PHA Board of Commissioner Meetings

In general, the role of a public housing commissioner is to provide governance, which can be further described as providing leadership and oversight. Leadership means setting the overall mission, establishing the culture of the PHA, and making strategic decisions that are aligned to the PHA's goals. Oversight means monitoring the PHA to ensure the PHA achieves its mission in a custom that meets all statutory, regulatory and contractual obligations and in a manner that is ethical, legal, efficient and effective.

Much of this charge, is accomplished through communication between other board members and the Executive Director with input from the program participants and the community, usually through monthly Board meetings, review of the PHA's operations and condition based on reports and other provided information, and approval of items such as operating budgets and PHA policies.

To perform their governance role, Board of Commissioners usually meet monthly based on a schedule that conforms to each state's Open Meeting Act requirements (i.e., requires meetings be held in public, provide public notice of meeting, maintain meeting minutes, etc.). The Board typically requires that the Executive Director provide the Board with certain materials regarding the activities of the PHA in advance of the Board meeting. The information and reports requested by the Board and provided by the Executive Director is known as a *board meeting package*. It is a best practice that the Board have a PHA policy that provides for such meetings and the required information that must be in a Board meeting package.

The remainder of this appendix focuses on the information needed by a Board member to meet their oversight responsibility. The first section describes the typical items found in a board meeting package. The second section describes summary reports that are usually part of a board meeting package that help provide oversight of key areas in the PHA's major programs (Public Housing and Housing Choice Voucher), with an emphasis on financial management.

BOARD MEETING PACKAGE

This section discusses what should be included in a Board meeting package. When it comes to Board meeting packages, HUD does not define what needs to be provided to the Board as this choice is considered to be a local decision.

That said, there are some items that would logically be included in a Board meeting package. For example, the proposed meeting agenda is usually part of the package. The agenda provides the topics and an order for the topics to be discussed in the meeting. Note: Most states require as part of the Open Meeting Act, that a meeting agenda be provided with the public notice that provides advance notice of the next Board meeting. In addition, since HUD requires that certain items be approved by the Board, most notably annual operating budgets and PHA and program policies, it would seem apparent that these materials would need to be included in a Board meeting package at the appropriate time for the Board's review and approval.

Appendix A: Board Meeting Package & Reporting Template Guidance

The following items are typically included / recommended for a Board meeting package.

1. Meeting agenda with items requiring Board approval identified
2. Minutes of the prior Board meeting
3. Financial statements for all periods since the last meeting – the financial statements should be prepared in a format specified by the Board. In general, the financial statements provided to the Board should include entity-wide and project/program-specific balance sheets and income statements with budget to actuals.
4. Program monitoring reports and dashboards
5. The Executive Director's report including *notable items*
6. Supporting documentation for items needing Board approval
7. Other reports that are requested by the Board
8. Other reports needed to meet policy objectives

When considering the above list, PHAs should ensure that information is provided on all items that are deemed to be a high-risk area for the PHA to ensure proper oversight and monitoring. It is recommended, that the Board not only adopt a policy about the information and reports that must be included in the board meeting package, but the policy should be as specific as possible but still allow for a certain level of flexibility.

Some PHAs may not be familiar with the Notable Items report, or the report may be referred to by a different name. The Notable Items report for the board is important and should be required to be provided as part of the Board meeting package. The Notable Items report provides information on high-risk or high-profile items that the Board <u>requires</u> that the Executive Director bring to their attention. The key point here is the report and what should be covered in the report is required. The report should include the items shown below.

1. All adverse legal actions, including those actions that are likely to be filed
2. Adverse contract and procurement actions.
3. Employee grievances
4. Program participant grievances
5. Results of HUD or other third-party audit/reviews/inspections
6. Matters adversely impacting the financial health and or operations of the PHA
7. Matters adversely affecting the public reputation of the PHA including conflicts of interest
8. Major upcoming activities (for example, audit, rebid of major contracts, major programs changes, etc.)
9. Any matters impacting the housing stock available for lease
10. Any matters in which an insurance claim is to be - or has been - submitted

Note: Depending the information communicated in the Notable Items report, the information may need to be discussed in a closed meeting.

PROGRAM MONITORING REPORTS AND DASHBOARDS

Program monitoring reports and dashboards provide summary data or key information that can be used to monitor the performance of each program. Review of this information, including related trend information, allow Board members to focus their attention on key items. Reports that are presented to easily convey key information is very helpful to the Board.

For example, one of the most common monitoring reports in the public housing program is an occupancy rate report. For the public housing program, high occupancy is normally very important as it is a primary indicator that the PHA is meeting its mission of housing families and is maximizing its revenue potential. Secondly, a high occupancy can also indicate that there are families on the waiting list, maintenance is able to turnaround a vacant unit quickly and administrative staff can lease the unit to a family in a timely manner.

The table below shows occupancy rates for three different PHAs. In reviewing the table below, think about how easily the provided information would aid a Board member in their oversight capacity in this area.

Public Housing Occupancy Ratee									
PHA	2016	2017	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
PHA 01	99%	99%	98%	100%	100%	98%	99%	99%	98%
PHA 02	93%	95%	94%	96%	97%	96%	95%	97%	98%
PHA 03	98%	97%	95%	96%	97%	96%	94%	95%	93%

- For PHA 01, the PHA historically and currently has a very good occupancy rate. In this case, it is likely that very little time is needed by the Board to discuss occupancy.
- For PHA 02, the table shows a constant improvement in occupancy rate, with the PHA achieving a 98% occupancy at the end of December. Occupancy, once an area that likely needed a lot of oversight and monitoring by the Board, now seems to be much less of a risk.
- The occupancy risk is shown in PHA 03. Not only is the occupancy rate low (at the end of December the occupancy rate is only 93%), the occupancy rate shows declining trend (98% to 93%). For a larger PHA, the PHA rows can be thought of as a separate project. The table illustrates the idea and potential of simple summary monitoring reports and dashboards.

Like the Board meeting package, HUD does not require the use of monitoring reports and dashboards. However, as illustrated in the example above, the use of such reports can be a powerful tool. When deciding what to include in monitoring reports and dashboards, the PHA should take the following items into consideration:

- What are the key measures of the program, (such as occupancy rate in public housing)?
- What are the risk areas of the PHA / program?
- Is the needed data to populate the report easily gathered and compiled?

Public Housing Metrics

The following table lists common reports used by senior management and requested by most Boards to be included in the Board meeting package for the public housing program, including Capital Fund grants. Examples have been provided for many of the public housing reports listed in the table below as part of Appendix B and have an “ * ” shown after the report name.

Public Housing Metrics		
#	**Category**	**Possible Indicator / Measurement Focus**
1	**Monthly Monitoring Reports**	
1a	Occupancy*	1. Occupancy Rate Status Report* 2. Occupancy Rate Trending Report* 3. Waiting List Status Report* 4. Vacant Unit Status Report* 5. Move in - Move Out Activity Report 6. Lease Enforcement Activity Report 7. Eviction Activity Report
1b	Rent Collection*	1. Tenant Charge Collection Report* 2. Outstanding Tenant Accounts Receivable Report*
1c	Work Orders*	1. Non-Emergency Work Order Activity Report* 2. Emergency Work Order Activity Report*
1d	Miscellaneous	1. Reexaminations & Interims Report 2. Annual Unit Inspection Report
2	**Key Financial Performance Indicators***	1. Key Financial Accounts* 2. Occupancy* 3. Trending and Target Information*
3	**Public Housing Dashboard***	1. Public Housing Assessment System* 2. Physical Inspection* 2. Occupancy* 3. Rent Collection* 4. Financial Ratios* 5. Trending and Target Information*
4	**Capital Fund Dashboard***	1. Grant Obligation & Expenditure Deadlines* 2. Major Grant Activity by BLI Account* 3. Trending and Target Information*
* Example report template provided in Appendix B		

Housing Choice Voucher Metrics

Similar to the list of common public housing reports, the following table lists common reports used by senior management and requested by Boards to be included in their Board meeting package for the Housing Choice Voucher program. Examples reports have been provided in Appendix B for those reports marked with an " * " after their report name.

Housing Choice Voucher Metrics		
#	Category	Possible Indicator / Measurement Focus
1	**Monthly Monitoring Reports**	
1a	Leasing*	1. Leasing Activity Report* 2. Waiting List Status Report* 3. Portability Activity Report
1b	Miscellaneous*	1. Reexaminations & Interims Report 2. Inspection Status Report*
2	**Key Financial Performance Indicators***	1. Key Administrative Fee Accounts* 2. Trending and Target Information*
3	**Key Utilization Performance Indicators***	1. Key HAP Accounts and Utilization Statistics* 2. Trending and Target Information*
* Example report template provided in Appendix B		

BOARD MEETING MONITORING REPORTS AND FINANCIAL DASHBOARD TEMPLATES

Appendix B of this report provides example templates of various monitoring and dashboards reports that can be included in the PHA's board meeting package. The use of the report templates is optional but highly recommended.

General Instructions on use of Monitoring Reports and Dashboard Templates

The monitoring report and dashboards templates are provided in Excel and in simple table layouts. PHAs should review their Board meeting package and compare their current monitoring reports and dashboards to the templates provided. PHAs can incorporate any or all of the report templates, modify them (i.e., add lines, columns, modify descriptions, etc.) to fit their specific needs, or modify their current reports to take into consideration some of the layouts provided in the templates.

For areas that are of high risk to the PHA and where no monitoring and dashboards report template has been provided, the PHA should develop their own report. If the PHA believes that their Board members are more visual, etc., the PHA can also convert the tables into graphs and charts or use color highlights to focus attention on key items and trends (i.e., green = no issue / yellow = needs improvement).

Example Template

Shown below is an actual example template (i.e., Public Housing Occupancy Rate Report) found in Appendix B. Each report and dashboard template are populated with mock data to help clarify the information the report template is conveying.

In using a template, the first step is to determine if the columns and rows provide the correct level of information needed to monitor your PHA. The sample below shows an example occupancy rate report for a PHA that has decided that it wants to report occupancy data by the projects managed by the PHA – in this example, there are two projects. If the PHA has three or four projects, the PHA can simply insert columns between Project 2 and the Total Public Housing column. If the PHA has only one project, the PHA can delete the unwanted column(s). Modification of rows work the same way.

Sample Report Template

Public Housing Occupancy Rate Report as of mm/dd/yy			
Units	**Project 1**	**Project 2**	**Total Public Housing**
Leased	119	90	209
Available	119	93	212
Offline, HUD Approved	0	2	2
Offline, Other	1	5	6
Total Units	120	100	220
Occupancy Rate	**99%**	**90%**	**95%**

Yellow highlights represent the cells where the PHA will need to input current information each month. All the other cells are driven by formulas, contain data the normally does not need to be updated or is available from prior months report.

After the PHA modifies the report template, the PHA should review the cells to make sure all needed formulas are calculating correctly. If the PHA has added or deleted columns or rows, the PHA may need to update the underlying formulas.

Finally, the PHA should review the purpose and instructions shown directly below each template (see *Sample Partial Purpose and Instructions* example below) and update the template to match the PHA's reporting and monitoring needs.

- The purpose section provides general information that explains why the report is important, and how the results should be viewed.
- The instruction section is geared to help the PHA provide consistent reporting from project-to-project / month-to-month and helps explain what the numbers mean. For example, if the PHA uses a management information system, the instructions may be modified to say run occupancy report "A" and enter the resulting information into the template or count the number of units leased from the rental register report, etc. Depending on the PHA, more or less instruction may be warranted.

Sample Partial Purpose and Instructions

Purpose of Report
This report provides the percentage of public housing units leased at a point in time. For the public housing program, high occupancy is normally very important as it is a primary indicator that the PHA is meeting its mission of housing families and is maximizing its revenue potential. Secondarily, a high occupancy can also mean that there are families on the waiting list, maintenance is able to turnaround a vacant unit quickly when a resident leaves and administrative staff can qualify the family and put them into the unit in a timely manner.

Instructions
1. Leased Units Enter the number of units under lease as of the date of the report.
2. Available Units Enter the number of units under lease or available for lease (i.e., the unit is ready to be leased) as of the date of the report.