

APPROVED BY BOARD OF COMMISSIONERS ON

2022 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



PAGE INTENTIONALLY LEFT BLANK



TABLE OF CONTENTS

SECTION I – INTRODUCTION TO THE BUDGET

Transmittal Letter	5
Board of Commissioners	6
Organizational Structure	7
Staffing and Budget Allocations.....	8

SECTION II – THE AUTHORITY

Profile of the Authority.....	10
Strategic Plan.....	11

SECTION III – THE BUDGET

Summary Budget.....	13
---------------------	----

Low Income Public Housing (LIPH) and Affordable Housing (AFH)

LIPH Program Summary.....	15
LIPH Budget Assumptions & Projections.....	16
AFH – Program Summary	17
AFH – Budget Assumptions & Projections.....	18

Property Management Team 1	19
Property Management Team 2	26
Property Management Team 3	29
Property Management Team 4	31
Property Management Team 5	36
Property Management Team 6	39



TABLE OF CONTENTS

Central Office Cost Center (COCC)

COCC Program Summary	42
COCC Budget Assumptions & Projections.....	46
COCC Consolidated Budget.....	47

Housing Choice Voucher Program (HCVP)

HCVP Program Summary.....	48
HCVP Budget Assumptions & Projections.....	49
HCVP Budgets (Administration HAP)	50

Development Ventures, Inc (DVI)

DVI Program Summary	52
DVI Budget.....	53

Learning Assistance, Inc (LAI)

LAI Program Summary and Budget.....	54
-------------------------------------	----



SECTION I

INTRODUCTION TO THE BUDGET



2022 ANNUAL OPERATING BUDGET

November 22, 2021

To the Chairman and the Board of Commissioners

I am pleased to present the 2022 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 “The Way Forward” – with improving operations, redeveloping and increasing our footprint across the affordable housing world. Although 2020 and 2021 proved to be a challenging year for us, we are better equipped to respond to operational 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

2022 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 and Mayor. These concerned and dedicated citizens serve without pay. At least one Board position is held by a resident of DHA's subsidized housing programs. 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, Member

Robert Glenn, Member

Angela Holmes, Member

Pebbles Lucas, Member

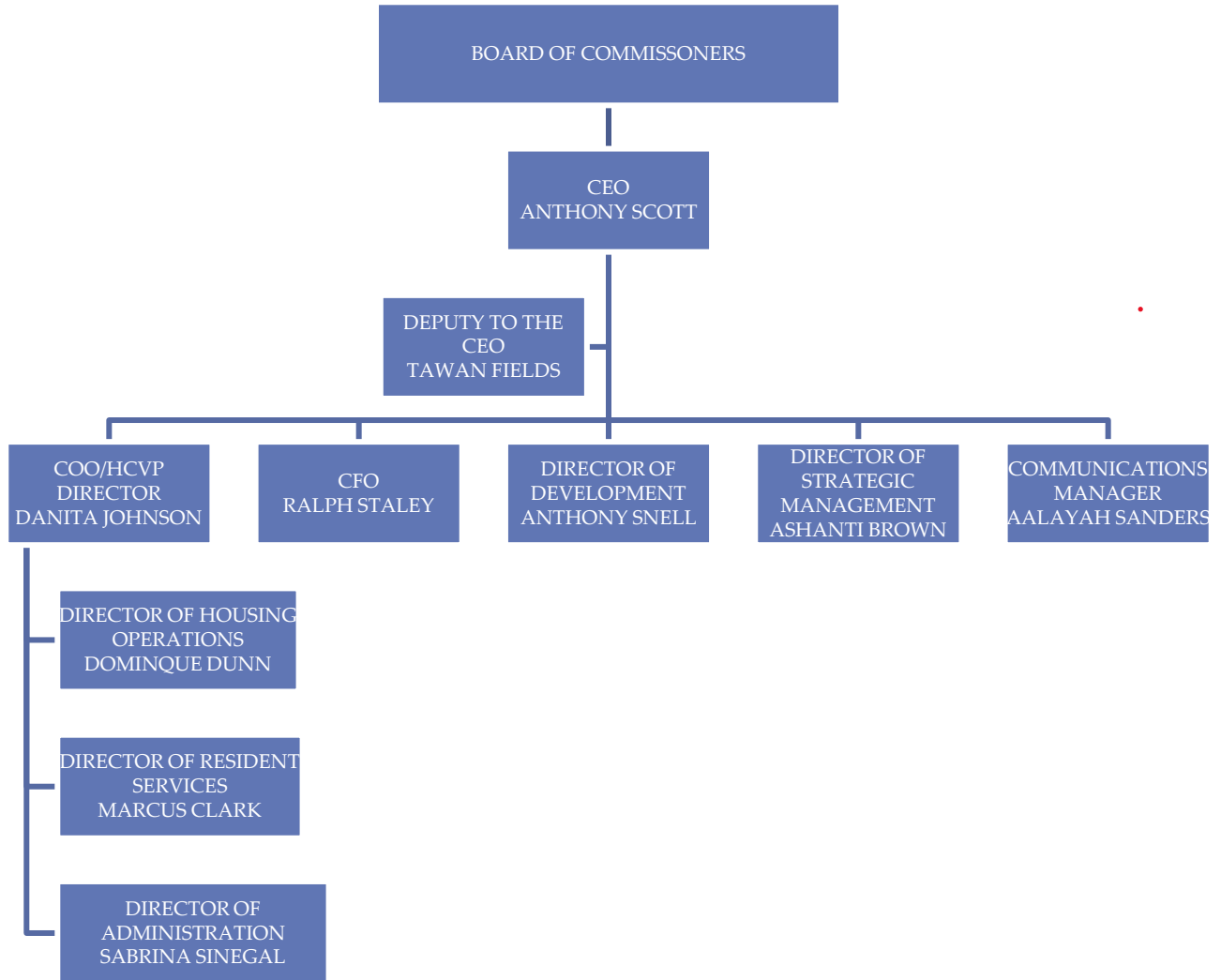
Christine Westfall, Member

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 97 in 2018 to a budgeted number of 114 for 2022.

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

STAFFING AT DHA – 5 YEAR TREND

2018 – 97 EMPLOYEES

2019 – 102 EMPLOYEES

2020 – 100 EMPLOYEES

2021 – 114 EMPLOYEES

2022 – 114 EMPLOYEES

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 1,197 public housing units available 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/Florian Companies (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 2022, 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 were added in 2021 under Resident Services for Housing Stability.

The restructure of the Financial Services and Strategic Management departments added 5 additional staff positions in 2021.

The Development department also includes 3 additional Project Manager positions in 2021.

A new Fee-for-Service division was added to the Asset Management department in 2021. The division will include technical services positions the following routine maintenance line items - HVAC, Electricity, Plumbing and Locksmith. In addition, there was an administrative staff person to manage work orders and support the department

SUMMARY BUDGET

DURHAM HOUSING AUTHORITY	FY2022 Recommended			FY 2021 Approved Operating				
	Operating Revenue	Operating Expenses	Operating Income/ (Loss)	Operating Revenue	Operating Expenses	Operating Income/ (Loss)	% Change - Revenues	% Change - Expenses
Durham Housing Authority								
Low Income Public Housing	10,037,693	10,037,693	-	10,037,693	10,037,693	-	0%	0%
Central Office Cost Center	5,220,058	5,220,058	-	5,220,058	5,220,058	-	0%	0%
HCVP Administration	2,120,491	2,120,491	-	2,120,491	2,120,491	-	0%	0%
HCVP HAP	21,146,544	21,146,544	-	21,146,544	21,146,544	-	0%	0%
TOTAL	38,524,786	38,524,786	-	38,524,786	38,524,786	-		
Component Units								
Development Ventures, Inc.	-	-	-	-	-	-	-	-
Learning Assistance, Inc.	15,000	15,000	-	15,000	15,000	-	0%	0%
Laurel Oaks, LLC	202,827	202,827	-	202,827	202,827	-	0%	0%
Edgemont Elms Housing, Inc.	423,424	423,424	-	423,424	423,424	-	0%	0%
Preiss-Steele Place, LLC.	658,402	658,402	-	658,402	658,402	-	0%	0%
Goley Pointe, LLC.	155,451	155,451	-	155,451	155,451	-	0%	0%
Damar Court, LLC.	980,212	980,212	-	980,212	980,212	-	0%	0%
Morreene Road, LLC.	1,197,345	1,197,345	-	1,197,345	1,197,345	-	0%	0%
TOTAL	3,632,661	3,632,661	-	3,632,661	3,632,661	-		
TOTAL	42,157,447	42,157,447		42,157,447	42,157,447	-	0%	0%



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 FY2022 are \$10,037,693, with no increase from the budgeted FY2021 revenues of \$10,037,693.

Budgeted expenses for FY2022 are \$10,037,693, with not change from the budgeted FY2021 expenses of \$10,037,693.



**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 the same levels as in 2021.
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 FY2022 is budgeted based on rental income received in 2021 and includes all rental assistance received from subsidy providers.
2. For Goley Pointe, operating subsidy is budgeted for the public housing units at the same amount as budgeted in 2021.

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. 519 E. Main Street | AMP #004 (1967)

This property is made up of 79 residential units and 1 community center.

4. Liberty Street | AMP #006 (1972)

This property is made up of 43 residential units and 1 management office.

5. Hoover Road | AMP #008 (1969)

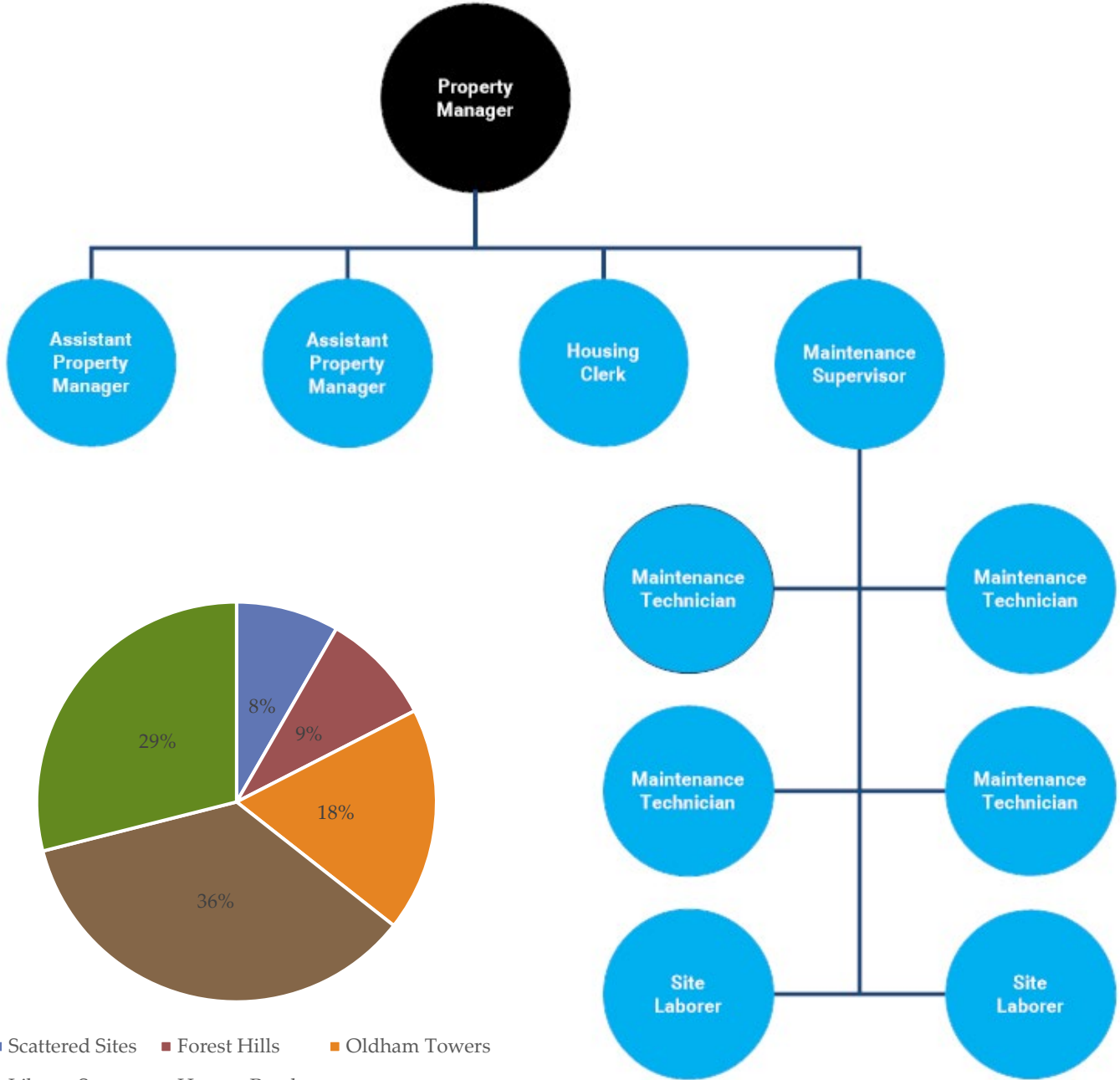
This property is made up of 54 residential units and 1 management office.

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



2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 1
SCATTERED SITES**

LIPH - Scattered Sites
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Rocommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	162,760	165,018	165,480	165,480	-	0%
Total Fee Revenue	205,147	170,674	199,462	199,462	-	0%
Total Other Revenue	104	-	-	-	-	0%
TOTAL REVENUE	368,010	335,692	364,942	364,942	-	0%
EXPENSES						
Total Operating - Administrative	96,522	99,470	103,694	103,694	-	0%
Total Tenant Services	6,025	7,250	7,250	7,250	-	0%
Total Utilities	120,323	117,614	122,319	122,319	-	0%
Total Maintenance	94,862	87,289	87,740	87,740	-	0%
Total Protective Services	-	-	1,000	1,000	-	0%
Total Insurance Premiums	8,304	9,026	8,486	8,486	-	0%
Total Other General Expenses	14,042	15,043	34,454	34,454	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	0%
TOTAL OPERATING EXPENSES	340,079	335,692	364,942	364,942	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	27,932	-	0	0	-	0%
(To)/From Unrestricted Net Position	(27,932)	-	(0)	(0)	-	0%
Change in Net Position	-	-	-	-	-	0%

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 1
FOREST HILL HEIGHTS**

LIPH - Forest Hills
FY2022 Budget

	2019 Budget	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	193,752	204,096	202,461	202,461	-	0%
Total Fee Revenue	149,780	166,708	167,367	167,367	-	0%
Total Other Revenue	2,052	1,772	-	-	-	0%
TOTAL REVENUE	345,584	372,576	369,828	369,828	-	0%
EXPENSES						
Total Operating - Administrative	93,139	98,494	151,662	151,662	-	0%
Total Tenant Services	22,500	6,600	6,600	6,600	-	0%
Total Utilities	94,521	92,444	118,501	118,501	-	0%
Total Maintenance	89,812	156,849	68,342	68,342	-	0%
Total Protective Services	500	6,643	307	307	-	0%
Total Insurance Premiums	9,922	9,542	9,946	9,946	-	0%
Total Other General Expenses	15,600	2,004	14,470	14,470	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	325,994	372,576	369,828	369,828	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	19,590	0	(0)	(0)	-	
(To)/From Unrestricted Net Position	(19,590)	(0)	0	0	-	
Change in Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 1
519 E. MAIN STREET**

LIPH - 519 E. Main Street
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	233,535	199,733	235,248	235,248	-	0%
Total Fee Revenue	406,692	321,576	384,875	384,875	-	0%
Total Other Revenue	3,116	3,022	-	-	-	0%
TOTAL REVENUE	643,343	524,331	620,123	620,123	-	0%
EXPENSES						
Total Operating - Administrative	151,184	145,252	196,594	196,594	-	0%
Total Tenant Services	12,810	15,345	15,345	15,345	-	0%
Total Utilities	75,063	70,183	72,990	72,990	-	0%
Total Maintenance	260,245	225,412	264,586	264,586	-	0%
Total Protective Services	17,611	14,815	8,000	8,000	-	0%
Total Insurance Premiums	20,218	21,440	21,752	21,752	-	0%
Total Other General Expenses	20,981	31,884	40,855	40,855	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	558,110	524,331	620,123	620,123	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	85,232	-	0	0	-	
(To)/From Unrestricted Net Position	(85,232)	-	(0)	(0)	-	
Change in Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 1
LIBERTY**

LIPH - Liberty
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	211,700	191,790	182,700	182,700	-	0%
Total Fee Revenue	757,400	610,799	581,246	581,246	-	0%
Total Other Revenue	1,179	-	-	-	-	-
TOTAL REVENUE	970,279	802,589	763,946	763,946	-	0%
EXPENSES						
Total Operating - Administrative	217,707	218,054	291,712	291,712	-	0%
Total Tenant Services	13,228	12,960	14,040	14,040	-	0%
Total Utilities	266,657	290,213	172,894	172,894	-	0%
Total Maintenance	299,933	233,534	238,298	238,298	-	0%
Total Protective Services	15,728	9,187	9,163	9,163	-	0%
Total Insurance Premiums	25,315	27,279	30,229	30,229	-	0%
Total Other General Expenses	7,958	11,362	7,611	7,611	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	846,526	802,589	763,946	763,946	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	123,754	-	(0)	(0)	-	
(To)/From Unrestricted Net Position	(123,754)	-	0	0	-	
Change In Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 1
HOOVER

LIPH - Hoover
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	88,987	95,057	59,220	59,220	-	0%
Total Fee Revenue	517,620	398,065	519,181	519,181	-	0%
Total Other Revenue	1,116	-	-	-	-	-
TOTAL REVENUE	607,723	493,122	578,401	578,401	-	0%
EXPENSES						
Total Operating - Administrative	155,783	164,374	231,594	231,594	-	0%
Total Tenant Services	6,480	6,480	7,830	7,830	-	0%
Total Utilities	166,003	146,247	145,000	145,000	-	0%
Total Maintenance	295,472	134,202	170,896	170,896	-	0%
Total Protective Services	3,976	7,990	2,500	2,500	-	0%
Total Insurance Premiums	16,118	17,583	18,805	18,805	-	0%
Total Other General Expenses	4,334	16,246	1,777	1,777	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	648,165	493,122	578,401	578,401	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL	(40,442)	-	(0)	(0)	-	
(To)/From Unrestricted Net Position	40,442	-	0	0	-	
Change in Net Position	-	-	-	-	-	

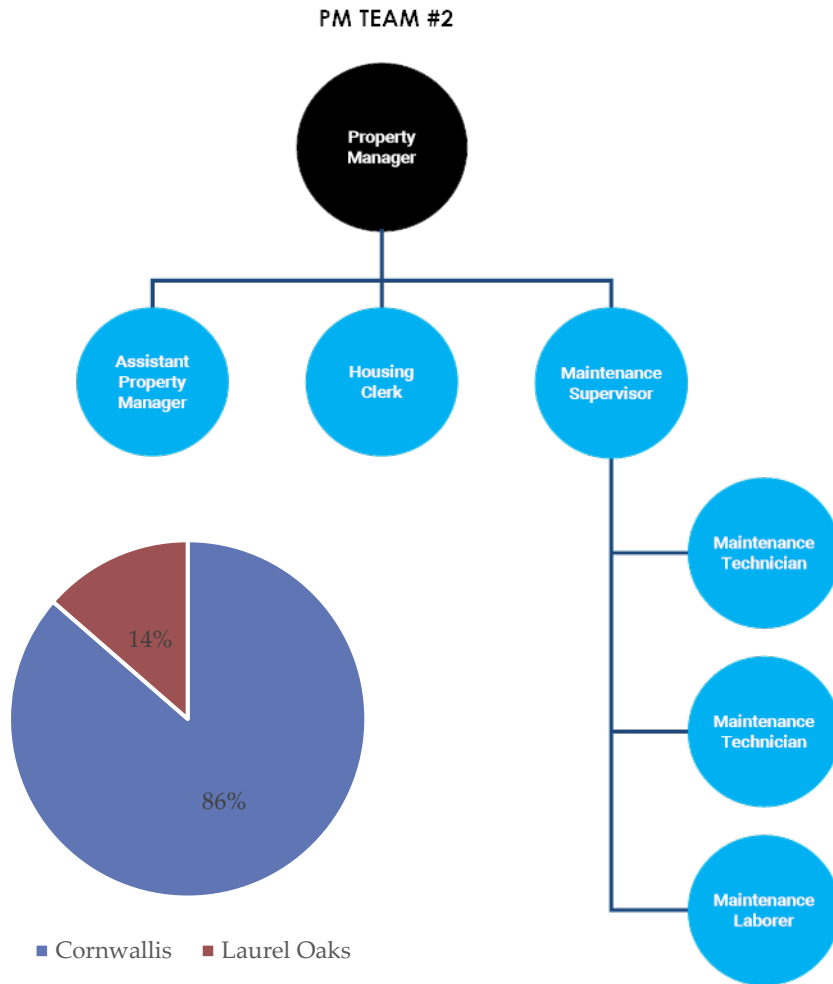


PROPERTY MANAGEMENT TEAM 2

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.



2022 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 2
CORNWALLIS

LIPH - Cornwallis
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	448,747	476,910	470,850	470,850	-	0%
Total Fee Revenue	1,741,341	1,348,414	1,352,649	1,352,649	-	0%
Total Other Revenue	(18,818)	-	-	-	-	-
TOTAL REVENUE	2,171,270	1,825,324	1,823,499	1,823,499	-	0%
EXPENSES						
Total Operating - Administrative	474,876	514,126	590,837	590,837	-	0%
Total Tenant Services	24,000	28,950	28,950	28,950	-	0%
Total Utilities	515,795	533,862	534,187	534,187	-	0%
Total Maintenance	544,183	554,788	491,504	491,504	-	0%
Total Protective Services	17,893	8,723	7,500	7,500	-	0%
Total Insurance Premiums	62,002	90,532	112,654	112,654	-	0%
Total Other General Expenses	(13,830)	94,343	57,867	57,867	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	1,624,919	1,825,324	1,823,499	1,823,499	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under)						
TOTAL EXPENSES	546,351	-	0	0	-	-
(To)/From Unrestricted Net Position	(546,351)	-	(0)	(0)	-	-
Change in Net Position	-	-	-	-	-	-

2022 ANNUAL OPERATING BUDGET



PROPERTY MANAGEMENT TEAM 2
LAUREL OAKS

AFH - Laurel Oaks
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	42,327	82,898	202,827	202,827	-	0%
Total Fee Revenue	287,769	225,942	-	-	-	0%
Total Other Revenue	3,474	-	-	-	-	
TOTAL REVENUE	333,570	308,840	202,827	202,827	-	0%
EXPENSES						
Total Operating - Administrative	69,417	72,823	82,898	82,898	-	0%
Total Tenant Services	6,368	3,600	-	-	-	0%
Total Utilities	81,950	84,848	34,637	34,637	-	0%
Total Maintenance	43,128	53,329	54,793	54,793	-	0%
Total Protective Services	2,350	5,181	5,000	5,000	-	0%
Total Insurance Premiums	7,707	8,346	8,038	8,038	-	0%
Total Other General Expenses	25,316	80,713	17,461	17,461	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	236,234	308,840	202,827	202,827	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	97,336	-	-	-	-	
(To)/From Unrestricted Net Position	(97,336)	-	-	-	-	
Change in Net Position	-	-	-	-	-	



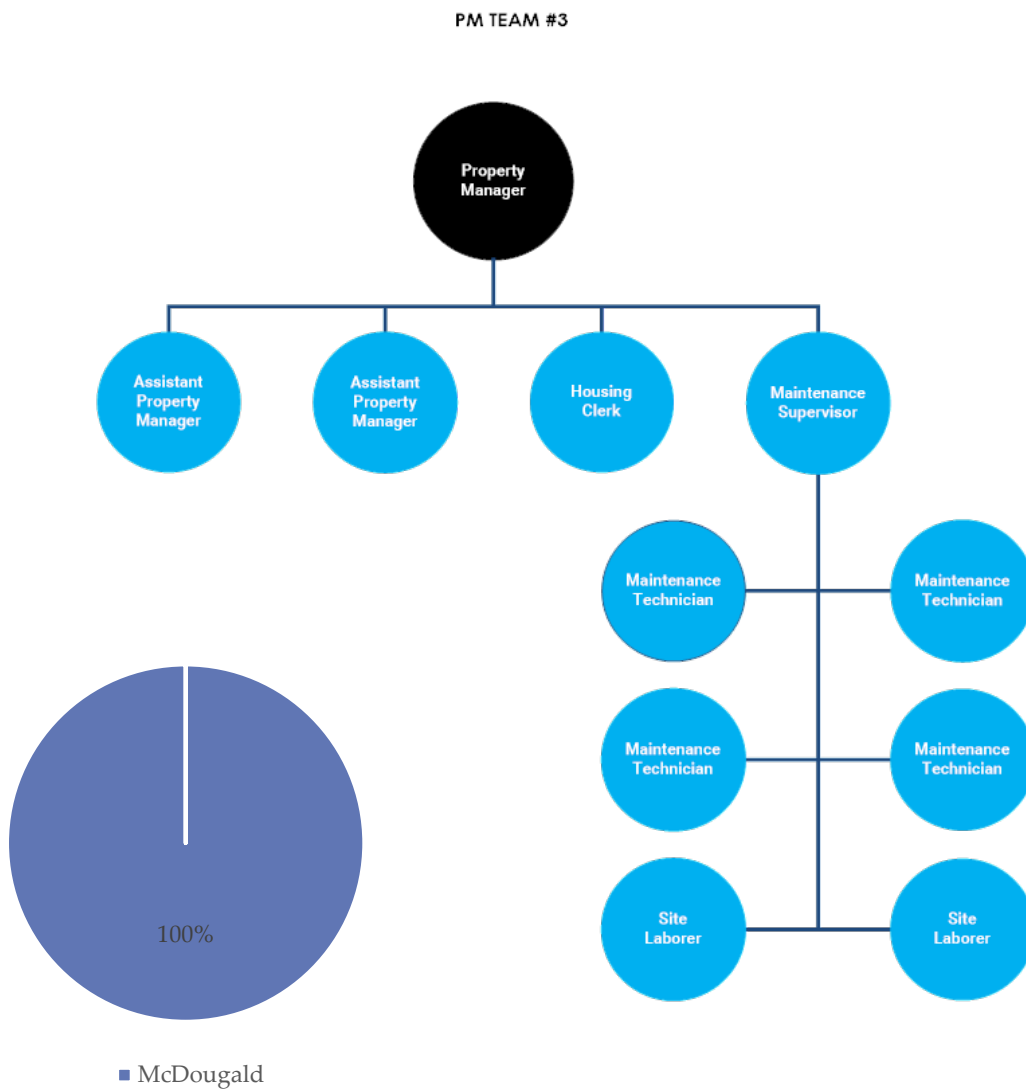
PROPERTY MANAGEMENT TEAM 3

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.



2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 3
MCDUGALD TERRACE**

LIPH - McDougald Terrace
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	826,684	862,403	742,797	742,797	-	0%
Total Fee Revenue	2,771,954	2,156,281	2,186,926	2,186,926	-	0%
Total Other Revenue	54,517	2,307	-	-	-	0%
TOTAL REVENUE	3,653,155	3,020,991	2,929,723	2,929,723	-	0%
EXPENSES						
Total Operating - Administrative	776,067	882,025	985,539	985,539	-	0%
Total Tenant Services	43,225	51,775	51,775	51,775	-	0%
Total Utilities	785,326	975,888	977,433	977,433	-	0%
Total Maintenance	1,028,648	918,215	772,998	772,998	-	0%
Total Protective Services	20,857	26,754	27,824	27,824	-	0%
Total Insurance Premiums	77,318	87,718	80,414	80,414	-	0%
Total Other General Expenses	167,717	78,616	33,740	33,740	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	2,899,158	3,020,991	2,929,723	2,929,723	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under)						
TOTAL EXPENSES	753,997	-	-	-	-	-
(To)/From Unrestricted Net Position	(753,997)	-	-	-	-	-
Change in Net Position	-	-	-	-	-	-

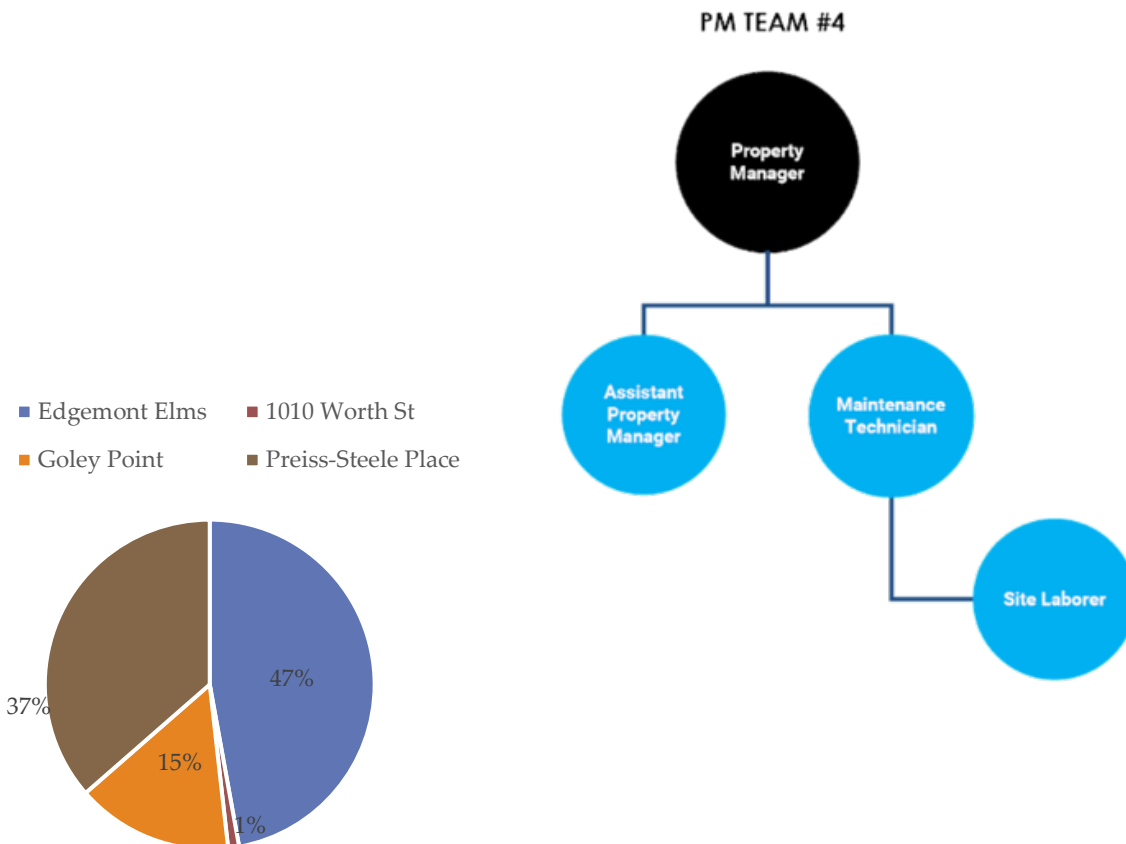


PROPERTY MANAGEMENT TEAM 4

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.



2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 4
WORTH STREET**

LIPH - Worth Street
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	10,112	10,572	10,572	10,572	-	0%
Total Fee Revenue	4,676	2,616	32	32	-	0%
Total Other Revenue	6	0	8,097	8,097	-	0%
TOTAL REVENUE	14,794	13,188	18,701	18,701	-	0%
EXPENSES						
Total Operating - Administrative	3,191	3,365	14,235	14,235	-	0%
Total Tenant Services	120	120	120	120	-	0%
Total Utilities	803	806	838	838	-	0%
Total Maintenance	1,439	1,707	2,020	2,020	-	0%
Total Protective Services	-	-	-	-	-	-
Total Insurance Premiums	172	190	197	197	-	0%
Total Other General Expenses	334	7,000	1,291	1,291	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	6,059	13,188	18,701	18,701	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	8,735	0	-	0	-	-
(To)/From Unrestricted Net Position	(8,735)	(0)	-	(0)	-	-
Change in Net Position	-	-	-	-	-	-

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 4
PREISS STEELE PLACE**

Preiss Steele Place
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	607,470	592,274	658,402	658,402	-	0%
Total Fee Revenue	-	-	-	-	-	-
Total Other Revenue	36,376	-	-	-	-	0%
TOTAL REVENUE	643,846	592,274	658,402	658,402	-	0%
EXPENSES						
Total Operating - Administrative	148,457	169,883	218,572	218,572	-	0%
Total Tenant Services	8,196	7,597	8,779	8,779	-	0%
Total Utilities	153,387	162,015	175,496	175,496	-	0%
Total Maintenance	135,092	129,381	140,399	140,399	-	0%
Total Protective Services	2,553	2,854	2,968	2,968	-	0%
Total Insurance Premiums	20,469	19,614	17,124	17,124	-	0%
Total Other General Expenses	41,771	61,620	52,145	52,145	-	0%
Total Interest Expense and Amortization Cost	126,595	39,310	42,920	42,920	-	0%
TOTAL OPERATING EXPENSES	636,519	592,274	658,402	658,402	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over (under) TOTAL EXPENSES	7,326	-	0	0	-	
(To)/From Unrestricted Net Position	(7,326)	-	(0)	(0)	-	
Change in Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 4
EDGEMONT ELMS**

Edgemont Elms
FY2021 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	429,947	547,728	423,414	423,414	-	0%
Total Fee Revenue	145	-	-	-	-	0%
Total Other Revenue	2,423	10	10	10	-	0%
TOTAL REVENUE	432,516	547,738	423,424	423,424	-	0%
EXPENSES						
Total Operating - Administrative	175,921	213,163	208,705	208,705	-	0%
Total Tenant Services	-	-	-	-	-	0%
Total Utilities	45,667	44,658	46,445	46,445	-	0%
Total Maintenance	129,841	135,840	111,095	111,095	-	0%
Total Protective Services	550	680	2,500	2,500	-	0%
Total Insurance Premiums	11,857	11,845	12,700	12,700	-	0%
Total Other General Expenses	25,908	107,337	6,748	6,748	-	0%
Total Interest Expense and Amortization Cost	22,644	34,215	35,231	35,231	-	0%
TOTAL OPERATING EXPENSES	412,389	547,738	423,424	423,424	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	20,127	-	0	0	(0)	
(To)/From Unrestricted Net Position	(20,127)	-	(0)	(0)	0	
Change in Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 4
GOLEY POINTE**

Goley Pointe
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	87,698	84,036	78,552	78,552	-	0%
Total Fee Revenue	97,946	77,365	76,899	76,899	-	0%
Total Other Revenue	694	-	-	-	-	0%
TOTAL REVENUE	186,338	161,401	155,451	155,451	-	0%
EXPENSES						
Total Operating - Administrative	65,567	66,258	78,077	78,077	-	0%
Total Tenant Services	1,680	1,680	1,680	1,680	-	0%
Total Utilities	31,717	33,770	24,469	24,469	-	0%
Total Maintenance	52,032	41,601	40,539	40,539	-	0%
Total Protective Services	2,915	3,603	3,500	3,500	-	0%
Total Insurance Premiums	5,409	5,277	5,388	5,388	-	0%
Total Other General Expenses	8,643	9,212	1,797	1,797	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	167,962	161,401	155,451	155,451	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	18,376	-	(0)	(0)	-	
(To)/From Unrestricted Net Position	(18,376)	-	0	0	-	
Change In Net Position	-	-	-	-	-	

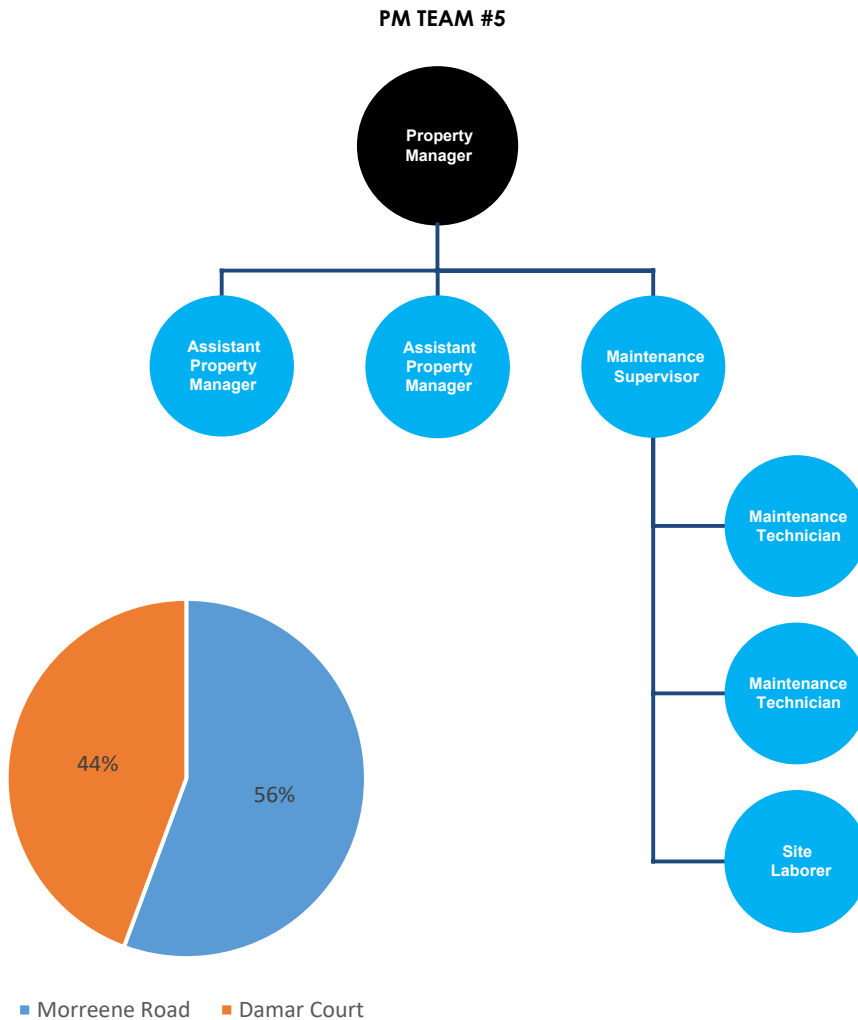


PROPERTY MANAGEMENT TEAM 5

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.



2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 5
DAMAR COURT**

Damar Court
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	503,893	748,601	980,212	980,212	-	0%
Total Fee Revenue	-	-	-	-	-	0%
Total Other Revenue	1,271	-	-	-	-	0%
TOTAL REVENUE	505,164	748,601	980,212	980,212	-	0%
EXPENSES						
Total Operating - Administrative	180,013	250,891	317,325	317,325	-	0%
Total Tenant Services	5,000	4,635	4,820	4,820	-	0%
Total Utilities	153,875	169,769	259,891	259,891	-	0%
Total Maintenance	89,375	98,728	144,577	144,577	-	0%
Total Protective Services	673	-	5,500	5,500	-	0%
Total Insurance Premiums	24,963	24,578	26,071	26,071	-	0%
Total Other General Expenses	17,919	200,000	19,329	19,329	-	0%
Total Interest Expense and Amortization Cost	219,136	-	202,698	202,698	-	0%
TOTAL OPERATING EXPENSES	690,953	748,601	980,212	980,212	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	(185,789)	-	(0)	(0)	-	
(To)/From Unrestricted Net Position	185,789	-	0	0	-	
Change in Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 5
MORRENE ROAD**

Morreene Road
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	850,334	932,747	1,156,092	1,156,092	-	0%
Total Fee Revenue	1,110	-	-	-	-	0%
Total Other Revenue	204,461	40,051	41,253	41,253	-	0%
TOTAL REVENUE	1,055,905	972,798	1,197,345	1,197,345	-	0%
EXPENSES						
Total Operating - Administrative	210,779	279,192	356,477	356,477	-	0%
Total Tenant Services	5,025	4,668	4,820	4,820	-	0%
Total Utilities	177,938	225,000	251,500	251,500	-	0%
Total Maintenance	192,831	241,571	256,335	256,335	-	0%
Total Protective Services	-	15,000	25,000	25,000	-	0%
Total Insurance Premiums	53,114	52,367	54,642	54,642	-	0%
Total Other General Expenses	22,882	155,000	15,567	15,567	-	0%
Total Interest Expense and Amortization Cost	251,675	-	233,004	233,004	-	0%
TOTAL OPERATING EXPENSES	914,243	972,798	1,197,345	1,197,345	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	141,662	-	(0)	(0)	(0)	
(To)/From Unrestricted Net Position	(141,662)	-	0	0	0	
Change in Net Position	-	-	-	-	-	



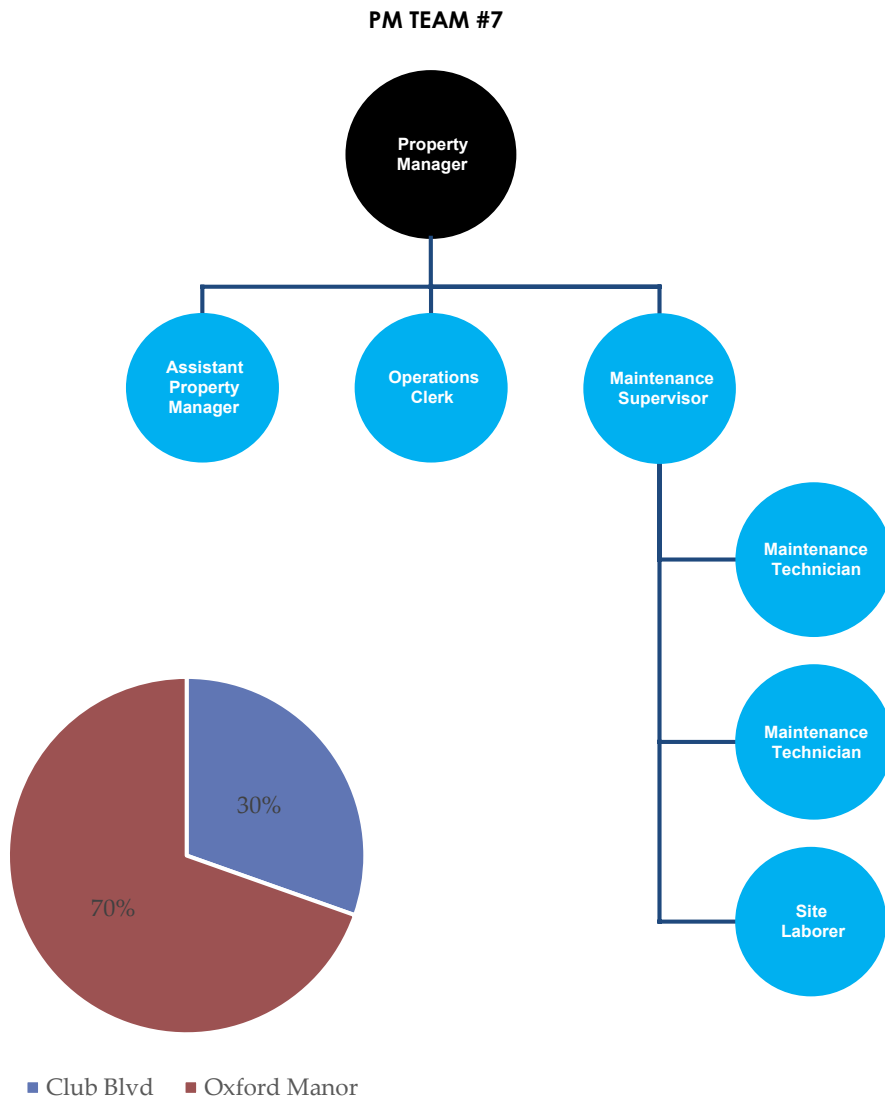
PROPERTY MANAGEMENT TEAM 6

Management Team 6 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 6 is comprised of the positions shown in the organizational chart below. The costs for personnel are allocated as indicated in the pie graph.



2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 6
CLUB BOULEVARD**

LIPH - Club Blvd
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	288,563	217,669	301,224	301,224	-	0%
Total Fee Revenue	682,658	508,363	510,722	510,722	-	0%
Total Other Revenue	1,495	-	-	-	-	0%
TOTAL REVENUE	972,717	726,032	811,946	811,946	-	0%
EXPENSES						
Total Operating - Administrative	168,832	183,692	275,235	275,235	-	0%
Total Tenant Services	9,265	11,165	11,165	11,165	-	0%
Total Utilities	279,616	294,525	272,765	272,765	-	0%
Total Maintenance	191,828	148,052	150,342	150,342	-	0%
Total Protective Services	809	6,302	6,554	6,554	-	0%
Total Insurance Premiums	28,075	63,796	84,003	84,003	-	0%
Total Other General Expenses	8,097	18,501	11,883	11,883	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	0%
TOTAL OPERATING EXPENSES	686,522	726,032	811,946	811,946	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	286,195	-	(0)	(0)	-	
(To)/From Unrestricted Net Position	(286,195)	-	0	0	-	
Change in Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



**PROPERTY MANAGEMENT TEAM 6
OXFORD MANOR**

LIPH - Oxford Manor
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	464,878	467,791	432,948	432,948	-	0%
Total Fee Revenue	1,596,415	1,202,377	1,323,636	1,323,636	-	0%
Total Other Revenue	5,621	-	-	-	-	0%
TOTAL REVENUE	2,066,914	1,670,168	1,756,584	1,756,584	-	0%
EXPENSES						
Total Operating - Administrative	438,636	478,633	517,152	517,152	-	0%
Total Tenant Services	21,083	24,890	24,890	24,890	-	0%
Total Utilities	585,442	580,065	603,268	603,268	-	0%
Total Maintenance	440,089	420,662	460,943	460,943	-	0%
Total Protective Services	26,361	18,356	15,000	15,000	-	0%
Total Insurance Premiums	43,271	46,622	45,139	45,139	-	0%
Total Other General Expenses	27,477	100,940	90,191	90,191	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	0%
TOTAL OPERATING EXPENSES	1,582,359	1,670,168	1,756,584	1,756,584	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	484,556	-	0	0	-	
(To)/From Unrestricted Net Position	(484,556)	-	(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 2022, 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.

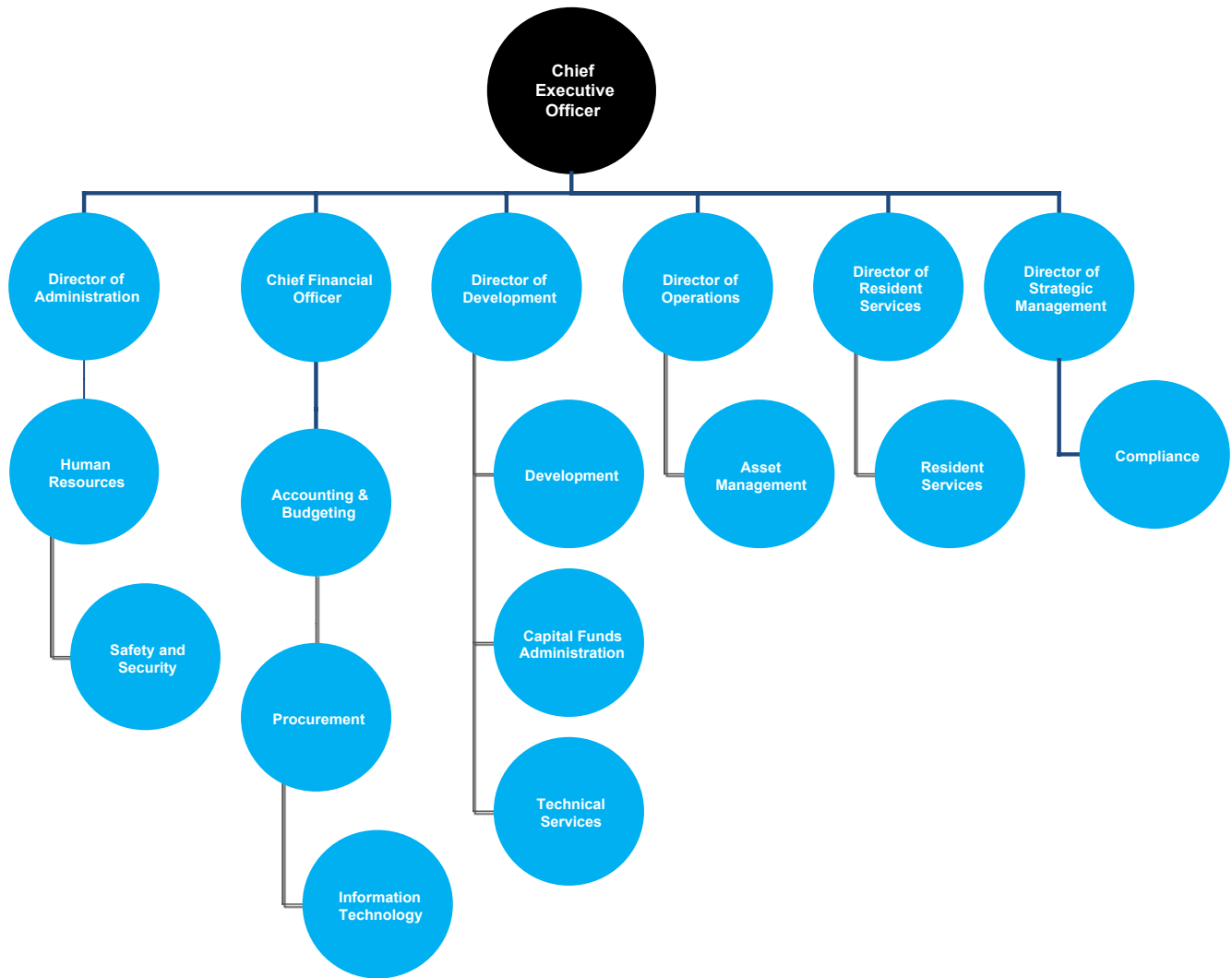
As determined by Resource Sharing Agreements, the COCC may also receive fees from the Authority’s instrumentalities (DVI) and Component Units (Learning Assistance, etc.)



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 and cooperating with law enforcement.

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.

Operations 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 and Strategic Planning. 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. Additionally, Strategic Management is responsible for oversight of the agency Strategic Direction and HUD reporting.

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**

Communications

This unit was formed in 2021 to address internal and external communication matters. It responds to and coordinates media inquiries, activates and monitors social media as well as the agency's website. Additionally, this unit promotes and supports agency or resident activities that benefit DHA communities.

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.

2022 ANNUAL OPERATING BUDGET



CENTRAL OFFICE COST CENTER

Central Office Cost Center
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
Total Fee Revenue	3,377,361	3,722,292	4,499,413	4,499,413	-	0%
Total Other Revenue	53,809	101,004	720,645	720,645	-	0%
TOTAL REVENUE	3,431,170	3,823,296	5,220,058	5,220,058	-	0%
EXPENSES						
Total Operating - Administrative	2,001,351	2,414,359	3,114,459	3,114,459	-	0%
Total Tenant Services	566,196	892,587	1,412,517	1,412,517	-	0%
Total Utilities	105,931	111,756	117,046	117,046	-	0%
Total Maintenance	329,497	327,121	493,411	493,411	-	0%
Total Protective Services	3,470	500	500	500	-	0%
Total Insurance Premiums	55,811	76,972	82,125	82,125	-	0%
Total Other General Expenses	33,506	-	-	-	-	
Total Interest Expense and Amortization Cost	-	-	-	-	-	
TOTAL OPERATING EXPENSES	3,095,762	3,823,296	5,220,058	5,220,058	-	0%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES TOTAL	335,407	(0)	-	-	-	0%
(To)/From Unrestricted Net Position	(335,407)	0	-	-	-	
Change in Net Position	\$ -	\$ -	\$ -	\$ -	\$ -	0%



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 2,614 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 2022 – an average of 2,576 units leased per month.
3. Administrative Fees earned are budgeted at \$1,925,512 which is the same as the amount budgeted in 2021.
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.

2022 ANNUAL OPERATING BUDGET



**HOUSING CHOICE VOUCHER
ADMINISTRATION**

HCVF - Admin
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
Total Fee Revenue	1,946,944	1,910,939	2,120,491	2,120,491	-	0%
Total Other Revenue	274,186	24,777	-	-	-	0%
TOTAL REVENUE	2,221,130	1,935,716	2,120,491	2,120,491	-	0%
EXPENSES						
Total Operating - Administrative	1,802,496	1,733,582	1,859,153	1,859,153	-	0%
Total Tenant Services	-	-	-	-	-	0%
Total Utilities	-	-	-	-	-	0%
Total Maintenance	69,412	151,609	153,000	153,000	-	0%
Total Protective Services	-	-	-	-	-	
Total Insurance Premiums	15,534	17,161	14,838	14,838	-	0%
Total Other General Expenses	37,179	33,365	93,500	93,500	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	0%
TOTAL OPERATING EXPENSES	1,924,621	1,935,716	2,120,491	2,120,491	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under)						
TOTAL EXPENSES	296,509	-	(0)	(0)	-	
(To)/From Unrestricted Net Position	(296,509)	-	0	0	-	
Change in Net Position	-	-	-	-	-	

2022 ANNUAL OPERATING BUDGET



**HOUSING CHOICE VOUCHER
HOUSING ASSISTANCE PAYMENTS**

HCVP - HAP
FY2022 Budget

	2019	2020	2021	2022	Annual	% Annual
	Actual	Budget	Budget	Budget Recommended	Change	Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
HUD PHA Operating Grants	21,403,814	22,194,210	21,146,544	21,146,544	-	0%
Total Fee Revenue	21,403,814	22,194,210	21,146,544	21,146,544	-	0%
Total Other Revenue	-	-	-	-	-	
TOTAL REVENUE	21,403,814	22,194,210	21,146,544	21,146,544	-	0%
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	-	-	-	-	-	
HOUSING ASSISTANCE PAYMENTS	21,403,814	22,194,210	21,146,544	21,146,544	-	0%
TOTAL EXPENSES	21,370,097	22,194,210	21,146,544	21,146,544	-	0%
EXCESS (DEFICIENCY) of TOTAL REVENUE over(under) TOTAL EXPENSES	33,717	-	-	-	-	
(To)/From Unrestricted Net Position	(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 and renovated housing communities.

As a result of several ongoing projects, DVI will continue to evolve in FY2022. The entity owns two non-affordable housing properties – Lincoln Apartments and Fayette Place. 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 Apartments and Fayette Place. The main source of revenue for DVI is developer fees earned at closing or deferred based on the development transactions.

2022 ANNUAL OPERATING BUDGET



DEVELOPMENT VENTURES, INC.

Development Ventures, Inc.
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Recommended	
					Annual Change	% Annual Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	
Total Fee Revenue	-	-	-	-	-	
Total Other Revenue	10	500,000	77,486	77,486	-	
TOTAL REVENUE	10	500,000	77,486	77,486	-	0%
EXPENSES						
Total Operating - Administrative	17,880	255,704	5,000	5,000	-	0%
Total Tenant Services	-	-	-	-	-	0%
Total Utilities	-	3,564	25,000	25,000	-	0%
Total Maintenance	-	3,605	25,000	25,000	-	0%
Total Protective Services	-	-	-	-	-	0%
Total Insurance Premiums	887	9,090	10,486	10,486	-	0%
Total Other General Expenses	-	-	-	-	-	0%
Total Interest Expense and Amortization Cost	-	228,037	12,000	12,000	-	0%
TOTAL OPERATING EXPENSES	18,767	500,000	77,486	77,486	-	0%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	(18,757)	-	-	-	-	0%

2022 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.
FY2022 Budget

	2019 Actual	2020 Budget	2021 Budget	2022 Budget Recommended	Recommended	
					Annual	% Annual
					Change	Change
REVENUES						
Total Tenant Revenue	-	-	-	-	-	0%
Total Fee Revenue	-	-	-	-	-	0%
Total Other Revenue	22,137	16,500	15,000	15,000	-	0%
TOTAL REVENUE	22,137	16,500	15,000	15,000	-	0%
EXPENSES						
Total Operating - Administrative	6,059	16,500	-	-	-	0%
Total Tenant Services	-	-	-	-	-	0%
Total Utilities	-	-	-	-	-	0%
Total Maintenance	-	-	-	-	-	0%
Total Protective Services	-	-	-	-	-	0%
Total Insurance Premiums	-	-	-	-	-	0%
Total Other General Expenses	-	-	15,000	15,000	-	0%
Total Interest Expense and Amortization Cost	-	-	-	-	-	0%
TOTAL OPERATING EXPENSES	6,059	16,500	15,000	15,000	-	0%
EXCESS of OPERATING REVENUE over OPERATING EXPENSES	16,078	-	-	-	-	



PAGE INTENTIONALLY LEFT BLANK



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