



HARRISONBURG
REDEVELOPMENT AND
HOUSING AUTHORITY
P.O. BOX 1071
HARRISONBURG, VA 22803

Phone /VTDD 540-434-7386
Fax 540-432-1113

May 10, 2019

The Regular Meeting of the Harrisonburg Redevelopment and Housing Authority's Board of Commissioners will be held on **Wednesday, May 15, 2019 at 4:00 p.m.**, at the office of the Authority located at 286 Kelley Street, Harrisonburg, Virginia.

A handwritten signature in black ink that reads "Michael G. Wong".

Michael G. Wong
Executive Director

Enclosures

AGENDA
Regular Meeting
May 15, 2019

- I. Call to order and determination of quorum
- II. Review and Approval of Minutes
 - April 2019
- III. Review and Approval Financial Statements
 - April 2019
- IV. Reports
 - A. Executive Director
 1. Public Comment
 2. HUD SEMAP
 3. Strategic Planning Discussion
 - a. Public Relations and Landlord Outreach Initiatives
 - B. Any New Business/ Old Business
 1. Strategic Initiatives Updates
 - MTW Application
 - Addressing Homelessness and Affordable Housing
 - C. Management Reports
 1. Housing Choice Voucher Management Report
 2. J.R. "Polly" Lineweaver/Lineweaver Annex Program Management Report
 3. Franklin Heights Program Management Report
 4. Commerce Village Management Report
 5. Family Self Sufficiency Management Report
 6. Financial Monthly Report & Quarterly Investment Update

MINUTES

Regular Meeting
April 17, 2019

The Regular Meeting of the Harrisonburg Redevelopment & Housing Authority Board of Commissioners was held on Wednesday April 17, at 4:00 p.m., at the office of the Authority located at 286 Kelley Street, Harrisonburg Virginia.

Those present were:

Tim Smith, Chair
John Hall, Vice Chair
Benjamin Fuller, Commissioner
Costello Forney, Commissioner

Also present were:

Michael G. Wong, Executive Director
Melisa Michelson, Attorney

The Regular Meeting was called to order and quorum declared present by Tim Smith, Chair. Mr. Wong then presented the minutes from the March 20, 2019 meeting for consideration of approval. After a period of discussion, the minutes were unanimously approved on a motion from Vice Chair Hall seconded by Commissioner Fuller. Mr. Wong then presented the February 2019 financial statements for consideration of approval. After a period of discussion, Vice Chair Hall seconded by Commissioner Forney made the motion for approval. This motion was unanimously approved.

Chairperson Smith then opened the floor for general Public Comment. Receiving no comment, Mr. Wong provided an update on the Authority's website design, public relations, and landlord outreach initiatives. He provided an overview of the web development, new logo, and of the target date of May for release of the new site. He stated of the partnership with several different JMU communication classes to assist in an assessment of the Authority's community perception, current landlord and public engagement, and action steps for remediation. He related of the belief that the information provided will assist the board in its strategic planning activities. He also provided a brief update on the landlord outreach and engagement activities and expressed his thanks to the commissioners that were able to attend the earlier landlord outreach event held today. The event had approximately 68 persons in attendance.

He then provided brief program updates on Authority's strategic initiatives, Franklin Heights, the Family Self Sufficiency Program, Lineweaver Annex, JR Polly Lineweaver, Commerce Village and the Housing Choice Voucher program. Commissioner Fuller seconded by Commissioner Forney then made the motion to approve the management reports and to adjourn. This motion was unanimously approved.

Michael G. Wong
Executive Director

Tim Smith
Chairperson

LOCAL COMMUNITY DEVELOPMENT (LCD)
Statement of Revenues, Expenses, and Changes in Fund Equity
For the Month of April 2019

	Annual Budget	Monthly Budget	Total This Month	Actual To Date	Budget To Date	Over/(Under) To Date
Receipts:						
3410 HMIS COC Homelessness Grant-17	84,072.00	7,006.00	15,294.69	25,153.17	28,024.00	(2,870.83)
3410 VHSP-VA Hsg Solutions Prgm Grant	53,004.00	4,417.00	0.00	13,405.16	17,668.00	(4,262.84)
3610 Interest Income	0.00	0.00	0.00	0.23	0.00	0.23
3690 Other Income	0.00	0.00	0.00	5,000.00	0.00	5,000.00
3690 Developer's Fees	175,000.00	14,583.33	0.00	0.00	58,333.33	(58,333.33)
3690 Admin. Fees	10,000.00	833.33	0.00	4,884.38	3,333.33	1,551.05
3690 Application Fees	15,000.00	1,250.00	0.00	0.00	5,000.00	(5,000.00)
3690 Lease Income	4,800.00	400.00	400.00	1,600.00	1,600.00	0.00
3690 Management Fees-CV	10,000.00	833.33	805.36	3,317.79	3,333.33	(15.54)
3690 BPort Net Receipts	184,265.00	15,355.42	22,923.88	68,859.19	61,421.67	7,437.52
3690 Lineweaver Apts. Net Receipts	360,800.00	30,066.67	30,627.68	124,287.56	120,266.67	4,020.89
Total Receipts	896,941.00	74,745.08	70,051.61	246,507.48	298,980.33	(52,472.85)
Expenses:						
Administration						
4110 Adm Salaries	129,791.00	10,815.92	8,241.13	42,861.18	43,263.67	(402.49)
4540 Adm Benefits	40,011.00	3,334.25	3,446.03	13,251.43	13,337.00	(85.57)
4130 Legal Expense	10,000.00	833.33	1,069.50	3,264.05	3,333.33	(69.28)
4140 Staff Training	5,000.00	416.67	475.00	670.00	1,666.67	(996.67)
4150 Travel	15,000.00	1,250.00	3,909.39	7,142.65	5,000.00	2,142.65
4171 Auditing Fees	3,600.00	300.00	0.00	0.00	1,200.00	(1,200.00)
4190 Sundry-Admin. Exp.	28,500.00	2,375.00	6,654.35	14,350.79	9,500.00	4,850.79
4190 VHSP-VA Hsg Solutions Prgm Grant	53,004.00	4,417.00	5,235.19	15,375.20	17,668.00	(2,292.80)
4190 HMIS Match for Grant Funds	10,000.00	833.33	113.83	1,033.50	3,333.33	(2,299.83)
4190 Community Donations (OpDr/COC,etc)	15,000.00	1,250.00	10,000.00	10,100.00	5,000.00	5,100.00
4190 HMIS Homeless Assistance-17	84,072.00	7,006.00	7,807.48	25,154.17	28,024.00	(2,869.83)
Total Administration	393,978.00	32,831.50	46,951.90	133,202.97	131,326.00	1,876.97
Utilities						
4320 Electric	3,150.00	262.50	238.03	1,045.41	1,050.00	(4.59)
4330 Gas	1,800.00	150.00	93.58	536.25	600.00	(63.75)
Total Utilities	4,950.00	412.50	331.61	1,581.66	1,650.00	(68.34)
Maintenance						
4410 Maintenance Salaries	39,437.00	3,286.42	2,989.20	13,616.11	13,145.67	470.44
4540 Maintenance Benefits	12,309.00	1,025.75	918.55	4,065.81	4,103.00	(37.19)
4420 Materials	6,000.00	500.00	204.11	485.71	2,000.00	(1,514.29)
4430 Contract Costs	9,500.00	791.67	121.18	705.49	3,166.67	(2,461.18)
Total Maintenance	67,246.00	5,603.83	4,233.04	18,873.12	22,415.33	(3,542.21)
General:						
4510 Insurance	10,500.00	875.00	511.32	2,045.27	3,500.00	(1,454.73)
4570 Collection Loss/Bad Debt Expens	0.00	0.00	0.00	0.00	0.00	0.00
4000 Bport Expenses	58,000.00	4,833.33	2,137.28	14,662.70	19,333.33	(4,670.63)
4000 Lineweaver Apartments Expenses	360,579.00	30,048.25	27,572.23	119,082.91	120,193.00	(1,110.09)
Total General	429,079.00	35,756.58	30,220.83	135,790.88	143,026.33	(7,235.45)
TOTAL EXPENSES	895,253.00	74,604.42	81,737.38	289,448.63	298,417.67	(8,969.04)
TOTAL RECEIPTS TO DATE						246,507.48
TOTAL EXPENSES TO DATE						289,448.63
TOTAL RECEIPTS LESS TOTAL EXPENSES TO DATE-Income/Loss						(42,941.15)

Michael G. Wong, Executive Director

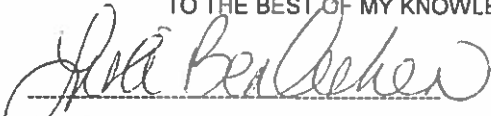
Date

5/9/19

LINEWEAVER ANNEX APARTMENTS
Statement of Revenues, Expenses, and Changes in Fund Equity
Attachment A
For the Month of April 2019

	Annual Budget	Monthly Budget	Total This Month	Actual To Date	Budget To Date	Over/(Under) To Date
Receipts:						
3110 Rental Income	229,200.00	19,100.00	18,098.42	72,771.60	76,400.00	(3,628.40)
3410 HAP Funding	120,000.00	10,000.00	10,433.00	48,018.00	40,000.00	8,018.00
3690 Other Income-Laundry	3,600.00	300.00	254.56	1,012.87	1,200.00	(187.13)
3690 Other Income-Late fees, workordt	8,000.00	666.67	1,841.70	2,485.09	2,666.67	(181.58)
Total Receipts	360,800.00	30,066.67	30,627.68	124,287.56	120,266.67	4,020.89
Expenses:						
Administration:						
4110 Adm Salaries	60,863.00	5,071.92	4,678.18	20,220.71	20,287.67	(66.96)
4540 Adm Benefits	19,548.00	1,629.00	1,578.61	6,653.92	6,516.00	137.92
4130 Legal Fees	1,500.00	125.00	0.00	64.57	500.00	(435.43)
4140 Staff Training	1,000.00	83.33	0.00	0.00	333.33	(333.33)
4150 Travel	1,000.00	83.33	40.00	160.00	333.33	(173.33)
4171 Auditing	1,200.00	100.00	0.00	0.00	400.00	(400.00)
4190 Sundry	15,000.00	1,250.00	2,403.27	6,908.63	5,000.00	1,908.63
Total Administration	100,111.00	8,342.58	8,700.06	34,007.83	33,370.33	637.50
Tenant Services:						
4240 Tenant Services-Other	1,000.00	83.33	0.00	0.00	333.33	(333.33)
Total Tenant Serv.	1,000.00	83.33	0.00	0.00	333.33	(333.33)
Utilities:						
4310 Water	8,000.00	666.67	617.10	2,428.80	2,666.67	(237.87)
4320 Electricity	55,000.00	4,583.33	6,068.98	28,201.17	18,333.33	9,867.84
4390 Sewer	23,500.00	1,958.33	1,863.60	7,454.40	7,833.33	(378.93)
Total Utilities	86,500.00	7,208.33	8,549.68	38,084.37	28,833.33	9,251.04
Maintenance:						
4410 Maintenance Salaries	63,740.00	5,311.67	3,999.03	17,429.30	21,246.67	(3,817.37)
4540 Maintenance Benefits	20,346.00	1,695.50	1,150.90	4,993.86	6,782.00	(1,788.14)
4420 Materials	18,000.00	1,500.00	560.98	7,194.51	6,000.00	1,194.51
4430 Contract Costs	60,000.00	5,000.00	3,972.63	14,817.24	20,000.00	(5,182.76)
Total Maintenance	162,086.00	13,507.17	9,683.54	44,434.91	54,028.67	(9,593.76)
General Expenses:						
4510 Insurance Expenses	10,882.00	906.83	638.95	2,555.80	3,627.33	(1,071.53)
4570 Collection Loss	0.00	0.00	0.00	0.00	0.00	0.00
Total General Exp.	10,882.00	906.83	638.95	2,555.80	3,627.33	(1,071.53)
TOTAL EXPENSES	360,579.00	30,048.25	27,572.23	119,082.91	120,193.00	(1,110.09)
TOTAL RECEIPTS TO DATE						124,287.56
TOTAL EXPENSES TO DATE						119,082.91
TOTAL RECEIPTS LESS TOTAL EXPENSES TO DATE-income/Loss						5,204.65

I CERTIFY THAT THE FOREGOING INFORMATION IS TRUE AND CORRECT
TO THE BEST OF MY KNOWLEDGE AND BELIEF



Lisa Benasher, Lineweaver Manager

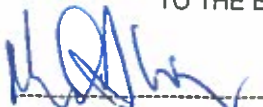
5-9-19

Date

BRIDGEPORT COMPLEX
Statement of Revenues, Expenses, and Changes in Fund Equity
Attachment B
For the Month of April 2019

	Annual Budget	Monthly Budget	Total This Month	Actual To Date	Budget To Date	Over/(Under) To Date
Receipts:						
3690 Rental Income	184,265.00	15,355.42	22,923.88	68,859.19	61,421.67	7,437.52
3690 Other Income	0.00	0.00	0.00	0.00	0.00	0.00
Total Receipts	184,265.00	15,355.42	22,923.88	68,859.19	61,421.67	7,437.52
Expenses:						
Operations						
4130 Legal Expenses	1,000.00	83.33	0.00	0.00	333.33	(333.33)
4190-Sundry-Phone	600.00	50.00	30.10	120.61	200.00	(79.39)
Total Op. Expenses	1,600.00	133.33	30.10	120.61	533.33	(412.72)
Utilities:						
4310 Water	1,100.00	91.67	0.00	0.00	366.67	(366.67)
4320 Electricity	0.00	0.00	0.00	0.00	0.00	0.00
4330 Gas	0.00	0.00	0.00	0.00	0.00	0.00
4310 Sewer	0.00	0.00	0.00	0.00	0.00	0.00
Total Utilities	1,100.00	91.67	0.00	0.00	366.67	(366.67)
Maintenance:						
4420 Materials	2,000.00	166.67	0.00	0.00	666.67	(666.67)
4430 Contract Costs	10,000.00	833.33	517.53	8,303.19	3,333.33	4,969.86
Total Maintenance	12,000.00	1,000.00	517.53	8,303.19	4,000.00	4,303.19
General Expenses:						
4510 Insurance Expenses	0.00	0.00	0.00	0.00	0.00	0.00
4580 Interst Expense	19,260.00	1,605.00	1,589.65	6,238.90	6,420.00	(181.10)
Total General Exp.	19,260.00	1,605.00	1,589.65	6,238.90	6,420.00	(181.10)
TOTAL EXPENSES	33,960.00	2,830.00	2,137.28	14,662.70	11,320.00	3,342.70
TOTAL RECEIPTS TO DATE						68,859.19
TOTAL EXPENSES TO DATE						14,662.70
TOTAL RECEIPTS LESS TOTAL EXPENSES TO DATE-Income/Loss						54,196.49

I CERTIFY THAT THE FOREGOING INFORMATION IS TRUE AND CORRECT
TO THE BEST OF MY KNOWLEDGE AND BELIEF



Michael G. Wong
Executive Director

5/9/19

Date

Please note: A principal payment to Bank of the James was made in the amount of \$2,018.49 for a total of \$8,193.66 for this fiscal year.

Housing Choice Voucher Program (HCV)
Statement of Revenues, Expenses, and Changes in Fund Equity
For the Month of April 2019

	Annual Budget	Monthly Budget	Total This Month	Actual To Date	Budget To Date	Over/(Under) To Date
Receipts						
3300RC Adm-Fraud/Abuse/Set Off De	16,000.00	1,333.33	798.00	2,570.80	5,333.33	(2,762.53)
3300RC HAP-Fraud/Abuse/Set Off De	16,000.00	1,333.33	798.01	2,570.80	5,333.33	(2,762.53)
3300 FSS Fort.	0.00	0.00	0.00	1,339.00	0.00	1,339.00
3300 Portability Fee Income	0.00	0.00	0.00	0.00	0.00	0.00
3610 Interest-HAP	0.00	0.00	0.00	0.00	0.00	0.00
3610 Interest-Adm	0.00	0.00	0.00	0.00	0.00	0.00
3410 HCV FSS Grant Funds	28,444.00	2,370.33	7,110.40	7,110.40	9,481.33	(2,370.93)
3410 HCV HAP Payment-Adm Fees	437,219.00	36,434.92	38,867.00	162,607.00	145,739.67	16,867.33
3410 HCV HAP Payment-HAP Fees	5,600,756.00	466,729.67	486,818.00	1,964,049.00	1,866,918.67	97,130.33
Total Receipts	6,098,419.00	508,201.58	534,391.41	2,140,247.00	2,032,806.33	107,440.67
Expenses						
Administration						
4110 Adm Salaries	269,276.00	22,439.67	20,693.56	92,815.14	89,758.67	3,056.47
4110 FSS Salaries (grant portion)	28,444.00	2,370.33	2,172.46	9,978.09	9,481.33	496.76
4540 Adm/FSS Benefits	95,351.00	7,945.92	7,167.82	29,358.15	31,783.67	(2,425.52)
4130 Legal Fees	0.00	0.00	0.00	0.00	0.00	0.00
4140 Staff Training	2,000.00	166.67	0.00	1,105.00	666.67	438.33
4150 Travel	2,000.00	166.67	1,069.98	1,599.96	666.67	933.29
4171 Auditing Fees	6,940.00	578.33	0.00	0.00	2,313.33	(2,313.33)
4190 Sundry	44,000.00	3,666.67	10,776.05	12,773.81	14,666.67	(1,892.86)
4190.1 Portability Fees	5,500.00	458.33	1.78	1,246.86	1,833.33	(586.47)
Total Administration	453,511.00	37,792.58	41,881.65	148,877.01	151,170.33	(2,293.32)
Utilities						
4310 Water	0.00	0.00	0.00	0.00	0.00	0.00
4320 Electric	0.00	0.00	0.00	0.00	0.00	0.00
4330 Gas	0.00	0.00	0.00	0.00	0.00	0.00
4390 Sewer	0.00	0.00	0.00	0.00	0.00	0.00
Total Utilities	0.00	0.00	0.00	0.00	0.00	0.00
Maintenance						
4420 Maintenance Salaries	0.00	0.00	0.00	0.00	0.00	0.00
4540 Maintenance Benefits	0.00	0.00	0.00	0.00	0.00	0.00
4420 Materials	0.00	0.00	0.00	0.00	0.00	0.00
4430 Contract Costs (Unit Inspections)	0.00	0.00	0.00	0.00	0.00	0.00
Total Maintenance	0.00	0.00	0.00	0.00	0.00	0.00
General						
4510 Insurance	11,470.00	856.33	534.90	2,175.60	3,425.32	(1,249.72)
4570 Collection Loss	0.00	0.00	0.00	0.00	0.00	0.00
4715 HAP Portability In	0.00	0.00	0.00	0.00	0.00	0.00
Total	11,470.00	856.33	534.90	2,175.60	3,425.32	(1,249.72)
Total Expenses (excluding HAP)	464,981.00	38,648.91	42,416.55	151,052.61	154,595.65	(3,543.04)
4715 HAP	5,580,496.00	465,041.33	442,531.00	1,807,121.14	1,860,165.33	(53,044.19)
4715 UAP	0.00	0.00	11,295.00	47,121.00	0.00	47,121.00
4718 FSS Escrow	0.00	0.00	5,130.00	22,972.00	0.00	22,972.00
HAP Total	5,580,496.00	465,041.33	458,956.00	1,877,214.14	1,860,165.33	17,048.81
Total Expenses	6,045,477.00	503,690.25	501,372.55	2,028,266.75	2,014,760.99	13,505.76
TOTAL RECEIPTS TO DATE						2,140,247.00
TOTAL EXPENSES TO DATE						2,028,266.75
TOTAL RECEIPTS LESS TOTAL EXPENSES TO DATE-Net Income/Loss						111,980.25

Adm Funds 21,235.59
HAP Funds 90,744.66

I CERTIFY THAT THE FOREGOING INFORMATION IS TRUE AND CORRECT
TO THE BEST OF MY KNOWLEDGE AND BELIEF



Liz Webb, Housing Choice Voucher Mgr



Date

J. R. "POLLY" LINEWEAVER (JRL)
Statement of Revenues, Expenses, and Changes in Fund Equity
For the Month of April 2019

	Annual Budget	Monthly Budget	Total This Month	Actual To Date	Budget To Date	Over/(Under) To Date
Receipts:						
3110 Dwelling Rent	174,802.00	14,566.83	13,965.59	54,926.16	58,267.33	(3,341.17)
3410 HAP Funding	262,204.00	21,850.33	22,166.00	84,938.00	87,401.33	(2,463.33)
3410 Service Coord Grant-2018	66,107.00	5,508.92	0.00	1,358.24	22,035.67	(20,677.43)
3690 Other Income-Laundry	6,000.00	500.00	254.57	1,012.89	2,000.00	(987.11)
3690 Other Income-Late fees,w/orders	6,000.00	500.00	1,030.50	2,386.28	2,000.00	386.28
Total Receipts	515,113.00	42,926.08	37,416.66	144,621.57	171,704.33	(27,082.76)
Expenses:						
Administration						
4110 Adm Salaries	61,380.00	5,115.00	4,718.02	20,399.99	20,460.00	(60.01)
4540 Adm Benefits	19,629.00	1,635.75	1,581.65	6,667.66	6,543.00	124.66
4130 Legal Fees	1,000.00	83.33	1,279.40	2,649.10	333.33	2,315.77
4140 Staff Training	0.00	0.00	0.00	0.00	0.00	0.00
4150 Travel	0.00	0.00	40.00	160.00	0.00	160.00
4171 Auditing Fees	1,200.00	100.00	0.00	0.00	400.00	(400.00)
4190 Sundry	15,000.00	1,250.00	4,031.04	6,228.85	5,000.00	1,228.85
Total Administration	98,209.00	8,184.08	11,650.11	36,105.60	32,736.33	3,369.27
Tenant Services:						
4220-40 Service Coord Grant-2018	66,107.00	5,508.92	6,591.13	15,356.72	22,035.67	(6,678.95)
4230 Tenant Services-Other	1,000.00	83.33	0.00	0.00	333.33	(333.33)
Total Tenant Serv.	67,107.00	5,592.25	6,591.13	15,356.72	22,369.00	(7,012.28)
Utilities:						
4310 Water	7,500.00	625.00	623.70	2,494.80	2,500.00	(5.20)
4320 Electric	65,000.00	5,416.67	7,504.35	34,763.36	21,666.67	13,096.69
4390 Sewer	25,000.00	2,083.33	1,925.72	7,702.88	8,333.33	(630.45)
Total Utilities	97,500.00	8,125.00	10,053.77	44,961.04	32,500.00	12,461.04
Maintenance:						
4410 Maintenance Salaries	46,120.00	3,843.33	2,643.44	11,312.63	15,373.33	(4,060.70)
4540 Maintenance Benefits	14,808.00	1,234.00	707.89	3,137.84	4,936.00	(1,798.16)
4420 Materials	8,000.00	666.67	519.17	4,309.68	2,666.67	1,643.01
4430 Contract	55,000.00	4,583.33	7,273.37	20,531.09	18,333.33	2,197.76
Total Maintenance	123,928.00	10,327.33	11,143.87	39,291.24	41,309.33	(2,018.09)
General:						
4510 Insurance	12,000.00	1,000.00	759.06	2,875.73	4,000.00	(1,124.27)
4570 Collection Loss	0.00	0.00	0.00	0.00	0.00	0.00
4580 United Bank Bond Interest	37,323.00	3,110.25	3,254.31	12,815.90	12,441.00	374.90
Total General	49,323.00	4,110.25	4,013.37	15,691.63	16,441.00	(749.37)
TOTAL EXPENSES	436,067.00	36,338.92	43,452.25	151,406.23	145,355.67	6,050.56
TOTAL RECEIPTS TO DATE						144,621.57
TOTAL EXPENSES TO DATE						151,406.23
TOTAL RECEIPTS LESS TOTAL EXPENSES TO DATE-Income/Loss						(6,784.66)

I CERTIFY THE FOREGOING INFORMATION IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF


 Lisa Benasher, Lineweaver Manager

5-9-19
 Date

Please note: A principal payment to United Bank was made in the amount of \$6,411.97 for a total of \$25,849.22 for this fiscal year.

FRANKLIN HEIGHTS, LLC
Statement of Revenues, Expenses, and Changes in Fund Equity
For the Month of April 2019

	Annual Budget	Monthly Budget	Total This Month	Actual To Date	Budget To Date	Over/(Under) To Date
Receipts:						
3110 Dwelling Rent	380,005.00	31,667.08	31,975.46	129,472.99	126,668.33	2,804.66
3410 HAP Funding	993,000.00	82,750.00	89,486.00	354,323.00	331,000.00	23,323.00
3610 Interest Income	0.00	0.00	74.26	235.64	0.00	235.64
3690 Other Income-Late fees, etc.	25,000.00	2,083.33	1,599.20	14,522.10	8,333.33	6,188.77
3410 Other Receipts-CDBG Funds	140,000.00	11,666.67	0.00	70,000.00	46,666.67	23,333.33
Total Receipts	1,538,005.00	128,167.08	123,134.92	568,553.73	512,668.33	55,885.40
Expenses:						
Administration						
4110 Adm Salaries	222,262.00	18,521.83	17,068.68	76,726.02	74,087.33	2,638.69
4540 Adm Benefits	70,801.00	5,900.08	6,713.19	24,702.48	23,600.33	1,102.15
4130 Legal Fees	2,000.00	166.67	0.00	270.02	666.67	(396.65)
4140 Staff Training	1,000.00	83.33	0.00	520.00	333.33	186.67
4150 Travel	1,500.00	125.00	80.00	320.00	500.00	(180.00)
4171 Auditing Fees	1,800.00	150.00	0.00	0.00	600.00	(600.00)
4190 Sundry	25,000.00	2,083.33	7,889.19	12,158.05	8,333.33	3,824.72
Total Administration	324,363.00	27,030.25	31,751.06	114,696.57	108,121.00	6,575.57
Tenant Services						
4240 Tenant Services-Recreation	1,000.00	83.33	0.00	0.00	333.33	(333.33)
Total Tenant Services	1,000.00	83.33	0.00	0.00	333.33	(333.33)
Utilities						
4310 Water	0.00	0.00	(602.98)	(1,672.07)	0.00	(1,672.07)
4320 Electric	15,000.00	1,250.00	1,040.41	4,116.53	5,000.00	(883.47)
4330 Gas	3,400.00	283.33	121.88	682.16	1,133.33	(451.17)
4390 Sewer	0.00	0.00	(807.42)	(3,496.83)	0.00	(3,496.83)
Total Utilities	18,400.00	1,533.33	(248.11)	(370.21)	6,133.33	(6,503.54)
Maintenance						
4410 Maintenance Salaries	102,899.00	8,574.92	9,252.93	36,283.60	34,299.67	1,983.93
4540 Maintenance Benefits	33,318.00	2,776.50	2,808.78	9,977.51	11,106.00	(1,128.49)
4420 Materials	43,500.00	3,625.00	2,286.66	12,262.80	14,500.00	(2,237.20)
4430 Contract	100,000.00	8,333.33	2,442.15	20,817.71	33,333.33	(12,515.62)
Total Maintenance	279,717.00	23,309.75	16,790.52	79,341.62	93,239.00	(13,897.38)
General						
4510 Insurance	45,000.00	3,750.00	1,735.25	5,726.99	15,000.00	(9,273.01)
4570 Collection Loss	0.00	0.00	0.00	0.00	0.00	0.00
4590 Real Estate Taxes	24,000.00	2,000.00	0.00	0.00	8,000.00	(8,000.00)
4580 Interest Expense-HHR	97,100.00	8,091.67	0.00	48,550.00	32,366.67	16,183.33
4580 Interest Expense-FH	133,925.00	11,160.42	0.00	66,962.50	44,641.67	22,320.83
4580 Interest Expense-FORK(UB)	26,227.00	2,185.58	2,287.11	9,006.93	8,742.33	264.60
4580 Interest Expense-FORK(Seller Fin)	45,066.00	3,755.50	3,805.89	15,342.06	15,022.00	320.06
Total General	371,318.00	30,943.17	7,828.25	145,588.48	123,772.67	21,815.81
TOTAL EXPENSES	994,798.00	82,899.83	56,121.72	339,256.46	331,599.33	7,657.13
TOTAL RECEIPTS TO DATE						568,553.73
TOTAL EXPENSES TO DATE						339,256.46
TOTAL RECEIPTS LESS TOTAL EXPENSES TO DATE-Net Income/Loss						229,297.27

I CERTIFY THE FOREGOING INFORMATION IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF


 Nehemias Velez, FH Manager

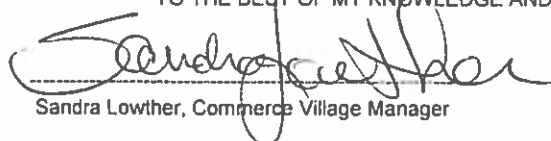
5/8/19
 Date

Please note P/I payments below:	Debt Pymts Due	Debt Pymts YTD	Debt Pymts Outstanding	
HHR 2006/14 Go Bond Payment	217,100	0	217,100	120000
FH 2009/11 Go Bond Payment	443,925	0	443,925	310000
United Bank-Forkovitch Units	81,512	26,956	54,556	55285
Seller Financed-Forkovitch Family	102,953	<u>34,316</u>	<u>68,637</u>	57887
Total	845,490	61,272	784,218	

COMMERCE VILLAGE LLC (CVO)
Statement of Revenues, Expenses, and Changes in Fund Equity
For the Month of April 2019

	Annual Budget	Monthly Budget	Total This Month	Actual To Date	Budget To Date	Over/(Under) To Date
Receipts:						
3110 Rental Income	78,892.00	6,574.33	5,742.00	26,090.00	26,297.33	(207.33)
3410 HAP Funding	110,000.00	9,166.67	9,569.00	36,919.00	36,666.67	252.33
3610 Interest (VHDA acct)	360.00	30.00	54.85	199.43	120.00	79.43
3690 Other Income-Laundry&Donatio	2,500.00	208.33	109.76	604.91	833.33	(228.42)
3690 Other Inc-Late fees,workorders	2,500.00	208.33	541.00	1,099.00	833.33	265.67
Total Receipts	194,252.00	16,187.67	16,016.61	64,912.34	64,750.67	161.67
Expenses:						
Administration:						
4110 Adm Salaries	17,592.00	1,466.00	1,353.26	6,089.67	5,864.00	225.67
4540 Adm Benefits	5,676.00	473.00	208.12	893.57	1,892.00	(998.43)
4130 Legal Fees	0.00	0.00	0.00	100.00	0.00	100.00
4140 Staff Training	0.00	0.00	0.00	0.00	0.00	0.00
4150 Travel	0.00	0.00	0.00	0.00	0.00	0.00
4171 Auditing	0.00	0.00	0.00	0.00	0.00	0.00
4190 Sundry	2,900.00	241.67	2,748.60	4,766.48	966.67	3,799.81
4190 Sundry-Management fees	10,000.00	833.33	805.36	3,317.79	3,333.33	(15.54)
4190 Sundry-HCC fees	6,100.00	508.33	0.00	0.00	2,033.33	(2,033.33)
Total Administration	42,268.00	3,522.33	5,115.34	15,167.51	14,089.33	1,078.18
Tenant Services:						
4240 Case Mgt/Peer Counseling	16,500.00	1,375.00	3,611.00	3,611.00	5,500.00	(1,889.00)
4240 Tenant Services-Client	1,500.00	125.00	0.00	285.00	500.00	(215.00)
Total Tenant Serv.	18,000.00	1,500.00	3,611.00	3,896.00	6,000.00	(2,104.00)
Utilities:						
4310 Water	4,000.00	333.33	326.70	1,306.80	1,333.33	(26.53)
4320 Electricity	20,000.00	1,666.67	1,677.83	7,010.30	6,666.67	343.63
4330 Gas	2,100.00	175.00	184.13	714.40	700.00	14.40
4390 Sewer	11,000.00	916.67	931.80	3,727.20	3,666.67	60.53
Total Utilities	37,100.00	3,091.67	3,120.46	12,758.70	12,366.67	392.03
Maintenance:						
4410 Maintenance Salaries	9,669.00	805.75	891.80	3,502.93	3,223.00	279.93
4540 Maintenance Benefits	3,056.00	254.67	253.95	1,024.88	1,018.67	6.21
4420 Materials	2,500.00	208.33	290.42	1,281.25	833.33	447.92
4430 Contract Costs	16,500.00	1,375.00	1,213.07	6,581.52	5,500.00	1,081.52
Total Maintenance	31,725.00	2,643.75	2,649.24	12,390.58	10,575.00	1,815.58
General Expenses:						
4510 Insurance Expenses	5,200.00	433.33	628.10	1,368.90	1,733.33	(364.43)
4570 Collection Loss	0.00	0.00	0.00	0.00	0.00	0.00
4580 Interest Expense	16,380.00	1,365.00	1,365.00	5,460.00	5,460.00	0.00
4590 Real Estate Taxes	24.00	2.00	1.01	4.04	8.00	(3.96)
1162 Replacement Reserve Acct	9,000.00	750.00	750.00	3,000.00	3,000.00	0.00
Total General Exp.	30,604.00	2,550.33	2,744.11	9,832.94	10,201.33	(368.39)
TOTAL EXPENSES	159,697.00	13,308.08	17,240.15	54,045.73	53,232.33	813.40
TOTAL RECEIPTS TO DATE						64,912.34
TOTAL EXPENSES TO DATE						54,045.73
TOTAL RECEIPTS LESS TOTAL EXPENSES TO DATE-Income/Loss						10,866.61

I CERTIFY THAT THE FOREGOING INFORMATION IS TRUE AND CORRECT
TO THE BEST OF MY KNOWLEDGE AND BELIEF


Sandra Lowther, Commerce Village Manager

5-8-2019
Date



RECEIVED
MAY 08 2019

U. S. Department of Housing & Urban Development

Richmond Public Housing Program Center
600 E. Broad Street, 3rd Floor
Richmond, VA 23219
1-800-842-2610

PY:

April 30, 2019

Mr. Michael G. Wong
Executive Director,
Harrisonburg Redevelopment and Housing Authority
P.O. Box 1071
Harrisonburg, VA 22803

Dear Mr. Wong:

Thank you for completing your Section 8 Management Assessment Program (SEMAP) certification for the Harrisonburg Redevelopment and Housing Authority (HRHA). We appreciate your time and attention to the SEMAP assessment process. SEMAP enables HUD to better manage the Section 8 tenant-based program by identifying PHA capabilities and deficiencies related to the administration of the Section 8 program. As a result, HUD will be able to provide more effective program assistance to PHAs.

HRHA's final SEMAP score for the fiscal year ended 12/31/2018 is 130 points out of a possible 135 (100%). Your overall performance rating is "high". The following are your scores on each indicator:

Indicator	1	Selection from Waiting List (24 CFR 982.54(d)(1) and 982.204(a))	15
Indicator	2	Reasonable Rent (24 CFR 982.4, 982.54(d)(15), 982.158(f)(7) and 982.507)	20
Indicator	3	Determination of Adjusted Income (24 CFR part 5, subpart F and 24 CFR 982.516)	20
Indicator	4	Utility Allowance Schedule (24 CFR 982.517)	5
Indicator	5	HQS Quality Control (24 CFR 982.405(b))	0
Indicator	6	HQS Enforcement (24 CFR 982.404)	10
Indicator	7	Expanding Housing Opportunities	5
Indicator	8	Payment Standards (24 CFR 982.503)	5
Indicator	9	Timely Annual Reexaminations (24 CFR 5.617)	10
Indicator	10	Correct Tenant Rent Calculations (24 CFR 982, Subpart K)	5
Indicator	11	Pre-Contract HQS Inspections (24 CFR 982.305)	5
Indicator	12	Annual HQS Inspections (24 CFR 982.405(a))	10
Indicator	13	Lease-Up	20
Indicator	14	Family Self-Sufficiency (24 CFR 984.105 and 984.305)	N/A
Indicator	15	Deconcentration Bonus	0

This HUD letter notifies HRHA of one SEMAP deficiency (“indicator rating of zero”). HRHA must correct Indicator 5 HQS Quality Control, 45 calendar days from the date of this HUD notification letter (see 24 CFR 985.106). The PHA must send a written report to HUD describing its correction of any identified SEMAP deficiency.

HRHA is reminded that if the PHA fails to correct a SEMAP deficiency within 45 calendar days as required, HUD may require the PHA to prepare and submit a corrective action plan within 30 calendar days from the date of the HUD Notice. This Office is hopeful that the PHA shall be successful in correcting the indicator rating of zero.

The PHA may appeal its overall performance rating to HUD by providing justification of the reasons for its appeal. An appeal made to the Program Center may be further appeal to the Assistant Secretary.

Thank you for your cooperation with the SEMAP process. If you have any questions, please call me at (804) 822-4899.

Sincerely,



Robert F. Davenport
Director
Richmond Public Housing Program Center

Cc:
Mr. Timothy Smith, Chairperson, Board of Commissioners

Final Deliverables

Client: Liz Webb and Michael Wong

Organization: Harrisonburg Rockingham Housing Authority

DYAD Partners: Avery Hare and Luke Robb

Table Of Contents

Avery Hare — Luke Robb

Objective Due Dates

Recruitment Strategy Guide	page 3
Recruitment Tactics.....	page 6
Mock Emails/Templates.....	page 9
Literature Review.....	page 12
Brochure	page 25

HRHA

Recruitment Strategy Guide

Avery Hare & Luke Robb
4/22/2019

Overview:

The purpose of the Recruitment Strategy Guide is to provide a context and recommendation on the recruitment and retention of new landlords. It will establish common practices that are used by other housing authorities, as well as introduce new forms of recruitment and retention. The goal of this guide is to be used as a starting and point while establishing and evaluating current and future strategies in the recruitment and retention process.

Introduction:

The Mission of the Harrisonburg is *To promote adequate and affordable housing economic opportunity and a suitable living environment free from discrimination; and to foster redevelopment of blighted areas to ensure the economic, social and housing vitality of our community (HRHA-Mission Statement)*. As part of this process rental assistance programs are managed through through the HRHA and fulfilled through grants from the federal agency, Housing and Urban Development or HUD. This program is commonly referred to as the housing voucher program that guarantees landlords a portion of the rent will be paid each month through direct deposit. In partnership with James Madison University, School of Communications to work with a select students in Advance Organizational studies to consult on a relevant problem, that will provide the students with hands on experience.

Problem Analysis:

The current housing needs in the Harrisonburg market have started to favor the student of James Madison University. The amount of available student housing continues to grow with the student population. However, this has created an unstable environment for locals in the area and has been negatively impacting those in low socially economical standing. It has additionally drawn many landlords and reality companies to leave the voucher program to fill the demand for the rise in student housing. This has lead for a call of action to be made in hopes to recruit new landlords into the program and retain current and future members to stay in the program.

Project Scope:

The scope of the project would work to alleviate the burden that has been identified in the landlord recruitment and retentions process. To seek out additional information that would be used in creating a plan of action to help assist in the process of recruiting new landlords and retaining current landlords. The information gather in this process would be collected from scholarly sources, trade journals, newspapers, housing authorities websites, and interviews with other housing authorities. Collected information would be assessed on effectiveness and used in the creation of a recruiting and retention guide. In addition, a recommendation on which tactics to use would be included.

Recruitment Tactics:

METHOD:

This process will overview the method in which will be deployed in the recruitment process.

Emotion:

The use of the emotion tactic is to appeal to the landlords of emotions of helping those in need. This form will require testimony from participants in the program to show how they have benefited from the voucher program. Success in this method requires gathering testimony from tenants to share their experiences.

The goal is to see the good in which the voucher program can offer people in harden circumstances and this is a stepping stone that landlords can provide.

Community Growth: (Different Name)-our preferences scale waiting list, domestic violence disability, community support, around half ss or disability. | Serving those elderly, disabilities, housing instability, homeless. Different Narrative, some self sufficient due to challenges will always need it. Need landlords to know what it does for them, section 8 is more just than the family. Serve families individuals and families

Similar to Emotion, but the major difference is to play to aspect of community growth. Building a strong community is important to many people, a stronger community will builder a prospering business environment. This environment is beneficial to landlords, with their added help in the voucher program they will be apart of the group working to build community strengthen community ties not just socially but economically.

Guaranteed Income:

The most business focused method to be used in recruiting new landlords. At the end of the day landlords want to be paid for offering their house to anyone regardless if it through the voucher program. The Guaranteed income can be appealing to landlords to ensure them that they will receive a direct deposit every month without worry. This alleviates the burden of them having to worry about not receiving a payment, if they are on the fence about potential renters guaranteed income will alleviate that worry. Paid with some other methods this may be the most effective strategy in gaining new landlords.

Constant flow of renters:

Another business focused approach to show landlords that being apart of the voucher program will give them access to a list of potential tenants. They will never have to worry about vacancies if they are to become apart of the program. Paired with the Constant flow of renters this will encourage landlords that have multiple vacancies to become a part of the program.

DEPLOYMENT:

This will demonstrate the methods used in a deliverable that will be received by potential landlords. Each deployment methods will deploy a combination of the methods listed above.

Community Fliers:

Community Fliers allow for word-of-mouth to spread the news about readily available tenants and the benefits of joining the Harrisonburg Housing Authority.

Emails:

Emails are a low cost way to deploy all methods listed above. This could be used to gain new landlords and as a method to remind those in the program of all the good they are doing in the local community.

Luncheons:

This is one of the most popular tactics used by other housing authorities to educate potential landlords about the program. It is also a way to bring current landlords to talk about their experiences to these potential members. This could be done in a yearly or bi-yearly timing. This would be on of the more expensive sides.

Newspaper: (Newstories)-- New landlord orientation, benefits, city government website

An old fashioned approach to recruitment, but would spread the word of the vouching program to more than just landlords. It would also provide information about the program to potential tenants. Cost vary depending on the size and times run in the newspaper, but could prove to be useful in the community.

Referrals: (use non-federal funds)

A landlord referral process would provide incentives to current landlords if they are able to refer new members to the program and have them stay for over a year. Incentives could be small, but the impact would be use the existing network of landlords and have them do the work for you.

Mock Emails & Templates

Avery Hare & Luke Robb
4/04/2019

Mock Email 1-Recruitment

Dear Potential Landlord,

We recognize the valuable service that you provide to the local community. We believe that you can further your service to the community by accepting Housing Vouchers.

The housing voucher program is run through the HRHA and provides low incomes families with affordable housing. How this works is that we calculate a portion of rent that we guarantee you will receive through direct deposit each month. The rest of the rent would be paid by the tenant of the unit they are occupying. In addition, you will receive guaranteed rent but you will have access to a constant pool of tenants within the program looking for places to live. If you would like more information about the program please reach out to _____.

We look forward to hearing and working with you in the future.

Sincerely,
HRHA Staff

Mock Email 2- Recruitment

Dear Potential Landlord,

Part of what we do we do at the Harrisonburg Housing Authority is to administer the housing voucher program. However, a program such as this can't now work only, it needs committed landlords such as yourself to make it happen. The program offers a guaranteed percent of the rent paid for each month via direct deposit. In addition, it gives you access to a constant stream of tenants looking for housing. If you would like to learn more about the program and its benefits please reach out to _____.

We look forward to hearing from you,
HRHA Staff

Mock Email 3- Retention

Dear Landlords,

We wanted to check in with everyone and see how everything is going! If there is anything that you need help with, or if you have any questions or problems that we could help you with please feel free to reach out to us. Currently we have _____ tenants and _____ landlords participating in the voucher program, and we wanted to share some of the impacts you are making in our community. **(EXAMPLE) “ Being apart of the housing voucher program has alleviated a financial burden on my family. As a single mother, I want to make sure that my two children have everything they need to succeed in school. I**

couldn't be more proud the my oldest daughter will be starting high school next year and my youngest will be in the fourth grade. I wanted to thank everyone who partakes in the program for everything they do for me, but the entire community." It stories such as this that keep the HRHA staff happy to provide the housing voucher program and we couldn't be more happy to work with you all. We hope stories like these brighten your day as they do ours.

Thank you for all you do,
The HRHA Staff

Mock Email 4- Retention

Dear Landlords,

Every few months we want to give you an update about the Housing Voucher Program. We currently have ____ landlords providing housing in ____ units to ____ number of people. This is all made possible by the commitment you have made to being apart of the program. The HRHA staff can't express enough the gratitude we have to every single one of you and how this making a difference in our community. As always we are here for you, and if you ever need anything from us just ask.

Sincerely,
The HRHA Staff

Literature Review

Client: Liz Webb and Michael Wong

Organization: Harrisonburg Rockingham Housing Authority

DYAD Partners: Avery Hare and Luke Robb

Abstract

The purpose of this literature review is to examine landlord strategic management and recruitment strategies within local housing authorities. The exploration of this information is to provide deeper insight into how to effectively recruit and retain landlords to participate in affordable housing using the existing housing voucher system. The information will be collected through nonprofits, governments, with the addition of interviews with other housing authorities. All collected information will be considered during the formulation of a strategic plan for the Harrisonburg Rockingham Housing Authority as they work with landlords to provide affordable housing to the local community.

Introduction

The Harrisonburg Rockingham Housing Authority (HRHA) in partnership with the School of Communications at James Madison University is working with a group from a senior capstone class, SCOM 450 or Advance Organizational Communication, to provide a hands-on consulting project.

While the HRHA has many facets of work, the students are tasked with looking into the affordable housing voucher program. More specifically, they will be looking at the recruitment and retention of landlords participating in the program. One of the pressing issues the HRHA is currently facing is the growing impact student housing is having on the community. The recruitment and retention of landlords has been directly impacted by student housing. With landlords more inclined to rent to college students it has affected the HRHA ability to grow the affordable housing voucher program.

The project scope will include two major parts. One, is determining current recruitment strategies for landlords that are currently used by other localities. This information will allow for a tailored solution to be created for the HRHA using pre-existing means that will best meet their current pains. Second, is to determine a means of landlord retention. Once a landlord decides to partake in the voucher program, a means to keep them in the program must be established. Using information gathered from a variety of sources will add to value to a tailored strategic plan to retain landlords.

The literature review will allow for information to be gathered and examined to determine what pieces will be useful in the formulation of a strategic management and

recruitment plans. This will base the HRHA strategic plans in pre-existing strategies that have been used by other localities.

Literature Review

Recruitment and Retention are reviewed separately to differentiate the processes between the strategies. This allows for two distinct outlooks to examine how others seek to recruit and retain landlords. Analyzing both of these separately allows are essential to being able to create tailored strategies for the HRHA in recruitment and retention.

Recruitment Strategies

Recruitment of landlords for housing authorities varies widely depending on the local the community. No two local communities will have the same needs, however similarities and strategies can be tailored to meet those different needs.

Non-Profits/Organizations. Regardless of the place, time, or fiscal climate building and maintaining relationship with landlords is one of the most vital components in providing affordable housing. This also proves to be one of the most challenging parts of the process, however if a good relationship is developed from the beginning it could alleviate problems in the long-run (CCEH). The importance of building relationships from the beginning could prove extremely valuable in the recruitment process. A continuous relationship throughout the recruitment process will alleviate some of the concerns of potential landlords as they enter into the program. In *Appendix A*, displays a template of a letter that could be sent out to potential landlords to invoke them in joining the program. This template was used in 2018 by Connecticut as part of the Governor's Challenge for Family Homelessness. It invokes an emotional appeal, displays statistics, bullet-points how the program works, and contact information to join the

program (Governor's Challenge on Family Homelessness). The use of a template, such as this, could prove useful in mass recruitment of landlords from year-to-year.

From the document *Core Components of Centralized Landlord Engagement Programs and Community Landlord Engagement Initiatives* clearly layout three different ways that landlord could be engaged in the recruitment process. First, Public-Private partnerships reference the use of Zillow's Community Pillar Program to allow landlords to get a community badge on their page. This would not only be a draw to offer affordable housing, but make other renters more interested in renting from someone who cares about the community. Second, was the use of landlord events to bring people together to talk about the success of the program and how offering affordable housing was important to the local community. Some of the events focused on veterans and families as a means to draw an emotional appeal to potential landlords. Third, is to engage on the highest-level, which would be through the use of public service announcements about the need for landlords. The important detail in all these instances is establishing a single Point of Contact (POC). The use of a single POC may be the beginning of establishing a relationship that landlords will feel comfortable directing questions to as they try to enter into the program.

Governments. From a May, 2015 Urban and Housing and Development (HUD) report presents the idea of a multifaceted approach to engaging potential landlords. The most common engagement activity used to engage landlords would be fact sheets, business cards, flyers, and letters. Other activities included using testimony statements for current tenants, landlords, and news reports regarding why and how the program impacts the local community. In both cases this information was passed along in outreach visits or mailed directly to potential landlords. The

other large are to connect with potential landlords is ensuring a website based focused that could be easily accessible to those who are interested. HUD's data collection from localities showed that in any cases multiple strategies have to be employed in order to recruit and engage potential landlords.

Interviews. Through a series of phone calls, a large number of housing authorities contract their housing voucher programs outwards to be administered by a 3rd party source. An interview with the Virginia Housing Development Authority (VHDA) spoke on behalf of the numerous localities that they administer the program for. First, it was noted that no single strategy is used by any two localities, but similar tactics were taken and tailored for their personal needs. The general outreach to potential landlords were to hold open house events to invite current and potential members together. Other methods included newspaper ads, online pages, respond on a case-by-case basis, or registering on the VirginiaHousingSearch.com. Additionally, the interview led to the conclusion that large outreach efforts to recruit new landlords is present, but providing customer service is a main focus to ensure that if a landlord is interested they have access to information to make a decision.

Other localities that were spoken to noted that they contract the housing voucher program outwards and do not actively seek-out new landlords to join the program. If a landlord was interested in the program they would provide information about the program, but would not seek out individual landlords to join the program. The recruitment efforts of housing authorities remain unstructured and highly dependent on the locality. In some instances, such as Douglass County, Colorado had such a sparse need for vouchers that they had to contract outwards to best spend public money. It was noted by the VHDA, that South West Virginia near Virginia Tech is

experiencing similar circumstances to that of James Madison University and the surrounding community.

Retention Strategies

Once a landlord is part of the program, a process must be established in order to keep them in their program. Retention for landlords is vital in a community that is growing along with a college community and the influx of people that it brings into the people.

Nonprofits/Organizations. A survey conducted by Homelesstrust.org focused its efforts on retention, of which fell heavily on getting landlords to be active, incentivize landlords with risk mitigation, centralized point of contact, and uniform materials. Understanding what landlords look for in staying with a program is helpful when developing a retention strategy. This survey material was used by Homelesstrust.org to create a retention plan for landlords. This included a quick reference guide, a landlord advisory committee, town hall meetings to share information and success about/within the program. The use of a landlord advisory committee is a potential area to develop in the Harrisonburg/Rockingham area. If such a committee existed it may build community among the landlords who partake in the voucher program. This could potential lead to a great retention rates as members of the program would develop relationships with other landlord with similar interest. The next big focus is to use success stories of the program to use as promotional materials to ensure that landlords see that their efforts are contributing to the greater good. The use of promoting stories is not only a way to gain favorability among potential landlords, but a retention strategy to continually remind those who are already participating in the program that it is their efforts that allow these stories to happen. This allows creates a favorable view of affordable housing in the local community to be in favor

of offering the housing vouchers. The use of success stories can be used in multiple aspects and could prove to be helpful in more than one way.

The Florida Housing Coalition used a presentation with a section that describes ways to keep landlords. The landlord retention strategies focused on making sure that landlords were recognized for everything that they were doing, keeping your side of the agreement, preventing housing crises before they happen, addressing crises when they happen, and keeping open line of communication with landlords. In this instance the Florida Housing Coalition is focusing on the customer service that the housing authority can provide to be the mitigator between the landlord and the tenant. The added support of the housing authority would provide security to landlords knowing that there are systems in play by the housing authority to prevent and respond to problems before they even occur. This system of prevention and reaction on the housing authority may help ensure that landlords feel that they are getting benefits of being apart of this program and not just being used. In addition, they recognize the importance of making sure that landlords need appreciation for the service that they are providing for the local community. This could happen in a variety of forums whether that be in meetings, in front of the Chamber of Commerce, on the website, or press release. This appreciation could retain landlords to the program as they are constantly getting the need appreciation they deserve to being apart of the program.

Governments. The Housing and Urban Development in Landlord Engagement & Recruitment Additional Resources Document provides numerous references in the recruitment strategy of landlords, but fails to provide in-depth retention strategies. However, the recruitment strategies within this document could be modified to work as a retention strategy. The most

common engagement activity used to engage landlords would be fact sheets, business cards, flyers, and letters. Other activities included using testimony statements for current tenants, landlords, and news reports regarding why and how the program impacts the local community. These could be used in a modified to create a retention strategy. Using the same strategies from recruitment to retention could provide continuity within the two strategies. This could be extremely helpful in making sure that information remains the same before and after the recruitment process into retention process.

Interviews. The Virginia Housing Authority, who manages multiple localities voucher programs, spoke on behalf of the localities they represent. From their experience no establish plan has been in place any of the localities that they represent. However, when they work with landlords they focus on customer service to ensure that when they providing a service for the landlords that they are pleased with the experience. They believe this is key to maintaining positive relationships with the landlords and keeps them participating in the program. With good customer service they believe that they will provide all the information need for landlords to make informed decision about the program. All other localities, such as Chesterfield County, had no retention strategies that they relied on either, just making sure that they are holding up their end of their bargain. The overall view of retention strategies is relative non-existent in housing authorities.

Findings

Both recruitment and retention strategies remained relatively unstructured across multiple localities. NPOs, Governments, and those who were interviewed had large amounts of information regarding ways that they recruited for new landlords. The major findings for

recruitment were to hold meeting that bring together current and potential landlords to share information, success stories, and how to become involved with the voucher program. Other methods included; cold calling, letter templates, and business card, which remained true across localities. It is important to note that a multifaceted approach to recruitment must be taken to attract the largest amount of potential landlords.

Retention strategies are almost not existent in all localities. While they work to keep landlords continually participating in the program, localities lack a strategic plan to do so. In addition, HUD does not specify ways to keep landlords in the voucher program. The best course of action in retention is to build on top of the recruitment strategies and modify them for retention purposes.

Overall, not conclusive strategy was identified in the literature review. However, elements of a recruitment and retention strategy could be created combining them into one cohesive plan. Further information should be gather from larger localities, and other public programs to determine if their are similar programs to the voucher program and determine if there are comparable strategies to pull from.

References

- Chesterfield County Interview
Chesterfield County Interview [Telephone interview]. (2019, February 22).
- *Connecticut Coalition to End Homelessness (CCEH):*
(n.d.). Retrieved February 14, 2019, from <https://cceh.org/landlord-recruitment-and-retention/>
- *Engagement Programs and Community Landlord Engagement Initiatives*
(5/17/2016). Retrieved February 14, 2019, from <https://cceh.org/wp-content/uploads/2016/06/Core-Components-of-CUSICH-Centralized-Landlord-Engagement-Programs-and-Community-Landlord-Engagement-Initiatives.pdf>
- Florida Housing Coalition
Pourciau, S. (n.d.). *WORKING WITH LANDLORDS TO PROVIDE HOUSING OPTIONS TO PEOPLE WHO ARE HOMELESS* [PDF]. Florida Housing Coalition.
<https://www.flhousing.org/wp-content/uploads/2015/10/Working-with-Landlords.pdf>
- *Governor's Challenge on Family Homelessness:*
(n.d.). Retrieved February 16, 2019, from [Recruitment Letter Template for Landlords](#)
- Housing Connection Interview
Housing Connection Interview [Telephone interview]. (2019, February 19).
- Landlord engagement programs and initiatives:
(n.d.). Retrieved February 17, 2019, from [Core Components of Centralized Landlord](#)
- Landlord Engagement & Recruitment Additional Resources
(May, 2015). Retrieved February 10, 2019, from <https://www.hud.gov/sites/documents/LANDLORD-RESOURCE.PDF>
- Miami-Dade County Homeless Trust
2017 Landlord Recruitment & Retention Program and Marketing Campaign [PDF]. (2017, April 27). Miami-Dade County Homeless Trust. <http://www.homelesstrust.org/library/nofa-2017/attachment-27-landlord-campaign-and-program-report.pdf>
- VHDA Interview
VHDA Interview [Telephone interview]. (2019, February 17).

Appendices

Appendix A: Governor's Challenge on Family Homelessness

Brochure

Client: Liz Webb and Michael Wong

Organization: Harrisonburg Rockingham Housing Authority

DYAD Partners: Avery Hare and Luke Robb

Independence With Benefits

With HCV, you stay in charge of your property:

- Choose and screen your own tenants
- Use & enforce your own rental agreement
- Collect a security deposit
- Set the rent amount



It Pays To Participate

- You are guaranteed our portion of the rent;
- Timely payments made by direct deposit;
- When tenants report a loss of income, we adjust the level of subsidy, enabling you to receive the full rent while keeping the unit affordable for the tenant; and
- Vouchers assist members of the community. When you rent to a voucher holder, you help an individual or family who otherwise could not afford to live here.

WHAT IS THE VOUCHER PROGRAM?

The Housing Choice Voucher program, also known as Section 8, assists eligible low-income families & individuals with their rent. Participants choose housing to rent in the open market, and pay a portion of the rent based on their income. HRHA pays the rest directly to the landlord.



- HRHA administers the voucher program in the City of Harrisonburg & Rockingham County
- HRHA has 883 vouchers, some of which are designated for specific populations, such as homeless veterans, disabled persons, and families participating in unification programs
- The program is federally funded by HUD. In 2018, HRHA expended \$3.6 million in rental assistance to 200+ private landlords

LEARN MORE

HRHA hosts landlord briefing sessions to educate owners and property managers on the process and procedure of the voucher program. Call or email us if you would like to attend an upcoming briefing.

The Harrisonburg Redevelopment and Housing Authority's mission is to promote adequate and affordable housing, economic opportunity, and a suitable living environment free from discrimination; and to foster redevelopment of blighted areas to ensure the economic, social and housing vitality of our community.

Executive Director:
Michael Wong

Voucher Staff
Liz Webb, Manager, lizwebb@hrha.com
Jon Myers, New Contracts, jmyers@hrha.com
Chuck Wilson, Inspector, chuckwilson@hrha.com
Lynaya Marsziller, Specialist, lmarsziller@hrha.com
Kim Ferley, Specialist, kferley@hrha.com
Sandra Lowther, Eligibility, slowther@hrha.com

Board of Commissioners:
Timothy Smith – Chairman
John Hall – Vice Chairman
Scott Gallagher – Commissioner
Benjamin Fuller – Commissioner
Castella Forney – Commissioner

CONTACT US
286 Kelley Street, Harrisonburg, VA 22802
Mail: PO Box 1071, Harrisonburg VA 22803

Phone: 540-434-7386
Fax: 540-432-1113

Website: www.harrisonburgva.com



VOUCHERS & THE LEASING PROCESS

HRHA works hard to process tenancy requests in a timely manner, so landlords don't have to sacrifice occupancy to work with us.

1. Voucher holders may rent from any willing and eligible landlord. Step 1 is a voucher holder contacting you about the rental unit.
2. You screen them for suitability, as with any prospective tenant.

HRHA does not screen families for their suitability as renters and will not provide a tenancy reference. Upon request we can give you on-file contact information for current and previous landlords/addresses

3. You submit a Request for Tenancy Approval and a blank lease (new owners also submit a Direct Deposit Authorization and W 9)
4. Our Contracts Specialist evaluates the tenancy request. He will:
 - Check that the family can afford the unit;
 - Compares the requested rent to current rates for reasonableness; and
 - Review the lease form & verify ownership.
5. Our Inspector schedules an inspection to check that the unit meets Housing Quality Standards.
6. After the unit passes inspection, you and the voucher holder execute the lease, including the HUD Tenancy Addendum, and you and HRHA execute the housing assistance payments contract.

For more details or answers to frequently asked questions go to our website: www.harrisonburgva.com

Harrisonburg Redevelopment & Housing Authority

HOUSING CHOICE VOUCHER PROGRAM

When you partner with HRHA, you expand affordable rental choices for low-income members of our community.



Information for Landlords

ONGOING PARTICIPATION

- After the initial term ends, you decide whether or not to renew, per your lease
- HRHA inspects annually or biennially, helping to identify potential concerns
- Rent increases may be requested by providing a 60 day notice to HRHA, contingent on the new rent amount being reasonable
- Your tenant has a designated HCV Specialist who you may contact about lease violations. Though we cannot provide legal advice or aid in enforcing the lease, we can often help by reminding a participant that complying with the lease is a requirement of the voucher.



List Your Unit

Want to increase your visibility and maintain a steady flow of potential renters? HRHA gives participants a list of voucher friendly landlords. To be listed on this free advertisement, call or email HRHA or visit our website.

JR "Polly" Lineweaver Program Management Report
Month of April 2019

Applications

	Efficiency	One bedroom
Currently On Waiting List	1	68
New Applications Taken	1	19

Marketing

	Efficiency	One bedroom	Total
# of units vacant	3	0	3
# of Tenants who moved in	3	1	4
# of Tenants who moved out	3	0	3
# of Tenants who transferred	0	1	1
# of Legal Notices	1	0	1
# of Unlawful Detainers	1	0	1

Occupancy

11	# of minorities	18%
36	# of disabled tenants	59%
56	# of elderly tenants	44%
Total Number of Units Leased: 58		

Tenant Accounts Receivable

Accounts Receivable at end of Month	\$16,915.54		
Delinquent Accounts By Age	30 4	60 3	>606
Security Deposits Held	\$13,561.24		
Pet Deposits Held	\$1,949.67		
Rent Billed	\$14,186.59		
Rent Collected	\$14,404.12		

Number of Inspections	0
-----------------------	---

Management

Comments on any problems experienced during the month:

I certify that the forgoing information is true and correct to the best of my knowledge and belief.


Lisa Benasher, Lineweaver Property Manager

4-30-2019
Date

Lineweaver Annex Program Management Report...
Month of APRIL 2019

Applications

Currently On Waiting List	100
New Applications Taken	1

Marketing

# of units vacant	2
# of Tenants who moved in	1
# of Tenants who moved out	1
# of Tenants who transferred	0
# of Legal Notices	1
# of Unlawful Detainers	1

Occupancy

3	# of minorities	9%
45	# of disabled tenants	43%
24	# of elderly tenants	55%
Total Number of Units Leased <u>58</u>		

Tenant Accounts Receivable

Accounts Receivable at end of Month	\$22,997.16		
Delinquent Accounts By Age	30 7	60 7	>60 8
Security Deposits Held	\$27,770.28		
Pet Deposits Held	\$1,400.00		
Rent Billed	\$18,098.42		
Rent Collected	\$17,935.27		

Number of Inspections	<u>0</u>
------------------------------	----------

Management

Comments on any problems experienced during the month:

I certify that the forgoing information is true and correct to the best of my knowledge and belief.



Lisa Benasher, Lineweaver Manager

4-30-2019

Date

FRANKLIN HEIGHTS PROGRAM MANAGEMENT REPORT
FOR THE MONTH OF MARCH 2019

1.) **Marketing:**

	<u>1 BDR</u>	<u>2 BDR</u>	<u>3 BDR</u>	<u>4 BDR</u>	<u>5 BDR</u>	<u>Total</u>
# of Units Vacant	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
# of Tenants who moved in	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>2</u>
# of Tenants who moved out	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
# of Tenants evicted	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
# of Tenants who transferred	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
# of Legal Notices	<u>3</u>	<u>9</u>	<u>9</u>	<u>2</u>	<u>1</u>	<u>24</u>
# of Unlawful Detainers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Tenants who are over-housed	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Tenants who are under-housed	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Units with handicap access	<u>9</u>	<u>0</u>	<u>2</u>	<u>4</u>	<u>1</u>	<u>16</u>
Tenants who need handicap access	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>05</u>
Tenants who have handicap access	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>05</u>

2.) **Occupancy:**

TOTAL NUMBER OF UNITS LEASED: 124

3.) **Tenant Accounts Receivable:**

Security and Pet Deposits Held:	<u>\$109,695.20</u>
Rent Billed	<u>\$127,273.18</u>
Rent Collected	<u>\$127,455.01</u>

4.) **Applications:**

	<u>1 BR</u>	<u>2 BR</u>	<u>3 BR</u>	<u>4 BR</u>	<u>5BR</u>
Currently on the Waiting List there are a total of <u>1,356</u> applicants.	<u>389</u>	<u>501</u>	<u>332</u>	<u>100</u>	<u>034</u>

5.) **Inspections:**

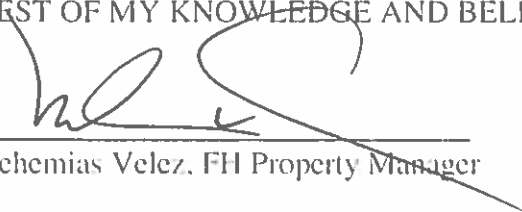
Number Completed	Excellent	Good	Acceptable	Needs work	Issues
11	2	0	7	2	0

6.) Management:

Comments on any problems experienced during the month:

Franklin Heights, LLC (FH) had two move-ins and two move-outs for the month of April 2019. FH started taking applications effective November 01, 2018.

I CERTIFY THAT THE FOREGOING INFORMATION IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF



Nchemias Velez, FH Property Manager

5/8/19
Date

**COMMERCE VILLAGE PROGRAM MANAGEMENT REPORT
FOR THE MONTH OF APRIL 2019**

1.) Marketing:

	<u>1 BDR VASH</u>	<u>1 BDR HCV</u>
# of Units Vacant	<u>0</u>	<u>1</u>
# of Tenants who moved in	<u>0</u>	<u>0</u>
# of Tenants who moved out	<u>0</u>	<u>0</u>
# of Tenants evicted	<u>0</u>	<u>1</u>
# of Tenants who transferred	<u>0</u>	<u>1</u>
# of Legal Notices	<u>0</u>	<u>0</u>
# of Unlawful Detainers	<u>0</u>	<u>0</u>

2) TOTAL NUMBER OF UNITS LEASED: 29

3.) Tenant Accounts Receivable:

Outstanding Balance	<u>\$6,389.03</u>
Number of Delinquent Accounts by Age:	30: <u>0</u> 60: <u>0</u> 90+: <u>0</u>
Security and Pet Deposits Held:	<u>\$15,133.00</u>
Rent Billed	<u>\$15,749.00</u>
Rent Collected	<u>\$15,751.00</u>

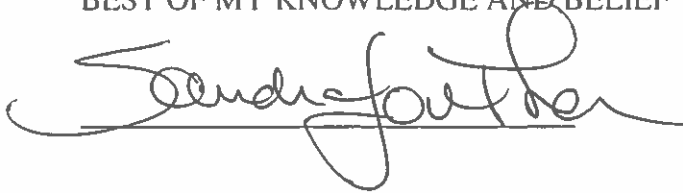
4.) Applications:

Currently on the Waiting List 713

5.) Management:

Comments on any problems experienced during the month:

I CERTIFY THAT THE FOREGOING INFORMATION IS TRUE AND CORRECT TO THE
BEST OF MY KNOWLEDGE AND BELIEF



4/30/2019

FAMILY SELF – SUFFICIENCY PROGRAM REPORT

04/2019

1	HCV Participants	30
	Employed	24
	Job searching/Pre-employment	5
	Established Escrow account	17
	Waiting list	4
	Enrolled in school	2
	Medical Leave	2
	ESL Class	3
2	FRANKLIN HEIGHTS PARTICIPANTS	48
	Employed	42
	Job searching/pre-employment	5
	Established Escrow account	28
	Enrolled in school	4
	Medical Leave	1
	ESL Class	4
3	HARRISON HEIGHTS PARTICIPANTS	16
	Employed	14
	Job Searching/Pre-employment	3
	Establish Escrow account	10
	Enrolled in school	2
	Medical Leave	2
	ESL Class	2
	Accomplishments	8 – Kids enrolled at Boys Girls Club
	FSS Staff assisted participants with transportation to interviews for job fair, FSS staff gave out 20 Easter Baskets to participants that were meeting goals, 1 graduate from FH.	FSS staff assisted participants with paperwork to purchase a car, Several participants earned pay raise, and job promotions.
	FSS Coordinator, Shirley	Signature: <u>Shirley Sheets</u>
	Date: 05/02/2019	

**Harrisonburg Redevelopment & Housing Authority Report
Financial Report as of April 30, 2019**

LOCAL COMMUNITY DEVELOPMENT

Cash:	First Bank & Trust-Operating Funds		\$206,689.60
		Total	\$206,689.60
	AR Due from:		
	JR Polly Lineweaver Apartments	\$86,256.30	
	Housing Choice Voucher Program	\$34,507.46	
	Commerce Village, LLC	\$17,070.78	
	Franklin Heights, LLC-Operating Expenses	\$70,188.43	
	Franklin Heights, LLC-Debt Servicing	\$265,000.00	
		\$473,022.97	

HOUSING CHOICE VOUCHER PROGRAM

Cash:	SunTrust-Checking Account		\$521,648.31
	United Bank-FSS Escrow for participants		\$99,428.00
		Total	\$621,076.31

J.R. POLLY LINEWEAVER APARTMENTS

Cash:	United Bank-Checking Account		\$3,775.10
		Total	\$3,775.10

ALL PROGRAMS-FH, LW, JRL

Cash:	United Bank-Security Deposit Account		\$181,717.26
-------	--------------------------------------	--	---------------------

COMPONENT UNITS

Franklin Heights, LLC

Cash:	United Bank-Checking Account		\$13,896.16
-------	------------------------------	--	--------------------

Commerce Village, LLC

Cash:	First Bank & Trust		\$105,279.93
-------	--------------------	--	---------------------

		<u>Grand Total</u>	<u>\$1,132,434.36</u>
--	--	---------------------------	------------------------------

**Harrisonburg Redevelopment & Housing Authority Report
YTD Financial Report as of April 30, 2019**

		Cash Balance as of 1/31	Cash Balance as of 2/28	Cash Balance as of 3/31	Cash Balance as of 4/30
LOCAL COMMUNITY DEVELOPMENT					
Cash:	1st Bank & Trust	\$56,770.72	\$125,988.41	\$202,668.72	\$206,689.60
	Union Market Bank-FSS	\$486.90	\$486.90	\$0.00	\$0.00
Investments:	SunTrust-MMkt	\$5,852.59	\$5,258.68	\$0.00	\$0.00
HOUSING CHOICE VOUCHER PROGRAM					
Cash:	SunTrust-Checking	\$434,571.28	\$473,669.82	\$496,846.73	\$521,648.31
	United Bank-FSS Escrow	\$95,802.00	\$94,108.00	\$98,636.00	\$99,428.00
J.R. POLLY LINEWEAVER APARTMENTS					
Cash:	United Bank-Checking	\$16,689.00	\$12,115.30	\$7,378.17	\$3,775.10
ALL PROGRAMS-FH, LW, JRL, CVO					
Cash:	United Bank-Security Dep.	\$172,919.61	\$176,457.12	\$178,457.32	\$181,717.26
COMPONENT UNITS					
Franklin Heights, LLC					
Cash:	United Bank-Checking	\$11,509.10	\$7,708.57	\$14,095.03	\$13,896.16
Commerce Village LLC					
Cash:	1st Bank & Trust	\$96,043.52	\$98,934.61	\$102,029.29	\$105,279.93
	Total	\$890,644.72	\$994,727.41	\$1,100,111.26	\$1,132,434.36