



# **Demonstration of a Successful Conversion to Asset Management (Stop-Loss)**

## **Submission Kit**



U.S. Department of Housing and  
Urban Development  
Office of Public and Indian Housing  
Real Estate Assessment Center  
Financial Management Division



**July 13, 2006**



## YEAR 1 STOP-LOSS KEY DATES

ACTION	DATE
PIH Notice 2006-14	March 22, 2006
Successful Conversion	October 1, 2006
PHA Submission Package Due	October 15, 2006
Initial HUD Review of Submission Packages	October 15, 2006-January 15, 2007
Submission of Operating Statements (Oct-Dec 2005) for Projects and Central Office Cost Center	January 15, 2007
HUD Review of Financial Statements and Other Elements	January 16-April 15, 2007
HUD Issues Determination of Successful Conversion	June 15, 2007

# Stop-Loss Submission Requirements (Year 1)

## INTRODUCTION

This document includes the instructions and related submission requirements for public housing agencies (PHAs) that want to apply to have their losses stopped under the new Operating Fund formula (24 CFR part 990) by demonstration of a successful conversion to asset management.<sup>1</sup> The instructions contained herein apply only for submissions under the first year of stop-loss implementation. To qualify for stop-loss, a PHA must comply with the submission requirements listed in this document.

## REFERENCE

PHAs should refer to PIH Notice 2006-14, *Operating Fund Program Final Rule: Transition Funding and Guidance on Demonstration of Successful Conversion to Asset Management to Discontinue the Reduction of Operating Subsidy*, issued March 22, 2006, for related background information.

## SUBMISSION DEADLINE

An original and one copy of the submission package must be received by October 15, 2006, by the U.S. Department of Housing and Urban Development, Office of Public and Indian Housing, Real Estate Assessment Center, Financial Management Division, 550 12th St., SW, Washington, D.C., 20410. To expedite processing, PHAs must send their packages to the address above and not to their local field office.

A green rectangular graphic with a white border. Inside, the text "Submission Deadline:" is written in white, followed by "October 15, 2006" in a larger white font. Two horizontal white lines are positioned above and below the date.

Submission Deadline:  
October 15, 2006

## REQUIRED INFORMATION

Each submission package must contain the following, along with the checklist included as Attachment A:

1. **Cover Letter.** Please include a signed statement by the appropriate PHA official certifying that: (1) the application as submitted and all accompanying documents, budgets, and other information are complete, true, and accurate; and (2) the PHA does not fund the operation of the central office cost center (COCC) with proceeds from the sale of assets acquired with public housing funds, amounts from the Capital Fund Program other than those permitted for administration and planning, or funds received from state or local governments for the purpose of supporting operations of the COCC.
2. **PHA Data Form.** Please complete the data form that is included as Attachment B.
3. **Project-based Budgets.** Please submit a spreadsheet that contains the itemized budgets for each project and for the public housing program in total. The budgets for each project should total the budget of the Public Housing Program. The project budgets should show the projected revenues and expenses for each project. Budgets should include all charges and fees from the COCC. They should also reflect any project operating expenses supported through the Capital Fund Program. Please submit one spreadsheet reflecting per-unit monthly (PUM) figures and one spreadsheet reflecting annual figures. These budgets should include a header which sets forth the number of units in each property, the year the property was originally constructed, an indication as to whether or not the property has been recently renovated, occupancy type (family, elderly or mixed), the average bedroom size for the property, the occupancy percentage, and the number of turnovers (move-ins) during the most recent year.

These project budgets should reflect the following minimum periods, depending on the PHA's fiscal year-end.

<sup>1</sup> Revisions to the Public Housing Operating Fund Program; final rule, published in the Federal Register on September 19, 2005 (79 FR 54983), and Revisions to the Public Housing Operating Fund Program; Correction to Formula Implementation Date, published in the Federal Register on October 24, 2005 (70 FR 61366).

Fiscal Year-End	Budget Period	Additional Budget Material
June	October 1, 2006-June 30, 2007	N/A
September	October 1, 2006-September 30, 2007	N/A
December	October 1, 2006-December 31, 2006	These PHAs shall also submit project budgets for the period January 1, 2007-December 31, 2007.
March	October 1, 2006-March 31, 2007	N/A

In other words, all PHAs will submit budgets from October 1, 2006, through the end of their current fiscal years. PHAs with fiscal years ending in December, however, will also submit budgets for their upcoming fiscal year, i.e., 2007. The 2007 budgets for these December PHAs must be received by HUD (same address as above) by December 15, 2006.

- PHA Organizational Chart.** Please attach an organizational chart for the agency, showing all major organizational units.
- Description of How Management Services Are Arranged.** Please submit a chart indicating, for each property management task, whether the task is “Decentralized” (handled by on-site staff), “Centralized” (performed by centralized staff), or “Mixed” (done through a combination). Include a column with brief comments about how each task is accomplished.
- Budget for the COCC.** Please provide a budget for the COCC, with supporting line-item narrative, clearly setting forth the revenues and expenses. The budgets for the COCC shall be prepared to reflect the same reporting periods as the budgets for the projects (item 3, above). Similarly, December PHAs shall submit a COCC budget for both the remaining three months of 2006 and for 2007. The 2007 COCC budget for December PHAs must be received by HUD by December 15, 2006.
- Schedule of the COCC Fees and Charges.** Please submit a schedule of all charges to projects from the COCC. Also, please provide documentation for all charges that demonstrate that the amounts are “reasonable.” Such documentation might include information from other local property management companies of amounts incurred for similar services. For management fees, bookkeeping fees, and asset management fees, PHAs shall follow the guidance in Item 7 of PIH Notice 2006-14.

- Schedule of Salaries and Positions for the COCC.** Please submit a schedule of all salaries and positions funded through the COCC.
- Description/Example of Process for Monitoring Project Performance.** Please provide examples of the reports that the PHA uses to systematically review information regarding the physical, financial, utility consumption, and management performance of each project, including that which the PHA uses to identify non-performing properties. If no applicable report exists, submit a narrative describing the process the PHA goes through each month to gather information about individual projects to make determinations as to the performance of that project.
- Management Plan for Non-Performing Properties.** Please submit a management plan for any properties considered non-performing in accordance with Table 6, Criteria 5, of PIH Notice 2006-14.
- Certification of Long-Term Capital Planning.** Please sign the certification form included in Attachment C, indicating that the PHA has: (1) a current (in the last five years) physical needs assessment for each project; (2) a five-year capital plan for each project; and (3) has adopted strategies to achieve a long-term reduction in energy and utility consumption.
- Copy of Current Capital Fund Annual Statement and Five-Year Capital Plan.**
- Narrative Asset Management Strategy for Each Project.** Please submit a brief narrative describing the overall asset management plan for each project. Indicate the current condition/status of the project and the basic plan for repair, rehabilitation, repositioning, replacement, or disposition.
- Certification of Compliance with Risk Management Responsibilities.** Please sign the certification form included in Attachment D, indicating that the PHA either: (1) meets all the standards contained in Table 6, Criteria No. 7, of PIH Notice 2006-14; or (2) in the event that the PHA does not meet all the standards contained in Table 6, Criteria 7, of PIH Notice 2006-14, the PHA submits supporting narrative explaining any extenuating circumstances that HUD should consider regarding the PHA’s progress in addressing any of these compliance issues.

## OPERATING STATEMENTS

While PHAs will include an operating budget for both the projects and the COCC with their submission packages, they will be provided three months to demonstrate that they can prepare timely and accurate operating statements for these reporting units. As such, PHAs applying for stop-loss must submit (same address as for the submission package) operating statements for the three month period of October 1, 2006-December 31, 2006. The operating statements must include the actual-to-budgeted amounts for all significant line items. A PHA must submit an operating statement showing PUMs and one showing total amounts. These operating statements, for both the COCC and the projects, must be received by HUD by January 15, 2007.

## SPECIAL INSTRUCTIONS FOR PHAS WITH LESS THAN 250 UNITS

For this first year of implementation, PHAs with less than 250 units are not required to establish a separate COCC. Instead, they can demonstrate substantial compliance with Criteria No. 3 of Table 6, PIH Notice 2006-14, by showing that their total administrative costs are “reasonable”, as defined below. Any PHA with fewer than 250 units that chooses not to establish a separate COCC does not need to submit documentation under Items 6, 7, and 8 listed under "Required Information" section of this document, above.

Rather than comparing cost-reasonableness of individual line items for management fee, bookkeeping fee, and asset management fee, the Department will compare a PHA’s total administrative costs with the amounts in Attachment E. The amounts included in Attachment E are based on the 80th percentile administrative costs for all for-profit and unlimited dividend FHA properties, by field office, excluding such programs as cooperatives and nursing homes.<sup>2</sup>

The amounts for Attachment E will be compared to the total administrative costs of the PHA’s public housing program, which will be defined as the sum of the following FDS line items.

FDS	FDS Line Item
911	Admin. Salaries
913	Outside Mgmt. Fees
915	Admin. Employee Benefits
916	Other Admin

Actual administrative costs will include costs incurred from operations and any administrative costs charged against the BLI 1408 (Management Improvements) of the Capital Fund.

Small PHAs with multiple projects that have elected to implement this alternative method will charge identifiable direct costs to the project incurring the expense. Indirect costs (Executive Director’s office, finance office, etc.) will be allocated in a reasonable method between the projects and other programs, if applicable.

### REVIEW PROCESS

Upon receipt of a stop-loss submission package, HUD will determine if sufficient information exists to make a determination of successful conversion to asset management without the need for an on-site assessment. If a complete package is submitted, but it is clear the PHA has not made a successful conversion to asset man-

agement, or if an incomplete package is submitted, the PHA will be provided with a written justification of HUD’s determination, e.g., an incomplete submission package.

When an on-site assessment is deemed to be required, the independent assessors (or, in the event that independent assessors are not available, HUD) will complete their assessments by April 15, 2007. The assessor will provide an exit conference for each PHA.

The Assistant Secretary for Public and Indian Housing (or designee) shall consider all information submitted by the PHA and respond with a final determination of compliance by June 15, 2007. If, after review, the Assistant Secretary (or designee) determines that the PHA has not demonstrated a successful conversion, the PHA may not submit another package until the following year.

A PHA’s failure to satisfy any one of the seven criteria is sufficient grounds to deny compliance with a successful conversion to asset management. When it is apparent to the assessor that the PHA will fail one or more criteria, the assessor can proceed with a limited review of the remaining criteria.

Please note that, for the on-site reviews, the Department may make any reasonable request for supplemental information and supporting documentation sufficient to evaluate a PHA’s successful conversion to asset management.

### APPLICATION ASSISTANCE

For further information and technical assistance, please contact your local public housing field office.

### ASSIGNMENT OF COSTS

For information regarding costs to be assigned as a front-line expense (an expense of the project) versus a management fee expense (an expense of the COCC), please see upcoming guidance to be published by the Department. In the meantime, PHAs should refer to Attachment B of “Preparing for Asset Management under the New Operating Fund Rule (24 CFR 990): A Planning Document”, Office of Public and Indian Housing, June 1, 2006.

### SAMPLE SUBMISSION PACKAGE

For PHA planning purposes, a sample submission package, with all required elements, is included as Attachment F. This sample submission package is for a hypothetical PHA (West Ridge) with 1,000 public housing units and 1,500 Section 8 vouchers.

<sup>1</sup> Based on 2004 Annual Financial Statements (the most recent available data). Amounts include the following line items: 6203 Conventions and Meetings, 6204 Management Consultants, 6210 Advertising and Marketing, 6235 Apartment Reseal Expense (Coops), 6250 Other Renting Expenses, 6310 Office Salaries, 6311 Office Expenses, 6312 Office or Model Apartment Rent, 6320 Management Fee, 6330 Manager or Superintendent Salaries, 6331 Administrative Rent Free Unit, 6340 Legal Expense-Project, 6351 Bookkeeping Fees/Accounting Services, 6390 Miscellaneous Administrative Expenses, 6711 Payroll Taxes (Project’s Share), and 6723 Health Insurance and Other Employee Benefits.

# Attachment A

## Checklist of Required Information

- Cover Letter
- PHA Data Form
- Project-Based Budgets
- PHA Organizational Chart
- Description of How Management Services are Arranged
- Budget for COCC
- Schedule of COCC Fees and Charges
- Schedule of Salaries and Positions for COCC
- Description/Example of Process for Monitoring Project Performance
- Management Plan for Non-Performing Properties
- Certification of Long-Term Capital Planning
- Copy of Current Capital Fund Annual Statement and Five-Year Capital Plan
- Narrative Asset Management Strategy for each Project
- Certification of Compliance with Risk Management Responsibilities

# Attachment PHA Data Form

**PHA Name:** \_\_\_\_\_

**PHA Address:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Contact Phone:** \_\_\_\_\_

**Field Office:** \_\_\_\_\_

**Fiscal Year:** Jan.-Dec.  Apr.-Mar.  July-June  Oct.-Sept.

Public Housing		Section 8 Housing Voucher Program	
Number of units		Number of vouchers under lease	
Calendar Year 2006 Allowable Expense Level (AEL)		2-bdrm FMR	
Calendar Year 2007 WAPEL		Total 2006 Administrative Fee	
Transition Funding Amount, PUM			
2005 Capital Fund Grant			
2005 Replacement Housing Fund Grant			

# Attachment

## Certification of Long-Term Capital Planning

I hereby certify, on behalf of the public housing agency identified below, that the following three items have been addressed and are available for review:

1. Housing agency has a current (completed within the last five years) physical needs assessment for each project.
2. Housing agency has a current five-year capital plan for each project.
3. Housing agency has adopted strategies to achieve a long-term reduction in energy and utility consumption by (check all that apply):

Adopting a plan to guide energy and utility consumption reductions

Utilizing HUD incentives

Using Energy Star equipment for retrofits

Name of Executive Director: \_\_\_\_\_

Signature: \_\_\_\_\_

Date

Applicant PHA: \_\_\_\_\_

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

# Attachment

## Certification of Compliance with Risk Management Responsibilities

I hereby certify that:

Check one:

- This housing agency meets all the standards contained in Table 6, Criteria 7, of PIH Notice 2006-14, or
- The housing agency has submitted supporting narrative explaining any extenuating circumstances that HUD should consider regarding the PHA's progress in addressing compliance issues in Table 6, Criteria 7.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date

Applicant PHA: \_\_\_\_\_

Required attachment if applicable: extenuating circumstances narrative.

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

# Attachment

## 80th Percentile of Administrative Costs in FHA Housing, by Field Office

The amounts in the chart below are based on 2004 Annual Financial Statements for unlimited dividend and non-profit FHA properties.

Field Office	Admin. Fee Range (PUM)	Field Office	Admin. Fee Range (PUM)
Albuquerque	\$118.72	Little Rock	\$105.77
Anchorage	\$184.06	Los Angeles	\$173.35
Atlanta	\$132.04	Louisville	\$120.13
Baltimore	\$148.48	Manchester	\$152.50
Birmingham	\$115.12	Miami	\$140.30
Boston	\$193.55	Milwaukee	\$124.16
Buffalo	\$155.97	Minneapolis	\$136.25
Caribbean	\$140.60	Nashville	\$115.11
Charleston	\$127.21	New Orleans	\$132.52
Chicago	\$172.22	New York	\$180.44
Cincinnati	\$124.65	Newark	\$185.57
Cleveland	\$135.35	Oklahoma City	\$132.66
Columbia	\$124.62	Omaha	\$122.49
Columbus	\$126.13	Philadelphia	\$167.18
Denver	\$140.63	Phoenix	\$136.85
Des Moines	\$ 96.68	Pittsburgh	\$143.23
Detroit	\$135.15	Portland	\$146.68
Fort Worth	\$129.60	Providence	\$173.16
Grand Rapids	\$139.26	Richmond	\$134.93
Greensboro	\$104.30	Sacramento	\$164.39
Hartford	\$169.69	San Antonio	\$131.20
Honolulu	\$138.69	San Diego	\$143.71
Houston	\$137.18	San Francisco	\$214.96
Indianapolis	\$116.12	Seattle	\$135.66
Jackson	\$115.43	Shreveport	\$119.68
Jacksonville	\$146.83	St. Louis	\$127.55
Kansas City	\$107.40	Tampa	\$141.35
Knoxville	\$95.42	Tulsa	\$118.62
Las Vegas	\$124.32	Washington, DC	\$165.35

## **Attachment**

Sample Submission Package –  
West Ridge Housing Authority

# **Stop-Loss Submission Package**

**West Ridge Public Housing Agency**

7732 Hampton Blvd.

West Ridge, AB 00000-0000

John Henry, Executive Director

## CHECKLIST OF REQUIRED ELEMENTS

- Cover Letter
- PHA Data Form
- Project-Based Budgets
- PHA Organizational Chart
- Description of How Management Services are Arranged
- Budget for COCC
- Schedule of COCC Fees and Charges
- Schedule of Salaries and Positions for COCC
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- Narrative Asset Management Strategy for each Project
- Certification of Compliance with Risk Management Responsibilities

West Ridge Public Housing Agency  
7732 Hampton Blvd • West Ridge, AB 00000-0000

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U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
Real Estate Assessment Center  
Financial Management Division  
550 12<sup>th</sup> St., SW  
Washington, D.C. 20410

Dear HUD Reviewer:

Enclosed please find for HUD's review a completed submission kit from the West Ridge Housing Authority (WRHA). The submission kit and all accompanying documentation are presented to demonstrate the WRHA's successful conversion to the asset management requirements of subpart H of the final rule for the Public Housing Operating Fund Program (24 CFR 990.255 et seq.) and in support of the WRHA's request that HUD will discontinue the reduction in subsidy at the WRHA's next subsidy calculation pursuant to 24 CFR 990.230.

The budgets, spreadsheets, narrative information and certifications assembled in the kit support the WRHA's demonstration of successful conversion to asset management and clearly establish that the WRHA has met the relevant criteria for successful conversion as set out in PIH Notice 2006-14.

As Executive Director of the WRHA, I hereby certify that all of the data included in the application are accurate, true and correct, and that the WRHA does not fund the operation of the central office cost center with proceeds from the sale of assets acquired with public housing funds, amounts from the Capital Fund Program other than those permitted for administration and planning, or funds received from state or local governments for the purpose of supporting operations of the central office cost center.

Please contact me directly for further any additional information or clarification that may be required for HUD to make the requested determination.

*John Henry*

John Henry  
Executive Director  
West Ridge Housing Authority

**PHA DATA FORM**

**PHA Name:** West Ridge Housing Authority

**PHA Address:** 7732 Hampton Blvd, West Ridge, AB 00000-0000

**Contact Person:** John Henry, Executive Director

**Contact Phone:** 123-456-7890

**Field Office:** Ft. Worth

**Fiscal Year:** Jan.-Dec.  Apr.-Mar.  July-June  Oct.-Sept. **X**

Public Housing		Section 8 Housing Voucher Program	
Number of units	<b>1,000</b>	Number of vouchers under lease	<b>1,500</b>
Calendar Year 2006 Allowable Expense Level (AEL)	<b>\$339</b>	2-bdrm FMR	<b>\$600</b>
Calendar Year 2007 WAPEL	<b>\$341</b>	Total 2006 Admin Fee	<b>\$900,000</b>
Transition Funding Amount, PUM	<b>\$5</b>		
2005 Capital Fund Grant	<b>\$2,500,000</b>		
2005 Replacement Housing Fund Grant	<b>\$0</b>		

**West Ridge Housing Authority  
Site Budgets (PUMs)  
October 1, 2006- September 30, 2007**

	Totals, Low-Rent	Hunter Ridge	Allen Homes	River North	Hillsdale	Maple- Jackson	SS North	SS West
Family/Elderly Scattered Site?		Family No	Family No	Family No	Family No	Senior No	Family Yes	Family Yes
Age		1941	1954	1957	1964	1981	1984	1988
Recently Renovated?		Yes	No	No	No	No	No	No
Units	1,000	150	200	85	200	240	75	50
Average Bedroom Size	2.06	1.50	2.00	2.50	3.00	1.00	3.00	3.20
% Occupancy	98%	99%	98%	91%	99%	99%	99%	98%
# of Turn-overs	159	23	30	34	30	24	11	8

**REVENUE**

Dwelling Rentals	\$ 197.37	\$ 188.10	\$ 181.30	\$ 159.25	\$ 187.11	\$ 207.90	\$ 247.50	\$ 269.50
Non-dwelling Rentals	\$ 4.60	\$ 3.00	\$ 2.00	\$ 4.00	\$ 5.00	\$ 9.00	\$ 2.00	\$ 2.00
Non-Utility Subsidy	\$ 141.93	\$ 135.53	\$ 177.09	\$ 193.60	\$ 176.11	\$ 96.13	\$ 96.53	\$ 83.79
Utility Subsidy	\$ 136.19	\$ 138.00	\$ 174.00	\$ 159.00	\$ 146.00	\$ 155.00	\$ 5.00	\$ 8.00
Add-on Subsidies	\$ 14.12	\$ 13.01	\$ 8.73	\$ 8.03	\$ 12.11	\$ 13.29	\$ 32.25	\$ 34.15
Proration (unfunded)	\$ (30.19)	\$ (31.52)	\$ (39.58)	\$ (16.70)	\$ (36.76)	\$ (29.09)	\$ (14.72)	\$ (13.85)
Transfer From Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00
Other Income	\$ 10.25	\$ 11.00	\$ 9.00	\$ 15.00	\$ 5.00	\$ 15.00	\$ 5.00	\$ 11.00
<b>Total Revenue</b>	<b>\$ 478.26</b>	<b>\$ 461.12</b>	<b>\$ 516.54</b>	<b>\$ 526.18</b>	<b>\$ 498.57</b>	<b>\$ 471.23</b>	<b>\$ 377.56</b>	<b>\$ 398.59</b>

**EXPENSES**

Administrative Salaries	\$ 38.10	\$ 35.85	\$ 33.76	\$ 51.55	\$ 35.22	\$ 38.48	\$ 41.40	\$ 44.18
Benefits (32%)	\$ 12.19	\$ 11.47	\$ 10.80	\$ 16.50	\$ 11.27	\$ 12.31	\$ 13.25	\$ 14.14
Audit	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00
Management Fee	\$ 44.13	\$ 44.55	\$ 44.10	\$ 40.95	\$ 44.55	\$ 44.55	\$ 44.55	\$ 44.10
Bookkeeping Fee	\$ 7.36	\$ 7.43	\$ 7.35	\$ 6.83	\$ 7.43	\$ 7.43	\$ 7.43	\$ 7.35
Bad Debts	\$ 3.95	\$ 3.76	\$ 3.63	\$ 3.19	\$ 3.74	\$ 4.16	\$ 4.95	\$ 5.39
Telecommunications	\$ 3.28	\$ 3.40	\$ 2.57	\$ 4.89	\$ 2.57	\$ 2.13	\$ 5.40	\$ 8.07
Computer Support	\$ 1.67	\$ 1.59	\$ 1.24	\$ 2.97	\$ 1.24	\$ 1.00	\$ 2.97	\$ 4.36
Legal	\$ 5.41	\$ 6.00	\$ 5.00	\$ 6.00	\$ 7.00	\$ 3.00	\$ 5.00	\$ 10.00
Administrative Other	\$ 3.61	\$ 3.52	\$ 2.83	\$ 6.88	\$ 2.83	\$ 2.23	\$ 6.30	\$ 7.08
<b>Total Administrative</b>	<b>\$ 121.68</b>	<b>\$ 119.56</b>	<b>\$ 113.28</b>	<b>\$ 141.76</b>	<b>\$ 117.84</b>	<b>\$ 117.29</b>	<b>\$ 133.25</b>	<b>\$ 146.66</b>

Resident Services Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits (32%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Resident Services Materials	\$ 2.96	\$ 3.00	\$ 3.00	\$ 3.00	\$ 4.00	\$ 2.00	\$ 3.00	\$ 3.00
Resident Services Contracts	\$ 7.16	\$ 8.00	\$ 10.00	\$ 7.00	\$ 8.00	\$ 4.00	\$ 6.00	\$ 7.00
<b>Total Tenant Services</b>	<b>\$ 10.12</b>	<b>\$ 11.00</b>	<b>\$ 13.00</b>	<b>\$ 10.00</b>	<b>\$ 12.00</b>	<b>\$ 6.00</b>	<b>\$ 9.00</b>	<b>\$ 10.00</b>

Gas	\$ 45.11	\$ 45.00	\$ 62.00	\$ 55.00	\$ 50.00	\$ 47.00	\$ -	\$ -
Electric	\$ 57.05	\$ 58.00	\$ 70.00	\$ 60.00	\$ 55.00	\$ 75.00	\$ 2.00	\$ 2.00
Water/Sewer	\$ 34.04	\$ 35.00	\$ 42.00	\$ 44.00	\$ 41.00	\$ 33.00	\$ 3.00	\$ 6.00
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Utilities</b>	<b>\$ 136.19</b>	<b>\$ 138.00</b>	<b>\$ 174.00</b>	<b>\$ 159.00</b>	<b>\$ 146.00</b>	<b>\$ 155.00</b>	<b>\$ 5.00</b>	<b>\$ 8.00</b>

Demonstration of a Successful Conversion to Asset Management (Stop-Loss) Submission Kit

Maintenance Salaries	\$ 51.33	\$ 55.00	\$ 51.25	\$ 57.84	\$ 51.25	\$ 44.44	\$ 51.11	\$ 63.33
Benefits (37%)	\$ 18.99	\$ 20.35	\$ 18.96	\$ 21.40	\$ 18.96	\$ 16.44	\$ 18.91	\$ 23.43
Overtime	\$ 5.13	\$ 5.50	\$ 5.13	\$ 5.78	\$ 5.13	\$ 4.44	\$ 5.11	\$ 6.33
Overtime Benefits (25%)	\$ 1.28	\$ 1.38	\$ 1.28	\$ 1.45	\$ 1.28	\$ 1.11	\$ 1.28	\$ 1.58
Materials	\$ 20.12	\$ 18.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 12.00	\$ 24.00	\$ 22.00
Uniforms	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50
Exterminating Contract	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Trash Removal	\$ 6.43	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 3.00	\$ 5.00	\$ 5.00
Plumbing/Electrical Service	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00
HVAC Service	\$ 8.04	\$ 8.04	\$ 8.04	\$ 8.04	\$ 8.04	\$ 8.04	\$ 8.04	\$ 8.04
Painting Contract	\$ 6.49	\$ 6.25	\$ 6.25	\$ 12.50	\$ 7.50	\$ 3.33	\$ 7.50	\$ 7.50
Landscape Contract	\$ 6.52	\$ 7.00	\$ 9.00	\$ 9.00	\$ 9.00	\$ 2.00	\$ 5.00	\$ 5.00
Vehicles	\$ 3.09	\$ 3.33	\$ 2.50	\$ 1.06	\$ 2.50	\$ 2.08	\$ 6.67	\$ 10.00
Maintenance Other	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00
Elevator Contract	\$ 1.44	\$ -	\$ -	\$ -	\$ -	\$ 6.00	\$ -	\$ -
Miscellaneous Contracts	\$ 3.80	\$ 3.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 3.00
<b>Total Maintenance</b>	<b>\$ 142.17</b>	<b>\$ 145.35</b>	<b>\$ 147.91</b>	<b>\$ 162.57</b>	<b>\$ 149.16</b>	<b>\$ 116.40</b>	<b>\$ 146.12</b>	<b>\$ 164.72</b>

Security Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits (35%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracts	\$ 9.29	\$ 6.00	\$ 11.00	\$ 18.00	\$ 7.00	\$ 12.00	\$ 3.00	\$ 3.00
<b>Total Protective Services</b>	<b>\$ 9.29</b>	<b>\$ 6.00</b>	<b>\$ 11.00</b>	<b>\$ 18.00</b>	<b>\$ 7.00</b>	<b>\$ 12.00</b>	<b>\$ 3.00</b>	<b>\$ 3.00</b>

Insurance	\$ 25.51	\$ 24.00	\$ 25.00	\$ 23.00	\$ 26.00	\$ 27.00	\$ 25.00	\$ 28.00
PILOT	\$ 6.12	\$ 5.01	\$ 0.73	\$ 0.03	\$ 4.11	\$ 5.29	\$ 24.25	\$ 26.15
Other	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00
<b>Total General Expenses</b>	<b>\$ 32.63</b>	<b>\$ 30.01</b>	<b>\$ 26.73</b>	<b>\$ 24.03</b>	<b>\$ 31.11</b>	<b>\$ 33.29</b>	<b>\$ 50.25</b>	<b>\$ 55.15</b>

<b>Total Expenses, excl. Asset Management</b>	<b>\$ 452.07</b>	<b>\$ 449.92</b>	<b>\$ 485.91</b>	<b>\$ 515.36</b>	<b>\$ 463.11</b>	<b>\$ 439.98</b>	<b>\$ 346.62</b>	<b>\$ 387.54</b>
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<b>Asset Management</b>	<b>\$ 10.00</b>							
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<b>Total Expenses</b>	<b>\$ 462.07</b>	<b>\$ 459.92</b>	<b>\$ 495.91</b>	<b>\$ 525.36</b>	<b>\$ 473.11</b>	<b>\$ 449.98</b>	<b>\$ 356.62</b>	<b>\$ 397.54</b>
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<b>Cash Flow from Operations</b>	<b>\$ 16.19</b>	<b>\$ 1.20</b>	<b>\$ 20.62</b>	<b>\$ 0.82</b>	<b>\$ 25.46</b>	<b>\$ 21.25</b>	<b>\$ 20.94</b>	<b>\$ 1.05</b>
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Administrative Salaries								
Site Manager	\$ 40,000.00	\$ 45,000.00	\$ 33,000.00	\$ 46,500.00	\$ 50,000.00	\$ 35,000.00	\$ 25,000.00	
Assistant Manager	\$ 20,000.00	\$ 30,000.00	\$ 12,750.00	\$ 32,000.00	\$ 30,000.00	\$ -	\$ -	
Receptionist					\$ 26,000.00			
Centralized Intake Specialist	\$ 4,521.19	\$ 6,028.26	\$ 6,832.03	\$ 6,028.26	\$ 4,822.61	\$ 2,260.60	\$ 1,507.06	
<b>Total Admin Salaries</b>	<b>\$ 64,521.19</b>	<b>\$ 81,028.26</b>	<b>\$ 52,582.03</b>	<b>\$ 84,528.26</b>	<b>\$ 110,822.61</b>	<b>\$ 37,260.60</b>	<b>\$ 26,507.06</b>	
<b>Total Per Unit Per Month</b>	<b>\$ 35.85</b>	<b>\$ 33.76</b>	<b>\$ 51.55</b>	<b>\$ 35.22</b>	<b>\$ 38.48</b>	<b>\$ 41.40</b>	<b>\$ 44.18</b>	

Maintenance Salaries								
Superintendent	\$ 40,000.00	\$ 40,000.00	\$ 35,000.00	\$ 40,000.00	\$ 45,000.00	\$ 30,000.00	\$ 30,000.00	
Maintenance Mechanic	\$ 35,000.00	\$ 35,000.00	\$ -	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	
Janitor #1	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 16,000.00	\$ 8,000.00	
Janitor #2	\$ -	\$ 24,000.00	\$ -	\$ 24,000.00	\$ 24,000.00	\$ -	\$ -	
<b>Total Maintenance Salaries</b>	<b>\$ 99,000.00</b>	<b>\$ 123,000.00</b>	<b>\$ 59,000.00</b>	<b>\$ 123,000.00</b>	<b>\$ 128,000.00</b>	<b>\$ 46,000.00</b>	<b>\$ 38,000.00</b>	
<b>Total Per Unit Per Month</b>	<b>\$ 55.00</b>	<b>\$ 51.25</b>	<b>\$ 57.84</b>	<b>\$ 51.25</b>	<b>\$ 44.44</b>	<b>\$ 51.11</b>	<b>\$ 63.33</b>	

**West Ridge Housing Authority**  
**Site Budgets (Annual)**  
**October 1, 2006- September 30, 2007**

Totals, Low-Rent	Hunter Ridge	Allen Homes	River North	Hillsdale	Maple- Jackson	SS North	SS West
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Family/Elderly Scattered Site?	Family No	Family No	Family No	Family No	Family No	Senior No	Family Yes	Family Yes
Age	1941	1954	1957	1964	1981	1981	1984	1988
Recently Renovated?	Yes	No	No	No	No	No	No	No
Units	150	200	85	200	240	240	75	50
Average Bedroom Size	1.50	2.00	2.50	3.00	1.00	1.00	3.00	3.20
% Occupancy	99%	98%	91%	99%	99%	99%	99%	98%
# of Turn-overs	23	30	34	30	24	24	11	8

**REVENUE**

Dwelling Rentals	\$ 338,580.00	\$ 435,120.00	\$ 162,435.00	\$ 190,852.20	\$ 498,960.00	\$ 222,750.00	\$ 161,700.00
Non-dwelling Rentals	\$ 5,400.00	\$ 4,800.00	\$ 4,080.00	\$ 12,000.00	\$ 25,920.00	\$ 1,800.00	\$ 1,200.00
Non-Utility Subsidy	\$ 243,955.80	\$ 425,006.40	\$ 197,474.55	\$ 422,666.64	\$ 276,851.52	\$ 86,872.50	\$ 50,274.00
Utility Subsidy	\$ 248,400.00	\$ 417,600.00	\$ 162,180.00	\$ 350,400.00	\$ 446,400.00	\$ 4,500.00	\$ 4,800.00
Add-on Subsidies	\$ 23,418.00	\$ 20,952.00	\$ 8,185.50	\$ 29,066.40	\$ 38,275.20	\$ 29,025.00	\$ 20,490.00
Proration (unfunded)	\$ (54,347.38)	\$ (94,991.42)	\$ (17,030.99)	\$ (88,234.63)	\$ (83,767.94)	\$ (13,243.73)	\$ (8,312.04)
Transfer From Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ 7,200.00	\$ 9,600.00	\$ 4,080.00	\$ 9,600.00	\$ 11,520.00	\$ 3,600.00	\$ 2,400.00
Other Income	\$ 19,800.00	\$ 21,600.00	\$ 15,300.00	\$ 12,000.00	\$ 43,200.00	\$ 4,500.00	\$ 6,600.00
<b>Total Revenue</b>	<b>\$ 830,018.68</b>	<b>\$ 1,239,686.98</b>	<b>\$ 536,704.06</b>	<b>\$ 1,196,562.41</b>	<b>\$ 1,357,150.78</b>	<b>\$ 339,803.78</b>	<b>\$ 239,151.96</b>

**EXPENSES**

Administrative Salaries	\$ 457,250.00	\$ 64,521.19	\$ 81,028.26	\$ 52,582.03	\$ 84,528.26	\$ 110,822.61	\$ 37,260.60	\$ 26,507.06
Benefits (32%)	\$ 146,320.00	\$ 20,646.78	\$ 25,929.04	\$ 16,826.25	\$ 27,049.04	\$ 35,463.23	\$ 11,923.39	\$ 8,482.26
Audit	\$ 24,000.00	\$ 3,600.00	\$ 4,800.00	\$ 2,040.00	\$ 4,800.00	\$ 5,760.00	\$ 1,800.00	\$ 1,200.00
Management Fee	\$ 529,578.00	\$ 80,190.00	\$ 105,840.00	\$ 41,769.00	\$ 106,920.00	\$ 128,304.00	\$ 40,095.00	\$ 26,460.00
Bookkeeping Fee	\$ 88,263.00	\$ 13,365.00	\$ 17,640.00	\$ 6,961.50	\$ 17,820.00	\$ 21,384.00	\$ 6,682.50	\$ 4,410.00
Bad Debts	\$ 47,368.02	\$ 6,771.60	\$ 8,702.40	\$ 3,248.70	\$ 8,981.28	\$ 11,975.04	\$ 4,455.00	\$ 3,234.00
Telecommunications	\$ 39,300.00	\$ 6,127.16	\$ 6,169.54	\$ 4,992.15	\$ 6,169.54	\$ 6,135.64	\$ 4,863.58	\$ 4,842.39
Computer Support	\$ 20,000.00	\$ 2,853.22	\$ 2,970.96	\$ 3,033.75	\$ 2,970.96	\$ 2,876.77	\$ 2,676.61	\$ 2,617.74
Legal	\$ 64,860.00	\$ 10,800.00	\$ 12,000.00	\$ 6,120.00	\$ 16,800.00	\$ 8,640.00	\$ 4,500.00	\$ 6,000.00
Administrative Other	\$ 43,260.00	\$ 6,336.58	\$ 6,782.10	\$ 7,019.72	\$ 6,782.10	\$ 6,425.68	\$ 5,668.29	\$ 4,245.53
<b>Total Administrative</b>	<b>\$1,460,199.02</b>	<b>\$ 215,211.53</b>	<b>\$ 271,862.31</b>	<b>\$ 144,593.09</b>	<b>\$ 282,821.19</b>	<b>\$ 337,786.96</b>	<b>\$ 119,924.96</b>	<b>\$ 87,998.98</b>

Resident Services Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits (32%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Resident Services Materials	\$ 35,520.00	\$ 5,400.00	\$ 7,200.00	\$ 3,060.00	\$ 9,600.00	\$ 5,760.00	\$ 2,700.00	\$ 1,800.00
Resident Services Contracts	\$ 85,860.00	\$ 14,400.00	\$ 24,000.00	\$ 7,140.00	\$ 19,200.00	\$ 11,520.00	\$ 5,400.00	\$ 4,200.00
<b>Total Tenant Services</b>	<b>\$ 121,380.00</b>	<b>\$ 19,800.00</b>	<b>\$ 31,200.00</b>	<b>\$ 10,200.00</b>	<b>\$ 28,800.00</b>	<b>\$ 17,280.00</b>	<b>\$ 8,100.00</b>	<b>\$ 6,000.00</b>

Gas	\$ 541,260.00	\$ 81,000.00	\$ 148,800.00	\$ 56,100.00	\$ 120,000.00	\$ 135,360.00	\$ -	\$ -
Electric	\$ 684,600.00	\$ 104,400.00	\$ 168,000.00	\$ 61,200.00	\$ 132,000.00	\$ 216,000.00	\$ 1,800.00	\$ 1,200.00
Water/Sewer	\$ 408,420.00	\$ 63,000.00	\$ 100,800.00	\$ 44,880.00	\$ 98,400.00	\$ 95,040.00	\$ 2,700.00	\$ 3,600.00
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Utilities</b>	<b>\$1,634,280.00</b>	<b>\$ 248,400.00</b>	<b>\$ 417,600.00</b>	<b>\$ 162,180.00</b>	<b>\$ 350,400.00</b>	<b>\$ 446,400.00</b>	<b>\$ 4,500.00</b>	<b>\$ 4,800.00</b>

Maintenance Salaries	\$ 616,000.00	\$ 99,000.00	\$ 123,000.00	\$ 59,000.00	\$ 123,000.00	\$ 128,000.00	\$ 46,000.00	\$ 38,000.00
Benefits (37%)	\$ 227,920.00	\$ 36,630.00	\$ 45,510.00	\$ 21,830.00	\$ 45,510.00	\$ 47,360.00	\$ 17,020.00	\$ 14,060.00
Overtime	\$ 61,600.00	\$ 9,900.00	\$ 12,300.00	\$ 5,900.00	\$ 12,300.00	\$ 12,800.00	\$ 4,600.00	\$ 3,800.00
Overtime Benefits (25%)	\$ 15,400.00	\$ 2,475.00	\$ 3,075.00	\$ 1,475.00	\$ 3,075.00	\$ 3,200.00	\$ 1,150.00	\$ 950.00
Materials	\$ 241,440.00	\$ 32,400.00	\$ 57,600.00	\$ 24,480.00	\$ 57,600.00	\$ 34,560.00	\$ 21,600.00	\$ 13,200.00
Uniforms	\$ 6,000.00	\$ 900.00	\$ 1,200.00	\$ 510.00	\$ 1,200.00	\$ 1,440.00	\$ 450.00	\$ 300.00
Exterminating Contract	\$ 36,000.00	\$ 5,400.00	\$ 7,200.00	\$ 3,060.00	\$ 7,200.00	\$ 8,640.00	\$ 2,700.00	\$ 1,800.00
Trash Removal	\$ 77,100.00	\$ 14,400.00	\$ 19,200.00	\$ 8,160.00	\$ 19,200.00	\$ 8,640.00	\$ 4,500.00	\$ 3,000.00
Plumbing/Electrical	\$ 48,000.00	\$ 7,200.00	\$ 9,600.00	\$ 4,080.00	\$ 9,600.00	\$ 11,520.00	\$ 3,600.00	\$ 2,400.00
HVAC Service	\$ 96,480.00	\$ 14,472.00	\$ 19,296.00	\$ 8,200.80	\$ 19,296.00	\$ 23,155.20	\$ 7,236.00	\$ 4,824.00
Painting Contract	\$ 77,850.00	\$ 11,250.00	\$ 15,000.00	\$ 12,750.00	\$ 18,000.00	\$ 9,600.00	\$ 6,750.00	\$ 4,500.00
Landscape Contract	\$ 78,240.00	\$ 12,600.00	\$ 21,600.00	\$ 9,180.00	\$ 21,600.00	\$ 5,760.00	\$ 4,500.00	\$ 3,000.00
Vehicles	\$ 37,080.00	\$ 6,000.00	\$ 6,000.00	\$ 1,080.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Maintenance Other	\$ 24,000.00	\$ 3,600.00	\$ 4,800.00	\$ 2,040.00	\$ 4,800.00	\$ 5,760.00	\$ 1,800.00	\$ 1,200.00
Elevator Contract	\$ 17,280.00	\$ -	\$ -	\$ -	\$ -	\$ 17,280.00	\$ -	\$ -
Miscellaneous Contracts	\$ 45,600.00	\$ 5,400.00	\$ 9,600.00	\$ 4,080.00	\$ 9,600.00	\$ 11,520.00	\$ 3,600.00	\$ 1,800.00
<b>Total Maintenance</b>	<b>\$1,705,990.00</b>	<b>\$ 261,627.00</b>	<b>\$ 354,981.00</b>	<b>\$ 165,825.80</b>	<b>\$ 357,981.00</b>	<b>\$ 335,235.20</b>	<b>\$ 131,506.00</b>	<b>\$ 98,834.00</b>

Security Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits (35%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracts	\$ 111,420.00	\$ 10,800.00	\$ 26,400.00	\$ 18,360.00	\$ 16,800.00	\$ 34,560.00	\$ 2,700.00	\$ 1,800.00	\$ 111,420.00	\$ 10,800.00	\$ 26,400.00	\$ 18,360.00	\$ 16,800.00
<b>Total Protective Services</b>	<b>\$ 111,420.00</b>	<b>\$ 10,800.00</b>	<b>\$ 26,400.00</b>	<b>\$ 18,360.00</b>	<b>\$ 16,800.00</b>	<b>\$ 34,560.00</b>	<b>\$ 2,700.00</b>	<b>\$ 1,800.00</b>	<b>\$ 111,420.00</b>	<b>\$ 10,800.00</b>	<b>\$ 26,400.00</b>	<b>\$ 18,360.00</b>	<b>\$ 16,800.00</b>

Insurance	\$ 306,120.00	\$ 43,200.00	\$ 60,000.00	\$ 23,460.00	\$ 62,400.00	\$ 77,760.00	\$ 22,500.00	\$ 16,800.00	\$ 306,120.00	\$ 43,200.00	\$ 60,000.00	\$ 23,460.00	\$ 62,400.00
PILOT	\$ 73,412.10	\$ 9,018.00	\$ 1,752.00	\$ 25.50	\$ 9,866.40	\$ 15,235.20	\$ 21,825.00	\$ 15,690.00	\$ 73,412.10	\$ 9,018.00	\$ 1,752.00	\$ 25.50	\$ 9,866.40
Other	\$ 12,000.00	\$ 1,800.00	\$ 2,400.00	\$ 1,020.00	\$ 2,400.00	\$ 2,880.00	\$ 900.00	\$ 600.00	\$ 12,000.00	\$ 1,800.00	\$ 2,400.00	\$ 1,020.00	\$ 2,400.00
<b>Total General Expenses</b>	<b>\$ 391,532.10</b>	<b>\$ 54,018.00</b>	<b>\$ 64,152.00</b>	<b>\$ 24,505.50</b>	<b>\$ 74,666.40</b>	<b>\$ 95,875.20</b>	<b>\$ 45,225.00</b>	<b>\$ 33,090.00</b>	<b>\$ 391,532.10</b>	<b>\$ 54,018.00</b>	<b>\$ 64,152.00</b>	<b>\$ 24,505.50</b>	<b>\$ 74,666.40</b>

<b>Total Expenses, excl. Asset Management</b>	<b>\$ 5,424,801.12</b>	<b>\$ 809,856.53</b>	<b>\$ 1,166,195.31</b>	<b>\$ 525,664.39</b>	<b>\$ 1,111,468.59</b>	<b>\$ 1,267,137.36</b>	<b>\$ 311,955.96</b>	<b>\$ 232,522.98</b>	<b>\$ 5,424,801.12</b>	<b>\$ 809,856.53</b>	<b>\$ 1,166,195.31</b>	<b>\$ 525,664.39</b>	<b>\$ 1,111,468.59</b>
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<b>Asset Management</b>	<b>\$ 120,000.00</b>	<b>\$ 18,000.00</b>	<b>\$ 24,000.00</b>	<b>\$ 10,200.00</b>	<b>\$ 24,000.00</b>	<b>\$ 28,800.00</b>	<b>\$ 9,000.00</b>	<b>\$ 6,000.00</b>	<b>\$ 120,000.00</b>	<b>\$ 18,000.00</b>	<b>\$ 24,000.00</b>	<b>\$ 10,200.00</b>	<b>\$ 24,000.00</b>
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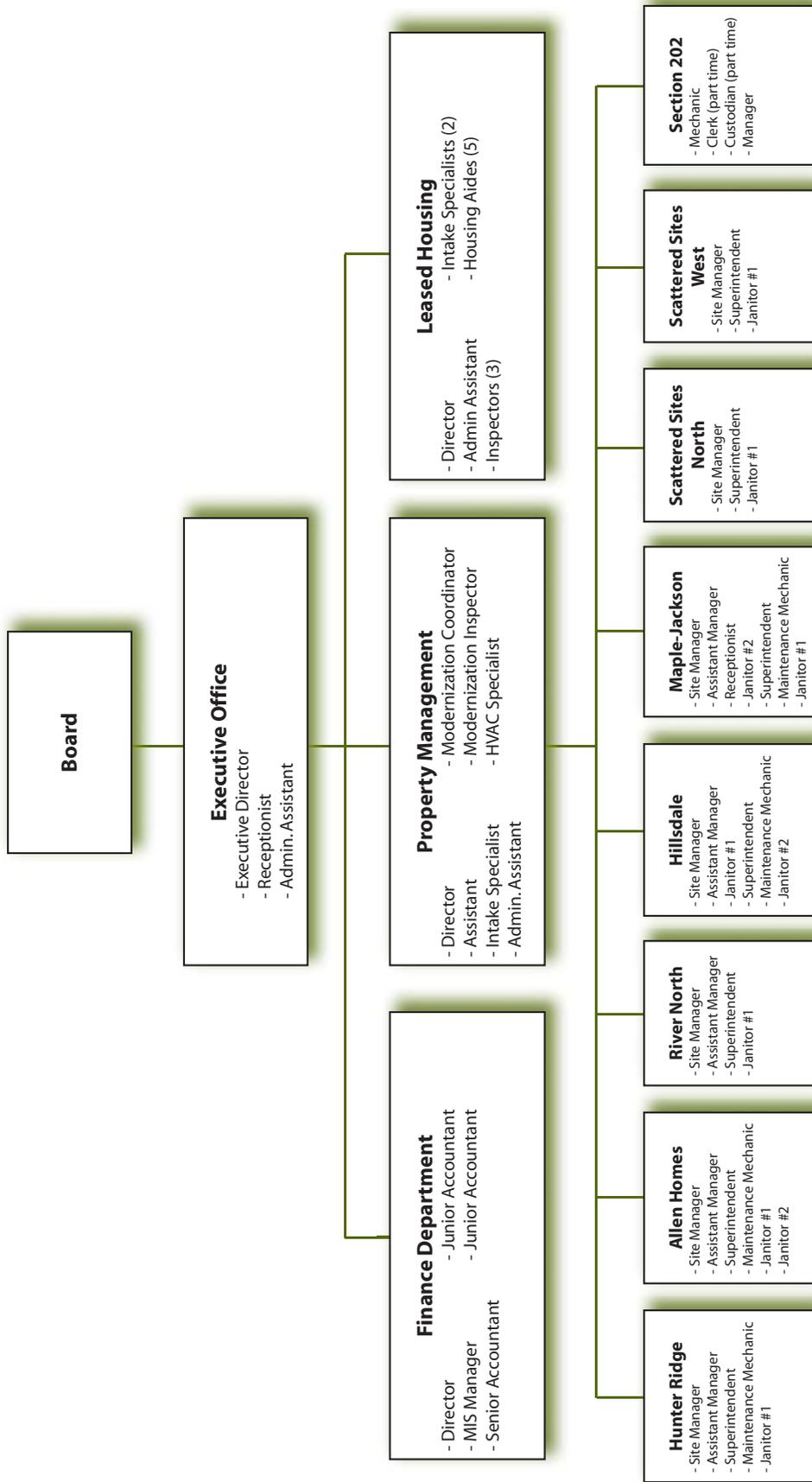
<b>Total Expenses</b>	<b>\$ 5,544,801.12</b>	<b>\$ 827,856.53</b>	<b>\$ 1,190,195.31</b>	<b>\$ 535,864.39</b>	<b>\$ 1,135,468.59</b>	<b>\$ 1,295,937.36</b>	<b>\$ 320,955.96</b>	<b>\$ 238,522.98</b>	<b>\$ 5,544,801.12</b>	<b>\$ 827,856.53</b>	<b>\$ 1,190,195.31</b>	<b>\$ 535,864.39</b>	<b>\$ 1,135,468.59</b>
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<b>Cash Flow from Operations</b>	<b>\$ 194,277.52</b>	<b>\$ 2,162.15</b>	<b>\$ 49,491.67</b>	<b>\$ 839.66</b>	<b>\$ 61,093.82</b>	<b>\$ 61,213.42</b>	<b>\$ 18,847.81</b>	<b>\$ 628.98</b>	<b>\$ 194,277.52</b>	<b>\$ 2,162.15</b>	<b>\$ 49,491.67</b>	<b>\$ 839.66</b>	<b>\$ 61,093.82</b>
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<b>Administrative Salaries</b>													
Site Manager	\$ 40,000.00	\$ 45,000.00	\$ 33,000.00	\$ 33,000.00	\$ 46,500.00	\$ 50,000.00	\$ 35,000.00	\$ 25,000.00	\$ 40,000.00	\$ 45,000.00	\$ 33,000.00	\$ 33,000.00	\$ 46,500.00
Assistant Manager	\$ 20,000.00	\$ 30,000.00	\$ 12,750.00	\$ 12,750.00	\$ 32,000.00	\$ 30,000.00	\$ -	\$ -	\$ 20,000.00	\$ 30,000.00	\$ 12,750.00	\$ 12,750.00	\$ 32,000.00
Receptionist						\$ 26,000.00							\$ 26,000.00
Centralized Intake Specialist	\$ 4,521.19	\$ 6,028.26	\$ 6,832.03	\$ 6,832.03	\$ 6,028.26	\$ 4,822.61	\$ 2,260.60	\$ 1,507.06	\$ 4,521.19	\$ 6,028.26	\$ 6,832.03	\$ 6,832.03	\$ 6,028.26
Total Admin Salaries	\$ 64,521.19	\$ 81,028.26	\$ 52,582.03	\$ 52,582.03	\$ 84,528.26	\$ 110,822.61	\$ 37,260.60	\$ 26,507.06	\$ 64,521.19	\$ 81,028.26	\$ 52,582.03	\$ 52,582.03	\$ 84,528.26
Total Per Unit Per Month	\$ 35.85	\$ 33.76	\$ 51.55	\$ 51.55	\$ 35.22	\$ 38.48	\$ 41.40	\$ 44.18	\$ 35.85	\$ 33.76	\$ 51.55	\$ 51.55	\$ 35.22

<b>Maintenance Salaries</b>													
Superintendent	\$ 40,000.00	\$ 40,000.00	\$ 35,000.00	\$ 35,000.00	\$ 40,000.00	\$ 45,000.00	\$ 30,000.00	\$ 30,000.00	\$ 40,000.00	\$ 40,000.00	\$ 35,000.00	\$ 35,000.00	\$ 40,000.00
Maintenance Mechanic	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	\$ 35,000.00
Janitor #1	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 16,000.00	\$ 8,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
Janitor #2	\$ -	\$ 24,000.00	\$ -	\$ -	\$ 24,000.00	\$ 24,000.00	\$ -	\$ -	\$ 24,000.00	\$ 24,000.00	\$ -	\$ -	\$ 24,000.00
Total Maintenance Salaries	\$ 99,000.00	\$ 123,000.00	\$ 59,000.00	\$ 59,000.00	\$ 123,000.00	\$ 128,000.00	\$ 46,000.00	\$ 38,000.00	\$ 99,000.00	\$ 123,000.00	\$ 59,000.00	\$ 59,000.00	\$ 123,000.00
Total Per Unit Per Month	\$ 55.00	\$ 51.25	\$ 57.84	\$ 57.84	\$ 51.25	\$ 44.44	\$ 51.11	\$ 63.33	\$ 55.00	\$ 51.25	\$ 57.84	\$ 57.84	\$ 51.25

**WEST RIDGE HOUSING AUTHORITY**



## DESCRIPTION OF HOW MANAGEMENT SERVICES ARE ARRANGED

TASK	MODE	COMMENTS
Applicant Intake, Screening, and Admissions	Mixed	A community-wide waiting list is maintained at the central office which handles admissions processing. When a unit becomes vacant, the central office sends the property manager responsible for the vacant unit the files of five prospective tenants. The site manager chooses a resident from these applicants. The prospective resident must either accept the housing assignment or drop to the bottom of the waiting list.
Certifications and Recertifications	Mixed	Initial certifications are handled centrally; interim adjustments and annual recertifications are handled at the sites.
Lease Enforcement	Decentralized	The site managers are responsible for monitoring lease compliance and attending court actions for non-payment of rent.
Procurement	Mixed	Housing Managers handle all purchases below \$25,000; however, any purchase above \$1,000 requires the approval of the Director of Property Management. Purchase Orders are created at the property; invoices are also sent to the property. The Director of Property Management handles purchases from \$25,000 to \$100,000. The Finance Director handles purchases over \$100,000 (after receiving statement of work and cost estimate from Director of Property Management).
Rent Collection	Decentralized	Residents of the scattered site properties mail their rent payments to the central office or place their rent payments in a drop box located at the central office. Residents of the properties with a property management office pay their rent at the property specific management office. All rents are processed by the respective site managers. If a resident is late paying his/her rent, the site manager addresses the issue with the resident.
Resident/Client Services	Decentralized	Site managers handle referrals and advocacy and plan occasional social functions at the properties.
Routine Maintenance	Decentralized	Handled onsite by maintenance staff assigned to each site, under direction of the site manager.
Security	N/A	There are no security staff. Contracted security services are overseen by housing managers.
Service Contracts (routine painting, extermination, etc.)	Mixed	These contracts are procured centrally by the Director of Property Management, but are overseen by the housing manager.
Technical/Specialized Maintenance Services	Mixed	The agency maintains one HVAC maintenance specialist. All other maintenance services are handled onsite, either with agency staff or through contract.
Unit/ Annual Inspections	Decentralized	Handled by on-site staff.
Vacancy Preparation	Decentralized	Handled by on-site maintenance staff, with contract support, where necessary.
Work Order Requests	Decentralized	Handled on-site by site manager who assigns work to on-site maintenance staff.

## BUDGET FOR CENTRAL OFFICE COST CENTER

October 1, 2006 – September 30, 2007

REVENUE	
Dwelling Rentals	\$0
Public Housing Management Fees	\$529,200
Public Housing Bookkeeping Fees	\$88,200
Public Housing Asset Management Fee	\$120,000
Capital Fund Administrative Fee	\$250,000
Section 8 Management Fee/Overhead Reimbursement	\$225,000
Other income: Audit Fees	\$39,000
Other Income: Section 202 Management Fees	\$47,520
Other Income: HVAC Fee	\$106,080
<b>Total Revenue</b>	<b>\$1,405,000</b>

EXPENSES	
Administrative Salaries	\$650,000
Administrative Benefits: General (32%)	\$208,000
Legal	\$35,000
Staff Training	\$16,500
Travel/Meetings	\$18,000
Audit	\$50,000
Administrative Other: Computer Operations	\$97,500
Administrative Other: Office Expenses	\$83,240
Administrative Other	\$10,000
<b>Total Administrative</b>	<b>\$1,168,240</b>
Resident Services Salaries	\$0
Benefits (32%)	\$0
Resident Services Materials	\$0
Resident Services Contracts	\$0
<b>Total Tenant Services</b>	<b>\$0</b>
Gas	\$11,000
Electric	\$8,900
Water	\$3,500
Other	\$0
<b>Total Utilities</b>	<b>\$23,400</b>

Demonstration of a Successful Conversion to Asset Management (Stop-Loss) Submission Kit

Maintenance Salaries	\$43,388
Maintenance Benefits: General (37%)	\$16,053
Materials:	\$5,400
Contracts: Office Cleaning + 4 Vehicles	\$34,500
<hr/>	
<b>Total Maintenance</b>	<b>\$99,341</b>
Security Labor	\$0
Benefits (35%)	\$0
Materials	\$0
Contracts	\$0
<hr/>	
<b>Total Protective Services</b>	<b>\$0</b>
Insurance	\$20,000
PILOT	\$0
Collection Losses	\$0
Other	\$8,000
<hr/>	
<b>Total General Expenses</b>	<b>\$28,000</b>
Total Routine Expenses	\$1,318,981
Non-routine Expenses	\$15,000
Replacement of Non-Cap Equip	\$0
Betterments/Additions	\$0
<hr/>	
<b>Total Expenses</b>	<b>\$1,333,981</b>
<b>Net Cash Flow</b>	<b>\$71,019</b>

## LINE ITEM NARRATIVE FOR CENTRAL OFFICE COST CENTER

### Revenues

**Management Fees:** 1,000 units x \$45 x 12 months x 98% occupancy.

**Bookkeeping Fees:** 1,000 units x \$7.50 x 12 months x 98% occupancy.

**Asset Management Fees:** 1,000 units x 12 months x \$10.

**Capital Fund Management Fee:** 10% of \$2.5 million capital Grant, or \$250,000.

**Section 8 Management Fee/Overhead Reimbursement:** Based on allocation of central overhead (represents 25% of Section 8 Administrative Fees).

**Other Income:** Audit Reimbursement from sites (1,000 units x \$2 x 12 = \$24,000), Capital Fund (\$4,000) and Section 8 HCV program (\$11,000).

**Other Income:** Management fees for managing a 100-unit Section 202 property for a local non-profit at \$40 PUM where occupancy is 99%. 100 units x 12 months x \$40 x 99% occupancy.

**Other Income:** HVAC fees for centralized HVAC repairs \$68.00 per hour x 1,560 hours.

### Expenses

**Administrative Salaries:** Per attached salary schedule.

**Administrative Benefits:** 32% of salaries.

**Legal:** Non-tenant related legal expenses (average of three years' cost).

**Staff Training:** Offsite as well as in house training in project based management/budgeting as well as public housing specific training updates.

**Travel/Meetings:** Annual conferences, industry meetings, staff meetings.

**Audit:** Annual PHA certified audit. Partial reimbursement from sites and other programs (see Other Income).

**Administrative Other/Computer Operations:** Software, hardware, maintenance, licensing, support.

**Administrative Other/Office Expenses:** Telephone, fax, office supplies, copying, postage, annual report, dues, Board meetings.

**Administrative Other:** Bank fees, professional services, and miscellaneous expenses.

**Utility Expenses:** Utility expenses of the central office.

**Maintenance Labor:** HVAC specialist.

**Maintenance Benefits:** HVAC specialist, at 37%.

**Materials:** Routine repair materials for central office, plus \$1,900 for HVAC specialist.

**Contract Costs:** Cleaning contract for central office (\$10,000); Vehicle Costs @ \$24,000, which includes lease, vehicular insurance and repairs for four central office vehicles – sedan for Executive Director, two pool sedans for Director of Property Management, Mod Coordinator and Mod Inspector, and a vehicle for the HVAC specialist.

**Insurance:** Central office business and general liability insurance, including D&O.

**Other:** Contingency.

**Non-routine Expenses:** The PHA owns the building where it maintains its central office and therefore pays no rent. These funds cover the cost of annual property replacements beyond routine maintenance. This year non-routine expenses are for carpet replacement and re-surfacing the parking lot.

## SCHEDULE OF COCC FEES AND CHARGES

1. **Management Fee:** \$45 PUM, based on local Multifamily schedule.
2. **Bookkeeping Fee:** \$7.50 PUM, based on PIH Notice 2006-14.
3. **Asset Management Fee:** \$10 PUM, based on PIH Notice 2006-14.
4. **Audit Expense:** \$2 PUM. The total cost of the agency’s audit is \$50,000, of which \$35,000 is allocated to the Low Rent Program. Of the amount allocated to Low Rent, \$11,000 is allocated to the Central Office Cost Center and the remaining is allocated to the projects, which are then prorated based on number of units, or \$2 PUM.
5. **Central Waiting List:** The agency prorates the cost of the central waiting list (public housing only) to each project on a PUM basis. The total direct cost of the central waiting list is \$55,100, which is then prorated to each project based on rate of turnover. These costs are shown only on the site level budgets. The breakdown of these total costs is as follows:
  - Waiting List Intake Specialist: \$32,000 salary, \$10,240 benefits (32%)
  - Travel and training: \$1,000
  - Computer hardware/software for wait list maintenance: \$2,500
  - Wait list update mailings: \$400
  - Certification mailings: \$5,060
  - Fax/copier/file folders/leases/new tenant mailings: \$3,000
  - Phone: \$900
6. **Centralized HVAC Specialist:** The only other centralized service provided to projects is for HVAC repairs/preventive maintenance (all projects have A/C). The agency maintains one HVAC specialist, who provides HVAC repair and PM to all projects. The agency has contacted several property management organizations and found that the hourly rate for contract HVAC work runs from \$60-\$85/hour. The agency is charging \$68/hour. Total hours are estimated at 1,560 (75% billable), which are then pro-rated, for budget purposes, across the 1,100 units under management, or \$8.04 PUM. Actual expenses may vary based on actual usage at each project. The hourly rate is a “burdened” rate, meaning that it is inclusive of wages, benefits, vehicle costs, and other miscellaneous expenses.

### Source documentation for “reasonable” HVAC repair charges

Source	Rate (regular business hours)
First Realty	\$60/hour
West Ridge HVAC Specialists	\$68/hour
Service Pros	\$85/hour

**SCHEDULE OF SALARIES AND POSITIONS FOR CENTRAL OFFICE COST CENTER**

<b>Position</b>	<b>Salary</b>	<b>Employee Benefits @32%</b>
1 Executive Director	110,000	35,200
2 Asst to ED/HR Mgr	45,000	14,400
3 MIS Manager	55,000	17,600
4 Director of Property Management	85,000	27,200
5 Admin Assist – Property Mgmt	34,000	10,880
6 Receptionist	24,000	7,680
8 Finance Director	80,000	25,600
9 Senior Accountant	42,000	13,440
10 Junior Accountant	35,000	11,200
11 Junior Accountant	35,000	11,200
12 Mod Coordinator	65,000	20,800
13 Mod Inspector	40,000	12,800
14 HVAC Specialist	43,388	16,053 (37% rate)
<b>TOTAL</b>	<b>\$693,388</b>	<b>\$224,053</b>

## EXAMPLE OF REPORTS USED FOR MONITORING PROJECT PERFORMANCE

### West Ridge Housing Authority Monthly Property Report

“Maple-Jackson”  
“July 2006”

#### 1. Property Narrative

In July we hosted the annual July 4<sup>th</sup> celebration, including music and activities. Mayor Jones was this year’s guest speaker.

Occupancy has remained above 98% for the 15<sup>th</sup> straight month and rent collections reached 99% this month. We also installed the new card access system, which is a big winner with residents.

#### 2. Physical Occupancy

<i>a</i> Unit Type	<i>b</i> Total Units	<i>c</i> Occupied Units	<i>d</i> Mod Rehab	<i>e</i> Make Ready	<i>f</i> Vacant Units	<i>c/b</i> % Gross Occupancy	<i>c/(b-c)</i> % Adjusted Occupancy
1 brm	240	238	/	2	2	99	99
2 brm							
3 brm							
4 brm							
5 brm							
<b>Total</b>							

#### 3. Waiting List

Unit Type	Number of Applications			
	Total	RRO1	PEO3	PEO1
1 brm	148	8	19	121
2 brm				
3 brm				
4 brm				
5 brm				

\*\*RRO1 = application approved/ready to be housed/awaiting ready unit\*\*

\*\*PEO3 = passed credit and criminal check; pending other verification\*\*

\*\*PEO1 = application received\*\*

#### 4. Move-Ins, Move-Outs, and Unit Turnaround Time

	This Month	Year-to-Date
Move-ins	3	30
Move-outs	3	29
Evictions (included with move-outs)	0	2
Make-ready time	12	10
Lease-up time	2	3
<b>Total Turnaround Time</b>	<b>14</b>	<b>13</b>

**West Ridge Housing Authority Monthly Property Report**

“Maple-Jackson”  
“July 2006”

**5. List All Vacant Units and their Status**

Address	Bdrm	Projected Ready Date (mm/dd/yy)	Anticipated Lease Date (mm/dd/yy)	Application Approved and Waiting?
Apt 121	1	08/10/2006	08/12/2006	Yes
135	1	08/10/2006	08/12/2006	Yes
318	1	08/10/2006	08/12/2006	Yes
402	1	08/10/2006	08/12/2006	No

**6. Customer Traffic**

Walk-ins requiring about the property	15
Telephone inquiry calls	22
Applications taken	10
Interest letters with brochures sent out	0

**7. Promotions/Advertising (narrative)**

**8. Recertifications**

Outstanding at start of month	0
Due to be completed this month	18
Completed for this month	18
Ending backlog	0

**9. Annual Unit Inspections**

Total units to be inspected for the year	240
Number completed/start of month	240
Number inspected for the month	0
Number completed year to date	240
Total left to be inspected for the year	0

Have all building system inspections been completed?	YES or NO
If yes, please enter date	6 / 16 /2006

**West Ridge Housing Authority Monthly Property Report**

“Maple-Jackson”  
 “July 2006”

**10. Lease Enforcements**

Lease warnings issued	3
Lease violations issued	2
Abandonment letters	0
30-day lease terminations	0
72-hour lease terminations	0

**11. Evictions**

List all tenants on formal eviction/ court summons, then all households for whom a judgment was issued, the date of the judgment and the action (dismissal, eviction, etc.)

Resident Name	Reason (30-day/72-hour)	Summons Date	Judgment Action
None this Month			

**12. Non-Emergency Work Orders**

Beginning balance	8
Received	210
Closed	215
Ending Balance	3

Total work orders for the month	215
Total work orders for the year	1435

**13. Emergency Work Orders**

	This Month	Year-to-Date
Requested	2	7
Completed within 24 hours	2	7
Percent completed within 24 hours	100%	100%

**14. Rent Collections**

	This Month
Rent charges	\$41,160
Other charges	\$1,112
<b>Total new charges</b>	<b>\$42,212</b>
Arrears, tenants in possession	690
<b>Total charges</b>	<b>\$42,902</b>
Collections	\$42,034
Amount outstanding	\$868
<b>Collection rate</b>	<b>98%</b>

West Ridge Housing Authority Monthly Property Report

“Maple-Jackson”  
 “July 2006”

**15. Delinquencies**

OUTSTANDING ACCOUNTS	
Total number of households	8
Amount	868
Number under up-to-date repayment agreements	7
Amount under up-to-date repayment agreements	760
Number under legal (other than repayment agreements)	0
Amount under legal (other than repayment agreements)	0
Amount not under repayment agreements or legal	\$108

**16. Other Comments/Notes**

In August, we will be completing the PM on the broilers. We will also complete the painting of the interior hallways and apartment doors (funded with Capital Fund).

## UTILITY CONSUMPTION REPORT FOR MAPLE-JACKSON

Units: 240

	Electricity		Gas	
Date	KWH	Bill Amt	THERM	Bill Amt
Jan-04	129024	19301.99	61881	\$26,608.83
Feb-04	111360	16659.46	62860	\$27,029.80
Mar-04	90240	13499.90	54339	\$24,122.01
Apr-04	86426	12929.33	41862	\$7,535.16
May-04	83712	12523.00	22697	\$4,085.46
Jun-04	78720	11776.00	11750	\$3,195.00
Jul-04	72576	10857.37	7383	\$1,328.94
Aug-04	89856	13442.46	7221	\$1,299.78
Sep-04	71808	10742.48	7420	\$1,335.60
Oct-04	91008	1361.80	13299	\$2,393.82
Nov-04	81792	12236.08	42715	\$7,688.70
Dec-04	109410	\$16,367.74	58791	\$10,582.38
<b>Total</b>		<b>\$163,951</b>		<b>\$117,205</b>
Average	91,328	<b>\$13,663</b>	33185	<b>\$9.767</b>
Jan-05	113587	\$20,869.31	63119	\$27,673.18
Feb-05	92045	\$18,012.20	64117	\$28,110.99
Mar-05	88155	\$14,596.10	55426	\$25,086.89
Apr-05	85386	\$13,979.19	42699	\$7,836.57
May-05	80294	\$13,540.12	23151	\$4,248.88
Jun-05	74028	\$12,732.76	18105	\$3,322.80
Jul-05	91653	\$11,738.99	7531	\$1,382.10
Aug-05	73244	\$14,533.99	7365	\$1,351.77
Sep-05	92828	\$11,614.77	7568	\$1,3890.2
Oct-05	83428	\$14,720.32	13565	2,489.57
Nov-05	111598	\$13,229.65	43569	\$7,996.25
Dec-05	112481	\$17,696.80	59967	\$11,005.68
<b>Total</b>		<b>\$177,264</b>		<b>\$71,340</b>
Average	91,561	<b>\$14,772</b>	33,848.50	<b>\$10,191</b>

## **MANAGEMENT PLAN FOR NON-PERFORMING PROPERTIES**

### **RIVER NORTH**

River North has a vacancy rate of 9 percent, very high unit turnover and the lowest rent collection rates of any community in the PHA. The agency is targeting additional management resources to improve the development's occupancy, turnover and rent collection. In order to minimize the impact of the fact that potential residents often turn down units at the property, management will undertake additional marketing efforts to show the property to more prospective renters. Maintenance staff will be directed to address the most urgent physical needs of the property. The goals of this effort will be to reduce vacancy from 9 percent to 6 percent in the next fiscal year and to 3 percent in the following year.

Executive management will undertake renewed efforts with city departments to address the deterioration of the surrounding neighborhood, including code enforcement and vacant building strategies to be implemented by the city's department of housing and police department efforts to reduce crime and improve neighborhood safety. The agency will initiate master planning efforts to explore redevelopment and/or replacement options but defer further physical upgrades until determinations can be made regarding the long-term viability of the community and the surrounding neighborhood.

Finally, the agency will begin a coordinated lease enforcement program with City Police. The City has agreed to assign a community police officer to the project for six months. In addition, the agency has received a commitment from the Boys and Girls Club to offer various after-school programs. The agency will deprogram a two-bedroom unit to provide the space necessary for these on-site programs. Because of this increased lease enforcement initiative, turnover is expected to increase in the early months.

### CERTIFICATION OF LONG-TERM CAPITAL PLANNING

I hereby certify, on behalf of the public housing agency identified below, that the following three items have been addressed and are available for review:

- 1. Housing agency has a current (completed within the last five years) physical needs assessment for each project.
- 2. Housing agency has a current five-year capital plan for each project.
- 3. Housing agency has adopted strategies to achieve a long-term reduction in energy and utility consumption by (check all that apply):

- Adopting a plan to guide energy and utility consumption reductions
- Utilizing HUD incentives
- Using Energy Star equipment for retrofits

Name of Executive Director: John Henry

Signature: John Henry 10/06/06  
Date

Applicant PHA: West Ridge Public Housing Agency

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

**ANNUAL STATEMENT**

**CAPITAL FUND PROGRAM (CFP) PART I: SUMMARY**

**West Ridge Housing Authority**

FFY of Grant Approval: 2006

Original Annual Statement

Line No.	Summary by Development Account	Total Estimated Cost
1	Total Non-CGP Funds	\$0
2	1406 Operations	\$0
3	1408 Management Improvements	\$0
4	1410 Administration	\$250,000
5	1411 Audit	\$0
6	1415 Liquidated Damages	\$0
7	1430 Fees and Costs	\$210,000
8	1440 Site Acquisition	\$0
9	1450 Site Improvement	\$380,000
10	1460 Dwelling Structures	\$1,640,000
11	1465.1 Dwelling Equipment-Nonexpendable	\$0
12	1470 Nondwelling Structures	\$20,000
13	1475 Nondwelling Equipment	\$0
14	1485 Demolition	\$0
15	1490 Replacement Reserve	\$0
16	1492 Moving to Work Demonstration	\$0
17	1495.1 Relocation Costs	\$0
18	1498 Mod Used for Development	\$0
19	1502 Contingency	\$0
20	<b>Amount of Annual Grant (Sum of lines 2-19)</b>	<b>\$2,500,000</b>
21	Amount of line 20 Related to LBP Activities	\$40,000
22	Amount of line 20 Related to Section 504 Compliance	\$50,000
23	Amount of line 20 Related to Security	\$0
24	Amount of line 20 Related to Energy Conservation Measures	\$0

**ANNUAL STATEMENT**

**CAPITAL FUND PROGRAM (CFP) PART II: SUPPORTING TABLE**

**West Ridge Housing Authority**

Development Name	General Description of Major Work Categories	Development Account Number	Total Estimated Cost
Hunters Ridge	A & E Fees	1430	\$40,000
	Permits and bidding costs	1430	5,000
	Inspection	1430	10,000
	Landscaping, paving and fencing	1450	135,000
	Sewers	1450	200,000
	Roofs	1460	150,000
Allen Homes	A & E Fees	1430	\$75,000
	Permits and bidding costs	1430	10,000
	Inspection	1430	20,000
	Roofs	1460	660,000
	Dry rot and structural damage	1460	500,000
	Create Accessible UFAS Units	1460	50,000
	Property office	1470	20,000
River North	A & E Fees	1430	\$6,000
	Permits and bidding costs	1430	1,000
	Inspection	1430	2,000
	Roofs	1460	40,000
Hillsdale	A & E Fees	1430	\$12,000
	Permits and bidding costs	1430	2,000
	Inspection	1430	3,000
	Paving	1450	45,000
	Heating	1460	100,000
Maple-Jackson	A & E Fees	1430	\$8,000
	Permits and bidding costs	1430	1,000
	Inspection	1430	3,000
	Generator	1460	100,000

**ANNUAL STATEMENT**

**CAPITAL FUND PROGRAM (CFP) PART II: SUPPORTING TABLE**

**West Ridge Housing Authority**

Development Name	General Description of Major Work Categories	Development Account Number	Total Estimated Cost
Scattered Sites West	A & E Fees	1430	\$9,000
	Permits and bidding costs	1430	1,000
	Inspection	1430	2,000
	Lead paint abatement	1460	40,000
			\$52,000
PHA-wide	Administrative Salaries and Benefits	1410	\$250,000
			\$250,000
<b>Grand Total</b>			<b>\$2,500,000</b>

Capital Fund Program Five-Year Action Plan  
Part I: Summary

PHA Name		West Ridge Housing Authority					<input type="checkbox"/> Original 5-Year Plan <input type="checkbox"/> Revision No: 1	
Development Name	Year 1	Work Statement for Year 2 FFY Grant: 2007	Work Statement for Year 3 FFY Grant: 2008	Work Statement for Year 4 FFY Grant: 2009	Work Statement for Year 5 FFY Grant: 2010			
Hunter Ridge	Sec	\$75,000	0	\$175,000	0			
Allen Homes	Annual	\$595,000	\$365,000	\$910,000	0			
River North	Statement	\$85,000	0	\$116,000	0			
Hillsdale		\$600,000	\$380,000	\$130,000	\$1,585,000			
Maple-Jackson		\$400,000	\$900,000	\$314,000	\$455,000			
Scattered Sites North		\$35,000	\$225,000	\$115,000	0			
Scattered Sites West		\$250,000	\$170,000	\$280,000	0			
Administration		\$250,000	\$250,000	\$250,000	\$250,000			
Fees and Costs		\$210,000	\$210,000	\$210,000	\$210,000			
Grand Total		\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000			

Capital Fund Program Five-Year Action Plan						
Part II: Supporting Pages—Work Activities			West Ridge Housing Authority			
Activities for Year 1	Activities for Year : 2 FFY Grant: 2007			Activities for Year: 3 FFY Grant: 2008		
	Development Name	Major Work Categories	Estimated Cost	Development Name	Major Work Categories	Estimated Cost
See Annual Statement	Hunter Ridge	Appliances	\$75,000	Allen Homes	Fencing	\$30,000
	Allen Homes	Paving	\$55,000		Electrical upgrades	\$335,000
		Sewers	\$240,000	Hillsdale	Fencing	\$20,000
		Heating upgrades	\$300,000		Plumbing upgrades	\$360,000
	River North	Heating upgrades	\$85,000	Maple-Jackson	Roofs	\$240,000
	Hillsdale	Sewers	\$240,000		Create UFAS units	\$60,000
		Roofs	\$360,000		Elevator upgrades	\$400,000
					Exterior waterproofing	\$200,000
	Maple-Jackson	Intercom system	\$100,000	Scattered Sites North	Roofs	\$225,000
		Create UFAS units	\$120,000			
		Energy efficient refrigerators	\$180,000	Scattered Sites West	Paving	\$15,000
	Scattered Sites North	Heating upgrades	\$35,000		Fencing	\$20,000
					Windows	\$60,000
	Scattered Sites West	Roofs	\$250,000		Heating upgrades	\$50,000
					Plumbing upgrades	\$25,000
	Total CFP Estimated Hard Cost			\$2,040,000		

Capital Fund Program Five-Year Action Plan						
Part II: Supporting Pages—Work Activities			West Ridge Housing Authority			
Activities for Year 1	Activities for Year: 4 FFY Grant: 2009		Activities for Year: 5 FFY Grant: 2010			
	Development Name	Major Work Categories	Estimated Cost	Development Name	Major Work Categories	Estimated Cost
See Annual Statement	Hunter Ridge	Flooring	\$75,000	Hillsdale	Kitchen & bath upgrades	\$1,585,000
		Replace water heaters	\$100,000	Maple-Jackson	Boiler & plumbing upgrades	\$120,000
	Allen Homes	Landscaping	\$90,000		Kitchen & bath upgrades	\$335,000
		Windows	\$400,000			
		Entry doors	\$200,000			
		New appliances	\$220,000			
	River North	Sewers	\$40,000			
		Roofs	\$26,000			
		Major plumbing repairs	\$50,000			
	Hillsdale	Landscaping	\$70,000			
		New appliances	\$60,000			
	Maple-Jackson	Landscaping	\$50,000			
		Paving	\$25,000			
		Lighting low-energy retrofits	\$69,000			
		Stoves	\$120,000			
		Public area upgrades	\$50,000			
	Scattered Sites North	Landscaping	\$15,000			
		Kitchen & bath upgrades	\$100,000			
Scattered Sites West	Landscaping	\$10,000				
	Replace water heaters	\$25,000				
	Kitchen & bath upgrades	\$245,000				
Total CFP Estimated Hard Cost			\$2,040,000			\$2,040,000

## NARRATIVE ASSET MANAGEMENT STRATEGY FOR EACH PROJECT

- Hunter Ridge:** Hunter Ridge is the agency's oldest family property. This 150 unit development was extensively renovated in 1998 and is currently in good physical condition. The limited physical improvement needs required over the next five years total less than \$5,000/unit. This property is desirable and has maintained high occupancy and low turnover rates.

Long-Term Vision for Property: Hold.

Strategies: Schedule and address current and projected physical needs, with a focus on upgrading the property's landscaping.

- Allen Homes:** Allen Homes is the agency's second oldest development. This 200 unit property is located in a strong residential neighborhood. The property was built in 1954 and has physical improvement needs totaling over \$45,000/unit, which is the highest of any of the agency's developments. A stable occupancy rate has been maintained.

Long-Term Vision for Property: Repair and Hold.

Strategies: As the location is excellent, the buildings provide a housing product that is, and will be, in demand, and the agency has determined that this complex will be sustainable and efficient to operate once repaired, a rehabilitation schedule has been developed and repairs are underway.

- River North:** River North is the agency's most difficult property. This 85 unit development is located in a troubled neighborhood that has deteriorated over recent years. As a result, this is the agency's least desirable facility. Applicants frequently reject units, occupancy rates are currently at 91%, turnover rates are very high, rent collection rates are the lowest of any agency community, and neighborhood crime continues to be a problem. The modest physical improvement needs required over the next five years total \$25,000/unit.

Long-Term Vision for Property: Uncertain. If chronic neighborhood problems can be corrected, the property may be sustainable. If the development's location and performance remains problematic, off-site replacement of these units should be pursued.

Strategies: Work with the city to pursue neighborhood revitalization options and to immediately deploy extra police patrols to better control neighborhood crime. Focus management activities to improve the development's occupancy, turnover and rent collection rates. Address urgent physical needs, but delay making comprehensive physical upgrades until the development's long-term viability can be confirmed.

Initiate master planning efforts to explore redevelopment and/or replacement options.

- Hillsdale:** Hillsdale is a desirable 200 unit property in a highly desirable neighborhood. This development occupies a large site and is comprised mostly of duplex units. It has the highest proportion of working families and has a very low turnover rate. Its low-to-modest physical improvement needs required over the next five years total \$15,000/unit.

Long-Term Vision for Property: Hold and explore leveraging the underutilized land on this site.

Strategies: Continue to address the physical needs of this community. As this development is in a desirable neighborhood and as it will be possible to develop additional portions of the site, complete a market study to determine the best use of the underutilized land. Based on this information, pursue options to produce additional privately financed units that effectively address local demand and that will generate additional income for the agency.

- Maple-Jackson:** Maple-Jackson is a complex comprised of two high-rise towers totaling 240 units for seniors. There traditionally has been a strong demand for these units, but the recent development of competing newer privately operated senior complexes has resulted in a gradual reduction in senior applicants. The current number of applicants is sufficient to keep the property occupied at this time, but a shortage will soon occur if this trend continues. These buildings are well maintained, but various infrastructure upgrades will be needed over the next several years totaling approximately \$15,000/unit. Electrical consumption in these buildings is abnormally high.

Long-Term Vision for Property: Upgrade and Hold. If modified to improve their marketability, these units should be in high demand when the baby-boomers reach retirement age.

Strategies: Infrastructure upgrades are being scheduled and addressed. Energy conservation measures are being implemented to reduce electrical consumption. Features currently provided in competing private senior complexes are being assessed, and features projected to be desired in the future by retiring baby-boomers will be identified. Based on this information, modifications will be provided and other marketing strategies will be deployed to increase and sustain applicant interest in these units.

- Scattered Sites North:** The agency owns 75 scattered site units that are distributed throughout the northern part of the City. These are mostly newer single-family homes that are in strong demand. The wide distribution of these units has resulted in slightly higher than average management and maintenance costs. These units have limited physical improve-

ment needs that will average less than \$5,000/unit over the next five years.

Long-Term Vision for these Properties: Hold.

Strategies: Schedule and address current and projected physical needs. Explore staff deployment and transportation strategies to make management and maintenance activities more efficient.

- **Scattered Sites West:** The agency owns an additional 50 desirable scattered site units that are distributed throughout the western part of the City. These are older single family homes that were acquired by the agency in 1988. The wide distribution of these units has resulted in higher than average management and maintenance costs. These units have moderate physical improvement needs that will average less than \$15,000/unit over the next five years.

Long-Term Vision for these Properties: Hold or convert to homeownership.

Strategies: Schedule and address current and projected physical needs. Implement staff deployment and transportation strategies to make management and maintenance activities more efficient. Convert two isolated single family homes to homeownership units for employed public housing families who have been approved to participate in a City funded first time homebuyer's assistance program.

I hereby certify that:

Check one:

- This housing agency meets all the standards contained in Table 6, Criteria 7, of PIH Notice 2006-14, or
- The housing agency has submitted supporting narrative explaining any extenuating circumstances that HUD should consider regarding the PHA's progress in addressing compliance issues in Table 6, Criteria 7.

Name: John Henry

Signature: *John Henry* 10/06/06

Date

Applicant PHA: West Ridge Public Housing Agency

Required attachment if applicable: extenuating circumstances narrative.

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)