

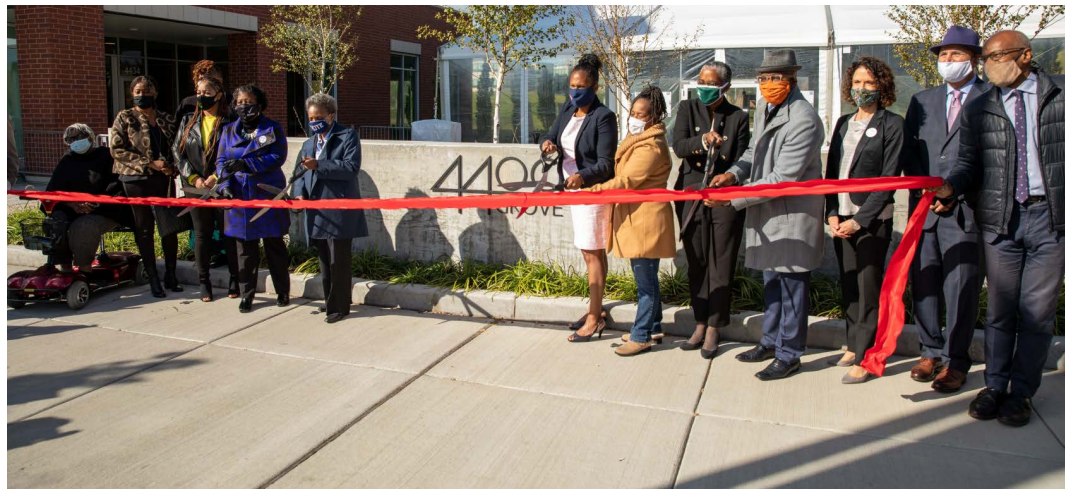


**CHA**

CHICAGO HOUSING  
AUTHORITY™

# FY2021 COMPREHENSIVE BUDGET BOOK

*Providing safe, quality, affordable housing for over 80 years*







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Chicago Housing Authority  
Illinois**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morill*

Executive Director



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To the Board of Commissioners:

I am pleased to present CHA's FY2021 Annual Budget, which outlines the budget for the upcoming year and CHA's proposed operating and capital expenditures.

Like every organization in 2020, CHA made extraordinary efforts to meet its mission of creating and preserving affordable housing, even in the midst of a global pandemic.

Despite the slowdown and pandemic, over 200 new affordable units were created with developer partners in mixed income and supportive housing communities. Fifty families closed on new homes through CHA's Choose to Own program. College students were awarded over \$220,000 in scholarships, and 2,200 students engaged in virtual summer work experiences, earning more than \$2.2 million in wages. Supplemental CARES Act funding from Congress enabled CHA to provide health supports, food delivery services, cleaning services and well-being care to our families and seniors. And due to the dedication of our team members and partners, CHA continued providing its "essential" service of supporting all 63,000 families through this crisis.

CHA's FY2021 budget highlights the Authority's plans to address both the need to maintain its own portfolio while also partnering with developers to create new affordable housing opportunities in neighborhoods across Chicago. In 2021, CHA has budgeted more than \$174 million towards projects that advance CHA's mission. Capital projects include elevator modernization and major systems repairs at CHA-owned buildings as well as commitments to preserve existing public housing units and create new units in mixed-income developments.

Beyond the capital and development projects, families in the Housing Choice Voucher program will continue to be supported through rental subsidies that allow them to choose the communities where they want to live. CHA also remains focused on offering resident programs that support economic self-sufficiency, education and health.

CHA's overall fiscal position remains solid with a balanced budget. CHA has received strong bond ratings and stable outlooks from two rating agencies – Fitch Ratings and Standard & Poor's – which demonstrates CHA's good fiscal stewardship.

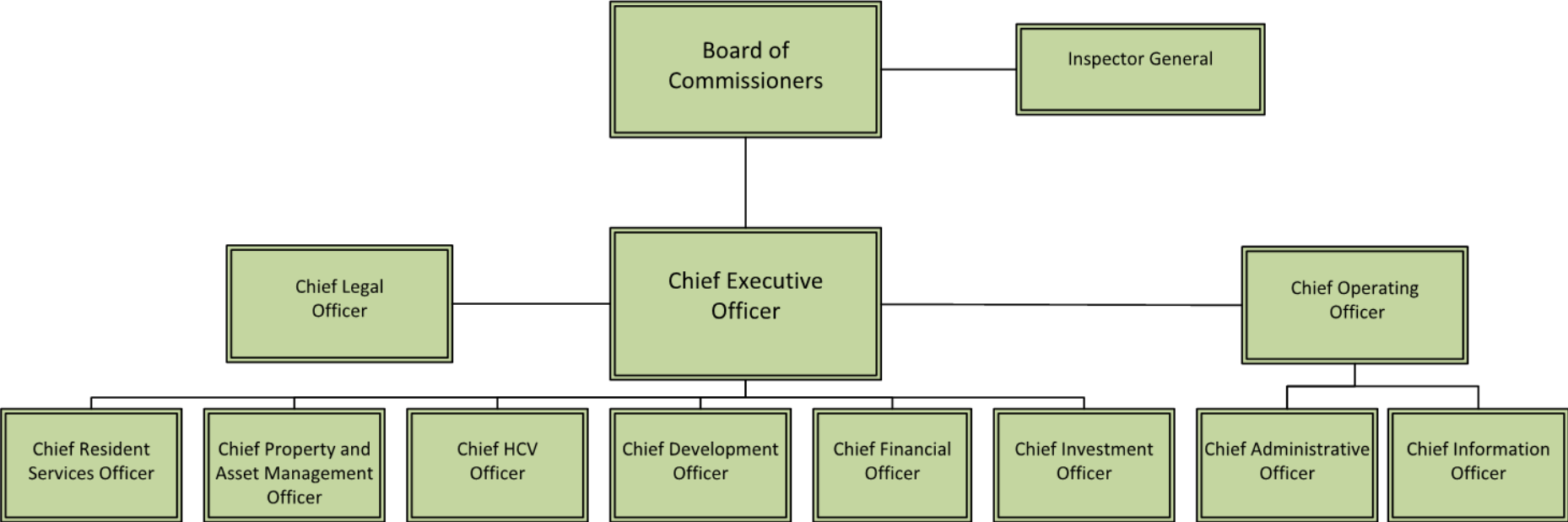
Our work and successes are only possible with the full support of our Board of Commissioners, the dedication of CHA team members, and the contributions of our public and private sector partners. Ultimately, the testament of our impact is the success of our families and their ability to thrive, move towards economic self-sufficiency and sustain a high quality of life.



Tracey Scott  
Chief Executive Officer



# Organizational Chart





# GUIDE TO THE BUDGET

## **FY2021 Comprehensive Budget**

The Chicago Housing Authority's (CHA) Annual Comprehensive Budget for Fiscal Year 2021 (FY2021) reflects the transformation of CHA's public housing portfolio through revitalization, rehabilitation, and investments in new developments. 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, 2021 and ends December 31, 2021. The FY2021 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 Chief Executive Officer**

The message from CHA's Chief Executive Officer highlights the accomplishments of the past year as well as the new initiatives and expenditure plans for the coming year.

## **Organizational Chart and Structure**

This section presents a high-level summary of the organizational structure of the Chicago Housing Authority. CHA is organized by a total of 11 divisions. The Chief Executive Officer presides over the 11 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 Finance and Audit Committee of the Authority's Board. CHA is structured under the following 11 divisions:

1. Executive Offices
2. Legal Services
3. Office of the Inspector General
4. Finance
5. Investments
6. Administration
7. Information Technology
8. Property and Asset Management
9. Housing Choice Voucher
10. Resident Services
11. Development

A more detailed description of these divisions and their planned 2021 expenditures are shown in the "Division Detail" section.

## **Strategic Plan Update**

This section includes descriptions of CHA's strategic priorities and goals for FY2021. Consistent with long-term plans and commitments, CHA focuses on investments to revitalize and develop healthy, mixed-income communities; preservation of existing public housing; resident services and supports; and operational efficiencies and flexibility in a changing environment .

## **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, Legal Services, Office of the Inspector General, Finance, Investments, Administration, Information Technology, Property and Asset Management, Development, Housing Choice Voucher, and Resident Services). Executive Offices, Legal Services, Office of the Inspector General, Finance, Investments, Administration, Information Technology, and administration staff of the Development, Property and Asset Management, and Resident Services divisions all comprise the Central Office Cost Center (COCC). General financial and programmatic information is also provided for each division.

# GUIDE TO THE BUDGET

## **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.

## **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 FY2021 is included.

## **Capital Budget**

The Capital Budget Summary provides an overview of the revenue and expense components of the CHA's capital plans along with a 5-year capital model which forecasts capital expenditures by category.

## **Fund Equity Summary**

This section presents changes in equity from FY2021 and projected equity balances for all of the funding sources through the end of FY2021.

## **Long-Term Liability Summary**

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

## **Financial Operating Policies & Procedures**

The financial operating policies and procedures that define the fiscal responsibilities of the Authority are explained in this section. Internal control, budget, investment, audit, and debt procedures 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.

## **Appendices:**

### *Demographic and Statistical Information*

This section includes key statistics relating to CHA and comparisons with 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

### *Investment Policy*

CHA Investment policies approved by the Board on September 19, 2017

# GUIDE TO THE BUDGET

## **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 — this category consists of costs associated with the operating and administrative functions of the CHA. The central office includes Executive Offices, Legal Services, Office of the Inspector General, Finance, Investments, Administration, Information Technology, and administration staff of the Property and Asset Management, Housing Choice Voucher (HCV), Resident Services and Development divisions.
2. Operations—this category consists of contracts with the private property management companies, the cost of the HCV and moderate rehabilitation programs, resident services, safety & security, and utility costs
3. Capital—this category consists of costs for rehabilitation or construction of CHA properties and investments in development projects including RAD conversions



# STRATEGIC PLAN

Chicago Housing Authority (CHA) provides housing assistance to 63,000 low-income families comprised of 135,000 individuals in Chicago, including the elderly, veterans and those in need of supportive housing. Through its traditional public housing, mixed-income developments, Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) programs, CHA offers housing options in every neighborhood in Chicago. Ninety-eight percent of CHA's funding is received from the U.S. Department of Housing and Urban Development (HUD). CHA is the third 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 affords CHA funding and operational flexibility to create innovative programs that meet local needs. Each year CHA must demonstrate that it achieves the three MTW statutory objectives:

- i. Increase housing choices for low-income families,
- 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,
- iii. Reduce costs and achieve greater cost effectiveness in federal expenditures.

In 2021, CHA will continue to serve more low-income families and seniors living in traditional CHA-owned and operated public housing developments as well as newer mixed-income communities. CHA will also serve families that utilize vouchers to rent in the private market (HCV and PBV programs) and in supportive housing which combines housing with support services. Through these programs, CHA fuels Chicago's rental market with over \$500 million annually in rental subsidy payments to 14,000 property owners in the HCV program. CHA has become an economic engine through its average annual investments of \$100-200 million in development of new units and capital rehab and repair projects. The FY2021 budget reflects CHA's continued commitment to quality affordable housing throughout Chicago.

Consistent with the MTW objectives and its MTW Annual Plan, CHA will focus on the following strategic priorities in operating the agency:

1. Expand quality mixed-income housing options through **new construction** and public/private partnerships.
2. Invest in major systems **repairs and rehabilitation** of existing public housing.
3. Foster resident **resilience and economic self-sufficiency**.
4. Drive **operational excellence**.
5. Adapt **service models** to the environment.

# STRATEGIC PLAN

In FY2021, CHA expects to deliver 285 units of housing through a combination of new construction mixed-income public housing units and project-based voucher units. With its development partners, CHA will continue its redevelopment plans at major public housing sites including but not limited to Ickes, LeClaire Courts, Park Boulevard, Parkside of Old Town, Robert Taylor Homes, Roosevelt Square and Westhaven. In the Housing Choice Voucher (HCV) program, CHA will continue to facilitate a family's choice of quality housing and to strengthen and expand relationships with property owners.

Since 2013, CHA has utilized HUD's Rental Assistance Demonstration (RAD) program to convert more than 5,000 units to RAD PBVs. RAD provides a more consistent funding stream to support the long-term operation and affordability of CHA public housing units. CHA will continue to move forward with RAD PBV conversions in FY2021.

CHA is committed to ensuring that its existing housing portfolio is maintained to the highest standards. In FY2021, CHA also plans to begin or continue with capital projects at multiple properties, including the ongoing renovation of scattered site and senior properties and substantial completion of the elevator modernization initiative.

Beyond the bricks and mortar CHA will continue to create programs for CHA residents designed to help them improve their resilience and move towards economic self-sufficiency. Through robust resident engagement, CHA will focus on the following impact areas: stability and quality of life; earning power; academic achievement; and economic independence. Programs include career development for youth and adults; financial coaching that will help adults accumulate savings; summer job opportunities for youth; afterschool activities and scholarships; homeownership; meals and special events for senior residents; and exploration of a graduation to self-sufficiency program.

Though MTW allows flexible use of funds, CHA must be good stewards of funds and continue to innovate in its operation of the agency. In FY2021, CHA will drive towards operational excellence and efficiency by streamlining and standardizing processes as informed by best practices and its various stakeholders from residents to property owners to vendors. At the same time, CHA must explore flexible service models that are adaptable in an uncertain environment.

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.

# BUDGET OVERVIEW

## INTRODUCTION

Since 2000, the Chicago Housing Authority (CHA) has focused on 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. CHA provides opportunities and services to help residents improve their lives, which has spurred 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 that identified goals and laid the foundation transforming CHA developments into thriving communities. CHA's Amended and Restated MTW Agreement with HUD was executed on June 26, 2008, and further extended on April 14, 2016 until 2028.

### Objectives

CHA continues to pursue the three statutory objectives of the MTW Demonstration Program through a variety of innovative program initiatives:

- ◆ 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 2021, CHA expects to deliver 285 units of housing through a combination of new construction mixed-income public housing units and project-based voucher units.

In June 2015, CHA received a Rental Assistance Demonstration (RAD) Program portfolio award and has since closed multiple transactions with more than 5,000 units being converted to PBV. In FY2021, CHA will continue to execute RAD PBV conversions for targeted properties, which preserves the long-term operation and affordability of CHA public housing properties.

CHA continues its focus on preservation and expansion of housing through public/private partnerships, while refining its services to promote resident self-sufficiency and quality of life.

### **CHA Historical Revenue by Source (In Millions)**

<b>Funding Type</b>	<b>FY2018 Actuals</b>	<b>FY2019 Actuals</b>	<b>FY2020 Budget</b>	<b>FY2021 Budget</b>	<b>% Change From 2018</b>
MTW Fund	\$ 1,029.8	\$ 889.4	\$ 889.7	\$ 934.7	5.1%
Section 8 Fund (Non-MTW)	60.4	68.1	83.6	107.8	28.9%
HOPE VI Fund	2.4	1.2	0.1	-	-100.0%
Other Funds	19.7	36.1	129.3	66.5	-48.6%
<b>Total Funding</b>	<b>\$ 1,112.2</b>	<b>\$ 994.9</b>	<b>\$ 1,102.7</b>	<b>\$ 1,109.0</b>	<b>0.6%</b>

### **FY2021 REVENUE SUMMARY**

Total revenues increased by 0.6% primarily due to the rise in Section 8 HAP and Block Grant voucher funding. The 5.1% increase in the MTW Fund reflects the unit cost increase under HAP and the redirection of vouchers from HAP to the Block Grant program. The 28.9% growth in the Section 8 Fund (Non-MTW) reflects the use of RAD Escrows/Reserves and the increase in projected RAD voucher revenues. Funding under the HOPE VI program has been exhausted. Other Funds decreased by 48.6% due to the reduction of the use of third party financing sources for capital related work.

# BUDGET OVERVIEW

Listed below are the assumptions utilized in calculating the FY2021 revenue projections by funding type:

## MTW Single Fund

The MTW agreement between HUD and the CHA allows for the merging of funding from Low-Income Public Housing Operating Fund, Capital Grant Fund, and Section 8 Housing Choice Voucher (HCV) Program. Below are the assumptions used to estimate MTW Fund Revenues for FY2021.

- Section 8 (MTW) revenue is estimated at \$627.8 million for FY2021. The total amount includes: Housing Choice Voucher revenues of \$515.9 million, MTW Block Grant voucher revenues of \$67.6 million, and administrative fee income of \$44.3 million.
- Operating Subsidy is estimated at \$155.6 million. The projected number of units receiving HUD operating subsidy for FY2021 is 15,179, a decrease from the 16,260 units originally projected to be subsidized in FY2020. The decrease in units was due to units fully transitioning into the RAD program. The 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 1.94%, an estimated FY2021 HUD Congressional Appropriation of 96%, and the RAD Adjustment Factor.
- The CHA's Capital Fund allocation is based on a formula determined by HUD, and is subject to Congressional Appropriation. The CHA's projected FY2021 Capital Fund Program revenue amount is based on projected 2021 Capital award (\$61.3 million) and the projected carryover (\$26.2 million) remaining from prior years' Capital funds.
- Projected Rental Income reflects the anticipated lease up of vacant units throughout the agency's portfolio with occupancy targets of 98%.
- Other revenue sources for FY2021 include rental income and CARES Act funds.

## Section 8 (Non-MTW) Voucher Funding

The Section 8 (Non-MTW) revenue is comprised of the RAD, VASH, Mod Rehab, and Mainstream voucher programs. The programs consist of estimated revenues for housing assistance and administrative fees that the CHA earns to manage the programs. Below are the main assumptions used to calculate these programs' revenues.

- Approximately \$58.1 million of Rental Assistance Demonstration (RAD) voucher revenues, at an average annual rate of \$10,875 per voucher. HUD created the RAD program to enable public housing authorities (PHAs) to preserve and improve public housing properties and address the nationwide backlog of deferred maintenance. The program provides for long-term project based vouchers. CHA will receive funding for 5,345 units that have transitioned through the end of 2020.
- Approximately \$13.5 million of RAD Capital Escrow and Replacement Reserves, which were funded upon conversion into the RAD program, will be used for capital projects at various RAD properties.
- VASH funding, estimated at \$11.4 million, remained relatively unchanged from the prior year despite the minor increase in vouchers from 1,303 to 1,308.
- Mod Rehab funding, estimated at \$6.5 million, experienced a reduction in the number of vouchers from 987 to 921, resulting from vouchers transitioning into the RAD program.
- Mainstream funding, estimated at \$1.3 million, remained relatively unchanged.
- Administrative fee income is projected at \$5.9 million based on the total number of vouchers within the programs.
- Other revenue sources include Rental Income and management fees from RAD properties

## Other Fund Sources

Other funds primarily consist of third party financing tools, interest income, and other income. Taxable and non-Taxable Bond proceeds will be used to fund development projects and public housing rehab/repair work at various sites throughout the agency's portfolio. Interest Income is estimated based on the average annualized portfolio balance and the projected rate of interest for the current year. Other sources of revenue include rooftop rentals, inspection fees, and various grants from City/State/Federal governments.



# BUDGET OVERVIEW

## EXPENSE ASSUMPTIONS AND CATEGORIES

The following assumptions were used in developing the Authority's FY2021 Comprehensive Budget. These assumptions guided the Authority in estimating how its operations would be funded:

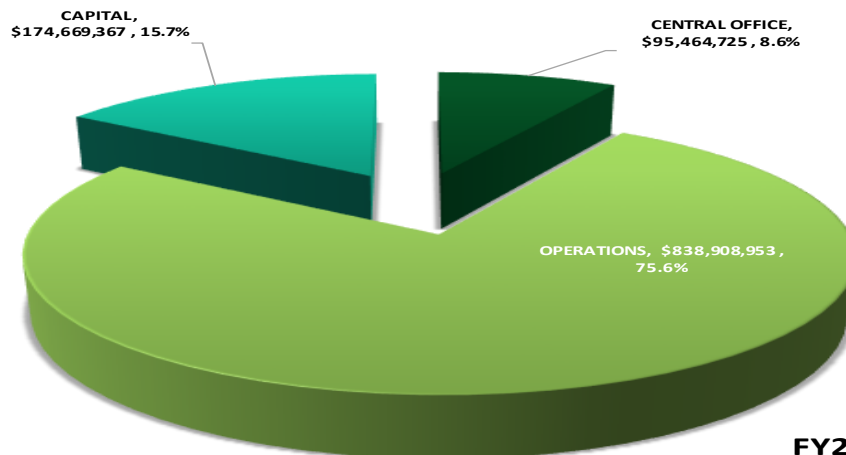
- Agency wide non-personnel related expenses remained relatively unchanged from the 2020 prior year.
- A pay-for-performance salary increase is budgeted at 1.0%.
- Fringe benefit rates are expected to remain unchanged at 36.0%.

## EXPENSE CATEGORIES

The CHA's budget is organized into eleven divisions: Executive Offices, Legal Services, Office of the Inspector General, Finance, Investment Management, Administration, Information Technology Services, Property and Asset Management, Housing Choice Voucher, Resident Services and Development. Presented below are the divisional cost trends, by categories (Central Office, Operations and Capital) for FY2018, FY2019, FY2020 and FY2021.

### EXPENSE SUMMARIZED

	FY2018 Actuals	FY2019 Actuals	FY2020 Budget	FY2021 Budget	% Change
<b>CENTRAL OFFICE</b>					
EXECUTIVE OFFICES	\$ 5,716,010	\$ 5,797,189	\$ 6,897,367	\$ 6,701,188	-2.8%
LEGAL SERVICES	6,131,526	5,740,238	7,264,237	7,146,817	-1.6%
OFFICE OF THE INSPECTOR GENERAL	1,083,635	1,243,952	1,893,525	1,822,687	-3.7%
FINANCE	14,220,377	12,230,924	14,336,713	13,867,769	-3.3%
INVESTMENT MANAGEMENT	1,701,638	1,935,260	2,147,661	2,128,513	-0.9%
ADMINISTRATION	8,829,330	10,226,759	11,724,495	12,061,303	2.9%
INFORMATION TECHNOLOGY SERVICES	11,156,493	12,679,825	12,321,538	12,327,302	0.0%
PROPERTY AND ASSET MANAGEMENT	13,543,169	14,417,758	15,771,825	17,882,971	13.4%
HOUSING CHOICE VOUCHER	3,413,265	4,128,764	5,259,954	4,113,345	-21.8%
RESIDENT SERVICES	9,990,747	10,400,411	11,389,320	10,648,106	-6.5%
DEVELOPMENT	6,796,302	6,558,357	7,385,390	6,764,724	-8.4%
<b>TOTAL CENTRAL OFFICE</b>	<b>\$ 82,582,493</b>	<b>\$ 85,359,436</b>	<b>\$ 96,392,025</b>	<b>\$ 95,464,725</b>	<b>-1.0%</b>
<b>OPERATIONS</b>					
HOUSING CHOICE VOUCHER	\$ 545,806,297	\$ 549,223,558	\$ 554,618,415	\$ 586,059,439	5.7%
PROPERTY AND ASSET MANAGEMENT	263,561,378	222,756,520	217,136,522	218,155,431	0.5%
RESIDENT SERVICES	33,527,394	34,617,888	37,263,672	34,694,083	-6.9%
<b>TOTAL OPERATIONS</b>	<b>\$ 842,895,068</b>	<b>\$ 806,597,965</b>	<b>\$ 809,018,609</b>	<b>\$ 838,908,953</b>	<b>3.7%</b>
<b>CAPITAL</b>					
DEVELOPMENT	\$ 124,452,807	\$ 36,425,690	\$ 83,560,000	\$ 74,975,000	-10.3%
PUBLIC HOUSING	28,361,219	57,186,678	49,693,690	80,184,367	61.4%
RAD	33,947,248	9,359,143	64,050,000	19,510,000	-69.5%
<b>TOTAL CAPITAL</b>	<b>\$ 186,761,274</b>	<b>\$ 102,971,510</b>	<b>\$ 197,303,690</b>	<b>\$ 174,669,367</b>	<b>-11.5%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,112,238,834</b>	<b>\$ 994,928,912</b>	<b>\$ 1,102,714,324</b>	<b>\$ 1,109,043,045</b>	<b>0.6%</b>



**FY2021 Budget**

CHA worked diligently to develop a fiscally sound budget that addresses the current social and economic conditions impacting both government and private entities nationwide.

Each of the division sections' historical (FY2018 and FY2019) and budgeted FY2020 and FY2021 non-personnel and personnel costs are described below:

# 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 0.6% of the total \$1.1 billion dollar budget.

For FY2021 there is a 2.8% decrease in overall expenses. Non-personnel expenses increased by 1.6% due to Board-related expenses. Personnel expenses decreased by 6.4% primarily due to a decrease of 2 FTEs.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
EXECUTIVE OFFICES	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 2,341,700	\$ 2,276,998	\$ 3,052,843	\$ 3,102,412	1.6%
<b>Personnel Costs</b>	3,374,311	3,520,191	3,844,524	3,598,776	-6.4%
<b>TOTAL EXECUTIVE OFFICES</b>	<b>\$ 5,716,010</b>	<b>\$ 5,797,189</b>	<b>\$ 6,897,367</b>	<b>\$ 6,701,188</b>	<b>-2.8%</b>

## 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 0.6% of the \$1.1 billion dollar budget.

Legal service expenses decreased by 1.6%. Non-personnel expenses increased by 1.5% primarily due to an increase in legal expenses. Personnel expenses decreased by 3.0% due to the reduction of 0.5 FTEs.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
LEGAL SERVICES	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 1,707,339	\$ 1,402,882	\$ 2,233,272	\$ 2,267,366	1.5%
<b>Personnel Costs</b>	4,424,187	4,337,355	5,030,965	4,879,451	-3.0%
<b>TOTAL LEGAL SERVICES</b>	<b>\$ 6,131,526</b>	<b>\$ 5,740,238</b>	<b>\$ 7,264,237</b>	<b>\$ 7,146,817</b>	<b>-1.6%</b>

## 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 decreased by 3.8%. Non-personnel expenses remained flat while personnel costs decreased by 4.5% due to the reduction of 1 FTE.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
OFFICE OF THE INSPECTOR GENERAL	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 38,876	\$ 26,999	\$ 307,818	\$ 307,800	0.0%
<b>Personnel Costs</b>	1,044,759	1,216,953	1,585,707	1,514,887	-4.5%
<b>TOTAL OFFICE OF THE INSPECTOR GENERAL</b>	<b>\$ 1,083,635</b>	<b>\$ 1,243,952</b>	<b>\$ 1,893,525</b>	<b>\$ 1,822,687</b>	<b>-3.8%</b>

# 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 1.3% of the \$1.1 billion dollar budget.

Expenditures in this division decreased by 3.3%. Non-personnel expenses decreased by 1.0% primarily due to a reduction in travel and contracts. Personnel expenses decreased by 3.9% due to the reduction of 5.5 FTEs.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
FINANCE	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 2,616,951	\$ 1,542,707	\$ 2,887,015	\$ 2,859,121	-1.0%
<b>Personnel Costs</b>	11,603,427	10,688,217	11,449,698	11,008,648	-3.9%
<b>TOTAL FINANCE</b>	<b>\$ 14,220,377</b>	<b>\$ 12,230,924</b>	<b>\$ 14,336,713</b>	<b>\$ 13,867,769</b>	<b>-3.3%</b>

## INVESTMENT MANAGEMENT

The Investment Division consist of costs associated with the treasury, investment and grant activities of the Authority. The Investment Management Division's expenditures represent 0.2% of the \$1.1 billion dollar budget.

Expenditures in this division decreased by 0.9%. Non-personnel expenses decreased by 6.1% due to a reduction in contracts. Personnel expenses increased by 0.3% due to salary adjustments.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
INVESTMENT MANAGEMENT	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 227,659	\$ 317,249	\$ 412,445	\$ 387,445	-6.1%
<b>Personnel Costs</b>	1,473,979	1,618,011	1,735,216	1,741,068	0.3%
<b>TOTAL INVESTMENT MANAGEMENT</b>	<b>\$ 1,701,638</b>	<b>\$ 1,935,260</b>	<b>\$ 2,147,661</b>	<b>\$ 2,128,513</b>	<b>-0.9%</b>

## ADMINISTRATION

The Administration Division consists of costs associated with risk management, professional learning, human resources and general services fleet & facilities management. The Administration Division's expenditures represent 1.1% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 2.9%. Non-personnel expenses increased by 19.2% primarily due to increase in office rent. Personnel expenses decreased by 17.8% due to the decrease of 29.5 FTEs (primarily outsourcing of summer intern program).

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
ADMINISTRATION	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 5,626,090	\$ 6,477,765	\$ 6,556,231	\$ 7,815,438	19.2%
<b>Personnel Costs</b>	3,203,240	3,748,994	5,168,264	4,245,865	-17.8%
<b>TOTAL ADMINISTRATION</b>	<b>\$ 8,829,330</b>	<b>\$ 10,226,759</b>	<b>\$ 11,724,495</b>	<b>\$ 12,061,303</b>	<b>2.9%</b>

# BUDGET OVERVIEW

## INFORMATION TECHNOLOGY SERVICES

Information Technology Services costs are associated with providing 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 remained flat compared to FY2020.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
INFORMATION TECHNOLOGY SERVICES	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 7,151,684	\$ 8,518,373	\$ 7,565,473	\$ 7,565,474	0.0%
Personnel Costs	4,004,809	4,161,453	4,756,065	4,761,828	0.1%
<b>TOTAL INFORMATION TECHNOLOGY SERVICES</b>	<b>\$ 11,156,493</b>	<b>\$ 12,679,825</b>	<b>\$ 12,321,538</b>	<b>\$ 12,327,302</b>	<b>0.0%</b>

## PROPERTY AND ASSET MANAGEMENT

The Property and Asset Management Division consists of costs associated with Asset Management and Operations, Housing Policy and Occupancy, Safety and Security, Planning Construction Management and Building Operations, and Commercial Property/Vacant Land. The Property and Asset Management Division's expenditures represent 28.5% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 11.9%. Non-personnel expenses increased by 12.8% primarily due to rehab and repairs scheduled for the public housing portfolio. Personnel expenses decreased by 6.0% due to a reduction of 10 FTEs.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
PROPERTY AND ASSET MANAGEMENT	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 293,726,346	\$ 281,861,234	\$ 269,258,457	\$ 303,684,062	12.8%
Personnel Costs	11,739,420	12,499,721	13,343,580	12,538,707	-6.0%
<b>TOTAL PROPERTY AND ASSET MANAGEMENT</b>	<b>\$ 305,465,766</b>	<b>\$ 294,360,955</b>	<b>\$ 282,602,037</b>	<b>\$ 316,222,769</b>	<b>11.9%</b>

## HOUSING CHOICE VOUCHER

The Housing Choice Voucher (HCV) Program costs are associated with the oversight and management of the Housing Choice Voucher Section 8 Program, Project Based Vouchers (PBV) and the administration of the Rental Assistance Demonstration (RAD), Veterans Affairs Supportive Housing (VASH), Moderate Rehabilitation, and Mainstream programs. The Housing Choice Voucher Division's expenditures represent 53.2% of the \$1.1 billion dollar budget.

Expenditures in this division increased by 5.4%. Non-personnel expenses increased by 5.5% primarily due to the increase in HAP per unit costs. Personnel expenses decreased by 2.4% due to the decrease of 1 FTE.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
HOUSING CHOICE VOUCHER	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 546,528,030	\$ 549,905,906	\$ 555,799,478	\$ 586,190,549	5.5%
Personnel Costs	2,691,532	3,446,415	4,078,891	3,982,235	-2.4%
<b>TOTAL HOUSING CHOICE VOUCHER</b>	<b>\$ 549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.4%</b>

# BUDGET OVERVIEW

## RESIDENT SERVICES

The Resident Services Division consists of costs associated with promoting resident initiatives and connecting residents with a variety of programs and services that support residents' path toward self sufficiency. The Resident Services Division's expenditures represent 4.1% of the \$1.1 billion dollar budget.

Expenditures in this division decreased by 6.8%. Non-personnel expenses decreased by 7.4% due to a reduction in contract costs. Personnel expenses decreased by 4.9% due to the reduction of 5 FTEs.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
RESIDENT SERVICES	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 33,859,773	\$ 34,949,173	\$ 37,595,079	\$ 34,829,258	-7.4%
Personnel Costs	9,658,367	10,069,126	11,057,913	10,512,931	-4.9%
<b>TOTAL RESIDENT SERVICES</b>	<b>\$ 43,518,140</b>	<b>\$ 45,018,299</b>	<b>\$ 48,652,992</b>	<b>\$ 45,342,189</b>	<b>-6.8%</b>

## DEVELOPMENT

The Development Division consists of costs associated with mixed-income development, as well as converting properties under the RAD program. The Development Division's expenditures represent 9.1% of the \$1.1 billion dollar budget.

Expenditures in this division decreased by 34.7%. Non-personnel decreased by 36.0% primarily due to a decrease in planned RAD conversions. Personnel decreased by 8.5% due to the reduction of 6.5 FTEs.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
DEVELOPMENT	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 158,519,752	\$ 45,849,340	\$ 147,773,557	\$ 94,643,545	-36.0%
Personnel Costs	6,676,605	6,493,849	7,221,833	6,606,179	-8.5%
<b>TOTAL DEVELOPMENT</b>	<b>\$ 165,196,357</b>	<b>\$ 52,343,189</b>	<b>\$ 154,995,390</b>	<b>\$ 101,249,724</b>	<b>-34.7%</b>

## COMBINED NON-PERSONNEL & PERSONNEL EXPENDITURES

The table below summarizes the non-personnel and personnel spending trends for all expenses from FY2018 through FY2021. Overall, the FY2021 budget increased by 0.6% when compared to FY2020. The 1% increase in non-personnel is primarily due to the increase in HAP per unit cost. Personnel expenses decreased by 5.6% due to the reduction of 61 FTEs.

### EXPENSE BUDGET

	FY2018	FY2019	FY2020	FY2021	%
COMBINED	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$1,052,344,200	\$933,128,626	\$1,033,441,668	\$ 1,043,652,470	1.0%
Personnel Costs	59,894,634	61,800,285	69,272,656	65,390,575	-5.6%
<b>TOTAL COMBINED</b>	<b>\$1,112,238,834</b>	<b>\$994,928,912</b>	<b>\$1,102,714,324</b>	<b>\$ 1,109,043,045</b>	<b>0.6%</b>

# 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 FY2021 budget process requires Division heads 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 Single 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 and Asset Management (PAM) division works with Private Property Management companies to develop detailed property operating budgets. The budget department actively participates in this process.

The Development and PAM 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.

Personnel and non-personnel budgets with line item detail are submitted electronically to the assigned cost center Budget Analyst.

## C. Budget Meetings

Budget meetings are held with each cost center in July. These meetings are conducted by a team of three (3) Budget staff. The team consists of the Budget Director, an OBM Manager, and a Budget Analyst. This team is responsible for gathering additional justification from the cost center. This is an opportunity for the cost center representatives to provide additional justification and answer any questions presented by the Budget team prior to formulating a recommendation.

# BUDGET PROCESS

## **D. Budget Recommendations**

The Budget team 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 team. 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 support of CHA's mission.

## **E. Preliminary Budget**

The Chief Executive Officer and the Chief Operating Officer 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 FY2021 preliminary budget, and become a part of the FY2021 Draft Annual Plan, which includes a Sources and Uses schedule that follows HUD guidelines.

## **F. Budget Briefing**

The FY2021 preliminary budget is presented to Board members through a series of budget briefings in October. Finance staff then prepares the draft FY2021 Comprehensive Budget document. The 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 FY2020 budget and the proposed FY2021 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. Required budget documents are sent to HUD prior to year-end.





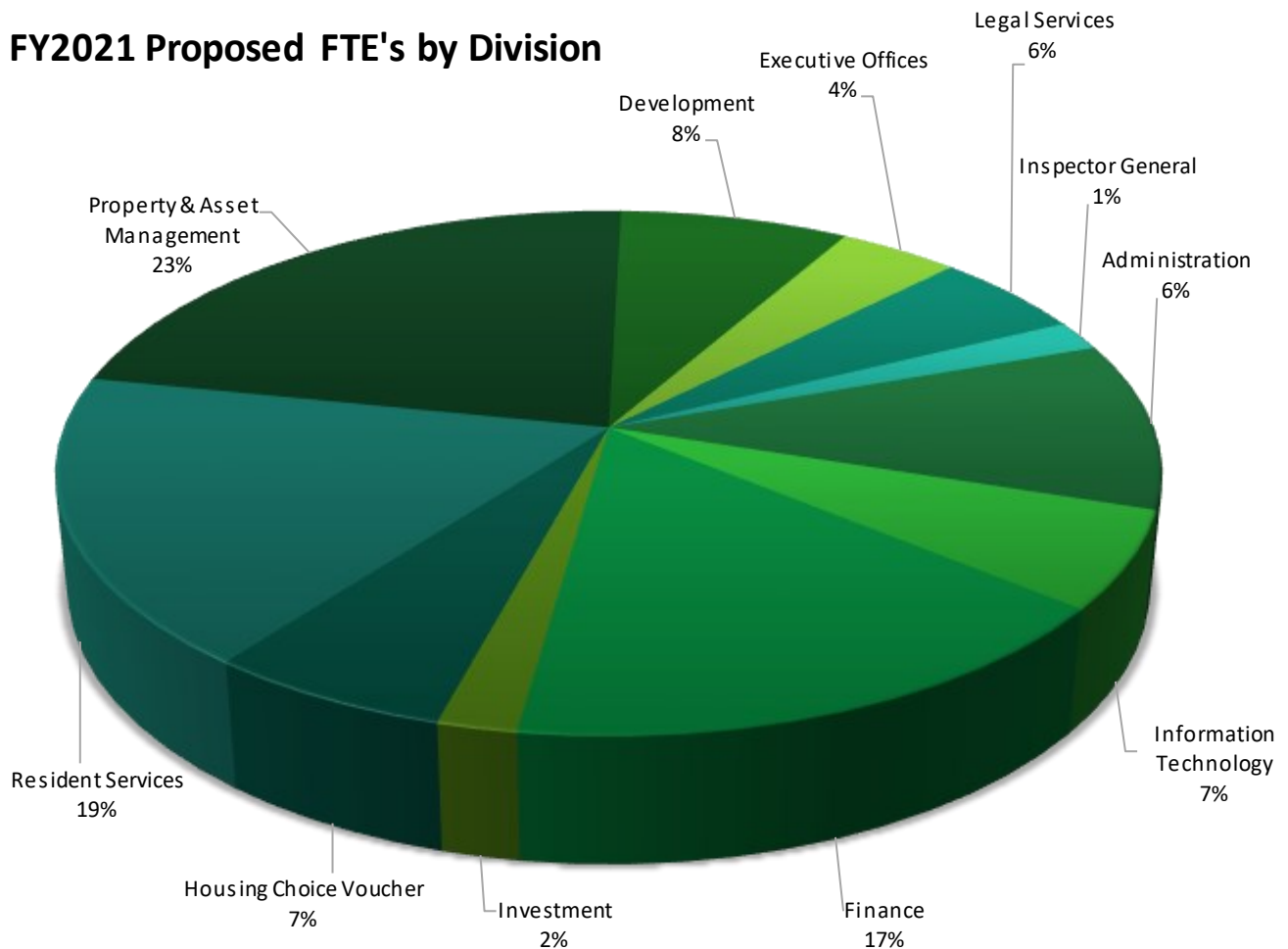
# PERSONNEL SUMMARY

## GENERAL OVERVIEW

The FY2021 proposed staffing level for the Chicago Housing Authority is set to decrease by 61.0 FTEs to 590.5 from the FY2020 level. Total personnel costs are estimated at \$65.4 million, which represents a 5.6% decrease from FY2020. The 5.6% decrease is due to the elimination of FTEs and outsourcing of the intern program.

Division	FY2018	FY2019	FY2020	FY2021	% OF CHANGE FROM PRIOR
	ACTUAL FTE	ACTUAL FTE	BUDGET FTE	BUDGET FTE	
Executive Offices	29.0	30.0	27.0	25.0	-7.4%
Legal Services	36.5	34.5	34.5	34.0	-1.4%
Inspector General	8.0	9.0	12.0	11.0	-8.3%
Administration	87.0	73.5	67.5	38.0	-43.7%
Information Technology	39.0	39.0	39.0	39.0	0.0%
Finance	105.5	107.0	106.0	100.5	-5.2%
Investment	13.0	13.0	13.0	13.0	0.0%
Housing Choice Voucher	27.0	38.0	40.0	39.0	-2.5%
Resident Services	114.0	115.0	116.0	111.0	-4.3%
Property & Asset Management	134.0	135.0	145.0	135.0	-6.9%
Development	57.5	56.5	51.5	45.0	-12.6%
<b>Total</b>	<b>650.5</b>	<b>650.5</b>	<b>651.5</b>	<b>590.5</b>	<b>-9.4%</b>

### FY2021 Proposed FTE's by Division



# PERSONNEL SUMMARY

Division	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Proposed	% Change From Prior Year Budget
Executive Offices	\$3,374,311	\$3,520,191	\$3,844,524	\$3,598,776	-6.4%
Legal Services	4,424,187	4,337,355	5,030,965	4,879,451	-3.0%
Inspector General	1,044,759	1,216,953	1,585,707	1,514,887	-4.5%
Administration	3,203,240	3,748,994	5,168,264	4,245,865	-17.8%
Information Technology	4,004,809	4,161,453	4,756,065	4,761,828	0.1%
Finance	11,603,427	10,688,217	11,449,698	11,008,648	-3.9%
Investment	1,473,979	1,618,011	1,735,216	1,741,068	0.3%
Housing Choice Voucher	2,691,532	3,446,415	4,078,891	3,982,235	-2.4%
Resident Services	9,658,367	10,069,126	11,057,913	10,512,931	-4.9%
Property & Asset Management	11,739,419	12,302,450	13,343,580	12,538,707	-6.0%
Development	6,676,605	6,493,849	7,221,833	6,606,179	-8.5%
<b>Total</b>	<b>\$59,894,635</b>	<b>\$61,603,014</b>	<b>\$69,272,656</b>	<b>\$65,390,575</b>	<b>-5.6%</b>

## Executive Offices

The Executive Offices Division includes the Office of the Chief Executive Officer, Board of Commissioners, Strategic Management & Partnerships, Communications & Marketing, Diversity Liaison, Inter-governmental Affairs, and Internal Audit. 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 decrease by 2.0 FTEs, or 7.4%, from 2020 budget levels. Personnel costs are projected to decrease by \$245,747, or 6.4%, due to the decrease in FTEs.

## Legal Services

The Legal Services Division includes the Office of the General Counsel and the EEO/Ethics Officer. Responsibilities include providing legal advice and counsel to the Authority. The FTE count for this division is expected to decrease by 0.5 FTEs, or 1.4%, and personnel costs will decrease by \$151,514, or 3.0%, due to staffing adjustments in the division.

## Inspector General

The Inspector General Division provides independent oversight over CHA programs through criminal and administrative investigations, reviews and performance audits. The division's FTE count is projected to decrease by 1.0 FTE, or 8.3%. Personnel costs will decrease by \$70,820, or 4.5%, as a result of the decrease in FTE.

## Administration

The Administration Division includes Risk Management, Professional Learning, Human Resources and General Services Fleet & Facilities Management. This division provides the Authority with risk assessments, insurance protection, professional development, human resource management, and facilities management. The FTEs in this division are expected to decrease by 29.5 FTEs, or 43.7%. Personnel costs are expected to decrease by \$922,399, or 17.8%, primarily due to the outsourcing of the intern program.

## 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. Personnel costs are expected to increase by \$5,763, or 0.1%, due to Pay for Performance and offset by staff adjustments.

# PERSONNEL SUMMARY

## Finance

The Finance Division includes the Office of the Chief Financial Officer, Office of Budget and Management, the Office of the Comptroller, and Department of Procurement & Contracts. This division is responsible for ensuring the financial stability of the CHA, as well as procuring goods and services that support the needs of departments in a manner that provides full and open competition. The division's FTEs are projected to decrease by 5.5 FTEs, or 5.2%, due to the transfer and elimination of positions. Personnel costs are expected to decrease by \$441,050, or 3.9%, due to the decrease in FTEs.

## 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 \$5,851, or 0.3%, due to salary adjustments.

## 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 decrease by 1.0 FTE, or 2.5%, due to the elimination of a position. Personnel costs will decrease by \$96,656, or 2.4%, due to the reduction of FTE.

## 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 decrease by 4.3%, or 5.0 FTEs, due to the re-organization of the Office of Resident Services. Personnel costs will decrease by 4.9%, or \$544,980, due to the re-organization.

## Property & Asset Management

The Property & Asset Management Division includes Asset Management and Operations; Housing Policy and Occupancy; Safety & Security; Planning, Construction Management and Building Operations; and Non-Residential/Vacant Land Management. This division is responsible for overseeing the operations and compliance of CHA's portfolio. The FTEs in this division are projected to decrease by 6.9%, or 10.0 FTEs. This is primarily due to the re-organization involving the now-eliminated CCD division. Personnel costs will decrease by 6.0% or \$804,873 as a result of the re-organization.

## Development

The Development Division includes the Office of Development Management, Development Management Capital Expenses and Rental Assistance Demonstration (RAD). This division is responsible for unit acquisition and mixed finance development, as well as converting properties into the RAD program. The FTEs in this division are expected to decrease by 12.6%, or 6.5 FTEs, due to the re-organization involving the now-eliminated CCD division. Personnel costs are expected to decrease by 8.5%, or \$615,654, as a result of the re-organization.

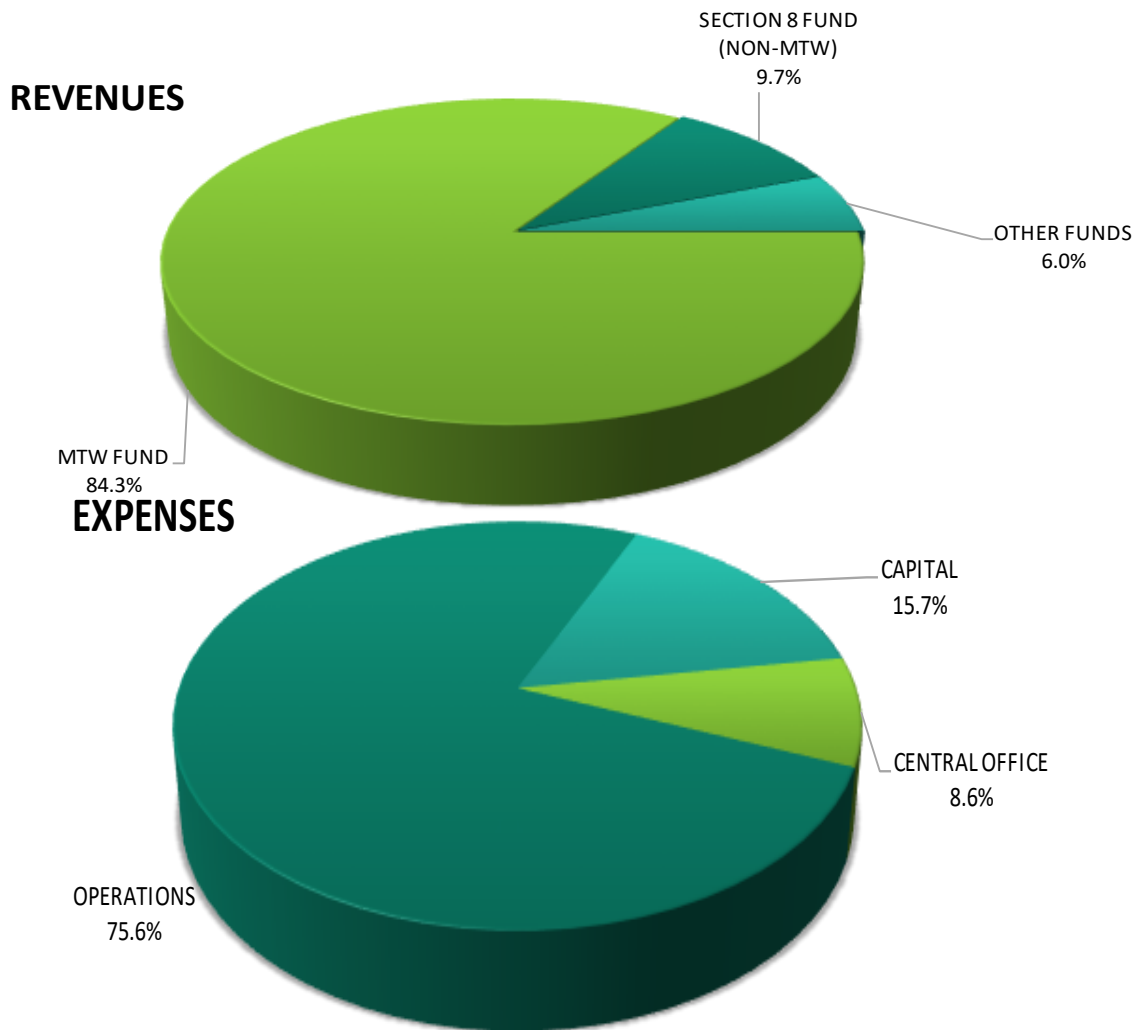


# FUND FINANCIAL SUMMARY

The CHA has two funds: 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), 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\*

	FY2018 Actuals	FY2019 Actuals	FY2020 Budget	FY2021 Budget	% Change Prior Year	% of Total
<b>REVENUES</b>						
HAP and Admin Fees	\$ 623,030,579	\$ 608,939,695	\$ 600,078,900	\$ 647,962,919	8.0%	65.5%
Operating Subsidy	159,976,480	142,564,192	151,894,574	155,642,436	2.5%	15.7%
RAD Vouchers	34,949,764	39,908,981	49,431,000	63,004,592	27.5%	6.4%
Capital Grants	79,796,983	66,893,825	64,758,000	61,333,715	-5.3%	6.2%
Tenant Rent	51,304,209	49,372,523	49,636,034	53,992,831	8.8%	5.5%
Other	1,583,651	1,223,256	34,234,993	7,349,552	-78.5%	0.7%
<b>TOTAL CURRENT YEAR REVENUES</b>	<b>\$ 950,641,665</b>	<b>\$ 908,902,471</b>	<b>\$ 950,034,320</b>	<b>\$ 989,286,045</b>	<b>4.1%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Offices	\$ 5,716,010	\$ 5,797,189	\$ 6,897,367	\$ 6,701,188	-2.8%	7.0%
Legal Services	6,131,526	5,740,238	7,264,237	7,146,817	-1.6%	7.5%
Office of Inspector General	1,083,635	1,243,952	1,893,525	1,822,687	-3.7%	1.9%
Finance	14,220,377	12,230,924	14,336,713	13,867,769	-3.3%	14.5%
Investment Management	1,701,638	1,935,259	2,147,661	2,128,513	-0.9%	2.2%
Administration	8,829,330	10,226,758	11,724,495	12,061,303	2.9%	12.6%
Information Technology Services	11,156,493	12,679,825	12,321,538	12,327,302	0.0%	12.9%
Property and Asset Management	13,543,169	14,417,758	15,771,825	17,882,971	13.4%	18.7%
Housing Choice Voucher	3,413,265	4,128,764	5,259,954	4,113,345	-21.8%	4.3%
Resident Services	9,990,746	10,400,412	11,389,320	10,648,106	-6.5%	11.2%
Development	6,796,303	6,558,357	7,385,390	6,764,724	-8.4%	7.1%
<b>TOTAL CENTRAL OFFICE</b>	<b>82,582,493</b>	<b>85,359,435</b>	<b>96,392,025</b>	<b>95,464,725</b>	<b>-1.0%</b>	<b>100.0%</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 545,806,296	\$ 549,223,558	\$ 554,618,415	\$ 586,059,439	5.7%	69.9%
Property and Asset Management	263,561,378	222,756,520	217,136,522	218,155,431	0.5%	26.0%
Resident Services	33,527,393	34,617,888	37,263,672	34,694,083	-6.9%	4.1%
<b>TOTAL OPERATIONS</b>	<b>842,895,068</b>	<b>806,597,965</b>	<b>809,018,609</b>	<b>838,908,953</b>	<b>3.7%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 25,164,105</b>	<b>\$ 16,945,070</b>	<b>\$ 44,623,686</b>	<b>\$ 54,912,367</b>	<b>23.1%</b>	
<b>CAPITAL</b>						
Development	\$ 124,452,806	\$ 36,425,690	\$ 83,560,000	\$ 74,975,000	-10.3%	42.9%
Public Housing	28,361,219	57,186,678	49,693,690	80,184,367	61.4%	45.9%
RAD	33,947,248	9,359,143	64,050,000	19,510,000	-69.5%	11.2%
<b>TOTAL CAPITAL</b>	<b>186,761,274</b>	<b>102,971,510</b>	<b>197,303,690</b>	<b>174,669,367</b>	<b>-11.5%</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,112,238,835</b>	<b>\$ 994,928,910</b>	<b>\$ 1,102,714,324</b>	<b>\$ 1,109,043,045</b>	<b>0.6%</b>	<b>100.0%</b>
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ (161,597,169)</b>	<b>\$ (86,026,439)</b>	<b>\$ (152,680,004)</b>	<b>\$ (119,757,000)</b>		
<b>FUNDS ACCUMULATED FROM PRIOR YEARS</b>						
RAD Capital Escrow Reserves	\$ -	\$ -	\$ -	\$ 13,457,000	100.0%	7.7%
Tenant Rent Reserves	9,214,762	6,224,370	6,507,000	8,531,000	31.1%	4.9%
Capital Grants/MTW	152,382,407	67,468,759	28,245,004	29,382,000	4.0%	16.8%
Third Party Financing	-	12,333,310	117,928,000	55,937,000	-52.6%	32.0%
CARES Act Funds	-	-	-	12,450,000	100.0%	7.1%
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ 161,597,169</b>	<b>\$ 86,026,439</b>	<b>\$ 152,680,004</b>	<b>\$ 119,757,000</b>	<b>-21.6%</b>	<b>68.6%</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

\*FY2021 budget format has been revised and required prior year reclassifications

# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND MTW FUND DETAIL\*

	<u>FY2018 Actuals</u>	<u>FY2019 Actuals</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
<b>REVENUES</b>						
HAP and Admin Fees	\$ 604,901,642	\$ 589,611,667	\$ 600,078,938	\$ 627,800,710	4.6%	71.0%
Operating Subsidy	159,976,480	142,564,192	151,894,574	155,642,436	2.5%	17.6%
Capital Grants	71,033,459	62,833,928	64,758,608	58,133,715	-10.2%	6.6%
Tenant Rent	44,014,550	40,481,225	49,636,222	42,807,831	-13.8%	4.8%
Other	1,583,651	1,223,256	34,234,993	-	-100.0%	-
<b>TOTAL CURRENT YEAR REVENUES</b>	<b>\$ 881,509,782</b>	<b>\$ 836,714,268</b>	<b>\$ 900,603,335</b>	<b>\$ 884,384,692</b>	<b>-1.8%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Offices	\$ 5,716,010	\$ 5,797,089	\$ 6,897,367	\$ 6,701,188	-2.8%	7.1%
Legal Services	6,132,075	5,740,238	7,264,237	7,146,817	-1.6%	7.5%
Office of Inspector General	1,083,635	1,243,952	1,893,525	1,822,687	-3.7%	1.9%
Finance	12,953,258	11,678,219	14,336,713	13,867,769	-3.3%	14.6%
Investment Management	1,701,601	1,932,310	2,147,661	2,128,513	-0.9%	2.2%
Administration	8,829,330	10,217,480	11,724,495	12,061,303	2.9%	12.7%
Information Technology Services	11,156,493	12,679,825	12,321,538	12,327,302	0.0%	13.0%
Property and Asset Management	13,543,169	14,259,582	15,450,025	17,561,171	13.7%	18.5%
Housing Choice Voucher	3,413,265	4,128,764	5,259,954	4,113,345	-21.8%	4.3%
Resident Services	9,784,469	10,134,969	10,927,474	10,309,058	-5.7%	10.9%
Development	6,788,803	6,550,857	7,385,390	6,764,724	-8.4%	7.1%
<b>TOTAL CENTRAL OFFICE</b>	<b>81,102,109</b>	<b>84,363,284</b>	<b>95,608,379</b>	<b>94,803,877</b>	<b>-0.8%</b>	<b>100.0%</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 528,783,032	\$ 531,719,093	\$ 533,348,103	\$ 536,126,032	0.5%	72.4%
Property and Asset Management	222,696,381	145,603,789	184,124,275	171,224,559	-7.0%	23.1%
Resident Services	29,725,134	30,907,310	34,769,035	33,075,112	-4.9%	4.5%
<b>TOTAL OPERATIONS</b>	<b>781,204,547</b>	<b>708,230,192</b>	<b>752,241,413</b>	<b>740,425,703</b>	<b>-1.6%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 19,203,127</b>	<b>\$ 44,120,791</b>	<b>\$ 52,753,543</b>	<b>\$ 49,155,112</b>	<b>-6.8%</b>	
<b>CAPITAL</b>						
Development	\$ 101,720,937	\$ 159,120	\$ 10,500,000	\$ 37,891,000	260.9%	38.1%
Public Housing	7,760,810	2,733,917	37,877,809	61,626,977	62.7%	61.9%
RAD	33,936,598	9,359,143	27,848,000	-	-	-
<b>TOTAL CAPITAL</b>	<b>143,418,345</b>	<b>12,252,180</b>	<b>76,225,809</b>	<b>99,517,977</b>	<b>30.6%</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,005,725,001</b>	<b>\$ 804,845,656</b>	<b>\$ 924,075,601</b>	<b>\$ 934,747,557</b>	<b>1.2%</b>	<b>100.0%</b>
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ (124,215,218)</b>	<b>\$ 31,868,612</b>	<b>\$ (23,472,266)</b>	<b>\$ (50,362,865)</b>		
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ 148,277,376</b>	<b>\$ 52,712,449</b>	<b>\$ (10,881,330)</b>	<b>\$ 50,362,865</b>	<b>-562.8%</b>	<b>50.6%</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 24,062,158</b>	<b>\$ 84,581,061</b>	<b>\$ (34,353,596)</b>	<b>\$ -</b>		

\*FY2021 budget format has been revised and required prior year reclassifications

# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND SECTION 8 FUND DETAIL (Non-MTW)\*

	<u>FY2018 Actuals</u>	<u>FY2019 Actuals</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
<b>REVENUES</b>						
HAP and Admin Fees	\$ 18,128,937	\$ 19,328,028	\$ 21,248,893	\$ 20,162,209	-5.1%	21.4%
RAD Vouchers	34,949,764	39,908,981	53,720,488	63,004,592	17.3%	66.8%
Tenant Rent	7,289,659	8,891,297	8,668,838	11,185,000	29.0%	11.9%
<b>TOTAL REVENUES</b>	<b>\$ 60,368,360</b>	<b>\$ 68,128,306</b>	<b>\$ 83,638,219</b>	<b>\$ 94,351,801</b>	<b>12.8%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Offices	\$ -	\$ -	\$ -	\$ -	-	-
Legal Services	-	-	-	-	-	-
Office of Inspector General	-	-	-	-	-	-
Finance	-	-	-	-	-	-
Investment Management	-	-	-	-	-	-
Administration	-	-	-	-	-	-
Information Technology Services	-	-	-	-	-	-
Property and Asset Management	-	-	-	-	-	-
Housing Choice Voucher	-	-	-	-	-	-
Resident Services	-	-	-	-	-	-
Development	-	-	-	-	-	-
<b>TOTAL CENTRAL OFFICE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 17,010,089	\$ 17,491,208	\$ 21,248,892	\$ 49,911,987	134.9%	54.4%
Property and Asset Management	20,268,364	22,685,811	21,196,366	41,881,702	97.6%	45.6%
Resident Services	-	-	-	-	-	-
<b>TOTAL OPERATIONS</b>	<b>\$ 37,278,453</b>	<b>\$ 40,177,019</b>	<b>\$ 42,445,258</b>	<b>\$ 91,793,689</b>	<b>116.3%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 23,089,907</b>	<b>\$ 27,951,287</b>	<b>\$ 41,192,961</b>	<b>\$ 2,558,112</b>	<b>-93.8%</b>	
<b>CAPITAL</b>						
Development	\$ -	\$ -	\$ -	\$ -	100.0%	100.0%
Public Housing	-	-	-	2,557,390	100.0%	100.00%
RAD	-	-	6,839,365	13,457,000	96.8%	200.00%
<b>TOTAL CAPITAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,839,365</b>	<b>\$ 16,014,390</b>	<b>134.2%</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 37,278,453</b>	<b>\$ 40,177,019</b>	<b>\$ 49,284,623</b>	<b>\$ 107,808,079</b>	<b>118.75%</b>	
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ 23,089,907</b>	<b>\$ 27,951,287</b>	<b>\$ 34,353,596</b>	<b>\$ (13,456,278)</b>		
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,456,278</b>	<b>100.0%</b>	<b>-100.0%</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 23,089,907</b>	<b>\$ 27,951,287</b>	<b>\$ 34,353,596</b>	<b>\$ -</b>		

\*FY2021 budget format has been revised and required prior year reclassifications



# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND HOPE VI DETAIL\*

	<u>FY2018 Actuals</u>	<u>FY2019 Actuals</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
<b><u>SOURCES</u></b>						
Hope VI	2,407,285	1,232,774	65,000	-	-100.0%	-
<b>TOTAL SOURCES</b>	<b>\$ 2,407,285</b>	<b>\$ 1,232,774</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>-100.0%</b>	<b>0.0%</b>
<b><u>EXPENDITURES</u></b>						
<b><u>OPERATING</u></b>						
<b><u>CENTRAL OFFICE</u></b>						
Executive Offices	\$ -	\$ -	\$ -	\$ -	-	-
Legal Services	-	-	-	-	-	-
Office of Inspector General	-	-	-	-	-	-
Finance	-	-	-	-	-	-
Investment Management	-	-	-	-	-	-
Administration	-	-	-	-	-	-
Information Technology Services	-	-	-	-	-	-
Property and Asset Management	-	-	-	-	-	-
Housing Choice Voucher	-	-	-	-	-	-
Resident Services	-	-	-	-	-	-
Development	-	-	-	-	-	-
<b>TOTAL CENTRAL OFFICE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b><u>OPERATIONS</u></b>						
Housing Choice Voucher	\$ -	\$ -	\$ -	\$ -	-	-
Property and Asset Management	-	-	-	-	-	-
Resident Services	329,807	433,847	65,000	-	-	-
<b>TOTAL OPERATIONS</b>	<b>\$ 329,807</b>	<b>\$ 433,847</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>-</b>	<b>0.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 2,077,478</b>	<b>\$ 798,927</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b><u>CAPITAL</u></b>						
Development	\$ 1,321,037	\$ (1,500)	\$ -	\$ -	-	-
Public Housing	-	-	-	-	-	-
RAD	-	-	-	-	-	-
<b>TOTAL CAPITAL</b>	<b>\$ 1,321,037</b>	<b>\$ (1,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,650,844</b>	<b>\$ 432,347</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ 756,441</b>	<b>\$ 800,427</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>100.0%</b>	<b>0.0%</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 756,441</b>	<b>\$ 800,427</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>

\*FY2021 budget format has been revised and required prior year reclassifications

# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND OTHER FUND DETAIL\*

	<u>FY2018 Actuals</u>	<u>FY2019 Actuals</u>	<u>FY2020 Budget</u>	<u>FY2021 Budget</u>	<u>% Change Prior Year</u>	<u>% of Total</u>
<b>REVENUES</b>						
Scholarships/Grants	6,356,238	2,827,123	2,560,000	3,200,000	25.0%	30.3%
Interest/Rooftop/Misc	13,319,792	33,313,992	8,801,100	7,349,552	-16.5%	69.7%
<b>TOTAL REVENUES</b>	<b>\$ 19,676,031</b>	<b>\$ 36,141,115</b>	<b>\$ 11,361,100</b>	<b>\$ 10,549,552</b>	<b>100.0%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Offices	\$ -	\$ 100	\$ -	\$ -	100.0%	-
Legal Services	(549)	-	-	-	100.0%	-
Office of Inspector General	-	-	-	-	100.0%	-
Finance	1,267,119	552,705	-	-	100.0%	-
Investment Management	37	2,949	-	-	100.0%	-
Administration	-	9,278	-	-	100.0%	-
Information Technology Services	-	-	-	-	100.0%	-
Property and Asset Management	-	158,176	321,800	321,800	0.0%	48.7%
Housing Choice Voucher	-	-	-	-	100.0%	-
Resident Services	206,277	265,443	461,846	339,048	-26.6%	51.3%
Development	7,500	7,500	-	-	100.0%	-
<b>TOTAL CENTRAL OFFICE</b>	<b>\$ 1,480,384</b>	<b>\$ 996,151</b>	<b>\$ 783,646</b>	<b>660,848</b>	<b>-15.7%</b>	<b>100.0%</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 13,175.00	\$ 13,257.00	\$ 21,420.00	\$ 21,420.00	0.0%	0.3%
Property and Asset Management	20,596,633	54,466,920	11,815,881	5,049,170	-57.3%	75.5%
Resident Services	3,472,452	3,276,731	2,429,637	1,618,971	-33.4%	24.2%
<b>TOTAL OPERATIONS</b>	<b>24,082,260</b>	<b>57,756,908</b>	<b>14,266,938</b>	<b>6,689,561</b>	<b>-53.1%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ (5,886,613)</b>	<b>\$ (22,611,944)</b>	<b>\$ (3,689,484)</b>	<b>\$ 3,199,143</b>	<b>186.7%</b>	
<b>CAPITAL</b>						
Development	\$ 21,410,832	\$ 36,268,070	\$ 73,060,000	\$ 37,084,000	-49.2%	62.7%
Public Housing	20,600,409	54,452,761	11,815,881	16,000,000	35.4%	27.1%
RAD	10,650	-	29,362,635	6,053,000	-79.4%	10.2%
<b>TOTAL CAPITAL</b>	<b>42,021,891</b>	<b>90,720,831</b>	<b>114,238,516</b>	<b>59,137,000</b>	<b>-48.2%</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 67,584,535</b>	<b>\$ 149,473,890</b>	<b>\$ 129,289,100</b>	<b>\$ 66,487,409</b>	<b>-48.6%</b>	<b>100.0%</b>
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ (47,908,504)</b>	<b>\$ (113,332,775)</b>	<b>\$ (117,928,000)</b>	<b>\$ (55,937,857)</b>		
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 117,928,000</b>	<b>\$ 55,937,857</b>	<b>-52.6%</b>	<b>100.0%</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ (47,908,504)</b>	<b>\$ (113,332,775)</b>	<b>\$ -</b>	<b>\$ -</b>		

\*FY2021 budget format has been revised and required prior year reclassifications

# FUND FINANCIAL SUMMARY

## RECONCILIATION OF 2021 BUDGET TO ANNUAL PLAN - SOURCES and USES

Sources FDS Line Item Name	2021	Reconciling Items	2021 Budget
	Annual Plan Dollar Amount		
Total Tenant Revenue	\$ 61,002,831	\$ -	\$ 61,002,831
HUD PHA Operating Grants	882,583,116	55,937,000	938,520,116 A
Capital Grants	88,758,701		88,758,701
Total Fee Revenue	1,438,991		1,438,991
Interest Income	3,250,000		3,250,000
Gain or Loss on Sale of Capital Assets	-		-
Other Income	16,072,406	-	16,072,406 B
<b>Total Revenue</b>	<b>\$ 1,053,106,045</b>	<b>\$ 55,937,000</b>	<b>\$ 1,109,043,045</b>

Uses FDS Line Item Name	2021	Reconciling Items	2021 Budget
	Annual Plan Dollar Amount		
Total Operating - Administrative	\$ 76,165,337	\$ 54,606,263	\$ 130,771,600
Management Fee Expense	-		-
Allocated Overhead	37,097,107	(54,606,263)	(17,509,156)
Total Tenant Services	36,777,226		36,777,226
Total Utilities	18,539,222		18,539,222
Labor	-		-
Total Ordinary Maintenance	122,496,135	141,102,986	263,599,121 C
Total Protective Services	47,122,209		47,122,209
Total insurance Premiums	6,538,000		6,538,000
Total Other General Expenses	28,595,090		28,595,090
Total Interest Expense and Amortization Cost	23,626,459	14,100,000	37,726,459 D
Total Extraordinary Maintenance	-		-
Housing Assistance Payments + HAP Portability-In	556,273,274		556,273,274
Depreciation Expense	91,572,161	(91,572,161)	- E
All Other Expenses	610,000		610,000
<b>Total Expenses</b>	<b>\$ 1,045,412,220</b>	<b>\$ 63,630,825</b>	<b>\$ 1,109,043,045</b>

**\*\* Note:** CHA, as an MTW agency, prepared a Sources and Uses schedule for its Annual Plan that was submitted to HUD on October 16, 2020. 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 FY2021 Comprehensive Budget is reviewed and approved by the CHA Board in November 2021. Updates are made to CHA's 2021 Budget after the Annual Plan is submitted to HUD.

- A. CHA's 2021 budget includes the use of third party financing to fund capital projects.
- B. CHA's 2021 budget includes funds from RAD Capital Escrow and Replacement Reserves.
- C. Capital expenditures are a use of funds in CHA's 2021 budget but are capitalized for FDS and Annual Plan reporting.
- D. Principal payments on debt are a use of funds in CHA's 2021 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.

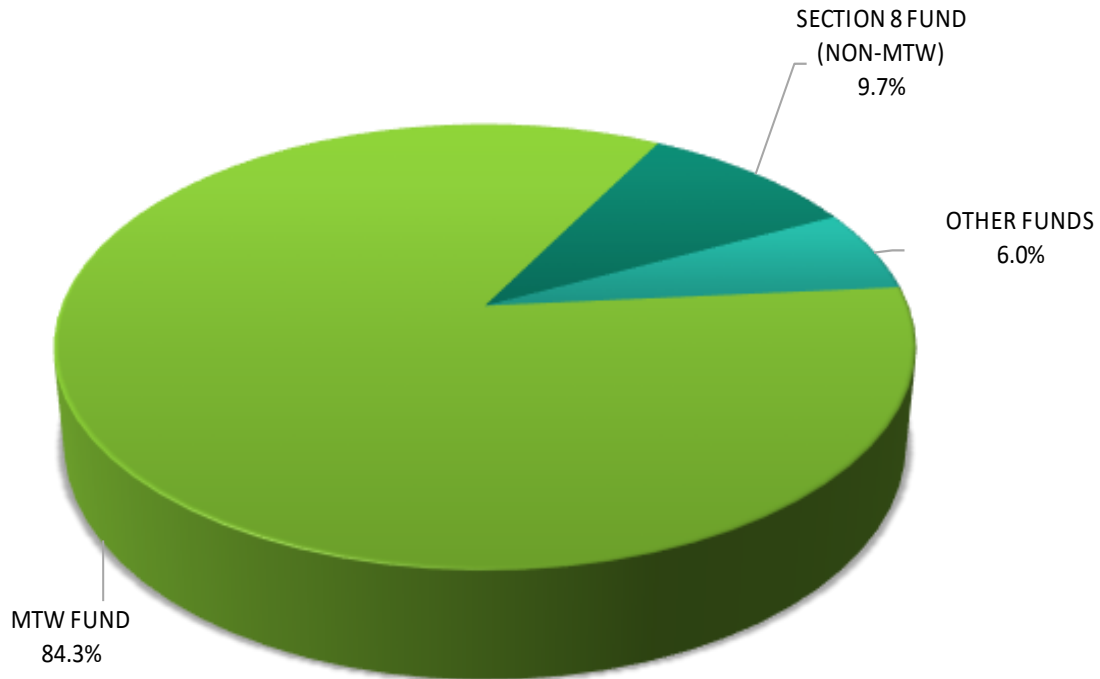


# REVENUE SOURCES ANALYSIS

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 FY2021, total budgeted revenue for the CHA is \$1.1 billion.

	FY2018 Actuals	FY2019 Actuals	FY2020 Budget	FY2021 Budget	% Change Prior Year
<b>MTW FUND</b>	\$1,029,787,159	\$ 889,426,715	\$ 889,722,005	\$ 934,747,692	5.1%
<b>SECTION 8 FUND (NON-MTW)</b>	60,368,360	68,128,306	83,638,219	107,808,801	28.9%
<b>HOPE VI</b>	2,407,285	1,232,774	65,000	-	-100.0%
<b>OTHER FUNDS</b>	19,676,031	36,141,115	129,289,100	66,486,552	-48.6%
<b>TOTAL REVENUES</b>	\$1,112,238,833	\$ 994,928,910	\$ 1,102,714,324	\$1,109,043,045	0.6%

## REVENUE SOURCES



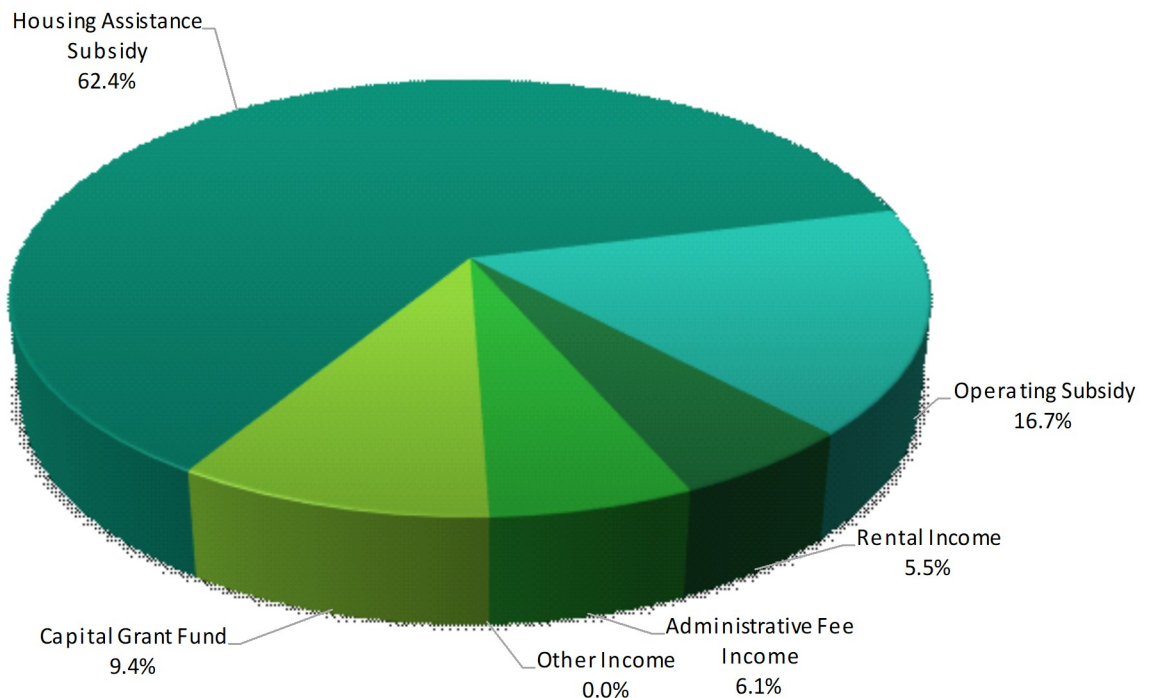
# REVENUE SOURCES ANALYSIS

## MTW SINGLE 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-Income Public Housing (LIPH), Capital Fund, and Section 8 Housing Choice Voucher into Block Grant funding, which is referred to, in this document, as the “MTW Single Fund”.

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

	FY2018 Actuals	FY2019 Actuals	FY2020 Budget	FY2021 Budget	% Change Prior Year
Capital Grant Fund	\$ 219,310,836	\$ 115,546,375	\$ 93,003,608	\$ 87,515,715	-5.9%
Housing Assistance Subsidy	547,924,872	535,248,332	547,801,929	583,548,238	6.5%
Operating Subsidy	159,976,480	142,564,192	151,894,574	155,642,436	2.5%
Rental Income	44,014,550	40,481,225	47,474,384	51,338,831	8.1%
Administrative Fee Income	56,976,770	54,363,335	47,862,870	56,664,058	18.4%
Other Income	1,583,651	1,223,256	1,684,640	38,414	-97.7%
<b>TOTAL REVENUES</b>	<b>\$1,029,787,159</b>	<b>\$ 889,426,715</b>	<b>\$ 889,722,005</b>	<b>\$ 934,747,692</b>	<b>5.1%</b>

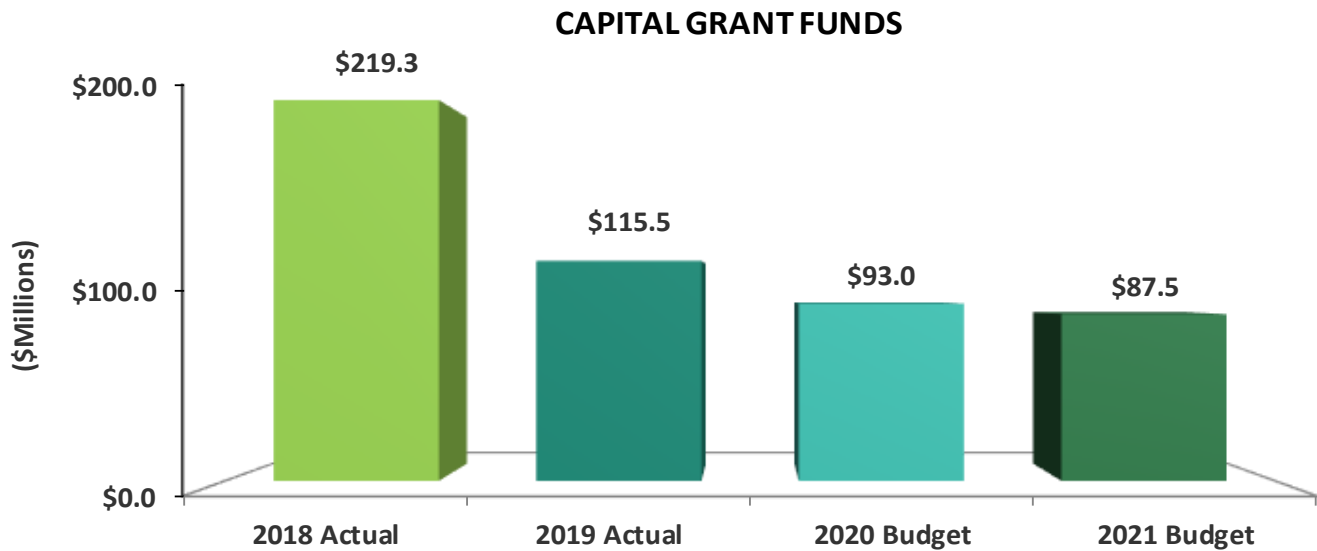


# REVENUE SOURCES ANALYSIS

## Capital Grant Fund

The Capital Fund is utilized for rehabilitation and redevelopment. In FY2021, construction activity will be centered around delivering 119 new units to the public housing portfolio through mixed-income development and public housing initiatives. Some of the anticipated Capital projects are Elevator Modernizations, Lathrop Phase 1B, Southbridge (FKA Ickes), Westhaven IID, Ravenswood Senior Living, Emmet Street (FKA Logan Square), Roosevelt Square 3B-3C, Oakwood Shores (Pershing) 508, Park Blvd Phase 3A/3B, and Sheffield predevelopment. The FY2021 Budget estimates a Capital Fund allocation (including projected carryover) totaling \$87.5 million.

	FY2018 Actuals	FY2019 Actuals	FY2020 Budget	FY2021 Budget	% Change
Capital Grant Funds	\$219,310,836	\$115,546,375	\$93,003,608	\$87,515,715	100.0%
<b>TOTAL REVENUE</b>	<b>\$219,310,836</b>	<b>\$115,546,375</b>	<b>\$93,003,608</b>	<b>\$87,515,715</b>	<b>100.0%</b>

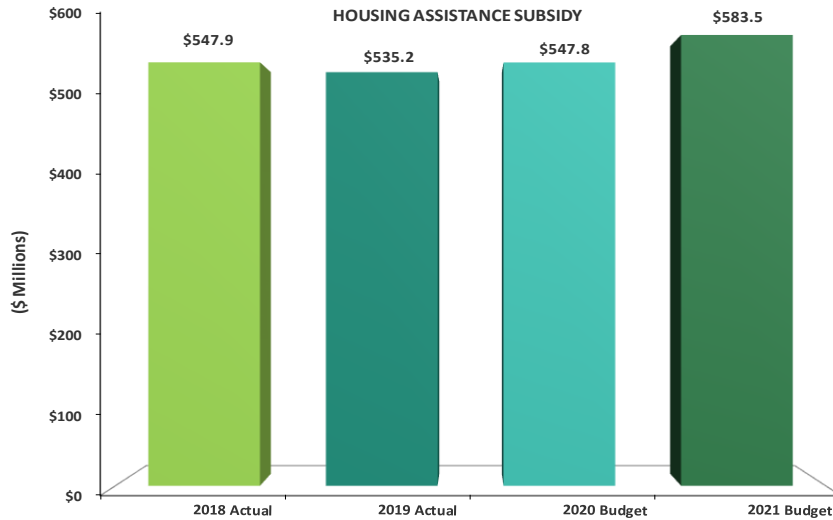


# REVENUE SOURCES ANALYSIS

## Housing Assistance Subsidy

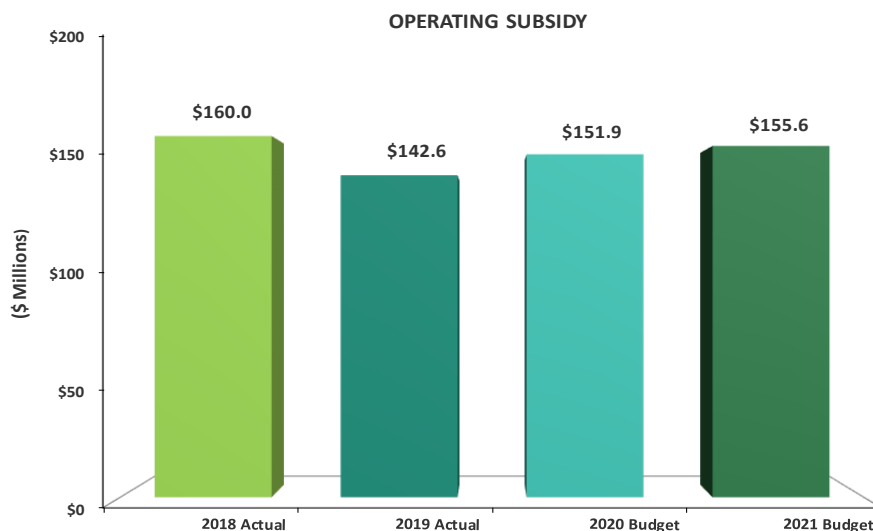
Section 8 Housing Choice Voucher (HCV) provides voucher funds that pay a portion of a tenant's rent. The FY2021 projection for Housing Assistance Subsidy is based on a total of approximately 45,529 leased units, with an assumed 99.4% proration rate and Per Unit Rate of \$11,400. Also included in the projection is another 5,730 Block Grant vouchers at \$11,874 per unit.

The graph below depicts CHA's Section 8 (MTW) Housing Assistance Subsidy levels for FY2018- FY2021.



## Operating Subsidy

The estimation of Operating Subsidy is based upon the MTW Operating Subsidy Formula provided by HUD. The projection is derived by taking the Allowable Expense Level, a delta factor of 0.5%, the inflation factor of 1.94% and HUD's congressional appropriation rate. The calculated Operating Subsidy is based on 21,478 units, assumes a congressional HUD appropriation of 96% along with a RAD Adjustment Factor.

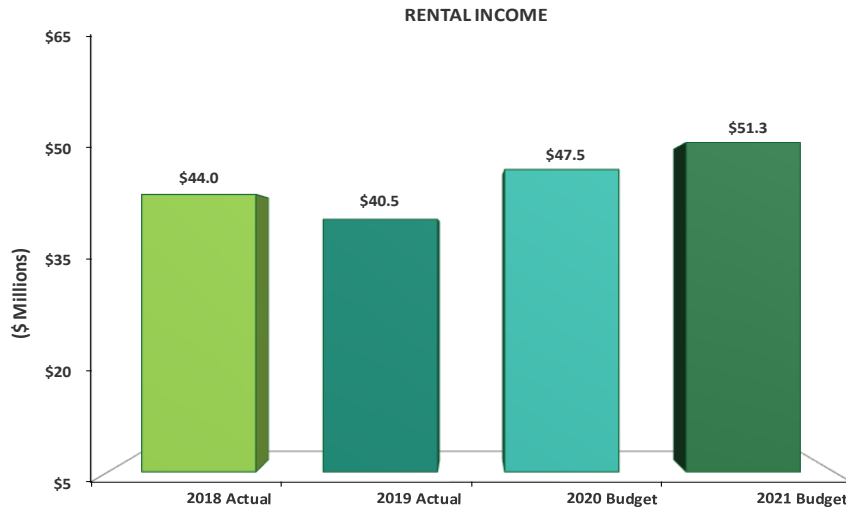




# REVENUE SOURCES ANALYSIS

## Rental Income

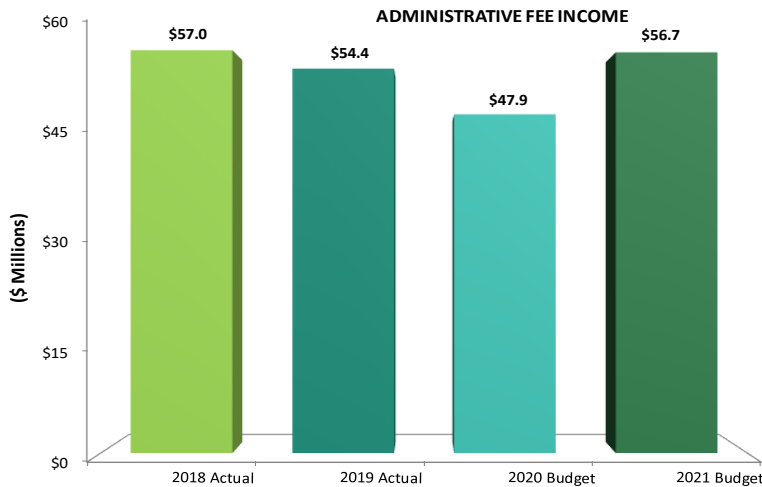
Rental Income is based on projected occupancy rates for each property in the agency’s portfolio, as well as tenant rent reserves from Mixed Income properties. Presented below are the Rental Income Levels for FY2018 through FY2021.



## 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. For FY2021, CHA projections assume a proration rate of 81%. Third party administrators are used to operate the Section 8 Program. Administrative Income for FY2021 is estimated at \$44.2 million, with another \$12.5 million from CARES Act HCV Administrative Fees.

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



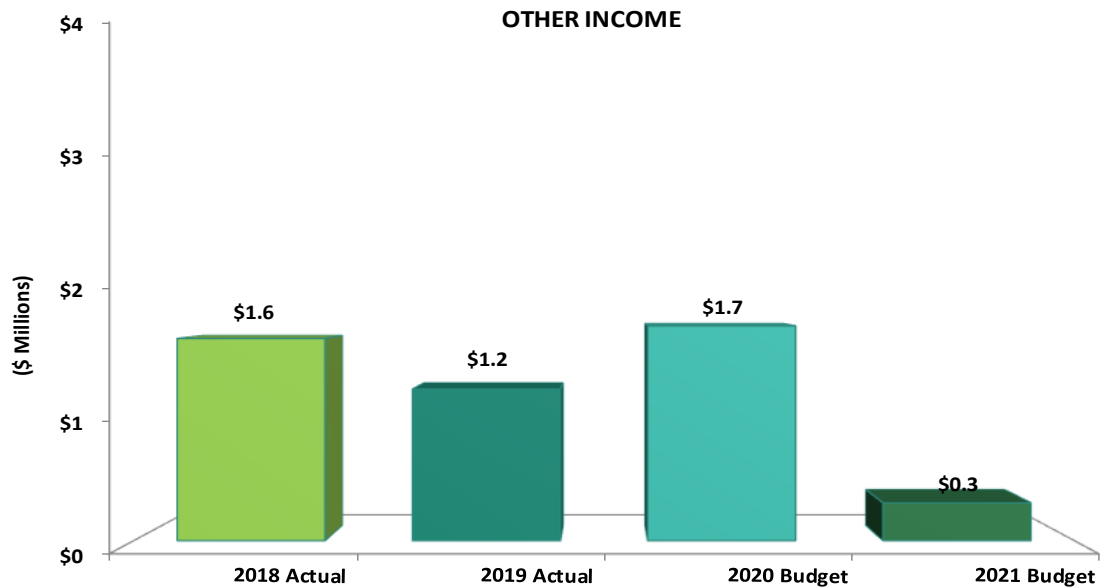
# REVENUE SOURCES ANALYSIS

## Other Income

MTW Other Income is comprised of miscellaneous revenues received throughout the year. The revenue source for MTW Other Income includes Section 8 revenue from rent recoveries and inspection fees. The 2020 budget included \$1.6 million in land sales, which are not anticipated in 2021.

Presented below are the Other Income levels for FY2018 through FY2021.

	<b>FY2018 Actuals</b>	<b>FY2019 Actuals</b>	<b>FY2020 Budget</b>	<b>FY2021 Budget</b>	<b>% Change</b>
Other Income	\$ 1,583,651	\$ 1,223,256	\$ 1,684,640	\$ 38,414	-97.7%
<b>TOTAL REVENUE</b>	<b>\$ 1,583,651</b>	<b>\$ 1,223,256</b>	<b>\$ 1,684,640</b>	<b>\$ 38,414</b>	<b>-97.7%</b>



# REVENUE SOURCES ANALYSIS

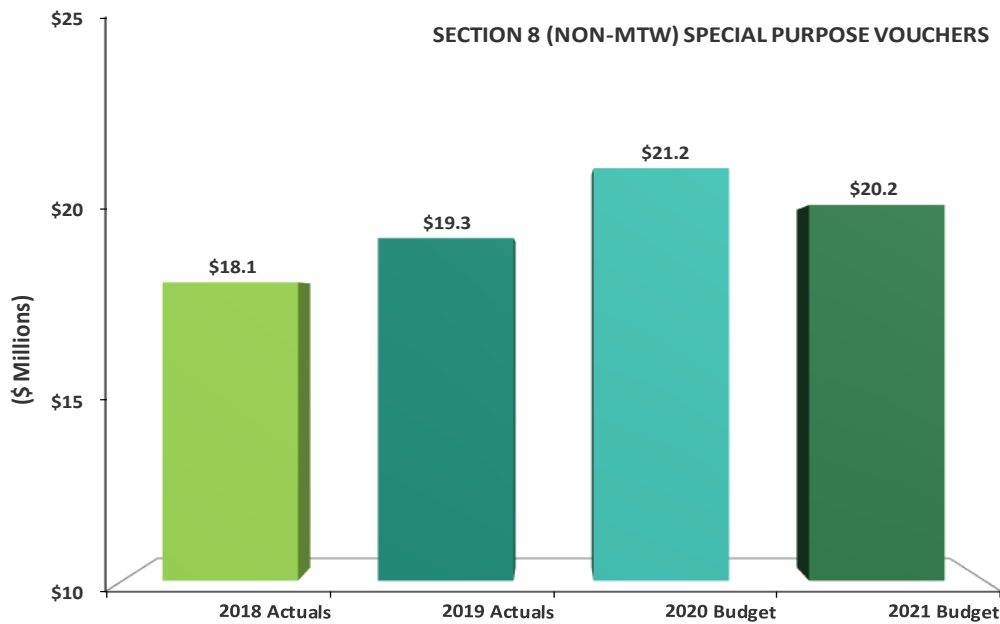
## SECTION 8 (NON-MTW)

The Section 8 (Non-MTW) revenue consists of Special Purpose Vouchers and the Rental Assistance Demonstration (RAD) program. Family Unification Program vouchers (FUP) are tracked in Housing Assistance Subsidy.

Special Purpose Vouchers include the Moderate Rehabilitation, Mainstream, and Veteran’s Affairs Supportive Housing Vouchers Programs. These contracts provide appropriations for approximately 921 Mod Rehab, 139 Mainstream, and 1,308 Veteran’s Affairs Supportive Housing vouchers.

Presented below are the Section 8 (Non-MTW) Special Purpose Voucher income levels for FY2018 through FY2021.

	FY2018 Actuals	FY2019 Actuals	FY2020 Budget	FY2021 Budget	% Change
<b>Moderate Rehabilitation</b>	\$6,146,377	\$5,987,142	\$7,635,945	\$6,527,744	-14.5%
<b>Administrative Income</b>	1,146,585	1,130,754	1,006,668	976,256	-3.0%
<b>Mainstream</b>	672,456	1,100,895	1,254,727	1,273,210	1.5%
<b>Veteran's Affairs Supportive Housing</b>	10,163,519	11,109,237	11,351,553	11,384,999	0.3%
<b>TOTAL REVENUE</b>	<b>\$18,128,937</b>	<b>\$19,328,028</b>	<b>\$21,248,893</b>	<b>\$20,162,209</b>	<b>-5.1%</b>

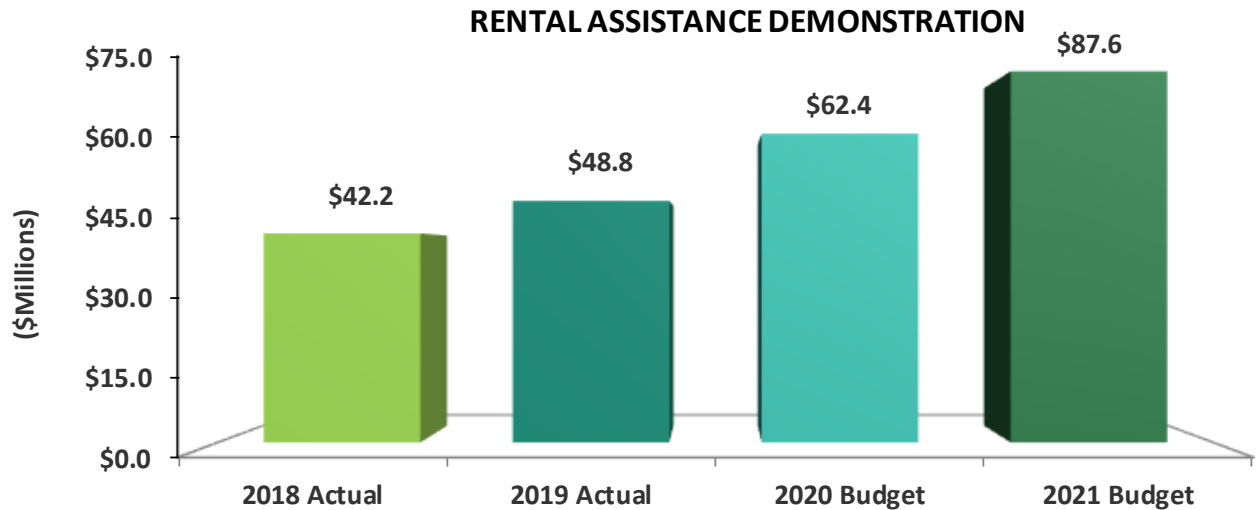


# REVENUE SOURCES ANALYSIS

## SECTION 8 (NON-MTW) (continued)

The Rental Assistance Demonstration (RAD) 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 projected for FY2021 includes \$58.1 million from vouchers, \$16.0 from rental income and administration fees, and \$13.5 million from Capital Escrow and Replacement Reserves.

	FY2018 Actuals	FY2019 Actuals	FY2020 Budget	FY2021 Budget	% Change
RAD Funds	\$ 42,239,423	\$ 48,800,278	\$ 62,389,325	\$ 87,646,592	40.5%
<b>TOTAL REVENUE</b>	<b>\$ 42,239,423</b>	<b>\$ 48,800,278</b>	<b>\$ 62,389,325</b>	<b>\$ 87,646,592</b>	<b>40.5%</b>

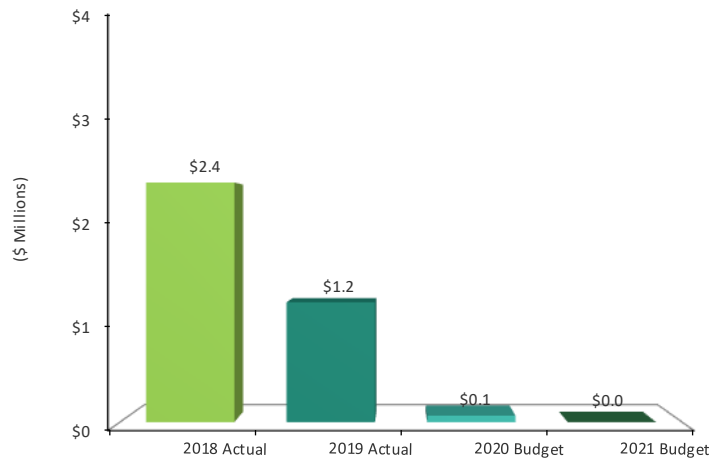


# REVENUE SOURCES ANALYSIS

## 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. For FY2021 there are no HOPE VI grant funds.

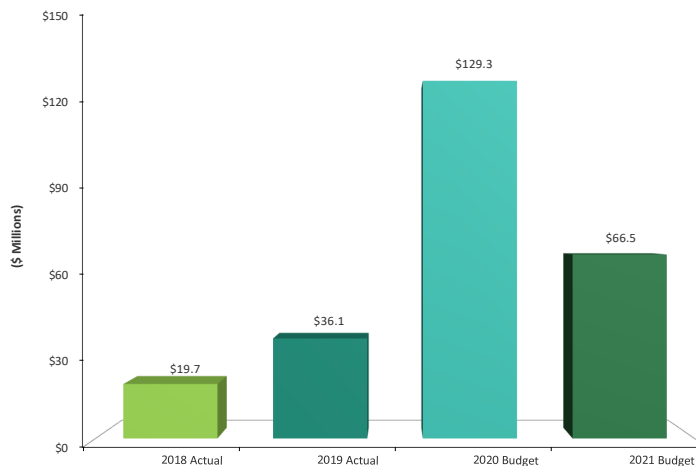
Presented below are prior year funding levels for HOPE VI from FY2018 through FY2020.



## OTHER FUNDS

Sources of funds include: third party financing for capital projects, bond proceeds, various city/state/federal grants, interest income, rooftop income, inspection fees, and other miscellaneous revenues that vary from year to year. 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 trends for Other Funds for FY2018 through FY2021.





# CAPITAL & DEVELOPMENT BUDGET

## Introduction

The Chicago Housing Authority (CHA) strategically rehabilitates and modernizes its public housing properties and develops new mixed-income communities throughout Chicago. Capital funding is allocated for land transactions and improvements, design, feasibility studies, engineering services and construction.

CHA maintains a real estate portfolio that is comprised of different types of buildings of various ages, sizes and physical conditions. Each year CHA reviews its long-term capital needs to determine and prioritize its spend. Given the physical condition of these buildings, the rehabilitation needed to maintain these properties significantly increases the CHA's capital costs.

CHA utilizes a combination of financing alternatives to leverage its capital assets towards the agency's strategic goals. Capital improvements are funded by grants received from the Department of Housing and Urban Development (HUD) as well as CHA's MTW Block Grant. For FY2021, CHA will use a variety of third party financing methods, including bonds, low income housing tax credits (LIHTC), and mortgages to fund capital activities.

## FY2021 Capital Budget

The Capital Budget for the year beginning January 1, 2021 and ending December 31, 2021 is \$174.7 million, and consists of \$31.6 million in debt service. The table on the next page represents CHA's projected expenditures by project and funding source. 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 2021 Capital Budget decreased from 2020 by \$22.6 million, or 11.5% and reflects a focus on fewer yet significant priority projects. In 2021, construction and maintenance projects at CHA's family and senior properties include: senior properties being converted using the Rental Assistance Demonstration Program (RAD); elevator modernization; major capital maintenance & systems; Scattered Sites repairs. In 2021, development projects include: Southbridge (AKA Ickes), Ravenwood Senior Living, Sheffield, Emmett Street (FKA Logan Square), Lathrop Phase IB, LeClaire, Oakwood Shores (508 Pershing), Roosevelt Square Phases 3B-3C and Sherwin (AKA Levy House). The 40.0% decrease in Architectural and Engineering Fees represent an overall decrease in services needed given the stage of each development project.

In the 2021, CHA has budgeted \$19.5 million for the Rental Assistance Demonstration Program. CHA is scheduled to continue work on thirteen (13) senior RAD properties in 2021 in a variety of rehab/repair projects.

During 2021, CHA will deliver an additional 285 housing units during the year (108 Project Based Voucher and 177 RAD/PBV units).

# CAPITAL & DEVELOPMENT BUDGET

## FY2021 Estimated Capital Expenditures (By Development and Source)

PROJECT	Capital Fund (Prior Year			TOTALS
	Grants)	Other Funding	MTW	
420 North	750,000			750,000
4400 Grove Phase 1 (FKA 45th Cottage Grove)		20,000		20,000
Albany Terrace	1,300,000			1,300,000
Emmett Street (FKA Logan Square -TOD)	6,992,440			6,992,440
Grace Manor Apartments	1,000,000			1,000,000
Irene McCoy Gaines	1,300,000			1,300,000
Lathrop Phase IB		3,200,000		3,200,000
LeClaire (DCEO)		3,200,000		3,200,000
Oakwood Shores (Pershing) 508	6,615,213			6,615,213
Park Blvd Phase 3A/3B	5,500,000			5,500,000
Parkside 4 Phase 2		91,481		91,481
Ravenwood Senior Living		3,142,620		3,142,620
Roosevelt Square 3B-3C	3,000,000			3,000,000
Sheffield Development		13,500,000	-	13,500,000
Sherwin AKA Levy House Acquisition	3,000,000			3,000,000
Southbridge (FKA Ickes) - Phase 1A & 1B		13,929,166		13,929,166
Westhaven IID	4,234,080			4,234,080
Due Diligence/Architect & Engineering	4,200,000			4,200,000
<b>Total Development Budget</b>	<b>37,891,733</b>	<b>37,083,267</b>	<b>-</b>	<b>74,975,000</b>
Senior Developments	16,274,610	16,000,000		32,274,610
Scattered Sites	4,850,000			4,850,000
Family	7,959,139			7,959,139
Other - (FIC, Mgmt Offices & Major Capital Maintenance)	3,491,251			3,491,251
<b>Total Public Housing Rehab/Repair Budget</b>	<b>32,575,000</b>	<b>16,000,000</b>		<b>48,575,000</b>
<b>RAD Conversions and Rehab/Repair</b>		<b>19,510,000</b>		<b>19,510,000</b>
<b>Debt Service</b>		<b>2,557,390</b>	<b>29,051,977</b>	<b>31,609,367</b>
<b>TOTAL CAPITAL BUDGET</b>	<b>70,466,733</b>	<b>75,150,657</b>	<b>29,051,977</b>	<b>174,669,367</b>



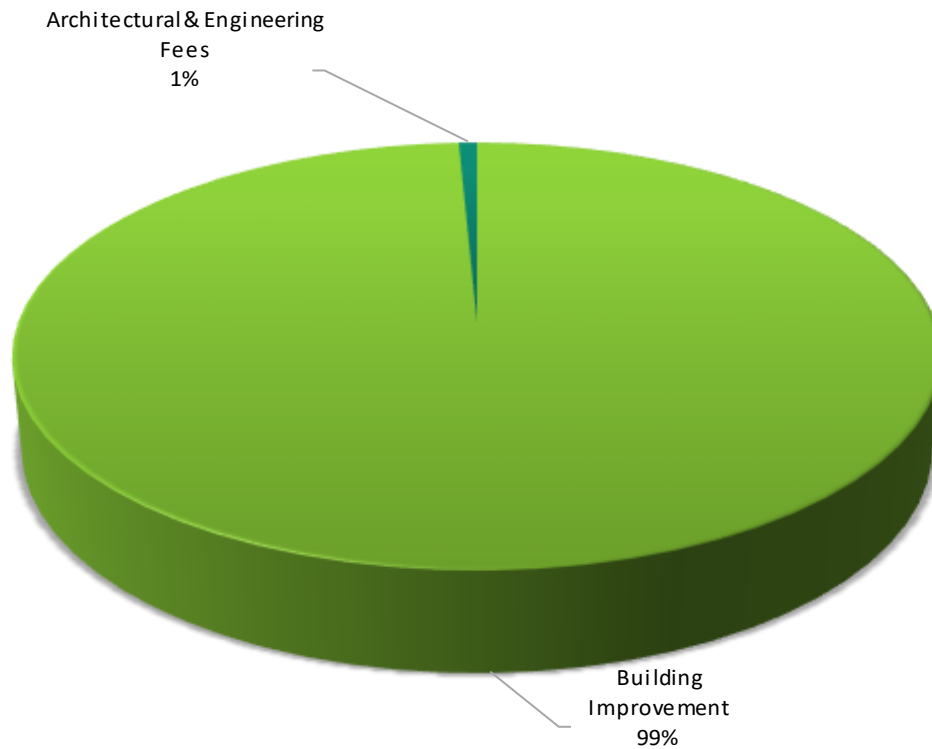
# CAPITAL & DEVELOPMENT BUDGET

CHA 2021 Capital Expenditures by Task and Program are shown below and on the next page. The Capital Budget for FY2021 is \$174.7 million. The tables below and on the next page show the allocation of funds for the FY2021 Capital Budget:

Task	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2020% Change
Building Improvement	\$105,724,218	\$183,276,699	\$96,938,240	\$192,303,690	\$171,669,367	-10.7%
Construction Mgmt*	543,253	-	-	-	-	0.0%
Architectural & Eng Fees	5,512,253	3,484,574	6,034,770	5,000,000	3,000,000	-40.0%
<b>Total</b>	<b>\$111,779,724</b>	<b>\$186,761,273</b>	<b>\$102,973,010</b>	<b>\$197,303,690</b>	<b>\$174,669,367</b>	<b>-11.5%</b>

\*Previously CHA outsourced

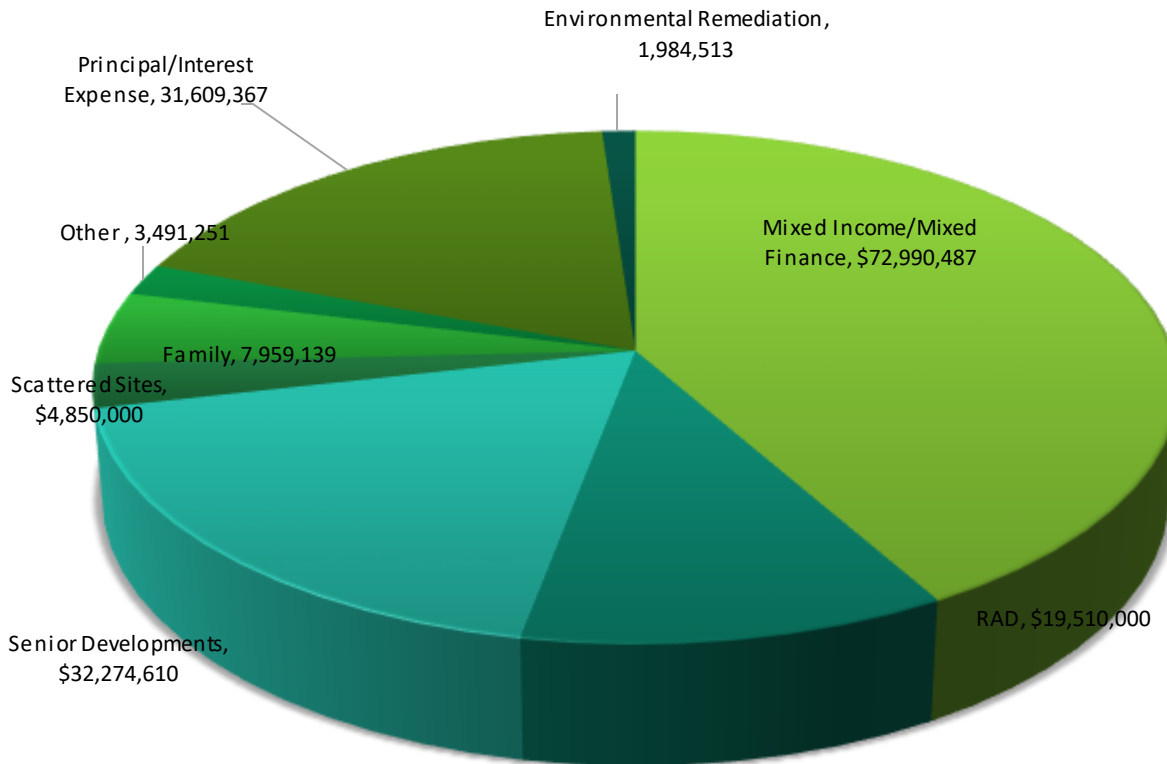
## 2021 Capital Budget



# CAPITAL & DEVELOPMENT BUDGET

<b>Program</b>	<b>2021 Budget</b>	<b>%</b>
Mixed Income/Mixed Finance	\$72,990,487	41.8%
RAD	\$19,510,000	11.2%
Senior Developments	32,274,610	18.5%
Scattered Sites	4,850,000	2.8%
Family	7,959,139	4.6%
Other	3,491,251	2.0%
Principal/Interest Expense	31,609,367	18.1%
Environmental Remediation	1,984,513	1.1%
<b>Total</b>	<b>\$174,669,367</b>	<b>100.0%</b>

## 2021 CAPITAL EXPENDITURES BY PROGRAM



# CAPITAL & DEVELOPMENT BUDGET

## CAPITAL BUDGET PROCESS

Projects included in the Capital Budget 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. For more information about the 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 preliminary conversations with Development and Property and Asset Management (PAM) concerning their respective 5-year capital projections.
- B. Development and PAM forecast their budget needs for FY2021 through FY2025; these are submitted to Office of Budget and Management (OBM).
- C. OBM develops and update its capital model to contain funding scenarios through FY2025. This model reflects estimated expenditures based on planned and future construction activities as submitted by Development and PAM.

Funding requests for capital projects to be carried out in FY2021 are then incorporated into the Comprehensive Budget. As part of the budget process, OBM identifies planned expenditures and compares them to available funding for FY2021. To ensure that sufficient funding is available to carry out capital activities, CHA incorporates any prior year’s capital fund carryover to the FY2021 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, in consultation with Executive management, capital plans are adjusted by OBM based on funding availability and CHA priorities.
- F. In October the Capital Budget Summary is incorporated into a draft of the FY2021 Comprehensive Budget Document.
- G. In November, the Comprehensive Budget document is presented to the Board of Commissioners for Approval.

# CAPITAL & DEVELOPMENT BUDGET

The Chicago Housing Authority's Capital Budget provides funding for repair and rehab of existing properties, 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 capital funds. 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 capital 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 Budget:** A list of projects that identifies sources and uses of funds in a five year planning cycle.

**Non-Recurring Capital Items:** These costs are defined as a "major, non-recurring 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 capital plan.

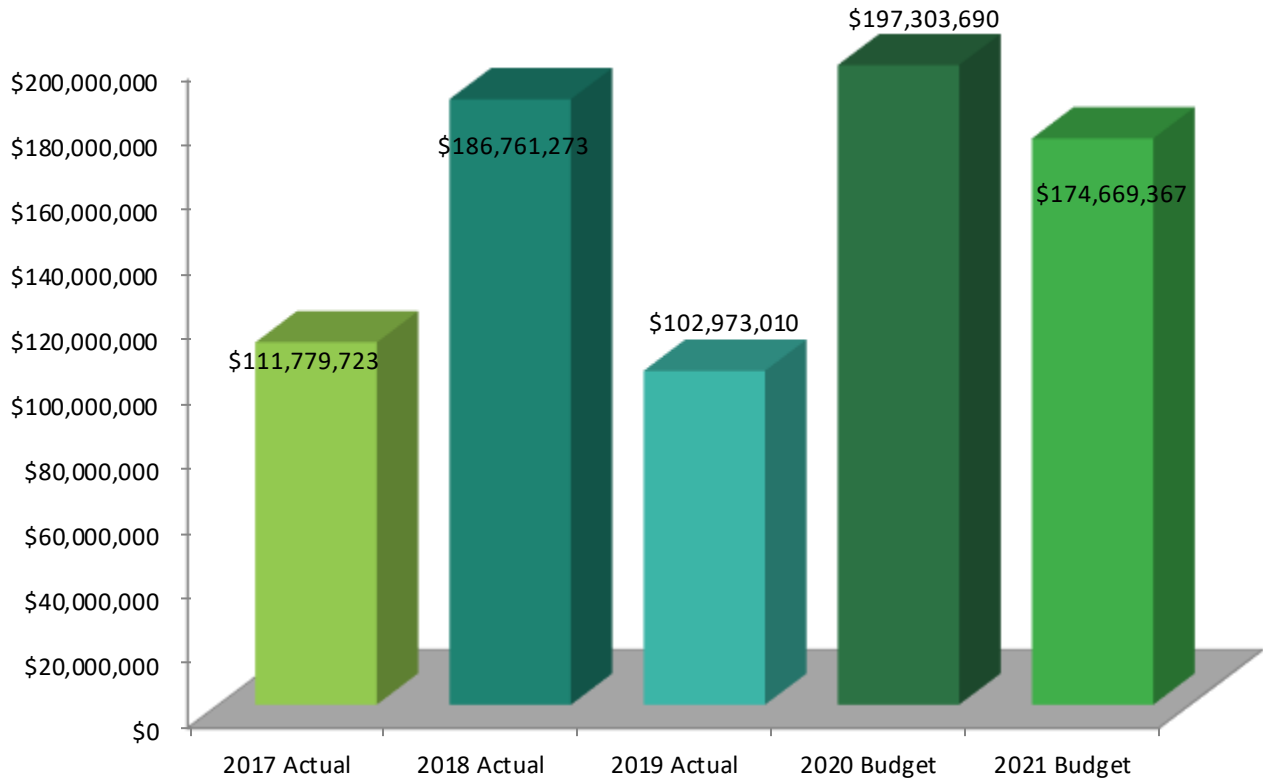
# CAPITAL & DEVELOPMENT BUDGET

## CAPITAL EXPENDITURES BY CATEGORY FY2017 - FY2021

Category	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget
Mixed Income/Mixed Finance	\$48,170,422	\$115,840,038	\$35,009,658	\$70,519,000	\$72,990,487
RAD	25,130,933	33,947,248	9,350,000	64,050,000	\$19,510,000
Senior Developments	8,370,717	2,609,757	5,573,527	1,740,000	32,274,610
Scattered Sites	3,825,273	5,744,375	1,128,755	650,000	4,850,000
Family Developments	13,554,148	7,921,474	35,905,184	11,700,000	7,959,139
Other*	1,436,586	9,210,834	13,460,768	7,000,000	3,491,251
Principal/Interest Expense	1,429,890	899,193	830,882	28,603,690	31,609,367
Environmental Remediation	5,180,258	4,415,550	1,714,236	7,041,000	1,984,513
<b>Total</b>	<b>\$111,779,723</b>	<b>\$186,761,273</b>	<b>\$102,973,010</b>	<b>\$197,303,690</b>	<b>\$174,669,367</b>

\*Other in 2021 includes Charles A. Hayes (FIC), Major Adams Community Center, and Management Offices

## Total Capital Expenditures



# CAPITAL & DEVELOPMENT BUDGET

## **Long-Term Plan for Offline Units Status**

As of Q3 2020, CHA has 1,018 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. The following is a summary and status of CHA's long-term strategies to address offline units by category as of Q3 2020.

### Units pending redevelopment/planning

As of Q3 2020, 720 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.

- **Frances Cabrini Rowhouses – 438 offline units (IL002089000):** 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.

In FY2020, in consultation with the Near North Working Group, CHA issued a request for qualifications/proposals for the redevelopment of the 438 Frances Cabrini Rowhouses. CHA will consult with the City of Chicago 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 and its potential historic designation.

- **Lathrop Homes – 256 offline units (IL002022000):** CHA remains committed to deliver 401 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. Since 2017, CHA and its development partner have completely rehabilitated 413 housing units, including 151 for CHA residents. CHA continues to create off-site units in accordance with the Lathrop Homes Agreed Court Order and is working on the next phase of Lathrop on-site, which is expected to start construction in FY2021.

### 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 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 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-rehabbed units. As of Q3 2020, 147 PH units are offline for capital maintenance.

# CAPITAL & DEVELOPMENT BUDGET

<b>FY2021 Major Capital Projects</b>			
IL Number	Project/Site	Construction Start	Project Description
IL002079000	Lorraine Hansberry Apartments (5670 W Lake) RAD Property	Aug-20	Building Envelope and Façade repairs. Including selective roof repairs, site improvements and interior accessibility upgrades to the ground level/common floor.
IL002044000	Patrick Sullivan Apartments (1633 W Madison)	Sep-20	Building Envelope and Façade repairs. Selective upgrades or repairs to the mechanical, electrical and plumbing systems. Including site improvements, ground floor renovation and accessibility upgrades.
	William Castleman Apartments (4945 N. Sheridan)	Oct-20	Building Envelope and Façade Repairs. Selective upgrades or repairs to the mechanical, electrical and plumbing systems. Including accessibility upgrades to corridors, trash and laundry rooms.
	Harry Schneider Apartments Phase II	Oct-20	Reconfiguration, reprogramming and renovation of the buildings ground floor and common spaces. Including accessibility upgrades to corridors, trash and laundry rooms.
IL002072000	Maria Diaz Martinez Apartments (2111 N.Halsted)	Nov-20	Building Envelope and Façade Repairs. Including site improvements, accessibility upgrades the ground floor and selective repairs, or upgrades to the mechanical, electrical and plumbing systems.
	Kenneth Campbell Apartments (6360 S. Minerva)	Nov-20	Building Envelope and Façade Repairs. Site improvements and selective upgrades or repairs to the mechanical, electrical and plumbing systems. Interior ground floor renovation including accessibility upgrades.

# CAPITAL & DEVELOPMENT BUDGET

<b>FY2021 Major Capital Projects</b>			
IL Number	Project/Site	Construction Start	Project Description
IL002082000	Zelda Ormes Apartments (116 W Elm)	Dec-20	Reconfiguration, reprogramming and renovation of the buildings ground floor and common spaces. Including accessibility upgrades to corridors, trash and laundry rooms. Upgrades or repairs to the mechanical, electrical and plumbing systems. Roof Replacement, site improvements and selective envelope and HVAC repairs.
IL002041000	Mahalia Jackson Apartments (9141 & 9177 S. South Chicago)	Mar-21	Reconfiguration, reprogramming and renovation of the buildings ground floor and common spaces. Including accessibility upgrades to corridors, trash and laundry rooms. Upgrades or repairs to the mechanical, electrical and plumbing systems. Roof Replacement, site improvements and selective envelope and HVAC repairs.
IL002060000	Ella Flagg Young Apartments (4645 N. Sheridan)	Jun-21	Reconfiguration, reprogramming and renovation of the buildings ground floor and common spaces. Including accessibility upgrades to corridors, trash and laundry rooms. Upgrades or repairs to the mechanical, electrical and plumbing systems. Roof Replacement, site improvements and selective envelope/façade and HVAC repairs.
Various	General Renovation of Scattered Sites and Various other Public Housing Units	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



# CAPITAL & DEVELOPMENT BUDGET

## Units pending demolition/disposition

Units in this category are pending demolition or disposition and will not come back online. As of Q3 FY2020, there are 5 units offline pending demolition or disposition activity.

## Units used for non-dwelling purposes

As of Q3 FY2020, CHA currently uses 146 units for non-dwelling purposes. CHA continues to evaluate non-dwelling use of units across its portfolio.

## **Additional Planned Redevelopment Activity in FY2021**

- Cabrini Green: In FY2017, CHA awarded development teams for two sites under the Cabrini Green Development Zone Plan (DZP). CHA and its selected developer plan to obtain the necessary approvals—including low income housing tax credit allocations—to initiate construction on at least one of these parcels in FY2021.
- 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 FY2021, these phases will deliver approximately 206 total new rental apartments consisting of 68 CHA (RAD transfer of assistance PBV), 26 other affordable and 112 market rate units. Of the 68 CHA units, 4 will be fully accessible and 10 will be adaptable.
- Lakefront Properties Phase II For Sale Development: Lakefront's developer still 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 FY2021 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 FY2019, the development team closed and commenced construction on a new commercial building which is expected to open in early 2021. In FY2021, CHA expects the development team to start the first residential phase which will provide approximately 93 new housing units, including 39 CHA, 49 affordable and 10 market rate 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 worked 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 (RAD transfer of assistance PBV) units projected for delivery in FY2021 and 2022, 3 will be fully accessible and 7 will be adaptable.
- Oakwood Shores/Former Madden Wells – Phase IC For Sale: In FY2020, CHA made 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 a new rental phase in 2021.

# CAPITAL & DEVELOPMENT BUDGET

- Parkside of Old Town 4 Phase 2 (also referred to as Phase III)/Former Cabrini (IL# to be assigned upon closing): In early FY2020, 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 102 mixed-income housing units including 35 CHA RAD PBV units, 31 affordable units and 36 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 35 CHA units, two will be fully accessible and six will be adaptable.
- Ravenswood Senior Living Apartments (formerly 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.
- Robert Taylor Homes: In FY2021-22, CHA plans to dispose of land formerly part of the Robert Taylor Homes for a new development that may include mixed-used, 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.
- Roosevelt Square 3B (IL to be assigned): CHA's developer plans to commence construction on the next Roosevelt Square rental development in FY2021. The developer successfully applied to the City of Chicago for low-income housing tax credits. This development is expected to provide approximately 225 total new rental units, including 81 for CHA.
- Westhaven Phase IID Rental—Former Henry Horner (IL to be assigned): CHA's developer plans to commence construction on the next Westhaven rental development in FY2021. The developer successfully applied to the City of Chicago for low income housing tax credits. This development plans to provide approximately 96 total new rental apartments including at least 35 for CHA residents in fulfillment of the Henry Horner HOPE VI CHA unit delivery requirements.

## Funding for Redevelopment Activities

In response to Choice Neighborhoods or other Federal Notices of Funding Availability (NOFAs) released in FY2021, CHA may submit application(s) for grant funding for redevelopment and/or planning activities.

## **Additional Planned Capital Maintenance Activity in FY2021**

- Reprogramming and renovation of the buildings ground floor and common spaces. Including accessibility upgrades to corridors, trash and laundry rooms. Roof Replacement and selective envelope and HVAC repairs at Las Americas Apartments – Continuation.
- Continuation of Elevator Modernization Program throughout portfolio.
  - ◇ FY 2020 – 2021 – Construction Activities to set to start in 2020 and continue into 2021 in approximately thirty-two (32) Senior Housing Buildings and two (2) Non-Dwelling Properties
  - ◇ FY 2021 – 2021 – Construction Activities set to start in approximately nine (9) Senior Housing Buildings and three (3) Non-Dwelling Properties.
  - ◇ Elevator Modernization at Dearborn Homes set to start at the of FY2021.

# CAPITAL & DEVELOPMENT BUDGET

## 5-Year Capital Expenditures Forecast

- For detailed 2021 capital budget by project, please reference the first two pages of this Capital & Development Budget section
- For details of the planned 2021 development activity and capital projects, please reference earlier parts of this section
- The following estimates for projected capital spending in 2022—2025 are based on current plans and are subject to change

## 5-Year Capital Expenditures (Estimates)

Uses	2021	2022	2023	2024	2025
<b>Development</b>					
Projects/Developments*	70,775	60,950	48,443	42,080	38,185
Due Diligence/Architect & Engineering	4,200	2,700	4,200	6,200	1,200
<b>Total Development Uses</b>	<b>\$ 74,975</b>	<b>\$ 63,650</b>	<b>\$ 52,643</b>	<b>\$ 48,280</b>	<b>\$ 39,385</b>
<b>Total Public Housing - Rehab/Repairs Uses</b>	<b>\$ 48,575</b>	<b>\$ -</b>	<b>\$ 10,055</b>	<b>\$ 13,700</b>	<b>\$ -</b>
<b>Rental Assistance Demonstration Program</b>	<b>\$ 19,510</b>	<b>\$ 63,040</b>	<b>\$ 64,500</b>	<b>\$ 36,000</b>	<b>\$ -</b>
<b>Total Capital Uses</b>	<b>\$ 143,060</b>	<b>\$ 126,690</b>	<b>\$ 127,198</b>	<b>\$ 97,980</b>	<b>\$ 39,385</b>
Debt Service	\$ 31,609	\$ 33,795	\$ 33,790	\$ 33,797	\$ 33,785
<b>Grand Total Capital and Debt Uses</b>	<b>\$ 174,669</b>	<b>\$ 160,485</b>	<b>\$ 160,988</b>	<b>\$ 131,777</b>	<b>\$ 73,170</b>

**\*Development Projects in the estimates for 2022-2025 may include:**

420 North Avenue  
 Armour Square  
 Cabrini Project(s)  
 Emmett Street (FKA Logan Square -TOD)  
 Flannery  
 Grace Manor Apartments  
 Lathrop Phase IB and IC  
 Ogden Complex (A1)  
 West End/Roosevelt Sq/Rockwell, Horner, and/or Ogden Commons  
 Westhaven IID  
 Wicker Park

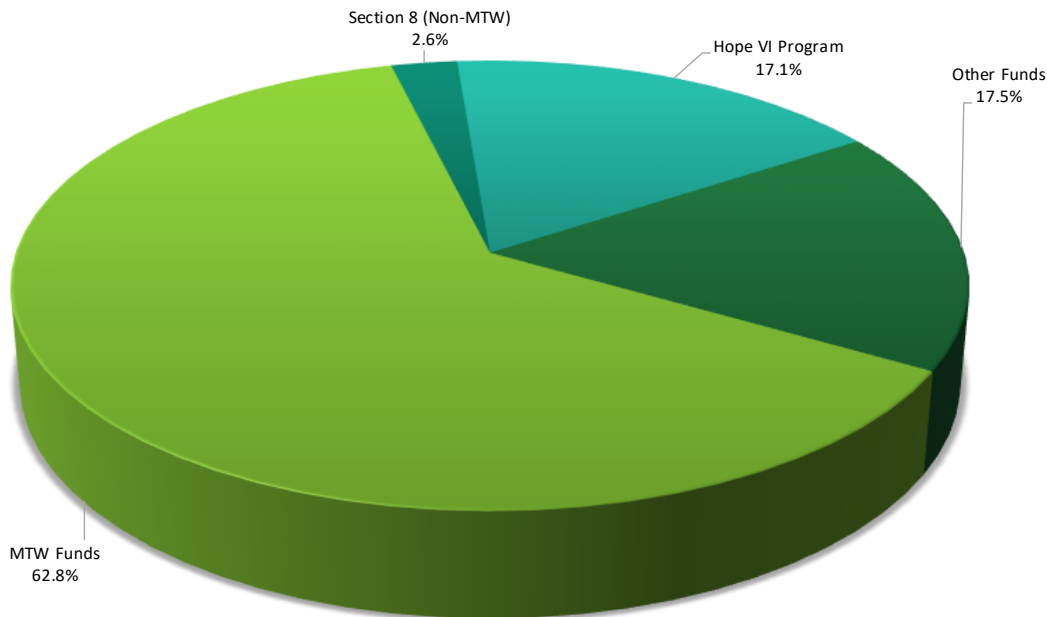


# FUND EQUITY

At December 31, 2020, the CHA is projected to increase its fund balance by \$39.7 million, a 1.5% increase from the balance at December 31, 2019. The increase is a result of projected MTW, Section 8 (Non-MTW) and Other Fund revenues for year-end 2020 to exceed projected MTW, Section 8 (Non-MTW) and Other Funds expenditures; this increase in fund balances will be allocated to future years' capital expenditure plan. The CHA use these funds to meet unanticipated needs. The Authority balanced the FY2021 Budget by using other funding sources for capital and development expenses. The increase in fund balance for FY2020 was determined by projecting revenue and operating expenditures for each fund using July 2020 year-to-date actual financial data and straight-line projections.

Fund	Beginning Net Asset (Equity) 12/31/2019	2020 Projected			Projected Net Asset (Equity) 12/31/2020	2021 Budget		Projected Net Assets (Equity) 12/31/2021
		Revenue	Expenditures	Change in Net Asset		Revenues	Expenditures	
<b>Enterprise Funds</b>								
MTW Funds	\$1,692,515,563	\$832,380,696	(\$826,233,765)	\$6,146,931	\$1,698,662,494	\$934,747,692	(\$934,747,692)	\$1,698,662,494
Section 8 (Non-MTW)	48,645,763	74,633,844	(54,010,937)	20,622,907	69,268,670	107,808,801	(\$107,808,801)	69,268,670
Hope VI Program	462,296,801	183,271	(1,149,679)	(966,408)	461,330,393	-	-	461,330,393
Other Funds	460,072,975	63,980,283	(50,102,941)	13,877,342	473,950,317	66,486,552	(66,486,552)	473,950,317
<b>Total Enterprise Fund</b>	<b>\$2,663,531,102</b>	<b>\$971,178,094</b>	<b>(\$931,497,322)</b>	<b>\$39,680,772</b>	<b>\$2,703,211,874</b>	<b>\$1,109,043,045</b>	<b>(\$1,109,043,045)</b>	<b>\$2,703,211,874</b>

**Projected Net Assets (Equity) 12/31/2021**



# FUND EQUITY

**COMBINING SCHEDULE OF PROGRAM NET POSITION ACCOUNTS**  
**PROPRIETARY FUND TYPE - ENTERPRISE FUND**  
 December 31, 2019

	Low Rent Housing Program	Rental Assistance Demonstration Program	Business Activities Program	Housing Choice Voucher (Section 8) program	Other Grant Programs	Eliminations	Total 2019
<b>Assets:</b>							
<b>Current Asset:</b>							
Cash and Cash Equivalents, Unrestricted	\$ 44,785,461	\$ 7,637,883	\$ 5,388,907	\$ 1,336,712	\$ 11,482,163	\$ -	\$ 70,631,126
Cash and Cash Equivalents, Restricted	16,094,116	27,050,047	47,844,466	-	2,965,799	-	93,954,428
Investments at Fair Value, Unrestricted	106,786,369		33,480		5,565,244		112,385,093
Tenant Accounts Receivables, Net of Allowance	2,987,273	357,516	165,783	-	-	-	3,510,572
Intergovernmental Receivable (HUD and Other)	3,792,937	-	4	18,350,878	515,189	-	22,659,008
Miscellaneous Receivable	10,185,025	1,484,286	210,024	1,271,147	436,180	(4,008,542)	9,578,120
Interest Receivable, Current Portion	512,875	323,771	1,596,751	-	7,933	(795,199)	1,646,131
Notes and Mortgages Receivable, Current Portion	4,821,872	-	4,523,287	-	3,000,000	(4,505,011)	7,840,148
Prepaid Expenses	3,537,630	814,715	4,500	-	552,381	-	4,909,226
Advances to Resident and Private Managers	39,000	-	-	-	6,127	-	45,127
Due From Other Programs	-	19,475,745	42,237,081	29,408,292	38,277,510	(129,398,628)	-
<b>Total Current Assets</b>	<b>\$ 193,542,558</b>	<b>\$57,143,963</b>	<b>\$102,004,283</b>	<b>\$50,367,029</b>	<b>\$62,808,526</b>	<b>(\$138,707,380)</b>	<b>\$ 327,158,979</b>
<b>Noncurrent Assets:</b>							
Cash and Cash Equivalents, Restricted	38,534,444	837,000	51,873,072	869,149	-	-	92,113,665
Investments at Fair Value, Restricted	13,736,612	107,431,927	171,718,501	-	-	-	292,887,040
Pension Benefit Asset, Restricted	-	-	-	-	-	-	-
Notes and Mortgages Receivable	640,972,085	35,205,146	161,366,600	-	3,985,986	(203,574,624)	637,955,193
Interest Receivable	20,805	861,669	7,558	-	1,507	-	891,539
Other Noncurrent Assets	6,834,711	1,475,466	5,320,270	-	9,688,453	(9,653,181)	13,665,719
<b>Capital Assets not Depreciated:</b>							
Land	255,704,604	1,615,917	2,449,551	-	6,745,974	-	266,516,046
Construction in Progress	55,072,936	8,244,303	14,452,629	-	432,588	1,491,441	79,693,897
<b>Capital Assets Net of Accumulated Depreciation:</b>							
Structures and Capital Leases	646,843,496	225,514,418	38,702,958	-	12,391,327	(3,336,669)	920,115,530
Equipment	4,579,241	7,798	-	-	-	-	4,587,039
<b>Total Noncurrent Assets</b>	<b>\$1,662,298,934</b>	<b>\$381,193,644</b>	<b>\$445,891,139</b>	<b>\$869,149</b>	<b>\$33,245,835</b>	<b>(\$215,073,033)</b>	<b>\$2,308,425,668</b>
<b>Total Assets</b>	<b>\$1,855,841,492</b>	<b>\$438,337,607</b>	<b>\$547,895,422</b>	<b>\$51,236,178</b>	<b>\$96,054,361</b>	<b>(\$353,780,413)</b>	<b>\$2,635,584,647</b>

# FUND EQUITY

**COMBINING SCHEDULE OF PROGRAM NET POSITION ACCOUNTS**  
**PROPRIETARY FUND TYPE - ENTERPRISE FUND**  
 December 31, 2019

LIABILITIES:	Low Rent Housing Program	Rental Assistance Demonstration Program	Business Activities Program	Housing Choice Voucher (Section 8) Program	Other Grant Programs	Eliminations	Total 2019
<b>Current Liabilities:</b>							
Accounts Payable	\$ 20,546,118	\$ 1,497,184	\$ 2,359,793	\$ 2,065,778	\$ 122,408	\$ -	\$ 26,591,281
Intergovernmental Payable (HUD)	-	-	-	666,827	-	-	666,827
Accrued Wages & Payroll Taxes	1,741,684	-	-	-	-	-	1,741,684
Accrued Compensated Absences	1,831,454	1,444	29	541,913	-	-	2,374,840
Accrued Interest Payable	(13,194)	1,739,688	6,684,607	-	3,279	(795,199)	7,619,181
Accrued Liabilities	44,584,357	10,717,282	2,690,678	7,167,291	164,457	(1,631,638)	63,692,427
Tenant Security Deposits	2,164,845	665,192	100,962	-	-	-	2,930,999
Unearned Revenue	5,564,555	234,484	3,295	121,119	3,067,312	(2,568,029)	6,422,736
Insurance Reserves, Current Portion	1,836,077	-	7,274	-	-	-	1,843,351
Capital Lease Obligations, Current Portion	2,412,801	-	-	-	-	(11,220)	2,401,581
Current Maturities, Long Term Debt, and Current Portion of Net Unamortized Bond Premium	1,215,000	39,247,425	12,500,000	-	1,500,000	(3,764,869)	50,697,556
Other Current Liabilities	8,192,049	7,043,916	6,783,671	-	12,698	(6,105,922)	15,926,412
Due to Other Programs	129,398,628	-	-	-	-	(129,398,628)	-
<b>Total Current Liabilities</b>	<b>\$ 219,474,374</b>	<b>\$61,146,615</b>	<b>\$31,130,309</b>	<b>\$10,562,928</b>	<b>\$4,870,154</b>	<b>(\$144,275,505)</b>	<b>\$182,908,875</b>
<b>Noncurrent Liabilities:</b>							
Family Self-Sufficiency Liability	416,883	-	-	850,282	-	-	1,267,165
Insurance Reserves, Net of Current Portion	5,115,331	3,577	18,031	-	-	-	5,136,939
Net Pension Liability	1,242,699	-	(24,911)	811,859	-	-	2,029,647
Capital Lease Obligations, Net of Current Portion	152,286,536	-	-	-	-	258,890	152,545,426
Long-Term Debt, Net of Current Maturities and Current Portion of Net Unamortized Bond Premium	-	185,746,770	376,225,591	-	-	(178,409,844)	383,562,517
Other Noncurrent Liabilities	12,740,000	28,800,912	3,021,832	286,925	50,549	(25,483,743)	19,416,475
<b>Total Noncurrent Liabilities</b>	<b>226,151,079</b>	<b>214,551,259</b>	<b>379,240,543</b>	<b>1,949,066</b>	<b>50,549</b>	<b>(203,634,697)</b>	<b>618,307,799</b>
<b>Total Liabilities</b>	<b>\$445,625,453</b>	<b>\$275,697,874</b>	<b>\$410,370,852</b>	<b>\$12,511,994</b>	<b>\$4,920,703</b>	<b>(\$347,910,202)</b>	<b>\$801,216,674</b>
<b>DEFERRED INFLOWS OF RESOURCES:</b>							
Deferred Amount on Pension	1,467,700	-	3,138	980,558	-	-	2,451,396
<b>NET POSITION:</b>							
Net Investment in Capital Assets	767,183,545	45,388,241	33,854,176	-	18,069,889	180,081,815	1,044,577,666
Restricted for:							
Demolition Grants	7,167,594	-	-	-	-	-	7,167,594
Unrestricted	635,522,566	117,251,492	103,641,255	38,476,536	73,063,769	(185,952,026)	782,003,592
<b>Total Net Position</b>	<b>1,409,873,705</b>	<b>\$162,639,733</b>	<b>\$137,495,431</b>	<b>\$38,476,536</b>	<b>\$91,133,658</b>	<b>(\$5,870,211)</b>	<b>\$1,833,748,852</b>
<b>Liabilities, Outflows &amp; Equity</b>	<b>\$ 1,856,966,858</b>	<b>\$ 438,337,607</b>	<b>\$ 547,869,421</b>	<b>\$ 51,969,088</b>	<b>\$ 96,054,361</b>	<b>\$ (353,780,413)</b>	<b>\$ 2,637,416,922</b>





# LONG-TERM LIABILITY SUMMARY

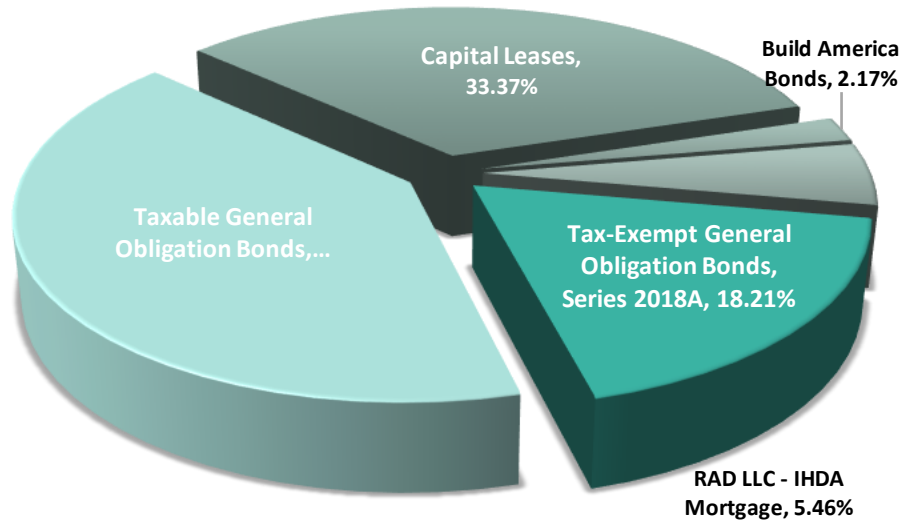
## CHA & RAD LLC LIABILITY

### 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, 2020, are estimated as follows:

### LONG-TERM LIABILITY SUMMARY

Source	Amount
Tax-Exempt General Obligation Bonds, Series 2018A	\$ 96,450,000
Taxable General Obligation Bonds, Series 2018B	216,050,000
Capital Leases	176,748,848
Build America Bonds	11,490,000
RAD LLC - IHDA Mortgage	28,895,972
<b>Total</b>	<b>\$ 529,634,820</b>



CHA maintains an issuer credit rating (ICR) from Standard and Poor's (S&P) Global of AA- with a stable outlook as of December 2, 2019. 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 January 2, 2020. For FY2021, 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 the capital 5-year plan. Ratings on the bonds from both S&P Global and FitchRatings is AA- with a “stable” outlook as of December 2, 2019 and January 2, 2020 respectively. Debt service requirements related to the bonds, for FY2021 through FY2037, will be paid from the MTW Fund as follows:

### TAX-EXEMPT BONDS, SERIES 2018A

Year	Principal	Interest	Total
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	4,320,000	4,234,250	8,554,250
2025-2028	19,550,000	14,666,250	34,216,250
2029-2032	23,770,000	10,452,750	34,222,750
2033-2037	37,045,000	5,737,250	42,782,250
<b>TOTAL</b>	<b>\$ 96,450,000</b>	<b>\$ 48,989,000</b>	<b>\$ 145,439,000</b>

## 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 the capital 5-year plan. Ratings on the bonds from both S&P Global and FitchRatings is AA- with a “stable” outlook as of December 2, 2019 and January 2, 2020 respectively. Debt service requirements related to the bonds, for FY2021 through FY2037, will be paid from the MTW Fund as follows:

### TAXABLE BONDS, SERIES 2018B

Year	Principal	Interest	Total
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	10,215,000	7,860,791	18,075,791
2025-2028	44,890,000	27,408,200	72,298,200
2029-2032	52,660,000	19,636,090	72,296,090
2033-2037	79,645,000	10,716,068	90,361,068
<b>TOTAL</b>	<b>\$ 216,050,000</b>	<b>\$ 91,209,087</b>	<b>\$ 307,259,087</b>

# LONG-TERM LIABILITY SUMMARY

## Capital Leases

The Authority has entered into 56 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, 2020, is \$176.7 million.

### CAPITAL LEASES

Year Ending	Amount
2021	\$ 12,835,991
2022	12,835,991
2023	12,835,991
2024	12,835,991
Thereafter	311,600,940
Total minimum lease payments	\$ 362,944,903
Less: amount representing interest	(186,196,055)
<b><i>Present value of minimum lease payments</i></b>	<b><i>\$ 176,748,848</i></b>

## Taxable Revenue Bonds, Series 2010

In FY2010, the CHA issued Taxable Revenue Bonds (“Build America 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 FY2021 through FY2028, will be paid from the MTW Fund as follows:

### BUILD AMERICA BONDS

Year	Principal	Interest	Total
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
<b>TOTAL</b>	<b>\$ 11,490,000</b>	<b>\$ 3,352,253</b>	<b>\$ 14,842,253</b>

# LONG-TERM LIABILITY SUMMARY

## RAD, LLC LIABILITY

### Patrick Sullivan - IHDA Mortgage

In 2019, Patrick Sullivan RAD LLC entered into an Illinois Housing Development Authority (IHDA) mortgage loan agreement in the amount of \$29.5 million to finance projects within their rehab and replacement plan. Debt service requirements related to the mortgage, for FY2021 through FY2054, will be paid from the property's operating funds as follows:

#### PATRICK SULLIVAN - IHDA MORTGAGE

<b>Year Ending</b>	<b>Amount</b>
2021	\$ 1,702,886
2022	1,702,886
2023	1,702,886
2024	1,702,886
2025	1,702,886
Thereafter	48,106,519
Total mortgage payments	\$ 56,620,948
Less: amount representing interest	(27,724,975)
<b><i>Principal Loan Balance</i></b>	<b>\$ 28,895,972</b>

In 2021, three additional RAD properties are expected to enter into three similar IHDA mortgage loan agreements with a total debt amount of \$19.2 million. Proceeds will be used to finance projects within their respective rehab and replacement plans. Total additional debt service included in the 2021 budget resulting from these new mortgage loans is projected to be \$855,000 and will be paid from each property's operating funds.

# FINANCIAL OPERATING 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 has fiduciary and policy governance while the Chief Executive Officer and staff oversee CHA operations. The Finance Division is responsible for enforcing financial policy and instituting procedures that ensure integrity in achieving the agency's goals. The following is a discussion of key financial policies and procedures, which govern CHA operations:

## INTERNAL CONTROLS

CHA is cognizant of the implications of the Sarbanes-Oxley legislation on governments. CHA policy is 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 CHA's Board, management and independent auditors. A determination is made annually as to whether the CHA's single audit revealed instances of material weaknesses in the internal control structure or material instances of non-compliance with applicable laws and regulations.

## BUDGET OPERATING PROCEDURES

The CHA budget procedure 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 procedure, recommending expenditure levels to the Chief Financial Officer (CFO), management improvements, and operating efficiencies. OBM is responsible for planning and enacting the Authority's fiscal plan with the following major components: budget preparation, budgetary control and monitoring, and financial management.

### (A) 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 OPERATING 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, 2020 for a contract that will start on January 1, 2021 – December 31, 2021. 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 FY2021 to commence over the next three years with anticipated costs of \$2,000,000 for each year should be budgeted in FY2021, FY2022 & FY2023*).
- 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 OPERATING PROCEDURES

## **(B) 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 procedure 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 Procedure 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.

## **(C) Financial Management**

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 OPERATING 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 Procedure

- 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 OPERATING 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 PROCEDURE

### Miscellaneous Receipts

The purpose of the investment objectives are detailed below. This procedure 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 procedure of the CHA that all checks are deposited on a daily basis to the Treasury safe drop box.

## INVESTMENT POLICY

Please see Appendix for Investment Policy that was approved by the CHA Board on September 19, 2017

# FINANCIAL OPERATING PROCEDURES

## AUDIT PROCEDURE

- The Authority's Audit procedure 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.

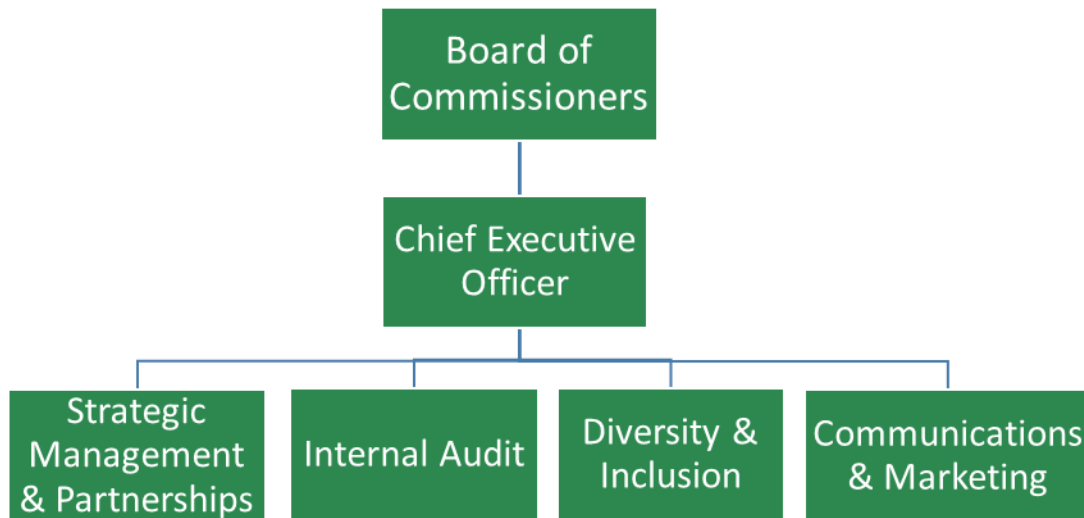
## DEPRECIATION OF CAPITAL ASSETS

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:

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

# 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.



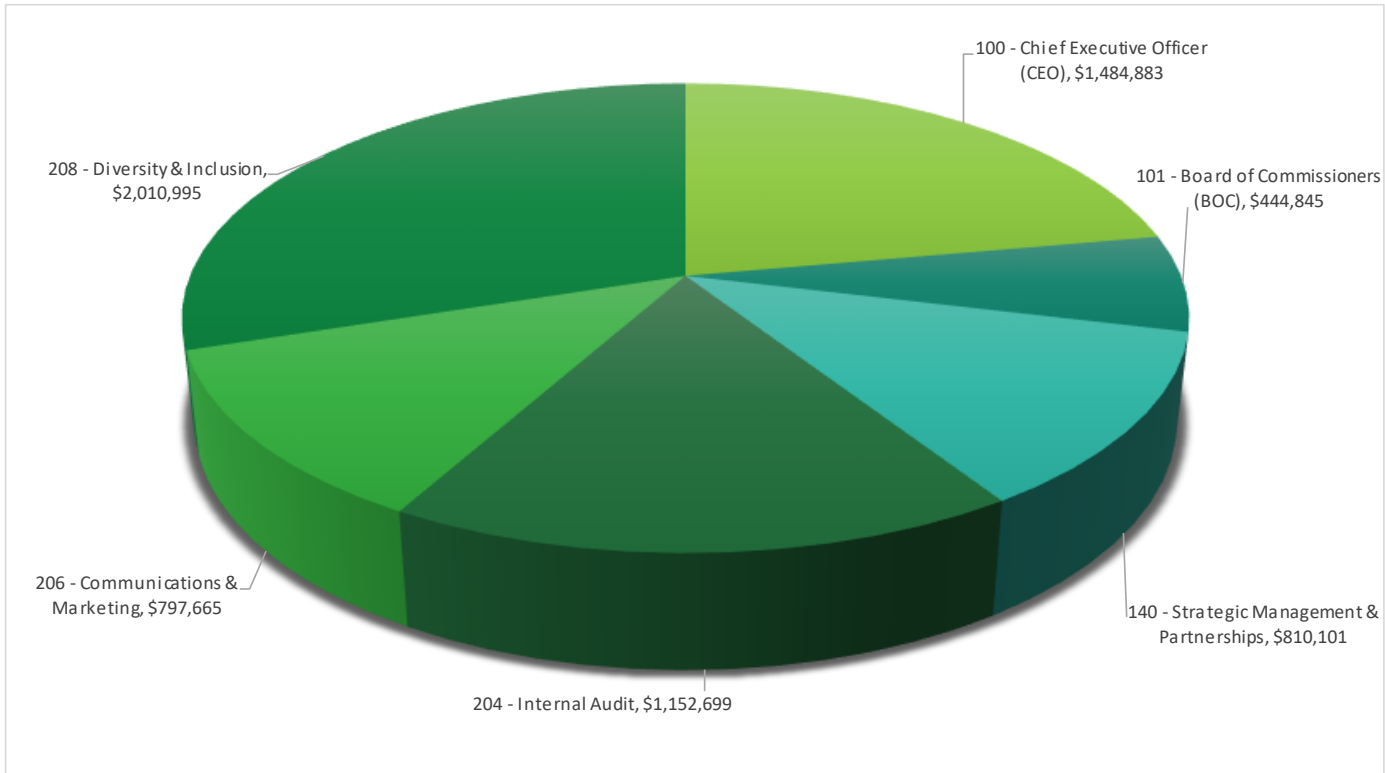
**INSIDE EXECUTIVE OFFICES**

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**CHAIRPERSON ANGELA HURLOCK ON A PANEL AT THE ILLINOIS AFFORDABLE HOUSING FORUM IN MARCH 2020, ALONG WITH DIRECTOR OF IHDA AND MANAGING DEPUTY COMMISSIONER OF THE DEPARTMENT OF HOUSING**

# EXECUTIVE OFFICES DIVISION

## EXPENDITURES BY COST CENTER



# EXECUTIVE OFFICES DIVISION

## TOTAL EXPENDITURE BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
100 - Chief Executive Officer (CEO)	\$929,901	\$1,295,382	\$1,496,170	\$1,484,883	-0.76%
101 - Board of Commissioners (BOC)	\$497,043	\$331,905	\$391,625	\$444,845	13.59%
140 - Strategic Management & Partnerships	\$770,155	\$626,209	\$807,445	\$810,101	0.33%
204 - Internal Audit	\$1,187,344	\$1,327,239	\$1,238,494	\$1,152,699	-6.93%
206 - Communications & Marketing	\$721,961	\$701,738	\$791,372	\$797,665	0.80%
208 - Diversity & Inclusion	\$1,609,606	\$1,514,716	\$2,172,261	\$2,010,995	-8.02%
<b>Executive Offices</b>	<b>\$5,716,010</b>	<b>\$5,797,189</b>	<b>\$6,897,367</b>	<b>\$6,701,188</b>	<b>-2.84%</b>

## BUDGET YEAR COMPARISON

### 100-Chief Executive Officer

The overall budget remained relatively flat compared to previous year.

### 101-Board of Commissioners

The overall budget increased by \$53,220, or 13.59%, primarily due to increased Board expenses.

### 140-Strategic Management & Partnerships

The overall budget remained relatively flat compared to previous year.

### 204- Internal Audit

The overall budget decreased by \$85,795, or 6.93%, primarily due to the elimination of one FTE.

### 206-Communications & Marketing

The overall budget remained relatively flat compared to previous year.

### 208- Diversity & Inclusion

The overall budget decreased by \$161,266, or -8.02%, primarily due to the elimination of one FTE.

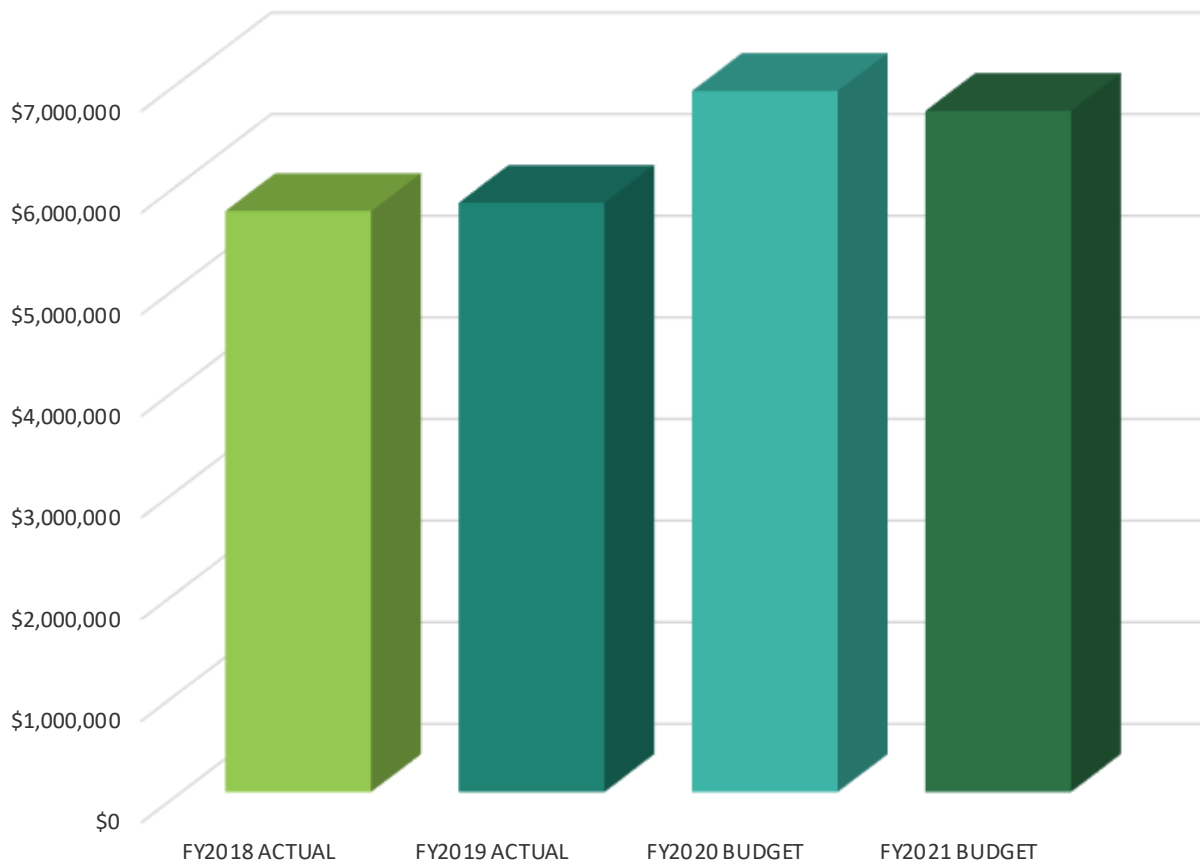
# EXECUTIVE OFFICES DIVISION

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	
	REVENUE	REVENUE	REVENUE	REVENUE	% OF CHANGE
MTW Fund	\$5,716,010	\$5,797,089	\$6,897,367	\$6,701,188	-2.84%
Other Funding	\$0	\$100	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$5,716,010</b>	<b>\$5,797,189</b>	<b>\$6,897,367</b>	<b>\$6,701,188</b>	<b>-2.84%</b>

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	% OF CHANGE
Non-Personnel	\$2,341,700	\$2,276,998	\$3,052,843	\$3,102,412	1.62%
Personnel	\$3,374,311	\$3,520,191	\$3,844,524	\$3,598,776	-6.39%
<b>Grand Total</b>	<b>\$5,716,010</b>	<b>\$5,797,189</b>	<b>\$6,897,367</b>	<b>\$6,701,188</b>	<b>-2.84%</b>

## EXPENDITURES BY FISCAL YEAR



# EXECUTIVE OFFICES DIVISION

## DIVISION SUMMARY

### **Mission**

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

### **2020 Accomplishments**

#### **Strategic Management & Partnerships**

- Participated on the CHA COVID Emergency Management Team and led policy committee for the Return to the Workplace working group.
- Transitioned to virtual public hearing process for all required consultations.

#### **Internal Audit**

- Prepared and presented webinar for Institute of Internal Auditors/Association of Government Auditors joint training in September on Internal Audit and Government Audit Standards.
- Met requirements for Government Auditing Standards (GAS - Yellow Book) and Institute of Internal Auditors (IIA) professional standards as basis for auditing and reporting.

#### **Diversity and Inclusion**

- Represented CHA on the City-wide Diversity and Inclusion Committee.
- Coordinated recommendations from the Return to the Workplace working groups.

#### **Communications**

- Developed public and stakeholder communications for COVID Emergency Management Team (including print, social media, video).
- Created new weekly employee newsletter.

### **2021 Goals**

#### **Strategic Management & Partnerships**

- Implement an enhanced real estate database.
- Develop and implement the official CHA information repository and coordination of agency-wide data analysis.
- Develop and implement procedures to manage external research and information requests.

#### **Internal Audit**

- Review and update the CHA Audit Committee charter for alignment with industry standards.
- Review and update CHA internal audit practices based on industry best practices.

#### **Diversity and Inclusion**

- Develop and implement CHA's Diversity and Inclusion Strategy.

#### **Communications**

- Implement strategies to expand resident communications.
- Develop stakeholder education and engagement strategy.

# EXECUTIVE OFFICES DIVISION

## DIVISION SUMMARY

### COST CENTER DESCRIPTIONS

FY2021  
BUDGET

#### **Chief Executive Officer (100)**

The Chief Executive Officer oversees the general strategic and operational functions of the Chicago Housing Authority (CHA) and determines the management and operational priorities of the Authority. This Office is also responsible for ensuring leadership to meet public and administrative requirements. The CEO is charged with implementation of policies established by the Board of Commissioners and for overall management, direction and accountability of the Authority. **\$1,484,883**

#### **Board of Commissioners (101)**

The Board of Commissioners represents the governing body responsible for fiscal oversight and policy for the Chicago Housing Authority. **\$444,845**

#### **Strategic Management & Partnerships (140)**

The Strategic Management & Partnerships Department serves as a centralized unit in the Executive Office to manage key stakeholder relationships and outreach/correspondence as well as coordinate public information. In addition, the department manages agency-wide internal processes and initiatives which require Executive Office coordination and oversight. The department's key functions include: **\$810,101**

- Oversight and management of agency-wide performance management system
- Coordination and management of executive correspondence
- Oversight and management of FOIA process
- Internal business policy and process management
- Management/coordination of external research projects and partners

#### **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. **\$1,152,699**



# EXECUTIVE OFFICES DIVISION

## COST CENTER DESCRIPTIONS

FY2021  
BUDGET

### Communications & Marketing (206)

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.

**\$797,665**

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

### Diversity & Inclusion (208)

The Department of Diversity & Inclusion engages the broader community (*e.g. Asians, Hispanics, Caucasians, immigrants, seniors, disabled, Lesbian, Gay, Bisexual and Transgender (LGBT), Veterans, ex-offenders,*) to ensure that the interests of this diverse group is fairly represented at the Chicago Housing Authority. CHA incorporates Diversity & Inclusion in its policies and programs.

**\$2,010,995**

# EXECUTIVE OFFICES DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>100 - Chief Executive Officer (CEO)</b>					
MTW Fund	\$929,901	\$1,295,382	\$1,496,170	\$1,484,883	-0.76%
<b>100 - Chief Executive Officer (CEO) Total</b>	<b>\$929,901</b>	<b>\$1,295,382</b>	<b>\$1,496,170</b>	<b>\$1,484,883</b>	<b>-0.76%</b>
<b>101 - Board of Commissioners (BOC)</b>					
MTW Fund	\$497,043	\$331,905	\$391,625	\$444,845	13.59%
<b>101 - Board of Commissioners (BOC) Total</b>	<b>\$497,043</b>	<b>\$331,905</b>	<b>\$391,625</b>	<b>\$444,845</b>	<b>13.59%</b>
<b>140 - Strategic Management &amp; Partnerships</b>					
MTW Fund	\$770,155	\$626,209	\$807,445	\$810,101	0.33%
<b>140 - Strategic Management &amp; Partnerships Total</b>	<b>\$770,155</b>	<b>\$626,209</b>	<b>\$807,445</b>	<b>\$810,101</b>	<b>0.33%</b>
<b>204 - Internal Audit</b>					
MTW Fund	\$1,187,344	\$1,327,239	\$1,238,494	\$1,152,699	-6.93%
<b>204 - Internal Audit Total</b>	<b>\$1,187,344</b>	<b>\$1,327,239</b>	<b>\$1,238,494</b>	<b>\$1,152,699</b>	<b>-6.93%</b>
<b>206 - Communications &amp; Marketing</b>					
MTW Fund	\$721,961	\$701,738	\$791,372	\$797,665	0.80%
<b>206 - Communications &amp; Marketing Total</b>	<b>\$721,961</b>	<b>\$701,738</b>	<b>\$791,372</b>	<b>\$797,665</b>	<b>0.80%</b>
<b>208 - Diversity &amp; Inclusion</b>					
MTW Fund	\$1,609,606	\$1,514,616	\$2,172,261	\$2,010,995	-8.02%
Other Funding	\$0	\$100	\$0	\$0	0.00%
<b>208 - Diversity &amp; Inclusion Total</b>	<b>\$1,609,606</b>	<b>\$1,514,716</b>	<b>\$2,172,261</b>	<b>\$2,010,995</b>	<b>-8.02%</b>
<b>Grand Total</b>	<b>\$5,716,010</b>	<b>\$5,797,189</b>	<b>\$6,897,367</b>	<b>\$6,701,188</b>	<b>-2.84%</b>

# EXECUTIVE OFFICES DIVISION

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>100 - Chief Executive Officer (CEO)</b>					
Non-Personnel	\$125,574	\$57,556	\$291,590	\$291,590	0.00%
Personnel	\$804,327	\$1,237,826	\$1,204,580	\$1,193,293	-0.94%
<b>100 - Chief Executive Officer (CEO) Total</b>	<b>\$929,901</b>	<b>\$1,295,382</b>	<b>\$1,496,170</b>	<b>\$1,484,883</b>	<b>-0.76%</b>
<b>101 - Board of Commissioners (BOC)</b>					
Non-Personnel	\$14,210	\$9,226	\$41,425	\$91,425	120.70%
Personnel	\$482,834	\$322,679	\$350,200	\$353,420	0.92%
<b>101 - Board of Commissioners (BOC) Total</b>	<b>\$497,043</b>	<b>\$331,904</b>	<b>\$391,625</b>	<b>\$444,845</b>	<b>13.59%</b>
<b>140 - Strategic Management &amp; Partnerships</b>					
Non-Personnel	\$91,081	\$102,185	\$125,731	\$125,300	-0.34%
Personnel	\$679,075	\$524,024	\$681,714	\$684,801	0.45%
<b>140 - Strategic Management &amp; Partnerships Total</b>	<b>\$770,155</b>	<b>\$626,209</b>	<b>\$807,445</b>	<b>\$810,101</b>	<b>0.33%</b>
<b>204 - Internal Audit</b>					
Non-Personnel	\$915,118	\$1,050,746	\$964,235	\$964,235	0.00%
Personnel	\$272,226	\$276,493	\$274,259	\$188,464	-31.28%
<b>204 - Internal Audit Total</b>	<b>\$1,187,344</b>	<b>\$1,327,239</b>	<b>\$1,238,494</b>	<b>\$1,152,699</b>	<b>-6.93%</b>
<b>206 - Communications &amp; Marketing</b>					
Non-Personnel	\$144,726	\$55,487	\$152,625	\$152,625	0.00%
Personnel	\$577,235	\$646,251	\$638,747	\$645,040	0.99%
<b>206 - Communications &amp; Marketing Total</b>	<b>\$721,961</b>	<b>\$701,738</b>	<b>\$791,372</b>	<b>\$797,665</b>	<b>0.80%</b>
<b>208 - Diversity &amp; Inclusion</b>					
Non-Personnel	\$1,050,991	\$1,001,798	\$1,477,237	\$1,477,237	0.00%
Personnel	\$558,614	\$512,918	\$695,024	\$533,758	-23.20%
<b>208 - Diversity &amp; Inclusion Total</b>	<b>\$1,609,606</b>	<b>\$1,514,716</b>	<b>\$2,172,261</b>	<b>\$2,010,995</b>	<b>-8.02%</b>
<b>Grand Total</b>	<b>\$5,716,010</b>	<b>\$5,797,189</b>	<b>\$6,897,367</b>	<b>\$6,701,188</b>	<b>-2.84%</b>

# EXECUTIVE OFFICES DIVISION

FY2021 BUDGET

## **100 - Chief Executive Officer (CEO)**

---

Personnel	\$1,193,293
Sundry	\$242,665
Training	\$10,000
Travel	\$38,925

**100 - Chief Executive Officer (CEO)** **\$1,484,883**

## **101 - Board of Commissioners (BOC)**

---

Materials	\$50,000
Personnel	\$353,420
Sundry	\$23,530
Training	\$5,415
Travel	\$12,480

**101 - Board of Commissioners (BOC)** **\$444,845**

## **140 - Strategic Management & Partnerships**

---

Personnel	\$684,801
Sundry	\$119,800
Training	\$3,000
Travel	\$2,500

**140 - Strategic Management & Partnerships** **\$810,101**

## **204 - Internal Audit**

---

Accounting & Audit	\$955,000
Personnel	\$188,464
Sundry	\$2,610
Training	\$3,425
Travel	\$3,200

**204 - Internal Audit** **\$1,152,699**

## **206 - Communications & Marketing**

---

Personnel	\$645,040
Sundry	\$141,625
Training	\$5,000
Travel	\$6,000

**206 - Communications & Marketing** **\$797,665**

# EXECUTIVE OFFICES DIVISION

FY2021 BUDGET

## **208 - Diversity & Inclusion**

---

Contracts	\$1,410,527
Personnel	\$533,758
Sundry	\$57,710
Training	\$9,000

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**208 - Diversity & Inclusion** **\$2,010,995**

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**Executive Offices Total** **\$6,701,188**

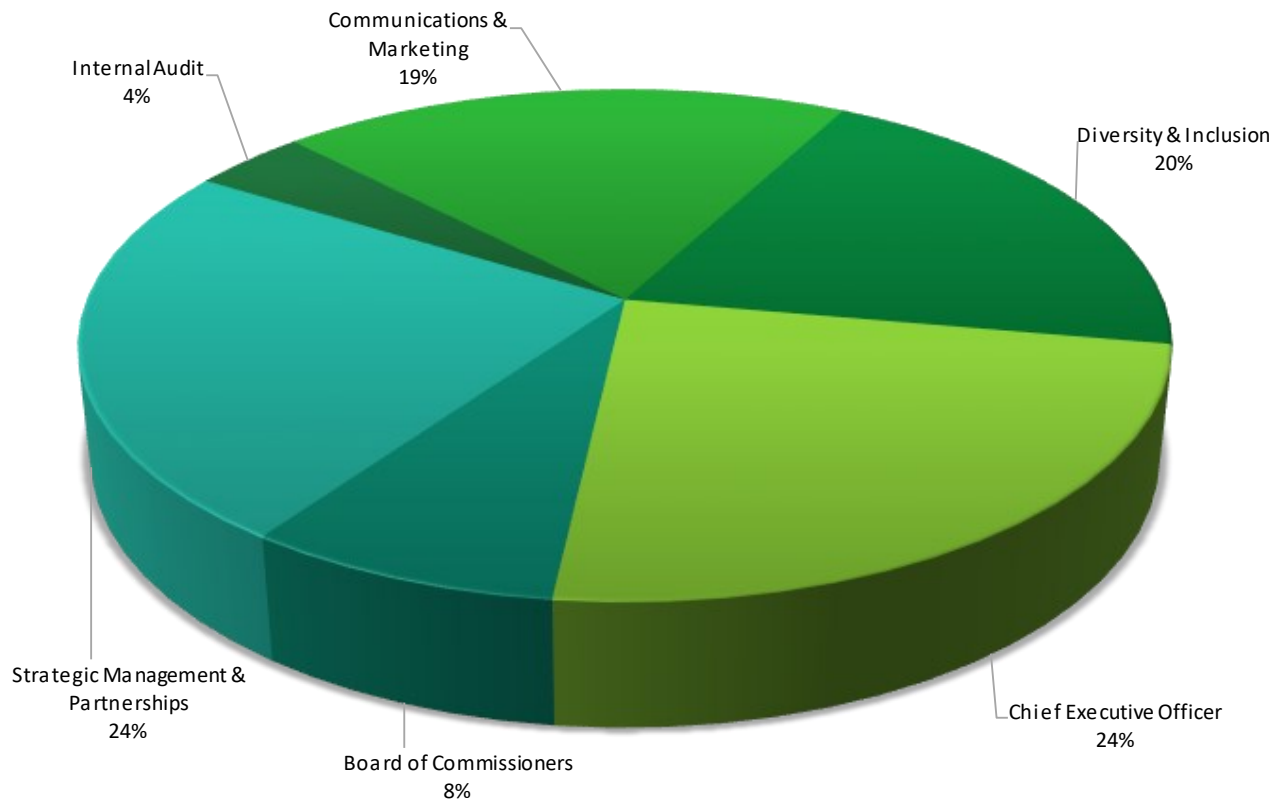
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# EXECUTIVE OFFICES DIVISION

## TOTAL FTE'S

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Chief Executive Officer	6.0	6.0	6.0	6.0	0.0%
Board of Commissioners	3.0	3.0	2.0	2.0	0.0%
Strategic Management & Partnerships	6.0	6.0	6.0	6.0	0.0%
Internal Audit	2.0	2.0	2.0	1.0	-50.0%
Communications & Marketing	5.0	5.0	5.0	5.0	0.0%
Diversity & Inclusion	7.0	8.0	6.0	5.0	-16.7%
<b>Executive Offices Total</b>	<b>29.0</b>	<b>30.0</b>	<b>27.0</b>	<b>25.0</b>	<b>-7.4%</b>

## FTEs by Cost Center



# EXECUTIVE OFFICES DIVISION

## SALARY SCHEDULE

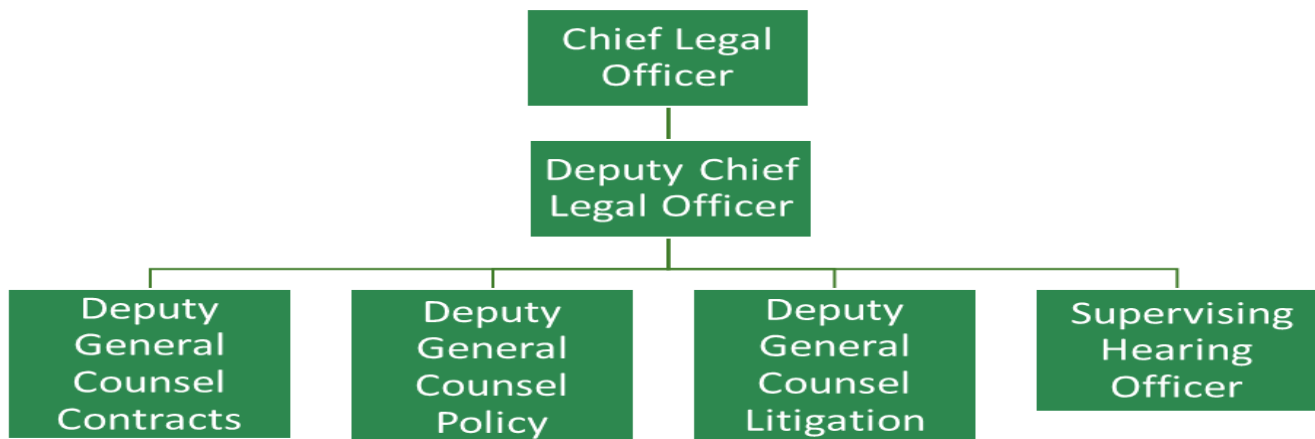
	POSITION FTE- TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
<b>100 - CHIEF EXECUTIVE OFFICER</b>					
CHIEF EXECUTIVE OFFICER	1.0	\$250,000			
CHIEF OPERATING OFFICER	1.0	216,300			
EXEC ADVISOR EXE-910	1.0	150,000			
SPEC EXEC ASST	1.0	111,173			
SR. COORD (CFD)	1.0	75,748			
SR. EXEC ASST	1.0	65,508			
<b>100 - CHIEF EXECUTIVE OFFICER Total</b>	<b>6.0</b>	<b>\$868,729</b>	<b>\$8,687</b>	<b>\$315,877</b>	<b>\$1,193,293</b>
<b>101 - BOARD OF COMMISSIONERS</b>					
EXECUTIVE ADVISOR, BOC	1.0	164,643			
SPECIAL ASSISTANT	1.0	92,652			
<b>101 - BOARD OF COMMISSIONERS Total</b>	<b>2.0</b>	<b>\$257,295</b>	<b>\$2,573</b>	<b>\$93,552</b>	<b>\$353,420</b>
<b>140- STRATEGIC MANAGEMENT &amp; PARTNERSHIPS</b>					
DEPUTY CHIEF PLANNING & REPORTING	1.0	\$149,350			
SR. POLICY ANALYST FOIA	1.0	93,866			
PROJ MGR I	1.0	73,233			
PLANNING ANALYST I	2.0	120,840			
RESEARCH & POL ANALYST EXE-940	1.0	61,256			
<b>140 - STRATEGIC MANAGEMENT &amp; PARTNERSHIPS Total</b>	<b>6.0</b>	<b>\$498,545</b>	<b>\$4,985</b>	<b>\$181,271</b>	<b>\$684,801</b>
<b>204- INTERNAL AUDIT</b>					
SR. DIRECTOR INTERNAL AUDIT	1.0	\$137,204			
<b>204- INTERNAL AUDIT Total</b>	<b>1.0</b>	<b>\$137,204</b>	<b>\$1,372</b>	<b>\$49,887</b>	<b>\$188,464</b>
<b>206 - COMMUNICATIONS &amp; MARKETING</b>					
DEPUTY CHIEF COMMUNICATION	1.0	\$150,177			
MGR, COMM & MEDIA REL	1.0	97,535			
SR. WEB MSTR/GRAPHIC	1.0	75,898			
PHOTO VIDEOGR/PRODUCER	1.0	73,336			
EXEC ASST	1.0	72,646			
<b>206 - COMMUNICATIONS &amp; MARKETING Total</b>	<b>5.0</b>	<b>\$469,591</b>	<b>\$4,696</b>	<b>\$170,752</b>	<b>\$645,040</b>
<b>208 - DIVERSITY &amp; INCLUSION</b>					
PROJ MGR I	2.0	\$136,040			
DIRECTOR DIVERSITY POLICY	1.0	116,964			
PROJ MGR II	1.0	79,440			
EXEC ADMIN ASST I	1.0	56,135			
<b>208 - DIVERSITY &amp; INCLUSION Total</b>	<b>5.0</b>	<b>\$388,579</b>	<b>\$3,888</b>	<b>\$141,290</b>	<b>\$533,758</b>
<b>Grand Total</b>	<b>25.0</b>	<b>\$2,619,943</b>	<b>\$26,201</b>	<b>\$952,630</b>	<b>\$3,598,776</b>





# LEGAL SERVICES DIVISION

The Office of the General Counsel (OGC) provides legal and policy-related advice and counsel to the Board of Commissioners and Management. 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 real estate contracts and agreements. 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 and manages the HCV Informal Hearing process.



*This division organizational chart reflects functional areas (not cost centers) within the division*



**INSIDE LEGAL**

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**CEO TRACEY SCOTT GIVES PACKAGE OF COMPLIMENTARY DORM ROOM SUPPLIES TO COLLEGE-BOUND CHA YOUTH AT THE ANNUAL TAKE FLIGHT COLLEGE SEND-OFF HOSTED BY CHA’S NONPROFIT PARTNER, SPRINGBOARD TO SUCCESS**

# LEGAL SERVICES DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>Legal Services</b>					
120 - Office of the General Counsel	\$6,131,526	\$5,740,238	\$7,264,237	\$7,146,817	-1.62%
<b>Legal Services</b>	<b>\$6,131,526</b>	<b>\$5,740,238</b>	<b>\$7,264,237</b>	<b>\$7,146,817</b>	<b>-1.62%</b>

## BUDGET YEAR COMPARISON

### 120-General Counsel

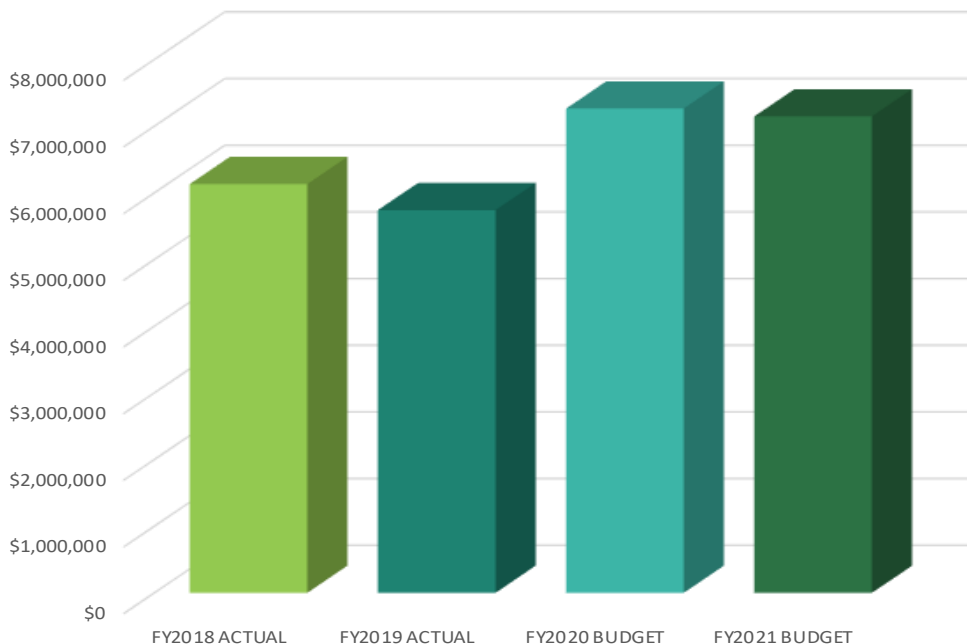
The overall budget decreased by \$117,420, or 1.62%, primarily due to the elimination of 0.5 FTE offset by higher anticipated legal expenses in 2021.

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$6,132,075	\$5,740,238	\$7,264,237	\$7,146,817	-1.62%
Other Funding	-\$549	\$0	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$6,131,526</b>	<b>\$5,740,238</b>	<b>\$7,264,237</b>	<b>\$7,146,817</b>	<b>-1.62%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$1,707,339	\$1,402,882	\$2,233,272	\$2,267,366	1.53%
Personnel	\$4,424,187	\$4,337,355	\$5,030,965	\$4,879,451	-3.01%
<b>Grand Total</b>	<b>\$6,131,526</b>	<b>\$5,740,237</b>	<b>\$7,264,237</b>	<b>\$7,146,817</b>	<b>-1.62%</b>

## 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.

### **2020 Accomplishments**

- Collaborated with Human Resources on creation of online non-discrimination course for managers and staff.
- Continued oversight and implementation of Gautreaux settlement obligations.
- Created new private property management firm contracts and task order contracts for Section 3 contractors.
- Closed three (3) mixed-finance, mixed income development transactions (Southbridge 1A, 1B, and Parkside Four Phase II); submitted two CHA RAD conversion transactions (Maudelle Brown Bousfield Apartments and Ella Flagg Apartments), one (1) mixed finance, mixed income development transaction (Madden Wells 2B2/508 Pershing) and three (3) CHA LLC RAD refinance transactions (Daniel Burnham Apartments, Lorraine Hansberry Apartments and Harry Schneider Apartments) to HUD for approval to close before year-end.
- Completed comprehensive revision and update of Bylaws of the Board of Commissioners of the Chicago Housing Authority.

### **2021 Goals**

- Provide HUD procurement training for Law Department staff and social security number online training Authority wide.
- Standardize contracts and real estate templates.
- Create legislative monitoring process for identifying and assessing impact of local, state and federal laws on the Authority.
- Provide counsel to position CHA on path to seek closure of various long-standing consent decrees.

# LEGAL SERVICES DIVISION

## COST CENTER DESCRIPTION

**FY2021  
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. **\$7,146,817**

# LEGAL SERVICES DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>120 - Office of the General Counsel</b>					
MTW Fund	\$6,132,075	\$5,740,238	\$7,264,237	\$7,146,817	-1.62%
Other Funding	-\$549	\$0	\$0	\$0	0.00%
<b>120 - Office of the General Counsel Total</b>	<b>\$6,131,526</b>	<b>\$5,740,238</b>	<b>\$7,264,237</b>	<b>\$7,146,817</b>	<b>-1.62%</b>
<b>Grand Total</b>	<b>\$6,131,526</b>	<b>\$5,740,238</b>	<b>\$7,264,237</b>	<b>\$7,146,817</b>	<b>-1.62%</b>

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>120 - Office of the General Counsel</b>					
Non-Personnel	\$1,707,339	\$1,402,882	\$2,233,272	\$2,267,366	1.53%
Personnel	\$4,424,187	\$4,337,355	\$5,030,965	\$4,879,451	-3.01%
<b>120 - Office of the General Counsel Total</b>	<b>\$6,131,526</b>	<b>\$5,740,238</b>	<b>\$7,264,237</b>	<b>\$7,146,817</b>	<b>-1.62%</b>
<b>Grand Total</b>	<b>\$6,131,526</b>	<b>\$5,740,238</b>	<b>\$7,264,237</b>	<b>\$7,146,817</b>	<b>-1.62%</b>

## FY2021 BUDGET

### 120 - Office of the General Counsel

Legal Expense	\$1,251,960
Personnel	\$4,879,451
Sundry	\$938,160
Training	\$57,246
Travel	\$20,000
<b>120 - Office of the General Counsel</b>	<b>\$7,146,817</b>
<b>Legal Services Total</b>	<b>\$7,146,817</b>

# LEGAL SERVICES DIVISION

## TOTAL FTE'S

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
General Counsel	36.5	34.5	34.5	34.0	-1.4%
<b>Legal Services Total</b>	<b>36.5</b>	<b>34.5</b>	<b>34.5</b>	<b>34.0</b>	<b>-1.4%</b>

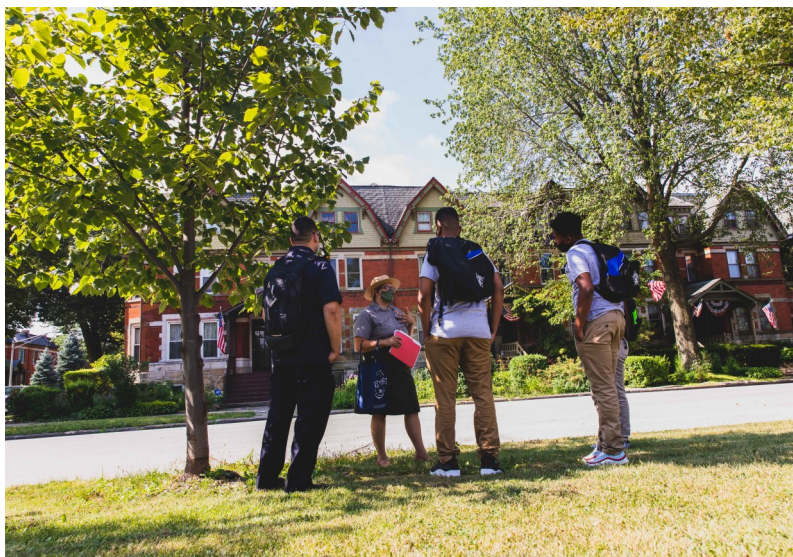
## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PPF TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>120 - GENERAL COUNSEL</b>					
SR. ASST GEN COUNSEL	10.0	\$1,210,393			
DEPUTY GEN COUNSEL	3.0	425,687			
ASST GEN COUNSEL I	4.0	332,486			
PARALEGAL	4.0	289,116			
SR. ASST GEN COUNSEL, SUPV	2.0	250,247			
CHIEF LEGAL OFFICER	1.0	190,550			
DEPUTY CHIEF LEGAL OFFICER	1.0	169,950			
STAFF COUNSEL	2.0	152,450			
LEGAL COORD	2.0	145,336			
SUPV, HEARING OFFICER	1.0	132,613			
SR. EXEC ASST	1.0	72,635			
LEGAL SEC II (LOC73)	1.0	66,150			
SR.DOCKET CLERK	1.0	60,684			
HEARINGS COORD	1.0	51,503			
<b>120 - GENERAL COUNSEL TOTAL</b>	<b>34.0</b>	<b>\$3,549,799</b>	<b>\$38,035</b>	<b>\$1,291,617</b>	<b>\$4,879,451</b>
<b>Grand Total</b>	<b>34.0</b>	<b>\$3,549,799</b>	<b>\$38,035</b>	<b>\$1,291,617</b>	<b>\$4,879,451</b>

# INSPECTOR GENERAL DIVISION

The Office of the Inspector General (OIG) provides independent oversight of 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.

## Office of the Inspector General



### 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
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

CHA YOUTH PARTICIPATING IN THE CHICAGO POLICE DEPARTMENT NEIGHBORHOOD YOUTH CORPS PROGRAM WERE ABLE TO ENJOY A WALKING TOUR OF THE HISTORIC PULLMAN COMMUNITY

# INSPECTOR GENERAL DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>Office of the Inspector General</b>					
125 - Office of the Inspector General	\$1,083,635	\$1,243,952	\$1,893,525	\$1,822,687	-3.74%
<b>Office of the Inspector General</b>	<b>\$1,083,635</b>	<b>\$1,243,952</b>	<b>\$1,893,525</b>	<b>\$1,822,687</b>	<b>-3.74%</b>

## BUDGET YEAR COMPARISON

### 125-Office of Inspector General

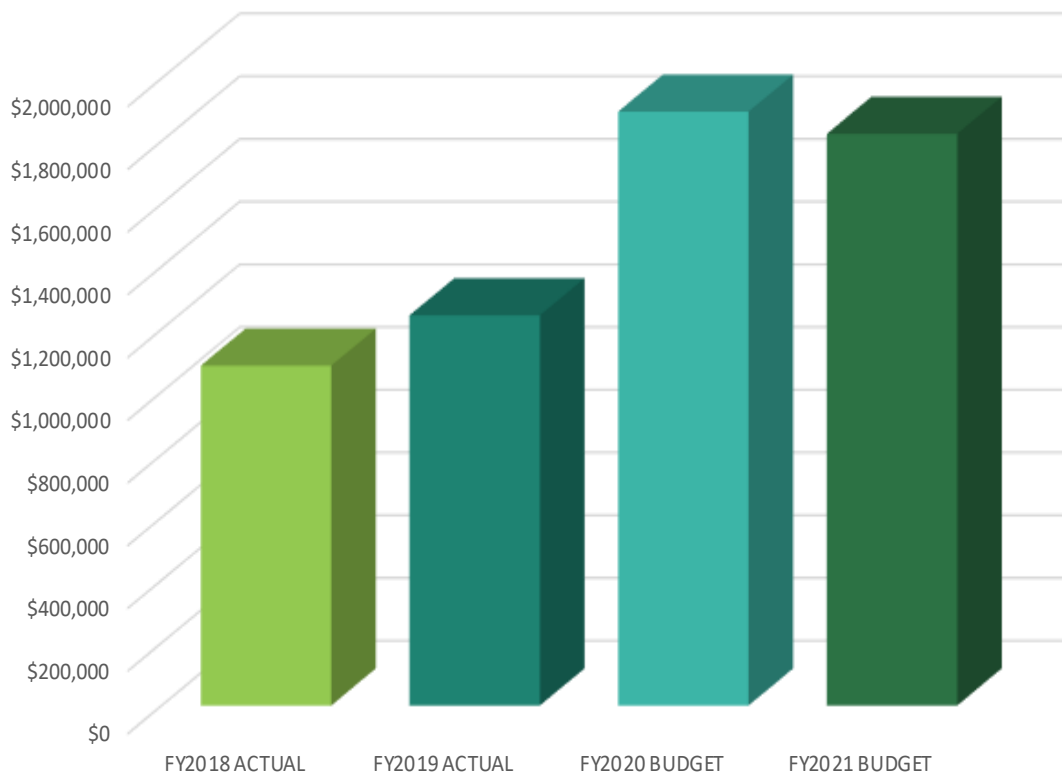
The overall budget decreased by \$70,838, or 3.74% , due to the elimination of one FTE.

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$1,083,635	\$1,243,952	\$1,893,525	\$1,822,687	-3.74%
<b>Grand Total</b>	<b>\$1,083,635</b>	<b>\$1,243,952</b>	<b>\$1,893,525</b>	<b>\$1,822,687</b>	<b>-3.74%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$38,876	\$26,999	\$307,818	\$307,800	-0.01%
Personnel	\$1,044,759	\$1,216,953	\$1,585,707	\$1,514,887	-4.47%
<b>Grand Total</b>	<b>\$1,083,635</b>	<b>\$1,243,952</b>	<b>\$1,893,525</b>	<b>\$1,822,687</b>	<b>-3.74%</b>

## EXPENDITURES BY FISCAL YEAR





# INSPECTOR GENERAL DIVISION

## DIVISION SUMMARY

### Mission

The Office of the Inspector General (OIG) is an independent oversight agency whose mission is to promote economy, efficiency and integrity in the administration of programs and operation of the CHA. The OIG seeks to prevent, detect, identify, expose and eliminate waste, inefficiency, misconduct, fraud and abuse of the public authority in CHA's use of fund.

### 2020 Accomplishments

- The OIG provided evidentiary and investigative support to various CHA departments on 78 separate matters. OIG's support of the HCV Department for Intent to Terminate (ITT) hearings resulted in the termination of two participants from the HCV program. The combined loss amount was \$188,970.
- The OIG obtained 11 criminal indictments, which includes 1 defendant with 10 separate indictments, and 1 conviction. Additionally, 2 defendants were sentenced pursuant to their plea and conviction.
- The OIG closed 18 administrative investigations. The administrative investigation of the Cabrini Green Local Advisory Council (LAC) Community Development Corporation (CDC) found the LAC CDC misused and mishandled funds for over 10 years and failed to adhere to the intent of the 2000 Cabrini Green Consent Decree. As a result, the CHA and the City of Chicago filed a motion in U.S. District Court asking the court to modify and enforce the Consent Decree to allow for more oversight and to ensure the funds are used to benefit the displaced residents of Cabrini Green.
- The OIG issued five audit draft reports to CHA management.
- The OIG collaborated with the Chief Legal Officer to pursue recovery from a Private Property Management (PPM) company for overbilling scheme which was identified through an OIG audit. The CHA reached a settlement agreement for \$400,000.
- The OIG issued one advisory during the reporting period, recommending improvements to the mixed-finance management agents' rent collection processes.
- One OIG Senior Auditor testified before the Police Review Board (PRB) of the City of Chicago in a matter against a CPD Officer.
- The OIG conducted 17 Due Diligence checks for the Resident Services Department's Health Care Partnership Program to ensure activities provided by health partners are in the best interests of the CHA and its residents.
- The OIG conducted ongoing analysis to identify registered sex offenders living in a CHA residence. The analysis resulted in six Intent to Terminate (ITT) notices from the HCV program to the program participant

### 2021 Goals

- Advise and inform the Audit Committee of the Board in a timely manner of concerns and issues impacting the CHA that are 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.
- Pursue criminal investigations and seek restitution and/or forfeiture where appropriate.
- Maintain OIG compliance with "Green Book" standards (Association of Inspector General) and OIG staff training and expertise in analytics, audits and fraud investigations.

# INSPECTOR GENERAL DIVISION

## DIVISION SUMMARY

### COST CENTER DESCRIPTIONS

**FY2021  
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. **\$ 1,822,687**

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

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>125 - Office of the Inspector General</b>					
MTW Fund	\$1,083,635	\$1,243,952	\$1,893,525	\$1,822,687	-3.74%
<b>125 - Office of the Inspector General Total</b>	<b>\$1,083,635</b>	<b>\$1,243,952</b>	<b>\$1,893,525</b>	<b>\$1,822,687</b>	<b>-3.74%</b>
<b>Grand Total</b>	<b>\$1,083,635</b>	<b>\$1,243,952</b>	<b>\$1,893,525</b>	<b>\$1,822,687</b>	<b>-3.74%</b>

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>125 - Office of the Inspector General</b>					
Non-Personnel	\$38,876	\$26,999	\$307,818	\$307,800	-0.01%
Personnel	\$1,044,759	\$1,216,953	\$1,585,707	\$1,514,887	-4.47%
<b>125 - Office of the Inspector General Total</b>	<b>\$1,083,635</b>	<b>\$1,243,952</b>	<b>\$1,893,525</b>	<b>\$1,822,687</b>	<b>-3.74%</b>
<b>Grand Total</b>	<b>\$1,083,635</b>	<b>\$1,243,952</b>	<b>\$1,893,525</b>	<b>\$1,822,687</b>	<b>-3.74%</b>

## FY2021 BUDGET

### 125 - Office of the Inspector General

Materials	\$3,000
Personnel	\$1,514,887
Sundry	\$279,800
Training	\$15,000
Travel	\$10,000
<b>125 - Office of the Inspector General</b>	<b>\$1,822,687</b>
<b>Office of the Inspector General Total</b>	<b>\$1,822,687</b>

# INSPECTOR GENERAL DIVISION

## TOTAL FTE'S

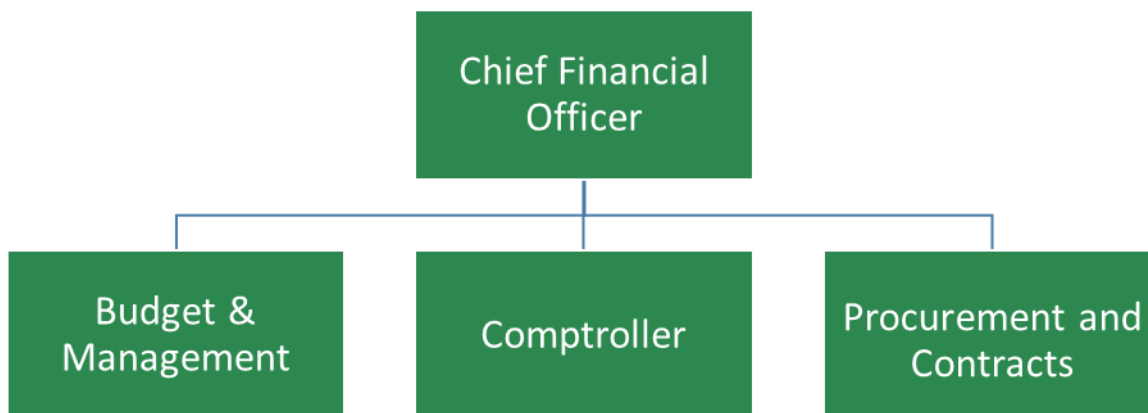
	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Inspector General	8.0	9.0	12.0	11.0	-8.3%
<b>Inspector General Total</b>	<b>8.0</b>	<b>9.0</b>	<b>12.0</b>	<b>11.0</b>	<b>-8.3%</b>

## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>125 - Office of Inspector General</b>					
SENIOR AUDITOR	2.0	210,120			
SENIOR INVESTIGATOR	2.0	197,060			
INSPECTOR GENERAL	1.0	185,400			
INVESTIGATOR	2.0	163,770			
DEPUTY INSPECTOR GENERAL	1.0	137,917			
ANALYST AUDITOR	1.0	72,718			
INFORMATION ANALYST	1.0	70,875			
OPERATIONS ANALYST	1.0	65,000			
<b>125 - OFFICE OF INSPECTOR GENERAL Total</b>	<b>11.0</b>	<b>\$1,102,860</b>	<b>\$11,029</b>	<b>\$401,000</b>	<b>\$1,514,887</b>
<b>Grand Total</b>	<b>11.0</b>	<b>\$1,102,860</b>	<b>\$11,029</b>	<b>\$401,000</b>	<b>\$1,514,887</b>

# FINANCE DIVISION

The Finance Division is responsible for all 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 purchasing and procurement, as well as the management, monitoring, and compliance of MBE/WBE/DBE and Section 3 requirements.



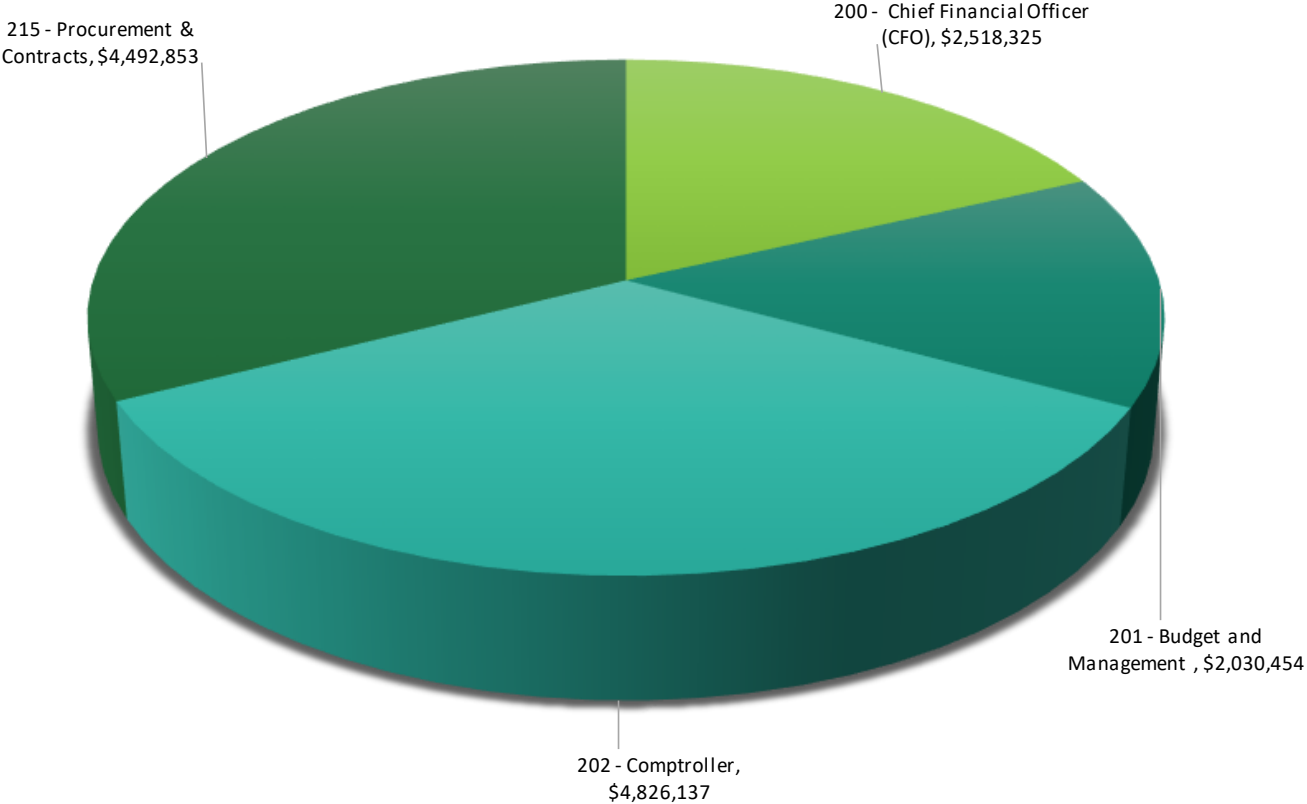
## INSIDE FINANCE

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**CHA TEAM MEMBERS PACKED CLOTHS MASKS FOR MORE THAN 10,000 SENIORS THAT LIVE IN CHA'S TRADITIONAL SENIOR HOUSING. MASKS WERE SENT TO ALL 55 CHA SENIOR BUILDINGS**

# FINANCE DIVISION

## EXPENDITURES BY COST CENTER



# FINANCE DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
200 - Chief Financial Officer (CFO)	\$2,192,291	\$1,701,093	\$2,516,720	\$2,518,325	0.06%
201 - Budget and Management	\$1,758,614	\$1,889,391	\$2,012,742	\$2,030,454	0.88%
202 - Comptroller	\$6,064,327	\$5,107,136	\$5,272,917	\$4,826,137	-8.47%
215 - Procurement & Contracts	\$4,205,146	\$4,163,304	\$4,534,334	\$4,492,853	-0.91%
<b>Finance</b>	<b>\$14,220,377</b>	<b>\$12,230,924</b>	<b>\$14,336,713</b>	<b>\$13,867,769</b>	<b>-3.27%</b>

## BUDGET YEAR COMPARISON

### 200-Chief Financial Officer (CFO)

The overall budget stayed relatively flat compared to the previous year.

### 201-Budget & Management

The overall budget increased by \$17,712, or 0.88%, due to Pay for Performance offset by the elimination of 0.5 FTE.

### 202-Comptroller

The overall budget decreased by \$446,780, or 8.47%, primarily due to the transfer-out of four FTEs to Administration division.

### 215-Procurement and Contracts

The overall budget decreased by \$112,276, or 0.91%, primarily due to the transfer-out of one FTE to Resident Services.

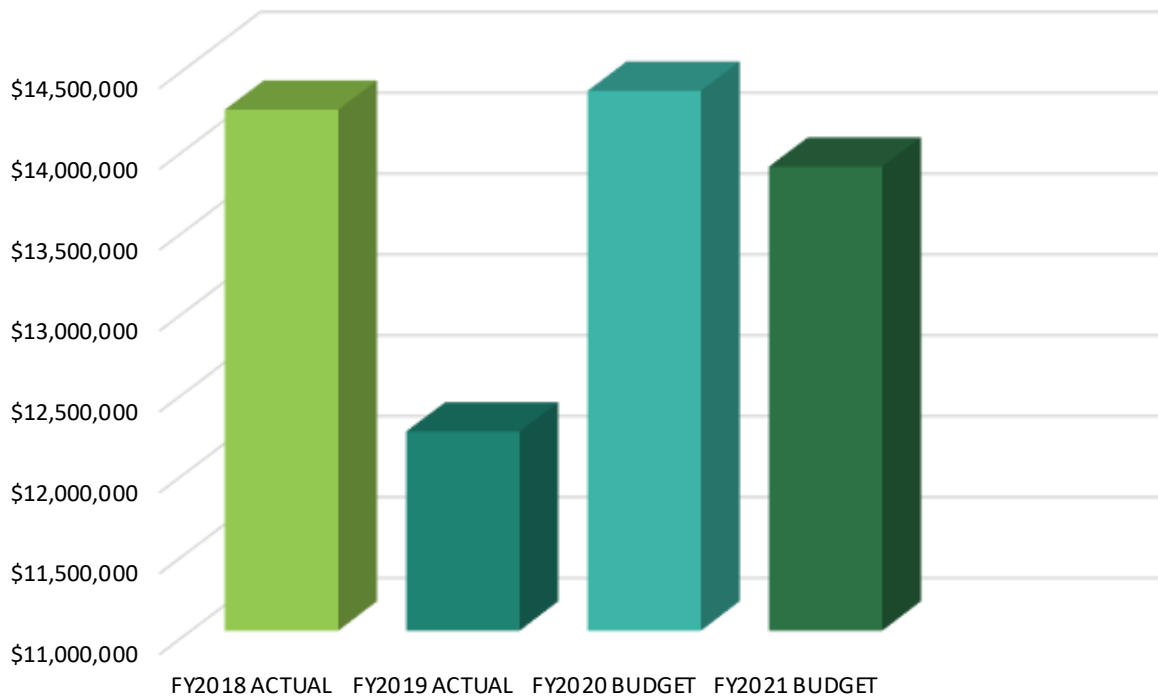
# FINANCE DIVISION

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Funding	\$12,953,258	\$11,678,219	\$14,336,713	\$13,867,769	-0.03%
Other Funding	\$1,267,119	\$552,705	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$14,220,377</b>	<b>\$12,230,924</b>	<b>\$14,336,713</b>	<b>\$13,867,769</b>	<b>-3.27%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$2,616,951	\$1,542,707	\$2,887,015	\$2,859,121	-0.97%
Personnel	\$11,603,427	\$10,688,217	\$11,449,698	\$11,008,648	-3.85%
<b>Grand Total</b>	<b>\$14,220,377</b>	<b>\$12,230,924</b>	<b>\$14,336,713</b>	<b>\$13,867,769</b>	<b>-3.27%</b>

## 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 & MWDBE targets are met.

### 2020 Accomplishments: Comptroller

- Received GFOA Certificate of Excellence in Financial Reporting for the 22nd consecutive year.
- Worked with internal and external partners to onboard new management companies and provide them functionality and training for CHA systems Updated
- Participated in the testing and implementation of the iFile Phase Enhancement Project of which outcome will supplement invoice, payment and PO retrieval process and a centralized file repository.
- Completed first year General Partner led 2019 audit of the new Patrick Sullivan and Caroline Hedger entities.
- Updated the check request form and procedures to conform with new HUD-mandated procurement policy changes.

### 2020 Accomplishments: Budget & Management

- Completed CHA's 2021 budget in new format and structure.
- Received GFOA's Distinguished Budget Award for the 20th consecutive year.
- Organized, drafted, and tracked CARES Act spending plan. Reallocated and uploaded budgets and funding into the system expeditiously to meet HUD spending due dates.
- Facilitated and supported the Yardi-to-Lawson transition for Private Property Management firms by (1) updating property-level budgets, (2) training appropriate staff on budget and procurement related processes, and (3) procedures that preserves integrity of internal controls.
- Provide critical support that has enabled centrally-procured services to grow to over 50% of the property-level budgets. Support starts with budget allocation, through procurement and payment, and ends with accurate reporting on a monthly basis as well as responding to ad hoc reporting requests by the user group.

### 2020 Accomplishments: Procurement & Contracts

- Created, revised and standardized processes, procedures, forms and reporting for procurement and compliance to improve efficiency, accuracy and customer service.
- Implemented HUD-mandated solicitation acquisition thresholds to reduce the need for a high volume of formal solicitations
- Reduced procurement and compliance processing times
- Implemented a Section 3 Task Order package review process to allow for purchase order creation within 48 hours
- Increased outreach efforts for major solicitations to increase the number of respondents by participating in multiple City of Chicago sponsored events and increased use of social media outlets

# FINANCE DIVISION

## DIVISION SUMMARY

### **2021 Goals: Chief Financial Officer (CFO)**

- Collaborate with CHA senior leadership to develop an agency strategic plan.
- Spearhead development of a long-term financial forecast including a 5-year operating plan and 5-year capital plan.
- Actively participate in the analysis, acquisition and implementation of an upgraded ERP system.
- Explore potential bond issue.

### **2021 Goals: Comptroller**

- Complete new HUD tools and guidance for CARES Act fund reporting for the first year including changes needed to FDS.
- Implement Capital Lease accounting GASB Standard 87 year 1, by establishing beginning balances as part of comparative reporting
- Assist with the on-boarding of new and existing management firms by ensuring proper set-up of financial, procurement and transactional systems (Yardi, Lawson)

### **2021 Goals: Budget and Management**

- Implement reports and tools reflecting new budget format and structure to enable greater insight by user groups throughout the year.
- Explore new budgeting software to replace current platform.
- Enhance the rolling 5-year capital plan at the project level, reconciling needs of development and preservation activities with available resources, including capital grant and bond proceeds.

### **2021 Goals: Procurement and Contracts**

- Streamline and automate processes including iFile system conversion and incorporation of tools to decrease processing times.
- Build capacity and knowledge of standard procurement practices internally with employees and externally with vendors.
- Implement new Section 3 guidance and procedures.

# FINANCE DIVISION

## DIVISION SUMMARY

### COST CENTER DESCRIPTIONS

**FY2021  
BUDGET**

#### **Chief Financial Officer (200)**

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. **\$2,518,325**

#### **Budget and Management (201)**

Budget and Management 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. **\$2,030,454**

#### **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. **\$4,826,137**

#### **Procurement & Contracts (215)**

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. **\$4,492,853**

# FINANCE DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>200 - Chief Financial Officer (CFO)</b>					
MTW Fund	\$925,172	\$518,388	\$2,516,720	\$2,518,325	0.06%
Other Funding	\$1,267,119	\$552,705	\$0	\$0	0.00%
<b>200 - Chief Financial Officer (CFO) Total</b>	<b>\$2,192,291</b>	<b>\$1,071,093</b>	<b>\$2,516,720</b>	<b>\$2,518,325</b>	<b>0.06%</b>
<b>201 - Budget and Management</b>					
MTW Fund	\$1,758,614	\$1,889,391	\$2,012,742	\$2,030,454	0.88%
<b>201 - Budget and Management Total</b>	<b>\$1,758,614</b>	<b>\$1,889,391</b>	<b>\$2,012,742</b>	<b>\$2,030,454</b>	<b>0.88%</b>
<b>202 - Comptroller</b>					
MTW Fund	\$6,064,327	\$5,107,136	\$5,272,917	\$4,826,137	-8.47%
<b>202 - Comptroller Total</b>	<b>\$6,064,327</b>	<b>\$5,107,136</b>	<b>\$5,272,917</b>	<b>\$4,826,137</b>	<b>-8.47%</b>
<b>215 - Procurement and Contracts</b>					
MTW Fund	\$4,205,146	\$4,163,304	\$4,534,334	\$4,492,853	-0.91%
<b>215 - Procurement and Contracts Total</b>	<b>\$4,205,146</b>	<b>\$4,163,304</b>	<b>\$4,534,334</b>	<b>\$4,492,853</b>	<b>-0.91%</b>
<b>Grand Total</b>	<b>\$14,220,377</b>	<b>\$12,230,924</b>	<b>\$14,336,713</b>	<b>\$13,867,769</b>	<b>-3.27%</b>

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>200 - Chief Financial Officer (CFO)</b>					
Non-Personnel	\$689,181	\$629,790	\$2,155,850	\$2,153,850	-0.09%
Personnel	\$1,503,110	\$441,303	\$360,870	\$364,475	1.00%
<b>200 - Chief Financial Officer (CFO) Total</b>	<b>\$2,192,291</b>	<b>\$1,071,093</b>	<b>\$2,516,720</b>	<b>\$2,518,325</b>	<b>0.06%</b>
<b>201 - Budget and Management</b>					
Non-Personnel	\$43,353	\$44,204	\$58,748	\$58,748	0.00%
Personnel	\$1,715,261	\$1,845,187	\$1,953,994	\$1,971,706	0.91%
<b>201 - Budget and Management Total</b>	<b>\$1,758,614</b>	<b>\$1,889,391</b>	<b>\$2,012,742</b>	<b>\$2,030,454</b>	<b>0.88%</b>
<b>202 - Comptroller</b>					
Non-Personnel	\$1,732,953	\$803,267	\$581,648	\$575,728	-1.02%
Personnel	\$4,331,374	\$4,303,869	\$4,691,269	\$4,250,409	-9.40%
<b>202 - Comptroller Total</b>	<b>\$6,064,327</b>	<b>\$5,107,136</b>	<b>\$5,272,917</b>	<b>\$4,826,137</b>	<b>-8.47%</b>
<b>215 - Procurement and Contracts</b>					
Non-Personnel	\$151,464	\$65,445	\$90,769	\$70,795	-22.01%
Personnel	\$4,053,682	\$4,097,859	\$4,443,565	\$4,422,058	-0.48%
<b>215 - Procurement and Contracts Total</b>	<b>\$4,205,146</b>	<b>\$4,163,304</b>	<b>\$4,534,334</b>	<b>\$4,492,853</b>	<b>-0.91%</b>
<b>Grand Total</b>	<b>\$14,220,377</b>	<b>\$12,230,924</b>	<b>\$14,336,713</b>	<b>\$13,867,769</b>	<b>-3.27%</b>

# FINANCE DIVISION

## FY2021 BUDGET

### **200 - Chief Financial Officer (CFO)**

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Personnel	\$364,475
Sundry	\$152,850
Training	\$1,000
General	\$2,000,000

**200 - Chief Financial Officer (CFO)** **\$2,518,325**

### **201 - Budget and Management**

---

Personnel	\$1,971,706
Sundry	\$35,248
Training	\$23,500

**201 - Budget and Management** **\$2,030,454**

### **202 - Comptroller**

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Accounting & Audit	\$479,267
Personnel	\$4,250,409
Sundry	\$63,106
Training	\$18,605
Travel	\$14,750

**202 - Comptroller** **\$4,826,137**

### **215 - Procurement and Contracts**

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Personnel	\$4,422,058
Sundry	\$18,795
Training	\$30,000
Travel	\$22,000

**215 - Procurement and Contracts** **\$4,492,853**

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**Finance Total** **\$13,867,769**

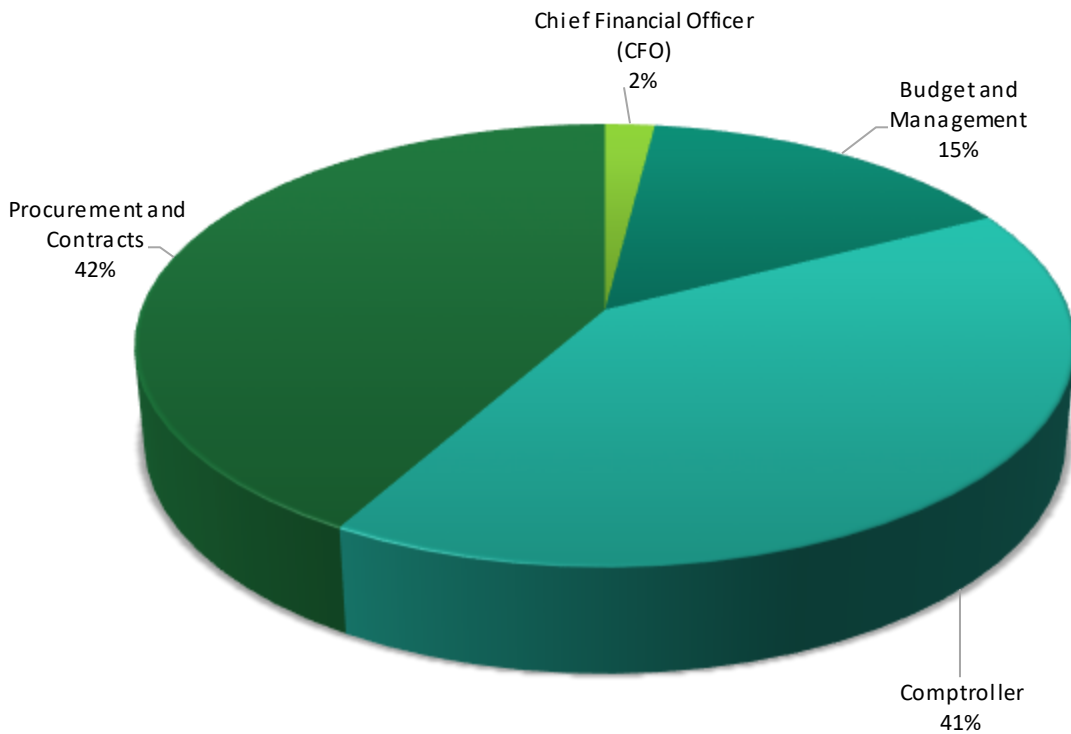
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# FINANCE DIVISION

## TOTAL FTE'S

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Chief Financial Officer (CFO)	2.0	2.0	2.0	2.0	0.0%
Budget and Management	16.0	16.0	16.0	15.5	-3.1%
Comptroller	43.5	44.0	45.0	41.0	-8.9%
Procurement and Contracts	44.0	45.0	43.0	42.0	-2.3%
<b>Finance Total</b>	<b>105.5</b>	<b>107.0</b>	<b>106.0</b>	<b>100.5</b>	<b>-5.2%</b>

## FTEs by Cost Center



# FINANCE DIVISION

## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>200 - CHIEF FINANCIAL OFFICER (CFO)</b>					
CHIEF FINANCIAL OFFICER	1.0	190,962			
EXEC ADM ASST III	1.0	74,375			
<b>200 - CHIEF FINANCIAL OFFICER (CFO) Total</b>	<b>2.0</b>	<b>\$265,343</b>	<b>\$2,653</b>	<b>\$96,479</b>	<b>\$364,475</b>
<b>201- BUDGET AND MANAGEMENT</b>					
FINANCIAL ANALYST	5.0	411,185			
MGR, FINANCIAL	2.0	202,864			
SR BUDGET ANALYST	2.0	172,687			
DEPUTY CHIEF BUDGET MANAGEMENT	1.0	155,000			
DIR, CAPITAL BUDGET & CONTROL	1.0	111,395			
MGR, CAPITAL BUDGET	1.0	108,785			
MGR, FINANCE	1.0	104,000			
SR FINANCIAL ANALYST	1.0	97,899			
BUDGET ANALYST	1.5	71,616			
<b>201- BUDGET AND MANAGEMENT Total</b>	<b>15.5</b>	<b>\$1,435,430</b>	<b>\$14,354</b>	<b>\$521,922</b>	<b>\$1,971,706</b>
<b>202 - COMPTROLLER</b>					
SR ACCOUNTANT	5.0	390,212			
SR ACCT PPTY MGMT	4.0	306,249			
FINANCIAL ANALYST	3.0	249,118			
ASST COMPTROLLER	2.0	231,382			
MGR, ACCOUNTING	2.0	185,298			
AP BOOKKEEPER	3.0	180,707			
DEPUTY CFO	1.0	159,135			
ACCOUNTING ASSISTANT	3.0	131,009			
AP SPECIALIST	3.0	173,475			
MGR, FINANCIAL REPORTING	1.0	107,151			
ACCOUNTS RECEIVABLES SPL	2.0	107,121			
MGR, HOUSING CHOICE VOUCHER	1.0	97,066			
MGR, PROPERTY ACCOUNTING	1.0	97,000			
ACCOUNTANT AP	2.0	96,227			
MGR, GENERAL ACCOUNTING	1.0	92,700			
HCV ACCOUNTING SUPV	1.0	90,854			
FINANCIAL REPORTING	1.0	82,000			
HCV SR ACCOUNTANT	1.0	75,457			
EXECUTIVE ASSISTANT III	1.0	71,269			
ACCOUNTANT I (CAPITAL ASSETS)	1.0	60,255			
HCV ACCOUNTANT	1.0	56,100			
ACCOUNTANT	1.0	51,000			
<b>202 - COMPTROLLER Total</b>	<b>41.0</b>	<b>\$3,090,784</b>	<b>\$34,522</b>	<b>\$1,125,110</b>	<b>\$4,250,409</b>

# FINANCE DIVISION

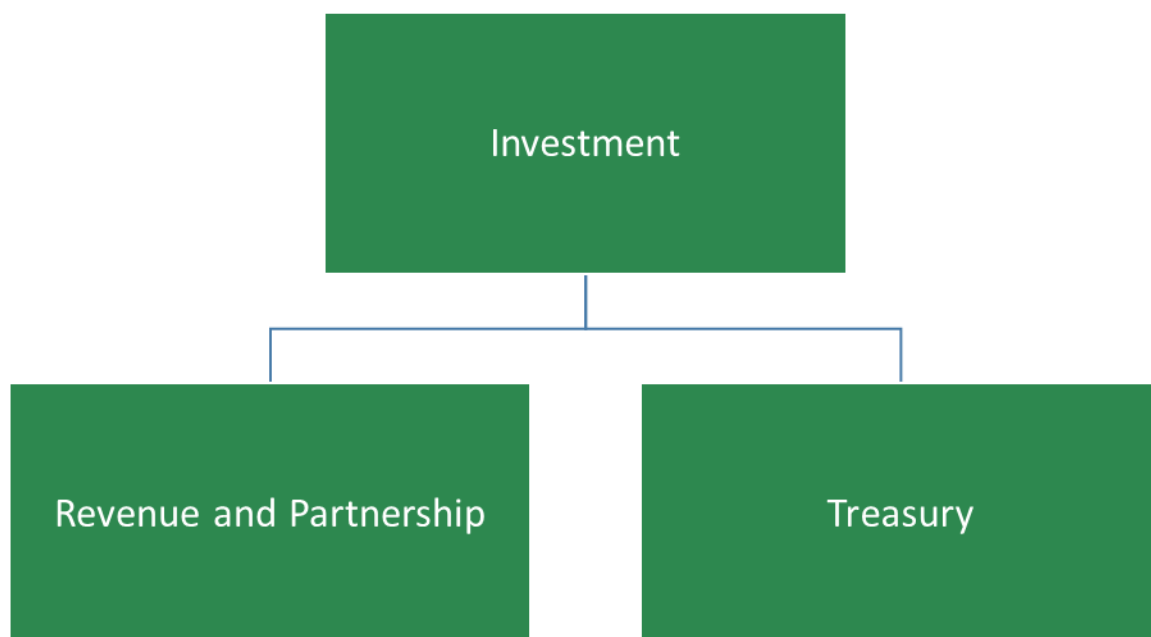
## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>215 - PROCUREMENT AND CONTRACTS</b>					
PROCUREMENT SPECL	7.0	471,410			
CONTRACT COMPL SPECL	7.0	471,056			
SR PROCUREMENT SPECL	5.0	411,401			
DIR PROCUREMENT	2.0	256,826			
SR CONTRACT COMPL SPECL	3.0	247,278			
MGR, PROCUREMENT	2.0	193,640			
PROCUREMENT ASSOC	3.0	168,850			
CONTRACT COMPL ASSOC	3.0	162,590			
DEPUTY CHIEF PROCUREMENT	1.0	145,000			
DIRECTOR CONTRACT COMPL	1.0	125,000			
PROCUREMENT COORD	2.0	103,020			
MGR, CONTRACT COMPL	1.0	97,493			
MGR, PROCUREMENT & COMPL	1.0	94,500			
SR CONTRACT COMPL INVESTIGATOR	1.0	86,275			
PROCUREMENT PROJ SPECL	1.0	71,070			
SR EXECUTIVE ASSISTANT	1.0	68,340			
COMPLIANCE COORD	1.0	45,563			
<b>215 - PROCUREMENT AND CONTRACTS Total</b>	<b>42.0</b>	<b>\$3,219,311</b>	<b>\$32,193</b>	<b>\$1,170,541</b>	<b>\$4,422,058</b>
<b>Grand Total</b>	<b>100.5</b>	<b>\$8,010,868</b>	<b>\$83,723</b>	<b>\$2,914,052</b>	<b>\$11,008,648</b>



# 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.



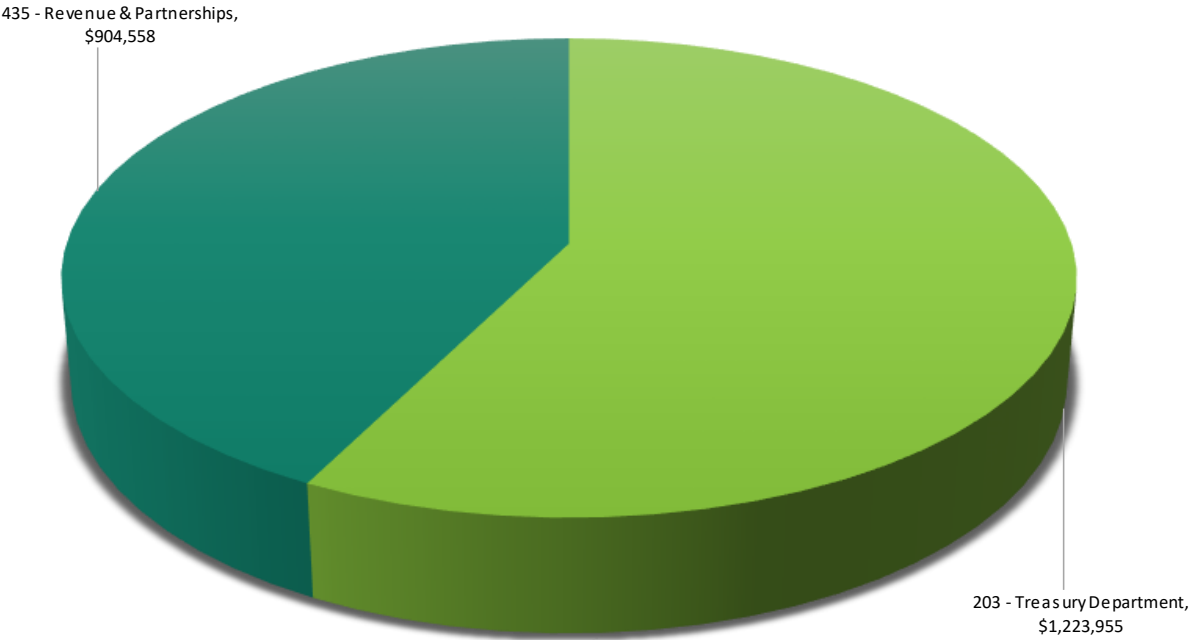
## INSIDE INVESTMENT

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

CHA AND OPERATION WARM HAVE PARTNERED FOR 13 YEARS TO GIVE AWAY THOUSANDS OF NEW WINTER COATS TO CHILDREN LIVING IN PUBLIC HOUSING AND PARTICIPATING IN THE HCV PROGRAM

# INVESTMENT DIVISION

## EXPENDITURES BY COST CENTER



# INVESTMENT DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	% OF CHANGE
203 - Treasury Department	\$792,184	\$976,533	\$1,118,197	\$1,223,955	9.46%
435 - Revenue & Partnerships	\$909,454	\$958,727	\$1,029,464	\$904,558	-12.13%
<b>Investment Total</b>	<b>\$1,701,638</b>	<b>\$1,935,260</b>	<b>\$2,147,661</b>	<b>\$2,128,513</b>	<b>-0.89%</b>

## BUDGET YEAR COMPARISON

### 203-Treasury Department

The overall budget increased by \$105,758, or 9.46%, due to the transfer-in of one FTE from Revenue & Partnerships, as well as salary adjustments.

### 435- Revenue & Partnerships

The personnel budget decreased by \$99,906, or -12.08%, due to the transfer-out of one FTE to Treasury. The non-personnel budget decreased by \$25,000, or -12.35%, due to a decrease in contracts.

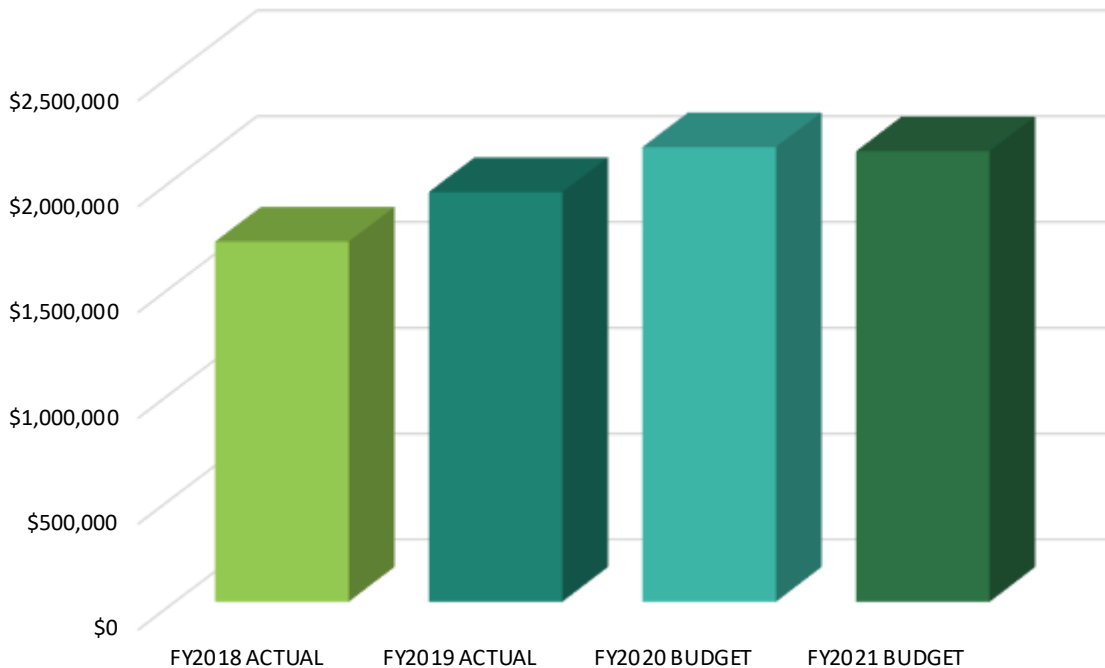
# INVESTMENT DIVISION

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Funding	\$1,701,601	\$1,932,310	\$2,147,661	\$2,128,513	-0.89%
Other Funding	\$37	\$2,949	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$1,701,638</b>	<b>\$1,935,260</b>	<b>\$2,147,661</b>	<b>\$2,128,513</b>	<b>-0.89%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$227,659	\$317,249	\$412,445	\$387,445	-6.06%
Personnel	\$1,473,979	\$1,618,011	\$1,735,216	\$1,741,068	0.34%
<b>Grand Total</b>	<b>\$1,701,638</b>	<b>\$1,935,260</b>	<b>\$2,147,661</b>	<b>\$2,128,513</b>	<b>-0.89%</b>

### 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.

### **2020 Accomplishments**

- Developed procedures for Reporting and Tracking HUD CARES Act funding in Operating and HCV Portfolios.
- Created strategic banking platform to accommodate new service delivery model for Private Property Managers.
- Developed new funding opportunities with the State of Illinois and the Federal Home Loan Bank of Chicago.
- Expanded the Chicago Housing Consulting Services (“CHCS”) grant making capacity to double the funding and number of community organizations awarded and collaborated with awardees to deliver services to constituents despite the pandemic.
- Established best practice approach and methodology, in conjunction with third-party consultants, to update the CHA Investment Policy along with Strategy and Planning initiatives.

### **2021 Goals**

- Revise CHA Policies for Investment, Depository, and Fund Balance activities utilizing best practice approach and methodology incorporating guidance from third party consultants.
- Develop 3-Year Business Plan for CHA’s 501 C-4 affiliate, Chicago Housing Consulting Services NFP.
- Develop and implement Foundation Plan funding strategies which create new relationships and community support.
- Develop Cross-functional Alternative Revenue opportunities across Operating, Capital and Partnership platforms.

# INVESTMENT DIVISION

## DIVISION SUMMARY

### COST CENTER DESCRIPTIONS

**FY2021  
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. **\$1,223,955**

#### **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. **\$904,558**

# INVESTMENT DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>203 - Treasury Department</b>					
MTW Funding	\$792,184	\$976,533	\$1,118,197	\$1,223,955	9.46%
<b>203 - Treasury Department Total</b>	<b>\$792,184</b>	<b>\$976,533</b>	<b>\$1,118,197</b>	<b>\$1,223,955</b>	<b>9.46%</b>
<b>435 - Revenue &amp; Partnership</b>					
MTW Funding	\$909,417	\$955,777	\$1,029,464	\$904,558	-12.13%
Other Funding	\$37	\$2,949	\$0	\$0	0.00%
<b>435 - Revenue &amp; Partnerships Total</b>	<b>\$909,454</b>	<b>\$958,727</b>	<b>\$1,029,464</b>	<b>\$904,558</b>	<b>-12.13%</b>
<b>Grand Total</b>	<b>\$1,701,638</b>	<b>\$1,935,260</b>	<b>\$2,147,661</b>	<b>\$2,128,513</b>	<b>-0.89%</b>

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>203 - Treasury Department</b>					
Non-Personnel	\$103,480	\$179,430	\$209,980	\$209,980	0.00%
Personnel	\$688,704	\$797,103	\$908,217	\$1,013,975	11.64%
<b>203 - Treasury Department Total</b>	<b>\$792,184</b>	<b>\$976,533</b>	<b>\$1,118,197</b>	<b>\$1,223,955</b>	<b>9.46%</b>
<b>435 - Revenue &amp; Partnerships</b>					
Non-Personnel	\$124,179	\$137,819	\$202,465	\$177,465	-12.35%
Personnel	\$785,275	\$820,908	\$826,999	\$727,093	-12.08%
<b>435 - Revenue &amp; Partnerships Total</b>	<b>\$909,454</b>	<b>\$958,727</b>	<b>\$1,029,464</b>	<b>\$904,558</b>	<b>-12.13%</b>
<b>Grand Total</b>	<b>\$1,701,638</b>	<b>\$1,935,260</b>	<b>\$2,147,661</b>	<b>\$2,128,513</b>	<b>-0.89%</b>

# INVESTMENT DIVISION

FY2021 BUDGET

## **203 - Treasury Department**

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Personnel	\$1,013,975
Sundry	\$198,900
Training	\$5,001
Travel	\$6,079

**203 - Treasury Department** **\$1,223,955**

## **435 - Revenue & Partnerships**

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Contracts	\$25,000
Personnel	\$727,093
Sundry	\$137,965
Training	\$8,359
Travel	\$6,141

**435 - Revenue & Partnerships** **\$904,558**

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**Investment Total** **\$2,128,513**

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# INVESTMENT DIVISION

## TOTAL FTE'S

	FY2018 ACTUAL	FY2019 ACTUAL	FY2019 BUDGET	FY2021 BUDGET	% OF CHANGE
Treasury Department	7.0	6.0	6.0	7.0	16.7%
Revenue & Partnership	6.0	7.0	7.0	6.0	-14.3%
<b>Investment Total</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>0.0%</b>

## FTEs by Cost Center



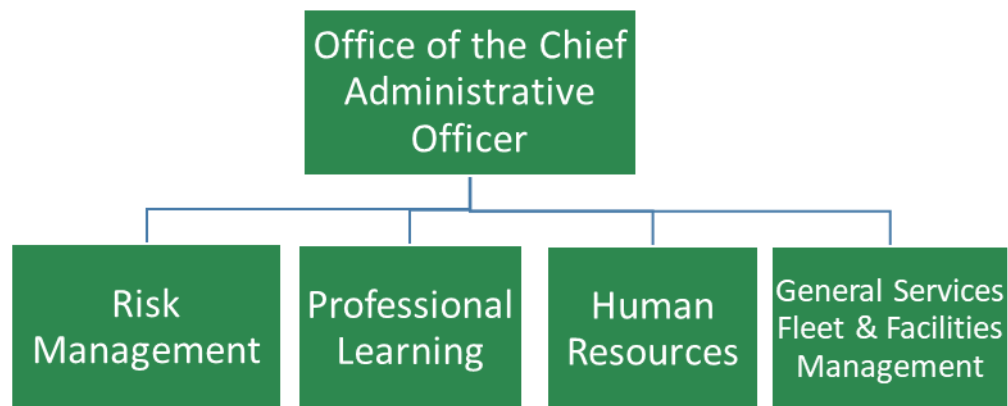
# INVESTMENT DIVISION

## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>203 - TREASURY</b>					
CHIEF INVESTMENT OFFICER	1.0	\$190,962			
DIR TREAS ACC & COMPL	1.0	114,845			
DIR CAP & REV PORTF	1.0	107,828			
INVESTMENT PORTF MGR	1.0	87,954			
TREAS ANALYST	1.0	84,864			
REV COMPL ANALYST	1.0	78,755			
TREAS BNKG ANALYST	1.0	72,979			
<b>203 - TREASURY</b>	<b>7.0</b>	<b>\$738,188</b>	<b>\$7,382</b>	<b>\$268,405</b>	<b>\$1,013,975</b>
<b>435 - REVENUE &amp; PARTNERSHIPS</b>					
DEPUTY CHIEF REV & PARTNERSHIP	1.0	\$149,350			
DIR PROGRAMS REV & PARTNERSHIP	1.0	110,725			
MGR, REV & PARTNERSHIP	1.0	92,778			
GRANT DEVELOPER	1.0	65,505			
REV ANALYST	1.0	60,993			
REV & PARTNERSHIP COORD	1.0	49,973			
<b>435 - REVENUE &amp; PARTNERSHIPS</b>	<b>6.0</b>	<b>\$529,324</b>	<b>\$5,293</b>	<b>\$192,462</b>	<b>\$727,093</b>
<b>Grand Total</b>	<b>13.0</b>	<b>\$1,267,511</b>	<b>\$12,675</b>	<b>\$460,867</b>	<b>\$1,741,068</b>

# ADMINISTRATION DIVISION

The Administration Division is responsible for providing agency-wide guidance and support in the areas of risk management, professional learning, human resources and general services fleet & facilities management.



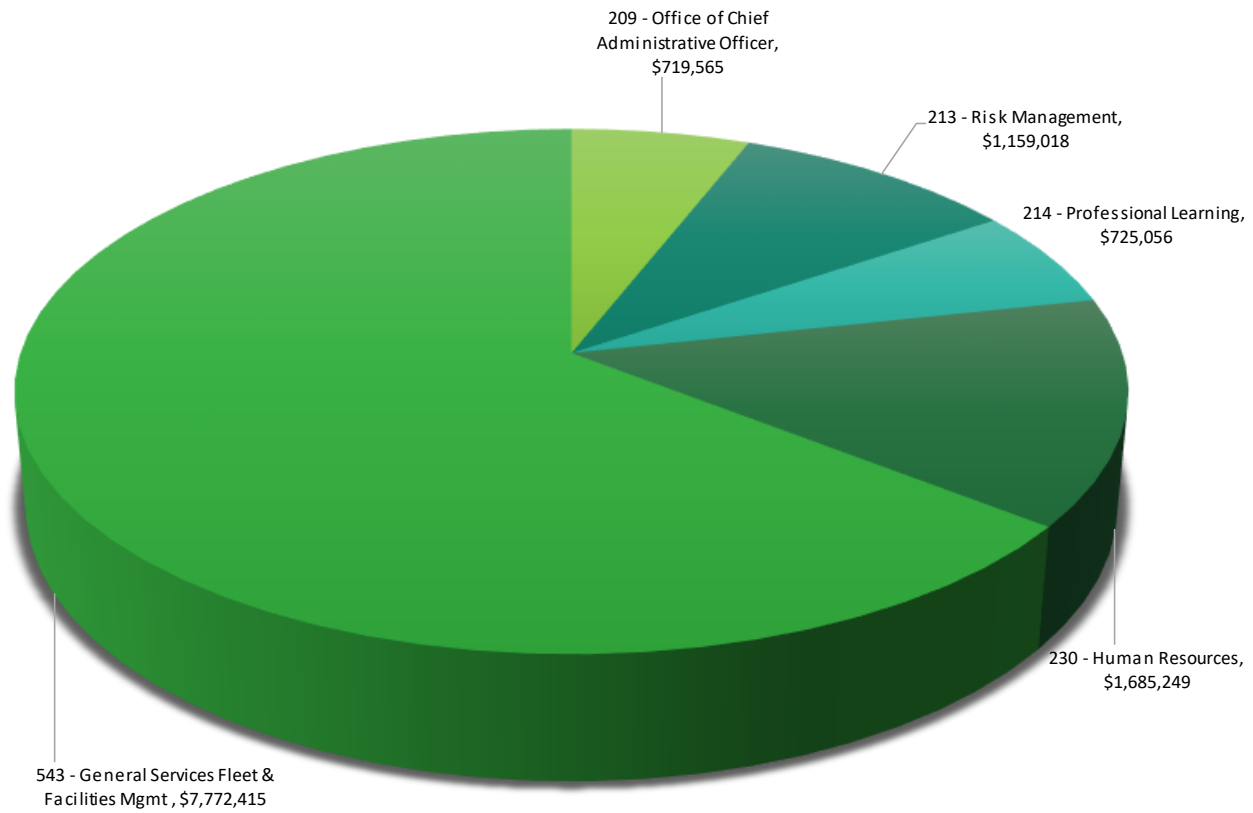
## INSIDE ADMINISTRATION

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

THE CHICAGO BULLS AND CHA HOST HUNDREDS OF CHA STUDENTS AT THE ANNUAL KIDS HOLIDAY PARTY AT THE MUSEUM OF SCIENCE AND INDUSTRY

# ADMINISTRATION DIVISION

## EXPENDITURES BY COST CENTER



# ADMINISTRATION DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
209 - Office of Chief Administrative Officer	\$292,849	\$258,705	\$268,383	\$719,565	168.11%
213 - Risk Management	\$0	\$607,904	\$1,158,431	\$1,159,018	0.05%
214 - Professional Learning	\$1,222,047	\$1,080,235	\$1,512,582	\$725,056	-52.07%
230 - Human Resources	\$996,869	\$1,471,179	\$2,297,968	\$1,685,249	-26.66%
543 - General Services Fleet & Facilities Mgmt	\$6,317,565	\$6,808,736	\$6,487,131	\$7,772,415	19.81%
<b>Administration</b>	<b>\$8,829,330</b>	<b>\$10,226,759</b>	<b>\$11,724,495</b>	<b>\$12,061,303</b>	<b>2.87%</b>

## BUDGET YEAR COMPARISON

### 209-Office of the Chief Administrative Officer

The overall budget increased by \$451,182, or 168.11%, primarily due to the transfer of the payroll roles from the Finance Division.

### 213-Risk Management

The overall budget remained relatively flat compared to previous year.

### 214-Professional Learning

The overall budget decreased by \$787,526, or 52.07%, primarily due to the transfer-out of the summer internship program (budget dollars and FTEs) to Resident Services, and the elimination of two FTEs.

### 230-Human Resources

The overall budget decreased by \$612,719, or 26.66%, primarily due to the elimination of three FTEs.

### 543-General Services Fleet & Facilities Management

The overall budget for General Services increased by \$1.3M, or 19.81%, primarily due to Office Rent.

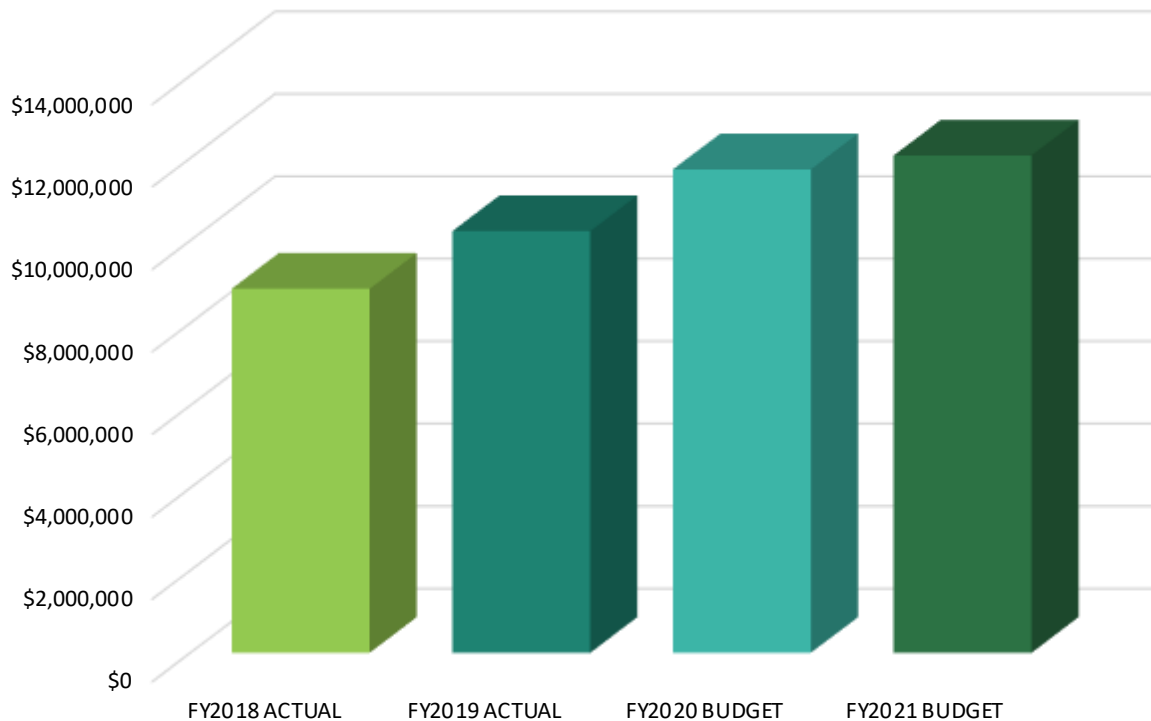
# ADMINISTRATION DIVISION

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$8,829,330	\$10,217,480	\$11,724,495	\$12,061,303	2.87%
Other Funding	\$0	\$9,278	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$8,829,330</b>	<b>\$10,226,759</b>	<b>\$11,724,495</b>	<b>\$12,061,303</b>	<b>2.87%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$5,626,090	\$6,477,765	\$6,556,231	\$7,815,438	19.21%
Personnel	\$3,203,240	\$3,748,994	\$5,168,264	\$4,245,865	-17.85%
<b>Grand Total</b>	<b>\$8,829,330</b>	<b>\$10,226,759</b>	<b>\$11,724,495</b>	<b>\$12,061,303</b>	<b>2.87%</b>

## 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 Executive Management and staff.

### **2020 Accomplishments: Risk Management**

- Negotiated disputed claim expenses related to a 2019 property damage claim resulting in \$2.4 million in reimbursement from the insurance company.
- Created a Tenants Users Liability Insurance Program (TULIP) for the Charles A. Hayes Family Investment Center to ensure protection from third party liabilities by offering liability coverage at a modest fee.
- Redesigned private property insurance program model to minimize premium increases.

### **2020 Accomplishments: Professional Learning**

- Deployed a learning and development e-platform with reporting and tracking mechanism.
- Collaborated with other CHA departments on the development of just-in-time training modules built around CHA's business practices for CHA's contractors.
- Partnered with CHA Subject Matter Experts to design and deploy compliance-related agency-wide training modules, in a virtual environment, for the Americans with Disabilities Act (ADA), CHA's Language Access Plan, Sexual Harassment, Equal Employment Opportunities, and Ethics.

### **2020 Accomplishments: Human Resources**

- Executed a seamless transition to new 457(b) recordkeeper with enhanced offerings and reduced fees to employees
- Negotiated a 0% increase for annual renewal of medical and dental coverage
- Increased short-term and long-term disability coverages to benefit all employees
- Completed electronic data interchange interface with insurance provider to ensure timely updating of records and improved accuracy
- Created and implemented procedures, protocol and new policies related to COVID-19

### **2020 Accomplishments: General Services Fleet & Facilities Management**

- Exercised Joint Purchase Agreement with City of Chicago for enterprise leasing to ensure competitive pricing
- Re-negotiated the "CHA On-line Store" purchase agreement
- Successfully stocked & distributed PPE in CHA headquarters and administrative buildings to ensure employee/contractor needs were met

# ADMINISTRATION DIVISION

## DIVISION SUMMARY

### **2021 Goals: Risk Management**

- Develop an annual risk management strategy to align with Property and Asset Management and improve loss control measures.

### **2021 Goals: Professional Learning**

- Collaborate with Human Resources to design and deploy e-learning training for managers and employees for important topics such as FMLA and annual evaluation process.

### **2021 Goals: Human Resources**

- Outsource FMLA management to improve process and ensure proper tracking of employees on leave.
- Conduct a review of job classifications and grading scale to standardize compensation philosophy and process for grading jobs.
- Implement an upgrade to current HR talent acquisition and performance management systems.

### **2021 Goals: General Services Fleet & Facilities Management**

- Develop vehicle strategy to ensure proper tracking management of all CHA vehicles.
- Conduct semi-annual customer service satisfaction survey



# ADMINISTRATION DIVISION

## COST CENTER DESCRIPTIONS

FY2021

### **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. **\$719,565**

### **Risk Management (213)**

The Risk Management department is responsible for coordinating and managing 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. **\$1,159,018**

### **Professional Learning (214)**

Training facilitates employee access to resources, knowledge and experiences necessary to gain skills and competencies needed or required for all CHA personnel. **\$725,056**

### **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. **\$1,685,249**

### **General Services Fleet & Facilities Management (543)**

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, and vendor contract management including office supplies, parking services, printing, and conference support services. **\$7,772,415**

# ADMINISTRATION DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>209 - Office of Chief Administrative Officer</b>					
MTW Fund	\$292,849	\$258,705	\$268,383	\$719,565	168.11%
<b>209 - Office of Chief Administrative Officer Total</b>	<b>\$292,849</b>	<b>\$258,705</b>	<b>\$268,383</b>	<b>\$719,565</b>	<b>168.11%</b>
<b>213 - Risk Management</b>					
MTW Fund	\$0	\$607,904	\$1,158,431	\$1,159,018	0.05%
<b>213 - Risk Management Total</b>	<b>\$0</b>	<b>\$607,904</b>	<b>\$1,158,431</b>	<b>\$1,159,018</b>	<b>0.05%</b>
<b>214 - Professional Learning</b>					
MTW Fund	\$1,222,047	\$1,080,235	\$1,512,582	\$725,056	-52.07%
<b>214 - Professional Learning Total</b>	<b>\$1,222,047</b>	<b>\$1,080,235</b>	<b>\$1,512,582</b>	<b>\$725,056</b>	<b>-52.07%</b>
<b>230 - Human Resources</b>					
MTW Fund	\$996,869	\$1,471,179	\$2,297,968	\$1,685,249	-26.66%
<b>230 - Human Resources Total</b>	<b>\$996,869</b>	<b>\$1,471,179</b>	<b>\$2,297,968</b>	<b>\$1,685,249</b>	<b>-26.66%</b>
<b>543 - General Services Fleet &amp; Facilities Management</b>					
MTW Fund	\$6,317,565	\$6,799,457	\$6,487,131	\$7,772,415	19.81%
Other Funding	\$0	\$9,278	\$0	\$0	0.00%
<b>543 - General Services Fleet &amp; Facilities Management Total</b>	<b>\$6,317,565</b>	<b>\$6,808,736</b>	<b>\$6,487,131</b>	<b>\$7,772,415</b>	<b>19.81%</b>
<b>Grand Total</b>	<b>\$8,829,330</b>	<b>\$10,226,759</b>	<b>\$11,724,495</b>	<b>\$12,061,303</b>	<b>2.87%</b>

# ADMINISTRATION DIVISION

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>209 - Office of Chief Administrative Officer</b>					
Non-Personnel	\$5,996	\$4,414	\$5,790	\$5,790	0.00%
Personnel	\$286,853	\$254,291	\$262,593	\$713,775	171.82%
<b>209 - Office of Chief Administrative Officer Total</b>	<b>\$292,849</b>	<b>\$258,705</b>	<b>\$268,383</b>	<b>\$719,565</b>	<b>168.11%</b>
<b>213 - Risk Management</b>					
Non-Personnel	\$0	\$482,503	\$930,800	\$929,500	-0.14%
Personnel	\$0	\$125,401	\$227,631	\$229,518	0.83%
<b>213 - Risk Management Total</b>	<b>\$0</b>	<b>\$607,904</b>	<b>\$1,158,431</b>	<b>\$1,159,018</b>	<b>0.05%</b>
<b>214 - Professional Learning</b>					
Non-Personnel	\$111,637	\$66,908	\$81,723	\$81,723	0.00%
Personnel	\$1,110,410	\$1,013,327	\$1,430,859	\$643,333	-55.04%
<b>214 - Professional Learning Total</b>	<b>\$1,222,047</b>	<b>\$1,080,235</b>	<b>\$1,512,582</b>	<b>\$725,056</b>	<b>-52.07%</b>
<b>230 - Human Resources</b>					
Non-Personnel	\$282,611	\$210,398	\$212,000	\$209,920	-0.98%
Personnel	\$714,258	\$1,260,781	\$2,085,968	\$1,475,329	-29.27%
<b>230 - Human Resources Total</b>	<b>\$996,869</b>	<b>\$1,471,179</b>	<b>\$2,297,968</b>	<b>\$1,685,249</b>	<b>-26.66%</b>
<b>543 - General Services Fleet &amp; Facilities Management</b>					
Non-Personnel	\$5,225,846	\$5,713,542	\$5,325,918	\$6,588,505	23.71%
Personnel	\$1,091,719	\$1,095,194	\$1,161,213	\$1,183,910	1.95%
<b>543 - General Services Fleet &amp; Facilities Management Total</b>	<b>\$6,317,565</b>	<b>\$6,808,736</b>	<b>\$6,487,131</b>	<b>\$7,772,415</b>	<b>19.81%</b>
<b>Grand Total</b>	<b>\$8,829,330</b>	<b>\$10,226,759</b>	<b>\$11,724,495</b>	<b>\$12,061,303</b>	<b>2.87%</b>

# ADMINISTRATION DIVISION

## FY2021 BUDGET

### **209 - Office of Chief Administrative Officer**

Personnel	\$713,775
Sundry	\$790
Training	\$3,000
Travel	\$2,000
<b>209 - Office of Chief Administrative Officer</b>	<b>\$719,565</b>

### **213 - Risk Management**

General Expense	\$925,000
Personnel	\$229,518
Sundry	\$1,000
Training	\$3,500
<b>213 - Risk Management</b>	<b>\$1,159,018</b>

### **214 - Professional Learning**

Personnel	\$643,333
Sundry	\$29,000
Training	\$52,723
<b>214 - Professional Learning</b>	<b>\$725,056</b>

### **230 - Human Resources**

Personnel	\$1,475,329
Sundry	\$195,790
Training	\$13,630
Travel	\$500
<b>230 - Human Resources</b>	<b>\$1,685,249</b>

### **543 - General Services Fleet & Facilities Management**

Contracts	\$201,240
Materials	\$15,000
Personnel	\$1,183,910
Sundry	\$6,367,565
Training	\$2,700
Travel	\$2,000
<b>543 - General Services Fleet &amp; Facilities Management</b>	<b>\$7,772,415</b>

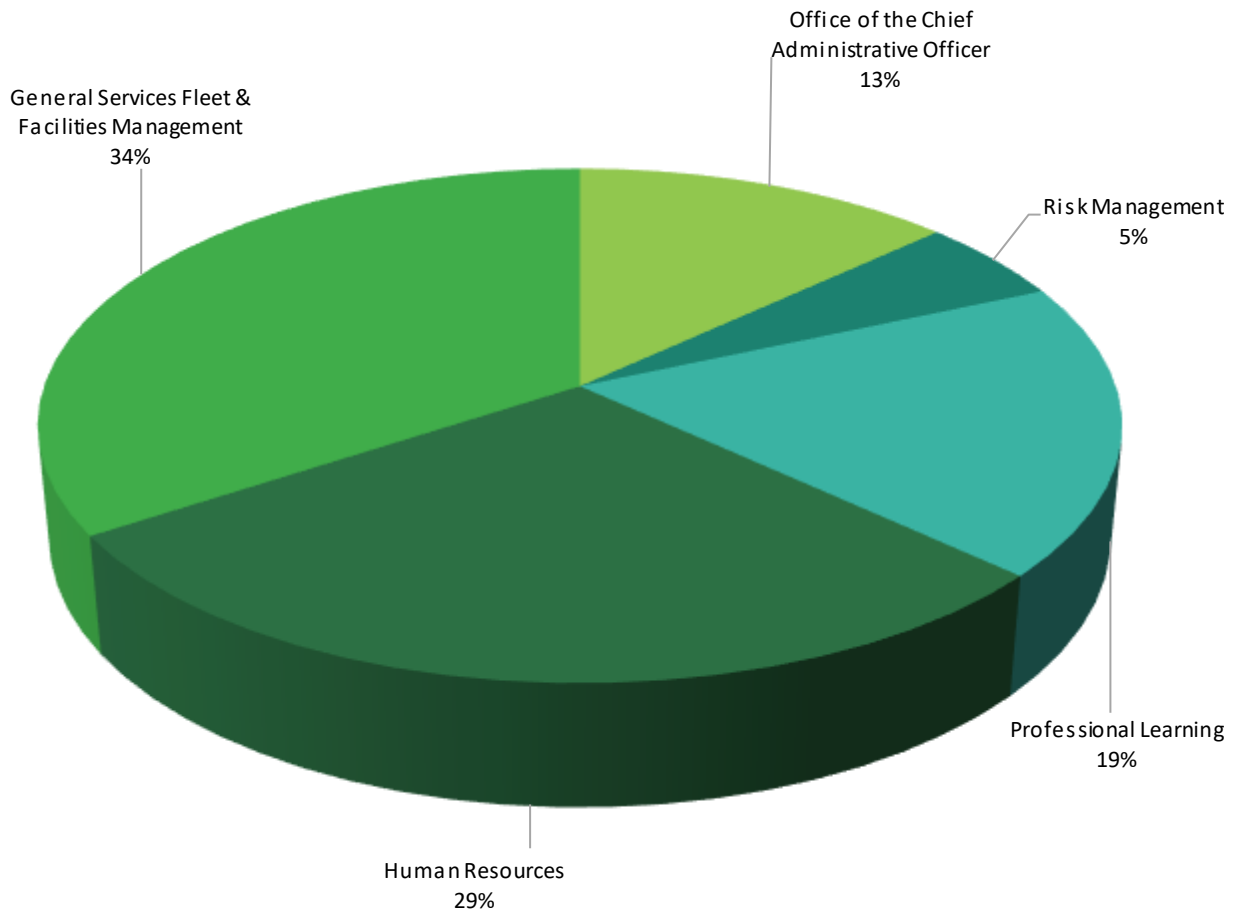
<b>Administration Total</b>	<b>\$12,061,303</b>
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# ADMINISTRATION DIVISION

## TOTAL FTE'S

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Office of the Chief Administrative Officer	2.0	2.0	1.0	5.0	400.0%
Risk Management	0.0	2.0	2.0	2.0	0.0%
Professional Learning	65.0	42.5	37.5	7.0	-81.3%
Human Resources	9.0	14.0	14.0	11.0	-21.4%
General Services Fleet & Facilities Management	11.0	13.0	13.0	13.0	0.0%
<b>Administration Total</b>	<b>87.0</b>	<b>73.5</b>	<b>67.5</b>	<b>38.0</b>	<b>-43.7%</b>

## FTEs by Cost Center



# ADMINISTRATION DIVISION

## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
<b>209 - OFFICE OF THE ADMINISTRATIVE OFFICER</b>					
CHIEF ADMINISTRATIVE OFFICER	1.0	\$193,084			
MGR, PAYROLL	1.0	96,597			
ASST PAYROLL MGR	1.0	86,000			
SR PAYROLL SPEC	1.0	80,360			
PAYROLL SPEC	1.0	63,603			
<b>209 - OFFICE OF THE ADMINISTRATIVE OFFICER Total</b>	<b>5.0</b>	<b>\$519,643</b>	<b>\$5,196</b>	<b>\$188,935</b>	<b>\$713,775</b>
<b>213 - RISK MANAGEMENT</b>					
MGR, RISK MANAGEMENT	1.0	\$103,000			
RISK MANAGEMENT ANALYST	1.0	64,092			
<b>213 - RISK MANAGEMENT Total</b>	<b>2.0</b>	<b>\$167,092</b>	<b>\$1,671</b>	<b>\$60,755</b>	<b>\$229,518</b>
<b>214 - PROFESSIONAL LEARNING</b>					
DIRECTOR TRAINING	1.0	\$115,280			
ADMIN SEC II (LOC 73)	2.0	89,752			
SENIOR LEARNING & DEVELOPMENT SPECIALIST	1.0	77,250			
LEARNING & DEVELOPMENT SPECIALIST	1.0	68,456			
TRAINING COORDINATOR	1.0	63,340			
ADMIN SEC III (LOC 73)	1.0	51,482			
<b>214 - PROFESSIONAL LEARNING Total</b>	<b>7.0</b>	<b>\$465,561</b>	<b>\$7,480</b>	<b>\$170,295</b>	<b>\$643,333</b>
<b>230 - HUMAN RESOURCES</b>					
DEPUTY CHIEF HUMAN RES	1.0	\$150,000			
EEO & EQUITY OFFICER	1.0	125,000			
DIR HEALTH AND BENEFITS	1.0	120,000			
HUMAN RES MGMT SYS ADMIN	1.0	111,070			
SR HUMAN RES GEN	1.0	103,128			
SR BEN & COMP ANALYST	1.0	91,809			
BEN & PROJ ANALYST	1.0	85,511			
TALENT ACQUIS SPEC	1.0	82,400			
SENIOR EXECUTIVE ASSISTANT	1.0	82,162			
HUMAN RES GEN	1.0	80,340			
HUMAN RES SUPP COORD	1.0	42,640			
<b>230 - HUMAN RESOURCES Total</b>	<b>11.0</b>	<b>\$1,074,061</b>	<b>\$10,741</b>	<b>\$390,528</b>	<b>\$1,475,329</b>

# ADMINISTRATION DIVISION

## SALARY SCHEDULE

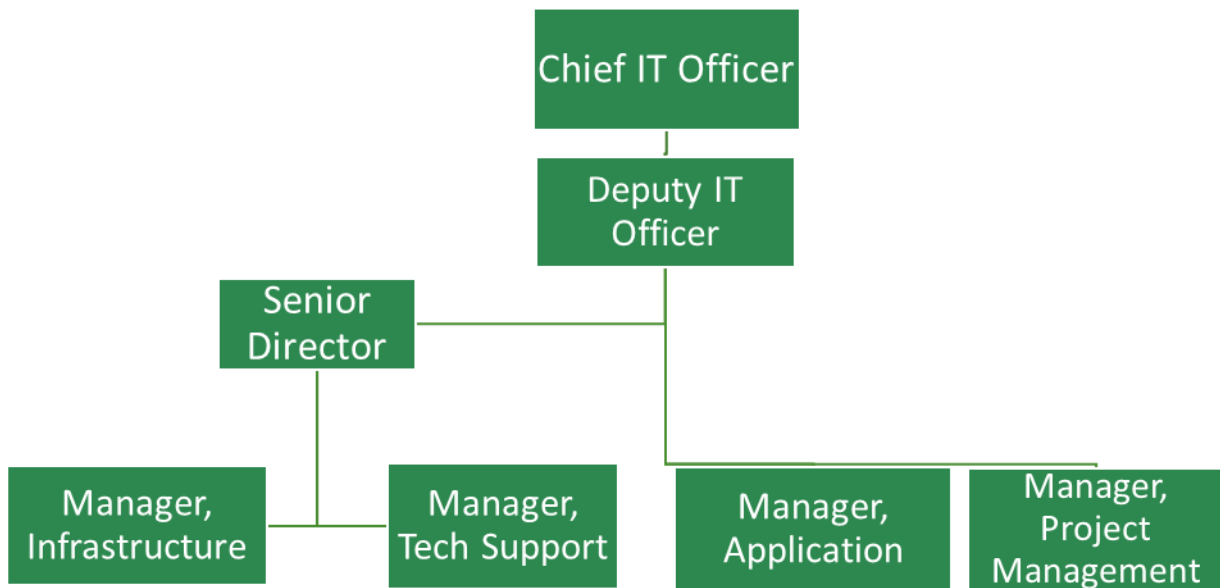
	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
<b>543 - GENERAL SERVICES FLEET &amp; FACILITIES MANAGEMENT</b>					
DEPUTY CHIEF FLEET FACILITIES	1.0	\$149,350			
SENIOR COORDINATOR	2.0	124,259			
FACILITIES COORD	1.0	86,888			
GEN SVCS COORD	2.0	86,562			
FACILITIES ANALYST	1.0	86,060			
MANAGER, FLEET	1.0	75,996			
AUDIO ENGINEER	1.0	60,816			
ADMIN SEC III (LOC 73)	1.0	53,560			
MAIL DISTRIB CLERK II (LOC 73)	1.0	47,443			
FACILITIES MAINT TECH	1.0	42,224			
MAIL DIST SEV CLERK ADM-515	1.0	39,720			
<b>543 - GENERAL SERVICES FLEET &amp; FACILITIES MGMT Total</b>	<b>13.0</b>	<b>\$852,879</b>	<b>\$17,620</b>	<b>\$313,380</b>	<b>\$1,183,910</b>
<b>Grand Total</b>	<b>38.0</b>	<b>\$3,079,236</b>	<b>\$42,709</b>	<b>\$1,123,893</b>	<b>\$4,245,865</b>





# INFORMATION TECHNOLOGY DIVISION

Information Technology Division is responsible for providing the technical resources necessary for all CHA Divisions (including hardware, software, programs, and technical support) to operate effectively.



*This division organizational chart reflects functional areas (not cost centers) within the division*



## INSIDE INFORMATION TECHNOLOGY

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**HARVARD-BOUND ANICIA MILLER WAS ONE OF 150 PUBLIC HOUSING RESIDENTS WHO PARTICIPATED IN CHA'S 10TH ANNUAL "TAKE FLIGHT COLLEGE SEND-OFF" AT THE CHARLES HAYES CENTER IN AUGUST 2020**

# INFORMATION TECHNOLOGY DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
210 - Information Technology	\$11,156,493	\$12,679,825	\$12,321,538	\$12,327,302	0.05%
<b>Information Technology</b>	<b>\$11,156,493</b>	<b>\$12,679,825</b>	<b>\$12,321,538</b>	<b>\$12,327,302</b>	<b>0.05%</b>

## BUDGET YEAR COMPARISON

### 210-Information Technology

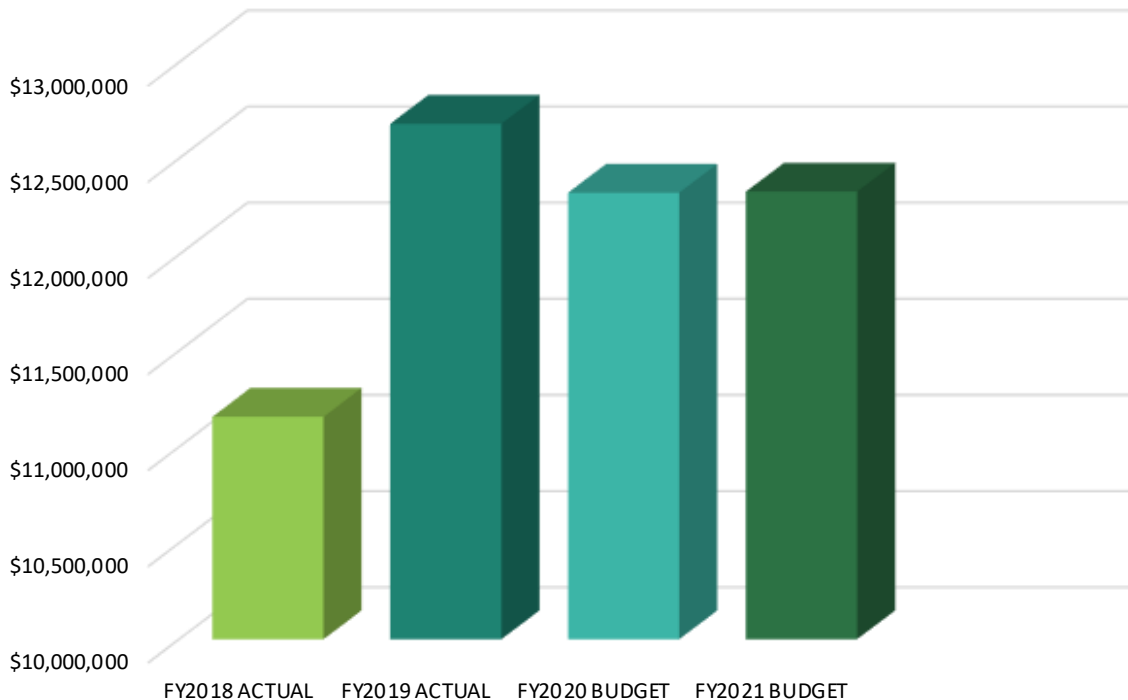
The budget remained relatively flat against prior year, for both personnel and non-personnel.

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$11,156,493	\$12,679,825	\$12,321,538	\$12,327,302	0.05%
<b>Grand Total</b>	<b>\$11,156,493</b>	<b>\$12,679,825</b>	<b>\$12,321,538</b>	<b>\$12,327,302</b>	<b>0.05%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$7,151,684	\$8,518,373	\$7,565,473	\$7,565,474	0.00%
Personnel	\$4,004,809	\$4,161,453	\$4,756,065	\$4,761,828	0.12%
<b>Grand Total</b>	<b>\$11,156,493</b>	<b>\$12,679,825</b>	<b>\$12,321,538</b>	<b>\$12,327,302</b>	<b>0.05%</b>

## 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 Executive Management and staff.

### **2020 Accomplishments**

- In response to the COVID pandemic enabled CHA staff and contractor workforce to continue to deliver essential services to our residents and stakeholders. Network infrastructure, including secure, VPN account access was established to enable telework by 1,400 CHA staff and contractors.
- Expanded Enterprise Content Management System utilization (iFile Phase II), including Disaster recovery.
- Implemented Yardi Rent Café Online Certification solution to facilitate the Recertification, Interim and Intake process flows.
- Enhanced Wait List application portal to allow the PHA residents and HCV tenants to apply to the waitlist from a different program as needed.
- Implemented Reasonable Accommodation application and admin portals to streamline the Reasonable Accommodation request and approval process.
- Developed functionality in the Wait List Admin portal to give CHA staff the ability to efficiently and quickly update decisions made on the applicants.
- Completed Section 3 portal enhancements.
- Upgraded Yardi Voyager to the latest version: 7.9
- Implemented Granicus Board Agenda Management solutions to facilitate the management and publishing of board agendas and minutes.
- Configured an automated EDI data transfer processes from Lawson system to the various benefit providers, including Empower, Ameriflex and Guardian.
- Successfully implemented the e-Builder application for Section 3 contractors.
- Implemented CHA Multilingual IVR Translation and Occupancy Call Center.
- Completed Cisco IP Communicator/Soft Phones Project for all CHA Call Centers: Techsupport, HCV Call Center and CHA Operators

# INFORMATION TECHNOLOGY DIVISION

## DIVISION SUMMARY

### 2021 Goals

- Develop and implement an updated enterprise reporting and planning system.
- Develop and implement a comprehensive information security system to protect CHA's information, data and physical assets.
- Collaborate and support the development of an agency-wide property asset management system.
- Increase CHA's resident and participant customer service by providing more options to conduct business remotely.
- Develop a comprehensive disaster recovery strategy to support business continuity objectives.

# INFORMATION TECHNOLOGY DIVISION

## COST CENTER DESCRIPTIONS

**FY2021  
BUDGET**

### Information Technology (210)

Information Technology Division is responsible for providing the technical resources necessary for all CHA Divisions (including hardware, software, programming and technical support) to operate effectively. **\$12,327,302**

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>210 - Information Technology (IT)</b>					
MTW Fund	\$11,156,493	\$12,679,825	\$12,321,538	\$12,327,302	0.05%
<b>210 - Information Technology (IT) Total</b>	<b>\$11,156,493</b>	<b>\$12,679,825</b>	<b>\$12,321,538</b>	<b>\$12,327,302</b>	<b>0.05%</b>
<b>Grand Total</b>	<b>\$11,156,493</b>	<b>\$12,679,825</b>	<b>\$12,321,538</b>	<b>\$12,327,302</b>	<b>0.05%</b>

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>210 - Information Technology (IT)</b>					
Non-Personnel	\$7,151,684	\$8,518,373	\$7,565,473	\$7,565,474	0.00%
Personnel	\$4,004,809	\$4,161,453	\$4,756,065	\$4,761,828	0.12%
<b>210 - Information Technology (IT) Total</b>	<b>\$11,156,493</b>	<b>\$12,679,825</b>	<b>\$12,321,538</b>	<b>\$12,327,302</b>	<b>0.05%</b>
<b>Grand Total</b>	<b>\$11,156,493</b>	<b>\$12,679,825</b>	<b>\$12,321,538</b>	<b>\$12,327,302</b>	<b>0.05%</b>

## FY2021 BUDGET

### 210 - Information Technology (IT)

Contracts	\$3,079,812
Equipment	\$610,000
Personnel	\$4,761,828
Sundry	\$3,767,430
Training	\$97,558
Travel	\$10,674
<b>210 - Information Technology (IT)</b>	<b>\$12,327,302</b>
<b>Information Technology Total</b>	<b>\$12,327,302</b>

# INFORMATION TECHNOLOGY DIVISION

## TOTAL FTE'S

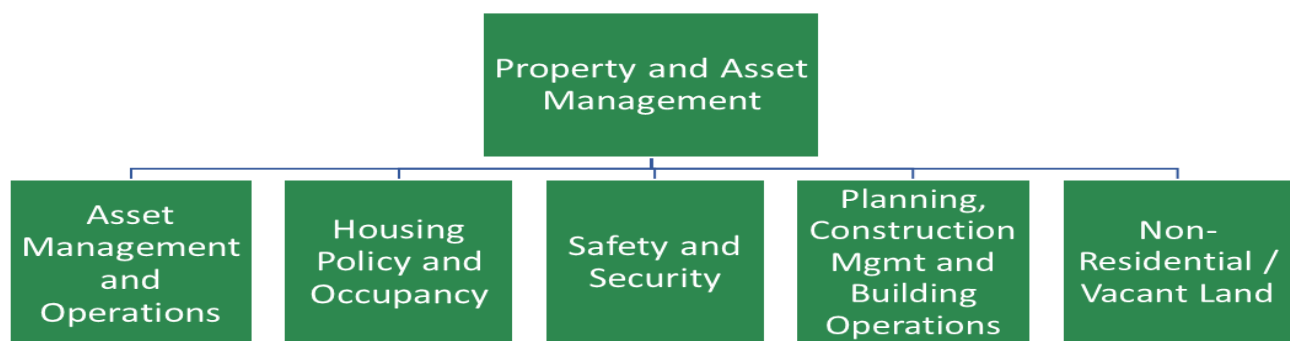
	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Information Technology	39.0	39.0	39.0	39.0	0.0%
<b>Information Technology Total</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>0.0%</b>

## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
<b>210 - INFORMATION TECHNOLOGY</b>					
APPS DEV II	3.0	\$248,988			
TECH SUPP ANALYST I	4.0	\$227,226			
CHIEF INFORMATION TECHNOLOGY OFFICER	1.0	\$185,224			
SYSTEMS ENGINEER II	2.0	\$161,520			
IT PROJ MGR I	2.0	\$156,040			
DEPUTY CHIEF INFORMATION TECHNOLOGY SERVICES	1.0	\$154,075			
SR DIRECTOR ITS	1.0	\$138,678			
TECH SUPP ANALYST II	2.0	\$125,175			
MGR, APP SVCS	1.0	\$117,760			
SYSTEMS ENGINEER I	2.0	\$116,943			
MGR, TECH SUPP, INFRA	1.0	\$116,000			
APPS ARCHITECT	1.0	\$113,097			
MGR, TECH SVCS/SUPP	1.0	\$112,700			
SYSTEM ADMIN III	1.0	\$110,058			
DATABASE ITS INFRA II	1.0	\$109,273			
MGR PROJ MGMT OFF	1.0	\$106,900			
NETWORK ARCHITECT	1.0	\$101,296			
APPS DEV III	1.0	\$99,000			
APPS TRAINER II	1.0	\$95,668			
SECURITY ARCHITECT	1.0	\$92,595			
BUSINESS SOLU ANALYST II	1.0	\$92,000			
SYSTEMS ENGINEER III	1.0	\$89,219			
SYSTEM ANALYST II	1.0	\$88,642			
SYSTEM ADMIN I II	1.0	\$85,823			
QUAL ASSUR ANALYST II	1.0	\$76,792			
BUSINESS SOLU ANALYST I	1.0	\$76,220			
APPS TRAINER I	1.0	\$74,160			
DESKTOP TECH I	1.0	\$69,104			
SR EXEC ASST	1.0	\$65,366			
ADMIN SEC III (LOC 73)	1.0	\$51,773			
<b>210 - INFORMATION TECHNOLOGY Total</b>	<b>39.0</b>	<b>\$3,457,314</b>	<b>\$44,039</b>	<b>\$1,260,487</b>	<b>\$4,761,828</b>
<b>Grand Total</b>	<b>39.0</b>	<b>\$3,457,314</b>	<b>\$44,039</b>	<b>\$1,260,487</b>	<b>\$4,761,828</b>

# PROPERTY AND ASSET MANAGEMENT

The Property and Asset Management division consists of five 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 five departments include Asset Management, and Operations, Housing Policy and Occupancy, Safety and Security, Planning, Construction Management and Building Operations and Non-Residential/vacant land management.



*This division organizational chart reflects functional areas (not cost centers) within the division*



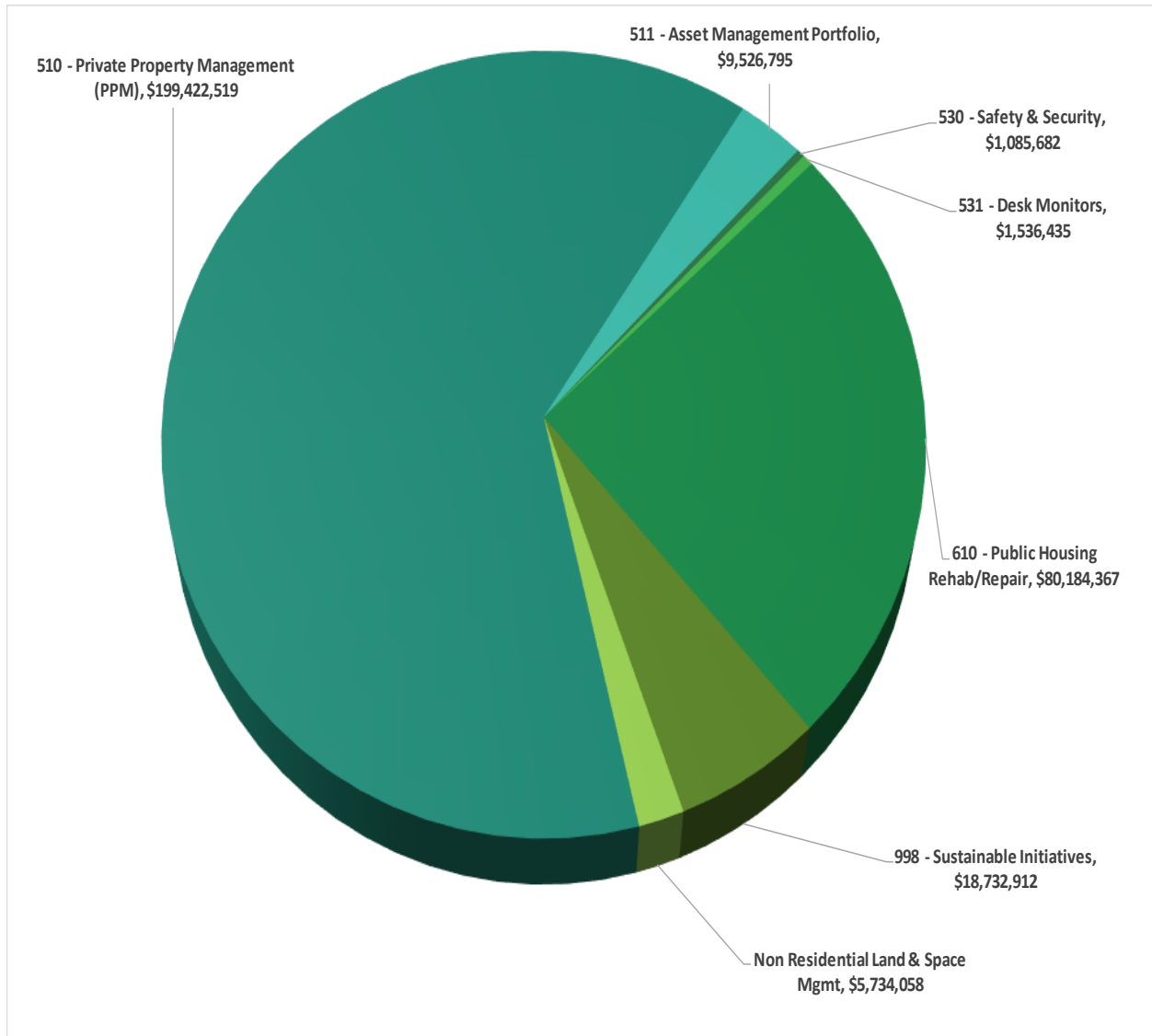
### INSIDE PROPERTY

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**THE OSO APARTMENTS PROVIDE 48 UNITS OF AFFORDABLE HOUSING TO THE IRVING AND ALBANY PARK COMMUNITIES, INCLUDING 32 FOR CHA RESIDENTS**

# PROPERTY AND ASSET MANAGEMENT

## EXPENDITURES BY COST CENTER





# PROPERTY AND ASSET MANAGEMENT

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non Residential Land & Space Mgmt	\$1,481,162	\$2,308,313	\$2,768,663	\$5,734,058	107.11%
440 - Charles A. Hayes Investment Center (FIC)	\$1,308,715	\$1,891,610	\$1,682,589	\$3,325,558	97.65%
441 - Pope Building		\$207,779	\$590,720	\$870,340	47.34%
442 - Overton Building - 3619 S. State St				\$515,197	N/A
443 - 4659 S. Cottage Grove		\$75,798	\$321,800	\$321,800	0.00%
550 - Oakland Community Center	\$172,447	\$133,126	\$173,554	\$173,554	0.00%
773 - Altgeld Town Center				\$527,609	N/A
510 - Private Property Management (PPM)	\$231,444,325	\$202,894,964	\$198,403,005	\$199,422,519	0.51%
511 - Asset Management Portfolio	\$20,699,338	\$12,233,955	\$10,171,180	\$9,526,795	-6.34%
530 - Safety & Security	\$1,343,454	\$1,126,254	\$1,064,008	\$1,085,682	2.04%
531 - Desk Monitors	\$1,537,392	\$1,870,776	\$1,767,974	\$1,536,435	-13.10%
610 - Public Housing Rehab/Repair	\$28,361,219	\$57,186,678	\$49,693,690	\$80,184,367	61.36%
998 - Sustainable Initiatives	\$20,598,876	\$16,740,016	\$18,733,517	\$18,732,912	0.00%
<b>Property and Asset Management</b>	<b>\$305,465,766</b>	<b>\$294,360,955</b>	<b>\$282,602,037</b>	<b>\$316,222,769</b>	<b>11.90%</b>

## BUDGET YEAR COMPARISON

### Non-Residential Land & Space Management

#### 440 - Charles A Hayes Investment Center (FIC)

The budget increased by \$1,642,969, or 97.65%, primarily due to higher anticipated expenses associated with the management of the vacant land portfolio. Budget for the management of vacant land will be moved to its own cost center beginning January 1, 2021.

#### 441— Pope Building

The budget increased by \$279,620, or 47.34%, due to higher anticipated operating expenses.

#### 442—Overton Building

Newly rented commercial space for HCV satellite office.

#### 443—4659 S Cottage Grove

The budget has remained unchanged compared to the prior year.

#### 550 - Oakland Community Center

The budget remained unchanged compared to the prior year.

#### 773—Altgeld Town Center

Newly completed CHA commercial space, which includes a library, early childhood learning center, and community center

### 510 - Private Property Management (PPM)

The budget remained relatively flat compared to previous year.

### 511 - Asset Management Portfolio

The budget decreased by \$644,385, or 6.34%, primarily due to the elimination of four FTEs as a result of the re-organization associated with the now-eliminated CCD division.

### 530 - Safety & Security

The budget increased by \$ 21,674, or 2.04%, due to pay for performance and salary adjustments.

### 531 - Desk Monitors

The budget decreased by \$ 231,539, or 13.10%, primarily due to the elimination of six FTEs.

### 610—Public Housing Rehab/Repair

The budget increased by \$30,490,677, or 61.36%, primarily due to rehab and repairs scheduled for the public housing portfolio in 2021, specifically, the elevator modernization program.

### 998 - Sustainable Initiatives

No significant change in budget.

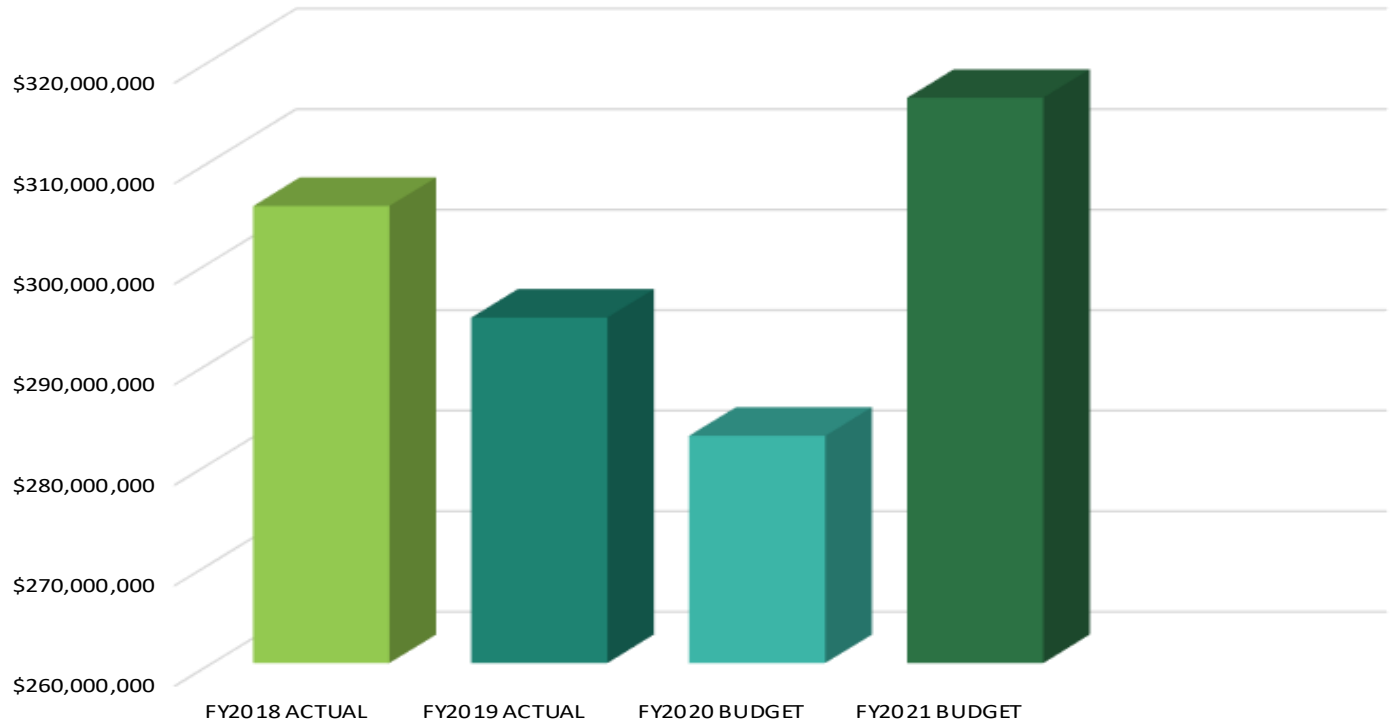
# PROPERTY AND ASSET MANAGEMENT

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$264,600,769	\$217,057,128	\$249,267,990	\$255,461,877	2.48%
Section 8	\$20,268,364	\$22,685,811	\$21,196,366	\$44,439,092	109.65%
Other Funding	\$20,596,633	\$54,618,016	\$12,137,681	\$16,321,800	34.47%
<b>Grand Total</b>	<b>\$305,465,766</b>	<b>\$294,360,955</b>	<b>\$282,602,037</b>	<b>\$316,222,769</b>	<b>11.90%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$293,726,347	\$282,058,506	\$269,258,457	\$303,684,063	12.79%
Personnel	\$11,739,420	\$12,302,450	\$13,343,580	\$12,538,707	-6.03%
<b>Grand Total</b>	<b>\$305,465,766</b>	<b>\$294,360,955</b>	<b>\$282,602,037</b>	<b>\$316,222,769</b>	<b>11.90%</b>

## EXPENDITURES BY FISCAL YEAR



# PROPERTY AND ASSET MANAGEMENT

## DIVISION SUMMARY

### 2020 Accomplishments

#### **Asset Management**

- Optimized private property management services:
  - Implemented regular audits of private property management performance.
  - Provided quarterly score cards for private property management performance.
  - Trained private property management staff on Private Property Management Procedural Manual.
  - Updated Private Property Management Procedural Manual.
- Completed system upgrades and transitions: Yardi/Lawson financials, Yardi QC Audit tool for Rental Assistance Demonstration (RAD) properties, Rent Café, Yardi Work Compliance and Affordable Tax Credit modules.

#### **Housing Policy & Occupancy**

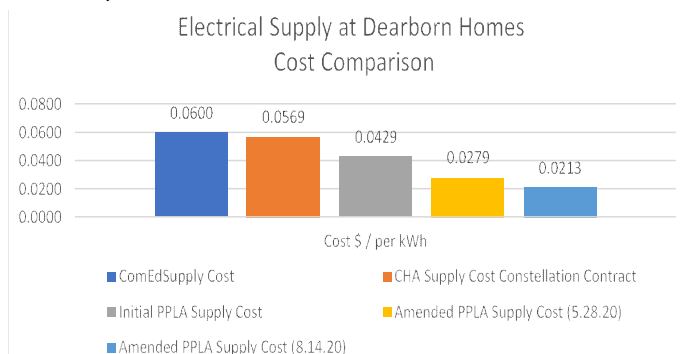
- Implemented and conducted virtual training on FY2020 Admissions and Continued Occupancy Policy.
- FY2020 SDHP – Updated and received board approval on Senior Designated Housing Plan.
- Developed E-Learning module for leasing training
- Integrated automation within waitlist management process
- Collaborated on agency-wide project to improve CHA-managed, site-based wait list processes. Improvements facilitate PBV, PH and RAD heads of households in applying to multiple waitlists.
- Implemented Integrated Voice Response (IVR) system to improve customer telephone support.
- Implemented under/over-housed right-sizing plan.

#### **Non-residential Land and Space Management**

- Implemented virtual trainings for Commercial staff.
- Created an historical art wall recognizing former CHA chairpersons.
- Coordinated CHA-Wide efforts for PPE and safety measures: packaging and distribution of materials, signage, custom masks, screening equipment and installation of barriers.
- Coordinated the logistics for the drive-up distribution of college back to school/dorm items.

#### **Planning, Construction Management & Building Operations**

- Awarded contract to over 100 Section 3 Vendors to increase efficiency and productivity.
- Awarded over \$30 million in Section 3 contracts resulting in bringing 500 units back online.
- Completed construction of new trash compactor enclosures at Dearborn Homes.
- Electrified new solar panels at Dearborn homes, both roof and ground mounted, as well as decreased the kWh cost for this on-site presentation.



# PROPERTY AND ASSET MANAGEMENT

## DIVISION SUMMARY

### **2020 Accomplishments (continued)**

- Issued a Request for Qualifications to develop a pre-qualified pool of solar developers for future renewable energy projects.
- Established 12 new centralized maintenance contracts for critical building systems to ensure a high level of service and standardized documentation.
- Received \$4.3 million in outside funding for energy efficiency projects.
- Hosted (virtually) a program to train 8 CHA residents to become BIT Aides. Program provided 10 weeks of paid training sessions to 8 CHA residents using \$11,000 of funding from ComEd; 3 trainees were then hired as part-time employees at Slipstream as BIT Aides.

### **Safety and Security**

- Achieved reduction in security costs while maintaining appropriate service levels.
- Identified technology to assist Safety and Security team with tracking and understanding incidents.
- Completed door access program.
- Improved customer service provided by Front Desk Monitors.

### **2021 Goals**

#### **Asset Management**

- Implement an asset management model for oversight and monitoring performance standards for professional property management companies.
- Establish New Professional Property Management Contracts for property management services.

#### **Housing Policy & Occupancy**

- Enhance site-base waitlist management and streamline customer service through development of mobile app, process automation, and implementation of portal upgrades.
- Explore and implement new model for creating efficient access to CHA through virtual screening.

#### **Non-residential Land and Space Management**

- Implement an enhanced real estate database.
- Standardize CHA leases and terms for non-residential spaces for all CHA's properties.

#### **Planning, Construction Management & Building Operations**

- Initiate Physical Needs Assessment and Asset Management database to inform 5-year capital improvement plan for CHA's existing portfolio.
- Implement E-Builder Software for task order contracting and project management.

#### **Safety and Security**

- Complete comprehensive security audit and partnership with City /CPD to improve security services provided to CHA residents.

# PROPERTY AND ASSET MANAGEMENT

## DIVISION SUMMARY

### COST CENTER DESCRIPTIONS

#### FY2021 BUDGET

**Charles A Hayes Investment Center (FIC) (440)**

Owned and operated CHA facility that provides space for administrative meetings and space for CHA employees, residents, and community members. It also serves as a location for service-forward non-profit tenants.

\$ 3,325,558

**Pope Building (441)**

Formerly Nathaniel Pope Elementary School, now referred to as the Pope building. Obtained by CHA in 2017 and located at 1852 S. Albany Chicago, IL 60623. In 2019, the facility became the west satellite office for the Housing Choice Voucher (HCV) program.

\$ 870,340

**Overton Building (442)**

A Chicago landmark located in the historic Bronzeville district at 3619 S State. This leased space will be the HCV south satellite office.

\$ 515,197

**4659 S. Cottage Grove (443)**

Located at 4659 S. Cottage Grove Ave. Chicago, IL 60653, the 22,500 square foot facility is owned and operated by the CHA.

\$ 321,800

**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:

\$ 199,422,519

- 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 (511)**

Asset Management 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. Also responsible for all expenditures related to Housing Policy and Occupancy.

\$ 9,526,797

**Safety & Security (530)**

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

\$ 1,085,682

# PROPERTY AND ASSET MANAGEMENT

## DIVISION SUMMARY

### COST CENTER DESCRIPTIONS

<b>Desk Monitors (531)</b>	<b>\$ 1,536,435</b>
Desk Monitors are responsible for monitoring, documenting and reporting all activity that occurs in the secure entry ways of their assigned CHA senior buildings.	
<b>Oakland Community Center (550)</b>	<b>\$ 173,554</b>
CHA's non-residential facility located within an approximately 94 acre CHA site that previously included over 3,200 public housing units. It provides programming for the nearly 500 young people at Oakwood Shores.	
<b>Public Housing Rehab/Repair (610)</b>	<b>\$ 80,184,367</b>
Costs related to providing quality, safe and sustainable housing through capital maintenance, rehabilitation, and upgrades of the authority's infrastructure.	
<b>Altgeld Town Center (773)</b>	<b>\$ 527,609</b>
A 40,000 square foot combined community space which houses an early childhood learning center, a Chicago Public Library, and community center for the Altgeld/Murray neighborhood.	
<b>Sustainable Initiatives (998)</b>	<b>\$ 18,732,912</b>
Sustainable Initiatives represents utility costs at CHA properties. CHA strives to minimize utility use and cost by actively managing those factors impacting utility usage.	

# PROPERTY AND ASSET MANAGEMENT

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>440 - Charles A. Hayes Investment (FIC)</b>					
MTW Funding	\$1,308,715	\$1,891,610	\$1,682,589	\$3,325,558	97.65%
<b>440 - Charles A. Hayes Investment (FIC) Total</b>	<b>\$1,308,715</b>	<b>\$1,891,610</b>	<b>\$1,682,589</b>	<b>\$3,325,558</b>	<b>97.65%</b>
<b>441 - Pope Building</b>					
MTW Funding		\$207,779	\$590,720	\$870,340	47.34%
<b>441 - Pope Building Total</b>	<b>\$0</b>	<b>\$207,779</b>	<b>\$590,720</b>	<b>\$870,340</b>	<b>47.34%</b>
<b>442 - Overton Building</b>					
MTW Funding				\$515,197	N/A
<b>442 - Overton Building Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$515,197</b>	<b>0.00%</b>
<b>443 - 4659 S. Cottage Grove - Operating</b>					
Other Funding		\$75,798	\$321,800	\$321,800	0.00%
<b>443 - 4659 S Cottage Grove- Operating</b>	<b>\$0</b>	<b>\$75,798</b>	<b>\$321,800</b>	<b>\$321,800</b>	<b>0.00%</b>
<b>510 - Private Property Management (PPM)</b>					
MTW Funding	\$211,175,961	\$180,209,153	\$177,206,639	\$154,983,428	-12.54%
Section 8	\$20,268,364	\$22,685,811	\$21,196,366	\$44,439,092	109.65%
<b>510 - Private Property Management (PPM) Total</b>	<b>\$231,444,325</b>	<b>\$202,894,964</b>	<b>\$198,403,005</b>	<b>\$199,422,519</b>	<b>0.51%</b>
<b>511 - Asset Management Portfolio</b>					
MTW Funding	\$20,699,338	\$12,233,955	\$10,171,180	\$9,526,795	-6.34%
<b>511 - Asset Management Portfolio Total</b>	<b>\$20,699,338</b>	<b>\$12,233,955</b>	<b>\$10,171,180</b>	<b>\$9,526,795</b>	<b>-6.34%</b>
<b>530 - Safety &amp; Security</b>					
MTW Funding	\$1,343,454	\$1,126,254	\$1,064,008	\$1,085,682	2.04%
<b>530 - Safety &amp; Security Total</b>	<b>\$1,343,454</b>	<b>\$1,126,254</b>	<b>\$1,064,008</b>	<b>\$1,085,682</b>	<b>2.04%</b>
<b>531 - Desk Monitors</b>					
MTW Funding	\$1,537,392	\$1,870,776	\$1,767,974	\$1,536,435	-13.10%
<b>531 - Desk Monitors Total</b>	<b>\$1,537,392</b>	<b>\$1,870,776</b>	<b>\$1,767,974</b>	<b>\$1,536,435</b>	<b>-13.10%</b>
<b>550 - Oakland Community Center</b>					
MTW Funding	\$172,447	\$133,126	\$173,554	\$173,554	0.00%
<b>550 - Oakland Community Center</b>	<b>\$172,447</b>	<b>\$133,126</b>	<b>\$173,554</b>	<b>\$173,554</b>	<b>0.00%</b>
<b>610 - Public Housing Rehab/Repair</b>					
MTW Funding	\$7,764,585	\$2,644,459	\$37,877,809	\$64,184,367	69.45%
Other Funding	\$20,596,633	\$54,542,218	\$11,815,881	\$16,000,000	35.41%
<b>610 - Public Housing Rehab/Repair</b>	<b>\$28,361,218</b>	<b>\$57,186,678</b>	<b>\$49,693,690</b>	<b>\$80,184,367</b>	<b>104.86%</b>
<b>773 - Altgeld Town Center</b>					
MTW Funding				\$527,609	N/A
<b>773 - Altgeld Town Center</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$527,609</b>	<b>0.00%</b>
<b>998 - Sustainable Initiatives</b>					
MTW Funding	\$20,598,876	\$16,740,016	\$18,733,517	\$18,732,912	0.00%
<b>998 - Sustainable Initiatives Total</b>	<b>\$20,598,876</b>	<b>\$16,740,016</b>	<b>\$18,733,517</b>	<b>\$18,732,912</b>	<b>0.00%</b>
<b>Grand Total</b>	<b>\$305,465,766</b>	<b>\$294,360,955</b>	<b>\$282,602,037</b>	<b>\$316,222,769</b>	<b>11.90%</b>

# PROPERTY AND ASSET MANAGEMENT

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>440 - Charles A. Hayes Investment (FIC)</b>					
Non-Personnel	\$669,470	\$821,407	\$642,442	\$2,252,443	251%
Personnel	\$639,245	\$1,070,203	\$1,040,147	\$1,073,115	3.17%
<b>440- Charles A. Hayes Investment (FIC) Total</b>	<b>\$1,308,715</b>	<b>\$1,891,610</b>	<b>\$1,682,589</b>	<b>\$3,325,558</b>	<b>97.65%</b>
<b>441 - Pope Building</b>					
Non-Personnel		\$207,779	\$509,120	\$767,320	50.71%
Personnel			\$81,600	\$103,020	26.25%
<b>441- Pope Building Total</b>	<b>\$0</b>	<b>\$207,779</b>	<b>\$590,720</b>	<b>\$870,340</b>	<b>47.34%</b>
<b>442 - Overton Building</b>					
Non-Personnel				\$515,197	N/A
<b>442- Overton Building Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$515,197</b>	<b>0.00%</b>
<b>443 - 4659 S. Cottage Grove-Operating</b>					
Non-Personnel		\$75,798	\$321,800	\$321,800	0.00%
<b>443- 4659 S. Cottage Grove- Operating Total</b>	<b>\$0</b>	<b>\$75,798</b>	<b>\$321,800</b>	<b>\$321,800</b>	<b>0.00%</b>
<b>510 - Private Management (PPM)</b>					
Non-Personnel	\$231,444,325	\$202,894,964	\$198,403,005	\$199,422,519	0.51%
<b>510 - Private Management (PPM) Total</b>	<b>\$231,444,325</b>	<b>\$202,894,964</b>	<b>\$198,403,005</b>	<b>\$199,422,519</b>	<b>0.51%</b>
<b>511 - Asset Management Portfolio</b>					
Non-Personnel	\$12,471,237	\$3,998,391	\$781,329	\$786,342	0.64%
Personnel	\$8,228,102	\$8,235,564	\$9,389,851	\$8,740,455	-6.92%
<b>511 - Asset Management Portfolio Total</b>	<b>\$20,699,339</b>	<b>\$12,233,955</b>	<b>\$10,171,180</b>	<b>\$9,526,797</b>	<b>-6.34%</b>
<b>530 - Safety &amp; Security Total</b>					
Non-Personnel	\$8,308				N/A
Personnel	\$1,335,146	\$1,126,254	\$1,064,008	\$1,085,682	2.04%
<b>530 - Safety &amp; Security Total</b>	<b>\$1,343,454</b>	<b>\$1,126,254</b>	<b>\$1,064,008</b>	<b>\$1,085,682</b>	<b>2.04%</b>
<b>531 - Desk Monitors</b>					
Non-Personnel	\$465	\$346			
Personnel	\$1,536,927	\$1,870,430	\$1,767,974	\$1,536,435	-13.10%
<b>531 - Desk Monitors Total</b>	<b>\$1,537,392</b>	<b>\$1,870,776</b>	<b>\$1,767,974</b>	<b>\$1,536,435</b>	<b>-13.10%</b>
<b>550 - Oakland Community Center</b>					
Non-Personnel	\$172,447	\$133,126	\$173,554	\$173,554	0.00%
<b>550 - Oakland Community Center</b>	<b>\$172,447</b>	<b>\$133,126</b>	<b>\$173,554</b>	<b>\$173,554</b>	<b>0.00%</b>
<b>610 - Public Housing Rehab/Repair</b>					
Non-Personnel	\$28,361,219	\$57,186,678	\$49,693,690	\$80,184,367	61.36%
<b>610 - Public Housing Rehab/Repair</b>	<b>\$28,361,219</b>	<b>\$57,186,678</b>	<b>\$49,693,690</b>	<b>\$80,184,367</b>	<b>61.36%</b>
<b>773 - Altgeld Town Center</b>					
Non-Personnel				\$527,609	N/A
<b>773 - Altgeld Family Resource</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$527,609</b>	<b>0.00%</b>
<b>998 - Sustainable Initiatives</b>					
Non-Personnel	\$20,598,876	\$16,740,016	\$18,733,517	\$18,732,912	0.00%
<b>998 - Sustainable Initiatives</b>	<b>\$20,598,876</b>	<b>\$16,740,016</b>	<b>\$18,733,517</b>	<b>\$18,732,912</b>	<b>0.00%</b>
<b>Grand Total</b>	<b>\$305,465,766</b>	<b>\$294,360,955</b>	<b>\$282,602,037</b>	<b>\$316,222,769</b>	<b>11.90%</b>



# PROPERTY AND ASSET MANAGEMENT

FY 2021 BUDGET

## **440 - Charles A Hayes Investment Center (FIC)**

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Contracts	\$1,847,018
Materials	\$120,000
New Acct. Category	\$26,000
Personnel	\$1,073,115
Sundry	\$218,425
Training	\$10,000
Utilities	\$31,000

**440 - Charles A Hayes Investment Center** **\$3,325,558**

## **441 - Pope Building**

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Contracts	\$670,320
Materials	\$59,000
Personnel	\$103,020
Sundry	\$34,000
Training	\$4,000

**441 - Pope Building** **\$870,340**

## **442 - Overton Building**

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Contracts	\$272,636
Materials	\$10,000
Sundry	\$232,561

**442 -Overton Building** **\$515,197**

## **443 - 4659 S. Cottage Grove- Operating**

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Contracts	\$321,800
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**443 -4659 S. Cottage Grove- Operating** **\$321,800**

# PROPERTY AND ASSET MANAGEMENT

FY 2021 BUDGET

## **510 - Private Property Management (PPM)**

Accounting & Audit	\$638,000
Contracts	\$190,355,640
General Expense	\$8,328,879
Sundry	\$100,000
<b>510 - Private Property Management (PPM)</b>	<b>\$199,422,519</b>

## **511 - Asset Management Portfolio**

Contracts	\$220,000
Personnel	\$8,740,455
Sundry	\$355,717
Training	\$167,335
Travel	\$43,288
<b>511 - Asset Management Portfolio</b>	<b>\$9,526,795</b>

## **530 - Safety & Security**

Personnel	\$1,085,682
<b>530 - Safety &amp; Security</b>	<b>\$1,085,682</b>

## **531 - Desk Monitors**

Personnel	\$1,536,435
<b>531 - Desk Monitors</b>	<b>\$1,536,435</b>

## **550 - Oakland Community Center**

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

## **610 - Public Housing Rehab/Repair**

Contracts	\$80,184,367
<b>610 - Public Housing Rehab/Repair</b>	<b>\$80,184,367</b>

## **773 - Altgeld Town Center**

Contracts	\$527,609
<b>773 - Altgeld Town Center</b>	<b>\$527,609</b>

## **998 - Sustainable Intiatives**

Utilities	\$18,732,912
<b>998 - Sustainable Intiatives</b>	<b>\$18,732,912</b>

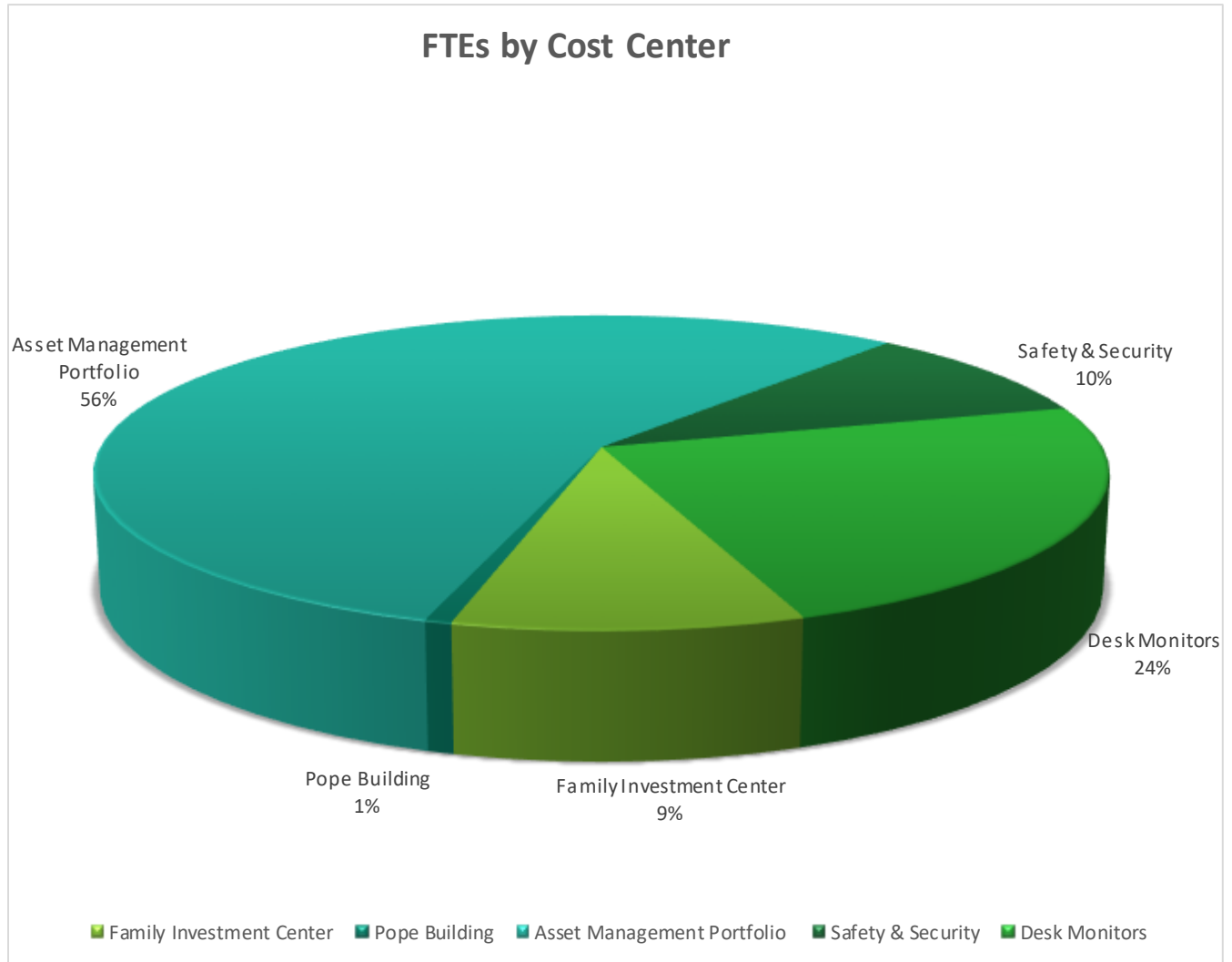
<b>Property and Asset Management Total</b>	<b>\$316,222,767</b>
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# PROPERTY AND ASSET MANAGEMENT

## TOTAL FTE'S

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Family Investment Center	7.0	7.0	13.0	13.0	0.0%
Pope Building			1.0	1.0	0.0%
Asset Management Portfolio	81.0	79.0	80.0	76.0	-5.0%
Safety & Security	13.0	13.0	13.0	13.0	0.0%
Desk Monitors	33.0	36.0	38.0	32.0	-15.8%
<b>Property and Asset Mgmt Total</b>	<b>134.0</b>	<b>135.0</b>	<b>145.0</b>	<b>135.0</b>	<b>-6.9%</b>

### FTEs by Cost Center



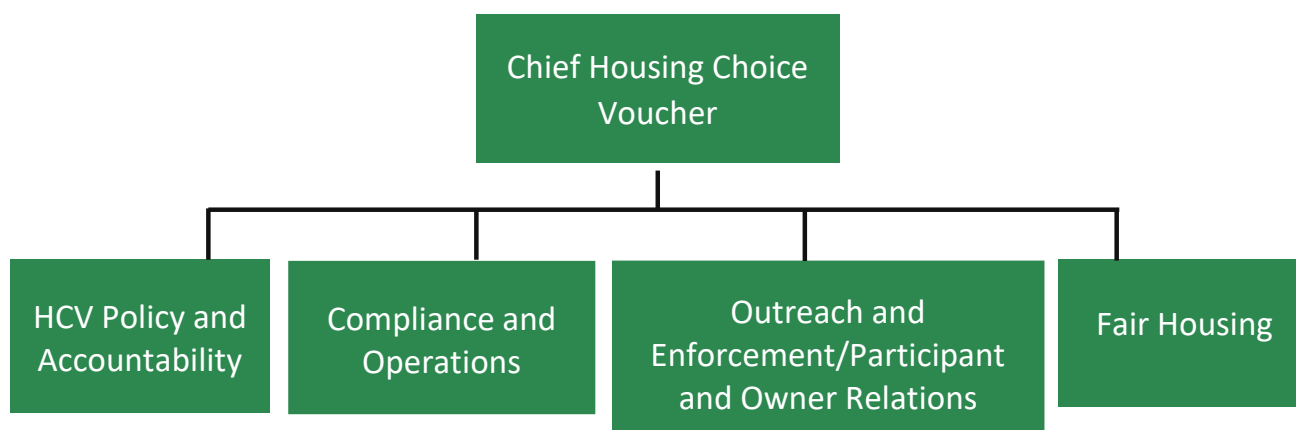
# PROPERTY AND ASSET MANAGEMENT

## SALARY SCHEDULE

	POSITION				
	FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>440- FAMILY INVESTMENT CENTER</b>					
ADMINISTRATIVE SECRETARY III	1.0	52,532			
DEPUTY CHIEF COMMERCIAL PROPERTY AND VACANT LAND LEASES	1.0	149,350			
DIRECTOR COMMERCIAL PROPERTIES	1.0	107,846			
FACILITIES MANAGER	1.0	86,766			
FACILITY EVENT ASSOCIATE	4.0	154,253			
LEAD FACILITY EVENT ASSOCIATE	1.0	39,098			
PROJECT MANAGER I, FACILITY	1.0	61,800			
SET-UP TECHNICIAN	3.0	128,544			
<b>440- FAMILY INVESTMENT CENTER</b>	<b>13.0</b>	<b>\$ 780,188</b>	<b>\$ 8,853</b>	<b>\$ 284,054</b>	<b>\$ 1,073,115</b>
<b>441 - POPE BUILDING</b>					
FACILITIES OPERATION MANAGER	1.0	\$75,000			
<b>441 - POPE BUILDING</b>	<b>1.0</b>	<b>\$75,000</b>	<b>\$750</b>	<b>\$27,270</b>	<b>\$103,020</b>
<b>511- ASSET MANAGEMENT PORTFOLIO</b>					
ACCESSIBILITY SPECIALIST	1.0	81,367			
ASST. DIRECTOR PORTFOLIO MANAGER	1.0	97,000			
ASST. DIRECTOR PORTFOLIO MANAGER/ PLAN LIAISON	1.0	110,210			
CHIEF PROPERTY OFFICER	1.0	185,015			
CONSTRUCTION INSPECTOR I	6.0	466,634			
CONSTRUCTION INSPECTOR II	2.0	185,573			
CONSTRUCTION INSPECTOR III	1.0	103,305			
CONSTRUCTION MANAGER I	2.0	179,971			
CONSTRUCTION MANAGER II	3.0	299,520			
CONTRACT MANAGER	1.0	77,028			
DATA INTEGRITY ANALYST I	1.0	77,278			
DATA INTEGRITY ANALYST II	1.0	93,640			
DEPUTY CHIEF OPERATION, POLICY & OCCUPANCY	1.0	151,500			
DEPUTY CHIEF PROPERTY OFFICER	1.0	151,875			
DIRECTOR, CAPITAL CONSTRUCTION	1.0	144,282			
DIRECTOR PORTFOLIO PLAN STR	1.0	108,010			
DIRECTOR, SUST INITIATIVES	1.0	131,840			
ENERGY ANALYST II	1.0	84,460			
ENGINEER, CHIEF	1.0	108,226			
ENVIR, HEALTH AND SAFETY MANAGER	1.0	97,227			
MANAGER COMPLIANCE & PROCUREMENT	1.0	86,243			
MANAGER, OCCUPANCY	1.0	84,413			
MANAGER OCCUPANCY ADMIN	1.0	100,980			
OCCUPANCY SPECIALIST I	3.0	149,781			
OCCUPANCY SPECIALIST II	3.0	196,476			
POLICY ANALYST II	1.0	78,280			
PORTFOLIO MANAGER I	9.0	536,755			
PORTFOLIO MANAGER II	4.0	310,646			
PORTFOLIO MANAGER III	6.0	552,657			
PROGRAM ANALYST	3.0	181,050			
PROGRAM MANAGER	1.0	66,950			
PROJECT COORDINATOR II	3.0	191,762			
PROJECT MANAGER I	4.0	277,963			
PROJECT MANAGER II	6.0	477,229			
SENIOR DIRECTOR PORTFOLIO MANAGER	1.0	138,028			
<b>511- ASSET MANAGEMENT PORTFOLIO</b>	<b>76.0</b>	<b>\$6,363,174</b>	<b>\$63,632</b>	<b>\$2,313,650</b>	<b>\$8,740,455</b>
<b>530 SAFETY AND SECURITY</b>					
DIRECTOR, SAFETY STRATEGIST	1.0	\$123,064			
EMERGENCY DISPATCHER	8.0	407,060			
MANAGER, SAFETY & SECURITY	1.0	73,520			
SECURITY VIDEO ANALYST	1.0	55,365			
SECURITY VIDEO ANALYST II	1.0	59,740			
SUPERVISOR, EMER SER	1.0	63,591			
<b>530 - SECURITY COORDINATION</b>	<b>13.0</b>	<b>\$782,341</b>	<b>\$15,965</b>	<b>\$287,390</b>	<b>\$1,085,682</b>
<b>531 - CHA MONITORS</b>					
FRONT DESK MONITOR	30.0	\$1,005,681			
FRONT DESK SUPERVISOR	2.0	92,950			
<b>531 - CHA MONITORS</b>	<b>32.0</b>	<b>\$1,098,631</b>	<b>\$31,100</b>	<b>\$406,704</b>	<b>\$1,536,435</b>
<b>Grand Total</b>	<b>135.0</b>	<b>\$ 9,099,334</b>	<b>\$120,299</b>	<b>\$ 3,319,069</b>	<b>\$ 12,538,707</b>

# HOUSING CHOICE VOUCHER DIVISION

CHA’s Housing Choice Voucher (HCV) Program (commonly known as Section 8) provides rent subsidies that enables low-income families to rent quality housing in the private market. Using federal funds provided by the U.S. Department of Housing and Urban Development (HUD), 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 manages a waiting list to administer the program to eligible families.



*This division organizational chart reflects functional areas (not cost centers) within the division*



## 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
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**MAYOR LORI LIGHTFOOT CUTS THE RIBBON AT THE MARK TWAIN. THE DEVELOPMENT INCLUDES 148 APARTMENTS, ALL OF WHICH WERE PROVIDED RENTAL ASSISTANCE IN THE FORM OF PROJECT-BASED VOUCHERS SUPPLIED BY CHA**

# HOUSING CHOICE VOUCHER DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
520 - Housing Choice Voucher Portfolio (HCV)	\$ 549,219,562	\$ 553,352,321	\$ 559,878,369	\$ 590,172,784	5.41%
<b>Housing Choice Voucher</b>	<b>\$ 549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.41%</b>

## BUDGET YEAR COMPARISON

### 520 - Housing Choice Voucher Portfolio

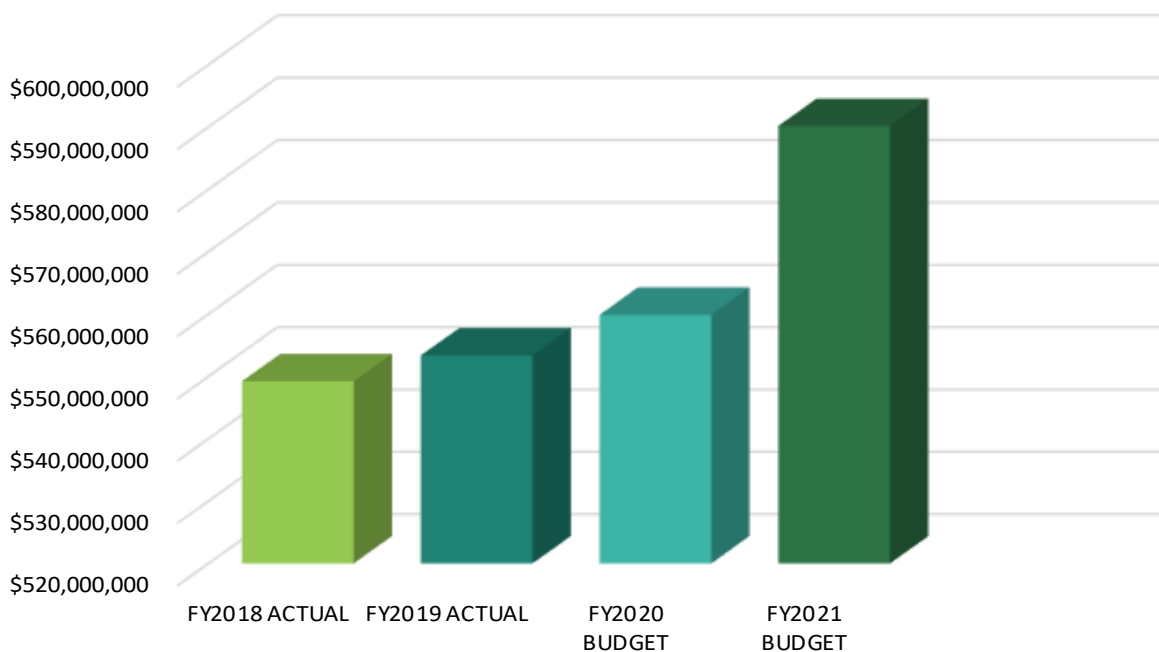
The personnel budget decreased by \$96,656, or 2.4%, primarily due to the elimination of one FTE. The non-personnel budget increased by \$30.4M, or 5.5%, due to an increase in projected HAP Per Unit Rate.

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$ 523,490,920	\$ 526,170,032	\$ 529,397,732	\$ 550,518,877	3.99%
Other Funding	13,175	13,257	21,420	21,420	0.00%
Section 8	25,715,467	27,169,032	30,459,217	39,632,487	30.12%
<b>Grand Total</b>	<b>\$549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.41%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$ 546,528,030	\$ 549,905,906	\$ 555,799,478	\$ 586,190,549	5.47%
Personnel	2,691,532	3,446,415	4,078,891	3,982,235	-2.37%
<b>Grand Total</b>	<b>\$549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.41%</b>

## EXPENDITURES BY FISCAL YEAR



# HOUSING CHOICE VOUCHER DIVISION

## DIVISION SUMMARY

### Mission

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

### 2020 Accomplishments

- Adapted socially distanced protocols to continue to support families during stay at home order and throughout the year. This includes virtual briefings, recertification interviews, trainings, inspections, informal hearings and advisory council meetings.
- Fully implemented new online portals for improved owner and participant customer service.
- Delivered 118 new PBV units in 5 developments, placed 183 units under AHAP in 4 developments.
- Coordinated on agency-wide project to improve CHA-managed, site-based wait list processes. Improvements facilitate PBV, PH and RAD heads of households in applying to multiple waitlists.
- Developed agency-wide on-line ADA Compliance Training.
- Completed the 1st year of Fair Housing Testing with Roosevelt University and the Chicago Commission on Human Relations.
- Updated Go Section 8 ADA filters, ensuring easier website navigation for disabled families.
- Implemented Accessibility Modification Assistance to owners who want to make their units accessible for people with disabilities. The assistance includes inspections by LCM Architects (a 3rd party architecture firm specializing in accessibility design) to ensure compliance.
- Conducted annual Utility Allowance Study in-house for the first time.

### 2021 Goals

- Work with other divisions and Executive office to create and deliver programmatic briefings to elected officials and other community constituents.
- Organize workshops with property owners and managers of PBV properties to improve understanding of the PBV processes.
- Implement the goals and strategies of the Regional Assessment of Fair Housing.
- Explore additional MTW waivers, as needed, to meet the needs of families through virtual, in-person and hybrid models.

## COST CENTER DESCRIPTIONS

**FY2021**

### 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 Rental Assistance Demonstration (RAD), Veterans Affairs Supportive Housing (VASH), Moderate Rehabilitation and Mainstream programs. **\$590,172,784**

# HOUSING CHOICE VOUCHER DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>520 - Housing Choice Voucher Portfolio (HCV)</b>					
MTW Fund	\$ 523,490,920	\$ 526,170,032	\$ 529,397,732	\$ 550,518,877	3.99%
Other Funding	13,175	13,257	21,420	21,420	0.00%
Section 8	25,715,467	27,169,032	30,459,217	39,632,487	30.12%
<b>520 - Housing Choice Voucher Portfolio (HCV) Total</b>	<b>\$ 549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.41%</b>
<b>Grand Total</b>	<b>\$ 549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.41%</b>

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>520 - Housing Choice Voucher Portfolio (HCV)</b>					
Non-Personnel	\$ 546,528,030	\$ 549,905,906	\$ 555,799,478	\$ 586,190,549	5.47%
Personnel	2,691,532	3,446,415	4,078,891	3,982,235	-2.37%
<b>520 - Housing Choice Voucher Portfolio (HCV) Total</b>	<b>\$ 549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.41%</b>
<b>Grand Total</b>	<b>\$ 549,219,562</b>	<b>\$ 553,352,321</b>	<b>\$ 559,878,369</b>	<b>\$ 590,172,784</b>	<b>5.41%</b>

## FY2021 BUDGET

### 520 - Housing Choice Voucher Portfolio (HCV)

HAP	\$ 536,802,996
HAP - Non-CHA RAD LLC	19,470,278
Contracts	26,093,184
Personnel	3,982,235
General Expense	3,604,077
Sundry	173,084
Training	35,375
Travel	11,555
<b>520 - Housing Choice Voucher Portfolio (HCV)</b>	<b>\$ 590,172,784</b>
<b>Housing Choice Voucher Total</b>	<b>\$ 590,172,784</b>

## TOTAL FTE'S

	FY2018 BUDGET	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Housing Choice Voucher Portfolio	27.0	38.0	40.0	39.0	-2.5%
<b>HOUSING CHOICE VOUCHER Total</b>	<b>27.0</b>	<b>38.0</b>	<b>40.0</b>	<b>39.0</b>	<b>-2.5%</b>



# HOUSING CHOICE VOUCHER DIVISION

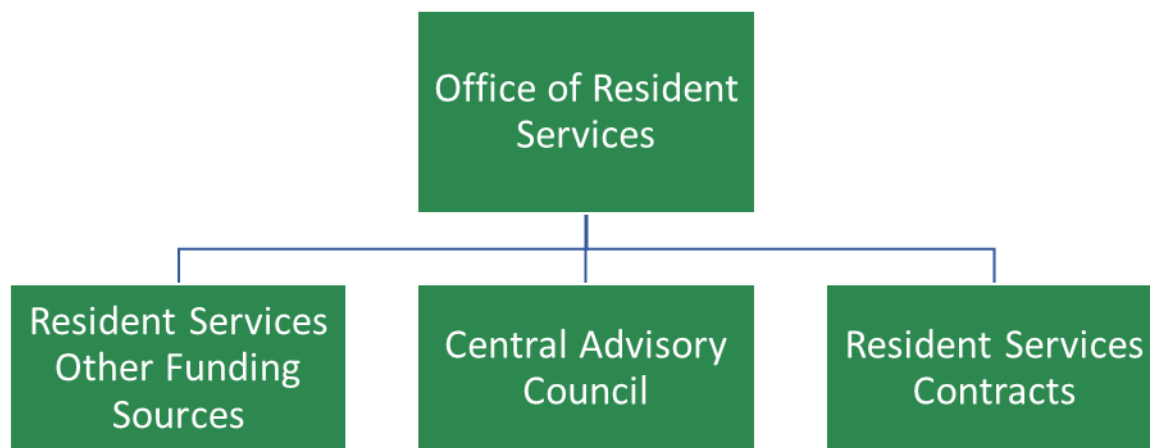
## SALARY SCHEDULE

	POSITION FTE-TOTAL	SALARY TOTAL	PFP TOTAL	BENEFIT TOTAL	POSITION TOTAL
<b>520 - HOUSING CHOICE VOUCHER PORTFOLIO</b>					
QUALITY CONTROL INSPECTOR	4.0	\$ 257,165			
QUALITY CONTROL HUD FILE REVIEWER	4.0	243,735			
CHIEF HOUSING CHOICE VOUCHER OFFICER	1.0	185,400			
DEPUTY CHIEF HCV OFFICER, COMPLIANCE & OPERATIONS	1.0	150,000			
DEPUTY CHIEF PRA & ACQUISITIONS	1.0	149,350			
DIRECTOR HOUSING RIGHTS NON DISCRIMINATION	1.0	107,120			
DIRECTOR COMPLIANCE & OPERATIONS	1.0	103,000			
DIRECTOR HOUSING CHOICE VOUCHER INITIATIVE	1.0	103,000			
HCV PARTICIPANT & OWNER RELATIONS SPECIALIST	2.0	96,188			
ASSISTANT DIRECTOR FAIR HOUSING	1.0	84,872			
HOUSING CHOICE VOUCHER SYSTEM ADMINISTRATOR	1.0	79,649			
MANAGER, HOUSING CHOICE VOUCHER COMPLIANCE	1.0	79,137			
MANAGER, PROGRAM INTEGRITY	1.0	78,280			
ADMINISTRATIVE OPERATIONS ANALYST	1.0	77,605			
MANAGER, HOUSING CHOICE VOUCHER POLICY & ACCOUNTABILITY	1.0	75,782			
MANAGER, OUTREACH HOUSING CHOICE VOUCHER	1.0	74,160			
MANAGER, PARTICIPANT & OWNER RELATIONS	1.0	74,160			
PBV PROGRAM MANAGER	1.0	74,000			
SENIOR EXECUTIVE ASSISTANT	1.0	73,085			
COMPLIANCE ANALYST	1.0	71,656			
PBV PROGRAM ANALYST	1.0	69,180			
PBV COMPLIANCE & PROCESS ANALYST	1.0	62,418			
OUTREACH COORDINATOR	1.0	60,450			
BUSINESS ANALYST	1.0	56,650			
PROGRAM & PROCESS ANALYST	1.0	53,045			
PROGRAM COORDINATOR	1.0	52,788			
FAIR HOUSING ANALYST/COORDINATOR	1.0	51,375			
HOUSING LOCATOR	1.0	51,375			
INQUIRIES, COMPLAINTS & PROGRAM VIOLATIONS ANALYST	1.0	51,375			
HOUSING CHOICE VOUCHER COMPLIANCE SPECIALIST	1.0	51,250			
PARTICIPANT & OWNER RELATIONS ANALYST	1.0	51,250			
SPECIAL PROGRAMS COORDINATOR	1.0	50,625			
<b>520 - HOUSING CHOICE VOUCHER PORTFOLIO TOTAL</b>	<b>39.0</b>	<b>\$ 2,899,124</b>	<b>\$ 28,991</b>	<b>\$ 1,054,121</b>	<b>\$ 3,982,235</b>
<b>Grand Total</b>	<b>39.0</b>	<b>\$ 2,899,124</b>	<b>\$ 28,991</b>	<b>\$ 1,054,121</b>	<b>\$ 3,982,235</b>



# RESIDENT SERVICES DIVISION

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



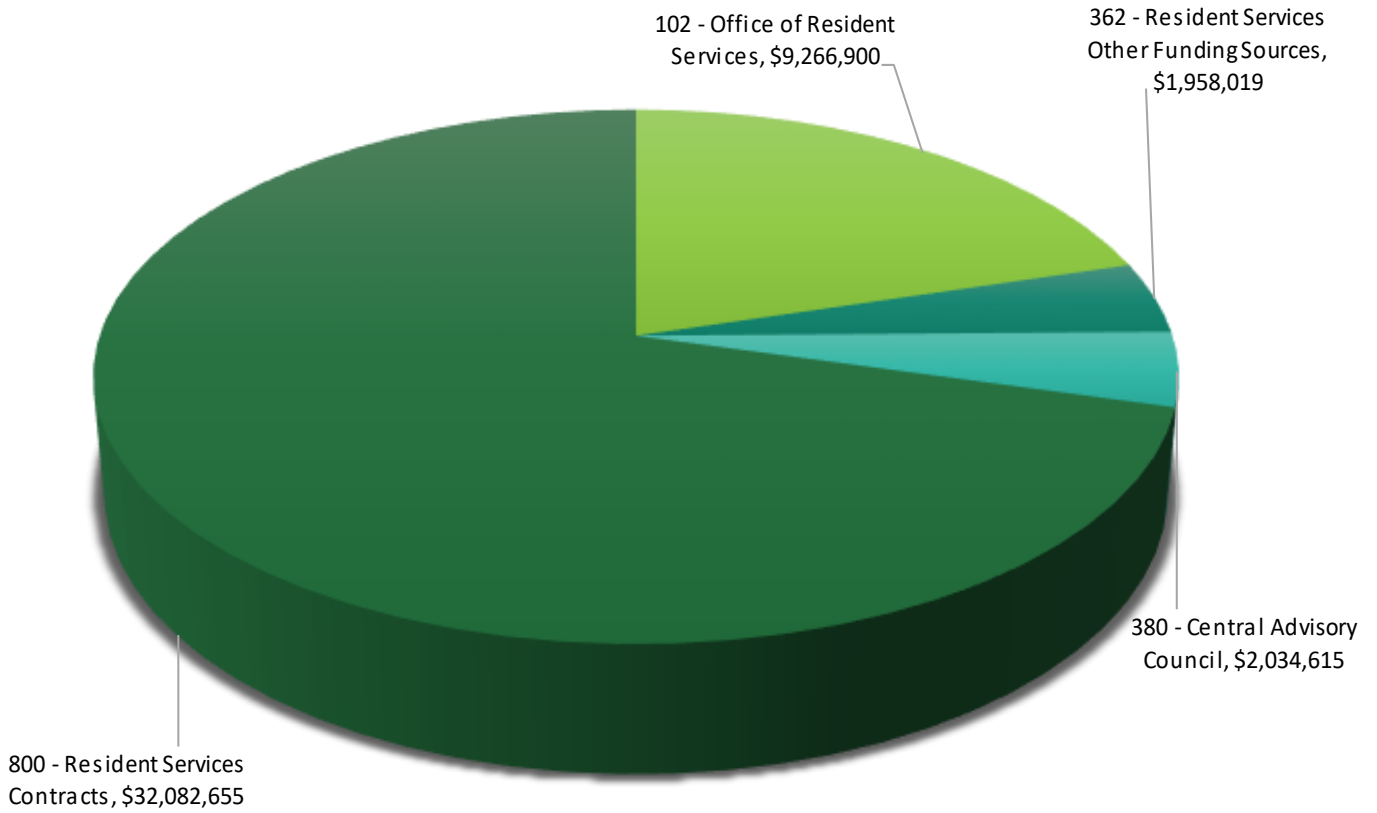
## INSIDE RESIDENT SERVICES

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**CHA HELPS FIGHT CHILDHOOD HUNGER EVERY YEAR BY HOSTING 25 SUMMER FOOD SITES AT OR NEAR CHA DEVELOPMENTS. IT IS A PART OF THE SUMMER FOODS PROGRAM.**

# RESIDENT SERVICES DIVISION

## EXPENDITURES BY COST CENTER



# RESIDENT SERVICES DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>Resident Services</b>					
102 - Office of Resident Services	\$8,777,798	\$9,254,513	\$9,966,178	\$9,266,900	-7.01%
362 - Resident Services Other Funding Sources	\$3,846,084	\$3,651,130	\$2,856,833	\$1,958,019	-31.46%
380 - Central Advisory Council	\$2,309,130	\$2,640,275	\$2,273,633	\$2,034,615	-10.51%
800 - Resident Services Contracts	\$28,585,128	\$29,472,383	\$33,556,348	\$32,082,655	-4.39%
<b>Resident Services</b>	<b>\$43,518,140</b>	<b>\$45,018,299</b>	<b>\$48,652,992</b>	<b>\$45,342,189</b>	<b>-6.80%</b>

## BUDGET YEAR COMPARISON

### 102-Office of Resident Services

The personnel budget decreased by \$450,378, or 4.80%, this is primarily due to a re-organization of the Section 3 Resource Center that resulted in the elimination of six FTEs. The non-personnel budget decreased by \$248,900, or 41.90%, primarily due to shifts in contracts and office rent.

### 362- Resident Services Other Funding Sources

The overall budget decreased by \$898,814, or 31.46%, which is primarily due to expiring grants.

### 380-Central Advisory Council (CAC)

The personnel budget increased by \$33,782, or 2.70%, which is primarily due to union pay increases. Non-personnel budget decreased by \$272,800, or 26.73%, due to 2021 CAC agreement.

### 800-Contract Management & Reporting

The overall budget decreased by \$1,473,693, or 4.39%, which is due to a decrease in contract expenses.

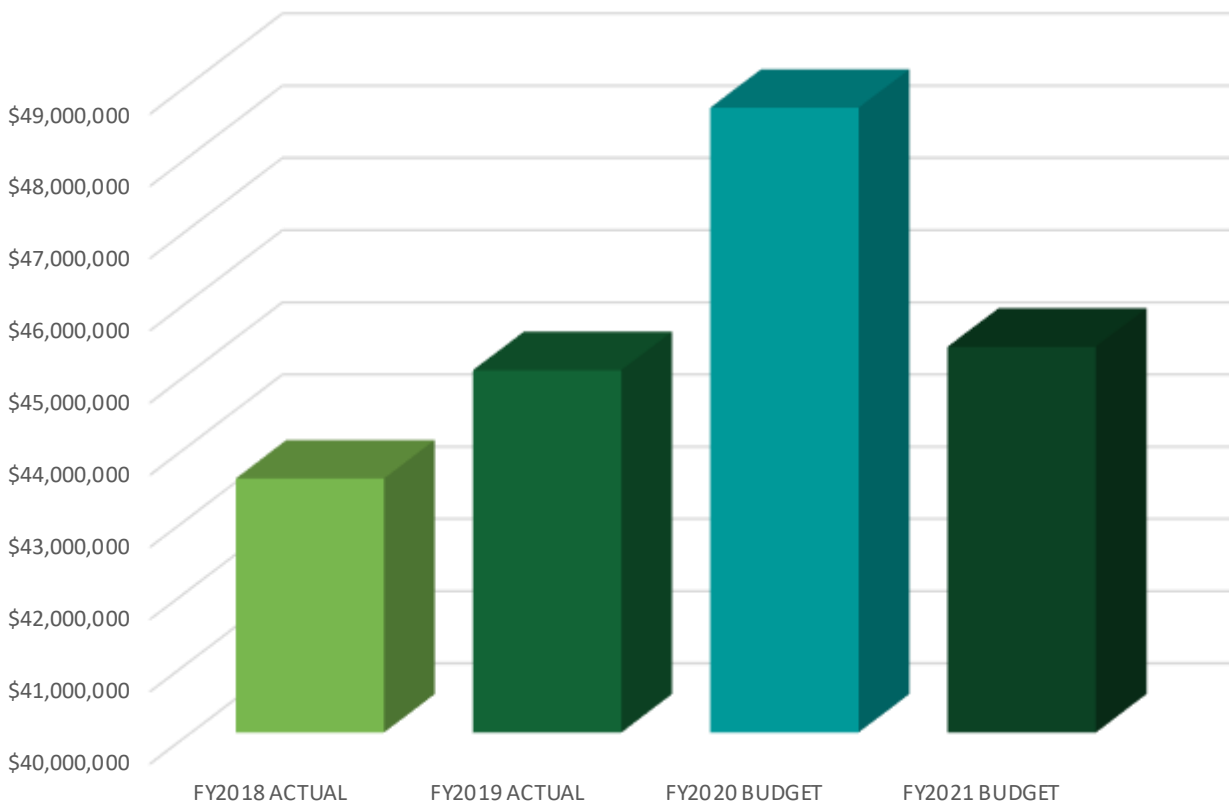
# RESIDENT SERVICES DIVISION

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
HOPE VI	\$329,807	\$433,847	\$65,000	\$0	-100.00%
MTW Fund	\$39,509,603	\$41,042,278	\$45,696,509	\$43,384,170	-5.06%
Other Funding	\$3,678,730	\$3,542,173	\$2,891,483	\$1,958,019	-32.28%
<b>Grand Total</b>	<b>\$43,518,140</b>	<b>\$45,018,299</b>	<b>\$48,652,992</b>	<b>\$45,342,189</b>	<b>-6.80%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$33,859,773	\$34,949,173	\$37,595,079	\$34,829,258	-7.36%
Personnel	\$9,658,367	\$10,069,126	\$11,057,913	\$10,512,931	-4.93%
<b>Grand Total</b>	<b>\$43,518,140</b>	<b>\$45,018,299</b>	<b>\$48,652,992</b>	<b>\$45,342,189</b>	<b>-6.80%</b>

## EXPENDITURES BY FISCAL YEAR



# RESIDENT SERVICES DIVISION

## DIVISION SUMMARY

### **Mission**

To increase the quality of life of all residents and support those on a pathway towards economic independence.

### **2020 Accomplishments, by Impact Focus Area**

#### **Stability & Quality of Life/Resident Engagement**

- Resident engagement, support and referrals quickly adapted to fit the need created by the COVID-19 pandemic. CHA staff and contractors made more than 300,000 wellness phone calls across CHA's portfolio. Face masks were delivered to all senior residents and approximately 200,000 meals were distributed at CHA senior properties. All programs quickly pivoted to provide virtual services to seniors, families, and youth.
- CHA reduced the number of households with a Right of Return to just over 1% of the original 16,846 households who occupied a CHA unit on October 1, 1999.

#### **Earning Power**

- Pivoted summer employment and learning so that more than 2,200 CHA youth were engaged in virtual summer work experiences, earning more than \$2.2 million in wages.
- CHA's workforce development programs pivoted to virtual enrollment and assisted more than 500 residents to achieve new or better jobs.
- Building on the success of the Jobs Plus pilot program at Altgeld Gardens, CHA was awarded a \$2.7 million HUD Jobs Plus grant award to provide work supports and Jobs Plus Earned income disregard for residents at Dearborn Homes over the next 4 years.
- 10 CHA Resident Owned businesses were newly registered in the Section 3 portal

#### **Academic Achievement**

- For the 2020-2021 school year, 223 were awarded a total of \$223,000.
- CHA contractors worked with PH households to quickly pivot to a new learning environment and assisted to obtain technology needed for school.
- CHA through its nonprofit partner, Springboard to Success, provided 150 dorm room supplies including new chrome books to freshman heading off to college.

#### **Economic Independence**

- CHA was awarded a HUD ROSS Family Self Sufficient grant in the amount of \$904,560. As of Q2 2020, more than 1,000 FSS participants earned more than \$1.6 million in escrow. FSS graduates have received an average payout of more than \$6,800 this year.
- 40 homes have been purchased through the Choose to Own program, exceeding the year end goal of 30 homes.

# RESIDENT SERVICES DIVISION

## 2021 Goals, by Impact Focus Area

### Stability & Quality of Life/Resident Engagement

- Adapt programs to meet needs of residents through virtual, in-person and hybrid models.
- Pivot the family coaching model in the FamilyWorks program, to address the education and workforce needs of families.

### Academic Achievement

- Strengthen alignment with Chicago Public Schools to support youth living in CHA properties and HCV properties.

### Earning Power

- Relaunch and refocus Section 3 services with a focus on CHA residents and participants including the development of an entrepreneurial business development program and support system for Resident Owned Businesses.
- Implement the first full year of the Jobs Plus Program at Dearborn Homes.

### Economic Independence

- Explore additional homeownership programs and models.
- Celebrate residents who graduate or make progress towards economic independence.



# RESIDENT SERVICES DIVISION

## COST CENTER DESCRIPTIONS

**FY2021  
BUDGET**

**Office of Resident Services (102)**

**\$9,266,900**

The Office of Resident Services provides oversight for all Resident Services activities, including strategic direction, contract management, communications and partnerships.

**Resident Services Other Funding Sources (362)**

**\$1,958,019**

Resident Services seeks grant funded opportunities to support programming for CHA residents.

**Central Advisory Council (380)**

**\$2,034,615**

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.

**Resident Services Contracts (800)**

**\$32,082,655**

Resident Services contracts with various social service organizations to provide self sufficiency, youth and quality of life services for CHA residents.

# RESIDENT SERVICES DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>102 - Office of Resident Services</b>					
MTW Fund	\$8,615,346	\$8,929,621	\$9,866,528	\$9,266,900	-6.07%
Other Funding	\$162,452	\$324,891	\$99,650	\$0	-100.00%
<b>102 - Office of Resident Services Total</b>	<b>\$8,777,798</b>	<b>\$9,254,513</b>	<b>\$9,966,178</b>	<b>\$9,266,900</b>	<b>-7.01%</b>
<b>362 - Resident Services Other Funding Sources</b>					
HOPE VI	\$329,807	\$433,847	\$65,000	\$0	-100.00%
Other Funding	\$3,516,277	\$3,217,282	\$2,791,833	\$1,958,019	-29.87%
<b>362 - Resident Services Other Funding Sources Total</b>	<b>\$3,846,084</b>	<b>\$3,651,130</b>	<b>\$2,856,833</b>	<b>\$1,958,019</b>	<b>-31.46%</b>
<b>380 - Central Advisory Council</b>					
MTW Fund	\$2,309,130	\$2,640,275	\$2,273,633	\$2,034,615	-10.51%
<b>380 - Central Advisory Council Total</b>	<b>\$2,309,130</b>	<b>\$2,640,275</b>	<b>\$2,273,633</b>	<b>\$2,034,615</b>	<b>-10.51%</b>
<b>800 - Resident Services Contracts</b>					
MTW Fund	\$28,585,128	\$29,472,383	\$33,556,348	\$32,082,655	-4.39%
<b>800 - Resident Services Contracts Total</b>	<b>\$28,585,128</b>	<b>\$29,472,383</b>	<b>\$33,556,348</b>	<b>\$32,082,655</b>	<b>-4.39%</b>
<b>Grand Total</b>	<b>\$43,518,140</b>	<b>\$45,018,299</b>	<b>\$48,652,992</b>	<b>\$45,342,189</b>	<b>-6.80%</b>

# RESIDENT SERVICES DIVISION

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>102 - Office of Resident Services</b>					
Non-Personnel	\$528,428	\$684,870	\$593,964	\$345,064	-41.90%
Personnel	\$8,249,370	\$8,569,642	\$9,372,214	\$8,921,836	-4.80%
<b>102 - Office of Resident Services Total</b>	<b>\$8,777,798</b>	<b>\$9,254,513</b>	<b>\$9,966,178</b>	<b>\$9,266,900</b>	<b>-7.01%</b>
<b>362 - Resident Services Other Funding Sources</b>					
Non-Personnel	\$3,650,748	\$3,398,528	\$2,424,237	\$1,653,809	-31.78%
Personnel	\$195,337	\$252,602	\$432,596	\$304,210	-29.68%
<b>362 - Resident Services Other Funding Sources Total</b>	<b>\$3,846,084</b>	<b>\$3,651,130</b>	<b>\$2,856,833</b>	<b>\$1,958,019</b>	<b>-19.82%</b>
<b>380 - Central Advisory Council</b>					
Non-Personnel	\$1,095,470	\$1,393,393	\$1,020,530	\$747,730	-26.73%
Personnel	\$1,213,660	\$1,246,882	\$1,253,103	\$1,286,885	2.70%
<b>380 - Central Advisory Council Total</b>	<b>\$2,309,130</b>	<b>\$2,640,275</b>	<b>\$2,273,633</b>	<b>\$2,034,615</b>	<b>-10.51%</b>
<b>800 - Resident Services Contracts</b>					
Non-Personnel	\$28,585,128	\$29,472,383	\$33,556,348	\$32,082,655	-4.39%
<b>800 - Resident Services Contracts Total</b>	<b>\$28,585,128</b>	<b>\$29,472,383</b>	<b>\$33,556,348</b>	<b>\$32,082,655</b>	<b>-4.39%</b>
<b>Grand Total</b>	<b>\$43,518,140</b>	<b>\$45,018,299</b>	<b>\$48,652,992</b>	<b>\$45,342,189</b>	<b>-6.80%</b>

# RESIDENT SERVICES DIVISION

## FY2021 BUDGET

### **102 - Office of Resident Services**

Contracts	\$191,720
Materials	\$53,007
Personnel	\$8,921,836
Sundry	\$40,700
Training	\$34,483
Travel	\$25,154
<b>102 - Office of Resident Services</b>	<b>\$9,266,900</b>

### **362 - Resident Services Other Funding Sources**

Contracts	\$1,468,972
Materials	\$149,999
Personnel	\$304,210
Sundry	\$14,500
Training	\$8,500
Travel	\$11,838
<b>362 - Resident Services Other Funding Sources</b>	<b>\$1,958,019</b>

### **380 - Central Advisory Council**

Contracts	\$747,730
Personnel	\$1,286,885
<b>380 - Central Advisory Council</b>	<b>\$2,034,615</b>

### **800 - Resident Services Contracts**

Contracts	\$32,082,655
<b>800 - Resident Services Contracts</b>	<b>\$32,082,655</b>

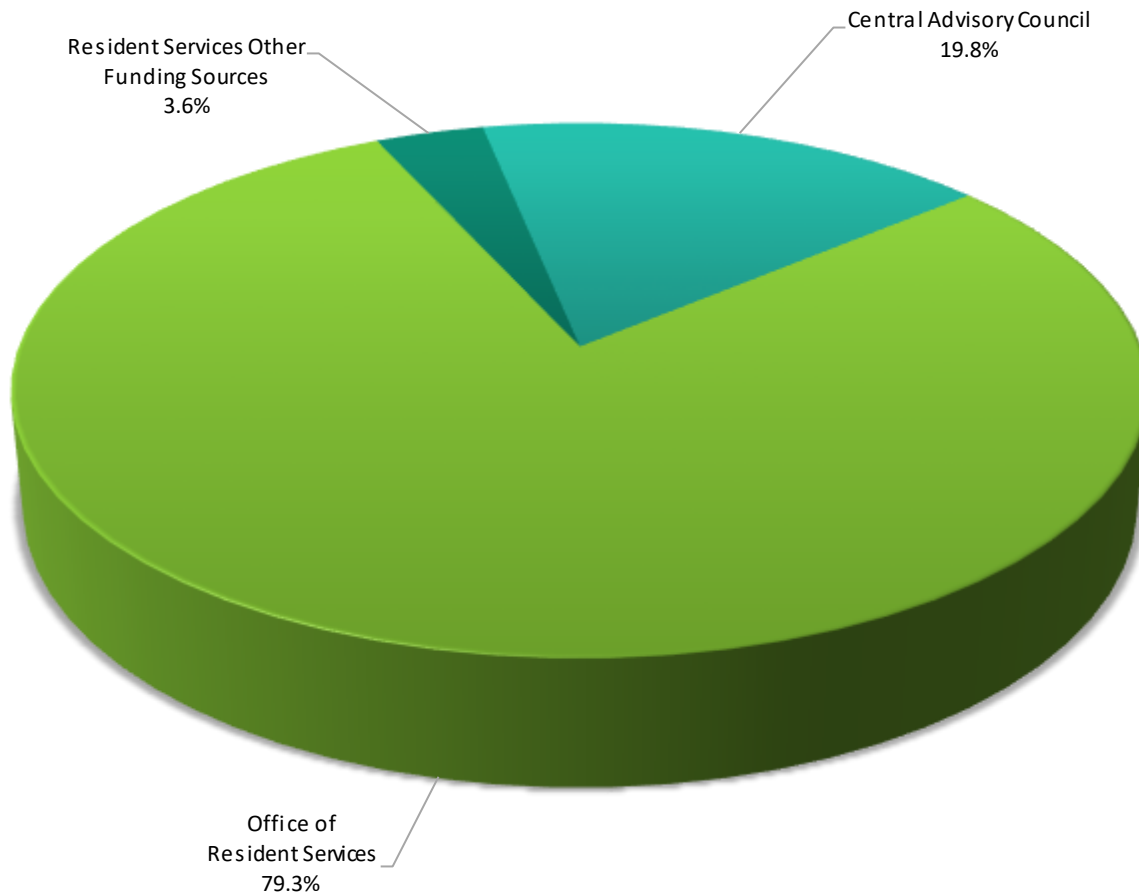
<b>Resident Services Total</b>	<b>\$45,342,189</b>
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# RESIDENT SERVICES DIVISION

## TOTAL FTE'S

	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	% OF CHANGE
Office of Resident Services	91	92	94	88	-6.4%
Resident Services Other Funding Sources	3	3	3	4	33.3%
Central Advisory Council	20	20	19	19	0.0%
Resident Services Contracts	0	0	0	0	0.0%
<b>Resident Services Total</b>	<b>114</b>	<b>115</b>	<b>116</b>	<b>111</b>	<b>-4.3%</b>

## FTEs by Cost Center



# RESIDENT SERVICES DIVISION

## SALARY SCHEDULE

	POSITION FTE-TOTAL	SALARY TOTAL	PPF TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>102 - OFFICE OF RESIDENT SERVICES</b>					
ASSOCIATE PROGRAM SPECIALIST	8.0	\$362,533			
PROGRAM SPECIALIST, FAMILY WORKS	5.0	299,943			
RELOCATION SPECIALIST	5.0	299,174			
SR. DIRECTOR	2.0	270,035			
PROGRAM SPECIALIST: ONLINE PORTALS & TRAINING	3.0	225,000			
MANAGER SENIOR REGION	3.0	213,579			
PROGRAM SPECIALIST, YOUTH	3.0	209,354			
CHIEF OF RESIDENT SERVICES OFFICER	1.0	193,084			
PROGRAM SPECIALIST, HOUSING	3.0	191,811			
PROGRAM CONTRACT ANALYST	3.0	163,731			
PROGRAM SPECIALIST, EDUCATION	3.0	162,893			
DEPUTY CHIEF RESIDENT SERVICES	1.0	149,350			
EXECUTIVE ADMINISTRATIVE ASSISTANT II	2.0	130,236			
DIRECTOR, COMMUNITY SUPPORT	1.0	130,108			
DIRECTOR, CORPORATE & EXTERNAL PARTNERSHIPS	1.0	115,000			
ASSISTANT DIRECTOR, SECTION 3	1.0	110,000			
FINANCIAL ANALYST	1.0	108,943			
DIRECTOR, WORKFORCE & SELF SUFFICIENCY	1.0	108,789			
PROGRAM SPECIALIST, WORKFORCE	2.0	108,083			
DIRECTOR, FAMILY WORKS	1.0	106,605			
SECTION 3 COORDINATOR	2.0	105,660			
DIRECTOR, SENIOR SERVICES	1.0	103,000			
MANAGER BUSINESS REPORTING	1.0	97,066			
MANAGER ENTREPRENEURIAL & BUSINESS DEVELOPMENT	1.0	96,000			
MANAGER TRAINING & TECHNICAL ASSISTANCE	1.0	96,000			
ASSISTANT DIRECTOR, COMMUNITY SUPPORT	1.0	95,979			
DATA INTEGRITY ANALYST II	1.0	95,454			
SR. MANAGER, DIGITAL INCLUSION & PROGRAM SUPPORT	1.0	94,829			
SR. MANAGER, HOUSING & PROGRAM SUPPORT	1.0	92,239			
ASSISTANT DIRECTOR, CLINICAL	1.0	91,391			
MAJOR GIFTS OFFICER	1.0	91,125			
SR. EXECUTIVE ASSISTANT	1.0	90,977			
MANAGER CONTRACTS	1.0	85,059			
ASSISTANT DIRECTOR EDUCATION	1.0	84,972			
MANAGER HOMEOWNERSHIP	1.0	81,430			
MANAGER QUALITY ASSURANCE	1.0	81,430			
MANAGER MOBILITY DEMONSTRATION PROG	1.0	79,058			
PROJECT MANAGER	1.0	78,280			
PROGRAM SPECIALIST: TRAINING & TECHNICAL ASSISTANCE	1.0	75,000			
RESIDENT OWNED BUSINESS ADVISOR	1.0	75,000			
MANAGER SELF SUFFICIENCY	1.0	71,750			
MANAGER HOUSING & PROGRAM SUPPORT	1.0	71,582			
MANAGER CORPORATE & EXTERNAL PARTNERSHIPS	1.0	70,568			
MANAGER YOUTH OPPORTUNITIES	1.0	70,000			
PROGRAM SPECIALIST, COMMUNITY SUPPORT	1.0	66,089			
PROGRAM CONTRACT COORDINATOR	1.0	65,882			
PROGRAM SPECIALIST, TRADES & APPRENTICESHIPS	1.0	65,000			
PROGRAM SPECIALIST, RESIDENT ENGAGEMENT	1.0	60,600			
DATA QUALITY ANALYST	1.0	58,811			
PROGRAM SPECIALIST, SENIOR SERVICES	1.0	57,649			
PROGRAM SPECIALIST, HOMEOWNERSHIP	1.0	57,098			
PROGRAM SPECIALIST, FSS	1.0	56,549			
PROGRAM SPECIALIST, VICTIM ASSISTANCE	1.0	56,275			
ADMINISTRATIVE COORDINATOR	1.0	55,688			
PROGRAM SPECIALIST, DIGITAL INCLUSION	1.0	52,144			
PROGRAM SPECIALIST, MOBILITY	1.0	51,500			
ASSOCIATE PROGRAM SPECIALIST DIGITAL INCLUSION	1.0	42,016			
<b>102 - OFFICE OF RESIDENT SERVICES Total</b>	<b>88.0</b>	<b>\$6,477,401</b>	<b>\$82,772</b>	<b>\$2,361,663</b>	<b>\$8,921,836</b>

# RESIDENT SERVICES DIVISION

## SALARY SCHEDULE

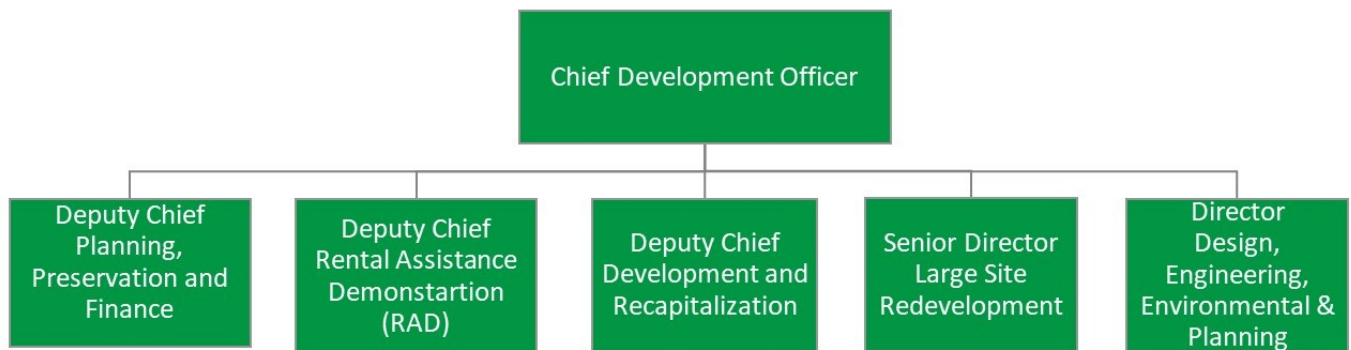
	POSITION FTE-TOTAL	SALARY TOTAL	PPF TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>362 - RESIDENT SERVICES OTHER FUNDING SOURCES</b>					
ROSS VAP SVC COORD	3.0	\$155,999			
PROJECT MANAGER, JOBS PLUS	1.0	\$65,000			
<b>362 - RESIDENT SERVICES OTHER FUNDING SOURCES Total</b>	<b>4.0</b>	<b>\$220,999</b>	<b>\$2,685</b>	<b>\$80,526</b>	<b>\$304,210</b>
<b>380 - CENTRAL ADVISORY COUNCIL</b>					
ADMIN ASST III (LOC 73)	7	\$366,672			
ADMIN ASST I (LOC 73)	6	223,846			
ADMIN ASST II (LOC 73)	3	128,544			
MANAGER - CAC	1	79,063			
PERSONAL ASST	1	65,091			
CAC FINANCIAL CLERK	1	53,880			
<b>380 - CENTRAL ADVISORY COUNCIL Total</b>	<b>19.0</b>	<b>\$917,096</b>	<b>\$29,143</b>	<b>\$340,646</b>	<b>\$1,286,885</b>
<b>Grand Total</b>	<b>111.0</b>	<b>\$7,615,496</b>	<b>\$114,600</b>	<b>\$2,782,835</b>	<b>\$10,512,931</b>





# DEVELOPMENT DIVISION

The Development Division is responsible for mixed-income developments as well as repositioning activities, such as the Rental Assistance Demonstration (RAD) program.



*This division organizational chart reflects functional areas (not cost centers) within the division*



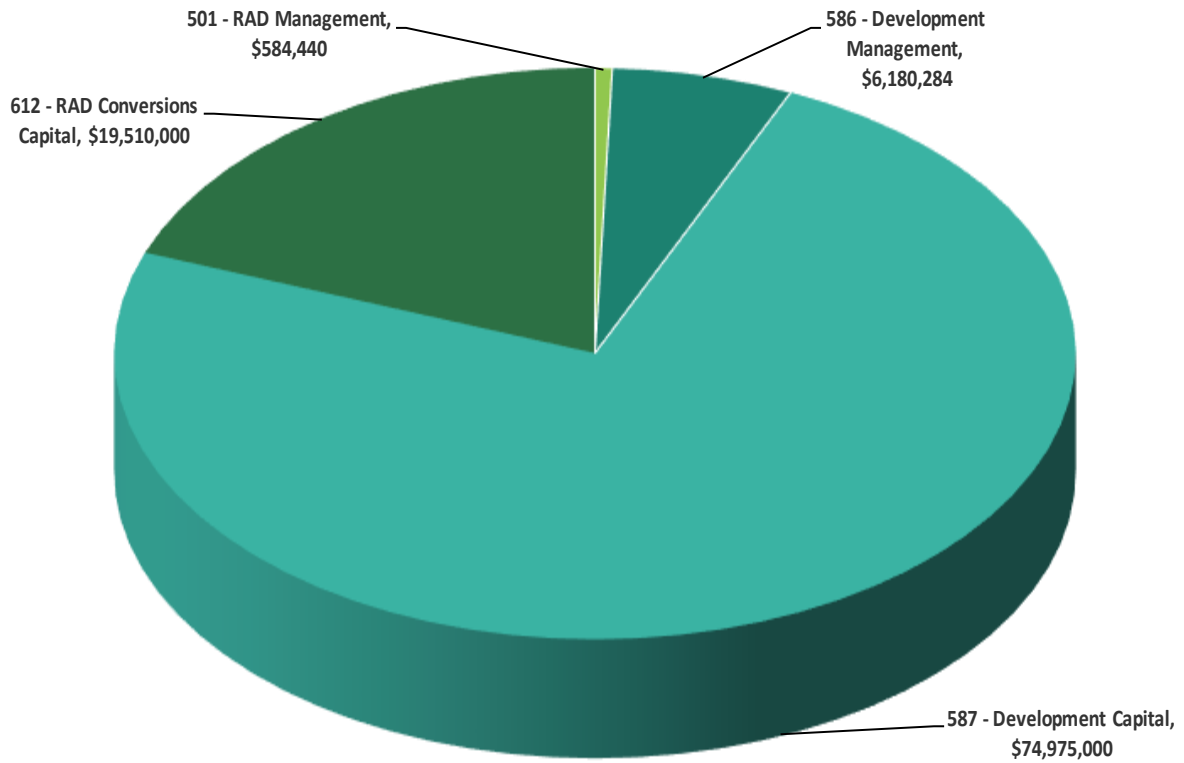
**INSIDE DEVELOPMENT**

- Expenditures by Cost Center
- Total Revenue & Expenditures
- Division Summary
- Cost Center Descriptions
- Total Revenue by Fund Type
- Total Expenditures by Expense Type
- FY2021 Budget
- Total Full-Time Equivalents
- Salary Schedule

**CHA JOINED CITY OF CHICAGO, HUD, AND OTHER PARTNERS FOR A GROUNDBREAKING OF RAVENSWOOD SENIOR LIVING, A PROJECT CONVERTING THE FORMER RAVENSWOOD HOSPITAL INTO AN INNOVATIVE AFFORDABLE HOUSING DEVELOPMENT**

# DEVELOPMENT DIVISION

## EXPENDITURES BY COST CENTER



# DEVELOPMENT DIVISION

## TOTAL EXPENDITURES BY COST CENTER

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>DEVELOPMENT</b>					
501 -RAD Management	\$599,430	\$573,384	\$437,967	\$584,440	33.44%
586 - Development Management	\$6,196,873	\$5,984,973	\$6,947,423	\$6,180,284	-11.04%
587 - Development Capital	\$124,452,807	\$36,425,690	\$83,560,000	\$74,975,000	-10.27%
612 - RAD Conversions Capital	\$33,947,248	\$9,359,143	\$64,050,000	\$19,510,000	-69.54%
<b>DEVELOPMENT Total</b>	<b>\$165,196,357</b>	<b>\$52,343,189</b>	<b>\$154,995,390</b>	<b>\$101,249,724</b>	<b>-34.68%</b>

## BUDGET YEAR COMPARISON

### 501- RAD Management

The overall budget increased by \$146,473, or 33.44%, primarily due to the transfer-in of one FTE from Property and Asset Management, and salary adjustments.

### 586-Development Management

The overall budget decreased by \$767,139, or 11.04%, primarily due to a re-organization (related to architecture, design, and engineering) that resulted in a net reduction of 7.5 FTEs.

### 587-Development Capital

The budget decreased by \$8,585,000, or 10.27%, primarily due to a decrease in planned development activities at mixed-income/mixed-finance properties.

### 612-RAD Conversions Capital

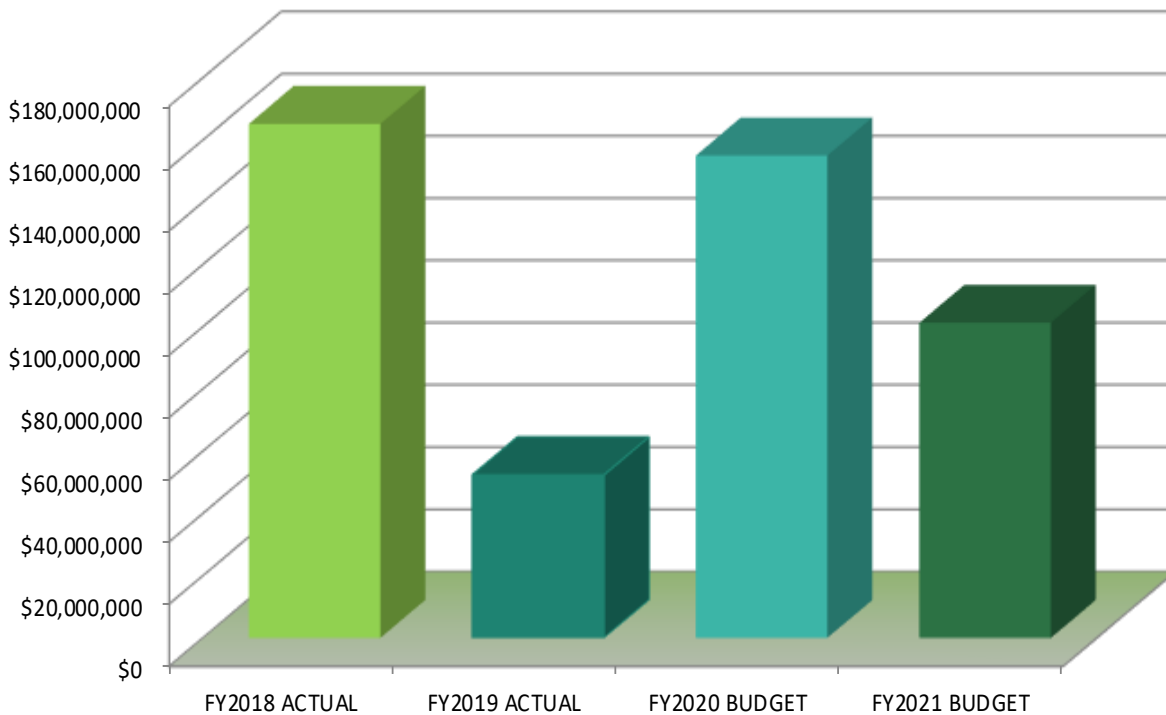
The budget decreased by \$44,540,000, or 69.54%, primarily due to a decrease in planned conversions into RAD.

# DEVELOPMENT DIVISION

## TOTAL REVENUE AND EXPENDITURES

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
HOPE VI	\$1,321,037	-\$1,500	\$0	\$0	0.0%
MTW Fund	\$142,446,338	\$16,069,119	\$45,733,390	\$44,655,724	-2.4%
Other Funding	\$21,428,982	\$36,275,570	\$109,262,000	\$37,084,000	-66.1%
Section-8	\$0	\$0	\$0	\$19,510,000	100.0%
<b>Grand Total</b>	<b>\$165,196,357</b>	<b>\$52,343,189</b>	<b>\$154,995,390</b>	<b>\$101,249,724</b>	<b>-34.7%</b>

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$158,519,752	\$45,849,340	\$147,773,557	\$94,643,545	-36.0%
Personnel	\$6,676,605	\$6,493,849	\$7,221,833	\$6,606,179	-8.5%
<b>Grand Total</b>	<b>\$165,196,357</b>	<b>\$52,343,189</b>	<b>\$154,995,390</b>	<b>\$101,249,724</b>	<b>-34.7%</b>



# DEVELOPMENT DIVISION

## DIVISION SUMMARY

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 preserving and creating new housing arises from this mission.

Development seeks to leverage both public housing and HUD's portfolio repositioning tools including the Rental Assistance Demonstration program (RAD), demolition/disposition, and capital funds to deliver housing to CHA across the City of Chicago.

## **2020 Accomplishments**

### **172 NEW MIXED-INCOME HOUSING UNITS DELIVERED**

- 68 new CHA (public housing and RAD/PBV) units in three mixed-income buildings –one development on the North side, two developments on the South side.
- 104 other affordable and market rate units .

### **654 NEW MIXED-INCOME HOUSING UNITS UNDER CONSTRUCTION**

- 247 new CHA (public housing and RAD/PBV) units under construction.
- 407 other affordable and market rate units.

### ***DEVELOPMENT ACTIVITY***

- *Ravenswood Senior Living Apartments (formerly The Winchester)*: Ravenswood Senior Living Apartments is under construction. In 2021, RAD project-based voucher subsidized development will create 193 new units for seniors with 74 for CHA. The remaining 119 will be for low-income seniors who also need services through the Illinois Supportive Living Facility program.
- *Southbridge Phases 1A and B (former Harold Ickes Home)*: Southbridge Phases IA and B's financing closed 1<sup>st</sup> Quarter 2020 and buildings are under construction. In 2021, these phases will deliver 206 total new rental apartments consisting of 68 CHA (RAD transfer of assistance PBV), 26 other affordable and 112 market rate units.
- *Parkside of Old Town 4 Phase 2 (also referred to as Phase III)/Former Cabrini*: Parkside 4 Phase 2 at Parkside of Old Town's financing closed 1<sup>st</sup> Quarter 2020 and buildings are under construction. In 2021, the developer will deliver 102 mixed-income housing units including 35 CHA RAD PBV units, 31 affordable units and 36 market rate units.
- *Emmett Street Apartments*: Emmett Street Apartments at 2604 N. Emmett CHA closed 3<sup>rd</sup> Quarter 2020. This 100 unit building will include 50 units for CHA families. Unit delivery is projected for FY2022.
- *Oakwood Shores – 508 Pershing (formerly 534 Pershing)*: 508 Pershing closed 4<sup>th</sup> Quarter 2020. This 53-unit building will include 20 units for CHA families. Unit delivery is projected for FY 2022.

# DEVELOPMENT DIVISION

## DIVISION SUMMARY

### **OTHER MAJOR ACTIVITY IN 2020**

- 4400 Grove (former Washington Park): 4400 Grove at 4424 S. Cottage Grove was completed in 2020. This mixed-income development provides 84 new rental apartments for 21 CHA (public housing), 38 other affordable and 25 market rate renters in Bronzeville.
- John Pennycuff Memorial Apartments: John Pennycuff Memorial Apartments at 2037 N. Milwaukee Avenue was completed in 2020. This mixed-income development provides 88 new rental apartments for 47 CHA (RAD PBV) and 41 affordable families in the Logan Square community.

### **2021 Goals**

1. Unit Delivery. Delivering units in mixed-income communities is a primary goal for the CHA Development team. Toward that goal, Development expects the following in 2021:

#### 501 NEW MIXED-INCOME HOUSING UNITS TO BE DELIVERED

- 177 new CHA RAD/PBV units – one development on the North side, two developments on the South side.
- 324 other affordable and market rate units .

In 2020, a number of new construction developments on CHA land were awarded low income housing tax credits. CHA is working with developers to complete financing and commence construction of the following developments in 2021:

- Westhaven Phase 2D (former Henry Horner)
- Park Boulevard IIIB (former Stateway Gardens)
- Roosevelt Square 3B (former ABLA)
- Lathrop 1B
- Oakwood Shores 3-1 (former Madden, Wells, Darrow)
- Ogden Commons A-1

2. Implement an enhanced real estate database.
3. Collaborate with other departments on a Physical Needs Assessment database to inform 5-year capital improvement plan for CHA's existing portfolio and determine when third-party financing is needed.
4. Develop CHA design guidelines that complement those already published by the (IHDA) Illinois Housing Development Authority and the City of Chicago's Department of Housing.
5. Standardize CHA's underwriting guidelines that complement those already established by the Illinois Housing Development Authority and the City of Chicago's Department of Housing. Underwriting Guidelines.
6. CHA's recapitalization guidelines to better plan for and implement low income housing tax credit planning "Year 15" strategies.

# DEVELOPMENT DIVISION

## DIVISION SUMMARY

COST CENTER DESCRIPTIONS	FY2021 BUDGET
<b>RAD Management (501)</b> 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.	<b>\$584,440</b>
<b>Development Management (586)</b> 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.	<b>\$6,180,284</b>
<b>Development Capital (587)</b> Development Management is responsible for mixed-income development activities.	<b>\$74,975,000</b>
<b>RAD Conversions Capital (612)</b> Responsible for transitioning units/properties to the RAD program within HUD requirements.	<b>\$19,510,000</b>

# DEVELOPMENT DIVISION

## TOTAL REVENUE

	FY2018 ACTUAL REVENUE	FY2019 ACTUAL REVENUE	FY2020 BUDGET REVENUE	FY2021 BUDGET REVENUE	% OF CHANGE
<b>501 - RAD Management</b>					
MTW Fund	\$599,430	\$573,384	\$437,967	\$584,440	33.44%
<b>501 - RAD Management Total</b>	<b>\$599,430</b>	<b>\$573,384</b>	<b>\$437,967</b>	<b>\$584,440</b>	<b>33.44%</b>
<b>586 - Development Management</b>					
MTW Fund	\$6,189,373	\$5,977,473	\$6,947,423	\$6,180,284	-11.04%
Other Funding	\$7,500	\$7,500	\$0	\$0	0.00%
<b>586 - Development Management Total</b>	<b>\$6,196,873</b>	<b>\$5,984,973</b>	<b>\$6,947,423</b>	<b>\$6,180,284</b>	<b>-11.04%</b>
<b>587 - Development Capital</b>					
HOPE VI	\$1,321,037	-\$1,500	\$0	\$0	0.00%
MTW Fund	\$101,720,937	\$159,120	\$10,500,000	\$37,891,000	260.87%
Other Funding	\$21,410,832	\$36,268,070	\$73,060,000	\$37,084,000	-49.24%
<b>587 - Development Capital Total</b>	<b>\$124,452,807</b>	<b>\$36,425,690</b>	<b>\$83,560,000</b>	<b>\$74,975,000</b>	<b>-10.27%</b>
<b>612 - RAD Conversions Capital</b>					
MTW Fund	\$33,936,598	\$9,359,143	\$27,848,000	\$0	0.00%
Other Funding	\$10,650	\$0	\$36,202,000	\$0	-100.00%
Section-8	\$0	\$0	\$0	\$19,510,000	100.00%
<b>612 - RAD Conversions Capital Total</b>	<b>\$33,947,248</b>	<b>\$9,359,143</b>	<b>\$64,050,000</b>	<b>\$19,510,000</b>	<b>-69.54%</b>
<b>Grand Total</b>	<b>\$165,196,357</b>	<b>\$52,343,189</b>	<b>\$154,995,390</b>	<b>\$101,249,724</b>	<b>-34.68%</b>



# DEVELOPMENT DIVISION

## TOTAL EXPENDITURES

	FY2018 ACTUAL EXPENDITURES	FY2019 ACTUAL EXPENDITURES	FY2020 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>501 - RAD Management</b>					
Non-Personnel	\$0	-\$39	\$0	\$0	0.00%
Personnel	\$599,430	\$573,423	\$437,967	\$584,440	33.44%
<b>501 - RAD Management Total</b>	<b>\$599,430</b>	<b>\$573,384</b>	<b>\$437,967</b>	<b>\$584,440</b>	<b>33.44%</b>
<b>586 - Development Management</b>					
Non-Personnel	\$119,698	\$64,547	\$163,557	\$158,545	-3.06%
Personnel	\$6,077,175	\$5,920,426	\$6,783,866	\$6,021,739	-11.23%
<b>586 - Development Management Total</b>	<b>\$6,196,873</b>	<b>\$5,984,973</b>	<b>\$6,947,423</b>	<b>\$6,180,284</b>	<b>-11.04%</b>
<b>587 - Development Capital</b>					
Non-Personnel	\$124,452,807	\$36,425,690	\$83,560,000	\$74,975,000	-10.27%
<b>587 - Development Capital Total</b>	<b>\$124,452,807</b>	<b>\$36,425,690</b>	<b>\$83,560,000</b>	<b>\$74,975,000</b>	<b>-10.27%</b>
<b>612 - RAD Conversions Capital</b>					
Non-Personnel	\$33,947,248	\$9,359,143	\$64,050,000	\$19,510,000	-69.54%
<b>612 - RAD Conversions Capital Total</b>	<b>\$33,947,248</b>	<b>\$9,359,143</b>	<b>\$64,050,000</b>	<b>\$19,510,000</b>	<b>-69.54%</b>
<b>Grand Total</b>	<b>\$165,196,357</b>	<b>\$52,343,189</b>	<b>\$154,995,390</b>	<b>\$101,249,724</b>	<b>-34.68%</b>

# DEVELOPMENT DIVISION

## FY2021 BUDGET

### **501 - RAD Management**

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Personnel	\$584,440
<b>501 - RAD Management Total</b>	<b>\$584,440</b>

### **586 - Development Management**

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Contracts	\$52,072
Personnel	\$6,021,739
Sundry	\$46,433
Training	\$46,210
Travel	\$13,830
<b>586 - Development Management Total</b>	<b>\$6,180,284</b>

### **587 - Development Capital**

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Contracts	\$74,975,000
<b>587 - Development Capital Total</b>	<b>\$74,975,000</b>

### **612 - RAD Conversions Capital**

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Contracts	\$19,510,000
<b>612 - RAD Conversions Capital Total</b>	<b>\$19,510,000</b>

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<b>Development Grand Total</b>	<b>\$101,249,724</b>
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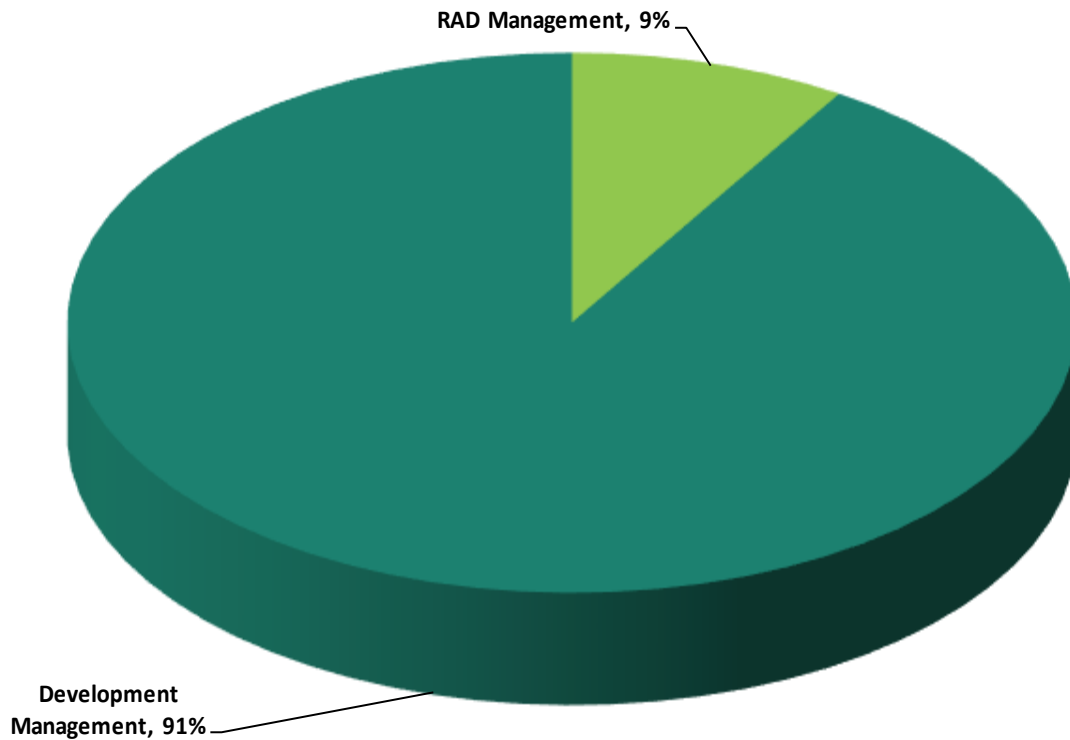
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# DEVELOPMENT DIVISION

## TOTAL FTE'S

	FY2018	FY2019	FY2020	FY2021	% OF
	ACTUAL	ACTUAL	BUDGET	BUDGET	CHANGE
RAD Management	4.0	8.0	3.0	4.0	33.3%
Development Management	53.5	48.5	48.5	41.0	-15.5%
Development Grand Total	57.5	56.5	51.5	45.0	-12.6%

## FTEs by Cost Center



# DEVELOPMENT DIVISION

## SALARY SCHEDULE

	POSITION FTE- TOTAL	SALARY TOTAL	PFT TOTAL	BENEFITS TOTAL	POSITION TOTAL
<b>501 - RAD Management</b>					
DEPUTY CHIEF RAD	1.0	162,740			
PROGRAM MANAGER III	1.0	106,090			
MANAGER, RAD PROGRAM III	1.0	88,155			
PROGRAM ANALYST RAD	1.0	68,495			
<b>501 - RAD Management Total</b>	<b>4.0</b>	<b>\$425,480</b>	<b>\$4,255</b>	<b>\$154,705</b>	<b>\$584,439</b>
<b>586 - Development Management</b>					
DESIGN & PLANNING MGR II	6.0	608,862			
DEVELOPMENT MANAGER II	3.0	340,390			
DEPUTY CHIEF DEV OFF	2.0	333,123			
MANAGER, PLAN & DESIGN III	2.0	219,606			
DEVELOPMENT MANAGER	2.0	211,270			
DEVELOPMENT FINANCE MGR I	2.0	201,880			
CHIEF DEV OFFICER	1.0	190,962			
PROJECT MANAGER CONSTRUCTION	2.0	186,987			
CONSTRUCTION INSPECTOR II	2.0	183,599			
FINANCIAL ANALYST	2.0	174,682			
DIRECTOR, LAND	1.0	146,939			
DIR, ENGINEERING & PLANNING	1.0	144,282			
DIR, DEVELOPMENT CONSTR.	1.0	143,877			
SR. DIR, DEVELOPMENT	1.0	137,204			
LEAD DESIGN QA/QC MANAGER	1.0	124,346			
LEAD PLAN & DESIGN MANAGER	1.0	123,600			
ENVIRONMENTAL ENGINEER	1.0	112,455			
SR. FINICIAL ANALYST	1.0	108,467			
PROJECT MANAGER I	1.0	89,360			
CONSTRUCTION MANAGER I	1.0	82,352			
CONSTRUCTION INSPECTOR I	1.0	81,557			
PERMITTING & UTILITY COORDINATOR	1.0	78,280			
CONSTRUCTION SCHEDULER	1.0	77,207			
DEVELOPMENT MONITORING MGR	1.0	76,960			
EXEC ADMIN ASST II	1.0	70,907			
CONSTRUCTION FIELD COORDINATOR	1.0	69,256			
SR. EXECUTIVE ASST	1.0	65,508			
<b>586 - Development Management Total</b>	<b>41.0</b>	<b>\$4,383,918</b>	<b>\$43,839</b>	<b>\$1,593,982</b>	<b>\$6,021,739</b>
<b>Development Grand Total</b>	<b>45.0</b>	<b>\$4,809,398</b>	<b>\$48,094</b>	<b>\$1,748,686</b>	<b>\$6,606,179</b>

# DEMOGRAPHIC & STATISTICAL INFORMATION

## CHA DEMOGRAPHICS

### Background

The Chicago Housing Authority (CHA) was established in 1937 to provide temporary housing for people who could not afford to acquire “decent, safe and sanitary” dwellings in the private market. 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 third 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 city agencies and non-profits in areas such as healthcare, education, recreation, child development, employment, public assistance and counseling. CHA serves more than 63,000 households with more than 134,00 individual household members by providing units in properties owned and/or operated by CHA, including Public Housing and Rental Assistance Demonstration (RAD) properties, and subsidies provided through the Project Based Voucher and Housing Choice Voucher programs. Pursuant to HUD requirements, participants in these housing programs cannot have an income exceeding 80% of area median income, which is \$72,800 for a family of four in the Chicago metropolitan area .

### Housing Options

#### Family Housing Owned and/or Operated by CHA

CHA serves 8,881 households with 22,162 individual residents in family properties owned and/or operated by CHA, including Public Housing units in the in the traditional family, mixed-income and scattered site portfolios. Units in family properties range in size from studios to six bedrooms. CHA has family units in 70 out of 77 of Chicago’s community areas.

#### Senior-Designated Housing Owned and/or Operated by CHA

CHA serves 8,540 senior households with 9,442 individual residents in properties designated specifically for heads of household older than 55 or 62 at time of admission. Senior-designated housing units range in size from studios to two bedrooms. CHA has senior-designated properties in 18 out of 77 community areas in Chicago.

#### Project Based Voucher (PBV)

CHA serves 5,050 households with 7,209 individual residents by providing project-based vouchers for units in privately-owned buildings. PBV properties vary in their tenant selection plans are designated for specific target populations, including families, individuals and seniors, as well as populations requiring supportive services, including veterans, people with disabilities, people experiencing chronic homelessness and other vulnerable populations. PBV units range in size from studios to five bedrooms. CHA subsidizes PBV units in 48 out of 77 community areas in Chicago.

#### Housing Choice Voucher (HCV)

CHA serves 41,370 households with 95,516 individual residents by providing Housing Choice Vouchers to subsidize units in the private market. Units leased by HCV residents range in size from studios to six bedrooms. HCV residents live in all 77 of Chicago’s community areas.

# DEMOGRAPHIC & STATISTICAL INFORMATION

	CHA Owned and/or Operated Properties			Section 8 Voucher			All CHA
	Family Developments	Senior- Designated Developments	Total CHA Owned	HCV	PBV	Total Voucher	
<b>OVERALL DEMOGRAPHICS</b>							
Total Households	8,881	8,540	17,421	41,370	5,050	46,420	63,841
Total Residents	22,162	9,442	31,604	95,516	7,209	102,725	134,329
<b>HOUSEHOLD SIZE</b>							
Average Household Size	2.5	1.1	2.0	2.3	1.4	2.1	2.1
<b>HEAD OF HOUSEHOLD GENDER</b>							
Female	7,822	4,034	11,856	34,250	2,713	36,963	48,819
Male	1,059	4,506	5,565	7,120	2,337	9,457	15,022
<b>RESIDENT AGE</b>							
Youth (0-17)	9,117	9	9,126	34,632	1,544	36,176	45,302
Working-Age (18-54)	9,589	125	9,714	43,264	2,750	46,014	55,728
Near-Elderly (55-61)	1,453	305	1,758	6,950	942	7,892	9,650
Elderly (62+)	2,003	9,003	11,006	10,670	1,973	12,643	23,649
<b>HEAD OF HOUSEHOLD RACE/ETHNICITY</b>							
African American, non-Hispanic	7,866	4,950	12,816	36,512	3,836	40,348	53,164
Hispanic, any race	862	954	1,816	3,575	497	4,072	5,888
White, non-Hispanic	113	1,376	1,489	1,092	571	1,663	3,152
Asian, non-Hispanic	15	1,184	1,199	84	118	202	1,401
American Indian/Alaska Native, non-Hispanic	13	24	37	48	9	57	94
Native Hawaiian/Other Pacific Islander, non-Hispanic	1	34	35	4	6	10	45
Other/Unknown race, non-Hispanic	11	18	29	55	13	68	97
<b>HOUSEHOLD IN-COME<sup>4</sup></b>							
# at 0-30% AMI (Extremely Low Income)	6,992	7,831	14,823	34,787	4,365	39,152	53,975
# at 31-50% AMI (Very Low Income)	1,259	606	1,865	5,242	568	5,810	7,675
# at 51-80% AMI (Low Income)	474	96	570	1,271	111	1,382	1,952
# at 81%+ AMI (Moderate Income)	156	7	163	70	6	76	239
% at 0-30% AMI (Extremely Low Income)	79%	92%	47%	84%	86%	84%	85%
% at 31-50% AMI (Very Low Income)	14%	7%	6%	13%	11%	13%	12%
% at 51-80% AMI (Low Income)	5%	1%	2%	3%	2%	3%	3%
% at 81%+ AMI (Moderate Income)	2%	0%	1%	0%	0%	0%	0%

# 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.

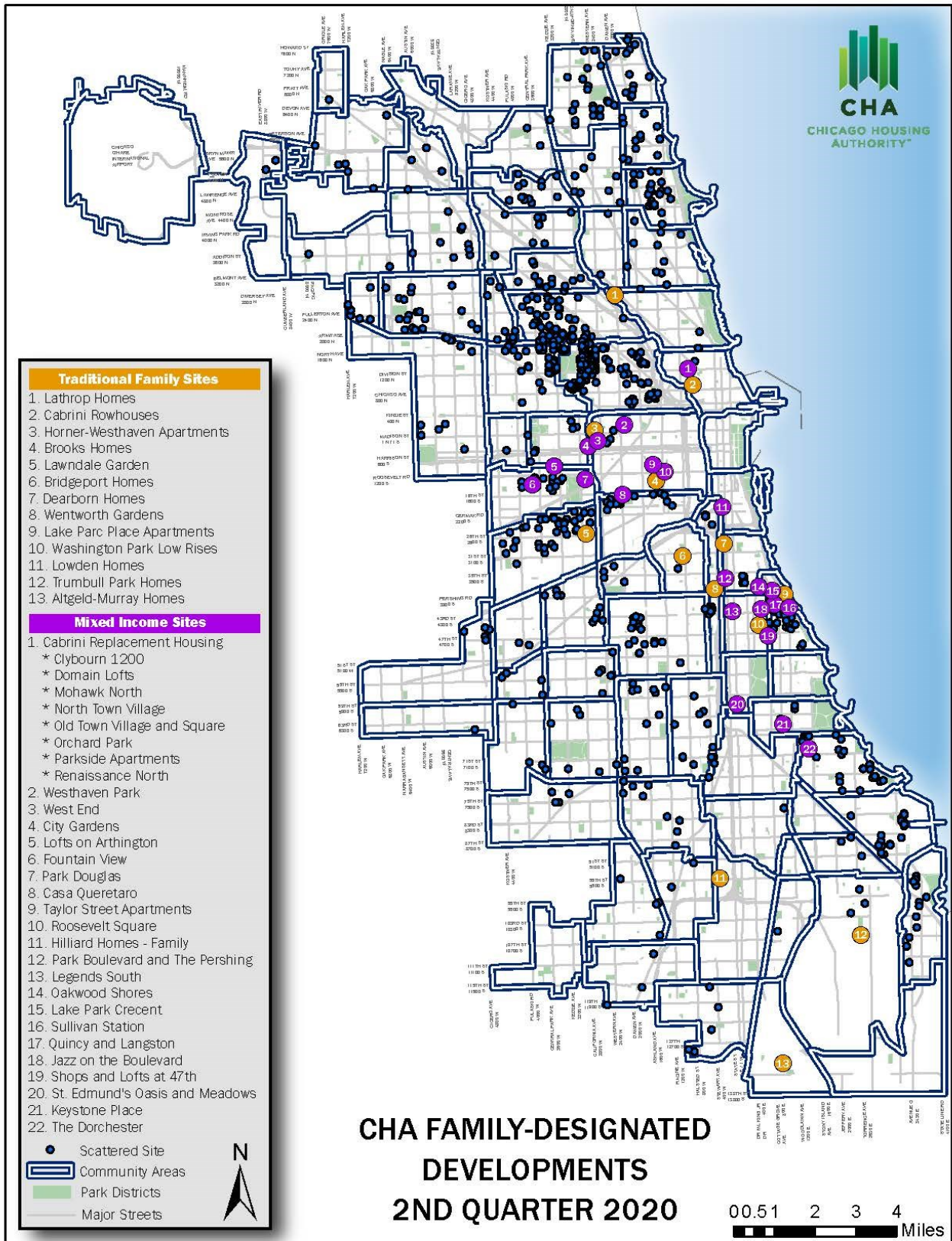
### Education

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

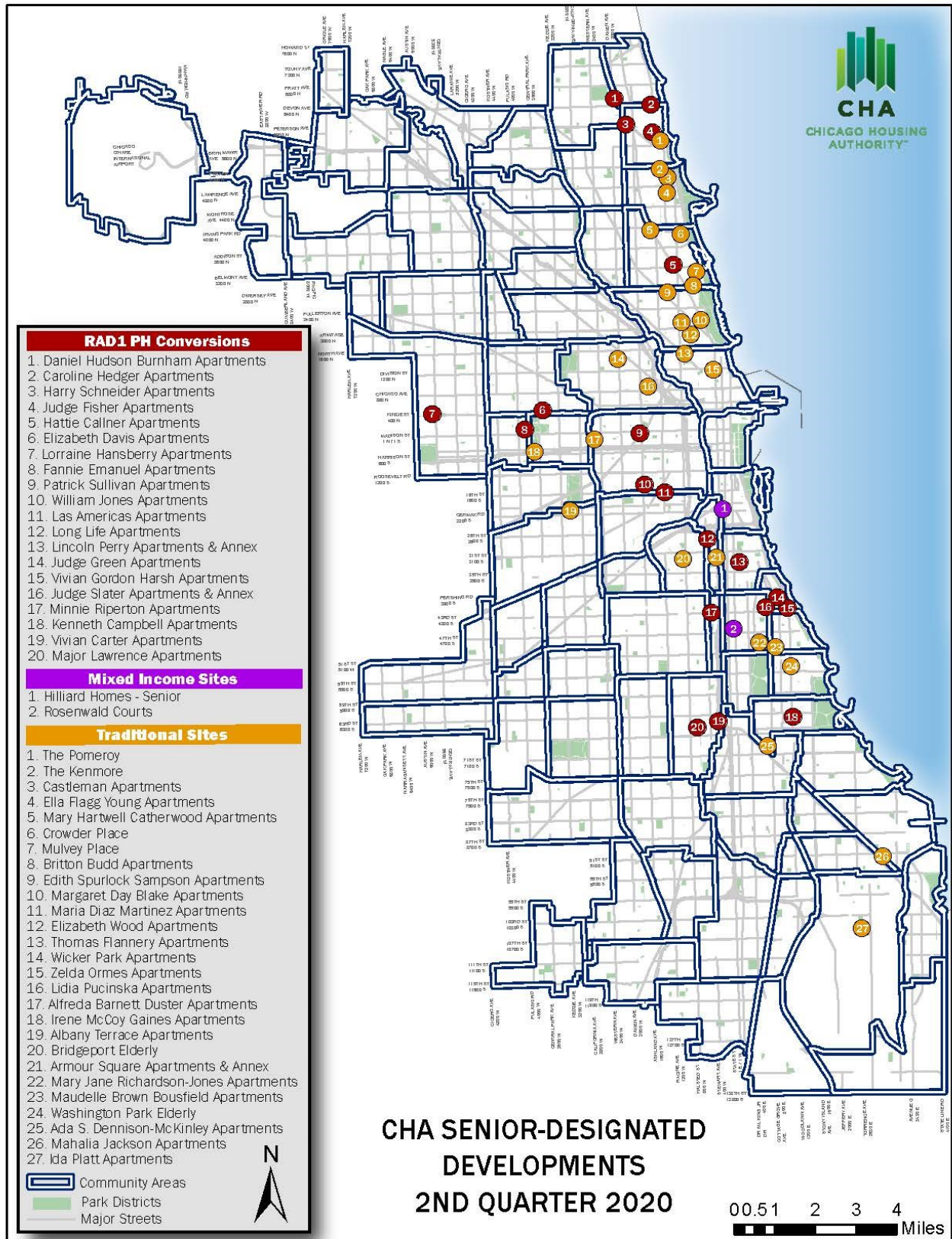
Chicago’s Metropolitan Area is home to 29 Fortune 500 companies. It is one of the major transportation centers in the world, and plays an important part in global distribution. Manufacturing, printing, publishing, insurance and food processing also play major roles in the city’s economy. There are about 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

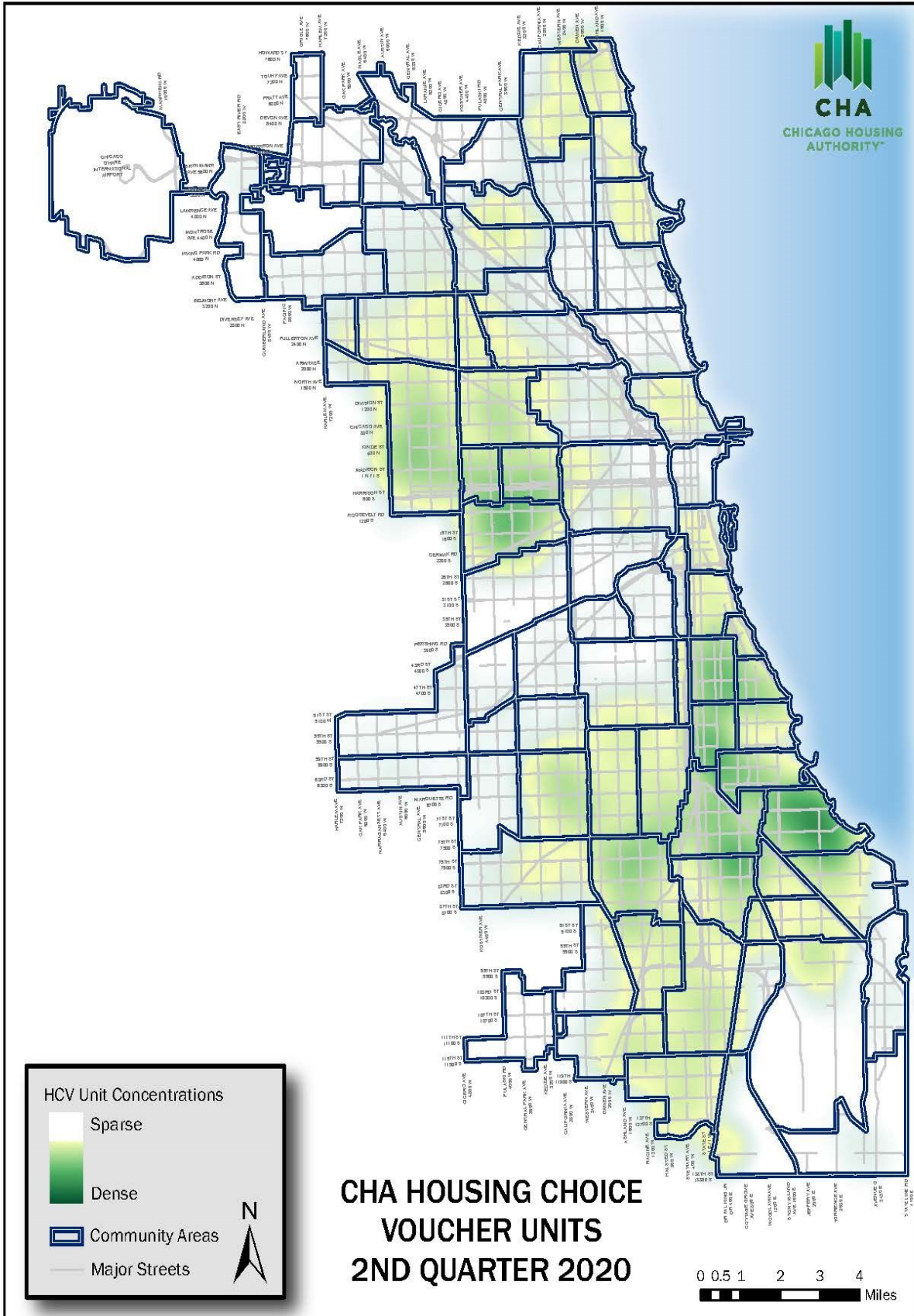




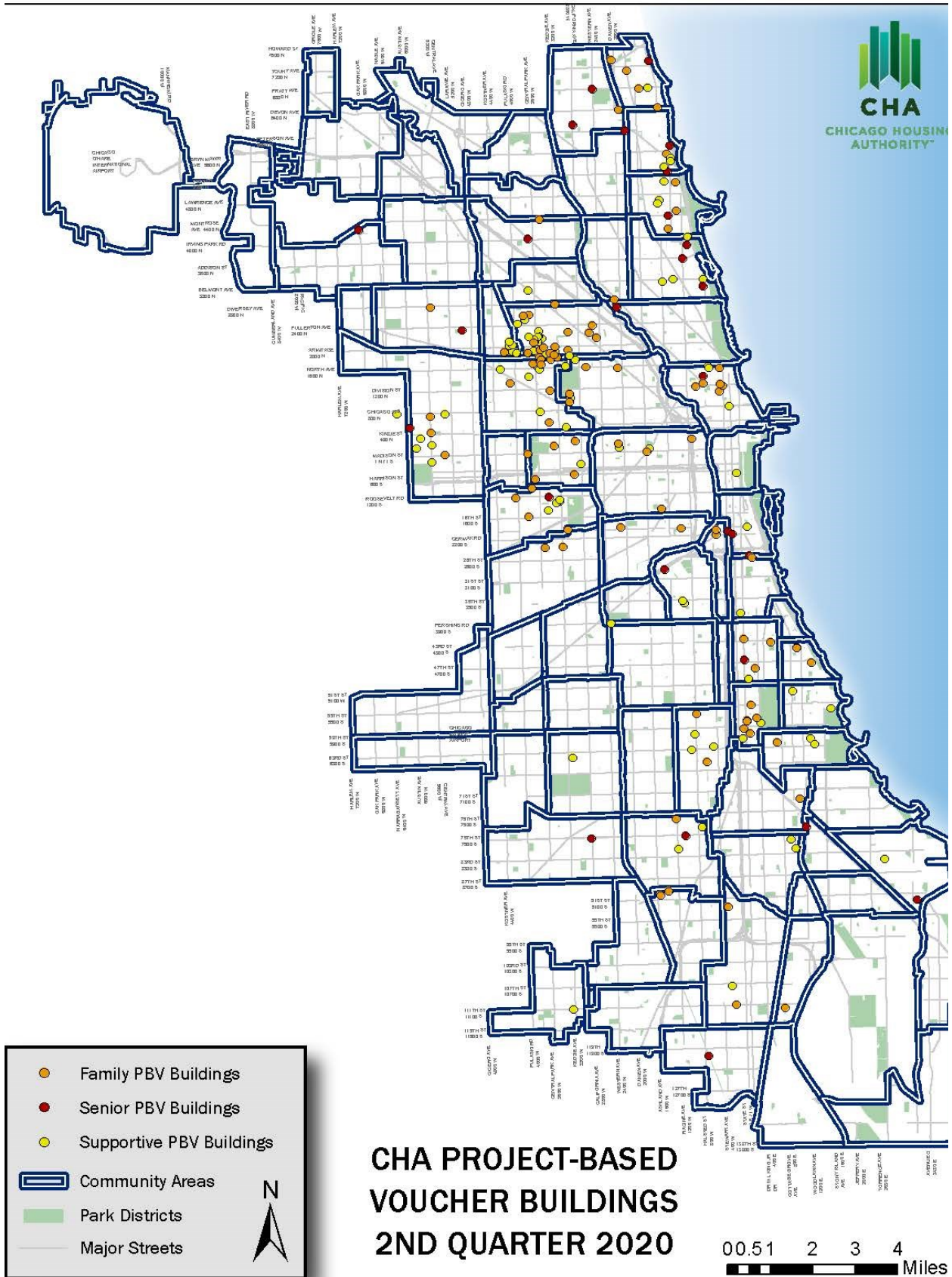
# DEMOGRAPHIC & STATISTICAL INFORMATION



# 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 (include land and buildings)**

Resources owned or held by the Chicago Housing Authority or its subsidiaries.

## **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. A part of CHA's MTW Single Fund.

## **Capital Equipment**

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

## **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 construction 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 (HAP)**

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 CHA's calculation of 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 and territories.

## **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 (Section 9)**

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, non-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 private 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 Authority (PHA)**

An agency that administers programs under the Housing Act of 1937, which could include public housing and vouchers. 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 an 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	IGA	Intergovernmental Affairs
CIP	Capital Improvement Program	IT	Information Technology
CMO	Collateralized Mortgage Obligations	JOC	Job Order Contracting
CMTS	Client Management Tracking System	LAC	Local Advisory Council
CHO	Chief Housing Officer	LBP	Lawson Budget Planning
COS	Chief of Staff	MBE	Minority Business Enterprise
CSF	Critical Success Factor	MROP	Major Rehabilitation of Obsolete Public Housing
DBE	Disadvantaged Business Enterprise	MTW	Moving-to-Work Demonstration Program
DCCA	Department of Commerce and Community Affairs	OBM	Office of Budget & Management
DCEO	Department of Commerce and Economic Opportunity	ODM	Office of Development Management
EIV	Enterprise Income Verification	OEMC	Office of Emergency Management & Communications
ERP	Enterprise Resource Planning	OIG	Office of Inspector General
ESCO	Energy Service Companies	PBCA	Performance Based Contract Administration
EPIC	Energy Performance and Information Center	PEFCO	Private Export Funding Corporation

# ACRONYMS

<b>PEL</b>	<b>Project Expense Level</b>	<b>RFQ</b>	<b>Request for Qualifications/Request for Quote</b>
<b>PHDEP</b>	<b>Public Housing Drug Elimination Program</b>	<b>RMC</b>	<b>Resident Management Corporations</b>
<b>PII</b>	<b>Property Investment Initiative</b>	<b>ROSS</b>	<b>Resident Opportunity Self-Sufficiency</b>
<b>PPM</b>	<b>Private Property Management</b>	<b>SLMA</b>	<b>Student Loan Marketing Association</b>
<b>PRA</b>	<b>Property Rental Assistance</b>	<b>SVP</b>	<b>Senior Vice President</b>
<b>RAD</b>	<b>Rental Assistance Demonstration</b>	<b>TOP</b>	<b>Technology Opportunity Program</b>
<b>RAP</b>	<b>Rehab Assistance Payments</b>	<b>UPCS</b>	<b>Uniform Physical Condition Standard</b>
<b>RFI</b>	<b>Request for Information</b>	<b>WBE</b>	<b>Women’s Business Enterprise</b>
<b>RFP</b>	<b>Request for Proposal</b>		

# GUIDE TO OTHER USEFUL DOCUMENTS

## **The Chicago Housing Authority's (CHA) MTW 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.

## **MTW Annual Report**

This document provides results for items presented in the MTW Annual Plan.



**For a copy of any of the documents listed above or for more information,  
please contact us via:**

**MAILING ADDRESS:** Chicago Housing Authority  
60 E. Van Buren Street  
Chicago, Illinois 60605

**PHONE NUMBER:** (312) 742-8500

**WEBSITE:** [www.thecha.org](http://www.thecha.org)



# **CHICAGO HOUSING AUTHORITY**

## **INVESTMENT POLICY**



***APPROVED BY CHA BOARD ON SEPTEMBER 19, 2017***

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- VIII. Authorized Financial Dealers and Institutions
- IX. Investment Advisory Services
- X. Performance Evaluation
- XI. Reporting Requirements
- XII. Investment Committee
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#### *Included by Reference:*

- Attachment 1 – Illinois Public Funds Investment Act
- Attachment 2 – HUD Cash Mgmt Inv Policies and Proc
- Attachment 3 – FHLB Public Unit Deposits
- (A) Glossary of Terms and (B) Approved Securities



## **I. PURPOSE**

The purpose of this Investment Policy (the “Policy”) is to provide guidelines for investing CHA and/or its affiliates 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.

## **II. 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”). (Attachment 2)

## **III. INVESTMENT OBJECTIVES**

1. 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.

2. 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.
3. 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.

#### **IV. PERMITTED INVESTMENTS**

1. See Table 1 (Appendix B).
2. 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.
3. Investments authorized by the Illinois Public Funds Act shall be considered permissible investments.

#### **V. 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 cash and/or securities
- Short Selling – the sale of a security the Authority does not own.

#### **VI. 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. Throughout the year, any actual duration changes greater than 25% of target duration will be reported to the Finance Committee 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, HCV MTW Reserve, 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)

**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.

## **VII. INVESTMENT GUIDELINES**

### **General**

- No more than 5% of the total portfolio's 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 U.S. Government money market funds with same day fund availability (see further restrictions in section XV).
- 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.

## **VIII. 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 practical.

## **IX. 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.

## **X. 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.

## **XI. REPORTING 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.

## **XII. 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

## **XIII. 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.

#### **XIV. 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.

## XV. 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.



## **XVI. 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.

**Lori Lightfoot**

Mayor, City of Chicago

**Tracey Scott**

CEO, Chicago Housing Authority

**Angela Hurlock**

Chairperson

**Matthew Brewer**

**Craig Chico**

**Dr. Mildred Harris**

**Meghan Harte**

**James Matanky**

**Debra Parker**

**Bill Thanoukos**

**Francine Washington**

Board of Commissioners



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