



# 2021 - 2022 Consolidated Budget

(Proposed)





# **HOUSING AUTHORITY OFFICIALS**

## **BOARD OF COMMISSIONERS**

### **Chair**

Chris Hoy

### **Commissioners**

Tom Andersen

Vanessa Nordyke

Jackie Leung

Jim Lewis

Jose Gonzalez

Trevor Phillips

Virginia Stapleton

### **Resident Commissioner**

Vacant

## **ADMINISTRATIVE STAFF**

### **Executive Director**

Steve Powers

### **UDD Director**

Kristin Retherford

### **Housing Administrator**

Nicole Utz

### **Finance Manager**

Kalena Plath

### **Asset Manager**

Jessica Blakely

### **Housing Choice Voucher Manager**

Lynette Brown

### **Compliance Manager**

Melanie Fletcher

### **Client Services Manager**

Kimberly McBeth



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## DEFINITIONS

CY – Calendar Year

DV or DV 5yr – (Mainstream vouchers) Disabled persons vouchers, part of the SC8 voucher program.

FTE – Full time equivalent

FUP – Family Unification Program, a type of voucher and part of the SC8 program.

FY – Fiscal Year

HAP – Housing Assistance Payments

HCV – Housing Choice Vouchers

HRAP – Homeless Rental Assistance Program, program funded by Oregon Health Authority.

HUD – Housing and Urban Development

NRP – Net Restricted Position. These are unspent HAP funds at fiscal year-end plus any residual funds from previous years and can only be used for payments to landlords with SC8 contracts.

PH – Public Housing

RAD – Rental Assistance Demonstration. A Public Housing conversion program to take Public Housing properties and convert them to Section 8 rental support through HUD.

RSC – Resident Service Coordinator

SC8 – Section 8 program

SHORT FUNDING – This means that HUD is giving agencies less funding than is required to run the program due to Congressional appropriations or to force use of program reserves.

SRO – Single Room Occupancy, a type of Moderate Rehabilitation program for private sector property owners.

TC- Tax Credit, also LIHTC- Low-Income Housing Tax Credit, subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants.

UNP – Unrestricted Net Position. This is the administrative fee reserve for the voucher program. These funds are restricted to use to support the voucher program.

VASH – Veteran’s Assistance and Supportive Housing, a type of voucher.

VIDA – Valley Individual Development Accounts. A fund matching grant program run by CASA of Oregon.

VOU – Voucher program. Consists of HCV, VASH, DV, FUP and other voucher programs.

VRAP – Veterans Rental Assistance Program

# BUDGET MESSAGE

For the fiscal year beginning October 1, 2021

## Mission

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

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The proposed consolidated operating budget provides for the continuation of a financially sound operation amid many funding uncertainties and this current year has created more uncertainties than any other previous. Specific information about the funding uncertainties is provided in this section.

## Content of the Consolidated Budget

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

- **Central Office (Federal/Affordable)**  
The Central Office was split into Federal vs Non-Federal funding and expenditures beginning fiscal year 2014/2015 to meet HUD's definition of a Central Office segregated to federal funds only. Federal revenues are management fees earned from the Public Housing properties managed and the Housing Choice Voucher (Section 8) and Moderate Rehabilitation programs to pay for centralized administrative functions. Affordable (Non-Federal) revenues include development and management fees paid by other programs, grants and properties to pay for expenses related to managing these non-federal programs.
- **SHA-Owned Housing**  
A total of 151 units at Englewood West, Southview Terrace and the very recently completed: Redwood Crossings. Redwood Crossings works with client for Permanent Supportive Housing, with Single Room Occupancy (SRO) units.
- **Public Housing**  
137 units of Public Housing owned by HUD/Salem Housing Authority (SHA). Comprised of 2 Apartment/townhome complexes, 79 units of scattered site housing and a lot.
- **Housing Choice Vouchers (Section 8)**  
Rent subsidies paid to private landlords on behalf of over 3,000 households. Major programs include Emergency Housing Vouchers (EHV), Mainstream (DV) vouchers, Family Unification Program vouchers (FUP), Non-Elderly Disabled (NED) vouchers and Veteran's Assistance Vouchers (VASH). Additional Mainstream and HCV vouchers were awarded during this past year.

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- **Section 8 Moderate Rehabilitation**

Rent subsidies paid to owners of the Coral Avenue Single Room Occupants (SRO) apartments for 26 households.

- **Grant Programs**

Capital Fund Program (CFP), Resident Self Sufficiency (FSS), Veteran's Rental Assistance Program (VRAP), Homeless Rental Assistance Program (HRAP) & other smaller grants that support the mission and advancement of the HRAP program, VIDA and the Security Deposit Program.

This budget package does **NOT** contain annual operating budgets for properties owned by Low Income Housing Tax Credit (LIHTC) limited partnerships (Salem Housing Preservation 4%, Salem Housing Preservation 9%, Parkway East, Parkway West, Southfair or Robert Lindsey Tower) and properties that SHA manages for Teton and Chemeketa Non-Profit corporations (Englewood East and the Hawthorne House, respectively) or the Doral House (owned by the City of Salem). The fees that SHA earns, and the administrative expenses incurred for managing these properties are represented in the Central Office-Affordable budget. See Budget Timelines section for details.

### **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.
- This budget provides the resources for the Authority to provide affordable rental housing to an estimated 3,700 low-income households and security deposits to landlords for up to 120 households.
- The Capital Fund Program funded by HUD continues to permit the Authority to upgrade its remaining Public Housing units and to make management improvements that contribute to the overall efficiency of the Authority's operations.

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## **Program Funding Cycles**

The Authority's fiscal year begins October 1<sup>st</sup> and ends September 30<sup>th</sup>. The operating periods of the various 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, 2021 to September 30, 2022.

## **Budget Timelines**

- HUD requires the Authority to submit a Resolution demonstrating budget approval by the Housing Authority Commission by the conclusion of the current fiscal year. The Housing Authority Commission will be requested to adopt the consolidated budget at the September 27, 2021 meeting.
- Teton Non-Profit Housing, Inc. and Chemeketa Non-Profit, Inc. will individually approve their 2020-2021 operating budgets for Englewood East Apartments and the Hawthorne House respectively at their semi-annual meeting. Doral House (owned by the City of Salem and managed by SHA) is a single-family home and does not have its own budget.
- The Capital Fund Program budgets were approved by the Housing Authority Commission on August 23, 2021, as part of the Public Housing Agency Plan.
- Grant programs and funding have various operating periods each designated by the originator of the grant. Value contained in this budget may cross grant year period, as it has been reported to conform with SHA's fiscal year.
- All the LIHTC limited partnerships operate on a calendar year basis. These entities will adopt operating budgets for the 2022 calendar year prior to December 31, 2021.

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## **Budget Focus for FY 2021-22**

### **Coronavirus Aid, Relief, and Economic Security (CARES) Act & Budget repositioning**

The past 2 years have brought on many changes, difficulties, and opportunities. We continue to navigate through the coronavirus. HUD granted us CARES ACT funding, which we are still utilizing through December 31, 2021. Additional funding under the CARES Act has been awarded into Public Housing, Housing Choice Vouchers, Mainstream vouchers, and Administrative fees. Many of these awards provide funding which must be utilized by the allowable Coronavirus-related activities and are subject to recapture if not fully utilized by the Authority. This allowed us to purchase new technology to get Salem Housing Authority (SHA) moving towards a more paperless working environment. SHA has been in the forefront of working with clients, landlords and staff to get through this time.

Funding and awards not included within this budget are those that will equally increase income and expenses and/or subject to repayment or recapture by HUD and would not be added to rolling year funds, such as the Restricted Net Position.

### **Additional Grant Funding to Bridge the Gap in Available Housing**

SHA has requested additional funds of \$1 million to assistance in bridging the gap of getting and keeping clients housed. We have received preliminary approval but as of the date of this budget no formal award has been issued. With the receipt of that award we will allocate \$200,000 towards Housing Those with Vouchers: providing housing navigation and assistance to clients with vouchers, who need matching with available housing; \$300,000 towards Creating more Housing Options: Outreach and assistance to landlords to help bring more properties into range for voucher clients where market rates and voucher allowances don't meet; and \$500,000 towards Extending Homeless Rental Assistance Program: additional funding to allow for a 12 month extension of time to transition HRAP clients to HCV assistance due to the difficulties imposed by coronavirus. We anticipate receipt of this much needed funding, but as the awards have not yet been received this has not been included in our budget package.

### **Public Housing Operating Subsidy**

Operating Subsidy is one of three funding sources to Public Housing, along with tenant rents and CFP grant funds. The actual amount of subsidy allocated to housing authorities depends on the level of Congressional appropriation. The operating subsidy for the budgeted fiscal year is calculated by SHA in accordance with HUD guidelines and is submitted to HUD by the agency according to HUD's timelines. SHA has budgeted to receive a prorated portion of subsidy entitlement for FY 2020-21 and staff will make any necessary adjustments required when the amount of subsidy for this year and next fiscal year are finalized by Congress and HUD.

Four complexes of Public Housing were transitioned via the RAD during FY19-20, however they will still receive pass-through operating funding during their initial year. Upon complete of the initial year, January 2021, these properties will then receive property based rental assistance from HUD directly and no longer have pass through with Public Housing funds.

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## **Voucher Housing Assistance Payments**

The Housing Choice Voucher program is funded and reconciled by HUD on a calendar year (CY) basis. HUD began “short funding” agencies in CY2009, reducing even further the funding to a proration of the anticipated need. This budget was created with anticipated funding at 99.5%, based on recent HUD projections and reconciliations. In a normal operating basis, the Authority faces challenges with the timeliness of funding and uncertainties of the federal “short-funding” rates. The focus is always on maintaining housing to our assisted clients and when available allowing in new program participants. The both the Housing Choice Voucher program, Mainstream vouchers have been awarded new vouchers and funding and staff will work to fill those vouchers with eligible clients. SHA also was awarded and accepted new Emergency Housing Vouchers and funding. Due to the lack of available housing, we anticipate that these programs will receive more funding then ability to fully utilize and as such there is a corresponding increase to that programs RNP, making some of the funds available for use in upcoming budget periods.

## **Voucher Administrative Fees**

The uncertainty of HAP budget authority described in the previous section also results in uncertainty in the level of voucher administrative fees to be earned by SHA during the fiscal year. Housing authorities earn administrative fees 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 quarterly basis depending upon funds available at HUD. In the past, HUD has been approximately four to six months behind in finalizing each month’s administrative fees earned and it is retroactive to the beginning of the calendar year, resulting in another level of uncertainty for funding administrative costs. The budgeted administrative fee rate utilized in this budget is 84%. Rates for CY2021 will not be finalized or reconciled into well into 2021, most recent HUD pro-ration for the 1<sup>st</sup> 2 quarters of 2021 were estimated at 84.87%. Due to the current pandemic and funding of the CARES Act, a more conservative rate was utilized for this budget.

## **Grant programs**

The Family Self Sufficiency Program continues to provide both support and mentoring to families on their journey to become independent of governmental assistance. Funding for this program has remained steady. CY 2021 did not receive an increase of funding and remained at prior year levels. SHA did request a 10% increase on this newest grant fund request for the CY’22 funding cycle. Changes to grant allocations in CY2021 will only fund staffing expenses and will once again create a shortage in funding versus staffing expense. To assist with this shortage, we have in the past utilized revenues from other grant management receivables. This budget also utilizes some of those revenues and has delayed the filling of the final staff vacancy until later in the fiscal year to minimize the fiscal burden.

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### **SHA Staffing Level for FY 2021-22**

Positions remained unfilled during the past year due to some constraints found with operating during stay home orders and remote working. As the delayed construction projects and property acquisitions have moved forward and as we are working on new developments these positions will be filled. With the additional of new grant funds, units and vouchers staff levels are increasing to match those needs.

The proposed FY 2021-22 budgeted FTE is as follows:

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

<b>SHA Section</b>	<b>FY 2020-21 budget</b>	<b>FY 2021-22 budget</b>	<b>Difference</b>
Central Office	15.0	16.0	+ 1.0
Grants	8.0	11.0	+ 3.0
Section 8	12.0	13.0	+ 1.0
Property Mgmt.	15.0	15.0	+/- 0.0
Total	50.0	55.0	+ 5.0

## REVENUES

Numbers in parentheses indicate 2021-2022 budget figures.

### **Housing Assistance Subsidy (\$23,568,435)**

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 Grant programs: HRAP, VRAP and City Security Deposit program. Some CARES Act and Set Aside funding are included in subsidy figure.

### **Administrative Fees (\$2,946,418)**

These are fees earned for administration of the Voucher, Moderate Rehabilitation, and Security Deposit programs. The HCV CY 2021 proration factor is estimated at 84.650%, our FY'22 proration is estimated at 84.79%. Reserves will be utilized to cover any expenditures that are not covered by the finalized proration of the administrative fee rate.

### **Public Housing Operating Subsidy (\$564,430)**

The PH Operating subsidies for the remaining Public Housing units are based on a HUD formula of need and proration factor much like HCV. CY 2021 Operating Subsidy rates have not been finalized and the most recent quarter was calculated in the interim at 95.86%.

### **Public Housing Capital Fund (\$437,000)**

The federal grant awarded annually for public housing property related building improvements and equipment. The amount shown is what is expected to be spent in this budget year.

### **Tenant Rents (\$1,651,688)**

The aggregate of tenant rents anticipated from residents of Public Housing, Redwood Crossings, Southview Terrace and Englewood West Apartments.

### **Operating Grants (\$3,136,083)**

HUD operating grants that support Agency operations- Capital Fund, Resident Self Sufficiency programs funding primarily payroll and soft costs. This also includes funding for operational costs from the VRAP, HRAP and Security Deposit program. Capital Fund operating subsidy included in this budget increased substantially due the repositioning of funds for use towards Coronavirus-related expenditures.

### **Central Office Fees (\$1,676,265)**

Fees paid by the Public Housing, Capital Fund program, Housing Choice Voucher program, Section 8 Moderate Rehabilitation program, Englewood West and Southview Terrace budgets to support centralized administrative costs. This fund also includes fees from partnerships (Southfair, Parkway West, Robert Lindsey Tower LLC, Salem Housing Preservation 4 Percent and Salem Housing Preservation 9 Percent) and managed properties (Englewood East/Hawthorne House/Doral House). The Central Office was split between Federal and non-federal programs to align with HUD's signaled expectation to see the Federal funding segregated. CARES Act has allowed for increases in Administration fees in Federal programs.

**Development Fees (\$2,235,807)**

These fees are earned upon completion of a new housing projects or deferred and paid at a later date, as cash flow allows. Based upon conservation projections of LIHTC projects, no fees have been budgeted for receipt this fiscal year.

**Fraud Recovery (\$15,000)**

Repayments to SHA of rental assistance paid on behalf of Housing Choice Voucher program participants who misrepresented their income and/or expenses or were landlords that failed to notify SHA of tenant changes.

**Family Self Sufficiency (FSS) Escrow Forfeitures (\$15,000)**

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.

**Tenant Charges (\$11,300)**

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

**Interest Income (\$1,084)**

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.

**Laundry Income (\$5,800)**

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

**Other Income (\$135,079)**

Miscellaneous rebates, insurance reimbursement, donations, landlord repayments and collection of accounts after write-off. Revenue from facility rental use at Redwood Crossings is also included.

**Total Revenue (\$36,399,390)**

## **EXPENDITURES**

Numbers in parentheses indicate 2021-2022 budget figures.

### **Housing Assistance Payments (\$23,900,032)**

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

### **Family Self Sufficiency (FSS) Escrow Deposits (\$228,000)**

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

### **Personnel Services (\$5,092,033)**

Salaries and fringe benefit costs paid to Housing Authority employees. Budget projections cover estimated merit increases and benefit cost adjustments anticipated through the 2021-2022 fiscal year for 55 FTE (full time equivalent) positions. Additional personnel expenditures of SHA are charged directly to LITHC projects and not reflected in this budget.

### **Central Office Fees (\$1,432,508)**

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 each entity's own budget.

### **Other Administrative Costs (\$1,265,942)**

Other administrative costs include legal services, audit fees, travel and training expenses, technical publications, dues, office supplies, office equipment maintenance, printing, postage and telecommunications. This also includes costs associated with grant supported positions and expenses shared with outside agencies.

### **Other Tenant Services (\$600)**

This amount is set aside for Public Housing tenant direct services.

### **Utilities (\$125,870)**

Utilities include all Authority-paid utility costs, excluding garbage. Utility costs are incurred at the Authority's office, Public Housing, Redwood Crossings, Southview Terrace and Englewood West common areas and in vacant units. Also includes street lighting charges for PH and Owned units.

**Repairs and Maintenance (\$948,511)**

Materials and contracts required for preventive, turnover and work order maintenance of Public Housing, Southview Terrace, and Englewood West units. Maintenance contracts include vehicle maintenance, pest control, elevator maintenance and garbage collection costs.

**Portability Fees - Outgoing (\$90,000)**

Administrative fees paid by the Salem Housing Authority to outside housing authorities that receive a Voucher client who has moved from Salem and choose to bill SHA rather than issue their own agency's voucher. These costs have becoming increasingly larger and SHA has made efforts to work with outside PHAs to have client absorbed; relieving SHA of the burdened cost.

**Other Operating Expenses (\$210,112)**

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 using Public Housing tenant rents units and utility costs, and (3) collection losses for unpaid rent and vacate charges.

**Total Expenses (\$33,293,608)****Net Operating Income (\$3,105,781)****Debt Service (\$105,776)**

Included here are scheduled payments of principal and interest to: (1) City of Salem for HOME loan on Parkway Village and (2) Columbia Bank for the Englewood West and Southview Terrace mortgages.

**Reserve Interest (Restricted) (\$348)**

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

**Housing Assistance Payments Reserves (Restricted) (\$76,317)**

Increases in HAP reserves are attributable to the recently increased Mainstream vouchers. SHA anticipates a slow ability to be able to fill these vouchers and as such funding will carryover into reserves until such time as leasing reaches the funding allotment.

**Other Restricted Funds (\$1,936,960)**

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

**Capital Outlay/Improvements (\$986,380)**

This expense includes fixed asset acquisition and improvements to Authority-owned property. The majority of the capital improvement expenditures are paid under the Capital Fund Program on behalf of Public Housing. New roofing and interior remodel work is planned for some of the scattered site homes.

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

All budgets are "break-even".

**CONSOLIDATED BUDGET**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b>Cash Based</b>				
<b>REVENUE</b>				
<u>Subsidies:</u>				
Hsg Assist Payments	22,546,453	20,209,140	21,342,164	23,568,435
Hsg Assist Admin Fees	3,436,145	2,321,150	2,577,824	2,946,418
Public Housing Operating	734,986	1,031,345	869,011	564,430
Public Housing Capital Fund	808,797	1,080,520	117,820	437,000
<u>Other:</u>				
Tenant rents (net)	1,218,039	1,306,267	1,424,496	1,651,688
Operating Grants	2,027,076	720,424	759,398	3,136,083
Central Office Fees	1,201,530	1,368,371	1,210,430	1,676,265
Development Fees	254,339	0	716,128	2,235,807
Fraud Recovery	16,402	15,000	14,084	15,000
FSS Forfeitures	14,013	16,180	31,857	15,000
Tenant charges	26,422	37,460	12,421	11,300
Interest	653,169	850	361,571	1,084
Laundry	5,025	6,400	5,512	5,800
Other	2,508,742	30,968	1,151,688	135,079
<b>Total Revenue</b>	<b>35,451,137</b>	<b>28,144,074</b>	<b>30,594,405</b>	<b>36,399,390</b>
<b>EXPENSE</b>				
Housing Assistance Payments	21,327,780	20,135,928	21,924,596	23,900,032
FSS escrow deposits	250,746	263,135	217,976	228,000
Personnel services	4,016,059	3,905,969	3,790,437	5,092,033
Central Office Fees	1,202,487	1,037,098	1,330,196	1,432,508
Other administrative	1,923,953	2,162,404	893,405	1,265,942
Other tenant services	60	828	62	600
Utilities	120,228	110,810	122,463	125,870
Repairs and maintenance	553,850	484,747	824,461	948,511
Port fees (outgoing)	77,652	50,000	87,675	90,000
Other operating	260,308	183,921	205,085	210,112
<b>Total Expense</b>	<b>29,733,123</b>	<b>28,334,840</b>	<b>29,396,356</b>	<b>33,293,608</b>
<b>Net Operating Inc/Exp</b>	<b>5,718,014</b>	<b>(190,766)</b>	<b>1,198,048</b>	<b>3,105,781</b>
Debt service	101,296	100,939	118,074	105,776
Reserves Interest (restricted)	547	350	78	348
HAP reserves (restricted)	563,368	(1,584,460)	(1,084,702)	76,317
Other restricted funds/rsv dep	4,442,045	53,226	2,109,615	1,936,960
Capital outlay/improvements	610,759	1,239,179	54,984	986,380
<b>Net Cash Flow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Cash Based

**Subsidies:**

Other:

## Other

### Total Expense

Capital outlay/improvements

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## **CENTRAL OFFICE (Affordable and Federal Housing)**

The Central Office budgets represent the Housing Authority's centralized administrative functions. The Central Office was originally established to conform to HUD's Public Housing program requirements and was later split in FY 2014 to separate Federal and non-federal sources of funding to conform with planned HUD changes to Central Office funding from federal sources. This split easily identifies non-federal funds that are not subjected to any possible future recapture by HUD.

The Central Affordable budget receives management fees from Owned Housing (Redwood Crossings, Englewood West and Southview Terrace properties), Managed properties (Doral House, Hawthorne House and Englewood East), SHA Affordable Housing (Southfair, Parkway West, Parkway East and Robert Lindsey Towers) and Grant programs. Additions last year to the SHA Affordable Housing include the recently converted Public Housing projects now known as Salem Housing Preservation 4% and Salem Housing Preservation 9%. This section also receives development fees as earned from housing construction projects, per agreement cash flow allows.

The Central Federal budget receives management fees from Federal programs such as the Public Housing, Capital Fund, Voucher and Moderate Rehabilitation programs. Central Federal expenses reflect indirect agency staffing (Housing administrator and others) and associated administrative cost for federal programs.

### **CENTRAL (AFFORDABLE HSG) BUDGET**

**Fiscal Year Beginning October 1, 2021**

**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b><u>Cash Based</u></b>				
<b>REVENUE</b>				
<u>Property Mgmt Fees:</u>				
Englewood East (NP)	33,076	33,373	33,649	<b>40,695</b>
Hawthorne House (NP)	907	958	949	<b>958</b>
Doral Hse (City owned)	2,751	2,916	2,900	<b>2,916</b>
SHA Owned Housing	64,826	84,085	86,893	<b>113,781</b>
Salem Hsg Prsv. 4% (TC)	33,363	43,917	42,109	<b>39,600</b>
Salem Hsg Prsv. 9% (TC)	31,872	43,667	34,995	<b>40,200</b>
Southfair (TC)	8,531	8,400	7,842	<b>8,400</b>
RLT (TC)	34,583	34,968	33,151	<b>34,968</b>
Parkway West (TC)	46,101	47,300	48,485	<b>47,300</b>
Parkway East (TC)	19,862	28,120	20,543	<b>28,120</b>
Total Prop Mgmt Fees	275,872	327,704	311,516	<b>356,938</b>
<u>Other Fees/Income:</u>				
Acctg Reimb (HH)	600	600	600	<b>600</b>
Grant Mgmt Fees	2,125,000	151,632	175,187	<b>158,380</b>
Interest	649,950	500	361,019	<b>500</b>
Development Fees Earned	254,339	0	716,128	<b>2,235,807</b>
Other	332,280	10,000	527,813	<b>10,000</b>
Total Other Fees/Income	3,362,169	162,732	1,780,747	<b>2,405,287</b>
<b>Total Revenue</b>	<b>3,638,041</b>	<b>490,436</b>	<b>2,092,263</b>	<b>2,762,225</b>

**CENTRAL (AFFORDABLE HSG) BUDGET**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b>Cash Based</b>				
<b>EXPENSE</b>				
<u>Personnel services</u>				
Administrative	645,453	560,733	891,339	787,319
Admin-Grant Mgmt	2,316	8,652	10,742	5,000
Total personnel services	647,769	569,385	902,081	792,319
<u>Other administrative costs</u>				
Legal services	364	500	0	500
Professional/Admin Services	0	59,306	97,506	59,941
Audit	4,802	1,168	900	7,356
Training/travel	710	6,200	353	6,950
Office/mtg supplies	3,039	1,350	2,456	2,500
Computer maint/repairs	463	21,575	7,386	28,190
Printing	0	150	0	150
Advertising	194	250	695	700
Dues	124	500	140	500
Publications	0	0	0	0
Telecommunications	1,133	1,800	1,426	2,300
Bank service chgs	3,957	4,500	30	3,000
Grant program supplies/VIDA	169,881	1,500	5,556	3,000
Property Mgmt exp	325	500	5,610	5,000
Total other admin costs	184,992	99,299	122,058	120,087
<u>Maintenance</u>				
Bldg repairs	966	1,500	0	1,500
<u>Other operating expenses</u>				
Insurance	2,967	3,110	3,007	3,157
<b>Total Expense</b>	<b>836,694</b>	<b>673,294</b>	<b>1,027,146</b>	<b>917,063</b>
<b>Net Operating Income/Expense</b>	<b>2,801,348</b>	<b>(182,857)</b>	<b>1,065,117</b>	<b>1,845,162</b>
Debt service (prin/int)	6,380	6,380	6,380	6,380
<b>Other restricted funds (incr/decr)</b>	<b>2,791,867</b>	<b>(202,144)</b>	<b>1,053,737</b>	<b>1,813,782</b>
Transfers to Central/Federal	0	0	0	0
Capital outlay/improvements	3,100	12,907	5,000	25,000
<b>Net Cash Flow</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>

**CENTRAL (FEDERAL) BUDGET**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22
		Budget	Estimated Fiscal Year End	Proposed Budget
<b>Cash Based</b>				
<b>REVENUE</b>				
<u>PH Central Office Fees:</u>				
PH Mgmt Fee	111,069	97,785	94,176	85,000
PH Bookkeeping Fee	14,153	12,330	12,000	11,200
PH Asset Mgmt Fee	19,680	16,440	16,440	14,600
Total PH Central Office Fees	144,901	126,555	122,616	110,800
<u>Other Fees/Income:</u>				
Voucher Central Office Fees	503,990	502,295	506,938	564,280
Voucher Acctg Fees	268,050	266,048	260,590	266,498
Mod Central Office Fees	5,776	5,830	5,830	6,097
Mod Acctg Fees	2,340	2,340	2,340	2,340
CFP Central Office Fees	198,413	130,021	117,820	210,332
Interest	0	0	0	0
Other	3,766	0	0	0
Total Other Fees/Income	982,335	906,534	893,518	1,049,547
<b>Total Revenue</b>	<b>1,127,236</b>	<b>1,033,089</b>	<b>1,016,134</b>	<b>1,160,347</b>
<b>EXPENSE</b>				
<u>Personnel services</u>				
Administrative	797,636	686,859	635,156	927,150
Total personnel services	797,636	686,859	635,156	927,150
<u>Other administrative costs</u>				
Legal services	0	500	0	500
Payroll/HR services	10,477	5,874	10,760	6,064
Audit	1,883	2,173	6,000	3,019
Training/travel	5,167	11,800	6,800	13,250
Office/mtg supplies/Rent	5,333	6,000	7,565	6,000
Computer equip and software	13,689	12,966	36,574	12,966
Computer maint/repairs	961	1,000	3,850	1,000
Office equip	11	700	0	700
Office equip maint/repairs	516	1,000	600	1,000
Postage	894	1,750	2,066	1,750
Printing	2,099	1,500	1,633	1,500
Advertising	194	200	695	200
Dues	3,792	3,800	4,287	3,800
Publications	210	400	297	400
Telecommunications	7,773	11,900	8,567	11,900
Bank service chgs	833	2,000	845	2,000
Background checks	11	50	191	50
Total other admin costs	53,842	63,613	90,730	66,099

**CENTRAL (FEDERAL) BUDGET**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b>Cash Based</b>				
<u>Utilities</u>				
Electricity	1,939	2,500	1,964	2,500
Gas	337	500	1,154	500
Water	191	300	382	300
Sewer	319	500	503	500
Total Utilities	2,786	3,800	4,003	3,800
<u>Maintenance</u>				
<u>Materials:</u>				
Locks and keys	50	0	0	0
Small tools	0	0	0	0
Pest prevention	0	0	0	0
Bldg supplies	5,646	2,500	0	2,500
Janitorial supplies	720	1,000	0	1,000
Uniforms and protective clothing	81	0	3,561	0
Total repairs materials	6,497	3,500	3,561	3,500
<u>Contracts:</u>				
Vehicle maint/gas	1,411	1,200	1,339	1,200
Heating Service & Repair	0	0	0	0
Plumbing Service & Repair	0	0	0	0
Bldg repairs	1,993	5,000	7,370	5,000
Fire system maintenance	0	50	0	50
Garbage/recycling	2,805	3,425	964	1,032
Total repairs contracts	6,209	9,675	9,673	7,282
Total repairs and maintenance	12,706	13,175	13,234	10,782
<u>Other operating expenses</u>				
<u>Insurance:</u>				
Property/Liability	1,950	1,990	2,197	2,242
Vehicles	958	1,070	917	985
(Gain)/Loss on disposal of equip	0	0	0	0
Total other operating expenses	2,908	3,060	3,114	3,227
<b>Total Expense</b>	<b>869,878</b>	<b>770,507</b>	<b>746,237</b>	<b>1,011,058</b>
<b>Net Operating Income/Expense</b>	<b>257,359</b>	<b>262,582</b>	<b>269,897</b>	<b>149,289</b>
Other restricted funds (incr/decr)	252,085	252,067	269,897	149,289
Transfers from Central/Affordable	0	0	0	0
Capital outlay/improvements	5,274	10,515	0	0
<b>Net Cash Flow</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## **OWNED HOUSING**

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### **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. On January 1, 2007, the Englewood West Apartments Limited Partnership transferred ownership of the 54-unit complex to the Housing Authority. This property was refinanced on July 17, 2016 with Columbia Bank due to low interest rates available and needed capital improvements (roof and heating/cooling unit replacements) with a 15 year fully amortizing loan at a 2.5% tax exempt interest rate.

### **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 on January 1, 2009. This property was refinanced on April 1, 2014 with Columbia Bank with a loan maturity date of April 5, 2024, when the remaining loan balance will need to be refinanced.

### **Redwood Crossings**

Redwood Crossings is owned solely by SHA. Construction just completed and the property is starting to lease. Purchase and construction completion of this Permanent Supportive Housing was funded by a combination of grant sources, permanent loans and construction financing, as well as SHA reserves. Section 8 Project Based Vouchers provides assistance for 31 units at this property.

**OWNED HOUSING BUDGETS**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22			
		Budget	Estimated Fiscal Year End	Proposed Budget	Englewood West	Southview Terrace	Redwood Crossing
<b>Cash Based</b>							
<b>REVENUE</b>							
Contract Rents	685,307.00	847,248	888,315	950,856	337,384	383,820	229,652
Less: Mgr rent	0.00	0	0	0	0	0	0
Less: Vacancies	(42,381.14)	(6,400)	(53,921)	(8,200)	(4,000)	(1,800)	(2,400)
Tenant Rents (net)	642,925.86	840,848	834,394	942,656	333,384	382,020	227,252
Laundry Income	5,024.72	6,600	5,512	5,800	2,800	1,800	1,200
Interest Income	354.91	480	61	236	200	36	0
Interest Income (reserves)	500.56	670	72	348	320	28	0
Other Inc - misc	13,170.86	91,092	404,296	91,079	200	0	90,879
Other Inc - tenant charges	4,956.97	2,800	3,738	3,800	1,200	600	2,000
<b>Total Revenue</b>	<b>666,933.88</b>	<b>942,490</b>	<b>1,248,073</b>	<b>1,043,919</b>	<b>338,104</b>	<b>384,484</b>	<b>321,331</b>
<b>EXPENSE</b>							
<u>Personnel services</u>							
Administrative	87,904.38	133,397	134,655	155,000	55,000	50,000	50,000
Maintenance	90,998.65	104,274	111,107	140,000	40,000	50,000	50,000
 Total personnel services	 178,903.03	 237,671	 245,762	 295,000	 95,000	 100,000	 100,000
<u>Central Office Fees:</u>							
Central Office Mgmt fees	64,825.75	84,085	86,893	113,781	33,338	38,202	42,241
 Total Central Office fees	 64,825.75	 84,085	 86,893	 113,781	 33,338	 38,202	 42,241
<u>Other administrative costs</u>							
Legal services	47,674.00	1,200	1,207	1,500	300	0	1,200
Professional services	2,587.47	3,100	3,730	1,800	600	1,200	0
Audit	103.50	620	363	540	360	180	0
Travel/Training	365.99	1,900	1,448	2,100	300	600	1,200
Office supplies	1,918.40	3,480	1,359	1,680	480	600	600
Comp Equip & S/W	4,332.22	5,159	7,170	5,200	2,800	1,200	1,200
Computer maintenance	676.43	1,000	0	0	0	0	0
Office Equip maint/repairs	120.55	210	141	210	90	120	0
Postage	819.38	1,500	1,090	1,060	400	360	300
Printing	743.03	540	656	840	300	300	240
Advertising	0.00	0	685	0	0	0	0
Dues	2,245.69	2,660	2,329	2,860	1,200	1,300	360
Publications	0.00	0	26	0	0	0	0
Telecommunications	4,995.27	6,800	7,597	8,800	2,000	1,800	5,000
Cable (Comm room)	831.31	800	801	880	480	400	0
Interpreters	0.00	0	0	0	0	0	0
Background checks	619.10	400	1,270	1,380	420	360	600
LIHTC monitoring fee (OHCS)	3,277.50	3,330	3,420	3,420	1,620	1,800	0
 Total other admin costs	 71,309.84	 32,699	 33,292	 32,270	 11,350	 10,220	 10,700
<u>Utilities</u>							
Electricity	26,176.91	23,750	32,005	33,000	9,000	9,000	15,000
Gas	8,036.63	10,189	6,856	7,400	3,200	3,900	300
Water	15,992.35	18,700	18,479	19,600	7,800	9,400	2,400
Sewer	23,379.98	27,020	27,667	27,900	12,500	12,800	2,600
 Total Utilities	 73,585.87	 79,659	 85,007	 87,900	 32,500	 35,100	 20,300
<u>Repairs and maintenance</u>							
<u>Materials:</u>							
Plumbing Parts & Supplies	2,031.17	1,800	1,311	1,280	480	800	0
Heating Parts & Supplies	424.50	1,100	926	720	0	480	240
Electrical Parts & Supplies	3,605.73	2,200	3,547	3,240	2,400	600	240
Appliances	17,476.27	5,500	4,749	6,400	1,800	2,200	2,400
Appliance parts	723.10	1,500	39	360	360	0	0

**OWNED HOUSING BUDGETS**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22			
		Budget	Estimated Fiscal Year End	Proposed Budget	Englewood West	Southview Terrace	Redwood Crossing
<b>Cash Based</b>							
Locks and keys	466.24	1,700	1,808	840	0	240	600
Small tools	1,176.16	340	2,100	540	480	60	0
Pest prevention	13.74	450	304	660	180	0	480
Grounds supplies	3,169.98	800	166	800	0	200	600
Barkdust	0.00	1,500	0	1,500	0	1,500	0
Building supplies	4,041.46	1,980	4,228	4,900	1,500	1,600	1,800
Painting supplies	1,288.24	1,700	1,847	1,500	900	600	0
Janitorial supplies	891.27	1,880	958	1,680	0	480	1,200
Vertical blinds and draperies	1,918.00	0	898	720	0	240	480
Uniforms and protective clothing	181.12	520	184	480	120	240	120
Signage	371.33	1,200	42	0	0	0	0
<b>Total repairs materials</b>	<b>37,778.31</b>	<b>24,170</b>	<b>23,107</b>	<b>25,620</b>	<b>8,220</b>	<b>9,240</b>	<b>8,160</b>
<b>Contracts:</b>							
Contract Labor (temps)	0.00	0	459	0	0	0	0
Vehicle maint/gas	1,557.97	2,040	2,617	3,300	1,500	1,200	600
Equipment rent and repair	0.00	0	2,733	0	0	0	0
Electrical Service & Repair	90.00	0	1,474	1,800	900	900	0
Heating Service & Repair	0.00	480	123	0	0	0	0
Plumbing Service & Repair	3,372.81	4,000	0	2,400	0	2,400	0
Appliance repairs	0.00	1,200	217	0	0	0	0
Glass replacements	0.00	480	0	240	0	0	240
Carpet and drapery cleaning	957.00	1,260	6,089	960	600	360	0
Unit cleaning	4,787.50	6,600	2,572	9,000	2,400	600	6,000
Floor coverings/repairs	4,789.19	6,800	11,156	7,600	3,200	2,400	2,000
Door/countertop repairs	2,248.10	2,400	1,432	1,500	900	600	0
Building repairs	390.00	1,800	21,568	0	0	0	0
Janitorial services-common areas	25,523.75	22,400	43,641	17,400	6,000	7,000	4,400
Laundry service	1,119.52	1,200	963	1,200	600	600	0
Painting - interiors	2,050.50	5,300	2,420	4,200	900	900	2,400
Pest treatment	1,975.00	3,700	6,958	3,660	900	360	2,400
Grounds	22,173.12	24,392	24,364	32,600	12,000	14,000	6,600
Fire system maint	7,698.93	6,600	5,087	7,600	3,200	3,600	800
Elevator maint/repairs	4,288.94	5,200	4,068	5,440	2,800	2,400	240
Elevator phone	1,236.27	1,320	1,280	1,480	480	1,000	0
Window cleaning	0.00	0	3,265	0	0	0	0
Garbage/recycling	10,104.95	13,200	8,675	14,400	4,800	6,000	3,600
<b>Total repairs contracts</b>	<b>94,363.55</b>	<b>110,372</b>	<b>151,161</b>	<b>114,780</b>	<b>41,180</b>	<b>44,320</b>	<b>29,280</b>
<b>Total repairs and maintenance</b>	<b>132,141.86</b>	<b>134,542</b>	<b>174,268</b>	<b>140,400</b>	<b>49,400</b>	<b>53,560</b>	<b>37,440</b>
<b>Other operating expenses</b>							
Insurance:							
Property/Liability	34,190.56	29,000	30,863	34,240	12,000	14,000	8,240
Professional Services	34,607.51	21,200	44,899	60,000	0	0	60,000
Bad Debt Write off	4,976.94	980	1,271	0	0	0	0
<b>Total other operating expenses</b>	<b>73,775.01</b>	<b>51,180</b>	<b>77,033</b>	<b>94,240</b>	<b>12,000</b>	<b>14,000</b>	<b>68,240</b>
<b>Total Expense</b>	<b>594,541.36</b>	<b>619,836</b>	<b>702,255</b>	<b>763,591</b>	<b>233,588</b>	<b>251,082</b>	<b>278,921</b>
<b>Net Operating Income/Expense</b>	<b>72,392.52</b>	<b>322,654</b>	<b>545,818</b>	<b>280,328</b>	<b>104,516</b>	<b>133,402</b>	<b>42,410</b>
Debt service (prin/int)	94,916.23	130,091	111,694	99,396	48,083	46,314	4,999
Interest Income rsvs (restricted)	500.56	670	72	348	320	28	0
Other restricted funds (incr/decr)	(62,924.27)	90,269	381,392	104,684	37,213	66,060	1,411
Reserve deposits	39,900.00	101,624	39,900	75,900	18,900	21,000	36,000
Reserve draws	0.00	(2,899)	0	0	0	0	0
Capital outlay/improvements	0.00	2,899	12,760	0	0	0	0
<b>Net Cash Flow</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## FEDERAL HOUSING PROGRAMS

### Public Housing

The Authority currently owns and manages 137 units of HUD subsidized public housing located in Salem and Keizer. These projects are referred to as follows:

AMP 1: Multi-family apartment sites                      2 locations totaling 58 family units built in 1972

AMP 3: Scattered sites    79 family units acquired between 1978 and 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 subsidy determined by the HUD. Eligible applicants must have annual gross income not exceeding 80 percent of area median income. The unit count of 137 does not include Orchard Village (previously 30 units) which was demolished for future redevelopment in September 2009, which remains an asset of Public Housing. SHA received 30 replacement vouchers for Orchard Village effective July 1, 2009.

Effective December 7, 2019, 4 apartment complexes were removed from Public Housing via the RAD and are currently undergoing modernization. These projects are still receiving pass-through operations fund from Public Housing during their Initial First Funding. Effective January 2021, they will no longer receive the subsidy and instead gain assistance through Section 8 Project Based Rental Assistance subsidy. As part the RAD, 8 units of Scattered Site homes were removed from Public Housing, as well. SHA also received a Phase II RAD to sell all remaining scattered site public housing units after new construction is built, which will also utilize Section 8 project-based rental voucher subsidized units to the tenants and to pay off the construction loans on the new housing.

### PUBLIC HOUSING BUDGET Fiscal Year Beginning October 1, 2021 Three year comparison

	2019/20 Actual	2020/21		2021/22
		Budget	Estimated Fiscal Year End	Proposed Budget
<u>Cash Based</u>				
REVENUE				
<u>Public Housing Subsidy:</u>				
PH Unit Subsidy	655,931.40	543,371	645,211	557,360
PH audit reimb	3,785.58	2,763	3,961	4,900
Resident participation subsidy	2,722.67	2,977	2,839	2,170
Total PH Operating Subsidy	662,439.65	549,111	652,011	564,430
Tenant Rents (net)	575,113.22	488,527	590,102	709,032
Interest	1,549.90	1,500	178	0
Tenant Charges	21,464.80	24,800	8,683	7,500
FSS forfeits	530.07	480	27,674	0
Other	6,135.39	3,600	4,140	4,000
Total Revenue	1,267,233.03	1,068,018	1,282,788	1,284,962

**PUBLIC HOUSING BUDGET**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b><u>Cash Based</u></b>				
<b>EXPENSE</b>				
FSS Escrow Deposits (net)	44,425.16	39,425	42,132	28,000
<b><u>Personnel services</u></b>				
Administrative	209,634.38	145,918	167,077	188,000
Unemployment Insurance	4,368.00	0	0	0
Maintenance	219,909.47	193,977	184,874	204,000
Total personnel services	433,911.84	339,895	351,951	392,000
<b><u>Central Office Fees:</u></b>				
PH Central Mgmt Fee	111,068.82	97,785	94,176	85,000
PH Central Acctg Fee	14,152.50	12,330	12,000	11,200
PH Central Asset Mgmt Fee	19,680.00	16,440	16,440	14,600
Total Central Office fees	144,901.32	126,555	122,616	110,800
<b><u>Other administrative costs</u></b>				
Legal services	6,483.50	6,600	2,281	5,400
Payroll/HR services	4,588.77	3,950	1,535	2,400
Audit	3,457.34	2,480	323	2,160
Travel/Training	940.86	980	407	960
Office supplies	2,456.95	1,800	1,151	1,720
Computer equip & S/W	6,625.05	3,300	7,905	3,300
Computer maint/repairs	603.77	1,240	0	0
Office equipment	0.00	0	0	0
Office equip maint/repairs	189.12	360	197	390
Postage	1,597.36	1,540	1,064	1,500
Printing	907.12	640	502	700
Advertising	410.43	0	0	0
Dues	3,558.35	2,800	2,613	2,940
Publications	0.00	0	44	30
Telecommunications	8,093.49	8,100	6,621	7,600
Interpreters	68.90	360	32	0
Background checks	2,697.20	300	2,249	2,280
Bank service chgs	2,531.43	3,600	23	1,200
Collection and court fees	3,290.35	0	2,189	2,100
Total other admin costs	48,499.99	38,050	29,136	34,680

**PUBLIC HOUSING BUDGET**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b><u>Cash Based</u></b>				
<u>Other tenant services:</u>				
Resident Activities	60.03	600	62	600
Total Other tenant services	60.03	600	62	600
<u>Utilities</u>				
Electricity	15,495.45	12,400	8,058	8,400
Gas	2,677.95	2,200	1,166	1,520
Water	10,955.49	8,400	10,202	9,700
Sewer	11,657.20	10,400	10,210	10,360
Total Utilities	40,786.09	33,400	29,636	29,980
<u>Repairs and maintenance</u>				
<u>Materials:</u>				
Plumbing Parts & Supplies	10,933.30	8,400	7,170	8,600
Heating Parts & Supplies	1,138.00	2,360	1,409	1,800
Electrical Parts & Supplies	11,042.92	8,000	4,652	5,440
Appliances	17,988.83	6,000	11,895	11,200
Appliance parts	5,268.55	5,600	2,605	3,000
Locks and keys	5,638.61	2,560	1,132	1,960
Small tools	8,138.00	1,840	4,722	2,160
Pest prevention	414.28	480	55	480
Grounds supplies	2,557.02	2,880	3,133	3,600
Barkdust	4,188.00	4,500	0	4,800
Building supplies	21,227.01	12,000	8,321	10,500
Painting supplies	14,234.04	11,300	4,359	6,000
Janitorial supplies	1,592.64	1,500	1,302	1,500
Window coverings	4,660.50	4,600	1,789	2,580
Uniforms and protective clothing	728.45	720	381	600
Signage	0.00	0	0	0
Total repairs materials	109,750.15	72,740	52,927	64,220
<u>Contracts:</u>				
Contract Labor (temps)	0.00	0	0	0
Vehicle maint/gas	9,853.17	7,800	6,547	4,400
Dryer Safety Plan	95.00	0	0	0
Equipment rent and repair	0.00	0	1,147	900
Electrical Service & Repair	237.64	300	2,288	2,740
Heating Service & Repair	3,367.30	4,400	8,564	8,400
Plumbing Service & Repair	8,839.14	4,600	4,556	4,800
Appliance repairs	382.50	0	873	1,260
Glass replacements	761.50	1,320	2,508	3,000

**PUBLIC HOUSING BUDGET**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b><u>Cash Based</u></b>				
Contracts:				
Fencing & Roof repairs	1,115.00	0	9,081	9,780
Tub & Shower refinishing	0.00	600	0	0
Garage door/wall repairs	1,506.02	600	1,694	2,000
Carpet and drapery cleaning	4,640.15	5,400	80	0
Unit cleaning	13,413.50	15,400	5,380	6,300
Laundry service	5,968.57	3,140	560	1,020
Floor coverings/repairs	23,931.57	23,600	6,250	10,000
Bldg repairs	21,030.00	19,400	8,347	10,080
Painting - interiors	19,352.00	18,000	4,728	6,400
Painting - exteriors	1,361.54	1,200	1,320	1,600
Pest treatment	6,540.00	5,200	4,257	5,400
Grounds	53,856.72	58,700	72,545	76,000
Fire system maintenance	224.50	210	1,160	1,440
Janitorial services	16,939.41	0	102,655	0
Medical testing/vaccines	0.00	0	0	0
Garbage/recycling	31,878.71	21,100	23,640	23,700
Total repairs contracts	225,293.94	190,970	268,180	179,220
Total repairs and maintenance	335,044.09	263,710	321,107	243,440
<b><u>Other operating expenses</u></b>				
Insurance:				
Property/Liability	29,220.47	26,456	26,238	26,635
Vehicles	2,896.70	3,300	1,616	1,700
Flood	22,587.75	22,000	23,755	21,000
Payment in lieu of taxes	54,031.11	46,560	55,739	40,000
Gain/Loss on disposal of equip	38,696.22	0	(4,429)	0
Professional Fees	550.94	0	1,921	2,900
Bad Debt Write Offs	24,807.07	18,000	6,207	7,600
Total other operating expenses	172,790.26	116,316	111,048	99,835
<b>Total Expense</b>	<b>1,220,418.78</b>	<b>957,951</b>	<b>1,007,688</b>	<b>939,335</b>
<b>Net Operating Inc/Expense</b>	<b>46,814.25</b>	<b>110,067</b>	<b>275,100</b>	<b>345,627</b>
Other restricted funds (incr/decr)	46,814.25	(29,933)	244,877	225,627
Reserve draws/subsidy offset	0.00	0	0	0
Capital outlay/improvements	0.01	140,000	30,224	120,000
<b>Net Cash Flow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## **FEDERAL HOUSING PROGRAMS**

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### **Section 8 Housing Choice Voucher Program**

Housing Choice Vouchers (Vouchers) offer 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 up to 40 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 is authorized to serve up to 3,184 households with Vouchers throughout the 2021-22 fiscal year, subject to funding availability. Plus new funding has been received to issue and house Emergency Housing Vouchers.

**HOUSING CHOICE VOUCHER PROGRAM**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

**Cash Based**

**REVENUE**

VOUCHER SUBSIDY:

Housing Assistance Payments (HAP):

HCV HAP Subsidy (restricted)	21,398,541	22,899,413	19,795,273	<b>22,033,267</b>
Mainstream 5 yr HAP Subsidy (restricted)	698,312	1,658,783	582,873	<b>863,972</b>
<b>Total Housing Assistance Payments (HAP)</b>	<b>22,096,853</b>	<b>24,558,196</b>	<b>20,378,146</b>	<b>22,897,239</b>

Admin Fees:

HCV Admin Fees	3,268,597	2,425,393	2,428,698	<b>2,693,818</b>
DV 5 yr Admin Fees	113,235	86,081	104,461	<b>127,580</b>
<b>Total Admin Fees</b>	<b>3,381,831</b>	<b>2,511,474</b>	<b>2,533,159</b>	<b>2,821,398</b>

<b>Total Vou subsidy</b>	<b>25,478,684</b>	<b>27,069,670</b>	<b>22,911,305</b>	<b>25,718,637</b>
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Interest-Admin (unrestricted)	769	0	235	<b>0</b>
Fraud Recovery Funds (1/2 restricted)	16,402	15,000	14,084	<b>15,000</b>
FSS Escrow Forfeitures (restricted)	13,483	15,000	4,183	<b>15,000</b>
Other-HAP (restricted)	0	25,000	30,691	<b>25,000</b>
Other-Admin (port-in fees/misc)	28,390	35,000	9,561	<b>5,000</b>

<b>Total Revenue</b>	<b>25,537,728</b>	<b>27,159,670</b>	<b>22,970,059</b>	<b>25,778,637</b>
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**EXPENSE**

Housing Assistance Payments-HCV	20,540,626	22,700,092	20,486,783	<b>22,007,224</b>
FSS Escrow Deposits-HCV	206,321	225,000	175,844	<b>200,000</b>
<b>Total HAP/FSS Escrow</b>	<b>20,746,947</b>	<b>22,925,092</b>	<b>20,662,627</b>	<b>22,207,224</b>

Mainstream 5 yr HAP	561,831	1,011,236	800,221	<b>936,612</b>
<b>Total HAP</b>	<b>21,308,778</b>	<b>23,936,328</b>	<b>21,462,848</b>	<b>23,143,836</b>

Personnel services

Administrative	1,501,898	1,498,422	1,310,173	<b>1,708,614</b>
<b>Total personnel services</b>	<b>1,501,898</b>	<b>1,498,422</b>	<b>1,310,173</b>	<b>1,708,614</b>

Central Office Fees:

Central Office Mgmt Fees	503,990	502,295	506,938	<b>564,280</b>
Central Office Acctg Fees	268,050	266,048	260,590	<b>266,498</b>
<b>Total Central Office fees</b>	<b>772,040</b>	<b>768,343</b>	<b>767,528</b>	<b>830,778</b>

Other administrative costs

Legal services	0	100	0	<b>100</b>
Payroll/HR services	16,780	27,301	8,762	<b>27,254</b>
Audit	34,649	55,971	35,000	<b>66,101</b>
Travel/Training	6,039	15,000	6,854	<b>12,500</b>
Office supplies	10,596	15,000	10,025	<b>15,000</b>
Computer maint/repairs	1,539	3,500	0	<b>3,500</b>
Computer equip and software	23,154	61,727	39,371	<b>136,404</b>
Office equip maint/repairs	906	2,875	960	<b>1,200</b>
Postage	18,381	34,500	20,828	<b>31,242</b>

**HOUSING CHOICE VOUCHER PROGRAM**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b>Cash Based</b>				
<u>Other administrative costs</u>				
Printing	11,861	15,000	5,263	15,000
Advertising	0	0	2,080	0
Dues	5,998	6,000	6,059	6,050
Publications	1,267	1,750	1,623	1,750
Telecommunications	10,154	14,000	9,722	14,000
Interpreters	775	3,000	930	2,000
Background checks	3,304	1,500	1,192	1,500
Bank service chgs	2,232	5,000	53	3,500
Total other admin costs	147,635	262,224	148,722	337,101
<u>Utilities:</u>				
Electricity	1,682	1,800	1,366	1,600
Gas	213	600	1,011	1,000
Water	251	275	292	300
Sewer	308	325	383	400
Total Utilities	2,455	3,000	3,052	3,300
<u>Maint Supplies/Contracts:</u>				
<u>Supplies:</u>				
Building Maint	4,058	7,500	3,724	5,000
Janitorial supplies	19,867	1,500	0	750
Total supplies	23,925	9,000	3,724	5,750
<u>Contracts:</u>				
Vehicle maint/gas/repairs	1,578	1,500	4,033	1,500
Fire System Maint	30	50	0	50
Janitorial services	21,605	5,000	263,615	5,000
Garbage/recycling	1,404	4,000	1,341	2,000
Total Maint Supplies/contracts	48,542	19,550	272,713	14,300
<u>Other Operating expenses</u>				
<u>Insurance:</u>				
Property/Liability	8,093	8,300	8,200	8,405
Vehicles	1,053	1,100	1,082	1,125
Gain/Loss on disposal of fixed assets	(1,348)	0	0	0
Total other operating expenses	7,799	9,400	9,282	9,530
Portability fees - outgoing	77,652	85,000	87,675	90,000
<b>Total Expense</b>	<b>23,866,799</b>	<b>26,582,267</b>	<b>24,061,993</b>	<b>26,137,459</b>
<b>Net Operating Income/Expense</b>	<b>1,670,929</b>	<b>577,403</b>	<b>(1,091,934)</b>	<b>(358,822)</b>
HCV HAP reserves (restricted)	699,849	(679)	(867,354)	148,957
DV 5 yr HAP reserves (restricted)	(136,481)	647,547	(217,348)	(72,640)
Other restricted funds	1,115,560	(99,933)	(7,232)	(435,139)
Capital Outlay/Improvements	(7,999)	30,468	0	0
<b>Net Cash Flow</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## FEDERAL HOUSING PROGRAMS

### Section 8 Moderate Rehabilitation Program

The Authority administers a 10-year contract for single-room occupancy (SRO) units for women, under Moderate Rehabilitation. The complex is known as the Coral Avenue Apartments (26 subsidized and 2 non-subsidized SRO units).

#### MODERATE REHABILITATION PROGRAM Fiscal Year Beginning October 1, 2021 Three year comparison

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b>Cash Based</b>				
<b>REVENUE</b>				
<u>Mod Rehab subsidy:</u>				
Housing Assistance Payments	117,875	122,304	117,426	131,040
Admin Fees	28,879	29,150	29,150	30,485
Audit Reimb	1,498	1,939	1,900	2,035
Total Mod Rehab subsidy	148,251	153,393	148,476	163,560
Interest	46	0	6	0
<b>Total Revenue</b>	<b>148,297</b>	<b>153,393</b>	<b>148,482</b>	<b>163,560</b>
<b>EXPENSE</b>				
Housing Assistance Payments	117,875	122,304	117,426	131,040
<u>Personnel services</u>				
Administrative	4,964	18,978	18,500	19,892
Total personnel services	4,964	18,978	18,500	19,892
<u>Central Office Fees:</u>				
Central Office Mgmt Fees	5,864	5,830	5,830	6,097
Central Office Acctg Fees	2,428	2,340	2,340	2,340
Total Central Office fees	8,292	8,170	8,170	8,437
<u>Other administrative costs</u>				
Legal	0	0	0	0
Payroll/HR services	209	281	109	239
Audit	1,498	1,939	1,500	2,035
Travel/Training	23	0	1	0
Office supplies	56	75	59	75
Computer equip and software	267	75	478	75
Computer maint/repairs	19	145	25	0

**MODERATE REHABILITATION PROGRAM**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

	2019/20 Actual	2020/21		2021/22 Proposed Budget
		Budget	Estimated Fiscal Year End	
<b><u>Cash Based</u></b>				
<u>Other administrative costs</u>				
Office equip maint/repairs	11	20	12	18
Postage	16	30	14	30
Printing	41	40	39	40
Advertising	0	0	0	0
Dues	71	100	80	100
Telecommunications	454	350	404	500
Bank service chgs	84	100	1	100
Total other admin costs	2,749	3,155	2,722	3,212
<u>Utilities:</u>				
Electricity	422	475	402	500
Gas	53	70	194	200
Water	63	50	73	90
Sewer	77	70	96	100
Total Utilities	615	665	765	890
<u>Maint Supplies/Contracts:</u>				
<u>Supplies:</u>				
Building Maint	80	50	73	150
Janitorial supplies	7	20	0	50
Total supplies	87	70	73	200
<u>Contracts:</u>				
Janitorial services	29	75	40	75
Fire System Maint	0	5	800	20
Garbage/recycling	64	90	60	75
Total Maint Supplies/contracts	180	240	973	370
<u>Other Operating expenses</u>				
<u>Insurance:</u>				
Property/Liability	69	150	101	125
Total other operating expenses	69	150	101	125
<b>Total Expense</b>	<b>134,742</b>	<b>153,662</b>	<b>148,657</b>	<b>163,966</b>
<b>Net Operating Income/Expense</b>	<b>13,555</b>	<b>(269)</b>	<b>(175)</b>	<b>(406)</b>
Interest Income rsvs (restricted)	46	0	6	0
Other restricted funds	13,509	(269)	(181)	(406)
<b>Net Cash Flow</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>

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## **GRANT PROGRAMS**

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### **Veterans Rental Assistance Program (VRAP):**

SHA was awarded another two-year grant from Oregon Health Authority to provide rental assistance, barrier removal assistance and case management to homeless veterans. SHA partners with outside community social service agencies to manage clients and provide assistance services. Current funding allows up to 42 veterans to receive rental assistance and support services.

### **Homeless Rental Assistance Program (HRAP):**

SHA received a grant from the City of Salem to implement a homeless rental assistance program for the vulnerable, hard-to-house homeless individuals in Salem. The program provides rental assistance, barrier removal assistance and case management. HRAP has continued to thrive and has enrolled more than 300 people. The program has maintained an 84% retention rate, which is over the national average for similar programs.

### **VIDA**

The Authority has an agreement with CASA of Oregon to facilitate Individual Development Account (IDA) services for Housing Authority clients moving toward homeownership or other goals related to self-sufficiency. VIDA funds received by the Authority are administration fees, which SHA uses to give back to clients in need of resources and to offset the costs of administering the program. The VIDA also provides matching funds direct to client IDAs, which are not shown in this budget. This program is run in conjunction with the FSS program.

### **Resident (Family) Self Sufficiency Programs (ROSS-FSS)**

The Authority has a grant agreement with HUD for to provide self-sufficiency training and assistance to 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. During CY2019, 23 families successfully graduated the program and 5 of those utilized the funds to purchase homes.

### **Security Deposit Program:**

Under this program, the Authority offers cash assistance with security deposits to eligible households. These households must lack the resources to pay a security deposit at the start of their tenancy. The program is funded with a HOME grant awarded by the City of Salem. Security deposit assistance is expected to total \$65,000 which will assist up to 118 households.

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

The Authority annually receives CFP funds under a formula grant from HUD that considers 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. The CFP budgets are part of the Public Housing Agency Plan, which was adopted by the Housing Authority Commission on July 27, 2020.

**GRANTS & OTHER PROGRAMS**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

2019/20 Actual		2020/21		2021/22 Proposed Budget	Grant Program Details					PH- Capital Fund CFP 17-20
		Budget	Estimated Fiscal Year End		VRAP	HRAP/CAP	Misc: VIDA/ESG	Family Self-sufficiency Program	City Security Deposit Program	
<b>REVENUES</b>										
Capital Grants AMP1	0.00	149,848	95,890	347,000						347,000
Capital Grants AMP3	397,548.00	930,672	0	90,000						90,000
Operating Grants	1,739,857.00	768,699	1,024,781	3,136,083	115,120	1,202,713	339,689	326,130		1,152,431
Housing Assistance	285,631.00	1,518,672	779,981	540,156	481,656				58,500	
Admin Fees	19,697.00	261,200	12,298	92,500	81,000		5,000		6,500	
<b>Total Revenues</b>	<b>2,442,733.00</b>	<b>3,629,091</b>	<b>1,912,951</b>	<b>4,205,739</b>	<b>677,776</b>	<b>1,202,713</b>	<b>344,689</b>	<b>326,130</b>	<b>65,000</b>	<b>1,589,431</b>
<b>EXPENSES</b>										
Housing Assistance Payments	79,888.00	81,000	496,587	825,156	397,656	369,000			58,500	
Personnel services										
Administrative	414,024.00	604,040	326,814	957,058	0	365,928	265,000	326,130		
Total personnel services	414,024.00	604,040	326,814	957,058	0	365,928	265,000	326,130		
Central Office Fees:										
Central Office Mgmt Fees	287,723.00	113,115	282,228	368,712	45,000	101,000	5,880		6,500	210,332
Total Central Office fees	287,723.00	113,115	282,228	368,712	45,000	101,000	5,880		6,500	210,332
Other administrative costs										
Training/travel	13,063.00	10,500	12,250	2,500		2,500		0		
Audit	0.00	5,000	0	2,500		2,500				
Office supplies	2,707.00	5,000	2,624	2,000		2,000		0		
Computer equip and software	0.00	1,500	0	1,500		1,500				0
Grant Subcontractor Fees	151,302.00	187,000	140,111	288,120	151,120	137,000				
Client Services	724,939.00	1,621,416	286,766	375,873	84,000	221,285	70,588			
Advertising	278.00	0	0	0						
Total other administrative costs	892,289.00	1,830,416	441,751	672,493	235,120	366,785	70,588	0		0

**GRANTS & OTHER PROGRAMS**  
**Fiscal Year Beginning October 1, 2021**  
**Three year comparison**

Grant Program Details									
2019/20 Actual	2020/21		2021/22 Proposed Budget	VRAP	HRAP/CAP	Misc: VIDA/ESG	Family Self-sufficiency Program	City Security Deposit Program	PH- Capital Fund CFP 17-20
	Budget	Estimated Fiscal Year End							
Utilities			0						
Water/Sewer (SF daycare)									
Maintenance									
Supplies:	0	0	203,860	0	0	0	0	0	203,860
Contracts:	0	0	263,068	0	0	0	0	0	263,068
Coronavirus	0	0	70,792						70,792
Total maintenance	0	0	537,719						537,719
Other operating expenses									
Other		0	0						
Total Other Operating Exp	0	0	0						
<b>Total Expenses</b>	<b>2,628,571</b>	<b>1,547,381</b>	<b>3,361,138</b>	<b>677,776</b>	<b>1,202,713</b>	<b>341,468</b>	<b>326,130</b>	<b>65,000</b>	<b>748,051</b>
<b>Net Operating Inc/Exp</b>	<b>1,000,520</b>	<b>365,570</b>	<b>844,602</b>	<b>0</b>	<b>0</b>	<b>3,221</b>	<b>0</b>	<b>0</b>	<b>841,380</b>
Capital outlay/improvements									
AMP misc capital improvements	156,368	97,295	45,000						45,000
Outside Consultants	0	0	180,000						180,000
Plans, printing, fees	0	0	0						0
Fees & Costs	263,590	0	314,380						314,380
Site improvements	16,000	0	105,000						105,000
Dwelling structure improvements	0	0	197,000						197,000
RAD/Relocation	609,562	132,518	0						0
General	35,000	0	0						0
<b>Total capital outlay/improvements</b>	<b>1,080,520</b>	<b>229,813</b>	<b>841,380</b>						<b>841,380</b>
Reserves interest (restricted)	0	0	0						
Other restricted funds	(80,000)	135,757	3,221	0	0	3,221	0	0	0
<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>0</b>	<b>0</b>

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## **MANAGED PROPERTIES**

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Eight (8) low-income housing developments, consisting of 11 properties 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.

### **Salem Housing Preservation 9 Percent**

This multifamily LLC converted Brush College and Meadowlark Villages from Public Housing in December 2019, via Rental Assistance Demonstration (RAD). The project partners with US Bank as the member investor and utilizes Project Based Rental Assistance contracts to continue to allow for affordable housing. Renovations and rehab were completed in 2021 and was made possible by use of private debt.

### **Doral House**

This is a single-family home owned by the City of Salem and managed by SHA.

### **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 and managed by SHA, rents are subsidized through the HUD Section 8 Project Based Rental Assistance Program.

### **Hawthorne House**

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

### **Salem Housing Preservation 4 Percent**

This multifamily LLC converted Northgate and Livingston Villages from Public Housing in December 2019, via Rental Assistance Demonstration (RAD). The project partners with US Bank as the member investor and utilizes Project Based Rental Assistance contracts to continue to allow for affordable housing. Renovations and rehab were completed in 2020 and was made possible by use of private debt and bond funds.

### **Parkway West and Parkway East**

This 124-unit family complex was constructed in 1997. The Authority was successful in obtaining tax credits from the State of Oregon in 2013 which enabled the property to be converted into two new limited liability corporations with Wincopin Circle LLLP as the member investor. The properties completed a major rehabilitation project in 2015. Parkway West LLC is the new owner of Parkway West. Parkway East was combined with RLT for financial viability to form Robert Lindsey Tower LLC.

### **Robert Lindsey Tower**

This is a multifamily limited liability corporation (with Wincopin Circle LLLP as the investor member). The conversion was effective June 1, 2014 and included the Parkway East property as part of the new LLC. RLT's conversion occurred as part of the Rental Assistance Demonstration project (RAD) offered by HUD to move properties from Public Housing and into Project Based Rental Assistance contracts to allow the use of debt and other private resources to make needed renovations to the property. Rehab was completed in early 2015.

### **Southfair**

This multifamily 40-unit complex consists of 1, 2 and 3 bedroom units. The property is financed with a low interest loan and low-income housing tax credits. Plans are in place to include Southfair and additional new property, Yaquina, into a new tax credit agreement, which has been delayed, but has a close date set within this new budget year.