



CHICAGO HOUSING  
AUTHORITY™

## FY2022 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 01, 2021**

*Christopher P. Morill*

Executive Director

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To the Board of Commissioners:

I am pleased to present CHA's FY2022 Annual Budget, which outlines CHA's proposed operating and capital expenditures for the coming year. This budget reflects CHA's dual mission of creating and preserving affordable housing and providing families with pathways to economic independence. This mission will become even more critical as we begin to move past the pandemic.

This budget builds on the work that was accomplished in 2021, under the strategic focus of "Building Resilience." While CHA, like every organization, faced tremendous challenges in continuing to deliver quality services throughout the past two years, we used this time as an opportunity to reconsider how we do business, and to improve our communications and delivery of services to the families we serve.



Highlights of 2021 include:

- Together with our partners, we delivered more than 650 new mixed-income units, including 226 units for CHA seniors and families. An additional 510 units are under construction.
- We demonstrated our commitment to preserving public housing, closing on major projects at Edith Spurlock Sampson/Sheffield and the next phase of Lathrop.
- We provided more than 1,600 youth ages 16-24 with summer employment, collectively earning over \$2 million.
- We celebrated the 700<sup>th</sup> closing under the Choose to Own homeownership program and 40 CHA residents and HCV participants became new homeowners in 2021.
- We entered into new Professional Property Management contracts and improved our monitoring of these contracts using asset management best practices.
- We updated our Section 3 program to comply with HUD's new rule and launched the Workforce Opportunities Resource Center (WORC) to assist Section 3 businesses and residents seeking career paths.
- We partnered with Chicago's Continuum of Care to make more than 1,100 Emergency Housing Vouchers available to people who are experiencing homelessness or at risk of homelessness.
- Finally, we did our part to keep our staff and the families we serve safe. Over 3,000 residents and staff received vaccines at clinics held at CHA properties. Over 1.5 million wellness checks of seniors were performed. We successfully implemented a vaccine requirement for CHA team members with 100% compliance.

In 2022, CHA has budgeted more than \$100 million towards capital projects that advance our mission to preserve and create affordable housing.

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In addition to ensuring rental assistance is provided to our 63,000 families and seniors, major goals include:

- Giving families more options to increase their economic success by launching a down payment assistance option for the Choose to Own program and designing a safety net program for families who transition off housing assistance.
- Rehabilitating and improving existing public housing properties, while also delivering new affordable housing units through new construction and PBV partnerships.
- Maintaining utilization of Housing Choice Vouchers at 97% or higher so families with rental subsidies are able to choose the communities where they want to live.

CHA's budget is balanced, and our overall fiscal position is solid. Our continued fiscal stewardship is demonstrated by the strong bond ratings and stable outlooks received from two rating agencies – Fitch Ratings and Standard & Poor's.

The pandemic has challenged CHA just as it has challenged all of society. Our agency's success is only possible with the full support of our Board of Commissioners, the dedication of CHA team members and resident leaders, 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 independence and sustain a high quality of life.

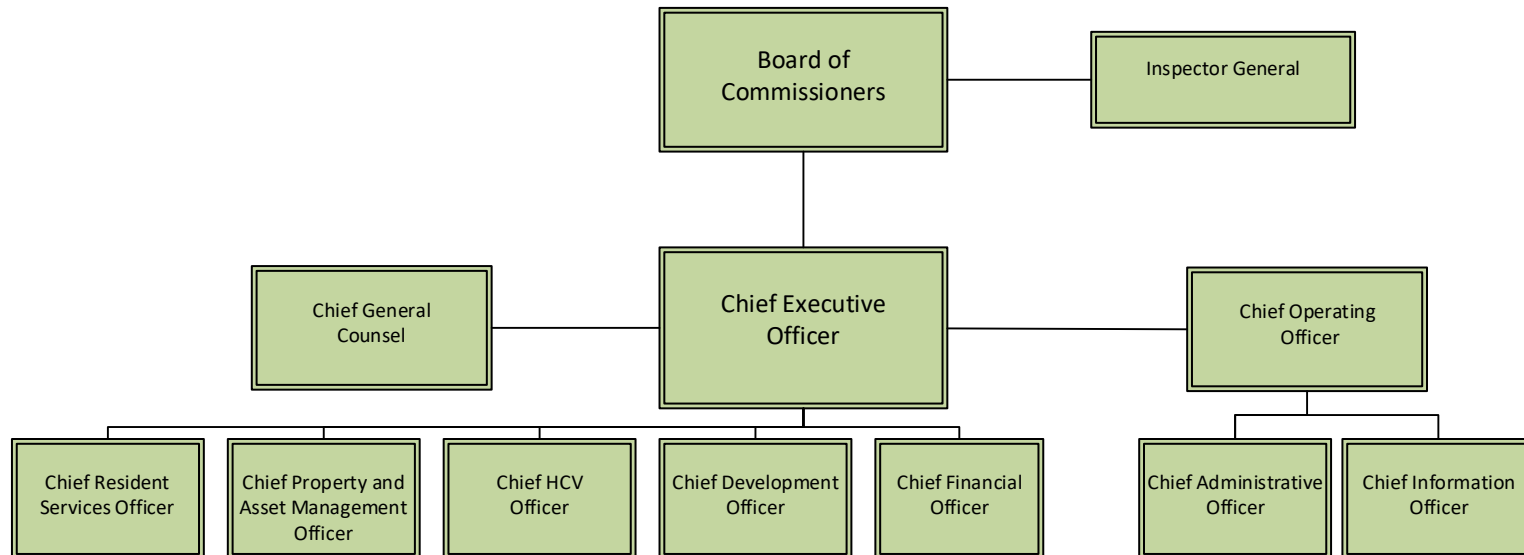
Tracey Scott

Chief Executive Officer

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# Organizational Chart



## GUIDE TO THE BUDGET

### FY2022 Comprehensive Budget

The Chicago Housing Authority's (CHA) Annual Comprehensive Budget for Fiscal Year 2022 (FY2022) 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, 2022 and ends December 31, 2022. The FY2022 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 10 divisions. The Chief Executive Officer presides over the 10 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 divisions:

1. Executive Office
2. General Counsel
3. Inspector General
4. Finance and Treasury
5. Human Resources & Administration
6. Information Technology
7. Property and Asset Management
8. Housing Choice Voucher
9. Resident Services
10. Development

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

### Strategic Plan Update

This section includes descriptions of CHA's strategic priorities and goals. 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, General Counsel, Office of the Inspector General, Finance & Treasury, HR & Administration, Information Technology, Property and Asset Management, Development, Housing Choice Voucher, and Resident Services). Executive Office, Office of the General Counsel, Office of the Inspector General, Finance & Treasury, HR & 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.

## **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 FY2022 is included.

## **Capital and Development Budget**

The Capital and Development 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 FY2022 and projected equity balances for all of the funding sources through the end of FY2022.

## **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 Detail**

This section provides an overview for each Division. The Division Summary also provides the 4-year operating budget 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

## STRATEGIC PLAN

Chicago Housing Authority (CHA) provides housing assistance to 63,000 low-income families comprised of 134,000 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 2022, 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 FY2022 budget reflects CHA's continued commitment to quality affordable housing throughout Chicago.

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

- 1) **Rehabilitate existing public housing** and develop new mixed-income housing through public/private partnerships.
- 2) Foster resident **resilience and economic independence**.
- 3) Drive **operational excellence and agility**.

In FY2022, CHA expects to deliver 288 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 Lathrop, LeClaire, Oakwood Shores, Park Boulevard, Parkside, Roosevelt Square, Southbridge and Westhaven, as well as an innovative rehab and new construction project at Sheffield/Edith Spurlock Sampson. 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. In FY2022 CHA will continue renovating senior properties through the RAD program including Albany Terrace and Irene McCoy Gaines.

CHA is committed to ensuring that its existing housing portfolio is maintained to the highest standards. In FY2022, CHA will continue with capital projects at multiple properties, including major system repairs 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 independence. 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; an expanded homeownership program; meals and special events for senior residents; and exploration of a larger 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 FY2022, CHA will drive towards operational excellence and efficiency by streamlining and standardizing processes as informed by best practices and its various stakeholders. Based on rigorous analysis of processes begun in FY2021, CHA will begin to revamp key systems to improve its delivery of services.

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

The Chicago Housing Authority (CHA) has focused on rehabilitating and redeveloping of rental 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.

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

- MTW Statutory Objective I: Increase housing choices for low-income families.
- MTW Statutory Objective II: Give incentive 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.

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 FY2022, 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)

Funding Type	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change From 2018
MTW Fund	\$ 857.0	\$ 847.3	\$ 938.2	\$ 1,009.5	7.6%
Section 8 Fund (Non-MTW)	82.0	88.9	76.8	96.4	25.5%
HOPE VI Fund	0.4	0.1	-	-	0.0%
Other Funds	152.2	108.1	94.0	109.6	16.5%
<b>Total Funding</b>	<b>\$ 1,091.6</b>	<b>\$ 1,044.3</b>	<b>\$ 1,109.0</b>	<b>\$ 1,215.5</b>	<b>9.6%</b>

### FY2022 REVENUE SUMMARY

Total revenues increased by 9.6% overall primarily due to the increase in Section 8 HAP, the use of Block Grant, the use of RAD Capital Escrow, the introduction of Emergency Housing Voucher funds, and the use of Capital Grant funds. The 7.6% increase in the MTW Fund reflects the unit cost increase under HAP, the use of accumulated prior year Block Grant funds that were not drawn, and the use of Capital funding. The 25.5% growth in the Section 8 Fund

(Non-MTW) reflects the use of Emergency Housing Voucher funds, the increase in projected RAD Voucher revenues, and the increase in Mainstream Voucher funding. Other Funds increased by 16.5% due to the increased use of both the RAD Capital Escrow and Bond funds for capital related work.

Listed below are the assumptions utilized in calculating the FY2022 revenue projections by funding type:

### **MTW Single Fund**

The MTW agreement between HUD and the CHA allows for the merging of funding from the Low-Income Public Housing Operating Fund, Capital Grant Fund, and the Section 8 Housing Choice Voucher (HCV) Program. Below are the assumptions used to estimate MTW Fund Revenues for FY2022.

- Section 8 (MTW) revenue is estimated at \$673.8 million for FY2022. The total amount includes: Housing Choice Voucher revenues of \$547.3 million, MTW Block Grant voucher revenues of \$71.8 million, Port-In HAP \$9.6 million and administrative fee income of \$45.1 million.
- Operating Subsidy is estimated at \$157.9 million. The projected number of units receiving HUD operating subsidy for FY2022 is 15,930, a decrease from the 16,044 units originally projected to be subsidized in FY2021. The decrease in units was primarily due to units transitioning into the RAD program. The subsidy is calculated using the amended and restated MTW Operating Subsidy Schedule provided by HUD. The formula considers the following: The Allowable Expense Level, a simplified delta of 0.5%, the anticipated local inflation factor of 2.1%, an estimated FY2022 HUD Congressional Appropriation of 97%, 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 FY2022 Capital Fund Program revenue amount is based on projected 2022 Capital award (\$54.1 million) and the projected net carryover (\$47.5 million) remaining from prior years' Capital funds.
- Projected Rental Income reflects the anticipated lease up of vacant units throughout the agency's portfolio at a target occupancy of 95%.
- Other revenue sources for FY2022 include non-dwelling rental income and interest income.

### **Section 8 (Non-MTW) Voucher Funding**

The Section 8 (Non-MTW) revenue is comprised of the RAD, VASH, Emergency Housing, 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 \$59.7 million of Rental Assistance Demonstration (RAD) voucher revenues. 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 5,253 units that have transitioned through the end of 2021.
- Approximately \$36.0 million of RAD Capital Escrow and Replacement Reserves, which were funded upon conversion into the RAD program and will be used for capital projects at various RAD properties.
- Emergency Housing Voucher (EHV) funding is estimated at \$15.7 million. Created as part of the American Rescue Plan (ARP) Act of 2021, EHV's were provided to assist individuals and families who are experiencing



(1) homelessness, (2) at risk of homelessness, (3) fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or (4) recently homeless. HUD awarded CHA 1,165 vouchers.

- Veterans Affairs Supportive Housing (VASH) voucher funding, estimated at \$12.3 million, grew by 8.3% resulting from an increase in the average per unit cost; the number of vouchers remained unchanged at 1,308.
- Mod Rehab funding, estimated at \$4.7 million, continued to from 921 to 638 vouchers, resulting from units transitioning into the RAD program.
- Mainstream funding, estimated at \$2.4 million, grew because HUD awarded CHA additional vouchers from 166 to 266.
- Administrative fee income is projected at \$7.0 million based on the total number of vouchers within the programs.
- Other revenue sources include Rental Income, interest income, and management fees from RAD properties.

### **Other Fund Sources**

Other funds primarily consist of third-party financing tools, interest income, and other miscellaneous income. Taxable and Tax-Exempt Bond proceeds will be used to fund new construction projects, public housing rehab/repair work at various sites throughout the agency's portfolio, and RAD capital projects. 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 programs.

The Capital Budget for the year beginning January 1, 2022, and ending December 31, 2022, is \$221.6 million and includes \$30.3 million in debt service. The Capital Budget increased from 2021 by \$46.9 million, or 26.9%, and reflects a focus on priority projects. Please see the Capital and Development budget section for more details.

**BUDGET BY PROGRAM**

The following table provides a summary of each of the major programs that CHA operates, including revenues and expenses that are attributable to those programs:

FY2022 REVENUES	CENTRAL	PUBLIC	MIXED	RAD	HCV	CAPITAL	FY2022	FY2021 BOARD	Change
	OFFICE	HOUSING	FINANCE				PROPOSED	APPROVED	
Housing Assistance				\$59,699,080	\$589,984,778		\$649,683,858	\$594,573,387	\$55,110,471
Operating Subsidy		126,734,933	31,230,723				157,965,656	155,642,436	2,323,220
Block Grant	\$27,074,903				44,730,775		71,805,677	61,797,222	10,008,455
Rental Income		33,248,307	13,854,788	10,771,720			57,874,814	52,472,250	5,402,564
Administrative Fees					54,175,114		54,175,114	54,596,519	(421,404)
CHA RAD LLC Management Fees	11,302,748						11,302,748	-	11,302,748
Non-CHA RAD LLC Management Fees	1,522,658						1,522,658	1,521,123	1,535
Grants	2,495,654						2,495,654	1,767,560	728,094
Other Income	1,893,524	812,205		658,730	44,740		3,409,199	2,331,992	1,077,207
Interest	400,000	278,528	71,472	500,000			1,250,000	3,250,000	(2,000,000)
Capital Funding						54,057,552	54,057,552	61,334,000	(7,276,448)
Eliminate CHA LLC Payment to CHA							(11,302,748)		(11,302,748)
<b>TOTAL REVENUES</b>	<b>\$44,689,486</b>	<b>\$161,073,972</b>	<b>\$45,156,983</b>	<b>\$71,629,530</b>	<b>\$688,935,407</b>	<b>\$54,057,552</b>	<b>\$1,054,240,182</b>	<b>\$989,286,488</b>	<b>\$64,953,694</b>
<b>FY2022 EXPENSES</b>									
<b>ADMINISTRATIVE</b>									
Central Office: Personnel	\$37,103,501	\$13,621,088			\$14,340,403		\$65,064,992	\$65,390,575	(\$325,583)
Central Office: Non-personnel	27,667,293				4,462,293		32,129,586	29,393,041	2,736,545
Resident Services - contracted services		15,594,944			15,594,944		31,189,888	34,694,083	(3,504,195)
Subtotal - Administrative Expenses	\$64,770,794	\$29,216,032	\$0	\$0	\$34,397,640	\$0	\$128,384,466	\$129,477,699	(\$1,093,233)
<b>OPERATING</b>									
Voucher expense				\$19,486,934	\$595,852,760		\$615,339,694	\$560,392,955	\$54,946,739
Voucher administration					24,671,216		24,671,216	25,667,484	(996,268)
Property operating expenses		159,744,111	26,981,185	38,813,861			225,539,158	218,836,540	6,702,618
CHA management fees (RAD)				11,302,748			11,302,748	-	11,302,748
Eliminate CHA LLC Payment to CHA							(11,302,748)		(11,302,748)
Subtotal - Operating Expenses	\$0	\$159,744,111	\$26,981,185	\$69,603,543	\$620,523,976	\$0	\$865,550,068	\$804,896,979	\$60,653,089
<b>TOTAL EXPENSES</b>	<b>\$64,770,794</b>	<b>\$188,960,143</b>	<b>\$26,981,185</b>	<b>\$69,603,543</b>	<b>\$654,921,617</b>	<b>\$0</b>	<b>\$993,934,534</b>	<b>\$934,374,678</b>	<b>\$59,559,856</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>(\$20,081,307)</b>	<b>(\$27,886,171)</b>	<b>\$18,175,798</b>	<b>\$2,025,987</b>	<b>\$34,013,790</b>	<b>\$54,057,552</b>	<b>\$60,305,648</b>	<b>\$54,911,810</b>	<b>\$5,393,838</b>
<b>CAPITAL EXPENDITURES</b>									
New Construction						\$76,769,000	\$76,769,000	\$74,975,000	\$1,794,000
Public Housing Preservation						58,837,000	58,837,000	48,575,000	10,262,000
RAD				55,707,000			55,707,000	19,510,000	36,197,000
Subtotal - Capital Expenditures	\$0	\$0	\$0	\$55,707,000	\$0	\$135,606,000	\$191,313,000	\$143,060,000	\$48,253,000
<b>DEBT SERVICE</b>									
To 3rd Party	\$28,569,833			\$1,702,886			\$30,272,719	\$31,609,367	(\$1,336,648)
CHA LL to CHA	(6,121,685)			6,121,685			\$0	\$0	\$0
Total Current Year Balance Sheet Transactions	\$22,448,149	\$0	\$0	\$63,531,570	\$0	\$135,606,000	\$221,585,719	\$174,669,367	\$46,916,352
<b>FUNDS ACCUMULATED FROM PRIOR YEARS</b>									
Tenant rent reserve							\$0	\$8,531,000	(\$8,531,000)
Capital Grants (prior year net of remaining current year)		10,065,000				37,393,448	47,458,448	26,182,557	21,275,891
Other Funds - (DECO, FHLB LOC)						3,070,000	3,070,000	3,200,000	(130,000)
Bonds - taxable				19,667,987		16,456,000	36,123,987	48,884,000	(12,760,013)
Bonds - tax exempt						24,629,000	24,629,000	1,000,000	23,629,000
Third Party Financing - LIHTC/Debt							-	6,053,000	(6,053,000)
RAD capital escrow / reserve				36,039,013			36,039,013	13,457,000	22,582,013
CARES Act - HCV Admin Funds							-	12,450,000	(12,450,000)
Prior Year Block Grant	13,959,623						13,959,623	-	13,959,623
Total Use of Funds From Prior Years	\$13,959,623	\$10,065,000	\$0	\$55,707,000	\$0	\$81,548,448	\$161,280,071	\$119,757,557	\$41,522,514
<b>FY2022 SURPLUS/(SHORTFALL)</b>	<b>(28,569,833)</b>	<b>(17,821,171)</b>	<b>18,175,798</b>	<b>(5,798,583)</b>	<b>34,013,790</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>

## EXPENSE CATEGORIES

The CHA's budget is organized into ten divisions: Executive Office, General Counsel, Inspector General, Finance and Treasury, HR & Administration, Information Technology Services, Property and Asset Management, Housing Choice Voucher, Resident Services and Development. Presented below are the divisional cost trends for FY2019, FY2020, FY2021 and FY2022.

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

Each of the division sections' historical (FY2019 and FY2020) and budgeted (FY2021 and FY2022) non-personnel and personnel costs are described below:

### EXECUTIVE OFFICE

Executive Office consists of costs associated with the overall management, and accountability of the Authority, including the effective implementation of policies approved by the Board of Commissioners and the coordination and monitoring of all department activities while ensuring that program goals and objectives are attained. Total Executive Office Division expenses represent approximately 0.9% of the total \$1.2 billion budget.

For FY2022 there is a 4.9% decrease in overall expenses. Non-personnel expenses decreased by 21.8% due to the reduction in service contracts. Personnel expenses increased by 1.9% primarily due to an increase of 1 FTE.

EXPENSE BUDGET					
	FY2019	FY2020	FY2021	FY2022	%
EXECUTIVE OFFICES	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 2,423,146	\$ 2,534,705	\$ 3,305,707	\$ 2,583,508	-21.8%
<b>Personnel Costs</b>	7,864,322	6,980,400	8,238,962	8,399,036	1.9%
<b>TOTAL EXECUTIVE OFFICES</b>	<b>\$ 10,287,468</b>	<b>\$ 9,515,105</b>	<b>\$ 11,544,669</b>	<b>\$ 10,982,544</b>	<b>-4.9%</b>

### OFFICE of the GENERAL COUNSEL

General Counsel consists of costs directly related to legal and policy-related advice and counsel provided to the Board of Commissioners and Management on a wide variety of business, operational and legal issues. General Counsel Division costs represent 0.6% of the \$1.2 billion budget.

General Counsel expenses decreased by 2%. Non-personnel expenses dropped by 35% primarily due to a reduction in outside counsel and consultant fees, which offset increases of 13.4% due to an increase of 4 FTEs.

EXPENSE BUDGET					
	FY2019	FY2020	FY2021	FY2022	%
GENERAL COUNSEL	Actuals	Actuals	Budget	Budget	Change
<b>Non-Personnel Costs</b>	\$ 1,402,882	\$ 819,891	\$ 2,267,366	\$ 1,473,355	-35.0%
<b>Personnel Costs</b>	4,337,355	4,526,754	4,879,451	5,532,219	13.4%
<b>TOTAL GENERAL COUNSEL</b>	<b>\$ 5,740,237</b>	<b>\$ 5,346,645</b>	<b>\$ 7,146,817</b>	<b>\$ 7,005,574</b>	<b>-2.0%</b>

### OFFICE of the INSPECTOR GENERAL

Inspector General consists of costs directly related to independent oversight of CHA programs through criminal and administrative investigations, reviews, and performance audits. The Inspector General's Division costs represent

0.2% of the \$1.2 billion dollar budget.

Expenditures in this division increased by 1.0%. Non-personnel expenses decreased by 66.6% due to a reduction in consulting fees, which offsets the 14.8% increase in personnel costs due to the addition of 3 FTEs.

<b>EXPENSE BUDGET</b>					
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>%</b>
<b>INSPECTOR GENERAL</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Non-Personnel Costs</b>	\$ 26,999	\$ 20,564	\$ 307,800	\$ 102,800	-66.6%
<b>Personnel Costs</b>	1,216,953	1,258,763	1,514,887	1,738,876	14.8%
<b>TOTAL INSPECTOR GENERAL</b>	<b>\$ 1,243,952</b>	<b>\$ 1,279,327</b>	<b>\$ 1,822,687</b>	<b>\$ 1,841,676</b>	<b>1.0%</b>

**FINANCE AND TREASURY**

Finance and Treasury consists of costs associated with the accounting, budgeting, banking, cash management, and investment activities for the Authority. Previously, Finance and Treasury were separate divisions that are now combined. The Finance and Treasury Division’s expenditures represent 1.2% of the \$1.2 billion budget.

Expenditures in this division increased by 42.3%. Non-personnel expenses grew by 153.8% primarily due to the increase in agency contingency. Personnel expenses decreased by 1.7% due to the reduction of 2.5 FTEs.

<b>EXPENSE BUDGET</b>					
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>%</b>
<b>FINANCE AND TREASURY</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Non-Personnel Costs</b>	\$ 1,657,072	\$ 701,788	\$ 2,998,306	\$ 7,609,195	153.8%
<b>Personnel Costs</b>	7,387,462	7,768,843	7,600,565	7,472,998	-1.7%
<b>TOTAL FINANCE AND TREASURY</b>	<b>\$ 9,044,534</b>	<b>\$ 8,470,631</b>	<b>\$ 10,598,871</b>	<b>\$ 15,082,193</b>	<b>42.3%</b>

**HR and ADMINISTRATION**

HR and Administration consists of costs associated with risk management, professional learning, human resources, and general services. This division’s expenditures represent 1.2% of the \$1.2 billion budget.

Expenditures in this division increased by 22%. Non-personnel expenses increased by 38.6% primarily due to an increase in office rent and insurance. Personnel expenses decreased by 8.5% due to the reduction of 4 FTEs.

<b>EXPENSE BUDGET</b>					
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>%</b>
<b>ADMINISTRATION</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Non-Personnel Costs</b>	\$ 6,477,765	\$ 1,266,234	\$ 7,815,438	\$ 10,828,997	38.6%
<b>Personnel Costs</b>	3,748,994	3,491,413	4,245,865	3,886,879	-8.5%
<b>TOTAL ADMINISTRATION</b>	<b>\$ 10,226,759</b>	<b>\$ 4,757,647</b>	<b>\$ 12,061,303</b>	<b>\$ 14,715,876</b>	<b>22.0%</b>

**INFORMATION TECHNOLOGY SERVICES**

Information Technology Services costs are associated with providing technical resources necessary for the Authority’s divisions to operate effectively. The Information Technology Services Division’s expenditures represent 1.1% of the \$1.2 billion dollar budget.

Expenditures in this division increased by 5.6%. Non-personnel expenses grew by 8.1% primarily due to the planned

increase in computer and communications network costs. Personnel expenses increased by 1.7% primarily due to cost of living adjustment (COLA).

EXPENSE BUDGET					
	FY2019	FY2020	FY2021	FY2022	%
INFORMATION TECHNOLOGY SERVICES	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 8,518,373	\$ 10,796,903	\$ 7,565,474	\$ 8,175,367	8.1%
Personnel Costs	4,161,453	4,281,309	4,761,828	4,841,880	1.7%
<b>TOTAL INFORMATION TECHNOLOGY SERVICES</b>	<b>\$ 12,679,826</b>	<b>\$ 15,078,212</b>	<b>\$ 12,327,302</b>	<b>\$ 13,017,247</b>	<b>5.6%</b>

## PROPERTY AND ASSET MANAGEMENT

Property and Asset Management consists of costs associated with Asset Management and Operations, Housing Policy and Occupancy, Safety and Security, Planning Construction Management and Building Operations, and Non-Residential/Vacant Land. The Property and Asset Management Division's expenditures represent 19.9% of the \$1.2 billion budget.

Expenditures in this division increased by 2.4%. Non-personnel expenses increased by 2% primarily due to the rise in utility costs due to increased usage and higher rates. Personnel expenses increased by 8.6% due to the transfer of 7 FTEs.

EXPENSE BUDGET					
	FY2019	FY2020	FY2021	FY2022	%
PROPERTY AND ASSET MANAGEMENT	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 228,413,487	\$ 207,527,232	\$ 223,499,693	\$ 228,051,978	2.0%
Personnel Costs	12,499,721	12,190,646	12,538,707	13,621,088	8.6%
<b>TOTAL PROPERTY AND ASSET MANAGEMENT</b>	<b>\$ 240,913,208</b>	<b>\$ 219,717,878</b>	<b>\$ 236,038,400</b>	<b>\$ 241,673,066</b>	<b>2.4%</b>

## HOUSING CHOICE VOUCHER

Housing Choice Voucher (HCV) costs are associated with the oversight and management of the Housing Choice Voucher Section 8 Program, Project-Based Voucher (PBV) and the administration of the Rental Assistance Demonstration (RAD), Emergency Housing Voucher (EHV), Veterans Affairs Supportive Housing (VASH), Moderate Rehabilitation, Family Unification (FUP) and Mainstream programs. The Housing Choice Voucher Division's expenditures represent 53% of the \$1.2 billion budget.

Expenditures in this division increased by 9.1%. Non-personnel expenses increased by 9.1% primarily due to the increase in HAP per unit cost, and expansion of the program to include Emergency Housing Vouchers and additional Mainstream vouchers that were awarded in 2021; Personnel expenses increased by 1.4% primarily due to COLA.

EXPENSE BUDGET					
	FY2019	FY2020	FY2021	FY2022	%
HOUSING CHOICE VOUCHER	Actuals	Actuals	Budget	Budget	Change
Non-Personnel Costs	\$ 537,313,106	\$ 567,865,619	\$ 586,190,549	\$ 640,125,990	9.2%
Personnel Costs	3,446,415	3,670,361	3,982,235	4,037,393	1.4%
<b>TOTAL HOUSING CHOICE VOUCHER</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.1%</b>

**RESIDENT SERVICES**

Resident Services consists of costs associated with supporting resident initiatives and connecting residents with programs and services that support their education, health and path toward self-sufficiency. The Resident Services Division's expenditures represent 3.4% of the \$1.2 billion budget.

Expenditures in this division decreased by 8.7%. Non-personnel expenses decreased by 10.3% primarily due to the restructuring of program contracts. Personnel expenses decreased by 3.7% due to the reduction of 4 FTEs.

<b>EXPENSE BUDGET</b>					
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>%</b>
<b>RESIDENT SERVICES</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Non-Personnel Costs</b>	\$ 35,006,289	\$ 30,013,148	\$ 34,874,223	\$ 31,294,388	-10.3%
<b>Personnel Costs</b>	10,643,761	11,169,700	11,021,896	10,611,660	-3.7%
<b>TOTAL RESIDENT SERVICES</b>	<b>\$ 45,650,050</b>	<b>\$ 41,182,848</b>	<b>\$ 45,896,119</b>	<b>\$ 41,906,048</b>	<b>-8.7%</b>

**DEVELOPMENT**

Development consists of costs associated with creation of mixed-income developments and the RAD program. The Development Division's operating expenditures represent 0.4% of the \$1.2 billion budget.

Expenditures in this division decreased by 22.4%. Non-personnel increased by 106.2% primarily due to an increase in contracts and consultant fees. Personnel decreased by 25.5% due to the reduction/transfer of 12 FTEs.

<b>EXPENSE BUDGET</b>					
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>%</b>
<b>DEVELOPMENT</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Non-Personnel Costs</b>	\$ 36,801	\$ 33,343	\$ 158,545	\$ 326,850	106.2%
<b>Personnel Costs</b>	6,493,849	6,318,980	6,606,179	4,922,963	-25.5%
<b>TOTAL DEVELOPMENT</b>	<b>\$ 6,530,650</b>	<b>\$ 6,352,323</b>	<b>\$ 6,764,724</b>	<b>\$ 5,249,813</b>	<b>-22.4%</b>

**CAPITAL AND DEBT**

Capital and debt related expenditures are associated with land transactions and improvements, design, feasibility studies, engineering services, construction, mixed-income development, the conversion of properties under the RAD program and debt service. Capital and debt related expenditures represent 18.1% of the \$1.2 billion budget.

The 26.9% increase is due to a variety of capital maintenance, new development, and RAD projects that are currently planned for 2022.

<b>EXPENSE BUDGET</b>					
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>%</b>
<b>CAPITAL AND DEBT</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Non-Personnel Costs</b>	\$113,393,716	\$137,882,837	\$174,669,367	\$221,585,719	26.9%
<b>TOTAL CAPITAL AND DEBT</b>	<b>\$ 113,393,716</b>	<b>\$ 137,882,837</b>	<b>\$ 174,669,367</b>	<b>\$ 221,585,719</b>	<b>26.9%</b>



**COMBINED NON-PERSONNEL & PERSONNEL EXPENDITURES**

The table below summarizes the non-personnel and personnel spending trends for all expenses from FY2019 through FY2022. Overall, the FY2022 budget increased by 9.6% when compared to FY2021. The 10.2% increase in non-personnel is primarily due to the increase in HAP per unit cost, the use of Emergency Housing Vouchers that were newly awarded in 2021, and the capital and development plan (including RAD). Personnel expenses decreased by 0.5% due to the net reduction of 7.5 FTEs.

<b>EXPENSE BUDGET</b>					
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>%</b>
<b>COMBINED</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Non-Personnel Costs</b>	\$ 934,669,636	\$ 959,462,264	\$ 1,043,652,468	\$ 1,150,455,261	10.2%
<b>Personnel Costs</b>	61,800,285	61,657,169	65,390,575	65,064,992	-0.5%
<b>TOTAL COMBINED</b>	<b>\$996,469,922</b>	<b>\$1,021,119,434</b>	<b>\$1,109,043,043</b>	<b>\$ 1,215,520,253</b>	<b>9.6%</b>

## BUDGET PROCESS

The preparation of the annual budget is the culmination of a five-month budget process, which begins in July and ends in November. This year CHA utilized a top-down and bottom-up approach to budgeting.

### Revenue Budget

Revenue forecasts are generated beginning in July. The forecast includes projections for the inflation factor as well as Congressional appropriation estimates in the MTW Single Fund (Operating, Capital and Section 8 (MTW) Funds). The forecast also includes revenue projections for the remainder of CHA's funding sources (Section 8 (Non-MTW), Hope VI and Other funds). The revenue forecasts will continue to be refined as the expense side of the budget is being drafted, taking into consideration year-to-date actuals.

### Kick Off: Guiding Principles and Global Assumptions

Budget kick-off meeting with the Executive Leadership team occurs in August, with the distribution of guiding principles and assumptions, as well as the overall budget timeline with milestones.

Guiding principles for the 2022 Budget are as follows:

- Budget reflects CHA's priorities to reinvest in its public housing stock
- Business *unusual* environment where we seek innovation and effectiveness
- Realistic spending plan for capital and other expenses
- Match expenses to cost generator i.e. allocate properties, RAD, resident services

Global assumptions for the 2022 Budget include the following categories:

- HCV – utilization, new vouchers, ports, turnover, contracts
- Public Housing – occupancy, turnover, collections, capital maintenance
- New construction – RAD, PBV, Public Housing
- Resident services – billing, allocation to properties
- Personnel

All Division Chiefs were given a due date to submit their proposed 2022 budget in late August, along with goals for 2022.

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 the 5-year capital plan and submit them to the Office of Budget and Management (OBM). This process is covered in more detail in the capital section.

Personnel and non-personnel budgets with line-item detail are also submitted to OBM.

### The Top-Down, Bottoms Up Process

After OBM receives each Division's budget proposal, every budget line item, in every cost center, is reviewed against historical actuals and current year spend. Material increases and decreases are substantiated and/or

verified. Adjustments were proposed in the areas that do not have appropriate justifications for requested funding. These recommendations are presented to the Chief Financial Officer for review and approval before they are sent to the Division Chiefs. Division Chiefs then respond to these proposed recommendations. This process occurred during the month of September.

### **Preliminary Budget**

The Chief Executive Officer and leadership team were presented with the final budget recommendations in October. Additional adjustments were made to reflect any requested changes in the budget. The final budget recommendations become the official FY2022 preliminary budget and become a part of the FY2022 Draft Annual Plan, which includes a Sources and Uses schedule that follows HUD guidelines. Any expected operating shortfalls will be funded with funds received from prior years.

### **Budget Briefing**

The preliminary budget is presented to Board members through a series of budget briefings in October/November. OBM staff also prepares the draft Comprehensive Budget Book document. A summary presentation of the proposed budget is presented to the Board of Commissioners. The presentation provides a general overview of the Agency's programs, as well as highlights differences between the FY2021 budget and the proposed FY2022 budget.

### **Budget Approval**

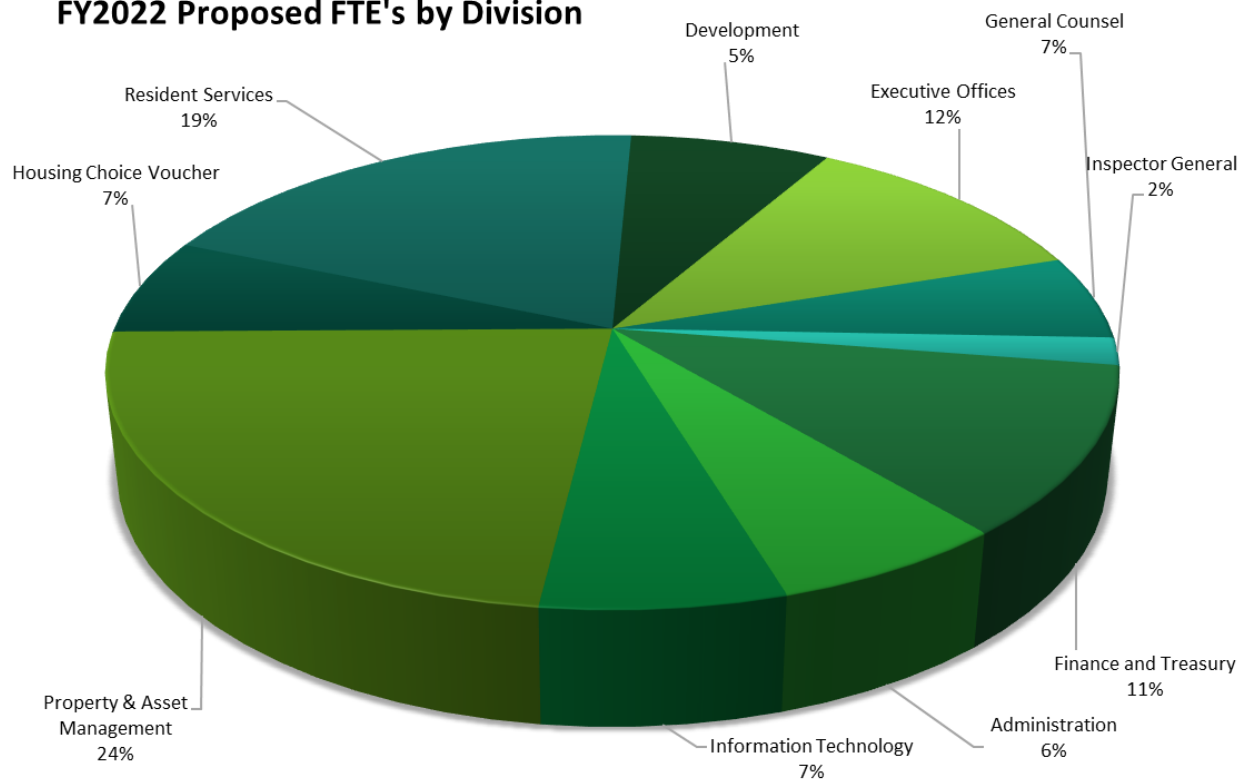
The Comprehensive Budget Book document is presented to the Board of Commissioners for approval in November. After any changes or amendments requested by the Board, the document is approved and adopted by the Board. Required budget documents are sent to HUD prior to year-end.

### PERSONNEL SUMMARY

The FY2022 proposed staffing level for the Chicago Housing Authority is set to decrease by 7.5 FTEs, to 583.0, from the FY2021 Budget level. Total personnel costs are estimated at \$65.1 million, which represents a 0.5% decrease from 2021. The 0.5% decrease is due to the reduction of FTEs.

Division	FY2019 ACTUAL FTE	FY2020 ACTUAL FTE	FY2021 BUDGET FTE	FY2022 BUDGET FTE	Change From Prior Year
Executive Office	76.0	71.0	68.0	69.0	1.0
General Counsel	34.5	34.5	34.0	38.0	4.0
Inspector General	9.0	12.0	11.0	14.0	3.0
Finance and Treasury	71.0	72.0	67.5	65.0	(2.5)
HR & Administration	73.5	67.5	38.0	34.0	(4.0)
Information Technology Services	39.0	39.0	39.0	39.0	-
Property & Asset Management	135.0	145.0	135.0	142.0	7.0
Housing Choice Voucher	38.0	40.0	39.0	39.0	-
Resident Services	118.0	119.0	114.0	110.0	(4.0)
Development	56.5	51.5	45.0	33.0	(12.0)
<b>Total</b>	<b>650.5</b>	<b>651.5</b>	<b>590.5</b>	<b>583.0</b>	<b>(7.5)</b>

**FY2022 Proposed FTE's by Division**



Division	FY2019	FY2020	FY2021	FY2022	% Change From
	Actual	Actual	Budget	Proposed	Prior Year Budget
Executive Office	\$7,864,322	\$6,980,400	\$8,238,962	\$8,399,036	1.9%
General Counsel	4,337,355	4,526,754	4,879,451	5,532,219	13.4%
Inspector General	1,216,953	1,258,763	1,514,887	1,738,876	14.8%
Finance and Treasury	7,387,462	7,768,843	7,600,565	7,472,998	-1.7%
HR & Administration	3,748,994	3,491,413	4,245,865	3,886,879	-8.5%
Information Technology	4,161,453	4,281,309	4,761,828	4,841,880	1.7%
Property & Asset Management	12,499,721	12,190,646	12,538,707	13,621,088	8.6%
Housing Choice Voucher	3,446,415	3,670,361	3,982,235	4,037,393	1.4%
Resident Services	10,643,761	11,169,700	11,021,896	10,611,660	-3.7%
Development	6,493,849	6,318,980	6,606,179	4,922,963	-25.5%
<b>Total</b>	<b>\$61,800,285</b>	<b>\$61,657,169</b>	<b>\$65,390,575</b>	<b>\$65,064,992</b>	<b>-0.5%</b>

### Executive Office

The Executive Office includes Office of the Chief Executive Officer, Board of Commissioners, Strategy & Insights, Communications & Marketing, Internal Audit, Diversity & Inclusion, and the Department of Procurement & Contracts. This division directs the policy for the Chicago Housing Authority, oversees day to day operations, determines management priorities, and procures goods and services that support the needs of departments in a manner that provides full and open competition. The FTE count for this division is expected to increase by 1.0, or 1.5%, and personnel costs will increase by \$160,074, or 1.9%.

### Office of the General Counsel

The General Counsel's responsibilities include providing legal advice and counsel to the Authority. This division also houses the EEO/Ethics Officer. The FTE count for this division is expected to increase by 4.0, or 11.8%, and personnel costs will increase by \$652,768, or 13.4%.

### Office of the Inspector General

The Inspector General provides independent oversight over CHA programs through criminal and administrative investigations, reviews, and performance audits. The division's FTE count is projected to increase by 3, or 27.2%, with personnel costs increasing by \$223,989, or 14.8%.

### Finance and Treasury

The Finance and Treasury Division includes the Office of the Chief Financial Officer, Office of Budget & Management, Office of the Comptroller, and Treasury. This division is responsible for ensuring the financial stability of the CHA along with cash management. The division's FTEs are projected to decrease by 2.5, or 3.7%. Personnel costs are expected to decrease by \$127,567, or 1.7%.

### HR & Administration

The HR & Administration Division includes the Office of the Chief Administrative Officer, Risk Management, Professional Learning, Human Resources and Fleet & Facilities Management. This division provides the Authority with risk assessments, insurance, professional development, human resource management, and facilities management. The FTEs in this division are expected to decrease by 4.0, or 10.5%, with personnel costs decreasing by \$358,986, or 8.5%.

**Information Technology Services**

The Information Technology 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 into FY2022. Personnel costs are expected to increase by \$80,052, or 1.7%.

**Property & Asset Management**

The Property & Asset Management Division includes Asset Management and Operations, Housing Policy & Occupancy, Safety & Security, Planning, Construction Management & 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 increase by 7.0, or 5.2%. Personnel costs are expected to increase by \$1,082,381, or 8.6%.

**Housing Choice Voucher**

The Housing Choice Voucher Division includes the 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 stay the same in FY2022. Personnel costs are expected to increase by \$55,158, or 1.4%.

**Resident Services**

The Resident Services Division includes the Office of 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 4.0, or 3.5%. Personnel costs are expected to decrease by \$410,236, or 3.7%.

**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 12.0, or 26.7%. Personnel costs are expected to decrease by \$1,683,216, or 25.5%.

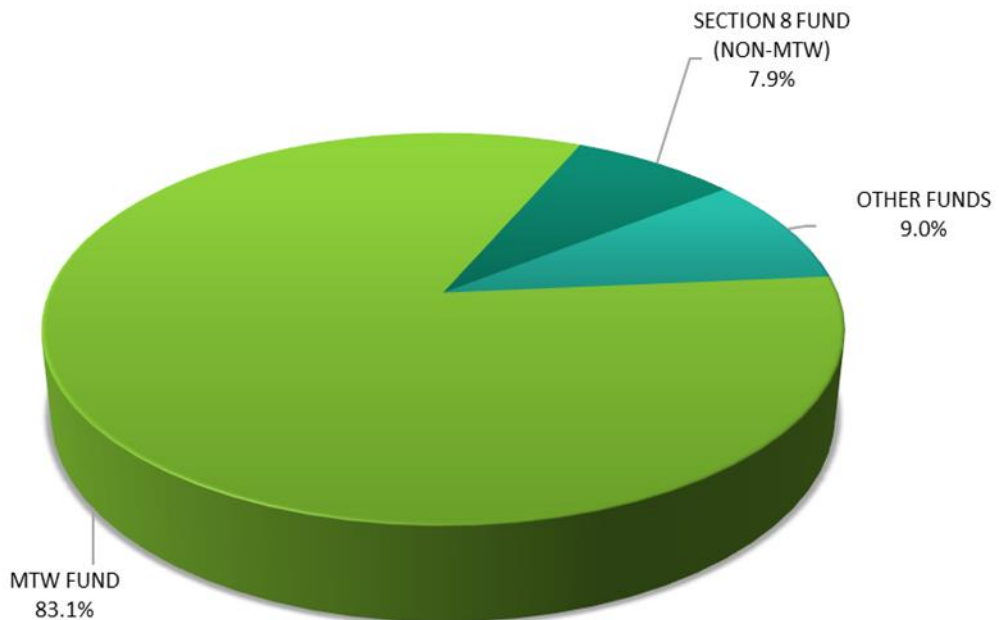


### FUND FINANCIAL SUMMARY

CHA primarily manages 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 and the distribution and administration of housing vouchers. The following pages present budget information related to the Authority’s Enterprise Fund combined, as well as information related to each of the separate funding programs that make up the Enterprise Fund.



**ENTERPRISE FUND COMBINED**

	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change Prior Year	% of Total
<b>REVENUES</b>						
HAP and Admin Fees	\$ 608,973,779	\$ 627,397,847	\$ 647,962,460	\$ 710,988,350	9.7%	67.4%
Operating Subsidy	143,406,175	153,212,608	155,642,053	157,965,656	1.5%	15.0%
RAD Vouchers	48,053,338	57,480,549	63,004,469	64,675,672	2.7%	6.1%
Capital Grants	-	-	61,334,478	54,057,552	-11.9%	5.1%
Tenant Rent	49,198,837	48,139,753	55,720,707	57,874,814	3.9%	5.5%
Non-CHA RAD LLC Chargebacks	-	-	1,521,123	1,522,658	0.1%	0.1%
Other Funds - Operating (COVID)	-	21,032,540	-	-	0.0%	-
CARES Act - HCV Admin Funds	-	6,927,531	-	-	0.0%	-
Other	28,752,685	12,806,727	7,349,552	7,154,853	-2.6%	0.7%
<b>TOTAL CURRENT YEAR REVENUES</b>	<b>\$ 878,384,815</b>	<b>\$ 926,997,554</b>	<b>\$ 992,534,842</b>	<b>\$ 1,054,239,555</b>	<b>6.2%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Office	\$ 10,287,468	\$ 9,515,105	\$ 11,544,669	\$ 10,982,544	-4.9%	10.8%
General Counsel	5,740,238	5,346,645	7,146,817	7,005,574	-2.0%	6.9%
Office of Inspector General	1,243,952	1,279,327	1,822,687	1,841,676	1.0%	1.8%
Finance and Treasury	9,044,534	8,470,631	10,598,871	15,082,193	42.3%	14.8%
Administration	10,226,759	4,757,647	12,061,303	14,715,876	22.0%	14.4%
Information Technology Services	12,679,825	15,078,212	12,327,302	13,017,247	5.6%	12.8%
Property and Asset Management	17,300,643	16,109,674	17,882,971	19,115,382	6.9%	18.8%
Housing Choice Voucher	4,128,764	4,139,428	4,113,345	4,152,473	1.0%	4.1%
Resident Services	10,400,620	10,922,988	10,648,106	10,716,160	0.6%	10.5%
Development	6,530,650	6,352,323	6,764,724	5,249,813	-22.4%	5.2%
<b>TOTAL CENTRAL OFFICE</b>	<b>87,583,453</b>	<b>81,971,980</b>	<b>94,910,795</b>	<b>101,878,938</b>	<b>7.3%</b>	<b>100.0%</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 536,630,757	\$ 567,396,552	\$ 586,059,439	\$ 640,010,911	9.2%	71.7%
Property and Asset Management	223,612,565	203,608,204	218,155,429	220,854,797	1.2%	24.8%
Resident Services	35,249,430	30,259,860	35,248,013	31,189,888	-11.5%	3.5%
<b>TOTAL OPERATIONS</b>	<b>795,492,751</b>	<b>801,264,615</b>	<b>839,462,881</b>	<b>892,055,596</b>	<b>6.3%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ (4,691,390)</b>	<b>\$ 43,760,959</b>	<b>\$ 58,161,166</b>	<b>\$ 60,305,021</b>	<b>3.7%</b>	
<b>CAPITAL &amp; DEBT SERVICE</b>						
Development	\$ 39,329,016	\$ 48,715,046	\$ 74,975,000	\$ 76,769,000	2.4%	34.6%
Public Housing	54,207,632	13,332,863	48,575,000	58,837,000	21.1%	26.6%
RAD	18,935,725	48,377,950	19,510,000	55,707,000	185.5%	25.1%
Debt Service	921,343	27,456,978	31,609,367	30,272,719	-4.2%	13.7%
<b>TOTAL CAPITAL &amp; DEBT SERVICE</b>	<b>113,393,716</b>	<b>137,882,837</b>	<b>174,669,367</b>	<b>221,585,719</b>	<b>26.9%</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 996,469,922</b>	<b>\$ 1,021,119,433</b>	<b>\$ 1,109,043,045</b>	<b>\$ 1,215,520,253</b>	<b>9.6%</b>	<b>100.0%</b>
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ (118,085,108)</b>	<b>\$ (94,121,879)</b>	<b>\$ (116,508,203)</b>	<b>\$ (161,280,698)</b>		
<b>FUNDS ACCUMULATED FROM PRIOR YEARS</b>						
RAD Capital Escrow Reserves	\$ -	\$ 2,838,724	\$ 13,457,000	\$ 36,039,013	167.8%	22.3%
Block Grant	-	-	-	13,960,250	100.0%	8.7%
Tenant Rent Reserves	6,244,370	9,506,687	5,282,124	-	-	-
Capital Grants	72,287,319	31,228,110	29,382,079	47,458,448	61.5%	29.4%
Other Funds - Capital	11,191,980	7,255,744	-	3,070,000	100.0%	1.9%
Bonds - Taxable	53,558,691	21,909,864	48,884,000	36,123,987	-26.1%	22.4%
Bonds - Taxable (Debt Service)	13,041,204	-	-	-	100.0%	-
Bonds - Tax Exempt	40,840,499	15,592,076	1,000,000	24,629,000	2362.9%	15.3%
Third Party Financing - LIHTC/Debt	16,098,285	28,988,580	6,053,000	-	-	-
CARES Act Funds	-	-	12,450,000	-	-	-
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ 213,262,348</b>	<b>\$ 117,319,785</b>	<b>\$ 116,508,203</b>	<b>\$ 161,280,698</b>	<b>38.4%</b>	<b>100.0%</b>
<b>NET INCOME/(LOSS)</b>	<b>95,177,240</b>	<b>23,197,906</b>	<b>\$ -</b>	<b>\$ -</b>		

\*Budget format was revised in FY2021 and required prior year reclassifications

MTW FUND DETAIL

	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change Prior Year	% of Total
<b>REVENUES</b>						
HAP and Admin Fees	\$ 589,645,751	\$ 608,508,854	\$ 627,800,251	\$ 673,765,567	7.3%	71.1%
Operating Subsidy	143,406,175	153,212,608	155,642,053	157,965,656	1.5%	16.7%
Capital Grants	-	-	61,334,478	54,057,552	-11.9%	5.7%
Tenant Rent	40,307,541	39,552,134	46,056,707	47,103,094	2.3%	5.0%
Non-CHA RAD LLC Charge Backs	-	-	1,521,123	1,522,658	0.1%	0.2%
CHA RAD LLC Charge Backs	-	-	11,392,064	11,302,748	-0.8%	1.2%
Other	5,075,066	3,340,810	2,975,838	2,409,422	-19.0%	0.3%
<b>TOTAL CURRENT YEAR REVENUES</b>	<b>\$ 778,434,534</b>	<b>\$ 804,614,406</b>	<b>\$ 906,722,514</b>	<b>\$ 948,126,697</b>	<b>4.6%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Office	\$ 10,287,368	\$ 9,515,105	\$ 11,544,669	\$ 10,982,544	-4.9%	10.8%
General Counsel	5,740,238	5,346,645	7,146,817	7,005,574	-2.0%	6.9%
Office of Inspector General	1,243,952	1,279,327	1,822,687	1,841,676	1.0%	1.8%
Finance and Treasury	8,491,448	8,658,126	10,598,871	15,082,193	42.3%	14.9%
Administration	10,217,480	4,740,131	12,061,303	14,715,876	22.0%	14.5%
Information Technology Services	12,679,825	12,107,178	12,327,302	13,017,247	5.6%	12.9%
Property and Asset Management	17,142,467	15,276,395	17,561,171	18,783,928	7.0%	18.6%
Housing Choice Voucher	4,128,764	4,131,903	4,113,345	4,152,473	1.0%	4.1%
Resident Services	10,135,177	10,658,595	10,309,058	10,392,510	0.8%	10.3%
Development	6,523,150	6,352,323	6,764,724	5,249,813	-22.4%	5.2%
<b>TOTAL CENTRAL OFFICE</b>	<b>86,589,869</b>	<b>78,065,727</b>	<b>94,249,947</b>	<b>101,223,833</b>	<b>7.4%</b>	<b>100.0%</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 518,379,419	\$ 535,294,150	\$ 539,383,414	\$ 583,279,774	8.1%	73.6%
Property and Asset Management	196,829,662	154,700,007	171,406,337	180,772,622	5.5%	22.8%
Resident Services	31,538,852	28,484,444	33,629,042	28,872,179	-14.1%	3.6%
<b>TOTAL OPERATIONS</b>	<b>746,747,933</b>	<b>718,478,601</b>	<b>744,418,793</b>	<b>792,924,575</b>	<b>6.5%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ (54,903,268)</b>	<b>\$ 8,070,077</b>	<b>\$ 68,053,774</b>	<b>\$ 53,978,289</b>	<b>-20.7%</b>	
<b>CAPITAL &amp; DEBT SERVICE</b>						
Development	\$ 159,120	\$ 18,788,100	\$ 40,034,000	\$ 55,701,718	39.1%	48.3%
Public Housing	2,733,917	1,942,083	30,432,000	32,666,718	7.3%	28.3%
RAD	9,359,143	365,324	-	-	0.0%	0.0%
Debt Service	868,521	27,387,250	29,051,977	27,028,551	-7.0%	23.4%
<b>TOTAL CAPITAL &amp; DEBT SERVICE</b>	<b>13,120,701</b>	<b>48,482,757</b>	<b>99,517,977</b>	<b>115,396,987</b>	<b>16.0%</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 846,458,503</b>	<b>\$ 845,027,086</b>	<b>\$ 938,186,717</b>	<b>\$ 1,009,545,395</b>	<b>7.6%</b>	<b>100.0%</b>
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ (68,023,969)</b>	<b>\$ (40,412,680)</b>	<b>\$ (31,464,203)</b>	<b>\$ (61,418,698)</b>		
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ 78,531,689</b>	<b>\$ 42,661,650</b>	<b>\$ 31,464,203</b>	<b>\$ 61,418,698</b>	<b>95.2%</b>	<b>100.0%</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 10,507,720</b>	<b>\$ 2,248,971</b>	<b>\$ -</b>	<b>\$ 0</b>		

\*Budget format was revised in FY2021 and required prior year reclassifications

**SECTION 8 (NON MTW) FUND DETAIL**

	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change Prior Year	% of Total
<b>REVENUES</b>						
HAP and Admin Fees	\$ 19,328,028	\$ 18,888,993	\$ 64,601,301	\$ 77,434,929	19.9%	80.3%
RAD Vouchers	48,053,338	57,480,549	18,565,377	24,463,526	31.8%	25.4%
Tenant Rent	8,891,295	8,587,619	9,664,000	10,771,720	11.5%	11.2%
Charge backs from CHA Rad LLC	-	-	(11,392,064)	(11,302,748)	-	-11.7%
Loan repayment from CHA LLC to CHA	-	-	(6,117,092)	(6,121,685)	-	-6.4%
Other	3,042,290	1,821,461	1,512,408	1,158,730	-23.4%	1.2%
<b>TOTAL REVENUES</b>	<b>\$ 79,314,952</b>	<b>\$ 86,778,622</b>	<b>\$ 76,833,930</b>	<b>\$ 96,404,472</b>	<b>25.5%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Office	\$ -	\$ -	\$ -	\$ -	-	-
General Counsel	-	-	-	-	-	-
Office of Inspector General	-	-	-	-	-	-
Finance and Treasury	381	982	-	-	-	-
Administration	-	-	-	-	-	-
Information Technology Services	-	-	-	-	-	-
Property and Asset Management	82,378	-	-	-	-	-
Housing Choice Voucher	-	-	-	-	-	-
Resident Services	-	-	-	-	-	-
Development	-	-	-	-	-	-
<b>TOTAL CENTRAL OFFICE</b>	<b>\$ 82,759</b>	<b>\$ 982</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 18,238,009	\$ 26,034,908	\$ 34,204,605	\$ 56,709,716	65.8%	58.8%
Property and Asset Management	26,757,210	32,096,368	40,071,933	39,694,756	-0.9%	41.2%
Resident Services	-	-	-	-	-	-
<b>TOTAL OPERATIONS</b>	<b>\$ 44,995,219</b>	<b>\$ 58,131,276</b>	<b>\$ 74,276,538</b>	<b>\$ 96,404,472</b>	<b>29.8%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 34,236,974</b>	<b>\$ 28,646,365</b>	<b>\$ 2,557,392</b>	<b>\$ 0</b>	<b>-100.0%</b>	
<b>CAPITAL &amp; DEBT SERVICE</b>						
Development	\$ 3,208	\$ 406,802	\$ -	\$ -	-	-
Public Housing	-	-	-	-	-	-
RAD	-	14,647,988	-	-	-	-
Debt Service	-	-	2,557,390	-	-	-
<b>TOTAL CAPITAL &amp; DEBT SERVICE</b>	<b>\$ 3,208</b>	<b>\$ 15,054,790</b>	<b>\$ 2,557,390</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 45,081,186</b>	<b>\$ 73,187,048</b>	<b>\$ 76,833,930</b>	<b>\$ 96,404,472</b>	<b>25.47%</b>	
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ 34,233,766</b>	<b>\$ 13,591,575</b>	<b>\$ -</b>			
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ 2,700,000</b>	<b>\$ 2,091,440</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	
<b>NET INCOME/(LOSS)</b>	<b>\$ 36,933,766</b>	<b>\$ 15,683,015</b>	<b>\$ -</b>	<b>\$ -</b>		

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**HOPE VI FUND DETAIL**

	<u>FY2019 Actuals</u>	<u>FY2020 Actuals</u>	<u>FY2021 Budget</u>	<u>FY2022 Budget</u>	<u>% Change</u> <u>Prior Year</u>	<u>% of Total</u>
<b><u>SOURCES</u></b>						
Hope VI	431,887	118,868	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 431,887</b>	<b>\$ 118,868</b>	<b>\$ -</b>	<b>\$ -</b>		
<b><u>EXPENDITURES</u></b>						
<b><u>OPERATING</u></b>						
<b><u>CENTRAL OFFICE</u></b>						
Executive Office	\$ -	\$ -	\$ -	\$ -	-	-
General Counsel	-	-	-	-	-	-
Office of Inspector General	-	-	-	-	-	-
Finance and Treasury	-	-	-	-	-	-
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><u>OPERATIONS</u></b>						
Housing Choice Voucher	\$ -	\$ -	\$ -	\$ -	-	-
Property and Asset Management	-	-	-	-	-	-
Resident Services	433,847	118,868	-	-	-	-
<b>TOTAL OPERATIONS</b>	<b>\$ 433,847</b>	<b>\$ 118,868</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ (1,960)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b><u>CAPITAL &amp; DEBT SERVICE</u></b>						
Development	\$ (1,500)	\$ -	\$ -	\$ -	-	-
Public Housing	-	-	-	-	-	-
RAD	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
<b>TOTAL CAPITAL &amp; DEBT SERVICE</b>	<b>\$ (1,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 432,347</b>	<b>\$ 118,868</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ (460)</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>NET INCOME/(LOSS)</b>	<b>\$ (460)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**OTHER FUND DETAIL**

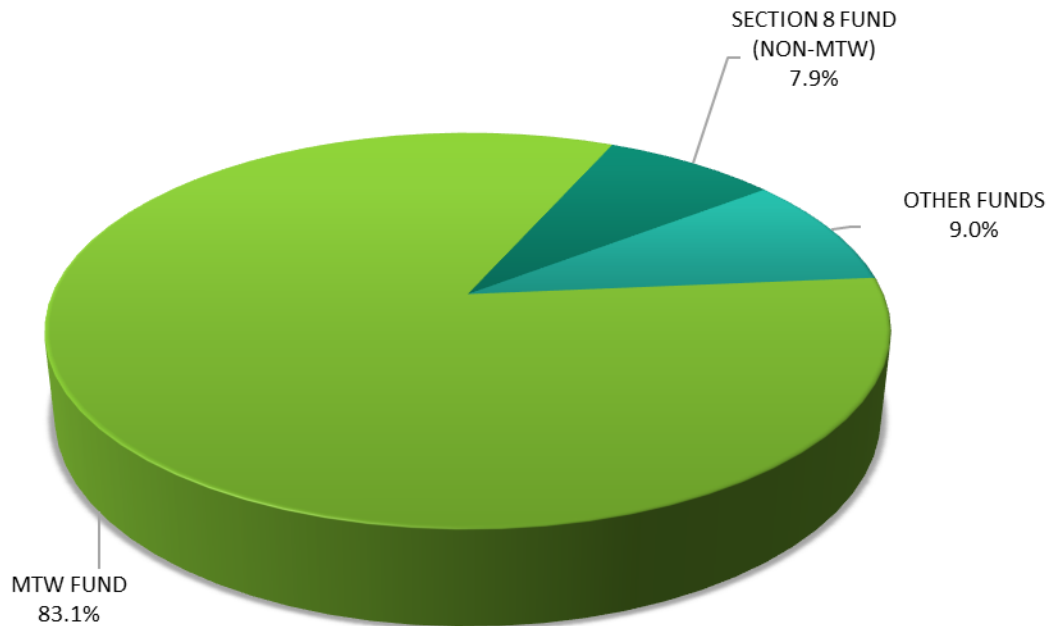
	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change Prior Year	% of Total
<b>REVENUES</b>						
Scholarships/Grants	3,243,676	1,764,306	1,767,560	2,495,654	41.2%	25.7%
Interest/Rooftop/Misc	16,958,266	5,761,282	1,093,746	1,091,047	-0.2%	11.2%
Debt Payback from CHA RAD LLC			6,117,092	6,121,685	0.1%	63.1%
Other Funds - Operating (COVID)	-	21,032,540	-	-	-	-
CARES Act - HCV Admin Funds	-	6,927,531	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 20,201,942</b>	<b>\$ 35,485,659</b>	<b>\$ 8,978,398</b>	<b>\$ 9,708,386</b>	<b>8.1%</b>	<b>100.0%</b>
<b>EXPENDITURES</b>						
<b>OPERATING</b>						
<b>CENTRAL OFFICE</b>						
Executive Office	\$ 100	\$ -	\$ -	\$ -	-	-
General Counsel	-	-	-	-	-	-
Office of Inspector General	-	-	-	-	-	-
Finance and Treasury	552,705	(188,477)	-	-	-	-
Administration	9,278	17,516	-	-	-	-
Information Technology Services	-	2,971,034	-	-	-	-
Property and Asset Management	75,798	833,280	321,800	331,454	3.0%	50.6%
Housing Choice Voucher	-	7,525	-	-	-	-
Resident Services	265,443	264,393	339,048	323,651	-4.5%	49.4%
Development	7,500	-	-	-	-	-
<b>TOTAL CENTRAL OFFICE</b>	<b>\$ 910,825</b>	<b>\$ 3,905,270</b>	<b>\$ 660,848</b>	<b>\$ 655,105</b>	<b>-0.9%</b>	<b>100.0%</b>
<b>OPERATIONS</b>						
Housing Choice Voucher	\$ 13,257	\$ 6,067,495	\$ 12,471,420	\$ 21,420	-99.8%	0.8%
Property and Asset Management	25,693	16,811,830	6,677,159	387,419	-94.2%	14.2%
Resident Services	3,276,731	1,656,549	1,618,971	2,317,709	43.2%	85.0%
<b>TOTAL OPERATIONS</b>	<b>3,315,681</b>	<b>24,535,874</b>	<b>20,767,550</b>	<b>2,726,548</b>	<b>-86.9%</b>	<b>100.0%</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 15,975,436</b>	<b>\$ 7,044,516</b>	<b>\$ (12,450,000)</b>	<b>\$ 6,326,733</b>	<b>150.8%</b>	
<b>CAPITAL &amp; DEBT SERVICE</b>						
Development	\$ 39,168,188	\$ 29,520,144	\$ 34,941,000	\$ 21,067,282	-39.7%	19.8%
Public Housing	51,473,715	11,390,780	18,143,000	26,170,282	44.2%	24.6%
RAD	9,576,583	33,364,639	19,510,000	55,707,000	185.5%	52.5%
Debt Service	52,822	69,728	-	3,244,168	100.0%	3.1%
<b>TOTAL CAPITAL &amp; DEBT SERVICE</b>	<b>100,271,308</b>	<b>74,345,291</b>	<b>72,594,000</b>	<b>106,188,732</b>	<b>46.3%</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 104,497,814</b>	<b>\$ 102,786,434</b>	<b>\$ 94,022,398</b>	<b>\$ 109,570,385</b>	<b>16.5%</b>	<b>100.0%</b>
<b>TOTAL INCOME/(LOSS)</b>	<b>\$ (84,295,872)</b>	<b>\$ (67,300,775)</b>	<b>\$ (85,044,000)</b>	<b>\$ (99,861,999)</b>	<b>-</b>	
<b>TOTAL USE OF FUNDS FROM PRIOR YEARS</b>	<b>\$ 132,032,158</b>	<b>\$ 72,566,694</b>	<b>\$ 85,044,000</b>	<b>\$ 99,862,000</b>	<b>17.4%</b>	<b>39.2%</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 47,736,286</b>	<b>\$ 5,265,919</b>	<b>\$ -</b>	<b>\$ 0</b>		

\*Budget format was revised in FY2021 and required prior year reclassifications

### 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 FY2022, total budgeted revenue for the CHA is \$1.2 billion.

	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change Prior Year
MTW SINGLE FUND	\$ 856,966,223	\$ 847,276,056	\$ 938,186,717	\$ 1,009,545,395	7.6%
SECTION 8 FUND (NON-MTW)	82,014,952	88,870,063	76,833,930	96,404,472	25.5%
HOPE VI	431,887	118,868	-	-	100.0%
OTHER FUNDS	152,234,100	108,052,353	94,022,398	109,570,386	16.5%
<b>TOTAL REVENUES</b>	<b>\$ 1,091,647,161</b>	<b>\$ 1,044,317,339</b>	<b>\$ 1,109,043,045</b>	<b>\$ 1,215,520,253</b>	<b>9.6%</b>

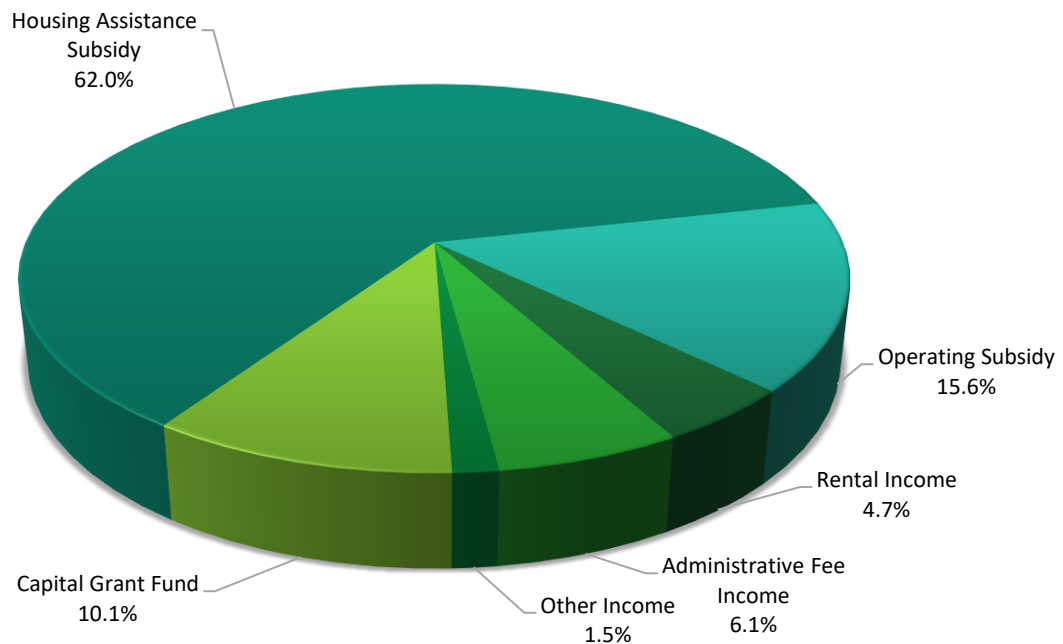


**MTW SINGLE FUND**

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.

	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change Prior Year
Capital Grant Fund	\$ 72,287,319	\$ 35,993,687	\$ 87,516,557	\$ 101,516,000	16.0%
Housing Assistance Subsidy	535,248,332	552,818,692	577,391,696	626,181,406	8.5%
Operating Subsidy	143,406,175	153,212,608	155,642,053	157,965,656	1.5%
Rental Income	46,551,911	49,058,821	51,338,831	47,103,094	-8.3%
Administrative Fee Income	54,397,420	55,690,161	50,408,555	61,544,412	22.1%
Other Income	5,075,066	3,340,810	15,889,025	15,234,827	-4.1%
<b>TOTAL REVENUES</b>	<b>\$ 856,966,223</b>	<b>\$ 850,114,779</b>	<b>\$ 938,186,717</b>	<b>\$ 1,009,545,395</b>	<b>7.6%</b>



**Capital Grant Fund**

The Capital Fund is utilized for rehabilitation and development. In FY2022, construction activity will be centered around delivering new units to the public housing portfolio through mixed-income developments and public



housing initiatives. Some of the anticipated capital projects are completion of elevator modernizations, Ogden Common (A1), Emmett Street, Roosevelt Square 3B, Near North High School, Oakwood Shores/Pershing 508, Oakwood Shores 3-1, Park Boulevard Phase 3A/3B, Sherwin Apartments, and Edith Spurlock Sampson/Sheffield Apartments. The FY2022 Budget estimates a Capital Fund allocation (including projected carryover) totaling \$101.5 million.

### **Housing Assistance Subsidy**

Section 8 Housing Choice Voucher (HCV) provides voucher funds that pay a portion of a tenant's rent. The FY2022 projection for housing assistance subsidy is based on a total of approximately 45,693 leased units, with an assumed 100.0% proration rate and an annual per unit rate of \$11,977. Also included in the projection is 5,730 vouchers that CHA intends to block grant at \$12,532 per voucher, per its MTW Agreement.

### **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 2.1% and HUD's congressional appropriation rate. The calculated operating subsidy is based on 21,413 units, assumes a Congressional appropriation of 97% along with a RAD adjustment factor.

### **Rental Income**

Rental Income is based on projected 95% occupancy rate and 97% collection rate for each property in the Agency's portfolio.

### **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 FY2022, CHA projections assume a proration rate of 82%. Third-party vendors are used to administer the Section 8 Program.

### **Other Income**

MTW Other Income is comprised of miscellaneous revenues received throughout the year. The revenue source includes \$12.8 million in management fee assessments from RAD properties and \$2.4 million in interest income and non-dwelling rental income.

**SECTION 8 (NON MTW) FUND**

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

Special Purpose Vouchers include the Moderate Rehabilitation, Mainstream, and Veteran's Affairs Supportive Housing and Emergency Housing Voucher Programs. These contracts provide appropriations for approximately 638 Mod Rehab, 266 Mainstream, 1,308 Veteran's Affairs Supportive Housing and 1,165 Emergency Housing vouchers.

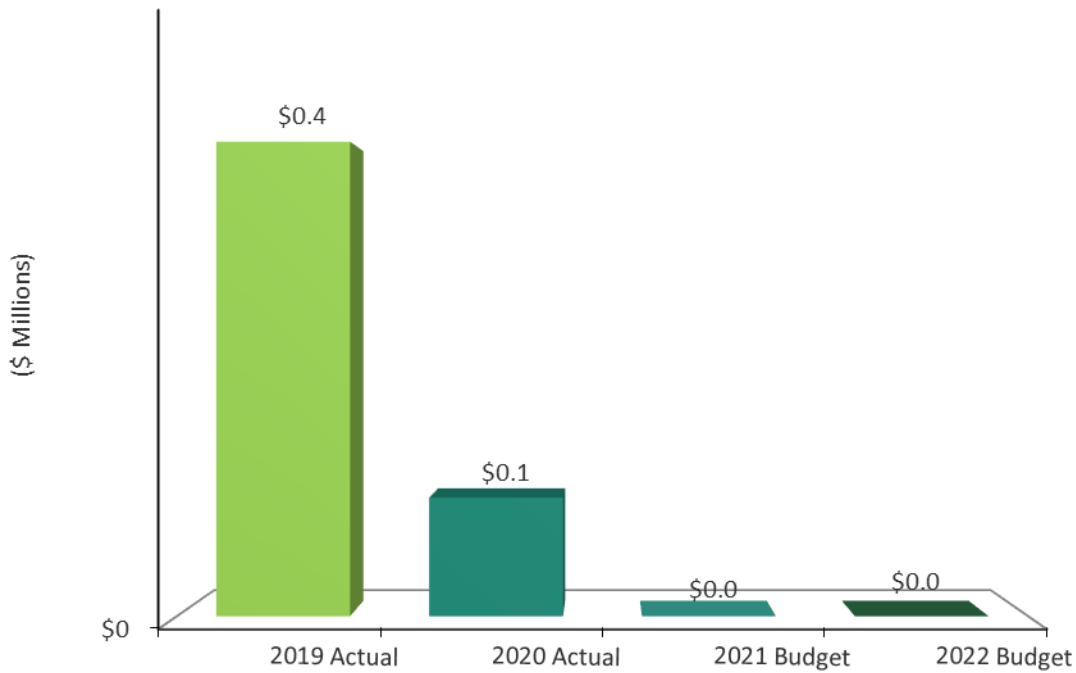
The RAD Program was designed by HUD to assist in preserving affordable housing assets and addressing capital needs of public housing authorities (PHA's). The Program allows PHA's and owners of HUD-assisted properties to convert units to project-based Section 8 programs, providing an opportunity to invest 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 FY2022 includes vouchers and administration fees, rental income and interest income.

	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Budget	% Change
Moderate Rehabilitation	\$5,987,142	\$5,753,580	\$6,527,744	\$4,720,919	-27.7%
Administrative Income	1,130,754	1,160,892	976,256	2,038,992	108.9%
Mainstream	1,100,895	868,986	1,273,210	2,449,302	92.4%
Veteran's Affairs Supportive Housing	11,109,237	11,105,535	11,384,999	12,333,976	8.3%
Emergency Housing Voucher	-	-	-	15,679,594	100.0%
RAD Funds	62,686,924	69,981,070	56,671,721	59,181,690	4.4%
<b>TOTAL REVENUE</b>	<b>\$82,014,952</b>	<b>\$88,870,063</b>	<b>\$76,833,930</b>	<b>\$96,404,473</b>	<b>25.5%</b>

**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. In FY2020, CHA exhausted its HOPE VI grant funds, and expects to closeout the grants in 2022.

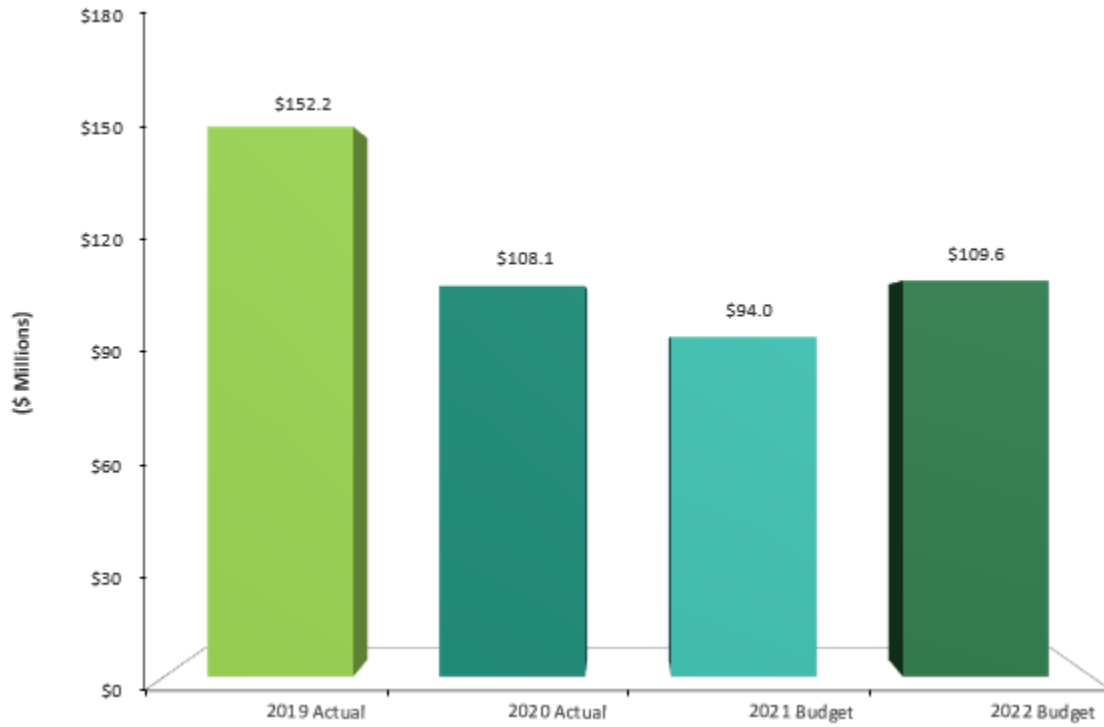
Presented below are prior year funding levels for HOPE VI from FY2019 through FY2022.



### OTHER FUNDS

Sources of Other Funds include bond proceeds, capital escrow and replacement reserves for RAD properties, various city/state/federal grants, interest income, rooftop rental income, inspection fees, and other miscellaneous revenues that vary from year-to-year.

Below are the trends for Other Funds for FY2019 through FY2022.



## CAPITAL AND 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 and average age of 50+ years, the rehabilitation needed to maintain these properties requires significant capital.

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), MTW Block Grant, proceeds from CHA's 2018 bond issue, as well as loans from public and private sources

### FY2022 Capital Budget

The Capital Budget for the year beginning January 1, 2022 and ending December 31, 2022 is \$221.6 million and includes \$30.3 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.

The 2022 Capital Budget increased from 2021 by \$46.9 million, or 26.9%, and reflects a focus on priority projects. In 2022, Public Housing Preservation projects at CHA's family and senior properties include: elevator modernization and rehabilitation and repairs at various properties. The rest of the capital budget funds new construction of mixed-income communities. See the following table for details.

In 2022, CHA has also budgeted \$55.7 million of capital projects for the Rental Assistance Demonstration (RAD) Program. Work is scheduled to continue on 16 senior RAD properties for a variety of rehab/repair projects.

## FY2022 Estimated Capital Expenditures (By Development and Source)

PROJECTS	Capital Fund	Other Funding	MTW	TOTALS
Albany Terrace predev. & construction		3,500,000		3,500,000
Cabrini Site 3 - Oak & Larrabee		2,000,000		2,000,000
CHA Headquarters Renovation		2,500,000		2,500,000
Clybourn & Larrabee (including Demolition)		559,000	1,104,000	1,663,000
Emmett Street	2,770,000			2,770,000
Hilliard Homes		2,000,000		2,000,000
Irene McCoy Gaines		1,500,000		1,500,000
Lathrop		5,897,000		5,897,000
LeClaire		570,000		570,000
Oakwood Shores - Pershing 508	200,000			200,000
Oakwood Shores	2,000,000			2,000,000
Ogden Commons	9,000,000			9,000,000
Park Blvd Phase	11,217,000			11,217,000
Roosevelt Square	10,900,000			10,900,000
Sheffield Apartments/Edith Spurlock Sampson	10,371,000			10,371,000
Sherwin Apartments	3,000,000			3,000,000
Southbridge		1,000,000		1,000,000
Westhaven	6,681,000			6,681,000
<b>New Construction and Preservation</b>	<b>56,139,000</b>	<b>19,526,000</b>	<b>1,104,000</b>	<b>76,769,000</b>
Senior Developments	17,485,000	10,409,000	3,035,000	30,929,000
Family Developments	2,892,000	3,520,000	796,000	7,208,000
Scattered Sites	-	10,050,000	-	10,050,000
Capital Maintenance - Apartment Rehabilitation	10,000,000			10,000,000
Physical Need Assessments		650,000		650,000
<b>Public Housing Preservation</b>	<b>30,377,000</b>	<b>24,629,000</b>	<b>3,831,000</b>	<b>58,837,000</b>
RAD Capital Projects Funded from Rehab Escrow		53,732,000		53,732,000
RAD Capital Projects Funded from Replacement Reserves		1,975,000		1,975,000
<b>Total RAD (Cap Escrow &amp; Replacement Reserves)</b>		<b>55,707,000</b>		<b>55,707,000</b>
<b>Debt Service</b>			<b>30,272,719</b>	<b>30,272,719</b>
<b>TOTAL CAPITAL BUDGET</b>	<b>86,516,000</b>	<b>99,862,000</b>	<b>35,207,719</b>	<b>221,585,719</b>

**Capital Budget Process**

Projects included in the Capital Budget were derived based on discussions and input from various departments within the CHA. 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 FY2022 through FY2026; these are submitted to Office of Budget and Management (OBM).
- C. OBM develops and updates its capital model to contain funding scenarios through FY2026. 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 FY2022 are then incorporated into the Comprehensive Budget. As part of the budget process, OBM identifies planned expenditures and compares them to available funding for FY2022. To ensure that sufficient funding is available to carry out capital activities, CHA incorporates any prior year’s capital fund carryover to the FY2022 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 FY2022 Comprehensive Budget Document.
- G. In November, the Comprehensive Budget document is presented to the Board of Commissioners for Approval.

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 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.

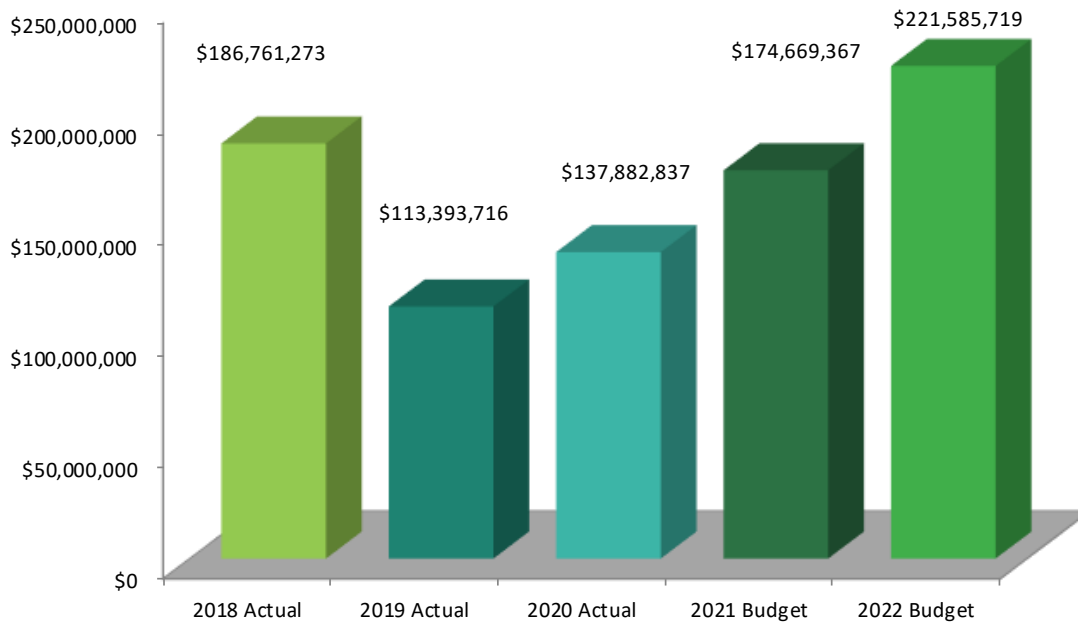


**CAPITAL EXPENDITURES BY CATEGORY FY2018 - FY2022**

Category	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget
Mixed Income/Mixed Finance	\$115,840,038	\$37,759,373	\$45,324,911	\$72,990,487	\$76,769,000
Real Estate Acquisition Program	6,172,804	-	-	-	-
RAD	33,947,248	18,935,725	48,377,950	\$19,510,000	\$55,707,000
Senior Developments	2,609,757	5,902,458	4,037,219	32,274,610	30,929,000
Scattered Sites	5,744,375	1,131,915	1,095,239	4,850,000	10,050,000
Family Developments	7,921,474	32,643,117	3,628,925	7,959,139	7,208,000
Other	9,210,834	14,530,142	4,571,480	3,491,251	10,650,000
<b>Principal/Interest Expense</b>	899,193	921,343	27,456,978	31,609,367	30,272,719
<b>Environmental Remediation*</b>	4,415,550	1,569,643	3,390,135	1,984,513	-
<b>Total</b>	<b>\$186,761,273</b>	<b>\$113,393,716</b>	<b>\$137,882,837</b>	<b>\$174,669,367</b>	<b>\$221,585,719</b>

\*Beginning in 2022, Environmental Remediation budget has been rolled into each individual project at the properties

**Total Capital Expenditures**



**5-Year Capital Expenditures Forecast**

- For detailed 2022 capital budget by project, please reference the first two pages of this Capital & Development Budget section
- The following estimates for projected capital spending in 2022—2026 are based on current plans and are subject to change

(\$000's)	2022	2023	2024	2025	2026
<b>New Construction and Preservation</b>					
Projects/Developments*	76,769	55,139	57,380	52,600	50,000
<b>Total New Construction and Preservation</b>	<b>\$ 76,769</b>	<b>\$ 55,139</b>	<b>\$ 57,380</b>	<b>\$ 52,600</b>	<b>\$ 50,000</b>
<b>Public Housing - Rehab/Repairs</b>					
<b>Total Public Housing Preservation</b>	<b>\$ 58,837</b>	<b>\$ 44,861</b>	<b>\$ 42,620</b>	<b>\$ 47,400</b>	<b>\$ 50,000</b>
<b>Rental Assistance Demonstration Preservation</b>	<b>\$ 55,707</b>	<b>\$ 7,124</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Capital Uses</b>	<b>\$ 191,313</b>	<b>\$ 107,124</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
Debt Service	\$ 30,273	\$ 30,273	\$ 30,273	\$ 30,273	\$ 30,273
<b>Grand Total Capital and Debt Uses</b>	<b>\$ 221,586</b>	<b>\$ 137,397</b>	<b>\$ 130,273</b>	<b>\$ 130,273</b>	<b>\$ 130,273</b>

**\*New Construction and Preservation Projects in the estimates for 2022-2026 may include:**

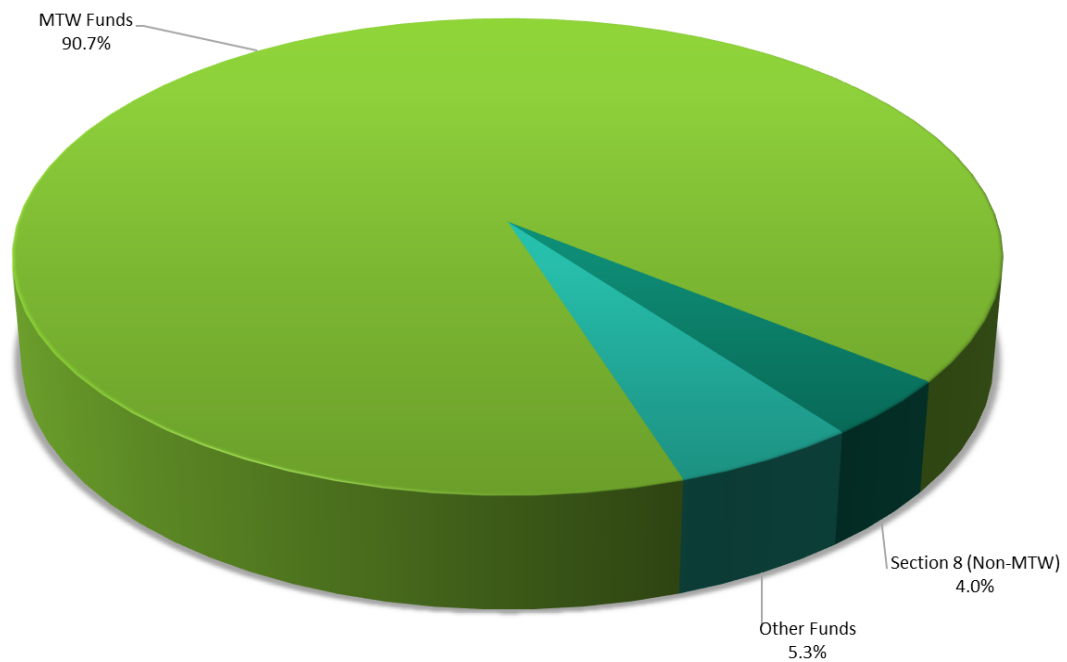
- Albany Terrace
- Cabrini Site 3 - Oak & Larrabee
- CHA Headquarters Renovation/Restacking
- Clybourn & Larrabee
- Emmett Street
- Hilliard Homes
- Irene McCoy Gaines
- Lathrop Phase
- LeClaire
- Near North and North Center - Various New Construction
- Near South and South - Various New Construction
- Near West and West - Various New Construction
- Oakwood Shores
- Ogden Commons
- Park Blvd Phase
- Roosevelt Square
- Senior Buildings - LIHTC Preservation
- Sheffield Apartment
- Sherwin Apartments
- Southbridge
- Westhaven

### FUND EQUITY

At December 31, 2021, the CHA is projected to increase its fund balance by \$55.5 million, a 3.4% increase from the balance at December 31, 2020. 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' operating and capital needs and may involve allocations to meet unanticipated expenses. The Authority balanced the FY2022 Budget by using other funding sources for capital and development expenses. The increase in fund balance for FY2021 was determined by projecting revenue and operating expenditures for each fund using August 2021 year-to-date actual financial data and straight-line projections.

Fund	Beginning Net Asset (Equity) 12/31/2020	2021 Projected			Projected Net Asset (Equity) 12/31/2021	2022 Budget		Projected Net Assets (Equity) 12/31/2022
		Revenue	Expenditures	Change in Net Asset		Revenues	Expenditures	
<b>Enterprise Funds</b>								
MTW Funds	\$1,502,215,343	\$851,441,805	(\$811,434,323)	\$40,007,482	\$1,542,222,825	\$1,009,545,395	(\$1,009,545,395)	\$1,542,222,825
Section 8 (Non-MTW)	46,717,771	90,377,926	(69,689,903)	20,688,023	67,405,794	96,404,472	(\$96,404,472)	67,405,794
Other Funds	95,684,221	28,608,859	(33,767,668)	(5,158,809)	90,525,412	109,570,386	(109,570,386)	90,525,412
<b>Total Enterprise Fund</b>	<b>\$1,644,617,335</b>	<b>\$970,428,590</b>	<b>(\$914,891,894)</b>	<b>\$55,536,696</b>	<b>\$1,700,154,031</b>	<b>\$1,215,520,253</b>	<b>(\$1,215,520,253)</b>	<b>\$1,700,154,031</b>

Projected Net Assets (Equity) 12/31/2022



**COMBINING SCHEDULE OF PROGRAM NET POSITION ACCOUNTS  
 PROPRIETARY FUND TYPE - ENTERPRISE FUND  
 December 31, 2020**

	<b>Low Rent Housing Program</b>	<b>Rental Assistance Demonstration Program</b>	<b>Business Activities Program</b>	<b>Housing Choice Voucher (Section 8) program</b>	<b>Other Grant Programs</b>	<b>Eliminations</b>	<b>Total 2020</b>
<b>Assets:</b>							
<b>Current Asset:</b>							
Cash and Cash Equivalents, Unrestricted	\$ 46,594,369	\$ 10,627,837	\$ 5,620,661	\$ 3,854,739	\$ 4,963,355	\$ -	\$ 71,660,961
Cash and Cash Equivalents, Restricted	27,886,086	57,019,240	34,339,557	15,315,841	2,820,250	-	137,380,974
Investments at Fair Value, Unrestricted	121,624,990		105,318		9,608,604		131,338,912
Tenant Accounts Receivables, Net of Allowance	4,264,825	399,038	237,627	-	-	-	4,901,490
Intergovernmental Receivable (HUD and Other)	26,325,457	-	(125,611)	3,630,563	284,536	-	30,114,945
Miscellaneous Receivable	9,140,898	1,376,566	1,090,778	1,811,500	501,195	(3,814,166)	10,106,771
Interest Receivable, Current Portion	546,379	214,628	2,075,319	-	15,969	(1,620,653)	1,231,642
Notes and Mortgages Receivable, Current Portion	3,197,153	-	5,007,735	-	2,500,000	(4,249,316)	6,455,572
Prepaid Expenses	3,066,707	1,153,158	59,405	-	552,380	-	4,831,650
Advances to Resident and Private Managers	690,000	472,000	-	-	6,127	-	1,168,127
Due From Other Programs	-	20,654,224	974,973	51,683,916	39,808,506	(113,121,619)	-
<b>Total Current Assets</b>	<b>\$ 243,336,864</b>	<b>\$91,916,691</b>	<b>\$49,385,762</b>	<b>\$76,296,559</b>	<b>\$61,060,922</b>	<b>(\$122,805,754)</b>	<b>\$ 399,191,044</b>
<b>Noncurrent Assets:</b>							
Cash and Cash Equivalents, Restricted	43,153,850	903,996	22,097,899	792,956	-	-	66,948,701
Investments at Fair Value, Restricted	27,305,931	71,213,375	125,986,570	-	-	-	224,505,876
Pension Benefit Asset, Restricted	849,357	-	6,677	570,690	-	-	1,426,724
Notes and Mortgages Receivable	626,573,656	40,661,436	206,289,337	-	3,985,986	(201,521,891)	675,988,524
Interest Receivable	2,537	1,600,893	38,949	-	133	-	1,642,512
Other Noncurrent Assets	3,426,644	36,688,188	5,573,963	-	12,628,572	(38,920,550)	19,396,817
<b>Capital Assets not Depreciated:</b>							
Land	255,704,091	1,615,917	2,449,551	-	6,745,974	-	266,515,533
Construction in Progress	44,433,613	17,689,194	1,242,820	-	3,088,578	1,491,441	67,945,646
<b>Capital Assets Net of Accumulated Depreciation:</b>							
Structures and Capital Leases	621,346,074	207,729,822	59,321,140	-	11,326,387	1,080,100	900,803,523
Equipment	3,461,373	4,199	-	-	-	-	3,465,572
<b>Total Noncurrent Assets</b>	<b>\$1,626,257,126</b>	<b>\$378,107,020</b>	<b>\$423,006,906</b>	<b>\$1,363,646</b>	<b>\$37,775,630</b>	<b>(\$237,870,900)</b>	<b>\$2,228,639,428</b>
<b>Total Assets</b>	<b>\$1,869,593,990</b>	<b>\$470,023,711</b>	<b>\$472,392,668</b>	<b>\$77,660,205</b>	<b>\$98,836,552</b>	<b>(\$360,676,654)</b>	<b>\$2,627,830,472</b>
<b>DEFERRED INFLOWS OF RESOURCES:</b>							
Deferred Amount on Pension	707,683	-	(29,284)	452,266	-	-	1,130,665

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

December 31, 2020

LIABILITIES:	Rental		Housing Choice		Other Grant Programs	Eliminations	Total 2020
	Low Rent Housing Program	Assistance Demonstration Program	Business Activities Program	Voucher (Section 8) Program			
<b>Current Liabilities:</b>							
Accounts Payable	\$ 21,495,642	\$ 2,309,021	\$ 196,974	\$ 1,664,817	\$ 294,734	\$ -	\$ 25,961,188
Intergovernmental Payable (HUD)	-	-	-	844,972	-	-	844,972
Accrued Wages & Payroll Taxes	2,238,195	-	-	-	3,593	-	2,241,788
Accrued Compensated Absences	2,232,072	1,444	138	785,352	496	-	3,019,502
Accrued Interest Payable	-	3,358,922	-	-	-	(1,620,654)	1,738,268
Accrued Liabilities	49,775,190	14,794,198	5,021,919	7,867,414	116,583	(1,105,503)	76,469,801
Tenant Security Deposits	2,172,554	614,367	95,160	-	-	-	2,882,081
Unearned Revenue	7,163,910	172,245	21,182	15,832,442	3,002,007	(2,568,028)	23,623,758
Insurance Reserves, Current Portion	1,319,988	-	10,375	-	-	-	1,330,363
Capital Lease Obligations, Current Portion	2,563,172	-	-	-	-	(17,115)	2,546,057
Current Maturities, Long Term Debt, and Current Portion of Net Unamortized Bond Premium	4,985,000	4,378,449	9,610,423	-	-	(4,249,316)	14,724,556
Other Current Liabilities	4,576,117	4,549,515	7,082,218	-	-	(2,147,383)	14,060,467
Due to Other Programs	113,121,619	-	-	-	-	(113,121,619)	-
<b>Total Current Liabilities</b>	<b>\$ 211,643,459</b>	<b>\$30,178,161</b>	<b>\$22,038,389</b>	<b>\$26,994,997</b>	<b>\$3,417,413</b>	<b>(\$124,829,618)</b>	<b>\$169,442,801</b>
<b>Noncurrent Liabilities:</b>							
Family Self-Sufficiency Liability	302,864	-	-	784,558	-	-	1,087,422
Insurance Reserves, Net of Current Portion	4,616,441	42	13,053	-	-	-	4,629,536
Net Pension Liability	-	-	(24,911)	-	-	-	(24,911)
Capital Lease Obligations, Net of Current Portion	151,953,132	-	-	-	-	280,847	152,233,979
Long-Term Debt, Net of Current Maturities and Current Portion of Net Unamortized Bond Premium	112,907,774	225,137,249	259,728,048	-	-	(201,521,891)	396,251,180
Other Noncurrent Liabilities	26,841,903	76,217,978	17,201,258	1,884,404	20,308	(40,029,903)	82,135,948
<b>Total Noncurrent Liabilities</b>	<b>296,622,114</b>	<b>301,355,269</b>	<b>276,917,448</b>	<b>2,668,962</b>	<b>20,308</b>	<b>(241,270,947)</b>	<b>636,313,154</b>
<b>Total Liabilities</b>	<b>\$508,265,573</b>	<b>\$331,533,430</b>	<b>\$298,955,837</b>	<b>\$29,663,959</b>	<b>\$3,437,721</b>	<b>(\$366,100,565)</b>	<b>\$805,755,955</b>
<b>DEFERRED INFLOWS OF RESOURCES:</b>							
Deferred Amount on Pension	2,791,577	-	13,545	1,870,082	-	-	4,675,204
<b>NET POSITION:</b>							
Net Investment in Capital Assets	696,836,709	(2,476,566)	27,707,834	-	21,160,939	208,079,016	951,307,932
Restricted for:							
Demolition Grants	7,090,170	-	-	-	1,257,098	-	8,347,268
Unrestricted	655,317,644	140,966,847	145,661,257	46,578,430	72,980,794	(202,655,105)	858,849,867
<b>Total Net Position</b>	<b>1,359,244,523</b>	<b>\$138,490,281</b>	<b>\$173,369,091</b>	<b>\$46,578,430</b>	<b>\$95,398,831</b>	<b>\$5,423,911</b>	<b>\$1,818,505,067</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, 2021, are estimated as follows:

#### LONG-TERM LIABILITY SUMMARY

Source	Amount	%
Tax-Exempt General Obligation Bonds, Series 2018A	\$ 92,720,000	13.2%
Taxable General Obligation Bonds, Series 2018B	206,815,000	29.4%
Build America Bonds	10,235,000	1.5%
Capital Leases	363,821,531	51.7%
Federal Home Loan - Line of Credit	2,125,208	0.3%
RAD LLC - IHDA Mortgage	28,520,776	4.0%
<b>Total</b>	<b>\$ 704,237,515</b>	

CHA maintains an issuer credit rating (ICR) from Standard and Poor's (S&P) Global of AA- with a stable outlook as of November 26, 2019. Fitch Ratings affirmed the Issuer Default Rating (IDR) of the CHA at AA- and affirmed the AA- rating on the agency's Tax-Exempt and Taxable General Obligation Bonds series 2018AB issues with a stable outlook on December 08, 2020. For FY2022, the Authority's budget includes amounts for both principal and interest payments on long term debt. Debt instrument are described in the following narratives.

#### 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 Fitch Ratings is AA- with a "stable" outlook as of November 26, 2019 and December 08, 2020 respectively. Debt service requirements related to the bonds, for FY2022 through FY2037, will be paid from the MTW Fund as follows:

#### TAX-EXEMPT BONDS, SERIES 2018A

Year	Principal	Interest	Total
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	4,535,000	4,018,250	8,553,250
2026-2029	20,530,000	13,688,750	34,218,750
2030-2033	24,960,000	9,264,250	34,224,250
2034-2037	30,340,000	3,885,000	34,225,000
<b>TOTAL</b>	<b>\$ 92,720,000</b>	<b>\$ 44,166,500</b>	<b>\$ 136,886,500</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 Fitch Ratings is AA– with a “stable” outlook as of November 26, 2019 and December 08, 2020 respectively. Debt service requirements related to the bonds, for FY2022 through FY2037, will be paid from the MTW Fund as follows:

**TAXABLE BONDS, SERIES 2018B**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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	10,590,000	7,484,674	18,074,674
2026-2029	46,665,000	25,634,672	72,299,672
2030-2033	54,895,000	17,398,262	72,293,262
2034-2037	65,045,000	7,242,750	72,287,750
<b>TOTAL</b>	<b>\$ 206,815,000</b>	<b>\$ 82,366,243</b>	<b>\$ 289,181,243</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 from S&P Global is AA– with a “stable” outlook as of November 26, 2019. Debt service requirements related to the bonds, for FY2022 through FY2028, will be paid from the MTW Fund as follows:

**BUILD AMERICA BONDS**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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>\$ 10,235,000</b>	<b>\$ 2,655,693</b>	<b>\$ 12,890,693</b>

**Capital Leases**

The Authority has entered into 57 long-term agreements with third-party developers for the lease of designated public housing units in mixed-income developments. It has, as well come into 3 additional lease agreements for commercial space that will be used for the central office and satellite locations. 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, 2021, is \$363.8 million.

**CAPITAL LEASES**

<b>Year Ending</b>	<b>Amount</b>
2022	\$ 20,486,287
2023	20,587,722
2024	20,689,279
2025	20,790,963
2026	20,947,775
Thereafter	440,676,332
Total minimum lease payments	\$ 544,178,359
Less: amount representing interest	(180,356,828)
<b><i>Present value of minimum lease payments</i></b>	<b>\$ 363,821,531</b>

**Federal Home Loan - Line of Credit**

In FY2021, the CHA secured a Federal Home Loan – Line of Credit to fund a buildout of central office floorspace that will be subleased to the State of Illinois in the amount of \$2.1 million. Debt service requirements related to the line of credit, for FY2022 through FY2027, will be paid from non-federal funds as follows:

**FEDERAL HOME LOAN - LINE OF CREDIT**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2022	105,012	10,552	117,586
2023	421,355	9,114	432,491
2024	423,444	7,025	432,492
2025	425,566	4,903	432,493
2026	427,698	2,770	432,494
2027	322,134	671	324,832
<b>TOTAL</b>	<b>\$ 2,125,208</b>	<b>\$ 35,035</b>	<b>\$ 2,160,243</b>

**RAD, LLC LIABILITY****Patrick Sullivan - IHDA Mortgage**

In FY2019, Patrick Sullivan RAD LLC entered into a mortgage loan agreement with the Illinois Housing Development Authority (IHDA) in the amount of \$29.5 million to finance projects within their rehab and replacement plan. Debt service requirements related to the mortgage, for FY2022 through FY2054, will be paid from the property's operating funds as follows:



**PATRICK SULLIVAN - IHDA MORTGAGE**

<b>Year Ending</b>	<b>Amount</b>
2022	\$ 1,702,886
2023	1,702,886
2024	1,702,886
2025	1,702,886
2026	1,702,886
Thereafter	46,403,634
Total mortgage payments	\$ 54,918,062
Less: amount representing interest	(26,397,286)
<b><i>Principal Loan Balance</i></b>	<b>\$ 28,520,776</b>

## 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 and Treasury 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's 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

Please reference Budget Process in the Budget Summary Section.

#### 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 FY2022 to commence over the next three years with anticipated costs of \$2,000,000 for each year should be budgeted in FY2023, FY2024 & FY2025*).
- 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.

#### **(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. However, all budget revision requests over \$250,000 must be reviewed and approved by the Investment Committee before submittal to the budget department
- Monitoring the Authority's position roster, encompassing detailed control over payroll expenditures; and,
- Assisting Human Resources with monitoring the Authority's hiring practices maintaining 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 “unrelease” 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.

### **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 that are not payments towards existing contracts. 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.

**Budget Revision 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 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 may 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.

**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.
- All budget revision requests over \$250,000 must be reviewed and approved by the Investment Committee before submittal to OBM.
- 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.

### 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 is 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 and Treasury 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.

### 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 may 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.

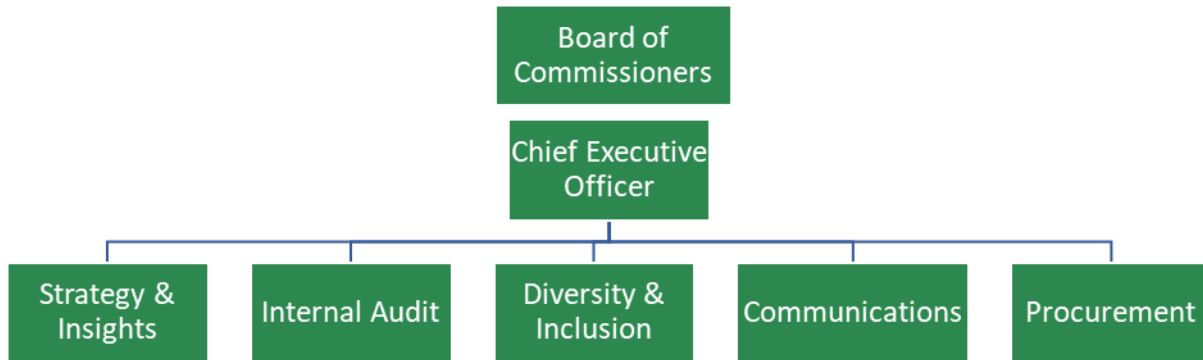
**Depreciation of Capital Assets**

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:

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

### EXECUTIVE OFFICE

The Executive Office 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.



CEO Tracey Scott joined Mayor Lori Lightfoot, developer Peter Holsten, 27th Ward Ald. Walter Burnett Jr. and resident Angela Russell in celebrating the grand opening of Elm 551@Parkside on July 22. It is the fourth Parkside replacement phase built on the former Cabrini-Green site.



### Total Expenditure by Cost Center

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
100 - Office of the Chief Executive Officer (CEO)	\$1,622,357	\$1,395,629	\$1,835,511	\$2,140,016	16.59%
101 - Board of Commissioners (BOC)	\$331,905	\$379,690	\$444,845	\$448,344	0.79%
140 - Strategy & Insights	\$626,209	\$693,106	\$810,101	\$805,381	-0.58%
204 - Internal Audit	\$1,327,239	\$1,140,594	\$1,152,699	\$1,169,579	1.46%
206 - Communications	\$701,738	\$683,700	\$797,665	\$807,154	1.19%
208 - Diversity & Inclusion	\$1,514,716	\$1,518,652	\$2,010,995	\$1,054,029	-47.59%
215 - Procurement	\$4,163,304	\$3,703,734	\$4,492,853	\$4,558,039	1.45%
<b>Executive Office</b>	<b>\$10,287,468</b>	<b>\$9,515,105</b>	<b>\$11,544,669</b>	<b>\$10,982,544</b>	<b>-4.87%</b>

### Budget Year Comparison

#### 100-Office of the Chief Executive Officer

The overall budget increased by \$304,505, or 16.59%, due to increases in consultant fees, memberships and personnel.

#### 101-Board of Commissioners

The overall budget increased by \$3,499, or 0.79%, due to COLA.

#### 140-Strategy & Insights

The overall budget decreased by \$4,720, or -0.58%, due to reductions in printing, court costs, training and advertising.

#### 204-Internal Audit

The overall budget increased by \$16,880, or 1.46%, due to increase in contracted services.

#### 206-Communications & Marketing

The overall budget increased by \$9,489, or 1.19%, due to training and consulting fees.

#### 208-Diversity & Inclusion

The overall budget decreased by \$956,966, or -47.59%, due to restructuring of service contracts for which contract management was shifted to Resident Services.

#### 215-Procurement

The overall budget increased slightly by \$65,186, or 1.45%, due to consulting fees.

### Total Revenues and Expenditures

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$10,287,368	\$9,515,105	\$11,544,669	\$10,982,544	-4.87%
Other Funding	\$100	\$0	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$10,287,468</b>	<b>\$9,515,105</b>	<b>\$11,544,669</b>	<b>\$10,982,544</b>	<b>-4.87%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$2,423,146	\$2,534,705	\$3,305,707	\$2,583,508	-21.85%
Personnel	\$7,864,322	\$6,980,400	\$8,238,962	\$8,399,036	1.94%
<b>Grand Total</b>	<b>\$10,287,468</b>	<b>\$9,515,105</b>	<b>\$11,544,669</b>	<b>\$10,982,544</b>	<b>-4.87%</b>

### 2021 Accomplishments

#### Strategy & Insights

- Prepared MTW Annual Report and Plan and supported agency MTW participation.
- Created occupancy dashboard and CHA-Owned database and mapping solution including standardized property names.
- Established agency-wide data repository including data sets, maps and reports.
- Responded to approximately 250 Freedom of Information Act (FOIA) requests.
- Processed more than 300 internal requests for maps and data analysis.

#### Internal Audit

- Reduced number of open audit findings— from 42 to 6 since June 2020.
- Uniform Guidance Report delivered at September 2021 Board Meeting.
- Completed solicitation and selected internal audit service providers.

#### Communications

- Developed and implemented comprehensive Communications Plan to provide strategic focus to the Communications Department while supporting the key goals of the annual agency strategic plan.
- Increased operational efficiency by developing the communications calendar, request form, editorial calendar and channel strategy outlines.
- Developed coordinated messaging around key issues, including Section 3 relaunch.
- Lead agency-wide communications around COVID-19 and the Return to the Workplace effort.
- Created brand standards and new suite of internal identity materials.
- Launched customer inquiry tracking project to improve customer service.
- Generated positive publicity for key efforts, including resident success stories, while also mitigating potentially negative stories.

**Procurement**

- Streamlined processes to expedite the procurement of goods and services: Small Purchase, Micro Purchases, task order construction (reduced total turnaround from 42 to 24 days). Updated the solicitation (RFP, IFB, Small Purchase) templates to standardize clauses and terms.
- Developed evaluation guidelines for Request for Proposals.
- Implemented an agency-wide buying plan to capture and plan for buying needs.
- Updated the procurement policy.
- Initiated implementation of HUD's new Section 3 regulations including new streamlined compliance forms, system updates and vendor training.
- Created a contract submission checklist for standardization of required documents for contract finalization by Legal.

**2022 Goals****Strategy & Insights**

- Establish centralized data management structure to ensure consistency and quality control in data management and reporting.
- Create an agency-wide data dictionary and common methodologies for data analysis.
- Expand use of dashboards across CHA departments and on common software platform.
- Continue to ensure compliance with MTW program by preparing MTW Annual Plan and Report and monitoring metrics

**Internal Audit**

- Implement Internal Audit plan with two outsourced service providers with differentiated services.
- Prepare for Government Auditing Standards and Institute of Internal Audit program certification in 2023.
- Support delivery of Uniform Guidance Report no later than July Board meeting.

**Communications**

- Redesign CHA website to improve user experience, accessibility and brand consistency
- Lead Customer Service Experience initiative resulting in improved customer service and streamlined inquiry management.
- Complete the photo archive project.

**Procurement**

- Using industry best practices, continue to streamline and standardize procurement and compliance processes.
- Revise the procurement procedural manual and develop a training plan for internal and external partners on procurement procedures.
- Develop a spend analysis report to assist with strategic sourcing.
- Implement a solicitation management system to track solicitations.
- Implement the new HUD Section 3 monitoring and reporting and develop system to track Section 3 and MWD/BE commitments.

## Cost Center Descriptions

**Office of the 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.

**Board of Commissioners (101)** The Board of Commissioners represents the governing body responsible for fiscal oversight and policy for the Chicago Housing Authority.

**Strategy & Insights (140)** The Strategy & Insights 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:

- 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.

**Communications (206)** The Department of Communications helps the Chicago Housing Authority build effective internal and external brand awareness for all CHA departments through marketing and branding, public relations, communications, special events, community engagement, web communications and graphic design. The department also works to advance CHA's vision, mission and strategic objectives in the marketplace by delivering key messages to a wide variety of stakeholders and building relationships on local, state and national levels to underscore the agency's leadership, distinctive culture and defining strengths.

Additional key functions include:

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

**Diversity & Inclusion (208)** The Department of Diversity & Inclusion engages staff, residents, and the broader community (to ensure that the interests of diverse groups are fairly represented in the development and implementation of CHA policies and programs.

**Procurement (215)** Procurement is responsible for the implementation of agency-wide purchase processes, including competitive solicitations, 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 and CHA goals.

### Total Revenue

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>100 - Chief Executive Officer (CEO)</b>					
MTW Fund	\$1,622,357	\$1,395,629	\$1,835,511	\$2,140,016	16.59%
<b>100 - Chief Executive Officer (CEO) Total</b>	<b>\$1,622,357</b>	<b>\$1,395,629</b>	<b>\$1,835,511</b>	<b>\$2,140,016</b>	<b>16.59%</b>
<b>101 - Board of Commissioners (BOC)</b>					
MTW Fund	\$331,905	\$379,690	\$444,845	\$448,344	0.79%
<b>101 - Board of Commissioners (BOC) Total</b>	<b>\$331,905</b>	<b>\$379,690</b>	<b>\$444,845</b>	<b>\$448,344</b>	<b>0.79%</b>
<b>140 - Strategy &amp; Insights</b>					
MTW Fund	\$626,209	\$693,106	\$810,101	\$805,381	-0.58%
<b>140 - Strategy &amp; Insights Total</b>	<b>\$626,209</b>	<b>\$693,106</b>	<b>\$810,101</b>	<b>\$805,381</b>	<b>-0.58%</b>
<b>204 - Internal Audit</b>					
MTW Fund	\$1,327,239	\$1,140,594	\$1,152,699	\$1,169,579	1.46%
<b>204 - Internal Audit Total</b>	<b>\$1,327,239</b>	<b>\$1,140,594</b>	<b>\$1,152,699</b>	<b>\$1,169,579</b>	<b>1.46%</b>
<b>206 - Communications</b>					
MTW Fund	\$701,738	\$683,700	\$797,665	\$807,154	1.19%
<b>206 - Communications Total</b>	<b>\$701,738</b>	<b>\$683,700</b>	<b>\$797,665</b>	<b>\$807,154</b>	<b>1.19%</b>
<b>208 - Diversity &amp; Inclusion</b>					
MTW Fund	\$1,514,616	\$1,518,652	\$2,010,995	\$1,054,029	-47.59%
Other Funding	\$100	\$0	\$0	\$100	0.00%
<b>208 - Diversity &amp; Inclusion Total</b>	<b>\$1,514,716</b>	<b>\$1,518,652</b>	<b>\$2,010,995</b>	<b>\$1,054,029</b>	<b>-47.59%</b>
<b>215 - Procurement</b>					
MTW Fund	\$4,163,304	\$3,703,734	\$4,492,853	\$4,558,039	1.45%
<b>215 - Procurement</b>	<b>\$4,163,304</b>	<b>\$3,703,734</b>	<b>\$4,492,853</b>	<b>\$4,558,039</b>	<b>1.45%</b>
<b>Grand Total</b>	<b>\$10,287,468</b>	<b>\$9,515,105</b>	<b>\$11,544,669</b>	<b>\$10,982,544</b>	<b>-4.87%</b>

**Total Expenditures**

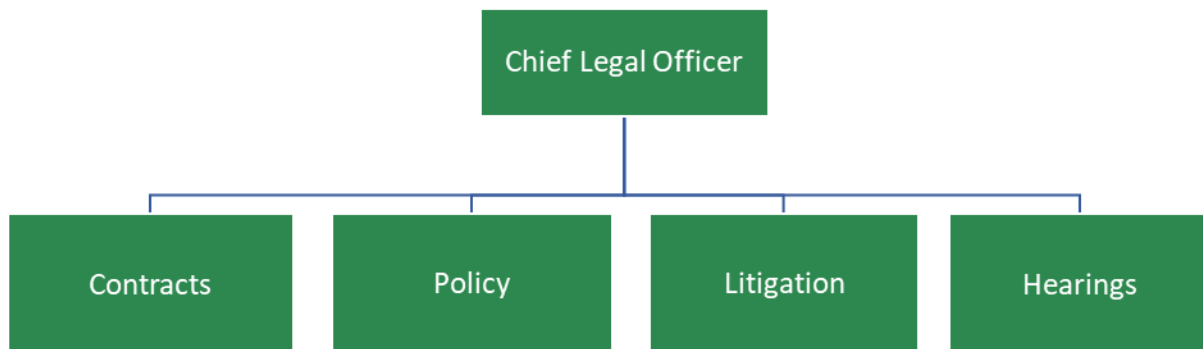
	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>100 - Chief Executive Officer (CEO)</b>					
Non-Personnel	\$138,259	\$227,772	\$424,090	\$547,401	29.08%
Personnel	\$1,484,099	\$1,167,856	\$1,411,421	\$1,592,615	12.84%
<b>100 - Chief Executive Officer (CEO) Total</b>	<b>\$1,622,357</b>	<b>\$1,395,629</b>	<b>\$1,835,511</b>	<b>\$2,140,016</b>	<b>16.59%</b>
<b>101 - Board of Commissioners (BOC)</b>					
Non-Personnel	\$9,226	\$58,601	\$91,425	\$91,425	0.00%
Personnel	\$322,679	\$321,089	\$353,420	\$356,919	0.99%
<b>101 - Board of Commissioners (BOC) Total</b>	<b>\$331,905</b>	<b>\$379,690</b>	<b>\$444,845</b>	<b>\$448,344</b>	<b>0.79%</b>
<b>140 - Strategy &amp; Insights</b>					
Non-Personnel	\$102,185	\$121,878	\$125,300	\$113,800	-9.18%
Personnel	\$524,024	\$571,228	\$684,801	\$691,581	0.99%
<b>140 - Strategy &amp; Insights Total</b>	<b>\$626,209</b>	<b>\$693,106</b>	<b>\$810,101</b>	<b>\$805,381</b>	<b>-0.58%</b>
<b>204 - Internal Audit</b>					
Non-Personnel	\$1,050,746	\$974,951	\$964,235	\$979,250	1.56%
Personnel	\$276,493	\$165,643	\$188,464	\$190,329	0.99%
<b>204 - Internal Audit Total</b>	<b>\$1,327,239</b>	<b>\$1,140,594</b>	<b>\$1,152,699</b>	<b>\$1,169,579</b>	<b>1.46%</b>
<b>206 - Communications</b>					
Non-Personnel	\$55,487	\$56,171	\$152,625	\$186,500	22.19%
Personnel	\$646,251	\$627,529	\$645,040	\$620,654	-3.78%
<b>206 - Communications Total</b>	<b>\$701,738</b>	<b>\$683,700</b>	<b>\$797,665</b>	<b>\$807,154</b>	<b>1.19%</b>
<b>208 - Diversity &amp; Inclusion</b>					
Non-Personnel	\$1,001,798	\$1,069,585	\$1,477,237	\$514,992	-65.14%
Personnel	\$512,918	\$449,067	\$533,758	\$539,037	0.99%
<b>208 - Diversity &amp; Inclusion Total</b>	<b>\$1,514,716</b>	<b>\$1,518,652</b>	<b>\$2,010,995</b>	<b>\$1,054,029</b>	<b>-47.59%</b>
<b>215 - Procurement</b>					
Non-Personnel	\$65,445	\$25,746	\$70,795	\$150,140	112.08%
Personnel	\$4,097,859	\$3,677,988	\$4,422,058	\$4,407,899	-0.32%
<b>215 - Procurement</b>	<b>\$4,163,304</b>	<b>\$3,703,734</b>	<b>\$4,492,853</b>	<b>\$4,558,039</b>	<b>1.45%</b>
<b>Grand Total</b>	<b>\$10,287,468</b>	<b>\$9,515,105</b>	<b>\$11,544,669</b>	<b>\$10,982,544</b>	<b>-4.87%</b>

**FY2022 Budget**

	Personnel	Accounting & Auditing	Training	Travel	Materials	Sundry	Contracts	Total
100-Chief Executive Officer (CEO)	\$1,592,615		\$10,000	\$38,925		\$498,476		\$2,140,016
101-Board of Commissioners (BOC)	\$356,919		\$5,415	\$12,480	\$50,000	\$23,530		\$448,344
140-Strategy & Insights	\$691,581		\$2,000	\$2,500		\$109,300		\$805,381
204-Internal Audit	\$190,329	\$975,000	\$2,500	\$500		\$1,250		\$1,169,579
206-Communications	\$620,654		\$10,000	\$0		\$176,500		\$807,154
208-Diversity & Inclusion	\$539,037		\$9,000	\$0		\$60,992	\$445,000	\$1,054,029
215-Procurement	\$4,407,899		\$25,000	\$10,000		\$115,140		\$4,558,039
<b>Executive Office</b>	<b>\$8,399,036</b>	<b>\$975,000</b>	<b>\$63,915</b>	<b>\$64,405</b>	<b>\$50,000</b>	<b>\$985,188</b>	<b>\$445,000</b>	<b>\$10,982,544</b>

### GENERAL COUNSEL

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



CHA CEO Tracey Scott spoke at a ceremony honoring Women’s History Month in March 2021. Francine Washington, CHA Commissioner and CAC president was recognized for her community leadership.

**Total Expenditure by Cost Center**

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>General Counsel</b>					
120 - Office of the General Counsel	\$5,740,238	\$5,346,645	\$7,146,817	\$7,005,574	-1.98%
<b>General Counsel</b>	<b>\$5,740,238</b>	<b>\$5,346,645</b>	<b>\$7,146,817</b>	<b>\$7,005,574</b>	<b>-1.98%</b>

**Budget Year Comparison**

**120-Office of the General Counsel**

The overall budget decreased by \$141,243, or -1.98%, due to decreases in Outside Counsel and Consultant Fees offset by increase in personnel.

**Total Revenues and Expenditures**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$5,740,238	\$5,346,645	\$7,146,817	\$7,005,574	-1.98%
<b>Grand Total</b>	<b>\$5,740,238</b>	<b>\$5,346,645</b>	<b>\$7,146,817</b>	<b>\$7,005,574</b>	<b>-1.98%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$1,402,882	\$819,891	\$2,267,366	\$1,473,355	-35.02%
Personnel	\$4,337,355	\$4,526,754	\$4,879,451	\$5,532,219	13.38%
<b>Grand Total</b>	<b>\$5,740,238</b>	<b>\$5,346,645</b>	<b>\$7,146,817</b>	<b>\$7,005,574</b>	<b>-1.98%</b>



## 2021 Accomplishments

- Successfully obtained, through federal litigation and court order, changes to the Cabrini Green LAC Community Development Corporation's executive composition and operations to ensure accountability and improvements in serving CHA Cabrini residents.
- Assisted user departments with fulfilling terms of Gautreaux settlement agreement.
- Reviewed ordinances and proposed and enacted legislation to assist CHA in the development of processes or procedural changes necessary to implement compliance with the following: City of Chicago Hadden Senior Citizen Ordinance, Cook County Just Housing Amendment, Illinois and Federal Juneteenth Holiday; American Rescue Act 2021 and HUD's Emergency Housing Vouchers.
- Standardized the form of Purchase and Sale Agreement in preparation for dispositions of CHA properties or vacant land.
- Closed Edith Spurlock Sampson/Sheffield, CHA's first mixed-finance development transaction with CHA as a co-developer, through a joint venture partnership with PIHRL.
- Closed the Lathrop Phase IB RAD mixed-finance, mixed-income development transaction.
- Completed an Intergovernmental Agreement (IGA) with the State of Illinois for the sublease of two floors of CHA's headquarters office.
- Prepared a COVID Addendum for CHA contracts and other agreements.
- Completed the Private Property Management contracts for CHA public housing, RAD senior and tax credit properties.

## 2022 Goals

- Review and update administrative policies and implement periodic reviews.
- Implement online trainings for ethics and personnel-related policies.
- Standardize contracts and supplementals for development and construction-related transactions to reflect Section 3, MWD/BE commitments and other standard provisions.
- Complete the quality review of the HUD-required Declaration of Trust documents.
- Complete real estate closings for the following developments:
  - RAD mixed-finance, mixed-income developments including Park Boulevard IIIB, Levy House, Albany Terrace, and Irene McCoy Gaines.
  - Recapitalization transactions including Roosevelt Square Phase I and Lake Park Crescent.
  - Disposition of vacant land and properties.

**Cost Center Descriptions**

**Office of the 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.

**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2018 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>120 - Office of the General Counsel</b>					
MTW Fund	\$5,740,238	\$5,346,645	\$7,146,817	\$7,005,574	-1.98%
<b>120 - Office of the General Counsel Total</b>	<b>\$5,740,238</b>	<b>\$5,346,645</b>	<b>\$7,146,817</b>	<b>\$7,005,574</b>	<b>-1.98%</b>
<b>Grand Total</b>	<b>\$5,740,238</b>	<b>\$5,346,645</b>	<b>\$7,146,817</b>	<b>\$7,005,574</b>	<b>-1.98%</b>

**Total Expenditures**

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>120 - Office of the General Counsel</b>					
Non-Personnel	\$1,402,882	\$819,891	\$2,267,366	\$1,473,355	-35.02%
Personnel	\$4,337,355	\$4,526,754	\$4,879,451	\$5,532,219	13.38%
<b>120 - Office of the General Counsel Total</b>	<b>\$5,740,238</b>	<b>\$5,346,645</b>	<b>\$7,146,817</b>	<b>\$7,005,574</b>	<b>-1.98%</b>
<b>Grand Total</b>	<b>\$5,740,238</b>	<b>\$5,346,645</b>	<b>\$7,146,817</b>	<b>\$7,005,574</b>	<b>-1.98%</b>

**FY2022 Budget**

	Personnel	Legal Expense	Training	Sundry	Total
<b>120-General Counsel</b>	\$5,532,219	\$875,000	\$30,000	\$568,355	\$7,005,574

**OFFICE OF THE INSPECTOR GENERAL**

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.



CHA participated in a celebration unveiling a monument honoring journalist, educator, and activist Ida B. Wells in Oakwood Shores in June 2021.

**Total Expenditure by Cost Center**

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>Office of the Inspector General</b>					
125 - Office of the Inspector General	\$1,243,952	\$1,279,327	\$1,822,687	\$1,841,676	1.04%
<b>Office of the Inspector General</b>	<b>\$1,243,952</b>	<b>\$1,279,327</b>	<b>\$1,822,687</b>	<b>\$1,841,676</b>	<b>1.04%</b>

**Budget Year Comparison**

**125-Office of Inspector General**

The overall budget increased by \$18,989, or 1.04%, due to 2 additional FTEs offset by a decrease in Consulting Fees.

**Total Revenues and Expenditures**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$1,243,952	\$1,279,327	\$1,822,687	\$1,841,676	1.04%
<b>Grand Total</b>	<b>\$1,243,952</b>	<b>\$1,279,327</b>	<b>\$1,822,687</b>	<b>\$1,841,676</b>	<b>1.04%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$26,999	\$20,564	\$307,800	\$102,800	-66.60%
Personnel	\$1,216,953	\$1,258,763	\$1,514,887	\$1,738,876	14.79%
<b>Grand Total</b>	<b>\$1,243,952</b>	<b>\$1,279,327</b>	<b>\$1,822,687</b>	<b>\$1,841,676</b>	<b>1.04%</b>

### 2021 Accomplishments

- Performed high-quality investigations of alleged criminal and administrative violations in CHA programs and operations.
- Issued audit reports on CHA operations identifying risks and areas for improvement. OIG audits identified \$385,185 in recoveries.
- Produced management advisories which identified areas for enhanced program compliance and enforcement.
- Obtained more than \$114,354 in criminal court-ordered restitution on behalf of the CHA.
- Completed OIG audit risk assessment with CHA executive leadership team to identify risks, areas for potential audit, and opportunities for OIG to increase outreach.
- Enhanced reporting and communications through redesigned and expanded quarterly report and launch of new quarterly email newsletter for CHA staff, contractors, and other stakeholders.
- Improved internal operations and procedures to achieve greater efficiencies.

### 2022 Goals

- Issue approximately four to five performance audits as detailed in the OIG 2021-2022 Audit Plan.
- Perform proactive data analytics projects to identify red flags and fraud/risk indicators.
- Submit to external peer review evaluation to ensure OIG continues to meet national standards and best practices in OIG investigations and audits.
- Develop and implement three-year OIG strategic plan.
- Establish fraud prevention training program including on-boarding training video for CHA employees and contractors.
- Launch communications and outreach program designed to increase knowledge of OIG.
- Replace a legacy case management database to improve internal case management and tracking of operational metrics.

**Cost Center Descriptions**

**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.

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.

**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>125 - Office of the Inspector General</b>					
MTW Fund	\$1,243,952	\$1,279,327	\$1,822,687	\$1,841,676	1.04%
<b>125 - Office of the Inspector General Total</b>	<b>\$1,243,952</b>	<b>\$1,279,327</b>	<b>\$1,822,687</b>	<b>\$1,841,676</b>	<b>1.04%</b>
<b>Grand Total</b>	<b>\$1,243,952</b>	<b>\$1,279,327</b>	<b>\$1,822,687</b>	<b>\$1,841,676</b>	<b>1.04%</b>

**Total Expenditures**

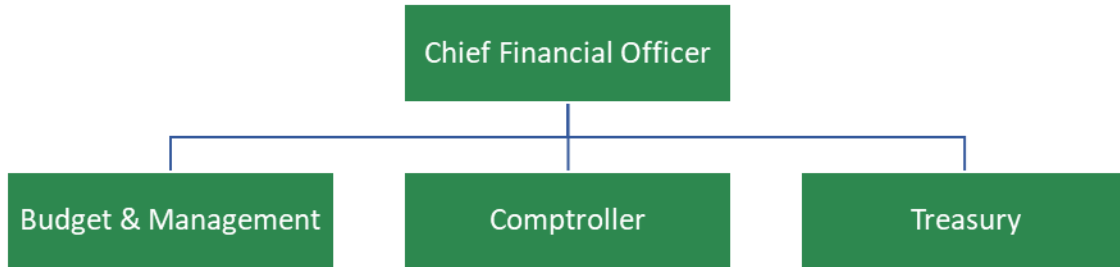
	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>125 - Office of the Inspector General</b>					
Non-Personnel	\$26,999	\$20,564	\$307,800	\$102,800	-66.60%
Personnel	\$1,216,953	\$1,258,763	\$1,514,887	\$1,738,876	14.79%
<b>125 - Office of the Inspector General Total</b>	<b>\$1,243,952</b>	<b>\$1,279,327</b>	<b>\$1,822,687</b>	<b>\$1,841,676</b>	<b>1.04%</b>
<b>Grand Total</b>	<b>\$1,243,952</b>	<b>\$1,279,327</b>	<b>\$1,822,687</b>	<b>\$1,841,676</b>	<b>1.04%</b>

**FY2022 Budget**

	Personnel	Accounting & Auditing	Training	Travel	Sundry	Total
<b>125-Office of the Inspector General</b>	\$1,738,876	\$4,500	\$7,000	\$9,000	\$82,300	\$1,841,676

### FINANCE AND TREASURY

The Finance and Treasury Division is responsible for all accounting, budgeting, banking, cash management, and investment 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.



Teshona Perkins was the 700th CHA resident to have purchased a home through the Choose To Own (CTO) homeownership program since the program began in 2002.

### Total Expenditure by Cost Center

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>Finance and Treasury</b>					
200 - Chief Financial Officer (CFO)	\$1,071,474	\$767,107	\$2,518,325	\$6,596,976	161.96%
201 - Budget and Management	\$1,889,391	\$1,803,561	\$2,030,454	\$2,023,684	-0.33%
202 - Comptroller	\$5,107,136	\$4,744,445	\$4,826,137	\$5,413,659	12.17%
203 - Treasury	\$976,533	\$1,155,518	\$1,223,955	\$1,047,873	-14.39%
<b>Finance and Treasury</b>	<b>\$9,044,534</b>	<b>\$8,470,631</b>	<b>\$10,598,871</b>	<b>\$15,082,193</b>	<b>42.30%</b>

### Budget Year Comparison

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

The overall budget increased by \$4,078,651, or 161.96%, mainly due to an increase in contingency for agency-wide costs as well as shifts in personnel between divisions.

#### 201-Budget & Management

The overall budget decreased slightly by \$6,770, or 0.33%, due to a decrease in training costs.

#### 202-Comptroller

The overall budget increased by \$587,522, or 12.17%, mainly due to an increase in Accounting and Auditing Fees.

#### 203-Treasury

The overall budget decreased by \$176,082, or 14.39%, due to a decrease in training costs and attrition.

### Total Revenues and Expenditures

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Funding	\$8,491,448	\$8,658,128	\$10,598,871	\$15,082,193	42.30%
Other Funding	\$553,086	-\$187,497	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$9,044,534</b>	<b>\$8,470,631</b>	<b>\$10,598,871</b>	<b>\$15,082,193</b>	<b>42.30%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$1,657,072	\$701,788	\$2,998,306	\$7,609,195	153.78%
Personnel	\$7,387,462	\$7,768,843	\$7,600,565	\$7,472,998	-1.68%
<b>Grand Total</b>	<b>\$9,044,534</b>	<b>\$8,470,631</b>	<b>\$10,598,871</b>	<b>\$15,082,193</b>	<b>42.30%</b>



## 2021 Accomplishments

- Transitioned professional property managers' assignments and financial management from Yardi to Lawson.
- Developed a system for CARES Act funds reporting.
- Implemented a CHA, LLC (RAD) cash flow forecast report.
- Implemented a new budgeting process for CHA's 2022 annual budget.
- Transitioned CHA non-profit entities to new CPA firms for tax and audit reporting.
- Initiated Central Office Cost Center analysis and RAD independent operations analysis.

## 2022 Goals

- Spearhead development of a long-term financial forecast including a 5-year operating and capital plan.
- Find funding solutions for the Authority's capital needs with an immediate focus on current RAD properties (i.e. mortgages, bonds, LIHTC, non-federal funds, etc.)
- Improve financial reporting timeliness and utility.
- Issue solicitations for auditing services and broker/dealer services.
- Launch pilot of financial asset management for RAD properties.
- Update investment and cash management policies.

## Cost Center Descriptions

**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.

**Budget & 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.

**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.

**Treasury (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.

**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>200 - Chief Financial Officer (CFO)</b>					
MTW Fund	\$518,388	\$955,702	\$2,518,325	\$6,596,976	161.96%
Other Funding	\$553,086	-\$188,594	\$0	\$0	0.00%
<b>200 - Chief Financial Officer (CFO) Total</b>	<b>\$1,071,474</b>	<b>\$767,107</b>	<b>\$2,518,325</b>	<b>\$6,596,976</b>	<b>161.96%</b>
<b>201 - Budget and Management</b>					
MTW Fund	\$1,889,391	\$1,803,561	\$2,030,454	\$2,023,684	-0.33%
<b>201 - Budget and Management Total</b>	<b>\$1,889,391</b>	<b>\$1,803,561</b>	<b>\$2,030,454</b>	<b>\$2,023,684</b>	<b>-0.33%</b>
<b>202 - Comptroller</b>					
MTW Fund	\$5,107,136	\$4,744,445	\$4,826,137	\$5,413,659	12.17%
<b>202 - Comptroller Total</b>	<b>\$5,107,136</b>	<b>\$4,744,445</b>	<b>\$4,826,137</b>	<b>\$5,413,659</b>	<b>12.17%</b>
<b>203 - Treasury</b>					
MTW Fund	\$976,533	\$1,154,419	\$1,223,955	\$1,047,873	-14.39%
Other Funding	\$0	\$1,099	\$0	\$0	0.00%
<b>203 - Treasury Total</b>	<b>\$976,533</b>	<b>\$1,155,518</b>	<b>\$1,223,955</b>	<b>\$1,047,873</b>	<b>-14.39%</b>
<b>Grand Total</b>	<b>\$9,044,534</b>	<b>\$8,470,631</b>	<b>\$10,598,871</b>	<b>\$15,082,193</b>	<b>42.30%</b>

**Total Expenditures**

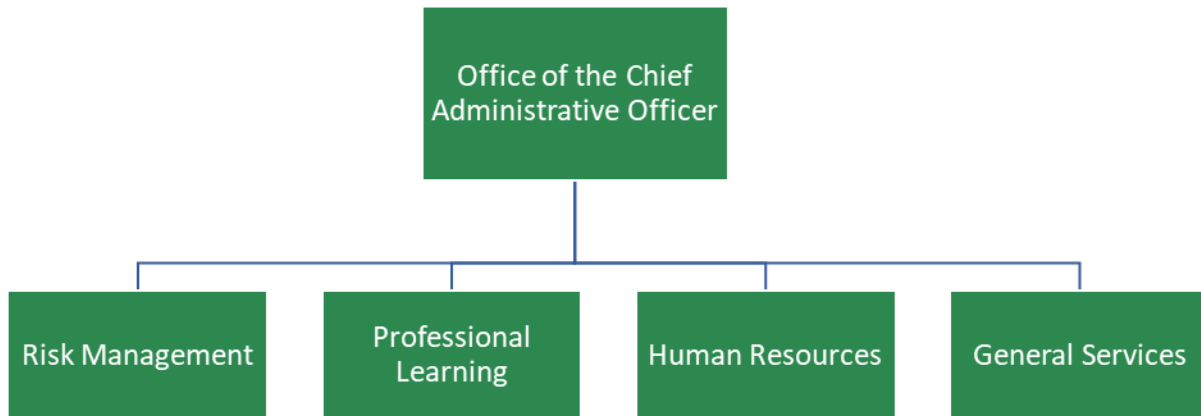
	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>200 - Chief Financial Officer (CFO)</b>					
Non-Personnel	\$630,171	-\$1,597	\$2,153,850	\$6,228,900	189.20%
Personnel	\$441,303	\$768,704	\$364,475	\$368,076	0.99%
<b>200 - Chief Financial Officer (CFO) Total</b>	<b>\$1,071,474</b>	<b>\$767,107</b>	<b>\$2,518,325</b>	<b>\$6,596,976</b>	<b>161.96%</b>
<b>201 - Budget and Management</b>					
Non-Personnel	\$44,204	\$32,988	\$58,748	\$54,096	-0.08%
Personnel	\$1,845,187	\$1,770,573	\$1,971,706	\$1,969,588	-0.11%
<b>201 - Budget and Management Total</b>	<b>\$1,889,391</b>	<b>\$1,803,561</b>	<b>\$2,030,454</b>	<b>\$2,023,684</b>	<b>-0.33%</b>
<b>202 - Comptroller</b>					
Non-Personnel	\$803,267	\$472,331	\$575,728	\$1,122,047	94.89%
Personnel	\$4,303,869	\$4,272,114	\$4,250,409	\$4,291,613	0.97%
<b>202 - Comptroller Total</b>	<b>\$5,107,136</b>	<b>\$4,744,445</b>	<b>\$4,826,137</b>	<b>\$5,413,659</b>	<b>12.17%</b>
<b>203 - Treasury</b>					
Non-Personnel	\$179,430	\$198,066	\$209,980	\$204,152	-2.78%
Personnel	\$797,103	\$957,452	\$1,013,975	\$843,721	-16.79%
<b>203 - Treasury Total</b>	<b>\$976,533</b>	<b>\$1,155,518</b>	<b>\$1,223,955</b>	<b>\$1,047,873</b>	<b>-14.39%</b>
<b>Grand Total</b>	<b>\$9,044,534</b>	<b>\$8,470,631</b>	<b>\$10,598,871</b>	<b>\$15,082,193</b>	<b>42.30%</b>

**FY2022 Budget**

	Personnel	Accounting & Auditing	Training	Travel	Sundry	General Expense	Total
200-Chief Financial Officer	\$368,076		\$1,000	\$1,000	\$226,900	\$6,000,000	\$6,596,976
201-Budget and Management	\$1,969,588		\$15,000	\$4,000	\$35,096		\$2,023,684
202-Comptroller	\$4,291,613	\$1,040,000	\$17,397	\$11,750	\$52,900		\$5,413,660
203-Treasury	\$843,721		\$4,000	\$3,100	\$197,052		\$1,047,873
<b>Finance and Treasury Total</b>	<b>\$7,472,998</b>	<b>\$1,040,000</b>	<b>\$37,397</b>	<b>\$19,850</b>	<b>\$511,948</b>	<b>\$6,000,000</b>	<b>\$15,082,193</b>

## HUMAN RESOURCES & ADMINISTRATION

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



Seniors at Mary Hartwell Apartments enjoy a day outside dancing and listening to music.

### Total Expenditure by Cost Center

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
209 - Office of Chief Administrative Officer	\$258,705	\$289,923	\$719,565	\$273,265	-62.02%
213 - Risk Management	\$607,904	\$746,101	\$1,159,018	\$1,312,491	13.24%
214 - Professional Learning	\$1,080,235	\$626,280	\$725,056	\$658,362	-9.20%
230 - Human Resources	\$1,471,179	\$1,331,331	\$1,685,249	\$1,930,590	14.56%
543 - General Services Fleet & Facilities Mgmt	\$6,808,736	\$1,764,012	\$7,772,415	\$10,541,169	35.62%
<b>Administration</b>	<b>\$10,226,759</b>	<b>\$4,757,647</b>	<b>\$12,061,303</b>	<b>\$14,715,876</b>	<b>22.01%</b>

### Budget Year Comparison

#### 209-Office of Chief Administrative Officer

The overall budget decreased by \$446,300, or -62.02%, due to the transfer of FTEs to HR.

#### 213-Risk Management

The overall budget increased by \$153,473 or 13.24% due to an increase in General Liability/Auto Premiums.

#### 214-Professional Learning

The overall budget decreased by \$66,694, or -9.20%, due to attrition and reductions in memberships and meeting costs.

#### 230-Human Resources

The overall budget increased by \$245,341, or 14.56%, due to increase in consulting fees and the transfer of FTEs.

#### 543- General Services Fleet & Facilities Mgmt.

The overall budget increased by \$2,768,754, or 35.62%, due to increases in office rent, auto lease expense and contract maintenance.

### Total Revenues and Expenditures

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$10,217,480	\$4,740,131	\$12,061,303	\$14,715,876	22.01%
Other Funding	\$9,278	\$17,516	\$0	\$0	0.00%
<b>Grand Total</b>	<b>\$10,226,759</b>	<b>\$4,757,647</b>	<b>\$12,061,303</b>	<b>\$14,715,876</b>	<b>22.01%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$6,477,765	\$1,266,234	\$7,815,438	\$10,828,997	38.56%
Personnel	\$3,748,994	\$3,491,413	\$4,245,865	\$3,886,879	-8.45%
<b>Grand Total</b>	<b>\$10,226,759</b>	<b>\$4,757,647</b>	<b>\$12,061,303</b>	<b>\$14,715,876</b>	<b>22.01%</b>

### 2021 Accomplishments

- Developed COVID processes and protocols, implemented screening application, and managed policy updates needed for the Return to the Workplace plans.
- Conducted virtual employee-focused DEI activities including film and book discussions.
- Restructured third-party vendor contracts to align with new service models and performance.
- Supported City of Chicago's racial justice and disability committees and aligned CHA's activities with City goals.
- Outsourced FMLA to improve process and tracking of employees on leave.
- Launched professional learning portal to centralize access to professional development.
- Revised onboarding processes with newer relevant videos and information.
- Designed and deployed e-learning training for managers and employees for topics such as FMLA, ethics, customer service, communication and business writing.
- Improved incident report process and guidelines for new property management firms.
- Reduced claim expenses by 35% to date.

### 2022 Goals

- Launch talent management and development strategy.
- Outsource quarterly payroll tax filings.
- Develop and implement CHA DEI strategy.
- Automate processes to increase efficiency.
- Rollout safety training to property management firms to improve loss control measure.

### Cost Center Descriptions

**Office of the Chief Administrative Officer (209)** The Office of the Chief Administrative Officer for ensuring the daily internal support for the Chicago Housing Authority.

**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.

**Professional Learning (214)** Training facilities employee access to resources, knowledge and experiences necessary to gain skills and competencies needed or required for all CHA personnel.

**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.

**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.

**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>209 - Office of Chief Administrative Officer</b>					
MTW Fund	\$258,705	\$289,923	\$719,565	\$273,265	-62.02%
<b>209 - Office of Chief Administrative Officer Total</b>	<b>\$258,705</b>	<b>\$289,923</b>	<b>\$719,565</b>	<b>\$273,265</b>	<b>-62.02%</b>
<b>213 - Risk Management</b>					
MTW Fund	\$607,904	\$746,101	\$1,159,018	\$1,312,491	13.24%
<b>213 - Risk Management Total</b>	<b>\$607,904</b>	<b>\$746,101</b>	<b>\$1,159,018</b>	<b>\$1,312,491</b>	<b>13.24%</b>
<b>214 - Professional Learning</b>					
MTW Fund	\$1,080,235	\$626,280	\$725,056	\$658,362	-9.20%
<b>214 - Professional Learning Total</b>	<b>\$1,080,235</b>	<b>\$626,280</b>	<b>\$725,056</b>	<b>\$658,362</b>	<b>-9.20%</b>
<b>230 - Human Resources</b>					
MTW Fund	\$1,471,179	\$1,331,331	\$1,685,249	\$1,930,590	14.56%
<b>230 - Human Resources Total</b>	<b>\$1,471,179</b>	<b>\$1,331,331</b>	<b>\$1,685,249</b>	<b>\$1,930,590</b>	<b>14.56%</b>
<b>543 - General Services Fleet &amp; Facilities Management</b>					
MTW Fund	\$6,796,957	\$1,746,495	\$7,772,415	\$10,541,169	35.62%
Other Funding	\$11,778	\$17,516	\$0	\$0	0.00%
<b>543 - General Services Fleet &amp; Facilities Management Total</b>	<b>\$6,808,736</b>	<b>\$1,764,012</b>	<b>\$7,772,415</b>	<b>\$10,541,169</b>	<b>35.62%</b>
<b>Grand Total</b>	<b>\$10,226,759</b>	<b>\$4,757,647</b>	<b>\$12,061,303</b>	<b>\$14,715,876</b>	<b>22.01%</b>

**Total Expenditures**

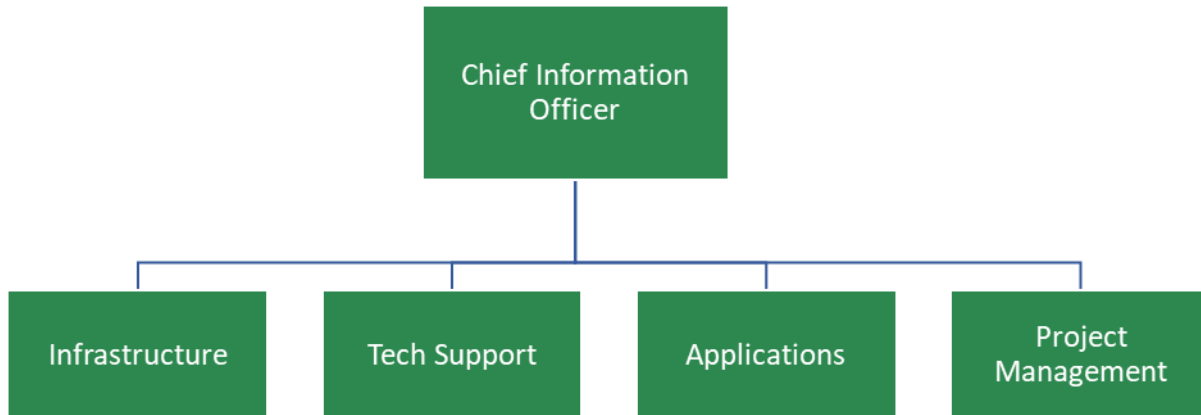
	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2021 BUDGET EXPENDITURES	% OF CHANGE
<b>209 - Office of Chief Administrative Officer</b>					
Non-Personnel	\$4,414	\$1,005	\$5,790	\$5,419	-6.41%
Personnel	\$254,291	\$288,919	\$713,775	\$267,846	-62.47%
<b>209 - Office of Chief Administrative Officer Total</b>	<b>\$258,705</b>	<b>\$289,923</b>	<b>\$719,565</b>	<b>\$273,265</b>	<b>-62.02%</b>
<b>213 - Risk Management</b>					
Non-Personnel	\$482,503	\$540,395	\$929,500	\$1,080,700	16.27%
Personnel	\$125,401	\$205,706	\$229,518	\$231,791	0.99%
<b>213 - Risk Management Total</b>	<b>\$607,904</b>	<b>\$746,101</b>	<b>\$1,159,018</b>	<b>\$1,312,491</b>	<b>13.24%</b>
<b>214 - Professional Learning</b>					
Non-Personnel	\$66,908	\$33,398	\$81,723	\$70,500	-13.73%
Personnel	\$1,013,327	\$592,882	\$643,333	\$587,862	-8.62%
<b>214 - Professional Learning Total</b>	<b>\$1,080,235</b>	<b>\$626,280</b>	<b>\$725,056</b>	<b>\$658,362</b>	<b>-9.20%</b>
<b>230 - Human Resources</b>					
Non-Personnel	\$210,398	\$104,405	\$209,920	\$282,300	34.48%
Personnel	\$1,260,781	\$1,226,926	\$1,475,329	\$1,648,290	11.72%
<b>230 - Human Resources Total</b>	<b>\$1,471,179</b>	<b>\$1,331,331</b>	<b>\$1,685,249</b>	<b>\$1,930,590</b>	<b>14.56%</b>
<b>543 - General Services Fleet &amp; Facilities Management</b>					
Non-Personnel	\$5,713,542	\$587,031	\$6,588,505	\$9,390,078	42.52%
Personnel	\$1,095,194	\$1,176,981	\$1,183,910	\$1,151,091	-2.77%
<b>543 - General Services Fleet &amp; Facilities Management Total</b>	<b>\$6,808,736</b>	<b>\$1,764,012</b>	<b>\$7,772,415</b>	<b>\$10,541,169</b>	<b>35.62%</b>
<b>Grand Total</b>	<b>\$10,226,759</b>	<b>\$4,757,647</b>	<b>\$12,061,303</b>	<b>\$14,715,876</b>	<b>22.01%</b>

**FY2022 Budget**

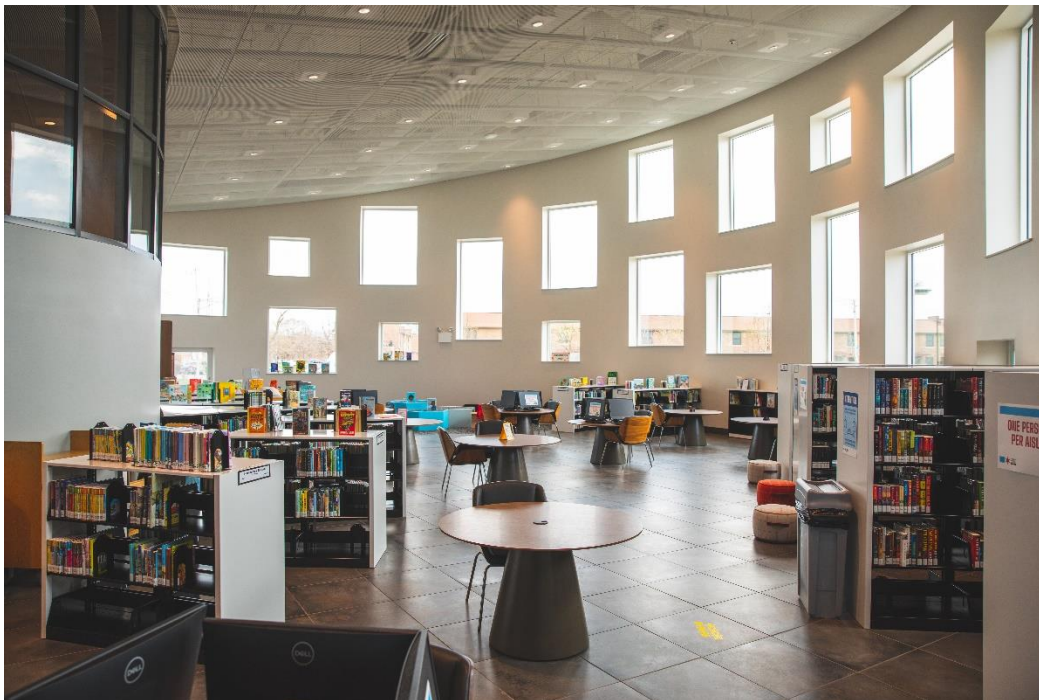
	Personnel	Sundry	Training	Travel	Contracts	Materials	General Expense	Total
209-Office of the Chief Administrative Officer	\$267,846	\$419	\$3,000	\$2,000				\$273,265
213-Risk Management	\$231,791	\$3,700	\$2,000				\$1,075,000	\$1,312,491
214-Professional Learning	\$587,862	\$8,500	\$62,000					\$658,362
230-Human Resources	\$1,648,290	\$275,800	\$6,000	\$500				\$1,930,590
543-General Services Fleet & Facilities Management	\$1,151,091	\$8,984,938	\$2,700	\$1,000	\$381,440	\$20,000		\$10,541,169
<b>Administration Total</b>	<b>\$3,886,879</b>	<b>\$9,273,357</b>	<b>\$75,700</b>	<b>\$3,500</b>	<b>\$381,440</b>	<b>\$20,000</b>	<b>\$1,075,000</b>	<b>\$14,715,876</b>

### INFORMATION TECHNOLOGY SERVICES

Information Technology is responsible for providing the technical resources necessary for CHA to operate effectively. Resources include hardware, software, network infrastructure, programs, and technical support.



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



The Altgeld Library and Family Resource Center, a co-located development that includes a new library branch and child-care center, a community space and an early childhood learning space. It officially opened in April.

**Total Expenditure by Cost Center**

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
210 - Information Technology	\$12,679,825	\$15,078,212	\$12,327,302	\$13,017,247	5.60%
<b>Information Technology</b>	<b>\$12,679,825</b>	<b>\$15,078,212</b>	<b>\$12,327,302</b>	<b>\$13,017,247</b>	<b>5.60%</b>

**Budget Year Comparison**

**210-Information Technology**

The overall budget increased by \$689,945, or 5.6%, mainly due to increases in computer equipment and communications network costs.

**Total Revenues and Expenditures**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$12,679,825	\$12,107,178	\$12,327,302	\$13,017,247	5.60%
Other Funding		\$2,971,034			
<b>Grand Total</b>	<b>\$12,679,825</b>	<b>\$15,078,212</b>	<b>\$12,327,302</b>	<b>\$13,017,247</b>	<b>5.60%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$8,518,373	\$10,796,903	\$7,565,474	\$8,175,367	8.06%
Personnel	\$4,161,453	\$4,281,309	\$4,761,828	\$4,841,880	1.68%
<b>Grand Total</b>	<b>\$12,679,825</b>	<b>\$15,078,212</b>	<b>\$12,327,302</b>	<b>\$13,017,247</b>	<b>5.60%</b>

**2021 Accomplishments**

- Completed the PC Refresh/Upgrade project authority-wide.
- Completed pilot for digitizing public housing tenant files as part of CHA’s enterprise content management system (iFile).
- Upgraded Yardi system, including enhancements of the work compliance module to streamline tracking of residents’ that are fulfilling their work requirements.
- Completed e-Builder enhancements that allow private property management contractors to manage solicitations, as well engage Section 3 contractors in the process.
- Upgraded Infor/Lawson, the CHA’s current ERP system, with improved security authentication services.
- Successfully transitioned financial management from Yardi to Lawson for the new private property management firms.
- Upgraded network infrastructure and software to increase security, to improve operational efficiency and to reduce downtime through remote monitoring and control of equipment and systems.



**2022 Goals**

- Continue to enhance agency’s utilization of Yardi platform: Rent Café online rent payment for public housing; HCV RFTA workflows.
- Implement online solution to support the 2022 LAC/CAC elections.
- Provide resources to support the development of web-based solutions to optimize the processes and customer service in public housing, HCV, procurement, Workforce Opportunities Resource Center. Support the Customer Service Experience initiative.
- Expand the Enterprise Content Management system (iFile) by digitizing 30% of public housing tenant files.
- Begin solicitation process for a new ERP system.

**Cost Center Descriptions**

**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.

**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>210 - Information Technology (IT)</b>					
MTW Fund	\$12,679,825	\$12,107,178	\$12,327,302	\$13,017,247	5.60%
Other Funding		\$2,971,034			
<b>210 - Information Technology (IT) Total</b>	<b>\$12,679,825</b>	<b>\$15,078,212</b>	<b>\$12,327,302</b>	<b>\$13,017,247</b>	<b>5.60%</b>
<b>Grand Total</b>	<b>\$12,679,825</b>	<b>\$15,078,212</b>	<b>\$12,327,302</b>	<b>\$13,017,247</b>	<b>5.60%</b>

**Total Expenditures**

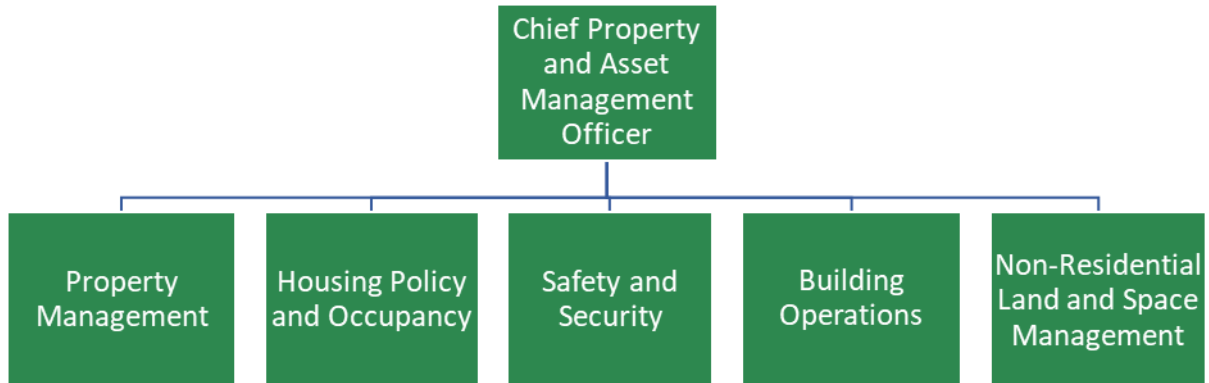
	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>210 - Information Technology (IT)</b>					
Non-Personnel	\$8,518,373	\$10,796,903	\$7,565,474	\$8,175,367	8.06%
Personnel	\$4,161,453	\$4,281,309	\$4,761,828	\$4,841,880	1.68%
<b>210 - Information Technology (IT) Total</b>	<b>\$12,679,826</b>	<b>\$15,078,211</b>	<b>\$12,327,302</b>	<b>\$13,017,247</b>	<b>5.60%</b>
<b>Grand Total</b>	<b>\$12,679,826</b>	<b>\$15,078,211</b>	<b>\$12,327,302</b>	<b>\$13,017,247</b>	<b>5.60%</b>

**FY2022 Budget**

	Personnel	Sundry	Training	Travel	Contracts	Equipment	Total
<b>210-Information Technology (IT)</b>	\$4,841,880	\$3,268,129	\$95,584	\$4,000	\$3,257,654	\$1,550,000	\$13,017,247

### 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 17,000 housing units.



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



Youth in the Summer Youth Employment Program work on revitalizing a garden space at Altgeld Gardens.

### Total Expenditure by Cost Center

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>Property and Asset Management Division</b>					
Non-Residential Land & Space Management	\$2,308,313	\$2,901,959	\$6,165,762	\$6,528,578	5.88%
440 - Charles A. Hayes Investment Center	\$1,891,610	\$2,208,257	\$1,725,557	\$1,757,215	1.83%
441 - Pope Building	\$207,779	\$352,357	\$870,340	\$894,380	2.76%
442 - Overton Building - 3619 S. State St		\$109,864	\$515,197	\$530,653	3.00%
443 - 4659 S. Cottage Grove	\$75,798	\$107,609	\$321,800	\$331,454	3.00%
444 - Vacant Land		\$10,369	\$2,031,705	\$2,083,978	2.57%
550 - Oakland Community Center	\$133,126	\$102,972	\$173,554	\$168,461	-2.93%
773- Altgeld Town Center/Family Resource		\$10,531	\$527,609	\$762,437	44.51%
510 - Private Property Management (PPM)	\$207,647,588	\$183,020,527	\$199,422,519	\$199,949,419	0.26%
511 - Asset Management Portfolio	\$9,014,581	\$8,477,276	\$9,095,090	\$9,882,839	8.66%
530 - Safety & Security	\$1,126,254	\$1,041,570	\$1,085,682	\$1,350,050	24.35%
531 - Desk Monitors	\$2,068,047	\$1,834,371	\$1,536,435	\$1,572,915	2.37%
998 - Sustainable Initiatives	\$18,748,426	\$22,442,175	\$18,732,912	\$22,389,265	19.52%
<b>Property and Asset Management Division</b>	<b>\$240,913,208</b>	<b>\$219,717,878</b>	<b>\$236,038,400</b>	<b>\$241,673,066</b>	<b>2.39%</b>

### Budget Year Comparison

#### Non-Residential Land & Space Management

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

The budget increased by \$31,658, or 1.83%, due to ordinary maintenance.

##### 441- Pope Building

The budget increased by \$24,040, or 2.76%, due to ordinary maintenance.

##### 442 - Overton Building

Newly rented commercial space for HCV satellite office. The budget increased by \$ 15,456, or 3.00%, due to increased operating expenses as the building became fully operational.

##### 443 - 4659 S Cottage Grove

The budget increased by \$9,554, or 3.00%, due to ordinary maintenance.

##### 444 - Vacant Land

The budget increased by \$52,273, or 2.57%, due to ordinary maintenance.

##### 550 - Oakland Community Center

The budget decreased by \$5,093, or 2.93%, due to anticipated decrease in operational expenses.

##### 773 – Altgeld Town Center/Family Resource

The budget increased by \$234,828, or 44.51%, due to rent payments for Altgeld Family Resource Center.

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

The budget remained relatively flat compared to the previous year.

**511 - Asset Management Portfolio**

The budget increased by \$787,749, or 8.66%, primarily due to restructure of personnel.

**530 - Safety & Security**

The budget increased by \$264,368, or 24.35%, due to restructure of personnel.

**531 - Desk Monitors**

The budget increased by \$36,480, or 2.37%, due to personnel expenses.

**998 - Sustainable Initiatives**

The budget increased by \$3,656,353, or 19.52%, due to projected increases in usage and rates.

**Total Revenues and Expenditures**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$213,972,129	\$169,976,402	\$188,967,508	\$199,556,551	5.60%
Other Funding	\$101,491	\$17,645,110	\$321,800	\$331,454	3.00%
Section 8	\$26,839,588	\$32,096,368	\$46,749,092	\$41,785,061	-10.62%
<b>Grand Total</b>	<b>\$240,913,208</b>	<b>\$219,717,878</b>	<b>\$236,038,400</b>	<b>\$241,673,066</b>	<b>2.39%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$228,413,487	\$207,527,232	\$223,499,693	\$228,051,978	2.04%
Personnel	\$12,499,721	\$12,190,646	\$12,538,707	\$13,621,088	8.63%
<b>Grand Total</b>	<b>\$240,913,208</b>	<b>\$219,717,878</b>	<b>\$236,038,400</b>	<b>\$241,673,066</b>	<b>2.39%</b>

**2021 Accomplishments**

**Property Management**

- Improved monitoring performance of professional property management (PPM) firms using asset management best practices.
- Established new professional property management contracts for property management services, and successfully transitioned incoming and outgoing management companies.
- Implemented e-Builder software for PPMs to facilitate their use of Section 3 contractors.

**Housing Policy & Occupancy**

- Created central repository for training materials (e.g., presentation slides, handouts, recordings, etc.) and information for division-wide trainings.

- Developed Occupancy dashboard utilizing a GIS platform that allows for spatial analysis and filtering capabilities to assess unit-level occupancy data.
- Developed victim assistance (VA) tracking tool to automate and streamline internal communications with Resident Services and monitor all VA cases on a shared platform.

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

- In collaboration with other departments, created a full inventory and database of all land and real estate owned in whole or in part by CHA.
- Standardized CHA leases and terms for non-residential spaces within CHA's residential properties.

#### **Building Operations**

- Executed a memorandum of understanding (MOU) with CEDA to continue energy efficiency weatherization projects using available outside funding and incentives.
- Established a pilot program using capital planning software to inform a needs-based capital improvement program.
- Implemented a new process in e-Builder to create and track projects for the prequalified vendor pool.

#### **Safety and Security**

- Completed 2021 portfolio security assessment.
- Developed an emergency readiness program for the Central Office.
- Created management reports that incorporate analysis of crime data from the Chicago Police Department and CHA's Emergency Services Operations Center and enable CHA to deploy resources based on quantifiable data.

### **2022 Goals**

- Implement Yardi's Rent Café for online rent payments.
- Explore enhancement of property management.
- Automate move-in review process.
- Develop vacant land strategy.
- Conduct physical needs assessments of public housing properties and non-residential facilities.
- Substantially complete all remaining elevators in the elevator modernization program.
- Update 5-year capital improvement plan for residential properties.
- Establish new energy commodity contracts to decrease the cost of energy and attaining renewable energy usage goals.
- Implement new performance-based security contracts and security protocols.
- Enhance visitor management at all sites with new digital platform.

## Cost Center Descriptions

### **Charles A Hayes Family 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-profits.

### **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.

### **Overton Building (442)**

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

### **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.

### **Vacant Land (444)**

Includes all vacant land owned by the Chicago Housing Authority, including tracts surrounding commercial and residential buildings.

### **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:

- 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 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 and personnel for Building Operations.

**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, contract security firms, and public agencies (e.g., Chicago Police and Fire) are notified and mobilized as required in the event of an emergency.

**Desk Monitors (531)**

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.

**Oakland Community Center (550)**

CHA's non-residential facility located within and provides programming for the nearly 500 young people at Oakwood Shores.

**Altgeld Town Center/Family Resource (773)**

A new construction building which includes a library, early childhood learning center and community meeting place on the Altgeld Gardens family development.

**Sustainable Initiatives (998)**

Sustainable Initiatives represents utility costs at CHA properties. CHA strives to minimize utility use and cost by actively managing those factors impacting utility usage.

## Total Revenue

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET	% OF CHANGE
<b>Property and Management Division</b>					
<b>440 - Charles A. Hayes Investment Center (FIC)</b>					
MTW Fund	\$ 1,891,610	\$ 1,483,757	\$ 1,725,557	\$ 1,757,215	1.83%
Other Funding	\$ -	\$ 724,500	\$ -	\$ -	-
<b>440 - Charles A. Hayes Investment Center (FIC) Total</b>	<b>\$ 1,891,610</b>	<b>\$ 2,208,257</b>	<b>\$ 1,725,557</b>	<b>\$ 1,757,215</b>	<b>\$ 0</b>
<b>441 - Pope Building</b>					
MTW Fund	\$ 207,779	\$ 352,357	\$ 870,340	\$ 894,380	2.76%
<b>441 - Pope Building Total</b>	<b>\$ 207,779</b>	<b>\$ 352,357</b>	<b>\$ 870,340</b>	<b>\$ 894,380</b>	<b>\$ 0.03</b>
<b>442 - Overton Building - 3619 S. State St</b>					
MTW Fund	\$ -	\$ 109,864	\$ 515,197	\$ 530,653	3.00%
<b>442 - Overton Building - 3619 S. State St Total</b>	<b>\$ -</b>	<b>\$ 109,864</b>	<b>\$ 515,197</b>	<b>\$ 530,653</b>	<b>3.00%</b>
<b>443 - 4659 S. Cottage Grove - Operating</b>					
Other Funding	\$ 75,798	\$ 107,609	\$ 321,800	\$ 331,454	3.00%
<b>443 - 4659 S. Cottage Grove - Operating Total</b>	<b>\$ 75,798</b>	<b>\$ 107,609</b>	<b>\$ 321,800</b>	<b>\$ 331,454</b>	<b>3.00%</b>
<b>444 - Vacant Land</b>					
MTW Fund	\$ -	\$ 10,369	\$ 2,031,705	\$ 2,083,978	2.57%
<b>444 Vacant Land - Total</b>	<b>\$ -</b>	<b>\$ 10,369</b>	<b>\$ 2,031,705</b>	<b>\$ 2,083,978</b>	<b>2.57%</b>
<b>510 - Private Property Management (PPM)</b>					
MTW Fund	\$ 183,096,058	\$ 138,000,018	\$ 154,983,427	\$ 159,737,273	3.07%
Other Funding	\$ -	\$ 16,791,965			-
Section 8 Funding	\$ 24,551,530	\$ 28,228,545	\$ 44,439,092	\$ 40,212,146	-9.51%
<b>510 - Private Property Management (PPM)Total</b>	<b>\$ 207,647,588</b>	<b>\$ 183,020,527</b>	<b>\$ 199,422,519</b>	<b>\$ 199,949,419</b>	<b>0.26%</b>
<b>511 - Asset Management Portfolio</b>					
MTW Fund	\$ 9,014,581	\$ 8,477,276	\$ 9,095,090	\$ 9,882,839	8.66%
<b>511 - Asset Management Portfolio Total</b>	<b>\$ 9,014,581</b>	<b>\$ 8,477,276</b>	<b>\$ 9,095,090</b>	<b>\$ 9,882,839</b>	<b>8.66%</b>
<b>530 - Safety and Security</b>					
MTW Fund	\$ 1,126,254	\$ 1,041,570	\$ 1,085,682	\$ 1,350,050	24.35%
<b>530 - Safety and Security Total</b>	<b>\$ 1,126,254</b>	<b>\$ 1,041,570</b>	<b>\$ 1,085,682</b>	<b>\$ 1,350,050</b>	<b>24.35%</b>
<b>531 - Desk Monitors</b>					
MTW Fund	\$ 1,788,398	\$ 1,661,400	\$ 1,536,435		-100.00%
Section 8 Funding	\$ 279,649	\$ 172,971	\$ -	\$ 1,572,915	-
<b>531 - Desk Monitors Total</b>	<b>\$ 2,068,047</b>	<b>\$ 1,834,371</b>	<b>\$ 1,536,435</b>	<b>\$ 1,572,915</b>	<b>2.37%</b>
<b>550 - Oakland Community Center</b>					
MTW Fund	\$ 133,126	\$ 102,972	\$ 173,554	\$ 168,461	-2.93%
<b>550 - Oakland Community Center Total</b>	<b>\$ 133,126</b>	<b>\$ 102,972</b>	<b>\$ 173,554</b>	<b>\$ 168,461</b>	<b>-2.93%</b>
<b>773- Altgeld Town Center/Family Resource</b>					
MTW Fund		\$ 10,531	\$ 527,609	\$ 762,437	44.51%
<b>773 - Altgeld Town Center/Family Resource</b>	<b>\$ -</b>	<b>\$ 10,531</b>	<b>\$ 527,609</b>	<b>\$ 762,437</b>	<b>44.51%</b>
<b>998 - Sustainable Initiatives</b>					
MTW Fund	\$ 16,714,324	\$ 18,726,287	\$ 16,422,912	\$ 22,389,265	36.33%
Other Funding	\$ 25,692	\$ 21,036	\$ -	\$ -	-
Section 8 Funding	\$ 2,008,410	\$ 3,694,852	\$ 2,310,000	\$ -	-100.00%
<b>998 - Sustainable Initiatives Total</b>	<b>\$ 18,748,426</b>	<b>\$ 22,442,175</b>	<b>\$ 18,732,912</b>	<b>\$ 22,389,265</b>	<b>19.52%</b>
<b>Property and Asset Management Division</b>	<b>\$ 240,913,208</b>	<b>\$ 219,717,878</b>	<b>\$ 236,038,400</b>	<b>\$ 241,673,066</b>	<b>2.39%</b>



**Total Expenditures**

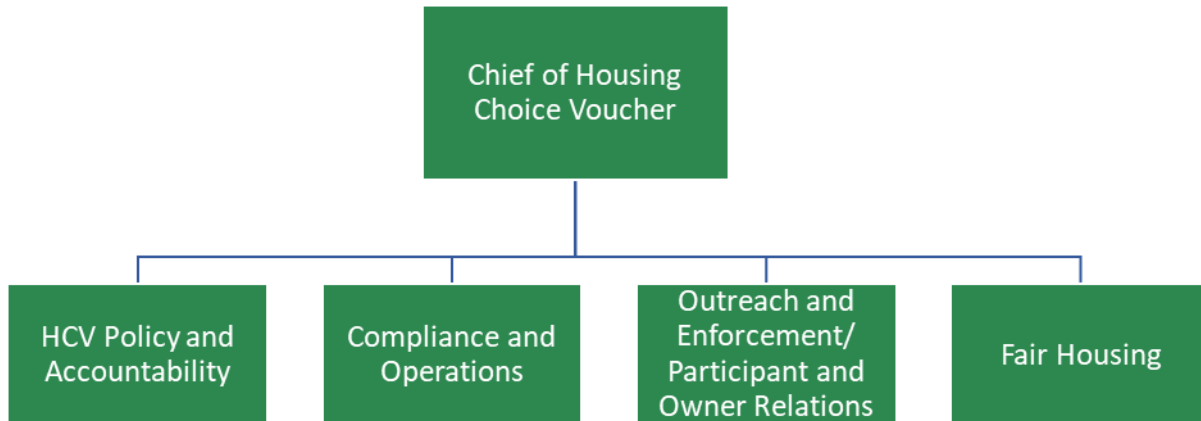
	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 BUDGET	% OF CHANGE
<b>Property and Management Division</b>					
<b>440 - Charles A. Hayes Investment Center (FIC)</b>					
Non - Personnel	\$ 821,407	\$ 1,099,114	\$ 652,442	\$ 672,015	3.00%
Personnel	\$ 1,070,203	\$ 1,109,143	\$ 1,073,115	\$ 1,085,199	1.13%
<b>440 - Charles A. Hayes Investment Center (FIC) Total</b>	<b>\$ 1,891,610</b>	<b>\$ 2,208,257</b>	<b>\$ 1,725,557</b>	<b>\$ 1,757,215</b>	<b>1.83%</b>
<b>441 - Pope Building</b>					
Non - Personnel	\$ 207,779	\$ 247,325	\$ 767,320	\$ 790,340	3.00%
Personnel	\$ -	\$ 105,032	\$ 103,020	\$ 104,040	0.99%
<b>441 - Pope Building Total</b>	<b>\$ 207,779</b>	<b>\$ 352,357</b>	<b>\$ 870,340</b>	<b>\$ 894,380</b>	<b>2.76%</b>
<b>442 - Overton Building - 3619 S. State St</b>					
Non Personnel	\$ -	\$ 109,864	\$ 515,197	\$ 530,653	3.00%
<b>442 - Overton Building - 3619 S. State St Total</b>	<b>\$ -</b>	<b>\$ 109,864</b>	<b>\$ 515,197</b>	<b>\$ 530,653</b>	<b>3.00%</b>
<b>443 - 4659 S. Cottage Grove - Operating</b>					
Non Personnel	\$ 75,798	\$ 107,609	\$ 321,800	\$ 331,454	3.00%
<b>443 - 4659 S. Cottage Grove - Operating Total</b>	<b>\$ 75,798</b>	<b>\$ 107,609</b>	<b>\$ 321,800</b>	<b>\$ 331,454</b>	<b>3.00%</b>
<b>444 - Vacant Land</b>					
Non - Personnel			\$ 1,600,000	\$ 1,648,000	3.00%
Personnel	\$ -	\$ 10,369	\$ 431,705	\$ 435,978	0.99%
<b>444 - Vacant Land Total</b>	<b>\$ -</b>	<b>\$ 10,369</b>	<b>\$ 2,031,705</b>	<b>\$ 2,083,978</b>	<b>2.57%</b>
<b>510 - Private Property Management (PPM)</b>					
Non - Personnel	\$ 207,647,588	\$ 183,020,527	\$ 199,422,519	\$ 199,949,419	0.26%
<b>510 - Private Property Management (PPM)Total</b>	<b>\$ 207,647,588</b>	<b>\$ 183,020,527</b>	<b>\$ 199,422,519</b>	<b>\$ 199,949,419</b>	<b>0.26%</b>
<b>511 - Asset Management Portfolio</b>					
Non - Personnel	\$ 779,017	\$ 387,115	\$ 786,340	\$ 809,934	3.00%
Personnel	\$ 8,235,564	\$ 8,090,161	\$ 8,308,750	\$ 9,072,905	9.20%
<b>511 - Asset Management Portfolio Total</b>	<b>\$ 9,014,581</b>	<b>\$ 8,477,276</b>	<b>\$ 9,095,090</b>	<b>\$ 9,882,839</b>	<b>8.66%</b>
<b>530 - Safety and Security</b>					
Personnel	\$ 1,126,254	\$ 1,041,570	\$ 1,085,682	\$ 1,350,050	24.35%
<b>530 - Safety and Security Total</b>	<b>\$ 1,126,254</b>	<b>\$ 1,041,570</b>	<b>\$ 1,085,682</b>	<b>\$ 1,350,050</b>	<b>24.35%</b>
<b>531 - Desk Monitors</b>					
Non - Personnel	\$ 346	\$ -	\$ -	\$ -	-
Personnel	\$ 2,067,701	\$ 1,834,371	\$ 1,536,435	\$ 1,572,915	2.37%
<b>531 - Desk Monitors Total</b>	<b>\$ 2,068,047</b>	<b>\$ 1,834,371</b>	<b>\$ 1,536,435</b>	<b>\$ 1,572,915</b>	<b>2.37%</b>
<b>550 - Oakland Community Center</b>					
Non - Personnel	\$ 133,126	\$ 102,972	\$ 173,554	\$ 168,461	-2.93%
<b>550 - Oakland Community Center Total</b>	<b>\$ 133,126</b>	<b>\$ 102,972</b>	<b>\$ 173,554</b>	<b>\$ 168,461</b>	<b>-2.93%</b>
<b>773 - Altgeld Town Center/Family Resource</b>					
Non - Personnel		\$ 10,531	\$ 527,609	\$ 762,437	44.51%
<b>773 - Altgeld Town Center/Family Resource</b>	<b>\$ -</b>	<b>\$ 10,531</b>	<b>\$ 527,609</b>	<b>\$ 762,437</b>	<b>44.51%</b>
<b>998 - Sustainable Initiatives</b>					
Non - Personnel	\$ 18,748,426	\$ 22,442,175	\$ 18,732,912	\$ 22,389,265	19.52%
<b>998 - Sustainable Initiatives Total</b>	<b>\$ 18,748,426</b>	<b>\$ 22,442,175</b>	<b>\$ 18,732,912</b>	<b>\$ 22,389,265</b>	<b>19.52%</b>
<b>Property and Asset Management Division</b>	<b>\$ 240,913,208</b>	<b>\$ 219,717,878</b>	<b>\$ 236,038,400</b>	<b>\$ 241,673,066</b>	<b>2.39%</b>

FY2022 Budget

	Personnel	Contracts	General	Materials	Training	Travel	Sundry	Utilities	Total
<b>Property and Asset Management Division</b>									
Non Residential Land & Space									
440 - Charles A. Hayes Investment	\$ 1,085,199	\$ 254,427		\$ 123,600	\$ 10,300		\$ 224,979	\$ 58,710	\$ 1,757,215
441 - Pope Building	\$ 104,040	\$ 690,430		\$ 60,770	\$ 4,120		\$ 35,020		\$ 894,380
442 - Overton Building - 3619 S. State St		\$ 280,815		\$ 10,300			\$ 239,538		\$ 530,653
443 - 4659 S. Cottage Grove		\$ 331,454							\$ 331,454
444 - Vacant Land	\$ 435,978	\$ 1,648,000							\$ 2,083,978
550 - Oakland Community Center		\$ 159,512					\$ 1,030	\$ 7,919	\$ 168,461
773- Altgeld Town Center/Family		\$ 762,437							\$ 762,437
510 - Private Property Management (PPM)		\$198,331,414	\$ 1,515,005				\$ 103,000		\$199,949,419
511 - Asset Management Portfolio	\$ 9,072,905	\$ 206,000			\$ 172,357	\$ 44,587	\$ 386,990		\$ 9,882,839
530 - Safety & Security	\$ 1,350,050								\$ 1,350,050
531 - Desk Monitors	\$ 1,572,915								\$ 1,572,915
998 - Sustainable Initiatives								\$ 22,389,265	\$ 22,389,265
<b>Property and Asset Management Division</b>	<b>\$ 13,621,088</b>	<b>\$202,664,489</b>	<b>\$ 1,515,005</b>	<b>\$ 194,670</b>	<b>\$ 186,777</b>	<b>\$ 44,587</b>	<b>\$ 990,557</b>		<b>\$241,673,066</b>

### HOUSING CHOICE VOUCHER

CHA’s Housing Choice Voucher (HCV) Program (commonly known as Section 8) provides rent subsidies that enable 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



After a year away due to COVID, the 92nd Bud Billiken “Back to School” Parade returned on August 14. And Team CHA was there to show its support.

### Total Expenditure by Cost Center

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
520 - Housing Choice Voucher Portfolio (HCV)	\$ 540,759,521	\$ 571,535,980	\$ 590,172,784	\$ 644,163,384	9.15%
<b>Housing Choice Voucher</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.15%</b>

### Budget Year Comparison

#### 520 - Housing Choice Voucher Portfolio

Overall budget increased by \$53.9M, or 9.15%, mainly due to increase in projected voucher per unit cost, higher prorations, and the use of Emergency Housing Vouchers that were awarded in 2021; personnel remained relatively flat.

### Total Revenues and Expenditures

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$ 522,508,255	\$ 539,426,053	\$ 538,068,877	\$ 587,432,247	9.17%
Other Funding	13,257	6,075,019	12,471,420	21,420	-99.83%
Section 8	18,238,009	26,034,908	39,632,487	56,709,716	43.09%
<b>Grand Total</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.15%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$ 537,313,106	\$ 567,865,619	\$ 586,190,549	\$ 640,125,990	9.20%
Personnel	3,446,415	3,670,361	3,982,235	4,037,393	1.39%
<b>Grand Total</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.15%</b>

### 2021 Accomplishments

- Delivered 67 new PBV units in 2 developments, 262 units in 5 developments under construction.
- Delivered six programmatic briefings to community constituents.
- Established a five-member Participant Advisory Council with quarterly meetings.
- Automated processes by utilizing Yardi Rent Café to recertify families in 2021.
- Implemented a Remote Virtual Inspections (RVI) process.
- Maintained utilization above 99% for HCV.
- Improved PBV utilization to above 92%.

**2022 Goals**

- Maintain utilization of both TBV and PBV at 97% or higher.
- Deliver 150 new PBV units in five developments.
- Apply Fair Housing Testing Report results to inform enforcement activities that ensure families have access to affordable housing.
- Implement the goals and strategies of the Regional Assessment of Fair Housing.
- Implement Yardi RentGrow screening module.

**Cost Center Descriptions**

**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), Emergency Housing, Veterans Affairs Supportive Housing (VASH), Moderate Rehabilitation and Mainstream programs.

**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>520 - Housing Choice Voucher Portfolio (HCV)</b>					
MTW Fund	\$ 522,508,255	\$ 539,426,053	\$ 538,068,877	\$ 587,432,247	9.17%
Other Funding	13,257	6,075,019	12,471,420	21,420	-99.83%
Section 8	18,238,009	26,034,908	39,632,487	56,709,716	43.09%
<b>520 - Housing Choice Voucher Portfolio (HCV) Total</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.15%</b>
<b>Grand Total</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.15%</b>

**Total Expenditures**

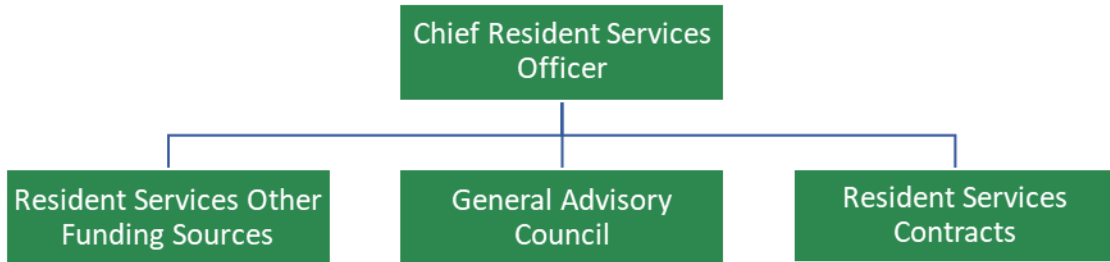
	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>520 - Housing Choice Voucher Portfolio (HCV)</b>					
Non-Personnel	\$ 537,313,106	\$ 567,865,619	\$ 586,190,549	\$ 640,125,990	9.20%
Personnel	3,446,415	3,670,361	3,982,235	4,037,393	1.39%
<b>520 - Housing Choice Voucher Portfolio (HCV) Total</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.15%</b>
<b>Grand Total</b>	<b>\$ 540,759,521</b>	<b>\$ 571,535,980</b>	<b>\$ 590,172,784</b>	<b>\$ 644,163,384</b>	<b>9.15%</b>

**FY2022 Budget**

	Personnel	HAP	RAD HAP	Contracts	General Expense	Sundry	Training	Travel	Total
<b>502 - HCV</b>	\$4,037,393	\$593,546,773	\$19,486,934	\$25,045,496	\$1,848,939	\$133,218	\$53,075	\$11,555	\$644,163,384

### RESIDENT SERVICES

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



CHA staff pack backpacks with school supplies for youth returning to school in the fall.

### Total Expenditure by Cost Center

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>Resident Services</b>					
102-Office of Resident Services	\$9,886,263	\$10,268,986	\$9,820,830	\$9,126,480	-7.07%
362-Resident Services Other Funding Sources	\$3,651,130	\$1,333,442	\$1,958,019	\$2,641,360	34.90%
380-Central Advisory Council (CAC)	\$2,640,275	\$1,691,587	\$2,034,615	\$2,383,759	17.16%
800-Contract Management & Reporting	\$29,472,383	\$27,888,834	\$32,082,655	\$27,754,449	-13.49%
<b>Resident Services</b>	<b>\$45,650,050</b>	<b>\$41,182,848</b>	<b>\$45,896,119</b>	<b>\$41,906,048</b>	<b>-8.69%</b>

### Budget Year Comparison

#### 102-Office of Resident Services

The overall budget decreased by \$694,350 or 7.07%, due to attrition and reductions in contracts, materials, travel and training.

#### 362-Resident Services Other Funding Sources

The overall budget increased by \$683,341, or 34.90%, mainly due to a projected increase renewal award and expansion of the Jobs Plus grant.

#### 380-Central Advisory Council (CAC)

The overall budget increased by \$349,144, or 17.16%, mainly due to shifting costs for the 2022 CAC elections to this cost center.

#### 800-Contract Management & Reporting

The overall budget decreased by \$4,328,206, or 13.49%, due to the restructuring of program contracts.

### Total Revenues and Expenditures

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$41,674,029	\$39,143,040	\$43,938,100	\$39,264,689	-10.64%
HOPE VI	\$433,847	\$118,867			0.00%
Other Funding	\$3,542,173	\$1,920,942	\$1,958,019	\$2,641,360	34.90%
<b>Grand Total</b>	<b>\$45,650,050</b>	<b>\$41,182,848</b>	<b>\$45,896,119</b>	<b>\$41,906,048</b>	<b>-8.69%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$35,006,289	\$30,013,148	\$34,874,223	\$31,294,388	-10.26%
Personnel	\$10,643,761	\$11,169,700	\$11,021,896	\$10,611,660	-3.72%
<b>Grand Total</b>	<b>\$45,650,050</b>	<b>\$41,182,848</b>	<b>\$45,896,119</b>	<b>\$41,906,048</b>	<b>-8.69%</b>

## 2021 Accomplishments

- Adapted programs to meet needs of residents through virtual, in-person and hybrid models.
- Relaunched and refocused 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.
- Implemented the first full year of the Jobs Plus Program at Dearborn Homes.
- Held three celebrations for residents making progress toward economic independence.
- Labor force participation rate (although overall declined due to pandemic) for those employed held steady with earned wages at \$23,658 (for those in PH under the work requirement)
- Provided over 1,600 youth ages 16-24 with summer employment experiences, collectively earning over \$2 million.
- On track for 40 home closings for participants in the Choose to Own homeownership program. Developed down payment assistance option.

## 2022 Goals

- Develop strategy for obtaining external grants to support programs and staff.
- Improve and expand the family self-sufficiency program.
- Continue to integrate workforce and economic independence and Section 3 support services.
- Launch down payment assistance option for Choose to Own homeownership program.
- Design and implement safety net program.
- Implement management dashboards and explore centralized resident facing portal for programs.
- Further refine family coaching and case coordination programming based on property specific criteria.
- Lead coordination in support of 2022 CAC elections

## Cost Center Descriptions

**Office of Resident Services (102)** The Office of Resident Services provides oversight for all Resident Services activities, including strategic direction, contract management, communications and partnerships.

**Resident Services Other Funding Sources (362)** Resident Services seeks grant funded opportunities to support programming for CHA residents.

**Central Advisory Council (380)** The Central Advisory Council (CAC) consists of elected Local Advisory Council Presidents who address matters concerning resident welfare. CHA currently supports the Central Advisory Council through both personnel and operating expenses. The CAC provides input on CHA planning and policies.

**Contracts Management & Reporting (800)** Resident Services contracts with various social service organizations to provide self-sufficiency, youth and quality of life services for CHA residents.



**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>102 - Office of Resident Services</b>					
MTW Fund	\$9,561,372	\$10,139,875	\$9,820,830	\$9,126,480	-7.07%
Other Funding	\$324,891	\$129,110	\$0	\$0	0.00%
<b>102 - Office of Resident Services Total</b>	<b>\$9,886,263</b>	<b>\$10,268,986</b>	<b>\$9,820,830</b>	<b>\$9,126,480</b>	<b>-7.07%</b>
<b>362 - Resident Services Other Funding Sources</b>					
Other Funding	\$3,217,282	\$1,214,575	\$1,958,019	\$2,641,360	34.90%
HOPE VI	\$433,847	\$118,867	\$0	\$0	0.00%
<b>362 - Resident Services Other Funding Sources Total</b>	<b>\$3,651,130</b>	<b>\$1,333,442</b>	<b>\$1,958,019</b>	<b>\$2,641,360</b>	<b>34.90%</b>
<b>380 - Central Advisory Council (CAC)</b>					
MTW Fund	\$2,640,275	\$1,691,587	\$2,034,615	\$2,383,759	17.16%
<b>380 - Central Advisory Council (CAC) Total</b>	<b>\$2,640,275</b>	<b>\$1,691,587</b>	<b>\$2,034,615</b>	<b>\$2,383,759</b>	<b>17.16%</b>
<b>800 - Contract Management &amp; Reporting</b>					
MTW Fund	\$29,472,383	\$27,311,577	\$32,082,655	\$27,754,449	-13.49%
Other Funding	\$0	\$577,257	\$0	\$0	0.00%
<b>800 - Contract Management &amp; Reporting</b>	<b>\$29,472,383</b>	<b>\$27,888,834</b>	<b>\$32,082,655</b>	<b>\$27,754,449</b>	<b>-13.49%</b>
<b>Grand Total</b>	<b>\$45,650,050</b>	<b>\$41,182,848</b>	<b>\$45,896,119</b>	<b>\$41,906,048</b>	<b>-8.69%</b>

**Total Expenditures**

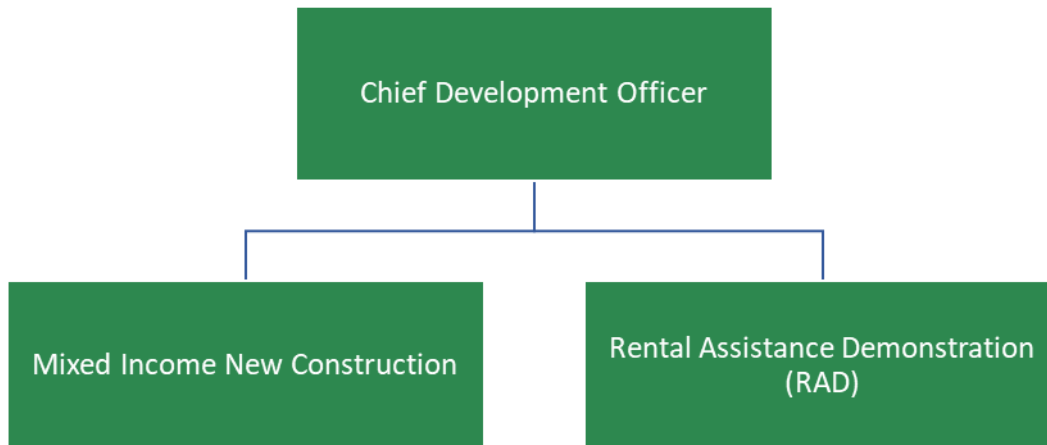
	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>102 - Office of Resident Services</b>					
Non-Personnel	\$741,986	\$588,587	\$390,029	\$139,500	-64.23%
Personnel	\$9,144,277	\$9,680,398	\$9,430,801	\$8,986,980	-4.71%
<b>102 - Office of Resident Services Total</b>	<b>\$9,886,263</b>	<b>\$10,268,986</b>	<b>\$9,820,830</b>	<b>\$9,126,480</b>	<b>-7.07%</b>
<b>362 - Resident Services Other Funding Sources</b>					
Non-Personnel	\$3,398,528	\$1,126,864	\$1,653,809	\$2,332,709	0.41%
Personnel	\$252,602	\$206,578	\$304,210	\$308,651	1.46%
<b>362 - Resident Services Other Funding Sources Total</b>	<b>\$3,651,130</b>	<b>\$1,333,442</b>	<b>\$1,958,019</b>	<b>\$2,641,360</b>	<b>34.90%</b>
<b>380 - Central Advisory Council (CAC)</b>					
Non-Personnel	\$1,393,393	\$408,863	\$747,730	\$1,067,730	42.80%
Personnel	\$1,246,882	\$1,282,724	\$1,286,885	\$1,316,029	2.26%
<b>380 - Central Advisory Council (CAC) Total</b>	<b>\$2,640,275</b>	<b>\$1,691,587</b>	<b>\$2,034,615</b>	<b>\$2,383,759</b>	<b>17.16%</b>
<b>800 - Contract Management &amp; Reporting</b>					
Non-Personnel	\$29,472,383	\$27,888,834	\$32,082,655	\$27,754,449	-13.49%
<b>800 - Contract Management &amp; Reporting Total</b>	<b>\$29,472,383</b>	<b>\$27,888,834</b>	<b>\$32,082,655</b>	<b>\$27,754,449</b>	<b>-13.49%</b>
<b>Grand Total</b>	<b>\$45,650,050</b>	<b>\$41,182,848</b>	<b>\$45,896,119</b>	<b>\$41,906,048</b>	<b>-8.69%</b>

**FY2022 Budget**

	Personnel	Contracts	Training	Travel	Sundry	Materials	Total
<b>102- Office of Resident Services</b>	\$8,986,980		\$20,000	\$20,000	\$49,500	\$50,000	\$9,126,480
<b>362- Resident Services Other Funding Sources</b>	\$308,651	\$1,652,709	\$8,000	\$5,000	\$2,000	\$665,000	\$2,641,360
<b>380- Central Advisory Council (CAC)</b>	\$1,316,029	\$1,067,730					\$2,383,759
<b>800- Contract Management &amp; Reporting</b>		\$27,754,449					\$27,754,449
<b>Resident Services</b>	<b>\$10,611,660</b>	<b>\$30,474,888</b>	<b>\$28,000</b>	<b>\$25,000</b>	<b>\$51,500</b>	<b>\$715,000</b>	<b>\$41,906,048</b>

## DEVELOPMENT

The Development Division is responsible for partnering with private firms to create mixed-income developments, often on former public housing sites. Development also leads the process to reposition public housing units under the Rental Assistance Demonstration (RAD) program.



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



Ravenswood Senior Living is a public private partnership that combines affordable independent living with supportive living in one building, the first of its kind in Illinois.

**Total Expenditure by Cost Center**

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>DEVELOPMENT</b>					
501 - RAD Management	\$573,384	\$302,314	\$584,440	\$486,671	-16.73%
586 - Development Management	\$5,957,266	\$6,050,009	\$6,180,284	\$4,763,142	-22.93%
<b>DEVELOPMENT Total</b>	<b>\$6,530,650</b>	<b>\$6,352,323</b>	<b>\$6,764,724</b>	<b>\$5,249,813</b>	<b>-22.39%</b>

**Budget Year Comparison**

**501-RAD Management**

The overall budget decreased by \$97,769, or 16.73%, due to the reduction of 1 FTE.

**586-Development Management**

The overall budget decreased by \$1,417,142, or 22.93%, mainly due to the restructure of personnel to another division.

**Total Revenues and Expenditures**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
MTW Fund	\$6,523,150	\$6,352,323	\$6,764,724	\$5,249,813	-22.4%
Other Funding	\$7,500	\$0	\$0	\$0	n/a
<b>Grand Total</b>	<b>\$6,530,650</b>	<b>\$6,352,323</b>	<b>\$6,764,724</b>	<b>\$5,249,813</b>	<b>-22.4%</b>

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
Non-Personnel	\$36,801	\$33,343	\$158,545	\$326,850	106.2%
Personnel	\$6,493,849	\$6,318,980	\$6,606,179	\$4,922,963	-25.5%
<b>Grand Total</b>	<b>\$6,530,650</b>	<b>\$6,352,323</b>	<b>\$6,764,724</b>	<b>\$5,249,813</b>	<b>-22.4%</b>

## 2021 Accomplishments

- Preservation of CHA housing
  - Edith Spurlock Sampson (Sheffield) renovation financing closed in September 2021
  - Design complete and closing preparation for Albany Terrace and Irene McCoy Gaines
  - Completed RAD conversion work at more than five RAD converted properties
- 656 new mixed-income units delivered:
  - 226 units for CHA seniors and families: 159 public housing or RAD-PBV units and 67 PBV units
  - 430 other affordable and market
- 510 new mixed-income units under construction:
  - 202 units for CHA families
  - 308 other affordable and market-rate units
- Developed underwriting guidelines for internal decision-making as well as a guidance for external developer partner proposals.

## 2022 Goals

- Develop CHA design guidelines and framework for new construction and preservation projects.
- Implement underwriting standards for CHA real estate investments.
- Unit Delivery: 138 public housing and RAD-PBV units.
- Complete financing and commence construction of the following developments in 2022:
  - Park Boulevard IIIB
  - Roosevelt Square 3B
  - Oakwood Shores 3-1
  - Ogden Commons A-2
  - Oak and Larrabee
  - Westhaven Phase 2D
- Complete financing and commence construction of the following preservation transactions in 2022:
  - Albany Terrace
  - Irene McCoy Gaines

## Cost Center Descriptions

**RAD Management (501)** Rental Assistance Demonstration is managing the conversion of CHA's senior properties using HUD's Rental Assistance Demonstration (RAD) program. The department analyzes property operations, assesses property conditions, prepares the property for transition, ensures that CHA complies with HUD requirements and completes closing processes to enter the RAD program.

**Development Management (586)** At the core of 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.

**Total Revenue**

	FY2019 ACTUAL REVENUE	FY2020 ACTUAL REVENUE	FY2021 BUDGET REVENUE	FY2022 BUDGET REVENUE	% OF CHANGE
<b>501 - RAD Management</b>					
MTW Fund	\$573,384	\$302,314	\$584,440	\$486,671	-16.73%
<b>501 - RAD Management Total</b>	<b>\$573,384</b>	<b>\$302,314</b>	<b>\$584,440</b>	<b>\$486,671</b>	<b>-16.73%</b>
<b>586 - Development Management</b>					
MTW Fund	\$5,949,766	\$6,050,009	\$6,180,284	\$4,763,142	-22.93%
Other Funding	\$7,500	\$0	\$0	\$0	0.00%
<b>586 - Development Management</b>	<b>\$5,957,266</b>	<b>\$6,050,009</b>	<b>\$6,180,284</b>	<b>\$4,763,142</b>	<b>-22.93%</b>
<b>Grand Total</b>	<b>\$6,530,650</b>	<b>\$6,352,323</b>	<b>\$6,764,724</b>	<b>\$5,249,813</b>	<b>-22.39%</b>

**Total Expenditures**

	FY2019 ACTUAL EXPENDITURES	FY2020 ACTUAL EXPENDITURES	FY2021 BUDGET EXPENDITURES	FY2022 BUDGET EXPENDITURES	% OF CHANGE
<b>501 - RAD Management</b>					
Non-Personnel	\$0	\$0	\$0	\$0	0.00%
Personnel	\$573,384	\$302,314	\$584,440	\$486,671	-16.73%
<b>501 - RAD Management Total</b>	<b>\$573,384</b>	<b>\$302,314</b>	<b>\$584,440</b>	<b>\$486,671</b>	<b>-16.73%</b>
<b>586 - Development Management</b>					
Non-Personnel	\$36,840	\$33,343	\$158,545	\$326,850	106.16%
Personnel	\$5,920,426	\$6,016,666	\$6,021,739	\$4,436,292	-26.33%
<b>586 - Development Management Total</b>	<b>\$5,957,266</b>	<b>\$6,050,009</b>	<b>\$6,180,284</b>	<b>\$4,763,142</b>	<b>-22.93%</b>
<b>Grand Total</b>	<b>\$6,530,650</b>	<b>\$6,352,323</b>	<b>\$6,764,724</b>	<b>\$5,249,813</b>	<b>-22.39%</b>

**FY2022 Budget**

	Personnel	Contracts	Training	Travel	Sundry	Total
501-RAD Management	\$486,671					\$486,671
586-Development Management	\$4,436,292	\$180,000	\$49,200	\$6,000	\$91,650	\$4,763,142
<b>Grand Total</b>	<b>\$4,922,963</b>	<b>\$180,000</b>	<b>\$49,200</b>	<b>\$6,000</b>	<b>\$91,650</b>	<b>\$5,249,813</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 and counseling. CHA serves more than 63,000 households with more than 132,000 individual household members by providing units in properties owned and/or operated by CHA (including Public Housing and Rental Assistance Demonstration (RAD) properties), and by providing housing subsidies 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 per annum for a family of four in the Chicago metropolitan area.

#### Housing Options

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

CHA serves 8,952 households with 22,327 individual residents in family properties owned and/or operated by CHA, including Public Housing units 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 of 77 of Chicago’s community areas.

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

CHA serves 8,432 senior households with 9,276 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 of 77 community areas in Chicago.

##### Project Based Voucher (PBV)

CHA serves 5,170 households with 7,632 individual residents by providing project-based vouchers for units in privately-owned buildings. PBV properties vary in their tenant selection plans and include units designated for target populations such as families, individuals, and seniors, as well as populations requiring supportive services, such as veterans, people with disabilities and people experiencing homelessness. PBV units range in size from studios to five bedrooms. CHA subsidizes PBV units in 48 of 77 community areas in Chicago.

**Housing Choice Voucher (HCV)**

CHA serves 50,000 households with 105,000 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.

	Public Housing			Section 8 Voucher			All CHA
	All Family-Designated	Senior-Designated	Total Public Housing	HCV	PBV	Total Voucher	
<b>OVERALL DEMOGRAPHICS</b>							
Total Households	8,952	4,415	13,367	40,924	9,187	50,111	63,478
Total Residents	22,327	4,911	27,238	93,993	11,686	105,679	132,917
<b>HOUSEHOLD SIZE</b>							
Average Household Size	3.4	1.2	3.0	3.4	1.7	3.8	3.1
<b>HEAD OF HOUSEHOLD GENDER</b>							
Female	7,887	2,192	10,079	33,853	4,616	38,469	48,548
Male	1,065	2,223	3,288	7,071	4,571	11,642	14,930
<b>RESIDENT AGE</b>							
Youth (0-17)	9,149	3	9,152	33,486	1,536	35,022	44,174
Working-Age (18-54)	9,672	56	9,728	42,799	2,818	45,617	55,345
Near-Elderly (55-61)	1,438	112	1,550	6,709	1,068	7,777	9,327
Elderly (62+)	2,068	4,740	6,808	10,999	6,264	17,263	24,071
<b>HEAD OF HOUSEHOLD RACE/ETHNICITY</b>							
African American, non-Hispanic	7,949	2,077	10,026	36,159	6,725	42,884	52,910
Hispanic, any race	854	671	1,525	3,508	803	4,311	5,836
White, non-Hispanic	111	856	967	1,057	1,076	2,133	3,100
Asian, non-Hispanic	14	767	781	87	513	600	1,381
American Indian/Alaska Native, non-Hispanic	13	17	30	49	19	68	98
Native Hawaiian/Other Pacific Islander, non-Hispanic	1	19	20	5	29	34	54
Other/Unknown race, non-Hispanic	10	8	18	59	22	81	99
<b>HOUSEHOLD INCOME</b>							
# at 0-30% AMI (Extremely Low Income)	6,939	4,056	10,995	34,607	8,247	42,854	53,849
# at 31-50% AMI (Very Low Income)	1,314	309	1,623	5,151	792	5,943	7,566
# at 51-80% AMI (Low Income)	526	44	570	1,129	139	1,268	1,838
# at 81%+ AMI (Moderate Income)	173	6	179	37	9	46	225
% at 0-30% AMI (Extremely Low Income)	78%	92%	82%	85%	90%	86%	85%
% at 31-50% AMI (Very Low Income)	15%	7%	12%	13%	9%	12%	12%
% at 51-80% AMI (Low Income)	6%	1%	4%	3%	2%	3%	3%
% at 81%+ AMI (Moderate Income)	2%	0%	1%	0%	0%	0%	0%

## 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 with nearly 9 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. Per the 2020 U.S. Census, Chicago’s population increased 1.9% from the prior year, to 2,746,388. The median age of residents is 35.2 years old with 20.6% of the population under the age of 18 and 13.5% over the age of 64. In 2020, the ethnic make-up of the city was 31.5% White, 29.8% Hispanic, 28.7% Black, 6.9% Asian, and 3.1% other races. Almost 80% of Chicago residents were born in the United States, with a large 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 languages. About 10% of households in Chicago speak the Slavic language.

### Education

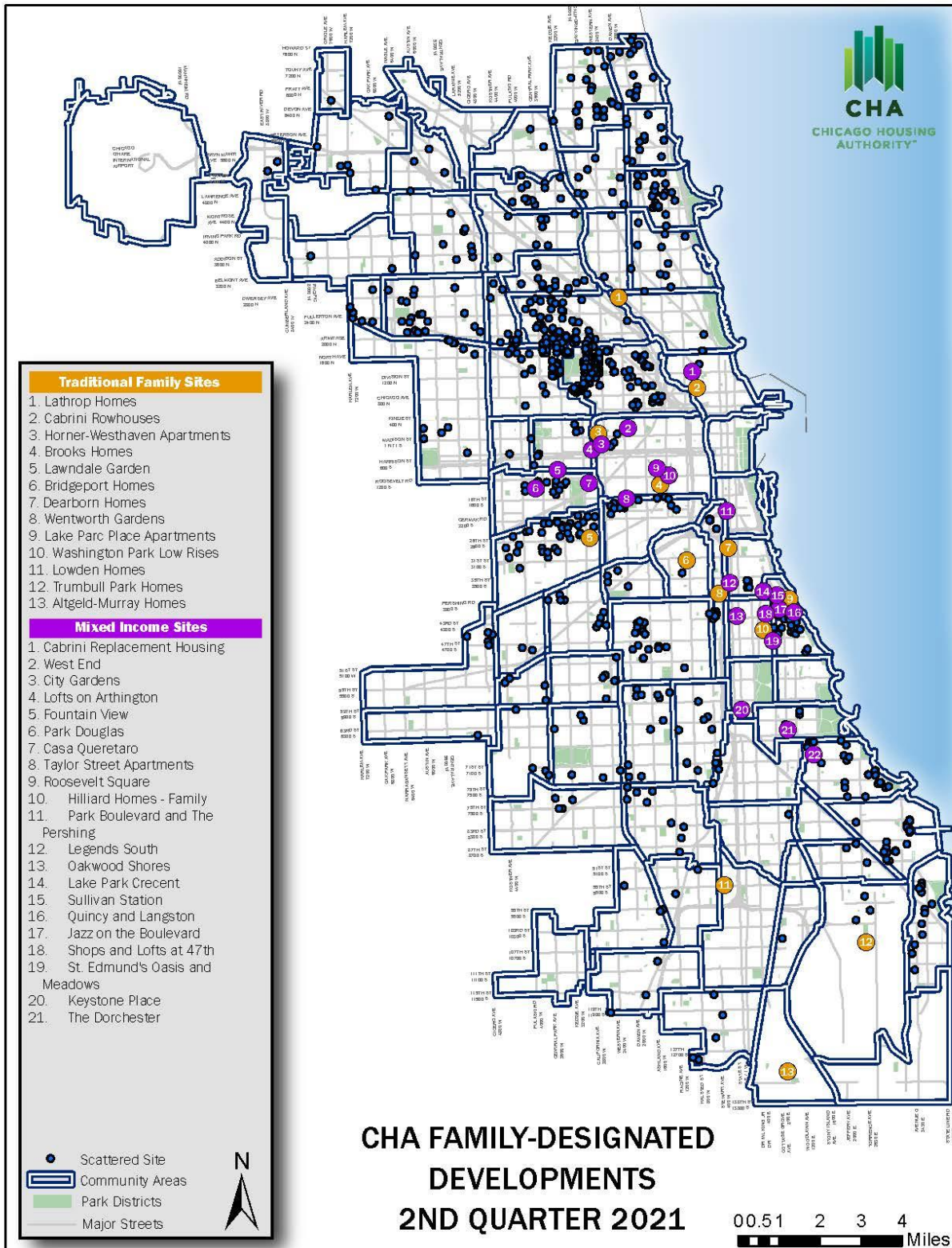
The City of Chicago offers many educational options to its residents of all ages, with over 600 early learning programs, 476 elementary schools and 162 high schools. The city provides a range of post-secondary education options, from seven City Colleges to state and private options. Chicago has been 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.



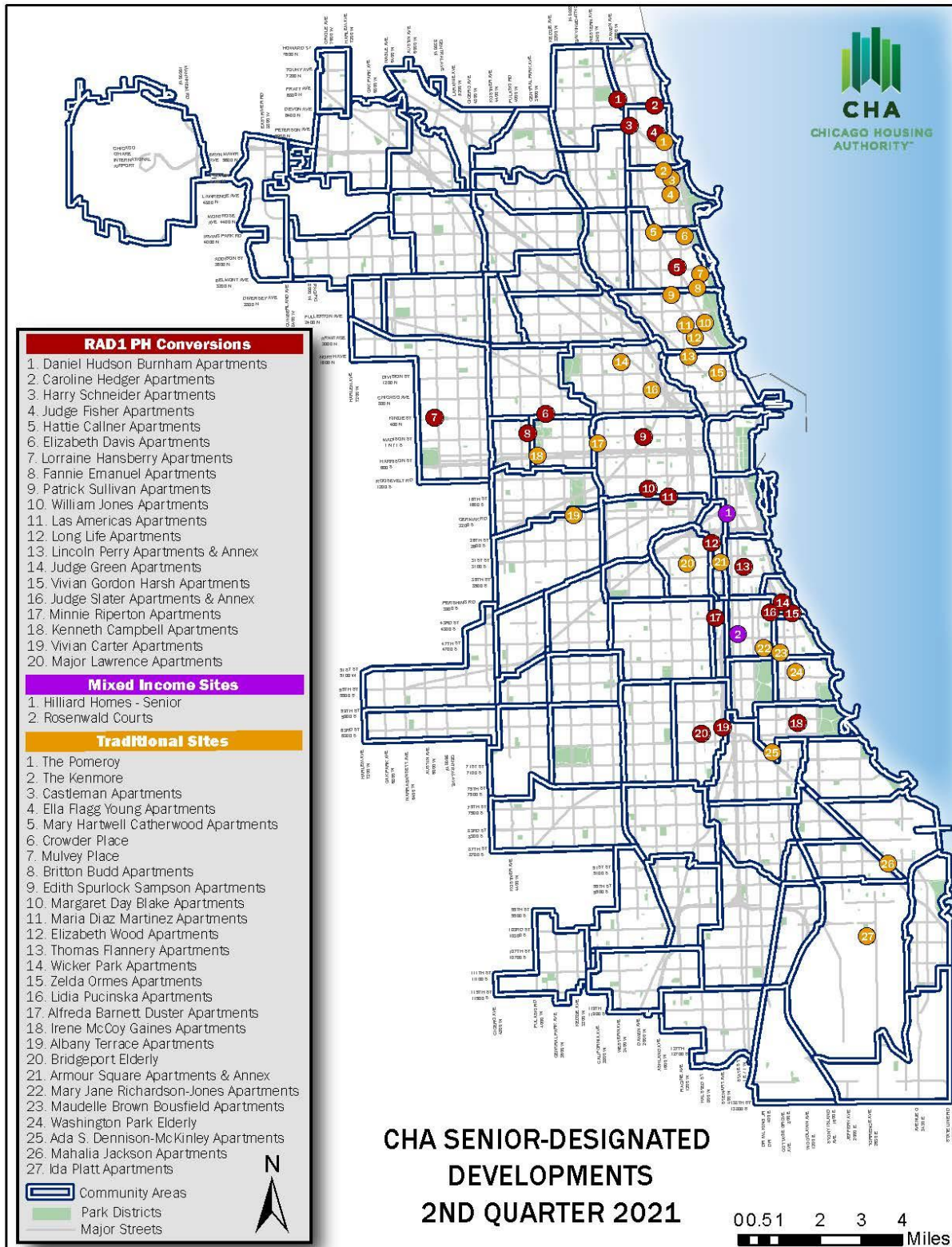
**Economy**

Chicago's Metropolitan Area is home to 37 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.

### CHA FAMILY PROPERTIES MAP

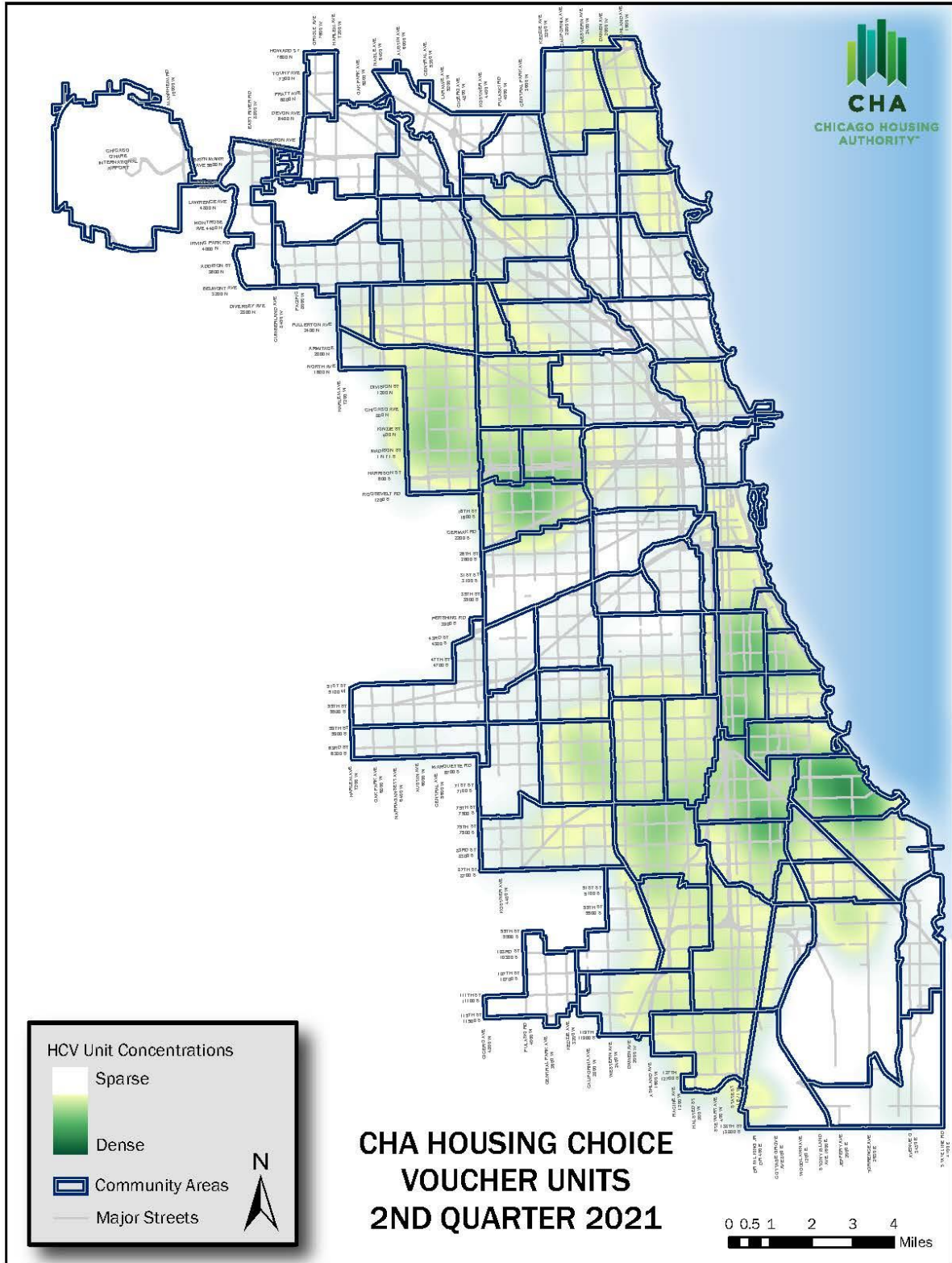


### CHA SENIOR PROPERTIES MAP

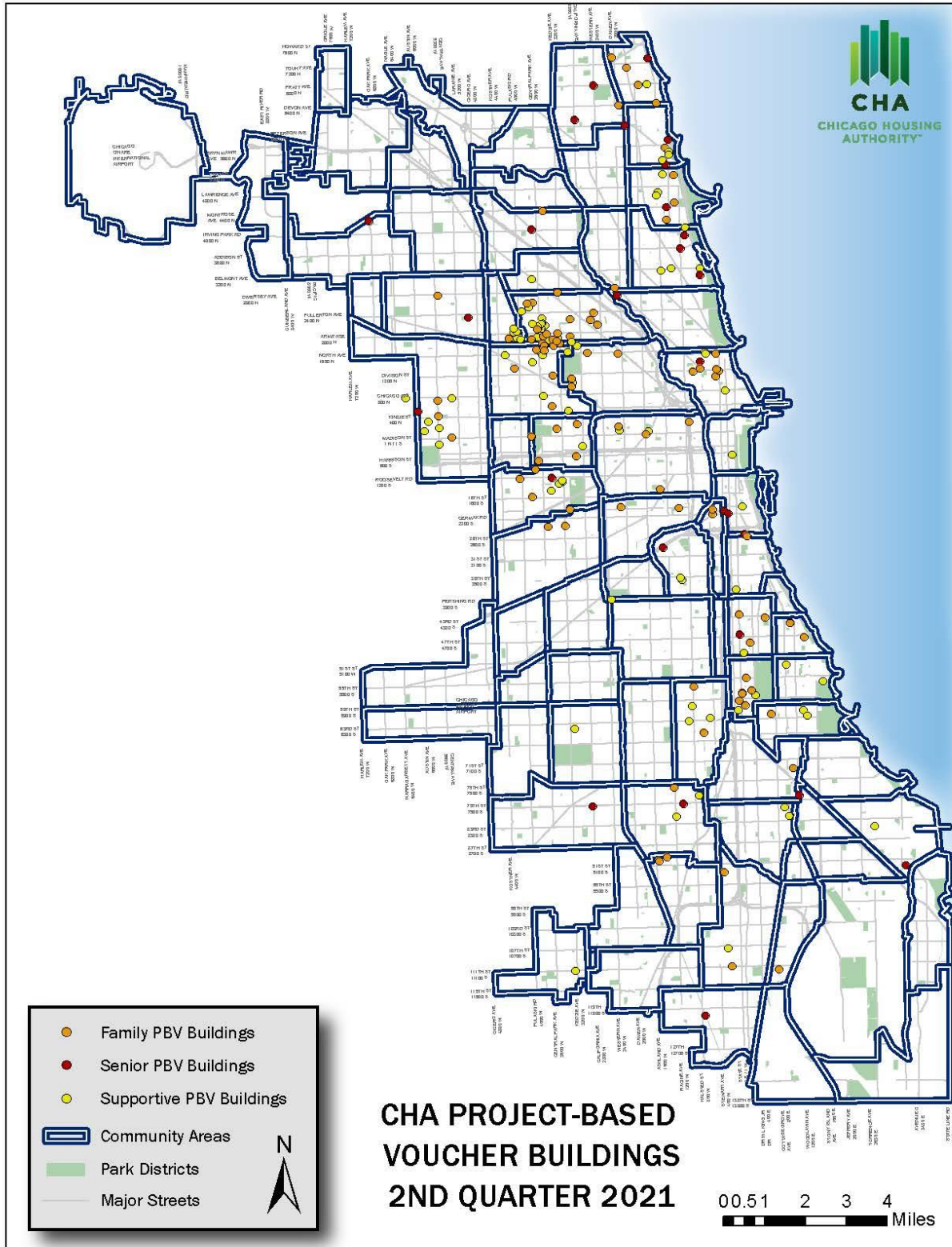




### CHA HOUSING CHOICE VOUCHER MAP



### CHA PROJECT-BASED VOUCHER BUILDINGS MAP



## 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.

### **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; it's 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.

**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).

### **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 may be

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.

### **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 (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.

**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. PPMs 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 number 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 number 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 on-going 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

### **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.

### **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

<b>ACC</b>	Annual Contributions Contract	<b>EVP</b>	Executive Vice President
<b>ACOP</b>	Admission and Continued Occupancy Policy	<b>FFB</b>	Federal Financing Bank
<b>AID</b>	Agency for International Developments	<b>FHLB</b>	Federal Home Loan Bank
<b>AMP</b>	Asset Management Property	<b>FIC</b>	Family Investment Center
<b>ARRA</b>	American Recovery & Reinvestment Act	<b>FMR</b>	Fair Market Rent
<b>BOC</b>	Board of Commissioners	<b>FNMA</b>	Federal National Mortgage Association
<b>BPI</b>	Business and Professional People for the Public Interests	<b>FHLMC</b>	Federal Home Loan Mortgage Corporation
<b>CAC</b>	Central Advisory Committee	<b>FY</b>	Fiscal Year
<b>CAFR</b>	Comprehensive Annual Financial Report	<b>GAAP</b>	Generally Accepted Accounting Principles
<b>CAPS</b>	Chicago Alternative Policing Strategy	<b>HAP</b>	Housing Assistance Payments
<b>CDS</b>	Community Development and Support	<b>HCV</b>	Housing Choice Voucher
<b>CEO</b>	Chief Executive Officer	<b>HOP</b>	Housing Option Process
<b>CFO</b>	Chief Financial Officer	<b>HUD</b>	Department of Housing and Urban Development
<b>CGP</b>	Comprehensive Grant Programs	<b>IADN</b>	Inter-American Development Bank Notes
<b>CHA</b>	Chicago Housing Authority	<b>IGA</b>	Intergovernmental Affairs
<b>CIP</b>	Capital Improvement Program	<b>IT</b>	Information Technology
<b>CMO</b>	Collateralized Mortgage Obligations	<b>JOC</b>	Job Order Contracting
<b>CMTS</b>	Client Management Tracking Systems	<b>LAC</b>	Local Advisory Council
<b>CHO</b>	Chief Housing Officer	<b>LBP</b>	Lawson Budget Planning
<b>COLA</b>	Cost of Living Adjustment	<b>MBE</b>	Minority Business Enterprise
<b>COS</b>	Chief of Staff	<b>MROP</b>	Major Rehabilitation of Obsolete Public Housing
<b>CSF</b>	Critical Success Factor	<b>MTW</b>	Moving to Work Demonstration Program
<b>DBE</b>	Disadvantaged Business Enterprise	<b>OBM</b>	Office of Budget & Management
<b>DCCA</b>	Department of Commerce and Community Affairs	<b>ODM</b>	Office of Development Management
<b>DCEO</b>	Department of Commerce and Economic Opportunity	<b>OEMC</b>	Office of Emergency Management
<b>EIV</b>	Enterprise Income Verification	<b>OIG</b>	Office of Inspector General
<b>ERP</b>	Enterprise Resource Planning	<b>PBCA</b>	Performance-Based Contract Administration
<b>ESCO</b>	Energy Service Companies	<b>PEFCO</b>	Private Export Funding Corporation
<b>EPIC</b>	Energy Performance and Information Center		

**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:**

<b>Mailing Address:</b>	<b>Chicago Housing Authority 60 E. Van Buren Street Chicago, IL 60605</b>
<b>Phone Number:</b>	<b>(312) 742-8500</b>
<b>Website:</b>	<b>www.thecha.org</b>

## INVESTMENT POLICY



*APPROVED BY CHA BOARD ON SEPTEMBER 19, 2017*

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- 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 effects 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 & Poor's, 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 inter-program borrowing shall be prohibited unless appropriate budget and accounting requirements have been met.

**Lori Lightfoot**

Mayor, City of Chicago

**Tracey Scott**

CEO, Chicago Housing Authority

**Angela Hurlock**

Chairperson

**Matthew Brewer**

**Luis Gutierrez**

**Dr. Mildred Harris**

**Meghan Harte**

**James Matanky**

**Debra Parker**

**Bill Thanoukos**

**Francine Washington**

Board of Commissioners



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