$1,005,522	\$1,083,635	\$1,455,376	\$1,893,525	30.11%

INSPECTOR GENERAL DIVISION

FY2020 BUDGET

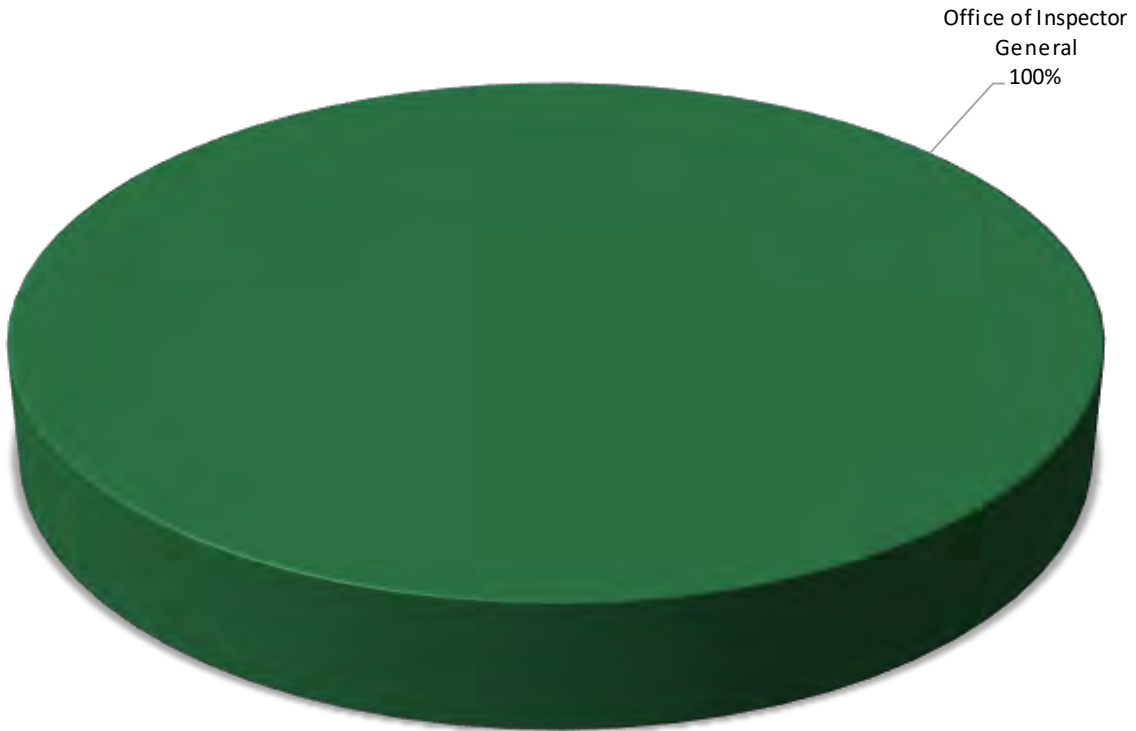
125 - Office of the Inspector General	
Materials	\$4,000
Personnel	\$1,585,707
Sundry	\$277,818
Training	\$10,000
Travel	\$16,000
125 - Office of the Inspector General	\$1,893,525
Office of the Inspector General Total	\$1,893,525

INSPECTOR GENERAL DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Inspector General	8.0	8.0	9.0	12.0	33.3%
Inspector General Total	8.0	8.0	9.0	12.0	33.3%

FTEs by Cost Center



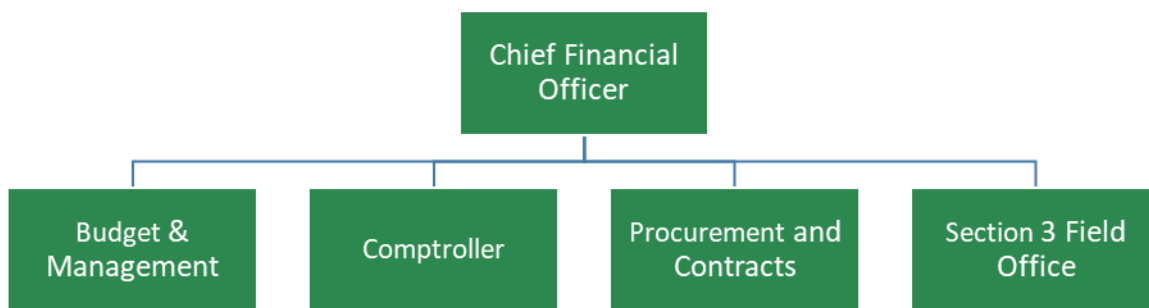
INSPECTOR GENERAL DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PPF TOTAL	BENEFITS TOTAL	POSITION TOTAL
125 - OFFICE OF INSPECTOR GENERAL					
SR. INVESTIGATOR	4.0	\$403,000			
INSPECTOR GENERAL	1.0	180,000			
INVESTIGATOR	2.0	159,000			
DEPUTY INSPECTOR GEN	1.0	133,900			
ANALYST AUDITOR	1.0	70,600			
INFORMATION ANALYST	1.0	70,000			
OPERATIONS ANALYST	1.0	60,500			
OIG SUPPORT COORDINATOR	1.0	55,000			
125 - OFFICE OF INSPECTOR GENERAL	12.0	\$1,132,000	\$33,960	\$419,746	\$1,585,707
Grand Total	12.0	\$1,132,000	\$33,960	\$419,746	\$1,585,707

FINANCE DIVISION

The Finance Division is responsible for all of the accounting and budget activities of the Authority. This includes providing the Board, Executive Management, staff and outside entities with timely budget and financial information, as well as facilitating the most efficient utilization of Authority resources. In addition, the division is responsible for the implementation of agency-wide purchase processes through an open procurement competition, as well as the management, monitoring, and compliance of MBE/WBE/DBE and Section 3 requirements.



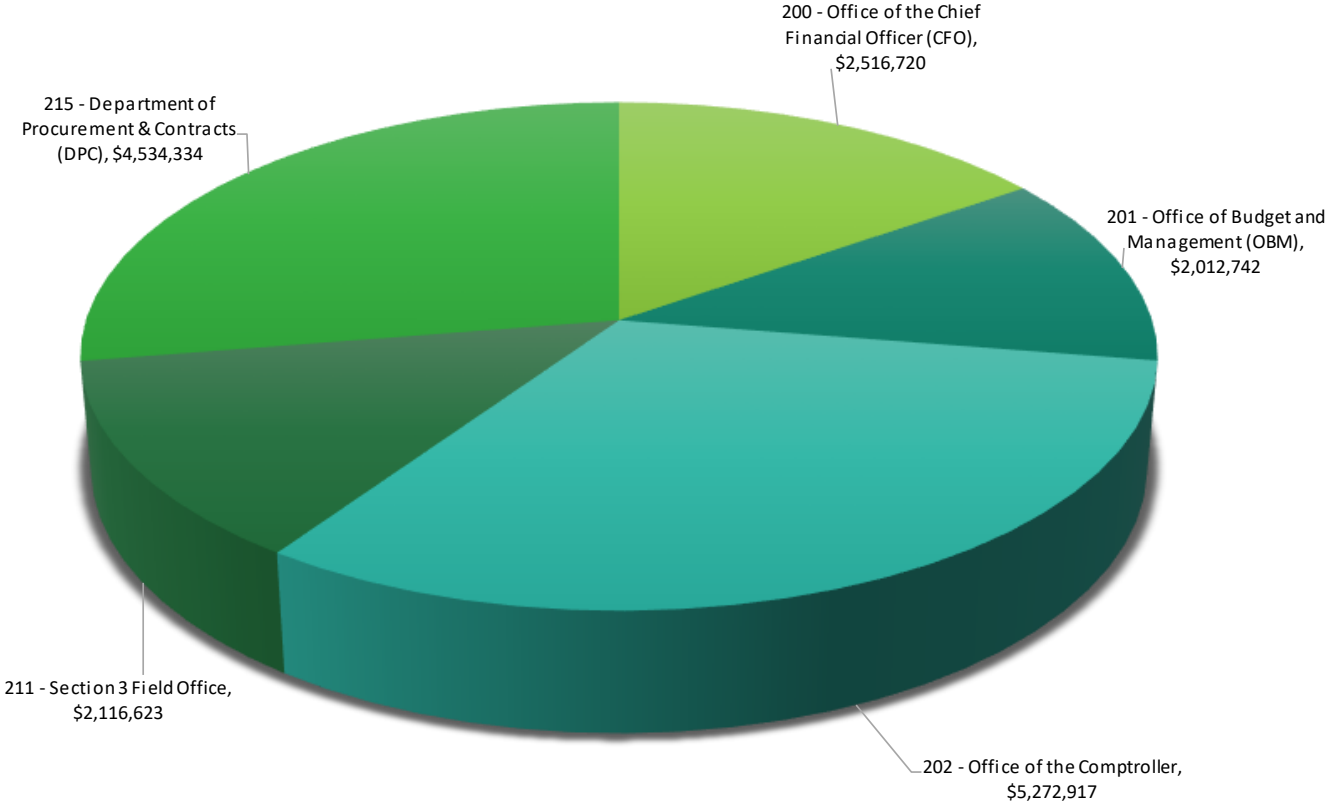
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INSIDE FINANCE

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

FINANCE DIVISION

EXPENDITURES BY COST CENTER



FINANCE DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
200 - Office of the Chief Financial Officer (CFO)	\$1,391,396	\$2,192,291	\$1,585,659	\$2,516,720	58.72%
201 - Office of Budget and Management (OBM)	\$1,695,439	\$1,758,614	\$1,882,788	\$2,012,742	6.90%
202 - Office of the Comptroller	\$4,599,538	\$4,824,656	\$5,011,497	\$5,272,917	5.22%
211 - Section 3 Field Office	\$1,703,422	\$1,817,375	\$2,065,608	\$2,116,623	2.47%
215 - Department of Procurement & Contracts	\$3,825,463	\$4,205,146	\$4,669,693	\$4,534,334	-2.90%
Finance	\$13,215,258	\$14,798,082	\$15,215,245	\$16,453,336	8.14%

BUDGET YEAR COMPARISON

200-Office of the Chief Financial Officer (CFO)

The overall budget increased by 58.72% due to the elimination of the attrition budget for overall CHA personnel.

201-Office of Budget & Management (OBM)

The overall budget increased by \$129,955 or 6.90% due to Pay for Performance and internal transfers of personnel.

202-Office of the Comptroller

The overall budget increased by 5.22% or \$261,420 due to an increase in Accounting and Auditing costs and an increase in personnel of 1.0 FTE.

211-Section 3 Field Office

The overall budget increased by \$51,015 or 2.47%, due to Pay for Performance

215-Procurement and Contracts (DPC)

The overall budget for DPC decreased by \$135,359 or -2.90%, due to the elimination of 2 FTEs.

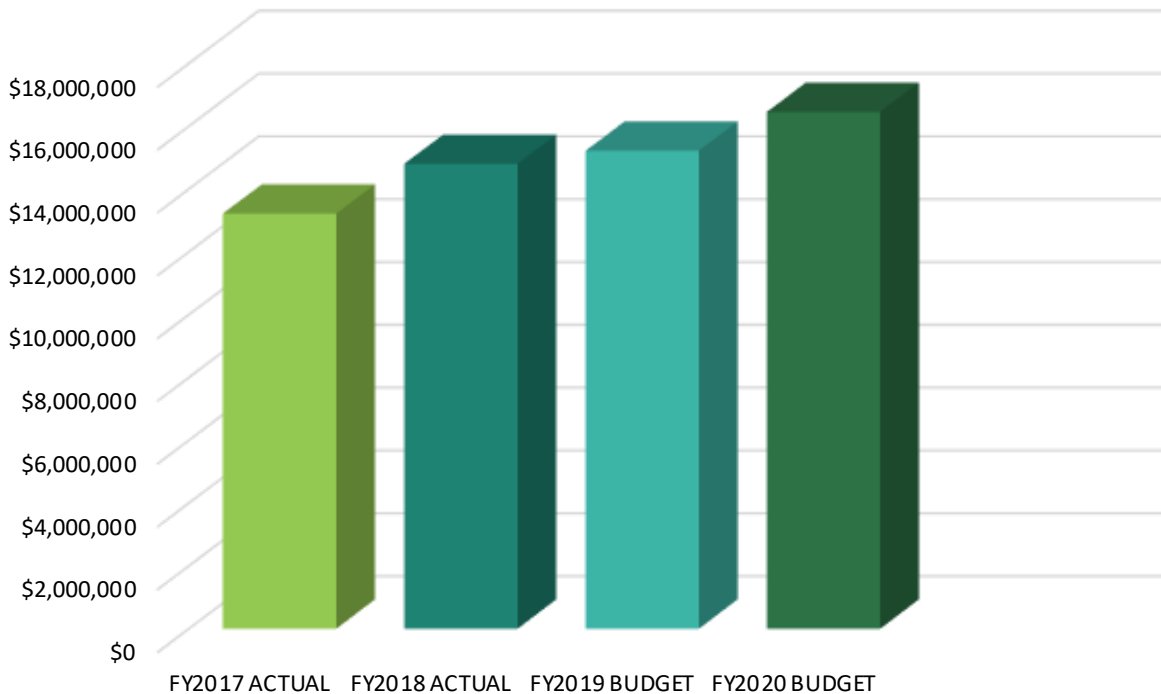
FINANCE DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Funding	\$12,363,506	\$13,368,511	\$15,115,595	\$16,353,686	0.08%
Other Funding	\$851,752	\$1,429,571	\$99,650	\$99,650	0.00%
Grand Total	\$13,215,258	\$14,798,082	\$15,215,245	\$16,453,336	8.14%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$1,214,563	\$1,774,820	\$3,407,334	\$3,331,615	-2.22%
Personnel	\$12,000,695	\$13,023,262	\$11,807,911	\$13,121,721	11.13%
Grand Total	\$13,215,258	\$14,798,082	\$15,215,245	\$16,453,336	8.14%

EXPENDITURES BY FISCAL YEAR



FINANCE DIVISION

DIVISION SUMMARY

Mission

To ensure effective fiscal management of the Authority through the management of accounting, financial reporting, and budget; ensure the effective use of financial resources to support the Authority's mission by containing cost, and improving productivity. This includes providing the Board of Commissioners, Executive Management, staff and internal and external entities with timely, accurate budget and financial information and relevant analyses and information that facilitate effective decision-making.

To procure goods and services that support the business needs of CHA departments in a manner that provides full and open competition, consistent with Federal standards and regulations, and to ensure that Section 3 residents and businesses are provided employment, training, and economic opportunities to the maximum extent feasible.

2019 Accomplishments: Office of the Comptroller

- Closed General Ledger, completed audit and published 2018 CAFR on April 15, 2019.
- Received GFOA Certificate of Excellence in Financial Reporting for the 21st consecutive year.
- Supported property management company transitions from four to two contractors and four to two regions.
- Met all HUD and statutory reporting due dates (FDS, VMS, IRS, State, City, Single Audit filing, Unclaimed property, LIHTC investment partner etc.)
- Implemented accounting and reporting structure to support third-party financing effort by RAD properties.
- Continued to support effective processing of PPM-related accounts payable activities driven by centralized procurement.
- Continued to support JOC vendor disbursements, on line reporting, and payment reporting.
- Continued implementing accounting structure and funds draw down process to support bond activities.
- Continued to assist Property Managers in RAD conversions
- Generated monthly reporting of Employees Travel expense submitted to the Board in compliance with the Local Government Expense Control Act.
- Complied with HUD reporting requirements for Voucher Management System (VMS) and Operating data request for RAD.

FINANCE DIVISION

2019 Accomplishments: Office of Budget & Management

- Completed CHA's 2020 budget of \$1.1 billion on schedule
- Completed over 80 vendor financial reviews as part of the procurement process
- Received GFOA's Distinguished Budget Award for the 19th consecutive year
- Established additional controls and transparency to facilitate the tracking of RAD program spending and funding needs
- Continuously tracked the rolling 5-year capital plan at the project level, reconciling needs of the RAD program, development, and capital construction with available resources, including capital grants and bond proceeds
- Improved reporting in E-Builder construction management system, including budget vs. actual at the project level and the contract level with retainage
- Initiated vendor invoice instructions equipped with audio file in E-Builder for cost-efficient training for general contractors
- Submitted 5-year plan in EPIC in accordance with HUD requirements

FINANCE DIVISION

DIVISION SUMMARY

2019 Accomplishments: Procurement & Contracts

Process Streamlining

- Aligned and standardized the procurement & contract compliance processes and practices with the City of Chicago and City sister agencies
- Implemented 2019 Section 3 system enhancements
- Rolled out programming to assist Section 3 businesses with marketing and accounting functions, as well as M/W/DBE certification process

Productivity/Efficiency

- Reduced procurement and compliance processing times
- Exceeded Section 3 and M/W/DBE compliance requirements
- Developed procedure to examine CHA vendor adherence to compliance requirements
- Implemented comprehensive compliance monitoring schedule for Job Order Contracting (JOC) vendors

Automation/Technology

- Implemented Lawson Contract Management System

Training and Professional Development

- Increased Section 3 Field Office staff training
- Increased JOC vendor training
- Increased number of procurement and compliance staff certifications

Outreach

- Increased applicants in the Section 3 Hiring module and businesses in the Business Concerns module
- Increased the number of residents and businesses served by the Section 3 Field Office team
- Increased Procurement and Compliance training for businesses and residents
- Increased Section 3 training and workshops held at CHA properties

FINANCE DIVISION

DIVISION SUMMARY

2020 Goals: Office of the Comptroller

- Close books, complete audit and publish CAFR by April 30, 2021.
- Implement Governmental Accounting Standard 87 on accounting for leases.
- Support property management company transitions based on new contracts.
- Continue to meet all HUD reporting due dates (FDS, VMS, Single Audit filing).
- Continue to meet all Special Entity reporting due dates (IDHA and LIHTC investment partners etc.)
- Develop collection policy for HCV and PH.
- Continue to implement/ tweak accounting and reporting structures to support third-party financing effort by RAD properties.
- Continue to support effective processing of PPM-related accounts payable activities driven by centralized procurement.
- Continue to support JOC payment process by expanded use of online reporting.
- Develop or Update procedures for Mixed Finance properties (Public Housing and RAD).
- Continue to assist Property Managers in RAD conversions.
- Implement and sustain updated Check Request guidelines.
- Continue working with IT and INFOR-Lawson support and implement MA540, Supplier Phase 2 project and i-File Enhancement project.

2020 Goals: Office of Budget Management

- Continue to streamline the processes for E-Builder construction management system as it relates to invoices, change-order, and scheduling
- Continue to track capital spending as it relates to the 5-year capital plan
- Continue to support user departments regarding their financial/reporting needs
- Explore new budgeting software to replace current platform

FINANCE DIVISION

2020 Goals: Procurement & Contracts

Process Streamlining

- Continue to exceed M/W/DBE and Section 3 goals
- Continue to align and standardize the procurement & contract compliance processes and practices with the City of Chicago and City sister agencies

Automation/Technology

- Continue implementing Section 3 portal enhancements/full deployment of enhancements
- Continue to implement 2019 Section 3 system enhancements
- Automate IFB and RFP process
- Automate reporting tools and streamlined forms
- Automate Compliance OEO processes and compliance documents

Productivity/Efficiency

- Continue implementing Section 3 portal enhancements/full deployment of enhancements
- Reduce assignment processing time
- Exceed Section 3 and M/W/DBE compliance requirements

Training and Professional Development

- More structured JOC vendor training covering new processes for waivers of lien, sworn statements, etc.
- Increase procurement & compliance professional development certifications
- Increased monthly, single-user department training

Outreach

- Conduct Compliance staff training of Section 3 vendor certification
- Increase applicants in the Section 3 Hiring module and businesses in the Business Concerns Module
- Increase the number of residents and businesses served by the Section 3 Field Office Team
- Increase Section 3 vendor trainings
- Continue to identify Section 3 Portal System enhancements to make reporting more effective and efficient and to decrease audit processing time

FINANCE DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Office of the Chief Financial Officer (200)

The Office of the Chief Financial Officer is responsible for ensuring the financial stability of the Chicago Housing Authority. The Chief Financial Officer is charged with enforcement of all financial policies established by the Chief Executive Officer and the Board of Commissioners. To perform this task, the Chief Financial Officer develops procedures to ensure compliance with federal, state and local governmental regulations. This department is also responsible for oversight of the following departments: Office of Budget and Management, Comptroller's Office, and Procurement and Contracts. **\$2,516,720**

Office of Budget and Management (201)

The Office of Budget and Management (OBM) is responsible for coordinating the development, presentation, execution and control of the annual comprehensive budget. OBM manages the fiscal resources of the Chicago Housing Authority and provides Executive Management, staff and outside entities with timely budget and financial information for decision-making. **\$2,012,742**

Office of the Comptroller (202)

The Comptroller's Office is responsible for the maintenance of accounting records, capturing the Authority's financial, operating and capital activity based on Generally Accepted Accounting Principles (GAAP). Additionally, the group is responsible for internal and external financial reporting. The operating areas within the group include General Accounting, Financial Reporting, Accounts Payable, Payroll, Property Accounting, and Housing Choice Voucher Finance. **\$5,272,917**

Section 3 Field Office (211)

The section 3 Field Office provides customer care service to CHA's Section 3 Residents and Business Concerns with job opportunities and resources to further their career aspirations and encourage self-sufficiency. Its vision is to foster a transparent and collaborative environment with internal/external stakeholders. **\$2,116,623**

Department of Procurement & Contracts (215)

The Department of Procurement & Contracts is responsible for the implementation of agency-wide purchase processes through an open procurement competition, as well as the management, monitoring and compliance of MBE/WBE/DBE and Section 3 requirements, to ensure full compliance and consistency with federal standards. **\$4,534,334**

FINANCE DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
200 - Office of the Chief Financial Officer (CFO)					
MTW Fund	\$582,596	\$925,172	\$1,585,659	\$2,516,720	58.72%
Other Funding	\$808,800	\$1,267,119	\$0	\$0	0.00%
200 - Office of the Chief Financial Officer (CFO) Total	\$1,391,396	\$2,192,291	\$1,585,659	\$2,516,720	58.72%
201 - Office of Budget and Management (OBM)					
MTW Fund	\$1,695,439	\$1,758,614	\$1,882,788	\$2,012,742	6.90%
201 - Office of Budget and Management (OBM) Total	\$1,695,439	\$1,758,614	\$1,882,788	\$2,012,742	6.90%
202 - Office of the Comptroller					
MTW Fund	\$4,599,538	\$4,824,656	\$5,011,497	\$5,272,917	5.22%
202 - Office of the Comptroller Total	\$4,599,538	\$4,824,656	\$5,011,497	\$5,272,917	5.22%
211 - Section 3 Field Office					
MTW Fund	\$1,660,470	\$1,654,923	\$1,965,958	\$2,016,973	2.59%
Other Funding	\$42,952	\$162,452	\$99,650	\$99,650	0.00%
211 - Section 3 Field Total	\$1,703,422	\$1,817,375	\$2,065,608	\$2,116,623	2.47%
215 - Department of Procurement and Contracts (DPC)					
MTW Fund	\$3,825,463	\$4,205,146	\$4,669,693	\$4,534,334	-2.90%
215 - Department of Procurement and Contracts (DPC) Total	\$3,825,463	\$4,205,146	\$4,669,693	\$4,534,334	-2.90%
Grand Total	\$13,215,258	\$14,798,082	\$15,215,245	\$16,453,336	8.14%

FINANCE DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
200 - Office of the Chief Financial Officer (CFO)					
Non-Personnel	\$342,701	\$689,181	\$2,238,727	\$2,155,850	-3.70%
Personnel	\$1,048,695	\$1,503,110	-\$653,068	\$360,870	-155.26%
200 - Office of the Chief Financial Officer (CFO) Total	\$1,391,396	\$2,192,291	\$1,585,659	\$2,516,720	58.72%
201 - Office of Budget and Management (OBM)					
Non-Personnel	\$36,893	\$43,353	\$58,749	\$58,748	0.00%
Personnel	\$1,658,546	\$1,715,261	\$1,824,039	\$1,953,994	7.12%
201 - Office of Budget and Management (OBM) Total	\$1,695,439	\$1,758,614	\$1,882,788	\$2,012,742	6.90%
202 - Office of the Comptroller					
Non-Personnel	\$485,458	\$493,282	\$574,489	\$581,648	1.25%
Personnel	\$4,114,080	\$4,331,374	\$4,437,008	\$4,691,269	5.73%
202 - Office of the Comptroller Total	\$4,599,538	\$4,824,656	\$5,011,497	\$5,272,917	5.22%
211 - Section 3 Field Office					
Non-Personnel	\$243,198	\$397,540	\$444,600	\$444,600	0.00%
Personnel	\$1,460,225	\$1,419,835	\$1,621,008	\$1,672,023	3.15%
211 - Section 3 Field Office Total	\$1,703,423	\$1,817,375	\$2,065,608	\$2,116,623	2.47%
215 - Department of Procurement and Contracts (DPC)					
Non-Personnel	\$106,313	\$151,464	\$90,769	\$90,769	0.00%
Personnel	\$3,719,150	\$4,053,682	\$4,578,924	\$4,443,565	-2.96%
215 - Department of Procurement and Contracts Total	\$3,825,463	\$4,205,146	\$4,669,693	\$4,534,334	-2.90%
Grand Total	\$13,215,259	\$14,798,082	\$15,215,245	\$16,453,336	8.14%

FINANCE DIVISION

FY2020 BUDGET

200 - Office of the Chief Financial Officer (CFO)

General Expense	\$2,000,000
Personnel	\$360,870
Sundry	\$152,850
Training	\$1,000
Travel	\$2,000
200 - Office of the Chief Financial Officer (CFO)	\$2,516,720

201 - Office of Budget and Management (OBM)

Personnel	\$1,953,994
Sundry	\$35,248
Training	\$23,500
201 - Office of Budget and Management (OBM)	\$2,012,742

202 - Office of the Comptroller

Accounting & Audit	\$479,267
Personnel	\$4,691,269
Sundry	\$65,396
Training	\$22,235
Travel	\$14,750
202 - Office of the Comptroller	\$5,272,917

211 - Section 3 Field Office

Contracts	\$248,800
Personnel	\$1,672,023
Sundry	\$168,800
Training	\$17,000
Travel	\$5,000
Utilities	\$5,000
211 - Section 3 Field Office	\$2,116,623

215 - Department of Procurement & Contracts (DPC)

Personnel	\$4,443,565
Sundry	\$29,793
Training	\$28,000
Travel	\$32,976
215 - Department of Procurement & Contracts (DPC)	\$4,534,334

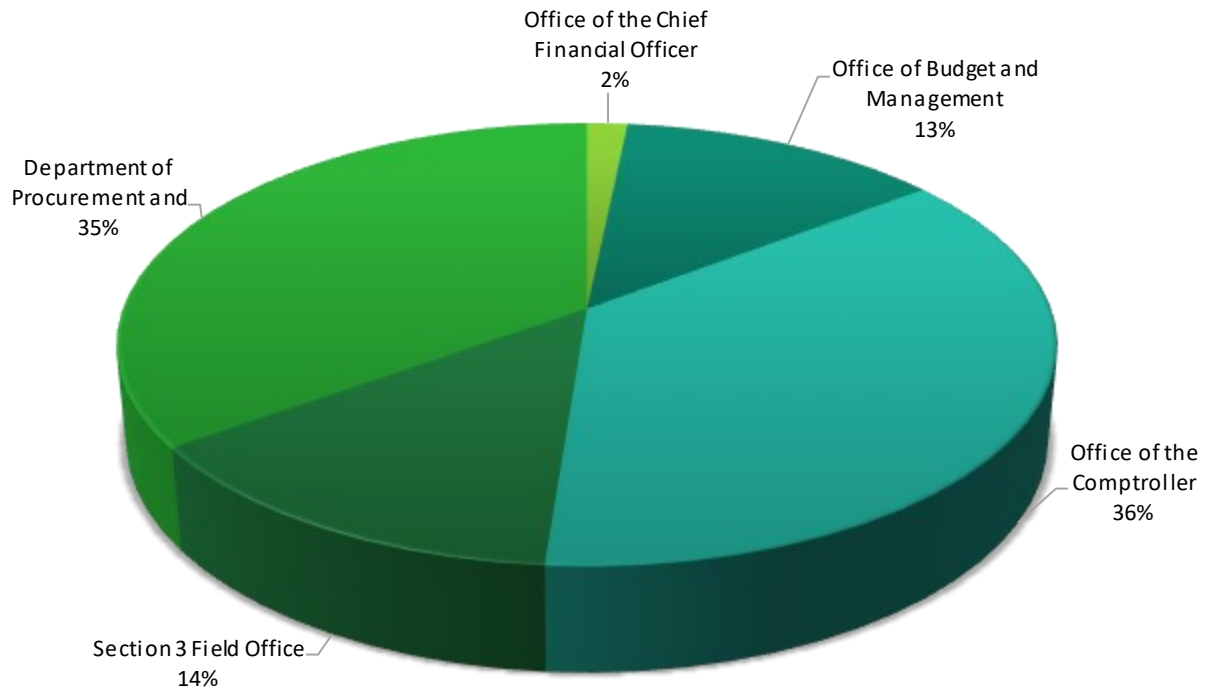
Finance Total	\$16,453,336
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FINANCE DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Office of the Chief Financial Officer	2.0	2.0	2.0	2.0	0.0%
Office of Budget and Management	16.0	16.0	16.0	16.0	0.0%
Office of the Comptroller	43.5	43.5	44.0	45.0	2.3%
Section 3 Field Office	19.0	20.0	18.0	17.0	-5.6%
Department of Procurement and Contracts (DPC)	46.0	44.0	45.0	43.0	-4.4%
Finance Total	126.5	125.5	125.0	123.0	-1.6%

FTEs by Cost Center



FINANCE DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
200- OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)					
CHIEF FINANCIAL OFFICER	1.0	\$185,400			
EXCU ADM ASST III	1.0	72,209			
200- OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)	2.0	\$257,609	\$7,736	\$95,524	\$360,870
201- OFFICE BUDGET MANAGEMENT (OBM)					
FINANCIAL ANALYST	5.0	\$398,200			
MGR, FINANCIAL	2.0	192,168			
SR BUDGET ANLY	2.0	170,130			
SR. DIR., BUDGET MGMT	1.0	142,000			
DIR, CAP BUDG & CONTRL	1.0	108,150			
MGR, CAPITAL BUDGET	1.0	104,601			
SR BUDGET ANLY	1.0	90,647			
MGR, FINANCE	1.0	87,979			
ADMIN SEC III (LOC 73)	1.0	54,080			
BUDGET ANALYST	1.0	46,958			
201- OFFICE BUDGET MANAGEMENT (OBM)	16.0	\$1,394,912	\$41,847	\$517,234	\$1,953,994
202- OFFICE OF THE COMPTROLLER					
SR ACCOUNTANT	5.0	\$384,409			
SR. ACCT PPTY MGMT	4.0	297,329			
FINANCIAL ANALYST	3.0	241,862			
DIR, ASST COMPTROLLER	2.0	237,827			
MGR, ACCOUNTING	2.0	179,901			
AP BOOKKEEPER	3.0	175,444			
DEPUTY CFO	1.0	154,500			
ACCOUNTING ASSISTANT	3.0	127,193			
ACCOUNTS PAYABLES SPL	2.0	116,065			
MGR, FINANCIAL RPTG	1.0	104,030			
ACCOUNTS RECEIVABL SPL	2.0	104,001			
ACCOUNTANT AP	2.0	100,658			
MANAGER, HCV	1.0	94,239			
MGR, PROPTY ACCOUNTING	1.0	94,239			
PAYROLL MANAGER	1.0	93,784			
MGR, GEN ACCOUNTING	1.0	90,000			
HCV ACCOUNTING SUPV	1.0	88,208			
ASST PAYROLL MANAGER	1.0	86,000			
FINANCIAL REPORTG	1.0	80,562			
SR PAYROLL ASSISTANT	1.0	78,019			
HCV SR ACCOUNTANT	1.0	73,259			
EXECUTIVE ASSISTANT	1.0	69,193			
PAYROLL SPECIALIST	1.0	61,750			
ACCOUNTANT I (CAPITAL ASSETS)	1.0	58,500			
HCV ACCOUNTANT	1.0	55,000			
ACCOUNTS PAYABLES SPL	1.0	53,000			
ACCOUNTANT	1.0	50,000			
202- OFFICE OF THE COMPTROLLER	45.0	\$3,348,972	\$100,490	\$1,241,807	\$4,691,269

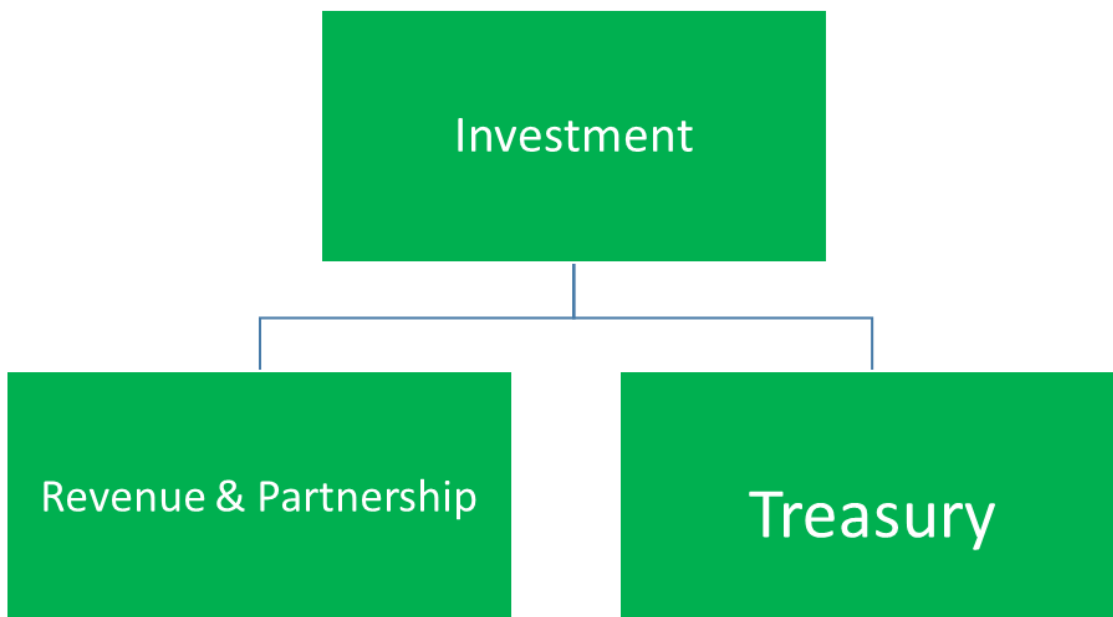
FINANCE DIVISION

SALARY SCHEDULE

	POSITION		PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
	FTE-TOTAL	SALARY TOTAL			
211 - SECTION 3 FIELD OFFICE					
PROCUREMENT LIAISON	3.0	\$196,109			
SEC 3 HIRG & CONT SPL	2.0	126,628			
DIR. SECT 3 FLD OFF	1.0	122,570			
SECTION 3 COORDINATOR	2.0	102,554			
SECTION 3 COMPL MGR	1.0	98,707			
TRAINING & RESOURCE MGR	1.0	93,000			
BUSINESS DEV MANAGER	1.0	87,997			
BUS DEV LIAISON	1.0	75,371			
SEC 3 SR HIRING & CONTRACT SPECIALIST	1.0	72,000			
ENGAGEMENT LIAISON	1.0	70,040			
SECTION 3 APP TRAINER	1.0	63,654			
EXECUTIVE ADMIN COORD	1.0	55,000			
SECTION 3 CMTY COORD	1.0	30,000			
211 - SECTION 3 FIELD OFFICE TOTAL	17.0	\$1,193,630	\$35,798	\$442,595	\$1,672,023
215 - PROCUREMENT & CONTRACTS					
CONTRACT COMPL SPEC	7.0	\$460,251			
PROCUREMENT SPECL	7.0	458,550			
SR PROCUREMENT SPECL	5.0	399,418			
SR CON COMP SPECIALIST	3.0	241,524			
ASST DIR, PROCUREMENT	2.0	216,300			
CONTRACT COMPL ASSOC	3.0	169,764			
PROCUREMENT ASSOC	3.0	163,828			
PROCUREMENT COORD	3.0	151,632			
DEPUTY CHIEF PROCUREMENT	1.0	147,500			
ASST DIR, CONTRACT COMPLIANCE	1.0	105,000			
MGR, PROCUREMENT	1.0	99,640			
MGR, CONTRACT COMPL	1.0	99,000			
MGR, PRO & COMP	1.0	99,000			
MGR, PROCUREMENT	1.0	95,404			
SR CON COMP INVESTIGATOR	1.0	85,000			
PROCUREMENT PROJ SPL	1.0	69,000			
SR EXECUTIVE ASST	1.0	66,350			
COMPLIANCE COORDINATOR	1.0	45,000			
215 - PROCUREMENT & CONTRACTS TOTAL	43.0	\$3,172,160	\$95,167	\$1,176,238	\$4,443,565
Grand Total	123.0	\$9,367,284	\$281,039	\$3,473,399	\$13,121,721

INVESTMENT DIVISION

The Investment Division provides the best-in-class management and execution of investment, banking and grant portfolios in compliance with all applicable federal and state regulations as well as CHA policies coupled with the development of alternative revenue sources.

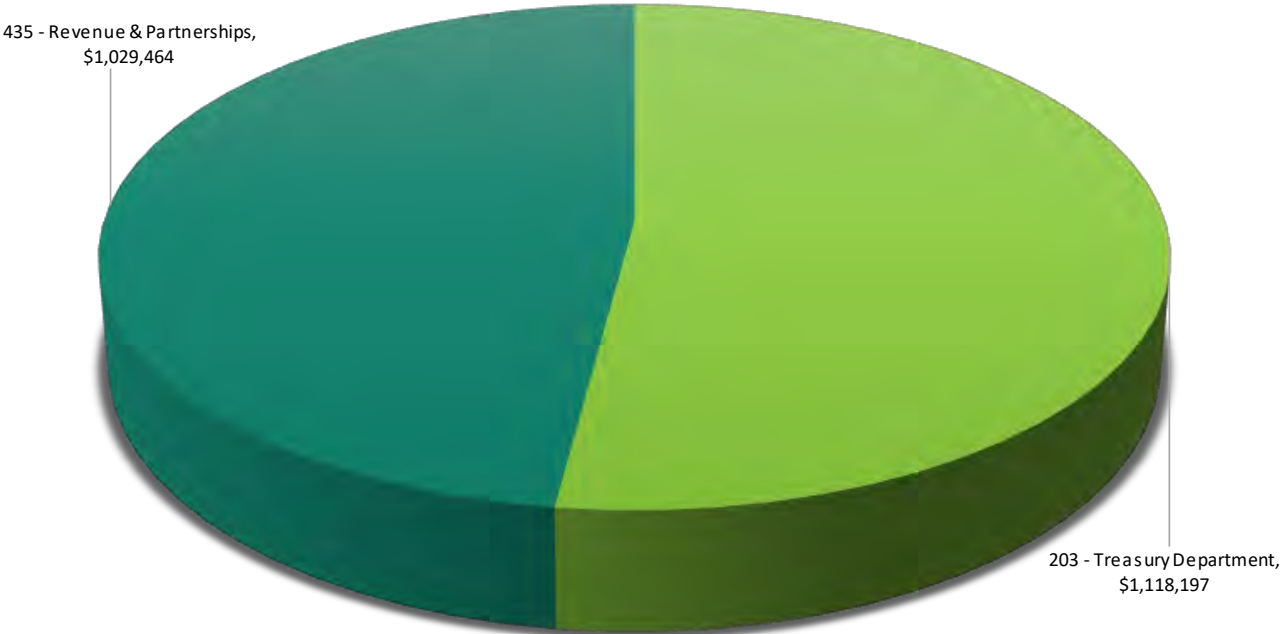


- INSIDE INVESTMENT**
- Expenditures by Cost Center
 - Total Revenue & Expenditures
 - Division Summary
 - Cost Center Descriptions
 - Total Revenue by Fund Type
 - Total Expenditures by Expense Type
 - FY2020 Budget
 - Total Full-Time Equivalents
 - Salary Schedule

RESOURCE FAIR AT THE CHARLES HAYES FAMILY INVESTMENT CENTER

INVESTMENT DIVISION

EXPENDITURES BY COST CENTER



INVESTMENT DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	% OF CHANGE
203 - Treasury Department	\$849,771	\$792,184	\$1,084,987	\$1,118,197	3.06%
435 - Revenue & Partnerships	\$889,598	\$906,454	\$984,111	\$1,029,464	4.61%
Investment Total	\$1,739,369	\$1,701,638	\$2,069,098	\$2,147,661	3.80%

BUDGET YEAR COMPARISON

203-Treasury Department

The personnel budget increased by \$33,211 or 3.80% due to Pay for Performance. The non-personnel budget remained unchanged.

435- Revenue & Partnerships

The personnel budget increased by \$45,353 or 5.8% due to Pay for Performance and a promotion. The non-personnel budget remained unchanged.

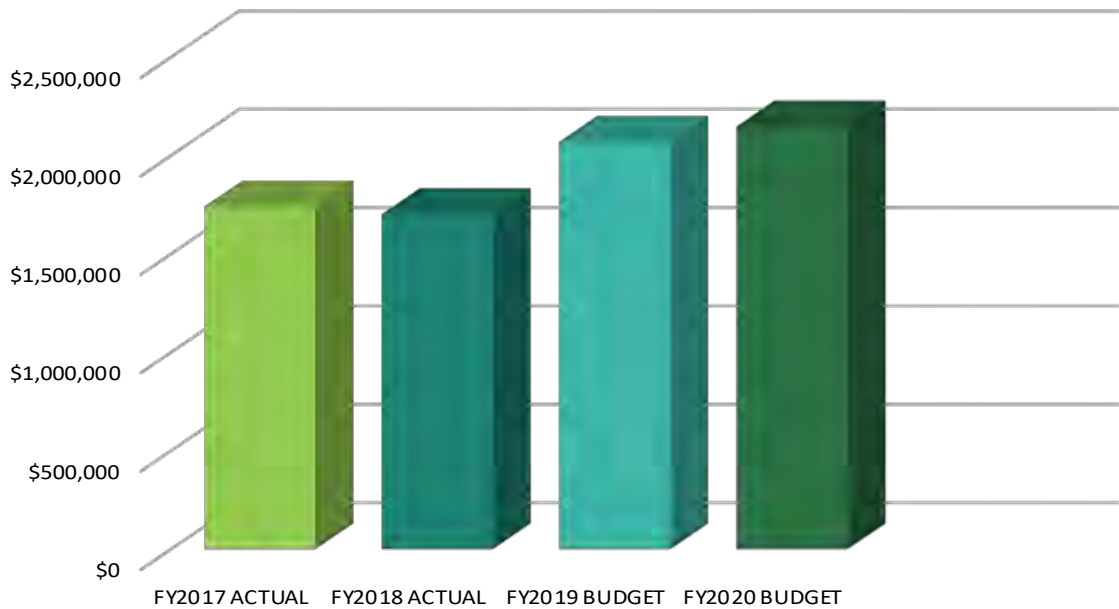
INVESTMENT DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Funding	\$1,737,126	\$1,701,601	\$2,069,098	\$2,147,661	3.80%
Other Funding	\$2,243	\$37	\$0	\$0	0.00%
Grand Total	\$1,739,369	\$1,701,638	\$2,069,098	\$2,147,661	3.80%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$214,085	\$227,659	\$412,446	\$412,445	0.00%
Personnel	\$1,525,284	\$1,473,979	\$1,656,652	\$1,735,216	4.74%
Grand Total	\$1,739,369	\$1,701,638	\$2,069,098	\$2,147,661	3.80%

EXPENDITURES BY FISCAL YEAR



INVESTMENT DIVISION

DIVISION SUMMARY

Mission

To provide best-in-class management and execution of investment, banking and grant portfolios in compliance with all applicable HUD and State Regulations as well as CHA policies coupled with the development of alternative revenue sources.

The Investment Division will also employ best practices aligned with risk/reward and return on investment attributes as it strives to help families increase their potential for long-term economic success and build strong communities throughout Chicago.

2019 Accomplishments

- Conducted required CHA Staff Investment Committee Meetings throughout year.
- Developed Strategic Cash Budget Modifications for increased liquidity of \$30 million.
- Created 2019 Annual Cash Flow Forecast and Portfolio Duration targets for CHA BoC Finance Committee per policy.
- Performed all CHA wide Investment activities maintaining benchmark performances and increasing interest income \$5 million over budget.
- Developed banking and Investment activities for all 2019 Development Closings totaling \$25.5 Million.
- Performed staff reorganization activities to align with CHA and Divisional goals.
- Developed Investment, Banking, cash Flow and Disbursing for Bank of New York Trustee activities in connection with \$300 million of 2018 GO Bond proceeds.
- Completed 2019 Pension CAFR and audit with no findings.
- Conducted transition activities with new Pension Administrator on-boarding.
- Conducted April CHA Pension Board of Trustee meeting.
- Conducted implementation activities for 32 new PHA and RAD Operating Bank accounts in connection with PPM transition for Property Division.
- Successfully converted MB Bank financial bank platforms for Fifth Third acquisition merger.
- Staff participation in the Chicago Neighborhood Development Awards and Springboard to Success galas.
- Presented HUD Grant approvals to Board of Commissioners for approximately \$1.5 million in connection with Resident Service FSS and Ross programs.
- Received DCEO LeClaire grant extension in amount of \$2.8 million and re-instatement of over \$1 million in recaptured funding.
- Managed Section 3 JOC Contractor Line of Credit facility with partner banks.

INVESTMENT DIVISION

2019 Accomplishments (Cont'd)

- Led the CHA Revenue Concession non-profit affiliate Chicago Housing Consulting Services (“CHCS”) through the following achievements:
 - Non Federal revenue generation consulting contract from Cook County.
 - Award of management and marketing contracts for rooftop leasing Market Rate Bulk
 - Sale project.
 - Inaugural Community Organization competitive grant awards.
- Developed Development Partnership for State Street Business Corridor.

INVESTMENT DIVISION

DIVISION SUMMARY

2020 Goals

- Perform all requisite Investment activities in compliance with CHA Board Policies through the oversight of the CHA Staff Investment Committee.
- Develop Revised CHA Board approved Investment Policy to implement best practice adoption in cash management, forecasting and GFOA Recommended Fund Balance Reporting.
- Integrate best practice policy, procedure and guidance in connection with Cash Management, Fund Balance and Debt Management in a CHA cross functional initiative.
- Streamline adhoc payment processing and interbank transfers thru collaboration with the CFO's office.
- Meet and/or exceed applicable benchmark budgeted investment earnings for 2020.
- Continue best in class banking portfolio restructuring and migration for PPM Payables, Receivables and Deposits.
- Develop and Implement RAD financing solutions for program sustainability.
- Maintain HUD Grant and LOCCS compliance through collaborative planning, expense management and reporting.
- Support final audit of the legacy HUD Capital Grants for HUD closure compliance initiative.
- Develop Grant and alternative revenue options through strategic efforts around CHA affiliates in the 501 C-3, and 501 C-4 space.
- Create new partnerships and programs surrounding CHA Section 3, MBE etc....lending programs.
- Develop enhanced procedures and reporting capabilities across the CHA and its Affiliate operations.
- Ensure timely and accurate Financial Statement preparation as applicable for CHA, CHA Pension, and various CHA Affiliates in connection with Audit responsibilities.
- Develop revenue stream and/or equity funding through collaborative debt recapitalization initiative.
- Promote Investment opportunities through equity/debt placement for CHCS 501 C-4 Community Development initiatives. (CHCS Grants)
- Maintain and expand program partnerships throughout CHA with local anchor institutions.
- Ensure staff training and professional growth opportunities to meet continuous learning and knowledge transfer objectives.

INVESTMENT DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Treasury Department (203)

The Treasury Department is responsible for the cash management activities of the Authority. These activities include fiscal oversight in connection with the various Investment, Debt and Grant portfolios. Additionally, Treasury maintains administration and control of electronic banking management for the Authority as well as designated third parties. **\$1,118,197**

Revenue & Partnerships (435)

The Grants Development Department facilitates as an essential and centralized unit and manages the Agency's process for developing and receiving resources. This department provides oversight management; technical assistance; as well as fiscal and programmatic monitoring of grant-funded programs received under the CHA; and, ensures effectiveness, efficiency and compliance with the terms and conditions of grant agreements. **\$1,029,464**

INVESTMENT DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
203 - Treasury Department					
MTW Funding	\$849,771	\$792,184	\$1,084,987	\$1,118,197	3.06%
203 - Treasury Department Total	\$849,771	\$792,184	\$1,084,987	\$1,118,197	3.06%
435 - Revenue & Partnership					
MTW Funding	\$887,355	\$909,417	\$984,111	\$1,029,464	4.61%
Other Funding	\$2,243	\$37	\$0	\$0	0.00%
435 - Revenue & Partnerships Total	\$889,599	\$909,454	\$984,111	\$1,029,464	4.61%
Grand Total	\$1,739,369	\$1,701,638	\$2,069,098	\$2,147,661	3.80%

INVESTMENT DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
203 - Treasury Department					
Non-Personnel	\$93,216	\$103,480	\$209,981	\$209,980	0.00%
Personnel	\$756,555	\$688,704	\$875,006	\$908,217	3.80%
203 - Treasury Department Total	\$849,771	\$792,184	\$1,084,987	\$1,118,197	3.06%
435 - Revenue & Partnerships					
Non-Personnel	\$120,869	\$124,179	\$202,465	\$202,465	0.00%
Personnel	\$768,729	\$785,274	\$781,646	\$826,999	5.80%
435 - Revenue & Partnerships Total	\$889,598	\$909,454	\$984,111	\$1,029,464	4.61%
Grand Total	\$1,739,369	\$1,701,638	\$2,069,098	\$2,147,661	3.80%

INVESTMENT DIVISION

FY2020 BUDGET

203 - Treasury Department

Personnel	\$908,217
Sundry	\$198,900
Training	\$5,001
Travel	\$6,079
203 - Treasury Department	\$1,118,197

435 - Revenue & Partnerships

Contracts	\$50,000
Personnel	\$826,999
Sundry	\$137,965
Training	\$8,359
Travel	\$6,141
435 - Revenue & Patnerships	\$1,029,464

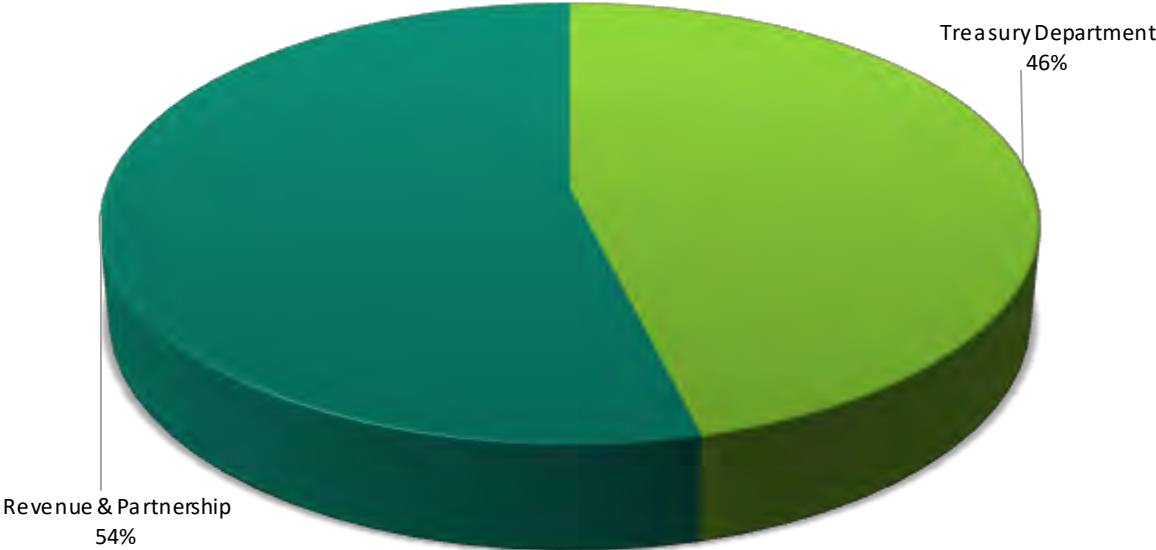
Investment Total	\$2,147,661
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INVESTMENT DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2018 BUDGE9	FY2020 BUDGET	% OF CHANGE
Treasury Department	7.0	7.0	6.0	6.0	0.0%
Revenue & Partnership	5.0	6.0	7.0	7.0	0.0%
Investment Total	12.0	13.0	13.0	13.0	0.0%

FTEs by Cost Center



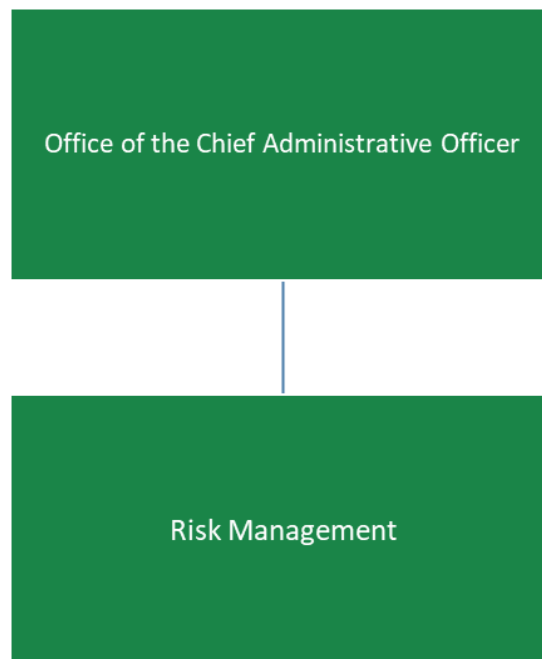
INVESTMENT DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
203 - TREASURY					
CHIEF INVESTMENT OFFICER	1.0	\$185,400			
DIR, TREAS ACCT AND COMPL	1.0	111,500			
SR. ADVISOR	1.0	105,264			
MGR CAP & REV PORT	1.0	88,910			
INVESTMENT PORTF MGR	1.0	83,554			
TREASURY BNKG ANALYST	1.0	70,853			
203 - TREASURY	6.0	\$645,481	\$22,326	\$240,411	\$908,217
435 - REVENUE & PARTNERSHIPS					
DEPUTY CHIEF, REVENUE & PARTNERSHIP	1.0	\$145,000			
DIR. OF PROGRAMS, REVENUE & PARTNERSHIP	1.0	107,500			
MGR, REVENUE & PARTNERSHIP	1.0	90,075			
REVENUE COMP ANALYST	1.0	76,461			
GRANT DEVELOPER	1.0	63,597			
REVENUE ANALYST	1.0	59,217			
COORDINATOR REV & PART	1.0	48,517			
435 - REVENUE & PARTNERSHIPS	7.0	\$590,368	\$17,720	\$218,912	\$826,999
Grand Total	13.0	\$1,235,848	\$40,046	\$459,322	\$1,735,217

ADMINISTRATION DIVISION

The Administration Division is responsible for providing support in the area of risk management.



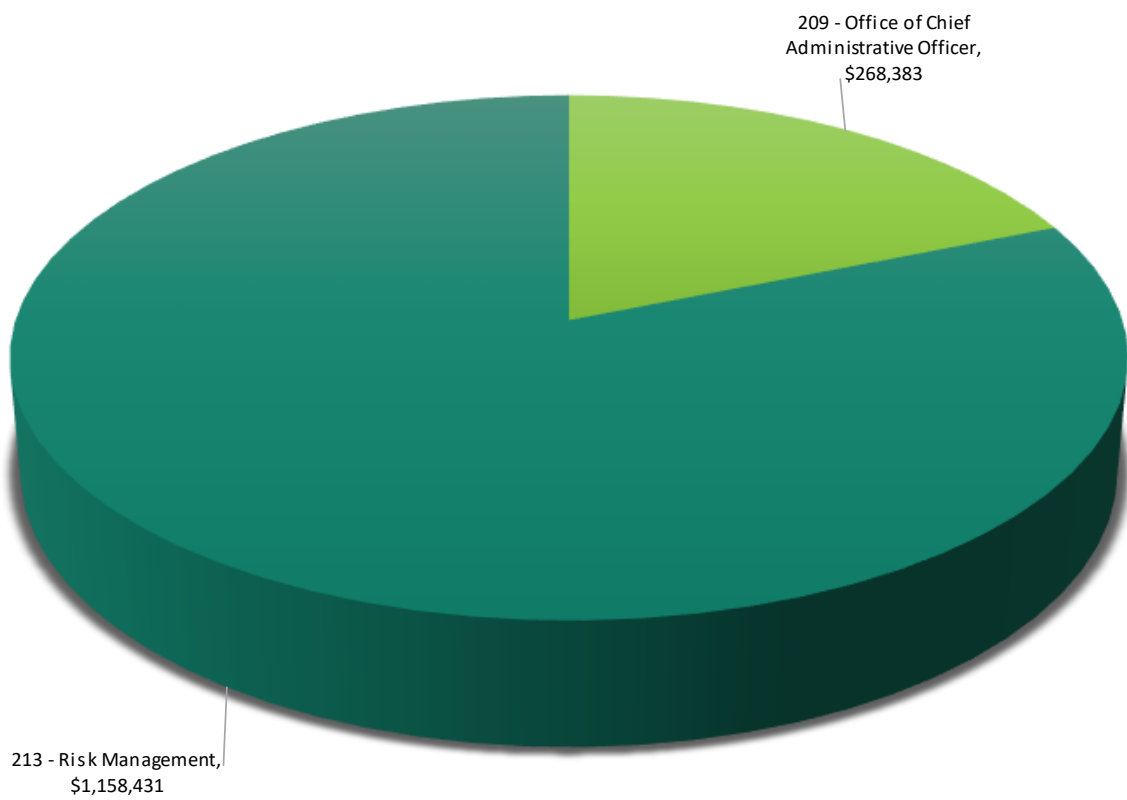
A SUMMER YOUTH EMPLOYMENT PROGRAM PARTICIPANT AT HIS JOB

INSIDE ADMINISTRATION

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

ADMINISTRATION DIVISION

EXPENDITURES BY COST CENTER



ADMINISTRATION DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
209 - Office of Chief Administrative Officer	\$279,062	\$292,849	\$358,009	\$268,383	-25.03%
213 - Risk Management	\$908,112	\$1,239,671	\$1,187,691	\$1,158,431	-2.46%
Administration	\$1,187,174	\$1,532,520	\$1,545,700	\$1,426,814	-7.69%

BUDGET YEAR COMPARISON

209-Office of the Chief Administrative Officer

The overall budget of the Office of the Chief Administrative Officer decreased by \$89,626, or 25.03%, due to the elimination of one FTE.

213-Risk Management

The overall budget for Risk Management decreased by \$29,260, or 2.46%, mostly due to salary adjustments for the 2 FTEs in this cost center.

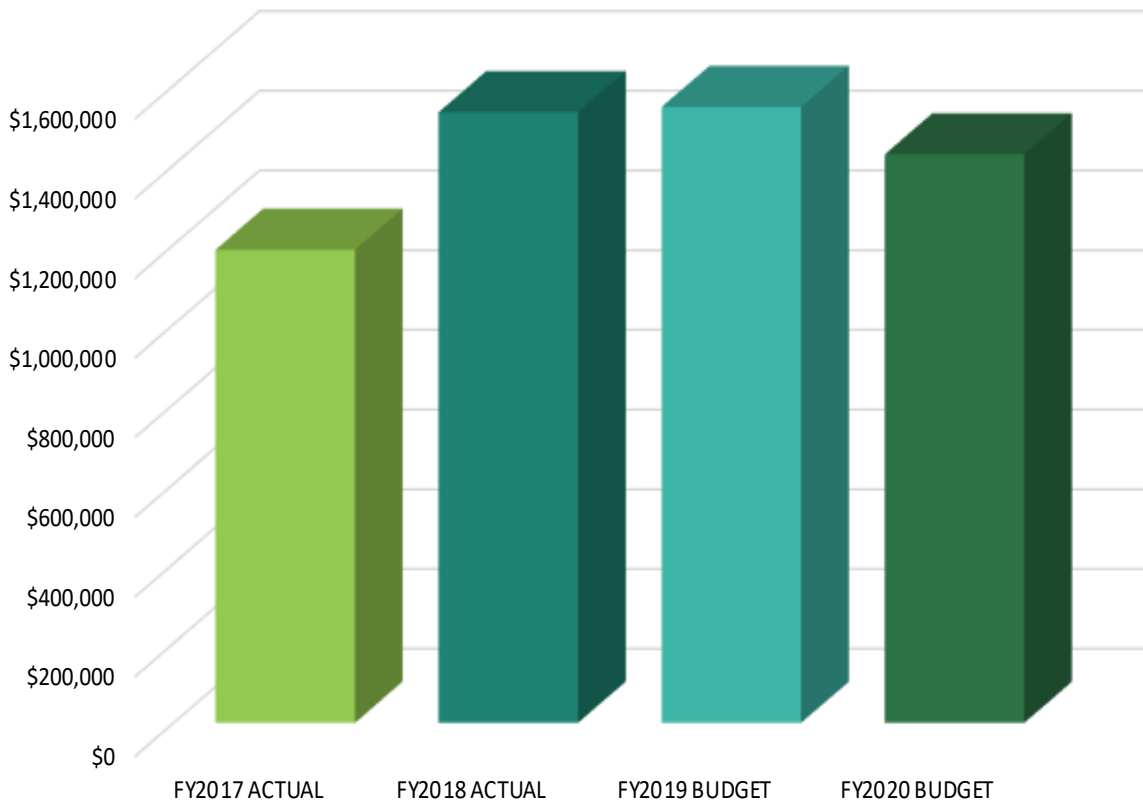
ADMINISTRATION DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$1,187,174	\$1,532,520	\$1,545,700	\$1,426,814	-7.69%
Grand Total	\$1,187,174	\$1,532,520	\$1,545,700	\$1,426,814	-7.69%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$911,408	\$1,245,667	\$929,790	\$936,590	0.73%
Personnel	\$275,766	\$286,853	\$615,910	\$490,224	-20.41%
Grand Total	\$1,187,174	\$1,532,520	\$1,545,700	\$1,426,814	-7.69%

EXPENDITURES BY FISCAL YEAR



ADMINISTRATION DIVISION

DIVISION SUMMARY

Mission

To provide the highest quality support services in the most efficient, cost effective, customer-oriented manner to the Board of Commissioners, Executive Management, staff and external entities.

2019 Accomplishments

- Increased total insured value of properties to ensure proper coverage of assets.
- Restructured department to align duties and changing business needs.
- Updated procedure manual to reflect changes in risk strategy.

2020 Goals

- Re-engineer risk management strategy to align with portfolio management and upcoming Property Manager solicitation.
- Develop safeguards to ensure proper application of insurance coverage.
- Improve communication between collaborating departments and private property managers.
- Ensure proper and timely reporting of incidents.
- Define claim reporting process for workers' compensation, property, general liability and auto coverages.

ADMINISTRATION DIVISION

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Office of the Chief Administrative Officer (209)

The Office of the Chief Administrative Officer is responsible for ensuring the daily internal support for the Chicago Housing Authority. This department is also responsible for oversight of the Risk Management Department.

\$268,383

Risk Management (213)

The Risk Management department is responsible for coordinating the placement of Property & Casualty and Executive Liability insurance for the Chicago Housing Authority; managing claim adjustment and resolution of claims reported against the Authority; ensuring contracts contain appropriate insurance requirements and indemnity clauses; verifying vendors have complied with insurance requirements.

\$1,158,431

ADMINISTRATION DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
209 - Office of Chief Administrative Officer					
MTW Fund	\$279,062	\$292,849	\$358,009	\$268,383	-25.03%
209 - Office of Chief Administrative Officer Total	\$279,062	\$292,849	\$358,009	\$268,383	-25.03%
213 - Risk Management					
MTW Fund	\$908,112	\$1,239,671	\$1,187,691	\$1,158,431	-2.46%
213 - Risk Management Total	\$908,112	\$1,239,671	\$1,187,691	\$1,158,431	-2.46%
Grand Total	\$1,187,174	\$1,532,520	\$1,545,700	\$1,426,814	-7.69%

ADMINISTRATION DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
209 - Office of Chief Administrative Officer					
Non-Personnel	\$3,296	\$5,996	\$5,790	\$5,790	0.00%
Personnel	\$275,766	\$286,853	\$352,219	\$262,593	-25.45%
209 - Office of Chief Administrative Officer Total	\$279,063	\$292,849	\$358,009	\$268,383	-25.03%
213 - Risk Management					
Non-Personnel	\$908,112	\$1,239,671	\$924,000	\$930,800	0.74%
Personnel	\$0	\$0	\$263,691	\$227,631	-13.68%
213 - Risk Management Total	\$908,112	\$1,239,671	\$1,187,691	\$1,158,431	-2.46%
Grand Total	\$1,187,175	\$1,532,520	\$1,545,700	\$1,426,814	-7.69%

ADMINISTRATION DIVISION

FY2020 BUDGET

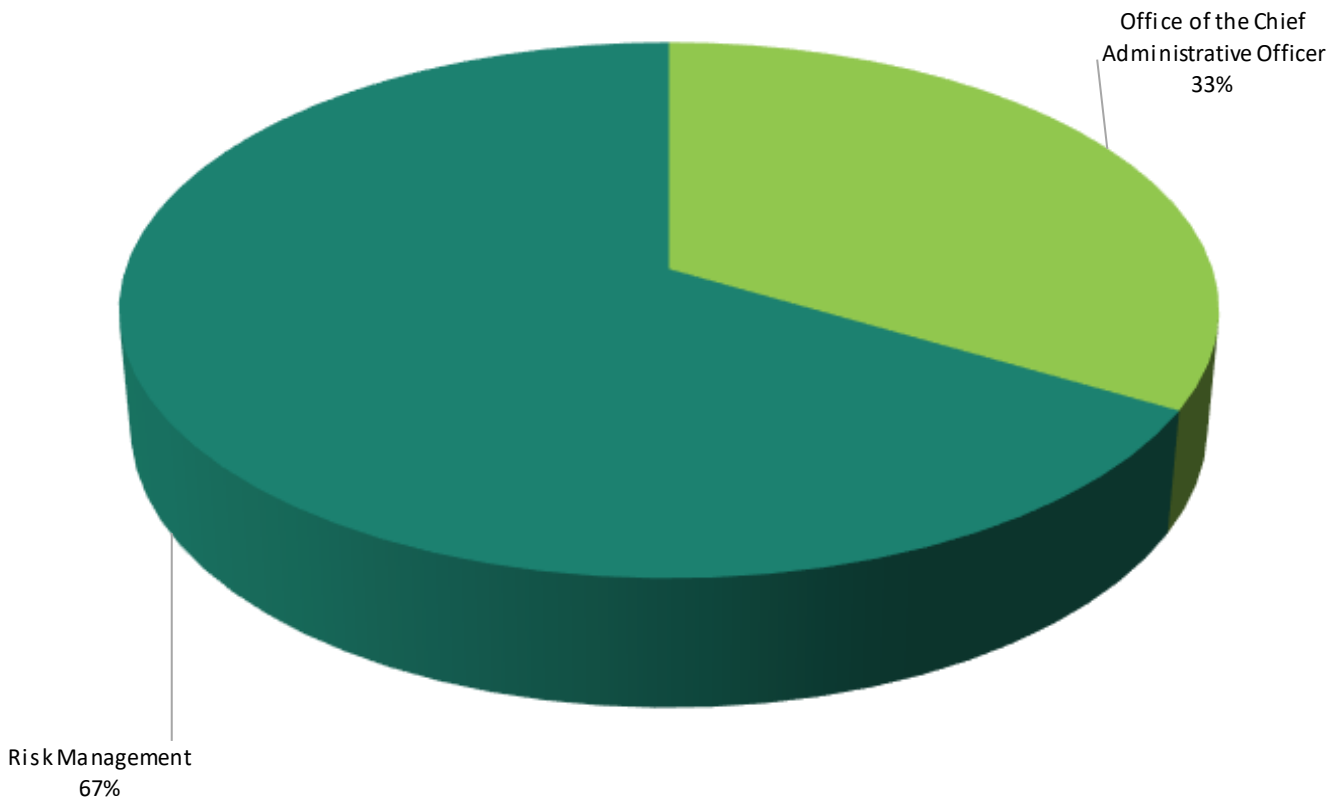
209 - Office of Chief Administrative Officer	
Personnel	\$262,593
Sundry	\$690
Training	\$2,600
Travel	\$2,500
209 - Office of Chief Administrative Officer	\$268,383
213 - Risk Management	
General Expense	\$924,000
Personnel	\$227,631
Sundry	\$1,500
Training	\$3,450
Travel	\$1,850
210 - Information Technology (IT)	\$1,158,431
Administration Total	\$1,426,814

ADMINISTRATION DIVISION

TOTAL FTE'S

	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Office of the Chief Administrative Officer	2.0	2.0	2.0	1.0	-50.0%
Risk Management	0.0	0.0	2.0	2.0	0.0%
Administration Total	2.0	2.0	4.0	3.0	-25.0%

FTEs by Cost Center



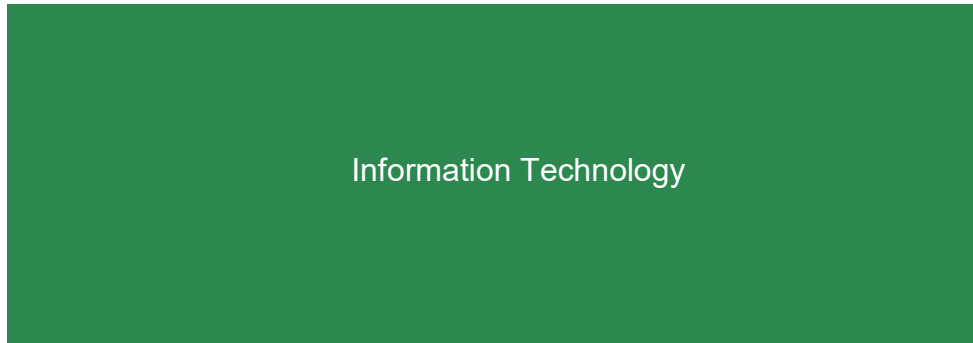
ADMINISTRATION DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
209 - OFFICE OF THE ADMINISTRATIVE OFFICER					
CHIEF OF ADMINISTRATION	1.0	\$187,460			
209 - OFFICE OF THE ADMINISTRATIVE OFFICER Total	1.0	\$187,460	\$5,623	\$69,510	\$262,593
213 - RISK MANAGEMENT					
MGR, RISK MANAGEMENT	1.0	\$100,000			
RISK MANAGEMENT ANALYST	1.0	62,500			
213 - RISK MANAGEMENT Total	2.0	\$162,500	\$4,876	\$60,255	\$227,631
Grand Total	3.0	\$349,960	\$10,499	\$129,765	\$490,224

INFORMATION TECHNOLOGY DIVISION

Information Technology Division is responsible for providing the technical resources necessary for the Finance, Asset Management, Legal, Development Management and Resident Services departments to operate effectively. This department is also responsible for providing Authority-wide communication support



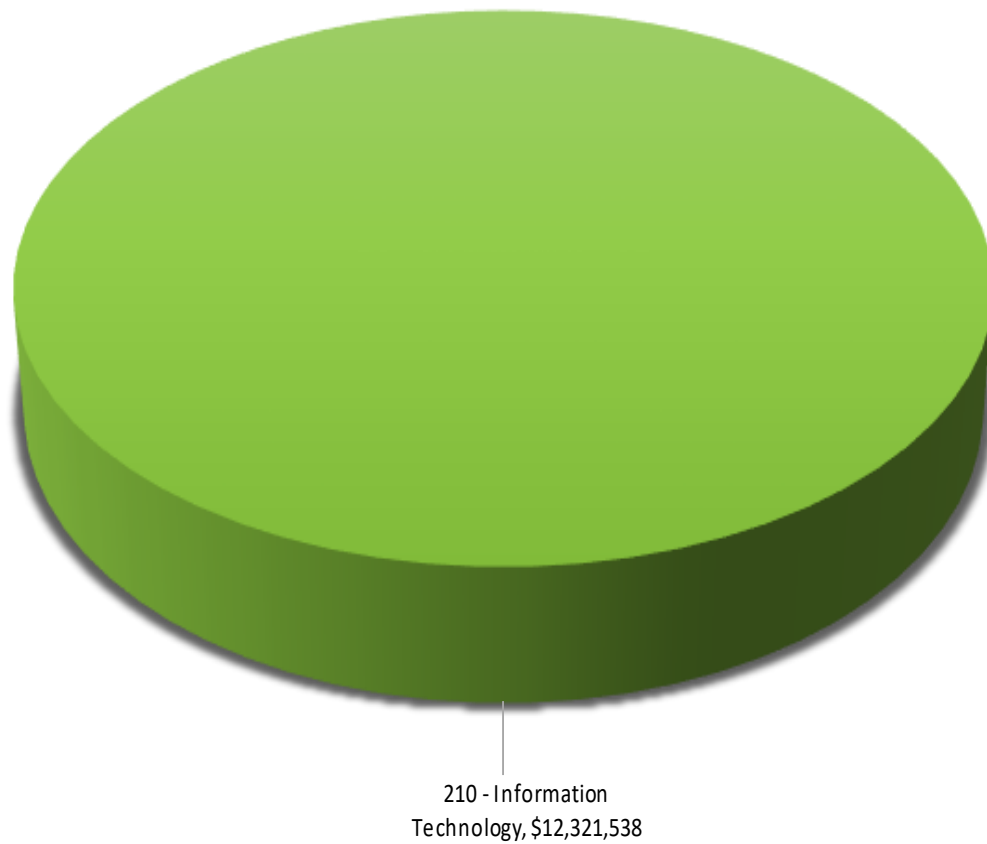
INSIDE INFORMATION TECHNOLOGY

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AN INSTRUCTOR HELPS A RESIDENT USE A COMPUTER AT THE LORRAINE HANSBERRY APARTMENTS AS PART OF "OLDER AMERICANS MONTH" IN MAY

INFORMATION TECHNOLOGY DIVISION

EXPENDITURES BY COST CENTER



INFORMATION TECHNOLOGY DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
210 - Information Technology	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%
Information Technology	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%

BUDGET YEAR COMPARISON

210-Information Technology

The personnel budget increased by \$178,394 or 3.90% due to a promotion and Pay for Performance (PFP), the non-personnel budget decreased by \$4,284 or 0.06% due to spending reductions.

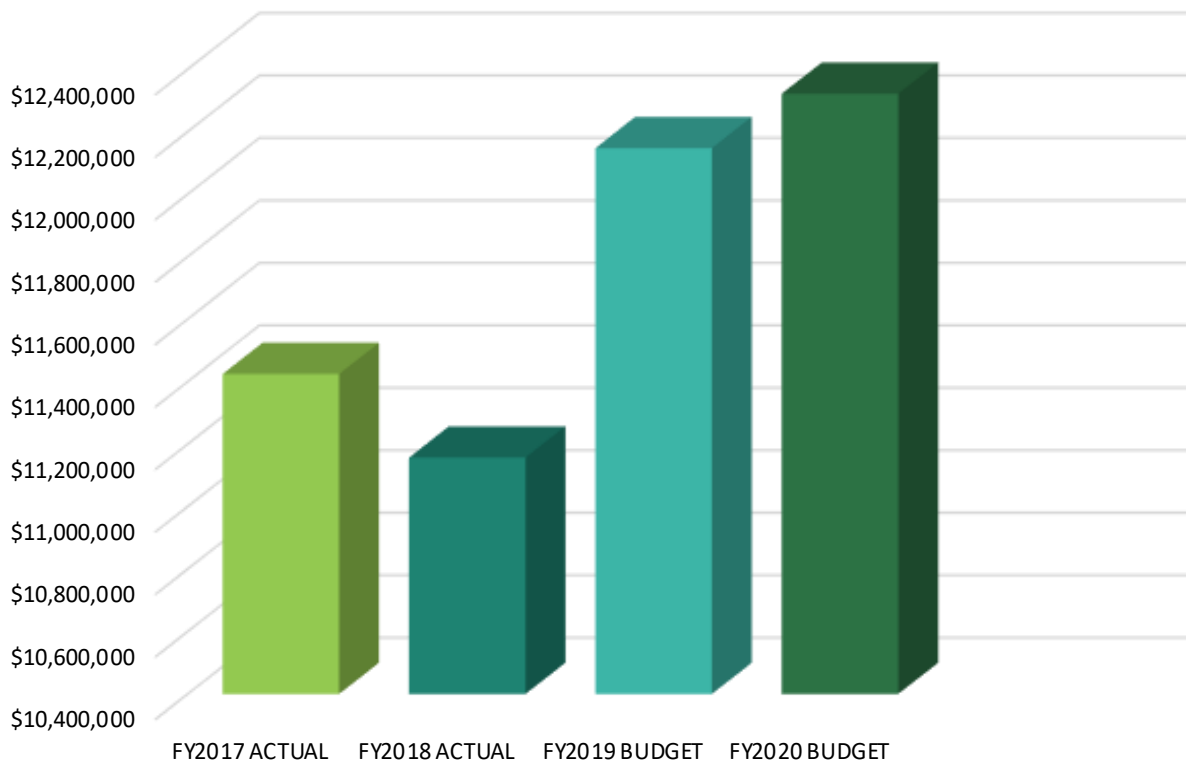
INFORMATION TECHNOLOGY DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%
Grand Total	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$7,565,447	\$7,151,684	\$7,569,757	\$7,565,473	-0.06%
Personnel	\$3,858,676	\$4,004,809	\$4,577,671	\$4,756,065	3.90%
Grand Total	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%

EXPENDITURES BY FISCAL YEAR



INFORMATION TECHNOLOGY DIVISION

DIVISION SUMMARY

Mission

To provide the highest quality support services in the most efficient, cost effective, customer-oriented manner to the Board of Commissioners, Executive Management, staff and external entities.

2019 Accomplishments

- As a part of Gautreaux case settlement, created a Resident Transfer Waitlist online application for existing residents of non-elderly public housing properties seeking to transfer to a different non-elderly public housing property.
- Created Waitlist Admin portal to streamline the applicant selection process for Occupancy.
- Implemented Yardi Resident and Landlord portal to improve customer service to residents.
- Implemented new Yardi Inventory control and Fixed Assets modules.
- Completed implementation of Infor contract management solution.
- Enhanced online applicant portal to streamline waitlist application process.
- Created Client Services Walk-in portal to track and manage applicants and resident requests when they enter the Client Services Center.
- Created an online Grands Application to facilitate CHCS grands awarding process.
- Enhanced system security with new next-generation Intrusion Protection System and Firewalls.
- Completed IT Assessment and developed 5-year IT Technology Plan.
- Upgraded to SharePoint 2016 and redesign CHA Intranet homepage.
- Implemented of Electronic File Feed for Guardian Benefits.
- Created JOC report dashboard.
- Enhanced the PMO project initiation process.
- Replaced existing helpdesk support software with cloud-based, easy to use and effective ticket management solution.
- Implemented Dell Data Domain backup storage infrastructure (Headquarter & Disaster Recovery sites).
- Replaced End of life data center servers.
- Updated Headquarter' s data center storage.

INFORMATION TECHNOLOGY DIVISION

2020 Goals

- Expand Enterprise Content Management System utilization (iFile Phase II). Implement / install recommended modifications to iFile hardware and software environments; includes Disaster recovery. Establish new document types and document libraries for CCD, Legal, DPC, and A/P.
- Expand Security Awareness training including CHA employees and contractors.
- Develop and issue a comprehensive RFP to either upgrade or replace Lawson ERP system with requirements from all the business areas – Procurement, HR, Finance, Accounts Payable, Budget and General Ledger.
- Complete implementation of HR Performance Management module.
- Collaborate with the Department of Procurement and Contracts to identify applicable leading practices and ways to reduce overall cycle time to benefit both Department of Procurement and Contracts and User Department staff.
- Develop high level process flow for multi-year budgets / POs and engage Infor Professional services to configure new process flow.
- Enhance Waitlist application portal to allow the PHA residents and HCV tenants to apply to the waitlist in a different program as needed.
- Create a new Waitlist portal for the Regional Housing Initiative that is comprised of 10 Public Housing Authorities and approximately 50 new properties. CHA will serve as the waitlist administrator for RHI and provide selection lists to RHI Public Housing Authorities.
- Implement Reasonable Accommodation application and admin portals to streamline the Reasonable Accommodation request and approval process.
- Enhance Waitlist Admin portal to minimize the users' ability to alter / influence the order / preferences of the waitlist and to track the occupancy processes from selection to move-in.
- Complete implementation of Identity Management solution for the user access management.
- Complete Section 3 portal enhancements.
- Complete CHA's Desktop and Laptop upgrade with the latest version.
- Upgrade Senior Labs with new computers.
- Implement Virtual Desktop Infrastructure (VDI) all family and senior lab computers.
- Implement Cisco ACI switch infrastructure for Datacenter switches.
- Upgrade all Senior housing management network infrastructure.

INFORMATION TECHNOLOGY DIVISION

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Information Technology (210)

Information Technology provides the technical resources necessary for the Finance, Asset Management, **\$12,321,538** Legal, Development Management and Resident Services departments to operate effectively. This department is also responsible for providing Authority-wide communication support

INFORMATION TECHNOLOGY DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY20198 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
210 - Information Technology (IT)					
MTW Fund	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%
209 - Information Technology (IT) Total	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%
Grand Total	\$11,424,123	\$11,156,493	\$12,147,428	\$12,321,538	1.43%

INFORMATION TECHNOLOGY DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
210 - Information Technology (IT)					
Non-Personnel	\$7,565,447	\$7,151,684	\$7,569,757	\$7,565,473	-0.06%
Personnel	\$3,858,676	\$4,004,809	\$4,577,671	\$4,756,065	3.90%
210 - Information Technology (IT) Total	\$11,424,124	\$11,156,493	\$12,147,428	\$12,321,538	1.43%
Grand Total	\$11,424,124	\$11,156,493	\$12,147,428	\$12,321,538	1.43%

INFORMATION TECHNOLOGY DIVISION

FY2020 BUDGET

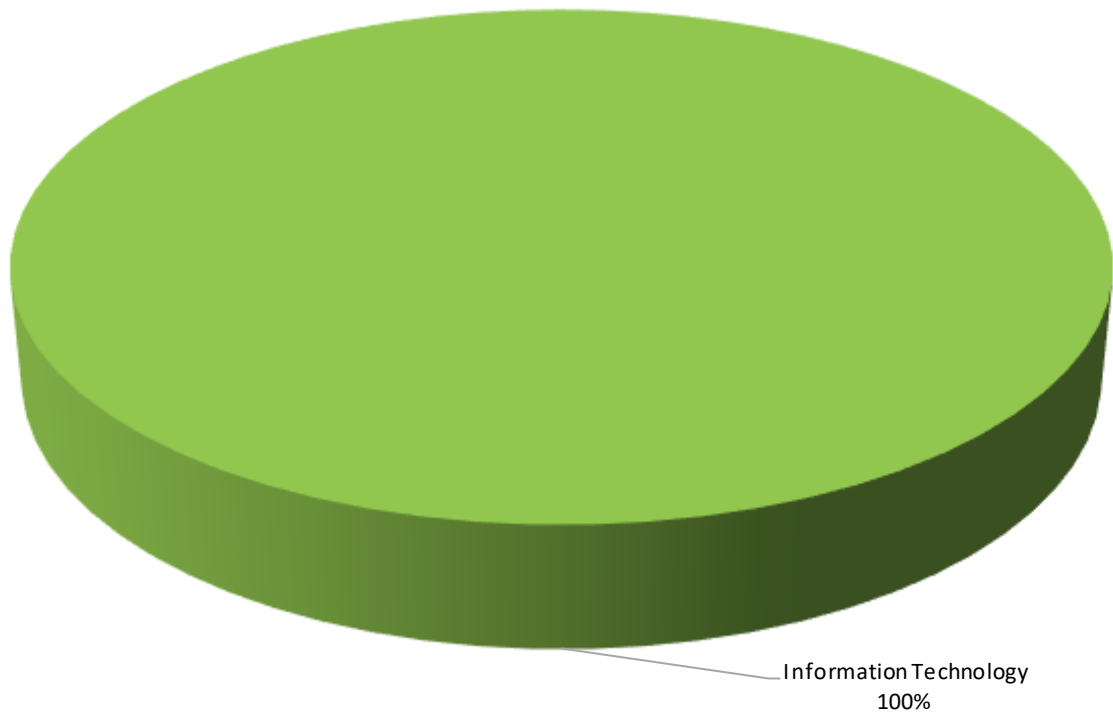
210 - Information Technology (IT)	
Contracts	\$2,536,575
Equipment	\$1,180,000
Personnel	\$4,756,065
Sundry	\$3,740,809
Training	\$97,726
Travel	\$10,363
210 - Information Technology (IT)	\$12,321,538
Information Technology (IT) Total	\$12,321,538

INFORMATION TECHNOLOGY DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Information Technology	39.0	39.0	39.0	39.0	0.0%
Information Technology Total	39.0	39.0	39.0	39.0	0.0%

FTEs by Cost Center



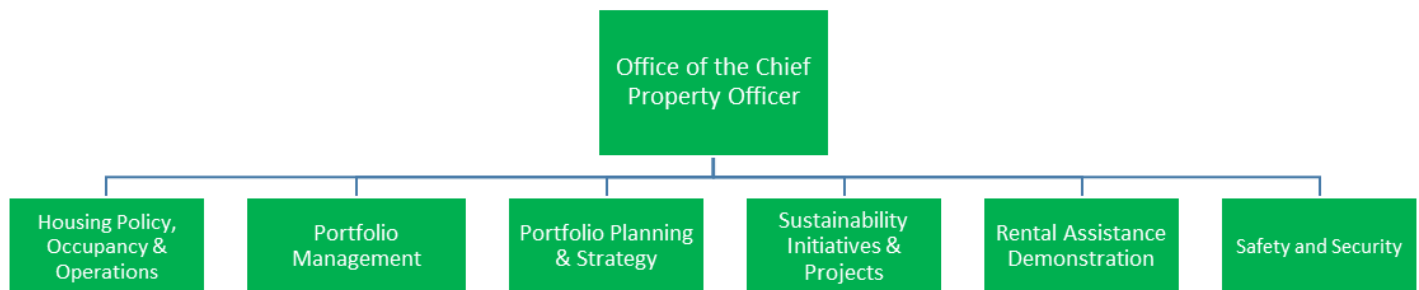
INFORMATION TECHNOLOGY DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
210 - INFORMATION TECHNOLOGY (IT)					
SYSTEMS ENGINEER II	3.0	\$253,516			
APPLICATION DEV II	3.0	\$251,337			
TECH SUPT ANLY I	4.0	\$225,700			
CHIEF IT OFFICER	1.0	\$180,000			
TEMP APP DEVELOPER	1.0	\$166,400			
IT PROJECT MGR 1	2.0	\$153,748			
DIRECTOR ITS	1.0	\$128,750			
TECH SUPT ANLY II	2.0	\$121,530			
ASST DIRECTOR ITS	1.0	\$116,390			
SYSTEMS ENGINEER I	2.0	\$116,373			
MGR, APPLICATN SVCS	1.0	\$114,330			
MANAGER, PMO	1.0	\$111,240			
APPLICATIONS ARCHITECT	1.0	\$109,803			
SYS STORAGE ARCHITECT	1.0	\$106,852			
SYSTEM ADMIN III	1.0	\$106,852			
DATABASE ITS INSTR II	1.0	\$106,090			
NETWORK ARCHITECT	1.0	\$98,345			
IT PROJECT MGR 2	1.0	\$97,204			
APPS TRAINER II	1.0	\$92,882			
SECURITY ARCHITECT	1.0	\$90,000			
MGR, TECH SUPPORT	1.0	\$88,000			
SYSTEM ANALYST II	1.0	\$86,060			
SYSTEMS ADMIN I	1.0	\$79,440			
QUALITY ASSURANCE ANALYST II	1.0	\$74,555			
BUSINESS SOLUTION ANALYST I	1.0	\$74,000			
APPLICATIONS TRAINER I	1.0	\$72,000			
DESKTOP TECHNICIAN	1.0	\$67,091			
EXECUTIVE ASSISTANT	1.0	\$56,500			
ADMIN SEC III (LOC 73)	1.0	\$50,265			
210 - INFORMATION TECHNOLOGY (IT) Total	39.0	\$3,395,254	\$101,858	\$1,258,953	\$4,756,065
Grand Total	39.0	\$3,395,254	\$101,858	\$1,258,953	\$4,756,065

PROPERTY OFFICE DIVISION

The Property Office consists of six departments collaborating to direct the operations of CHA’s property based investments. This Office collectively oversees the operations and compliance of 80 developments comprised of more than 20,000 housing units. The six departments include Housing Policy, Occupancy & Operations, Portfolio Management, Portfolio Planning and Strategy, Sustainability Initiatives & Projects, Rental Assistance Demonstration Program, and Safety and Security.



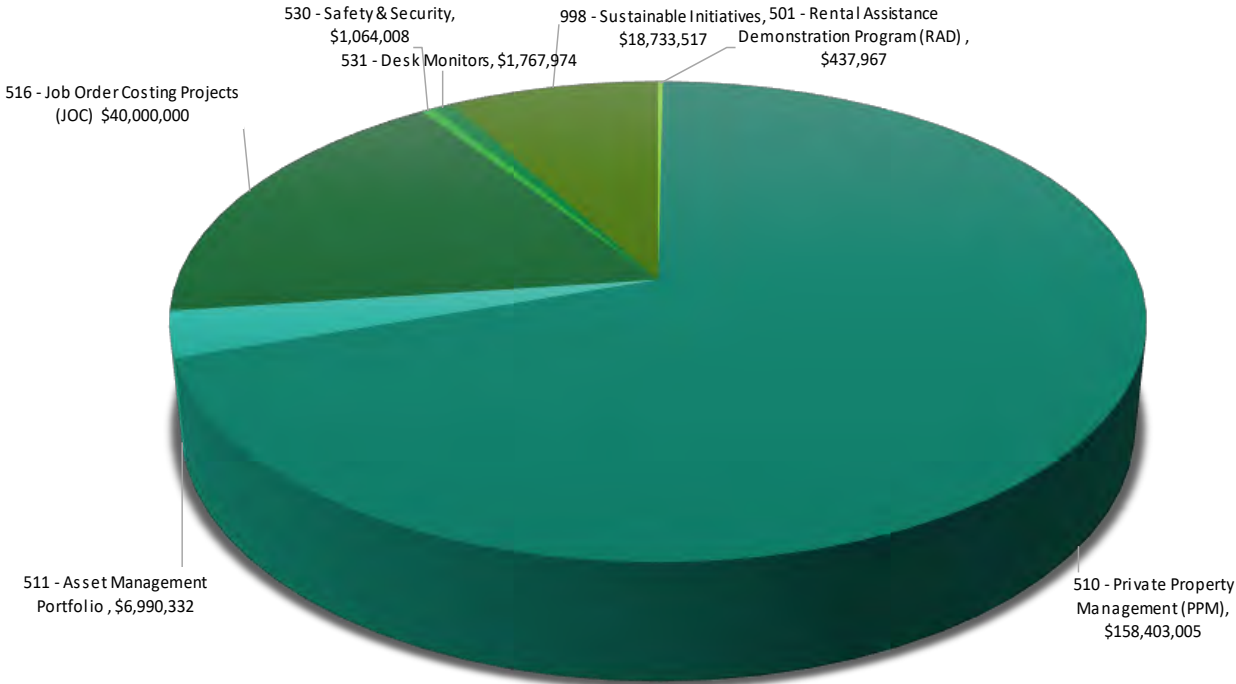
THE NORTHTOWN APARTMENTS AND NORTHTOWN BRANCH OPENED IN MARCH AND SERVES AS AN ANCHOR FOR THE WEST RIDGE COMMUNITY

INSIDE PROPERTY

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

PROPERTY OFFICE DIVISION

EXPENDITURES BY COST CENTER



PROPERTY OFFICE DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
501 - Rental Assistance Demonstration Program (RAD)	\$491,241	\$599,430	\$1,033,177	\$437,967	-57.61%
510 - Private Property Management (PPM)	\$163,882,796	\$175,045,774	\$155,936,153	\$158,403,005	1.58%
511 - Asset Management Portfolio	\$6,984,761	\$6,319,517	\$6,587,903	\$6,990,332	6.11%
516 - Job Order Costing Projects (JOC)	\$43,522,620	\$67,615,033	\$21,698,363	\$40,000,000	84.35%
530 - Safety & Security	\$906,494	\$1,343,454	\$1,019,269	\$1,064,008	4.39%
531 - Desk Monitors	\$1,367,566	\$1,835,693	\$1,658,713	\$1,767,974	6.59%
998 - Sustainable Initiatives	\$19,201,517	\$20,602,268	\$19,201,517	\$18,733,517	-2.44%
Property Office	\$236,356,996	\$273,361,170	\$207,135,095	\$227,396,803	9.78%

BUDGET YEAR COMPARISON

501 - Rental Assistance Demonstration (RAD)

The budget decreased by \$595,210 or 57.61 % due to the transfer of 4 FTEs and the elimination of a vacancy .

510 - Private Property Management (PPM)

The budget increased by \$ 2,466,852 or 1.58% primarily due to an increase in operating expenses.

511 - Asset Management Portfolio

The personnel budget increased by \$ 454,200 or 7.82 % due to Pay for Performance and the increase of 1 FTE. The non-personnel budget decreased by \$ 51,771 or -6.67%, due to a reduction in travel and training expenses.

516 - Job Order Costing Projects (JOC)

The Job Order Costing Projects budget increased by \$18M or 84.35% to more accurately reflect actual spending trend.

530 - Safety & Security

The personnel budget increased by \$ 47,968, or 4.72%, due to Pay for Performance and additional staff compensation.

531 - Desk Monitors

The personnel budget increased by \$ 109,261 or 6.59% due to union pay increases and 2 additional FTEs.

998 - Sustainable Initiatives

The budget represents expected utility expenses at CHA properties. The decrease of \$ 468,000, or -2.44%, more accurately affects actual expenditure.

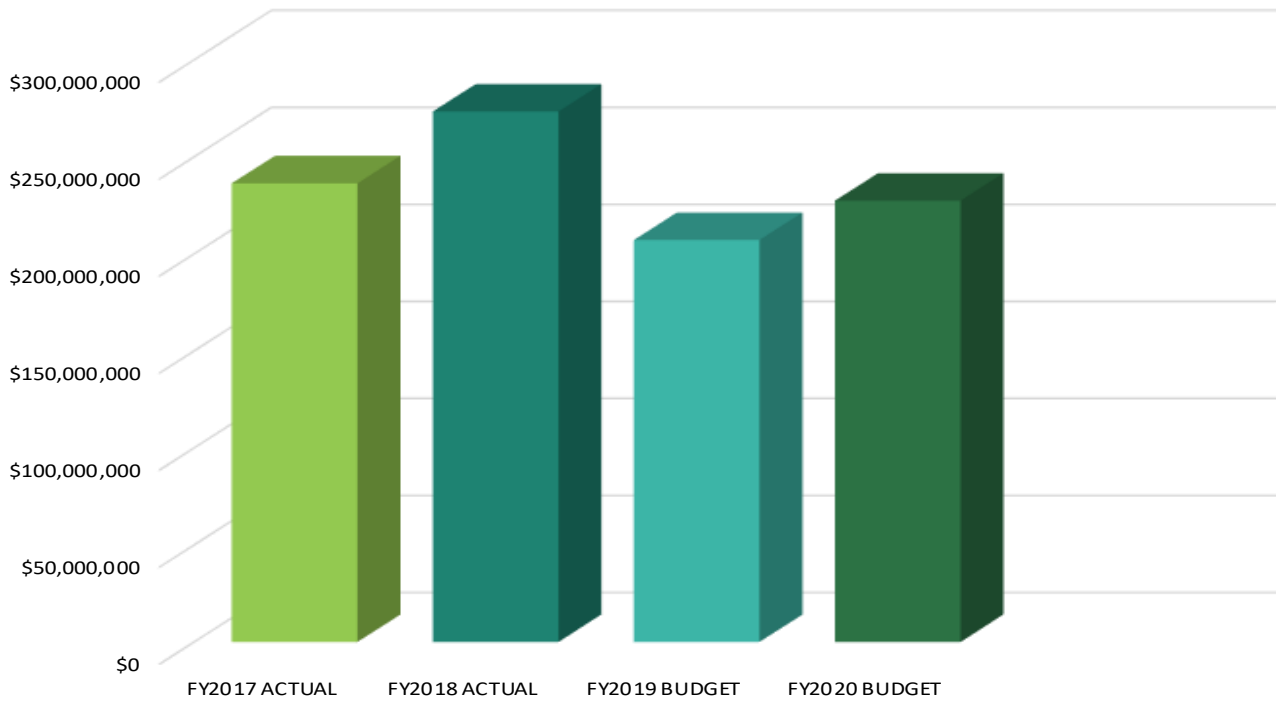
PROPERTY OFFICE DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$235,886,882	\$256,365,285	\$204,793,595	\$227,396,803	11.04%
Other Funding	\$470,114	\$16,995,885	\$2,341,500		N/A
Grand Total	\$236,356,996	\$273,361,170	\$207,135,095	\$227,396,803	9.78%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$228,365,647	\$264,211,472	\$197,615,984	\$217,861,473	10.24%
Personnel	\$7,991,349	\$9,149,698	\$9,519,111	\$9,535,330	0.17%
Grand Total	\$236,356,996	\$273,361,170	\$207,135,095	\$227,396,803	9.78%

EXPENDITURES BY FISCAL YEAR



PROPERTY OFFICE DIVISION

DIVISION SUMMARY

HOUSING POLICY, OCCUPANCY & OPERATIONS

FY2019 ACCOMPLISHMENTS

- **FY2020 ACOP:** Updated Admissions & Continued Occupancy Policy (ACOP) for Board approval.
- **Site-Based Waitlist:** Implemented waitlist selection automation process.
- **Safe Harbor:** Implemented update Safe Harbor Policy.
- **Right-Sizing:** Under/over-housed right-sizing initiative currently underway.
- **Record Retention:** Completed record retention initiative.
- **True-Ups:** Outstanding 2019 Mixed-Finance budgets reconciliation pending completion.

FY2020 GOALS

- **FY2020 ACOP:** Implement update Admissions & Continued Occupancy Policy (ACOP) and update procedures.
- **FY2020 SDHP:** Update Senior Designated Housing Plan for Board approval.
- **Site-Based Waitlist:** Fully integrate automation within waitlist management processes.
- **Right-Sizing:** Develop strategic under/over-housed right-sizing plan.
- **2020 Budgeting:** Complete 2020 property budget approval process by Q1.

MRO Supplies: Finalize contract award for MRO supplies vendor.

PROPERTY OFFICE DIVISION

DIVISION SUMMARY

PLANNING AND STRATEGY/SECTION 3 JOC

FY2019 ACCOMPLISHMENTS

- Completed or in progress \$52,000,000 in projects with Section 3 businesses.
- Successfully scaled JOC program to manage all unit turns.
- Repaired or replaced over 200 roofs.
- Brought 30 non-dwelling units online to be leased.

FY2020 GOALS

- Scattered Sites capital renewal.
- Return 30 non-dwelling units to leasable status.
- Assess and replace at the end of their life cycle.
- Make common area upgrades at Senior buildings.

PROPERTY OFFICE DIVISION

DIVISION SUMMARY

PORTFOLIO MANAGEMENT FY2019 ACCOMPLISHMENTS

- Updated the Private Property Management Procedure Manual.
- Closed Lathrop Homes development within projected timeframe.
- Leased 100% units for all new developments within 30 days. (Taylor Street, Northtown Apartments & Library, Independence Apartments and Library, and Concord at Sheridan.
- Established first CHA agency-wide online tenant initiated work order allowing residents to place an online work order request, track the process and also receive proper notification once the work order has been addressed.
- Completed over 30 off-line units to be returned to leasing status.
- Implemented resident cleaning program in scattered sites portfolio.

FY2020 GOALS

- Increase occupancy rate to 98% for all leasable units.
- Increase rent collection to 98% monthly.
- All unit turns are completed in less than 60 days; 75% in less than 30 days.
- Optimize Private Property Management Services.
- Implement Resident Cleaning Program for all scattered sides.
- Update the Private Property Management Procedure Manual.
- Complete 95% of work orders on time.
- Monitor CHA agency-wide online tenant initiated work order allowing residents to place an online work order request, track the process, and also receive proper notification once the work order has been addressed.
- Launch first CHA agency-wide fixed asset inventory control system.
- Establish first CHA agency-wide real-estate asset management database.

PROPERTY OFFICE DIVISION

RENTAL ASSISTANCE DEMONSTRATION (RAD)

FY2019 ACCOMPLISHMENTS

1. Closed the following RAD Component One Transactions:

	Name of Development	Common Address	Net # of Units	Date Use Agreement Recorded
1	Judge Green	4030 S. Lake Park	153	Jan-19
2	Vivian Gordon Harsh	4227 S. Oakenwald	123	Jan-19
3	Patrick Sullivan	1633 W. Madison	480	Feb-19
		TOTAL	756	

- Total Conversions through Year-End 2018 – 4,332 units
 - Total by end of 2019 – 5,265 units or 48% of CHA’s portfolio award.
2. The RAD Team in conjunction with Development, refinanced two of its largest senior buildings with third-party financing. Caroline Hedger (449 units) generated \$40 million dollars in debt and equity proceeds that is returning to CHA to finance other upcoming RAD transactions. The transaction closed in November 2018. Patrick Sullivan (480 units) generated \$29.5 million in debt proceeds. This transaction closed in February 2019.
 3. The RAD Team, in conjunction with Development, identified a development partner through a competitive process to rehabilitate Wicker Park Apartments and construct new family units on the site. Development plans and deal terms are currently being negotiated and drafted.

FY2020 GOALS

1. Convert additional properties (approximately 5 to 10) to RAD PBVs.
2. Identify a Development Partner to comprehensively rehabilitate two other senior developments.
3. Actively pursue a portfolio-wide refinancing strategy and plan for previously closed RAD transactions to generate proceeds for future RAD transactions.

PROPERTY OFFICE DIVISION

SAFETY AND SECURITY

FY2019 ACCOMPLISHMENTS

- Key fob introduction completion.
- Successful domestic violence training for staff and private security staff.
- Successful customer service training for desk monitor staff.
- Reduction in lifestyle crime.
- Transition of new security services.

FY2020 GOALS

- Completion of door access program.
- Improve customer service provided by Front Desk Monitors.
- Optimize Security Deployments.

PROPERTY OFFICE DIVISION

SUSTAINABLE INITIATIVES AND PROJECTS

FY2019 ACCOMPLISHMENTS

- Completed installation of the CHA's first large scale solar array at Dearborn Homes, which is anticipated to generation approximately 10% of the annual electricity used on site.
- Replaced central boiler and hot water plants at five buildings and upgraded older appliances in apartments with new energy efficient one with IHWAP funds, saving \$6.8 million in capital funding under a partnership with the Community Economic Development Association (CEDA).
- Received over \$1.5 million of energy efficiency upgrades from the ComEd and People's Gas rebate programs.
- Launched the CHA's first fixed asset module within our system of record to more efficiently manage inventory such as appliances, maintenance tools and equipment.

FY2020 GOALS

- Increase the amount of solar energy generation and usage for CHA cost savings and resident impact.
- Continue to maximize partnerships and funding resources for projects with energy conservation measures.
- Optimize environmental health and safety operations throughout public housing portfolio.
- Enhance standard and preventative maintenance programs with available technologies and an increased level of service from centralized service contracts.

PROPERTY OFFICE DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Rental Assistance Demonstration (RAD) (501)

Rental Assistance Demonstration is managing the transition of CHA's senior properties to HUD's Rental Assistance Demonstration (RAD) program. The department analyzes property operations, assesses property conditions, prepares the property for transition, ensures the CHA complies with HUD requirements and completes closing processes to enter the RAD program.

\$ 437,967

Private Property Management (PPM) (510)

The CHA has contracts with Private Property Management (PPM) firms to manage the day-to-day operations of the public housing units in the CHA's Family, Senior, Scattered Sites and Mixed-Income housing portfolios. The PPM's are responsible for:

\$ 158,403,005

- Physical operations and maintenance of the buildings, facilities, equipment, unit interiors, common areas, and grounds.
- Leasing, annual tenant recertification, rent calculation, rent collection, lease enforcement, and community relations.
- Compliance with all applicable CHA, HUD and local rules and regulations governing the operation of public housing.

Asset Management Portfolio (511)

The Property Office Division monitors the contracts between the CHA and the property managers for the public housing properties to ensure compliance with HUD regulations, applicable laws, as well as CHA policies and procedures.

\$ 6,990,332

Job Order Costing Projects (516)

Job Order Costing Projects represents capital maintenance projects that will be completed by Section 3 businesses.

\$ 40,000,000

Safety & Security (530)

Safety & Security operates a 24-hour, seven-day a week, communication center and retains a database of CHA staff, and external support agencies that are notified and mobilized as required in the event of an emergency. It maintains contact with outside agencies through a fully integrated connection to the city's 311 and 911 system, and ensures resolution of urgent situations as necessary.

\$1,064,008

PROPERTY OFFICE DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

Desk Monitors (531)

Desk Monitors are responsible for monitoring, documenting and reporting all activity that occurs in the secure entry ways of their assigned CHA senior buildings. Monitors will greet and screen visitors to the building in a professional manner and maintain a calm and positive presence in the lobby area while providing superior customer service in a friendly and helpful manner to all residents and visitors. They will monitor incoming deliveries, vendor visits and service calls and maintain daily records of all arrivals and departures. Additionally, they will observe, report and document all security related incidents, respond appropriately to emergency situations, report criminal activity to the appropriate authorities and maintain a clean and orderly entrance area. **\$ 1,767,974**

Sustainable Initiatives (998)

Sustainable Initiatives represents utility costs at CHA properties. CHA strives to minimize utility use and cost by actively managing those factors impacting utility usage. **\$ 18,733,517**

PROPERTY OFFICE DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
501 - Rental Assistance Demonstration (RAD)					
MTW Funding	\$491,241	\$599,430	\$1,033,177	\$437,967	-57.61%
501 - Rental Assistance Demonstration (RAD) Total	\$491,241	\$599,430	\$1,033,177	\$437,967	-57.61%
510 - Private Property Management (PPM)					
MTW Funding	\$163,882,796	\$158,349,576	\$153,594,653	\$158,403,005	3.13%
Other Funding		\$16,696,199	\$2,341,500		-100.00%
510 - Private Property Management (PPM) Total	\$163,882,796	\$175,045,775	\$155,936,153	\$158,403,005	1.58%
511 - Asset Management Portfolio					
MTW Funding	\$6,984,761	\$6,319,518	\$6,587,903	\$6,990,332	6.11%
511 - Asset Management Portfolio Total	\$6,984,761	\$6,319,518	\$6,587,903	\$6,990,332	6.11%
516 - Job Order Costing (JOC)					
MTW Funding	\$43,108,538	\$67,621,282	\$21,698,363	\$40,000,000	84.35%
Other Funding	\$414,082	(\$6,248)			
516 - Job Order Costing (JOC) Total	\$43,522,620	\$67,615,034	\$21,698,363	\$40,000,000	84.35%
530 - Safety & Security					
MTW Funding	\$906,494	\$1,343,454	\$1,019,269	\$1,064,008	4.39%
530 - Safety & Security Total	\$906,494	\$1,343,454	\$1,019,269	\$1,064,008	4.39%
531 - Desk Monitors					
MTW Funding	\$1,367,566	\$1,537,391	\$1,658,713	\$1,767,974	6.59%
Other Funding		\$298,302			
531 - Desk Monitors Total	\$1,367,566	\$1,835,693	\$1,658,713	\$1,767,974	6.59%
998 - Sustainable Initiatives					
MTW Funding	\$19,145,486	\$20,594,634	\$19,201,517	\$18,733,517	-2.44%
Other Funding	\$56,032	\$7,633			
998 - Sustainable Initiatives Total	\$19,201,517	\$20,602,267	\$19,201,517	\$18,733,517	-2.44%
Grand Total	\$236,356,996	\$273,361,170	\$207,135,095	\$227,396,803	9.78%

PROPERTY OFFICE DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
501 - Rental Assistance Demonstration					
Personnel	\$491,241	\$599,430	\$1,033,177	\$437,967	-57.61%
501 - Rental Assistance Demonstration Total	\$491,241	\$599,430	\$1,033,177	\$437,967	-57.61%
510 - Private Management (PPM)					
Non-Personnel	\$163,882,796	\$175,045,774	\$155,936,153	\$158,403,005	1.58%
510 - Private Management (PPM) Total	\$163,882,796	\$175,045,774	\$155,936,153	\$158,403,005	1.58%
511 - Asset Management Portfolio					
Non-Personnel	\$1,758,255	\$940,089	\$776,722	\$724,951	-6.67%
Personnel	\$5,226,506	\$5,379,429	\$5,811,181	\$6,265,381	7.82%
511 - Asset Management Portfolio Total	\$6,984,761	\$6,319,518	\$6,587,903	\$6,990,332	6.11%
516 - Job Order Costing (JOC)					
Non-Personnel	\$43,522,620	\$67,615,033	\$21,698,363	\$40,000,000	84.35%
516 - Job Order Costing (JOC) Total	\$43,522,620	\$67,615,033	\$21,698,363	\$40,000,000	84.35%
530 - Safety & Security Total					
Non-Personnel	\$457	\$8,308	\$3,229		-100.00%
Personnel	\$906,037	\$1,335,147	\$1,016,040	\$1,064,008	4.72%
530 - Safety & Security Total	\$906,494	\$1,343,455	\$1,019,269	\$1,064,008	4.39%
531 - Desk Monitors					
Personnel	\$1,367,566	\$1,835,693	\$1,658,713	\$1,767,974	6.59%
531 - Desk Monitors Total	\$1,367,566	\$1,835,693	\$1,658,713	\$1,767,974	6.59%
998 - Sustainable Initiatives					
Non-Personnel	\$19,201,517	\$20,602,268	\$19,201,517	\$18,733,517	-2.44%
998 - Sustainable Initiatives	\$19,201,517	\$20,602,268	\$19,201,517	\$18,733,517	-2.44%
Grand Total	\$236,356,996	\$273,361,171	\$207,135,095	\$227,396,803	9.78%

PROPERTY OFFICE DIVISION

FY 2020 BUDGET

501 - -Rental Assistance Demonstration (RAD)

Personnel	\$437,967
501 - -Rental Assistance Demonstration (RAD)	\$437,967

510 - Private Management (PPM)

Accounting & Audit	\$638,000
Contracts	\$8,000,000
Consultant Fees	\$100,000
General Expense	\$146,949,126
HAP	\$2,715,879
510 - Private Management (PPM)	\$158,403,005

511 - Asset Management Portfolio

Contracts	\$132,000
Personnel	\$6,265,381
Sundry	\$432,951
Training	\$100,000
Travel	\$60,000
511 - Asset Management Portfolio	\$6,990,332

516 - Job Order Costing (JOC)

New Account Category	\$40,000,000
516 - Job Order Costing (JOC)	\$40,000,000

530 - Safety & Security

Personnel	\$1,064,008
530 - Safety & Security	\$1,064,008

531 - Desk Monitors

Personnel	\$1,767,974
531 - Desk Monitors	\$1,767,974

998 - Sustainable Initiatives

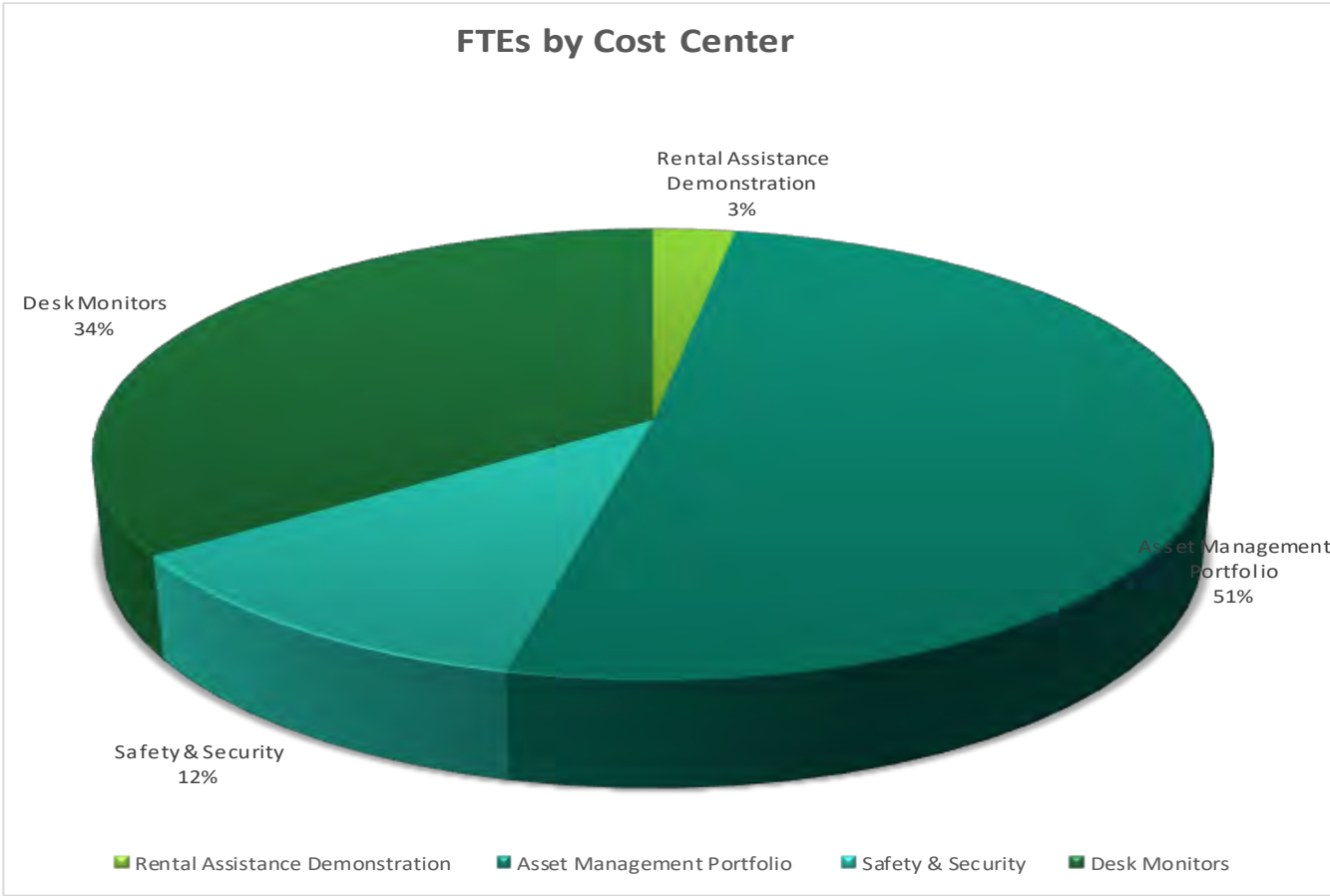
Utilities	\$18,733,517
998 - Sustainable Initiatives	\$18,733,517

Property Office Total	\$227,396,803
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PROPERTY OFFICE DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Rental Assistance Demonstration	4.0	4.0	8.0	3.0	-62.5%
Asset Management Portfolio	55.0	56.0	55.0	56.0	1.8%
Safety & Security	13.0	13.0	13.0	13.0	0.0%
Desk Monitors	35.0	33.0	36.0	38.0	5.6%
Property Total	107.0	106.0	112.0	110.0	-1.8%



PROPERTY OFFICE DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PPF TOTAL	BENEFITS TOTAL	POSITION TOTAL
501 - RENTAL ASSISTANCE DEMONSTRATION					
DEPUTY CHIEF	1.0	\$158,000			
MANAGER, RAD PROGRAM III	1.0	\$88,155			
RAD PROGRAM ANALYST	1.0	\$66,500			
501 - RENTAL ASSISTANCE DEMONSTRATION	3.0	\$312,655	\$9,380	\$115,932	\$437,967
511- ASSET MANAGEMENT PORTFOLIO					
ASST. DIRECTOR PORTFOLIO MANAGER/ PLAN LIAISON	1.0	107,000			
ASST. DIRECTOR PORTFOLIO MANAGER	1.0	95,000			
CHIEF PROPERTY OFFICER	1.0	180,000			
DATA INTEGRITY ANALYST I	1.0	75,027			
DATA INTEGRITY ANALYST II	1.0	90,913			
DEPUTY CHIEF OPERATION, POLICY & OCCUPANCY	1.0	150,000			
DEPUTY CHIEF PROPERTY OFFICER	1.0	150,000			
DIRECTOR, SUST INITIATIVES	1.0	128,000			
DIRECTOR PORTFOLIO PLAN STR	1.0	108,010			
ENERGY ANALYST II	1.0	82,000			
ENGINEER, CHIEF	1.0	108,226			
ENVIR, HEALTH AND SAFETY MANAGER	1.0	94,395			
MANAGER, OCCUPANCY	1.0	81,955			
MANAGER COMPLIANCE & PROCUREMENT	1.0	83,732			
MANAGER OCCUPANCY ADMIN	1.0	98,039			
OCCUPANCY SPECIALIST I	5.0	230,912			
OCCUPANCY SPECIALIST II	3.0	190,753			
POLICY ANALYST II	1.0	76,000			
PORTFOLIO MANAGER I	9.0	523,196			
PORTFOLIO MANAGER II	4.0	301,598			
PORTFOLIO MANAGER III	6.0	539,163			
PROGRAM MANAGER	1.0	65,000			
PROGRAM MANAGER III	1.0	103,000			
PROJECT COORDINATOR	1.0	37,824			
PROJECT COORDINATOR II	2.0	124,573			
PROJECT MANAGER I	2.0	129,529			
PROJECT MANAGER II	5.0	381,875			
SENIOR DIRECTOR PORTFOLIO MANAGER	1.0	137,000			
511- ASSET MANAGEMENT PORTFOLIO	56.0	\$4,472,719	\$134,182	\$1,658,484	\$6,265,381
530 SAFETY AND SECURITY					
DIRECTOR, SAFETY STRATEGIST	1.0	\$119,480			
EMERGENCY DISPATCHER	8.0	395,204			
MANAGER, SAFETY & SECURITY	1.0	71,379			
SECURITY VIDEO ANALYST	1.0	53,752			
SECURITY VIDEO ANALYST II	1.0	58,000			
SUPERVISOR, EMER SER	1.0	61,739			
530 - SECURITY COORDINATION	13.0	\$759,554	\$22,805	\$281,649	\$1,064,008
531 - CHA MONITORS					
FRONT DESK MONITOR	36.0	\$1,171,954			
FRONT DESK SUPERVISOR	2.0	90,243			
531 - CHA MONITORS	38.0	\$1,262,197	\$37,783	\$467,994	\$1,767,974
Grand Total	110.0	\$6,807,125	\$204,149	\$2,524,059	\$9,535,330

CAPITAL CONSTRUCTION DIVISION

The Capital Construction Division is responsible for the rehabilitation and ongoing capital maintenance efforts at CHA's Family, Senior and Scattered Site Properties.

CAPITAL CONSTRUCTION
ADMINISTRATION

CAPITAL IMPROVEMENT



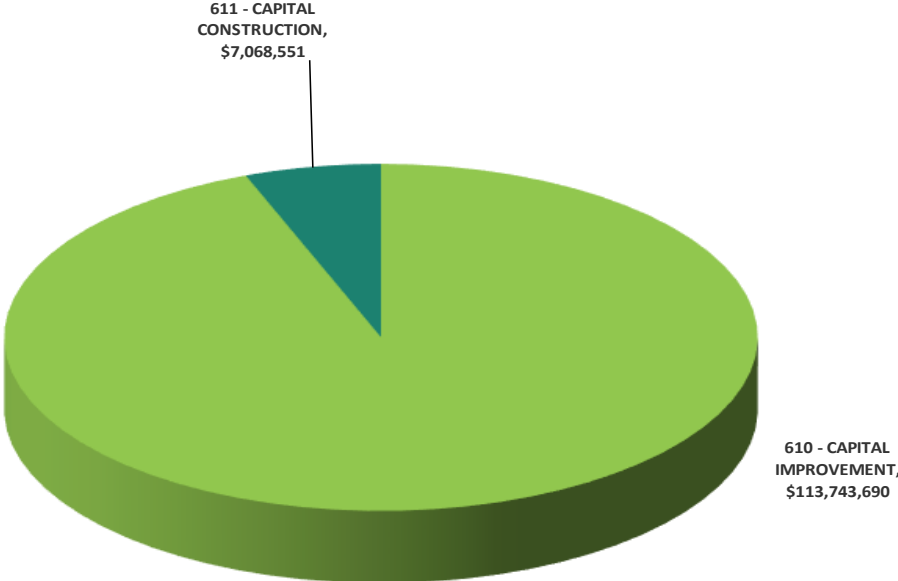
INSIDE CAPITAL CONSTRUCTION

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

JONICK COLEMAN IS ONE OF SEVERAL YOUTH ENROLLED AT XS TENNIS, THE SOUTHSIDE TENNIS AND EDUCATION CENTER THAT OPENED ON THE SITE OF THE FORMER ROBERT TAYLOR HOMES IN 2018

CAPITAL CONSTRUCTION DIVISION

EXPENDITURES BY COST CENTER



CAPITAL CONSTRUCTION DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
CAPITAL CONSTRUCTION					
610 - Capital Improvement	\$57,197,231	\$62,308,467	\$150,052,928	\$113,743,690	-24.20%
601 - Office of the Chief of Construction & Development	\$185,839	-\$39,968	\$0	\$0	0.00%
611 - Capital Construction Admin	\$5,895,456	\$6,399,174	\$7,239,450	\$7,068,551	-2.36%
CAPITAL CONSTRUCTION Total	\$63,278,526	\$68,667,673	\$157,292,378	\$120,812,241	-23.19%

BUDGET YEAR COMPARISON

610-Capital Improvement

The decrease of \$36,309,238 or 24.2% is primarily due to the decrease in Family, RAD, and Senior capital maintenance projects.

601-Office of the Chief of Construction & Development

This cost center merged with cost center 611.

611-Capital Construction Admin

The personnel budget decreased by \$170,900 or 2.4% mostly due to a re-organization within the division. The non-personnel budget remained unchanged.

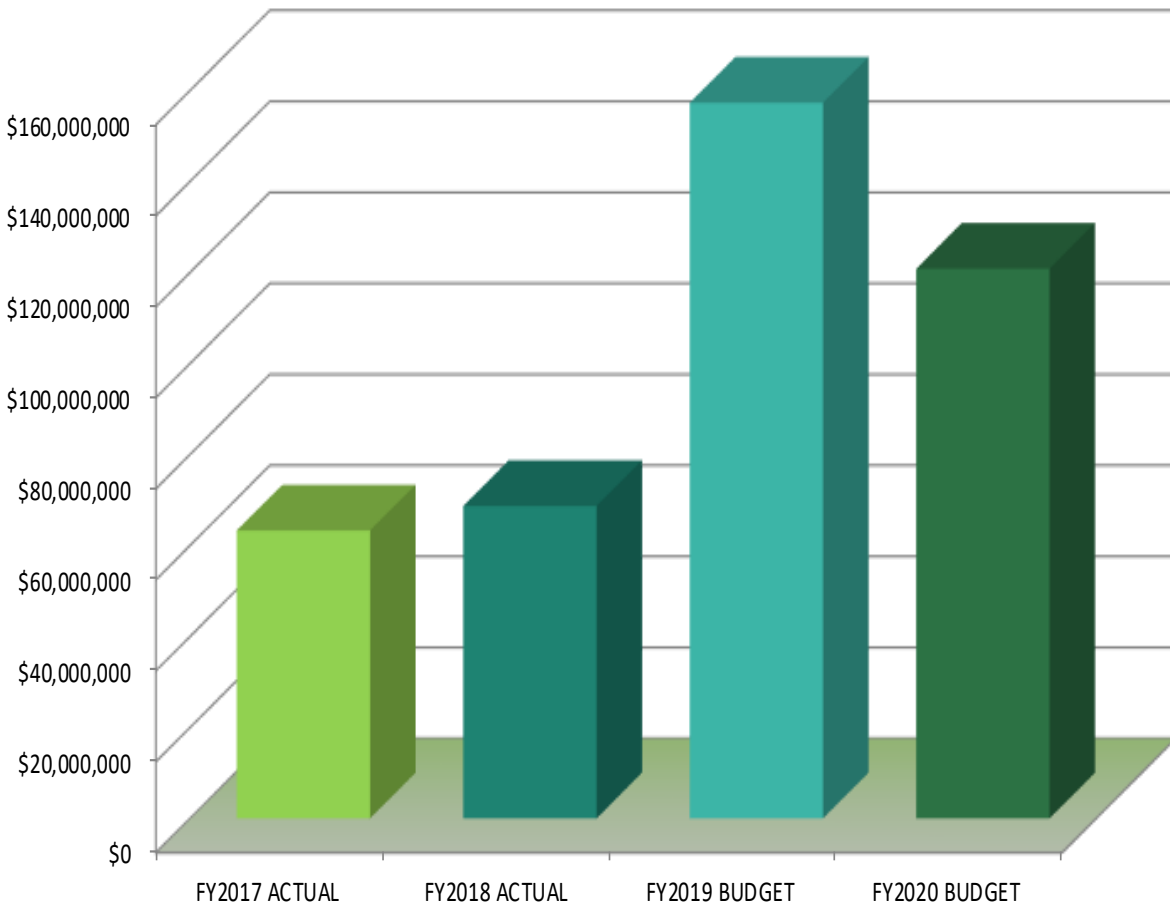
CAPITAL CONSTRUCTION DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	61,153,616	48,067,264	13,645,372	69,761,035	411.2%
Other Funding	2,124,910	20,600,409	143,647,006	51,051,206	-64.5%
Grand Total	\$63,278,526	\$68,667,673	\$157,292,378	\$120,812,241	-23.2%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$57,244,723	\$62,337,289	\$150,178,212	\$113,868,975	-24.2%
Personnel	6,033,803	6,330,384	7,114,166	6,943,266	-2.4%
Grand Total	\$63,278,526	\$68,667,673	\$157,292,378	\$120,812,241	-23.2%

EXPENDITURES BY FISCAL YEAR



CAPITAL CONSTRUCTION DIVISION

DIVISION SUMMARY

Mission

The core of CHA's comprehensive plan is to provide quality, safe and sustainable housing for CHA residents. The CHA Capital Construction Department's (CCD) responsibility is to further this plan through the capital maintenance and rehabilitation of the authority's portfolio, as well as new construction or conversions of projects, as appropriate, by applying rigorous and comprehensive standards of design and construction management and administration. CCD also assists the CHA Property Department and the Office of Development Management on an as-needed basis.

2019 Accomplishments

- Successful completion of full renovation of *Fannie Emmanuel Senior Apartments*
- Successful integration of construction management of JOC Program
- Successful completion of full renovation of *Minnie Riperton Senior Apartments*
- Successful completion of full renovation of *Major Robert Lawrence Senior Apartments*
- Successful completion of full renovation of *Judge Fisher Senior Apartments*
- Successful completion of full renovation of the *By the Hand Club for Kids*
- Developed and implemented new master design guidelines and specifications
- Complete renovation of all floors of CHA's central office
- Complete Phases 1 and 2 of the Pope School conversion into HCV's west office
- Continued Development of Long-Term Capital Plans for RAD properties

CAPITAL CONSTRUCTION DIVISION

DIVISION SUMMARY

2020 Goals

- Complete construction and turnover of the Altgeld Library and Family Resource Center (Q1)
- Complete Modernization of 111 Elevators (Through Out the Year)
- Complete Construction and Turnover of Pope Phase 3 and new HCV South Office
- Continue Development of Long-Term Capital Plans for RAD properties
- Complete development and implementation of e-Builder to manage the JOC program

CAPITAL CONSTRUCTION DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Capital Construction (610)

\$113,743,690

This Office is responsible for providing quality, safe and sustainable housing through capital maintenance and rehabilitation of the authority's infrastructure.

Capital Construction Department (611)

\$7,068,551

At the core of CHA's comprehensive plan to provide revitalized, safe, modern and economically responsible housing for its residents, the Capital Construction Department (CCD) is responsible for the rehabilitation and ongoing capital maintenance efforts at CHA's Family, Senior and Scattered Site Properties.

CAPITAL CONSTRUCTION DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
610 - CAPITAL IMPROVEMENT					
MTW Fund	\$55,072,321	\$41,708,058	\$6,405,922	\$62,692,484	878.66%
Other Funding	\$2,124,911	\$20,600,409	\$143,647,006	\$51,051,206	-64.46%
610 - CAPITAL IMPROVEMENT Total	\$57,197,231	\$62,308,467	\$150,052,928	\$113,743,690	-24.20%
601 - OFFICE OF THE CHIEF OF CONSTRUCTION & DEVELOPMENT					
MTW Fund	\$185,839	-\$39,968	\$0	\$0	
601 - OFFICE OF THE CHIEF OF CONSTRUCTION & DEVELOPMENT Total	\$185,839	-\$39,968	\$0	\$0	0.00%
611 - CAPITAL CONSTRUCTION					
MTW Fund	\$5,895,456	\$6,399,174	\$7,239,450	\$7,068,551	-2.36%
611 - CAPITAL CONSTRUCTION Total	\$5,895,456	\$6,399,174	\$7,239,450	\$7,068,551	-2.36%
Grand Total	\$63,278,526	\$68,667,673	\$157,292,378	\$120,812,241	-23.19%

CAPITAL CONSTRUCTION DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
610 - CAPITAL IMPROVEMENT					
Non-Personnel	\$57,197,232	\$62,308,467	\$150,052,928	\$113,743,690	-24%
610 - CAPITAL IMPROVEMENT Total	\$57,197,232	\$62,308,467	\$150,052,928	\$113,743,690	-24%
601 - OFFICE OF THE CHIEF OF CONSTRUCTION & DEVELOPMENT					
Non-Personnel	\$692	\$0	\$0	\$0	0%
Personnel	\$185,146	(\$39,968)	\$0	\$0	0%
601 - OFFICE OF THE CHIEF OF CONSTRUCTION & DEVELOPMENT Total	\$185,838	-\$39,968	\$0	\$0	0%
611 - CAPITAL CONSTRUCTION					
Non-Personnel	\$46,800	\$28,822	\$125,284	\$125,285	0%
Personnel	\$5,848,656	\$6,370,352	\$7,114,166	\$6,943,266	-2%
611 - CAPITAL CONSTRUCTION Total	\$5,895,456	\$6,399,174	\$7,239,450	\$7,068,551	-2%
Grand Total	\$63,278,526	\$68,667,673	\$157,292,378	\$120,812,241	-23%

CAPITAL CONSTRUCTION DIVISION

FY2020 BUDGET

610 - CAPITAL IMPROVEMENT

Contracts	\$113,743,690
Interest Expense	

610 - CAPITAL IMPROVEMENT	\$113,743,690
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611 - CAPITAL CONSTRUCTION

Personnel	\$6,943,266
Sundry	\$21,970
Training	\$76,197
Travel	\$27,118

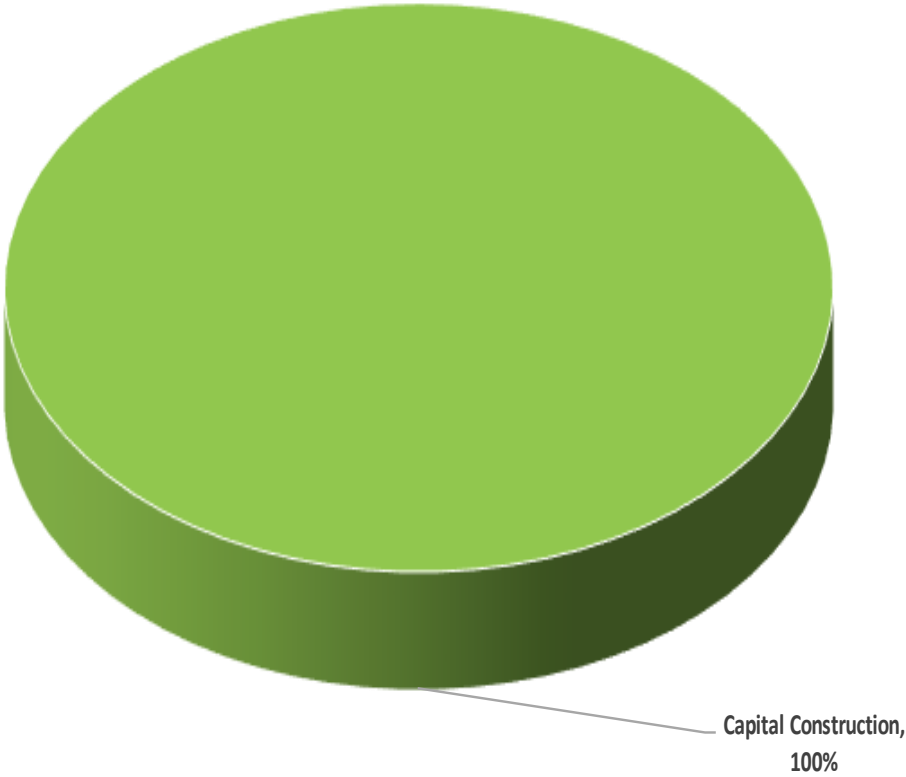
611 - CAPITAL CONSTRUCTION	\$7,068,551
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CAPITAL CONSTRUCTION DIVISION Total	\$120,812,241
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CAPITAL CONSTRUCTION DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Capital Construction Department	55.5	55.5	52.5	52.5	0.0%
Capital Construction Total	55.5	55.5	52.5	52.5	0.0%



CAPITAL CONSTRUCTION DIVISION

SALARY SCHEDULE

	POSITION FTE-	SALARY TOTAL	PFT TOTAL	BENEFITS TOTAL	POSITION TOTAL
	TOTAL				
611 - CAPITAL CONSTRUCTION DEPARTMENT					
MGR, DESIGN & PLANG II	6.0	587,415			
CONSTRUCTN INSPECTR I	7.0	540,662			
CONSTRUCTION MGR II	4.0	386,740			
CONSTRUCTN INSPECTR II	4.0	358,752			
CONSTRUCTION MGR I	3.0	254,683			
MGR, PLAN & DESIGN III	2.0	213,210			
MGR, DESIGN & PLANG	2.0	191,986			
CHIEF CAP CONSTR OFFR	1.0	182,000			
PROJECT MGR CONSTR	2.0	181,541			
DEPUTY CHIEF CAP CONST	1.0	159,950			
LEAD MECH ENGR PT	0.5	156,000			
PROJECT MANAGER I	2.0	140,425			
DIR, CAP CONSTR	1.0	140,080			
DIR, DESIGN ENG & PLN	1.0	140,080			
DIR. DEV CONSTRUCTION	1.0	140,000			
LEAD DESIGN QA/QC MGR	1.0	120,724			
LEAD PLAN &DESIG MGR	1.0	120,000			
ENVIRON ENGR	1.0	109,180			
ACCESSIBILITY SPCL II	1.0	103,330			
CONSTRUCT INSPECT III	1.0	100,296			
PROJECT MANAGER I	1.0	82,000			
ACCESSIBILITY SPCL	1.0	78,997			
PERMITTG & UTIL COORD	1.0	76,000			
CONTRACT MANAGER	1.0	75,000			
CONSTRUCTION SCHEDLR	1.0	74,958			
CONSTRUCTION FIELD COORD	1.0	67,238			
DOC CONTROL ADMNSTR	1.0	66,512			
PROJECT COORD 2	1.0	64,334			
CONTRACT ADMINISTRATOR	1.0	60,232			
EXEC ADM ASST	1.0	56,500			
611 - CAPITAL CONSTRUCTION DEPARTMENT Total	52.5	\$5,028,826	\$76,516	\$1,837,923	\$6,943,866
Grand Total	52.5	\$5,028,826	\$76,516	\$1,837,923	\$6,943,266

DEVELOPMENT DIVISION

The Development Division is responsible for unit acquisition and mixed-income development.



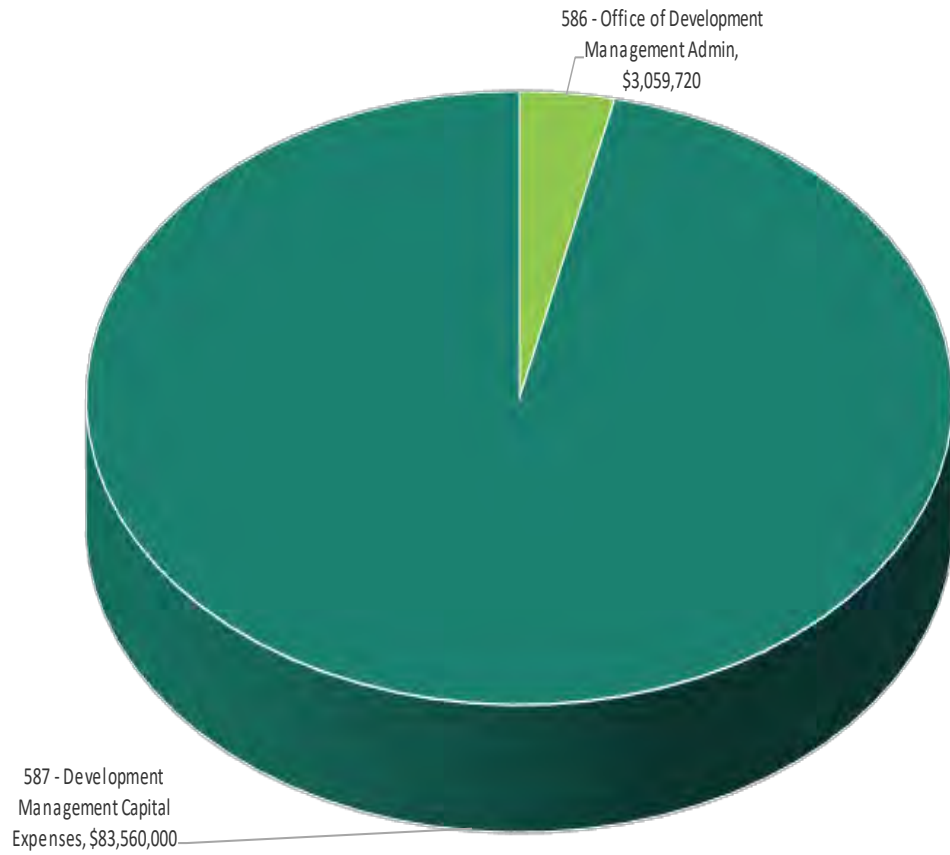
INSIDE DEVELOPMENT

- Expenditures by Cost Center
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- Cost Center Descriptions
- Total Revenue by Fund Type
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- Salary Schedule

THE YOUTH SUMMIT CONVENES RESIDENTS AGES 13-21 EVERY WINTER AT ROOSEVELT UNIVERSITY, WHERE STUDENTS ATTEND A RESOURCE FAIR AND PARTICIPATE IN TEAM-BUILDING SESSIONS

DEVELOPMENT DIVISION

EXPENDITURES BY COST CENTER



DEVELOPMENT DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
DEVELOPMENT					
586 - Office of Development Management Admin	\$2,650,993	\$2,699,310	\$2,954,482	\$3,059,720	3.56%
587 - Development Management Capital Expenses	\$54,582,494	\$124,452,807	\$100,861,000	\$83,560,000	-17.15%
DEVELOPMENT Total	\$57,233,487	\$127,152,117	\$103,815,482	\$86,619,720	-16.56%

BUDGET YEAR COMPARISON

586-Development Management Admin

The personnel budget increased by \$105,239 or 3.68% due to Pay for Performance. The non-personnel budget remained unchanged.

587-Development Management Capital Expenses

The FY2020 budget of \$83,560,000 represents a decrease of \$17,301,000 or 17.15% when compared to FY2019. The overall decrease is primarily due to a decrease in planned activities at mixed-income/mixed-finance properties.

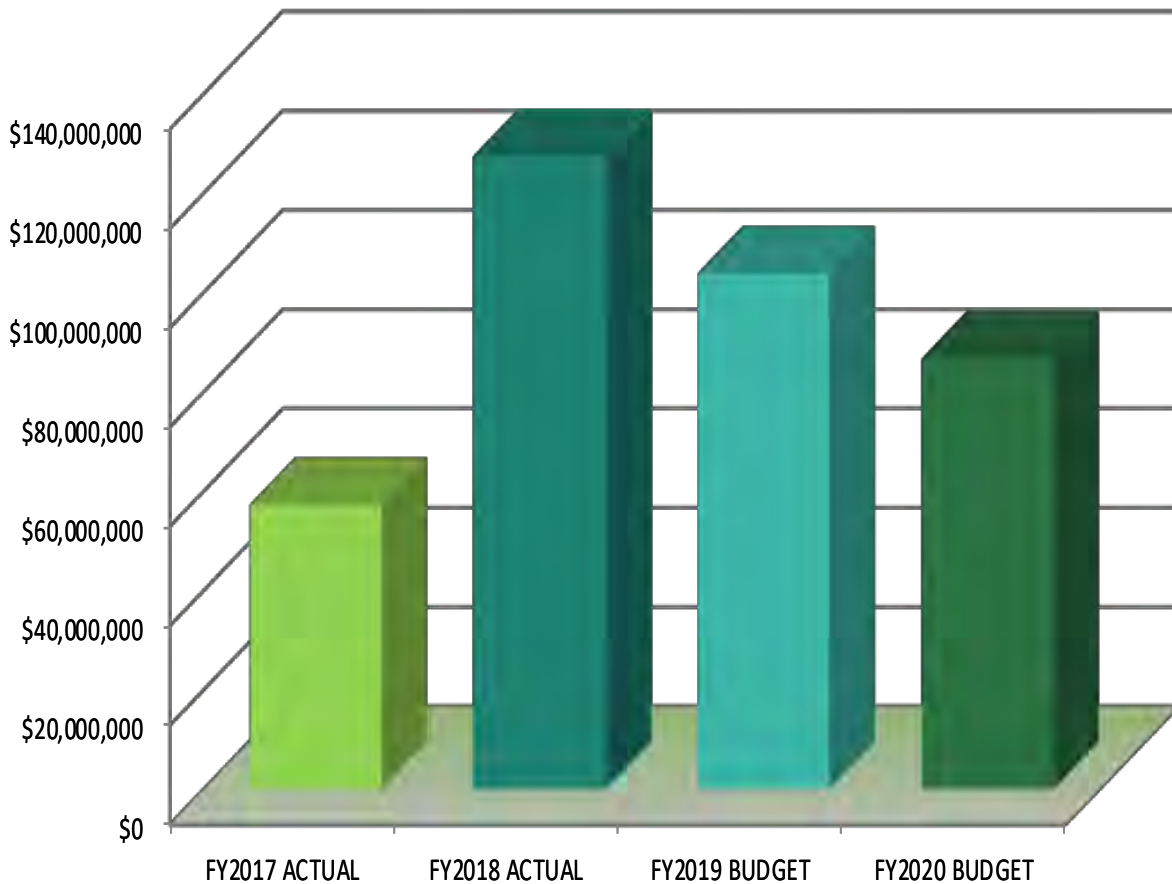
DEVELOPMENT DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
HOPE VI	\$815,214	\$1,321,037	\$0	\$0	0.0%
MTW Fund	52,677,193	105,282,917	10,554,482	14,723,720	39.5%
Other Funding	3,741,080	20,548,162	93,261,000	71,896,000	-22.9%
Grand Total	\$57,233,487	\$127,152,117	\$103,815,482	\$86,619,720	-16.6%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$54,611,030	\$124,556,652	\$100,955,651	\$83,654,650	-17.1%
Personnel	2,622,457	2,595,464	2,859,831	2,965,070	3.7%
Grand Total	\$57,233,487	\$127,152,117	\$103,815,482	\$86,619,720	-16.6%

EXPENDITURES BY FISCAL YEAR



DEVELOPMENT DIVISION

DIVISION SUMMARY

Development's Mission

The core of CHA's mission statement is "the power of affordable, decent, safe, and stable housing to help communities thrive and low-income families increase their potential for long-term economic success and a sustained high quality of life." Development's role in producing that housing is key to this mission.

Development leverages both public housing and Rental Assistance Demonstration program (RAD) project-based voucher (PBV) subsidy as well as capital funds to provide housing for CHA residents.

2019 Accomplishments

337 NEW CHA PUBLIC HOUSING/RAD PBV UNITS DELIVERED

- 60 new CHA units in senior buildings in two mixed-income buildings.
- 277 new CHA family units in mixed-income buildings.

198 PUBLIC HOUSING/RAD PBV UNITS UNDER CONSTRUCTION

- Almost 600 total new units (market rate, public housing/RAD PBV (collectively, CHA units) and other affordable) under construction.

EFFECTIVE USE OF LAND NOT INTENDED FOR HOUSING

- Land adjacent to ABLA – CHA entered into a long-term lease for a little less than an acre at 1301. South Racine to the SOS Children's Villages 4th Q 2019 for a new community and administrative facility planned for the site.

CLOSING PIPELINE – 2019 ACTUAL

Concord at Sheridan (IL002022000MP1): Concord at Sheridan at 6438 N. Sheridan was completed and leased in 2019. This RAD PBV subsidized development includes approximately 30,000 square feet of first-floor retail, including a Target department store and 111 new housing units— 65 for CHA and 46 market rate units.

Martinez (fka Diversey Manor) (IL002022000MP3): Diversey Manor Apartments at 5525 W. Diversey Avenue in Belmont Cragin was completed and leased in 2019. This RAD PBV subsidized development offers 98 new rental apartments--45 CHA units and 53 affordable units.

John Pennycuff Memorial Apartments (IL002022000MP4): John Pennycuff Memorial Apartments at 2037 N. Milwaukee Avenue was substantially completed in 2019 with initial leasing extending into 2020. This RAD PBV subsidized development offers 88 new rental apartments for 47 CHA and 41 affordable families in the Logan Square community.

Independence Apartments (IL002022000MP5): Independence Apartments and Library at 4022-36 N. Elston

DEVELOPMENT DIVISION

DIVISION SUMMARY

- Northtown (IL002022000MP6): Northtown Apartments and Library at 6800 N. Western Avenue was completed and leased in 2019. This RAD PBV subsidized development offers 44 new rental senior apartments for 30 CHA and 14 affordable seniors in the Rogers Park community. The property includes a Chicago Public Library on the first floor.
- Taylor Street Apartments and Little Italy Library: As part of the Roosevelt Square mixed-income development, CHA and its development partner closed and started construction in FY2018 on a new mixed-use development at 1340 W. Taylor Street. The development plans include a first-floor public library with approximately 73 new housing units above for 37 public housing, 29 affordable and 7 market rate families. Of the 37 public housing units, 2 will be fully accessible and 6 will be adaptable. All units are expected to be delivered in FY2019.
- Oso Apartments (IL002022000CAT1G): Oso Apartments at 3441 W. Montrose, in the Albany Park community, was substantially completed in 2019 with initial leasing extending into 2020. This RAD PBV subsidized development offers 48 new rental apartments including 32 CHA units and 16 affordable units.
- Washington Park 45th UPU & Cottage Grove – Phase I (IL#002172000)U: 4400 Grove is the first phase at 45th P & Cottage Grove (part of Washington Park). The first 84 units will be completed in 2020. This mixed-income development will produce 21 public housing, 38 affordable and 25 market rate units.
- Pullman Community Center: CHA provided funding to the Chicago Neighborhood Initiative in the creation of a new far south side recreation facility. The new Pullman Community Center provides recreational services to CHA families in the Roseland neighborhood and surrounding Southside area. The center was completed in FY2019.
- Altgeld Gardens-Murray Homes Community Facility: In FY2019, CHA continued construction of a new community facility at the Altgeld Gardens and Murray Homes public housing developments. The new center will include a state licensed child care program, community and library spaces. Construction is expected to be completed in the 1st Quarter of 2020.

MAJOR ACTIVITIY – CONTINUING INTO FY2020

- Parkside of Old Town Phase III/Former Cabrini (IL# to be assigned upon closing): In FY2020, CHA plans to participate in a real estate transaction for Phase III at Parkside of Old Town, which is expected to provide a total of 102 mixed-income housing units including 35 public housing rental units, 31 affordable units and 36 market rate units. Phase III is part of the Cabrini North Extension replacement housing. Of the 35 CHA units, 2 will be fully accessible and 6 will be adaptable.
- LeClaire Courts: In FY2018, CHA issued an RFP for the LeClaire Court site seeking one or more developers to advance plans for a new mixed-use, mixed-income development at the former LeClaire Courts site. CHA contemplates multiple closings in FY2020 – FY2021.
- Cabrini Green: In FY2017, CHA awarded development teams for two sites under the Cabrini Green Development Zone Plan. CHA entered into development agreements with the selected developers in 2018 and continued planning. CHA and its selected developer plan to obtain the necessary approvals to initiate construction on these parcels in FY2019/2020.

DEVELOPMENT DIVISION

DIVISION SUMMARY

Exelon Student Recreation Center (at Addams Park): CHA is partnering with the Chicago Park District and private funders in the creation of a new west side recreation facility adjacent to the ABLA site and Jones Senior building. The new indoor track and facilities will provide recreational services to CHA families in west side neighborhoods. The center is expected to be completed in FY2020.

2020 GOALS

UNIT DELIVERY

Deliver 208 CHA public housing/RAD PBV units:

- 198 new units in mixed-income development
- 20 newly constructed units acquired

CLOSING PIPELINE – 2020 PROJECTED

- Oakwood Shores - 534 Pershing: CHA continues to work with the rental developer to close and commence construction on a new rental phase as the residential component of the Quad Communities Arts & Recreation Center development. This phase of development is part of the CHA revitalization effort at the former Ida B. Wells Homes, Darrow Homes, Wells Extension and Madden Park Homes sites. This phase will create up to 53 new mixed-income housing units, including approximately 20 CHA units that would be delivered in 2021/22.
- Park Boulevard/Former Stateway Gardens: CHA plans to convey land for the next phase of Park Boulevard as part of the Stateway Gardens revitalization activities. Further, CHA continues to work with the City of Chicago on a plan to swap equal land in order to spur commercial and/or mixed-use development to further redevelopment goals for both the former Stateway Gardens and Robert Taylor sites.
- Robert Taylor Homes: In FY2020, CHA plans to dispose of land formerly part of the Robert Taylor Homes for a new development that may include mixed-use, commercial and/or other uses. Additionally, CHA plans to convey land for the Legends South for sale development as part of the Robert Taylor Homes revitalization activities.
- Roosevelt Square/Former ABLA Homes: CHA completed master planning activities in FY2015 and adopted the FY2015 Roosevelt Square Framework Plan for the remaining undeveloped land at the former ABLA Homes site. CHA and its development partner, Related Midwest, plan to create a new mixed-income phase as part of the HOPE VI Revitalization Program.
- Ravenswood Senior Living Apartments (FKA The Winchester): In FY2019, CHA's developer closed and started construction on Ravenswood Senior Living Apartments at 4501 N. Winchester. This RAD project-based voucher subsidized development will create 74 new CHA senior housing units. All units are projected for delivery in FY2021. Of the 74 total CHA units, 4 will be fully accessible and 12 will be adaptable.

DEVELOPMENT DIVISION

DIVISION SUMMARY

- Westhaven Phase IID Rental/Former Henry Horner: CHA's developer was planning for the next Westhaven rental development to close and start construction in FY2018 but the development was not allocated Illinois Housing Development Authority (IHDA) low-income housing tax credits (LIHTCs). The developer applied for City of Chicago LIHTCs again for FY2019. This development plans to provide approximately 89 total new rental apartments including 35 for public housing residents in fulfillment of the Henry Horner HOPE VI CHA unit delivery requirements.
- 4630 S. Ashland (IL# to be assigned upon closing): In FY2018, CHA entered into a purchase and sale agreement for the property subject to HUD approval. CHA plans to participate in the real estate transaction for a mixed-use development at 4630 S. Ashland in the New City community area. This development is expected to deliver approximately 60 new housing units, including approximately 30 for CHA families.
- Logan Square TOD project (IL# to be assigned upon closing): In FY2019, CHA plans to participate with the development team to close and start construction on a new mixed-income development at 2630 N. Emmett Street in Logan Square. This RAD PBV subsidized development will provide approximately 100 total new housing units including approximately 41 for CHA families. Unit delivery is projected for FY2020.
- Oakwood Shores/Former Madden Wells – Phase IC For Sale: In FY2020, CHA plans to convey land for the Oakwood Shores Phase IC for sale development as part of the Madden Park, Ida B. Wells, Darrow Homes revitalization activities. The new homeownership units will be dispersed across the Oakwood Shores revitalization site.

DEVELOPMENT DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Office of Development Management (586)

At the core of the CHA's comprehensive plan is to provide revitalized, safe, modern and economically responsible housing for its residents. The Office of Development Management is responsible for unit acquisition, project-based voucher, and mixed income development. **\$3,059,720**

Development Management Capital Expenses (587)

The Office of Development Management is responsible for unit acquisition and mixed-income development. **\$118,729,000**

DEVELOPMENT DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGT REVENUE	FY2020 BUDGT REVENUE	% OF CHANGE
586 - OFFICE OF DEVELOPMENT MANAGEMENT ADMIN					
MTW Fund	\$2,650,994	\$2,691,810	\$2,954,482	\$3,059,720	3.56%
Other Funding	\$0	\$7,500	\$0	\$0	0.00%
586 - OFFICE OF DEVELOPMENT MANAGEMENT ADMIN Total	\$2,650,994	\$2,699,310	\$2,954,482	\$3,059,720	3.56%
587 - OFFICE OF DEVELOPMENT MANAGEMENT CAPITAL EXPENSES					
HOPE VI	\$815,214	\$1,321,037	\$0	\$0	0.00%
MTW Fund	\$50,026,199	\$102,591,107	\$7,600,000	\$11,664,000	53.47%
Other Funding	\$3,741,080	\$20,540,662	\$93,261,000	\$71,896,000	-22.91%
587 - OFFICE OF DEVELOPMENT MANAGEMENT CAPITAL EXPENSES Total	\$54,582,493	\$124,452,807	\$100,861,000	\$83,560,000	-17.15%
Grand Total	\$57,233,487	\$127,152,117	\$103,815,482	\$86,619,720	-16.56%

DEVELOPMENT DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
586 - Office of Development Management Admin					
Non-Personnel	\$28,536	\$103,845	\$94,651	\$94,650	0.00%
Personnel	\$2,622,457	\$2,595,464	\$2,859,831	\$2,965,070	3.68%
586 - Office of Development Management Admin Total	\$2,650,994	\$2,699,309	\$2,954,482	\$3,059,720	3.56%
587 - Office of Development Management Capital Expenses					
Non-Personnel	\$54,582,494	\$124,452,808	\$100,861,000	\$83,560,000	-17.15%
587 - Office of Development Management Capital Expenses Total	\$54,582,494	\$124,452,808	\$100,861,000	\$83,560,000	-17.15%
Grand Total	\$57,233,487	\$127,152,117	\$103,815,482	\$86,619,720	-16.56%

DEVELOPMENT DIVISION

FY2020 BUDGET

586 - Office of Development Management Admin

Contracts	\$43,249
Personnel	\$2,965,070
Sundry	\$24,991
Training	\$12,175
Travel	\$14,235
586 - Office of Development Management Admin Total	\$3,059,720

587 - Office of Development Management Capital Expenses

Contracts	\$83,560,000
General Expenses	
Sunday	
611 - CAPITAL CONSTRUCTION	
587 - Office of Development Management Capital Expenses Total	\$83,560,000

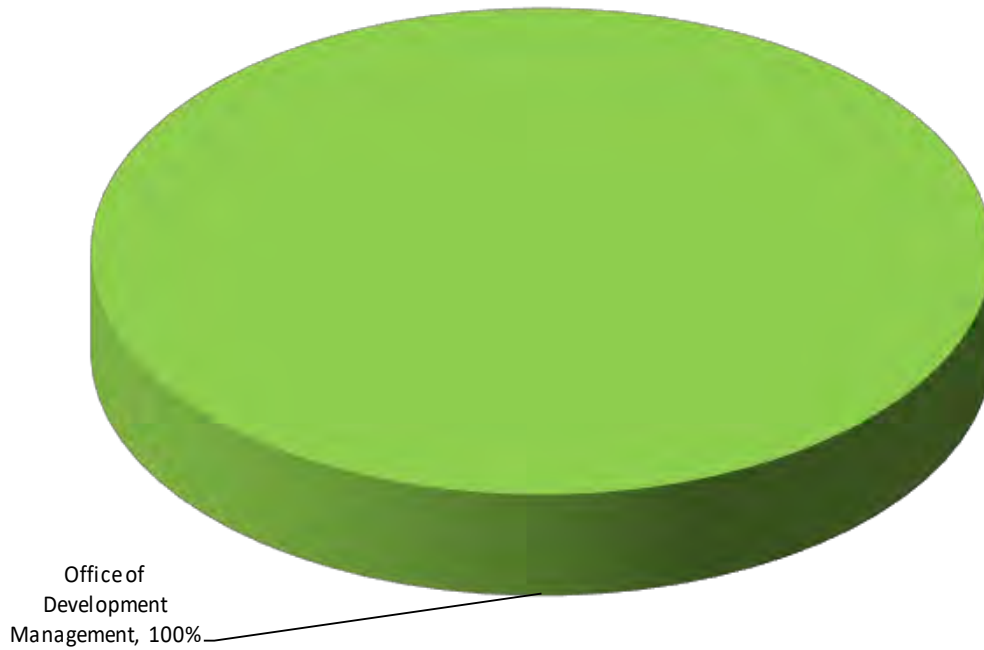
Development Management Total	\$86,619,720
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DEVELOPMENT DIVISION

TOTAL FTE'S

	FY2017	FY2018	FY2019	FY2020	% OF
	ACTUAL	ACTUAL	BUDGET	BUDGET	CHANGE
Office of Development Management	40.0	23.0	20.0	20.0	0.0%
Office of Development Management Total	40.0	23.0	20.0	20.0	0.0%

FTEs by Cost Center



DEVELOPMENT DIVISION

SALARY SCHEDULE

	POSITION FTE- TOTAL	SALARY TOTAL	PFT TOTAL	BENEFITS TOTAL	POSITION TOTAL
586 - DEVELOPMENT MANAGEMENT					
DEVELOPMENT MANAGER II	3.0	330,476			
DEPUTY CHIEF DEV OFF	2.0	323,420			
DEVELOPMENT MANAGER II	2.0	205,117			
DEVELOPMENT FINANCE MGR I	2.0	196,000			
CHIEF DEV OFFICER	1.0	185,400			
DIRECTOR, LAND	1.0	142,659			
DIR, DEVELOPMENT	1.0	118,450			
SR. FINICIAL ANALYST	1.0	105,308			
PROJECT MANAGER I	1.0	86,757			
FINANCIAL ANALYST	1.0	85,001			
DEVELOPMENT MONITORING MGR	1.0	75,000			
LOAN ADMNSTR	1.0	74,149			
EXEC ADMIN ASST II	1.0	68,842			
SR. EXECUTIVE ASST	1.0	63,600			
DEVELOPMENT ASSOCIATE	1.0	56,513			
586 - DEVELOPMENT MANAGEMENT Total	20.0	\$2,116,691	\$63,501	\$784,869	\$2,965,070
Grand Total	20.0	\$2,116,691	\$63,501	\$784,869	\$2,965,070

HUMAN RESOURCES DIVISION

The Human Resources Division provides strategic counsel and guidance on all human resource, training and personnel matters for the Chicago Housing Authority. The division is responsible for recruitment and retention, compensation and benefit administration, performance management, and employee labor relations along with the Student Intern Program.



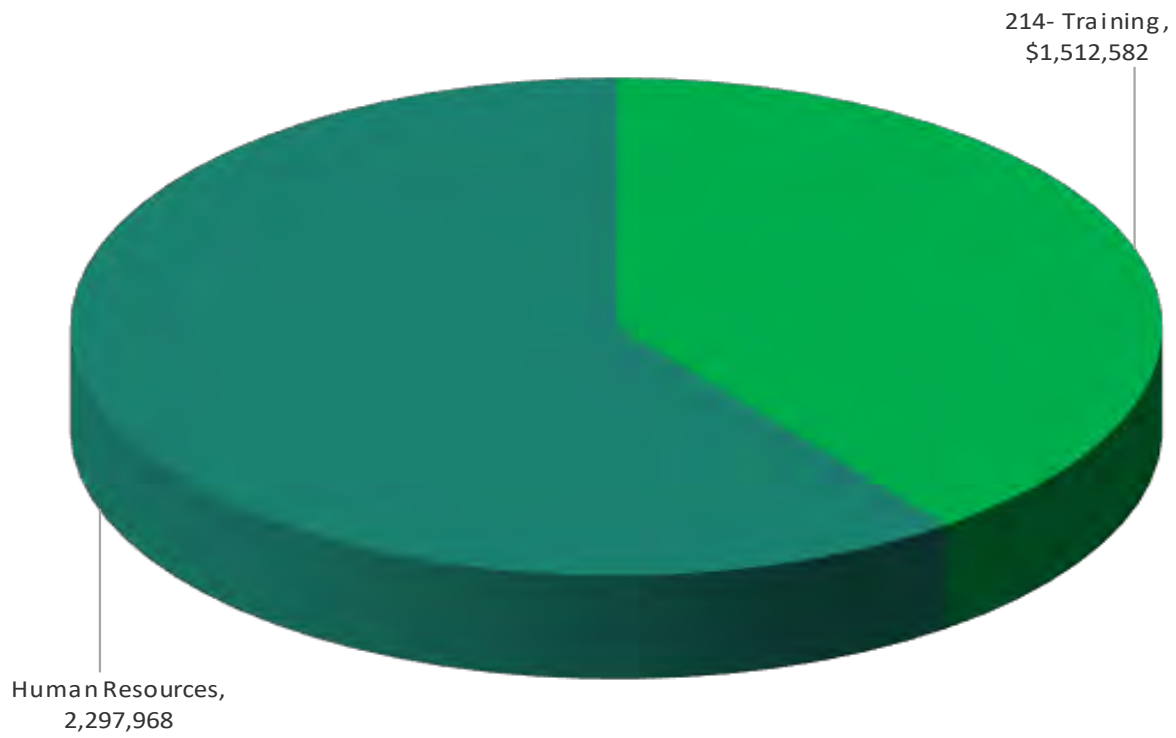
INSIDE HUMAN RESOURCES

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

CHA IS ALWAYS A REGULAR, ENTHUSIASTIC PARTICIPANT IN THE BUD BILLIKEN PARADE, WHICH HAPPENS EVERY AUGUST AND STARTED IN 1929

HUMAN RESOURCES DIVISION

EXPENDITURES BY COST CENTER



HUMAN RESOURCES DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Human Resources					
214- Training	\$1,275,222	\$1,222,047	\$1,562,443	\$1,512,582	-3.19%
230 - Human Resources	\$821,001	\$996,869	\$1,872,058	\$2,297,968	22.75%
Human Resources	\$2,096,223	\$2,218,916	\$3,434,501	\$3,810,550	10.95%

BUDGET YEAR COMPARISON

214—Training

The personnel budget decreased by \$49,861 or -3.37%, which is primarily due to a salary adjustment.

230— Human Resources

The personnel budget increased by \$425,770 or 25.65%, which is primarily due to promotions and Pay for Performance.

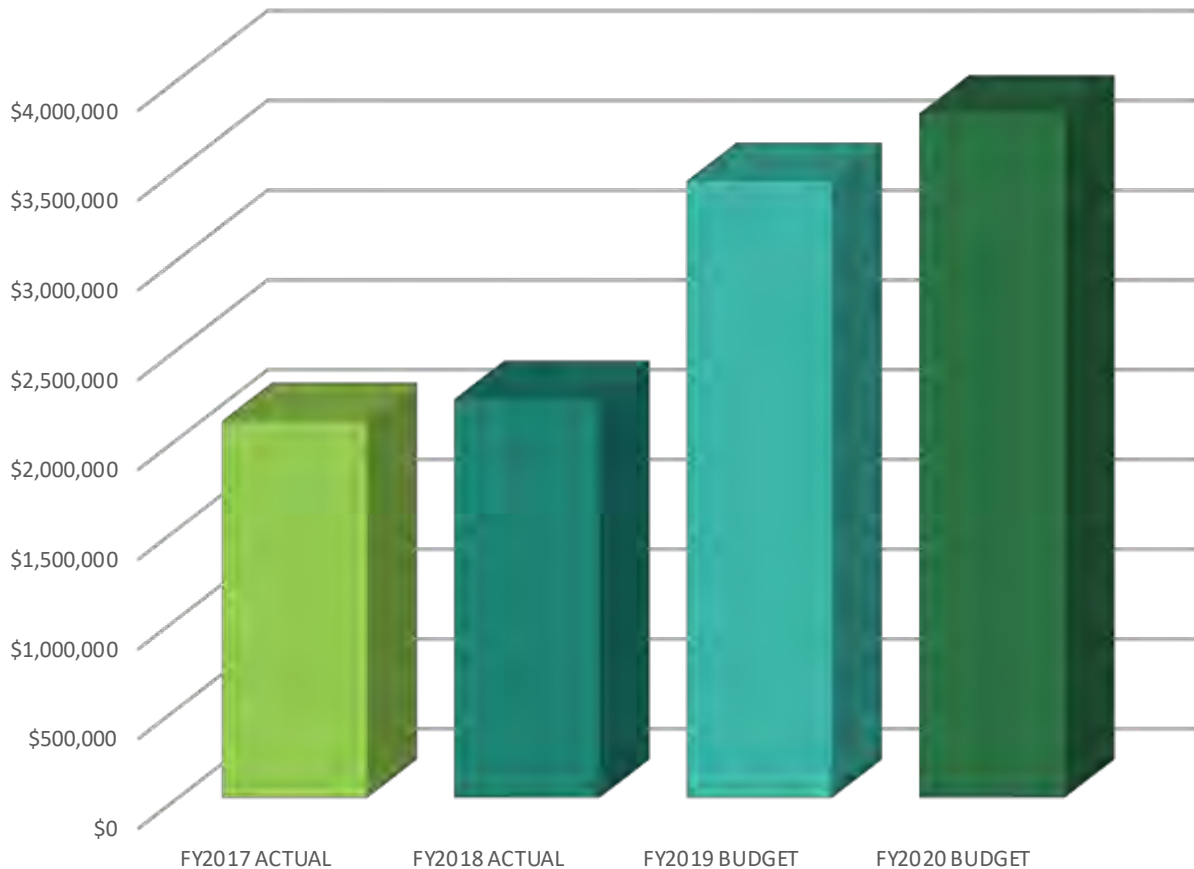
HUMAN RESOURCES DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$2,096,223	\$2,218,916	\$3,434,501	\$3,810,550	10.95%
Grand Total	\$2,096,223	\$2,218,916	\$3,434,501	\$3,810,550	10.95%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$309,302	\$394,248	\$293,585	\$293,723	0.05%
Personnel	\$1,786,920	\$1,824,668	\$3,140,916	\$3,516,827	11.97%
Grand Total	\$2,096,223	\$2,218,916	\$3,434,501	\$3,810,550	10.95%

EXPENDITURES BY FISCAL YEAR



HUMAN RESOURCES DIVISION

DIVISION SUMMARY

Mission

The Human Resources Department develops and delivers human resource programs and services that advance the Chicago Housing Authority's mission of transforming communities through affordable, decent, safe and stable housing. To accomplish this, we strive to:

- Attract, retain, develop and reward a talented workforce that reflects our diverse communities
- Foster a culture of growth, respect, and empowerment
- Ensure employees have the knowledge and skills to perform effectively and develop professionally
- Create and develop policies and procedures that balance the needs of our employees with organizational effectiveness and compliance with federal and state law
- Serve as a strategic thought partner

Vision

The Human Resources Department strives to be a model for excellence in the delivery of its programs and services.

2019 Accomplishments

- Implemented a modified applicant tracking system to improve external and internal recruitment processes
- Modified Short Term Disability (STD) Plan Design to increase weekly payout benefit limits
- Executed a successful 2019 Summer Internship Program.
- Partnered with the Finance Department to refine the Recruitment and Staffing process to ensure departmental annual budgetary compliance
- Conducted an analysis of existing job descriptions and departmental structures to create career pathing and strategize succession planning

2020 Goals

- Conduct an internal audit of all Human Resources policies and procedures to ensure consistency and reduce inefficiencies
- Revise CHA's Employee Handbook to increase transparency and ensure compliance with policies, procedures, and applicable federal and state law
- Implement an upgrade to current HR talent acquisition and performance management systems
- Outsource Family Medical Leave (FMLA), American Disabilities Act (ADA), Short-Term Disability (STD) and Long-Term Disability (LTD) administration
- Develop workshops for middle managers with a focus on leadership and development

HUMAN RESOURCES DIVISION

Department Structure

The Human Resources Department is comprised of five sections: Employee Enrichment, Employee Performance and Development, Talent Acquisition and Management, Total Rewards, and Workforce Planning and Compliance. Each section plays an integral role in providing value-added services while partnering with leadership to provide business-oriented human resources solutions to support a workforce of nearly 600 employees.

Employee Enrichment: Develops a people-first approach in the creation and implementation of programs, strategies and policies that understand and continuously improve the entire employee experience. Consists of the following area:

- **Professional Learning** develops and implements CHA's Professional Learning strategy and programs by ensuring high quality professional learning experiences are made available to enable staff members to continually increase their knowledge, skills, competencies, career development and continuous improvement.

Employee Performance and Development: Develops and implements strategic employee performance and development programs. Consists of the following two areas:

- **Performance and Succession Management** assists with the development and retention of a highly performing workforce, by helping employees grow in their careers and supporting managers and employees alike in performance management.
- **EEO, Labor and Employee Relations** assists and facilitates the fair and lawful resolution of employment issues and provides for the protection of both management and employee rights. Supports supervisors regarding the disciplinary and grievance processes; provides counsel and advice to managers and supervisors regarding interpretation and application of collective bargaining agreements and CHA's policies; investigates complaints filed pursuant to CHA's Equal Opportunity Policy; investigates employee workplace complaints; and conducts training on relevant workplace issues.

Talent Acquisition and Management: Develops and implements strategic approaches to attract and retain high performing employees to CHA's. Consists of the following two areas:

- **Talent Acquisition** develops systems, tools and processes to enable CHA's to quickly identify and efficiently fill open positions by recruiting highly qualified candidates to address staffing needs.
- **Relationship Management** provides guidance and support to management on matters related to personnel planning. Applies and interprets policy and union agreements; and resolves employee issues to ensure that CHA's optimizes its Human Resources processes pertaining to employee knowledge and experience.

Total Rewards: Develops and implements strategic compensation and benefits approaches to identify and attract high performing personnel. Consists of the following two areas:

- **Compensation** determines appropriate pay for employees, conducts market-pay studies and analyses; and implements salary changes in accordance with collective bargaining agreements.
- **Health and Benefits** develops and administers health and benefits plans and programs that are market competitive. Delivers exceptional customer service and manages vendors and the efficient administration of all benefit programs for eligible CHA's employees, retirees and their eligible dependents.

Workforce Planning and Compliance: Develops and leads information systems plans to meet Human Resources' automation, data, records and information management requirements. Consists of the following area:

- **Human Resources Information Services** establishes innovative solutions to integrated systems, for the administration and deployment of strategic Human Resources information and services

HUMAN RESOURCES DIVISION

DIVISION SUMMARY

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Human Resources (230)

Human Resources provides strategic counsel and guidance on all human resource and personnel matters for the Chicago Housing Authority. The department is responsible for recruitment and retention, compensation and benefit administration, performance management, and employee labor relations. **\$1,512,582**

Training (214)

Training facilitates employee access to resources, knowledge and experiences necessary to gain skills and competencies to develop CHA as a model for public housing asset management. **\$2,297,968**

HUMAN RESOURCES DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
230 - Human Resources					
MTW Fund	\$1,275,222	\$1,222,047	\$1,562,443	\$1,512,582	-3.19%
230 - Human Resources Total	\$1,275,222	\$1,222,047	\$1,562,443	\$1,512,582	-3.19%
214 - Training					
MTW Fund	\$821,001	\$996,869	\$1,872,058	\$2,297,968	22.75%
214 - Training	\$821,001	\$996,869	\$1,872,058	\$2,297,968	22.75%
Grand Total	\$2,096,223	\$2,218,916	\$3,434,501	\$3,810,550	10.95%

HUMAN RESOURCES DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
214- Training					
Non-Personnel	\$190,157	\$111,637	\$81,725	\$81,723	0.00%
Personnel	\$1,085,065	\$1,110,410	\$1,480,718	\$1,430,859	-3.37%
214 - Training Total	\$1,275,222	\$1,222,047	\$1,562,443	\$1,512,582	-3.19%
230 - Human Resources					
Non-Personnel	\$119,145	\$282,611	\$211,860	\$212,000	0.07%
Personnel	\$701,856	\$714,258	\$1,660,198	\$2,085,968	25.65%
230 - Human Resources Total	\$821,001	\$996,869	\$1,872,058	\$2,297,968	22.75%
Grand Total	\$2,096,223	\$2,218,916	\$3,434,501	\$3,810,550	10.95%

HUMAN RESOURCES DIVISION

FY2020 BUDGET

214- Training

Personnel	\$1,430,859
Sundry	\$29,000
Training	\$52,723
214- Traing	\$1,512,582

230 - Human Resources

Personnel	\$2,085,968
Sundry	\$191,500
Training	\$20,000
Travel	\$500
230 - Human Resources	\$2,297,468

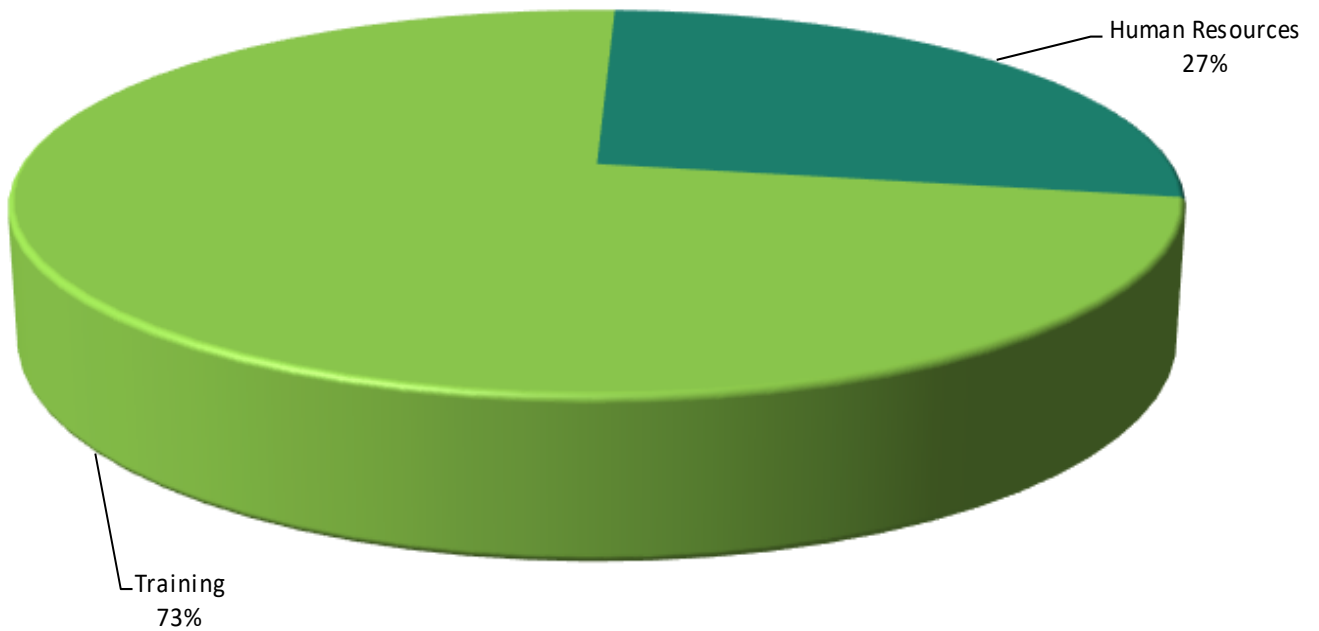
Human Resources Total	\$3,810,050
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HUMAN RESOURCES DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Training	64.0	65.0	42.5	37.5	-11.8%
Human Resources	7.0	9.0	14.0	14.0	0.0%
Human Resources Total	71.0	74.0	56.5	51.5	-8.8%

FTEs by Cost Center



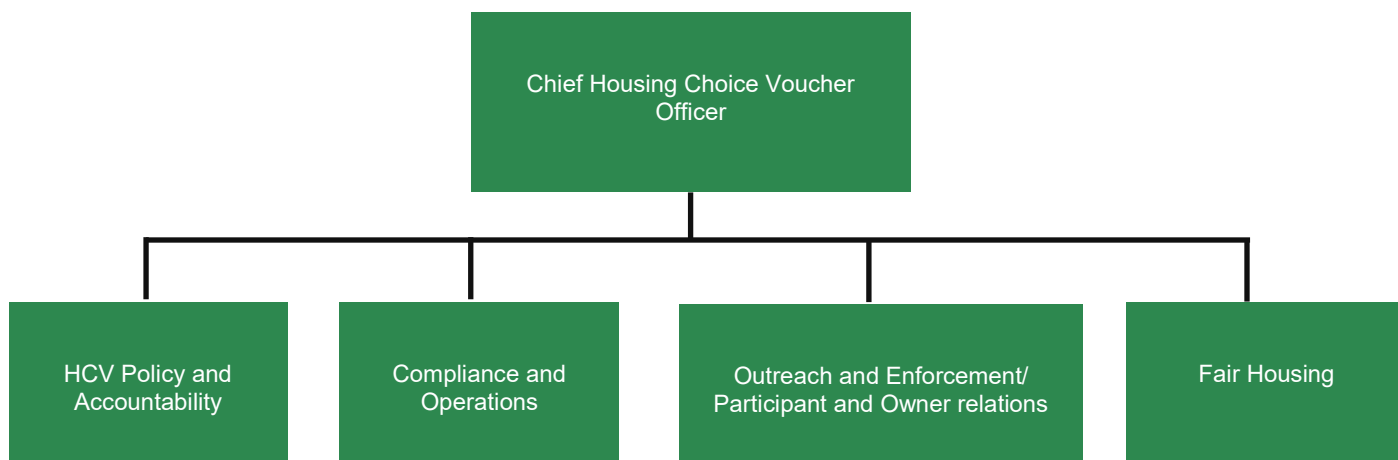
HUMAN RESOURCES DIVISION

SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PPF TOTAL	BENEFITS TOTAL	POSITION TOTAL
230 - HUMAN RESOURCES					
CHIEF HR OFFICER	1.0	\$185,000			
HR MGMT SYS ADMINSTR	1.0	107,835			
SR. HR GENERALIST	1.0	100,124			
SR. BENEFITS & COMPENSATION ANALYST	1.0	89,135			
BENEFITS & PROJECT ANALYST	1.0	83,021			
TALENT ACQUISITION SPECIALIST	1.0	80,000			
SR. EXECUTIVE ASST	1.0	79,769			
HR GENERALIST	1.0	78,000			
HR SUPPORT COORDINATOR	1.0	41,600			
DEPUTY CHIEF	1.0	150,000			
EEO & EQUITY OFFICER	1.0	125,000			
LAWSON INFO HRIS ANALYST	1.0	48,750			
HR SPECIALIST	1.0	72,036			
MGR. COMP & BENEFITS	1.0	64,000			
230 - HUMAN RESOURCES	14.0	\$1,304,270	\$229,549	\$552,149	\$2,085,968
214 - TRAINING					
STUDENT INTERN	28.5	\$603,809			
ADMIN SEC II (LOC 73) HRM-887	3.0	129,986			
ASST DIRECTOR, TRAINING HRM-887	1.0	\$108,000			
SR LEARNING & DEV SPLS HRM-887	1.0	75,000			
LEARNING & DEV SPEC HRM-887	1.0	66,463			
TRAINING COORD HRM-887	1.0	61,495			
ADMIN SEC III (LOC 73) HRM-887	1.0	49,982			
APPLICATIONS TRAINER HRM-887	1.0	66,518			
214- TRAINING	37.5	\$1,161,254	\$16,716	\$252,889	\$1,430,859
Grand Total	51.5	\$2,465,524	\$246,265	\$805,038	\$3,516,827

HOUSING CHOICE VOUCHER DIVISION

CHA's Housing Choice Voucher (HCV) Program (formerly known as Section 8) allows low-income families to rent quality housing in the private market via federal funds provided by the U.S. Department of Housing and Urban Development (HUD). Through the HCV Program, CHA pays a portion of eligible families' rent each month directly to the landlord. Families can use their vouchers to rent a house or apartment in the private market throughout the city of Chicago. Because there are more families who need rental assistance than there are funds available, CHA uses a waiting list to administer the program to eligible families.



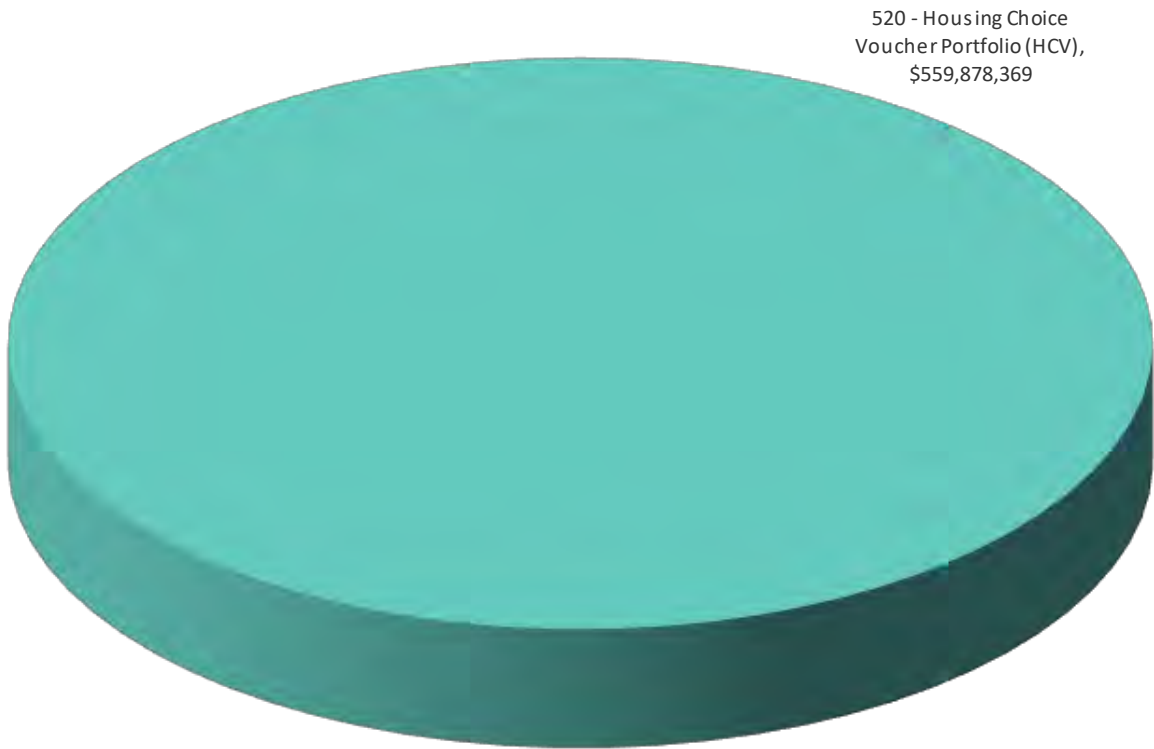
INSIDE HOUSING CHOICE VOUCHER

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

SENIOR RESIDENTS DANCE AT THE WESTSIDE MUSIC FEST, ONE OF THREE CHA-SPONSORED SUMMER MUSIC FESTIVALS THAT ARE ALSO HELD ON THE NORTH AND SOUTH SIDES

HOUSING CHOICE VOUCHER DIVISION

EXPENDITURES BY COST CENTER



HOUSING CHOICE VOUCHER DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
520 - Housing Choice Voucher Portfolio (HCV)	\$ 527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%
Housing Choice Voucher	\$ 527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%

BUDGET YEAR COMPARISON

520 - Housing Choice Voucher Portfolio

The personnel budget increased by \$329,547 or 8.8% due to an increase of 2 FTEs and pay-for-performance. The non-personnel budget increased by \$28,458,084 or 5.4% due to an increase in the HAP per unit cost between the 2-years; FY2019 (\$847) and FY2020 (\$885).

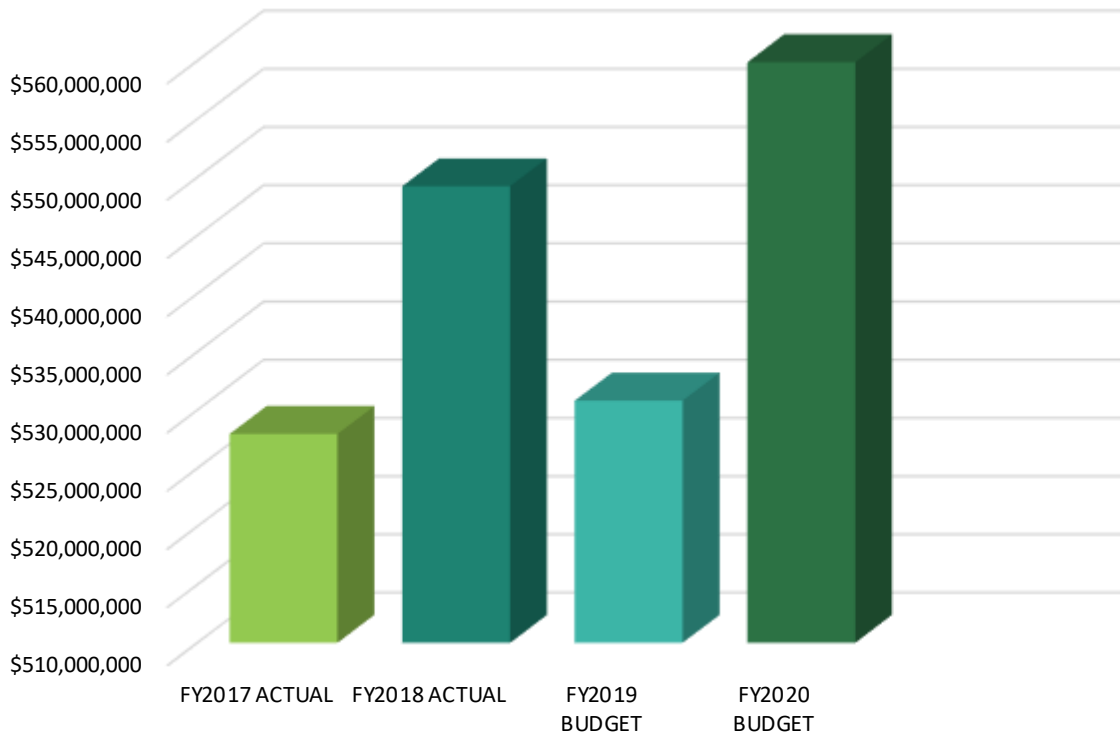
HOUSING CHOICE VOUCHER DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$ 509,225,789	\$ 532,196,297	\$ 511,434,752	\$ 538,608,057	5.31%
Other Funding	20,889	13,175	21,000	21,420	2.00%
Section 8	18,698,884	17,010,090	19,345,758	21,248,892	9.84%
Grand Total	\$527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$ 525,659,310	\$ 546,528,030	\$ 527,052,166	\$ 555,799,478	5.45%
Personnel	2,286,252	2,691,532	3,749,344	4,078,891	8.79%
Grand Total	\$527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%

EXPENDITURES BY FISCAL YEAR



HOUSING CHOICE VOUCHER DIVISION

DIVISION SUMMARY

Mission

Enhance housing choices for low-income families in diverse communities that offer economic opportunities and healthy family environments through partnerships with quality private sector property owners.

2019 Accomplishments

- Implemented administrative hearing process and procedures to relieve CHA legal from handling hearings for administrative program violations
- Implemented a demonstration program that allows a voucher holder to move into a unit prior to a passed inspection if there are no life-threatening fail items
- PBV Division moved to HCV Department in 2019 and integrated into the department infrastructure for program support to PBV staff, participants and property owners
- Delivered 72 new PBV units in 5 developments
- Opened a new competitive focused application process for PBV
- New: Government Financing Round was created for applicants seeking City of Chicago or IHDA 9% low-income housing tax credits.
- New: Rent Reasonableness reviews and preliminary discussions with PRA staff are available to provide Developers with a pre-application overview.
- Re-designed the annual process of Asset Management and compliance reviews of the HAPCs was initiated which included better utilizing the consulting team in Owners Services.
- Rolled out site-based wait lists for all PBV properties
- Executed an Intergovernmental Agreement with the Mayor's Office for People with Disabilities to manage the Modification Fund which provides funding to disabled participants to modify private market units to add accessible features.
- Provided reasonable accommodation and VAWA training to all HCV contractors to ensure all staff understand reasonable accommodation policy and procedures.
- Updated the Yardi Inspection Templates to record Life-Threatening Fails and allows for reports to identify these units.
- Created a new custom report that identifies units with or without Life-Threatening Fail items to use in the demonstration program
- Updated the EBLL SharePoint list to allow for tracking of LBP Inspections and submission to HUD
- Collaborated with the Chicago Area Fair Housing Alliance to include place-based exception payment standards for participants with disabilities who need housing located in proximity to medical, mental health or other disability related services
- Processed and issued determinations for over 1200 HCV participant and applicant reasonable accommodation requests

HOUSING CHOICE VOUCHER DIVISION

DIVISION SUMMARY

2020 Goals

- Continue to develop innovative policies and procedures to streamline the process of leasing a unit with a voucher
- Transition to UPCS-V and ensure all staff is trained and ready to go once the protocol is mandated by HUD
- Implement process to successfully recoup portability billings
- Review training protocol to ensure all staff is sufficiently trained in their area of expertise
- Continue to create partnerships with external agencies in an effort, to better serve our families to ensure their program compliance
- Create policies and implementation plan to offer online briefing videos to allow working families and disabled families the ability to get briefed from home
- Create and post HCV program tutorials on owner and participant portals to increase program knowledge
- Identify units in gentrifying areas and create a plan to work with families to ensure smooth transitions to new units or utilize program rules to enable them to remain
- Create workshops with property owners and managers of PBV properties to improve understanding of the PBV processes.
- Complete the Regional Assessment of Fair Housing with several local jurisdictions, including Cook County, the City of Chicago and the Housing Authority of Cook county.
- Complete the reasonable accommodation on-line portal which will allow applicants and participants the ability to request reasonable accommodation via phone or computer and will streamline the verification process.
- Complete the Fair housing testing project with Roosevelt University and the Chicago Commission on Human Relations.
- Continue to develop a streamlined process for the EBLL/LBP inspections
- Continue to identify modules within Yardi to improve performance (i.e. track moves in Yardi using the RFTA Tracker, Rent Café implementation)
- iFile (electronic filing system) upgrade in collaboration with ITS division.

COST CENTER DESCRIPTIONS

FY2020 BUDGET

Housing Choice Voucher Portfolio (520)

The Housing Choice Voucher Portfolio (HCV) cost center is responsible for oversight and management of the Housing Choice Voucher Section 8 Program managed by third party administrators and the administration of the Veterans Affairs Supportive Housing (VASH), Moderate Rehabilitation and Mainstream programs.

\$559,878,369

HOUSING CHOICE VOUCHER DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
520 - Housing Choice Voucher Portfolio (HCV)					
MTW Fund	\$ 509,225,789	\$ 532,196,297	\$ 511,434,752	\$ 538,608,057	5.31%
Other Funding	20,889	13,175	21,000	21,420	2.00%
Section 8	18,698,884	17,010,090	19,345,758	21,248,892	9.84%
520 - Housing Choice Voucher Portfolio (HCV) Total	\$ 527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%
Grand Total	\$ 527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%

HOUSING CHOICE VOUCHER DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
520 - Housing Choice Voucher Portfolio (HCV)					
Non-Personnel	\$ 525,659,310	\$ 546,528,030	\$ 527,052,166	\$ 555,799,478	5.45%
Personnel	2,286,252	2,691,532	3,749,344	4,078,891	8.79%
520 - Housing Choice Voucher Portfolio (HCV) Total	\$ 527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%
Grand Total	\$ 527,945,562	\$ 549,219,562	\$ 530,801,510	\$ 559,878,369	5.48%

HOUSING CHOICE VOUCHER DIVISION

FY2020 BUDGET

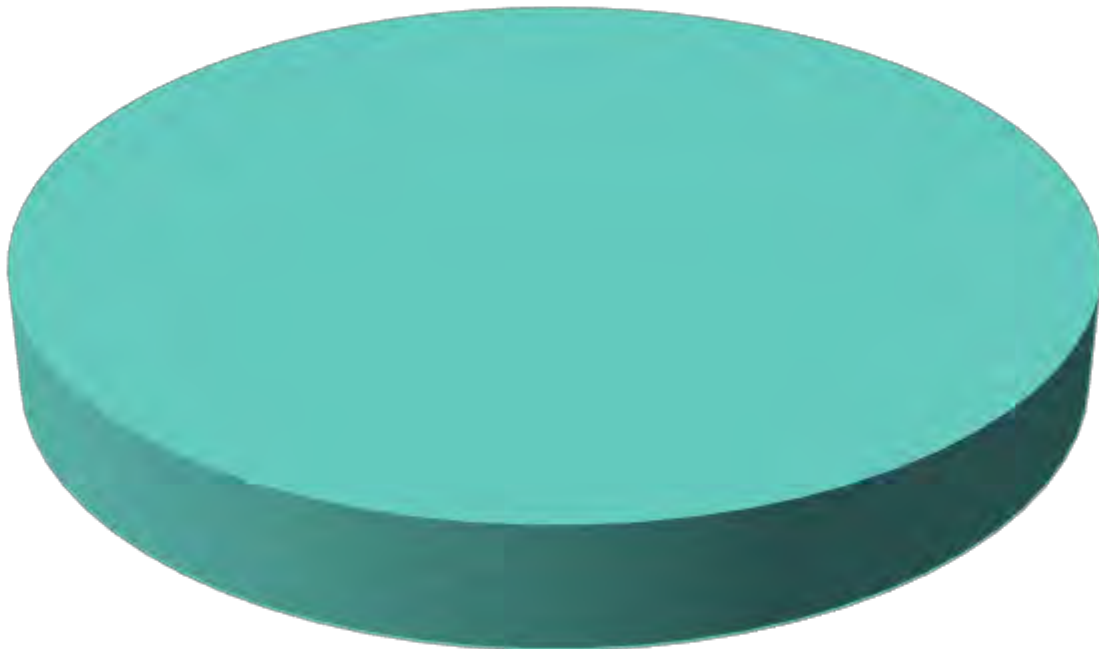
520 - Housing Choice Voucher Portfolio (HCV)	
HAP	\$ 523,302,830
Contracts	27,400,141
Personnel	4,078,891
General Expense	3,853,032
Office Rent	908,170
Sundry	258,017
Training	44,360
Travel	32,928
520 - Housing Choice Voucher Portfolio (HCV)	\$ 559,878,369
Housing Choice Voucher Total	\$ 559,878,369

HOUSING CHOICE VOUCHER DIVISION

TOTAL FTE'S

	FY2017 BUDGET	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Housing Choice Voucher Portfolio	27.0	27.0	38.0	40.0	5.3%
HOUSING CHOICE VOUCHER Total	27.0	27.0	38.0	40.0	5.3%

FTEs by Cost Center



Housing Choice Voucher
Portfolio
100%

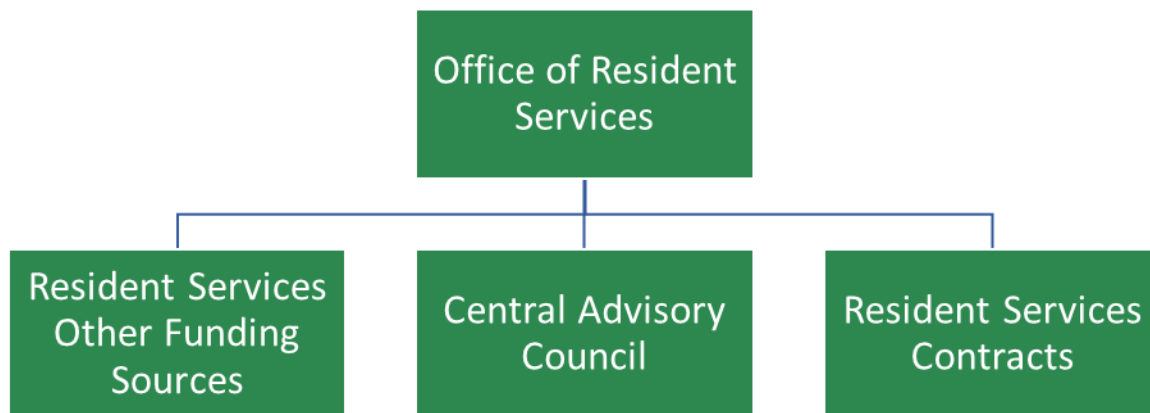
HOUSING CHOICE VOUCHER DIVISION

SALARY SCHEDULE

	POSITION FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
520 - HOUSING CHOICE VOUCHER PORTFOLIO					
QC INSPECTOR	4.0	\$ 249,674			
QC HUD FILE REV	4.0	237,607			
CHIEF HCV OFFICER	1.0	180,000			
DEPUTY CHIEF, HCV	1.0	160,000			
DEPUTY CHIEF, PRA & ACQ	1.0	145,000			
DIR, HOU RIGHTS NON DIS	1.0	104,000			
DIR. COMPLIANCE AND OPERATIONS	1.0	100,000			
DIR. HCV INITIATIVE	1.0	100,000			
HCV PARTICIPANT & OWNER RELAT SPL	2.0	99,631			
PBV PROG MGR III	1.0	93,537			
ASST DIRECTOR FAIR HOUSING	1.0	82,400			
HCV SYS ADMINISTRATOR	1.0	77,329			
MGR, HCV COMLIANCE	1.0	76,832			
MGR, PROGRAM INTEG	1.0	76,000			
ADMIN OPERTIONS ANALY	1.0	75,345			
MGR, HCV POLICY & ACCT	1.0	73,574			
MANAGER, OUTREACH	1.0	72,000			
MGR, PARTICIPANT & OWNER RELATIONS	1.0	72,000			
SR EXECUTIVE ASST	1.0	70,956			
COMPLIANCE ANALYST	1.0	69,569			
PBV PROGRAM ANALYST	1.0	67,165			
OUTREACH COORDINATOR	1.0	60,875			
PBV COMPLI & PROCESS ANL	1.0	60,600			
PROGRAM ANALYST	1.0	55,000			
PROG & PROCESS ANALYST	1.0	51,500			
PROGRAM COORDINATOR	1.0	51,250			
CLIENT RELATIONS SPECIALIST	1.0	50,000			
FAIR HOUSING ANALYST/COORDINATOR	1.0	50,000			
HCV PARTICIPANT & OWNER RELATIONS SPECIALIST	1.0	50,000			
HOUSING LOCATOR	1.0	50,000			
ICPV ANALYST	1.0	50,000			
PARTICIPANT & OWNER RELATIONS ANALYST	1.0	50,000			
SPL PROGRAMS COORD	1.0	50,000			
520 - HOUSING CHOICE VOUCHER PORTFOLIO TOTAL	40.0	\$ 2,911,844	\$ 87,355	\$ 1,079,692	\$ 4,078,891
Grand Total	40.0	\$ 2,911,844	\$ 87,355	\$ 1,079,692	\$ 4,078,891

RESIDENT SERVICES DIVISION

To increase the quality of life of all residents and support those on a pathway towards self-sufficiency.



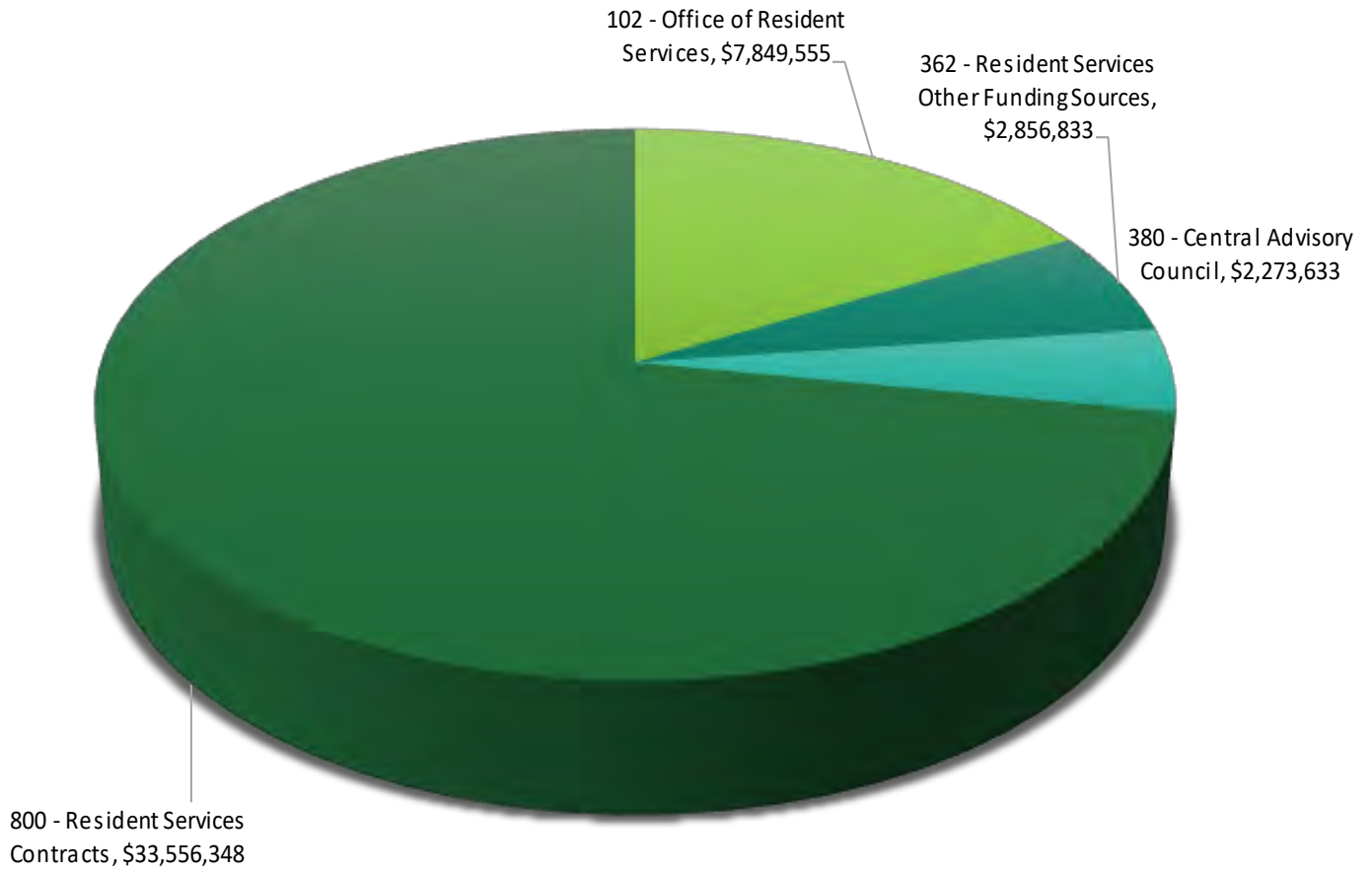
INSIDE RESIDENT SERVICES

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2020 Budget
- Total Full-Time Equivalents
- Salary Schedule

CHA STUDENTS PREP FOR THE UPCOMING YEAR WITH A BACK-TO-SCHOOL OUTING AT BROOKFIELD ZOO EVERY AUGUST

RESIDENT SERVICES DIVISION

EXPENDITURES BY COST CENTER



RESIDENT SERVICES DIVISION

TOTAL EXPENDITURES BY COST CENTER

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Resident Services					
102 - Office of Resident Services	\$6,399,950	\$6,960,423	\$7,269,951	\$7,849,555	7.97%
362 - Resident Services Other Funding Sources	\$3,225,873	\$3,846,084	\$3,563,083	\$2,856,833	-19.82%
380 - Central Advisory Council	\$2,297,019	\$2,309,130	\$2,590,906	\$2,273,633	-12.25%
800 - Resident Services Contracts	\$30,613,325	\$28,585,128	\$33,171,974	\$33,556,348	1.16%
Resident Services	\$42,536,167	\$41,700,765	\$46,595,914	\$46,536,369	-0.13%

BUDGET YEAR COMPARISON

102-Office of Resident Services

The personnel budget increased by \$563,978 or 7.90%, this is primarily due to 3 additional FTEs and Pay for Performance. The non-personnel budget increased by \$15,626 or 11.68% primarily due to additional funds for tenant services.

362– Resident Services Other Funding Sources

The overall budget decreased by \$706,250 or –19.82%, which is primarily due to expiring grants.

380-Central Advisory Council (CAC)

The personnel budget increased by \$82,727 or 7.07%, which is primarily due to union pay increases. Non-personnel decreased by –28.16% or \$400,000 due to CAC election being completed in 2019.

800-Contract Management & Reporting

The overall budget increased by \$384,374 or 1.16% , which is primarily due to an increase in funding in Adult and Senior, Youth Services and IGA & Tech.

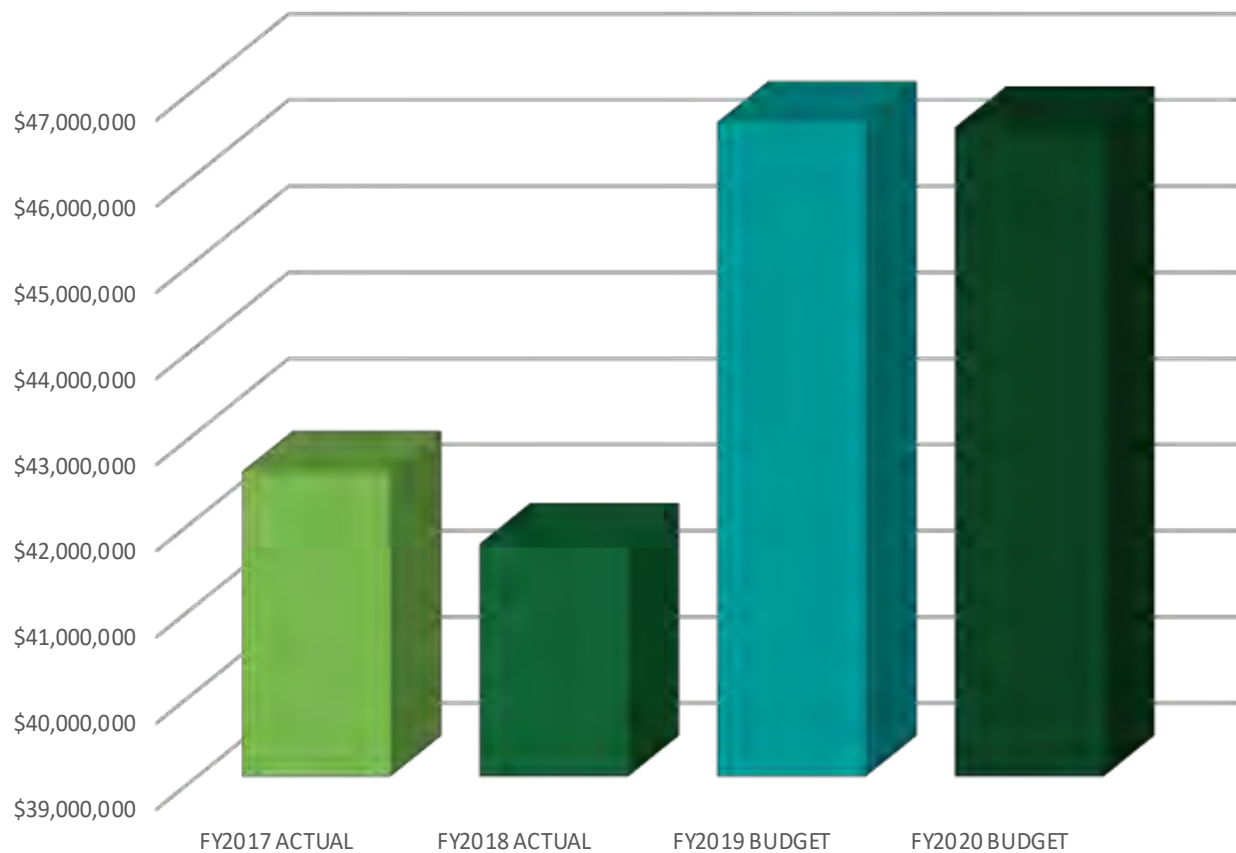
RESIDENT SERVICES DIVISION

TOTAL REVENUE AND EXPENDITURES

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
HOPE VI	\$296,053	\$329,807	\$400,000	\$65,000	-83.75%
MTW Fund	\$39,310,295	\$37,854,681	\$42,784,831	\$43,679,536	2.09%
Other Funding	\$2,929,820	\$3,516,277	\$3,411,083	\$2,791,833	-18.15%
Grand Total	\$42,536,167	\$41,700,765	\$46,595,914	\$46,536,369	-0.13%

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$35,040,037	\$33,462,233	\$38,071,379	\$37,150,479	-2.42%
Personnel	\$7,496,130	\$8,238,532	\$8,524,535	\$9,385,890	10.10%
Grand Total	\$42,536,167	\$41,700,765	\$46,595,914	\$46,536,369	-0.13%

EXPENDITURES BY FISCAL YEAR



RESIDENT SERVICES DIVISION

DIVISION SUMMARY

Mission

Resident Services works to improve the quality of life of all residents and support those on a pathway towards self-sufficiency.

2019 Accomplishments

- Increased average wages for residents to nearly \$22,500 with 76% of all working families increasing or maintaining their income. As of June 2019, CHA's employment rate was consistent with the Labor Participation rate in Illinois.
- Since the grant inception in Q2 2015, Jobs Plus participants have obtained 979 new or better jobs; participants have saved more than \$5.3 million in disregarded rent.
- Enhanced workforce development services for CHA residents, adding Employment Placement Services to the menu of workforce programming, which includes employment preparation, job training, transitional jobs and direct placement.
- In Q1 2019, CHA was awarded a HUD ROSS Service Coordinator grant in the amount of \$717,750 to support Resident Services' Victim Assistance Program and a HUD ROSS Family Self Sufficient grant in the amount of \$819,137. In Q2 2019, CHA was awarded a Falls Prevention grant from the Department of Health and Human Services in the amount of \$147,364 to bring needed exercise programming to CHA senior buildings.
- Last year, CHA rolled out the new FSS pay point model which will allow household to accumulate funds by achieving personal goals (e.g. reducing debt/improving credit, new career, homeownership, earning a college degree, etc.). As a result, 88% of FSS participants have an escrow balance, an increase of 43% since beginning of 2018.
- CHA continued to celebrate its Senior residents. This summer CHA hosted three Senior Summer Music Fests on the North, South and West side, welcoming nearly 1,500 residents and serving over 1,500 lunches to attendees and home bound seniors. CHA also supported the city's Senior Fest, with more than 1,000 CHA residents in attendance and CHA staff volunteers.
- This summer, CHA offered 12 unique summer internship and career-building program models for youth ages 13-24. More than 2,400 CHA youth were employed in summer work experiences and earning more than \$2.4 million in wages at 360 work sites.
- Through August 2019, CHA has engaged more than 5,000 youth in services through CHA's FamilyWorks providers in areas of youth development, school performance, and other youth programming.
- CHA has maintained a retention rate of 82% in Opportunity Areas since the inception of the Mobility Counseling Program. Opportunity Areas offer residents the chance to live in communities with lower poverty rates & fewer subsidized households, while offering them more neighborhood amenities and improved neighborhood schools.
- CHA notified 220 scholarship award winners of their scholarship offers totaling \$250,000. CHA provided additional opportunities to CHA residents to support their post-secondary path, such as meeting with our Education Navigators, the Take Flight Trunk Party and participating in the Partners in Education program at City Colleges of Chicago.
- Reduced the number of households with a Right of Return to less than 2% of the original 16,846 households who occupied a CHA unit on October 1, 1999.

RESIDENT SERVICES DIVISION

2020 Goals

- Work with a broad range of partners and contractors to provide services centered on four overarching goals for CHA residents: support academic achievement, increase earning power, foster economic independence and enhance stability and quality of life.
- Refine social service programming for CHA residents to continue enhancing opportunities for CHA residents and maximizing available resources.
- Execute new contracts for Resident Services' FamilyWorks program. CHA families can enroll in FamilyWorks services, which now includes a family-centered coaching approach that focuses on the whole family. A key aspect of the family-centered coaching model empowers the participant to take the lead to accomplish goals, while staff provide the necessary support.
- Successfully implement sustainability plans for the HUD ROSS for Education (Project SOAR) and Jobs Plus grants, which both ended in 2019.
- Continue to implement the grant funded ROSS Service Coordinator Program, Family Self Sufficiency Program and Falls Prevention Program.
- Implement the first full year of the Resident Services Coordinator program in CHA designated senior buildings to increase the quality of services for CHA senior residents.
- Offer meaningful experiences to more than 300 residents who have the desire to make positive differences in their communities through the Family Community Ambassador and the Senior Community Ambassador Programs.

RESIDENT SERVICES DIVISION

COST CENTER DESCRIPTIONS

**FY2020
BUDGET**

Office of Resident Services (102)

The Office of Resident Services provides oversight for all Resident Services activities, including strategic direction, contract management, communications and partnerships. **\$7,849,555**

Resident Services Other Funding Sources (362)

Resident Services seeks grant funded opportunities to support programming for CHA residents. **\$2,856,833**

Central Advisory Council (380)

The Central Advisory Council (CAC) consists of elected Local Advisory Council Presidents who address matters concerning resident welfare. CHA currently supports the Central Advisory Council through both personnel and operating expenses. The CAC provides input on CHA planning and policies. **\$2,273,633**

Resident Services Contracts (800)

Resident Services contracts with various social service organizations to provide self sufficiency, youth and quality of life services for CHA residents. **\$33,556,348**

RESIDENT SERVICES DIVISION

TOTAL REVENUE

	FY2017 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2019 BUDGET REVENUE	FY2020 BUDGET REVENUE	% OF CHANGE
102 - Office of Resident Services					
MTW Fund	\$6,399,950	\$6,960,423	\$7,269,951	\$7,849,555	7.97%
102 - Office of Resident Services Total	\$6,399,950	\$6,960,423	\$7,269,951	\$7,849,555	7.97%
362 - Resident Services Other Funding Sources					
HOPE VI	\$296,053	\$329,807	\$400,000	\$65,000	-83.75%
Other Funding	\$2,929,820	\$3,516,277	\$3,163,083	\$2,791,833	-11.74%
362 - Resident Services Other Funding Sources Total	\$3,225,873	\$3,846,084	\$3,563,083	\$2,856,833	-19.82%
380 - Central Advisory Council					
MTW Fund	\$2,297,019	\$2,309,130	\$2,342,906	\$2,273,633	-2.96%
Other Funding	\$0	\$0	\$248,000	\$0	-100.00%
380 - Central Advisory Council Total	\$2,297,019	\$2,309,130	\$2,590,906	\$2,273,633	-12.25%
800 - Resident Services Contracts					
MTW Fund	\$30,613,325	\$28,585,128	\$33,171,974	\$33,556,348	1.16%
800 - Resident Services Contracts Total	\$30,613,325	\$28,585,128	\$33,171,974	\$33,556,348	1.16%
Grand Total	\$42,536,167	\$41,700,765	\$46,595,914	\$46,536,369	-0.13%

RESIDENT SERVICES DIVISION

TOTAL EXPENDITURES

	FY2017 ACTUAL EXPENDITURES	FY2018 ACTUAL EXPENDITURES	FY2019 BUDGET EXPENDITURES	FY2020 BUDGET EXPENDITURES	% OF CHANGE
102 - Office of Resident Services					
Non-Personnel	\$180,206	\$130,888	\$133,738	\$149,364	11.68%
Personnel	\$6,219,744	\$6,829,535	\$7,136,213	\$7,700,191	7.90%
102 - Office of Resident Services Total	\$6,399,950	\$6,960,423	\$7,269,951	\$7,849,555	7.97%
362 - Resident Services Other Funding Sources					
Non-Personnel	\$3,115,280	\$3,650,748	\$3,345,137	\$2,424,237	-27.53%
Personnel	\$110,592	\$195,337	\$217,946	\$432,596	98.49%
362 - Resident Services Other Funding Sources Total	\$3,225,872	\$3,846,084	\$3,563,083	\$2,856,833	-19.82%
380 - Central Advisory Council					
Non-Personnel	\$1,131,225	\$1,095,470	\$1,420,530	\$1,020,530	-28.16%
Personnel	\$1,165,794	\$1,213,660	\$1,170,376	\$1,253,103	7.07%
380 - Central Advisory Council Total	\$2,297,019	\$2,309,130	\$2,590,906	\$2,273,633	-12.25%
800 - Resident Services Contracts					
Non-Personnel	\$30,613,325	\$28,585,128	\$33,171,974	\$33,556,348	1.16%
800 - Resident Services Contracts Total	\$30,613,325	\$28,585,128	\$33,171,974	\$33,556,348	1.16%
Grand Total	\$42,536,167	\$41,700,765	\$46,595,914	\$46,536,369	-0.13%

RESIDENT SERVICES DIVISION

FY2020 BUDGET

102 - Office of Resident Services

Materials	\$53,007
Personnel	\$7,700,191
Sundry	\$40,700
Training	\$30,503
Travel	\$25,154

102 - Office of Resident Services **\$7,849,555**

362 - Resident Services Other Funding Sources

Contracts	\$1,234,987
Materials	\$1,160,000
Personnel	\$432,596
Sundry	\$14,500
Training	\$7,500
Travel	\$7,250

362 - Resident Services Other Funding Sources **\$2,856,833**

380 - Central Advisory Council

Contracts	\$1,020,530
Personnel	\$1,253,103

380 - Central Advisory Council **\$2,273,633**

800 - Resident Services Contracts

Contracts	\$33,556,348
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800 - Resident Services Contracts **\$33,556,348**

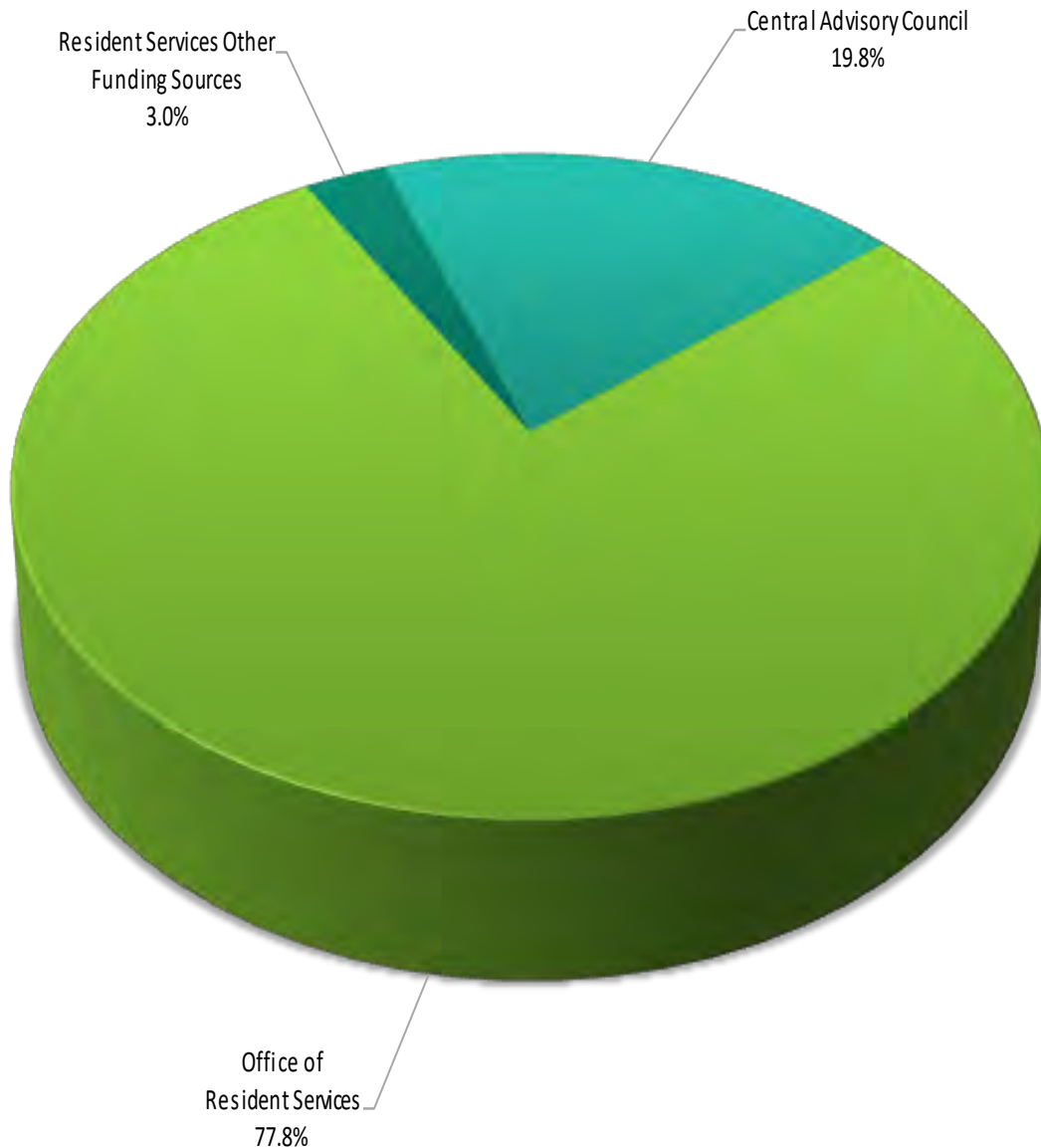
Resident Services Total **\$46,536,369**

RESIDENT SERVICES DIVISION

TOTAL FTE'S

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	% OF CHANGE
Office of Resident Services	71	71	74	77	4.1%
Resident Services Other Funding Sources	4	3	3	3	0.0%
Central Advisory Council	20	20	20	19	-5.0%
Resident Services Contracts	0	0	0	0	0.0%
Resident Services Total	95	94	97	99	2.1%

FTEs by Cost Center



RESIDENT SERVICES DIVISION

SALARY SCHEDULE

	POSITION FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
102 - OFFICE OF RESIDENT SERVICES					
ASSOC PRG SPL	8.0	\$352,557			
RELOCATION SPEC	5.0	297,849			
PROGRAM SPL, FAM WKS	5.0	292,663			
SENIOR DIRECTOR	2.0	255,750			
PROGRAM SPL, YOUTH	4.0	253,757			
MGR. SENIOR REGION	3.0	207,359			
CHIEF RES SVC OFF	1.0	187,460			
PROGRAM SPL, HSG	3.0	186,224			
PROG CONTRACT ANALY	3.0	158,962			
PROG SPL, EDUCATION	3.0	158,149			
DEPUTY CHIEF RES SERVICES	1.0	145,000			
EXECUTIVE ADM ASST II	2.0	126,538			
DIR COMMUNITY SUPPORT	1.0	126,319			
DIR, CORP & EXTERNAL PARTNERSHIPS	1.0	111,651			
FINANCIAL ANALYST	1.0	105,770			
DIR, WKFORCE & SELF SUFFICIENCY	1.0	105,620			
PROGRAM SPL, WORKFORCE	2.0	104,935			
DIR, FAMILY WORKS RES-905	1.0	103,500			
DIR, SENIOR SERVICES	1.0	100,000			
MGR BUSI REPORTING	1.0	94,239			
ASST. DIR COMM SUPPORT	1.0	93,183			
DATA INTEG ANALYST II	1.0	92,674			
ASST DIRECTOR EDUCATION	1.0	92,206			
SR MGR, DIGITAL INCLU& PROG SUPPT	1.0	92,067			
PROJECT MANAGER	1.0	90,597			
MAJOR GIFTS OFFICER	1.0	90,000			
SR MGR, HSG &PROG SUPT	1.0	89,552			
ASST. DIR CLINICAL	1.0	88,729			
SR EXECUTIVE ASST	1.0	88,327			
ASST DIR, YOUTH OPPORTUNITIES	1.0	85,000			
MANAGER, CONTRACTS	1.0	82,691			
MGR, HOMEOWNSHP	1.0	79,058			
MGR. QUALITY ASSURANCE	1.0	79,058			
MGR, MOBILITY DEM PRO	1.0	76,756			
MGR. SELF SUFFICIENCY	1.0	70,000			
MGR.HSG & PROG SUPPORT	1.0	69,497			
MGR CORP & EXTNER PART	1.0	68,512			
PROGRAM SPL, COMM SUPP	1.0	64,164			
PROG SPL, RES ENGAGEMNT	1.0	60,000			
DATA QUALITY ANLYST	1.0	57,098			
PROGRAM SPL, SR SVC	1.0	55,970			
PROGRAM SPL, HOMEOWNRSH	1.0	55,435			
PROGRAM SPL, FSS	1.0	54,902			
PROGRAM SPL, VA	1.0	54,636			
PROGRAM SPL, DIGITAL INCLUSION	1.0	50,625			
PROGRAM CONTRACT COORDINATOR	1.0	50,000			
PROGRAM SPL, MOBILITY	1.0	50,000			
ASSOC PRG SPL, DIGITAL INCLUSION	1.0	42,000			
102 - OFFICE OF RESIDENT SERVICES Total	77.0	\$5,497,039	\$164,911	\$2,038,240	\$7,700,191
362 -RESIDENT SERVICES OTHER FUNDING SOURCES					
ROSS VAP SERVICE COORDINATOR	3.0	\$154,410			
362 - RESIDENT SERVICES OTHER FUNDING SOURCES Total	3.0	\$154,410	\$119,632	\$158,553	\$432,596
380 - CENTRAL ADVISORY COUNCIL					
ADMIN ASST III (LOC 73)	7	\$355,992			
ADMIN ASST I (LOC 73)	6	221,431			
ADMIN ASST II (LOC 73)	3	124,800			
MANAGER - CAC	1	76,832			
PERSONAL ASST	1	63,195			
CAC FINANCIAL CLERK	1	52,310			
380 - CENTRAL ADVISORY COUNCIL Total	19.0	\$894,561	\$26,837	\$331,707	\$1,253,103
Grand Total	99.0	\$6,546,010	\$311,380	\$2,528,501	\$9,385,890

DEMOGRAPHIC & STATISTICAL INFORMATION

CHA DEMOGRAPHICS

Background

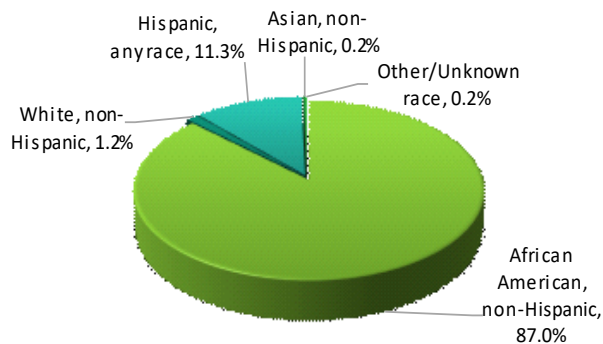
The Chicago Housing Authority (CHA) was established in 1937 to provide temporary housing for people with who could not afford to acquire “decent, safe and sanitary” dwellings in the private market. The CHA operates under a state charter as a municipal corporation and most of its funding is provided by the U.S. Department of Housing and Urban Development. CHA is the second largest housing authority in the United States by number of families served. In addition to housing, CHA also provides resources and supportive services to its residents in conjunction with other city agencies and non-profits in areas such as healthcare, education, recreation, child development, employment, public assistance, and counseling.

Gender & Race/Ethnicity Distribution

As of June 30, 2019 the Chicago Housing Authority had 134,540 total residents in its Public Housing (PH), Project Based Voucher (PBV) and Housing Choice Voucher (HCV) programs. Of those, 85,506 (63.6%) are female and 49,034 (36.4%) are male. By race/ethnicity, this population is 85.6% Black, non-Hispanic; 9.4% Hispanic, any race; 3.2% White, non-Hispanic; 1.5% Asian, non-Hispanic; and 0.3% Other/Unknown. The pie charts below break out resident race/ethnicity by program type.

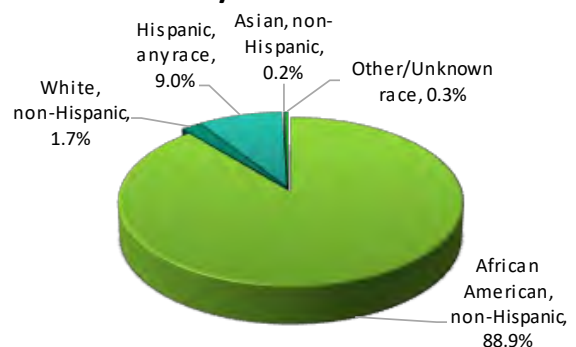
RESIDENT DEMOGRAPHICS BY RACE/ETHNICITY

**FAMILY-DESIGNATED PH*
POPULATION BY RACE/ETHNICITY**



*Includes residents in family-designated Traditional Family, Mixed-Income, and Scattered Site buildings.
Source: Yardi, 6/30/2019

**HCV* POPULATION BY
RACE/ETHNICITY**



*Includes residents with all tenant-based vouchers including HCV, VASH, Choose to Own, administered Port-Ins, and Mainstream 5yr vouchers. It does not include port-outs administered by other PHAs.
Source: Yardi, 6/30/2019

Age Distribution

As of June 30, 2019, the distribution of residents by age between non-elderly (61 years of age or younger) and elderly (62 years of age or older) by program type is as follows. In Family-Designated PH, there are 20,903 non-elderly residents and 1,948 elderly residents. In Senior-Designated PH, there are 261 non-elderly residents and 4,954 elderly residents. In HCV, there are 85,390 non-elderly residents and 9,881 elderly residents. In PBV, there are 4,835 elderly residents and 4,167 non-elderly residents.

DEMOGRAPHIC & STATISTICAL INFORMATION

Household Size and Income

As of June 30, 2019, the average family size is 2.5 people for Family-Designated PH; 1.1 people for Senior-Designated PH; 2.3 people for HCV; and 1.3 people for PBV. The average annual household income is \$15,453 for Family-Designated PH residents; \$11,551 for Senior-Designated PH residents; \$13,088 for HCV residents and \$10,963 for PBV residents.

Housing Options

Family-Designated Public Housing

CHA owns 10,931 family-designated units in the traditional family, mixed-income, and scattered site portfolios, housing 22,851 residents. Income limits for admission to public housing vary according to the size of the family but cannot exceed 80% of the applicable Area Median Income, which is \$71,300 for a family of four in 2019. CHA has family-designated PH units in 71 out of the 77 community areas. Occupied family-designated units range in size from studios to six-bedrooms, as shown in the table below:

FAMILY HOUSING	
Number of Bedrooms	Number of Occupied Units
0 Bedroom	10
1 Bedroom	1,439
2 Bedroom	3,338
3 Bedroom	3,493
4 Bedroom	810
5 Bedroom	32
6 Bedroom	4
Total	9,126

Senior Properties

The Chicago Housing Authority owns 5,057 senior-designated units in the mixed income and senior portfolios, housing 4,674 residents. A number of the developments offer space to social services and health care providers to facilitate access by the residents. In addition to the same income limits for admission to public housing cited above, applicant Head of Households must be either older than 55 or 62 at the time of admission depending on the development. There were 8,045 applicants on senior-designated Public Housing site-based waitlists on June 30, 2019. CHA has senior-designated PH units in 18 out of the 77 community areas. Occupied senior-designated units are primarily studios and one-bedrooms, as shown in the table below:

SENIOR HOUSING	
Number of Bedrooms	Number of Occupied Units
0 Bedroom	418
1 Bedroom	4,255
2 Bedroom	1
Total	4,674

DEMOGRAPHIC & STATISTICAL INFORMATION

Public Housing Demographics for Family-Designated Housing as of June 30, 2019		Public Housing Demographics for Senior-Designated Housing as of June 30, 2019	
Family Housing		Senior Housing	
Total number of residents	22,851	Total number of residents	5,215
Total number of units	10,931	Total number of units	5,057
Total number of occupied units (households)	9,126	Total number of occupied units (households)	4,674
Total number of residents		Total number of residents	
Age		Age	
Age 61 and under	20,903	Age 61 and under	261
Age 62 and over	1,948	Age 62 and over	4,954
Total number of residents		Total number of residents	
Race/Ethnicity		Race/Ethnicity	
African American, non-Hispanic	19,921	African American, non-Hispanic	2,345
Hispanic, any race	2,563	Hispanic, any race	756
White, non-Hispanic	271	White, non-Hispanic	979
Asian, non-Hispanic	40	Asian, non-Hispanic	1,080
Other/Unknown race	56	Other/Unknown race	55
Total number of households		Total number of households	
Number of Bedrooms		Number of Bedrooms	
0	10	0	418
1	1,439	1	4,255
2	3,338	2	1
3	3,493		
4	810		
5	32		
6	4		
Total number of households		Total number of households	
Income Range		Income Range	
\$0	1,026	\$0	33
\$1-3,999	725	\$1-3,999	148
\$4,000-7,999	648	\$4,000-7,999	341
\$8,000-15,999	3,510	\$8,000-15,999	3,446
\$16,000-27,999	1,801	\$16,000-27,999	616
\$28,000-35,999	653	\$28,000-35,999	54
\$36,000 and greater	763	\$36,000 and greater	36
Average		Average	
Income		Income	
Annual Family Income	\$15,453	Annual Family Income	\$11,551
Average		Average	
Household Size		Household Size	
Household Size	2.5	Household Size	1.1
Total number of residents		Total number of residents	
Gender		Gender	
Female	15,019	Female	2,709
Male	7,832	Male	2,506

DEMOGRAPHIC & STATISTICAL INFORMATION

Housing Choice Voucher Housing

CHA currently subsidizes 40,974 households in the private market with the Housing Choice Vouchers, housing 95,271 residents. Income limits for admission to the Housing Choice Voucher Program vary according to the family size, but cannot exceed 80% of the applicable Area Median Income, which is \$71,300 for a family of four in 2019. There were 40,910 applicants on the HCV waitlist as of June 30, 2019. There are HCV residents renting units with their vouchers in all 77 community areas. Units occupied by HCV residents range in size from studios to more than six-bedrooms, as shown in the table below:

HCV HOUSING	
Number of Bedrooms	Number of Occupied Units
0 Bedroom	350
1 Bedroom	6,087
2 Bedroom	14,623
3 Bedroom	14,310
4 Bedroom	4,238
5 Bedroom	1,116
6 Bedroom	250
Total	40,974

Housing Choice Voucher Demographics as of June 30, 2019

HCV	
Total number of residents	95,271
Total number of households	40,974

Age	Total number of residents
Age 61 and under	85,390
Age 62 and over	9,881

Race/Ethnicity	Total number of residents
African American, non-Hispanic	84,638
Hispanic, any race	8,373
White, non-Hispanic	1,802
Asian, non-Hispanic	179
Other/Unknown race	279

Number of Bedrooms	Total number of households
0	350
1	6,087
2	14,623
3	14,310
4	4,238
5	1,116
6+	250

Income Range	Total number of households
\$0	4,401
\$1-3,999	4,323
\$4,000-7,999	2,848
\$8,000-15,999	16,873
\$16,000-27,999	8,227
\$28,000-35,999	2,503
\$36,000 and greater	1,799

Income	Average
Annual Family Income	\$13,088

Household Size	Average
Household Size	2.3

Gender	Total number of residents
Female	62,076
Male	33,195

DEMOGRAPHIC & STATISTICAL INFORMATION

CITY OF CHICAGO DEMOGRAPHICS

Background

Chicago is the largest city in the state of Illinois and the largest in the Midwest. The City of Chicago was incorporated on March 4, 1837. Chicago occupies 227.34 square miles along the coast of Lake Michigan. It is the 3rd largest Metropolitan Statistical Area (MSA) by population in the US at over 9.5 million people located within almost 7200 square miles of land. Chicago is a major transportation hub in the United States. It is an important component in global distribution, as it is the 3rd largest inter-modal port in the world after Hong Kong and Singapore. Famed for its bold architecture, it has a skyline punctuated by skyscrapers such as the iconic John Hancock Center, 1,451-ft. Willis Tower (formerly the Sears Tower) and the neo-Gothic Tribune Tower. The city is also renowned for its museums, including the Art Institute of Chicago with its noted Impressionist and Post-Impressionist works.

Chicago has several nicknames, which are reflective of impressions and opinions of it. The best known include “Chi-town”, the “Windy City”, “Second City”, and the “City of Big Shoulders”, which refers to its numerous skyscrapers. Chicago is divided into four sections: Downtown, which includes Grant Park, Millennium Park, Buckingham Fountain, and other cultural and financial institutions; the North Side, which features the nation’s largest concentration of contemporary art galleries, outside of New York City; the South Side, which has two of the city’s largest parks, Jackson Park, the future site of the Barack Obama Presidential Center and Washington Park; and, the West Side, which holds the Garfield Park Conservatory, one of the largest collections of tropical plants of any U.S. city.

Population

Chicago is an extremely diverse city by age, ethnicity, ancestry, and language spoken. The median age of residents is 33.9 years old with 21.9% of the population under the age of 18 and 11.2% over the age of 64. In 2016, the ethnic make-up of the city was 32.3% White, 30.6% Black, 29.1% Hispanic/Latino, 6% Asian and 1.9% other races. Almost eighty percent of Chicago residents were born in the United States with a larger portion of foreign-born residents from Latin America, Asia and Europe. Other ethnic groups in Chicago are Irish, German, Italian, Greek, Chinese, Russian, Arab, Swedish, African and Polish. As a result of the diverse population, Chicago has a wide array of languages spoken from English, Spanish, Chinese and other Asian languages. There are about 10% of the households in Chicago who speak the Slavic language.

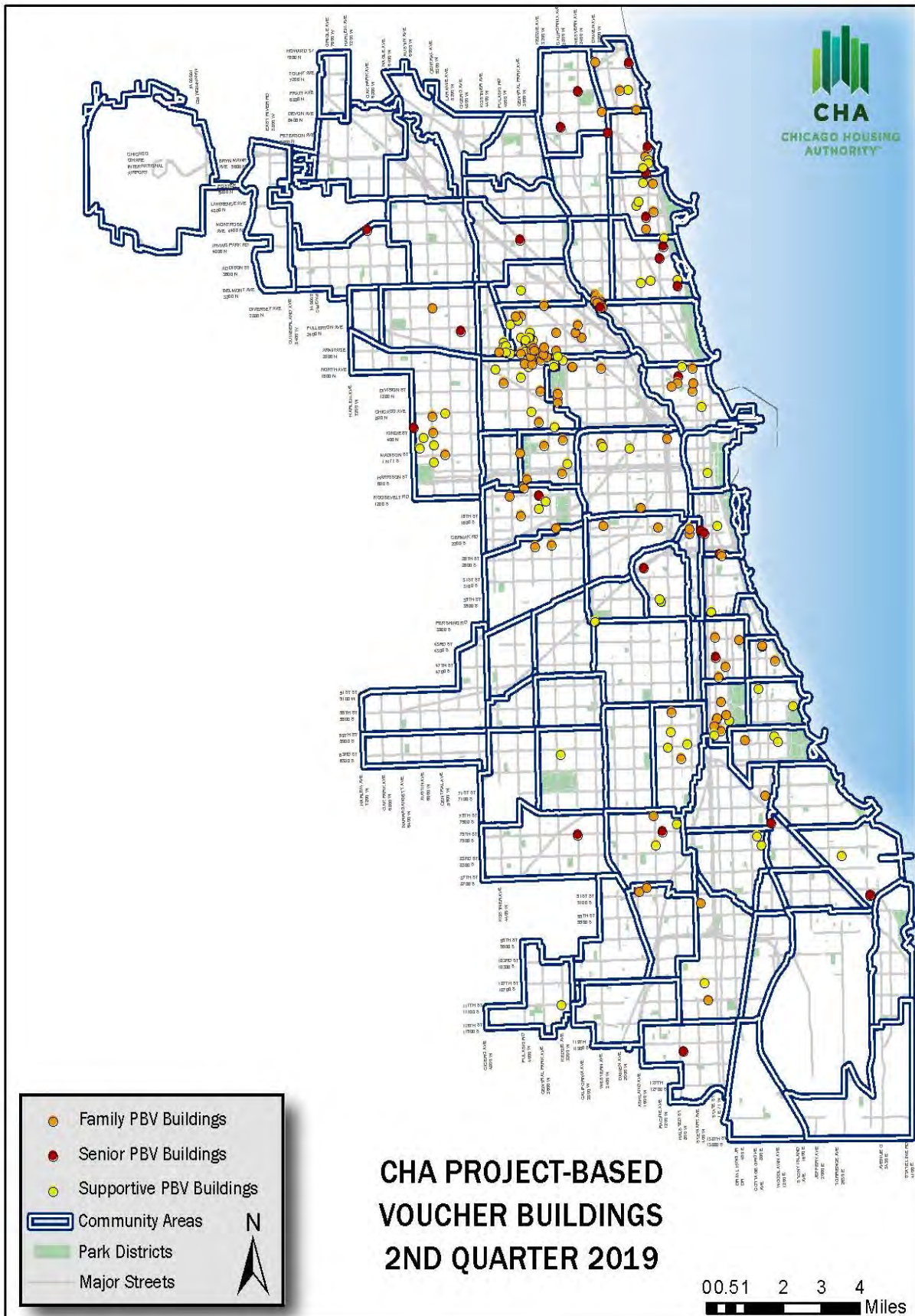
Education

The City of Chicago offers many educational options to its residents of all ages. From 706 early learning programs, 480 elementary schools and 179 high schools. The city provides a range of post-secondary education options, from seven City Colleges to state and private options. Chicago has been a world center in higher education and research. The following institutions consistently rank among the nation’s top universities in the United States: University of Chicago, Northwestern University, University of Illinois at Chicago, which features the nation’s largest medical school, Illinois Institute of Technology, which has a well-known engineering and architecture program, Loyola University and DePaul University.

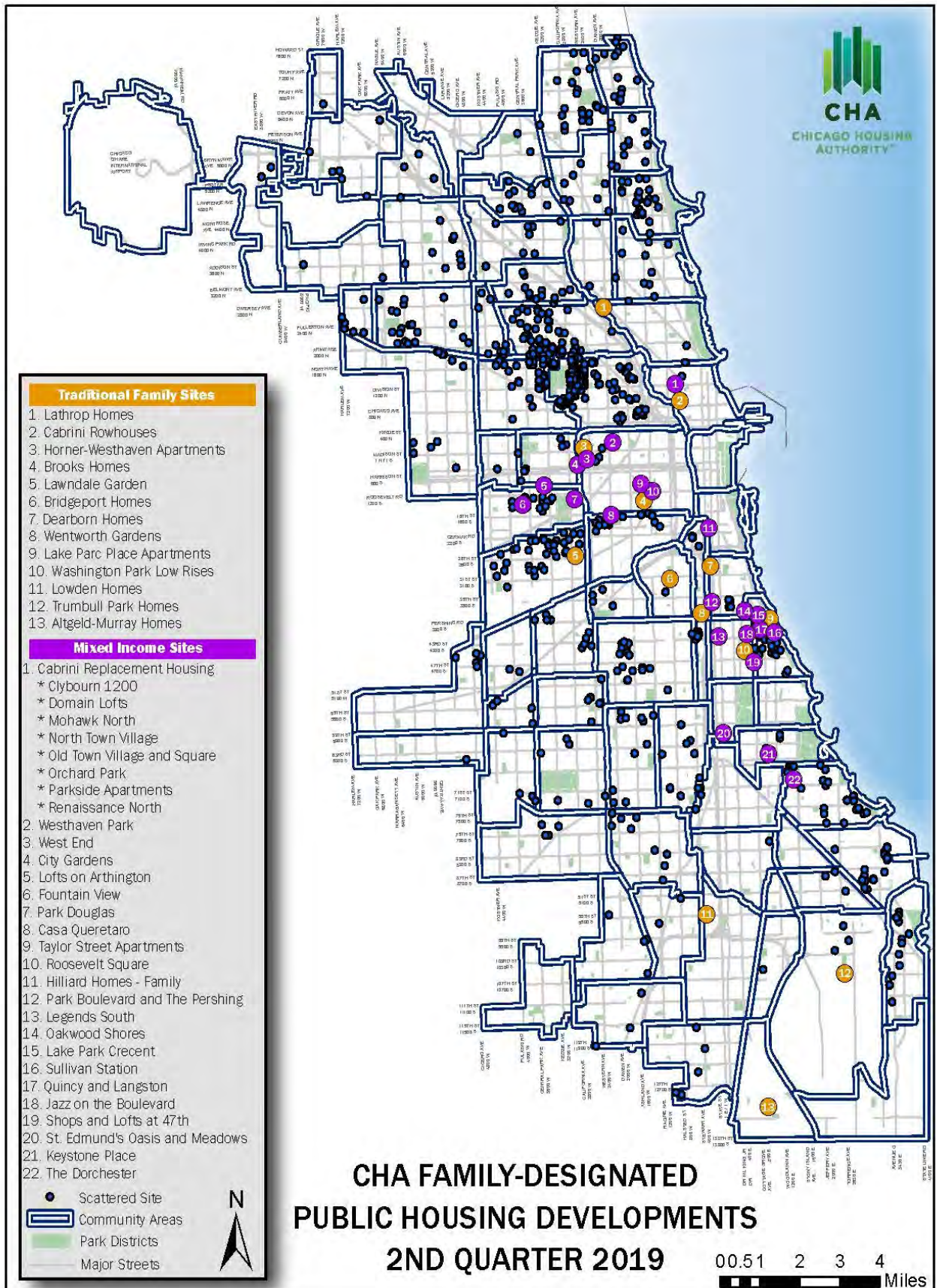
Economy

Chicago’s Metropolitan Area is home to 29 Fortune 500 companies. It is one of the major transportation centers in the world, and plays an important part in global distribution. Manufacturing, printing, publishing, insurance and food processing also play major roles in the city’s economy. There are about 1.29 million civilians 16 years of age and older employed in one of the following fields: health care and social assistance; professional scientific, technical services; educational services; retail trade; accommodation and food services and manufacturing. In recent years, Chicago’s downtown area has experienced a great deal of construction of major new condominiums and Class A office buildings. Chicago is a major financial center with the second largest business district in the United States. The city has five major financial exchanges: Chicago Stock Exchange, the Chicago Board Options Exchange, the Chicago Mercantile Exchange, the Chicago Board of Trade and NYSE Arca. Chicago is one of the leading technology innovation hubs across the world. Chicago is also home of one of the largest convention centers in the nation— McCormick Place.

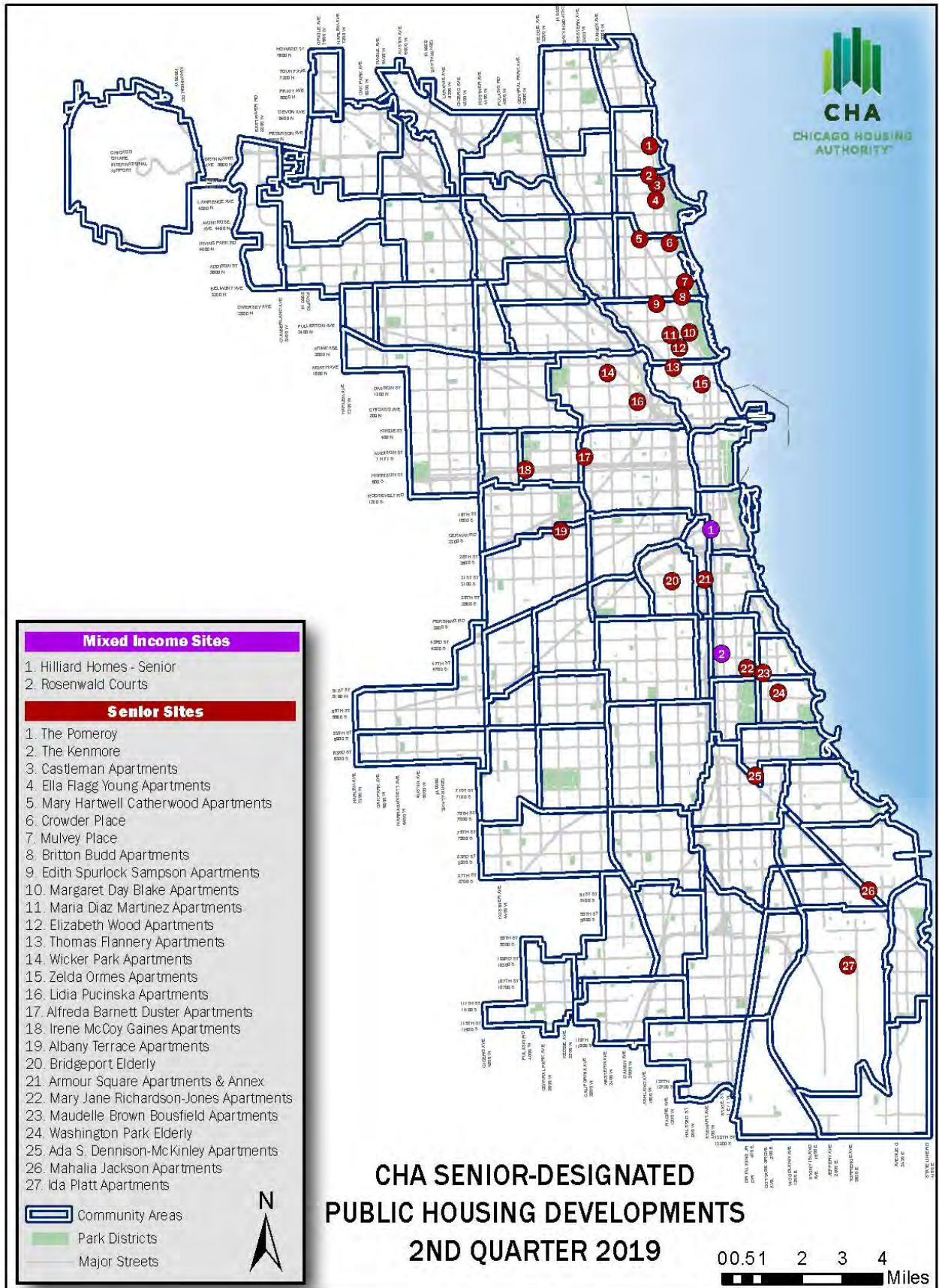
DEMOGRAPHIC & STATISTICAL INFORMATION



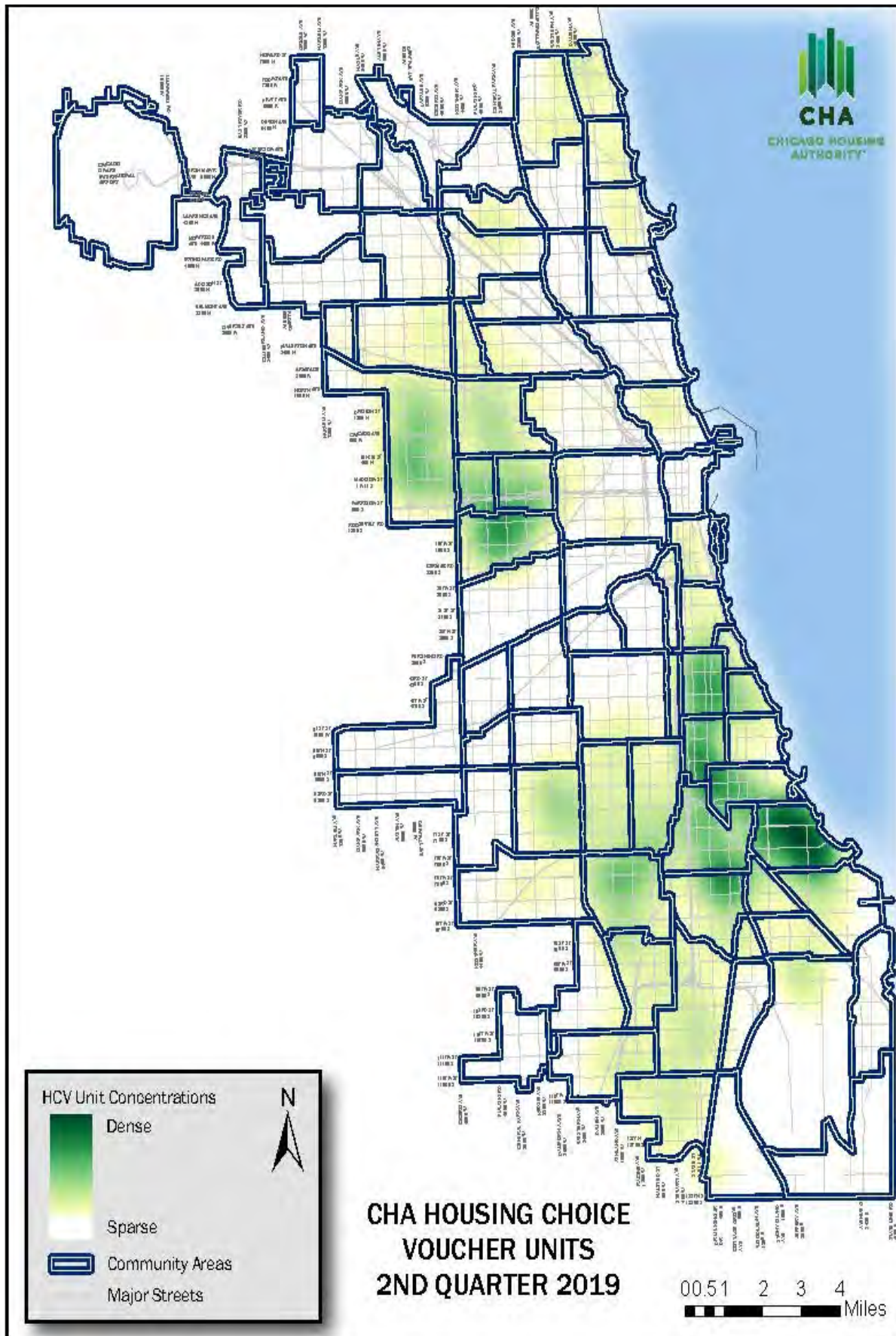
DEMOGRAPHIC & STATISTICAL INFORMATION



DEMOGRAPHIC & STATISTICAL INFORMATION



DEMOGRAPHIC & STATISTICAL INFORMATION



GLOSSARY

Accrual Basis of Accounting

A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

Allowable Expense Level (AEL)

The per unit, per month, dollar amount of expenses which is used to compute the amount of operating subsidy.

Appropriation

An amount of money within the budget, authorized by the Board of Commissioners, to be expended or obligated for specific purposes.

Assets

Resources owned or held by the Chicago Housing Authority which have monetary value.

Authority

Refers to the Chicago Housing Authority.

Available Fund Balance

That portion of a fund balance available within the current period, or soon thereafter, to be used to pay for liabilities of the current period.

Balanced Budget

A budget in which total revenues are equal to total expenditures.

Balance Sheet

A statement which reflects the financial position of an organization, for a specific timeframe, disclosing assets, liabilities and fund balances.

Budget

A balanced financial plan, for a specific period of time, which includes appropriations and sources of revenue to finance various funds. The budget is not only a financial plan; it also serves as a policy and operations guide as well as a medium for communication.

Budget Amendment

A procedure to revise a budget appropriation either by CHA Board approval, or, at the request of the Chief Executive Officer, Chief Operating Officer or Budget Director for interdivisional or interfund adjustments.

Budget Calendar

The schedule of key dates or milestones that CHA follows in the preparation, adoption, and administration of the budget. The calendar begins with issuance of the Budget Preparation Manual and ends with adoption of a Resolution from the Authority's Board of Commissioners.

Budgetary Control

The control/management exercised by a governmental unit or enterprise for keeping expenditures within the limit of authorized appropriations and available revenues, as per the approved budget.

Capital Budget

A plan of proposed expenditures, which results in the acquisition of, or addition to fixed assets, and the means for financing the expenditures.

Capital Fund Program

Funding provided by HUD to: improve the physical condition of existing housing developments; and, upgrade the management and operation of such developments.

Capital Equipment

Chattels which have a useful life of more than five years and a unit cost of at least \$5,000.

Capital Improvements Program

A plan for capital expenditure to provide long-lasting physical improvements to be incurred over a fixed period of several years.

Capital Expenditures

Costs that are incurred in the acquisition or improvement of property assets.

Chart of Accounts

A list of general ledger account numbers which subdivides basic accounting equations with associated titles and definitions; its used by an entity to post transactions to its general ledger.

City/State Fund

This fund is subsidized in a manner similar to the Section 8 Program whereby qualified tenants' rent payments are subsidized by HUD.

GLOSSARY

Collateralized Mortgage Obligations

A security backed by a pool of pass-through rates structured so that there are several classes (called tranches) of bondholders with varying maturities. The principal payments from the underlying pool of pass-through securities are used to retire the bonds on a priority basis as specified in the prospectus.

Comprehensive Grant Program (CGP)

Funding provided by HUD to: improve the physical condition of existing housing developments; and, upgrade the management and operation of such developments.

Contributed Capital

An equity account that shows the amount of permanent funds contributed to that fund.

Cost Center

A department which indicates overall management responsibility for a group of related operations.

Current Assets

Cash plus assets that are expected to be converted to cash, sold or consumed during the next twelve months or as a part of the normal operating cycle.

Current Liabilities

Obligations that will become due within the next year or within the normal operating cycle, if longer than a year.

Davis-Bacon

Statutory requirement that persons working on Federally supported projects be paid at least a minimum of prevailing wage rates.

Depreciation

A non-cash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence.

Division

A group of cost centers that roll up to a division level.

Encumbrance

The legal obligation of appropriated funds to purchase an item or service. To encumber funds, means to set aside or commit funds for a future expenditure.

Enterprise Funds

A fund established to account for operations that are financial and operated in a manner similar to private business. The intent of the governing body is that the costs (expenses, including depreciation) of providing goods or

services, to the general public, on a continuing basis, be financed or recovered primarily through user charges.

Expense

This term refers to charges incurred, whether paid or unpaid, resulting from the delivery of goods or services.

Fiscal Year

The time period designated by the Authority signifying the beginning and ending period for recording financial transactions. The Authority has specified January 1 to December 31.

Fixed Assets

Assets of a long-term character (such as land, buildings, machinery, furniture, refrigerators, ranges and other equipment) which are intended to be held or used, over the term of a depreciable life.

Fund

A fiscal and accounting entity consisting of a balanced set of funds in which cash and other assets, related liabilities, residual business, and changes therein, are recorded and segregated.

Full-time Equivalent (FTE)

Number of positions calculated on the basis that one FTE equates to a 40-hour work week for twelve months. For example, two part-time positions working 20 hours for 12 months also equals one FTE.

Fund Equity

The excess of the assets of a fund over its liabilities.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting. These principles govern the form and content of the financial statements of an entity. The GAAP encompasses the conventions; rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. The GAAP provides a standard by which to measure financial presentations. The primary authoritative body on application of GAAP to state and local governments is the Government Accounting Standards Board (GASB).

GLOSSARY

General Expense

For budgetary purposes, includes terminal leave payments, employee benefits, interest expense, other general expense, legal settlements, prior year adjustments, and indirect expense.

General Obligation Bonds

Bonds, the payment for which the full faith and credit of the issuing government are pledged.

Goal

A desirable plan attained by objectives designed to implement a strategy on a short and/or long-term basis.

Grant

A contribution by a government or other organization to support a particular function. Grants maybe classified as either categorical or block depending upon the amount of discretion allowed by the grantee.

Housing Assistance Payment

The payment made by the Contract Administrator to the owner of an assisted unit as provided in the HAP contract. Where the unit is leased to an eligible household, the payment is the difference between the contract rent for a particular assisted unit and the HUD-required rental contribution from eligible residents.

Homeownership Program

HUD guaranteed mortgage loans provided to the Authority which enable the Authority to purchase and rehabilitate homes for families within CHA.

Hope VI

A grant to assist Public Housing Authority's to improve the living environment of residents in severely distressed public housing projects through: demolition, rehabilitation, reconfiguration, or, replacement of obsolete public housing projects.

Housing Choice Survey Clinics

Workshops designed to ensure that residents are making informed decisions regarding their future housing choices.

Housing Choice Voucher

A program administered by public housing agencies in which eligible families are allowed to choose any housing that meets the requirements of the program; the rent is subsidized by the housing authority based on fair market rent.

Housing Choice Voucher (HCV)

A program administered by public housing agencies in which eligible families are allowed to choose any housing that meets the requirements of the program; the rent is subsidized by the housing authority based on fair market rent.

Housing and Urban Development (HUD)

A federal agency whose mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD provides oversight and financial support to CHA and other public housing authorities across the United States.

Income

A term used in proprietary fund-type accounting to represent: (1) revenues; or, (2) the excess of revenues over expenses.

Interest-Only Strip (IO)

A security based solely on interest payments from a pool of mortgages, Treasury or other bonds. Once the principal on the mortgages or bonds has been repaid, interest payments stop, and the value of the IO falls to zero.

Internal Control

A process affected by the management and other personnel of an entity, designed to provide reasonable assurance regarding the achievement of objectives in the following areas: (i) effectiveness and efficiency of operations and programs; (ii) reliability of information and financial reporting; and, (iii) compliance with applicable laws and regulations.

Line-Item Budget

A budget that lists each expenditure category (Administrative Salaries, Training, Sundry, etc.) separately, along with the dollar amount for each specified category.

Low-Income Residents

Families (or single persons) whose incomes do not exceed 80 percent of the median income for the area.

Low-Rent Housing Program

This program is conventional public housing whereby the Federal Government provides the funds to acquire or build housing for low-income people. The Authority owns and operates the units.

GLOSSARY

Moving-To-Work (MTW)

Is a demonstration program for public housing authorities (PHA's) that provides them the opportunity to design and test innovative, locally-designed strategies that use Federal dollars more efficiently, help residents find employment and become more self-sufficient, and increase housing choices for low-income families.

Net Assets

That resource balance left after subtracting the expected return on investments by calculating how much money needs to be invested today to result in a certain sum at a future time.

Operating Expenses

Fund expenses that are directly related to the fund's primary service activities.

Other Funds

Other Funds are related to funding sources other than those within the General Fund and Hope VI programs. These include federal, local and state grants, and philanthropic awards or donations.

Operating Revenue

Fund revenues directly related to the fund's primary service activities. These revenues consist of rent income and operating subsidies.

Operating Subsidy

Payments authorized by the U.S. Housing Act of 1937 to subsidize the operating costs of low-rent public housing projects.

Private Property Management (PPM)

Firms that manage the day-to-day operations of the public housing units in CHA's Family, Senior, Scattered Sites and Mixed-Income housing portfolios. PPM's are responsible for the physical operations and maintenance of the buildings, facilities, equipment, unit interiors, common areas, and grounds. Leasing, annual tenant recertification, rent calculation, rent collection, lease enforcement, and community relations and compliance with all applicable CHA, HUD and local rules and regulations governing the operation of public housing.

Project Expense Level (PEL)

The formula used to calculate the amount of operating subsidies required by each Public Housing Authority to operate its public housing units.

Project-Based Rental Assistance (PBRA)

Rental assistance provided by HUD to owners according to the terms of a HAP contract for the provision of housing to eligible tenants. The PBRA program is administered by HUD's Office of Housing

Project Expense Level (PEL)

The formula used to calculate the amount of operating subsidies required by each Public Housing Authority to operate its public housing units.

Proprietary Fund Types

The classification used to account for the Authority's ongoing activities that are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business activities are accounted for through proprietary funds. The measurement focus is on determination of net income, financial position and changes in financial position.

Public Housing Agency (PHA)

An agency that administers programs under the Act, which could include public housing and HCV's. The term PHA refers to the owner of a public housing project or a converted public housing project, and not to the HCV administrator.

Real Estate Assessment Center (REAC)

REAC is responsible for providing accurate, credible and reliable assessments of HUD's real estate portfolio.

Real Estate Acquisition Program (REAP)

REAP will serve as a unit delivery strategy that will be used to assist the CHA in providing its residents access to quality, sustainable, subsidized housing throughout Chicago's opportunity and general areas.

GLOSSARY

Rental Assistance Demonstration (RAD)

RAD is an initiative of the Department of Housing and Urban Development (HUD) that seeks to preserve public, and other HUD-assisted housing, by providing owners and Public Housing Agencies (PHAs) with access to additional funding to make needed physical improvements to properties

Relocation Rights Contract

The Relocation Rights Contract sets forth, in detail, the manner in which relocation will occur, specific notice procedures, resident outreach initiatives such as relocation planning meetings, the Chicago Housing Authority's obligations, and resident rights and duties.

Revenue

Funds that the government receives as income. This includes such items as rental income, HUD operating subsidy, grant revenues, interest income and other receipts.

Reserve

An account used to indicate that a portion of a fund's assets is restricted or unrestricted for a specific purpose and is, therefore, not available for general appropriation.

Section 8 Fund (Non-MTW)

Includes two types: Moderate Rehabilitation and 11/B Program. These programs provide assistance to low-income persons/families.

Section 8 (HCV) Program

A housing program administered by the Authority. The qualified low-income person and/or family rents a unit from a private landlord. The Authority subsidizes the rent based on fair market rent (FMR) established by HUD. The client is obligated to pay rent to the landlord based on the client's income.

Section 8 (HCV) Program

A housing program administered by the Authority. The qualified low-income person and/or family rents a unit from a private landlord. The Authority subsidizes the rent based on fair market rent (FMR) established by HUD. The client is obligated to pay rent to the landlord based on the client's income.

Sundry

Includes stationary, office supplies, printing and duplication services, computer expenses, publications, membership dues and fees, executive search fees, court costs and reporting fees, advertising costs, postage and courier fees, temporary service expenses, rental office equipment expense, office rental costs, maintenance, meeting costs, telephone and parking expenses.

Tax-Exempt Securities

An obligation whose interest is tax exempt.

Tenant Rent

The amount payable monthly by the household as rent to unit owner.

Tranche

One of several related securities offered at the same time. Tranches from the same offering usually have different risk, reward/maturity characteristics.

Very Low-Income Persons

Families (or single persons) whose incomes do not exceed 50 percent of the median income for the area.

Voucher Agency

A PHA that administers a HCV program.

Working Capital

The excess of current assets over current liabilities; used to indicate the relative liquidity of an enterprise or internal service fund.

ACRONYMS

ACC	Annual Contributions Contracts	EVP	Executive Vice President
ACOP	Admission and Continued Occupancy Policy	FFB	Federal Financing Bank
AID	Agency for International Development	FHLB	Federal Home Loan Bank
AMP	Asset Management Property	FIC	Family Investment Center
ARRA	American Recovery & Reinvestment Act	FMR	Fair Market Rent
BOC	Board of Commissioners	FNMA	Federal National Mortgage Association
BPI	Business and Professional People for the Public Interest	FHLMC	Federal Home Loan Mortgage Corporation
CAC	Central Advisory Council	FTE	Full -Time Equivalent
CAFR	Comprehensive Annual Financial Report	FY	Fiscal Year
CAPS	Chicago Alternative Policing Strategy	GAAP	Generally Accepted Accounting Principles
CCD	Capital Construction Development	HAP	Housing Assistance Payments
CDS	Community Development and Support	HCV	Housing Choice Voucher
CEO	Chief Executive Officer	HOP	Housing Option Process
CFO	Chief Financial Officer	HUD	Department of Housing and Urban Development
CGP	Comprehensive Grant Program	IADN	Inter-American Development Bank Notes
CHA	Chicago Housing Authority	IG	Inspector General
CIP	Capital Improvement Program	IGA	Intergovernmental Affairs
CMO	Collateralized Mortgage Obligations	IT	Information Technology
CMTS	Client Management Tracking System	JOC	Job Order Contracting
CHO	Chief Housing Officer	LAC	Local Advisory Council
COS	Chief of Staff	LBP	Lawson Budget Planning
CSF	Critical Success Factor	MBE	Minority Business Enterprise
DBE	Disadvantaged Business Enterprise	MROP	Major Rehabilitation of Obsolete Public Housing
DCCA	Department of Commerce and Community Affairs	MTW	Moving-to-Work
DCEO	Department of Commerce and Economic Opportunity	OBM	Office of Budget & Management
EIV	Enterprise Income Verification	ODM	Office of Development Management
ERP	Enterprise Resource Planning	OEMC	Office of Emergency Management & Communications
ESCO	Energy Service Companies	PBCA	Performance Based Contract Administration
EPIC	Energy Performance and Information Center	PEFCO	Private Export Funding Corporation

ACRONYMS

PEL	Project Expense Level	RFQ	Request for Qualifications
PHDEP	Public Housing Drug Elimination Program	RMC	Resident Management Corporations
PII	Property Investment Initiative	ROSS	Resident Opportunity Self-Sufficiency
PPM	Private Property Management	SLMA	Student Loan Marketing Association
PRA	Property Rental Assistance	SVP	Senior Vice President
RAD	Rental Assistance Demonstration	TOP	Technology Opportunity Program
RAP	Rehab Assistance Payments	TVA	Tennessee Valley Authority
REAP	Real Estate Acquisition Program	UPCS	Uniform Physical Condition Standard
RFI	Request for Information	WBE	Women’s Business Enterprise
RFP	Request for Proposal		

GUIDE TO OTHER USEFUL DOCUMENTS

The Chicago Housing Authority's (CHA) Annual Plan

This document outlines the CHA's major programs, policy direction and organizational initiatives. This plan is required to be submitted to the Department of Housing & Urban Development (HUD) under the Moving-to-Work Agreement.

The Comprehensive Annual Financial Report (CAFR)

This document contains the CHA's Independent Auditor's Report and general purpose financial statements. Also provided are the combining and individual program schedules for the Authority's Enterprise and Pension Trust Fund Activities.

Single Audit

This Independent Auditor's Report provides assurance to HUD that the management and use of funds provided to CHA meet federal requirements.

Annual Report

This document provides an update to the CHA's Annual Plan. It reports actual results for items presented in the Annual Plan.



**For a copy of any of the documents listed above or for more information,
please contact us via:**

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