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## BUDGET MESSAGE

For the fiscal year beginning October 1, 2011

### Mission

***To assist low and moderate income families in achieving self sufficiency by providing stable housing, economic opportunity and community investment through coordination with social service providers.***

The proposed consolidated operating budget provides for the continuation of a financially sound operation in the midst of many funding uncertainties. Specific information about the funding uncertainties is provided in the Budget Message section.

### Content of the Consolidated Budget

This package contains annual budgets for the following properties and programs:

- **Central Office**  
Revenues include management fees paid by other programs to pay for centralized administrative functions.
- **SHA-Owned Housing**  
Southview Terrace, Englewood West and the Duplex/Triplex properties
- **Public Housing**  
307 units of HUD Public Housing that is owned by HUD/SHA
- **Section 8 Vouchers**  
Rent subsidies paid to private landlords on behalf of approx 3,047 households. Programs include 2,815 units of Housing Choice Vouchers (HCV), 94 units of Mainstream 5 yr (DV) and three new programs: 100 Family Unification Program vouchers (FUP), 25 units of Veteran's Assistance Vouchers (VASH) and 13 vouchers of Project-Based VASH.
- **Section 8 Moderate Rehabilitation**  
Rent subsidies paid to owners of the Coral Avenue SRO's and Apple blossom Apartments for 36 households.
- **Grant Programs**  
Capital Fund Program, Resident Self Sufficiency, Southfair Willamette ESD daycare, Doral House and the Security Deposit Program.

This budget package does NOT contain annual operating budgets for properties owned by tax credit limited partnerships (Parkway Village and Southfair Apartments) and

properties that SHA manages for Teton and Chemeketa Non-Profit corporations (Englewood East and the Hawthorne House, respectively). The fees that SHA earns and the administrative expenses incurred for managing these properties are represented in the Central Office budget.

### **Housing Authority Budget Fundamentals**

- The proposed budgets are balanced and reflect funding projections based upon information provided by HUD, affordable housing industry sources and rate forecasts of suppliers of goods and services.
- This budget provides the resources for the Authority to provide affordable rental housing to an estimated 3,514 low-income households and security deposits to landlords on behalf of an estimated 117 households.
- This budget includes new rental assistance resources awarded to the agency in 2011 to serve 25 homeless veteran households through the HUD-VASH program, 13 new VASH project based vouchers and 100 new Family Unification Program (FUP) vouchers to facilitate the reunification of families and support youth at risk of homelessness. Aggressive pursuit of additional vouchers is a priority.
- The Capital Fund Program, although reduced from previous years, will still continue to permit the Authority to upgrade its Public Housing units and to make management improvements that contribute to the overall efficiency of the Authority's operations.
- The Family Self Sufficiency Program continues to support families in their quest to become independent of governmental assistance. Grant writing success in Fiscal Year 2011 secured \$61,977 in additional public and private funds to support the agency mission. Aggressive pursuit of additional grant funds is a priority.

### **Program Funding Cycles**

The Authority's fiscal year begins October 1 and ends September 30. The operating period of grant programs varies based on the date the grant was awarded. To the extent possible, the Consolidated Budget reflects revenues and expenses anticipated during the Authority's fiscal year spanning the period October 1, 2011 to September 30, 2012.

### **Budget Timelines**

- HUD requires the Authority to submit a Resolution demonstrating budget approval by the Housing Authority Commission by September 30. The Housing Authority Commission will be requested to adopt the consolidated budget at the September 12, 2011 meeting.

- Teton Non-Profit Housing, Inc. and Chemeketa Non-Profit, Inc. have respectively approved the 2011-2012 operating budgets for Englewood East Apartments and the Hawthorne House at a semi-annual meeting held July 21, 2011.
- The Capital Fund Program budgets were approved by the Housing Authority Commission on July 11, 2011 as part of the Public Housing Agency Plan.
- The limited partnerships that own Parkway and Southfair Apartments will adopt operating budgets for the 2012 calendar year prior to December 31, 2011. Parkway's partnership ends December 31, 2011 and discussions are underway with the limited partner regarding this issue.

## **Budget Focus for FY 2011-12**

### **1. Financial Performance of Owned Housing Properties**

Collectively, the net cash flow of the duplex/triplex, Englewood West, and Southview Terrace properties were just above break even for the last completed fiscal year. Overall occupancy has been at or above 95% and trending upward the last quarter.

Rents were not raised in January 2011 due to rent caps in place from program funding and market comparisons and there currently are no plans to increase rents in January 2012.

Actions are being taken to reduce operating costs whenever possible to improve future cash flow.

### **2. Public Housing Operating Subsidy**

The amount of subsidy that SHA will receive in FY 2011-12 is uncertain at the time of budget adoption and will most likely remain uncertain until after the close of the fiscal year based upon prior year's experience. SHA remains highly reliant on Operating Subsidy in providing affordable rents to 307 Public Housing tenants. The subsidy comprises 56 percent of projected FY 2011-12 program income while tenant rents contribute 41.8 percent and miscellaneous sources provide the remaining 2.2 percent.

The operating subsidy is calculated by SHA in accordance with HUD guidelines. The actual amount of subsidy allocated to housing authorities depends on the level of Congressional appropriation. In the last few years, housing authorities have received anywhere between 85 and 103 percent of subsidy "entitlement". SHA has budgeted to receive 90 percent of subsidy entitlement for FY 2011-12. HUD has indicated that it may require use of program reserves to subsidize a severe reduction in operating subsidy due to federal budget constraints, but no final decision regarding this potential action has been made prior to adoption of this budget. The budget shows the expected subsidy as income and staff will make any necessary

adjustments required when the process for determining the amount of subsidy for next fiscal year is finalized by Congress and HUD.

The future of Public Housing is under continuous debate and discussion at the federal level. It is generally agreed that there is a great and immediate need to identify financial strategies to fund capital improvements to an aging public housing stock. It is highly likely that program changes will be discussed and near term changes made to address the declining physical quality. There are not any substantive changes to the public housing operating subsidy this fiscal year other than the issue of the funding source (subsidy or reserves) indicated above.

### **3. Voucher Housing Assistance Payments**

The federal budget authority for Housing Assistance Payments (HAP) under the Housing Choice Voucher program is uncertain as of the start of the Authority's FY 2011-12 fiscal year. HUD funds the Voucher program on a calendar year (CY). In the past, housing authorities were notified of their budget authority one to two months prior to the start of the calendar year, although for the past few years, agencies have not been notified until their fiscal years were well underway by several months or more. SHA was not notified of the calendar year 2011 budget authority until June 14, 2011. These delays have been a result of the funding challenges faced by the federal administration.

SHA expects to begin the Voucher funding year (starting January 1, 2012) with 100% voucher utilization relative to CY 2011 budget authority. SHA will need to monitor and adjust the number of voucher households participating in the program during 2012 according to (1) HAP budget authority, (2) the average HAP expenditure per household per month, (3) the rate of lease-up and (4) the rate of voluntary HAP terminations throughout the year.

HUD began "short funding" the HAP needs of housing authorities in CY 2009 while requiring housing authorities to use up all or nearly all of their HAP reserves, known as net restricted assets (NRA). SHA began fiscal year 2011 with NRA of approx \$899k and expects to end the year with NRA of just over \$500k if additional funds applied for are received. HUD expects housing authorities to expend 97 to 100 percent of HAP budget authority during each program year. The low level of NRA leaves very little cushion in FY 2011-12 for keeping units fully leased until subsidy levels are known.

### **4. Voucher Administrative Fees**

The uncertainty of HAP budget authority described above also results in uncertainty in the level of voucher administrative fees to be earned by SHA during the fiscal year.

Housing authorities earn administrative fee each month under the Voucher program at a HUD-published rate for the number of units leased adjusted by a floating proration factor that is adjusted on a monthly basis depending upon funds available

at HUD. HUD has been approximately four to six months behind in finalizing each month's admin fees earned as well as notifying agencies of the anticipated proration level, resulting in another level of uncertainty for funding administrative costs.

SHA has budgeted administrative fee based upon the projected 2011-12 leasing and has assumed a proration of 82.5% of the published fees (CY'11 was funded at 83% of published rates, a big decrease from the previous two year's prorations of 90% and 95%). This would adversely impact Voucher program operations and the ability to pay Central Office fees supporting agency operations.

**5. SHA Staffing Level for FY 2011-12**

SHA began the FY 2010-11 with a total of 56 FTE. A total of 8.2 FTE were eliminated during the current fiscal year. The proposed FY 2011-12 budgeted FTE is the same as the current estimated FY 2010-11 actual staffing levels (shown after layoffs in FY 2010-11):

**Full Time Equivalent (FTE) Staff Positions**

<b>SHA Section</b>	<b>FY 2010-11 est.</b>	<b>FY 2011-12 budget</b>	<b>Difference</b>
Central Office	17.8	17.8	0.0
Section 8	13.0	13.0	0.0
Property Management	<u>17.0</u>	<u>17.0</u>	<u>0.0</u>
<b>Total</b>	<b>47.8</b>	<b>47.8</b>	<b>0.0</b>

A total of 8.2 positions were eliminated during FY 2010-11 for various reasons:

- 1) Voucher program: Two voucher staff were not replaced (one HAR laid off due to funding issues and an OA position not filled after transfer to the City). One voucher inspector retired and was replaced by a person laid off from the City.
- 2) Property Mgmt - Public Housing/Affordable Housing: Five staff was laid off due to the elimination of the Tenant Relations Coordinator position. One was hired to fill a new position as a Tenant Relations Assistant for Affordable Housing. One lead mechanic was laid off from Affordable Housing, bumping a maintenance mechanic in Public Housing, who was then hired by the City.
- 3) Central Office: One manager for capital fund was laid off due to funding reductions in the capital fund grant as well as lack of Central Office funds to pick up the difference. One voucher FSS coordinator retired and was replaced by a .80 FTE coordinator due to grant funding restrictions.

## REVENUES

Numbers in parentheses indicate 2011-2012 budget figures.

### **1. Housing Assistance Subsidy (\$15,294,639)**

The line item represents (1) subsidies paid to landlords on behalf of renters participating under the Housing Choice Voucher and Section 8 Moderate Rehabilitation Programs and (2) cash assistance paid to landlords on behalf of clients under the City Security Deposit program.

### **2. Administrative Fees (\$2,052,569)**

These are fees earned for administration of the Voucher, Moderate Rehabilitation, and Security Deposit programs. The HCV CY 2012 proration factor is estimated at 82% vs. the 92% received for CY 2010 (CY 2011 proration factor has been estimated by HUD to be 83%).

### **3. Voucher Program Family Self Sufficiency (FSS) Program (\$201,213)**

HUD provides a subsidy for the Authority's cost in delivering Family Self-Sufficiency services to Voucher households.

### **4. Public Housing Subsidy (\$983,212)**

The subsidies for 307 Public Housing units are based on a HUD formula. The figure assumes that Congress will appropriate 90% of subsidy "entitlement" due to budget cuts. Current year funding (CY 2011) has not yet been finalized by HUD. SHA applied for \$534k in HAP "set aside" funds for additional leasing – the status of this request is currently unknown.

### **5. Tenant Rents (\$1,393,116)**

The aggregate of tenant rents anticipated from residents of Public Housing, the Duplex/Triplex project, Southview Terrace and Englewood West Apartments. No rent increases are planned at the non-public housing sites for FY 2012 due to market conditions. PH tenant rents are declining due to less income (the PH subsidy calculation is based on a rolling three year average, so it takes time to recoup sudden decreases in tenant rents).

### **6. Grants (\$139,531)**

HUD operating grants that support the Capital Fund and the Resident Self Sufficiency programs funding primarily payroll and soft costs.

### **7. Capital Fund Program (\$455,134)**

HUD capital improvement grants for hard costs (capitalized).

### **8. Central Office Fees (\$1,113,157)**

Fees paid by the Public Housing, Capital Fund program, Housing Choice Voucher program, Section 8 Moderate Rehabilitation program, Duplex/Triplex, Englewood West, Southview Terrace, Doral House and Southfair Daycare budgets to support centralized administrative costs. Includes fees from partnerships (Southfair/Parkway) and managed properties (Englewood East/Hawthorne House).

**9. Partner Fees (\$6,000)**

Fees earned by the Authority for management of the Parkway Village Apartments Limited Partnership on a cash available basis.

**10. Loan Receipts (\$6,380)**

Payments of principal and/or interest or pay-downs of existing loan balances. This payment stems from a development loan the Housing Authority made to Parkway Village.

**11. Daycare/Doral Lease Payments (\$21,360)**

Payment from Willamette ESD for lease of the Headstart facility at Southfair Apartments. The revenue is offset by mortgage expense, utilities, insurance and reserve deposits. The lease payment also provides a small administrative fee to Central Office.

**12. Fraud Recovery (\$35,000)**

Repayments to SHA of rental assistance paid on behalf of Housing Choice Voucher program participants who misrepresented their income and/or expenses.

**13. Portability Fees-Incoming (\$20,000)**

Fees earned as SHA accepts a Voucher client from another housing authority and bills the other housing authority for subsidy and administrative fees rather than issuing the household one of SHA's own vouchers. SHA receives a fee for servicing the "sending" housing authority's vouchers.

**14. Family Self Sufficiency (FSS) Escrow Forfeitures (\$46,000)**

This sum represents the anticipated forfeiture of funds held in escrow for FSS participants. Deposits are made to the FSS escrow as FSS participants increase income and pay higher rents resulting in subsidy savings. The forfeiture occurs when an FSS participant fails to meet their contractual goals and exits the program before completion.

**15. Tenant Charges (\$25,350)**

Charges to tenants for cleaning, painting and repair of units during occupancy or upon move-out.

**16. Interest Income (\$3,740)**

Estimated interest income earned on reserve funds held in the Authority's various programs. HUD restricts investments to U.S. Treasuries or government-backed agencies.

**17. Laundry Income (\$7,965)**

Income from coin-operated laundries located at owned housing and public housing properties.

**18. Other Income (\$26,500)**

Miscellaneous rebates, insurance reimbursement and collection of accounts after write-off.

**19. Total Revenue (\$21,830,866)**

## EXPENDITURES

### **1. Housing Assistance Payments (\$15,784,639)**

Rent subsidy or security deposits paid to landlords on behalf of eligible renters for Voucher, Mod Rehab and grant programs. These expenditures are offset by revenues allocated for Housing Assistance Subsidy.

### **2. Family Self Sufficiency (FSS) Escrow Deposits (\$94,250)**

Deposits held for and paid to those enrolled in the Voucher and Public Housing Family Self Sufficiency (FSS) program. As FSS families increase earnings and pay higher rents, the rent subsidy savings are placed in escrow for release to the family when graduating from the program.

### **3. Personnel Services (\$3,417,983)**

Salaries and fringe benefit costs paid to Housing Authority employees. Budget projections were made to cover estimated merit increases and wage and benefit cost adjustments anticipated through the 2011-2012 fiscal year for 47.8 FTE (full time equivalent) positions.

### **4. Central Office Fees (\$1,035,564)**

Fees paid by the housing properties under management and by the Housing Choice Voucher, Public Housing, Capital Fund, Owned Housing, Grants and Moderate Rehabilitation programs to the Central Office. Does not include fees paid by partnerships/managed properties. These expenses are shown in the entity's own budgets.

### **5. Other Administrative Costs (\$264,356)**

Other administrative costs include legal services, audit fees, travel and training expenses, technical publications, dues, office supplies, office equipment maintenance, printing, postage and telecommunications.

### **6. Other Tenant Services (\$1,740)**

Fees paid on behalf of 25 youth (residents of Public Housing and Voucher clients) to attend Camp Rosenbaum. For FY 2011 and FY 2012, only Public Housing residents have been sent due to Voucher program funding reductions.

### **7. Utilities (\$217,470)**

Utilities include all Authority-paid utility costs, excluding garbage. Utility costs are incurred at Robert Lindsey Tower (SHA pays all utilities at this property), the Authority's office, Public Housing, Southview Terrace and Englewood West common areas and in vacant units. Also includes street lighting charges for PH and Owned units.

### **8. Repairs and Maintenance (\$438,981)**

Materials and contracts required for preventive, turnover and work order maintenance of Public Housing, Southview Terrace, Englewood West and Duplex/Triplex units. Maintenance contracts include vehicle maintenance, pest control, elevator maintenance, garbage collection costs and any maintenance costs for the Southfair Daycare facility or Doral House.

**9. Portability Fees - Outgoing (\$30,000)**

Administrative fees paid by the Salem Housing Authority to housing authorities that receive a Voucher client from Salem and choose to bill SHA rather than issue their own agency's voucher.

**10. Other Operating Expenses (\$166,308)**

This cost category includes (1) insurance premiums paid for property, general liability, automobile, flood, fidelity bond, and errors and omissions coverage through the Housing Authorities Risk Retention Pool, (2) a Public Housing "Payment In Lieu of Taxes" (PILOT) to the City of Salem, which is determined by a formula that equates to 10 percent of tenant rents for Public Housing units less utility costs, (3) collection losses for unpaid rent and vacate charges and (4) expenses related to redevelopment of the Orchard Village site. If shown, this expense is offset by an asset repositioning fee shown as a component of the Public Housing operating subsidy.

**11. Total Expenses (\$21,451,291)**

**12. Net Operating Income (\$379,575)**

**13. Debt Service (\$186,970)**

Included here are scheduled payments of principal and interest to: (1) City of Salem for HOME loan on Parkway Village, (2) Wells Fargo Bank for Englewood West and Southview Terrace mortgages, (3) West Coast Bank and City of Salem for the duplex/triplex project and (4) City of Salem for the Southfair Daycare facility.

**14. Reserve Interest (Restricted) (\$1,505)**

Interest earned on reserve funds that must be allocated to restricted project reserves at year-end.

**15. Housing Assistance Payments Reserves (Restricted) (\$472,500)**

SHA anticipates that there will be no unspent HAP at the end of FY2011-12 to increase the "net restricted asset" (NRA) reserve in the Voucher program at the start of FY 2011-2012. HUD required housing authorities to spend down their excess NRA in FY 2008-09, but allows a small portion (approx one week's HAP) to be held for emergencies. The amount shown for FY 2011-12 is restricted HAP funds from other sources, such as FSS forfeits, etc. If the requested set-aside funding of \$534k is approved, it will be added to the NRA account and used to support additional leasing up to the ACC cap.

**16. Other Restricted Funds (\$189,566)**

This expense includes any remaining unspent individual program funds as well as replacement reserve deposits for Owned Housing properties.

**17. Capital Outlay/Improvements (\$474,034)**

This expense includes fixed asset acquisition and improvements to Authority-owned property. The majority of capital improvement expense is paid under the Capital Fund Program on behalf of Public Housing.

**18. Net Cash Flow (\$0)**

All budgets are "break-even."

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**CONSOLIDATED BUDGET**  
**Fiscal Year Beginning October 1, 2011**  
**Three year comparison**

@ 6/30/11

		2009/10 Actual	2010/11		2011/12 Proposed Budget
			Budget	Estimated Fiscal Year End	
<b>Cash Based</b>					
<b>REVENUE</b>					
<u>Subsidies:</u>					
Hsg Assist Payments	1	15,041,395	16,536,321	15,421,560	15,294,639
Hsg Assist Admin Fees	2	2,053,414	2,238,024	2,065,772	2,052,569
Voucher Family Self Sufficiency	3	149,743	196,251	199,660	201,213
Public Housing Operating	4	1,092,134	991,806	1,098,303	983,212
<u>Other:</u>					
Tenant rents (net)	5	1,407,053	1,482,803	1,393,033	1,393,116
Operating Grants	6	786,597	226,748	305,481	139,531
Capital Fund/ARRA	7	1,871,226	1,032,179	463,891	455,134
Central Office Fees	8	994,232	1,166,504	1,042,246	1,113,157
Partner fees	9	6,000	6,000	6,000	6,000
Loan Receipts	10	6,380	6,380	6,380	6,380
Leasing (SC/Doral)	11	10,063	9,960	16,610	21,360
Fraud Recovery	12	37,395	20,000	41,029	35,000
Port Fees (incoming)	13	14,317	20,000	25,000	20,000
FSS Forfeitures	14	167,547	28,000	76,241	46,000
Tenant charges	15	38,793	21,750	31,103	25,350
Interest	16	5,709	10,870	4,231	3,740
Laundry	17	8,864	9,330	7,880	7,965
Other	18	47,460	47,150	64,895	26,500
<b>Total Revenue</b>	19	<b>23,738,321</b>	<b>24,050,076</b>	<b>22,269,315</b>	<b>21,830,866</b>
<b>EXPENSE</b>					
Housing Assistance Payments	20	15,197,271	16,433,121	15,591,691	15,784,639
FSS escrow deposits	21	119,481	133,890	88,979	94,250
Personnel services	22	3,643,582	3,762,245	3,601,943	3,417,983
Central Office Fees	23	1,106,614	1,086,631	1,042,591	1,035,564
Other administrative	24	306,446	296,288	254,542	264,356
Other tenant services	25	3,200	4,100	1,704	1,740
Utilities	26	197,278	201,170	210,799	217,470
Repairs and maintenance	27	544,404	344,790	398,271	438,981
Port fees (outgoing)	28	28,903	27,000	30,000	30,000
Other operating	29	255,575	239,982	210,157	166,308
<b>Total Expense</b>	30	<b>21,402,756</b>	<b>22,529,217</b>	<b>21,430,677</b>	<b>21,451,291</b>
<b>Net Operating Inc/Exp</b>	31	<b>2,335,565</b>	<b>1,520,859</b>	<b>838,638</b>	<b>379,575</b>
Debt service	32	192,732	192,794	190,505	186,970
Reserves Interest (restricted)	33	1,979	8,005	1,445	1,505
HAP reserves (restricted)	34	(148,376)	50,000	(118,804)	(472,500)
Other restricted funds/rsv dep	35	156,762	143,231	102,064	189,566
Capital outlay/improvements	36	2,132,469	1,126,829	663,428	474,034
<b>Net Cash Flow</b>	37	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

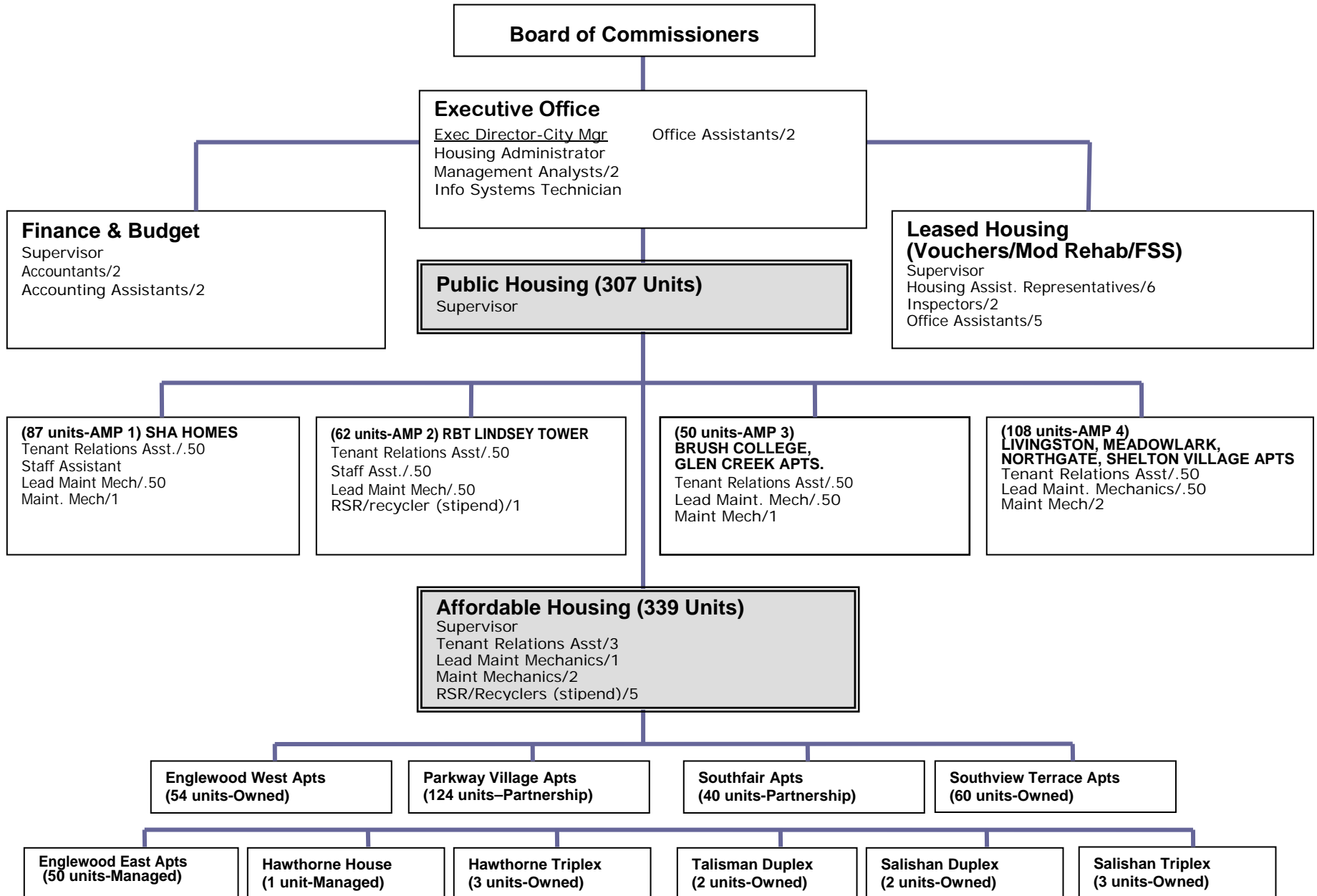
**CONSOLIDATED BUDGET**  
**Fiscal Year Beginning October 1, 2011**  
**Three year comparison**

		2009/10 Actual	2010/11 Estimated Fiscal Year End	2011/12 Proposed Budget
<b>Other administrative:</b>				
Legal services	1	1,847.98	1,138	1,650
Payroll/HR services	2	15,929.55	10,941	12,841
Temporary help	3	11,639.72	1,520	0
Audit	4	24,601.20	30,338	30,407
Training/travel	5	17,385.04	5,534	1,060
Office supplies	6	35,947.16	29,255	32,845
Computer equipment and software	7	3,177.37	5,225	4,850
Computer maintenance/repairs	8	16,951.49	16,510	17,160
Office equipment	9	2,176.79	100	750
Office equipment maint/repairs	10	8,285.17	7,225	8,615
Postage	11	38,136.15	37,469	39,330
Printing	12	14,276.83	9,765	12,394
Advertising	13	600.63	2,134	770
Dues	14	9,849.25	11,191	11,815
Publications	15	1,962.68	2,208	2,731
Telecommunications	16	65,498.17	58,706	60,704
CR cable (EW/SVT)	17	310.68	340	340
Bond agent (RLT)	18	585.35	558	560
Interpreters	19	6,753.80	3,547	4,295
Background checks	20	6,249.38	3,770	4,470
Collection and court fees	21	1,055.62	625	945
Bank service charges	22	8,818.50	11,050	11,374
Storage Rental	23	600.00	600	600
Outside Inspections	24	1,575.00	1,000	1,000
LIHTC monitoring fees	25	2,475.00	2,850	2,850
Property Mgmt exp	26	4,576.28	0	0
Grant program supplies/VIDA	27	5,181.10	943	0
<b>Total other administrative</b>	<b>28</b>	<b>306,445.89</b>	<b>254,542</b>	<b>264,356</b>
<b>Other tenant services:</b>				
Drug Awareness-Camp Rosenbaum	29	3,200.00	1,600	1,600
Resident Activities	30	0.00	104	140
<b>Total Other tenant services</b>	<b>31</b>	<b>3,200.00</b>	<b>1,704</b>	<b>1,740</b>
<b>Repairs and maintenance</b>				
<b>Materials:</b>				
Plumbing Parts & Supplies	32	22,430.41	16,655	18,860
Heating Parts & Supplies	33	4,761.50	4,700	6,400
Electrical Parts & Supplies	34	21,607.82	17,650	19,150
Appliances	35	24,977.77	9,360	12,216
Appliance parts	36	9,446.68	9,850	10,975
Locks and keys	37	12,657.76	8,700	10,310
Small tools	38	6,462.45	5,600	6,125
Pest prevention	39	82.30	1,025	1,300
Grounds supplies	40	9,785.62	8,573	9,400
Barkdust	41	8,977.20	3,700	4,750
Building supplies	42	27,424.29	22,625	26,325
Painting supplies	43	10,099.26	11,750	12,700
Janitorial supplies	44	5,315.55	5,485	5,840
Vertical blinds and draperies	45	11,494.74	8,654	8,960
Decorating supplies	46	1,598.72	0	0
Uniforms and protective clothing	47	1,323.35	2,585	2,372
Signage	48	1,234.45	550	400
<b>Total repairs materials</b>	<b>49</b>	<b>179,679.87</b>	<b>137,462</b>	<b>156,083</b>

Consolidated Budget – Three Year Comparison, Continued

		2009/10 Actual	2010/11 Estimated Fiscal Year End	2011/12 Proposed Budget
<b>Other administrative:</b>				
Repair Contracts:				
Contract Labor (temps)	50	46,425.90	7,576	0
Vehicle maint/gas	51	25,032.85	22,800	23,736
Equipment rent and repair	52	4,104.20	2,400	2,600
Electrical Service & Repair	53	3,107.46	2,350	5,200
Heating Service & Repair	54	8,157.88	4,997	5,910
Plumbing Service & Repair	55	5,270.26	4,550	6,100
Appliance repairs	56	1,797.45	2,000	1,995
Glass replacements	57	2,978.05	3,050	9,450
Fencing & Roof repairs	58	1,041.00	1,600	2,200
Playground repairs	59	0.00	0	0
Tub & Shower refinishing	60	375.00	500	1,750
Garage door/wall repairs	61	1,139.00	393	500
Carpet and drapery cleaning	62	3,957.11	5,900	5,950
Unit Cleaning	63	43,112.93	47,870	52,760
Floor coverings/repairs	64	18,867.25	7,460	11,900
Door/countertop repairs	65	150.00	875	1,050
Building repairs	66	25,171.22	6,993	17,112
Painting - interiors	67	35,738.00	31,330	33,475
Painting - exteriors	68	4,451.61	14,160	0
Pest treatment	69	10,875.00	2,295	2,500
Grounds	70	45,538.53	8,225	11,150
Fire system maintenance	71	4,881.80	7,500	7,600
Alarm monitoring/insp/repairs	72	4,935.80	8,200	8,200
Medical testing/vaccines	73	721.45	450	660
Elevator maint/repairs/phone	74	5,495.61	4,645	5,250
Window cleaning	75	0.00	0	1,000
Garbage collection	76	61,399.10	62,690	64,850
Total repairs contracts	77	364,724.46	260,809	282,898
<b>Total repairs and maintenance</b>	78	<b>544,404.33</b>	<b>398,271</b>	<b>438,981</b>
<b>Other operating:</b>				
Insurance:				
Property/Liability	79	62,757.74	63,498	63,839
Vehicles	80	13,788.00	9,521	9,683
Flood	81	13,441.00	12,883	13,700
SF Bldg rental (Daycare)	82	4,266.72	4,272	4,272
Payment in lieu of taxes	83	59,992.31	59,551	59,420
Development costs - OV	84	86,462.07	43,000	0
Bad Debt Write Offs	85	14,867.31	17,432	15,394
<b>Total other operating</b>	86	<b>255,575.15</b>	<b>210,157</b>	<b>166,308</b>

City of Salem Urban Development Department  
Housing & Social Services Division  
**SALEM HOUSING AUTHORITY**



**SCHEDULE OF POSITIONS  
Salaries and Fringe Benefits**

	Actual 2009/10	Approved Budget 2010/11		Estimated 2010/11	Proposed Budget 2011/2012	
	F.T.E Positions	F.T.E Positions	Payroll	F.T.E Positions	F.T.E Positions	Payroll
<b>Central Office:</b>						
Management	8.00	8.00		7.00	7.00	
Computer Specialist	1.00	1.00		1.00	1.00	
Office Assistant II	2.00	2.00		2.00	2.00	
Vou FSS Coordinator	2.00	2.00		1.80	1.80	
Vou FSS Grant Writer	1.00	1.00		1.00	1.00	
PH FSS Coordinator	1.00	1.00		1.00	1.00	
Accountant I	2.00	2.00		2.00	2.00	
Accounting Assistant III	2.00	2.00		2.00	2.00	
Subtotal Central Office	19.00	19.00	\$1,132,879	17.80	17.80	\$1,060,372
<b>Section 8 (HCV/DV/VASH/Mod):</b>						
Vou Hsg Specialist/HAR	7.00	7.00		6.00	6.00	
Vou Hsg Inspector/HAR	2.00	2.00		2.00	2.00	
Office Assistant II	6.00	6.00		5.00	5.00	
Subtotal Section 8	15.00	15.00	\$667,321	13.00	13.00	\$582,258
<b>Property Management:</b>						
<b><u>Affordable Housing (non-PH): (339)</u></b>						
Tenant Relations Coordinator	2.00	2.00		0.00	0.00	
Tenant Relations Assistant	2.00	2.00		3.00	3.00	
Lead Mech	2.00	2.00		1.00	1.00	
Mechanic	2.00	2.00		2.00	2.00	
Stipend Site Mgr (3)/Recycle Aide (2)	1.00	1.00		1.00	1.00	
Subtotal Affordable Hsg	9.00	9.00	\$376,535	7.00	7.00	\$286,525
<b><u>Public Housing: (307 units)</u></b>						
Tenant Relations Coordinator	3.00	3.00		0.00	0.00	
Tenant Relations Assistant	2.00	2.00		2.00	2.00	
Staff Assistant	1.00	1.00		1.00	1.00	
Lead Mech	2.00	2.00		2.00	2.00	
Mechanic	4.00	4.00		4.00	4.00	
Stipend Site Mgr (1)	1.00	1.00		1.00	1.00	
Subtotal Public Hsg	13.00	13.00	\$542,613	10.00	10.00	\$402,519
Total Property Mgmt	22.00	22.00	\$919,148	17.00	17.00	\$689,044
<b>TOTAL POSITIONS/SALARIES</b>	<b>56.00</b>	<b>56.00</b>	<b>\$2,719,348</b>	<b>47.80</b>	<b>47.80</b>	<b>\$2,331,674</b>
<b>FRINGE BENEFITS:</b>						
Central/SC8 Admin	49.8%	50.1%	\$902,675	51.6%	56.5%	\$927,400
Prop Mgmt - Admin	58.7%	56.9%	\$279,959	59.3%	59.2%	\$170,494
Prop Mgmt - Maint	61.2%	65.7%	\$280,650	68.1%	70.2%	\$281,627
<b>TOTAL FRINGE BENEFITS</b>			<b>\$1,463,284</b>			<b>\$1,379,521</b>
<b>TOTAL PERSONNEL SERVICES</b>			<b>\$4,182,632</b>			<b>\$3,711,195</b>

**NOTE: Includes all SHA staff (managed and partnerships).**

## LEASING SCHEDULE - ALL PROGRAMS

### Number of Units Available

PROGRAM:	Proposed 2012	Estimated 2011	Actual Units Available	
			2010	2009
<b>Public Housing:</b>				
Apts/Plexes/Houses <sup>1</sup>	307	307	307	307
<b>Owned Housing:</b>				
Duplex/Triplex	10	10	10	10
Englewood West <sup>2</sup>	54	54	54	54
Southview Terrace <sup>3</sup>	60	60	60	60
Total Owned Housing/Public Hsg	431	431	431	431
<b>Section 8: (ACC units)</b>				
Housing Choice Vouchers (HCV) <sup>4</sup>	2,815	2,815	2,815	2,815
Disabled 5 year Mainstream	94	94	94	94
Veteran's Assist (VASH) vouchers	25	25	25	25
Veteran's Assist (VASH) proj based	13	13	13	13
Family Unification (FUP) vouchers	100	100	100	100
Total Vouchers	3,047	3,047	2,934	2,909
Moderate Rehabilitation <sup>5</sup>	36	36	36	36
Total Section 8 Housing	3,083	3,083	2,970	2,945
<b>Limited Partnerships:</b>				
Parkway Village <sup>6</sup>	124	124	124	124
Southfair Apartments	40	40	40	40
Total Tax Credit Housing	164	164	164	164
<b>Managed Properties:</b>				
Englewood East	50	50	50	50
Hawthorne House	1	1	1	1
Total Managed Properties	51	51	51	51
<b>Total Units</b>	<b>3,729</b>	<b>3,729</b>	<b>3,616</b>	<b>3,591</b>

(1) Orchard Village (30 units) demolished 9/09. Replacement Vouchers effective 7/1/09.

(2) Englewood West solely owned by SHA effective 1/1/07 (tax credit partnership dissolved).

(3) Southview Terrace solely owned by SHA effective 1/1/09 (tax credit partnership dissolved).

(4) 25 new VASH vouchers applied for and awarded in 2010.

    100 new FUP units applied for and awarded in Jun'11

    13 new Project Based VASH units applied for and awarded in Jul'11

(5) Mod Rehab - Gear Street (21 units) opted out effective 6/30/09. Replacement vouchers effective 7/1/09.

(6) Parkway Limited Partnership ends Dec. 31, 2011 (15 year tax credit property)

**CONSOLIDATED OPERATING PROGRAM BUDGET**  
Fiscal Year Beginning October 1, 2011

	2011/12 Proposed Budget	Central Office	SHA Owned Housing	Federal Housing Programs			Grants & Other Programs
				Public Housing	Vouchers	Mod Rehab	
<b>Cash Based</b>							
<b>REVENUE</b>							
<b>Subsidies:</b>							
Housing Assistance Subsidy (HAP)	15,294,639				15,085,615	159,024	50,000
Admin Fee Subsidy	2,052,569				2,017,367	32,722	2,480
Vou FSS/Homeownership Subsidy	201,213				201,213		
Public Housing Subsidy	983,212			983,212			
<b>Other:</b>							
Tenant Rents (net)	1,393,116		659,791	733,325			
Operating Grants	139,531			0			139,531
Capital Fund/ARRA	455,134						455,134
Central Office Fees	1,113,157	1,113,157					
Partner Fees	6,000	6,000					
Loan Receipts	6,380	6,380					
Daycare Lease/Doral rents	21,360						21,360
Fraud Recovery	35,000				35,000		
Port Fees (incoming)	20,000				20,000		
FSS Forfeitures	46,000			6,000	40,000		
Tenant Charges	25,350		1,100	24,250			
Interest	3,740	400	690	1,150	1,400	100	0
Laundry	7,965		5,650	2,315			
Other	26,500	3,500	0	2,500	20,500	0	
<b>Total Revenue</b>	<b>21,830,866</b>	<b>1,129,437</b>	<b>667,231</b>	<b>1,752,752</b>	<b>17,421,095</b>	<b>191,846</b>	<b>668,505</b>
<b>EXPENSE</b>							
Housing Assistance Payments	15,784,639				15,575,615	159,024	50,000
FSS Escrow Deposits	94,250			34,250	60,000		
Personnel services	3,417,983	1,005,988	183,427	744,490	1,390,291	18,048	75,739
Central Office Fees	1,035,564		65,979	224,235	666,224	9,578	69,548
Other administrative	264,356	52,140	15,797	66,819	126,754	2,846	0
Other tenant services	1,740			1,740	0		0
Utilities	217,470	6,550	47,190	145,500	16,300	1,930	0
Repairs and maintenance	438,981	7,775	67,580	357,146	6,100	180	200
Port fees (outgoing)	30,000				30,000		
Other operating	166,308	4,525	17,600	130,321	9,450	140	4,272
<b>Total Expense</b>	<b>21,451,291</b>	<b>1,076,978</b>	<b>397,573</b>	<b>1,704,501</b>	<b>17,880,734</b>	<b>191,746</b>	<b>199,759</b>
<b>Net Operating Inc/Exp</b>	<b>379,575</b>	<b>52,459</b>	<b>269,658</b>	<b>48,251</b>	<b>(459,639)</b>	<b>100</b>	<b>468,746</b>
Debt service	186,970	6,380	180,590				
Reserves Interest (restricted)	1,505		505		1,000		
HAP reserves (restricted)	(472,500)				(472,500)		
Other restricted funds/rsv dep	189,566	37,359	88,563	48,251	1,681	100	13,612
Capital outlay/improvements	474,034	8,720	0	0	10,180		455,134
<b>Net Cash Flow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Estimated Reserves Available</b>	<b>2,900,385</b>	<b>110,761</b>	<b>337,615</b>	<b>1,496,281</b>	<b>864,728</b>	<b>71,000</b>	<b>20,000</b>
<b>Estimated Reserve use/dep FY'12</b>	<b>(281,429)</b>	<b>37,359</b>	<b>89,068</b>	<b>48,251</b>	<b>(469,819)</b>	<b>100</b>	<b>13,612</b>
<b>Estimated Reserve balance FY'12</b>	<b>2,618,956</b>	<b>148,120</b>	<b>426,683</b>	<b>1,544,532</b>	<b>394,909</b>	<b>71,100</b>	<b>33,612</b>

Note: You program reserves include both admin and HAP reserves combined. If \$534k set aside is rec'd, HAP rsvs are estimated to be approx \$600k at the end of FY'12.

## **CENTRAL OFFICE**

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The Central Office budget represents the Housing Authority's centralized administrative functions. The budget receives management fees from the Owned Housing, Public Housing, Capital Fund, Managed Properties, Grants, Voucher program and Moderate Rehabilitation programs. Central Office expenses reflect indirect agency staffing and administrative costs. The Central Office was established to conform to HUD's Public Housing program requirements.

**CENTRAL OFFICE**  
**Fiscal Year Beginning October 1, 2011**  
**Three year comparison**

@ 6/30/11

	2009/10 Actual	2010/11		2011/12
		Budget	Estimated Fiscal Year End	Proposed Budget
<b>Cash Based</b>				
<b>REVENUE</b>				
<u>PH Central Office Fees:</u>				
PH Mgmt Fee	158,713	157,185	160,455	160,455
PH Bookkeeping Fee	26,648	26,430	26,940	26,940
PH Asset Mgmt Fee	36,840	36,840	26,400	36,840
<b>Total PH Central Office Fees</b>	<b>222,200</b>	<b>220,455</b>	<b>213,795</b>	<b>224,235</b>
<u>Other Fees/Income:</u>				
Voucher Central Office Fees	400,811	440,458	405,980	403,289
Voucher Acctg Fees	252,908	268,560	262,806	262,935
Mod Central Office Fees	5,910	6,076	6,104	6,338
Mod Acctg Fees	3,240	3,240	3,240	3,240
CFP/ARRA Central Office Fees	172,000	76,778	76,778	63,792
Grant Mgmt Fees	16,541	3,713	3,330	2,480
Property Mgmt Fees	108,564	146,624	149,721	146,248
Acctg Reimb	600	600	600	600
Partner Fees (Pkwy)	6,000	6,000	6,000	6,000
Loan Receipts	6,380	6,380	6,380	6,380
Fed Hsg reimb	0	5,000	0	3,000
Interest	654	500	420	400
Green Retrofit reimb (EE)	7,892	25,000	36,243	0
Other (VIDA/misc)	5,180	500	793	500
<b>Total Other Fees/Income</b>	<b>986,679</b>	<b>989,429</b>	<b>958,395</b>	<b>905,202</b>
<b>Total Revenue</b>	<b>1,208,879</b>	<b>1,209,884</b>	<b>1,172,190</b>	<b>1,129,437</b>
<b>EXPENSE</b>				
<u>Personnel services</u>				
Administrative	1,096,156	1,073,512	1,082,206	1,004,621
Admin-Grant Mgmt	8,332	432	2,272	1,367
Maintenance	18,730	20,484	12,328	0
<b>Total personnel services</b>	<b>1,123,217</b>	<b>1,094,428</b>	<b>1,096,806</b>	<b>1,005,988</b>
<u>Other administrative costs</u>				
Legal services	296	350	200	500
Payroll/HR services	3,412	5,599	2,500	4,602
Audit	1,446	1,523	1,736	1,588
Temp services	884	0	0	0
Training/travel	5,425	15,900	2,053	1,000
Office/mtg supplies	11,816	12,000	8,500	9,500
Computer equip and software	1,173	100	1,800	2,000
Computer maint/repairs	2,073	2,000	3,000	3,200
Office equip	239	150	100	200
Office equip maint/repairs	1,499	1,500	1,000	1,300
Postage	1,029	1,400	2,000	2,200
Printing	3,051	2,650	2,200	2,500
Advertising	77	0	0	0
Dues	474	2,600	2,000	2,100
Publications	511	610	500	550
Telecommunications	22,093	18,900	18,000	19,000
Background checks	22	0	0	0
Bank service chgs	1,065	0	1,500	1,600
Storage rental costs	300	300	300	300
Property Mgmt exp	4,576	0	0	0
Grant program supplies/VIDA	5,181	0	943	0
<b>Total other admin costs</b>	<b>66,642</b>	<b>65,582</b>	<b>48,332</b>	<b>52,140</b>

	2009/10 Actual	2010/11		2011/12
		Budget	Estimated Fiscal Year End	Proposed Budget
<b>Cash Based</b>				
<u>Utilities</u>				
Electricity	47 3,380	2,200	4,350	4,400
Gas	48 477	800	650	700
Water	49 441	500	500	575
Sewer	50 727	800	800	875
Total Utilities	51 5,025	4,300	6,300	6,550
<u>Maintenance</u>				
<u>Materials:</u>				
Plumbing Parts & Supplies	52 0	500	0	100
Heating Parts & Supplies	53 302	500	200	250
Electrical Parts & Supplies	54 66	100	50	100
Locks and keys	55 0	150	0	50
Small tools	56 0	100	0	50
Pest prevention	57 0	50	0	50
Bldg supplies	58 335	1,100	450	550
Janitorial supplies	59 1,796	1,400	1,200	1,400
Uniforms and protective clothing	60 72	50	50	75
Total repairs materials	61 2,571	3,950	1,950	2,625
<u>Contracts:</u>				
Vehicle maint/gas	62 2,153	2,800	1,600	1,700
Equipment rent and repair	63 0	50	0	0
Heating Service & Repair	64 1,007	50	47	250
Plumbing Service & Repair	65 0	50	0	0
Bldg repairs	66 836	0	100	400
Carpet and drapery cleaning	67 0	100	0	500
Fire system maintenance	68 143	350	250	300
Medical testing/vaccines	69 0	0	0	0
Garbage/recycling	70 1,794	1,950	1,900	2,000
Total repairs contracts	71 5,932	5,350	3,897	5,150
Total repairs and maintenance	72 8,503	9,300	5,847	7,775
<u>Other operating expenses</u>				
<u>Insurance:</u>				
Property/Liability	73 2,928	1,300	2,813	2,900
Vehicles	74 5,799	600	1,553	1,625
Total other operating expenses	75 8,727	1,900	4,366	4,525
<b>Total Expense</b>	76 1,212,114	1,175,510	1,161,651	1,076,978
<b>Net Operating Income/Expense</b>	77 (3,236)	34,374	10,539	52,459
Debt service (prin/int)	78 6,380	6,380	6,380	6,380
Other restricted funds (incr/decr)	79 (10,314)	15,194	0	37,359
Capital outlay/improvements	80 698	12,800	4,159	8,720
<b>Net Cash Flow</b>	81 0	0	0	0

## **OWNED HOUSING**

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### **Duplex/Triplex Project**

These units, constructed in 1996/97, consist of two 4-bedroom duplexes and two 3-bedroom triplexes on four scattered sites within the city of Salem. Financing sources include a low-interest loan from West Coast Bank, a HOME loan from the City of Salem, a housing development grant, a land purchase grant from Oregon Housing and Community Services and an equity contribution from the Authority. Tenant-paid rents and charges are the only sources of program revenue.

### **Englewood West Apartments**

Englewood West Apartments for seniors was constructed in 1991 and was originally owned by a Low Income Housing Tax Credit Limited Partnership with the Housing Authority as general partner and property manager. As of January 1, 2007, the Englewood West Apartments Limited Partnership transferred ownership of the 54-unit complex to the Housing Authority. This property was refinanced in September of 2010.

### **Southview Terrace Apartments**

Southview Terrace was constructed in 1993 and was originally owned by the Southview Terrace Apartments Limited Partnership with the Housing Authority as general partner and property manager. The limited partnership transferred ownership of the property to the Housing Authority as of January 1, 2009.

**OWNED HOUSING**  
**Fiscal Year Beginning October 1, 2011**  
**Three year comparison**

@ 6/30/11                      Units:                      10                      54                      60

	2009/10 Actual	2010/11		2011/12			
		Budget	Estimated Fiscal Year End	Proposed Budget	Duplex/ Triplex	Englewood West	Southview Terrace
<b>Cash Based</b>							
<b>REVENUE</b>							
Contract Rents	669,943	687,775	679,185	680,460	73,800	285,000	321,660
Less: Mgr rent	(9,874)	(10,680)	(10,380)	(10,380)		(5,280)	(5,100)
Less: Rent Concessions	0	0	(600)	0	0	0	0
Less: Vacancies	(20,094)	(13,542)	(10,556)	(10,289)	(738)	(5,594)	(3,957)
Tenant Rents (net)	639,975	663,553	657,649	659,791	73,062	274,126	312,603
Laundry Income	6,480	6,930	5,566	5,650		3,450	2,200
Interest Income	191	425	219	185	20	85	80
Interest Income (reserves)	673	6,505	468	505	5	250	250
Other Inc - tenant charges	1,858	2,250	5,252	1,100	500	300	300
Grant Inc - HOME Loans	320,000	0	14,394	0			
Other Inc - misc	215	0	0	0	0	0	0
<b>Total Revenue</b>	<b>969,392</b>	<b>679,663</b>	<b>683,548</b>	<b>667,231</b>	<b>73,587</b>	<b>278,211</b>	<b>315,433</b>
<b>EXPENSE</b>							
<u>Personnel services</u>							
Administrative	98,694	125,930	103,458	91,682	6,500	42,212	42,970
Maintenance	115,057	117,052	108,451	91,745	7,021	37,958	46,766
Total personnel services	213,751	242,982	211,909	183,427	13,521	80,170	89,736
<u>Central Office Fees:</u>							
Central Office Mgmt fees	31,999	66,355	65,825	65,979	7,306	27,413	31,260
Total Central Office fees	31,999	66,355	65,825	65,979	7,306	27,413	31,260
<u>Other administrative costs</u>							
Legal services	809	500	110	210	10	100	100
Payroll/HR services	1,639	1,903	1,370	569	42	262	265
Audit	3,368	849	1,238	931	103	388	440
Travel/Training	63	650	243	60	5	30	25
Office supplies	1,238	1,150	1,100	1,150	150	500	500
Comp Equip & S/W	0	285	0	175	25	75	75
Computer maintenance	1,358	600	1,515	1,500	50	650	800
Office Equip maint/repairs	587	350	1,215	1,050	50	500	500
Postage	1,094	868	920	1,090	100	450	540
Printing	323	455	290	320	25	145	150
Advertising	13	450	0	250	50	100	100
Dues	14	230	656	660	30	260	370
Publications	69	25	125	130	0	65	65
Telecommunications	2,963	6,500	3,462	3,462	150	1,735	1,577
Cable (Comm room)	311	695	340	340		170	170
Interpreters	187	400	0	110	10	50	50
Background checks	795	540	625	690	40	300	350
Collection costs	403	0	0	250	50	100	100
LIHTC monitoring fee (OHCS)	2,475	2,850	2,850	2,850		1,350	1,500
Total other admin costs	17,708	19,300	16,059	15,797	890	7,230	7,677
<u>Utilities</u>							
Electricity	16,944	18,150	18,000	18,300	300	8,700	9,300
Gas	7,872	9,550	7,800	7,950	200	3,650	4,100
Water	9,630	10,900	7,000	7,900	400	3,500	4,000
Sewer	13,562	9,400	13,000	13,040	140	6,200	6,700
Total Utilities	48,009	48,000	45,800	47,190	1,040	22,050	24,100

Owned Housing – Continued

	2009/10 Actual	2010/11		2011/12			
		Budget	Estimated Fiscal Year End	Proposed Budget	Duplex/ Triplex	Englewood West	Southview Terrace
<b>Cash Based</b>							
<u>Repairs and maintenance</u>							
<u>Materials:</u>							
Plumbing Parts & Supplies	43 3,887	2,500	855	2,160	160	1,000	1,000
Heating Parts & Supplies	44 191	3,000	300	250	50	100	100
Electrical Parts & Supplies	45 4,516	2,500	2,600	3,250	750	1,200	1,300
Appliances	46 4,019	3,000	900	2,500	500	1,000	1,000
Appliance parts	47 602	1,500	1,250	1,100	300	400	400
Locks and keys	48 1,215	1,200	600	800	200	300	300
Small tools	49 658	700	1,100	1,050	50	500	500
Pest prevention	50 0	375	0	250	50	100	100
Grounds supplies	51 1,385	2,400	1,415	1,300	200	500	600
Barkdust	52 0	2,600	700	850	100	300	450
Building supplies	53 3,954	2,043	2,250	2,900	700	1,000	1,200
Painting supplies	54 945	1,150	1,250	1,200	200	500	500
Janitorial supplies	55 102	1,050	650	650	0	300	350
Vertical blinds and draperies	56 2,609	800	1,550	1,400	400	500	500
Uniforms and protective clothing	57 158	125	250	260	10	100	150
Signage	58 0	100	50	50	0	25	25
<b>Total repairs materials</b>	<b>59 24,240</b>	<b>25,043</b>	<b>15,720</b>	<b>19,970</b>	<b>3,670</b>	<b>7,825</b>	<b>8,475</b>
<u>Contracts:</u>							
Contract Labor (temps)	60 514	0	0	0	0	0	0
Vehicle maint/gas	61 2,112	1,100	1,200	1,300	0	650	650
Equipment rent and repair	62 0	200	0	250	50	100	100
Electrical Service & Repair	63 1,195	1,100	400	1,100	100	500	500
Heating Service & Repair	64 949	900	150	300	100	100	100
Plumbing Service & Repair	65 1,285	1,700	550	1,100	500	300	300
Appliance repairs	66 179	675	300	250	50	100	100
Glass replacements	67 1,125	2,100	250	1,250	250	500	500
Carpet and drapery cleaning	68 1,090	3,500	3,400	2,400	0	1,000	1,400
Unit cleaning	69 2,705	3,000	12,870	13,150	350	6,150	6,650
Floor coverings/repairs	70 776	1,600	460	500	100	200	200
Door/countertop repairs	71 150	1,050	875	1,050	50	500	500
Building repairs	72 4,232	0	800	2,700	500	1,000	1,200
Painting - interiors	73 2,360	3,350	2,330	2,450	250	900	1,300
Painting - exteriors	74 0	0	14,160	0	0	0	0
Pest treatment	75 415	225	1,195	900	500	200	200
Grounds	76 294	1,650	225	600	0	300	300
Fire system maint	77 4,936	4,900	8,200	8,200		3,100	5,100
Elevator maint/repairs	78 970	400	230	600		300	300
Elevator phone	79 967	715	915	950		350	600
Window cleaning	80 0	1,600	0	1,000	0	500	500
Testing & Vaccinations	81 28	45	0	60	10	25	25
Garbage/recycling	82 7,083	7,650	7,395	7,500	100	3,200	4,200
<b>Total repairs contracts</b>	<b>83 33,364</b>	<b>37,460</b>	<b>55,905</b>	<b>47,610</b>	<b>2,910</b>	<b>19,975</b>	<b>24,725</b>
<b>Total repairs and maintenance</b>	<b>84 57,604</b>	<b>62,503</b>	<b>71,625</b>	<b>67,580</b>	<b>6,580</b>	<b>27,800</b>	<b>33,200</b>
<u>Other operating expenses</u>							
<u>Insurance:</u>							
Property/Liability	85 15,286	9,100	15,997	16,100	1,200	7,500	7,400
Bad Debt Write off	86 733	1,200	1,432	1,500	500	500	500
<b>Total other operating expenses</b>	<b>87 16,019</b>	<b>10,300</b>	<b>17,429</b>	<b>17,600</b>	<b>1,700</b>	<b>8,000</b>	<b>7,900</b>
<b>Total Expense</b>	<b>88 385,090</b>	<b>449,440</b>	<b>428,647</b>	<b>397,573</b>	<b>31,037</b>	<b>172,663</b>	<b>193,873</b>
<b>Net Operating Income/Expense</b>	<b>89 584,302</b>	<b>230,223</b>	<b>254,901</b>	<b>269,658</b>	<b>42,550</b>	<b>105,548</b>	<b>121,560</b>
Debt service (prin/int)	90 186,352	186,414	184,125	180,590	27,363	62,122	91,105
Interest Income rsvs (restricted)	91 673	6,505	468	505	5	250	250
Other restricted funds (incr/decr)	92 64,264	33,504	30,039	45,163	11,682	24,276	9,205
Reserve deposits	93 0	0	22,400	43,400	3,500	18,900	21,000
Reserve draws	94 (88,453)	0	(95,264)	0	0	0	0
Capital outlay/improvements	95 421,466	3,800	113,133	0	0	0	0
<b>Net Cash Flow</b>	<b>96 0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
				DSR	1.43	1.39	1.10

## FEDERAL HOUSING PROGRAMS

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### Public Housing

The Authority currently owns and manages 307 units of affordable HUD subsidized housing located in Salem and Keizer. These projects are referred to as follows:

Multi-family sites	6 locations totaling 158 family units built in 1972
Robert Lindsey Tower	62 senior units constructed in 1975
Scattered sites	52 family units acquired and renovated in 1978 20 family units constructed in 1985 15 family units acquired and renovated in 1987

Construction and acquisition costs for these units were funded through 40-year contracts with the federal government. These loans were “forgiven” by HUD in 1993.

Operating revenue for these units is provided chiefly by tenant rents and a subsidy determined by the HUD. Eligible applicants must have annual gross income not exceeding 80 percent of area median income. The unit count of 307 does not include Orchard Village (30 units) which was demolished for future redevelopment in September 2009. SHA received 30 replacement vouchers for Orchard Village effective July 1, 2009.

### Housing Choice Voucher Program

Housing Choice Vouchers (Vouchers) offers financial assistance to households receiving less than 50 percent of area median income. Under the program, the Authority provides a subsidy that is the difference between the “payment standard” established for a given unit size and 30 percent of the participant’s income. The Authority is responsible to maintain a program waiting list, determine the applicant’s eligibility, inform the applicant of program requirements, ensure that the rental unit selected by the participant meets housing quality standards and enter a housing assistance payment contract with the owner. The Authority expects to serve approx 2,984 households with Vouchers throughout the 2010-11 fiscal year.

### Section 8 Moderate Rehabilitation Program

Between 1981 and 1987 the Housing Authority entered into 15-year housing assistance payment contracts with owners who rehabilitated multi-family rental units. The last of these contracts reached the end of the initial 15-year term in 2002. Those owners who elect to continue under the program are annually offered a 12-month renewal. As owners “opt out” of their contracts, HUD issues Housing Choice Vouchers to the

Authority to assist tenants. Only 1 Moderate Rehabilitation complex (10 units for families) will remain under contract during the fiscal year.

The Authority also administers a 10-year contract for single-room occupancy (SRO) units for women. The complex is known as the Coral Avenue Apartments (26 subsidized and 2 non-subsidized SRO units). The owners of a second SRO complex (Gear Street) opted out of their subsidy contract as of July 1, 2009. SHA received 21 Vouchers as a result of that contract termination.

**PUBLIC HOUSING**  
**Fiscal Year Beginning October 1, 2011**  
**Three year comparison**

@ 6/30/11

		2009/10 Actual	2010/11		2011/12 Proposed Budget
			Budget	Estimated Fiscal Year End	
<b><u>Cash Based</u></b>					
<b>REVENUE</b>					
<u>Public Housing Subsidy:</u>					
PH Unit Subsidy	1	1,048,759	944,746	1,056,543	940,184
PH RSC Subsidy (RLT)	2	35,428	37,478	33,869	34,405
PH audit reimb	3	897	1,557	1,151	1,401
Resident participation subsidy	4	7,050	8,025	6,740	7,223
<b>Total PH Operating Subsidy</b>	<b>5</b>	<b>1,092,134</b>	<b>991,806</b>	<b>1,098,303</b>	<b>983,212</b>
		<i>%HUD funding</i>	<i>90.0%</i>	<i>95.6%</i>	<i>90.0%</i>
Tenant Rents (net)	6	767,078	819,250	735,384	733,325
Other Govt grants (CDBG)	7	0	70,000	140,000	0
Interest	8	2,089	1,150	1,637	1,150
Tenant Charges	9	36,935	19,500	25,851	24,250
Laundry (RLT)	10	2,384	2,400	2,314	2,315
Antenna rental (RLT)	11	780	0	0	0
FSS forfeits	12	118,750	3,000	11,735	6,000
Other	13	7,854	1,150	3,329	2,500
<b>Total Revenue</b>	<b>14</b>	<b>2,028,003</b>	<b>1,908,256</b>	<b>2,018,553</b>	<b>1,752,752</b>
<i>Note: HUD has not yet finalized CY2010 PH funding</i>					
<b>EXPENSE</b>					
FSS Escrow Deposits (net)	15	34,842	30,690	33,933	34,250
<u>Personnel services</u>					
Administrative	16	436,569	430,700	359,614	258,467
Tenant services-RSC (RLT)	17	35,384	37,478	33,869	34,405
Maintenance	18	374,343	411,525	416,361	451,618
<b>Total personnel services</b>	<b>19</b>	<b>846,295</b>	<b>879,703</b>	<b>809,844</b>	<b>744,490</b>
<u>Central Office Fees:</u>					
PH Central Mgmt Fee	20	158,713	157,185	160,455	160,455
PH Central Acctg Fee	21	26,648	26,430	26,940	26,940
PH Central Asset Mgmt Fee	22	36,840	36,840	26,400	36,840
<b>Total Central Office fees</b>	<b>23</b>	<b>222,200</b>	<b>220,455</b>	<b>213,795</b>	<b>224,235</b>
<u>Other administrative costs</u>					
Legal services	24	318	0	423	435
Payroll/HR services	25	4,658	4,556	3,244	2,903
Audit	26	3,466	3,864	5,333	3,272
Travel/Training	27	2,492	0	55	0
Office supplies	28	7,321	5,595	5,500	7,025
Computer equip & S/W	29	605	395	2,010	1,150
Computer maint/repairs	30	5,405	3,140	5,100	5,350
Office equipment	31	0	1,150	0	550
Office equip maint/repairs	32	507	600	500	685
Temporary staffing	33	8,252	0	0	0
Postage	34	5,616	4,725	6,099	6,540
Printing	35	2,670	1,115	2,200	2,474
Advertising	36	491	365	471	470
Dues	37	1,097	60	3,495	3,505
Publications	38	1,056	1,020	583	1,046
Telecommunications	39	21,100	21,710	22,469	22,935
Bond agent (RLT)	40	585	625	558	560
Interpreters	41	1,400	1,140	1,047	1,185
Background checks	42	779	780	600	725
Bank service chgs	43	4,123	0	5,210	5,314
Collection and court fees	44	653	865	625	695
<b>Total other admin costs</b>	<b>45</b>	<b>72,594</b>	<b>51,705</b>	<b>65,522</b>	<b>66,819</b>
<u>Other tenant services:</u>					
Camp Rosenbaum	46	1,600	1,600	1,600	1,600
Resident Activities	47	0	100	104	140
<b>Total Other tenant services</b>	<b>48</b>	<b>1,600</b>	<b>1,700</b>	<b>1,704</b>	<b>1,740</b>
<u>Utilities</u>					
Electricity	49	73,938	71,600	86,000	87,900
Gas	50	10,825	16,525	13,000	14,375
Water	51	17,697	18,000	17,900	18,550
Sewer	52	23,895	23,000	24,100	24,675
<b>Total Utilities</b>	<b>53</b>	<b>126,354</b>	<b>129,125</b>	<b>141,000</b>	<b>145,500</b>

	2009/10 Actual	2010/11		2011/12	
		Budget	Estimated Fiscal Year End	Proposed Budget	
<b><u>Cash Based</u></b>					
<b><u>Repairs and maintenance</u></b>					
<b><u>Materials:</u></b>					
Plumbing Parts & Supplies	54	15,974	8,600	15,800	16,600
Heating Parts & Supplies	55	3,560	4,259	4,200	5,900
Electrical Parts & Supplies	56	15,266	7,700	15,000	15,800
Appliances	57	5,145	6,150	8,460	9,716
Appliance parts	58	7,283	2,900	8,600	9,875
Locks and keys	59	8,278	4,000	8,100	9,460
Small tools	60	4,716	2,250	4,500	5,025
Pest prevention	61	82	535	1,025	1,000
Grounds supplies	62	7,681	5,600	7,000	8,100
Barkdust	63	277	2,400	3,000	3,900
Building supplies	64	18,381	11,641	19,000	21,845
Painting supplies	65	9,154	10,900	10,500	11,500
Janitorial supplies	66	1,479	1,100	2,500	2,550
Vertical blinds and draperies	67	6,648	7,100	7,104	7,560
Decorating supplies	68	0	0	0	0
Uniforms and protective clothing	69	1,085	2,125	2,285	2,037
Signage	70	739	500	500	350
Total repairs materials	71	105,748	77,760	117,574	131,218
<b><u>Contracts:</u></b>					
Contract Labor (temps)	72	45,604	0	7,576	0
Vehicle maint/gas	73	17,319	21,650	19,000	19,226
Equipment rent and repair	74	2,659	2,350	2,400	2,350
Electrical Service & Repair	75	1,483	2,850	1,950	4,100
Heating Service & Repair	76	2,486	4,950	4,800	5,360
Plumbing Service & Repair	77	2,918	4,450	4,000	5,000
Appliance repairs	78	0	1,150	1,700	1,745
Glass replacements	79	1,358	5,750	2,800	8,200
Fencing & Roof repairs	80	1,041	1,450	1,600	2,200
Playground repairs	81	0	0	0	0
Tub & Shower refinishing	82	375	1,750	500	1,750
Garage door/wall repairs	83	1,139	800	393	500
Carpet and drapery cleaning	84	2,867	3,300	2,500	3,050
Unit cleaning	85	39,840	29,600	35,000	39,610
Floor coverings/repairs	86	8,150	3,850	7,000	11,400
Bldg repairs	87	4,951	6,173	6,093	14,012
Painting - interiors	88	27,714	28,800	29,000	31,025
Painting - exteriors	89	1,492	0	0	0
Pest treatment	90	1,736	900	1,100	1,600
Grounds	91	6,819	4,100	8,000	10,550
Fire system maintenance	92	2,739	4,000	7,250	7,300
Medical testing/vaccines	93	694	240	450	600
Elevator maint/repairs	94	3,418	8,200	3,500	3,700
Garbage/recycling	95	50,051	50,350	51,000	52,650
Total repairs contracts	96	226,853	186,663	197,612	225,928
Total repairs and maintenance	97	332,601	264,423	315,186	357,146
<b><u>Other operating expenses</u></b>					
<b><u>Insurance:</u></b>					
Property/Liability	98	35,443	31,510	35,693	35,899
Vehicles	99	6,687	9,695	7,338	7,408
Flood	100	13,441	12,250	12,883	13,700
Payment in lieu of taxes	101	59,992	70,823	59,551	59,420
Development costs - OV	102	19,734	66,273	43,000	0
Bad Debt Write Offs	103	11,648	19,200	15,000	13,894
Total other operating expenses	104	146,946	209,751	173,465	130,321
<b>Total Expense</b>	105	<b>1,783,433</b>	<b>1,787,552</b>	<b>1,754,449</b>	<b>1,704,501</b>
<b>Net Operating Inc/Expense</b>	106	<b>244,570</b>	<b>120,704</b>	<b>264,104</b>	<b>48,251</b>
Other restricted funds (incr/decr)	107	244,570	50,704	109,915	48,251
Capital outlay/improvements	108	0	70,000	154,189	0
<b>Net Cash Flow</b>	109	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**PUBLIC HOUSING PROPERTIES**  
Fiscal Year Beginning October 1, 2011

*Note: AMP3 & AMP4 units are combined effective 10/1/11, leaving Orchard Village's land in AMP4*

*Includes FSS escrow in subsidy*

		<b>BUDGET 2011/2012</b>									
		AMP1	AMP2	AMP3				AMP4			
		203100	203200	203300	203300	203400	203400	203400	203400	203400	
#Units	PIC #'s:	87	62	20	30	24	30	26	28	0	
	PH sites	Scattered Sites	RLT	Brush College	Glen Creek	Livingstone Village	Meadowlark Village	Northgate Village	Shelton Village	Orchard Village	
	Prorate %	90.0%									
<b>REVENUE</b>											
<u>Public Housing Subsidy:</u>											
1	PH Unit Subsidy	940,184	207,209	122,871	71,243	106,864	85,263	106,576	92,367	99,471	48,319
2	PH RSC Subsidy (RLT)	34,405		34,405							
3	PH audit reimb	1,401	383	273	87	131	105	114	123	52	
4	Resident participation subsidy	7,223	1,872	1,260	387	581	693	869	752	810	
5	<b>Total PH Operating Subsidy</b>	<b>983,212</b>	<b>209,464</b>	<b>158,809</b>	<b>71,718</b>	<b>107,576</b>	<b>86,061</b>	<b>107,576</b>	<b>93,233</b>	<b>100,405</b>	<b>48,371</b>
6	Tenant Rents	733,325	210,555	198,590	56,640	57,840	59,355	44,970	65,000	40,375	
7	Other Govt grants (CDBG)	0		0				0			
8	Interest	1,150	600	150	60	50	120	90	40	40	
9	Tenant Charges	24,250	9,000	1,500	2,300	1,500	1,700	1,800	1,950	4,500	
10	Laundry (RLT)	2,315		2,315							
11	Antenna rental (RLT)	0		0							
12	FSS forfeits	6,000	3,000		500	0	1,000	0	500	1,000	
13	Other	2,500	400	50	150	200	400	500	400	400	
14	<b>Total Revenue</b>	<b>1,752,752</b>	<b>433,019</b>	<b>361,414</b>	<b>131,368</b>	<b>167,166</b>	<b>148,636</b>	<b>154,936</b>	<b>161,123</b>	<b>146,720</b>	<b>48,371</b>
<b>EXPENSE</b>											
15	FSS Escrow Deposits	34,250	19,930		9,880	0	0	3,560	620	260	
<u>Personnel services</u>											
16	Administrative	258,467	121,989	10,690	17,707	23,399	19,794	22,264	21,121	21,504	0
17	Resident Service Coord (RLT)	34,405		34,405							
18	Maintenance	451,618	76,979	84,246	37,487	55,819	46,999	51,545	47,841	50,703	
19	<b>Total personnel services</b>	<b>744,490</b>	<b>198,968</b>	<b>129,340</b>	<b>55,195</b>	<b>79,217</b>	<b>66,793</b>	<b>73,808</b>	<b>68,962</b>	<b>72,207</b>	<b>0</b>
<u>Central Office Fees:</u>											
20	PH Central Mgmt Fee	160,455	45,445	32,995	10,425	15,845	12,685	15,725	13,220	14,115	0
21	PH Central Acctg Fee	26,940	7,630	5,540	1,750	2,660	2,130	2,640	2,220	2,370	0
22	PH Central Asset Mgmt Fee	36,840	10,440	7,440	2,400	3,600	2,880	3,600	3,120	3,360	0
23	<b>Total Central Office fees</b>	<b>224,235</b>	<b>63,515</b>	<b>45,975</b>	<b>14,575</b>	<b>22,105</b>	<b>17,695</b>	<b>21,965</b>	<b>18,560</b>	<b>19,845</b>	<b>0</b>
<u>Other administrative costs</u>											
24	Legal services	435	130	85	30	40	35	40	35	40	0
25	Payroll/HR services	2,903	822	586	189	284	227	284	246	265	0
26	Audit	3,272	927	661	213	320	256	320	277	298	0
27	Training/travel	0	0	0	0	0	0	0	0	0	
28	Office supplies	7,025	1,250	2,100	400	475	650	600	1,050	500	
29	Computer equip & S/W	1,150	400	300	100	50	100	50	100	50	
30	Computer maint/repairs	5,350	1,400	1,200	450	400	500	450	500	450	
31	Office equipment	550	50	50	50	100	50	100	100	50	
32	Office equip maint/repairs	685	100	115	120	40	100	30	150	30	
33	Temporary staffing	0	0	0	0	0	0	0	0	0	
34	Postage	6,540	1,740	1,300	650	600	550	600	600	500	
35	Printing	2,474	609	500	200	210	250	210	300	195	
36	Advertising	470	130	95	30	45	40	45	40	45	
37	Dues	3,505	1,115	695	200	330	265	310	300	290	
38	Publications	1,046	261	250	75	90	100	90	100	80	
39	Telecommunications	22,935	2,500	2,900	3,100	4,550	2,300	2,735	2,400	2,450	
40	Bond agent (RLT)	560		560							
41	Interpreters	1,185	400	245	80	135	100	70	80	75	
42	Background checks	725	100	150	100	60	75	60	100	80	
43	Bank service chgs	5,314	1,479	1,054	340	500	425	500	440	476	
44	Collection and court fees	695	125	120	50	80	100	80	65	75	
45	<b>Total other admin costs</b>	<b>66,819</b>	<b>13,538</b>	<b>12,966</b>	<b>6,377</b>	<b>8,309</b>	<b>6,123</b>	<b>6,574</b>	<b>6,883</b>	<b>5,949</b>	<b>100</b>
<u>Other tenant services:</u>											
46	Camp Rosenbaum	1,600	568		130	196	157	196	170	183	
47	Resident Activities	140	40	25	10	15	10	15	12	13	
48	<b>Total Other tenant services</b>	<b>1,740</b>	<b>608</b>	<b>25</b>	<b>140</b>	<b>211</b>	<b>167</b>	<b>211</b>	<b>182</b>	<b>196</b>	

Public Housing Properties – Continued

Includes FSS escrow in subsidy

Note: AMP3 & AMP4 units are combined effective 10/1/11, leaving Orchard Village's land in AMP4

		BUDGET 2011/2012										
		AMP1	AMP2	AMP3					AMP4			
		PIC #'s:	203100	203200	203300	203300	203400	203400	203400	203400		
#Units		307	87	62	20	30	24	30	26	28	0	
	PH sites	Scattered Sites	RLT	Brush College	Glen Creek	Livingstone Village	Meadowlark Village	Northgate Village	Shelton Village	Orchard Village		
	Total											
<b>Cash Based</b>												
<u>Utilities</u>												
	Electricity	49	87,900	1,800	67,000	1,800	2,750	3,300	4,500	4,500	2,250	0
	Gas	50	14,375	850	11,000			425	500	800	800	0
	Water	51	18,550	3,800	7,800	550	200	1,500	750	1,500	2,450	0
	Sewer	52	24,675	8,450	13,200	375	550	200	500	950	450	0
	Total Utilities	53	145,500	14,900	99,000	2,725	3,500	5,425	6,250	7,750	5,950	0
<u>Repairs and maintenance</u>												
<u>Materials:</u>												
	Plumbing Parts & Supplies	54	16,600	8,600	2,400	600	500	1,500	1,000	1,000	1,000	0
	Heating Parts & Supplies	55	5,900	1,400	1,600	400	500	500	200	1,000	300	0
	Electrical Parts & Supplies	56	15,800	7,800	2,400	700	800	1,100	1,000	1,000	1,000	0
	Appliances	57	9,716	2,000	2,000	1,716	0	2,000	0	2,000	0	0
	Appliance parts	58	9,875	2,500	1,000	970	1,105	1,000	1,000	1,000	1,300	0
	Locks and keys	59	9,460	2,250	1,100	700	750	1,200	1,000	1,000	1,460	0
	Small tools	60	5,025	2,000	1,100	200	50	500	375	500	300	0
	Pest prevention	61	1,000	50	100	100	50	500	100	50	50	0
	Grounds supplies	62	8,100	2,000	600	1,000	1,200	1,000	900	1,000	400	0
	Barkdust	63	3,900	1,000	500	500	500	500	200	500	200	0
	Building supplies	64	21,845	8,000	3,500	2,500	1,000	1,445	1,400	2,000	2,000	0
	Painting supplies	65	11,500	2,500	1,500	1,000	1,500	1,500	1,000	1,500	1,000	0
	Janitorial supplies	66	2,550	250	600	200	200	500	100	600	100	0
	Vertical blinds and draperies	67	7,560	1,500	1,100	365	645	1,500	800	1,100	550	0
	Decorating supplies	68	0	0	0	0	0	0	0	0	0	0
	Uniforms and protective clothing	69	2,037	400	317	200	170	250	200	350	150	0
	Signage	70	350	100	100	25	25	25	25	25	25	0
	Total repairs materials	71	131,218	42,350	19,917	11,176	8,995	15,020	9,300	14,625	9,835	0
<u>Contracts:</u>												
	Contract Labor (temps)	72	0	0	0	0	0	0	0	0	0	0
	Vehicle maint/gas	73	19,226	7,226	400	2,000	2,200	2,200	1,700	2,000	1,500	0
	Equipment rent and repair	74	2,350	355	300	500	500	435	85	95	80	0
	Electrical Service & Repair	75	4,100	200	300	500	500	500	500	1,000	600	0
	Heating Service & Repair	76	5,360	1,800	1,500	100	100	100	300	1,165	295	0
	Plumbing Service & Repair	77	5,000	500	1,000	1,500	200	500	100	1,000	200	0
	Appliance repairs	78	1,745	595	500	100	100	100	150	100	100	0
	Glass replacements	79	8,200	900	300	1,500	1,500	1,500	500	1,500	500	0
	Fencing & Roof repairs	80	2,200	400	500	100	100	500	0	500	100	0
	Playground repairs	81	0			0	0	0	0	0	0	0
	Tub & Shower refinishing	82	1,750	0	500	500	0	150	0	500	100	0
	Garage door/wall repairs	83	500	500								
	Carpet and drapery cleaning	84	3,050	1,300	1,000	0	0	200	100	300	150	0
	Unit cleaning	85	39,610	6,300	2,500	5,000	4,800	5,000	4,000	6,800	5,210	0
	Floor coverings/repairs	86	11,400	3,400	2,000	1,000	500	2,000	500	1,500	500	0
	Bldg repairs	87	14,012	3,392	3,000	1,000	600	2,174	500	2,846	500	0
	Painting - interiors	88	31,025	6,000	3,000	3,000	3,825	3,500	4,000	4,200	3,500	0
	Painting - exteriors	89	0	0	0	0	0	0	0	0	0	0
	Pest treatment	90	1,600	200	100	200	100	200	200	500	100	0
	Grounds	91	10,550	5,000	1,500	1,000	450	400	300	1,500	400	0
	Fire system maintenance	92	7,300	800	6,200	50	50	50	50	50	50	0
	Medical testing/vaccines	93	600	75	150	50	50	75	50	100	50	0
	RLT Elevator maint/repairs	94	3,700		3,700							
	Garbage collection/recycling	95	52,650	4,650	3,900	4,700	6,600	7,300	9,700	6,500	9,300	0
	Total repairs contracts	96	225,928	43,593	32,350	22,800	22,175	26,884	22,735	32,156	23,235	0
	Total repairs and maintenance	97	357,146	85,943	52,267	33,976	31,170	41,904	32,035	46,781	33,070	0
<u>Other operating expenses</u>												
<u>Insurance:</u>												
	Property/Liability	98	35,899	10,010	7,600	2,400	3,454	2,690	3,460	3,100	3,165	20
	Vehicles	99	7,408	2,610	0	535	700	500	1,000	1,085	978	0
	Flood	100	13,700		1,600		12,100					
	Payment in lieu of taxes	101	59,420	20,000	10,645	4,565	5,400	5,340	4,670	5,200	3,600	0
	Development costs - OV	102	0									
	Bad Debt Write Offs	103	13,894	2,997	1,996	1,000	1,000	1,999	1,403	2,000	1,499	0
	Total other operating expenses	104	130,321	35,617	21,841	8,500	22,654	10,529	10,533	11,385	9,242	20
	<b>Total Expense</b>	105	<b>1,704,501</b>	<b>433,019</b>	<b>361,414</b>	<b>131,368</b>	<b>167,166</b>	<b>148,636</b>	<b>154,936</b>	<b>161,123</b>	<b>146,719</b>	<b>120</b>
	<b>Net Operating Income/Expense</b>	106	<b>48,251</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,251</b>
	Other restricted funds (incr/decr)	107	48,251	0	0	0	0	0	0	0	0	48,251
	Capital outlay/improvements	108	0	0	0	0	0	0	0	0	0	0
	<b>Net Cash Flow</b>	109	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

OV subsidy declines over time (25% this fiscal year).

**HOUSING CHOICE VOUCHER PROGRAM**  
**Fiscal Year Beginning October 1, 2011**  
**Three year comparison**

@ 6/30/11

	2009/10 Actual	2010/11		2011/12
		Budget	Estimated Fiscal Year End	Proposed Budget
<b>Cash Based</b>				
<b>REVENUE</b>				
VOUCHER SUBSIDY:				
<u>Housing Assistance Payments (HAP):</u>				
1	14,411,112	15,538,800	14,747,740	14,513,139
2	44,848	134,400	129,658	189,125
3	0	270,000	0	0
4	357,909	400,824	366,600	383,351
5	<b>14,813,869</b>	<b>16,344,024</b>	<b>15,243,998</b>	<b>15,085,615</b>
<u>Admin Fees:</u>				
6	1,927,159	2,059,665	1,945,749	1,908,134
7	0	21,099	3,860	25,565
8	0	42,197	0	0
9	76,895	79,331	80,291	82,746
10	<b>2,004,054</b>	<b>2,202,292</b>	<b>2,029,900</b>	<b>2,016,445</b>
11	134,385	136,000	133,107	134,142
12	936	60,251	66,553	67,071
13	14,422	0	0	0
14	2,000	0	0	0
15	635	685	685	922
16	<b>16,970,301</b>	<b>18,743,252</b>	<b>17,474,243</b>	<b>17,304,195</b>
17	595	575	395	400
18	1,306	1,400	877	900
19	0	100	100	100
20	37,395	20,000	41,029	35,000
21	48,797	25,000	64,506	40,000
22	14,317	20,000	25,000	20,000
23	24,646	15,000	21,353	20,000
24	894	500	3,177	500
25	<b>17,098,250</b>	<b>18,825,827</b>	<b>17,630,680</b>	<b>17,421,095</b>
<b>EXPENSE</b>				
26	14,611,836	15,435,600	15,013,493	15,003,139
27	84,639	103,200	55,046	60,000
28	<b>14,696,475</b>	<b>15,538,800</b>	<b>15,068,539</b>	<b>15,063,139</b>
29	0	134,400	34,036	189,125
30	0	270,000	0	0
31	357,909	400,824	366,600	383,351
32	<b>15,054,384</b>	<b>16,344,024</b>	<b>15,469,175</b>	<b>15,635,615</b>
<u>Personnel services</u>				
33	1,205,678	1,254,662	1,192,055	1,202,169
34	143,110	143,460	135,332	129,726
35	936	59,005	68,083	58,396
36	18,357	0	0	0
37	<b>1,368,082</b>	<b>1,457,127</b>	<b>1,395,470</b>	<b>1,390,291</b>
<u>Central Office Fees:</u>				
38	400,811	440,458	405,980	403,289
39	252,908	268,560	262,806	262,935
40	<b>653,718</b>	<b>709,018</b>	<b>668,786</b>	<b>666,224</b>

	2009/10 Actual	2010/11		2011/12
		Budget	Estimated Fiscal Year End	Proposed Budget
<b>Cash Based</b>				
<u>Other administrative costs</u>				
Legal services	41 421	1,000	400	500
Payroll/HR services	42 6,128	6,283	3,787	4,720
Audit	43 15,686	22,815	21,079	23,584
Travel/Training	44 5,652	3,500	1,633	0
Office supplies	45 14,990	20,000	14,000	15,000
Computer equip and software	46 1,393	1,100	1,400	1,500
Computer maint/repairs	47 8,026	7,000	6,800	7,000
Office equip maint/repairs	48 5,651	6,000	4,450	5,500
Temporary help	49 2,504	0	1,520	0
Postage	50 30,203	28,000	28,000	29,000
Printing	51 8,166	8,300	5,000	7,000
Advertising	52 20	100	1,663	50
Dues	53 8,263	6,200	5,000	5,500
Publications	54 325	1,600	1,000	1,000
Telecommunications	55 19,080	24,000	14,500	15,000
Interpreters	56 5,167	4,000	2,500	3,000
Background checks	57 4,611	5,000	2,500	3,000
Bank service chgs	58 3,299	3,500	4,000	4,100
Storage rental	59 300	300	300	300
Outside Inspections (HQS)	60 1,575	2,000	1,000	1,000
Total other admin costs	61 141,460	150,698	120,532	126,754
<u>Other Tenant Services</u>				
Camp Rosenbaum	62 1,600	2,400	0	0
<u>Utilities:</u>				
Electricity	63 10,599	11,000	10,705	10,900
Gas	64 1,496	2,500	1,700	1,800
Water	65 1,384	1,600	1,120	1,500
Sewer	66 2,281	2,500	1,950	2,100
Total Utilities	67 15,760	17,600	15,475	16,300
<u>Maint Supplies/Contracts:</u>				
<u>Supplies:</u>				
Building Maint	68 1,606	1,000	900	1,000
Janitorial supplies	69 1,906	1,200	1,100	1,200
Total supplies	70 3,512	2,200	2,000	2,200
<u>Contracts:</u>				
Vehicle maint/gas/repairs	71 2,373	3,700	1,000	1,500
Garbage/recycling	72 2,354	2,500	2,300	2,400
Total Maint Supplies/contracts	73 8,240	8,400	5,300	6,100
<u>Other Operating expenses</u>				
<u>Insurance:</u>				
Property/Liability	74 8,764	11,400	8,655	8,800
Vehicles	75 1,302	2,000	630	650
Bad Debt writeoffs	76 2,486	0	1,000	0
Total other operating expenses	77 12,552	13,400	10,285	9,450
Portability fees - outgoing	78 28,903	27,001	30,000	30,000
<b>Total Expense</b>	79 <b>17,284,700</b>	<b>18,729,668</b>	<b>17,715,023</b>	<b>17,880,734</b>
<b>Net Operating Income/Expense</b>	80 <b>(186,450)</b>	<b>96,159</b>	<b>(84,343)</b>	<b>(459,639)</b>
Interest Income rsvs (restricted)	81 1,306	1,500	977	1,000
HAP reserves (restricted)	82 (148,376)	50,000	(118,804)	(472,500)
Other restricted funds	83 (50,459)	36,609	28,369	1,681
Capital Outlay/Improvements	84 11,079	8,050	5,115	10,180
<b>Net Cash Flow</b>	85 <b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Added to/(withdrawn from)-HAP rsvs	86 (147,070)	51,500	(117,827)	(471,500)
Added to/(withdrawn from)-Admin rsvs	87 (39,380)	44,659	33,484	11,861
<b>Net added to/(withdrawn from) rsvs</b>	88 <b>(186,450)</b>	<b>96,159</b>	<b>(84,343)</b>	<b>(459,639)</b>

<u>Vou Reserve balances:</u>	Actual @ 9/30/10	Estimated @ 9/30/11	Estimated @ 9/30/12
Admin (unrestricted)	278,915.02	307,284.02	308,965.02
HAP-HCV (restricted)	899,048.13	781,221.13	309,721.53
<b>Total Vou Reserves</b>	<b>1,177,963.15</b>	<b>1,088,505.15</b>	<b>618,686.55</b>

Note: YE balances include depr, etc.

Requested add'l HAP of \$534K not included in 2012 reserve balance (status of request unknown at this time)

**MODERATE REHABILITATION PROGRAM**  
**Fiscal Year Beginning October 1, 2011**  
**Three year comparison**

@ 6/30/11

		2009/10 Actual	2010/11		2011/12 Proposed Budget
			Budget	Estimated Fiscal Year End	
<b>Cash Based</b>					
<b>REVENUE</b>					
<u>Mod Rehab subsidy:</u>					
Housing Assistance Payments	1	133,584	158,880	144,145	159,024
Admin Fees	2	29,549	30,382	30,522	31,690
Audit Reimb	3	635	952	952	1,032
Total Mod Rehab subsidy	4	163,767	190,214	175,619	191,746
Interest	5	186	200	100	100
<b>Total Revenue</b>	6	<b>163,953</b>	<b>190,414</b>	<b>175,719</b>	<b>191,846</b>
<b>EXPENSE</b>					
Housing Assistance Payments	7	133,584	158,880	144,145	159,024
<u>Personnel services</u>					
Administrative	8	16,917	14,035	16,606	18,048
Total personnel services	9	16,917	14,035	16,606	18,048
<u>Central Office Fees:</u>					
Central Office Mgmt Fees	10	5,910	6,076	6,104	6,338
Central Office Acctg Fees	11	3,240	3,240	3,240	3,240
Total Central Office fees	12	9,150	9,316	9,344	9,578
<u>Other administrative costs</u>					
Legal	13	4	0	5	5
Payroll/HR services	14	92	45	40	47
Audit	15	635	952	952	1,032
Training/travel	16	6	500	0	0
Office supplies	17	145	200	155	170
Computer equip and software	18	7	50	15	25
Computer maint/repairs	19	89	145	95	110
Office equip maint/repairs	20	41	70	60	80
Postage	21	195	260	450	500
Printing	22	67	80	75	100
Dues	23	0	45	40	50
Publications	24	1	5	0	5
Telecommunications	25	262	350	275	307
Background checks	26	43	0	45	55
Bank service chgs	27	331	300	340	360
Total other admin costs	28	1,919	3,002	2,547	2,846
<u>Utilities:</u>					
Electricity	29	1,127	1,000	1,175	1,250
Gas	30	159	250	184	210
Water	31	147	160	155	170
Sewer	32	243	275	250	300
Total Utilities	33	1,676	1,685	1,764	1,930
<u>Maint Supplies/Contracts:</u>					
<u>Supplies:</u>					
Building Maint	34	21	25	25	30
Janitorial supplies	35	33	30	35	40
Total supplies	36	54	55	60	70
<u>Contracts:</u>					
Maint vehicle repair/gas	37	0	10	0	10
Garbage/recycling	38	93	100	95	100
Total Maint Supplies/contracts	39	147	165	155	180
<u>Other Operating expenses</u>					
<u>Insurance:</u>					
Property/Liability	40	111	150	130	140
Total other operating expenses	41	111	150	130	140
<b>Total Expense</b>	42	<b>163,503</b>	<b>187,233</b>	<b>174,691</b>	<b>191,746</b>
<b>Net Operating Income/Expense</b>	43	<b>450</b>	<b>3,181</b>	<b>1,028</b>	<b>100</b>
Other restricted funds	44	450	3,181	1,028	100
<b>Net Cash Flow</b>	45	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **GRANT PROGRAMS**

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### **Capital Fund Program (CFP)**

The Housing Authority annually receives CFP funds under a formula grant from HUD that takes into account the number and type of units and the age of the agency's Public Housing stock. The funds may be used to make major physical improvements to Public Housing, management improvements that enhance the Authority's capability in operating all programs, pay the cost of services to Public Housing Residents and help meet Public Housing operating costs. These CFP funds permit the Housing Authority to make improvements that are beyond the scope of the operating budgets. The CFP budgets are part of the Agency Plan, which was adopted by the Housing Authority Commission on July 11, 2011.

### **Resident (Family) Self Sufficiency Programs**

The Authority has agreements with HUD for 106 Housing Choice Voucher and 45 Public Housing FSS families. The families voluntarily enroll in the program and agree to a plan to achieve specific goals within 5 years. As families achieve an increase in income, the subsidy savings is placed into an escrow account for the family. When the family achieves program goals, the escrow account is released to the family and is frequently used for higher education or homeownership.

### **Southfair Daycare**

The Authority constructed a Headstart classroom on the grounds of Southfair Apartments in 2003 and leases the facility to Willamette ESD. This budget represents the income from that lease and the payment of facility operating costs.

### **Security Deposit Program**

Under this program, the Authority offers cash assistance with security deposits to households entering the Voucher program. Eligible households must lack the resources to pay a security deposit at the start of Voucher assistance. The program is funded with a HOME grant awarded by the City of Salem. Security deposit assistance is expected to total \$50,000 which will assist approximately 117 households.

### **Doral House**

This is a single family home owned by the City of Salem and managed by the Authority for a fee.

GRANTS & OTHER PROGRAMS  
Fiscal Year Beginning October 1, 2011  
Three Year Comparison

	2009/10 Actual	2010/11		2011/12 Proposed Budget	CAPITAL FUND			(PH ROSS) Resident Self-suffic. Program	Doral House Rental	Southfair Daycare Rental	City Security Deposit Program
		Budget	Estimated Fiscal Year End		CFP'09	CFP'10	CFP'11				
<b>Cash Based</b>											
<b>REVENUES</b>											
Capital Grants AMP1	1,090,238	153,993	39,684	120,500	0	79,500	41,000				
Capital Grants AMP2	468,055	181,545	103,097	72,000	0	0	72,000				
Capital Grants AMP3	111,780	151,499	44,184	10,000	0	10,000	0				
Capital Grants AMP4	29,153	545,142	200,148	252,634	20,000	61,134	171,500				
Operating Grants	450,056	156,748	147,757	139,531			63,792	75,739			
Housing Assistance	93,942	33,417	33,417	50,000							50,000
Admin Fees	16,541	3,713	3,713	2,480							2,480
Leasing (SC/Doral) <sup>1</sup>	10,063	9,960	16,610	21,360					11,400	9,960	
Interest Inc (reserves)	16	15	15	0					0	0	
<b>Total Revenues</b>	<b>2,269,844</b>	<b>1,236,032</b>	<b>588,625</b>	<b>668,505</b>	<b>20,000</b>	<b>150,634</b>	<b>348,292</b>	<b>75,739</b>	<b>11,400</b>	<b>9,960</b>	<b>52,480</b>
<b>EXPENSES</b>											
Housing Assistance Payments	93,942	33,417	33,417	50,000							50,000
<b>Personnel services</b>											
Administrative	75,320	73,970	70,979	75,739				75,739			
Maintenance	0	0	329	0				0			
<b>Total personnel services</b>	<b>75,320</b>	<b>73,970</b>	<b>71,308</b>	<b>75,739</b>				<b>75,739</b>			
<b>Central Office Fees:</b>											
Central Office Mgmt Fees	189,547	81,487	84,841	69,548			63,792		2,280	996	2,480
<b>Total Central Office fees</b>	<b>189,547</b>	<b>81,487</b>	<b>84,841</b>	<b>69,548</b>			<b>63,792</b>		<b>2,280</b>	<b>996</b>	<b>2,480</b>
<b>Other administrative costs</b>											
Training/travel	3,747	6,000	1,550	0		0	0				
Office supplies	438	0	0	0							
Office equipment	1,938	0	0	0							
Postage	0	0	0	0							
<b>Total other administrative costs</b>	<b>6,122</b>	<b>6,000</b>	<b>1,550</b>	<b>0</b>		<b>0</b>	<b>0</b>				
<b>Utilities</b>											
Water/Sewer	453	460	460	0							0
<b>Maintenance</b>											
<b>Supplies:</b>											
Plumbing Parts	2,570	0	0	0							
Heating Parts	709	0	0	0							
Electrical Parts	1,760	0	0	0							
Appliances	15,814	0	0	0					0	0	
Appliance Parts	1,562	0	0	0					0	0	
Locks & keys	3,164	0	0	0					0	0	
Small Tools	1,089	0	0	0							
Grounds Supplies	720	0	158	0							
Barkdust	8,700	0	0	0							
Building Supplies	3,127	0	0	0							
Window Coverings	2,238	0	0	0							
Decorating Supplies	1,599	0	0	0							
Uniforms and protective clothing	8	0	0	0							
Signage	495	0	0	0							
<b>Contracts:</b>											
Contract Labor (temps)	308	0	0	0							
Vehicles	1,075	0	0	0							
Equipment Rental	1,445	0	0	0							
Electrical contracts	429	0	0	0							
Heating contracts	3,716	0	0	0							
Plumbing contracts	1,068	0	0	0							
Glass installations	1,618	0	0	0							
Roof repairs	495	0	0	0							
Unit Turnover Cleaning	568	0	0	0							
Floor Coverings contracts	9,941	0	0	0							
Building repair contracts	15,152	0	0	0							
Interior painting contracts	5,664	0	0	0							
Exterior painting contracts	2,960	0	0	0							
Pest control contracts	8,724	0	0	0							
Grounds contracts	38,426	0	0	0							
Fire system maint contracts	2,000	0	0	0							
Elevator repairs	141	0	0	0							
Garbage/recycling	25	0	0	200					200	0	
<b>Total maintenance</b>	<b>137,310</b>	<b>0</b>	<b>158</b>	<b>200</b>					<b>200</b>	<b>0</b>	

Grants and Other Programs – Continued

	2009/10 Actual	2010/11		2011/12 Proposed Budget	CAPITAL FUND			(PHROSS) Resident Self-sufficiency Program	Doral House Rental	Southfair Daycare Rental	City Security Deposit Program
		Budget	Estimated Fiscal Year End		CFP'09	CFP'10	CFP'11				
<b>Cash Based</b>											
Garbage/recycling	53 25	0	0	200					200	0	
Total maintenance	54 137,310	0	158	200					200	0	
<b>Other operating expenses</b>											
Insurance	55 225	210	210	0						0	
OV bldg dispo	56 66,728	0	0	0							
SF Bldg rental	57 4,267	4,272	4,272	4,272						4,272	
Total Other Operating Exp	58 71,220	4,482	4,482	4,272						4,272	
<b>Total Expenses</b>	59 573,916	199,816	196,216	199,759	0	0	63,792	75,739	2,480	5,268	52,480
<b>Net Operating Inc/Exp</b>	60 1,695,928	1,036,216	392,409	468,746	20,000	150,634	284,500	0	8,920	4,692	0
<b>Capital outlay/improvements</b>											
1406 AMP misc capital improvements	61 153,344	343,627	110,107	135,000	20,000	70,000	45,000				
1430 Outside Consultants	62 28,384	22,399	3,429	5,000	0	0	5,000				
1430 Plans, printing, fees	63 904	4,162	3,423	1,500	0	500	1,000				
1430 In-House Construction Insp/Supr	64 45,813	60,974	23,374	1,134	0	1,134	0				
1450 Site improvements	65 0	30,000	0	15,000	0	0	15,000		0	0	
1460 Dwelling structure improvements	66 1,207,783	450,376	192,832	272,500	0	79,000	193,500				
1465 Dwelling equipment	67 262,997	63,221	53,667	0	0	0	0				
1470 Non-dwelling structure improve	68 0	0	0	0	0	0	0		0	0	
1475 Non-dwelling equipment	69 0	0	0	0	0	0	0		0	0	
1502 Contingency	70 0	57,420	0	25,000	0	0	25,000				
<b>Total capital outlay/improvements</b>	71 1,699,226	1,032,179	386,832	455,134	20,000	150,634	284,500		0	0	
Other restricted funds	72 (3,298)	4,037	5,577	13,612					8,920	4,692	
<b>Net Cash Flow</b>	73 0	0	0	0	0	0	0	0	0	0	0

## MANAGED PROPERTIES

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Four (4) low-income housing developments are managed by the Authority. Budgets for these developments are approved by the owners or limited partners. Brief descriptions of the properties are provided here for informational purposes only.

### **Englewood East**

This 50-unit complex for elderly and handicapped households was built in 1981 with funding received from the HUD Section 202 Program. Owned by Teton Non-Profit Housing Corporation, rents are subsidized through the HUD Section 8 Project Based Assistance Program. This project recently completed a \$730,000 rehabilitation in 2011 funded through the HUD Green Retrofit Grant Program.

### **Southfair**

This 40-unit complex of 1, 2 and 3 bedroom units was acquired and renovated by Southfair Apartments Limited Partnerships beginning in 1999. The Housing Authority is the general partner and Oregon Equity Fund IV is the limited partner. The property is financed with a low interest loan and low-income housing tax credits.

### **Hawthorne House**

This single-family residence is owned by Chemeketa Non-Profit Housing Corporation. The 1996 rehabilitation of this home was financed with Community Development Block Grant a loan from the City of Salem's Urban Development Department.

### **Parkway Village**

This 124-unit family complex was constructed in 1997 and was financed with federal low income housing tax credits and a loan from Washington Mutual Bank. The complex is owned by the Parkway Village Apartments Limited Partnership. The Authority is the general partner and KeyCorp Housing Management is the limited partner.