



# SUNNYSIDE HOUSING AUTHORITY

204 South 13<sup>th</sup> Street Sunnyside, WA 98944

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## NOTICE OF REGULAR MEETING AND BOARD MEETING PACKET

**When:** March 18, 2026, at 6:00 p.m.  
**Address:** SHA Administrative Office, 204 S. 13<sup>th</sup> St, Sunnyside

**If you wish to participate remotely:**

[Join the meeting now](#)

Meeting ID: 238 604 565 757

Passcode: 8jC2Xq6o

## BUSINESS MEETING AGENDA

1. Roll Call
2. Public Comment
3. Consent Agenda
  - a. Minutes, February 18, 2026
  - b. Payment for February Bills
  - c. Financial Reports
4. Reports and Updates
  - a. Introduction of New Board Members
5. Resolutions and Actions
  - a. Resolution 2026-07: Updating the Employee Handbook Section VI(g) – Travel Related Expense Reimbursement Policy
  - b. Resolution 2026-08: Authorizing the adoption of a new official logo
  - c. Resolution 2026-09: Accepting the proposal from EJP Consulting Group, LLC for RAD Consulting Services and Authorizing Execution of a Contract
6. Adjournment

*The mission of the Housing Authority of Sunnyside, Washington is to assure that the people of the community are sheltered. SHA has a special responsibility to those who experience barriers to housing because of income, disability, or special need.*

*Equal Housing Opportunity*

MINUTES OF FEBRUARY 18, 2026  
MEETING OF THE BOARD OF COMMISSIONERS  
OF THE HOUSING AUTHORITY OF SUNNYSIDE, WASHINGTON, HELD AT THE SUNNYSIDE  
HOUSING AUTHORITY ADMINISTRATIVE OFFICE PURSUANT TO NOTICE PREVIOUSLY ISSUED

Chairperson Melba Fujiura called the meeting to order.

CALL TO ORDER

Commissioners present or participating remotely: Melba Fujiura, Mae Haney, and Jesse Gonzales.  
Staff present: Elizabeth Alba, Executive Director.

1. ROLL CALL

There was no Public Comment.

2. PUBLIC COMMENT

Jesse Gonzales made the motion to approve the Consent Agenda including Minutes of the Board Meeting held on January 21, 2026, Payment of the Bills for the Month of January 2026. Mae Haney seconded the motion. Motion passed.

3. CONSENT AGENDA

Regarding the above payment of the bills for the month of January 2026, it is noted that checks audited and certified by the Auditing Officer as required by R.C.W. 42.24.180 have been recorded on listings that have been made available to the Board. As of February 18, 2026, the Board does, therefore, by unanimous vote of participating commissioners, approve for payment those operating account checks issued in January 2026 45503 through 45588 for a total of \$180,687.14.

Elizabeth Alba, Executive Director, explained to the Board that HUD issued a notice of funding availability for Housing Authorities that do not have sufficient reserves (3 months or less). Good News! Our reserve status is at 20 months. Report provided in the packet.

4. REPORTS AND UPDATES  
a. HUD Report

ED Alba reported on the Accountability Audit conducted by the Washington State Auditor's Office. An accountability audit involves performing procedures to obtain audit evidence about compliance and controls in areas selected for audit. The audit is wrapping up this week, and an exit conference will be scheduled soon.

b. SAO – 2022, 2023 and 2024  
Accountability Audit

Resolution 2026-03  
A Resolution Approving an Updated Capitalization Policy

5. RESOLUTIONS AND ACTIONS

Jesse Gonzales moved to approve Resolution 2026-03 as presented. Mae Haney seconded. All in favor.

a. Resolution 2026-03:  
Approving an Updated  
Capitalization Policy

Resolution 2026-04  
A Resolution Approving an EFT Policy

b. Resolution 2026-04:  
Resolution Approving  
an EFT Policy

Jesse Gonzales moved to approve Resolution 2026-04 as presented. Mae Haney seconded. All in favor.

Resolution 2026-05  
A Resolution Authorizing the Submission of a Rental Assistance Demonstration (RAD) Application to HUD

c. Resolution 2026-05:  
Resolution Authorizing  
the Submission of a  
Rental Assistance  
Demonstration (RAD)  
Application to HUD

Jesse Gonzales moved to approve Resolution 2026-05 as presented. Mae Haney seconded. All in favor.

Resolution 2026-06

A Resolution Approving a Statement of Work (SOW) with MRI Software LLC for professional services associated with web training for Lindsey Housing Software

Jesse Gonzales moved to approve Resolution 2026-06 as presented. Mae Haney seconded. All in favor.

With no further business to come before the meeting, the meeting was adjourned.

- d. Resolution 2026-06: Resolution Approving a Statement of Work (SOW) with MRI Software LLC for professional services associated with web training for Lindsey Housing Software

6. ADJOURNMENT

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Chairperson

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Attest, Secretary

Sunnyside Housing Authority

Check Register

Low Rent

HUD Seniors

Bank Account: 1 01 1111.10 0 - Banner Bank Operating Account

Checks from 45589 through 45687

Check Dates from 2/1/2026 through 2/28/2026

Check Number	Check Type	Check Amount	Status	Check Date	Vendor Name
00045589	Check	\$19,984.50	Open	02/02/2026	AWC EMPLOYEE BENEFIT TRUST
00045590	Check	\$5,395.00	Open	02/02/2026	BANNER BANK
00045591	Check	\$295.68	Open	02/02/2026	CAPITAL ONE TRADE CREDIT
00045592	Check	\$644.31	Open	02/02/2026	CHARTER COMMUNICATIONS
00045593	Check	\$2,982.80	Open	02/02/2026	CITY OF MABTON
00045594	Check	\$24.28	Open	02/02/2026	KIE SUPPLY CORPORATION
00045595	Check	\$6,276.85	Open	02/02/2026	MATRIX TRUST COMPANY
00045596	Check	\$15,004.44	Open	02/02/2026	MRI SOFTWARE LLC
00045597	Check	\$239.00	Open	02/02/2026	NAN MCKAY & ASSOC., INC.
00045598	Check	\$5,316.99	Open	02/02/2026	PACIFIC POWER
00045599	Check	\$443.00	Open	02/02/2026	TC3 COMPUTING, INC.
00045600	Check	\$176.00	Open	02/02/2026	WASHINGTON STATE PATROL
00045601	ACH	\$3,937.88	Open	02/05/2026	ELIZABETH A ALBA
00045602	ACH	\$2,276.25	Open	02/05/2026	DANIEL ESQUEDA
00045603	ACH	\$1,320.25	Open	02/05/2026	ESMERALDA ESQUEDA
00045604	ACH	\$1,370.86	Open	02/05/2026	YAINIRA FRAYLE-ACOSTA
00045605	Check	\$926.17	Open	02/05/2026	JOSE GALVAN
00045606	ACH	\$1,358.20	Open	02/05/2026	CASSANDRA M GARCIA
00045607	ACH	\$1,228.11	Open	02/05/2026	MARIA D GONZALEZ
00045608	ACH	\$2,279.79	Open	02/05/2026	KERRY L GRIFFIN
00045609	ACH	\$2,517.49	Open	02/05/2026	ANNETTE LARA
00045610	ACH	\$679.10	Open	02/05/2026	MARIA G MARTINEZ MENDOZA
00045611	ACH	\$2,115.61	Open	02/05/2026	ALMA R MIRANDA
00045612	ACH	\$2,960.75	Open	02/05/2026	PATTI A ROBERTS
00045613	ACH	\$1,771.77	Open	02/05/2026	RANDY A ROSENDAAL
00045614	Check	\$1,187.96	Open	02/05/2026	JAIME SANTANA
00045615	ACH	\$1,844.78	Open	02/05/2026	ALFONSO SANTOS
00045616	ACH	\$1,471.84	Open	02/05/2026	OSVALDO A VILLA BUENO
00045617	Check	\$414.00	Open	02/04/2026	SOCORRO DIAZ
00045618	Check	\$443.78	Open	02/04/2026	CONCEPCION ALANIZ CABELLO
00045619	Check	\$2,223.73	Open	02/05/2026	ALBRECHT WINDOWS & DOORS LLC
00045620	Check	\$225.20	Open	02/05/2026	AMAZON CAPITAL SERVICES
00045621	Check	\$1,283.80	Open	02/05/2026	APOLLO HEATING AND AIR
00045622	Check	\$1,399.27	Open	02/05/2026	CITY OF GRANDVIEW
00045623	Check	\$31,825.96	Open	02/05/2026	CITY OF SUNNYSIDE
00045624	Check	\$235.00	Open	02/05/2026	CLIFF'S SEPTIC TANK SERVICE
00045625	Check	\$659.22	Open	02/05/2026	CO-ENERGY
00045626	Check	\$143.00	Open	02/05/2026	EQUIFAX INFORMATION SVCS LLC

## Sunnyside Housing Authority

**Check Register**

Low Rent

HUD Seniors

Bank Account: 1 01 1111.10 0 - Banner Bank Operating Account

Checks from 45589 through 45687

Check Dates from 2/1/2026 through 2/28/2026

Check Number	Check Type	Check Amount	Status	Check Date	Vendor Name
00045627	Check	\$762.07	Open	02/05/2026	HD SUPPLY FACILITIES MAINT.
00045628	Check	\$50.00	Open	02/05/2026	INVISIBLE INK
00045629	Check	\$220.00	Open	02/05/2026	MAHONEY & SONS
00045630	Check	\$472.50	Open	02/05/2026	MIKE I. TODD, CHAPTER 13 TRUSTEE
00045631	Check	\$9,008.32	Open	02/05/2026	SMR ARCHITECTS, PLLC
00045632	Check	\$198.82	Open	02/05/2026	SOLID WASTE DIVISION
00045633	Check	\$378.49	Open	02/05/2026	STANDARD PAINT & FLOORING, LLC
00045634	Check	\$132.03	Open	02/05/2026	STAPLES
00045635	Check	\$2,482.64	Open	02/05/2026	SUNNYSIDE ACE HARDWARE
00045636	Check	\$698.00	Open	02/05/2026	THE LOCKSHOP
00045637	Check	\$8,505.82	Open	02/05/2026	U.S. BANK
00045638	Check	\$372.33	Open	02/05/2026	U.S. CELLULAR
00045639	ACH	\$3,937.88	Open	02/19/2026	ELIZABETH A ALBA
00045640	ACH	\$1,830.74	Open	02/19/2026	DANIEL ESQUEDA
00045641	ACH	\$1,333.86	Open	02/19/2026	ESMERALDA ESQUEDA
00045642	ACH	\$1,450.82	Open	02/19/2026	YAINIRA FRAYLE-ACOSTA
00045643	Check	\$926.17	Open	02/19/2026	JOSE GALVAN
00045644	ACH	\$1,485.54	Open	02/19/2026	CASSANDRA M GARCIA
00045645	ACH	\$1,228.11	Open	02/19/2026	MARIA D GONZALEZ
00045646	ACH	\$2,533.58	Open	02/19/2026	KERRY L GRIFFIN
00045647	ACH	\$2,517.49	Open	02/19/2026	ANNETTE LARA
00045648	ACH	\$747.01	Open	02/19/2026	MARIA G MARTINEZ MENDOZA
00045649	ACH	\$1,842.99	Open	02/19/2026	ALMA R MIRANDA
00045650	ACH	\$2,345.53	Open	02/19/2026	PATTI A ROBERTS
00045651	ACH	\$2,192.16	Open	02/19/2026	RANDY A ROSENDAL
00045652	Check	\$1,187.96	Open	02/19/2026	JAIME SANTANA
00045653	ACH	\$1,854.72	Open	02/19/2026	ALFONSO SANTOS
00045654	ACH	\$1,471.85	Open	02/19/2026	OSVALDO A VILLA BUENO
00045655	Check	\$8.00	Open	02/23/2026	BLAINE MIDKIFF
00045656	Check	\$69.00	Open	02/23/2026	JOHANNA GARCIA
00045657	Check	\$73.00	Open	02/23/2026	LUS RICHARDSON
00045658	Check	\$77.00	Open	02/23/2026	MELANIE ALTO
00045659	Check	\$50.00	Open	02/23/2026	MONICA SILVA
00045660	Check	\$12.00	Open	02/23/2026	SALVADOR VILLA MORENO
00045661	Check	\$85.00	Open	02/23/2026	YOLANDA SANCHEZ
00045662	Check	\$95.00	Open	02/24/2026	YOLANDA SANCHEZ
00045663	Check	\$3,121.00	Open	02/24/2026	APOLLO HEATING AND AIR
00045664	Check	\$4,421.92	Open	02/24/2026	CASCADE NATURAL GAS CORP.

## Sunnyside Housing Authority

**Check Register**

Low Rent

HUD Seniors

Bank Account: 1 01 1111.10 0 - Banner Bank Operating Account

Checks from 45589 through 45687

Check Dates from 2/1/2026 through 2/28/2026

Check Number	Check Type	Check Amount	Status	Check Date	Vendor Name
00045665	Check	\$420.00	Open	02/24/2026	CLIFF'S SEPTIC TANK SERVICE
00045666	Check	\$472.50	Open	02/24/2026	MIKE I. TODD, CHAPTER 13 TRUSTEE
00045667	Check	\$12.07	Open	02/24/2026	OXARC, INC.
00045668	Check	\$12,261.59	Open	02/24/2026	STATE AUDITOR'S OFFICE
00045669	Check	\$180.00	Open	02/24/2026	SUNNYSIDE NEW HOLLAND, LLC
00045670	Check	\$8,195.31	Open	02/24/2026	U.S. BANK
00045671	Check	\$220.01	Open	02/27/2026	AFLAC
00045672	Check	\$19,984.50	Open	02/27/2026	AWC EMPLOYEE BENEFIT TRUST
00045673	Check	\$5,395.00	Open	02/27/2026	BANNER BANK
00045674	Check	\$200.34	Open	02/27/2026	CANON SOLUTIONS AMERICA, INC.
00045675	Check	\$203.89	Open	02/27/2026	CAPITAL ONE TRADE CREDIT
00045676	Check	\$1,450.00	Open	02/27/2026	CERDA ELECTRIC LLC
00045677	Check	\$495.39	Open	02/27/2026	CO-ENERGY
00045678	Check	\$161.72	Open	02/27/2026	FIRST CHOICE LUBE AND OIL LLC
00045679	Check	\$164.19	Open	02/27/2026	GRAINGER, INC.
00045680	Check	\$159.98	Open	02/27/2026	KIE SUPPLY CORPORATION
00045681	Check	\$6,329.88	Open	02/27/2026	MATRIX TRUST COMPANY
00045682	Check	\$4,707.21	Open	02/27/2026	PACIFIC POWER
00045683	Check	\$11,678.29	Open	02/27/2026	STANDARD PAINT & FLOORING, LLC
00045684	Check	\$107.93	Open	02/27/2026	STAPLES
00045685	Check	\$402.00	Open	02/27/2026	THE LOCKSHOP
00045686	Check	\$1,363.58	Open	02/27/2026	U.S. BANK
00045687	Check	\$3,906.53	Open	02/27/2026	ULINE

Total # of checks listed: 99

Total amount of all checks: \$263,533.88

Total Open: 99

Total Cleared: 0

Approved For Payment:

Total Reconciled: 0

Total Void: 0

Melba Fujiura, Board Chairperson

Meeting Date: 03/18/2026

**Balance Sheet**

As of Date: 3/17/2026

		<b>Assets</b>			
<b>Cash</b>					
Banner Bank #8415	1	01	1111.10	0	555,498.04
Banner Bank #8415 CONTRA	1	01	1111.10A	0	87,562.35
Payroll Tax Deposit	1	01	1111.12	0	63.52
Petty Cash	1	01	1117	0	25.00
Investments- Analyzed Interest Account	1	01	1162.30	0	2,172,538.03
Money Market Account Contra	1	01	1162.3A	0	(1,532,297.17)
Money Market Reserve	1	01	1162.5A	0	(190,821.00)
Banner Bank #8415 CONTRA	10	01	1111.10A	0	52,868.22
Money Market Account Contra	10	01	1162.3A	0	150,627.70
Banner Bank #8415 CONTRA	10	02	1111.10A	0	74,007.91
Money Market Account Contra	10	02	1162.3A	0	239,822.88
Banner Bank #8415 CONTRA	10	03	1111.10A	0	348,252.46
Petty Cash	10	03	1117	0	100.00
Money Market Account Contra	10	03	1162.3A	0	332,725.32
Money Market Reserve	10	03	1162.5A	0	100,627.37
Banner Bank #8415 CONTRA	10	04	1111.10A	0	43,831.53
Money Market Account Contra	10	04	1162.3A	0	53,072.05
Money Market Reserve	10	04	1162.5A	0	11,650.57
Cash - Yak Fed -SHA SFH, LLC	11	01	1111.12	0	178,148.99
Management Cash	11	01	1111.13	0	134,367.39
Petty Cash	11	01	1117	0	100.00
Banner Bank #8415 CONTRA	2	01	1111.10A	0	18,649.58
Petty Cash	2	01	1117	0	100.00
Money Market Account Contra	2	01	1162.3A	0	27,440.22
Money Market Reserve	2	01	1162.5A	0	78,543.04
Banner Bank #8415 CONTRA	2	03	1111.10A	0	(123,414.11)
Money Market Account Contra	2	03	1162.3A	0	410,937.50
Banner Bank #8415 CONTRA	2	04	1111.10A	0	59,652.37
Money Market Account Contra	2	04	1162.3A	0	207,543.45
Banner Bank #8415 CONTRA	2	07	1111.10A	0	(167,174.48)
Money Market Account Contra	2	07	1162.3A	0	69,284.92
Banner Bank #8415 CONTRA	3	06	1111.10A	0	(331,811.62)
Change Fund	3	06	1118	0	25.00
Money Market Account Contra	3	06	1162.3A	0	23,034.74
US Bank MPR Unrestricted Cash	3	09	1111.12	0	9,474.01
Banner Bank #8415	4	01	1111.10	0	406.25
Banner Bank #8415 CONTRA	4	01	1111.10A	0	(45,401.62)
Reserve Account	4	01	1162.10	0	32,093.00
Money Market Account Contra	4	01	1162.3A	0	17,808.41
Banner Bank #8415 CONTRA	4	02	1111.10A	0	(1,747.56)
Unrestricted Cash	4	02	1111.12	0	3,096.57
Replacement Reserves	2	07	1162.11	0	85,620.92
Security Deposit Funds Held - Contra	1	01	1111.11A	0	9,763.75
Security Deposit Account	1	01	1114	0	63,598.15
Security Deposit CONTRA	1	01	1114A	0	(28,861.71)
Security Deposit Funds Held - Contra	11	01	1111.12A	0	0.16
Security Deposits	11	01	1114	0	19,670.16
Security Deposit CONTRA	11	01	1114A	0	(0.16)
Security Deposit CONTRA	2	01	1114A	0	1,230.00
Security Deposit CONTRA	2	04	1114A	0	4,481.00
Security Deposit Account	2	07	1114	0	50.00
Security Deposit CONTRA	2	07	1114A	0	1,250.00
Security Deposit CONTRA	3	06	1114A	0	12,950.00
Security Deposit CONTRA	4	01	1114A	0	750.00
Operating Reserve	11	01	1162.10	0	100,072.81
Reserve for Replacement	11	01	1162.11	0	11,000.52
Revenue Deficit Reserve	11	01	1162.12	0	58,937.47
Reserve Account	3	06	1162.10	0	1,591,531.47
<b>Total Cash</b>					<b>5,033,355.37</b>
<b>Accounts Receivable</b>					
Accounts Receivable - Tenants	1	01	1122	0	9,760.97
Accounts Receivable - Tenants	11	01	1122	0	582.47
Accounts Receivable - Vacated Tenants	11	01	1122.9	0	3,836.00

Report Criteria PHA: [ALL] Project: [ALL]

Include Unapproved: False Include Zero Balance: False

**Balance Sheet**

As of Date: 3/17/2026

Accounts Receivable - Tenants	2	01	1122	0	15.00	
Accounts Receivable - Tenants	2	04	1122	0	758.71	
Accounts Receivable - Tenants	2	07	1122	0	4,346.40	
Accounts Receivable - Tenants	3	06	1122	0	9,616.48	
Cash Clearing Account	3	06	1690.1	0	79,065.17	
Accounts Receivable - Tenants	4	01	1122	0	4,035.90	
Accounts Receivable - Other	10	03	1129	0	28,907.00	
Allowance for Doubtful Acct's	1	01	1122.1	0	(673.86)	
Accounts Receivable - Allowance for Doub	11	01	1122.1	0	(250.05)	
Allowance for Doubtful Acct's	2	01	1122.1	0	(1.00)	
Allowance for Doubtful Acct's	2	04	1122.1	0	(80.10)	
Allowance for Doubtful Acct's	2	07	1122.1	0	(233.35)	
Allowance for Doubtful Acct's	3	06	1122.1	0	(310.21)	
Allowance for Doubtful Acct's	4	01	1122.1	0	(345.29)	
<b>Total Accounts Receivable</b>						<b>139,030.24</b>
<b>Prepaid and Ohter Assets</b>						
Prepaid Insurance	1	01	1211	0	65,355.54	
Prepaid Insurance	10	02	1211	0	146.80	
Prepaid Insurance	10	03	1211	0	1,695.91	
Prepaid Insurance	11	01	1211	0	2,091.50	
Prepaid Insurance	2	01	1211	0	7,580.54	
Prepaid Insurance	2	03	1211	0	502.49	
Prepaid Insurance	2	04	1211	0	5,463.59	
Prepaid Insurance	2	07	1211	0	5,676.09	
Prepaid Insurance	3	06	1211	0	59,947.07	
Prepaid Insurance	4	01	1211	0	3,775.75	
Inventory - Maintenance Supplies	1	01	1260	0	17,915.04	
Inventory - Office Supplies	1	01	1260.1	0	1,245.70	
Deferred Charges - Equipment Inventory	1	01	1270	0	642.00	
Inventory - Maintenance Supplies	2	01	1260	0	409.05	
Inventory - Office Supplies	2	01	1260.1	0	20.76	
Inventory - Maintenance Supplies	2	04	1260	0	1,816.73	
Inventory - Office Supplies	2	04	1260.1	0	44.49	
Inventory - Maintenance Supplies	2	07	1260	0	339.28	
Inventory - Office Supplies	2	07	1260.1	0	8.90	
Inventory - Maintenance Supplies	3	06	1260	0	14,412.42	
Inventory - Office Supplies	3	06	1260.1	0	943.16	
Non-Capitalized Assets	3	06	1270	0	2,388.50	
Inventory - Maintenance Supplies	4	01	1260	0	334.42	
Inventory - Office Supplies	4	01	1260.1	0	44.49	
Deferred Charges - Other	4	01	1290	0	5,361.40	
Allowance for Obsolete Inventory	1	01	1275	0	(863.64)	
Allowance for Obsolete Inventory	2	01	1275	0	(14.45)	
Allowance for Obsolete Inventory	2	04	1275	0	(80.40)	
Allowance for Obsolete Inventory	2	07	1275	0	(19.81)	
Allowance for Obsolete Inventory	3	06	1275	0	(616.30)	
Allowance for Obsolete Inventory	4	01	1275	0	(14.94)	
<b>Total Prepaid and Ohter Assets</b>						<b>196,552.08</b>
<b>Current Assets</b>						
Cash Clearing Account	1	01	1690.1	0	95,120.87	
Cash Clearing Account	2	01	1690.1	0	2,260.00	
Cash Clearing Account	2	04	1690.1	0	10,444.78	
Cash Clearing Account	2	07	1690.1	0	17,070.82	
Security Deposit Account	3	06	1114	0	(300.00)	
Accounts Receivable - USDA	4	01	1125	0	16,739.01	
Cash Clearing Account	4	01	1690.1	0	7,376.00	
<b>Total Current Assets</b>						<b>148,711.48</b>
<b>Fixed Assets</b>						
Site Asset	1	01	1440	4	113,301.97	
Site Asset	10	03	1440	4	9,317.27	
Site Asset	11	01	1440	4	290,535.00	
Site Asset	2	03	1440	4	7,772.00	
Site Asset	2	04	1440	4	43,800.00	
Site Asset	2	07	1440	4	40,238.44	
Site Asset	3	06	1440	4	443,959.49	

**Balance Sheet**

As of Date: 3/17/2026

Site Asset	4	01	1440	4	11,255.00
Land	4	02	1440	4	102,025.00
Dwelling Structures	1	01	1460	4	3,019,984.75
Dwelling Structures Improvement	1	01	1460.1	4	4,684,341.90
Nondwelling Structures	1	01	1470	4	101,755.88
Non Dwelling Structure Improvements	1	01	1470.1	4	346,612.51
Dwelling Structures	10	03	1460	4	209,870.09
Dwelling Structure Improvements	10	03	1460.1	4	84,075.27
Dwelling Structures	11	01	1460	4	8,272,905.00
Dwelling Structures	2	01	1460	4	13,554.00
Dwelling Structure Improvements	2	01	1460.1	4	183,522.45
Non Dwelling Structures	2	03	1470	4	13,629.66
Non Dwelling Structure Improvements	2	03	1470.1	4	108,914.21
Dwelling Structures	2	04	1460	4	371,200.00
Dwelling Structure Improvements	2	04	1460.1	4	80,213.30
Dwelling Structures	2	07	1460	4	387,424.06
Dwelling Structure Improvements	2	07	1460.1	4	1,488,567.25
Dwelling Structures	3	06	1460	4	5,684,478.41
Dwelling Structure Improvement	3	06	1460.1	4	1,069,227.60
Non Dwelling Structures	3	06	1470	4	28,698.59
Dwelling Structures	3	09	1460	4	5,293,769.49
Dwelling Structures	4	01	1460	4	113,071.65
Dwelling Structure Improvements	4	01	1460.1	4	72,011.53
Dwelling Structures	4	02	1460	4	1,538,626.57
Nondwelling Equipment	1	01	1475	4	9,380.65
Maintenance Equipment	1	01	1475.2	4	9,665.79
Community Space Equipment	1	01	1475.3	4	38,315.91
Computer Equipment & Software	1	01	1475.4	4	2,494.99
Office Furniture & Equipment	10	02	1475.1	4	25,010.10
Maintenance Equipment	10	02	1475.2	4	84,472.20
Automotive Equipment	10	02	1475.7	4	234,960.00
Maintenance Equipment	11	01	1475.2	4	766.08
Office Furniture & Equipment	2	03	1475.1	4	8,941.46
Community Space Equipment	2	03	1475.3	4	1,073.49
Dwelling Equipment Asset	1	01	1465.1	4	197,990.51
Dwelling Equipment	10	03	1465.1	4	2,309.00
Dwelling Equipment	11	01	1465.1	4	13,471.00
Dwelling Equipment	2	01	1465.1	4	16,219.13
Dwelling Equipment	2	03	1465.1	4	4,198.56
Dwelling Equipment	2	04	1465.1	4	36,612.01
Dwelling Equipment	2	07	1465.1	4	12,482.61
Dwelling Equipment	3	06	1465.1	4	131,059.69
Dwelling Equipment	4	01	1465.1	4	7,214.16
Site Improvements Asset	1	01	1450	4	1,171,821.34
Site Improvement - Well	1	01	1450.1	4	13,469.48
Site Improvement	10	03	1450	4	11,357.45
Site Improvement	2	01	1450	4	3,905.00
Site Improvement	2	03	1450	4	21,980.86
Site Improvement	2	04	1450	4	9,427.52
Site Improvement	3	06	1450	4	296,208.35
A/D Site Improvements	1	01	1400.50	4	(1,127,480.67)
A/D Dwelling Structures	1	01	1400.60	4	(6,818,905.89)
A/D Dwelling Equipment	1	01	1400.65	4	(153,717.11)
A/D Non Dwelling Structures	1	01	1400.70	4	(445,487.72)
A/D Equipment	1	01	1400.75	4	(52,884.81)
A/D Equipment	10	02	1400.75	4	(279,275.86)
A/D Site Improvement	10	03	1400.50	4	(11,357.45)
A/D Dwelling Structures	10	03	1400.60	4	(272,509.43)
A/D Dwelling Equipment	10	03	1400.65	4	(2,309.00)
Accumulated Depreciation	11	01	1400.5	4	(2,346,736.69)
A/D Site Improvement	2	01	1400.50	4	(3,905.00)
A/D Dwelling Structures	2	01	1400.60	4	(189,640.07)
A/D Dwelling Equipment	2	01	1400.65	4	(14,973.39)
Accumulated Depreciation	2	03	1400.5	4	430,500.15
A/D Site Improvements	2	03	1400.50	4	(9,881.58)
A/D Dwelling Structures	2	03	1400.60	4	(430,500.15)

Report Criteria PHA: [ALL] Project: [ALL]

Include Unapproved: False Include Zero Balance: False

**Balance Sheet**

As of Date: 3/17/2026

A/D Dwelling Equipment	2	03	1400.65	4	(2,086.52)	
A/D Non-Dwelling structures	2	03	1400.70	4	(85,047.45)	
A/D Equipment	2	03	1400.75	4	(8,038.93)	
A/D Site Improvement	2	04	1400.50	4	(9,427.52)	
A/D Dwelling Equipment	2	04	1400.60	4	(430,500.15)	
A/D Dwelling Equipment	2	04	1400.65	4	(27,626.60)	
A/D Dwelling Structures	2	07	1400.60	4	(556,933.61)	
A/D Dwelling Equipment	2	07	1400.65	4	(8,942.36)	
A/D Site Improvement	3	06	1400.50	4	(284,476.22)	
A/D Dwelling Equipment	3	06	1400.60	4	(5,841,070.81)	
A/D Dwelling equipment	3	06	1400.65	4	(99,498.19)	
A/D Non Dwelling Structures	3	06	1400.70	4	(28,653.05)	
A/D Dwelling Structures	3	09	1400.60	4	(11,028.69)	
A/D Dwelling Structures	4	01	1400.60	4	(178,829.88)	
A/D Dwelling Equipment	4	01	1400.65	4	(5,751.51)	
A/D Dwelling Equipment	4	02	1400.60	4	(143,177.75)	
CONTRACT ADMINISTRATION	1	01	1480.7	ZT	103,248.55	
ENVIRONMENTAL REVIEW	1	01	1480.8	ZT	15,515.00	
MATERIALS TESTING	1	01	1480.9	ZT	27,879.76	
Contract Work in Progress	3	09	1480	4	(194,613.00)	
Development Costs	3	09	1483	4	194,613.00	
CF-24 Dwelling Equipment	1	01	1465.1	ZY	48,639.36	
Update Natrual Gas Service to Com Bldg	1	01	1480.1	ZW	13,157.76	
Replace Floor Coverings	1	01	1480.1	ZX	11,496.63	
Replace Floor Coverings	1	01	1480.1	ZY	50,646.45	
INSTALL SMOKE DETECTORS	1	01	1480.10	ZT	18,476.05	
Electrical Updates	1	01	1480.12	ZT	43,927.64	
Update Electric Svc to Comm Bldg & Laund	1	01	1480.2	ZW	9,320.08	
Replace Natural Gas Water Heaters	1	01	1480.2	ZX	215,691.79	
Electrical Updates - Seniors	1	01	1480.2	ZY	14,322.35	
Install Hardwired Smoke Detectors	1	01	1480.3	ZU	96,975.58	
Update Natural Gas Svc to Units	1	01	1480.3	ZW	70,893.67	
HVAC Improvements	1	01	1480.3	ZX	170,396.17	
Update Electrical Services	1	01	1480.4	ZU	256,249.41	
Updaste Electric Service to Units	1	01	1480.4	ZW	14,710.43	
ELECTRICAL UPDATES	1	01	1480.4	ZX	60,695.00	
Kitchen Vents	1	01	1480.5	ZU	1,750.01	
Improve Kitchen Ventilation	1	01	1480.5	ZW	174,620.95	
Contract Administration - 2023	1	01	1480.5	ZX	9,008.32	
Updaste Natural Gas Service	1	01	1480.6	ZV	376,470.00	
HVAC Improvements	1	01	1480.6	ZW	170,518.11	
<b>Total Fixed Assets</b>						<b>19,117,920.84</b>
<b>Non Current Assets</b>						
Accounts Receivable - Other	2	01	1129	0	290,953.00	
<b>Total Non Current Assets</b>						<b>290,953.00</b>
<b>Other Assets</b>						
CAPITAL GRANTS SOFT COSTS	1	01	1400.ZT	0	(119,403.00)	
2024 Capital Fund Grant Soft Costs	1	01	1400.ZY	0	(8,252.79)	
2019 CFP OPERATIONS	1	01	1406	ZT	119,403.00	
CF-24 Non Depreciable Equipment	1	01	1465.99	ZY	8,252.79	
<b>Total Other Assets</b>						<b>0.00</b>
<b>Total Assets</b>						<b>24,926,523.01</b>
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Accounts Payable - Vendors	11	01	2111	0	5,112.78	
Pet Deposits	1	01	2114.1	0	2,250.00	
Accrued Liabilities - PILOT FYE 2025	1	01	2137.25	0	55,482.06	
Quarterly Taxes Payable	10	03	2117.7	0	(13.15)	
Quarterly Taxes Payable	2	01	2117.7	0	(17.88)	
Quarterly Taxes Payable	2	03	2117.7	0	(6.69)	
Quarterly Taxes Payable	2	04	2117.7	0	(52.38)	
Quarterly Taxes Payable	2	07	2117.7	0	(38.17)	
Quarterly Taxes Payable	4	01	2117.7	0	(14.93)	
Accts Payable Other	3	06	2119.1	0	130.24	

**Balance Sheet**

As of Date: 3/17/2026

Accrued Comp Absences - Short Term Adm	1	01	2135.1A	0	12,299.29
Accrued Comp Absences - Short Term Maint	1	01	2135.1M	0	5,024.44
Accrued Comp Absences - Short Term Adm	10	03	2135.1A	0	1,105.77
Accrued Comp Absences - Short Term Maint	10	03	2135.1M	0	35.29
Accrued Comp Absences - Short Term Adm	2	01	2135.1A	0	305.02
Accrued Comp Absences - Short Term Maint	2	01	2135.1M	0	264.51
Accrued Comp Absences - Short Term Maint	2	03	2135.1M	0	32.19
Accrued Comp Absences - Short Term Adm	2	04	2135.1A	0	509.59
Accrued Comp Absences - Short Term Maint	2	04	2135.1M	0	448.65
Accrued Comp Absences - Short Term Admin	2	07	2135.1A	0	505.47
Accrued Comp Absences - Short Term Mant	2	07	2135.1M	0	319.24
Accrued Comp Absences - Short Term Adm	3	06	2135.1A	0	7,534.12
Accrued Comp Absences - Short Term Maint	3	06	2135.1M	0	3,610.69
Accrued Comp Absences - Short Term Adm	4	01	2135.1A	0	336.15
Accrued Comp Absences - Short Term Maint	4	01	2135.1M	0	183.90
Tenant Security Deposits Payable	1	01	2114	0	31,372.91
Tenant Security Deposits	11	01	2114	0	19,670.00
Tenant Security Deposits Payable	2	01	2114	0	885.00
Tenant Security Deposits Payable	2	04	2114	0	4,481.00
Tenant Security Deposits Payable	2	07	2114	0	1,300.00
Tenant Security Deposits Payable	3	06	2114	0	12,650.00
Tenant Security Deposits Payable	4	01	2114	0	750.00
Hospitalization Withheld (before tax)	1	01	2117.4	0	630.08
Flex Plan Deductions (before tax)	1	01	2117.41	0	106.11
Flex Plan Deductions (after tax)	1	01	2117.42	0	3.90
Voluntary Retirement	1	01	2117.5	0	767.66
Long Term Care Payable	1	01	2117.6	0	1,054.57
Quarterly Taxes Payable	1	01	2117.7	0	4,203.46
Quarterly Taxes Payable	3	06	2117.7	0	(349.31)
Tenant Prepaid Rents	11	01	2240	0	167.00
Deferred Credits - Other	4	01	2290	0	980.91
Accrued Liabilities - PILOT	1	01	2137	0	53,281.24
Accrued Liabilities - PILOT	2	04	2137.12	0	2,767.85
Accrued Liabilities - PILOT	2	07	2137.12	0	155.00
Accrued Liabilities - PILOT	3	06	2137.12	0	799.00
Accrued Liabilities - PILOT	4	01	2137.12	0	490.00
Accrued Interest	11	01	2139	0	7,817.00
Interest Payable - Non HUD	3	06	2132	0	3,509.04
Interest Payable - USDA 07-3 Loan #3	3	06	2132.03	0	7.12
Interest Payable-USDA/Rural Development	3	09	2132	0	32,119.91
Interest Payable - Non HUD	4	01	2132	0	274.30
Capital Loans/Notes Payable-Short Term	3	06	2176	0	39,052.17
Capital Loans/Notes Payable-Short Term	4	01	2176	0	327.80
Capital Loans/Notes Payable-Short Term	4	02	2176	0	13,088.78
<b>Total Current Liabilities</b>					<b>327,708.70</b>
<b>Long Term Liabilities</b>					
Developer Fee Payable	11	01	2112	0	29,995.53
Due to SHA	11	01	2115	0	290,000.00
Unclaimed Funds	11	01	2127	0	84.00
Company Management Fee	11	01	2140	0	4,120.00
SHA Management Fee Payable	11	01	2141	0	10,300.00
Accrued Comp Absences - Long Term Adm	1	01	2135.2A	0	4,702.96
Accrued Comp Absences - Long Term Maint	1	01	2135.2M	0	3,030.57
Accrued Comp Absences - Long Term Adm	10	03	2135.2A	0	25.09
Accrued Comp Absences - Long Term Mnt	10	03	2135.2M	0	22.22
Accrued Comp Absences - Long Term Adm	2	01	2135.2A	0	118.58
Accrued Comp Absences - Long Term Maint	2	01	2135.2M	0	171.38
Accrued Comp Absences - Long Term Maint	2	03	2135.2M	0	20.27
Accrued Comp Absences - Long Term Adm	2	04	2135.2A	0	197.74
Accrued Comp Absences - Long Term Maint	2	04	2135.2M	0	290.55
Accrued Comp Absences - Long Term Adm	2	07	2135.2A	0	179.27
Accrued Comp Absences - Long Term Mnt	2	07	2135.2M	0	206.38
Accrued Comp Absences - Long Term Adm	3	06	2135.2A	0	2,926.73
Accrued Comp Absences - Long Term Maint	3	06	2135.2M	0	2,330.94
Accrued Comp Absences - Long Term Adm	4	01	2135.2A	0	150.94
Accrued Comp Absences - Long Term Maint	4	01	2135.2M	0	118.48

Report Criteria PHA: [ALL] Project: [ALL]

Include Unapproved: False Include Zero Balance: False

**Balance Sheet**

As of Date: 3/17/2026

Capital Loans - Long Term - HTF	11 01 2311	0	2,188,866.00
Long Term Debt - Capital Loans	2 07 2311	0	1,511,949.15
Long Term Debt - Capital Loans	3 06 2311	0	274,840.36
Long Term Debt-USDA 07-3 Loan #3	3 06 2311.03	0	18,139.59
Capital Loans - Long Term	3 09 2311	0	3,996,743.92
Long Term Debt-USDA 07-3-Loan #11	3 09 2311.11	0	370,000.00
Capital Loans-USDA 07-3-Loan #12	3 09 2311.12	0	1,511,694.78
Long Term Debt - Capital Loans	4 01 2311	0	90,917.80
Long Term Debt - Capital Loans	4 02 2311	0	1,630,960.22
<b>Total Long Term Liabilities</b>			<b>11,943,103.45</b>
<b>Total Liabilities</b>			<b>12,270,812.15</b>
<b>Owner's Equity</b>			
<b>Owner's Equity</b>			
Net Assets - Unrestricted	1 01 2841	0	2,325,776.93
Grant Soft Costs - Contra	1 01 2845.21	0	127,966.45
2019 CFG GRANT ADVANCES	1 01 99220	ZT	328,450.00
2020 Grant Advances	1 01 99220	ZU	354,975.00
2021 Grant Advances	1 01 99220	ZV	376,470.00
2022 Grant Advances	1 01 99220	ZW	453,221.00
2023 Grant Advances	1 01 99220	ZX	446,782.96
CF-24 Advances	1 01 99220	ZY	121,860.95
2019 CFG GRANT ADVANCES - CONTRA	1 01 99390	ZT	(328,450.00)
2020 Grant Advances - Contra	1 01 99390	ZU	(354,975.00)
2021 Grant Advances - Contra	1 01 99390	ZV	(376,470.00)
2022 Grant Advances- Contra	1 01 99390	ZW	(453,221.00)
2023 Grant Advances - Contra	1 01 99390	ZX	(446,782.96)
CF-24 Advances - Contra	1 01 99390	ZY	(121,860.95)
Net Assets - Unrestricted	10 01 2841	0	203,495.92
Net Invested in Capital Assets	10 02 2810	0	(4,332.89)
Net Assets - Unrestricted	10 02 2841	0	384,076.76
Net Assets - Unrestricted	10 03 2841	0	847,876.41
Net Assets - Unrestricted	10 04 2841	0	108,600.97
Net Assets - Unrestricted	11 01 2841	0	(2,507,900.58)
NEF Equity	11 01 2842	0	6,316,656.00
SHA Equity	11 01 2843	0	73.00
Retained Earnings	11 01 2844	0	154,375.25
Owner Contributions	11 01 2846	0	58,935.00
Member Contributions	11 01 2847	0	161,213.00
Net Assets - Unrestricted	2 01 2841	0	438,999.14
Net Assets - Unrestricted	2 03 2841	0	369,134.57
Net Assets - Unrestricted	2 04 2841	0	372,153.90
Net Assets - Unrestricted	2 07 2841	0	(233,094.28)
Restricted Net Assets USDA Reserves	3 06 2751	0	927,997.67
Net Assets - Unrestricted	3 06 2841	0	1,608,777.95
Net Assets - Unrestricted	3 09 2841	0	(618,328.80)
Restricted Net Assets USDA Reserves	4 01 2751	0	33,526.17
Net Assets - Unrestricted	4 01 2841	0	(68,456.65)
Net Assets - Unrestricted	4 02 2841	0	(145,219.67)
Restricted Net Asset	2 07 2750	0	85,260.92
CFG Net Capital Assets	1 01 2701.01	0	1,826,137.67
<b>Total Owner's Equity</b>			<b>12,773,700.81</b>
<b>Net Income (Loss)</b>			<b>(117,989.95)</b>
<b>Total Owner's Equity</b>			<b>12,655,710.86</b>
<b>Total Liabilities and Owner's Equity</b>			<b>24,926,523.01</b>

Sunnyside Housing Authority  
Income Statement

Fiscal Year End Date:	12/31/2026		ACCOUNT		1 Month(s) Ended January 31, 2026	1 Month(s) Ended January 31, 2026
<b>Revenue</b>						
<b>Rental Income</b>						
Rental Income-Tenants	1	01	3110	5	54,725.07	54,725.07
Late Fees	1	01	3690.3	5	350.00	350.00
Rental Income-Tenants	2	01	3110	5	1,035.00	1,035.00
Late Fees	2	01	3690.3	5	15.00	15.00
Rental Income Tenants	2	04	3110	5	5,196.00	5,196.00
Late Fees	2	04	3690.3	5	30.00	30.00
Rental Income-Tenants	2	07	3110	5	8,939.00	8,939.00
Late Fees	2	07	3690.3	5	239.15	239.15
Rental Income-Tenants	3	06	3110	5	46,294.00	46,294.00
Late Fees	3	06	3690.3	5	441.50	441.50
Rental Income-Tenants	4	01	3110	5	3,419.00	3,419.00
Rental Assistance	4	01	3110.01	5	136.70	136.70
Late Fees	4	01	3690.3	5	120.00	120.00
<b>Total Rental Income</b>					<b>120,940.42</b>	<b>120,940.42</b>
<b>Operating Income</b>						
Interest Income-Reserves	3	06	3610.1	5	26.85	26.85
<b>Total Operating Income</b>					<b>26.85</b>	<b>26.85</b>
<b>Other Income</b>						
Interest Income-Operating	1	01	3610	5	42.14	42.14
Investment Income - Unrestricted	11	01	3610	5	13.67	13.67
Interest Income-Reserves	4	01	3610.1	5	0.54	0.54
<b>Total Other Income</b>					<b>56.35</b>	<b>56.35</b>
<b>Other Receipts</b>						
Operating Subsidy - 2026	1	01	8020.26	0	27,462.00	27,462.00
<b>Total Other Receipts</b>					<b>27,462.00</b>	<b>27,462.00</b>
<b>Total Revenue</b>					<b>148,485.62</b>	<b>148,485.62</b>
<b>Expenses</b>						
<b>Administrative Expense</b>						
Administrative Wages	1	01	4110	5	18,438.92	18,438.92
Legal Expense	1	01	4130	5	446.50	446.50
Audit Expense	1	01	4171	5	1,871.19	1,871.19
Employee Benefits Cont - Admin-FICA	1	01	4182.2	5	1,573.36	1,573.36
Employee Benefits Cont - Admin-Medical	1	01	4182.4	5	4,549.73	4,549.73
Employee Benefits Cont - Admin-Pension	1	01	4182.5	5	1,242.57	1,242.57
Employee Benefits - Admin PFML	1	01	4182.7	5	438.52	438.52
Pitney Bowes Rental	1	01	4190.07	5	122.99	122.99
Bank Charges	1	01	4190.09	5	5.00	5.00
Publications	1	01	4190.11	5	36.89	36.89
Membership Dues and Fees	1	01	4190.12	5	288.38	288.38
Telephone/Internet	1	01	4190.13	5	482.08	482.08
Forms & Office Supplies	1	01	4190.17	5	20.71	20.71
Other Sundry Expense	1	01	4190.18	5	646.55	646.55
Administrative Contract Costs	1	01	4190.19	5	787.60	787.60
Administrative Wages	10	03	4110	5	1,206.50	1,206.50
Employee Benefits Cont - Admin-FICA	10	03	4182.2	5	101.68	101.68
Employee Benefits Cont - Admin-Medical	10	03	4182.4	5	239.22	239.22
Employee Benefits Cont - Admin-Pension	10	03	4182.5	5	85.89	85.89
Employee Benefits - Admin PFML	10	03	4182.7	5	32.54	32.54
Miscellaneous Fees	10	03	4190.7	5	42.00	42.00
Administrative Wages	2	01	4110	5	469.89	469.89
Audit Expense	2	01	4171	5	56.04	56.04
Employee Benefits Cont - Admin-FICA	2	01	4182.2	5	40.17	40.17
Employee Benefits Cont - Admin-Medical	2	01	4182.4	5	118.10	118.10
Employee Benefits Cont - Admin-Pension	2	01	4182.5	5	31.59	31.59
Employee Benefits - Admin PFML	2	01	4182.7	5	11.16	11.16
Pitney Bowes Rental	2	01	4190.07	5	3.68	3.68
Publications	2	01	4190.11	5	1.10	1.10
Membership Dues and Fees	2	01	4190.12	5	0.85	0.85
Forms & Office Supplies	2	01	4190.17	5	0.62	0.62
Administrative Contract Costs	2	01	4190.19	5	6.05	6.05
Telephone/Internet	2	03	4190.13	5	89.99	89.99

## Sunnyside Housing Authority Income Statement

Fiscal Year End Date:	12/31/2026				ACCOUNT	1 Month(s) Ended January 31, 2026	1 Month(s) Ended January 31, 2026
Administrative Wages	2	04	4110	5		784.68	784.68
Audit Expense	2	04	4171	5		93.63	93.63
Employee Benefits Cont - Admin-FICA	2	04	4182.2	5		67.07	67.07
Employee Benefits Cont - Admin-Medical	2	04	4182.4	5		197.24	197.24
Employee Benefits Cont - Admin-Pension	2	04	4182.5	5		52.76	52.76
Employee Benefits - Admin PFML	2	04	4182.7	5		18.64	18.64
Pitney Bowes Rental	2	04	4190.07	5		6.15	6.15
Publications	2	04	4190.11	5		1.85	1.85
Membership Dues and Fees	2	04	4190.12	5		1.42	1.42
Forms & Office Supplies	2	04	4190.17	5		1.04	1.04
Administrative Contract Costs	2	04	4190.19	5		10.11	10.11
Administrative Wages	2	07	4110	5		761.89	761.89
Audit Expense	2	07	4171	5		97.91	97.91
Employee Benefits Cont - Admin-FICA	2	07	4182.2	5		65.06	65.06
Employee Benefits Cont - Admin-Medical	2	07	4182.4	5		195.26	195.26
Employee Benefits Cont - Admin-Pension	2	07	4182.5	5		51.49	51.49
Employee Benefits - Admin PFML	2	07	4182.7	5		18.24	18.24
Pitney Bowes Rental	2	07	4190.07	5		6.44	6.44
Publications	2	07	4190.11	5		1.93	1.93
Membership Dues and Fees	2	07	4190.12	5		1.49	1.49
Forms & Office Supplies	2	07	4190.17	5		1.08	1.08
Administrative Contract Costs	2	07	4190.19	5		10.57	10.57
Administrative Wages	3	06	4110	5		11,500.72	11,500.72
Audit Expense	3	06	4171	5		1,133.40	1,133.40
Employee Benefits Cont - Admin-FICA	3	06	4182.2	5		982.32	982.32
Employee Benefits Cont - Admin-Medical	3	06	4182.4	5		2,779.06	2,779.06
Employee Benefits Cont - Admin-Pension	3	06	4182.5	5		772.07	772.07
Employee Benefits - Admin PFML	3	06	4182.7	5		291.64	291.64
Pitney Bowes Rental	3	06	4190.07	5		74.50	74.50
Publications	3	06	4190.11	5		22.35	22.35
Membership Dues and Fees	3	06	4190.12	5		17.19	17.19
Telephone/Internet	3	06	4190.13	5		324.34	324.34
Forms & Office Supplies	3	06	4190.17	5		12.55	12.55
Administrative Contract Costs	3	06	4190.19	5		122.33	122.33
Bank Fees	3	09	4190.09	5		15.00	15.00
Administrative Wages	4	01	4110	5		504.72	504.72
Audit Expense	4	01	4171	5		44.50	44.50
Employee Benefits Cont - Admin-FICA	4	01	4182.2	5		43.00	43.00
Employee Benefits Cont - Admin-Medical	4	01	4182.4	5		126.13	126.13
Employee Benefits Cont - Admin-Pension	4	01	4182.5	5		33.92	33.92
Employee Benefits - Admin PFML	4	01	4182.7	5		11.76	11.76
Pitney Bowes Rental	4	01	4190.07	5		2.93	2.93
Publications	4	01	4190.11	5		0.88	0.88
Membership Dues and Fees	4	01	4190.12	5		0.67	0.67
Telephone/Internet	4	01	4190.13	5		119.99	119.99
Forms & Office Supplies	4	01	4190.17	5		0.49	0.49
Administrative Contract Costs	4	01	4190.19	5		4.79	4.79
Bank Charges	4	02	4190.09	5		6.50	6.50
<b>Total Administrative Expense</b>						<b>54,881.76</b>	<b>54,881.76</b>
<b>Utilities Expense</b>							
Water	1	01	4310	5		2,938.91	2,938.91
Electricity	1	01	4320	5		2,152.80	2,152.80
Tenant Electric Charges	1	01	4320.1	5		(44.35)	(44.35)
Natural Gas	1	01	4330	5		1,154.76	1,154.76
Sewer	1	01	4390	5		2,854.97	2,854.97
Stormwater	1	01	4390.2	5		38.88	38.88
Water	10	03	4310	5		93.25	93.25
Electricity	10	03	4320	5		203.02	203.02
Sewer	10	03	4390	5		376.63	376.63
Stormwater	10	03	4390.2	5		12.96	12.96
Electricity	10	04	4320	5		16.35	16.35
Water	2	01	4310	5		279.69	279.69
Electricity	2	01	4320	5		298.98	298.98
Natural Gas	2	01	4330	5		61.84	61.84
Sewer	2	01	4390	5		31.13	31.13
Water	2	03	4310	5		316.11	316.11
Electricity	2	03	4320	5		1,262.42	1,262.42
Natural Gas	2	03	4330	5		1,202.87	1,202.87



## Sunnyside Housing Authority Income Statement

Fiscal Year End Date: 12/31/2026	ACCOUNT	1 Month(s) Ended January 31, 2026	1 Month(s) Ended January 31, 2026
Emp Benefit Cont - Maintenance-FICA	2 07 4433.2 5	58.74	58.74
Emp Benefit Cont - Maintenance-Medical	2 07 4433.4 5	313.98	313.98
Emp Benefit Cont - Maint-Pension	2 07 4433.5 5	73.67	73.67
Employee Benefits - Maint PFML	2 07 4433.7 5	45.25	45.25
Maintenance Salaries	3 06 4410 5	13,486.51	13,486.51
Materials	3 06 4420 5	1,275.67	1,275.67
Contract Costs-Other Repairs	3 06 4430.03 5	5.55	5.55
Contract Costs-Radio /Cell Phones	3 06 4430.04 5	137.75	137.75
Contract Costs-Equipment Rental	3 06 4430.06 5	397.76	397.76
Garbage and Trash Collection	3 06 4431 5	4,514.62	4,514.62
Garbage and Trash Collection Solid Waste	3 06 4431.1 5	29.67	29.67
Emp Benefit Cont - Maintenance-FICA	3 06 4433.2 5	1,157.97	1,157.97
Emp Benefit Cont - Maintenance-Medical	3 06 4433.4 5	3,986.66	3,986.66
Emp Benefit Cont - Maint-Pension	3 06 4433.5 5	900.48	900.48
Employee Benefits - Maint PFML	3 06 4433.7 5	271.76	271.76
Maintenance Salaries	4 01 4410 5	719.75	719.75
Materials	4 01 4420 5	39.24	39.24
Contract Costs-Other Repairs	4 01 4430.03 5	0.26	0.26
Contract Costs-Radio /Cell Phones	4 01 4430.04 5	6.44	6.44
Contact Costs-Electrical Contracts	4 01 4430.21 5	370.00	370.00
Garbage and Trash Collection	4 01 4431 5	154.71	154.71
Emp Benefit Cont - Maintenance-FICA	4 01 4433.2 5	62.20	62.20
Emp Benefit Cont - Maintenance-Medical	4 01 4433.4 5	148.03	148.03
Emp Benefit Cont - Maint-Pension	4 01 4433.5 5	34.68	34.68
Employee Benefits - Maint PFML	4 01 4433.7 5	11.52	11.52
<b>Total Ordinary Maintenance and Operation</b>		<b>77,379.41</b>	<b>77,379.41</b>
<b>General Expense</b>			
Insurance - F&EC	1 01 4510.01 5	4,517.98	4,517.98
Insurance - Liability & Bond	1 01 4510.02 5	458.92	458.92
Insurance - Automobile	1 01 4510.03 5	118.85	118.85
Insurance - Workmans Comp (LNI)	1 01 4510.04 5	4,289.34	4,289.34
Insurance - Fidelity Bond	1 01 4510.09 5	7.28	7.28
Ambulance Service	1 01 4590.1 5	2,696.96	2,696.96
Insurance - F&EC	10 02 4510.01 5	18.95	18.95
Insurance - F&EC	10 03 4510.01 5	117.02	117.02
Insurance - Liability & Bond	10 03 4510.02 5	11.84	11.84
Insurance - Automobile	10 03 4510.03 5	3.07	3.07
Insurance - Workmans Comp (LNI)	10 03 4510.04 5	127.20	127.20
Insurance - Fidelity Bond	10 03 4510.09 5	0.19	0.19
Ambulance Service	10 03 4590.1 5	38.00	38.00
Insurance - F&EC	2 01 4510.01 5	206.60	206.60
Insurance - Liability & Bond	2 01 4510.02 5	20.90	20.90
Insurance - Automobile	2 01 4510.03 5	5.41	5.41
Insurance - Workmans Comp (LNI)	2 01 4510.04 5	170.40	170.40
Insurance - Fidelity Bond	2 01 4510.09 5	0.33	0.33
Ambulance Service	2 01 4590.1 5	171.00	171.00
Insurance - F&EC	2 03 4510.01 5	351.78	351.78
Insurance - Liability & Bond	2 03 4510.02 5	35.58	35.58
Insurance - Automobile	2 03 4510.03 5	9.22	9.22
Insurance - Workmans Comp (LNI)	2 03 4510.04 5	94.67	94.67
Insurance - Fidelity Bond	2 03 4510.09 5	0.57	0.57
Ambulance Service	2 03 4590.1 5	31.68	31.68
Insurance - F&EC	2 04 4510.01 5	378.24	378.24
Insurance - Liability & Bond	2 04 4510.02 5	38.26	38.26
Insurance - Automobile	2 04 4510.03 5	9.91	9.91
Insurance - Workmans Comp (LNI)	2 04 4510.04 5	487.59	487.59
Insurance - Fidelity Bond	2 04 4510.09 5	0.61	0.61
Ambulance Service	2 04 4590.1 5	285.00	285.00
Insurance - F&EC	2 07 4510.01 5	392.29	392.29
Insurance - Liability & Bond	2 07 4510.02 5	39.68	39.68
Insurance - Automobile	2 07 4510.03 5	10.28	10.28
Insurance - Workman's Comp (LNI)	2 07 4510.04 5	400.36	400.36
Insurance - Fidelity Bond	2 07 4510.09 5	0.63	0.63
Insurance - F&EC	3 06 4510.01 5	4,136.82	4,136.82
Insurance - Liability & Bond	3 06 4510.02 5	418.45	418.45
Insurance - Automobile	3 06 4510.03 5	108.36	108.36
Insurance - Workmans Comp (LNI)	3 06 4510.04 5	2,793.08	2,793.08
Insurance - Fidelity Bond	3 06 4510.09 5	6.64	6.64

Sunnyside Housing Authority  
Income Statement

Fiscal Year End Date: 12/31/2026	ACCOUNT	1 Month(s) Ended January 31, 2026	1 Month(s) Ended January 31, 2026
Ambulance Service	3 06 4590.1 5	1,805.40	1,805.40
Insurance - F&EC	4 01 4510.01 5	260.74	260.74
Insurance - Liability & Bond	4 01 4510.02 5	26.37	26.37
Insurance - Automobile	4 01 4510.03 5	6.83	6.83
Insurance - Workmans Comp (LNI)	4 01 4510.04 5	106.65	106.65
Insurance - Fidelity Bond	4 01 4510.09 5	0.42	0.42
<b>Total General Expense</b>		<b>25,216.35</b>	<b>25,216.35</b>
<b>Other Expenditures</b>			
Replacement Of Non-Expend Equipment	2 04 7520 5	3,798.00	3,798.00
Operating Exp For Property - Contra	2 04 7590 5	(3,798.00)	(3,798.00)
<b>Total Other Expenditures</b>		<b>0.00</b>	<b>0.00</b>
<b>Total Expenses</b>		<b>(184,914.25)</b>	<b>(184,914.25)</b>
<b>Net Income (Loss)</b>		<b>(36,428.63)</b>	<b>(36,428.63)</b>

Sunnyside Housing Authority  
**Statement of Cash Flows**

	1/31/2026	1/1/2026	Inc/<Dec>
<b>STATEMENT OF CASH FLOWS</b>			
<b>Net Income</b>			<b>(\$36,420.23)</b>
<b>Total STATEMENT OF CASH FLOWS</b>			<b>(\$36,420.23)</b>
<b>Operating Grants Received</b>			
2019 CFG GRANT ADVANCES	\$328,450.00	\$328,450.00	\$0.00
2019 CFG GRANT ADVANCES - CONTRA	(\$328,450.00)	(\$328,450.00)	\$0.00
2019 CFP OPERATIONS	\$119,403.00	\$119,403.00	\$0.00
2020 Grant Advances	\$354,975.00	\$354,975.00	\$0.00
2020 Grant Advances - Contra	(\$354,975.00)	(\$354,975.00)	\$0.00
2021 Grant Advances	\$376,470.00	\$376,470.00	\$0.00
2021 Grant Advances - Contra	(\$376,470.00)	(\$376,470.00)	\$0.00
2022 Grant Advances	\$453,221.00	\$453,221.00	\$0.00
2022 Grant Advances- Contra	(\$453,221.00)	(\$453,221.00)	\$0.00
2023 Grant Advances	\$446,782.96	\$446,782.96	\$0.00
2023 Grant Advances - Contra	(\$446,782.96)	(\$446,782.96)	\$0.00
2024 Capital Fund Grant Soft Costs	(\$8,252.79)	(\$8,252.79)	\$0.00
A/D Dwelling Equipment	(\$153,717.11)	(\$153,717.11)	\$0.00
A/D Dwelling Equipment	(\$2,309.00)	(\$2,309.00)	\$0.00
A/D Dwelling Equipment	(\$14,973.39)	(\$14,973.39)	\$0.00
A/D Dwelling Equipment	(\$2,086.52)	(\$2,086.52)	\$0.00
A/D Dwelling Equipment	(\$430,500.15)	(\$430,500.15)	\$0.00
A/D Dwelling Equipment	(\$27,626.60)	(\$27,626.60)	\$0.00
A/D Dwelling Equipment	(\$8,942.36)	(\$8,942.36)	\$0.00
A/D Dwelling Equipment	(\$5,841,070.81)	(\$5,841,070.81)	\$0.00
A/D Dwelling Equipment	(\$5,751.51)	(\$5,751.51)	\$0.00
A/D Dwelling Equipment	(\$143,177.75)	(\$143,177.75)	\$0.00
A/D Dwelling Structures	(\$6,818,905.89)	(\$6,818,905.89)	\$0.00
A/D Dwelling Structures	(\$272,509.43)	(\$272,509.43)	\$0.00
A/D Dwelling Structures	(\$189,640.07)	(\$189,640.07)	\$0.00
A/D Dwelling Structures	(\$430,500.15)	(\$430,500.15)	\$0.00
A/D Dwelling Structures	(\$556,933.61)	(\$556,933.61)	\$0.00
A/D Dwelling Structures	(\$11,028.69)	(\$11,028.69)	\$0.00
A/D Dwelling Structures	(\$178,829.88)	(\$178,829.88)	\$0.00
A/D Dwelling equipment	(\$99,498.19)	(\$99,498.19)	\$0.00
A/D Equipment	(\$52,884.81)	(\$52,884.81)	\$0.00
A/D Equipment	(\$279,275.86)	(\$279,275.86)	\$0.00
A/D Equipment	(\$8,038.93)	(\$8,038.93)	\$0.00
A/D Non Dwelling Structures	(\$445,487.72)	(\$445,487.72)	\$0.00
A/D Non Dwelling Structures	(\$28,653.05)	(\$28,653.05)	\$0.00
A/D Non-Dwelling structures	(\$85,047.45)	(\$85,047.45)	\$0.00
A/D Site Improvement	(\$11,357.45)	(\$11,357.45)	\$0.00
A/D Site Improvement	(\$3,905.00)	(\$3,905.00)	\$0.00
A/D Site Improvement	(\$9,427.52)	(\$9,427.52)	\$0.00
A/D Site Improvement	(\$284,476.22)	(\$284,476.22)	\$0.00
A/D Site Improvements	(\$1,127,480.67)	(\$1,127,480.67)	\$0.00
A/D Site Improvements	(\$9,881.58)	(\$9,881.58)	\$0.00
Accounts Payable - Vendors	\$5,112.78	\$5,112.78	\$0.00
Accounts Receivable - Allowance for Doub	(\$250.05)	(\$250.05)	\$0.00
Accounts Receivable - Other	\$28,907.00	\$28,907.00	\$0.00
Accounts Receivable - Tenants	\$1,075.69	\$52,649.32	\$51,573.63
Accounts Receivable - Tenants	\$0.00	\$0.00	\$0.00
Accounts Receivable - Tenants	\$582.47	\$582.47	\$0.00
Accounts Receivable - Tenants	\$2,979.10	\$11,261.55	\$8,282.45
Accounts Receivable - USDA	\$0.00	\$0.00	\$0.00
Accounts Receivable - Vacated Tenants	\$3,836.00	\$3,836.00	\$0.00
Accrued Comp Absences - Long Term Adm	\$179.27	\$179.27	\$0.00



Sunnyside Housing Authority  
**Statement of Cash Flows**

	1/31/2026	1/1/2026	Inc/<Dec>
Capital Loans/Notes Payable-Long Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Long Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Long Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Long Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Long Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Short Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Short Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Short Term	\$0.00	\$0.00	\$0.00
Capital Loans/Notes Payable-Short Term	\$39,052.17	\$39,052.17	\$0.00
Capital Loans/Notes Payable-Short Term	\$327.80	\$327.80	\$0.00
Capital Loans/Notes Payable-Short Term	\$13,088.78	\$13,088.78	\$0.00
Cash - Yak Fed -SHA SFH, LLC	\$178,148.99	\$178,135.32	(\$13.67)
Cash Clearing Account	(\$1,232.85)	\$16,011.61	\$17,244.46
Change Fund	\$0.00	\$0.00	\$0.00
Change Fund	\$0.00	\$0.00	\$0.00
Change Fund	\$25.00	\$25.00	\$0.00
Community Space Equipment	\$1,073.49	\$1,073.49	\$0.00
Company Management Fee	\$4,120.00	\$4,120.00	\$0.00
Contact Costs-Electrical Contracts	\$370.00	\$0.00	(\$370.00)
Contract Costs-Other Repairs	\$0.52	\$0.00	(\$0.52)
Contract Costs-Radio/Cell Phones	\$12.87	\$0.00	(\$12.87)
Contract Work in Progress	(\$194,613.00)	(\$194,613.00)	\$0.00
Developer Fee Payable	\$29,995.53	\$29,995.53	\$0.00
Development Costs	\$194,613.00	\$194,613.00	\$0.00
Dwelling Equipment	\$12,482.61	\$12,482.61	\$0.00
Dwelling Equipment	\$4,198.56	\$4,198.56	\$0.00
Dwelling Structure Improvement	\$1,069,227.60	\$1,069,227.60	\$0.00
Dwelling Structure Improvements	\$1,488,567.25	\$1,488,567.25	\$0.00
Dwelling Structures	\$387,424.06	\$387,424.06	\$0.00
Dwelling Structures	\$1,538,626.57	\$1,538,626.57	\$0.00
ELECTRICAL UPDATES	\$60,695.00	\$60,695.00	\$0.00
ENVIRONMENTAL REVIEW	\$15,515.00	\$15,515.00	\$0.00
Electrical Updates	\$43,927.64	\$43,927.64	\$0.00
Electrical Updates - Seniors	\$14,322.35	\$14,322.35	\$0.00
Electricity	\$55.33	\$0.00	(\$55.33)
Emp Benefit Cont - Maint-Pension	\$106.21	\$0.00	(\$106.21)
Emp Benefit Cont - Maint-Pension	\$73.67	\$0.00	(\$73.67)
Emp Benefit Cont - Maintenance-FICA	\$58.74	\$0.00	(\$58.74)
Emp Benefit Cont - Maintenance-Medical	\$313.98	\$0.00	(\$313.98)
Employee Benefits - Admin PFML	\$438.52	\$0.00	(\$438.52)
Employee Benefits - Admin PFML	\$11.16	\$0.00	(\$11.16)
Employee Benefits - Admin PFML	\$18.64	\$0.00	(\$18.64)
Employee Benefits - Admin PFML	\$18.24	\$0.00	(\$18.24)
Employee Benefits - Admin PFML	\$291.64	\$0.00	(\$291.64)
Employee Benefits - Admin PFML	\$11.76	\$0.00	(\$11.76)
Employee Benefits - Admin PFML	\$32.54	\$0.00	(\$32.54)
Employee Benefits - Maint PFML	\$483.78	\$0.00	(\$483.78)
Employee Benefits - Maint PFML	\$19.83	\$0.00	(\$19.83)
Employee Benefits - Maint PFML	\$9.31	\$0.00	(\$9.31)
Employee Benefits - Maint PFML	\$54.46	\$0.00	(\$54.46)
Employee Benefits - Maint PFML	\$45.25	\$0.00	(\$45.25)
Employee Benefits - Maint PFML	\$271.76	\$0.00	(\$271.76)
Employee Benefits - Maint PFML	\$11.52	\$0.00	(\$11.52)
Employee Benefits - Maint PFML	\$6.50	\$0.00	(\$6.50)
Employee Benefits Cont - Admin-FICA	\$65.06	\$0.00	(\$65.06)
Employee Benefits Cont - Admin-Medical	\$195.26	\$0.00	(\$195.26)
Employee Benefits Cont - Admin-Pension	\$1,242.57	\$0.00	(\$1,242.57)
Employee Benefits Cont - Admin-Pension	\$31.59	\$0.00	(\$31.59)
Employee Benefits Cont - Admin-Pension	\$51.49	\$0.00	(\$51.49)

Report Criteria PHA: [ALL] Project: [ALL]

Include Unapproved: False Include Zero Balance: False

Sunnyside Housing Authority  
**Statement of Cash Flows**

	1/31/2026	1/1/2026	Inc/<Dec>
Forms & Office Supplies	\$1.08	\$0.00	(\$1.08)
Garbage and Trash Collection	\$339.32	\$0.00	(\$339.32)
General Fund	\$0.00	\$0.00	\$0.00
General Fund	\$0.00	\$0.00	\$0.00
General Fund	\$0.00	\$0.00	\$0.00
Grant Soft Costs - Contra	\$127,966.45	\$127,966.45	\$0.00
HVAC Improvements	\$170,518.11	\$170,518.11	\$0.00
HVAC Improvements	\$170,396.17	\$170,396.17	\$0.00
INSTALL SMOKE DETECTORS	\$18,476.05	\$18,476.05	\$0.00
Improve Kitchen Ventilation	\$174,620.95	\$174,620.95	\$0.00
Install Hardwired Smoke Detectors	\$96,975.58	\$96,975.58	\$0.00
Insurance - Automobile	\$10.28	\$0.00	(\$10.28)
Insurance - F&EC	\$392.29	\$0.00	(\$392.29)
Insurance - Fidelity Bond	\$0.63	\$0.00	(\$0.63)
Insurance - Fidelity Bond	\$0.57	\$0.00	(\$0.57)
Insurance - Liability & Bond	\$418.45	\$0.00	(\$418.45)
Insurance - Liability & Bond	\$39.68	\$0.00	(\$39.68)
Insurance - Workman's Comp (LNI)	\$400.36	\$0.00	(\$400.36)
Interest Income-Operating	\$42.14	\$0.00	(\$42.14)
Interest Payable - USDA 07-3 Loan #3	\$7.12	\$7.12	\$0.00
Interest Payable-USDA/Rural Development	\$32,119.91	\$32,119.91	\$0.00
Inventory - Maintenance Supplies	\$0.00	\$0.00	\$0.00
Inventory - Maintenance Supplies	\$339.28	\$339.28	\$0.00
Inventory - Office Supplies	\$0.00	\$0.00	\$0.00
Inventory - Office Supplies	\$8.90	\$8.90	\$0.00
Investment Income - Unrestricted	\$13.67	\$0.00	(\$13.67)
Investments- Analyzed Interest Account	\$2,172,538.03	\$2,172,501.12	(\$36.91)
Investments- Money Market General	\$0.00	\$0.00	\$0.00
Investments-Money Market General Account	\$0.00	\$0.00	\$0.00
Kitchen Vents	\$1,750.01	\$1,750.01	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$0.00	\$0.00	\$0.00
Land	\$102,025.00	\$102,025.00	\$0.00
Late Fees	\$350.00	\$0.00	(\$350.00)
Late Fees	\$239.15	\$0.00	(\$239.15)
Long Term Care Payable	\$416.14	\$1,520.46	(\$1,104.32)
Long Term Debt - Capital Loans	\$90,917.80	\$90,917.80	\$0.00
Long Term Debt - Capital Loans	\$274,840.36	\$274,840.36	\$0.00
Long Term Debt - Capital Loans	\$1,511,949.15	\$1,511,949.15	\$0.00
Long Term Debt - Capital Loans	\$1,630,960.22	\$1,630,960.22	\$0.00
Long Term Debt-USDA 07-3 Loan #3	\$18,139.59	\$18,139.59	\$0.00
Long Term Debt-USDA 07-3-Loan #11	\$370,000.00	\$370,000.00	\$0.00
MATERIALS TESTING	\$27,879.76	\$27,879.76	\$0.00
Maintenance Salaries	\$688.99	\$0.00	(\$688.99)
Management Cash	\$134,367.39	\$134,367.39	\$0.00
Materials	\$103.47	\$0.00	(\$103.47)
Member Contributions	\$161,213.00	\$161,213.00	\$0.00
Membership Dues and Fees	\$1.49	\$0.00	(\$1.49)
Miscellaneous Fees	\$42.00	\$0.00	(\$42.00)
Money Market Account Contra	\$53,072.05	\$53,072.05	\$0.00

Report Criteria PHA: [ALL] Project: [ALL]

Include Unapproved: False Include Zero Balance: False



Sunnyside Housing Authority  
**Statement of Cash Flows**

	1/31/2026	1/1/2026	Inc/<Dec>
Net Invested in Capital Assets	\$0.00	\$0.00	\$0.00
Net Invested in Capital Assets	\$0.00	\$0.00	\$0.00
Net Invested in Capital Assets	\$0.00	\$0.00	\$0.00
Non Dwelling Structures	\$28,698.59	\$28,698.59	\$0.00
Operating Exp For Property - Contra	(\$3,798.00)	\$0.00	\$3,798.00
Operating Reserve	\$100,072.81	\$100,072.81	\$0.00
Operating Subsidy - 2026	\$27,462.00	\$0.00	(\$27,462.00)
Owner Contributions	\$58,935.00	\$58,935.00	\$0.00
Payroll Tax Deposit	\$8,459.29	\$68.51	(\$8,390.78)
Payroll Tax Deposit Account	\$0.00	\$0.00	\$0.00
Petty Cash	\$25.00	\$25.00	\$0.00
Petty Cash	\$100.00	\$100.00	\$0.00
Petty Cash	\$100.00	\$100.00	\$0.00
Pitney Bowes Rental	\$6.44	\$0.00	(\$6.44)
Prepaid Expense	\$0.00	\$0.00	\$0.00
Prepaid Insurance	\$2,091.50	\$2,091.50	\$0.00
Prepaid Insurance	\$885.67	\$1,328.55	\$442.88
Prior Year Adjustments	\$0.00	\$0.00	\$0.00
Publications	\$1.93	\$0.00	(\$1.93)
Quarterly Taxes Payable	(\$349.31)	\$0.00	(\$349.31)
Quarterly Taxes Payable	(\$38.17)	\$0.00	(\$38.17)
Rental Income-Tenants	\$54,725.07	\$54,162.00	(\$563.07)
Rental Income-Tenants	\$8,939.00	\$8,939.00	\$0.00
Replace Floor Coverings	\$50,646.45	\$50,646.45	\$0.00
Replace Natural Gas Water Heaters	\$215,691.79	\$215,691.79	\$0.00
Replacement Of Non-Expend Equipment	\$3,798.00	\$0.00	(\$3,798.00)
Replacement Reserves	\$85,620.92	\$85,620.92	\$0.00
Reserve Account	\$1,581,031.47	\$1,575,754.62	(\$5,276.85)
Reserve for Replacement	\$11,000.52	\$11,000.52	\$0.00
Restricted Net Asset	\$85,260.92	\$85,260.92	\$0.00
Restricted Net Assets USDA Reserves	\$927,997.67	\$927,997.67	\$0.00
Restricted Net Assets USDA Reserves	\$33,526.17	\$33,526.17	\$0.00
Retained Earnings	\$154,375.25	\$154,375.25	\$0.00
Revenue Deficit Reserve	\$58,937.47	\$58,937.47	\$0.00
SHA Equity	\$73.00	\$73.00	\$0.00
SHA Management Fee Payable	\$10,300.00	\$10,300.00	\$0.00
Security Deposit Account	\$63,594.84	\$62,914.62	(\$680.22)
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$0.00	\$0.00	\$0.00
Security Deposit Account	\$50.00	\$0.00	(\$50.00)
Security Deposit CONTRA	\$1,230.00	\$1,230.00	\$0.00
Security Deposit CONTRA	\$4,481.00	\$4,481.00	\$0.00
Security Deposit CONTRA	(\$28,861.71)	(\$28,861.71)	\$0.00
Security Deposit CONTRA	\$1,250.00	\$1,250.00	\$0.00
Security Deposit CONTRA	(\$0.16)	(\$0.16)	\$0.00
Security Deposit Funds Held - Contra	\$0.16	\$0.16	\$0.00
Security Deposit Funds Held - Contra	\$9,763.75	\$9,763.75	\$0.00
Security Deposits	\$19,670.16	\$19,670.16	\$0.00
Sewer	\$836.40	\$0.00	(\$836.40)
Site Asset	\$11,255.00	\$11,255.00	\$0.00
Site Asset	\$43,800.00	\$43,800.00	\$0.00
Site Asset	\$443,959.49	\$443,959.49	\$0.00
Site Asset	\$7,772.00	\$7,772.00	\$0.00
Site Asset	\$9,317.27	\$9,317.27	\$0.00

Report Criteria PHA: [ALL] Project: [ALL]

Include Unapproved: False Include Zero Balance: False





Board of Commissioners  
Position Numbers & Term Expiration Dates

Board Position #	Term Expires	Name	Position Held
1	9/7/2030	Sharon Templin	
2	9/7/2026	Sandra Benitez	
3	9/7/2027	Melba Fujiura	Chairperson
4	9/7/2028	Jesse Gonzales	
5	9/7/2029	Mae Haney	Resident Commissioner

Updated: 03/17/2026

**RESOLUTION 2026-07**  
**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SUNNYSIDE HOUSING**  
**AUTHORITY UPDATING THE EMPLOYEE HANDBOOK SECTION VI(G) – TRAVEL-RELATED**  
**EXPENSE REIMBURSEMENT POLICY**

WHEREAS, the Board of Directors recognizes the need for a clear and consistent policy governing travel expenses incurred by Sunnyside Housing Authority employees; and

WHEREAS, the Sunnyside Housing Authority seeks to align its reimbursement practices with standardized and widely accepted federal guidelines; and

WHEREAS, the Board finds that the use of GSA per diem rates, GSA/IRS mileage rates, and direct-billed lodging promotes fiscal responsibility, transparency, and administrative efficiency; and

WHEREAS, the Executive Director has recommended revisions to Section VI(G) of the Employee Handbook to reflect these standards;

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Sunnyside Housing Authority hereby adopts the revised Section VI(G) – Travel-Related Expense Reimbursement, attached hereto and incorporated by reference as Exhibit A, effective immediately upon passage of this resolution.

BE IT FURTHER RESOLVED that the Executive Director is authorized and directed to implement this policy and ensure its compliance across all Housing Authority travel activities.

ADOPTED by the Board of Commissioners of the Sunnyside Housing Authority this 18<sup>th</sup> day of March 2026.

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Chairperson, Board of Commissioners

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Secretary

## EXHIBIT A

Sunnyside Housing Authority  
Employee Handbook, March 20, 2019

VI(G) Travel-Related Expense Reimbursement

### **G. EXPENSE REIMBURSEMENT**

SHA will reimburse employees for reasonable and necessary expenses incurred while traveling on authorized SHA business. All employee travel must receive prior approval from the Executive Director or designee. The Executive Director travel expenses shall be authorized by the Chairperson of the Board of Directors.

#### General Standards

Employees are expected to exercise good judgment and sound fiscal responsibility when incurring travel expenses on behalf of the SHA. Only expenses that are reasonable, necessary, and directly related to SHA business will be reimbursed.

#### 1. Lodging (Hotel Accommodations)

- SHA will directly pay for hotel accommodations whenever possible using the SHA's established payment method (e.g., credit card on file, purchase order, or direct billing).
- Employees should use hotels that offer government, conference, or negotiated rates when available.
- If direct billing is unavailable and the employee must pay out-of-pocket, the cost will be reimbursed upon submission of a paid receipt.

#### 2. Meals and Incidental Expenses (M&IE) – GSA Per Diem

- Meal reimbursement will be based on the U.S. General Services Administration (GSA) per diem rates for the travel destination.
- Receipts are not required for meals reimbursed at the per diem rate.
- Employees will receive:
  - 75% of the daily per diem rate on travel days (first and last day of travel)
  - 100% of the daily per diem rate for full travel days
- SHA does not reimburse alcohol purchases.

#### 3. Mileage Reimbursement

- Employees using their personal vehicle for SHA business will be reimbursed at the current IRS/GSA standard mileage rate in effect at the time of travel.

- Mileage reimbursement is based on actual miles driven, verified by odometer readings, mapping tools, or other reasonable documentation.
- Commuting between home and the normal work site is not reimbursable.

#### 4. Transportation

Reimbursable transportation costs may include:

- Airfare (coach class)
- Rental vehicles (compact or standard)
- Parking fees
- Tolls
- Public transit

Receipts are required for all transportation expenses except mileage.

#### 5. Non-Reimbursable Expenses

The following items are not reimbursable:

- Alcoholic beverages
- Personal entertainment or leisure activities
- Fines, parking tickets, or traffic violations
- Upgrades for airline, hotel, or rental car services unless pre-approved for business necessity

#### 6. Submitting for Reimbursement

- Employees must submit reimbursement requests within 30 days of travel completion.
- Requests must include:
  - Completed expense reimbursement form
  - Required receipts
  - Documentation of mileage, if applicable

SHA reserves the right to deny reimbursement for incomplete, inaccurate, or unapproved expenses.

## G. EXPENSE REIMBURSEMENT

SHA reimburses employees for reasonable authorized business expenses, such as authorized travel, after the employee has submitted an expense report with complete supporting documentation. The expenses must be authorized in **writing** before being incurred. A falsified expense report or an expense report with omissions may result in corrective action, up to and including, immediate discharge.

Employees or Commissioners may perform official travel upon authorization by the Board or the Executive Director.

1. **Transportation.** Employees must submit all requests for reimbursement in accordance with federal and state law. The actual fare shall be paid for transportation by common carrier. When personal vehicles are authorized to be used in lieu of common carrier, reimbursement shall be paid in accord with applicable federal or state mileage requirements. If the employee prefers to travel by automobile, where the cost of fare by common carrier would be less and would constitute fewer hours of travel, cost of lodging and meals are not a consideration. With permission of the Executive Director, mileage reimbursement may be made to a maximum of the full cost of the common carrier fare and associated travel, such as mileage to the airport and parking near the airport. When two or more representatives of SHA attend the same meeting, they must coordinate their plans for transportation to avoid unnecessary duplication of expense. Necessary parking expenses will be reimbursed. Traffic violations are the responsibility of the employee.
2. **Lodging and Meals.** The actual cost will be reimbursed for lodging and meals if expenditures are in accordance with applicable federal and state guidelines, and supported by appropriate documentation submitted within thirty (30) days of the date incurred. Alcoholic beverages are not a reimbursable expense.
3. **Miscellaneous Expenses.** The actual cost of other miscellaneous expenses will be paid if they are necessary and reasonably incurred during the conduct of SHA business, are in accordance with applicable federal and state guidelines, and supported by appropriate documentation submitted within thirty (30) days of the date incurred.

**RESOLUTION 2026-08**

**A RESOLUTION AUTHORIZING THE ADOPTION OF A NEW OFFICIAL LOGO**

WHEREAS, the Sunnyside Housing Authority (“Authority”) is committed to providing safe, affordable, and quality housing opportunities for the residents of Sunnyside; and

WHEREAS, the Authority recognizes the importance of a clear and modern visual identity that reflects its mission, values, and commitment to the community; and

WHEREAS, the Authority has determined that its current logo no longer aligns with its long-term branding, communication, and outreach goals; and

WHEREAS, Authority staff have developed and presented a proposed new logo design for consideration by the Board of Commissioners; and

WHEREAS, the Board has reviewed the proposed logo and finds that it enhances recognition of the Authority and better represents its mission and services to the public;

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Sunnyside Housing Authority as follows:

1. Adoption of New Logo. The Sunnyside Housing Authority hereby approves and adopts the new official logo as presented to the Board on this date.
2. Authorization to Implement. Authority staff are authorized and directed to take all necessary steps to implement the new logo, including but not limited to updating signage, printed materials, digital platforms, uniforms, and public communications.
3. Effective Date. This resolution shall take effect immediately upon adoption.

ADOPTED by the Board of Commissioners of the Sunnyside Housing Authority on this 18<sup>th</sup> day of March 2026.

Attest:

\_\_\_\_\_  
Chairperson, Board of Commissioners

\_\_\_\_\_  
Secretary



**SUNNYSIDE**  
— HOUSING AUTHORITY —

RESOLUTION 2026-09

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE SUNNYSIDE HOUSING AUTHORITY ACCEPTING THE PROPOSAL FROM EJP CONSULTING GROUP, LLC FOR RAD CONSULTING SERVICES AND AUTHORIZING EXECUTION OF A CONTRACT

WHEREAS, the Sunnyside Housing Authority (“SHA”) issued a Request for Proposals (RFP) for RAD Consulting Services to support the agency in evaluating and implementing HUD repositioning options for its public housing portfolio; and

WHEREAS, EJP Consulting Group, LLC (“EJP”) submitted a complete and responsive proposal dated March 2, 2026, outlining services for a rapid Portfolio Review (Phase I) and subsequent Implementation Phase services, as detailed in the RFP response; and

WHEREAS, in Tab 5 – Fee Proposal, EJP proposes a fixed fee of \$27,765 for Phase I: Portfolio Review and Assessment, inclusive of travel and all costs;

WHEREAS, EJP further proposes that future implementation work may be contracted under several pricing structures, and SHA desires to proceed under Option 1 – Firm Fixed Fee, which establishes a defined scope, timeline, and deliverables with a mutually agreed-upon fixed fee for Implementation Phase services, developed using EJP’s stated 2026 fully loaded labor rates;

WHEREAS, after review of all submitted materials, the Board has determined that EJP Consulting Group, LLC is the most qualified proposer and that acceptance of the proposal is in the best interest of SHA and its residents.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE SUNNYSIDE HOUSING AUTHORITY THAT:

1. The Board hereby accepts the proposal submitted by EJP Consulting Group, LLC.
2. The Board approves the Phase I fixed cost of \$27,765 for the Portfolio Review and Assessment.
3. The Board further approves the use of “Implementation Phase – Option 1: Firm Fixed Fee” as the pricing structure for all subsequent implementation activities, with the final negotiated fee to be brought back to the Executive Director for execution consistent with procurement policy.
4. The Executive Director is authorized to negotiate, finalize, and execute a contract with EJP Consulting Group, LLC consistent with this resolution, including any related documents necessary to initiate and carry out the work.
5. This Resolution shall take effect immediately upon its adoption.

ADOPTED by the Board of Commissioners of the Sunnyside Housing Authority on this 18<sup>th</sup> day of March 2026.

Attest:

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Chairperson, Board of Commissioners

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Secretary



03.02.26

PROPOSAL FOR

# RAD CONSULTING SERVICES



**Prepared for:**

Sunnyside Housing  
Authority  
204 South 13th Street  
Sunnyside, WA 98944  
Attn: Elizabeth Alba



**Prepared by:**

EJP Consulting Group, LLC  
PO Box 56434  
Washington, DC 20040  
Attn: Rhae Parkes  
202-248-1967

# TABLE OF CONTENTS

*Cover Letter*

<b>Tab 1</b>	Firm Information
<b>Tab 2</b>	Relevant Experience
<b>Tab 3</b>	Proposed Approach
<b>Tab 4</b>	Key Personnel
<b>Tab 5</b>	Fee Proposal
<b>Tab 6</b>	References



EJP Consulting Group, LLC  
PO Box 56434, Washington, DC 20040  
Tel: 202-248-1967  
[www.ejpconsultinggroup.com](http://www.ejpconsultinggroup.com)

February 27, 2026

Elizabeth Alba, Executive Director  
Sunnyside Housing Authority  
204 South 13<sup>th</sup> St.  
Sunnyside, WA 98944

RE: Request for Proposals - RAD Consulting Services

Dear Ms. Alba,

EJP Consulting Group, LLC (EJP) is pleased to submit to the Sunnyside Housing Authority (SHA) the enclosed proposal for RAD Consulting Services. We are a nationally recognized team of experts skilled at the recapitalization and repositioning of public housing properties, leveraging Public Housing Authority (PHA) assets to redevelop underutilized sites, and developing new affordable housing. We also bring extensive master planning, strategic planning, mixed-finance development, Choice Neighborhoods, and HUD technical assistance experience to our clients. EJP has assisted in the development of over 19,479 residential units in mixed-income communities – leading the entire process from planning to implementation.

As SHA's Consultant, we will assist SHA to make thoughtful, informed programmatic and development decisions, and will distill complex regulatory issues that may arise related to housing programs, relocation, development agreements, public and private financing, operational changes, etc. Having developed numerous repositioning plans and worked with clients on one or more of the resulting development projects, we are well positioned to assist SHA with review of your current assets and provide recommendations for repositioning under HUD's various programs. We are particularly sensitive to the impacts of conversion on staffing, operations, finance, and residents. We can draw on our vast experience with over 175 PHAs throughout the United States to provide context and point of comparison to SHA regarding not only typical development technical assistance, but repositioning opportunities, funding challenges, organizational capacity, leadership development, and models for agency sustainability.

We welcome the opportunity to work with SHA and believe we are well positioned to provide RAD Consulting Services to SHA for the following reasons:

1. *We have been deeply involved in the various portfolio repositioning programs since their inception.* EJP has worked on numerous RAD, Section 18, RAD/Section 18 Blend, and Section 22 transactions with PHAs. We have been at the forefront of utilizing these programs for our clients, including piloting the Faircloth to RAD (now known as Restore Rebuild) conversion process with the Galveston Housing Authority. We have and are currently working with several PHAs with less than 250 Public Housing units to maximize their repositioning opportunities under the RAD, Section 18, and RAD/ Section 18 Blend programs. In some cases, we have managed every step of the process and in others we have advised our clients as they do so.
2. *We have extensive public housing authority and affordable housing redevelopment, program management and implementation experience.* We provide strategic planning, development consulting, finance, and implementation services to multiple PHAs ranging in size from 6 units to over 6,000 and their partners across

the nation. Our clients have redeveloped aging public housing assets, improved operational efficiencies, built internal staff capacity, and developed sustainable and attainable goals to better position their agencies to excel in the future. Our experience includes working with PHA management and development teams, Boards of Commissioners, residents, community members, local partners, funders, local and state governments, and local service providers to develop plans that reflect community needs and goals and take pride in plans that can seamlessly transition to implementation.

3. *We are extremely knowledgeable about PHA programs and HUD and affordable housing funding regulations.* EJP founders Scott Jepsen and Rhae Parkes are co-authors of HUD's Mixed-Finance Guidebook, HUD's Cost Containment and Safe Harbor guidelines, and numerous HUD policy alerts related to mixed-finance development. We have been under contract to HUD to provide mixed-finance procurement training to PHAs nationwide and to serve as expeditors for troubled HOPE VI grants. We work closely with senior HUD staff at both HUD Headquarters and the various Field Offices, PHAs, and legal counsel to develop strategies, interpret regulations, and oversee public housing conversions. We have regular communication with HUD to identify repositioning challenges and propose solutions for PHA projects throughout the U.S. Our team consists of industry practitioners, including Naomi Byrne, Senior Associate, who has served as Executive Director for multiple PHAs and currently serves as a faculty trainer for NAHRO and Texas Housing Association to provide training on HUD repositioning tools to HUD and PHAs.
4. *We have state experience.* EJP worked with Peninsula Housing Authority in 2016 to provide development advisory services and in 2012, EJP prepared a CN planning grant application for the Renton Housing Authority (under contract to Mithun, the developer)

We are excited about the opportunity to work with SHA and look forward to discussing our qualifications with you. Please contact me at (202) 248-1967 or via email at [parkes@ejpconsultinggroup.com](mailto:parkes@ejpconsultinggroup.com) if you have any questions.

Sincerely,



S. Rhae Parkes, President  
**EJP Consulting Group, LLC**

TAB 1

**FIRM  
INFORMATION**

## Tab 1. Firm Information

---

EJP is a financially stable small, Woman and Minority-owned company established in 2008 in the State of Washington with staff in Atlanta, Boston, Jamestown, Durham, Fort Worth, Houston, New York, Philadelphia, Seattle, and the District of Columbia. EJP has worked extensively with agencies pursuing strategic capital planning, RAD/ Section 18/ Section 22 conversions, mixed-finance development, Choice Neighborhoods, and a range of other development consulting services. We have repeatedly evidenced our ability to successfully plan, implement, and develop the proposed work. Our firm has both the capacity and financial viability to deliver all the proposed services outlined in the scope of work.

*Highlights of EJP's experience include:*

- **Strategic planning advisor** to housing agencies and owners regarding **operational and repositioning strategies** for their housing stock.
- **Planner for 32 neighborhood revitalization** efforts that include housing and economic development, people and education strategies, creative financing and implementation approaches, and extensive community engagement processes.
- Facilitator of **community consensus building** between housing agencies and key partners to develop feasible and implementable plans.
- **Development advisor** for over 75 mixed-finance development efforts, producing 19,479 units valued at \$4.3 billion, working with PHA procured developers or with PHAs that self-develop.
- **Extensive experience with a variety of financing sources** including LIHTC (9% and 4%/bonds), historic tax credits, CDBG-DR, CDBG/HOME, RAD, NMTC, CN grant funding, FHLB/AHF, Section 108, etc.
- **Advisor on HUD regulatory requirements** for mixed-finance development, resident relocation, and Section 3 requirements.
- Grant writer for **39 successful Choice Neighborhoods Planning and Implementation** grants, with over \$550 million in grant funds leveraging over \$9.8 billion in neighborhood, housing, and people.
- **Trainer to HUD and PHAs** on wide variety of development and program areas, including HUD repositioning tools, Capital Fund program management, and Public Housing and Mixed Finance procurement.
- **Practitioner and advisor on operational topics** such as file management, policies and procedures, and HUD online systems.
- **HUD technical assistance** provider for Choice Neighborhoods efforts and HOPE VI sites delivering expertise on mixed-finance development and/or community and supportive services.
- **Author of HUD's Mixed-Finance Guidebook**, HUD's Cost Containment and Safe Harbor Standards, Mixed-Finance Term Sheets, Mixed-Finance Procurement, and other policy guidance memos related to mixed-finance development.

Our Firm Profile follows at the end of the tab, highlighting our areas of specialization. Our firm's contact information is:

EJP Consulting Group, LLC  
PO Box 56434  
Washington, DC 20040  
Tel: 202-248-1967  
[www.ejpconsultinggroup.com](http://www.ejpconsultinggroup.com)  
Rhae Parkes, President  
[parkes@ejpconsultinggroup.com](mailto:parkes@ejpconsultinggroup.com)



## EJP FIRM PROFILE

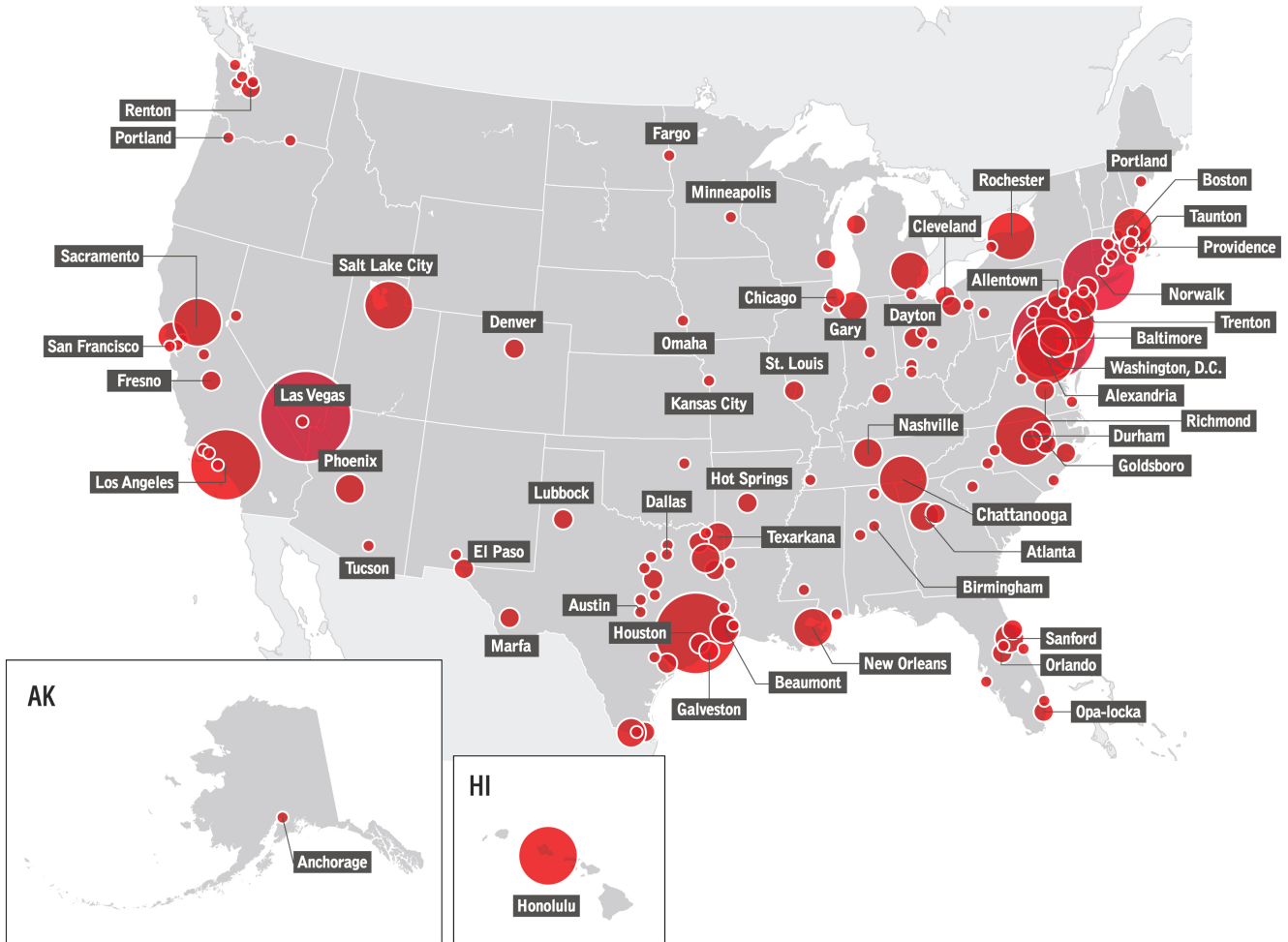
EJP Consulting Group, LLC (EJP) is a small, minority and woman-owned business enterprise that delivers planning and consulting services nationwide primarily to public housing authorities (PHA) and cities. EJP specializes in:

- Planning and redevelopment of public housing sites into vibrant, mixed-income communities with access to high-quality services and amenities
- Master planning, strategic planning, and portfolio repositioning of capital assets to ensure long-term success
- Increasing the self-sufficiency of residents impacted by redevelopment
- Assessing operations and exploring repositioning strategies to improve efficiency
- Mixed-finance development services leveraging diverse financing sources
- HUD technical assistance on mixed-finance development and community and supportive services

Our work results in clients achieving meaningful and sustainable outcomes in their communities. We have a proven ability to deliver an integrated set of services that engage our clients as active, long-term partners. Our clients benefit from our comprehensive knowledge, national experience, and adaptability. For more about EJP and the services we offer, visit our website at [www.ejpconsultinggroup.com](http://www.ejpconsultinggroup.com).

# EXPERIENCE & QUALIFICATIONS

## WHERE WE ARE



**19,479**

residential units

**39**

Choice Neighborhoods grants awarded\*

\*(includes supplemental)

**\$9.8B+**

Local funds leveraged through Choice Neighborhoods

**\$4.3B+**

value of assets EJP helped redevelop

# SERVICES



## Choice Neighborhoods

As planning coordinator and program manager, EJP facilitates a comprehensive process to determine feasibility, prepare planning and implementation grant applications, and develop holistic neighborhood transformation plans.



## Portfolio Repositioning

EJP works with PHAs to assess their portfolios to determine the feasibility of repositioning, providing recommendations on the best mix of tools to accomplish this goal, and assisting with implementation and post conversion.



## Master Planning

EJP coordinates the efforts of multidisciplinary teams that work collaboratively with clients, key stakeholders and residents to prepare consensus-based and feasible master plans and implementation strategies.



## Development and Program Management

EJP advises on the procurement of appropriate partners and represents the PHA's interests throughout the development process. EJP also provides technical advice and risk assessments on self-development.



## Strategic Planning

EJP uses proven engagement techniques to deliver a thoughtful and inclusive planning process that results in both short- and long-term goals with specific objectives and action items necessary to accomplish those goals.



## Operations & Training

EJP provides practical solutions to assist clients in managing costs, improving operations and providing necessary oversight. EJP develops customized training seminars for your specific agency needs.



## Relocation

EJP works with clients to develop responsive relocation plans families who must move either temporarily or permanently due to development activities and provides technical assistance during implementation.



## Human Capital

EJP facilitates the process to develop needs-based human and supportive service plans to help families improve their lives through better health, education, self-sufficiency, and job security.

TAB 2

**RELEVANT  
EXPERIENCE**

## Tab 2. Relevant Experience

---

Today's affordable housing providers face concurrent challenges posed by growing demand, aging buildings, and limited funds for developing and operating public and assisted housing. EJP provides repositioning and redevelopment consulting services to public housing authorities (PHAs) nationwide, and our past and current repositioning experience includes the conversion of thousands of public housing units and substantial public and private investment in the surrounding neighborhoods. We highlight our Portfolio Repositioning experience below.

### Portfolio Repositioning Services

---

EJP has been closely involved in HUD repositioning programs, including the RAD program since its inception. EJP closed RAD transactions as early as 2013 and has managed multiple conversions since then. In 2021, we worked with the Galveston Housing Authority and the HUD Office of Recapitalization to develop and pilot the Faircloth to RAD methodology and are currently pursuing Faircloth to RAD (Restore Rebuild) with other PHAs. We have also been at the forefront of utilizing other HUD public housing repositioning programs and have submitted and received approvals under the Section 18 Demolition and Disposition program, Section 22 Streamlined Voluntary Conversion regulations, Section 32 Public Housing homeownership and both construction and small PHA RAD/ Section 18 blends.

We are currently advising and working with several small PHA clients with less than 250 public housing units to utilize the Section 18 Disposition process and RAD/ Section 18 Small PHA blend processes, helping our PHAs navigate the best pathways to reposition their units. We understand the unique challenges that small PHAs must address as they exit the Public Housing program and maximize the utilization of HUD's various repositioning tools. Even with 140 Public Housing units, there may be a number of pathways SHA can take to reposition its units to not only ensure the long-term sustainability of your existing portfolio but potentially position your agency to develop additional new housing for the families in your community. Specifically, we have recently worked with or are currently working with the following small PHAs:

- Glastonbury TX (100 total units) – RAD/ S18 Blend Small PHA conversion
- Granbury TX (100 total units) – RAD/ S18 Small PHA conversion (50 units) and Section 18 Disposition (50 units)
- Gladewater TX (124 total units) – RAD Conversion (74 units) and Section 18 Disposition (50 units)
- Grandview TX (20 total units) – Section 18 Disposition
- Hanson TX (6 total units) – Section 18 Disposition
- Englewood CO (110 total units) – Section 18 Disposition (10 units) and RAD/ S18 Small PHA Conversion (100 units)
- Marfa TX (74 total units) – RAD/ S18 Small PHA Conversion
- Mississippi Regional HA No. 7 (120 total units) – RAD/ S18 Small PHA Conversion with Low-Income Housing Tax Credits
- Mower County MN (50 total units) – Section 18 Disposition
- Pharr TX (247 total units) – Seven phase RAD/ S18 Small PHA Blend conversion with Low Income Housing Tax Credits and FHA 223(f) loans
- Round Rock TX (88 total units) – RAD/ S18 Small PHA Blend conversion with conventional loan financing
- South Kingstown RI (72 total units) – Two phase RAD/ S18 Small PHA conversion (18 units and 52 units) with Low-Income Housing Tax Credits

- Tarrytown NY (151 total units) – Two phase RAD/ S18 Small PHA Conversion (81 units and 70 units) with Low-Income Housing Tax Credits

In addition to our experience in successfully submitting applications to convert Public Housing units to the Section 8 platform, we have worked closely with our small PHAs to maneuver the complicated operational changes that also need to take place upon conversion. EJP has assisted with the development of new policies and procedures, recommended operational changes as they relate to administration and management, identified staffing shifts that could be made, and worked with PHAs and their HUD Field Offices to ensure that the conversion from Public Housing to a new platform was seamless. Our Firm Corporate Capabilities related to this scope of work follow at the end of the tab, providing more detailed information about the breadth and depth of our experience.



## PORTFOLIO REPOSITIONING

Through the Rental Assistance Demonstration (RAD) program along with new flexibilities under Section 18 Demolition and Disposition and Section 22 Streamlined Voluntary Conversion (SVC), EJP works closely with PHAs to navigate all repositioning possibilities and to develop locally appropriate plans to preserve affordable housing.

As consultants to housing providers with as few as 20 units or those transitioning over 6,300 units, EJP understands the challenges and opportunities PHAs and their development partners face. EJP works closely with PHAs to assess their portfolios to determine financial feasibility and provide recommendations on the best mix of repositioning tools for each client.

Because of the quality of our service, institutional knowledge, and direct experience managing all types of transactions, EJP maintains long-time customers who choose EJP for a variety of solutions. Our experience allows for quick and effective responses to the rapidly changing face of public housing.

**43**Financial Feasibility  
Assessments**53**RAD, S18, SVC  
Applications

# CUSTOM SOLUTIONS

## Feasibility Assessments and Portfolio Reviews

To determine program viability, EJP assesses each client's portfolio, considering unique factors such as:

- Capital needs
- Internal operations
- Available equity
- Potential financing sources
- Local market conditions
- Community and political support
- Operating expenses
- Program outcomes

EJP provides recommendations based on the most feasible and favorable financial outcome, often resulting in a mix of repositioning programs.

## Application Services

EJP prepares applications for all conversion programs including RAD and Inventory Removal Applications (IRA) for Section 18 and Section 22 conversions, and ensures the application reflects the most realistic scenario in clear and concise terms.

## Financial Services and Closings

EJP assists with identifying potential debt and equity sources, preparing applications, securing financing, structuring transaction and ownership strategies, and reviewing financial documents for RAD and Mixed-Finance.

## Implementation/Post Conversion

Submittal of an application for HUD review and approval is just the first step in any conversion process. EJP provides continued guidance and assistance as the PHA's business structure and processes change to adapt to the Section 8 platform, including:

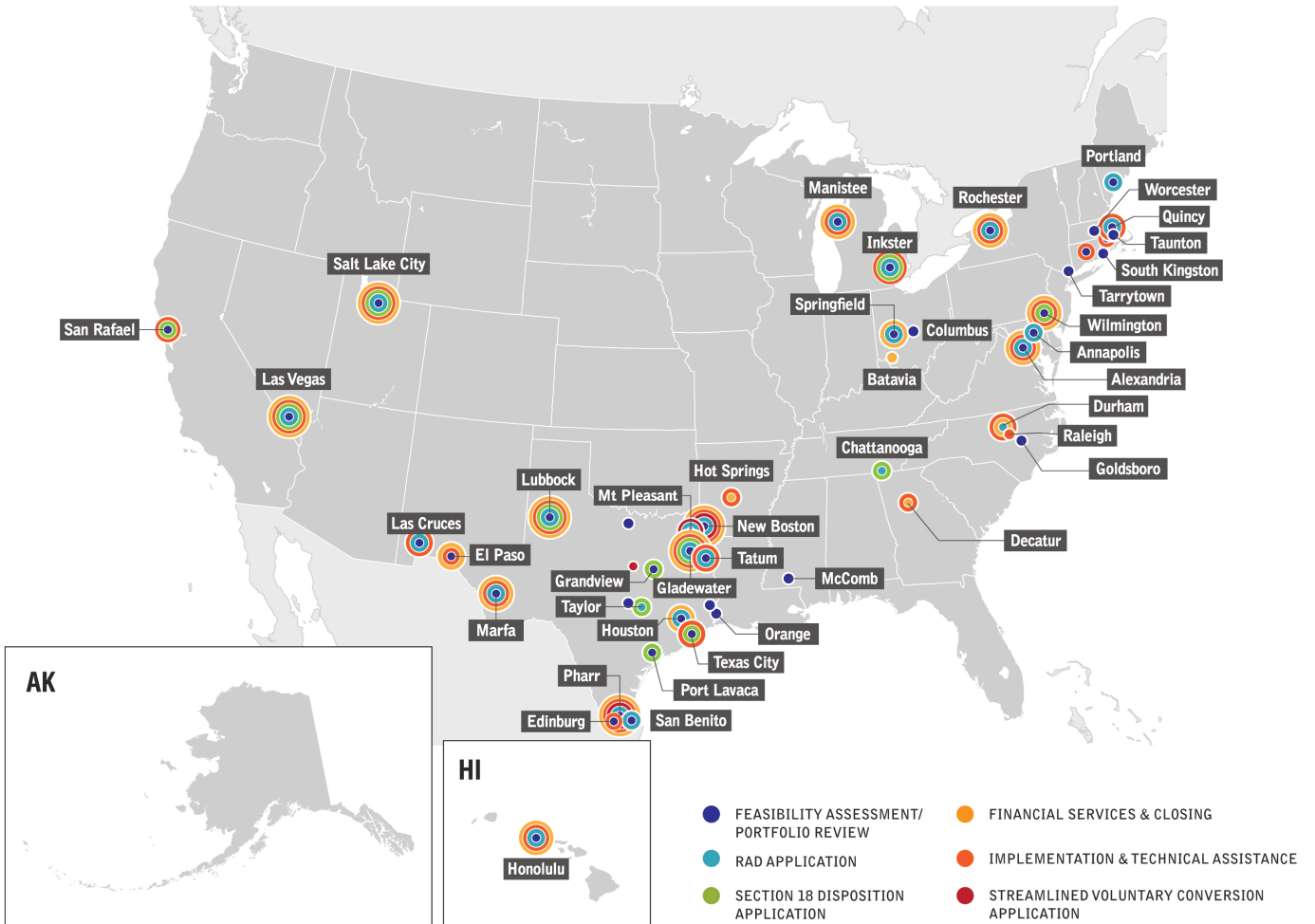
- Policy
- Procurement
- Resident relocation\*
- Development and program management\*\*
- PIC and TRACs assistance
- Updated procedures
- Initial training on PBV regulations
- Initial file reviews and compliance audits

\*Please see Relocation for more information

\*\*Please see Development and Program Management for more information

# WHERE WE ARE

## Portfolio Repositioning



CLIENTS	Feasibility Assessment / Portfolio Review	RAD Application	Section 18 Disposition Application	Streamlined Voluntary Conversion Application	Financial Services/ Closing	Implementation Technical Assistance	Straight Conversion	Leveraged Conversion	Transfer of Assistance
Alexandria Redevelopment & Housing Authority	●	●			●	●	●	●	
Housing Authority of the City of Annapolis	●	●							
Clermont Metropolitan Housing Authority					●		●		
Bowie County Housing Authority		●							
Chattanooga Housing Authority		●	●					●	
Commerce Housing Authority	●								
Dawson Housing Authority			●						
Housing Authority of Dekalb County					●	●		●	
Durham Housing Authority	●	●	●		●	●	●	●	●
Edinburg Housing Authority	●					●			
Housing Authority of the City of El Paso	●				●	●	●	●	●
Gladewater Housing Authority	●	●	●		●	●	●		
The Town of Glastonbury Housing Authority	●	●				●			
Housing Authority of the City of Goldsboro	●								
Granbury Housing Authority	●			●					
Grandview Housing Authority	●		●		●	●	●		
Hanson Housing Authority			●						
Hawaii Public Housing Authority	●	●			●	●	●	●	
Housing Authority of the City of Hot Springs					●	●		●	
Houston Housing Authority	●	●	●		●	●	●	●	●
Inkster Housing Commission	●	●	●		●	●	●	●	
Innovative Housing Concepts	●	●	●						
Kirbyville Housing Authority	●								
Mesilla Valley Public Housing Authority		●				●			
Southern Nevada Regional Housing Authority	●	●			●	●		●	
Lubbock Housing Authority	●	●	●		●	●	●		●
Manistee Housing Authority	●	●			●	●		●	●

## PORTFOLIO REPOSITIONING

CLIENTS	Feasibility Assessment / Portfolio Review	RAD Application	Section 18 Disposition Application	Streamlined Voluntary Conversion Application	Financial Services/ Closing	Implementation Technical Assistance	Straight Conversion	Leveraged Conversion	Transfer of Assistance
Marfa Housing Authority	●	●	●		●	●	●		
Mississippi Regional Housing Authority	●	●			●	●		●	
Mount Pleasant Housing Authority	●	●		●			●		
Mower County Housing Authority			●						
New Boston Property Management	●	●		●	●	●	●		
Orange Housing Authority	●								
Palm Beach County Housing Authority	●								
Pharr Housing Authority	●	●	●		●	●	●	●	●
Port Lavaca Housing Authority	●	●	●		●	●	●		●
Portland Housing Authority	●	●					●	●	
Providence Housing Authority	●					●			
Quincy Housing Authority	●	●	●		●	●	●		
Raleigh Housing Authority					●	●			
Rochester Housing Authority	●	●	●		●	●	●	●	●
Round Rock Housing Authority	●								
Housing Connect (formerly Housing Authority of the County of Salt Lake)	●	●	●		●	●	●	●	
San Benito Housing Authority	●	●							
South Kingston Housing Authority	●		●						
Marin Housing Authority	●					●		●	
Ohio Capital Corporation for Housing	●	●			●		●		
Tarrytown Housing Authority	●	●	●		●	●		●	
Tatum Housing Authority	●		●		●	●	●		
Taunton Housing Authority	●								
City of Taylor		●	●						
Texas City Housing Authority	●		●			●	●		
Wilmington Housing Authority	●	●	●		●	●	●	●	
Worcester Housing Authority	●								

TAB 3

**PROPOSED  
APPROACH**

## Tab 3. Proposed Approach

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EJP has managed everything from very simple straight dispositions and conversions to more difficult and complex RAD and Section 18 transactions, and we are sensitive to the issues that are most important to individual agencies. We pride ourselves on being excellent problem solvers and work to anticipate issues before they become problems and provide a range of consulting services, from full-service assistance to as-needed technical support. We will be dedicated to supporting SHA, ensuring service is available and consistent throughout this contract, and responding quickly to changes in direction or workload.

EJP typically establishes a ‘virtual’ office for most of our professional consulting efforts for PHAs across the country and can fulfill SHA’s needs, ensuring coordinated electronic communications such as shared web-based filing, billing and invoice submittal, task order submission, and regular reporting, coupled with site visits, as needed. Our approach to addressing SHA’s needs will be through a combination of focused on-site presence, conference calls, virtual meetings, electronic communications, and regularized reporting. We will prioritize management of work activities through a schedule of site visits carefully timed around key activities, meetings, and events as well as regular virtual meetings. EJP utilizes a combination of HUD forms and well-tested internally created documents to ensure that each transaction is managed efficiently and that our client’s progress does not miss a step. We will run an efficient and cost-effective process leading to successful feasibility, predevelopment, construction, and conversion for multiple redevelopment efforts.

For this assignment, we will organize our work into multiple phases, with strategic touchpoints along the way. We will work directly with the Executive Director to identify and define project roles and create a project plan establishing the processes and structures to manage expectations, monitor communications, resources, and time, and respond to and foresee change, risks, and issues. This approach ensures close coordination and communication to keep all parties moving forward in a timely fashion. Implicit in every project that EJP undertakes is the assurance that our team has the necessary capacity (both from a staffing and time perspective) to provide our services in a timely manner by utilizing a variety of tools such as:

- Preparing a comprehensive project schedule and updating it on a regular basis
- Agreeing on specific deliverables (including level of detail and format) early in the process
- Preparing monthly progress and activity reports, if needed
- Facilitating bi-weekly team check-in calls to ensure the project is implemented on time and on schedule with early opportunities to flag technical or logistical issues that might impact the schedule or the project

### Project Plan and Methodology

---

EJP’s approach is unique in that we work on all aspects of Public Housing conversion transactions, including:

- Portfolio Review and Strategic Planning – Is a RAD/ Section 18 blend or straight RAD a more viable tool for a site/portfolio? Is Section 18 a more feasible alternative? What are the pros and cons of each? Are there ways to layer various conversion methods to maximize revenue and minimize administrative burdens? What are the agency’s goals and how can the conversion process address these goals? What is the agency’s capacity to self-develop or should additional development capacity be procured?
- Facilitating communications with HUD Headquarters, the Special Applications Center (SAC) and the RAD Resource Desk, as applicable
- Preparing, reviewing, and submitting documents through PIC, TRACS, VMS, and other systems
- Tracking and managing required milestones

- Aiding the PHA to procure the necessary partners and consultants to move forward each transaction, such as an Environmental Review or a Physical Needs Assessment
- Structuring ownership on behalf of the PHA
- Facilitating due diligence
- Soliciting and reviewing equity and debt proposals, if utilizing leveraged debt or other third-party sources
- Serving as Project Manager to coordinate the work of team members to ensure the project is completed on time and in compliance with the programmatic commitments and deliverables
- Providing training and capacity building to staff and board members

SHA is reviewing the feasibility of converting its Public Housing portfolio through various HUD programs, such as RAD and Section 18. We propose starting with an initial assessment phase, in which we would conduct a rapid Portfolio Review of the entire Public Housing portfolio. We will discuss the challenges of converting the sites through one or more of HUD’s repositioning tools and consider the timing of multiple conversion processes. The assessment phase will result in a summary report outlining EJP’s observations and recommendations. Subsequent phases of work, including implementation, will then depend on SHA’s decisions related to the rapid Portfolio Review report.

### **Phase I: Portfolio Review**

#### **A. Site Visit and Capital Needs**

EJP proposes a one-day site visit to learn about SHA and the properties to include the following activities:

- Meet with the SHA Executive team
- Tour the properties and their neighborhoods
- Review PNAs to determine their impact on decisions regarding future use of the properties
- Review the SHA long-term Capital Fund plan for the properties and evaluate it against long-term financial feasibility
- Interview staff to further understand site conditions
- Meet with the Board of Commissioners, if requested

EJP will use this information to get a better sense of SHA’s options for repositioning the developments. These findings will be used in work sessions with SHA to prioritize and guide implementation strategies.

#### **B. Financial Feasibility and Repositioning Strategy**

Utilizing the project data, and based on SHA’s long-term goals, EJP will prepare conversion scenarios assessing the financial feasibility of converting SHA’s Public Housing portfolio under the RAD program, RAD/ Section 18 blend, or Section 18 to the Project-Based Voucher platform.

Then, we will review SHA’s funding resources and help SHA understand how to best structure and use each funding source, and how different funding programs can be combined (or not) given competing regulations, affordability restrictions, program requirements, etc. EJP will create pro formas for the units to test different approaches to recapitalizing the public housing developments using RAD and Section 18 programs, estimating the Initial Deposit to Replacement Reserves (IDRR) and Annual Deposit to Replacement Reserves (ADRR) that might be required by HUD for conversion.

Working closely with SHA, EJP will identify and discuss options for the current Public Housing units. We will prepare a report summarizing the options considered for the property. This will include a detailed discussion of the feasibility of converting to a new funding platform, different options for conversion, available options with respect to existing public housing funds as they relate to the various conversion tools, how the funding can or cannot be used post-conversion, sources and uses statements, conversion budgets and timeline. If we identify a need for

significant capital improvement or redevelopment, we will propose strategies to maximize SHA funds as much as possible. We will review these strategies with the SHA staff, revise as necessary, and prepare a final Portfolio Analysis and Recommendations report for presentation.

Deliverables:

- Work session to review recommended strategies for the units as well as tools to accomplish the recommended next steps.
- Preliminary pro formas and recommendations based upon the repositioning and financing options.
- Draft and Final Portfolio Analysis and Recommendations report.
- Presentation of Recommendations to SHA, including Board of Commissioners, if requested. We assume this presentation will be delivered virtually. Should SHA prefer an in-person presentation, we will adjust our fee proposal to add an extra site visit.

We expect that Phase I can be completed within 120-150 days from the initial kick-off call, though we understand the need to be flexible and are prepared to work with SHA during the kick-off meeting to finalize a schedule and timeline that meets the needs of everyone, including refining travel assumptions, if desired.

**Phase II: Implementation**

Subsequent phases of work will depend on SHA's decision related to the Portfolio Review report. Once SHA decides on the best pathway forward for its sites, EJP can assist with multiple implementation tasks and will work collaboratively with SHA to ensure it can turn the corner quickly from assessment to implementation. Below, we have outlined a potential workplan for a straight, non-leveraged RAD conversion.

**A. RAD Application(s)**

Prepare and submit the RAD Application for selected properties. Tasks will include the following:

- Update the pro forma for the application
- Confirm financing sources to address deferred maintenance and projected 20-year capital needs
- Collect documentation, as necessary
- Assist SHA, as needed, in the resident notification process and in seeking Board approval
- Prepare and submit individual and portfolio applications, as applicable, for a single site or multiphase conversion of multiple sites

**B. Prepare Financing Plans**

As SHA moves forward to implement the RAD transactions, EJP will assist in submitting the full Financing Plans to HUD. Tasks will include the following:

- Assist SHA in procuring RAD Physical Conditions Analysis (RPCA) and other third-party submissions
- Create RAD development and operating pro forma
- Estimate Initial Deposit to Replacement Reserves (IDRR) and Annual Deposit to Replacement Reserves (ADRR) and financing gap
- Estimate repayment terms for existing EPC and/or CFFP debt, if applicable
- Assist SHA in formulating ownership structure
- Collect material on Financing Plan checklist
- Prepare conversion overview and financing templates
- Follow up on outstanding due diligence
- Review and update Commitment for Housing Assistance Payment (CHAP) for revised rents
- Update RAD Transaction Log as needed
- Assist with PIC Inventory Removal Applications
- Request and participate in Concept Call
- Submit RAD Financing Plan to RAD Resource Desk

### **C. Relocation Planning**

As part of the RAD application and subsequent conversion process, SHA may need to develop a Relocation Plan. EJP will assist with the development of the Relocation Plan and required policies, procedures, and forms for tenant relocation such as the Resident Information Notice (RIN), General Information Notice (GIN), Notice to Vacate, Memorandum of Understanding (MOU) and/or Notice of Eligibility, Housing Referral and Housing Comparable Work Sheets, Moving Procedures Guides, Claim Forms, and other required and pertinent documents. EJP will:

- Work with SHA to prepare a Relocation Plan consistent with the RAD Notice Regarding Fair Housing and Civil Rights Requirements and Relocation Requirements Applicable to RAD First Component – Public Housing Conversions (PIH 2016-17 (HA)), 24 CFR 970.21, the Uniform Relocation Act (URA) and Section 104 (as applicable), including costs associated with moving, counseling, and relocation
- Assist with the preparation of resident information to be discussed by SHA in resident meetings to explain the RAD and relocation planning and execution process
- Assist with preparatory interviews/surveys with households (assumes SHA will manage this process on-site with EJP guidance)

### **D. Assist in RAD Conversion**

Once the RAD Conversion Commitment (RCC) is received, EJP will work with SHA to facilitate the closing process, acting as liaison to form a collaborative relationship between HUD, SHA and SHA attorneys to support successful RAD conversion. This final task will consist of:

- Review and update the CHAP, RCC, etc. as well as assist with other HUD approval items, as needed
- Assist SHA and Counsel to draft closing documents
- Continue to update development and operating pro formas and schedules and RAD Resource Desk website
- Coordinate an orderly closing of financing and documents
- Assist as needed to problem solve on any other transition issues from Public Housing to RAD operations

### **Phase III: Post-Conversion Support and Implementation**

Upon conversion of the final units of Public Housing, SHA will need to complete post-conversion activities to terminate the public housing Annual Contributions (ACC) contract and close out the public housing program for the applicable site(s), as well as close out the public housing program upon conversion of the final units. EJP will provide guidance and assistance related to the public housing close out process and related changes to SHA's business structure, including:

- Aide with policy development and implementation
- Work with SHA to update operating procedures
- Provide training on PBV regulations
- Complete the listings of non-dwelling and personal property
- Assist with the reconciliation and, upon the conversion of the final Public Housing units, close out of all grant funds, including CFP and Operating Funds
- Upon conversion of the final Public Housing units, coordinate the close out legal opinion with SHA's counsel and subsequent close out Board resolution

TAB 4  
**KEY  
PERSONNEL**

## Tab 4. Key Personnel

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EJP Consulting Group, LLC is comprised of experienced staff with extensive knowledge of the public and affordable housing industry, portfolio repositioning and strategic planning, and the redevelopment process including HUD mixed-finance regulatory requirements, Rental Assistance Demonstration (RAD), Section 18, Section 22, Choice Neighborhoods (CN), layered financing, project-based vouchers, and procurement of LIHTC equity investors and lenders. We distinguish ourselves from other development consulting firms by being relatively small with low overhead, and by providing sophisticated and individualized services to a diverse array of clients.

### Staff Experience

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For this assignment, EJP President, Rhae Parkes, will provide project oversight and quality control. Naomi Byrne will serve as Project Director and be the primary point of contact for all tasks assigned and Alisha Curry will provide support and assistance. Other EJP staff will be available as necessary. We summarize our staff experience below and have included resumes for the primary team members behind this Tab.

#### Primary Staff

##### **Rhae Parkes, *President***

Rhae Parkes is a co-founder of EJP Consulting Group, LLC. She is an urban planner who specializes in affordable housing and community development planning and implementation. Her work focuses on the development of neighborhood transformative plans, on the integration of affordable housing, economic development, education and human services in a more supportive environment for low-income populations. During her career, she has led the master planning efforts of multiple neighborhood, supportive services and housing plans in diverse communities across the country. She has developed strategic plans for housing authorities seeking to reposition their assets and outline a roadmap for success. She has served as program manager for implementation of numerous development and integrated human services strategies, and she has led formative and process evaluations of human services and workforce development initiatives. She holds a Master of Urban and Environmental Policy and Planning from Tufts University and a Bachelor of Arts in Political and Economic Development from Mount Holyoke College.

##### **Naomi Byrne, *Senior Associate***

Naomi W. Byrne is a prior housing authority executive with nearly thirty years in the public housing/affordable housing industry. She has served as CEO/President/Executive Director for both small and large PHAs and has a comprehensive background in managing and operating Public Housing, Housing Choice Voucher, LIHTC and RAD programs, mixed finance acquisitions and development, program compliance and grant management. Because of her background, she brings a unique perspective as someone who has been on “both sides of the table”. She has been involved in redevelopment and new construction of affordable housing for several PHAs and is considered a subject matter expert on HUD’s various repositioning programs such as the Rental Assistance Demonstration (RAD) program, Section 18 and Section 22. She holds numerous certifications, including NAHRO’s Certified Management Executive and currently serves on the board of the Housing and Development Law Institute. Ms. Byrne is a trainer for both the National Association of Housing and Redevelopment Officials (NAHRO) and the Texas Housing Association (THA), has been a presenter and panelist at numerous conferences, and holds a Bachelor of Science degree in Psychology with a minor in Business Analysis from Texas A&M University – College Station, and a Master of Business Administration through Texas A&M University –Texarkana.

**Alisha Curry, Associate**

Alisha Curry is a highly skilled project manager and community development professional with extensive experience in the administration of Department of Housing and Urban Development (HUD) programs. With a focus on bottom-up community revitalization, she has a proven track record of delivering successful projects that foster economic growth, environmental sustainability, and long-term community resilience. Alisha has worked extensively with local, state, and federal grants, developing and implementing programs that serve under-invested and rural communities. Her expertise spans housing development, disaster recovery, and mixed-income housing initiatives. She has held roles with the State of North Carolina, Durham Housing Authority, and the City of Rochester. As a professional who thrives in complex, multifaceted projects, Alisha is known for her ability to cultivate relationships with key stakeholders, manage multiple initiatives concurrently, and ensure compliance with regulatory standards. Alisha is also a certified Project Management Professional and a licensed real estate broker. Alisha's depth of experience in managing complex projects, developing policies, and ensuring compliance with HUD regulations has equipped her with the tools to lead transformative housing initiatives. Through thoughtful collaboration and a commitment to creating sustainable, inclusive communities, she remains focused on advancing equitable development and lasting change in under-resourced areas.

**Secondary Staff****Scott Jepsen, Principal**

Scott Jepsen has extensive experience with mixed-finance housing development, strategic planning and economic growth initiatives. Housing authorities, developers, cities, nonprofits and HUD have all relied on his specialized technical assistance from predevelopment planning and financial analysis to the closing of complex financial transactions and the lease-up of completed units. Mr. Jepsen started his affordable housing career as a staff member of the Seattle Housing Authority (SHA), where he managed the redevelopment of Holly Park, SHA's first HOPE VI grant community. He has served as program manager overseeing the planning and implementation of dozens of high profile revitalization efforts across the country, working closely with housing agencies and their developers, investors and funders to ensure the timely closing and construction of thousands of mixed-income units. He has directed numerous redevelopment planning efforts and provided extensive technical assistance to HUD on troubled HOPE VI grants. He is currently providing technical assistance to several agencies pursuing a variety of levels of RAD, Section 18 and Section 22 conversions, has acted as Planning Coordinator and technical assistance provider for numerous Choice Neighborhoods (CN) grants and serves PHAs that act as self-developers as well as those in partnership with third party developers. Mr. Jepsen served three consecutive terms as Mayor of Shoreline, a city of 53,000 just north of Seattle. He holds a Bachelor of Arts in Architecture degree from the University of Washington and is a licensed architect.

**Kathy Carton, Senior Associate**

Kathy Carton is an experienced planner specializing in housing and community development including strategic planning and program implementation. Her specific areas of expertise include public housing revitalization and program management, which she developed working on four major mixed-finance redevelopments during her fifteen-year tenure with the Boston Housing Authority. As part of these redevelopment projects, Katherine was also responsible for designing and implementing human capital development initiatives and relocation plans and programs. Since joining EJP in 2012, she has further honed these skills leading comprehensive Community and Supportive Service planning efforts for Choice Neighborhoods planning grantees in Sanford, FL; Gary, Indiana; Louisville, KY; New Bern, NC; Boston, MA; Newark, NJ; Springfield, MA; Providence, RI; Sacramento, CA; and Honolulu, Hawaii and providing HUD-funded technical assistance to Meriden, CT and Boston, MA. She led the successful 2021 CN planning grant application for Las Vegas, NV and serves as their Planning Coordinator. She led the successful 2016 CN implementation grant application effort in Boston, MA and supported applications in Norwalk, CT (2012 award), Baltimore, MD (2017 award), Cleveland, OH (2020 award), and Durham, NC (2022 award). She provides (or provided) implementation technical assistance for four of these grantees. Throughout her

career, she has worked with a wide variety of entities at the local, state and federal levels, as well as non-profit organizations and foundations. She is also an experienced property manager. She earned a Bachelor of Arts degree in Psychology and Philosophy from Boston College and Master's in City Planning from Massachusetts Institute of Technology.

**Chelsea Liedstrand, Senior Associate**

Chelsea Liedstrand has been in the Real Estate and Economic Development industry for over 15 years. In this time, she has had the opportunity to work in various capacities to meet the goals and objectives of government and the private sector as it relates to Strategic Planning, Housing Policy, Economic Development, Community Planning, and Public/Private Partnerships. Chelsea holds a professional degree in Architecture (M. Arch) and is dedicated through her work to improving the quality of life for all. Her tenure in both the public and private sector brings rich perspective fostering a collaborative approach to Community Development. While strategic planning, community planning, portfolio repositioning, and development are her areas of expertise, Chelsea has a passion for community engagement, consensus building and working with PHA's across the country to create opportunities for the equitable development of vibrant, safe, affordable neighborhoods. Her experience leading large scale planning and development projects and her zeal for creating happy, healthy communities, make her an exceptional asset to the EJP family. Chelsea holds a Bachelor of Science in Architecture and a Master of Architecture from Prairie View A&M University.

**Jim Brooks, Senior Associate**

Jim Brooks has managed the planning and development of over 50 mixed-use urban neighborhood revitalization projects in more than 30 cities in 20 states across the US, with a focus on mixed-income redevelopment of distressed public housing properties. As part of this work, he raised/leveraged more than \$2 billion in public and private investment for urban revitalization and mixed-income housing development. Projects he has directed have won numerous awards, including the prestigious Charter Award from the Congress for New Urbanism. He was appointed by HUD HQ in 2000 to manage the Chicago Housing Authority Plan for Transformation, overseeing \$1.5 billion in urban development, including direct involvement in the transformation of Cabrini Green and Stateway Gardens into vibrant mixed-income neighborhoods. He is a national expert in the Low-Income Housing Tax Credit housing program, with LIHTC awards in 15 states. He is also a national expert in the HUD Choice Neighborhoods program; with five CNI Implementation Grants and eight CNI Planning Grants. National expert in federal housing grant programs, including HUD Rental Assistance Demonstration (RAD), Section 8/HCV, HOME and CDBG. Prior to his consulting work, Mr. Brooks spent 18 years in the public sector as a city planner and public official. He is the former Deputy Executive Director for Development for the Atlanta Housing Authority, where he led the team that planned Centennial Place and Villages at East Lake, the mixed-income, mixed-use communities that became national models for urban housing development and public housing revitalization. Prior to his tenure with AHA, he was a Senior Planning and Development Officer for the City of Atlanta/Fulton County. He is a graduate of Georgia State University.

**Polina Bakhteiarov, Senior Associate**

Polina Bakhteiarov is a people-first, economic justice-driven real estate and community development leader with more than 15 years of experience unlocking the market potential of our cities' assets via public-private partnerships. Her career in public housing began in 2012 at the Mayor's Office in Washington, DC where she managed multiple build-first redevelopments under the New Communities Initiative with the District of Columbia Housing Authority. In 2016, Ms. Bakhteiarov was recruited to New York City to design and launch the New York City Housing Authority's public housing recapitalization initiative (colloquially known as "PACT"), where she established a 62,000-unit repositioning pipeline and converted/preserved 5,600 distressed apartments with more than 12,000 residents in-place. Ms. Bakhteiarov was also instrumental in bringing together HUD DC's Office of Recapitalization with HUD Chicago's Special Applications Center to develop and test the first iteration of RAD/Section 18 blended conversions. Having originated, managed, and closed residential and mixed-use

transactions in major Northeast, Mid-Atlantic, and Sun Belt markets, Ms. Bakhteiarov's total transaction volume is quickly approaching \$2 billion. She holds Bachelor of Science degrees in Planning and Civil Engineering as well as a Master in City Planning with a focus in Housing, Community and Economic Development from the Massachusetts Institute of Technology.

**Andrew Meloney, Associate**

Andrew Meloney is a distinguished urban planner with over two decades of experience specializing in housing development, community revitalization, and neighborhood planning. As the Director of Choice Neighborhoods at the Philadelphia Housing Authority (PHA), he led the development and implementation of HUD's public housing and neighborhood revitalization program, transforming communities across Philadelphia. Under his leadership, the PHA secured over \$100 million in grants, facilitating affordable and mixed-income housing, commercial and mixed-use projects, open space development, public art, and resident service programs. Andrew is deeply committed to addressing housing challenges and fostering equitable community growth. His work includes guiding complex processes such as Low-Income Housing Tax Credit (LIHTC) awards, HUD Rental Assistance Demonstration (RAD) conversions, and federal grant response, as well as building strong partnerships with stakeholders, residents, and community organizations to achieve sustainable transformation. Previously, Andrew spent 12 years with the Philadelphia City Planning Commission, where he led a team dedicated to implementing the Phila2035 Comprehensive Plan through policy, legislation, and project management. Andrew also shares his expertise as an Adjunct Professor at Temple University, teaching city planning principles and mentoring aspiring planners. He holds a degree in Geography and Planning from West Chester University and is a Certified Planner with the American Planning Association.

**Travis Bostick, Associate**

Travis Bostick is a real estate development and policy professional with extensive experience in affordable housing, public housing recapitalization, and urban development strategy. As part of the original public housing repositioning team at the New York City Housing Authority, Mr. Bostick managed the conversion of 3,100 units, coordinating development partner selection, HUD due diligence, and resident engagement. Later, at Urbane Development, he directed the conversion strategy for a 1,700-unit project in Brooklyn, NY with \$360 million in proposed capital upgrades, where he led resident needs assessments, tenant relocation planning, Housing Quality Standards inspections, and lease-up strategy. While at Enterprise Community Partners, Mr. Bostick developed a suite of tools to support the initial implementation of RAD in New York City, including securing \$100,000 in funding for a qualitative assessment of residents' experiences during the conversion process to establish best practices to enhance resident protections. Mr. Bostick holds a Bachelor of Arts in Social Policy from Bard College and a Master of Arts in Theories of Urban Practice and Research from the Parsons School of Design at The New School.

**Bianca Mers, Senior Analyst**

Bianca Mers is passionate about creating just and inclusive places where people can thrive. She brings a broad and holistic perspective to community development and urban planning. Her background is varied, and she has worked in transportation, economic development, community development, housing, and social policy. Bianca emphasizes participatory community engagement that builds local capacity to bring plans to fruition. A core part of her work is translating her technical skills in policy analysis, grant writing, data analysis, strategic planning, project management, and GIS/spatial analytics into approachable and actionable information for communities. She has worked with Public Housing Authorities (PHAs), local, state and federal government, private foundations, non-profits, and private-sector partners. At EJP, Bianca supports a variety of neighborhood and strategic planning efforts, along with project management and technical assistance. She is especially familiar with the Choice Neighborhoods Initiative from HUD, having worked with a local lead partner and now with EJP. She focuses mainly on resident data and surveys, neighborhood data, and supportive programming and services.

**Lauren Wells, Senior Analyst**

Lauren Wells is a planner and designer who integrates visual communication, community engagement, and project coordination to support comprehensive neighborhood planning efforts. With expertise in branding, web design, print production, and mixed media, her practice bridges creative disciplines with community-driven planning, employing data analysis and visual studies to inform strategies that reflect resident priorities. At EJP, she contributes to master planning, strategic planning, and Choice Neighborhoods projects by developing accessible engagement tools, facilitating conversations with residents, and producing clear, cohesive planning materials that strengthen both understanding and participation. Her work also spans survey design, data visualization, and plan production, allowing her to support projects from early planning stages through final implementation.



# RHAE PARKES

## PRESIDENT

EJP CONSULTING GROUP, LLC.

[parkes@ejpconsultinggroup.com](mailto:parkes@ejpconsultinggroup.com)

### EDUCATION & BACKGROUND

#### **Tufts University**

Master of Arts - Public Policy  
& Planning

#### **Mount Holyoke College**

Bachelor of Arts - Political &  
Economic Development

#### **EJP Consulting Group, LLC**

2008-present

#### **Abt Associates, Inc.**

1997-2008

### QUALIFICATIONS

Affordable Housing Planning,  
Development &  
Implementation,  
Process Evaluation,  
Design & Implementation of  
Human Capital Programs,  
Housing & Neighborhood  
Revitalization,  
Choice Neighborhoods  
Initiative Planning Coordinator  
& Implementation Services,  
Mixed-Finance Development,  
Rental Assistance  
Demonstration (RAD),  
HOPE VI,  
Grant Applications,  
Program Management,  
Programming & Development  
of Mixed Income, Mixed  
Tenure Communities,  
Workforce Development &  
Relocation

A founding partner of EJP, Rhae's urban planning and community development journey started in Puerto Rico where she lived and worked after Hurricane Hugo devastated the island. Prior to that she worked in investment banking. Today, Rhae concentrates on repositioning of public housing assets into vibrant mixed-income communities where all families can thrive. She has worked with a wide variety of clients at the local, state and federal levels, as well as numerous national foundations. Rhae is an experienced evaluator, facilitator, trainer and technical assistance provider.

### SELECTED EXPERIENCE

#### **Comprehensive Neighborhood/Master Plans and Choice Neighborhoods Planning:**

Jordan Downs + Rancho San Pedro (Los Angeles); Downtown Neighborhood and Neighborhood Plan (Durham, NC = 9 sites); Envision Caycee (Nashville); Perkins + Poe Homes (Baltimore); Beecher Terrace (Louisville); City of Gary; Dayton Street (Newark); Washington Village (Norwalk); Opa-locka, FL

#### **Development/Implementation:**

Baltimore, MD; Durham, NC; Norwalk, CT; Easton, PA; Nashville (3 sites), TN; Allentown, PA; St. Louis, MO; Richmond, VA; Trenton, NJ; Dayton, OH; Taunton, MA; Texarkana, TX

#### **Master Planning, Portfolio Repositioning, Strategic Plans, and Feasibility Studies:**

Durham, NC; Goldsboro, NC; Worcester, MA; Nashville, TN; Alexandria, VA; Richmond, VA; Norfolk, VA; Los Angeles, CA; and Baltimore, MD. Conducted redevelopment feasibility assessments for Dayton, OH, Nashville, TN; and Richmond, VA

#### **Relocation + Human Capital Planning and Implementation:**

18+ relocation plans and training and implementation support; numerous human capital plans



# NAOMI BYRNE

## SENIOR ASSOCIATE

EJP CONSULTING GROUP, LLC.

[byrne@ejpconsultinggroup.com](mailto:byrne@ejpconsultinggroup.com)

### EDUCATION

**Texas A&M University—  
College Station**

Bachelor of Science—  
Psychology, Minor in Business  
Analysis

**Texas A&M University –  
Texarkana**

Masters in Business  
Administration

### BACKGROUND

**EJP Consulting Group, LLC**  
2017-present

**Fort Worth Housing Solutions**  
2014-2017

**Housing Authority of the City  
of Pittsburgh**  
2013-2014

**Housing Authority of the City  
of Texarkana, Texas**  
2010-2013

**Housing Authority of the City  
of Georgetown**  
2003-2009

**Housing Authority of the City  
of Austin**  
1998-2003

Byrne is a prior housing authority executive with over twenty-five years in the public housing/affordable housing industry. She has served as CEO/President/Executive Director for both small and large PHAs in Texas and as Chief Operations Officer in Pittsburgh at a Moving to Work agency. Byrne has successfully closed several complex RAD/LIHTC/HOPE VI transactions and managed all aspects of HUD grants. Byrne holds NAHRO's Certified Management Executive certification and sits on the Housing Development and Law Institute (HDLI) board. Currently, Byrne trains on development, operations and fair housing topics for the Texas Housing Association and NAHRO.

### QUALIFICATIONS & CERTIFICATIONS

Certified Management Executive  
 Certified Professional of Occupancy  
 Public Housing Maintenance Management  
 Public Housing/HCV Funds Management, HCV Rent Calculation  
 Public Funds Investment Act Training  
 Housing Choice Voucher Financial Management  
 RAD Project Based Voucher Specialist  
 Mixed Finance Acquisitions and Development  
 Program Compliance  
 Grant Management  
 HOPE VI  
 Section 18, Section 22, Section 3

### SELECTED EXPERIENCE

Section 18 Scattered Site Disposition - Housing Connect (formerly Housing Authority of the County of Salt Lake), Salt Lake, UT - *Inventory Removal Application Services*

Streamlined Voluntary Conversion - Mount Pleasant Housing Authority, Mount Pleasant, TX - *Portfolio Conversion Services*

Strategic Plan - Housing Authority of Baltimore City, Baltimore, MD - *Strategic Planning Services*

Section 18 + RAD Conversion (Straight)- Gladewater Housing Authority, Gladewater, TX - *Portfolio Conversion Services*

Portfolio Assessment and Phased Portfolio Conversion - Inkster Housing Commission, Inkster, MI - *Portfolio Analysis and Portfolio Conversion Services*

RAD Conversions (Mixed-Finance) - Houston Housing Authority, Houston, TX - *Portfolio Conversion Services*



# ALISHA CURRY

## ASSOCIATE

EJP CONSULTING GROUP, LLC.

[curry@ejpconsultinggroup.com](mailto:curry@ejpconsultinggroup.com)

### EDUCATION & BACKGROUND

**Pennsylvania State University—**

Masters in Rural Sociology

**Pennsylvania State University –**

Bachelors in Economics

**EJP Consulting Group, LLC**

2025-present

**NC Office of Recovery and Resiliency**

2022-2025

**Durham Housing Authority**

2019-2022 & 2013-2017

**City of Rochester**

2017-2019

### QUALIFICATIONS

Choice Neighborhoods

Community Engagement

Grant Management

Rental Assistance Demonstration (RAD)

Section 18 / Disposition Applications

Alisha is a skilled project manager and community development professional with extensive experience managing HUD programs and grants. She specializes in bottom-up community revitalization, successfully delivering projects that promote economic growth, environmental sustainability, and long-term community resilience. With expertise in housing development, disaster recovery, and mixed-income housing, Alisha has worked with local, state, and federal grants to implement programs that benefit under-invested and rural communities. Alisha excels in building strong relationships with stakeholders and ensuring regulatory compliance. She is a certified Project Management Professional (PMP) and a licensed real estate broker.

### SELECTED EXPERIENCE

**Choice Neighborhoods Grant Writing**

Played a pivotal role in writing successful Implementation award for a multi-phased redevelopment of two public housing communities in Downtown Durham; leveraged LIHTC, local funds, and RAD.

**RAD Conversions**

Project Manager for straight, rehab, demolition / new construction, and transfer of assistance RAD conversions; over 700 units converted into PBV and PBRAs.

**Relocation Planning and Implementation**

Developed and Implemented relocation plan for Public Housing Community undergoing RAD conversion.

TAB 5  
FEE  
PROPOSAL

## Tab 5. Fee Proposal

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For the purposes of this RFP, we provide a fixed fee for the Portfolio Review and Assessment. This fee assumes a one-day site visit for up to two EJP staff and is inclusive of all costs.

Phase I: Portfolio Review and Assessment - **\$27,765**

A fee for work in the Implementation phase will depend on the direction SHA pursues after the Portfolio Review and Assessment is completed. EJP will work with SHA to refine the scope of work and fee accordingly. EJP's preference is to negotiate a firm fixed fee, when possible, but provides costing options below for future tasks.

- Option 1 – Firm Fixed Fee. In this option, EJP will work with SHA to refine a detailed scope of work, with a clearly defined timeline and deliverables. Based on this option, EJP and SHA would agree on a fixed fee, inclusive of all costs (including labor, travel and other direct costs). The fixed fee would be developed using the fully loaded labor rates below. Under this model, EJP bills SHA based on a percent complete basis, accompanied by a written progress report.
- Option 2 – Time and Materials. Under this option, EJP bills based on our hourly rates (see below) with a 15% handling charge applied to expenses. There is typically a 'cost not to exceed' that is agreed to by EJP and SHA, against which hours and expenses are billed on an as-needed basis. When a task is less defined (uncertain timeline or scope), this option may be appropriate. EJP bills monthly and submits timesheets under this option.
- Option 3 – Fixed Labor with Reimbursable Expenses. This option is a hybrid under which EJP negotiates a fixed labor fee; travel and other direct costs are billed at cost, with a 15% handling charge.

### EJP RATES – 2026

<i>Title</i>	<i>Fully Loaded Hourly Rate</i>
President	\$245.00
Principal	\$230.00
Senior Associate I	\$190.00
Senior Associate II	\$185.00
Associate I	\$167.00
Associate II	\$162.00
Senior Analyst	\$145.00
Analyst	\$140.00
Admin/Clerical	\$120.00

The EJP labor rates reflect fully loaded hourly rates. These labor rates are in effect through December 31, 2026. Subsequent year hourly rates will be increased by 4% annually. Additional travel not included in the fee proposal above and third-party reimbursables, including subcontractors engaged through EJP, will be billed based on actual costs, with a 15% handling charge. EJP charges \$293/month for active surveys using Survey Monkey.

EJP will bill monthly, submitting invoices at the end of each month. Payments are due Net 30 days from date of invoice. Payments not received in full within 30 days following the date of invoice will incur finance charges at the rate of 1% per month on the amount outstanding until actual receipt of payment by Contractor.

TAB 6

# REFERENCES

## Tab 6. References

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Below is a list of current clients for whom EJP has completed similar services. Additional references can be provided upon request.

**Laura Lee Costello, Executive Director**

**South Kingstown Housing Authority**

364 Curtis Corner Rd.  
South Kingstown, RI 02879  
(401) 783-0126, ext. 5  
[llc@skhousing.org](mailto:llc@skhousing.org)

Work Performed:

1. 2023 - Current: Completed RAD/ S18 Small PHA Blend application and portfolio application to convert three sites of public housing totaling 72 units in two separate phases; implementation activities including preparing documents for Financing Plan submission and providing technical assistance and development consulting services for the second implementation phase utilizing Low-Income Housing Tax Credits (LIHTC)
2. 2022 - 2023: Portfolio feasibility assessment

**Les Carney, Executive Director**

**Grandview Housing Authority**

303 N 3rd St.  
Grandview, TX 76050  
(817) 866-3373  
[lescarney@grandviewpha.org](mailto:lescarney@grandviewpha.org)

Work Performed:

1. 2020 – 2022: Completed a Section 18 Disposition application for all 20 units of Public Housing, including assisting with development of partnership with Waco Housing Authority to act as the Contract Administrator and provided post-conversion assistance to transition out of and close out the Public Housing program
2. 2019 – 2020: Portfolio feasibility assessment

**Jesse Williams, Executive Director**

**Marfa Housing Authority**

P. O. Box 1138  
Marfa, TX 79843  
(432) 729-4811  
[marfapha@gmail.com](mailto:marfapha@gmail.com)

Work Performed:

1. 2022-present: Implementation and closing of RAD/ Section 18 Small PHA Blend and assisting with coordinating activities through third-party PHA acting as Contract Administrator for the PBVs and providing post-conversion assistance to transition out of the Public Housing program
2. 2021: Pivoted with the release of the RAD/ Section 18 Small PHA Blend in 2021 and completed a RAD/ Section 18 Small PHA Blend application
3. 2020: RAD application for all 74 units of Public Housing
4. 2019: Portfolio feasibility assessment