



CCR No. 2 / FY2010

**Table of Contents**

**The Authority** 1  
**Performance** 2  
**Financial Brief** 3  
**Next Steps** 4

**GHURA**

**Strengthening Families & Building Communities: One Project At A Time**

**HOME PROGRAM Income Guideline**

**By Household**

# of Members	Income Limit
1	\$ 33,400
2	\$ 38,200
3	\$ 42,950
4	\$ 47,700
5	\$ 51,550
6	\$ 55,350
7	\$ 59,150
8	\$ 63,000

Source: U.S. Dept. of Housing and Urban Development, 80% of Area Median Income, Adjusted HOME Income Limits for Guam (effective 05/21/2011)

A Citizen-Centric Report for  
**Guam Housing and Urban Renewal Authority**

*Aturidåt Ginima' Yan Rinueban Siudåt Guåhan*

**Mission Statement**

To assure the availability of quality housing for low-income persons, to promote the civic involvement and economic self-sufficiency of residents, and to further the expansion of affordable housing on Guam.



**Goals and Strategic Objectives**

GHURA's overarching goal is to provide adequate housing and community planning for those who reside in GHURA-managed housing and who participate in GHURA-supported rental and homeownership programs and activities across the island. Island residents are enabled to fulfill goals of securing safe, decent, and sanitary housing for themselves and their families within well developed island communities. Another GHURA goal is to create opportunities for our client's successful participation in the workforce, and housing in the private/public sector.

GHURA's dedicated employees are committed to providing a level of service excellence to assist in these efforts. The Authority actively pursues community partnerships with NGOs, government, and private entities to allow for the implementation of programs beneficial to island residents and in particular, GHURA tenants.

At every turn, GHURA strives to create and develop sustainable housing supported by strong, integrated communities.

GHURA welcomes opportunities to engage the community to discuss the housing and community needs of our island's low- and moderate-income populations.

**Our History**

The Guam Housing and Urban Renewal Authority (GHURA) was established by Public Law 6-135 on December 18, 1962. In the aftermath of Typhoon Karen in November 1962, an estimated 90% of the island's buildings were destroyed or severely damaged. GHURA is designated by the Governor of Guam to administer funds received for Guam through the U.S. Dept. of Housing and Urban Development's (HUD's) various funding programs. For 49 years, the Authority has assisted thousands of low/mod income renters and homeowners to acquire suitable housing.

**GHURA Family**

The Authority is governed by a seven member Board of Commissioners appointed by the Governor of Guam. It has a current staff of 99.5 positions in divisions: Executive Management; Administration consisting of Fiscal, Human Resources, Management Information System, Procurement, and Audit and Compliance; Section 8 Housing Choice Voucher; Public Housing (Asset Management); Research Planning and Evaluation; Community Development; Architectural/Engineering; and Modernization.



Photo: Pool Playground

Northern Regional Pool Complex

Built with HUD CDBG and DOI grant funds.

# Performance

## Housing Choice Voucher Program

GHURA administers 2,545 rental vouchers utilized by eligible individuals and families to afford privately-owned rental housing across the island. GHURA receives over \$30 Million dollars annually for the payments to landlords, tenant utility allowances, and for the Family Self-Sufficiency Program.

In 2010, the Section 8 HCV Program reported the following profile:

- 81 percent of participating families are from female head-of-households and 19 percent from male head-of-households;
- The average annual household income for 2011 is \$13,122;
- 43 percent of families were in three-bedroom units; 30 percent in two-bedroom units; and 17 percent in four-bedroom units; and the remaining 13 percent are in one, five and six bedroom units;
- Approximately 97 percent of families receive some form of general assistance or TANF; 62 percent receive income through wages; 38 percent receive child support; and 2 percent own businesses; 10 percent receive social security benefits; 4 percent receive income from other sources; and 24 percent receive non-cash items from various sources.
- 88 percent are reported as Pacific Islander; 9 percent are of Asian descent; and the remaining 3 percent are white, black, American Indian, and other.

Of the 2,545 vouchers, 175 vouchers benefit persons with disabilities. Known as the **Mainstream Program**, persons with disabilities who face difficulties locating suitable, accessible housing in the private market are assisted with housing vouchers. One hundred thirty three (133) vouchers are used to support the **Family Unification Program**, available to families for whom the lack of adequate housing is a primary factor in the separation, or threat of imminent separation of children from their families. The **VASH (Veterans Affairs Supportive Housing) Program** provides 30 vouchers to assist homeless veterans who also receive case management and clinical

services provided by the U.S. Office of Veterans Affairs. Referrals for VASH are received from the Dept. of Veterans Affairs office. Finally, project-based vouchers are utilized for the 49 homes of the **Guma' Trankilidat Program** located in Tumon. Trankilidat is housing open to elderly persons 62 years and older and persons with disabilities. In all, HFVP families are free to choose where they live and to transfer their assistance when they move. Through a transfer process called *portability*, voucher participants can move almost anywhere in the United States or its Territories.

The **Family Self-Sufficiency Program (FSS)** is a service available to HCVP tenants who aspire to achieve economic and social independence. Participants are linked to employment opportunities. The elderly and disabled receive basic life skills. One of the significant services provided by the FSS program is the escrow program. The escrow is a form of savings account that is allowed to accumulate for a period of five years. In that 5th year, the family is paid their escrow and may use it toward furthering their goal of self-sufficiency such as purchasing a home, or paying college tuition.

## Public Housing Program

Public Housing was established to provide decent, safe, and sanitary rental housing for eligible families, the elderly, and persons with disabilities. Public Housing comes in all sizes and types—from scattered single-family houses, to clustered units for elderly families or persons with disabilities. Guam owns and operates 750 units of public housing administered by four separately managed sites known as AMPS, or Asset Management Property Sites. At the end of FY 2010, the Authority had 681 units leased with an occupancy rate of 97.7%, based on 697 units available for occupancy. For the fiscal year ended September 30, 2010, the Authority received \$4.6 million in Operating Subsidy funds and \$1.95 million in Capital Fund Program funds for our Public Housing program. The Modernization Division (MOD) is responsible for carrying out the capital improvement program for the Public Housing family and elderly developments. Sixty-six units were taken off-line for modernization, maintenance, or repair during Fiscal Year 2010.

## Community Planning and Development (CPD)

GHURA administers a handful of HUD CPD grants received by Guam in the form of formula grants. Specifically, they are the Community Development Block Grant (CDBG), the HOME Investment Partnership Grant (HOME), and three homeless grants (the Emergency Shelter Grant (ESG), Supportive Housing Program Grant (SHP), and the Shelter Plus Care Grant (S+C)). For FY2010, a total of \$4,353,553 was received to fund eligible CDBG, HOME, and ESG projects and activities. SHP & S+C homeless grant funds totaling \$779,815 were awarded for the same period.

CDBG funds were used for public services and public facilities and improvement projects. These activities included funding for the The Salvation Army Corps Guam's Lighthouse Recovery Center and Family Service Center (in support of the Homeless Management Information System), and an annual Homeless Awareness Outreach event known best as the annual 'Passport to Services' event.

Facilities construction included work on the Dededo Skate Park, an expanded Lighthouse Recovery Center, renovation of the Southern Health Clinic, the new Northern Pool, and the ARRA-funded activities to construct the Southern Police Precinct and the new Agat/Santa Rita Fire Station.

In FY10, GHURA assisted 5 families through the Homeowner Rehabilitation Loan Program and continued development of the 56 homebuyer units of Sagan Bonita in Mangilao.

The SHP and S+C programs provided funding for no fewer than seven ongoing programs serving homeless persons. Programs included the Housing First Voucher Program, Lighthouse Recovery Ctr. Aftercare, HMIS, the Oasis Empowerment Center, LIHENG Transitional Case Management, the Guma' Hinemlo, and CARIDAD Supportive Services.

# Financial Status

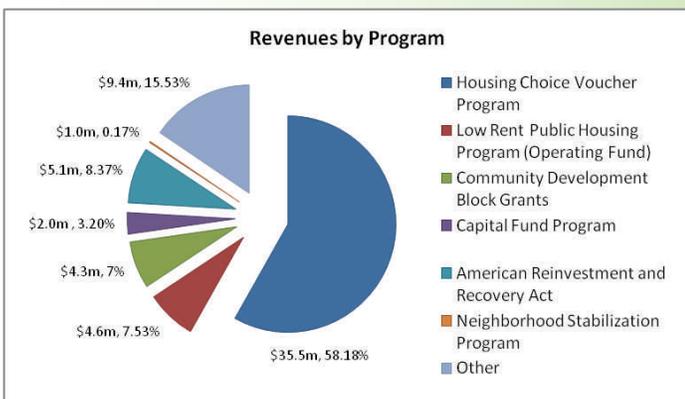
## Revenue

GHURA's revenues consist of tenant rents, operating subsidies, grants, management and bookkeeping fees, program income, land sales, interest earned on investments, and other income. The majority of revenues are from U.S. Department of Housing and Urban Development.

Tenant related revenue, which accounted for 0.7% of total current year revenues, increased by \$211,754, or approximately 72.1%, from the prior year. This increase is attributed to an increase in tenant income and charges for the period, and continued emphasis on enforcement of program regulations.

Operating subsidies, operating and capital grant revenue increased by a net \$19.8M, or approximately 43.8% from the prior year. The net increase resulted primarily from \$4.3M from American Reinvestment and Recovery Act (ARRA), \$0.4M in Low Rent Housing, \$3.6M in Housing Choice Voucher, \$1.3M in Community Development Block Grant, \$0.2M in Home Investment Partnerships Program, \$3.1M in Tobacco Backed Asset Bond funds, and \$6.9M in new program funding which included \$6.2M in Internal Revenue Service Section 1602 funding, and \$0.7M in U.S. Department of the Interior funds.

	2008	2009	2010	% Change
<b>Revenues:</b>				
Tenant Income				72%
	188,294	293,712	505,466	
HUD PHA Operating Grants	38,465,495	42,188,141	50,774,189	20%
Other Grants/Govt. Funding	1,419,514	2,924,629	14,103,622	382%
Property Sales	5,927	14,034	29,306	109%
Other Income	4,973,632	2,276,628	3,072,192	35%
<b>Total Revenue</b>	<b>45,052,862</b>	<b>47,697,144</b>	<b>68,484,775</b>	<b>44%</b>



## Independent Audit

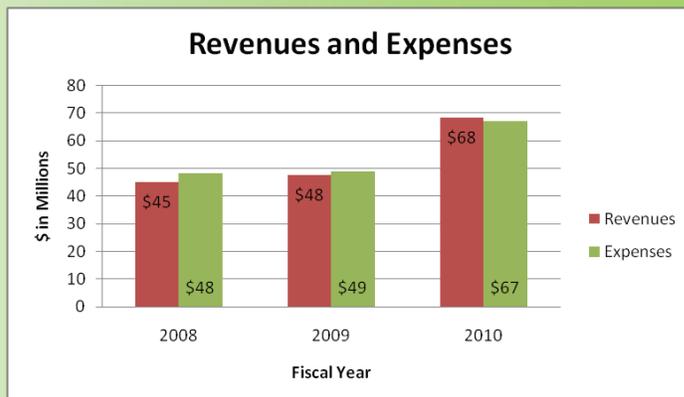
Independent Audit was performed by J. Scott Magliari & Company. GHURA received an unqualified (clean) opinion. The Office of Public Accountability released the GHURA audited financial report on May 4, 2011.

For more information of the independent audit, you may visit our website at [www.ghura.org](http://www.ghura.org).

## Expenses

Total expenses increased \$18.1M or 36.9% from prior year. Operating expenses totaled \$30.9M in 2010, which represents a 114% increase from prior year. Administrative expenses increased by \$7.2M. Expenses increased approximately \$1.2M in the Housing assistance payments, \$9.1M in the community programs and projects, and \$0.6M in depreciation, and other expenses.

	2008	2009	2010	% Change
<b>Expenses</b>				
Housing Assistance Payments	29,670,456	31,460,029	32,670,091	4%
Administrative	3,273,618	3,857,015	3,999,038	4%
Employee Benefits	873,056	1,229,572	1,287,393	5%
Tenant Services	301,539	326,705	0	-100%
Bad Debts	282,961	33,576	35,097	5%
Utilities	312,283	284,027	321,165	13%
Insurance	210,236	221,539	215,282	-3%
Repairs and maintenance	3,641,514	2,859,896	12,071,528	322%
Other	6,603,378	5,701,475	13,058,601	129%
Depreciation	2,996,818	2,960,427	3,339,446	13%
<b>Total Expenses</b>	<b>48,165,859</b>	<b>48,934,261</b>	<b>66,997,641</b>	<b>37%</b>



# Future Outlook & Challenges

**Economic factors**— Significant economic factors that affect the Authority are as follows:

*Funding:* The funding source for all major programs is virtually 100% dependent on the U. S. Federal government, through HUD.

*The Public Housing Operating Fund final rule:* This rule required that PHAs implement asset management at an asset management project level. The Authority will implement a management fees or fee for service concept for asset management. Full implementation of the final rule will take place by 2011.

*Tourism Economy:* The local economy is heavily dependent on the tourism industry, the source of which is from Asian markets, primarily Japan. Unlike most public housing authorities in the U. S. mainland, the local economy does not follow the U. S. national economic trends. The tourism industry appears to be in an initial recovery stage. However, adverse economic conditions, compounded by the effects of ever-increasing worldwide price of oil, are and will continue to impact residents, clients, and partners. The local government revenues have greatly reduced the amount of welfare assistance provided to those tenants of the Authority, who were or are welfare recipients.

*Local inflationary, recessionary and unemployment trends:* These trends continue to affect resident incomes and therefore the amount of dwelling rental income the Authority is able to charge and collect. As of this printing, unemployment is estimated at 13%, and has affected those individuals with low to moderate income paying jobs, many of whom include the tenants in the Authority's housing programs. Tenants' reduced incomes result in lower dwelling rental income received by the Authority, and lower collection rates, which have impacted operations.

*Inflationary pressure on utility rates, supplies and other costs:* The local government power and water agencies will be increasing fees due to increasing oil prices and problems with collections from the Government of Guam. Utility costs must be factored into utility allowances for tenants, which increase the level of assistance provided in terms of utility allowances, which increases the costs of the housing programs in general.

**Audit and Compliance**— In order to ensure accountability for performance and results, the Executive Management is using a Management Scorecard. The Executive Management will use this scorecard to track how well departments are executing the management initiatives, and where they stand at a given point in time against the overall standards for success.

## **Systems, Controls, and Legal Compliance**

*Systems:* The Authority faces challenges in upgrading its financial management systems. Many financial management systems need upgrading or replacing before they can provide information to support efforts to achieve the goal of a citizen-centered, results-oriented, and market-based government.

*Controls:* Management controls are the organization, policies, and procedures used to reasonably ensure that (1) programs achieve their intended results; (2) resources are used consis-

with agency mission; (3) programs and resources are protected from waste, fraud, and mismanagement; (4) laws and regulations are followed; and (5) reliable and timely information is obtained, maintained, reported and used for decision making.

Managers must take systematic and proactive measures to (1) develop and implement appropriate, cost-effective management controls for results-oriented management; (2) assess the adequacy of management controls in Federal programs and operations; (3) identify needed improvements; (4) take corresponding corrective action; and (5) report monthly, semi-annually, and annually on management controls.

*Legal Compliance:* The Authority is required to comply with a wide range of laws and regulations, including appropriations, employment, health and safety, and others. Responsibility for compliance primarily rests with agency management; compliance is addressed as part of agency financial statement audits.

*Accountability:* Management accountability is the expectation that managers are responsible for the quality and timeliness of program performance, increasing productivity, controlling costs and mitigating adverse aspects of agency operations, and assuring that programs are managed with integrity and in compliance with applicable law.

*Fraud, Waste, and Abuse:* The Authority must maintain their credibility with applicant and participant families, owners, HUD, and the larger community by enforcing program requirements. When families, owners, or GHURA employees fail to adhere to program requirements, the Authority must take appropriate action. The action that is appropriate depends on the particular case of circumstances.

The Authority will address program errors, omissions, fraud, or abuse through both prevention and detection. Preventive measures are the most effective way to deter widespread program irregularities. Errors, omissions, fraud, and abuse will occur, and the Authority will have preventive measures in place so that any irregularity can be quickly detected and resolved as efficiently, professionally, and fairly as possible. Because preventive measures are the most effective way to deter widespread program irregularities, they will be an integral part of daily operations.

GHURA must ensure that the Authority operates legally and with integrity. The central principle underlying the public ethics codes is the Conflict of Interest, more specifically, the conflict between a public official's individual self-interest and the public interest.

We, as public officials, are held to a higher standard than individuals in the private sector. Public officials are repositories of the public trust and as such have a duty to faithfully and honestly represent the interests of the public.

## **We value your comments.**

Requests regarding any information contained in this report or any additional information or questions concerning the report should be addressed to Mr. Marcel G. Camacho, Executive Director, Guam Housing and Urban Renewal Authority, 117 Bien Venida Avenue, Sinajana, Guam 96910. Mr. Camacho can also be contacted by telephone at (671) 475-1378.