



Board of Commissioners Regular Meeting  
 Tuesday, March 25, 2025, 12:30 pm  
 County Housing Headquarters  
 8865 Natural Bridge Road  
 St. Louis, Missouri 63121

**AGENDA**

<b>Item</b>	<b>Individual</b>	<b>Action</b>
1. Roll Call	Terri Acoff-States	Informational
2. Approval of Minutes Regular Meeting November 19, 2024	Chair	Motion, 2 <sup>nd</sup> , Vote
3. Public Comments	Chair	Informational
4. Executive Director’s Report	Shannon Koenig	Informational
5. Financial Reports	Carolyn Riddle	Motion, 2 <sup>nd</sup> , Vote
6. Other Business		
A. Hillsdale Public Housing Write Offs Q4 Resolution No. 1446	Carolyn Riddle	Motion, 2 <sup>nd</sup> , Vote
B. Public Housing Performance Report	Kawanna Tate	Motion, 2 <sup>nd</sup> , Vote
7. Executive Session	Chair	Motion, 2 <sup>nd</sup> , Vote
Subject to an affirmative vote of the Board of Commissioners, an Executive Session may be held to discuss personnel issues, real estate, or litigation matters pursuant to RSMo Sections 610.021 to 610.022.		
8. Next Meeting June 24, 2025	Chair	Informational
9. Adjournment	Chair	Motion, 2 <sup>nd</sup> , Vote

**HILLSDALE HOUSING AUTHORITY  
BOARD OF COMMISSIONERS MEETING  
TUESDAY, NOVEMBER 19, 2024  
MEETING MINUTES**

ROLL CALL:

COMMISSIONERS:

Margo McElroy, Chair  
Rhonda Johnson, Commissioner  
Brenda Nash, Commissioner

STAFF:

Shannon Koenig, Executive Director and CEO  
Terri Acoff-States, Executive Assistant  
Ben Washington, Financial Consultant  
William Barry, Director, Maintenance & Facilities  
Joyce Agboola, Property Manager

ABSENT:

Elmira Gilmore, Commissioner

Public Hearing:

The board meeting opened with a public hearing on the Admissions and Continued Occupancy Policy, also known as the ACOP. The purpose of this hearing was to allow the public an opportunity to comment on the draft ACOP.

Chair McElroy called to order the public hearing and invited anyone from the public to comment. There were no public comments. The hearing was adjourned.

Chair McElroy called to order and opened the regular meeting.

Approval of Minutes of Regular Board Meeting held Tuesday, September 24, 2024:

Chair McElroy asked for a motion to approve the minutes of the regular board meeting held Tuesday, September 24, 2024. Commissioner Nash motioned for approval. Commissioner Johnson seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

AYES

M. McElroy  
R. Johnson  
B. Nash

NAYS

None

The Chair declared the motion passed.

PUBLIC COMMENTS:

There were no public comments.

EXECUTIVE DIRECTOR’S REPORT:

Ms. Koenig greeted everyone and thanked them for attending the meeting.

Ms. Koenig presented the board with a draft of the Firearms and Weapons policy that has been developed for public housing residents. She stated that the policy is part of the latest draft of the Admissions and Continued Occupancy Policy (ACOP) that has been published for public comment.

**HILLSDALE HOUSING AUTHORITY  
BOARD OF COMMISSIONERS MEETING  
TUESDAY, NOVEMBER 19, 2024  
MEETING MINUTES**

Ms. Koenig presented the board with the Agency Performance Report that had been updated to reflect fourth quarter progress.

Ms. Koenig informed the board that the first issues of resident newsletters, “The Voucher Voice” and “Resident Connection” were distributed last month. She announced the creation of a new staff newsletter, “The County Housing Connection,” stating the first edition being distributed in the coming weeks.

Ms. Koenig told the board that County Housing continues to solidify new partnerships with various groups including Rx Outreach, St. Louis Area Food Bank, St. Louis County Library, and St. Louis County Job Centers.

Ms. Koenig informed the board that the annual customer service surveys were distributed to Public Housing residents, Housing Choice Voucher participants, and landlords. She stated the surveys are an important tool for gathering feedback and identifying areas for improvement as the agency works to enhance services and strengthen relationships with residents and partners.

FINANCIAL REPORT:

Mr. Washington reviewed the Financial Reports for the period ending August 31, 2024.

After discussion, Chair McElroy asked for a motion to approve the August 31, 2024 Financial Reports as read and discussed. Commissioner Nash motioned for approval. Commissioner Johnson seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
M. McElroy R. Johnson B. Nash	None

The Chair declared the motion passed.

OTHER BUSINESS:

A. Housing Administration Report:

Ms. Agboola reviewed the Housing Administration Report.

B. Admissions and Continued Occupancy Policy (ACOP) Updates:

Ms. Koenig presented the board with an overview of the Authority’s updates to the ACOP. Ms. Koenig stated the ACOP is the principal document describing the Authority’s policies concerning key topics such as eligibility, tenant selection, admissions preferences, waitlist procedures, rent determination, utilities, transfers, occupancy guidelines, grievance procedures, pet ownership, and community service and self-sufficiency requirement. She said the ACOP is essential for residents, prospective residents, community members, and HUD staff when communicating about specific Authority policies.

**HILLSDALE HOUSING AUTHORITY  
BOARD OF COMMISSIONERS MEETING  
TUESDAY, NOVEMBER 19, 2024  
MEETING MINUTES**

After discussion, Chair McElroy asked for a motion to approve the updated ACOP. Commissioner Nash motioned for approval, which motion was seconded by Commissioner Johnson. Upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
M. McElroy R. Johnson B. Nash	None

The Chair declared the motion passed.

C. Facilities and Maintenance Report:

Mr. Barry reviewed the monthly maintenance and supply costs for the Housing Authority of the Village of Hillsdale public housing from September 1 through October 31, 2024.

D. 2025 Board Meeting Schedule:

Ms. Acoff-States presented the Board with the 2025 Board meeting dates.

E. Annual Meeting:

The board held its annual meeting, during which commissioners conducted a vote and elected Brenda Nash as Chair and Margo McElroy as Vice Chair.

EXECUTIVE SESSION:

Chair McElroy asked for a motion to end the Regular Session and enter into an Executive Session. Commissioner Nash motioned to enter, Commissioner Johnson seconded the motion, and upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
M. McElroy R. Johnson B. Nash	None

The Chair declared the motion passed.

Chair McElroy asked for a motion to exit Executive Session. Commissioner Nash motioned to exit. Commissioner Johnson seconded the motion to exit and upon roll call the “Ayes” and “Nays” were as follows:

<u>AYES</u>	<u>NAYS</u>
M. McElroy R. Johnson B. Nash	None

The Chair declared the motion passed.



HILLSDALE HOUSING AUTHORITY  
BOARD OF COMMISSIONERS MEETING  
TUESDAY, NOVEMBER 19, 2024  
MEETING MINUTES

SCHEDULE NEXT BOARD MEETING:

The next meeting is scheduled for March 25, 2025

ADJOURNMENT OF MEETING:

There being no further business to come before the board, Chair McElroy motioned to adjourn. Commissioner Nash motioned for approval; Commissioner Johnson seconded the motion. Upon roll call the “Ayes” and “Nays” were as follows:

AYES

M. McElroy  
R. Johnson  
B. Nash

NAYS

None

The Chair declared the motion passed.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date



## MEMORANDUM

**To:** Hillsdale Housing Authority Board of Commissioners

**From:** Shannon Koenig, Executive Director and CEO

**Date:** March 25, 2025

**Subject:** *Executive Director's Report*

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This first part of this report is an update on activities related to fostering a customer-centered culture.

**I. Service to Our Residents and Landlords Remains a Priority**

For the past few years, our second core objective has been focused on improving service to our customers. We made progress on key results in this area in 2024 and plan to continue improving in this area in 2025.

**A. Annual Customer Service Survey Results for 2024**

At County Housing, we value the input of our residents, participants, and property owners. Each year, our annual customer service survey helps us gauge satisfaction, identify areas for improvement, and celebrate successes. In November 2024, we conducted our latest survey, focusing on key interactions with customer-facing roles and processes. The attached summary and presentation provide highlights and insights from this year's results.

**B. New Customer Outreach, Relations and Engagement (CORE) Team**

To continue fostering a customer-centered culture in 2025, we have established a new CORE team, which is comprised of our front-line customer service staff who are often the first point of contact with County Housing. This team is under the leadership of our Director of Communications and Partnerships with the goal of streamlining our external messaging as well as quickly addressing escalated customer issues. The CORE team will also work on increasing and enhancing landlord engagement in 2025.

**C. Improved Communications**

In addition to the public housing and HCV resident newsletters which began in 2024, we also began issuing a quarterly landlord newsletter in 2025.

**D. Agency Performance Report**

The Agency Performance Report has been updated to reflect final fourth quarter results.

**E. Attachments**

Customer Service Survey Results Report and Presentation  
Landlord Newsletter, 2025 Q1  
Agency Performance Report, 2024 Q4 Final

The second part of this report is focused on changes in the federal government. President Trump and his administration are making broad and swift changes that directly impact the work of County Housing. Legally, County Housing is a public housing authority, municipal corporation, and federal grantee.

**I. HUD Department of Government Efficiency task force**

Last month, the newly confirmed HUD Secretary Scott Turner launched a Department of Government Efficiency (DOGE) task force to eliminate waste, fraud, and abuse within HUD. The initiative is in response to President Trump's Executive Order to maximize governmental efficiency and productivity.

The DOGE Task Force, composed of HUD employees, will scrutinize the agency's spending to ensure that every dollar is being used efficiently to serve rural, tribal, and urban communities. The group will meet regularly to identify areas of improvement and report its findings to Secretary Turner.

Secretary Turner emphasized that HUD will be meticulous about its spending, ensuring that all programs, processes, and personnel work together to achieve the department's goals. The launch of the DOGE Task Force demonstrates the administration's commitment to financial accountability and responsible stewardship of taxpayer dollars.

**II. HUD Actions and Policy Changes**

County Housing staff are actively monitoring HUD actions and policy changes that will impact program administration. This includes actions such as halting enforcement of HUD's 2016 Equal Access Rule, which allowed individuals to identify their gender without regard to their biological sex. This impacts how County Housing has been processing individual case files and will require a change to our procedures. This will also impact our Administrative Plan and other documents will need to be updated to reflect the policy change.

**III. HUD Federal Funding and Workforce Reductions**

The pause in federal funding as well as workforce reductions at HUD are impacting County Housing in different ways.

The initial funding pause in January had a direct impact to our financial systems and caused our work to slow down. This pause also brought forth various analyses and scenarios in the event federal funds are not available in the future. At present, our funding systems are available, and our work continues.

The division of HUD that funds homelessness prevention activities has seen significant workforce reductions. In addition, significant funding for these activities has not been released. If this continues, there could be a detrimental impact on the unhoused community and a corresponding strain on County Housing and the people we serve.

Staff will continue to monitor official channels for information regarding budget and policy changes as well as workforce reductions.

## County Housing 2024 Customer Service Survey Results

At County Housing, we value the input of our residents, participants, and property owners. Each year, our annual customer service survey helps us gauge satisfaction, identify areas for improvement, and celebrate successes. In November 2024, we conducted our latest survey, focusing on key interactions with customer-facing roles and processes. Here are the highlights and insights from this year's results.

### Survey Participation

We are pleased to report an increase in overall participation compared to last year, particularly among Housing Choice Voucher residents.

Survey Group	Surveys Sent (2024)	Responses (2024)	Response Rate (2024)	Response Rate (2023)
Public Housing Residents	279	45	16%	14%
Housing Choice Voucher Residents	977	290	30%	20%
Property Owners	940	219	23%	28%

### Key Findings

#### Public Housing Residents

Public Housing residents provided valuable feedback on their interactions with property management and maintenance staff. Notable improvements included:

- **77% satisfaction** with how property management staff treated and spoke to residents, up from **53%** in 2023.
- **84% satisfaction** with notifications regarding annual income recertifications, up from **53%** in 2023.
- **64% satisfaction** with staff's timeliness in returning calls, a significant increase from **25%** in 2023.

However, satisfaction with maintenance staff saw mixed results. While satisfaction with communication regarding maintenance increased to **47%** from **39%**, satisfaction with the overall quality of repairs remains an area of focus at **44%**.

#### Housing Choice Voucher Residents

HCV residents reported improvements in several areas:

- **74% satisfaction** with how they were treated and spoken to by staff, up from **61%** in 2023.
- **70% satisfaction** with inspection staff, up from **45%** in 2023.
- **53% satisfaction** with staff's timeliness in returning calls, an increase from **45%** in 2023.

## County Housing 2024 Customer Service Survey Results

Open-ended responses highlighted the need for enhanced communication, timely notifications, and better accessibility to caseworkers.

### Property Owners

Property owners and landlords also shared positive feedback:

- **73% would recommend the Housing Choice Voucher program** to other landlords, up from **47%** in 2023.
- **70% were satisfied** with the requirements for biannual property inspections, up from **62%** in 2023.
- **65% reported positive experiences** leasing to County Housing residents, up from **48%** in 2023.

Landlords praised County Housing for being straightforward and effective, with one respondent saying, *“The overall program is great and wonderful for both tenants and landlords. I enjoy serving the housing need and look forward to supplying more housing.”*

### Areas for Growth

Feedback from all groups emphasized the importance of improving communication, including timely responses to inquiries, clear notifications, and better updates on case statuses. Maintenance quality and accessibility to services were also recurring themes among Public Housing residents.

### Moving Forward

We deeply appreciate the time and effort our residents and property owners dedicated to providing feedback. These insights guide our mission to deliver exceptional service and foster trust among those we serve.

As we head into 2025, County Housing remains committed to:

- Enhancing communication through more efficient systems and dedicated support teams.
- Strengthening training programs for staff to ensure consistent, high-quality service.
- Continuing to collaborate with our community to meet the evolving needs of our residents and partners.

Thank you for your trust and partnership. Together, we’re building a stronger, more responsive County Housing community.



COUNTY  
HOUSING

THE HOUSING AUTHORITY of ST. LOUIS COUNTY

**2024 CUSTOMER  
SERVICE SURVEY  
RESULTS**

# SURVEY OVERVIEW

In November 2024, County Housing conducted its annual customer service survey, gathering feedback from the following groups:

- Public Housing Residents
- Housing Choice Voucher Residents
- Property Owners

This year's survey focused on overall satisfaction with key processes and customer-facing roles. To better understand how our customers define exceptional service, we included open-ended questions asking how County Housing can improve to meet their needs more effectively.



Survey	Surveys Sent 2023	Surveys Received 2023	Surveys Sent 2024	Surveys Received 2024
Public Housing Survey	297	42	279	45
Housing Choice Voucher Survey	1,000	199	977	290
Property Owner Survey	1,000	284	940	219



# PUBLIC HOUSING SURVEY RESULTS

Public housing residents were asked to rate their satisfaction with the following interactions with property management staff on a scale of 0 to 5, with 5 being very satisfied:

77% 

**The way property management staff treated and spoke to you in the past year.**

Of the 44 individuals who responded to this question, 77% indicated that they were **either satisfied or very satisfied** with the way they were treated and spoken to by property management staff within the past year. In 2023, 53% of 15 respondents said the same.

64% 

**Property management staff's timeliness in returning your phone calls.**

Of the 44 individuals who responded to this question, 64% indicated that they were **either satisfied or very satisfied** with property management staff's timeliness in returning their phone calls. In 2023, 25% of 20 respondents said the same.

# PUBLIC HOUSING SURVEY RESULTS

Public housing residents were asked to rate their satisfaction with the following interactions with property management staff on a scale of 0 to 5, with 5 being very satisfied:

61% 

**Staff's responsiveness to questions and concerns.**

Of the 43 individuals who responded to this question, 61% said they were **either satisfied or very satisfied** with staff's responsiveness to questions and concerns. In 2023, 40% of 23 respondents said the same.

84% 

**Property management staff's notification of your annual income recertification.**

Of the 44 respondents to this question, 84% of individuals selected that they were **either satisfied or very satisfied** with property management staff's notification of their annual income recertification. In 2023, 53% of 30 respondents said the same.

# PUBLIC HOUSING SURVEY RESULTS

Public Housing residents were asked to rate their satisfaction with the following interactions with maintenance staff on a scale of 0 to 5, with 5 being very satisfied:

58% 

**The way maintenance staff treat and spoke to you in the past year.**

Of the 45 individuals who responded to this question, 58% indicated that they were **either satisfied or very satisfied** with the way they were treated and spoken to by maintenance staff within the past year. In 2023, 69% of 29 respondents said the same.

47% 

**The communication for County Housing regarding the scheduling and completion of maintenance tasks.**

Of the 45 individuals who responded to this question, 47% indicated that they were **either satisfied or very satisfied** with the communication from County Housing regarding the scheduling and completion of maintenance requests. In 2023, 39% of 18 respondents said the same.

# PUBLIC HOUSING SURVEY RESULTS

Public Housing residents were asked to rate their satisfaction with the following interactions with maintenance staff on a scale of 0 to 5, with 5 being very satisfied:

44% 

**The overall quality of repairs made to your home.**

Of the 45 responses to this question, 44% of individuals selected that they were **either satisfied or very satisfied** with the overall quality of repairs made to their home. In 2023, 19% of 27 respondents said the same.

# HOUSING CHOICE VOUCHER SURVEY RESULTS

Housing Choice Voucher residents were asked to rate their satisfaction with the following interactions with their case worker on a scale of 0 to 5, with 5 being very satisfied:

74% 

**The way you were treated and spoken to by staff.**

Of the 289 individuals who responded to this question, 74% indicated that they were **either satisfied or very satisfied** with the way they were treated and spoken to by County Housing staff within the past year. In 2023, 61% of 199 respondents said the same.

53% 

**Staff's timeliness in returning your phone calls.**

Of the 289 individuals who responded to the question, 53% indicated that they were **either satisfied or very satisfied** with staff's timeliness in returning their phone calls. In 2023, 45% of 199 respondents said the same.

# HOUSING CHOICE VOUCHER SURVEY RESULTS

Housing Choice Voucher residents were asked to rate their satisfaction with the following interactions with the inspections department on a scale of 0 to 5, with 5 being very satisfied:

66% 

**The way you were notified about your scheduled inspection.**

Of the 289 individuals who responded to this question, 66% indicated that they were **either satisfied or very satisfied** with the way they were notified of an upcoming inspection. In 2023, 65% of 196 respondents said the same.

70% 

**The way you were treated by staff conducting the inspection.**

Of the 289 individuals who responded to this question, 70% indicated that they were **either satisfied or very satisfied** with the way they were treated by staff conducting inspections. In 2023, 45% of 199 respondents said the same.



# HOUSING CHOICE VOUCHER SURVEY RESULTS

Housing Choice Voucher residents were asked to rate their satisfaction with the following interactions with their case worker on a scale of 0 to 5, with 5 being very satisfied:

62% 

**Staff's responsiveness to your questions and concerns.**

Of the 288 individuals who responded to this question, 62% indicated they were **either satisfied or very satisfied** with staff's responsiveness to questions and concerns. In 2023, 55% of 196 respondents said the same.

# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.

68% 

The process of becoming a landlord with County Housing was straightforward.

Of the 218 individuals who responded to this question, 68% indicated that they **either agree or strongly agree** that the process to become a landlord with County Housing has been straightforward. In 2023, 41% of 209 respondents said the same.

70% 

I feel comfortable with the requirements for biannual property inspections.

Of the 219 individuals who responded to this question, 70% selected that they **either agree or strongly agree** that they feel comfortable with the requirements for biannual property inspections. In 2023, 62% of 208 respondents indicated the same.



# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.



**I have had a positive experience leasing to County Housing residents.**

Of the 218 individuals who responded to this question, 65% said they **either agree or strongly agree** that they have had a positive experience leasing to County Housing residents. In 2023, 48% of 209 respondents said the same.



**County Housing staff have the knowledge to assist me with my questions.**

Of the 218 individuals who responded to this question, 63% said they **either agree or strongly agree** that County Housing staff have the knowledge to assist them with their questions. In 2023, 43% of 208 respondents said the same.

# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.

48% 

**Staff at County Housing are always available to answer my questions.**

Of the 216 individuals who responded to this question, 48% said they **either agree or strongly agree** that County Housing staff are always available to answer their questions. In 2023, 22% of 209 respondents said the same.

73% 

**I would recommend the Housing Choice Voucher Program to other landlords.**

Of the 218 individuals who responded to this question, 73% said they **either agree or strongly agree** that they would recommend becoming a Housing Choice Voucher landlord to other landlords. In 2023, 47% of 209 respondents said the same.

# PROPERTY OWNERS SURVEY RESULTS

Property owners were asked the following questions about their experience with County Housing.

# 31%

**There are misconceptions about low-income housing that affect my business.**

Of the 215 individuals who responded to this question, 31% said they **either agree or strongly agree** there are misconceptions about low-income housing that affect their business. In 2023, 56% of 209 respondents said the same.

# PUBLIC HOUSING OPEN-ENDED RESPONSES



What improvements would you like to see in your housing community?

Answered question: 29

- Upkeep of property needs improvement.
- The community itself could use some upgrades.
- I would like to see improvement in communications.
- Better maintenance, security and resources.
- Better access to the laundry.



What suggestions do you have to improve your experience with property management staff?

Answered question: 22

- Returning important phone calls.
- Better communication.
- Better and faster access.
- Be more open to listen to concerns and what the tenants have to say.



# HOUSING CHOICE VOUCHER OPEN- ENDED RESPONSES



What changes or improvements would make it easier to interact with County Housing staff?

Answered question: 158

- Returning calls and emails in a timely manner.
- Being notified when a new caseworker is assigned to me.
- Earlier notification of upcoming recertification.
- A bit more personable assistance or help with connecting clients to resources in the area.
- Better communication.
- Keep the portal updated with accurate information.
- The caseworkers should be required to interact with customers in a timely fashion and answer the phone, not just send emails.



Do you have any additional comments or suggestions?

Answered question: 112

- Train staff better.
- Inform all HCV holders who their caseworker is and give the caseworker 48 hours to respond to an email or phone call.
- Better customer service.



# PROPERTY OWNERS OPEN-ENDED RESPONSES



**What changes would make it easier for landlords to work with County Housing?**

Answered question: 129

- Better communication from caseworkers and County Housing staff. Very hard to get ahold of someone.
- Direct communication with landlord to caseworker or one person taking phone calls for tenant/client direct problems.
- Make it easier to contact caseworkers.
- Better communication.
- Communication - hold monthly or quarterly meetings.



**What types of incentives would motivate more landlords to join the Housing Choice Voucher program?**

Answered question: 117

- Funds to repair damage.
- Incentives with money to help with upgrades.
- Property damage support.
- Guarantees to help restore the units if tenants leave it damaged.
- Hold tenants accountable and offer a damage reimbursement.
- Offer a certificate to tenants for taking a class on housekeeping.



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January 7, 2025

# The Landlord Bulletin



## January 2025 Landlord Newsletter

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Welcome to The Landlord Bulletin

Dear Landlords,

We are excited to introduce *The Landlord Bulletin*, a new quarterly newsletter designed specifically for

we are excited to introduce *The Landlord Bulletin*, a new quarterly newsletter designed specifically for property owners. At County Housing, we recognize the vital role you play in providing safe and affordable housing to our community, and this newsletter is part of our commitment to fostering open communication and strong partnerships with our landlords.

In each issue, you'll find important updates, helpful resources, and valuable tips to support your success as a Housing Choice Voucher program partner. From policy changes and inspection reminders to highlights of new initiatives and best practices, *The Landlord Bulletin* is here to keep you informed and engaged.

We look forward to using this newsletter to strengthen our collaboration and share meaningful insights. Thank you for your ongoing dedication to our shared mission of providing quality housing to those who need it most.

Sincerely,

Shannon Koenig  
CEO, County Housing

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Spotlight:

## Summary of 2024 Property Owner Survey Findings

The results of the recent Property Owner Survey highlight significant improvements in satisfaction among landlords partnering with County Housing. Here are some key insights:

- **Simplified Onboarding Process:** 68% of respondents agreed or strongly agreed that the process of becoming a landlord with County Housing is straightforward, up from 41% in 2023.
- **Comfort with Inspection Requirements:** 70% of respondents felt comfortable with biannual property inspection requirements, compared to 62% last year.
- **Positive Leasing Experiences:** 65% of property owners reported having positive experiences leasing to County Housing residents, a notable increase from 48% in 2023.
- **Staff Knowledge and Availability**
  - 63% agreed that County Housing staff are knowledgeable in assisting with their questions, up from 43% in 2023.
  - 48% felt staff were always available to answer questions, doubling from 22% last year.
- **Reduced Misconceptions:** Only 31% of respondents felt that misconceptions about low-income housing affect their business, down from 56% last year.

These results underscore County Housing's progress in improving processes, communication, and overall landlord satisfaction. Thank you to all who participated in the survey as we continue to build stronger partnerships and enhance your experience.

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Featured Story

## Understanding Small Area Fair Market Rents (SAFMRs): What It Means for Landlords

> [Read the FAQs](#)

At County Housing, we are adopting new standards to improve how we determine rent and provide



At County Housing, we are adopting new standards to improve how we determine rent and provide rental assistance. These changes, focused on Small Area Fair Market Rents (SAFMRs), aim to ensure residents have access to safe, affordable housing in neighborhoods that meet their needs while helping landlords achieve fair compensation that reflects local market conditions.

#### **What Are Small Area Fair Market Rents (SAFMRs)?**

SAFMRs are a more precise version of Fair Market Rents (FMRs) that focus on ZIP codes rather than larger metropolitan regions. This method accounts for rent variations in different neighborhoods and ensures that housing assistance aligns with local market trends.

#### **Why the Shift to SAFMRs?**

Adopting SAFMRs allows County Housing to provide rental assistance more in line with actual neighborhood market conditions. For landlords, this means the rental assistance amount will better reflect the rental market in your area, creating more equitable and accurate compensation.

#### **How Do SAFMRs Benefit Landlords?**

SAFMRs can increase the pool of potential renters by giving voucher holders greater flexibility in where they can live. For properties in higher-cost ZIP codes, this change may lead to higher rental assistance amounts, making your property more accessible to voucher holders. For landlords in areas with lower average rents, SAFMRs help ensure consistent leasing opportunities while preventing over-subsidization.

#### **What This Means for Your Tenants**

Residents using Housing Choice Vouchers (HCVs) may experience adjustments to their rental assistance amounts based on the SAFMR for your property's ZIP code. In higher-cost areas, assistance may increase, allowing tenants to afford higher rents. In lower-cost areas, adjustments will align with actual market rates, ensuring fair and balanced housing assistance.

#### **Preparing for the Transition**

We understand that policy changes can raise questions for landlords and tenants alike. To help you navigate this transition, we've made resources available on our website, including detailed information and FAQs. Our team is also available to assist you with any questions or concerns you may have.

By adopting SAFMRs, County Housing is striving to create more equitable opportunities for residents while fostering stronger partnerships with landlords. Thank you for playing an essential role in providing safe, affordable housing and for being a valued partner in this process. Together, we're building communities where everyone has a place to call home.

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## A Place Called Home

### *Connecting Landlords with Residents*

At County Housing, we believe that housing is more than just four walls and a roof – it's the foundation where lives are built, dreams take shape, and families thrive. As a landlord, your role is pivotal in creating not just housing but homes for our residents. Together, we can make a profound impact on the lives of individuals and families in our community.

When you partner with us through the Housing Choice Voucher (HCV) program, you're offering more than a place to live – you're providing stability, opportunity, and hope. For many residents, your property is the place where children will grow, where milestones will be celebrated, and where a sense of belonging can flourish.

We understand that managing properties comes with challenges, and we're committed to supporting you every step of the way. From answering questions to streamlining processes, we want to ensure that your experience as a landlord is as seamless and rewarding as possible. If you need assistance or have any questions, our dedicated Landlord Liaisons are here to help. You can connect with them anytime via email at [landlord@countyhousing.org](mailto:landlord@countyhousing.org).

By connecting landlords with residents, we're fostering a stronger, more vibrant community. Your partnership helps create a place where every individual has the chance to feel safe, supported, and empowered – a true place to call home.

Thank you for all that you do to make a difference. Together, we're not just providing housing; we're building brighter futures.

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Resource Highlight:

## Landlord Portal

Did you know? Our Landlord Portal is your one-stop resource for managing your properties, accessing important documents, and staying up to date with County Housing news. Log in today to explore the latest tools and resources designed to make your job easier.

### Important Information About the Landlord Portal

The County Housing Landlord Portal is a valuable tool for managing your properties and staying up to date on important information. Here are a few key things to know about using the portal effectively:

- **Portal Access:** If new or existing landlords are locked out of the portal, it will automatically unlock within 30 minutes. You can reset and create a new password if needed.
- **Access Frequency:** We recommend accessing the portal regularly – once a week, bi-weekly, or at least once a month to stay informed. Avoid prolonged periods of inactivity, as it may cause login issues or outdated information.
- **Inspection Reports:** Inspection reports are uploaded to the portal within 24 hours, allowing you to quickly view whether an inspection has passed or failed.
- **Adding New Properties:** The portal does not currently allow landlords to add new properties directly. To advertise a property, please contact a Landlord Liaison for instructions.
- **Caseworker Updates:** If a tenant is assigned a new caseworker, the portal will update with this information within 30 days.
- **Forms Submission:** The portal is not designed for submitting rent increase requests or change of ownership forms. To obtain and submit these forms:
  1. Visit the County Housing website at [countyhousing.org](https://www.countyhousing.org).
  2. Go to **Quick Links** and select **Landlords**.
  3. Under **Key Files and Forms**, print the required forms:
    - Rent Increase Request: Email completed form to [rent@countyhousing.org](mailto:rent@countyhousing.org).
    - Change of Ownership Form, W-9, and Direct Deposit Form: Email these to [landlord@countyhousing.org](mailto:landlord@countyhousing.org).

By staying proactive and informed, you can make the most of the portal's features to manage your properties efficiently. For further assistance, reach out to the Landlord Liaison team.

> [Access the Portal](#)

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Preparing for NSPIRE:

## What Landlords Need to Know

Starting October 1, 2025, County Housing will transition to NSPIRE (National Standards for the Physical Inspection of Real Estate) for Housing Choice Voucher (HCV) inspections. As a landlord, it's important to stay informed about this change and how it may impact your rental properties.

### What Is NSPIRE?

NSPIRE is a new inspection protocol developed by HUD to ensure rental properties meet consistent, high-

quality standards for safety and livability. It simplifies inspection criteria while emphasizing the conditions that most directly affect the health and safety of residents.

### **Why the Change?**

NSPIRE replaces the current Housing Quality Standards (HQS) to streamline the inspection process and better align it with modern housing standards. The goal is to improve the quality of housing available through the HCV program.

#### **1. Start Preparing Early:**

- Review the **NSPIRE Checklist** available on [HUD's website](#). This resource provides detailed guidance on what inspectors will be evaluating.
- Consider using the checklist as a tool to perform self-inspections of your units to ensure compliance.

#### **2. Stay Updated:**

- While the effective date for NSPIRE implementation is October 1, 2025, HUD may revise the standards or timeline before then.
- Regularly check HUD's website or contact our team for updates on the final standards and timelines.

### **Support Is Available**

County Housing is committed to helping you navigate this transition. Over the coming months, we'll provide additional resources and updates to ensure you're fully prepared.

If you have questions or need further information, visit [HUD's NSPIRE webpage](#) or reach out to our office. Together, we can ensure this transition is smooth and beneficial for everyone involved.

Thank you for your partnership in providing safe, quality housing to our community!

## *Upcoming HUD Webinar for Landlords: Understanding NSPIRE for Vouchers*

We are excited to share an important opportunity for our valued landlords! On **February 26, 2025**, the U.S. Department of Housing and Urban Development (HUD) will host a **webinar specifically for landlords**. This session will provide crucial insights into the new NSPIRE standards, essential for those participating in the Housing Choice Vouchers Program.

### **Webinar Details:**

- **Date:** February 26, 2025; 1-3 p.m. CT
- **Audience:** Landlords, Public Housing Agencies (PHAs), maintenance staff, inspectors, and industry professionals
- **Registration:** No advance registration required
- **Access:** Information will be available on the [Housing Choice Vouchers Program Trainings and Resources page](#). Sessions and presentation materials will be recorded and posted on the [Past Trainings and Webinar page](#).

### **What You'll Learn:**

- New NSPIRE standards for landlords
- Key differences between HQS and NSPIRE
- Deficiency types and correction timelines
- Common deficiencies and how to address them
- Best practices for compliance
- Live Q&A session and more

This webinar is a great opportunity to get up to date on the latest standards and practices, ensuring smooth compliance and enhancing your understanding of the new requirements. We encourage all landlords to attend and take advantage of this valuable resource.

**Stay informed and prepared; don't miss this insightful session!**

---

Ensuring Timely Payment Processing:

## *The Importance of Updating Move-Outs and Banking Information*

To ensure payments are processed efficiently and accurately, it is crucial for landlords to promptly communicate any changes related to tenant move-outs or banking information. These updates help avoid delays and ensure that payments are directed correctly.

### **Why Timely Updates Are Essential**

When landlords delay notifying County Housing about tenant move-outs or banking changes, it can lead to:

- Payments being issued to outdated accounts or incorrect recipients.
- Additional delays as payments may need to be voided and reissued, which can extend the processing time.

### **How Landlords Can Help**

To help ensure smooth and timely processing, landlords should:

- **Report Move-Outs:** Notify the tenant's Caseworker immediately when a tenant moves out of the property.
- **Update Banking Information:** Log into the [Rentcafe portal](#) to update any changes to your banking details (EFT information).

By keeping County Housing informed about these changes, landlords can avoid payment disruptions and ensure their payments are processed without delay.

For any questions or assistance, landlords are encouraged to reach out to the tenant's Caseworker directly. Your cooperation in keeping us updated is greatly appreciated!

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Contact Us:

## *We're Here to Help*

Do you have questions or need assistance? Our team is here to support you. Whether you need help with compliance or tenant issues or just want to share feedback, don't hesitate to reach out.

### **Contact Information:**

- Phone: 314-428-3200
- Email: [landlord@countyhousing.org](mailto:landlord@countyhousing.org)
- Website: <https://countyhousing.org/landlords/>

Thank you for being an integral part of the County Housing community. Your partnership helps us provide safe, affordable housing to those who need it most. We look forward to continuing our work

provide safe, affordable housing to those who need it most. We look forward to continuing our work together to build stronger, more vibrant neighborhoods.

## Latest news



**County Housing 2024 Customer Service Survey Results**

[Read more](#)



**St. Louis Victory: Residents return to renovated \$44M Wellington Family Homes**

The 186-unit public housing redevelopment project has been in progress for over six years, sparked...

[Read more](#)



**County Housing to Implement Small Area Fair Market Rents (SAFMRs) in January 2025**

County Housing is committed to ensuring equitable, flexible rental assistance for Housing Choice Voucher (HCV) participants. Starting January 1, 2025, the U.S. Department of Housing...

[Read more](#)

[Read more news](#) →



8865 Natural Bridge  
St. Louis, MO 63121  
Phone (314) 428-3200  
Fax (314) 949-7585

Hearing Impaired [Relay.MO 711](#) or [1-800-735-2966](#)

**Lobby 9 a.m. - 4:30 p.m. (M-F)**

Office 8:30 a.m. - 5 p.m. (M-F)

**Emergency Maintenance Service**  
*(public housing residents)*

**(314) 492-3811**

*(weekdays after 4:30 p.m., all day on weekends and holidays)*

(RentCafe)

(RentCafe)



[HUD Website](#) [Privacy Policy](#) [Terms of Use](#) [Sunshine Law Request](#)

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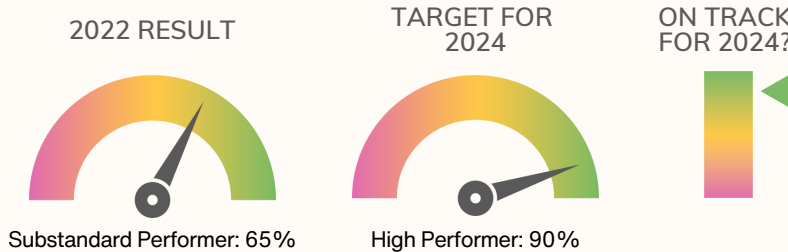
## What HUD measures

### PHAS SCORES

HUD assesses the health of a PHA's Public Housing program through an indicator called the Public Housing Assessment System, or PHAS.

#### Why it matters

The Housing Authority's PHAS score communicates how well the agency is performing, impacts the amount of HUD funding it receives for the fiscal year, and determines the frequency of HUD public housing inspections.



## What the Authority measures

**Objective 1:** Deliver services safely, effectively, and efficiently.

#### Results

Finance/Single Audit [2023]

0 FINDINGS

**Objective 2:** Ensure residents, landlords, and employees feel respected during interactions with the Authority

#### Results

	Q1	Q2	Q3	Q4
Increase customer satisfaction	●	●	●	●
Implement regular resident and landlord communications	●	●	●	●

**Objective 3:** Help our residents and families gain self-sufficiency through partnerships with other organizations in the community.

#### Results

	Q1	Q2	Q3	Q4
Increase the number of partnerships	●	●	●	●
Implement partner programming for residents	●	●	●	●



## MEMORANDUM

**To:** Hillsdale Housing Authority Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Carolyn Riddle, Interim Finance Director

**Date:** March 25, 2025

**Subject:** *Financial Summary*

---

This memo provides a narrative explanation for the period ending January 31, 2025 financial reports.

**I. Recommendation**

Staff recommend the Board approve the financial statements and accompanying narrative, as prepared.

**II. Highlights**

**A. Revenue**

The total YTD actual operating revenue of \$10,632 fell short of the total YTD budget revenue of \$16,797 by \$6,165 or 37%.

- Total Operating Subsidy realized an unfavorable budget variance of \$4,345 attributed to the FY 2025 Operating Subsidy budget being overstated based on the computations used in the FY 2024 budget.
- Total Tenant Charges had an unfavorable budget variance of \$1,812 driven by two (2) of the twenty-two (22) total units being vacant and offline while make-ready repairs are performed before the next leasing. Additionally, nine (9) units had tenant rents of \$0 for the month.

**B. Expenses**

Total YTD actual operating expenses of \$10,652 outperformed the total YTD budget expenses of \$13,631 by \$2,980 or 22%.

- The principal YTD favorable budget variance of \$1,058 in Total Utilities is generally attributable to expense recording timing.

**C. Net Income**

The total operating net loss is \$19 before depreciation of \$2,622, resulting in a bottom-line loss of \$2,640.



**D. Cash**

As of January 31, 2025, the adjusted cash balance in the operating bank account was \$283,384. There was \$7,226 of operating subsidy received. Tenant rental income for the month was \$3,182 and operating expenses payments made were \$11,193.

**III. Attachment(s)**

- A. Budgeted Income Statement
- B. Cash Report
- C. Tenant Rent

**Hillsdale Housing Authority**  
**Budgeted Income Statement**  
**As of January 31, 2025**

	Hillsdale HA								
	YTD Actual	YTD Budget	Variance	% Variance	Monthly Actual	Monthly Budget	Variance	% Variance	
<b>OPERATING ITEMS</b>									
Total Operating Subsidy	7,226	11,572	(4,345)		7,226	11,572	(4,345)		
Total Capital Grants	-	-	-		-	-	-		
Total Tenant Charges	3,384	5,196	(1,812)		3,384	5,196	(1,812)		
Total Investment Income	22	29	(7)		22	29	(7)		
Total Miscellaneous Other Income	-	-	-		-	-	-		
<b>Total Income</b>	<b>10,632</b>	<b>16,797</b>	<b>(6,165)</b>	<b>-37%</b>	<b>10,633</b>	<b>16,797</b>	<b>(6,165)</b>	<b>-37%</b>	
Total Rents and Utility Reimbursements	761	730	32		761	730	32		
Total Salaries	3,870	3,198	671		3,870	3,198	671		
Total Benefits and Taxes	1,300	2,003	(703)		1,300	2,003	(703)		
Total Training, Seminars, Conferences	-	35	(35)		-	35	(35)		
<b>Total Admin</b>	<b>5,931</b>	<b>5,966</b>	<b>(35)</b>	<b>-1%</b>	<b>5,931</b>	<b>5,966</b>	<b>(35)</b>	<b>-1%</b>	
Total Utilities	234	1,292	(1,058)		234	1,292	(1,058)		
Total Materials	70	210	(140)		70	210	(140)		
Total Contract Costs	-	548	(548)		-	548	(548)		
Total Tenant Services Expense	-	62	(62)		-	62	(62)		
Total Other Maintenance Expenses	53	188	(136)		53	188	(136)		
Total Outside Services	-	-	-		-	-	-		
Total Other Occupancy Expenses	443	601	(158)		443	601	(158)		
<b>Total Occupancy Expense</b>	<b>800</b>	<b>2,901</b>	<b>(2,101)</b>	<b>-72%</b>	<b>800</b>	<b>2,901</b>	<b>(2,101)</b>	<b>-72%</b>	
Total Insurance	1,494	1,597	(103)		1,494	1,597	(103)		
Total Outside Services	604	778	(174)		604	778	(174)		
Total Professional Fees	-	275	(275)		-	275	(275)		
Total Other Fees	1,130	1,190	(60)		1,130	1,190	(60)		
Total Telephone and Technology	138	406	(268)		138	406	(268)		
Total Other Administrative Expenses	183	132	51		183	132	51		
Total Internal Chargers	370	385	(15)		370	385	(15)		
<b>Total Other General</b>	<b>3,921</b>	<b>4,764</b>	<b>(844)</b>	<b>-18%</b>	<b>3,920</b>	<b>4,764</b>	<b>(844)</b>	<b>-18%</b>	
<b>Total Expenses</b>	<b>10,652</b>	<b>13,631</b>	<b>(2,980)</b>	<b>-22%</b>	<b>10,651</b>	<b>13,631</b>	<b>(2,980)</b>	<b>-22%</b>	
<b>Total Net Operating Income</b>	<b>(19)</b>	<b>3,166</b>	<b>(3,185)</b>		<b>(17)</b>	<b>3,166</b>	<b>(3,185)</b>		
<b>NON-OPERATING ITEMS</b>									
Total Depreciation Expense	(2,622)	(2,655)	33		(2,622)	(2,655)	33		
<b>Total Non- Operating Items</b>	<b>(2,622)</b>	<b>(2,655)</b>	<b>33</b>		<b>(2,622)</b>	<b>(2,655)</b>	<b>33</b>		
<b>Net Income (Loss)</b>	<b>(2,640)</b>	<b>512</b>	<b>(3,152)</b>		<b>(2,639)</b>	<b>512</b>	<b>(3,152)</b>		

**Hillsdale Housing Authority**  
**Cash Report**  
**January 2025**

**Hillsdale**

<b>BEGINNING BOOK CASH BALANCE 1/1/2025</b>	<b>\$</b>	<b>282,205.59</b>
<b>ADD:</b>		
Tenant Rent		3,181.53
Security Deposits		-
FSS Deposits		-
Capital Fund		-
Operating Subsidy		7,226.33
Interest		21.88
Transfer		20.55
Other Revenue		-
<b>TOTAL DEPOSITS</b>		<b>10,450.29</b>
<b>LESS:</b>		
Other Transfers		(53.88)
Manual Checks		
Checks		(1,193.95)
NSF / Service Fees		-
Withdraws/Other Deductions		(9,945.15)
Operating Subsidy Out		-
<b>TOTAL PAYMENTS</b>		<b>(11,192.98)</b>
<b>ENDING BOOK CASH BALANCE 1/31/2025</b>	<b>\$</b>	<b>281,462.90</b>
<b>Ending Bank Balance 1/31/2025</b>	<b>\$</b>	<b>281,462.90</b>
Outstanding Checks		(103.75)
ACH in Transit		2,025.00
Other Items		-
<b>Adjusted Bank Balance 1/31/2025</b>	<b>\$</b>	<b>283,384.15</b>
Unrestricted Cash	\$	279,269.15
Security Deposit Cash		4,115.00
	<b>\$</b>	<b>283,384.15</b>

# Public Housing Rent Roll

Property: Hillsdale Housing

As of Date: 01/31/25

Unit Code	Tenant Code	Tenant Rent
<b>Property:</b>	<b>1220bhil</b>	
	t0022459	127
	t0020712	0
	t0017195	94
	t0020738	364
	t0000246	769
	t0035499	0
	t0027545	0
	t0034962	0
	t0000237	581
	t0035424	294
	t0034111	0
	t0000243	136
	t0027603	0
	t0000239	145
	t0027626	0
	t0035103	0
	t0023551	0
	t0000540	11
	t0023214	111
	t0035466	27
		<b>2,659</b>

**MEMORANDUM**

**To:** Hillsdale Housing Authority Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Carolyn Riddle, Interim Finance Director

**Date:** March 25, 2025

**Subject:** *Resolution No. 1446 Write-offs of Uncollectable Rents*

---

Attached are the write-offs for uncollectable rents for the quarter ending December 2024.

**I. Recommendation**

Staff recommend the Board approve write-offs for the 4th quarter of 2024.

RESOLUTION NO. 1446

AUTHORIZING QUARTERLY WRITE-OFF OF UNCOLLECTABLE RENTS

March 25, 2025

WHEREAS, the Executive Director and CEO has reported that continued unsuccessful attempts have been made to collect delinquent payments from former tenant(s) of the Hillsdale Housing Authority; and

WHEREAS, it has been determined by the Board of Commissioners that after unsuccessful efforts to collect the delinquent payments from said former tenant, said payments in the total amount of \$16,308 uncollectable and should be written off the books of the Authority.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of Hillsdale, that the following payments are uncollectable and should be written off the books of said Authority.

<u>Project</u>	<u>Tenant's Code</u>	<u>Balance Due</u>
MO-220	t0034120	\$10,940
	t0033834	\$5,368

Total: \$16,308

---

Chair

---

Secretary

---

Date



## MEMORANDUM

**To:** Hillsdale Housing Authority Board of Commissioners

**Through:** Shannon Koenig, Executive Director and CEO

**From:** Kawanna Tate, Director, Housing Administration  
William Barry, Director, Maintenance and Facilities  
Carolyn Riddle, Interim Finance Director

**Date:** March 25, 2025

**Subject:** *Public Housing Performance Report*

---

This memo describes recent public housing activities within the framework of the Public Housing Assessment System.

**I. Public Housing Assessment System**

The Public Housing Assessment System, or PHAS, is the system that HUD uses to assess a PHA's performance in managing its low-rent public housing programs. HUD uses a centralized system to collect individual subsystem scores using various sub indicators and produces a composite PHAS score representing PHA's performance management. PHAS uses a 100-point scoring system based on four categories of indicators:

PASS (Physical Assessment Subsystem) – 40 points  
FASS (Financial Assessment Subsystem) – 25 points  
MASS (Management Assessment Subsystem) – 25 points  
CFP (Capital Fund Program) – 10 points

Scores are generated for each development, or Asset Management Project (AMP). Those AMP scores are weighted by how many units are in the AMP and then combined into the agency-wide score. The total score is used to determine the PHA's designation under PHAS.

Scores below 60 result in a troubled designation. Scores of 90 points or above result in a high performer designation. Scores below 90 but above 60 are designated as a standard performer.

**A. PASS - projected 31/40 points**

The purpose of PASS is to determine whether public housing units are decent, safe, sanitary and in good repair, and to determine the level to which the PHA is maintaining its public housing in accordance with housing condition standards.

**i. Inspections Activity**

The Hillsdale NSPIRE inspection schedule is not yet set for 2025.

**ii. Maintenance Activity**

The maintenance team completed 13 work orders and one-unit rehab from November through December 2024.

**B. MASS – projected 20/25 points**

The purpose of the management operations indicator is to assess the AMP’s and PHA’s management operations capabilities.

Sub-Indicator	Performance	Points
Occupancy	100%	16/16
Accounts Payable Ratio	0.07	4/4
Tenant Accounts Receivable	0.677	0/5
<b>Projected Points</b>		<b>20</b>

**Occupancy** – Emphasizes and measures the AMP’s performance in keeping available units occupied. The higher the occupancy rate, the higher the score.

**Accounts Payable Ratio** – Measures total vendor accounts payable, both current and past due against total monthly operating expenses. The lower the ratio, the higher the score.

**Tenant Accounts Receivable** – Measures the amount of resident accounts receivable against resident revenue (i.e. rent paid).

**C. FASS - projected 25/25 points**

The purpose of the financial condition indicator is to measure the financial condition of each public housing project. The reporting period is through December 31, 2024.

Housing Authority	QR	MENAR	DSCR	Projected Points
Hillsdale	12/12	11/11	2/2	<b>25</b>

**Quick Ratio (QR)** – Measures liquidity and current assets. The maximum points assigned for this sub-indicator is 12 points.

**Months Expendable Net Ratio (MENAR)** – Measures the adequacy of the financial reserves by determining the number of months of operation using the net available resources. The maximum points assigned for this sub-indicator is 11 points.



**Debt Service Coverage Ratio (DSCR)** – Measures capacity to cover debt obligations through the ability to meet regular debt obligations. The maximum points assigned for this sub-indicator is 2 points.

**D. CFP - 10/10 projected points**

The purpose of the Capital Fund program assessment is to identify how long it takes a PHA to obligate the funds provided to it from the Capital Fund program.

**i. Capital Grant Fund Progress**

<b>Grant Year</b>	<b>Amount</b>	<b>Obligated</b>	<b>Expended</b>	<b>Deadline to expend</b>
2020	\$47,946	100%	65%	3/25/2026
2021	\$46,673	100%	100%	2/22/2025
2022	\$57,363	100%	15%	5/11/2026
2023	\$57,755	100%	15%	2/16/2027
2024	\$59,810	100%	15%	5/05/2028

**ii. Project Updates**

In 2025, planned projects include entry doors replacements, range and refrigerator replacements, and tree trimming/removals.

**E. Projected Overall PHAS Score for 2024**

PASS – 31/40 points  
 MASS – 20/25 points  
 FASS – 25/25 points  
 CFP – 10/10 points

**Total 86**

***Projected: Standard Performer***

**F. Attachment**

i. Understanding PHAS



# UNDERSTANDING PUBLIC HOUSING ASSESSMENT SYSTEM (PHAS)



**LEAD THE WAY**

PHA GOVERNANCE AND  
FINANCIAL MANAGEMENT  
A Training for Board Members and Staff



## About PHAS

The Public Housing Assessment System, or PHAS, is the system that HUD uses to assess a PHA's performance in managing its low-rent public housing programs. HUD uses a centralized system to collect individual subsystem scores using various sub indicators and produces a composite PHAS score representing PHA's performance management. PHAS uses a 100-point scoring system based on four categories of indicators:

- PASS (Physical Assessment Subsystem) – 40 points
- FASS (Financial Assessment Subsystem) – 25 points
- MASS (Management Assessment Subsystem) – 25 points
- CFP (Capital Fund Program) – 10 points

Scores are generated for each development, or Asset Management Project (AMP). AMP scores are weighted by how many units are in the AMP and then combined into the agency-wide score. The total score is used to determine the PHA's designation under PHAS. Scores below 60 result in a troubled designation. Scores of 90 points or above result in a high performer designation. Scores below 90 but above 60 are designated as a standard performer. If your PHA scores below 60 in any one indicator, you will be designated as a substandard performer.

HUD/REAC (Real Estate Assessment Center) publishes the PHAS scores after any appeals by the PHA are addressed. A letter is sent to the PHA with the score for the Fiscal Year evaluated.

### Deregulation for Small Public Housing Agencies (*fewer than 250 units*)

- High performers receive PHAS assessments every three years
- Standard and substandard performers receive PHAS assessments every other year
- Troubled and Capital Fund-troubled PHAs will receive PHAS assessments every year
- All small PHAs must submit financial information (Financial Data Schedule, FDS) every year

## PASS (Physical Assessment Subsystem) – 40 points

### What is its Purpose?

The purpose of the PASS is to determine whether public housing units are decent, safe, sanitary and in good repair, and to determine the level to which the PHA is maintaining its public housing in accordance with housing condition standards.

### How is it Scored?

The PASS score is determined by an inspection conducted in accordance with HUD's Uniform



Physical Condition Standards (UPCS). An independent physical inspection performed and scored for each project/AMP. A statistically valid sample of the units within the AMP is selected, and project scores roll up to a composite PHA score.

### What is a Technical Review (TR)?

A technical review may be requested if, during the physical inspection, an objectively verifiable and material error occurred that, if corrected, would result in an improvement in the property's overall score. The three types of material errors are:

- **Building Data Errors** - The inspection includes the wrong building or a building that is not owned by the property.
- **Unit Count Errors** - The total number of units considered in scoring is incorrect as reported at the time of the inspection.
- **Non-Existent Deficiency Errors** - The inspection cites a deficiency that did not exist at the time of the inspection.

### WHAT IS UPCS?

HUD's Uniform Physical Condition Standards (UPCS) is the inspection protocol intended to assure there is uniformity and objectivity in the evaluation of the physical condition of HUD properties. Major inspection areas under UPCS are:

- Site
- Building Exterior
- Building Systems
- Common Areas
- Unit

UPCS Inspections take place every three years for AMPs with high a high performer status, every two years for AMPs with a score above 80 but less than 90, and annually for troubled performers.

Technical review requests must be received at REAC within 30 days from the physical inspection report release date.

### What is a Database Adjustment (DBA)?

A request for database adjustment initiates a review of the results of a physical inspection. A database adjustment may be requested for circumstances affecting the inspected property that are out of the ordinary, reflect an inconsistency with ownership, or are allowed by city/county/state codes. Circumstances that may be addressed by a database adjustment include:

- Local conditions and exceptions
- Ownership issues
- Adverse conditions beyond the owner's control
- Modernization work in progress

The PHA will have 45 days to submit from the physical inspection report release date.

### How can a PHA improve PASS?

#### Focus on the basics

- Understand and comply with Uniform Physical Condition Standards (UPCS)
- Inspect 100% of units annually using UPCS protocols
- Examine Capital Fund use and prioritization
- Compare maintenance to new development resources. Is maintenance underfunded?

- Maintain accurate building and unit inventory
- Perform routine maintenance on all properties, units, and systems throughout the year
- Repair health and safety deficiencies immediately

## MASS (Management Assessment Subsystem) – 25 points

### What is its Purpose?

The purpose of the management operations indicator is to assess the AMP's and PHA's management operations capabilities.

### How is it Scored?

MASS is determined by data reported to HUD by the PHA in the Financial Data Schedule (FDS). A score is calculated for each AMP. Scores roll up to a composite PHA score. The FDS is a required report that is sent by the PHA to HUD/REAC both 60 days after the end of the fiscal year for un-audited financial data and nine months after the end of the fiscal year with the audited data. The MASS scores can be generated from either submission, but if there is a discrepancy in data, the Audited submission data will be used. Scores are assigned by the following sub-indicators:

- **Occupancy:** Emphasizes and measures the AMP's performance in keeping available units occupied. The higher the occupancy rate, the higher the score. The maximum points assigned for this sub-indicator is 16 points.
- **Resident Accounts Receivable:** Measures the amount of resident accounts receivable against resident revenue (i.e. rent paid). The maximum points assigned for this sub-indicator is 5 points.
- **Accounts Payable:** Measures total vendor accounts payable, both current and past due against total monthly operating expenses. The lower the ratio, the higher the score. The maximum points assigned for this sub-indicator is 4 points.

AMPs may be eligible for a Physical Condition & Neighborhood Environment (PCNE) score adjustment. AMPs at least 28 years old are eligible for a 1-point adjustment. Additionally, AMPs located in neighborhoods with 40% or more families living below the poverty line are eligible for a 1-point adjustment.

### How can a PHA Improve MASS?

#### Focus on the Basics

- Increase number of occupied units/reduce vacancies
  - Maintain an updated waiting list
  - Turn vacant units around quickly
- Collect the rents on time
  - Enforce rent collection policies as much as possible
  - Increase revenue and lower Tenant Accounts Receivable (TAR) ratio
- Reduce accounts payable by paying bills on time

- Be knowledgeable about your physical conditions
- Review and understand your maintenance reports
- Know the amounts and status of your Capital Fund Program (CFP) grants
- Thoughtfully approve construction contracts

### Monitor Vacant Unit Turnaround

- Monitor resident move-out/turn-over rate, which indicates resident satisfaction, vacancy loss issues, waiting list sufficiency, marketing and outreach, and changes in local market.
- Monitor property turn-over/turn around time, which indicates the time it takes to reoccupy vacant units
- Track move-out date to re-occupancy date, which of three periods:
  - **Down time:** Down time starts on the move out date.
  - **Make ready time:** Make ready time starts when the housing manager tells the maintenance supervisor the tenant is gone and it's time to prepare the unit. Date is sometimes documented as the date on a move-out inspection form. The form the housing manager uses for security deposit purposes
  - **Lease-up time:** Lease-up time starts when the maintenance man tells the housing manager the unit is done, the paint is dry, and it's okay to move somebody in. Date is sometimes documented on a work order form or log.

## FASS (Financial Assessment Subsystem) – 25 points

### What is its Purpose?

The purpose of the financial condition indicator is to measure the financial condition of each public housing project.

### How is it Scored?

FASS is determined by data reported to HUD by the PHA in the Financial Data Schedule (FDS). Project financial performance will be scored for each project (AMP). The AMP scores will be averaged across the PHA, weighted according to unit count, and rolled up to a composite PHA score. The FDS is a required reporting that is sent by the PHA to HUD/REAC 60 days after the end of the Fiscal Year for the Unaudited Financial Data and 9 months after the end of the Fiscal Year with the Audited data. The FASS scores can be generated from either submission, but if there is a discrepancy in data the Audited submission data will be used. Late Penalty points and Late Pre-sumptive Failure (LPF) for these submissions do apply to FASS Indicator score.

## Late Penalty Points and Late Presumptive Failure (LPF)

Late penalty points are counted against the overall PHAS score if a PHA is late submitting their data in the Financial Data System (FDS). Each data set has a separate due date. To learn more about these schedules and penalties, visit the [HUD/REAC site](#).

A Late Presumptive Failure (LPF) occurs when a PHA does not submit the required financial information and/or management certifications by the established regulatory submission deadlines. An automatic score of zero is assigned to the PHA for that indicator.

Late Penalty Points and Late Presumptive Failure can only be applied to the FASS indicator.

Scores are assigned by the following sub-indicators:

- **Quick Ratio (QR)** – Measures liquidity and current assets. The maximum points assigned for this sub-indicator is 12 points.
- **Months Expendable Net Ratio (MENAR)** – Measures the adequacy of the financial reserves by determine the number of months of operation using the net available resources. The maximum points assigned for this sub-indicator is 11 points.
- **Debt Service Coverage Ratio (DSCR)** – Measures capacity to cover debt obligations through the ability to meet regular debt obligations. The maximum points assigned for this sub-indicator is 2 points.

### How can a PHA Improve MASS?

#### Focus on the Basics

- Maintain accurate financial records
- Submit financial reports to HUD on time
- Increase Quick Ratio by increasing cash available and reducing accounts payable
- Increase Months Expendable Net Assets ratio by increasing savings in the bank and reducing operating costs

## CFP (Capital Fund Program) – 10 points

### What is its Purpose?

The purpose of the Capital Fund program assessment is to examine the period of time it takes a PHA to obligate the funds provided to it from the Capital Fund program. Ultimately, the purpose is for PHAs to obligate 90% or more of these funds as quickly as possible, and no later than 2 years after funds become available. It is also to modernize and develop units and improve overall occupancy and to meet HUD's Strategic Plan goal to "Meet the Need for Quality Affordable Rental Homes."

## How is it Scored?

Uses information reported in eLOCCS for scoring.

Scores are assigned by the following sub-indicators:

- **Fund Obligation** – 5 points are assigned if the PHA obligated 90% or more of the CFP by the obligation end date with no sanctions.
- **Occupancy Rate** – Measures occupancy rate at fiscal year end after adjusting for HUD approved vacancies. A total of 5 points are assigned for a rate of 96% or greater. A total of 2 points are assigned for a rate of 93% but less than 96%. Zero points are assigned if the rate is less than 93%. If the PHA scored less than 5 points for Timeliness of Fund Obligation, the Occupancy Rate score is automatically zero.

The other PHAS indicators require 60% or above to pass. The Capital fund indicator pass rate is 50% or at least 5 points.

## How can a PHA Improve CFP?

### Focus on the Basics

- Timely obligation of Capital Program Funds
  - Plan for the PHA's use of Capital funds
  - Track obligations made and obligation end dates
  - Request monthly board reports
  - Evaluate PHA procurement/contracting timeliness and effectiveness
- Increase number of occupied units
- Have a well-planned program for vacancy reduction that matches available funding resources
- Reduce turnover vacancy time
- Have tenants ready to move in to units when the units are ready.

### Grant Management

- Observe and achieve obligation and expenditure deadlines
  - Sooner is better for your PHA
- Compare projected vs. actual budgets
- Issue several contracts per grant
- File grant close-out documents
- Be aware of the penalties for failure to meet deadlines, which include:
  - Fund recapture
  - Lower PHAS score, which could lead to substandard or troubled designation
- Adhere to the PHA procurement policy