



# GHURA

Guam Housing and Urban Renewal Authority  
Aturidat Ginima' Yan Rinueban Siudad Guahan  
117 Bien Venida Avenue, Sinajana, GU 96910  
Phone: (671) 477-9851 · Fax: (671) 300-7565 · TTY: (671) 472-3701  
Website: [www.ghura.org](http://www.ghura.org)



**Lourdes A. Leon Guerrero**  
Governor of Guam

**Joshua F. Tenorio**  
Lt. Governor of Guam

**John J. Rivera**  
Chairman

**Nathanael P. Sanchez**  
Vice Chairman

**Anisia S. Delia**  
Commissioner

**Frank T. Ishizaki**  
Commissioner

**Emilia F. Rice**  
Commissioner

**Karl E. Corpus**  
Resident Commissioner

**Elizabeth F. Napoli**  
Executive Director

**Fernando B. Esteves**  
Deputy Director

November 27, 2023

**Benjamin J.F. Cruz**  
Public Auditor  
Suite 401 DNA Building  
Hagatna, Guam 96910

**SUBJECT: GHURA Citizen Centric Report for Fiscal Year 2022**

Dear Public Auditor Cruz:

In accordance with Title 1 Guam Code Annotated (GCA) Chapter 19 Section 1922(a) reporting requirements, attached is the Authority's Citizen Centric Report for Fiscal Year 2022.

This document will be posted on our website at [www.ghura.org](http://www.ghura.org).

Should you have any questions, please do not hesitate to contact me at 475-1378.

Sincerely,

**Elizabeth F. Napoli**  
Executive Director

EFN/td



# GUAM HOUSING & URBAN RENEWAL AUTHORITY

*Aturidañ Ginima' Yan Rinueban Siudåt Guåhan*

## Citizen-Centric Report

### Fiscal Year 2022



- Overview 1
- Performance 2
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- Challenges & Outlook 4



### Board of Commissioners

**John J. Rivera PhD**

*Chairman*

**Nathanael P. Sanchez**

*Vice-Chairman*

**Anisia S. Delia**

*Commissioner*

**Frank T. Ishizaki**

*Commissioner*

**Emilia F. Rice**

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Elizabeth F. Napoli

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Fernando B. Esteves

### Who we are

Established by Public Law 6-135 on December 18, 1962, for over 60 years, the Guam Housing and Urban Renewal Authority (“GHURA”) has been strengthening families and building communities. GHURA is an autonomous agency designated to receive and administer various funds from the United State Department of Housing and Urban Development (“HUD”). GHURA is governed by a seven-member Board of Commissioners, its operations are managed and supervised by its Executive and Deputy Director.

### What we do

GHURA generates some income, but is primarily Federally funded. GHURA administers existing programs and constantly seeks out new funding opportunities for Guam. This requires close monitoring and compliance with Federal laws and regulations. Our operations support two major activities.

#### Housing

GHURA provides affordable and attainable housing to thousands of families through Section-8 voucher programs, public housing, and other housing units purchased or constructed by GHURA.



#### Community Planning & Development

GHURA develops communities by funding community services, building community facilities, increasing homeownership, and enforcing standards of equitable and fair housing.



**Public Services Grantees**

GUAM HOMELESS COALITION  
Providing hope to our neighbors in need

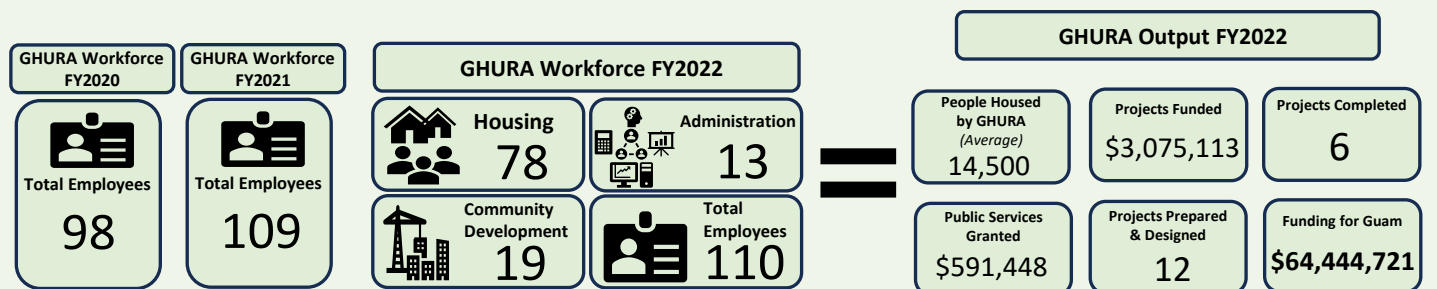
**MAÑE'LU**

Catholic Social Service  
*Catholic Charities Guam*

THE SALVATION ARMY



### Bottom Line Up Front



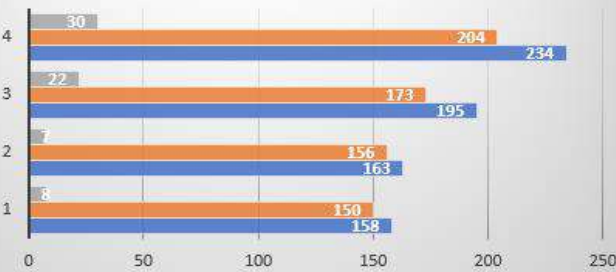


# Our Performance



## FY22 Year-End Snapshot

### PHYSICAL OCCUPANCY



	1	2	3	4
Vacant Units	8	7	22	30
Occupied Units	150	156	173	204
TOTAL UNITS	158	163	195	234

■ Vacant Units ■ Occupied Units ■ TOTAL UNITS

## Section 8 Leases

Guam GHURA's Section 8 Division maintained an average lease rate of 93% during FY 2022, above the national average of 86%, holding the 4<sup>th</sup> highest average out of 53 jurisdictions. The variance to full-lease up includes vouchers in transition, e.g. people with vouchers searching for units, issuance, and terminations. The Section-8 Management Assessment Program ("SEMAP") audit scores GHURA as a High-Performing agency. Additional information is available at: [Housing Choice Voucher \(HCV\) Data Dashboard | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\)](#)

## Physical Occupancy

The AMPs by September 2022 had 683 units occupied with a 91% occupancy and an adjusted rate of 97% with 63 undergoing modernization and renovation. Guam maintained an average occupancy rate of 97% during FY 2022, above the national average of 94%, holding the 8<sup>th</sup> highest average occupancy rate for CY 2022 out of 54 jurisdictions. Additional information is available at: [Public Housing \(PH\) Data Dashboard | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\)](#)



### Voucher Program

Fiscal Year 2022 End

	Authorized Vouchers	Leased	Percentage
Housing Choice Vouchers	2,083	1,979	95%
Non-Elderly Disabled	175	159	91%
Mainstream	15	16	107%
Family Unification	130	125	96%
Veteran Affairs Supportive Housing	66	49	74%
Project Based	112	110	98%
Emergency Housing	87	85	98%
<b>Total</b>	<b>2,668</b>	<b>2,523</b>	<b>95%</b>

## Community Planning and Development

GHURA, working on behalf of the Government of Guam is the designated public agency under Section 108. GHURA simultaneously acts as the borrower and lender of Section 108 loan funds. This marks the first time these funds have been utilized in any of the Insular Areas resulting in the construction of the iLearn Academy Charter School.

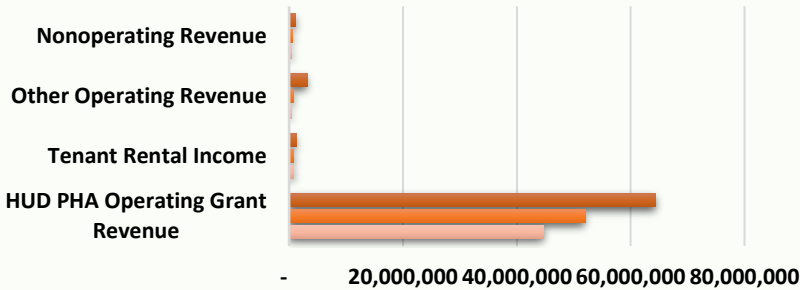




# Our Finances



## Fiscal Year 2022 Revenues

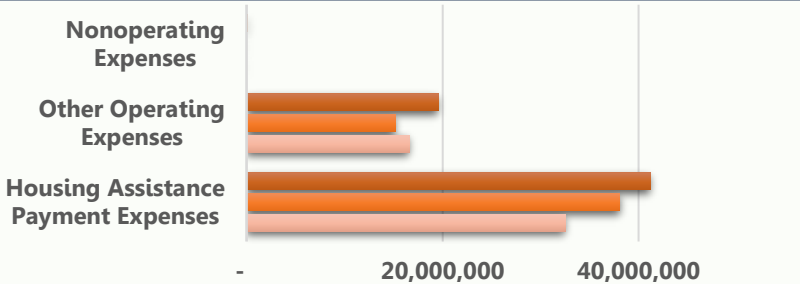


	HUD PHA Operating Grant Revenue	Tenant Rental Income	Other Operating Revenue	Nonoperating Revenue
<b>Fiscal Year 2022</b>	<b>64,444,721</b>	<b>1,217,579</b>	<b>3,119,513</b>	<b>1,088,905</b>
<b>Fiscal Year 2021</b>	<b>51,984,374</b>	<b>798,387</b>	<b>797,871</b>	<b>601,822</b>
<b>Fiscal Year 2020</b>	<b>44,722,486</b>	<b>749,460</b>	<b>359,511</b>	<b>495,144</b>

GHURA's operating revenues totaled \$68.7M in FY 2022, a \$15.3M increase from the \$53.5M in FY 2021. The increase is mainly due to the \$12.4M increase in operating grants from HUD, which rose from \$52.0M in FY 2021 to \$64.4M in FY 2022. In comparing other income for FYs 2021 and 2022 of \$798K and \$3.1M, respectively, there was an increase of \$2.3M impacting total operating revenues. This increase is the result of a class action settlement payment made to GHURA.

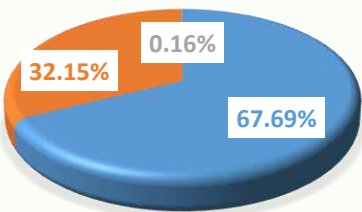
	FY21-FY22 Revenues	
	Change	Percent
HUD PHA Operating Grant Revenue	\$ 12,460,347.00	23.97%
Tenant Rental Income	\$ 419,192.00	52.50%
Other Operating Revenue	\$ 2,321,642.00	290.98%
Nonoperating Revenue	\$ 487,083.00	80.93%
<b>Total Revenue</b>	<b>\$ 15,688,264.00</b>	<b>28.95%</b>

## Fiscal Year 2022 Expenses



	Housing Assistance Payment Expenses	Other Operating Expenses	Nonoperating Expenses
<b>Fiscal Year 2022</b>	<b>41,170,222</b>	<b>19,552,378</b>	<b>94,996</b>
<b>Fiscal Year 2021</b>	<b>38,049,419</b>	<b>15,136,965</b>	<b>53,189</b>
<b>Fiscal Year 2020</b>	<b>32,498,722</b>	<b>16,627,185</b>	<b>51,809</b>

Total operating expenses were \$60.8M in FY2022, a \$7.5M increase from the \$53.2M in FY 2021. The Housing Assistance Payments (HAP) of \$41.1M constitute GHURA's largest expense, which increased by \$3.1M (or 8%) from \$38.0M in FY 2021. The increase in the current year expenses is attributed to increases in Section 8 Housing Choice vouchers for the period due to higher unit month leasing costs. Salaries and wages of \$5.8M, employee benefits of \$2.0M, retiree healthcare cost and other pension benefits of \$1.3M, and other administrative expenses of \$4.7M are GHURA's other major expenses. In FY 2022, Repairs and maintenance of \$2.8M increased by \$1.5M (or 122%) from \$1.2M in FY 2021.



- Housing Assistance Payment Expenses
- Other Operating Expenses
- Nonoperating Expenses

	FY21-FY22 Expenses	
	Change	Percent
Housing Assistance Payments	\$ 3,120,803.00	8.20%
Other Operating Expenses	\$ 4,415,413.00	29.17%
Nonoperating Expenses	\$ 41,807.00	78.60%
<b>Total Expenses</b>	<b>\$ 7,578,023.00</b>	<b>14.23%</b>

Ernst & Young, an independent auditor, conducted GHURA's Fiscal Year 2022 audit and issued an Unmodified opinion for the Financial and Qualified opinion for the Compliance audit reports. The Office of Public Accountability released the audited Financial Statements on September 28, 2023. Complete financial information can be found on our website at <https://www.ghura.org/about-ghura/financials/financial-statement>



# Challenges

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# Outlook



## Challenges

Personnel shortages presented the greatest challenge for GHURA. Retirement and untimely death left key positions vacant for a period slowing forward momentum coming out of COVID-19. Employees in many cases were filling multiple roles to cover gaps left by sudden losses. However, despite this challenge GHURA's mission was met and where adversity exists opportunity arises as GHURA moves forward in redeveloping the agency to reach higher goals and benchmarks.

Construction challenges exacerbated by COVID-19 continued to mount. The cost of construction and scarcity of contractors created delays in projects. Subsequent budgetary overruns may result in the cancellation or postponement of some planned projects.

## Outlook

GHURA's outlook is **positive**. Our strategic goal for FY2023 is to develop, review, and update GHURA policies and standard operating procedures. Reinvesting time into organizational management and our lean workforce is critical in advancing our goal of increased efficiency. Part of our broader strategic vision, for FY2023 is to complete our review and analysis of management, operations, policies and procedures for the agency, to be followed by policy implementation, staff training and development, and process improvement.

GHURA is moving forward to complete projects delayed as a result of COVID-19 which include community recreational facilities, public housing modernization, the close out of legacy projects.

Lastly, GHURA is shifting our focus in FY2023 to Guam's housing challenges wherever possible. As an example, in FY2022 GHURA revived the Housing Symposium after decades of inactivity. GHURA will be a central coordinating agency for Guam's housing efforts, to include homeless prevention initiatives. FY2023 will see GHURA formulating strategies to increase and retain housing inventory, facilitating new Low-Income Housing Tax Credit (LIHTC) developments, and evaluating barriers to affordable housing.



**Guam Housing and Urban Renewal Authority**  
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PH: (671)477-9851 • TTY: (671) 472-3701

We want to hear from you. Do you like this report? Do you believe it should include any other information?

Please let us know by contacting [webmaster@ghura.org](mailto:webmaster@ghura.org)

## Vincent Duenas

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**From:** Frances Danieli <fdanieli@ghura.org>  
**Sent:** Monday, November 27, 2023 8:08 PM  
**To:** Vincent Duenas  
**Cc:** Elizabeth Napoli; Fernando Esteves; Audrey Aguon; Julie G. Lujan  
**Subject:** GHURA Citizen Centric Report for Fiscal Year Ended 2022  
**Attachments:** GHURA Citizen Centric Report for Fiscal Year Ended 2022 - OPA.pdf

Hafa Adai Public Auditor Cruz,

Attached is GHURA's Citizen Centric Report for Fiscal Year Ended 2022.

If there are any questions, please contact Executive Director, Elizabeth Napoli at 671-475-1378 or email her at [efnapoli@ghura.org](mailto:efnapoli@ghura.org).

Kind Regards,

Frances Danieli

*Controller, Fiscal Division*

*Guam Housing & Urban Renewal Authority*

*117 Bien Venida Avenue, Sinajana, GU 96910*

*Tel No. (671) 475-1379*

*Fax No.(671) 300-7565*

*Email – [fdanieli@ghura.org](mailto:fdanieli@ghura.org)*