

APPROVED BY BOARD OF COMMISSIONERS ON

2021 ANNUAL OPERATING BUDGET

THE HOUSING AUTHORITY OF THE CITY OF
DURHAM, NORTH CAROLINA

MISSION STATEMENT: TO DEVELOP, OWN, MANAGE AND CONTRIBUTE TO
DIVERSE COMMUNITIES OF CHOICE



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SECTION I

INTRODUCTION TO THE BUDGET



2021 ANNUAL OPERATING BUDGET

May 2021

To the Chairman and the Board of Commissioners

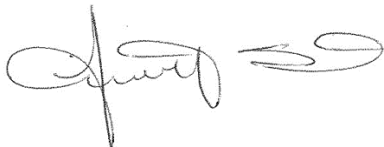
I am pleased to present the 2021 preliminary budget proposal for The Housing Authority of the City of Durham (The Authority) and its Instrumentalities.

This document provides the Board, Staff and other Stakeholders with a comprehensive view of inflows and outflows of financial resources used for daily operations. It explains our core businesses, how our programs are funded and how we allocate these funds annually. It is also a tool for management to aid in decision-making and performance-monitoring.

Our focus this year is to “Move Forward” – with improving operations, redeveloping and increasing our footprint across the affordable housing world. Although 2020 proved to be a challenging year for us, we are better equipped to respond to emergency situations with our recent experiences.

We look forward to discussions about this budget and we are ready to answer any questions you may have.

Respectfully submitted,



Anthony Scott
Chief Executive Officer

2021 OPERATING REVENUES



<i>Low Income Public Housing</i>	\$10,037,693
<i>Central Office Cost Center</i>	\$5,220,058
<i>HCVP Administration</i>	\$2,120,491
<i>Development Ventures, Inc</i>	\$0
<i>Edgemont Elms Housing, Inc</i>	\$423,424
<i>Goley Pointe, LLC</i>	\$155,451
<i>Learning Assistance, Inc</i>	\$15,000
<i>Preiss Steele Place, LLC</i>	\$658,402
<i>Damar Court, LLC</i>	\$980,212
<i>Morreene Road, LLC</i>	\$1,197,345
<i>Laurel Oaks</i>	\$202,827





BOARD OF COMMISSIONERS

The Housing Authority of the City of Durham is governed by a seven-member Board of Commissioners. The Board is comprised of active public servants within the Durham community who are appointed by the Durham City Council. These concerned and dedicated citizens serve without pay. Residents of subsidized housing also have the opportunity to serve as members of the Board. Each Commissioner is appointed for a five-year term. The Chief Executive Officer acts as the Secretary/Treasurer for the Board.

Daniel C. Hudgins, Chairman

Mayme Webb-Bledsoe, Vice Chair

Torrell Armstrong, Vice Chairman

Robert Glenn, Member

Angela Holmes, Member

Pebbles Lucas, Member

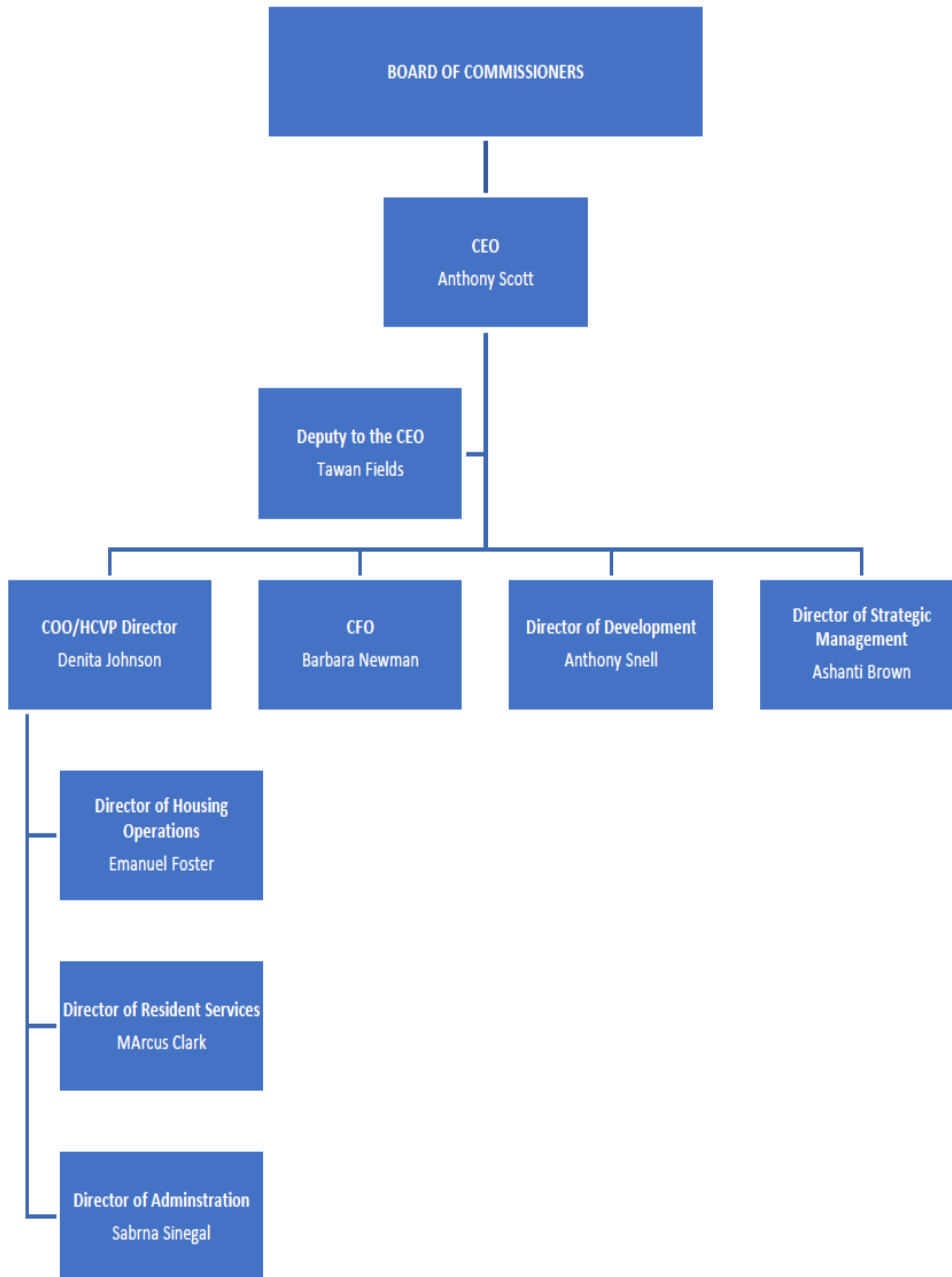
Christine Westfall, Member

The Board of Commissioners ensure that the Authority operates within the State statutes and the programs are run according to HUD regulations. Through the approval and adoption of resolutions, the Board authorizes the Chief Executive Officer and Senior Staff to implement policies and procedures that define business activities.



ORGANIZATIONAL STRUCTURE

The organization has a matrix structure where programs and functional responsibilities have reasonably equal weight. The Board of Commissioners appoints the Chief Executive Officer to administer the affairs of the Authority.





STAFFING AND BUDGET ALLOCATIONS

Over the past (5) years, total staffing for the Authority has increased from 95 in 2017 to a budgeted number of 114 for 2021.

For budgeting and operational purposes, the staff is allocated to specific cost centers as follows:

- Property Management – Low Income Public Housing and Affordable Housing
- Housing Choice Voucher Program
- Central Office Cost Center
- Other Grant Funded Programs



The increase in staffing is mainly due to reorganization and new-grant funded positions.



SECTION II

THE AUTHORITY



PROFILE OF THE AUTHORITY

The Authority is an autonomous, non-profit municipal entity created by the City of Durham in 1949 pursuant to state law and the National Housing Act of 1937. The Authority exists to provide safe, decent, and sanitary housing for low-income families of Durham in accordance with the rules and regulations prescribed by the U.S. Department of Housing and Urban Development (HUD). Although it maintains close ties with the City on several respects, the Authority is not a component of the City, as defined by the pronouncements of the Governmental Accounting Standards Board (GASB). The City is not financially accountable for the operations of the Authority, has no responsibility to fund its deficits or receive its surpluses, and does not guarantee the Authority's debt.

The Authority currently has about available 1,197 public housing units in 11 different communities located throughout the City of Durham. Additionally, the Authority assists in providing 502 affordable housing units at 6 communities. The Authority also has business-interest in about 135 units of affordable housing managed by The Community Builders (TCB) and about 177 units managed by California Commercial Investment Group (CCI).

The Authority is currently authorized to administer 2,834 Housing Choice Vouchers that provide rental assistance to families renting housing units owned by private landlords. Through the Rental Assistance Demonstration Program (RAD), the Authority now has 2 Project-Based RAD contracts for a total of 163 units.

The Authority utilizes the business model of asset management as required by HUD. Funding, Budgeting, Accounting, Management and Oversight/Performance Assessment are completed on the project/program level.

For 2021, DHA will manage 4 main businesses – Low Income Public Housing, Affordable Housing, Housing Choice Voucher and Central Office Cost Center. Also, Development Ventures, Inc. – an instrumentality of the Authority will manage all its development and re-development activities. In addition, Learning Assistance, Inc. - a component unit of the Authority, will manage its scholarship program.



STRATEGIC PLAN

The Strategic Plan of the Authority was developed in 2017 to set goals and objectives for the Authority for the next 5 years. The main focus was to create a framework that more closely mirrored the long term plans of DHA, the community, and most importantly how DHA can better serve its clients.

The Strategic Plan establishes a management control system that consists of both a structure and a process to guide departmental efforts in attaining the mission of the organization.

The Chief Executive Officer in collaboration with the senior management team defined six major goals that are aligned with the vision of creating new opportunities, increasing the efficiency and effectiveness of operations and cultivating a culture that is set on progressive change.

The Authority is committed to developing, providing and managing quality affordable housing within the City of Durham and endeavors to meet and exceed these goals in the coming years.

The diagram and table below provide details of the foundation on which Strategic Plan is built on.





SECTION III

THE BUDGET



SUMMARY BUDGET

The primary source of external funding for the Authority is the U.S. Department of Housing and Urban Development (HUD) which provides funding for a variety of programs such as the Low Income Public Housing (LIPH) and the Housing Choice Voucher Program (HCVP). In addition to the federal programs, the Authority has established several legal entities to explore and develop innovative strategies for providing alternative affordable housing possibilities for low-to-moderate-income residents of the City of Durham. This has allowed the Authority the flexibility to develop several private/public partnerships to assist with the development of a variety of affordable housing projects.

For the 2021 Budget, projected revenues and expenses are \$42,157,447. These amounts include Housing Choice Voucher revenues and expenses for Housing Assistance Payments of \$21,146,544 and Fees Earned by the Central Office Cost Center of \$5,220,058.

Low Income Public Housing (LIPH)

Laurel Oaks and JJ Henderson are no longer public housing properties. For financial reporting, Laurel Oaks will now be included as a blended component unit. JJ Henderson will no longer be included in financial reporting.

Salaries for property management staff is budgeted at the approved levels as determined by the recently completed compensation study. In addition, hourly rates will reflect the minimum living wage of \$15/hour.

Housing Choice Voucher Program (HCVP)

Laurel Oaks is now a RAD-Project-Based Voucher (PBV) property.

JJ Henderson now has 2 Housing Assistance Payment contract – 1 RAD-PBV and 1 traditional PBV.

A new position for a General Ledger Accountant will be charged directly to HCVP.

The Chief Operations Officer position is allocated at 80/20 between HCVP and the COCC.

Central Office Cost Center

In addition to 4 personnel positions related to the Jobs Plus Grant, 3 new positions have been added under Resident Services for Housing Stability.

The restructure of the Financial Services and Strategic Management departments will add 5 additional staff positions.

The Development department also includes 3 additional Project Manager positions.

A new Fee-for-Service division will be added to the Asset Management department. The division will include technical services positions the following routine maintenance line items - HVAC, Electricity, Plumbing and Locksmith. In addition, there will be an administrative staff person to manage work orders and support the department

2021 ANNUAL OPERATING BUDGET



SUMMARY BUDGET

DURHAM HOUSING AUTHORITY

FY2021 Recommended

	Operating Revenue	Operating Expenses	Operating Income/ (Loss)
Durham Housing Authority			
Low Income Public Housing	10,037,693	10,037,693	-
Central Office Cost Center	5,220,058	5,220,058	-
HCVP Administration	2,120,491	2,120,491	-
HCVP HAP	21,146,544	21,146,544	-
Total	38,524,786	38,524,786	-

Component Units

Development Ventures, Inc.	-	-	-
Learning Assistance, Inc.	15,000	15,000	-
Laurel Oaks, LLC	202,827	202,827	-
Edgemont Elms Housing, Inc.	423,424	423,424	-
Preiss-Steele Place, LLC.	658,402	658,402	-
Goley Pointe, LLC.	155,451	155,451	-
Damar Court, LLC.	980,212	980,212	-
Morreene Road, LLC.	1,197,345	1,197,345	-
Total	3,632,661	3,632,661	-

Total	42,157,447	42,157,447	-
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2021 ANNUAL OPERATING BUDGET



SUMMARY BUDGET

Operating Revenue	Operating Expenses	FY 2020 Approved	% Change - Revenues	% Change - Expenses
		Operating Income/ (Loss)		
9,784,013	9,784,013	-	3%	3%
4,093,887	4,018,908	74,979	22%	23%
1,935,716	1,935,716	-	9%	9%
22,194,210	22,194,210	-	-5%	-5%
38,007,826	37,932,847	74,979		
500,000	500,000	-		
16,500	16,500	-	-9%	-9%
308,840	308,840	-	-34%	-34%
547,728	547,728	-	-23%	-23%
592,274	592,274	-	11%	11%
161,401	161,401	-	-4%	-4%
748,601	748,601	-	31%	31%
972,798	972,798	-	23%	23%
3,848,142	3,848,142	-		
41,855,968	41,780,989	74,979	1%	1%



LOW INCOME PUBLIC HOUSING PROGRAM SUMMARY

The Authority manages several communities pursuant to HUD's Low Rent Public Housing program. There are:

- 1,183 Public Housing units within 10 developments which are owned and managed by the Authority;
- 14* Public Housing units within 1 development owned by a subsidiary of Development Ventures, Inc., Goley Pointe, LLC and managed by the Authority.

*Operating Subsidy for these units pass-through the Authority.

For the Public Housing program, HUD determines an allowable amount for the operation of a housing community, factors in the amount the Authority may be able to collect from tenants for rent they pay, and HUD then provides a subsidy to housing authorities to make up that difference.

According to the asset management model mandated by HUD, each Asset Management Project(AMP) is treated as a separate entity for budgeting and accounting purposes. Although we present information and discuss budget changes for the AMPs on a consolidated basis, each AMP's budget stands on its own.

For internal management purposes, and as reflected in this section for the presentation of budgets, the Authority has organized operations staff into management teams. Each management team is responsible for their assigned AMPs. In some cases, like Management Team 3, this may be a single property like McDougald Terrace. In other cases, like Management Team 1, there may be multiple properties like Scattered Sites, 519 E. Main Street, Liberty Street, Hoover Road and Forest Hill Heights.

In cases where multiple properties are managed, costs for the management team are allocated. The most common allocation is for salaries and related personnel costs, which are allocated based on the number of bedrooms per community. Depending on the nature of the expense, the allocation may also be applied based on the number of units without regard to bedroom size.

On a consolidated basis, budgeted revenues for FY2021 are \$, an increase of about 2% from budgeted FY2020 revenues of \$10,585,917.

Budgeted expenses for FY2021 are \$ a decrease of 4% from the budgeted FY2020 expenses of \$10,440,827.



LOW INCOME PUBLIC HOUSING BUDGET ASSUMPTIONS & PROJECTIONS

The following information provides additional detail regarding the projections of revenues and expenses for the AMPs.

REVENUES:

1. Total Tenant Revenue includes dwelling rent and other charges to tenant accounts. Rental revenue is budgeted based on average rents charged in 2020.
2. Total Fee Revenue includes Operating Subsidy which is budgeted at 100% of the total obligated by HUD for 2021. Over the past few years', HUD has funded the Authority at less than 100% of the calculated Operating Subsidy level. Although these amounts have increased slightly (2015 – 85.36% | 2016 90.21% | 2017 93.10%), the 2021 budget is using the current amount obligated by HUD based on the submitted applications.
3. Total Other Revenue includes non-dwelling rental income and all other income received for the AMP. These include Laundry Commissions and Cell Tower Lease payments.

EXPENSES:

1. Salaries - All administrative salaries are based on current earnings of staff in non-vacant positions. Most vacant positions are budgeted for using the mid-range of salaries for the position as applied from the results of the recently completed compensation study.
2. Management Fees are based on projected occupancy levels multiplied by the 2020 HUD-published multifamily management fee rate of \$59.76 per unit per month.
3. Bookkeeping fees are budgeted for by multiplying the maximum-allowed rate of \$7.50 per unit per month by the projected leasing rates.
4. Asset Management Fees are budgeted for AMPS that show excess cash from the 2020 unaudited financials. These fees can be charged to each AMP each month by multiplying the number of ACC units by \$10 per unit, subject to excess cash.



AFFORDABLE HOUSING PROGRAM SUMMARY

Through its commitment to increase and maintain affordability in housing within the City of Durham, the Authority has been instrumental in the development/redevelopment of affordable housing. The Authority, through Management Agreements, manages the following properties:

- Edgemont Elms
- Goley Pointe
- Laurel Oaks
- Worth Street*
- Damar Court
- Preiss Steele Place
- Morreene Road

*This property was redeveloped by Development Ventures and is a Public Housing unit managed by Property Management Team 4.

The Authority has a dedicated and trained staff, Property Management Teams 2, 4 and 5, who are responsible for managing these properties that are not conventional public housing properties. As with the other property management teams, salaries and related personnel costs are allocated to these properties by bedroom size.

Preiss Steele Place is a Low Income Housing Tax Credit (LIHTC) development with 82 units. The property is also under a Project-Based contract with the Authority's HCV Program. All units in this development are eligible to receive rental assistance.

Edgemont Elms is an affordable housing development with 59 units. 16 of these units are under a Project-Based Rental Assistance contract with HUD's Multifamily Program. The remaining units are affordable with some tenants receiving tenant-based rental assistance through the Authority's HCV Program.

Goley Pointe is also an affordable housing development with 20 units. Of these, 14 of them are Public Housing units with operating subsidy that flows through the Authority. The remaining units are affordable with some tenants receiving tenant-based rental assistance through the Authority's HCV Program.

Damar Court is a Low Income Housing Tax Credit development with 102 units. The property is also under a Project-Based Rental Assistance contract with HUD's Multifamily Program.

Morreene Road is a Low Income Housing Tax Credit development with 224 units. The property is also under a Project-Based Rental Assistance contract with HUD's Multifamily Program.

Laurel Oaks is an affordable housing development with 30 units. The property was converted through RAD from Section 9 Public Housing to Section 8 Project-Based Voucher in 2020.



**AFFORDABLE HOUSING
BUDGET ASSUMPTIONS & PROJECTIONS**

The following information provides additional detail regarding the projections of revenues and expenses budgeted for the Affordable Housing properties.

REVENUES:

1. Dwelling Rental income for FY2021 is budgeted based on averaged actual rental income received in 2020 and includes all rental assistance received from subsidy providers.
2. For Goley Pointe, operating subsidy is budgeted for the public housing units at 100% of 2021 obligated amount.

EXPENSES:

1. Salaries and all personnel related costs are allocated to the properties based on the number of bedrooms per property.
2. Management Fees for Preiss Steele Place are charged according to the management agreement which requires a charge of 6% of all dwelling rental income received at the property to be billed as fees.
3. Management Fees for Edgemont Elms are charged according to the management agreement which requires a charge of 7% of all dwelling rental income received at the property to be billed as fees. The subsidized units are charged \$43.00 per unit month leased in accordance with the published Multifamily management fee rate
4. Management Fees for Goley Pointe are charged according to the management agreement which requires a charge of 7% of all dwelling rental income received at the property to be billed as fees. The subsidized units are charged fees based on the published and approved rates for Low Income Public Housing.
5. Management Fees for Damar Court and Morreene Road are charged according to the management agreements which require 5.5% of all dwelling income received at the properties to be billed as fees.
6. Management Fees for Laurel Oaks are charged according to the management agreement which requires a charge of 7% of all dwelling rental income received at the property to be billed as fees.
7. All affordable housing units are charged for Supportive Services which are calculated based on costs that are front-lined from Resident Services, Compliance and Safety/Security.



PROPERTY MANAGEMENT TEAM 1

Management Team 1 is responsible for managing **5 properties** with a total of **373 units**

1. Scattered Sites | AMP #003 (1962)

This property is made up of 50 residential units and 1 management office/community center. It is a designated senior housing development.

2. Forest Hill Heights | AMP #014 (1981)

This property is made up of 55 residential units and is also a designated senior housing development.

3. Oldham Towers | AMP #004 (1967)

This property is made up of 106 residential units and 1 community center.

4. Liberty Street | AMP #006 (1972)

This property is made up of 108 residential units and 1 management office.

5. Hoover Road | AMP #008 (1969)

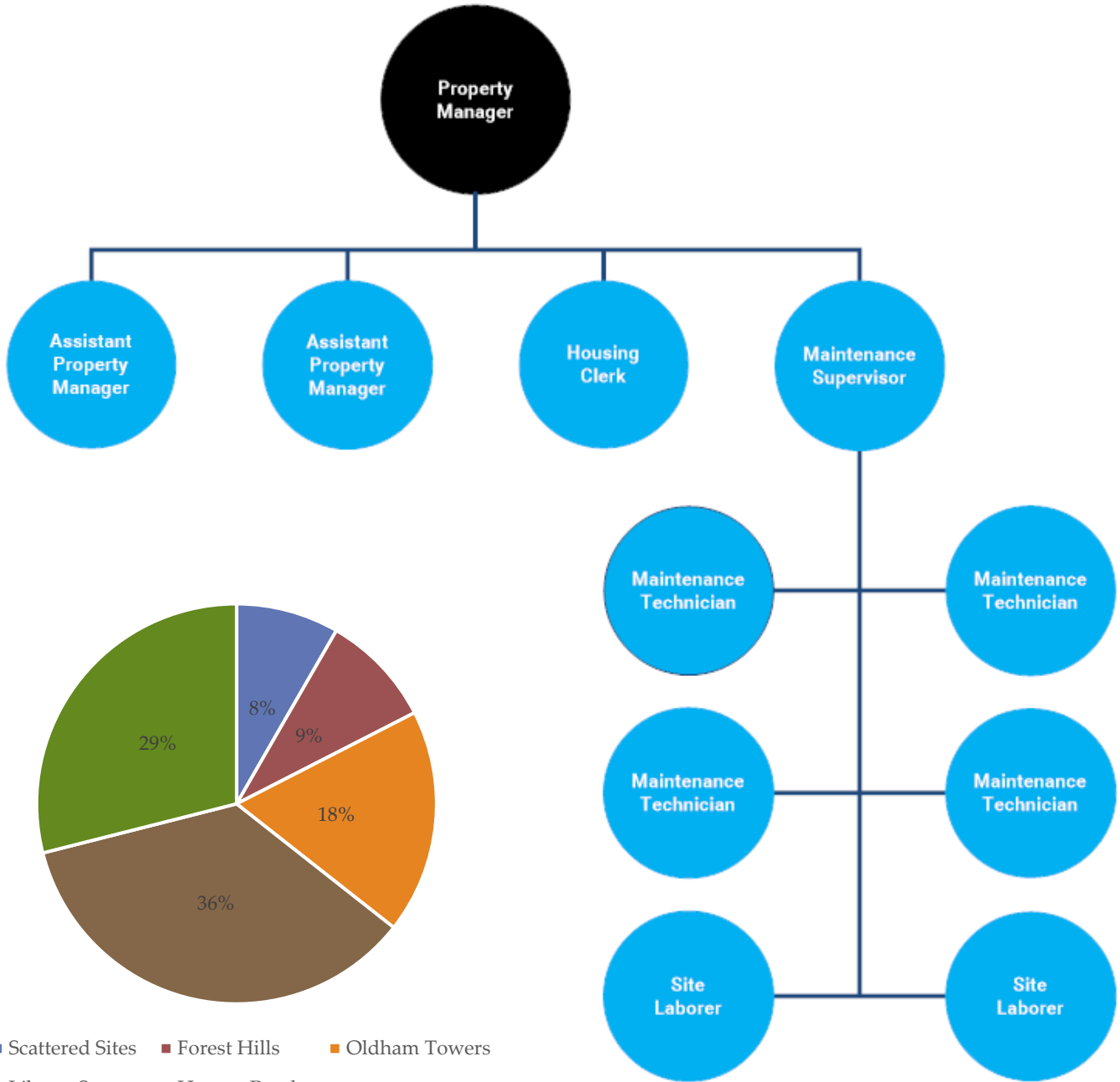
This property is made up of 54 residential units and 1 management office.

Staffing for Management Team 1 is comprised of the positions shown in the organizational chart below. The costs for personnel are allocated as indicated in the pie graph.



PROPERTY MANAGEMENT TEAM 1

PM TEAM #1



2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 1
SCATTERED SITES

LIPH - Scattered Sites
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	160,572	164,317	165,018	165,480	462	0%
Total Fee Revenue	167,890	162,379	170,674	199,462	28,788	17%
Total Other Revenue	17	-	-	-	-	-
TOTAL REVENUE	328,480	326,696	335,692	364,942	29,250	9%
EXPENSES						
Total Operating - Administrative	93,244	86,284	99,470	103,694	4,225	4%
Total Tenant Services	6,000	20,775	7,250	7,250	-	0%
Total Utilities	107,320	99,154	117,614	122,319	4,705	4%
Total Maintenance	72,760	86,507	87,289	87,740	451	1%
Total Protective Services	-	1,000	-	1,000	1,000	-
Total Insurance Premiums	8,700	9,001	9,026	8,486	(540)	-6%
Total Other General Expenses	10,477	13,167	26,804	34,454	7,649	29%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	298,501	315,887	347,453	364,942	17,489	5%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	29,979	10,809	(11,761)	(0)	11,761	-100%
TOTAL EXPENSES	298,501	315,887	347,453	364,942	17,489	5%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	29,979	10,809	(11,761)	(0)	11,761	
(To)/From Unrestricted Net Position	(29,979)	(10,809)	11,761	0	(11,761)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 1
FOREST HILL HEIGHTS

LIPH - Forest Hills
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	196,554	193,752	204,096	202,461	(1,635)	-1%
Total Fee Revenue	154,380	149,780	166,708	167,367	659	0%
Total Other Revenue	2,095	2,052	1,772	-	(1,772)	-100%
TOTAL REVENUE	353,029	345,584	372,576	369,828	(2,748)	-1%
EXPENSES						
Total Operating - Administrative	101,469	93,139	109,708	151,662	41,954	38%
Total Tenant Services	6,600	22,500	6,600	6,600	-	0%
Total Utilities	93,092	94,521	118,501	118,501	0	0%
Total Maintenance	96,743	89,812	109,902	68,342	(41,560)	-38%
Total Protective Services	2,057	500	806	307	(499)	-62%
Total Insurance Premiums	9,598	9,922	9,042	9,946	904	10%
Total Other General Expenses	11,194	15,600	29,866	14,470	(15,396)	-52%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	320,753	325,994	384,425	369,828	(14,597)	-4%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	32,276	19,590	(11,850)	(0)	11,849	-100%
TOTAL EXPENSES	320,753	325,994	384,425	369,828	(14,597)	-4%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	32,276	19,590	(11,850)	(0)	11,849	
(To)/From Unrestricted Net Position	(32,276)	(19,590)	11,850	0	(11,849)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 1 519 E. MAIN STREET

LIPH - 519 E. Main Street
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	189,214	210,300	199,733	235,248	35,515	18%
Total Fee Revenue	348,866	338,465	321,576	384,875	63,299	20%
Total Other Revenue	2,522	2,388	3,022	-	(3,022)	-100%
TOTAL REVENUE	540,603	551,153	524,331	620,123	95,792	18%
EXPENSES						
Total Operating - Administrative	163,355	165,169	145,252	196,594	51,276	35%
Total Tenant Services	14,845	12,720	15,345	15,345	-	0%
Total Utilities	79,841	100,465	70,183	72,990	2,807	4%
Total Maintenance	207,705	192,248	225,412	264,586	39,148	17%
Total Protective Services	2,832	2,500	14,815	8,000	(6,815)	-46%
Total Insurance Premiums	21,064	21,872	21,440	21,752	312	1%
Total Other General Expenses	16,937	16,899	38,902	40,855	1,953	5%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	506,579	511,873	531,350	620,123	88,681	17%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	34,023	39,281	(7,018)	0	7,019	-100%
TOTAL EXPENSES	506,579	511,873	531,350	620,123	88,681	17%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	34,023	39,281	(7,018)	0	7,019	
(To)/From Unrestricted Net Position	(34,023)	(39,281)	7,018	(0)	(7,019)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 1
LIBERTY**

LIPH - Liberty
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	258,351	276,723	191,790	182,700	(9,090)	-5%
Total Fee Revenue	596,847	579,045	610,799	581,246	(29,553)	-5%
Total Other Revenue	109	-	-	-	-	
TOTAL REVENUE	855,307	855,768	802,589	763,946	(38,643)	-5%
EXPENSES						
Total Operating - Administrative	210,048	237,526	218,054	291,712	73,658	34%
Total Tenant Services	12,960	9,225	12,960	14,040	1,080	8%
Total Utilities	196,000	190,944	290,213	172,894	(117,319)	-40%
Total Maintenance	281,932	238,971	233,534	238,298	4,764	2%
Total Protective Services	530	5,443	9,187	9,163	(24)	0%
Total Insurance Premiums	26,673	27,814	27,279	30,229	2,950	11%
Total Other General Expenses	12,355	7,934	11,362	7,611	(3,751)	-33%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	740,498	717,857	802,589	763,946	(38,642)	-5%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	114,808	137,912	0	(0)	(1)	-137%
TOTAL EXPENSES	741,973	717,857	802,589	763,946	(38,642)	-5%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	114,808	137,912	0	(0)	(1)	
(To)/From Unrestricted Net Position	(114,808)	(137,912)	(0)	0	1	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 1 HOOVER

LIPH - Hoover
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	99,333	121,011	95,057	59,220	(35,837)	-38%
Total Fee Revenue	394,145	382,395	398,065	519,181	45,363	30%
Total Other Revenue	10,298	-	-	-	-	
TOTAL REVENUE	503,776	503,406	493,122	578,401	9,526	17%
EXPENSES						
Total Operating - Administrative	131,880	163,330	164,374	231,594	67,220	41%
Total Tenant Services	6,480	6,480	6,480	7,830	1,350	21%
Total Utilities	133,492	140,090	146,247	145,000	(1,247)	-1%
Total Maintenance	221,127	176,778	134,202	170,896	36,650	27%
Total Protective Services	240	2,500	7,990	2,500	(5,490)	-69%
Total Insurance Premiums	17,140	17,925	17,583	18,805	1,222	7%
Total Other General Expenses	8,705	3,370	16,246	1,777	(14,469)	-89%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	519,063	510,472	493,122	578,401	85,236	17%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	(15,287)	(7,066)	(0)	(0)	0	-15%
TOTAL EXPENSES	519,063	510,472	493,122	578,401	85,236	17%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	(15,287)	(7,066)	(0)	(0)	0	
(To)/From Unrestricted Net Position	15,287	7,066	0	0	(0)	
Change in Net Position	-	-	-	-	-	

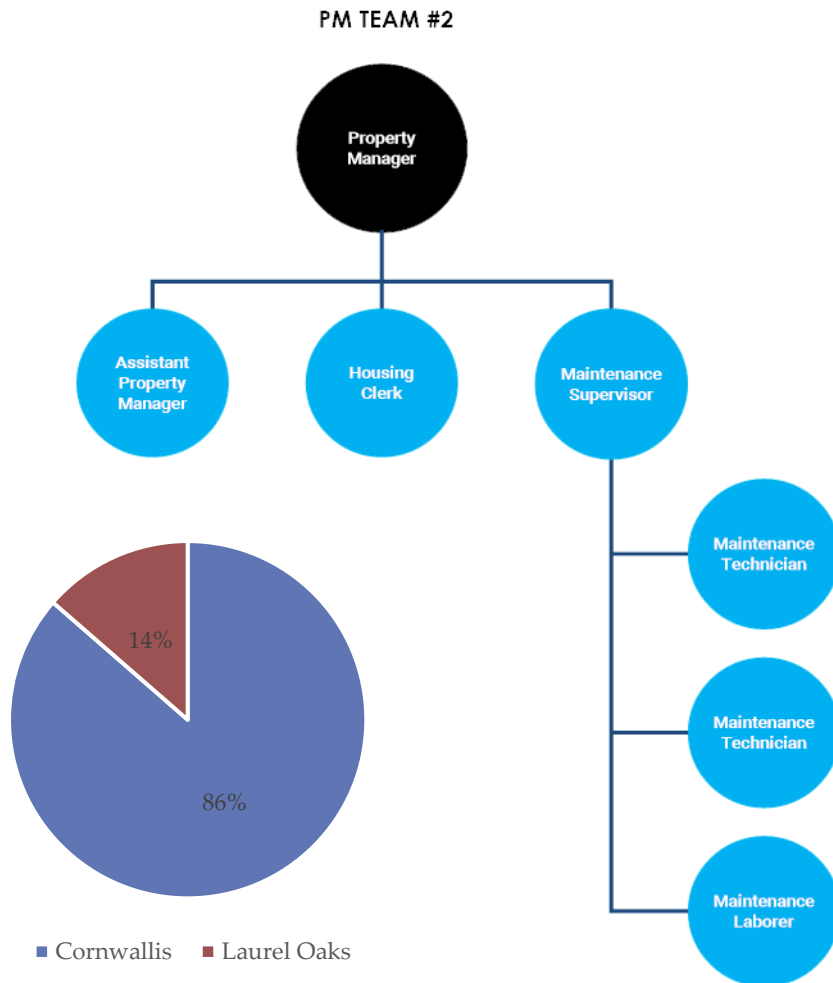


PROPERTY MANAGEMENT TEAM 2

Management Team 2 is responsible for managing **2 properties** with a total of **230 units**

1. Cornwallis Road | AMP #005 (1967)
This property is made up of 200 residential units and 1 management office/community center.
2. Laurel Oaks | AMP #015 (2004)
This property is made up of 30 residential units and 1 management office. It is a designated senior housing development

Staffing for Management Team 1 is comprised of the positions shown in the organizational chart below. The costs for personnel are allocated as indicated in the pie graph.



2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 2
CORNWALLIS

LIPH - Cornwallis
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	411,042	466,096	476,910	470,850	(6,060)	-1%
Total Fee Revenue	1,253,363	1,215,993	1,348,414	1,352,649	4,235	0%
Total Other Revenue	38,747	-	-	-	-	
TOTAL REVENUE	1,703,153	1,682,089	1,825,324	1,823,499	(1,825)	0%
EXPENSES						
Total Operating - Administrative	437,168	535,200	514,126	590,837	76,711	15%
Total Tenant Services	24,000	28,710	28,950	28,950	-	0%
Total Utilities	500,488	425,965	533,862	534,187	325	0%
Total Maintenance	593,458	513,109	554,788	491,504	(63,284)	-11%
Total Protective Services	481	5,000	8,723	7,500	(1,223)	-14%
Total Insurance Premiums	57,458	91,473	90,532	112,654	22,122	24%
Total Other General Expenses	18,675	26,303	94,344	57,869	(36,475)	-39%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	1,631,730	1,625,760	1,825,324	1,823,499	(1,825)	0%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	71,423	56,329	(0)	(0)	0	-9%
TOTAL EXPENSES	1,782,233	1,625,760	1,825,324	1,823,499	(1,825)	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	71,423	56,329	(0)	(0)	0	
(To)/From Unrestricted Net Position	(71,423)	(56,329)	0	0	(0)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 2
LAUREL OAKS

AFH - Laurel Oaks
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	107,100	83,820	82,898	202,827	119,929	145%
Total Fee Revenue	198,626	192,714	225,942	-	(225,942)	-100%
Total Other Revenue	256	-	-	-	-	
TOTAL REVENUE	305,982	276,534	308,840	202,827	(106,013)	-34%
EXPENSES						
Total Operating - Administrative	66,717	81,544	72,823	82,898	10,075	14%
Total Tenant Services	3,600	4,350	3,600	-	(3,600)	-100%
Total Utilities	110,743	97,850	84,848	34,637	(50,210)	-59%
Total Maintenance	54,701	72,486	53,329	54,793	1,464	3%
Total Protective Services	270	1,500	5,181	5,000	(181)	-4%
Total Insurance Premiums	8,111	8,506	8,346	8,038	(308)	-4%
Total Other General Expenses	78,423	16,271	80,713	17,461	(63,252)	-78%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	322,566	282,507	308,840	202,827	(106,013)	-34%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	(16,583)	(5,973)	0	0	0	115%
TOTAL EXPENSES	354,172	282,507	308,840	202,827	(106,013)	-34%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	(16,583)	(5,973)	0	0	0	
(To)/From Unrestricted Net Position	16,583	5,973	(0)	(0)	(0)	
Change in Net Position	-	-	-	-	-	

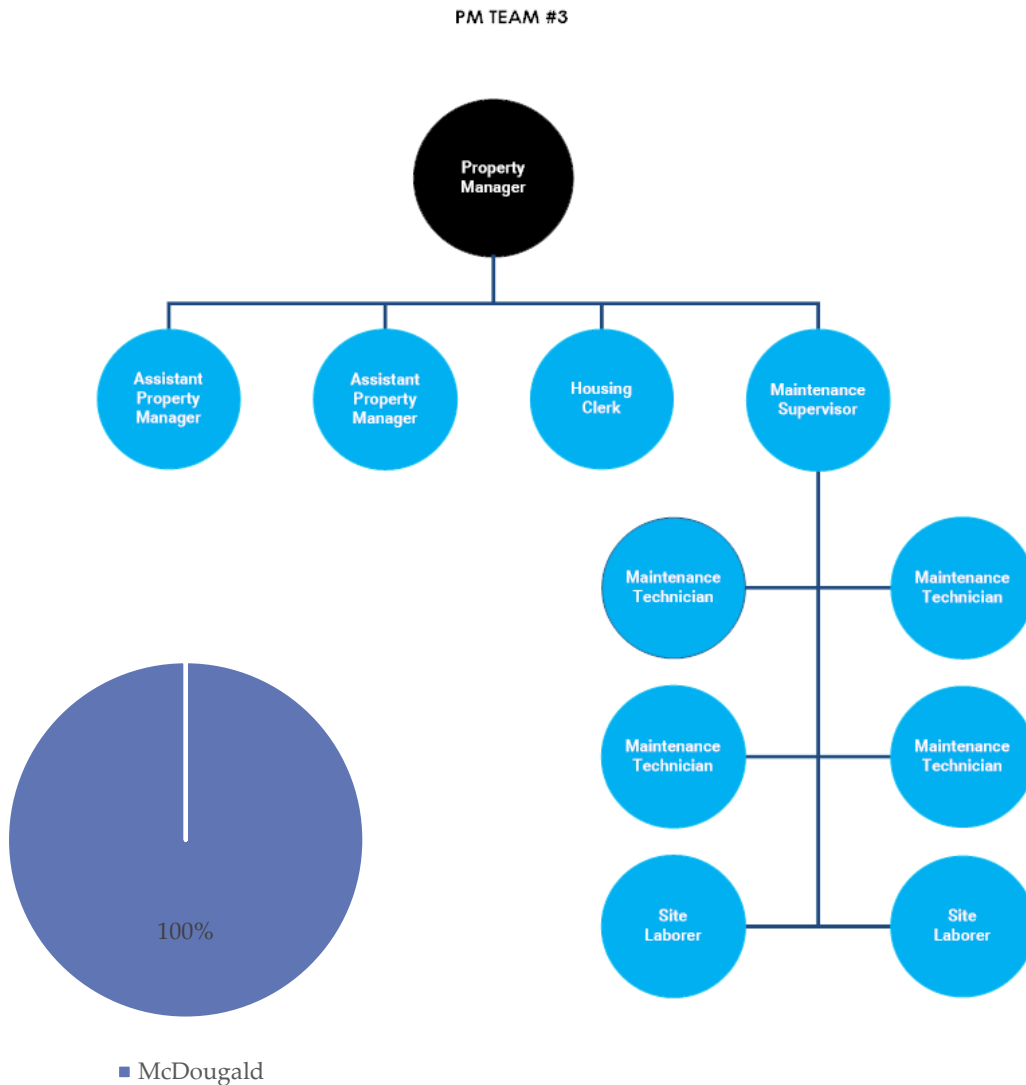


PROPERTY MANAGEMENT TEAM 3

Management Team 3 is responsible for managing **1 property** with a total of **360 units**

1. McDougald Terrace | AMP #001 (1959)
This property is made up of 360 residential units and 1 management office/community center.

Staffing for Management Team 3 is comprised of the positions shown in the organizational chart below. The costs for personnel are allocated as indicated in the pie graph.



2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 3 MCDOUGALD TERRACE

LIPH - McDougald Terrace
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	803,354	799,710	862,403	742,797	(119,606)	-14%
Total Fee Revenue	2,045,028	1,983,999	2,156,281	2,186,926	30,645	1%
Total Other Revenue	14,131	2,000	2,307	-	(2,307)	-100%
TOTAL REVENUE	2,862,513	2,785,709	3,020,991	2,929,723	(91,268)	-3%
EXPENSES						
Total Operating - Administrative	764,050	877,243	882,025	985,539	103,514	12%
Total Tenant Services	47,761	138,810	51,775	51,775	-	0%
Total Utilities	714,395	634,979	975,888	977,433	1,545	0%
Total Maintenance	1,069,773	1,124,298	918,215	772,998	(145,216)	-16%
Total Protective Services	2,109	26,140	26,754	27,824	1,070	4%
Total Insurance Premiums	76,204	75,718	87,718	80,414	(7,303)	-8%
Total Other General Expenses	42,604	39,825	78,616	33,739	(44,877)	-57%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	2,716,896	2,917,013	3,020,991	2,929,723	(91,268)	-3%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	145,617	(131,304)	(0)	(0)	0	-51%
TOTAL EXPENSES	2,716,896	2,917,013	3,020,991	2,929,723	(91,268)	-3%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	145,617	(131,304)	(0)	(0)	0	
(To)/From Unrestricted Net Position	(145,617)	131,304	0	0	(0)	
Change in Net Position	-	-	-	-	-	

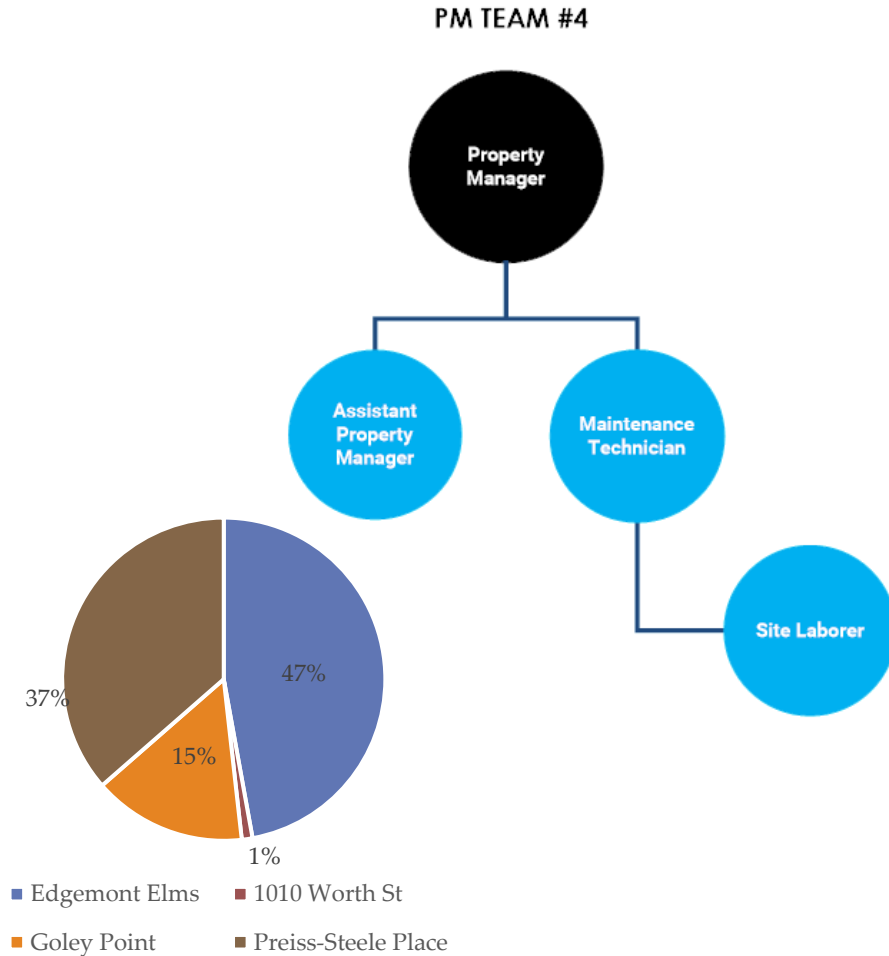


PROPERTY MANAGEMENT TEAM 4

Management Team 4 is responsible for managing **4 properties** with a total of **161 units**

1. Worth Street | AMP #032 (2014)
2. Preiss Steele Place | AFH #900 (1993)
This property is made up of 82 residential units. It is a LIHTC development and is also under a Project-Based Voucher Contract with the HCV Program
3. Edgemont Elms | AFH #800 (1989)
This property is made up of 58 residential units, 16 of which are Public Housing
4. Goley Pointe | AFH #700 (2016)
This property is made up of 20 residential units, 14 of which are Public Housing

Staffing for Management Team 7 is comprised of the positions shown in the organizational chart below. The costs for personnel are allocated as indicated in the pie graph.



2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 4 WORTH STREET

LIPH - Worth Street
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	9,510	8,856	10,572	10,572	-	0%
Total Fee Revenue	5,827	6,170	2,616	32	(2,584)	-99%
Total Other Revenue	1	-	-	8,097	8,097	
TOTAL REVENUE	15,338	15,026	13,188	18,701	5,513	42%
EXPENSES						
Total Operating - Administrative	2,607	3,202	3,365	14,235	10,870	323%
Total Tenant Services	120	120	120	120	-	0%
Total Utilities	800	616	806	838	32	4%
Total Maintenance	1,118	3,752	1,707	2,020	314	18%
Total Protective Services	-	-	-	-	-	
Total Insurance Premiums	184	190	191	197	6	3%
Total Other General Expenses	-	1,090	7,080	1,291	(5,790)	-82%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	4,829	8,969	13,268	18,701	5,432	41%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	10,509	6,057	(80)	0	81	-100%
TOTAL EXPENSES	4,829	8,969	13,268	18,701	5,432	41%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	10,509	6,057	(80)	0	81	
(To)/From Unrestricted Net Position	(10,509)	(6,057)	80	(0)	(81)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 4
PREISS STEELE PLACE**

Preiss Steele Place
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	647,872	618,695	592,274	658,402	66,129	11%
Total Fee Revenue	-	-	-	-	-	
Total Other Revenue	3,976	3,689	-	-	-	
TOTAL REVENUE	651,848	622,384	592,274	658,402	66,129	11%
EXPENSES						
Total Operating - Administrative	144,411	153,306	169,883	218,572	48,650	29%
Total Tenant Services	7,957	8,275	7,597	8,779	-	16%
Total Utilities	75,362	136,523	162,015	175,496	13,481	8%
Total Maintenance	145,780	106,310	129,381	140,399	11,018	9%
Total Protective Services	3,674	3,036	2,854	2,968	114	4%
Total Insurance Premiums	26,640	27,263	19,614	17,124	(2,490)	-13%
Total Other General Expenses	9,049	6,252	61,620	52,145	(9,475)	-15%
Total Interest Expense and Amortization Cost	129,081	44,910	41,670	42,920	1,250	3%
TOTAL OPERATING EXPENSES	541,953	485,874	594,634	658,402	62,548	11%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	109,895	136,509	(2,360)	0	2,361	
TOTAL EXPENSES	541,953	485,874	594,634	658,402	62,548	11%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	109,895	136,509	(2,360)	0	2,361	
(To)/From Unrestricted Net Position	(109,895)	(136,509)	2,360	(0)	(2,361)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 4 EDGEMONT ELMS

Edgemont Elms
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	354,934	465,337	547,728	423,414	(124,314)	-23%
Total Fee Revenue	-	-	-	-	-	
Total Other Revenue	282,238	74	10	10	0	3%
TOTAL REVENUE	637,172	465,411	547,738	423,424	(124,314)	-23%
EXPENSES						
Total Operating - Administrative	163,313	170,100	213,163	208,705	(4,458)	-2%
Total Tenant Services	-	-	-	-	-	
Total Utilities	41,471	34,707	44,658	46,445	1,786	4%
Total Maintenance	80,078	94,191	135,840	111,095	(24,756)	-18%
Total Protective Services	693	2,400	680	2,500	1,820	268%
Total Insurance Premiums	12,359	13,110	11,845	12,700	855	7%
Total Other General Expenses	3,399	13,713	107,337	6,748	(100,589)	-94%
Total Interest Expense and Amortization Cost	23,789	22,968	34,205	35,231	1,026	3%
TOTAL OPERATING EXPENSES	325,101	351,189	547,728	423,424	(124,315)	-23%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	312,071	114,222	10	0	(10)	-98%
TOTAL EXPENSES	325,101	351,189	547,728	423,424	(124,315)	-23%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	312,071	114,222	10	0	(10)	
(To)/From Unrestricted Net Position	(312,071)	(114,222)	(10)	(0)	10	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 4
GOLEY POINTE

Goley Pointe
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	80,706	62,877	84,036	78,552	(5,484)	-7%
Total Fee Revenue	53,553	51,938	77,365	76,899	(466)	-1%
Total Other Revenue	6	-	-	-	-	
TOTAL REVENUE	134,265	114,815	161,401	155,451	(5,950)	-4%
EXPENSES						
Total Operating - Administrative	54,208	70,831	66,258	78,077	11,819	18%
Total Tenant Services	1,680	1,680	1,680	1,680	-	0%
Total Utilities	23,334	22,804	33,770	24,469	(9,301)	-28%
Total Maintenance	38,476	31,227	41,601	40,539	(1,065)	-3%
Total Protective Services	584	2,203	3,603	3,500	(103)	-3%
Total Insurance Premiums	5,627	5,899	5,277	5,388	111	2%
Total Other General Expenses	1,993	1,753	9,212	1,797	(7,415)	-80%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	125,902	136,397	161,401	155,451	(5,953)	-4%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	8,362	(21,582)	0	(0)	(0)	-315%
TOTAL EXPENSES	125,902	136,397	161,401	155,451	(5,953)	-4%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	8,362	(21,582)	0	(0)	(0)	
(To)/From Unrestricted Net Position	(8,362)	21,582	(0)	0	0	
Change in Net Position	-	-	-	-	-	



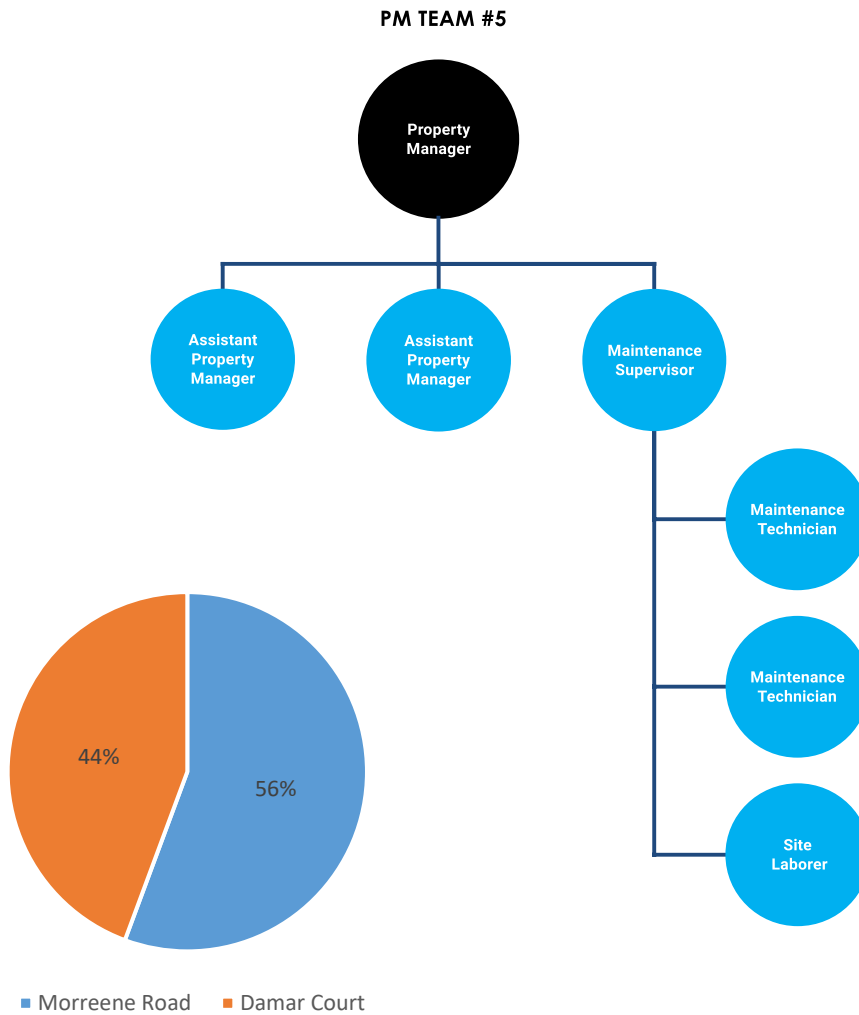
PROPERTY MANAGEMENT TEAM 5

Management Team 5 is responsible for managing **2 properties** with a total of **254 units**

- 1. Damar Court | AMP #011 (1967)
This property is made up of 102 residential units and 1 management office.

- 2. Morreene Road | AMP #010 (1968)
This property is made up of 224 residential units and 1 management office/community center.

Staffing for Management Team 5 is comprised of the positions shown in the organizational chart below. The costs for personnel are allocated as indicated in the pie graph.



2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 5
DAMAR COURT

Damar Court
FY2021 Budget

	2018 Budget	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	223,492	581,769	748,601	980,212	231,611	31%
Total Fee Revenue	434,685	-	-	-	-	
Total Other Revenue	-	-	-	-	-	
TOTAL REVENUE	658,177	581,769	748,601	980,212	231,611	31%
EXPENSES						
Total Operating - Administrative	145,859	216,013	250,891	317,325	68,841	26%
Total Tenant Services	-	5,150	4,635	4,820	185	4%
Total Utilities	158,100	131,041	152,772	259,891	107,119	70%
Total Maintenance	163,491	107,733	98,728	144,577	45,850	46%
Protective Services - Labor				-	-	
Protective Services - Other Contract Costs	4,500			-	-	
Protective Services - Other				5,500	5,500	
Employee Benefit Contributions - Protective Services - Healthcare				-	-	
Employee Benefit Contributions - Protective Services - Retirement				-	-	
Employee Benefit Contributions - Protective Services - FICA				-	-	
Employee Benefit Contributions - Protective Services - LTD				-	-	
Total Protective Services	4,500	-	-	5,500	5,500	
Total Insurance Premiums	23,449	26,360	24,579	26,071	1,492	6%
Total Other General Expenses	39,524	35,303	200,000	19,329	(180,671)	-90%
Total Interest Expense and Amortization Cost	-	-	-	202,698	202,698	
TOTAL OPERATING EXPENSES	534,923	521,599	731,604	980,212	251,014	34%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	123,254	60,170	16,997	(0)	(16,997)	-100%
TOTAL EXPENSES	534,923	521,599	731,604	980,212	251,014	34%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	123,254	60,170	16,997	(0)	(16,997)	
(To)/From Unrestricted Net Position	(123,254)	(60,170)	(16,997)	0	16,997	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 5
MORRENE ROAD

Morreene Road
FY2021 Budget

	2018 Budget	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	240,033	701,500	932,747	1,156,092	223,345	24%
Total Fee Revenue	495,136	-	-	-	-	
Total Other Revenue	-	43,032	40,051	41,253	1,202	3%
TOTAL REVENUE	735,169	744,532	972,798	1,197,345	224,546	23%
EXPENSES						
Total Operating - Administrative	200,355	260,075	279,192	356,477	77,285	28%
Total Tenant Services	-	5,150	4,668	4,820	152	3%
Total Utilities	257,128	197,369	225,000	251,500	26,500	12%
Total Maintenance	295,454	148,739	241,571	256,335	14,763	6%
Total Protective Services	10,609	-	15,000	25,000	10,000	67%
Total Insurance Premiums	31,537	54,392	52,367	54,642	2,274	4%
Total Other General Expenses	75,084	60,245	155,000	15,567	(139,433)	-90%
Total Interest Expense and Amortization Cost	-	-	-	233,004	233,004	
TOTAL OPERATING EXPENSES	870,167	725,970	972,798	1,197,345	224,546	23%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	(134,998)	18,562	(0)	(0)	(0)	33%
TOTAL EXPENSES	870,167	725,970	972,798	1,197,345	224,546	23%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	(134,998)	18,562	(0)	(0)	(0)	
(To)/From Unrestricted Net Position	134,998	(18,562)	0	0	0	
Change in Net Position	-	-	-	-	-	



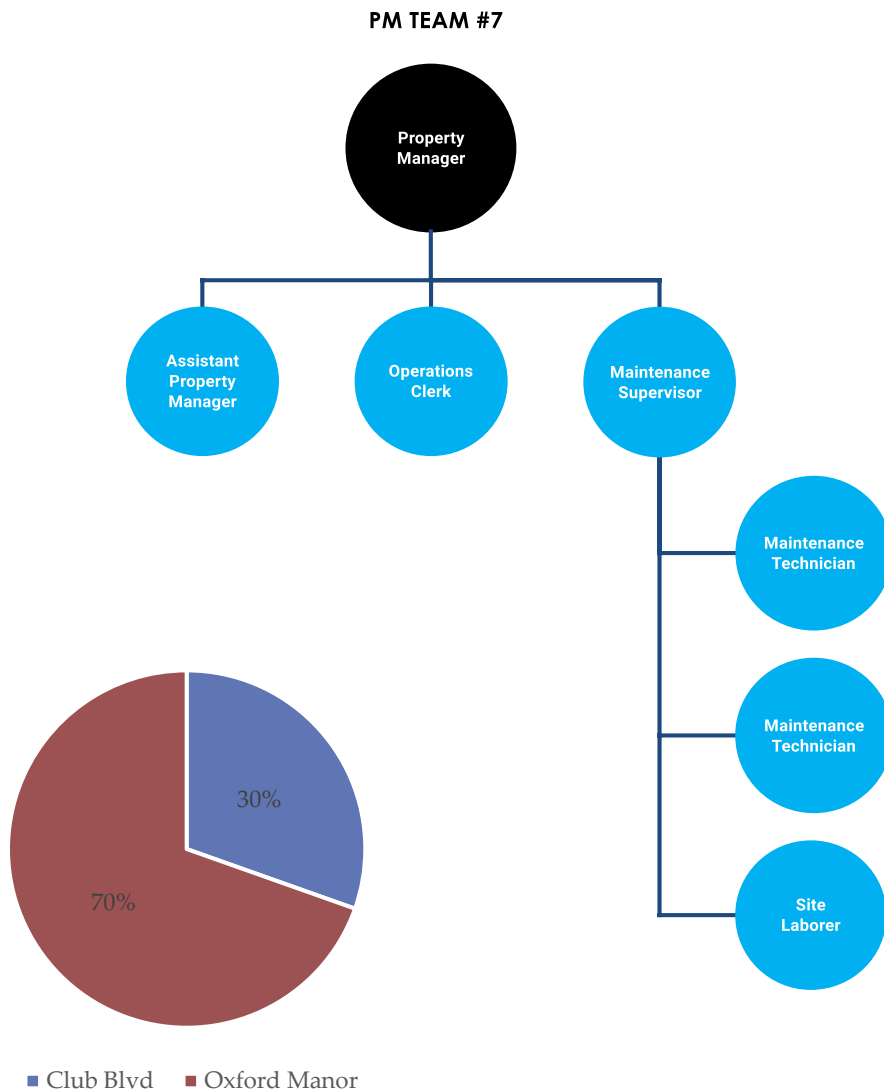
PROPERTY MANAGEMENT TEAM 6

Management Team 7 is responsible for managing **2 properties** with a total of **249 units**

- 2. Oxford Manor | AMP #012 (1972)
This property is made up of 172 residential units and 1 management office/community center.

- 3. Club Boulevard | AMP #007 (1969)
This property is made up of 77 residential units and 1 management office.

Staffing for Management Team 7 is comprised of the positions shown in the organizational chart below. The costs for personnel are allocated as indicated in the pie graph.



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2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 6
CLUB BOULEVARD

LIPH - Club Blvd
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	289,644	296,213	217,669	301,224	83,555	38%
Total Fee Revenue	471,239	457,191	508,363	510,722	2,359	0%
Total Other Revenue	87	-	-	-	-	
TOTAL REVENUE	760,971	753,404	726,032	811,946	85,914	12%
EXPENSES						
Total Operating - Administrative	152,127	198,939	183,692	275,235	91,544	50%
Total Tenant Services	9,240	9,240	11,165	11,165	-	0%
Total Utilities	220,310	185,802	294,525	272,765	(21,760)	-7%
Total Maintenance	176,213	184,501	148,052	150,342	2,255	2%
Total Protective Services	785	5,510	6,302	6,554	252	4%
Total Insurance Premiums	61,736	73,803	63,796	84,003	20,207	32%
Total Other General Expenses	9,198	19,211	18,501	11,883	(6,619)	-36%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	629,609	677,006	726,032	811,946	85,879	12%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	131,361	76,397	(0)	(0)	0	-80%
TOTAL EXPENSES	629,609	677,006	726,032	811,946	85,879	12%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	131,361	76,397	(0)	(0)	0	
(To)/From Unrestricted Net Position	(131,361)	(76,397)	0	0	(0)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 6
OXFORD MANOR

LIPH - Oxford Manor
FY2021 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	405,657	417,806	467,791	432,948	(34,843)	-7%
Total Fee Revenue	1,137,041	1,103,100	1,202,377	1,323,636	121,259	10%
Total Other Revenue	4,999	5,325	-	-	-	
TOTAL REVENUE	1,547,697	1,526,231	1,670,168	1,756,584	86,416	5%
EXPENSES						
Total Operating - Administrative	355,651	473,860	478,633	517,152	38,519	8%
Total Tenant Services	20,640	20,640	24,890	24,890	-	0%
Total Utilities	490,440	389,885	580,065	603,268	23,203	4%
Total Maintenance	477,371	365,954	420,662	460,943	40,281	10%
Total Protective Services	815	10,896	18,356	15,000	(3,356)	-18%
Total Insurance Premiums	40,110	44,637	46,622	45,139	(1,482)	-3%
Total Other General Expenses	10,629	13,298	100,940	90,191	(10,749)	-11%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	1,395,655	1,319,169	1,670,168	1,756,584	86,415	5%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	152,043	207,062	0	0	0	567%
TOTAL EXPENSES	1,395,655	1,319,169	1,670,168	1,756,584	86,415	5%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	152,043	207,062	0	0	0	
(To)/From Unrestricted Net Position	(152,043)	(207,062)	(0)	(0)	(0)	
Change in Net Position	-	-	-	-	-	



CENTRAL OFFICE COST CENTER PROGRAM SUMMARY

The Central Office Cost Center (COCC) is the fund mandated by HUD to account for “centralized” services and functions necessary to operate a housing authority. Most of the functions of the COCC are not directly attributable to the public housing communities or other programs. In essence, they are the overhead functions. For the Authority, these include:

- Executive Office
- Administration
- Financial Services
- Asset Management
- Resident Services
- Development
- Strategic Management

Funding for the COCC is in the form of fees charged to projects or programs. The fees include those specified by HUD as management fees, bookkeeping fees, asset management fees, or fees for services. HUD regulates which of these fees may be charged to any given program and how the fee is to be calculated.

The Authority does provide Technical Services on a “fee for service” basis. The Authority examined private sector rates for specialized maintenance services – electrical, plumbing, etc. - and has established rates for these services consistent with the private sector. When an “end user” department uses these services, they are charged as if they had contracted with a private sector vendor.

As per the rules of Asset Management, service provided by COCC staff that are directly traceable to properties are front-lined. In 2020, personnel expenses for Resident Services, Compliance and Safety/Security are charged directly to all properties using the established allocation by number of bedrooms.

Program management fees are charged to the HCV program according to HUD regulations. These fees are the higher of 20 percent of earned Administrative Fees or \$12.00 per voucher leased per month. In addition, the COCC can also charge the program \$7.50 per voucher leased per month as bookkeeping fees.

The COCC also charges all grant awards received by the AMPS a fee of up to 10% of the award. These include Capital and Replacement Housing Factor funds.

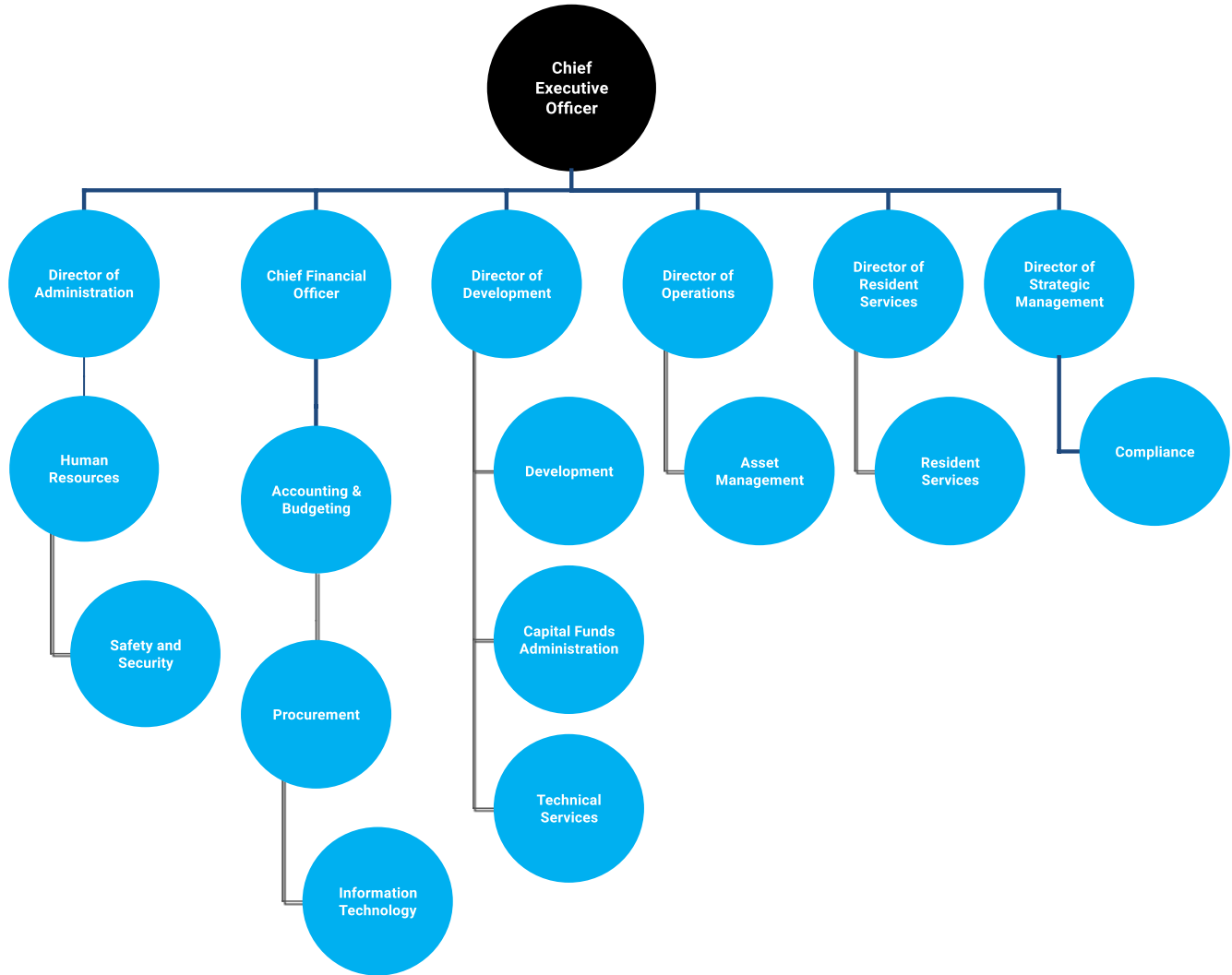
As determined by Resource Sharing Agreements, the COCC may also receive fees from the Authority’s instrumentalities (DVI) and Component Units (Learning Assistance, etc.)



CENTRAL OFFICE COST CENTER PROGRAM SUMMARY

Staffing for the COCC is comprised of the positions shown in the organizational chart below. All Directors with the exception of the Resident Services Director, are directly expensed to the COCC.

CENTRAL OFFICE COST CENTER





CENTRAL OFFICE COST CENTER PROGRAM SUMMARY

Executive Office

The Executive Office includes the Board of Commissioners, Chief Executive Officer and Staff responsible for coordinating the day-to-day activities of the Authority. This department is also responsible for communications with internal as well as external stakeholders including the United States Department of Housing and Urban Development (HUD), other federal entities, the State, City and County governments, Investors and Residents in the Public, Affordable and HCV Housing Programs.

Administration

As mentioned previously, the Administration department which was created in 2017 is made up of Human Resources and Safety/Security. Human Resources is responsible for planning, implementing and evaluating employee relations. Tasks performed include: labor relations, employee recruitment, compensation and benefits management, training and development as well as maintaining awareness of and compliance with federal, state and local labor laws.

The Safety & Security team works cooperatively with residents, staff, the public and law enforcement agencies to reduce crime, preserve peace and provide safe environments within the Authority's housing developments, both owned and managed. Tasks include monitoring building surveillance, responding to alarms, patrol and organizing outreach to DHA's neighborhoods throughout the year.

Financial Services

The Financial Services department includes Accounting, Budgeting, Procurement and Information Technology. The Accounting team maintains a system of internal administrative and accounting controls. This includes the evaluation of property/program management as well as departmental activities that affect the financial operations of the Authority. This department coordinated and executes all financial documents, annual budget and monthly financial reports.

Procurement is responsible for coordinating the solicitation of all Requests for Quotes (RFQ), Requests for Proposals (RFP), Invitations for Bid (IFB) and finalizing all contractual agreements on behalf of all departments. All departments are responsible for the procurement of materials and supplies for their respective areas in accordance with Asset Management.

Information Technology services provides support for all computer systems, applications and phones. Tasks include providing services to departments that ensure technological systems are reliable, stable and cost efficient.



CENTRAL OFFICE COST CENTER PROGRAM SUMMARY

Development

The Development department is responsible for planning and organizing all development, construction and modernization projects for the Authority. Tasks include budgeting for HUD funds under the Capital Fund and Replacement Housing Factor programs. This department also manages the affairs for the development instrumentality of the Authority, Development Ventures Inc, tasked with spearheading all development/redevelopment projects.

Asset Management

This department oversees property management and maintenance services for managed developments. Tasks include the establishment of the Admissions and Continued Occupancy Policy (ACOP), governing HUD-Aided Public Housing, Policies and Procedures for property management including lease agreements and application processing.

The Authority will also provide Technical Services – Plumbing, Electrician, HVAC and Locksmith Services on a Fee-For-Services basis to all properties. This team will be included in the Asset Management department and charges comparable rates

Resident Services

The Resident Services department offers, in partnership with other agencies, support services to provide opportunities for all residents in properties or programs managed by the Authority. This department implements several programs and services to assist residents. All resident service grants, including but not limited to Family Self Sufficiency, Continuum of Care etc., are administered by this department. In addition, the Resident Services department maintains the activities of Learning Assistance, Inc. – a component unit of the Authority.

Strategic Management

The Strategic Management department is made up of the Compliance team. The team ensures that the property and program management business areas of the Authority maintain compliance with federal, state and local regulations and requirements. Typical duties include the development of policies and procedures for property/program management, ensuring employee awareness of guidelines and regulations, developing compliance-related reporting and preparing risk assessment analysis to expand visibility.

In an effort to promote proper safeguarding of resources against waste and inefficiency, encourage accuracy and reliability of operational data, each COCC department manages an individual budget. However, it is important to note that the COCC departments are not a separate asset managed entity on their own. Unless otherwise required by a managed grant, all resources of the COCC are shared amongst the departments depending on need. The COCC budget is presented on a consolidated basis even though each departmental head oversees their own administrative budget.



**CENTRAL OFFICE COST CENTER
BUDGET ASSUMPTIONS & PROJECTIONS**

REVENUES:

1. Property/program management fees charged to the other programs. AMPs are charged based on standard rates set by HUD. For FY2021, Property Management fees are budgeted at \$59.67, the current approved HUD reasonable fee. The bookkeeping fee and asset management fees remain the same at \$7.50 per unit and \$10.00 per unit respectively. Property Management and Bookkeeping fees are charged per occupied unit. Asset management fees are charged per ACC unit and subject to excess cash as calculated from the previous year Financial Data Schedule (FDS).
2. The HCV program is charged a program management fee which is the higher of \$12.00 per voucher leased per month or 20% of the Administrative Fee earned. In addition, a bookkeeping fee of \$7.50 per voucher leased per month is charged to HCV.
3. Affordable Housing properties will be charged management fees according to their individual management agreements.
4. Technical Services fees will be charged for service performed at the properties.
5. The COCC also charges a program management fee of 10% of Capital Funds awarded.
6. The Resident Services department will administer the Family Self-Sufficiency, ROSS and Jobs Plus programs.

EXPENSES:

1. Salaries are budgeted at approved levels based on reorganizations and the results of the compensation study.
2. In previous years', Employee Benefit Contributions were budgeted for under General Expenses. Effective 2019, these expenses are budgeted for under the specific category where salaries are budgeted.
3. Service staff in the following departments are located and supervised in the COCC but are front-lined to the properties - Resident Services (including the Director), Compliance and Safety/Security.

2021 ANNUAL OPERATING BUDGET



CENTRAL OFFICE COST CENTER

Central Office Cost Center
FY2020 Budget

	2018 Actual	2019 Budget	2020 Budget	2021 Recommended	Recommended	
					Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
Total Fee Revenue	3,490,695	3,971,226	3,722,292	4,499,413	777,121	21%
Total Other Revenue	75,718	122,661	101,004	720,645	619,641	613%
TOTAL REVENUE	3,566,413	4,093,887	3,823,296	5,220,058	1,396,762	37%
EXPENSES						
Total Operating - Administrative	2,668,352	2,579,424	2,414,359	3,114,459	700,099	29%
Total Tenant Services	490,674	998,790	892,587	1,412,517	519,929	58%
Total Utilities	80,459	72,227	111,756	117,046	5,289	5%
Total Maintenance	274,151	289,236	327,121	493,411	166,290	51%
Total Protective Services	1,972	2,959	500	500	-	0%
Total Insurance Premiums	67,009	76,269	76,970	82,126	5,155	7%
Total Other General Expenses	31,336	-	-	-	-	
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	3,613,953	4,018,906	3,823,295	5,220,058	1,396,763	8%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	(47,540)	74,981	1	0	(1)	8%



HOUSING CHOICE VOUCHER PROGRAM SUMMARY

The Authority operates a Housing Choice Voucher Program (HCV) pursuant to U.S. Department of Housing and Urban Development (HUD) requirements. The HCV Program is structured to provide a housing voucher to program participants. Participants then locate housing in the local rental market. When an acceptable unit is located, both the program participant and the landlord are required to enter into a HAP contract with the Authority. Program participants pay approximately 30% of the rent and the voucher is used to pay the balance up to a predetermined market rate established by HUD on an annual basis.

In general, tenant-based vouchers are issued to the participants. However, some vouchers are “project-based” and are allocated to specific properties, so a participant has to be able to qualify to live in that particular property.

The Authority also administers Veterans’ Administration Supportive Housing vouchers (VASH) targeted at providing assistance to homeless veterans.

HCV Administration provides support for a maximum of 2, vouchers. However, it is important to note that HUD requires housing authorities manage the program within their allotted budget, not the allotted maximum vouchers. This means that the program may have a utilization rate that falls below the allotted vouchers but a 100% budget utilization. Primary services include the acceptance and processing of applications for vouchers; inspections of units on at least an annual basis, and recertification of program participant eligibility on an annual basis.

Housing Assistance Program (HAP) funds are “pass-through” in nature. Any surplus that occurs is retained for future needs, but is strictly limited to being used only for housing assistance payments. Due to the pass-through nature of the funds, no personnel or other expenses are allocated to HCV Program HAP.

In addition to the traditional HCV program, the HCV department also administers a small number Tenant Based Rental Assistance vouchers through two grant-funded programs, Shelter Plus Care (S+C) and Housing Opportunities for Persons with HIV/AIDS (HOPWA). Both programs reimburse the costs of Housing Assistance Payments expensed on a monthly basis and include a small fee for administering the programs.

The HCVP program is considered a separately asset managed program and pays the COCC program management fees.



**HOUSING CHOICE VOUCHER
BUDGET ASSUMPTIONS & PROJECTIONS**

The budget for the HCV Program is divided into two parts – Administration and Housing Assistance Payments (HAP). The following information provides additional detail regarding the projections of revenues and expenses for the HCV Program.

REVENUES:

1. Housing Assistance Payment funds to be received have been budgeted at \$21,146,544 using an average HAP amount of \$684.
2. Unit Months Leased are projected to be 320,916 for 2021 – an average of 2,576 units leased per month.
3. Administrative Fees earned are budgeted at \$1,9,25,512 which is a 2% increase from the amount budgeted in 2019 of \$1,896,816.
4. Other revenues include administrative fees earned from managing the two TBRA programs, Shelter Plus Care and HOPWA.

EXPENSES:

1. Housing Assistance Payment expenses are budgeted at the same level as expected revenues of \$21,146,544
2. Program management fees due to the COCC for FY 2021 are calculated as 20% of the projected administrative fees. Bookkeeping fees of \$7.50 per unit month leased are also charged.
3. The most significant change in expenses for the HCV program beginning in 2019 the program management and bookkeeping fees. In the past, the maximum allowable fees have not been charged to the program.
4. In 2021, a new position in the Financial Services department – General Ledger Accountant – HCVP, will be charged to HCVP.
5. The Chief Operations Officer position is allocated 80/20 between HCVP and the COCC.
6. All other expenses are directly incurred by the HCV department/program.

2021 ANNUAL OPERATING BUDGET



HOUSING CHOICE VOUCHER ADMINISTRATION

HCVP - Admin
FY2021 Budget

	2018 Actual	2019 Actual	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
Total Fee Revenue	1,810,197	1,968,930	1,910,939	2,120,491	209,552	11%
Total Other Revenue	43,842	104,107	24,777	-	(24,777)	-100%
TOTAL REVENUE	1,854,039	2,073,037	1,935,716	2,120,491	184,775	10%
EXPENSES						
Total Operating - Administrative	1,749,816	1,802,496	1,733,582	1,859,153	125,571	7%
Total Tenant Services	-	-	-	-	-	
Total Utilities	-	-	-	-	-	
Total Maintenance	5,805	69,407	151,609	153,000	1,391	1%
Total Protective Services	-	-	-	-	-	
Total Insurance Premiums	17,578	15,534	17,161	14,838	(2,323)	-14%
Total Other General Expenses	121,988	37,179	96,972	93,500	(3,472)	-4%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	1,895,187	1,924,616	1,999,323	2,120,491	121,168	6%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	(41,148)	148,420	(63,607)	(0)	63,607	-100%
TOTAL EXPENSES	1,895,187	1,924,616	1,999,323	2,120,491	121,168	6%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	(41,148)	148,420	(63,607)	(0)	63,607	
(To)/From Unrestricted Net Position	41,148	(148,420)	63,607	0	(63,607)	
Change in Net Position	-	-	-	-	-	

2021 ANNUAL OPERATING BUDGET



**HOUSING CHOICE VOUCHER
HOUSING ASSISTANCE PAYMENTS**

HCVP - HAP
FY2021 Budget

	2018 Actual	2019 Actual	2020 Budget	2021 Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
HUD PHA Operating Grants	19,862,272	21,403,814	22,194,210	21,146,544	(1,047,666)	-5%
Total Fee Revenue	19,862,272	21,403,814	22,194,210	21,146,544	(1,047,666)	-5%
Total Other Revenue	-	-	-	-	-	
TOTAL REVENUE	19,862,272	21,403,814	22,194,210	21,146,544	(1,047,666)	-5%
EXPENSES						
Total Operating - Administrative	-	-	-	-	-	
Total Tenant Services	-	-	-	-	-	
Total Utilities	-	-	-	-	-	
Total Maintenance	-	-	-	-	-	
Total Protective Services	-	-	-	-	-	
Total Insurance Premiums	-	-	-	-	-	
Total Other General Expenses	-	-	-	-	-	
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	-	-	-	-	-	
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	19,862,272	21,403,814	22,194,210	21,146,544	(1,047,666)	-5%
Housing Assistance Payments - Regular	20,258,717	21,370,097	22,194,210	21,146,544	(1,047,666)	
TOTAL EXPENSES	20,258,717	21,370,097	22,194,210	21,146,544	(1,047,666)	-5%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	(396,445)	33,717	-	-	-	
(To)/From Unrestricted Net Position	396,445	(33,717)	-	-	-	
Change in Net Position	-	-	-	-	-	



**DEVELOPMENT VENTURES, INC.
PROGRAM SUMMARY**

Development Ventures Incorporated (DVI) is an instrumentality of the Durham Housing Authority. DVI exists to develop affordable housing options to low-income residents of Durham on behalf of DHA. DVI is primarily involved in the development and ownership of new housing communities.

As a result of several ongoing projects, DVI will continue to evolve in FY2021. The entity owns two properties – Lincoln and Fayette. To date, DVI has completed the development/redevelopment of the following properties: Preiss Steele Place, Edgemont Elms, Goley Pointe, 1010 Worth Street, Damar Court, Morreene Road and Laurel Oaks.

It is important to note that DVI has no employees and is therefore operating under a Resource Sharing Agreement with DHA. This agreement may be reviewed and revised annually based on activity projected to be completed by the instrumentality.

DVI is also responsible for expenses charged to Lincoln and Fayette Place. The main source of revenue for DVI is developer fees earned at closing or deferred based on the development transactions.

2021 ANNUAL OPERATING BUDGET



DEVELOPMENT VENTURES, INC.

Development Ventures, Inc.
FY2020 Budget

	2018 Actual	2019 Budget	2019 Estimated	2020 Recommended	Recommended	
					Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
Total Fee Revenue	-	-	-	-	-	
Total Other Revenue	427,059	1,047,685	65	500,000	499,935	
TOTAL REVENUE	427,059	1,047,685	65	500,000	499,935	769604%
EXPENSES						
Total Operating - Administrative	279,814	254,811	254,877	255,704	828	0%
Total Tenant Services	-	-	-	-	-	
Total Utilities	7,283	5,424	3,463	3,564	101	3%
Total Maintenance	7,798	2,107	3,500	3,605	105	3%
Total Protective Services	-	-	-	-	-	
Total Insurance Premiums	10,751	11,074	8,825	9,090	265	3%
Total Other General Expenses	-	-	-	228,037	228,037	
Total Interest Expense and Amortization Cost	6,338	-	-	-	-	
TOTAL OPERATING EXPENSES	311,984	273,416	270,665	500,000	229,336	85%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	115,075	774,269	(270,600)	(0)	270,599	-100%

2021 ANNUAL OPERATING BUDGET



**LEARNING ASSISTANCE, INC.
PROGRAM SUMMARY AND BUDGET**

Learning Assistance, Inc., is a component unit of the Authority, incorporated as a North Carolina non-profit in 1987. The mission of the organization is to award scholarships to public housing youth and young adult residents. The primary source of income for Learning Assistance, Inc., is the proceeds from an agency endowment established in 1994 with the Greater Triangle Community Foundation. Other income recognized is usually the result of a donations made to the organization. The program is managed by the Resident Services department located in the Central Office Cost Center.

Learning Assistance, Inc.
FY2021 Budget

	2018 Actual	2019 Budget	2019 Budget	2020 Recommended	Recommended	
					Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	-
Total Fee Revenue	-	-	-	-	-	-
Total Other Revenue	31,724	18,120	16,500	15,000	(6,693)	
TOTAL REVENUE	31,724	18,120	16,500	15,000	(6,693)	-9%
EXPENSES						
Total Operating - Administrative	6,775	5,091	16,500	-	(6,059)	-100%
Total Tenant Services	-	-	-	-	-	
Total Utilities	-	-	-	-	-	
Total Maintenance	-	-	-	-	-	
Total Protective Services	-	-	-	-	-	
Total Insurance Premiums	-	-	-	-	-	
Total Other General Expenses	400	1,000	-	15,000	15,000	
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	7,175	6,091	16,500	15,000	8,941	-9%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	24,549	12,029	-	-	-	



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WE TAKE **R**ESPONSIBILITY

WE ARE **E**THICAL

WE **S**ATISFY CUSTOMERS

WE ARE **P**RODUCTIVE

WE ARE **E**NTHUSIASTIC

WE ARE **C**REATIVE

WE PRACTICE **T**EAMWORK