

From: Jessica Guglielmo
Title: President and Chief Executive Officer
Date: August 16, 2024



Executive Summary

VBCDC's strategic plan entitled "Building Communities. Creating Opportunities." outlines four overarching goals for the organization for the 5 year period 2022 - 2027. The goals include sustaining and expanding both housing and supportive services as well as sustaining and enhancing leadership, operations and funding. Included below for your review are accomplishments and highlights for the fiscal year July 1, 2023 through June 30, 2024.

Mission Statement

VBCDC's mission is to provide affordable housing opportunities and supportive services for low- and moderate-income individuals and families and assist the City of Virginia Beach with neighborhood revitalization.

Vision

Our vision is to be champions for a supportive community where people can be empowered to live their best lives and thrive.

Accomplishments of Goals and Objectives

VBCDC offers an array of housing programs and services for individuals and households with low and moderate income. Below are some highlights from the fiscal year ending June 30, 2024.

Intake and Referral Services

Over the past fiscal year, VBCDC served 1,104 individuals and households through intake and referral services. 68% of the households served were Veterans in need of housing.

Food Pantry

VBCDC offers free supplemental nutrition assistance to community members in partnership with the Food Bank of Southeastern Virginia. During the past fiscal year, VBCDC served over 900 households with non-perishable food items.

Support Services for Veteran Families

VBCDC received a grant in the amount of \$1,434,507 from the Department of Veterans Affairs to operate the Support Services for Veteran Families (SSVF) program this past fiscal year. This program provides housing stability and support services to very low-income veterans and their families in the region. This past year, VBCDC provided case management, rental assistance, utility assistance, and emergency housing to 185 veteran households.

Renewed Hope

Mr. Eugene Simms found a place to call home through VBCDC's Renewed Hope program. Renewed Hope is one of VBCDC's permanent supportive housing programs funded through the HUD Continuum of Care. This past fiscal year, VBCDC received grant funds in the amount of \$123,540 to provide permanent rental housing and case management services for singles and couples who are chronically homeless.



“ I slept outside, in the woods, and frequented shelters in the seven cities. I continued to refuse help until one day I overheard a conversation between some friends about shelter in Virginia Beach and I decided to connect with Housing Resource Center. My homelessness was caused due to a loss in family which resulted in me leaving the home. Working with VBCDC and being able to receive assistance from the VB Home now grant over these recent months have been a help to me by allowing me to use my additional monies towards past due bills and paying off fines. I am very grateful for the assistance, and it is good to know that there was additional help for me.”

Mr. Eugene Simms moved into the Renewed Hope program in November of 2023. Since obtaining housing, Mr. Simms reports that his overall well-being and happiness have improved. He is currently working with a recruiter and is considering a career in the Armed Forces.

VBThrive

VBCDC launched a new service program during the prior fiscal year in partnership with the United Way of South Hampton Roads and the City of Virginia Beach. VBThrive is a United Way-led program funded through the City of Virginia Beach. This program provides mentoring, housing support, education, employment, and financial management guidance for asset limited income constrained residents of Virginia Beach who have been impacted by COVID-19. VBCDC employs a full-time equivalent (FTE) Mobility Mentor who provides case management and mentoring to clients residing in the City of Virginia Beach in support of the program’s initiatives. The goal of the program is to help participants meet educational, career, homeownership and/or financial goals while promoting well-being, financial freedom and by assisting participants in planning for the future.

Rental Housing

VBCDC served over 1275 individuals through affordable rental housing programs during the fiscal year ending June 30, 2024. In addition, VBCDC provided income-based service enriched housing for 94 veteran households through permanent supportive housing programs at Cedar Grove and Cypress Landing Apartments.

Property Rehabilitation and Reinvestment

During the fiscal year ending June 30, 2024, VBCDC completed the rehabilitation of Grand Cypress Apartments. Rehabilitation included parking lot repaving, development sign replacement, exterior patio door replacement, appliance replacements, deck replacements, flooring replacements, kitchen cabinet replacement, and window replacements as well as drainage and landscaping improvements. Rehabilitation costs totaled \$674,097 and all work was completed in November 2023.

Additionally, VBCDC has three capital renovation projects currently underway as follows:

1. American Rescue Plan Act (ARPA) capital renovation project funded through the City of Virginia Beach is underway in Scarborough Square neighborhood. ARPA funds in the amount of \$480,000 were committed to VBCDC to renovate 16 townhomes in Scarborough Square. This project is 20% complete as of the end of June 2024.
2. American Rescue Plan Act (ARPA) Funds from the City of Virginia Beach in the amount of \$348,000 were committed to VBCDC to renovate Westneck Village. This project is 70% complete.

3. VBCDC received \$200,000 in HOME funds from the City of Virginia Beach to renovate 4 scattered site properties in the Lake Edward neighborhood. This project is 20% complete as of the end of the fiscal year.

Compensation Study

VBCDC received a capacity building grant in the amount of \$12,150 from Virginia Housing to complete a Compensation Study. Amy Nisenson Consulting completed the study and the results were presented to VBCDC's Personnel Committee in May 2024. Some highlights from the study are as follows:

- (1) VBCDC salaries and benefits compare favorably with similar size organizations and larger organizations. There is no recommendation for salary changes, and benefits are strong and competitive.
- (2) Recommendations include greater communication with employees on review and compensation process, consider bonus/merit increases in addition to cost of living increases, hire a dedicated Human Resources Manager, and plan for hiring a Chief of Operations in the future.

City Auditor Follow-Up Review

Lyndon Remias, City Auditor, conducted a follow-up review of the 2019 Audit. During the course of the review, the audit team also examined the operational efficiency and effectiveness concerns brought to the attention of the auditor. Additionally, the audit team performed a limited review of VBCDC's financials as requested by VBCDC's Board of Directors. The City Auditor presented the Follow-up Review of the Virginia Beach Community Development Audit to the VBCDC Board of Directors at the June 26, 2024 meeting. Key points are as follows:

- (1) Financial Condition is Stable
 - Finding: Finance Department Understaffing Presents Challenges
- (2) Audit Follow-up Results were Positive Overall
 - Finding: Improvements in Some Areas are Needed
 - Finding: Leadership Survey Showed Generally Positive Results

Management established a plan to address the findings and incorporate the Auditor's recommendations moving forward. Please find attached to this report, a copy of the Follow-Up Review of the Virginia Beach Community Development Corporation Audit.

Membership and Attendance

Standard Membership Roster including those whose term has ended and all Liaisons. (Effective 06.06.2024)

VBCDC BOARD MEMBERS	
MEMBER	REPRESENTING
Ashby, Kay	NAMI
Brice, Marshall	Cinnaire
Brown, Chris	First Landing Realty
Crain, David	Attorney
Dr. Douglas-Cooke, Audrey	J-DOS Internationale, Inc.
Ewell, Robert	Project Manager
Friedman, Andrew	Progressive Housing
Johnson, Jeremy	Long & Foster Real Estate, Inc.
LaLonde, Courtney	American Financial Network, Inc. – Term ended 12/31/2023
McCarthy, Timothy	Retired Licensed Clinical Social Worker, Family Counseling
McKinney, Frank	Retired Real Estate Professional
Sharpe, Gary	Howard Hanna Real Estate
Smith, Kinte	Unknown

CITY COUNCIL LIAISONS

MEMBER	REPRESENTING
Berlucchi, Michael	City Council
Remick, Worth	City Council

VBCDC STAFF LIAISONS

NAME	POSITION
Guglielmo, Jessica	CEO
Jarvis, Ashley	Director of Development and Admin. Services
Michaud, Maria	Office Administrator

Standard Attendance Report covering calendar year 2023 and 2024 (pages 5-8)

- Board meetings
- Committee meetings

Volunteer Hours Report covering calendar year 2023 and 2024 (pages 9-12)

- Total duration of time based on the length of ten (10) board meetings held during 2023:
 - 12 hours 49 minutes, or 769 minutes.
- Plus, total duration of time based on the length of five (5) Committee meetings held during 2023:
 - 5 hours 20 minutes, or 320 minutes.
- Total duration of time based on the length of six (6) board meetings held during 2024:
 - 8 hours 47 minutes, or 527 minutes.
- Plus, total duration of time based on the length of six (6) Committee meetings held during 2024:
 - 6 hours 50 minutes, or 410 minutes.

City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2023 Attendance Record (Board meetings)

Name	Term Expires on:	Jan 25 th	Feb 22 nd	Mar 22 nd	Apr 26 th	May 24 th	Jun 28 th	Jul 2023	Aug 23 rd	Sept 27 th	Oct 25 th	Nov 2023	Dec 6 th	Total Present
Ashby, Kay	12/31/2027	-	-	-	-	-	-	No mtg.	-	-	-	No mtg.	-	0/0
Brice, Marshall	12/31/2024	-	-	-	P	P	A	No mtg.	P	P	P	No mtg.	A	5/7
Brown, Chris	08/31/2026	P	P	P	P	E	P	No mtg.	P	P	P	No mtg.	P	9/10
Crain, David	08/31/2026	P	P	P	P	P	P	No mtg.	P	A	A	No mtg.	P	8/10
Dr. Douglas-Cooke, Audrey	12/31/2027	P	A	P	P	P	P	No mtg.	P	A	P	No mtg.	A	7/10
Ewell, Robert	08/31/2026	P	P	P	P	P	P	No mtg.	A	P	P	No mtg.	A	8/10
Friedman, Andrew	12/31/2027	P	P	P	P	P	A	No mtg.	P	P	A	No mtg.	P	8/10
Hutchins, Brandon	12/31/2023	A	P	A	A	A	-	No mtg.	-	-	-	No mtg.	-	1/5
Johnson, Jeremy	12/31/2028	A	A	P	P	A	P	No mtg.	P	P	A	No mtg.	P	6/10
LaLonde, Courtney	12/31/2023	P	A	A	P	P	A	No mtg.	P	P	P	No mtg.	P	7/10
McCarthy, Timothy	12/31/2027	P	P	P	P	P	P	No mtg.	P	P	P	No mtg.	P	10/10
McKinney, Frank	12/31/2024	P	A	P	P	P	P	No mtg.	P	P	P	No mtg.	P	9/10
Remick, Worth	N/A	R	-	-	-	-	-	No mtg.	-	-	-	No mtg.	-	0/0
Sharpe, Gary	12/31/2027	-	-	-	-	-	-	No mtg.	-	-	P	No mtg.	P	2/2
Smith, Kinte	12/31/2027	-	-	-	-	-	-	No mtg.	-	A	-	No mtg.	-	0/1
Total Present		8/11	6/10	8/10	10/11	8/11	7/10	No mtg.	9/10	8/11	8/11	No mtg.	8/11	
<i>City Council Liaisons / Department Staff Liaisons</i>														
Berlucchi, Michael – Councilmember						P		No mtg.				No mtg.		1/10
Moss, John – Councilmember		-	-	-	-	-	-	No mtg.	-	-	-	No mtg.	-	0/10
Remick, Worth – Councilmember		P			P		P	No mtg.	P	P	P	No mtg.		6/10
Guglielmo, Jessica – VBCDC Staff Liaison		P	P	P	P	P	P	No mtg.	P	P	P	No mtg.	P	10/10
Jarvis, Ashley – VBCDC Staff Liaison		P	P	P	P	P	P	No mtg.	P	P		No mtg.	P	9/10
Savali, Megan – VBCDC Staff Liaison		P	P	P	-	-	-	No mtg.	-	-	-	No mtg.	-	3/3
Michaud, Maria – VBCDC Staff Liaison		-	-	-	P	P	P	No mtg.	P	P	P	No mtg.	P	7/7

Key: Present (P) Present/Virtually (P/V) Absent (A) Resigned (R) Excused Absence (E) Cancelled (C)

City Council and Staff Liaisons should be marked either P or P/V, if not in attendance, the block should be blank

If Commissioners participate P/V, it must be annotated in the Minutes where they remotely participated from and the reason – does not apply to City Council or Staff Liaisons.

Meetings lacking a quorum of Members attending in-person should be designated with an asterisk (*)

City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2024 Attendance Record (Board meetings)

Name	Term Expires on:	Jan 24 th	Feb 28 th	Mar 27 th	Apr 24 th	May 22 nd	Jun 26 th	Jul 2024	Aug 28 th	Sept 25 th	Oct 23 rd	Nov 2024	Dec 4 th	Total Present
Ashby, Kay	12/31/2027	P	E	P	P	P	P	No mtg				No mtg		5/6
Brice, Marshall	12/31/2024	P	P	P	P	E	E	No mtg				No mtg		4/6
Brown, Chris	08/31/2026	P	P	P	P	P	P	No mtg				No mtg		6/6
Crain, David	08/31/2026	P	P	P	P	E	E	No mtg				No mtg		4/6
Dr. Douglas-Cooke, Audrey	12/31/2027	P	P	E	P	P	P	No mtg				No mtg		5/6
Ewell, Robert	08/31/2026	P	E	P	P	P	P	No mtg				No mtg		5/6
Friedman, Andrew	12/31/2027	P	P	P	P	E	P	No mtg				No mtg		5/6
Johnson, Jeremy	12/31/2028	-	-	E	P	P	P	No mtg				No mtg		3/4
LaLonde, Courtney	12/31/2023	-	-	-	-	-	-	No mtg				No mtg		0/0
McCarthy, Timothy	12/31/2027	P	E	P	P	P	P	No mtg				No mtg		5/6
McKinney, Frank	12/31/2024	P	P	P	P	P	P	No mtg				No mtg		6/6
Sharpe, Gary	12/31/2027	P	P	P	P	P	P	No mtg				No mtg		6/6
Smith, Kinte	12/31/2027	-	-	-	-	-	-	No mtg				No mtg		0/0
Total Present		10/10	7/10	9/11	11/11	8/11	9/11	No mtg.				No mtg		
City Council Liaisons / Department Staff Liaisons														
Berlucchi, Michael - Councilmember							P	No mtg				No mtg		1/6
Remick, Worth - Councilmember		P		P	P	P	P	No mtg				No mtg		5/6
Guglielmo, Jessica – VBCDC Staff Liaison		P	P	P	P	P	P	No mtg				No mtg		6/6
Jarvis, Ashley – VBCDC Staff Liaison		P	P	P	P	P		No mtg				No mtg		5/6
Michaud, Maria – VBCDC Staff Liaison		P	P	P	P	P	P	No mtg				No mtg		6/6

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City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2023 Attendance Record (Committee meetings)

Name	Term Expires on:	Finance Comm. May 24th	Nominating Comm. Jun. 14th	Personnel Comm. Nov. 29th	Executive Comm. Dec. 13th	Executive Comm. Dec. 20th	Total Present
Ashby, Kay	12/31/2027	-	-	-	-	-	0
Brice, Marshall	12/31/2024	-	-	-	P	P	2
Brown, Chris	08/31/2026	-	-	-	-	-	0
Crain, David	08/31/2026	P	P	-	-	-	2
Dr. Douglas-Cooke, Audrey	12/31/2027	P	-	P	P	P	4
Ewell, Robert	08/31/2026	-	-	-	-	-	0
Friedman, Andrew	12/31/2027	P	-	P/V	P	P	4
Hutchins, Brandon	12/31/2023	-	-	-	-	-	0
Johnson, Jeremy	12/31/2028	-	-	-	-	-	0
LaLonde, Courtney	12/31/2023	-	P	P	-	-	2
McCarthy, Timothy	12/31/2027	P	P	P	P	P	4
McKinney, Frank	12/31/2024	-	-	P	P	P	3
Remick, Worth	N/A	-	-	-	-	-	0
Sharpe, Gary	12/31/2027	-	-	-	-	-	0
Smith, Kinte	12/31/2027	-	-	-	-	-	0
Department Staff Liaisons							
Guglielmo, Jessica – VBCDC Staff Liaison		P	P	-	-	-	2
Jarvis, Ashley – VBCDC Staff Liaison		P	-	-	-	-	1
Savali, Megan – VBCDC Staff Liaison		-	-	-	-	-	0
Michaud, Maria – VBCDC Staff Liaison		P	P	P	P	P	5

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City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2024 Attendance Record (Committee meetings)

Name	Term Expires on:	Executive Comm. Jan. 16 th	Finance Comm. Jan 24 th	Finance Comm. Mar 19 th	Nominating Comm. May 8 th	Personnel Comm. May 21 st	Finance Comm. Jun 11 th	Total Present
Ashby, Kay	12/31/2027	-	-	P	-	-	-	1
Brice, Marshall	12/31/2024	P	-	P	-	-	-	2
Brown, Chris	08/31/2026	-	P	P	-	P	P	4
Crain, David	08/31/2026	P	-	-	-	-	P	2
Dr. Douglas-Cooke, Audrey	12/31/2027	P	P	P	-	P	P	5
Ewell, Robert	08/31/2026	-	-	-	P	-	-	1
Friedman, Andrew	12/31/2027	P	P	P	-	-	P	4
Johnson, Jeremy	12/31/2028	-	-	-	-	-	-	0
LaLonde, Courtney	12/31/2023	-	-	-	-	-	-	0
McCarthy, Timothy	12/31/2027	P	P	P	P	P	P	6
McKinney, Frank	12/31/2024	P	P	P	-	P	P	5
Sharpe, Gary	12/31/2027	-	-	-	P	-	-	1
Smith, Kinte	12/31/2027	-	-	-	-	-	-	0
Department Staff Liaisons								
Guglielmo, Jessica – VBCDC Staff Liaison		-	P	P	-	P	P	4
Jarvis, Ashley – VBCDC Staff Liaison		-	P	P	-	P	-	3
Michaud, Maria – VBCDC Staff Liaison		P	P	P	P	P		5

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City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2023 Volunteer Record (Board meetings)

Name	Term Expires on:	Jan 25 th	Feb 22 nd	Mar 22 nd	Apr 26 th	May 24 th	Jun 28 th	Jul 2023	Aug 23 rd	Sept 27 th	Oct 25 th	Nov 2023	Dec 6 th	Total Present
Meeting duration (minutes)		88	34	65	94	94	92	No mtg.	86	65	75	No mtg.	76	769 min.
Ashby, Kay	12/31/2027	-	-	-	-	-	-	No mtg.	-	-	-	No mtg.	-	0 min.
Brice, Marshall	12/31/2024	-	-	-	94	94	A	No mtg.	86	65	75	No mtg.	A	414 min.
Brown, Chris	08/31/2026	88	34	65	94	E	92	No mtg.	86	65	75	No mtg.	76	675 min.
Crain, David	08/31/2026	88	34	65	94	94	92	No mtg.	86	A	A	No mtg.	76	629 min.
Dr. Douglas-Cooke, Audrey	12/31/2027	88	A	65	94	94	92	No mtg.	86	A	75	No mtg.	A	594 min.
Ewell, Robert	08/31/2026	88	34	65	94	94	92	No mtg.	A	65	75	No mtg.	A	607 min.
Friedman, Andrew	12/31/2027	88	34	65	94	94	A	No mtg.	86	65	A	No mtg.	76	602 min.
Hutchins, Brandon	12/31/2023	A	34	A	A	A	-	No mtg.	-	-	-	No mtg.	-	34 min.
Johnson, Jeremy	12/31/2028	A	A	65	94	A	92	No mtg.	86	65	A	No mtg.	76	478 min.
LaLonde, Courtney	12/31/2023	88	A	A	94	94	A	No mtg.	86	65	75	No mtg.	76	578 min.
McCarthy, Timothy	12/31/2027	88	34	65	94	94	92	No mtg.	86	65	75	No mtg.	76	769 min.
McKinney, Frank	12/31/2024	88	A	65	94	94	92	No mtg.	86	65	75	No mtg.	76	735 min.
Remick, Worth	N/A	R	-	-	-	-	-	No mtg.	-	-	-	No mtg.	-	0 min.
Sharpe, Gary	12/31/2027	-	-	-	-	-	-	No mtg.	-	-	75	No mtg.	76	151 min.
Smith, Kinte	12/31/2027	-	-	-	-	-	-	No mtg.	-	A	-	No mtg.	-	0 min.
Total Present		8/11	6/10	8/10	10/11	8/11	7/10	No mtg.	9/10	8/11	8/11	No mtg.	8/11	
City Council Liaisons / Department Staff Liaisons														
Berlucchi, Michael - Councilmember						94		No mtg.				No mtg.		94 min.
Moss, John - Councilmember		-	-	-	-	-	-	No mtg.	-	-	-	No mtg.	-	0 min.
Remick, Worth - Councilmember		88			94		92	No mtg.	86	65	75	No mtg.		500 min.
Guglielmo, Jessica - VBCDC Staff Liaison		88	34	65	94	94	92	No mtg.	86	65	75	No mtg.	76	769 min.
Jarvis, Ashley - VBCDC Staff Liaison		88	34	65	94	94	92	No mtg.	86	65		No mtg.	76	694 min.
Savali, Megan - VBCDC Staff Liaison		88	34	65	-	-	-	No mtg.	-	-	-	No mtg.	-	187 min.
Michaud, Maria - VBCDC Staff Liaison		-	-	-	94	94	92	No mtg.	86	65	75	No mtg.	76	582 min.

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City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2024 Volunteer Record (Board meetings)

Name	Term Expires on:	Jan 24 th	Feb 28 th	Mar 27 th	Apr 24 th	May 22 nd	Jun 26 th	Jul 2024	Aug 28 th	Sept 25 th	Oct 23 rd	Nov 2024	Dec 4 th	Total Present
Meeting duration (minutes)		85	100	50	90	85	117							527 min.
Ashby, Kay	12/31/2027	85	E	50	90	85	117	No mtg.				No mtg.		427 min.
Brice, Marshall	12/31/2024	85	100	50	90	E	E	No mtg.				No mtg.		325 min.
Brown, Chris	08/31/2026	85	100	50	90	85	117	No mtg.				No mtg.		527 min.
Crain, David	08/31/2026	85	100	50	90	E	E	No mtg.				No mtg.		325 min.
Dr. Douglas-Cooke, Audrey	12/31/2027	85	100	E	90	85	117	No mtg.				No mtg.		477 min.
Ewell, Robert	08/31/2026	85	E	50	90	85	117	No mtg.				No mtg.		427 min.
Friedman, Andrew	12/31/2027	85	100	50	90	E	117	No mtg.				No mtg.		442 min.
Johnson, Jeremy	12/31/2028	N/A	N/A	E	90	85	117	No mtg.				No mtg.		292 min.
LaLonde, Courtney	12/31/2023	N/A	N/A	N/A	N/A	N/A	N/A	No mtg.				No mtg.		0 min.
McCarthy, Timothy	12/31/2027	85	E	50	90	85	117	No mtg.				No mtg.		427 min.
McKinney, Frank	12/31/2024	85	100	50	90	85	117	No mtg.				No mtg.		527 min.
Sharpe, Gary	12/31/2027	85	100	50	90	85	117	No mtg.				No mtg.		527 min.
Smith, Kinte	12/31/2027	N/A	N/A	N/A	N/A	N/A	N/A	No mtg.				No mtg.		0 min.
Total Present		10/10	7/10	9/11	11/11	8/11	9/11	No mtg.				No mtg.		
City Council Liaisons / Department Staff Liaisons														
Berlucchi, Michael - Councilmember							117	No mtg.				No mtg.		117 min.
Remick, Worth - Councilmember		85		50	90	85	117	No mtg.				No mtg.		427 min.
Guglielmo, Jessica – VBCDC Staff Liaison		85	100	50	90	85	117	No mtg.				No mtg.		527 min.
Jarvis, Ashley – VBCDC Staff Liaison		85	100	50	90	85		No mtg.				No mtg.		410 min.
Michaud, Maria – VBCDC Staff Liaison		85	100	50	90	85	117	No mtg.				No mtg.		527 min.

Key: Present (P) Present/Virtually (P/V) Absent (A) Resigned (R) Excused Absence (E) Cancelled (C)

City Council and Staff Liaisons should be marked either P or P/V, if not in attendance, the block should be blank

If Commissioners participate P/V, it must be annotated in the Minutes where they remotely participated from and the reason – does not apply to City Council or Staff Liaisons.

Meetings lacking a quorum of Members attending in-person should be designated with an asterisk (★)

City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2023 Volunteer Record (Committee meetings)

Name	Term Expires on:	Finance Comm. May 24 th	Nominating Comm. Jun. 14 th	Personnel Comm. Nov. 29 th	Executive Comm. Dec. 13 th	Executive Comm. Dec. 20 th	Total Present
Meeting duration (minutes)		75	20	72	87	66	320 min.
Ashby, Kay	12/31/2027	-	-	-	-	-	0 min.
Brice, Marshall	12/31/2024	-	-	-	87	66	153 min.
Brown, Chris	08/31/2026	-	-	-	-	-	0 min.
Crain, David	08/31/2026	75	20	-	-	-	95 min.
Dr. Douglas-Cooke, Audrey	12/31/2027	75	-	72	87	66	300 min.
Ewell, Robert	08/31/2026	-	-	-	-	-	0 min.
Friedman, Andrew	12/31/2027	75	-	72	87	66	300 min.
Hutchins, Brandon	12/31/2023	-	-	-	-	-	0 min.
Johnson, Jeremy	12/31/2028	-	-	-	-	-	0 min.
LaLonde, Courtney	12/31/2023	-	20	72	-	-	92 mins
McCarthy, Timothy	12/31/2027	75	20	72	87	66	320 min.
McKinney, Frank	12/31/2024	-	-	72	87	66	225 min.
Remick, Worth	N/A	-	-	-	-	-	0 min.
Sharpe, Gary	12/31/2027	-	-	-	-	-	0 min.
Smith, Kinte	12/31/2027	-	-	-	-	-	0 min.
Department Staff Liaisons							
Guglielmo, Jessica – VBCDC Staff Liaison		75	20	-	-	-	95 min.
Jarvis, Ashley – VBCDC Staff Liaison		75	-	-	-	-	75 min.
Savali, Megan – VBCDC Staff Liaison		-	-	-	-	-	0 min.
Michaud, Maria – VBCDC Staff Liaison		75	20	72	87	66	320 min.

Key: Present (P) Present/Virtually (P/V) Absent (A) Resigned (R) Excused Absence (E) Cancelled (C)

City Council and Staff Liaisons should be marked either P or P/V, if not in attendance, the block should be blank

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City of Virginia Beach
Virginia Beach Community Development Corporation - Board of Directors
2024 Volunteer Record (Committee meetings)

Name	Term Expires on:	Executive Comm. Jan. 16 th	Finance Comm. Jan 24 th	Finance Comm. Mar 19 th	Nominating Comm. May 8 th	Personnel Comm. May 21 st	Finance Comm. Jun 11 th	Total Present
Meeting duration (minutes)		68	66	106	25	60	85	410 min.
Ashby, Kay	12/31/2027	-	-	106	-	-	-	106 min.
Brice, Marshall	12/31/2024	68	-	106	-	-	-	174 min.
Brown, Chris	08/31/2026	-	66	106	-	60	85	317 min.
Crain, David	08/31/2026	68	-	-	-	-	85	153 min.
Dr. Douglas-Cooke, Audrey	12/31/2027	68	66	106	-	60	85	385 min.
Ewell, Robert	08/31/2026	-	-	-	25	-	-	25 min.
Friedman, Andrew	12/31/2027	68	66	106	-	-	85	325 min.
Johnson, Jeremy	12/31/2028	-	-	-	-	-	-	0 min.
LaLonde, Courtney	12/31/2023	-	-	-	-	-	-	0 min.
McCarthy, Timothy	12/31/2027	68	66	106	25	60	85	410 min.
McKinney, Frank	12/31/2024	68	66	106	N/A	60	85	385 min.
Sharpe, Gary	12/31/2027	-	-	-	25	-	-	25 min.
Smith, Kinte	12/31/2027	-	-	-	-	-	-	0 min.
Department Staff Liaisons								
Guglielmo, Jessica – VBCDC Staff Liaison		-	66	106	-	60	85	317 min.
Jarvis, Ashley – VBCDC Staff Liaison		-	66	106	-	60	-	232 min.
Michaud, Maria – VBCDC Staff Liaison		68	66	106	25	60		325 min.

Key: Present (P) Present/Virtually (P/V) Absent (**A**) Resigned (R) Excused Absence (**E**) Cancelled (C)

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Budget Report

VBCDC's Operating Budget for the Fiscal Year 2024/2025 was adopted by the VBCDC Board of Directors at the June 26, 2024 meeting. Please find attached to this report a copy of the approved budget. The budget includes cost of living increases of 4% for VBCDC staff. The budget also incorporates one Full Time Equivalent dedicated Human Resources Manager position as recommended in the Compensation Study. Also included in the operating budget is funding to continue the engagement of the Financial Consultant through the end of the June 30, 2024 fiscal year end audit. The continuation of the Financial Consultant is aligned with the City Auditor's recommendations and will address the Financial Department understaffing finding. One other item to note is that the VB Thrive program will sunset in December 2024 for partner agencies including VBCDC and as such the approved budget only includes revenues and expenses for the 6 month period ending December 2024 for the VBThrive program.

Goals and Objectives for the Coming Year

VBCDC is in different phases of development for two housing expansion initiatives – Tranquility at the Lakes II and NAMI/VBCDC.

Tranquility at the Lakes II is a low income housing tax credit project under development with co-developer, Seniors Unlimited Lifestyles, Inc., in the Burton Station Neighborhood. The project will serve low-income seniors. The three-story building with elevator contains a community room, laundry room, and an office and maintenance room. Thirty-two (32) units will be one-bedroom apartments and six (6) will be two-bedroom apartments. Half of the units will be accessible, and all units will be universally designed. The closing on the land is anticipated in August/September 2024 and the partnership closing is expected by October/November 2024. Groundbreaking will begin immediately after the partnership closing.

The **VBCDC/NAMI** project is a mixed income, mixed use affordable housing project. VBCDC is collaborating with NAMI (National Alliance on Mental Illness) Coastal Virginia, a non-profit organization who provides free services and programs for persons living with a mental health diagnosis. The development will be a mix of 1-, 2-, and 3-bedroom apartment homes and include commercial office space for NAMI Coastal Virginia. NAMI provides free support groups, educational classes, presentations, and programs for people living with mental health conditions. All of these programs and services are intended to be operated out of the proposed new NAMI office, a key component of this model. The proposed project contains up to sixty (60) units of affordable housing serving households under 80% of the Area Median Income (AMI) with a set-aside of apartments reserved for households with a family member who has a mental health diagnosis. Rents will be affordable to households earning up to 80% of the area median income. VBCDC is developing conceptual plans on a site owned by the city near the Tidewater Community College campus in Virginia Beach.

Appendix

Exhibit A

Follow-Up Review of the Virginia Beach Community Development Corporation Audit

Exhibit B

VBCDC Operating Budget Fiscal Year 2024/2025



INTER-OFFICE MEMORANDUM

DATE: June 26, 2024

TO: Jessica Guglielmo, President and Chief Executive Officer, Virginia Beach Community Development Corporation

FROM: Lyndon S. Remias, City Auditor

SUBJECT: Follow-Up Review of the Virginia Beach Community Development Corporation Audit

We have completed our follow-up review of the Audit of the Virginia Beach Community Development Corporation (VBCDC) and our examination of the operational efficiency and effectiveness concerns that were brought to our attention, as well as our limited review of VBCDC's financials¹, as requested by its Board of Directors (Board).

Background

In 2019, we performed an audit of VBCDC, the purpose of which was to determine the efficiency and effectiveness of VBCDC in fulfilling its Strategic Plan. We identified 15 findings in the audit and have routinely followed-up with management over the implementation of our recommendations as part of our standard procedures.

Depending on the City Auditor's judgement, our office occasionally performs formal follow-up reviews to verify management's assertions on the implementation of our audit recommendations.



Results

1. Financial Condition is Stable

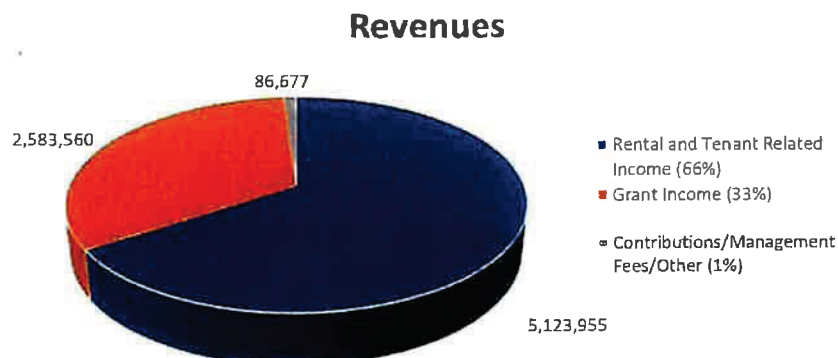
Overall, we found VBCDC's financial condition to be stable. We did identify a finding pertaining to understaffing (see *Finding 1*). We based our opinion on the following:

- The independent auditor issued an unmodified opinion in the past four fiscal years of financial statement audits. This meant that VBCDC's financial condition, position, and operations were fairly presented in the financial statements.

¹ VBCDC is subject to a yearly financial statement audit by an independent certified public accounting firm with the purpose of providing reasonable assurance that VBCDC's financial statements fairly present its financial performance and position.

The independent auditor's opinion is part of the Consolidated Financial Report, which comprises other related documentation, such as the financial statements, notes to the financial statements, report on internal controls, and reporting on compliance. Taken as a whole, the Consolidated Financial Report contains information that can be used to gain valuable insights into an organization's financial stability. Except for the two internal control material weaknesses due to significant staff turnover identified during the FY 2023 financial statement audit², we found no other matters presented that could be considered as unfavorable to VBCDC.

- VBCDC has reliable revenue sources:
 - It has 471 rental units with about 91% occupancy rate (*as of April 2024*). FY 2023 total rental and tenant-related revenues was about \$5.1M, comprising about two-thirds of its total revenues.
 - It has long-standing grant partnerships with government agencies, such as the Department of Veterans Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), the City of Virginia Beach (City), private organizations, private individuals, and other nonprofit organizations. Altogether, FY 2023 total revenues from these sources was about \$2.6M.
 - It receives fee revenues for its management and developer services. Cedar Grove and Cypress Landing fees totaled \$61K in FY 2023 (*increasing annually*). Together with contributions and other income, they totaled to about \$100K in FY 2023. Future fee revenues will also be generated from Tranquility at the Lakes and National Alliance on Mental Illness (NAMI) / VBCDC Mixed-Use Attainable Housing Development housing projects that are currently underway.



Source: VBCDC Consolidated Financial Report for June 2023 and 2022

² The two internal control material weaknesses identified were: Finding 1 – Financial Oversight and Finding 2 – Account Reconciliations.

Accordingly, due to its well-performing revenue streams, VBCDC was able to generate net income, produce a healthy cash flow, and steadily increase its net position in recent years.³

Table 1: VBCDC Summary of Financial Results			
Fiscal Year	Net Income/ (Loss)	Net Position at Year-End	Net Cash Flow
2019	\$ (910,634)	\$ 10,239,318	\$ 1,095,407
2020	\$ (757,399)	\$ 9,481,919	\$ 1,272,102
2021*	\$ 1,894,807	\$ 15,105,413	\$ 2,104,380
2022	\$ 88,285	\$ 15,193,698	\$ 2,239,622
2023	\$ 50,156	\$ 15,243,854	\$ 2,228,216

Source: VBCDC Consolidated Financial Reports for the years presented

* FY 2021's large increases in 1) Net Income was primarily caused by a grant from the City to pay off the balance on the line of credit and 2) Net Position was from the merger.

- Results of the applicable financial ratios that we calculated using information in the VBCDC Consolidated Financial Report for June 30, 2023 and 2022.
 - Liquidity ratios showed that it had the ability to pay its short-term debts.
 - Debt ratios showed that it had the ability to service its long-term debts.
- Result of our budget-to-actual variance analysis showed that VBCDC has been operating within budget, having a \$391K favorable variance in the first nine months of FY 2024 (i.e., July 1, 2023 – March 31, 2024) with no apparent indication of a negative trend.⁴

While VBCDC has been performing well, we do want to emphatically note that management needs to exercise extra diligence in budgeting for succeeding years to ensure that it can cover for:

- Rising costs, especially salaries & benefits, maintenance, rehabilitation, loan interests, association fees, property insurance, and fire insurance.
- Potential new positions, such as the consultant-recommended Human Resources Director and Facilities Specialists to increase rental turnover rate.

Operating Expenses by Functional Category



Source: VBCDC Consolidated Financial Report for June 2023 and 2022

³ FY 2020's operating results were significantly impacted by the COVID-19 pandemic.

⁴ The scope of our variance analysis was limited to quickly detect significant negative trends and not to examine the reasons behind the variances for the purpose of controlling costs.

Finding 1: Finance Department Understaffing Presents Challenges

Understaffing in the Finance Department (Finance) presents a challenge for staff to efficiently manage their workload. After more than a year of complete turnover, Finance regained full staffing in October 2023. However, the all-new staff still has difficulty catching up with past transactions while simultaneously keeping pace with daily demands. Additionally, prolonged unavoidable absences within Finance in recent months and the departure of the Chief Finance Officer (CFO) in March 2024 have added to those challenges.

Management is continually striving to mitigate those challenges. Recently, it has done the following:

- Hired an external financial consultant to temporarily fill the CFO's role.
- Hired a temporary staff to cover for the absences.
- Hired a new head of Finance, having the title of Finance Director (*start date June 17, 2024*).

Recommendation:

1. Management should strongly consider retaining the external financial consultant to handle day-to-day needs for a reasonable time period during the Finance Director's transition. This would provide the Finance Director sufficient time to learn, assess, and address VBCDC's financial needs and be able to effectively:
 - Establish enhanced procedures and stronger internal controls.
 - Provide knowledgeable advice and assistance to management on daily operations and strategic plans.
 - Resolve any residual matters concerning the two material weaknesses identified during the FY 2023 financial statement audit and any other issues within and related to Finance.

2. Audit Follow-up Results were Positive Overall

Overall, the results of our audit follow-up procedures and examination of concerns that were brought to our attention were positive. We did find areas for improvements (see *Findings 2 and 3*).

VBCDC's financial position has significantly improved since our 2019 audit:

- From four consecutive years of loss to three consecutive years of gain.
- From a consistently declining to a steadily increasing net position.
- From three consecutive years of negative to five consecutive years of positive cash flow.
- From a precarious position of having to fully support another entity (*i.e., Second Act Communities*) to one that is now solely focused on its own mission.⁵

⁵ Second Act Communities (SAC) was created from VBCDC but became a separate entity in July 2016. VBCDC regained SAC through an absorption merger in March 2021, as we recommended in our 2019 audit.

VBCDC's operational position and strategic direction have also improved.

- Revitalized its partnership with the City; one that has experienced a period of instability. In recent years, VBCDC's collaboration with the City has provided invaluable support in the form of:
 - Grants for capital projects and debt discharge.
 - Guidance, expertise, and assistance in various ways.
- Developed new and strengthened existing partnerships with both private and nonprofit organizations that share similar values.
- Established relevant, measurable, and achievable organizational goals, the progress of which are constantly monitored and periodically reported to the Board.
- Reestablished its Facilities team, a key function that is vital to the core mission of providing affordable housing.
- Reengaged close collaboration with the Board and critical City stakeholders. Through our attendance in and documentation review of Board meetings, we observed that the presentation, documentation, and discussions are now more substantive and engaging compared to those in our 2019 audit.

Finding 2: Improvements in Some Areas are Needed

Based on our follow-up review of previous audit findings and our examination of concerns that were brought to our attention, we identified some areas where improvements are needed to be made. We identified the following exceptions:

- The Rent Reasonableness Form (form)⁶ was not properly completed in some instances which precludes an effective comparison in that:
 - Comparative rental units were from different zip codes.
 - Some fields in the form were not completed.
 - On several occasions, the form was completed after the lease of the proposed unit was executed.
 - On several occasions, the same completed form was being reused for different clients; only the client's name and the date of the form were changed.
- The credit cardholders' expense report that summarizes the entries shown in the monthly statements we reviewed were inadequate in that:
 - The purpose of the expense was sometimes vague.
 - There was no approval by the cardholder's manager.
 - There was no attestation by the cardholder that the expenses were true, accurate, and were incurred on behalf of VBCDC.
 - No standard form was used; each cardholder had a different version.

Corporate credit card is inherently risky because of its ease of use. Therefore, all the elements mentioned above must be strengthened for an adequate

⁶ The Rent Reasonableness Form is completed for every client to ensure that the unit being proposed by VBCDC to the client is reasonable in amount and amenities as compared with three other rental units.

internal control. We do want to note that we did not find any expenses that were unreasonable in nature and/or amount.

- Many checks issued several months earlier still have the status of "In Transit." It is likely that some of these checks have already been cashed, but their status was not updated in RealPage financial system. Per our request on March 11, 2024, the CFO provided us data on 12 vendors that had 181 "In Transit" checks. It is possible that there could be more.

Recommendations:

2. Management should:

- Increase training in the process of housing clients. Examine other training opportunities within the department and throughout VBCDC.
- Develop a standard expense report summary for credit card charges to be used by each cardholder. The completed form should include the purpose of each charge, the manager's approval, and the cardholder's signature attesting to the charges.
- Identify all checks that have not cleared timely, research the cause and action to take, then update the status in RealPage financial system.

Finding 3: Leadership Survey Showed Generally Positive Results

Responses to the confidential leadership survey that we conducted were generally positive, with an overall rating of 83%. Its purpose was to gain a high-level insight on employees' thoughts that could help the leadership team improve going forward. The brief, but targeted eight-question survey was sent on May 20, 2024 to all 26 full-time employees (excludes the CEO). We received a 50% participation rate and the results are shown in Table 2 and the succeeding paragraph.

Table 2: VBCDC Leadership Survey Ratings				
Response	Job knowledge	Leadership skills	Communicating issues and other matters	Respectful, fair, professional treatment of staff and others
Very Satisfied	58%	50%	50%	54%
Satisfied	31%	27%	27%	35%
Dissatisfied	8%	12%	15%	12%
Very Dissatisfied	0%	12%	8%	0%
No answer	4%	0%	0%	0%

Responses to open-ended questions were consistent with the ratings. In the interest of improvement, we listed the general areas of concerns in no particular order:

- Insufficient staffing.
- Staff ideas and feedback are not valued.
- Staff bear leadership's stress and frustrations.
- Insufficient staff training, instruction, and guidance when tasking.
- Lack of interaction with staff to motivate and improve collaboration.

Recommendations:

3. Management should explore ways for further development, such as:
 - Encouraging and timely acting on staff feedback.
 - Soliciting staff's ideas on ways to improve processes and workflows, as well as involving them in strategic planning, if appropriate.
 - Creating a staff development program that involves cross-training, recognition, and advancement.
 - Continuing to develop own knowledge and leadership skills to be able to effectively provide guidance, instruction, and direction to staff.

Our findings and recommendations have been discussed with management.

We would like to thank the management and staff of the Virginia Beach Community Development Corporation for their courteous assistance during the course of our engagement.

Should you have any questions, please do not hesitate to contact me at 757-385-5870 or via e-mail at lremias@vbgov.com.

LSR/tg

c: City Council Members
Audit Committee Members
VBCDC Board of Directors
Patrick A. Duhaney, City Manager

June 26, 2024

Office of the City Auditor
2401 Courthouse Drive
Building 1, Suite 3017
Virginia Beach, VA 23456
Attention: Lyndon Remias, City Auditor

RE: Management Response to the Follow-Up Review of the Virginia Beach
Community Development Corporation Audit

Dear Mr. Remias,

This letter is written in response to the Follow-Up Review of the Virginia Beach Community Development Corporation Audit. VBCDC is proud to serve our Citizens of Virginia Beach and is consistently looking for ways to improve our programs and services to better serve our neighbors.

VBCDC serves over 3300 individuals each year through its housing and services programs in the City of Virginia Beach and throughout the Hampton Roads region. Our properties provide attainable housing in the City to over 450 households at any given time. We look forward to continuing to serve the community in partnership with the City of Virginia Beach.

VBCDC appreciates the professionalism and cooperation from the City Auditor and his staff during the Follow-Up Review. Please find attached a response and action plan to address the findings and incorporate the recommendations of the Follow-Up Review dated June 18, 2024.

Very truly yours,



Jessica Guglielmo
President and CEO

Cc: VBCDC Board of Directors
Michael Berlucchi, Councilmember and VBCDC Liaison
Worth Remick, Councilmember and VBCDC Liaison

Finding 1: Finance Department Understaffing Presents Challenges

Understaffing in the Finance Department (Finance) presents a challenge for staff to efficiently manage their workload. After more than a year of complete turnover, Finance regained full staffing in October 2023. However, the all-new staff still has difficulty catching up with past transactions while simultaneously keeping pace with daily demands. Additionally, prolonged unavoidable absences within Finance in recent months and the departure of the Chief Finance Officer (CFO) in March 2024 have added to those challenges.

Management is continually striving to mitigate those challenges. Recently, it has done the following:

- Hired an external financial consultant to temporarily fill the CFO's role.
- Hired a temporary staff to cover for the absences.
- Hired a new head of Finance, having the title of Finance Director (*start date June 17, 2024*).

Recommendation:

1. Management should strongly consider retaining the external financial consultant to handle day-to-day needs for a reasonable time period during the Finance Director's transition. This would provide the Finance Director sufficient time to learn, assess, and address VBCDC's financial needs and be able to effectively:
 - Establish enhanced procedures and stronger internal controls.
 - Provide knowledgeable advice and assistance to management on daily operations and strategic plans.
 - Resolve any residual matters concerning the two material weaknesses identified during the FY 2023 financial statement audit and any other issues within and related to Finance.

VBCDC Response:

VBCDC intends to retain the external financial consultant through September 30, 2024 to allow for training and transition of the new Finance Director who began employment with VBCDC on June 17, 2024. The proposed fiscal year 2024/2025 Operating Budget, which was reviewed by the VBCDC Board of Directors Finance Committee will be presented on June 26, 2024 for final approval. This budget includes a line item for the external financial consultant.

Finding 2: Improvements in Some Areas are Needed

Based on our follow-up review of previous audit findings and our examination of concerns that were brought to our attention, we identified some areas where improvements are needed to be made. We identified the following exceptions:

- The Rent Reasonable Form (form)¹ was not properly completed in some instances which precludes an effective comparison in that:
 - Comparative rental units were from different zip codes.
 - Some fields in the form were not completed.
 - On several occasions, the form was completed after the lease of the proposed unit was executed.
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 - No standard form was used; each cardholder had a different version.

Corporate credit card is inherently risky because of its ease of use. Therefore, all the elements mentioned above must be strengthened for an adequate internal control. We do want to note that we did not find any expenses that were unreasonable in nature and/or amount.

- Many checks issued several months earlier still have the status of "In Transit." It is likely that some of these checks have already been cashed, but their status was not updated in the RealPage financial system. Per our request on March 11, 2024, the CFO provided us data on 12 vendors that had 181 "In Transit" checks. It is possible that there could be more.

Recommendations:

2. Management should:

- Increase training in the process of housing clients. Examine other training opportunities within the department and throughout VBCDC.
- Develop a standard expense report summary for credit card charges to be used by each cardholder. The completed form should include the purpose

¹ The Rent Reasonable Form is completed for every client to ensure that the unit being proposed by VBCDC to the client is reasonable in amount and amenities as compared with three other rental units.

of each charge, the manager's approval, and the cardholder's signature attesting to the charges.

- Identify all checks that have not cleared timely, research the cause and action to take, then update the status in RealPage financial system.

VBCDC Response

Rent Reasonableness

VBCDC will develop an operating procedure for the proper completion of the Rent Reasonableness form for SSVF Staff. The policy will include the required number of comparable homes/apartments, requirements for zip code proximity and other factors for consideration when reviewing comparable properties. The policy will require staff to complete the rent reasonableness form and submit to the Supervisor for approval prior to any requests of financial assistance being approved. The Director of Family & Community Support Services will conduct a training for all SSVF Team members by July 31, 2024 on the new operating procedure for implementation on August 1, 2024.

Corporate Credit Card Expense Reports

VBCDC's American Express Credit Card Policy will be revised to include a standardized reporting template and include detailed instructions and requirements for completion and submittal. The reporting template will include language in the form of an attestation by the cardholder that the expenses are true and accurate and are incurred on behalf of VBCDC. VBCDC's Procurement Policy will be consulted to ensure that both policies align with respect to expense thresholds. The revised policy will be issued by July 31, 2024 and CEO Team members will be trained for an August 1, 2024 implementation date.

Checks in Transit

Management will update the Financial and Internal Control Policy to include an operating procedure for checks and payments in transit. Management will review all outstanding checks and payments in transit. For the outstanding checks and payments in transit prior to July 1, 2023, management will void each check and/or payment individually.

By voiding each In Transit Payment, the reconciliation process can match the voided item with the In Transit Payment, therefore clearing the item in the bank reconciliation. In addition, the voided payment opens each unpaid invoice to enable payment in the future if needed.

Process of voiding outstanding checks prior to July 1, 2023, to be completed by September 30, 2024.

To prevent inaccurate bank reconciliations in the future, the bank reconciliations will be reviewed and approved by the Director of Finance. In addition, outstanding checks over 180 days will be reviewed and voided in the current fiscal period. The EFT transactions (deposits and expenses) will be reviewed and forwarded to the designated personnel for comparison. The Director of Finance will review any outstanding EFT transactions to determine if the item should be voided.

Implementation to be completed by August 1, 2024.

Finding 3: Leadership Survey Showed Generally Positive Results

Responses to the confidential leadership survey that we conducted were generally positive, with an overall rating of 83%. Its purpose was to gain a high-level insight on employees' thoughts that could help the leadership team improve going forward. The brief, but targeted eight-question survey was sent on May 20, 2024 to all 26 full-time employees (excludes the CEO). We received a 50% participation rate and the results are shown in Table 2 and the succeeding paragraph.

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Responses to open-ended questions were consistent with the ratings. In the interest of improvement, we listed the general areas of concerns in no particular order:

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- Staff ideas and feedback are not valued.
- Staff bear leadership's stress and frustrations.
- Insufficient staff training, instruction, and guidance when tasking.
- Lack of interaction with staff to motivate and improve collaboration.

Recommendations:

3. Management should explore ways for further development, such as:
 - Encouraging and timely acting on staff feedback.

- Soliciting staff's ideas on ways to improve processes and workflows, as well as involving them in strategic planning, if appropriate.
- Creating a staff development program that involves cross-training, recognition, and advancement.
- Continuing to develop own knowledge and leadership skills to be able to effectively provide guidance, instruction, and direction to staff.

VBCDC Response

VBCDC completed a Compensation Study in May 2024 conducted by Nisenson Consulting. One of the recommendations was to hire a dedicated Human Resources Manager. This dedicated Human Resources Manager position is included in the proposed 2024/2025 Operating Budget. The Human Resources Manager will help VBCDC with retention and productivity and will directly free-up managers from Human Resource-related duties to allow for more time to train, support and better manage their teams. This position will also facilitate increased communication and recognition through the Partner Engagement (PET) and Wellness Initiative (WIT) teams which are currently a collateral duty of another position. Additionally, the Human Resources Manager will facilitate staff development and leadership training, employee and supervisor coaching, and will support partners through organizational change and growth. If approved as part of the proposed fiscal year 2024/2025 operating budget, management will begin recruitment immediately with the goal of filling the position within the first quarter of the new fiscal year. Our partners (staff) are our most valuable resource and management strongly believes that this position will be greatly beneficial to the organization and our partners.

[illegible]