



## **Stop-Loss Program**

**Demonstration of a  
Successful Conversion  
to Asset Management**

## **Year 5 Certification**



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

September 10, 2010



## Stop-Loss Year 5 Key Dates

ACTION	DATE
PIH-2010-37	September 8, 2010
Successful Conversion	June 1, 2010
PHA Submission Checklist Package Postmarked by	October 15, 2010
HUD Review of Submission Packages	October 15, 2010-April 15, 2011
HUD Issues Determination of Successful Conversion	June 15, 2011

# Stop-Loss Checklist Requirements (Year 5)

## INTRODUCTION

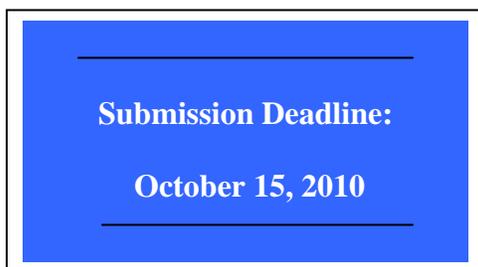
This document includes the instructions and related submission requirements for public housing agencies (PHAs) that want to apply to have their losses stopped under the new Operating Fund formula (24 CFR part 990) by demonstration of a successful conversion to asset management.<sup>1</sup> The instructions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

## REFERENCE

PHAs should refer to PIH Notice-2010-37 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 June 17, 2008, for related background information.

## SUBMISSION DEADLINE

An original and one copy of the submission package must be postmarked by October 15, 2010, and sent to the U.S. Department of Housing and Urban Development, Office of Public and Indian Housing, Real Estate Assessment Center, Financial Management Division, Attn: Andrea D. Williamson, 550 12<sup>th</sup> 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.



## REQUIRED INFORMATION

Each submission package must contain the following, along with the checklist included as shown in 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. Board Resolution Approving Project and COCC Budgets.** Please submit a copy of the Board Resolution approving the AMP and COCC budgets. The Board does not need to pass a resolution for each AMP budget. Operating budgets for multiple AMPs can be approved with a single Board Resolution.

**3. Operating Budgets.** Please submit itemized budgets for each AMP, the public housing program in total (the sum of the individual AMP budgets), the Housing Choice Voucher Program, and the COCC. The budgets should show projected revenues and expenses. Budgets should include all charges and fees from the COCC. The AMP budgets should provide line item detail for maintenance contracts (routine and other) and any revenue to support operations from the Capital Fund Program. For AMP budgets, please submit one spreadsheet reflecting per unit month (PUM) figures and one spreadsheet reflecting annual dollar amounts. The AMP budgets should include a header which sets forth the number of units in each AMP, the year the AMP was originally constructed, an indication as to whether or not the AMP has been recently renovated, occupancy type (family, elderly or mixed), the average bedroom size for the AMP, the occupancy percentage, and the number of turnovers (move-ins) during the most recent year. If any AMP is projected to have a deficit for the year, the PHA should address how the deficit will be handled. If operating transfers are to be made from one property to another, they should be reflected on the operating budgets.

These AMP 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).



Operating Budget Table	
Fiscal Year-End	Budget Period
June	July 1, 2010 June 30, 2011
September	October 1, 2009- September 30, 2010
December	January 1, 2010- December 31, 2010
March	April 1 2010- March 31, 2011

**4. Description of How Management Services Are Arranged.** Please submit a chart indicating, for each property management task associated with AMPs, whether the task is “Decentralized” (handled by on-site staff), “Centralized” (performed by centralized staff), “Mixed” (done through a combination) or a “Shared Resource” (a single resource shared between more than one AMP). Include a column with brief comments about how each task is accomplished.

**5. Supporting Line Item Narrative for the COCC Budget.** Please provide a line-term narrative, clearly explaining how the COCC revenues and expenses were determined.

**6. Description/Example of Process for Monitoring Project Performance.** Please provide examples of the monthly management reports that the PHA uses to systematically review information regarding the physical, financial, utility consumption, and management performance of each AMP. In addition, please provide examples of the periodic reports the PHA uses to identify non-performing properties.

**7. Management Plan for Non-Performing AMPs.** Please submit a management plan for any AMPs considered non-performing in accordance with Attachment B, criteria 5, of PIH Notice2010-37.

**8. Certification of Long-Term Capital Planning.** Please sign the certification form included in Attachment D, indicating that the PHA has: (1) a current (in the last five years) physical needs assessment for each AMP; (2) a five-year capital plan for each AMP; and (3) adopted strategies to achieve a long-term reduction in energy and utility consumption.

**9. Copy of Capital Fund Annual Statement and Five-Year Capital Plan.** Please provide a copy of the current Capital Fund Annual Statement and the Five-Year Capital Plan.

**10. 15. Certification of Compliance with Risk Management Responsibilities.** Please sign the certification form included in

Attachment E, indicating that the PHA either: (1) meets all standards contained in Attachment B, Criteria No. 7, of PIH Notice-2010-37, or (2) in the event that the PHA does not meet all the standards contained in Attachment B, Criteria 7, of PIH Notice-2010-37, 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.

**11. Operating Statements.** Please include actual operating statements, through September 30, 2009, for the budget period included in the Operating Budget Table, above, for the AMPs and for the COCC. The operating statements must include the actual income and expenses incurred compared to the budgeted amounts. For AMP operating statements please include a spreadsheet for both a dollar amount and a PUM amount. In cases where actual vs. budget varies by more than 10% for major line items, the PHA should provide narrative explaining why the variance exists and the actions that will be taken to correct negative variances. Actual operating statements should include the same level of detail as presented in the PHA’s operating budgets. **NOTE:** PHAs with fewer than 250 units may include these operating statements in a separate submission, postmarked no later than October 31, 2010. All other PHAs must include these operating statements with their submission packet.

**12. Documentation for Reasonableness of Administrative costs.** This requirement is for small PHAs only. For PHAs that implement asset management without a COCC (see special instructions below), please provide a schedule comparing the amounts shown in Table 9.1 of the Supplement to PIH Notice2010-37 to the total administrative cost of the PHA’s public housing program.

**13. Self Assessment checklist.** Please include a complete self assessment checklist, which must be signed by the Executive Director or designee.

## SPECIAL INSTRUCTIONS FOR PHAS WITH LESS THAN 250 UNITS

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 2010-37, 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 7, 8, and 9 listed under “Required Information” section of this document, above.

However, rather than comparing cost-reasonableness of individual line items for management fee, bookkeeping fee, and asset management fee, PHAs electing this option must submit documentation comparing their total administrative costs with those listed in Table 9.1 of the Supplement to PIH Notice 2010-37. The amounts included in Table 9.1 are based on the 80<sup>th</sup> percentile administrative costs of FHA properties, by field office, excluding such programs as cooperatives and nursing homes.<sup>2</sup>

The PHA should prepare a schedule comparing the amounts in Table 9.1 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. Employees 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

<sup>2</sup> Based on 2005 Annual Financial Statement, (the most recent available data). Amounts include the following line items: 6203 Conventions and Meetings, 6204 Management Consultants, 6210 Advertising and Marketing, 6235 Apartment Resale 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.

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 management, 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), at the conclusion of the on site assessment, 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, 2011.

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 that the PHA will fail one or more criteria, the assessor can proceed with a limited review of the 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 field office.

## 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.

## Attachment A Checklist of Required Information

- 1. Cover Letter
- 2. Copy of Board Resolution Approving Project and COCC Budgets
- 3. Operating Budgets
- 4. Description of How Management Services are Arranged
- 5. Supporting Line Item Detail for COCC Budget
- 6. Descriptions/Example of Process for Monitoring Project Performance
- 7. Management Plan for Non-Performing AMPs
- 8. Certification of Long-Term Capital Planning
- 9. Copy of Current Capital Fund Annual Statement and Five-Year Capital Plan
- 10. Certification of Compliance with Risk Management Responsibilities
- 11. Operating Statements
- 12. Documentation for Reasonableness of Administrative Costs (applies only to small PHAs implementing alternative asset management model).
- 13. Self Assessment Checklist

## Attachment B Certifications 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 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 C Certification of Compliance with Risk Management Responsibilities

I hereby certify that:

Check one:

- This housing agency meets all the standards contained in Attachment B, Criteria 7, of PIH Notice 2010-37
- This housing agency has submitted supporting narrative explaining any extenuating circumstances that HUD should consider regarding the PHA's progress in addressing compliance issues in Attachment B, Criteria 7.

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

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 D  
Sample Submission Package:  
West Ridge Housing Authority

**Stop-Loss  
Certification Package  
Year 5**

West Ridge Public Housing Agency  
PHA Code: AB000

7732 Hampton Blvd.

West Ridge, AB 00000-0000

John Henry, Executive Director

## Checklist of Required Elements

- 1. Cover Letter
- 2. Copy of Board Resolution Approving for Project and COCC Budgets
- 3. Operating Budgets
- 4. Description of How Management Services are Arranged
- 5. Supporting Line Item Narrative for the COCC Budget
- 6. Descriptions/Example of Process for Monitoring Project Performance
- 7. Management Plan for Non-Performing AMP
- 8. Certification of Long-Term Capital Planning
- 9. Copy of Current Capital Fund Annual Statement and Five-Year Capital Plan
- 10. Certification of Compliance with Risk Management Responsibilities
- 11. Operating Statements
- 12. Documentation for Reasonableness of Administrative Costs (applies only to small PHAs implementing alternative asset management model).
- 13. Self Assessment Checklist

Cover Letter

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

September 30, 2010

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, DC 20410

Dear HUD Reviewer:

Enclosed please find for HUD's review a completed submission kit from the West Ridge Housing Authority (WRHA) for Year 5 Stop Loss. 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 990-225 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 in PIH Notice2010-37

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 sales 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

Board Resolution Approving the AMP Budgets  
PHA Board Resolution  
Approving Operating Budget

OMB No. 2577-0026 Approving  
(exp. 10/31/2009)

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
Real Estate Assessment Center (PIH-REAC)

Previous editions are obsolete form HUD-52574 (08/2005) Public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number. This information is required by Section 6(c) (4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Hunter Ridge Housing Authority

PHA Code: AB000

PHA Fiscal Year Beginning: 10/1/09

Board Resolution Number: AB010101

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

DATE

Operating Budgets (*for COCC and all Projects*) approved by Board resolution on:

08/01/10

Operating Budget submitted to HUD, if applicable, on:

09/01/11

Operating Budget revision approved by Board resolution on:

\_\_\_\_\_

Operating Budget revision submitted to HUD, if applicable, on:

\_\_\_\_\_

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditures are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(e) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairman's Name: Jim Hunter	Signature: <i>Jim Hunter</i>	Date: 09/01/10
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## **Operating Budgets**

### **West Ridge Housing Authority**

#### **For the year ending 3/31/2011**

The attached budget shows that 3 of 7 AMPs are expected to experience a deficit this year; however, the total net income across all 7 AMPs is a positive \$106,315. The deficit from the 3 AMPs will be covered by income for the remaining AMPs. The specific transfers will be reconciled at year-end.

**AMP Budgets**  
**West Ridge Housing Authority**  
**For the year ending 9/30/10**

Totals	Hunter Ridge	Allen Homes	River North	Hillsdale	Maple-Jackson	SS North	SS West
<i>Occupancy Type (family, senior, mixed)</i>	Family	Family	Family	Family	Senior	Family	Family
<i>Built Date</i>	1/1/1941	1/1/1954	1/1/1957	1/1/1964	1/1/1981	1/1/1984	1/1/1988
<i>Date of Last Renovation</i>	1/0/1900	1/0/1900	1/0/1900	1/0/1900	1/0/1900	1/0/1900	1/0/1900
<i>ACC Units</i>	150	200	85	200	240	75	50
<i>Estimated Occupancy Rate:</i>	99%	98%	91%	99%	99%	99%	98%
<i>Average Bedroom Size</i>	1.50	2.00	2.50	3.00	1.00	3.00	3.20
<i>Anticipated Number Turnovers</i>	23	30	34	30	24	11	8

**Operating Income:**

11220	Gross Potential Rent	2,341,627	372,727	468,000	213,180	506,400	616,320	-	165,000
11230	Less: Vacancy Loss	(46800)	(3,727)	(9,360)	(19,186)	(5,064)	(6,163)	-	(3,300)
70300	Net Tenant Rental Revenue	2,294,827	369,000	458,640	193,994	501,336	610,157	-	161,700
11240	Gross Potential Subsidy	3,569,567	517,819	866,930	373,898	873,804	766,732	94,493	75,891
11260	Less: Vacancy Loss	(22,434)	-	-	(22,434)	-	-	-	-
11250	Less: Proration Amount	(649,125)	(94,761)	(158,648)	(64,318)	(159,906)	(140,312)	(17,292)	(13,888)
70600	Net Operating Subsidy	2,898,008	423,058	708,282	287,146	713,898	626,420	77,201	62,003
70600	HUD PHA Operating Grant-CFP	-	-	-	-	-	-	-	-
70400	Other Tenant Charges	33,300	5,400	7,200	3,060	7,200	8,640	-	1,800
70400	Excess Utilities	-	-	-	-	-	-	-	-
71100	Investment Income	44,400	7,200	9,600	4,080	9,600	11,520	-	2,400
71400	Fraud Recovery	-	-	-	-	-	-	-	-
71500	Non-Dwelling Rent	53,400	5,400	4,800	4,080	12,000	25,920	-	1,200
71500	Other Income	85,200	14,400	14,400	12,240	4,800	34,560	-	4,800
<b>70000</b>	<b>Total Operating Income</b>	<b>5,409,135</b>	<b>824,458</b>	<b>1,202,922</b>	<b>504,600</b>	<b>1,248,834</b>	<b>1,317,217</b>	<b>77,201</b>	<b>233,903</b>

**Operating Expenditures:**

**Administrative**

91100	Administrative Salaries	419,989	64,521	81,028	52,582	84,528	110,823	-	26,507
91500	Employee Benefits – Administrative	134,396	20,647	25,929	16,826	27,049	35,463	-	8,482
91200	Auditing Fees	22,200	3,600	4,800	2,040	4,800	5,760	-	1,200
91300	Management Fees	474,666	76,519	100,995	40,372	102,025	122,431	7,075	25,249
91310	Bookkeeping Fees	88,264	13,365	17,640	6,962	17,820	21,384	6,683	4,410
91400	Advertising and Marketing	-	-	-	-	-	-	-	-
91600	Office Expense	51,760	8,980	9,141	8,026	9,141	9,012	-	7,460
91700	Legal Expense	60,360	10,800	12,000	6,120	16,800	8,640	-	6,000
91800	Travel	-	-	-	-	-	-	-	-
91900	Other Administrative Costs	37,593	6,337	6,782	7,020	6,782	6,426	-	4,246
<b>91000</b>	<b>Total Administrative</b>	<b>1,289,228</b>	<b>204,769</b>	<b>258,315</b>	<b>139,948</b>	<b>268,945</b>	<b>319,939</b>	<b>13,758</b>	<b>83,554</b>
<b>92000</b>	<b>Asset Management Fees</b>	<b>120,000</b>	<b>18,000</b>	<b>24,000</b>	<b>10,200</b>	<b>24,000</b>	<b>28,800</b>	<b>9,000</b>	<b>6,000</b>
	<b><u>Tenant Services</u></b>								
92100	Tenant Services – salaries	-	-	-	-	-	-	-	-
92300	Employee Benefits- Tenant Services	-	-	-	-	-	-	-	-
92200	Relocation Costs	-	-	-	-	-	-	-	-
92400	Tenant Services-Other	113,280	19,800	31,200	10,200	28,800	17,280	-	6,000
<b>92500</b>	<b>Total Tenant Services</b>	<b>113,280</b>	<b>19,800</b>	<b>31,200</b>	<b>10,200</b>	<b>28,800</b>	<b>17,280</b>	<b>-</b>	<b>6,000</b>

**Utilities**

93100	Water	202,860	31,500	50,400	22,440	49,200	47,520	-	1,800
93200	Electricity	682,800	104,400	168,000	61,200	132,000	216,000	-	1,200
93300	Gas	541,260	81,000	148,800	56,100	120,000	135,360	-	-
93400	Fuel	-	-	-	-	-	-	-	-
93600	Sewer	202,860	31,500	50,400	22,440	49,200	47,520	-	1,800
93800	Other	-	-	-	-	-	-	-	-
<b>93000</b>	<b>Total Utilities</b>	<b>1,629,780</b>	<b>248,400</b>	<b>417,600</b>	<b>162,180</b>	<b>350,400</b>	<b>446,400</b>	<b>-</b>	<b>4,800</b>

**Maintenance**

94100	Labor	627,000	108,900	135,300	64,900	135,300	140,800	-	41,800
94500	Employee Benefits - Maintenance	225,150	39,105	48,585	23,305	48,585	50,560	-	15,010
94200	Maintenance Materials	219,840	32,400	57,600	24,480	57,600	34,560	-	13,200
	Maint. Contract:								
94300-010	Garbage and Trash Contracts	72,600	14,400	19,200	8,160	19,200	8,640	-	3,000
94300-020	Heating & Cooling Contracts	95,682	15,516	20,688	8,792	20,688	24,826	-	5,172
94300-030	Snow Removal Contracts	-	-	-	-	-	-	-	-
94300-040	Elevator Maintenance	17,280	-	-	-	-	17,280	-	-
94300-050	Landscape & Grounds Contracts	73,740	12,600	21,600	9,180	21,600	5,760	-	3,000
94300-060	Unit Turnaround Contract	-	-	-	-	-	-	-	-
94300-070	Electrical Contracts	22,200	3,600	4,800	2,040	4,800	5,760	-	1,200
94300-080	Plumbing Contracts	22,200	3,600	4,800	2,040	4,800	5,760	-	1,200
94300-090	Extermination Contracts	33,300	5,400	7,200	3,060	7,200	8,640	-	1,800
94300-100	Janitorial Contracts	-	-	-	-	-	-	-	-
94300-110	Routine Maintenance Contracts	-	-	-	-	-	-	-	-
94300-120	Other Misc. Contract Costs	171,930	27,150	36,600	20,460	39,600	34,320	-	13,800
<b>94000</b>	<b>Total Maintenance</b>	<b>1,580,922</b>	<b>262,671</b>	<b>356,373</b>	<b>66,417</b>	<b>359,373</b>	<b>336,906</b>	<b>-</b>	<b>99,182</b>

<b>Protective Services</b>									
95100	Protective Services-Labor	-	-	-	-	-	-	-	-
95500	Employee Benefits - Protective Services	-	-	-	-	-	-	-	-
95200	Protective Services Contract Costs	108,720	10,800	26,400	18,360	16,800	34,560	-	1,800
95300	Protective Service Other	-	-	-	-	-	-	-	-
<b>95000</b>	<b>Total Protective Services</b>	<b>108,720</b>	<b>10,800</b>	<b>26,400</b>	<b>18,360</b>	<b>16,800</b>	<b>34,560</b>	<b>-</b>	<b>1,800</b>
<b>Insurance:</b>									
96100	Property	156,472	22,920	32,500	13,076	35,240	43,656	-	9,080
96120	General Liability	106,544	16,280	22,800	8,384	23,560	30,000	-	5,520
96130	Worker's Comp.	20,604	4,000	4,700	2,000	3,600	4,104	-	2,200
96140	Other Insurance	-	-	-	-	-	-	-	-
96100	<b>Total Insurance</b>	<b>283,620</b>	<b>43,200</b>	<b>60,000</b>	<b>23,460</b>	<b>62,400</b>	<b>77,760</b>	<b>-</b>	<b>16,800</b>
<b>General Expenses</b>									
96200	Other General Expense	62,543	1,800	2,400	1,020	2,400	2,880	51,443	600
96210	Compensated Absences	9,866	-	-	-	9,866	-	-	-
96300	Payments in Lieu of Taxes	61,947	12,060	4,104	3,181	10,536	16,376	-	15,690
96400	Bad Debt-Tenants	42,914	6,772	8,702	3,249	8,982	11,975	-	3,234
96800	Severance Expense	-	-	-	-	-	-	-	-
<b>96000</b>	<b>Total General Expenses</b>	<b>177,270</b>	<b>20,632</b>	<b>15,206</b>	<b>7,450</b>	<b>31,784</b>	<b>31,231</b>	<b>51,443</b>	<b>19,524</b>
<b>96900</b>	<b>Total Operating Expenditures</b>	<b>5,302,820</b>	<b>828,272</b>	<b>1,189,094</b>	<b>538,215</b>	<b>1,142,502</b>	<b>1,292,876</b>	<b>74,201</b>	<b>237,660</b>
<b>97000</b>	<b>Cash Flow from Operations</b>	<b>106,315</b>	<b>(3,814)</b>	<b>13,828</b>	<b>(33,615)</b>	<b>106,332</b>	<b>24,341</b>	<b>3,000</b>	<b>(3,757)</b>

<b>Other Financial Items-Sources &amp; (Uses)</b>									
10010	Operating Transfers In	-	-	-	-	-	-	-	-
10020	Operating Transfers Out	-	-	-	-	-	-	-	-
10091	Inter AMP Excess Cash Transfer In	-	-	-	-	-	-	-	-
10092	Inter AMP Excess Cash Transfer Out	-	-	-	-	-	-	-	-
10093	Transfers from Program to AMP	-	-	-	-	-	-	-	-
10094	Transfers from AMP to Program	-	-	-	-	-	-	-	-
70610	HUD Grants-Capital Contributions	-	-	-	-	-	-	-	-
11020/96710	Debt Service Payment (Principal & Interest)	-	-	-	-	-	-	-	-
97100	Extraordinary Maintenance	-	-	-	-	-	-	-	-
	Capital Expenditures	-	-	-	-	-	-	-	-
	Other Items (PYA)	-	-	-	-	-	-	-	-
	<b>Total Other Financial Items</b>	-	-	-	-	-	-	-	-
<b>10000</b>	<b>Net Cash Flow</b>	<b>106,315</b>	<b>(3,814)</b>	<b>13,828</b>	<b>(33,615)</b>	<b>106,332</b>	<b>24,341</b>	<b>3,000</b>	<b>(3,757)</b>

## AMP Budgets (PUM Basis)

### West Ridge Housing Authority For the year ending 9/30/10

Weighted Average	Hunter Ridge	Allen Homes	River North	Hillsdale	Maple-Jackson	SS North	SS West
<i>Occupancy Type (family, senior, mixed)</i>	Family	Family	Family	Family	Senior	Family	Family
<i>Built Date</i>	1/1/1941	1/1/1954	1/1/1957	1/1/1964	1/1/1981	1/1/1984	1/1/1988
<i>Date of Last Renovation</i>	1/0/1900	1/0/1900	1/0/1900	1/0/1900	1/0/1900	1/0/1900	1/0/1900
<i>ACC Units</i>	150	200	85	200	240	75	50
<i>Estimated Occupancy Rate</i>	99%	98%	91%	99%	99%	99%	98%
<i>Average Bedroom Size</i>	1.50	2.00	2.50	3.00	1.00	3.00	3.20
<i>Anticipated Number Turnovers</i>	23	30	34	30	24	11	8

#### Operating Income:

11220	Gross Potential Rent	195.14	207.07	195.00	209.00	211.00	214.00	0.00	275.00
11230	Less: Vacancy Loss	(3.90)	(2.07)	(3.90)	(18.81)	(2.11)	(2.14)	0.00	(5.50)
70300	Net Tenant Rental Revenue	191.24	205.00	191.10	190.19	208.89	211.86	0.00	269.50
11240	Gross Potential Subsidy	297.46	287.68	361.22	366.57	364.09	266.23	104.99	126.49
11260	Less: Vacancy Loss	(1.87)	0.00	0.00	(21.99)	0.00	0.00	0.00	0.00
11250	Less: Proration Amount	(54.09)	(52.65)	(66.10)	(63.06)	(66.63)	(48.72)	(19.21)	(23.15)
70600	Net Operating Subsidy	241.50	235.03	295.12	281.52	297.46	217.51	85.78	103.34
70600	HUD PHA Operating Grant-CFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
70400	Other Tenant Charges	2.78	3.00	3.00	3.00	3.00	3.00	0.00	3.00
70400	Excess Utilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
71100	Investment Income	3.70	4.00	4.00	4.00	4.00	4.00	0.00	4.00
71400	Fraud Recovery	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
71500	Non-Dwelling Rent	4.45	3.00	2.00	4.00	5.00	9.00	0.00	2.00
71500	Other Income	7.10	8.00	6.00	12.00	2.00	12.00	0.00	8.00
<b>70000</b>	<b>Total Operating Income</b>	<b>450.76</b>	<b>458.03</b>	<b>501.22</b>	<b>494.71</b>	<b>520.35</b>	<b>457.37</b>	<b>85.78</b>	<b>389.84</b>

#### Operating Expenditures:

##### Administrative

91100	Administrative Salaries	35.00	35.85	33.76	51.55	35.22	38.48	0.00	44.18
91500	Employee Benefits – Administrative	11.20	11.47	10.80	16.50	11.27	12.31	0.00	14.14
91200	Auditing Fees	1.85	2.00	2.00	2.00	2.00	2.00	0.00	2.00
91300	Management Fees	39.56	42.51	42.08	39.58	42.51	42.51	7.86	42.08
91310	Bookkeeping Fees	7.36	7.43	7.35	6.83	7.43	7.43	7.43	7.35
91400	Advertising and Marketing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
91600	Office Expense	4.31	4.99	3.81	7.87	3.81	3.13	0.00	12.43
91700	Legal Expense	5.03	6.00	5.00	6.00	7.00	3.00	0.00	10.00
91800	Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
91900	Other Administrative Costs	3.13	3.52	2.83	6.88	2.83	2.23	0.00	7.08
91000	<b>Total Administrative</b>	107.44	113.76	107.63	137.20	112.06	111.09	15.29	139.26
<b>92000</b>	<b>Asset Management Fees</b>	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
	<b>Tenant Services</b>								
92100	Tenant Services - Salaries	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
92300	Employee Benefits- Tenant Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
92200	Relocation Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
92400	Tenant Services-Other	9.44	11.00	13.00	10.00	12.00	6.00	0.00	10.00
92500	<b>Total Tenant Services</b>	9.44	11.00	13.00	10.00	12.00	6.00	0.00	10.00
	<b>Utilities</b>								
93100	Water	16.91	17.50	21.00	22.00	20.50	16.50	0.00	3.00
93200	Electricity	56.90	58.00	70.00	60.00	55.00	75.00	0.00	2.00
93300	Gas	45.11	45.00	62.00	55.00	50.00	47.00	0.00	0.00
93400	Fuel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
93600	Sewer	16.91	17.50	21.00	22.00	20.50	16.50	0.00	3.00
93800	Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
93000	<b>Total Utilities</b>	135.82	138.00	174.00	159.00	146.00	155.00	0.00	8.00

**Maintenance**

94100	Labor	52.25	60.50	56.38	63.63	56.38	48.89	0.00	69.67
94500	Employee Benefits - Maintenance	18.76	21.73	20.24	22.85	20.24	17.56	0.00	25.02
94200	Maintenance Materials	18.32	18.00	24.00	24.00	24.00	12.00	0.00	22.00
	Maint. Contract:								
94300-010	Garbage and Trash Removal Contracts	6.05	8.00	8.00	8.00	8.00	3.00	0.00	5.00
94300-020	Heating & Cooling Contracts	7.97	8.62	8.62	8.62	8.62	8.62	0.00	8.62
94300-030	Snow Removal Contracts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
94300-040	Elevator Maintenance	1.44	0.00	0.00	0.00	0.00	6.00	0.00	0.00
94300-050	Landscape & Grounds Contracts	6.15	7.00	9.00	9.00	9.00	2.00	0.00	5.00
94300-060	Unit Turnaround Contract	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
94300-070	Electrical Contracts	1.85	2.00	2.00	2.00	2.00	2.00	0.00	2.00
94300-080	Plumbing Contracts	1.85	2.00	2.00	2.00	2.00	2.00	0.00	2.00
94300-090	Extermination Contracts	2.78	3.00	3.00	3.00	3.00	3.00	0.00	3.00
94300-100	Janitorial Contracts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
94300-110	Routine Maintenance Contracts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
94300-120	Other Misc. Contract Costs	14.33	15.08	15.25	20.06	16.50	11.92	0.00	23.00
<b>94000</b>	<b>Total Maintenance</b>	<b>131.74</b>	<b>145.93</b>	<b>148.49</b>	<b>163.15</b>	<b>149.74</b>	<b>116.98</b>	<b>0.00</b>	<b>165.30</b>

**Protective Services**

95100	Protective Services - Labor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
95500	Employee Benefits - Protective Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
95200	Protective Services Contract Costs	9.06	6.00	11.00	18.00	7.00	12.00	0.00	3.00
95300	Protective Service Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>95000</b>	<b>Total Protective Services</b>	<b>9.06</b>	<b>6.00</b>	<b>11.00</b>	<b>18.00</b>	<b>7.00</b>	<b>12.00</b>	<b>0.00</b>	<b>3.00</b>

**Insurance:**

96110	Property	13.04	12.73	13.54	12.82	14.68	15.16	0.00	15.13
96120	General Liability	8.88	9.04	9.50	8.22	9.82	10.42	0.00	9.20
96130	Worker's Comp.	1.72	2.22	1.96	1.96	1.50	1.43	0.00	3.67
96140	Other Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>96100</b>	<b>Total Insurance</b>	<b>23.64</b>	<b>24.00</b>	<b>25.00</b>	<b>23.00</b>	<b>26.00</b>	<b>27.00</b>	<b>0.00</b>	<b>28.00</b>

<b>General Expenses</b>									
96200	Other General Expense	5.21	1.00	1.00	1.00	1.00	1.00	57.16	1.00
96210	Compensated Absences	0.82	0.00	0.00	0.00	4.11	0.00	0.00	0.00
96300	Payments in Lieu of Taxes	5.16	6.70	1.71	3.12	4.39	5.69	0.00	26.15
96400	Bad Debt-Tenants	3.58	3.76	3.63	3.19	3.74	4.16	0.00	5.39
96800	Severance Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
96000	<b>Total General Expenses</b>	<b>14.77</b>	<b>11.46</b>	<b>6.34</b>	<b>7.30</b>	<b>13.24</b>	<b>10.84</b>	<b>57.16</b>	<b>32.54</b>
96900	<b>Total Operating Expenditures</b>	<b>441.90</b>	<b>460.15</b>	<b>495.46</b>	<b>527.66</b>	<b>476.04</b>	<b>448.92</b>	<b>82.45</b>	<b>396.10</b>
97000	<b>Cash Flow from Operations</b>	<b>8.86</b>	<b>(2.12)</b>	<b>5.76</b>	<b>(32.96)</b>	<b>44.30</b>	<b>8.45</b>	<b>3.33</b>	<b>(6.26)</b>
<b>Other Financial Items - Sources &amp; (Uses)</b>									
10010	Operating Transfers In	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10020	Operating Transfers Out	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10091	Inter AMP Excess Cash Transfer In	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10092	Inter AMP Excess Cash Transfer Out	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10093	Transfers from Program to AMP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10094	Transfers from AMP to Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
70610	HUD Grants-Capital Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11020/96710	Debt Service Payment (Principal & Interest)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
97100	Extraordinary Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Capital Expenditures	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Other Items (PYA)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total Other Financial Items</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
10000	<b>Net Cash Flow</b>	<b>8.86</b>	<b>(2.12)</b>	<b>5.76</b>	<b>(32.96)</b>	<b>44.30</b>	<b>8.45</b>	<b>3.33</b>	<b>(6.26)</b>

Note: All data is rounded down

## OPERATING BUDGET FOR HOUSING CHOICE VOUCHER PROGRAM

10/1/09-/30/10

### REVENUE

Dwelling Rentals	\$0
Section 8 Administrative Fees	\$900,000
Housing Assistance Payments	\$9,172,800
Interest Income	\$3,500
Other Income	\$1,200

**Total Revenue** **\$10,077,500**

### EXPENSES

Administrative Salaries	\$344,500
Administrative Benefits (32%)	\$110,240
Management Fee (COCC)	\$211,680
Bookkeeping Fee (COCC)	\$132,300
Legal	\$5,000
Staff Training	\$8,000
Travel/Meetings	\$7,000
Audit Cost	\$10,000
Administrative Other: Computer Operations	\$11,000
Administrative Other: Office Expenses	\$15,000
Administrative Other	\$5,000

**Total Administrative** **\$859,720**

Resident Services Salaries	\$0
Benefits (32%)	\$0
Resident Services Materials	\$0
Resident Services Contracts	\$0

**Total Tenant Services** **\$0**

Gas	\$4,000
Electric	\$7,000
Water	\$2,200
Other	\$0

**Total Utilities** **\$13,200**

Maintenance Salaries	\$0
Maintenance Benefits: General (37%)	\$0
Materials:	\$2,500

**OPERATING BUDGET FOR HOUSING CHOICE VOUCHER PROGRAM**  
**10/1/09-9/30/10**

Contracts: Office Cleaning + 2 Vehicles	<b>\$10,000</b>
<hr/>	
<b>Total Maintenance</b>	<b>\$12,500</b>
Security Labor	<b>\$0</b>
Benefits (35%)	<b>\$0</b>
Materials	<b>\$0</b>
<u>Contracts</u>	<b>\$0</b>
<b>Total Protective Services</b>	<b>\$0</b>
Insurance	<b>\$11,000</b>
PILOT	<b>\$0</b>
Collection Losses	<b>\$0</b>
<u>Other</u>	<b>\$0</b>
<b>Total General Expenses</b>	<b>\$11,000</b>
Total Routine Expenses	<b>\$896,420</b>
Non-routine Expenses	<b>\$5,000</b>
Replacement of Non-Cap Equip	<b>\$0</b>
<u>Betterments/Additions</u>	<b>\$0</b>
<b>Total Operating Expenses</b>	<b>\$901,420</b>
<b>Housing Assistance Payments</b>	<b>\$9,172,800</b>
<b>Net Cash Flow</b>	<b>\$3,280</b>

**COCC BUDGET**  
**10/1/09-9/30/10**

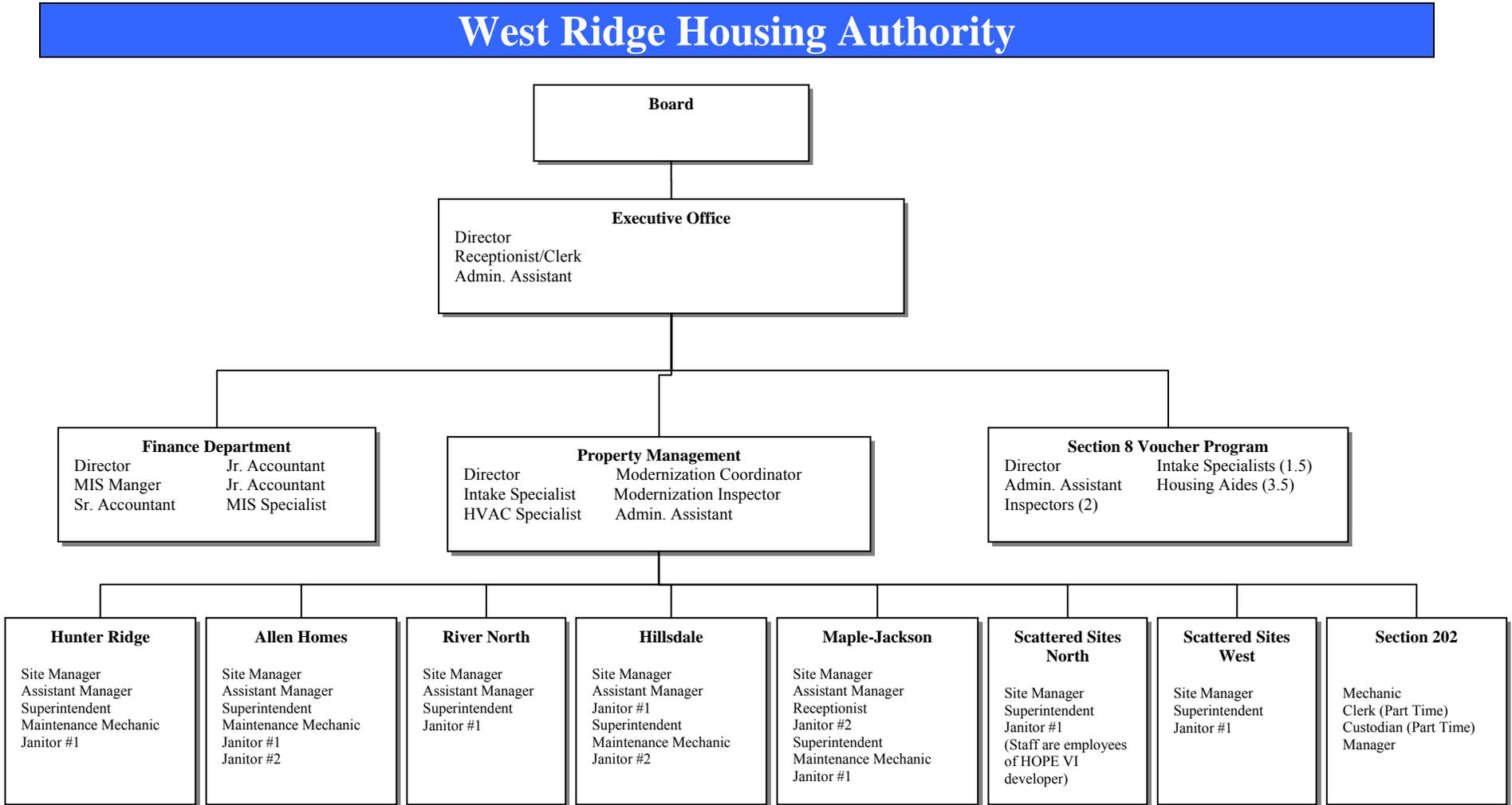
<b>REVENUE</b>	
Dwelling Rentals	<b>\$0</b>
Public Housing Management Fees	<b>\$474,666</b>
Public Housing Bookkeeping Fees	<b>\$88,264</b>
Section 8 Bookkeeping Fees	<b>\$132,300</b>
Public Housing Asset Management Fee	<b>\$120,000</b>
Capital Fund Administrative Fee	<b>\$250,000</b>
Section 8 Management Fee	<b>\$211,680</b>
Other Income: Section 202 Management Fees	<b>\$47,520</b>
Interest Income	<b>\$2,000</b>
<u>Other Income: HVAC Fee</u>	<u><b>\$106,080</b></u>
<b>Total Revenue</b>	<b>\$1,432,510</b>

<b>EXPENSES</b>	
Administrative Salaries	<b>\$690,000</b>
Administrative Benefits (32%)	<b>\$220,800</b>
Legal	<b>\$35,000</b>
Staff Training	<b>\$16,500</b>
Travel/Meetings	<b>\$18,000</b>
Audit Cost	<b>\$15,000</b>
Administrative Other: Computer Operations	<b>\$97,500</b>
Administrative Other: Office Expenses	<b>\$83,240</b>
<u>Administrative Other</u>	<u><b>\$10,000</b></u>
<b>Total Administrative</b>	<b>\$1,186,040</b>

**COCC BUDGET**  
**10/1/09-9/30/10**

Resident Services Salaries	\$0
Benefits (32%)	\$0
Resident Services Materials	\$0
Resident Services Contracts	\$0
<hr/>	
<b>Total Tenant Services</b>	\$0
Gas	\$11,000
Electric	\$8,900
Water	\$3,500
Other	\$0
<hr/>	
<b>Total Utilities</b>	\$23,400
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>	\$99,341
Security Labor	\$0
Benefits (35%)	\$0
Materials	\$0
Contracts	\$0
<hr/>	
<b>Total Protective Services</b>	\$0
Insurance	\$20,000
PILOT	\$0
Collection Losses	\$0
Other	\$8,000
<hr/>	
<b>Total General Expenses</b>	\$28,000
Total Routine Expenses	\$1,336,781
Non-routine Expenses	\$15,000
Replacement of Non-Cap Equip	\$0
Betterments/Additions	\$0
<hr/>	
<b>Total Expenses</b>	\$1,351,781
Net Cash Flow	\$80,729

PHA Organizational Chart



## 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 recertification 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 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 the direction of the site manager.
Security	Decentralized	There is no security staff. Contracted security services are overseen by housing managers.
Services 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. The centralized HVAC is done through fee for service.
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 manager who assigns work to on-site maintenance staff.

## SUPPORTING LINE ITEM NARRATIVE FOR CENTRAL OFFICE COST CENTER

### Revenues

**Management Fees:** \$42.94 PUM per occupied unit (allowable HUD schedule). However, for scattered Sites North, COCC earns difference between \$42.94 PUM and fee actually paid to developer (\$35 PUM)

**PH Bookkeeping Fees:** \$7.50 PUM per occurred unit. Mixed finance developer does not charge a bookkeeping fee; hence, COCC retains full fee.

**Asset Management:** 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:** \$12 PUM based on anticipated 17,640 unit months leased

**Interest Income:** Interest earned on COCC cash.

**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 at \$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:** Pro-rated cost (to COCC) for the Annual IPA Audit.

**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 expense of the central office.

**Maintenance Salaries:** HVAC specialists.

**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, and Mod Coordinator, 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 To AMPs

1. **Management Fee:** \$42.94 PUM, based on local multifamily schedule, for all occupied units except Scattered Sites North, where COCC charges \$7.94 PUM (difference between allowable HUD fee and \$35 PUM paid by mixed finance developer).
2. **Bookkeeping Fee:** \$7.50 PUM, based on PIH Notice2010-37
3. **Asset Management:** \$10 PUM, based on PIH Notice2010-37.
4. **Central Waiting List:** The agency prorates the cost of the central waiting list (public housing only) to each project on a PUM basis. (**Note: Scattered Sites North—a mixed finance project maintains its own waiting list and is not included in this pro—ration.**) The total direct cost of the central waiting list is \$52,115, 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: **\$29,739** salary, **\$9,516** 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
5. **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 1,025 units under management (all public housing units exclusive of scattered Sites North, as well as Section 202 project), or \$8.62 PUM for each affected Project. Actual expenses may vary based on actual usage at each project. Rate is a “burdened” rate, meaning that it is inclusive of wages, benefits, vehicle costs, and other miscellaneous expenses. The fee for service is the hourly rate.

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

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

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

<b>Position</b>	<b>Salary</b>	<b>Employee Benefits @ 32%</b>
1. Executive Director	\$110,000	\$35,200
2. Admin Assist—ED	\$50,000	\$16,000
3. MIS Manager	\$65,000	\$20,800
4. Director of Property Management	\$85,000	\$27,200
5. Admin Assist—Property Mgmt.	\$38,000	\$12,160
6. Receptionist/Clerk	\$28,000	\$8,960
7. Finance Director	\$80,000	\$25,600
8. Senior Accountant	\$49,000	\$15,680
9. Junior Accountant	\$40,000	\$12,800
10. Junior Accountant	\$35,000	\$11,200
11. MIS Specialist	\$45,000	\$14,000
12. Mod Coordinator	\$65,000	\$20,800
13. HVAC Specialist	\$43,388	\$16,053 (37% rate)
<b>Total</b>	<b>\$733,388</b>	<b>\$236,453</b>

## Description /Example of Process for Monitoring Project Performance

### West Ridge Housing Authority Monthly Property Report

“Hunter Ridge”  
“July 2010”

#### 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 replaced signage throughout the project.

#### 2. Physical Occupancy

<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i>	<i>e</i>	<i>f</i>	<i>c/b %</i>	<i>c/(b-c)%</i>
Unit Type	Total Units	Occupied Units	Mod Rehab	Make Ready	Vacant Units	Gross Occupancy	Adjusted Occupancy
1 brm	75	74	5	1		98.7	98.7
2 brm	75	73	-	0	1	97.3	97.3
3 brm							
4 brm							
5 brm							
<b>Total</b>	150	147	-	1	2	98.7	98.7

#### 3. Waiting List

Unit Type	Number of Applications			
	Total	RRO1	PEO3	PEO1
1 brm	148	8	19	121
2 brm	82	6	15	61
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	2	15
Move-outs	2	14
Evictions (included with move-outs)	0	2
Make-ready time	12	10
Lease-up time	2	3
<b>Total Turnaround</b>	<b>14</b>	<b>13</b>

**West Ridge Housing Authority Monthly Property Report**

“Hunter Ridge”  
“July 2010”

**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?
<b>Apt 121</b>	<b>1</b>	<b>08/10/2010</b>	<b>08/12/2010</b>	<b>Yes</b>
<b>135</b>	<b>1</b>	<b>08/10/2010</b>	<b>08/12/2010</b>	<b>Yes</b>
<b>318</b>	<b>1</b>	<b>08/10/2010</b>	<b>08/12/2010</b>	<b>Yes</b>

**6. Customer Traffic**

Walk-ins inquiring about the property	15
Telephone inquiry calls	22
Applications taken	10
Interests letters with brochures sent	0

**7. Promotions/Advertising (narrative). None necessary—strong waiting list/demand.**

**8. Recertifications/Annual**

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	150
Number completed/ start of month	150
Number inspected for the month	0
Number completed year to date	150
Total left to be inspected for the year	0

Have all building system inspections been completed	YES or NO
If yes, please enter date	<u>6 / 16 / 2010</u>

**West Ridge Housing Authority Monthly Property Report**

“Hunter Ridge”  
“July 2010”

**10. Lease Enforcements**

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

**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	115
Closed	120
Ending Balance	3
Total work orders for the month	120
Total work orders for the year	755

**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 Collection**

	This Month
Rent charges	\$28,700
Other charges	\$620
<b>Total new charges</b>	<b>\$28,820</b>
Arrears, tenants in possession	690
<b>Total charges</b>	<b>\$29,510</b>
Collections	\$42,034
Amount outstanding	\$290
<b>Collection rate</b>	<b>99%</b>

**West Ridge Housing Authority Monthly Property Report**

“Hunter Ridge”  
“July 2010”

**15. Delinquencies**

<b>OUTSTANDING ACCOUNTS</b>	
Total number of households	5
Amount	290
Number under up-to-date repayment agreements	5
Amounts under up-to-date repayment agreements	290
Number under legal (other than repayment agreements)	0
Amount under legal (other than repayment agreements)	0
Amount not under repayment agreements or legal	\$0

**16. Other Comments/Notes**

In August, we will be completing the PM on the unit heaters. We will also complete the painting of the community center and apartment doors (funded with Capital Fund).

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**UTILITY CONSUMPTION REPORT FOR MAPLE-JACKSON**

**Units: 240**

	Electricity		Gas	
Date	KWH	Bill Amt	THERM	Bill Amt
Jul-10	129024	\$1,9301.99	61881	\$26,608.83
Aug-10	111360	\$16,659.46	62860	\$27,029.80
Sep-10	90240	\$13,499.90	54339	\$24,122.01
Oct-10	86426	\$12,929.33	41862	\$7,535.16
Nov-10	83712	\$12,523.00	22697	\$4,085.46
Dec-10	78720	\$11,776.00	11750	\$3,195.00
Jan-10	72576	\$10,857.37	7383	\$1,328.94
Feb-10	89856	\$13,442.46	7221	\$1,299.78
Mar-10	71808	\$10,742.48	7420	\$1,335.60
Apr-10	91008	\$1,361.80	13299	\$2,393.82
May-10	81792	\$12,236.08	42715	\$7,688.70
Jun-10	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>
Jul-09	113587	\$20,869.31	63119	\$27,673.18
Aug-09	92045	\$18,012.20	64117	\$28,110.89
Sep-09	88155	\$14,596.10	55426	\$25,086.89
Oct-09	85386	\$13,979.19	42699	\$7,836.57
Nov-09	80294	\$13,540.12	23151	\$4,248.88
Dec-09	74028	\$12,732.76	18105	\$3,322.80
Jan-09	91653	\$11,738.99	7531	\$1,382.10
Feb-09	73244	\$14,533.99	7365	\$1,351.77
Mar-09	92828	\$11,614.77	7568	\$1,3890.2
Apr-09	83428	\$14,720.32	13565	\$2,489.57
May-09	111598	\$13,229.65	43569	\$7,996.35
Jun-09	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 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 goal 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* 9/30/10

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)

Capital Fund Program CFP Part I Supporting Table

**West Ridge Housing Authority**

FFY of Grant Approval: 2010

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	\$5,000
6	1415 Liquidated Damages	\$0
7	1430 Fees and Costs	\$205,000
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
<b>20</b>	<b>Amount of Annual Grant (sum of 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

Capital Fund Program CFP Part I Supporting Table

West Ridge Housing Authority

FFY Grant 2010

Development Name	General Description of Major Work Categories	Development Account Number	Total Estimated Cost
Hunters Ridge	A & E Fees	1430	\$35,000
	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 structure 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 cost	1430	\$1,000
	Inspection	1430	\$2,000
	Roofs	1460	\$40,000
			\$49,000
Hillsdale	A & E Fees	1430	\$12,000
	Permits and bidding cost	1430	\$2,000
	Inspection	1430	\$3,000
	Paving	1450	\$45,000
	Heating	1460	\$100,000
			\$162,000
Maple-Jackson	A & E Fees	1430	\$8,000
	Permits and bidding cost	1430	\$1,000
	Inspection	1430	\$3,000
	Generator	1460	\$100,000
			\$112,000

Capital Fund Program CFP Part I Supporting Table

**West Ridge Housing Authority**

FFY Grant 2010

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	Audit costs		\$5,000
PHA-wide	Administrative Salaries and Benefits	1410	\$250,000
			\$250,000
<b>Grand Total</b>			<b>\$2,500,000</b>

<b>Capital Fund Annual Statement and Five-Year Plan</b>						
<b>PHA Name:</b> West Ridge Housing Authority				<input type="checkbox"/> Original 5-Year Plan <input type="checkbox"/> Revision No: 1		
<b>Development Name</b>	<b>Year 1</b>	<b>Work Statement for Year 2 FFY Grant: 2011</b>	<b>Work Statement for Year 3 FFY Grant: 2012</b>	<b>Work Statement for Year 4 FFY Grant: 2013</b>	<b>Work Statement for Year 5 FFY Grant: 2014</b>	
Hunter Ridge	<b>See Annual Statement</b>	\$75,000	\$0	\$175,000	\$0	
Allen Homes		\$595,000	\$365,000	\$910,000	\$0	
River North		\$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 Cost		\$210,000	\$210,000	\$210,000	\$210,000	
<b>Grand Total</b>			<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>

**U.S.C 3729 and 3802**  
**Board Chairperson's Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_**  
**Part II: Supporting Pages – Work Activities**

Activities for Year 1	Activities for Year: 2 FFY Grant: 2011			Activities for Year: 3 FFY Grant:2012		
	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
					Electrical upgrades	\$335,000
	Allen Homes	Paving	\$55,000			
		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
					Create UFAS units	\$60,000
	Hillsdale	Sewers	\$240,000		Elevator upgrades	\$400,000
		Roofs	\$360,000		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
					Fencing	\$20,000
Scattered Sites North	Heating upgrades	\$35,000		Windows	\$60,000	
				Heating upgrades	\$50,000	
Scattered Sites West	Roofs	\$250,000		Plumbing upgrades	\$25,000	
<b>Total CFP Estimated Hard Cost</b>			<b>\$2,040,000</b>			<b>\$2,040,000</b>

**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: 2013			Activities for Year: 5 FFY Grant:2014		
	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	\$100,000			
	Scattered Sites West	Landscaping	\$10,000			
		Replace water	\$25,000			
	Kitchen &bath upgrades	\$245,000				
Scattered Sites North	Landscaping	\$10,000				
	Replace water heaters	\$25,000				
	Kitchen & bath upgrades	\$245,000				
<b>Total CFP Estimated Hard Cost</b>			<b>\$2,040,000</b>			<b>\$2,040,000</b>

## Narrative

### *Asset Management Strategy For Each Project For West Ridge Housing Authority*

**Hunter Ridge:** Hunter Ridge is the agency's oldest family property. The 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. The 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. The 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 the 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 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 the 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 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 purpose 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 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 produced 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 the high demand when the baby-boomers reach retirement age.

Strategies: Infrastructure upgrades are 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 rebuilt 75 scattered site units are distributed throughout the northern part of the City under a mixed finance program. These are mostly newer single-family homes that are in strong demand. These units have limited physical improvements 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 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.



# Certification of Compliance with Risk Management Responsibilities

I hereby certify that:

Check one:

- This housing agency meets all the standards contained in Attachment B, Criteria 7, of PIH Notice 2010-37, 2006-16, or 2009-32.
- 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 Attachment B, Criteria 7.

Name: John Henry

Signature: *John Henry* 9/30/10  
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)

**AMP Operating Statements for 12-month Period Ending March 31, 2010**

Occupancy Type (family, senior, mixed)  
 Built Date  
 Date of Last Renovation  
 ACC Units  
 Estimated Occupancy Rate  
 Average Bedroom Size  
 Anticipated Number Turnovers  
 Actual Occupancy Rate

Total: All Projects		
Budget Year-to-Date	Actual	Budget-Actual Variance

Hunter Ridge		
Family 1/1/1941		
150		
99%		
1.5		
23		
98%		
Budget Year-to-Date	Actual	Budget-Actual Variance

Allen Homes		
Family 1/1/1964		
200		
98%		
2.00		
30		
99%		
Budget Year-to-Date	Actual	Budget-Actual Variance

North River		
Family 1/1/1957		
85		
91%		
2.50		
34		
95%		
Budget Year-to-Date	Actual	Budget-Actual Variance

**Operating Income:**

11220	Gross Potential Rent	2,341,627	2,341,627	-
11230	Less: Vacancy Loss	(46,800)	(29,508)	(17,292)
70300	Net Tenant Rental Revenue	2,294,827	2,312,118	(17,291)
11240	Gross Potential Subsidy	3,569,567	3,569,582	(15)
11260	Less: Vacancy Loss	(22,434)	(25,500)	3,066
11250	Less: Proration Amount	(649,125)	(556,885)	(92,270)
70600	Net Operating Subsidy	2,898,008	2,987,227	(89,219)
70600	HUD PHA Operating Grant-CFP	-	-	-
70400	Other Tenant Charges	33,300	9,000	24,300
70400	Excess Utilities	-	-	-
71100	Investment Income	44,400	47,970	(3,570)
71400	Fraud Recovery	-	-	-
71500	Non-Dwelling Rent	53,400	53,400	-
71500	Other Income	85,200	79,260	5,940
<b>70000</b>	<b>Total Operating Income</b>	<b>5,409,135</b>	<b>5,488,976</b>	<b>(79,841)</b>

372,727	372,727	-
(3,727)	(7,455)	3,728
369,000	365,271	3,729
517,819	517,819	-
-	-	-
(94,761)	(80,780)	(13,981)
423,058	437,039	(13,981)
-	-	-
5,400	-	5,400
-	-	-
7,200	8,100	(900)
-	-	-
5,400	5,400	-
14,400	19,800	(5,400)
824,458	835,611	(11,153)

468,000	468,000	-
(9,360)	(4,680)	(4,680)
458,640	463,320	(4,680)
866,930	866,930	-
-	-	-
(158,648)	(135,241)	(23,407)
708,282	731,689	(23,407)
-	-	-
7,200	-	7,200
-	-	-
9,600	10,560	(960)
-	-	-
4,800	4,800	-
14,400	-	14,400
1202,922	1,210,369	(7,447)

213,180	213,180	-
(19,186)	(10,659)	(8,527)
193,994	202,521	(8,527)
373,898	373,898	-
(22,434)	(25,500)	3,066
(64,318)	(58,328)	(5,990)
287,146	290,070	(2,924)
-	-	-
3,060	-	3,060
-	-	-
4,080	4,284	(204)
-	-	-
4,080	4,080	-
12,240	15,300	(3,060)
504,600	516,255	(11,655)

372,727	372,727	-
(3,727)	(7,455)	3,728
369,000	365,271	3,729
517,819	517,819	-
-	-	-
(94,761)	(80,780)	(13,981)
423,058	437,039	(13,981)
-	-	-
5,400	-	5,400
-	-	-
7,200	8,100	(900)
-	-	-
5,400	5,400	-
14,400	19,800	(5,400)
824,458	835,611	(11,153)

**Operating Expenditures:  
 Administrative**

91100	Administrative Salaries	419,989	427,113	(7,124)
91500	Employee Benefits – Administrative	134,396	136,680	(2,284)
91200	Auditing Fees	22,200	22,200	-
91300	Management Fees	474,666	477,367	(2,701)
91310	Bookkeeping Fees	88,264	88,605	(341)
91400	Advertising and Marketing	-	-	-

419,989	427,113	(7,124)
134,396	136,680	(2,284)
22,200	22,200	-
474,666	477,367	(2,701)
88,264	88,605	(341)
-	-	-

64,521	64,800	(279)
20,647	20,736	(89)
3,600	3,600	-
76,519	75,746	773
13,365	13,230	135
-	-	-

81,028	81,024	4
25,929	25,928	1
4,800	4,800	-
100,955	102,025	(1,030)
17,640	17,820	(180)
-	-	-

52,582	52,581	1
16,826	16,830	(4)
2,040	2,040	-
40,372	41,609	(1,237)
6,962	7,268	(306)
-	-	-

91600	Office Expense	51,763	51,920	(157)	8,980	9,000	(20)	9,141	9,144	(3)	8,026	8,160	(134)
91700	Legal Expense	60,360	62,940	(2,580)	10,800	9,000	1,800	12,000	14,400	(2,400)	6,120	5,100	1,020
91800	Travel	-	-	-	-	-	-	-	-	-	-	-	-
91900	Other Administrative Costs	37,593	40,982	(3,389)	6,337	6,300	37	6,782	9,600	(2,818)	7,020	8,160	(1,140)
<b>91000</b>	<b>Total Administrative</b>	1,289,231	1,307,808	(18,577)	204,769	202,412	2,357	258,315	264,741	(6,426)	139,948	141,747	(1,799)
<b>92000</b>	<b>Asset Management Fees</b>	120,000	120,000	-	18,000	18,000	-	24,000	24,000	-	10,200	10,200	-
<b>Tenant Services</b>													
92100	Tenant Services – Salaries	-	-	-	-	-	-	-	-	-	-	-	-
92300	Employee Benefits – Tenant Services	-	-	-	-	-	-	-	-	-	-	-	-
92200	Relocation Costs	-	-	-	-	-	-	-	-	-	-	-	-
92400	Tenant Services – Other	113,280	112,500	780	19,800	18,000	1,800	31,200	31,200	-	10,200	11,220	(1,020)
<b>92500</b>	<b>Total Tenant Services</b>	113,280	112,500	780	9,900	9,000	1,800	31,200	31,200	-	10,200	11,220	(1,020)



94300-100	Janitorial Contracts
94300-110	Routine Maintenance Contracts
94300-120	Other Misc. Contract Costs
<b>94000</b>	<b>Total Maintenance</b>

-	-	-
-	-	-
171,930	105,960	65,970
1,580,922	1,541,784	39,138

-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
27,150	9,000	9,150	36,600	-	36,600	20,460	-	20,460
262,671	261,414	1,257	356,373	320,688	35,685	166,417	147,941	18,476

**Protective Services**

95100	Protective Services – Labor
95500	Employee Benefits – Protective Services
95200	Protective Services Contract Costs
95300	Protective Service Other
<b>95000</b>	<b>Total Protective Services</b>

-	-	-
-	-	-
108,720	108,720	-
-	-	-
108,720	108,720	-

-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
10,800	10,800	-	26,400	26,400	-	18,360	18,360	-
-	-	-	-	-	-	-	-	-
10,800	10,800	-	26,400	26,400	-	18,360	18,360	-

**Insurance:**

96110	Property
96120	General Liability
96130	Workers' Comp.
96140	Other Insurance
<b>96100</b>	<b>Total Insurance</b>

156,472	169,092	(12,620)
106,544	112,128	(5,584)
20,604	2,400	18,204
-	-	-
283,620	283,620	-

22,920	25,920	(3,000)	32,500	36,000	(3,500)	13,076	14,076	(1,000)
16,280	17,280	(1,000)	22,800	24,000	(1,200)	8,384	9,384	(1,000)
4,000	-	4,000	4,700	-	4,700	2,000	-	2,000
-	-	-	-	-	-	-	-	-
43,200	43,200	-	60,000	60,000	-	23,460	23,460	-

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30 2010**

		Total: All Projects			Hunter Ridge			Allen Homes			North River		
		Budget Year-to-Date	Actual	Budget-Actual Variance	Budget Year-to-Date	Actual	Budget-Actual Variance	Budget Year-to-Date	Actual	Budget-Actual Variance	Budget Year-to-Date	Actual	Budget-Actual Variance
<b>Occupancy Type (family, senior, mixed)</b>													
<b>Built Date</b>													
<b>Date of Last Renovation</b>													
<b>ACC Units</b>													
<b>Estimated Occupancy Rate</b>													
<b>Average Bedroom Size</b>													
<b>Anticipated Number Turnovers</b>													
<b>Actual Occupancy Rate</b>													
<b>General Expenses</b>													
96200	Other General Expense	62,543	66,714	(4,171)	1,800	3,600	(1,800)	2,400	2,400	-	1,020	510	510
96210	Compensated Absences	9,866	9,864	2	-	-	-	-	-	-	-	-	-
96300	Payments in Lieu of Taxes	61,967	57,764	4,183	12,060	9,018	3,042	4,104	4,104	-	3,181	3,181	-
96400	Bad Debt – Tenants	42,914	49,170	(6,256)	6,772	6,300	472	8,702	9,600	(898)	3,249	3,570	(321)
96800	Severance Expense	-	-	-	-	-	-	-	-	-	-	-	-
<b>96000</b>	<b>Total General Expenses</b>	<b>177,270</b>	<b>183,512</b>	<b>(6,242)</b>	<b>20,632</b>	<b>18,918</b>	<b>1,714</b>	<b>15,206</b>	<b>16,104</b>	<b>(898)</b>	<b>7,450</b>	<b>7,261</b>	<b>189</b>
<b>96900</b>	<b>Total Operating Expenditures</b>	<b>5,302,820</b>	<b>5,364,464</b>	<b>(61,644)</b>	<b>828,272</b>	<b>830,684</b>	<b>(2,412)</b>	<b>1,189,094</b>	<b>1,177,533</b>	<b>11,561</b>	<b>538,215</b>	<b>528,489</b>	<b>9,726</b>
<b>97000</b>	<b>Cash Flow from Operations</b>	<b>106,315</b>	<b>124,512</b>	<b>(18,197)</b>	<b>(3,814)</b>	<b>4,927</b>	<b>(8,741)</b>	<b>13,828</b>	<b>32,836</b>	<b>(19,008)</b>	<b>(33,615)</b>	<b>(12,234)</b>	<b>(21,381)</b>
<b>Other Financial Items – Sources &amp; (Uses)</b>													
10010	Operating Transfers In	-	-	-	-	-	-	-	-	-	-	-	-
10020	Operating Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
10091	Inter AMP Excess Cash Transfer In	-	-	-	-	-	-	-	-	-	-	-	-
10092	Inter AMP Excess Cash Transfer Out	-	-	-	-	-	-	-	-	-	-	-	-
10093	Transfers from Program to AMP	-	-	-	-	-	-	-	-	-	-	-	-
10094	Transfers from AMP to Program	-	-	-	-	-	-	-	-	-	-	-	-
70610	HUD Grants – Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-
11020	Debt Service Payment (Principal & Interest)	-	-	-	-	-	-	-	-	-	-	-	-
96710	Extraordinary Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
97100	Capital Expenditures	-	-	-	-	-	-	-	-	-	-	-	-
	Other Items (PYA)	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Total Other Financial Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>10000</b>	<b>Net Cash Flow</b>	<b>106,315</b>	<b>124,512</b>	<b>(18,197)</b>	<b>(3,814)</b>	<b>4,927</b>	<b>(8,741)</b>	<b>13,828</b>	<b>32,836</b>	<b>(19,008)</b>	<b>(33,615)</b>	<b>(12,234)</b>	<b>(21,381)</b>

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010**

Occupancy Type (family, senior, mixed)  
 Built Date  
 Date of Last Renovation  
 ACC Units  
 Estimated Occupancy Rate  
 Average Bedroom Size  
 Anticipated Number Turnovers  
 Actual Occupancy Rate

Hillsdale			Maple-Jackson			SS North			SS West		
Family 1/1/1964			Senior 1/1/1981			Family 1/1/1984			Family 1/1/1998		
200			240			75			50		
99%			99%			99%			98%		
3.00			1.00			3.00			3.20		
30			24			11			8		
99%			100%			95%			99%		
Budget Year-to- Date	Actual	Budget- Actual Variance									

**Operating Income:**

11220	Gross Potential Rent	506,400	506,400	-	616,320	616,320	-	-	-	-	165,000	165,000	-
11230	Less: Vacancy Loss	(5,064)	(5,064)	-	(6,163)	-	(6,163)	-	-	-	(3,300)	(1,650)	(1,650)
70300	Net Tenant Rental Revenue	501,336	501,336	-	610,157	616,320	(6,163)	-	-	-	161,700	163,350	(1,650)
11240	Gross Potential Subsidy	873,804	873,816	(12)	766,732	766,732	-	94,493	94,493	-	75,891	75,894	(3)
11260	Less: Vacancy Loss	-	-	-	-	-	-	-	-	-	-	-	-
11250	Less: Proration Amount	(159,906)	(136,315)	(23,591)	(140,312)	(119,610)	(20,702)	(17,292)	(14,741)	(2,551)	(13,888)	(11,839)	(2,049)
70600	Net Operating Subsidy	713,898	737,501	(23,603)	626,420	647,122	(20,702)	77,201	79,752	(2,551)	62,003	64,055	(2,052)
70600	HUD PHA Operating Grant-CFP	-	-	-	-	-	-	-	-	-	-	-	-
70400	Other Tenant Charges	7,200	6,000	1,200	8,640	-	8,640	-	-	-	1,800	3,000	(1,200)
70400	Excess Utilities	-	-	-	-	-	-	-	-	-	-	-	-
71100	Investment Income	9,600	10,440	(840)	11,520	11,520	(576)	-	-	-	2,400	2,490	(90)
71400	Fraud Recovery	-	-	-	-	-	-	-	-	-	-	-	-
71500	Non-Dwelling Rent	12,000	12,000	-	25,920	25,920	-	-	-	-	1,200	1,200	-
71500	Other Income	4,800	4,800	-	34,560	34,560	-	-	-	-	4,800	4,800	-
<b>70000</b>	<b>Total Operating Income</b>	<b>1,248,834</b>	<b>1,272,077</b>	<b>(23,243)</b>	<b>1,317,217</b>	<b>1,336,018</b>	<b>(18,801)</b>	<b>77,201</b>	<b>79,752</b>	<b>(2,551)</b>	<b>233,903</b>	<b>238,895</b>	<b>(4,992)</b>

**Operating Expenditures:  
 Administrative**

91100	Administrative Salaries	84,528	88,800	(4,272)	110,823	115,200	(4,377)	-	-	-	26,507	24,708	1,800
91500	Employee Benefits – Administrative	27,049	28,416	(1,367)	35,463	36,864	(1,401)	-	-	-	8,482	7,907	575
91200	Auditing Fees	4,800	4,800	-	5,760	5,760	-	-	-	-	1,200	1,200	-
91300	Management Fees	102,025	102,024	1	122,431	123,667	(1,236)	7,075	6,789	286	25,249	25,506	(257)
91310	Bookkeeping Fees	17,820	17,820	-	21,384	21,600	(216)	6,683	6,413	271	4,410	4,455	(46)

91400	Advertising and Marketing	-	-	-	-	-	-	-	-	-	-	-	
91600	Office Expense	9,144	9,144	-	9,012	9,014	(2)	-	-	-	7,460	7,458	2
91700	Legal Expense	16,800	19,200	(2,400)	8,640	8,640	-	-	-	-	6,000	6,600	(600)
91800	Travel	-	-	-	-	-	-	-	-	-	-	-	-
91900	Other Administrative Costs	6,782	6,000	782	6,426	6,422	4	-	-	-	4,246	4,500	(254)
<b>91000</b>	<b>Total Administrative</b>	<b>268,946</b>	<b>276,204</b>	<b>(7,256)</b>	<b>319,939</b>	<b>327,168</b>	<b>(7,229)</b>	<b>13,758</b>	<b>13,201</b>	<b>557</b>	<b>83,554</b>	<b>82,334</b>	<b>1,220</b>

<b>92000</b>	<b>Asset Management Fees</b>	<b>24,000</b>	<b>24,000</b>	<b>-</b>	<b>28,800</b>	<b>28,800</b>	<b>-</b>	<b>9,000</b>	<b>9,000</b>	<b>-</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>
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**Tenant Services**

92100	Tenant Services – Salaries	-	-	-	-	-	-	-	-	-	-	-	-
92300	Employee Benefits – Tenant Services	-	-	-	-	-	-	-	-	-	-	-	-
92200	Relocation Costs	-	-	-	-	-	-	-	-	-	-	-	-
92400	Tenant Services – Other	28,800	28,800	-	17,280	17,280	-	-	-	-	6,000	6,000	-
<b>92500</b>	<b>Total Tenant Services</b>	<b>28,800</b>	<b>28,800</b>	<b>-</b>	<b>17,280</b>	<b>17,280</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010**

**Occupancy Type (family, senior, mixed)**  
**Built Date**  
**Date of Last Renovation**  
**ACC Units**  
**Estimated Occupancy Rate**  
**Average Bedroom Size**  
**Anticipated Number Turnovers**  
**Actual Occupancy Rate**

<b>Hillsdale</b>			<b>Maple-Jackson</b>			<b>SS North</b>			<b>SS West</b>		
Family 1/1/1964			Senior 1/1/1981			Family 1/1/1984			Family 1/1/1998		
200			240			75			50		
99%			99%			99%			98%		
3.00			1.00			3.00			3.20		
30			24			11			8		
99%			100%			95%			99%		
Budget Year-to- Date	Actual	Budget- Actual Variance									

**Utilities**

93100	Water	49,200	60,000	(10,800)	47,520	47,520	-	-	-	1,800	1,800	-
93200	Electricity	132,000	145,200	(13,200)	216,000	237,600	(21,600)	-	-	1,200	1,320	(120)
93300	Gas	120,000	120,000	-	135,360	135,360	-	-	-	-	-	-
93400	Fuel	-	-	-	-	-	-	-	-	-	-	-
93600	Sewer	49,200	49,200	-	47,520	46,080	1,440	-	-	1,800	1,800	-
93800	Other	-	-	-	-	-	-	-	-	-	-	-
<b>93000</b>	<b>Total Utilities</b>	<b>350,400</b>	<b>374,400</b>	<b>(24,000)</b>	<b>446,400</b>	<b>466,560</b>	<b>(20,160)</b>	<b>-</b>	<b>-</b>	<b>4,800</b>	<b>4,920</b>	<b>(120)</b>

**Maintenance**

94100	Labor	135,300	135,312	(12)	140,800	140,803	(3)	-	-	41,800	41,802	(2)
94500	Employee Benefits – Maintenance	48,585	48,576	9	50,560	50,573	(13)	-	-	15,010	15,012	(2)
94200	Maintenance Materials	57,600	72,000	(14,400)	34,560	37,440	(2,880)	-	-	13,200	15,000	(1,800)
	Maint. Contract:	-	-	-	-	-	-	-	-	-	-	-
94300-010	Garbage and Trash Removal Contracts	19,200	19,200	-	8,640	8,640	-	-	-	3,000	3,000	-
94300-020	Heating & Cooling Contracts	20,688	19,296	1,392	24,826	23,155	1,671	-	-	5,172	5,172	-
94300-030	Snow Removal Contracts	-	-	-	-	-	-	-	-	-	-	-
94300-040	Elevator Maintenance	-	-	-	17,280	17,280	-	-	-	-	-	-
94300-050	Landscape & Grounds Contracts	21,600	21,600	-	5,760	5,760	-	-	-	3,000	3,000	-
94300-060	Unit Turnaround Contract	-	-	-	-	-	-	-	-	-	-	-
94300-070	Electrical Contracts	4,800	4,800	-	5,760	5,760	-	-	-	1,200	1,200	-
94300-080	Plumbing Contracts	4,800	4,800	-	5,760	5,760	-	-	-	1,200	1,200	-
94300-090	Extermination Contracts	7,200	7,200	-	8,640	8,640	-	-	-	1,800	1,800	-

94300-100	Janitorial Contracts	-	-	-	-	-	-	-	-	-	
94300-110	Routine Maintenance Contracts	-	-	-	-	-	-	-	-	-	
94300-120	Other Misc. Contract Costs	39,600	39,600	-	34,320	34,560	(240)	-	13,800	13,800	-
<b>94000</b>	<b>Total Maintenance</b>	<b>359,373</b>	<b>372,384</b>	<b>(13,011)</b>	<b>336,906</b>	<b>338,371</b>	<b>(1,465)</b>	<b>-</b>	<b>99,182</b>	<b>100,986</b>	<b>(1,804)</b>

**Protective Services**

95100	Protective Services – Labor	-	-	-	-	-	-	-	-	-	
95500	Employee Benefits – Protective Services	-	-	-	-	-	-	-	-	-	
95200	Protective Services Contract Costs	16,800	16,800	-	34,560	34,560	-	-	1,800	1,800	-
95300	Protective Service Other	-	-	-	-	-	-	-	-	-	-
<b>95000</b>	<b>Total Protective Services</b>	<b>16,800</b>	<b>16,800</b>	<b>-</b>	<b>34,560</b>	<b>34,560</b>	<b>-</b>	<b>-</b>	<b>1,800</b>	<b>1,800</b>	<b>-</b>

**Insurance:**

96110	Property	35,240	37,440	(2,200)	43,656	46,656	(3,000)	-	9,080	9,000	80
96120	General Liability	23,560	24,960	(1,400)	30,000	31,104	(1,104)	-	5,520	5,400	120
96130	Workers' Comp.	3,600	-	3,600	4,104	-	4,104	-	2,200	2,200	(200)
96140	Other Insurance	-	-	-	-	-	-	-	-	-	-
<b>96100</b>	<b>Total Insurance</b>	<b>62,400</b>	<b>62,400</b>	<b>-</b>	<b>77,760</b>	<b>77,760</b>	<b>-</b>	<b>-</b>	<b>16,800</b>	<b>16,800</b>	<b>-</b>

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010**

Occupancy Type (family, senior, mixed)  
Built Date  
Date of Last Renovation  
ACC Units  
Estimated Occupancy Rate  
Average Bedroom Size  
Anticipated Number Turnovers  
Actual Occupancy Rate

Hillsdale			Maple-Jackson			SS North			SS West		
Family 1/1/1964			Senior 1/1/1981			Family 1/1/1984			Family 1/1/1998		
200			240			75			50		
99%			99%			99%			98%		
3.00			1.00			3.00			3.20		
30			24			11			8		
99%			100%			95%			99%		
Budget Year-to- Date	Actual	Budget- Actual Variance									

**General Expenses**

96200	Other General Expense	2,400	2,400	-	2,880	5,760	(2,880)	51,443	51,444	(2)	600	600	-
96210	Compensated Absences	9,866	9,864	2	-	-	-	-	-	-	-	-	-
96300	Payments in Lieu of Taxes	10,536	10,536	-	16,376	15,235	1,141	-	-	-	15,690	15,690	-
96400	Bad Debt – Tenants	8,982	12,000	(3,018)	11,975	14,400	(2,425)	-	-	-	3,234	3,300	(66)
96800	Severance Expense	-	-	-	-	-	-	-	-	-	-	-	-
<b>96000</b>	<b>Total General Expenses</b>	<b>31,784</b>	<b>34,800</b>	<b>(3,016)</b>	<b>31,231</b>	<b>35,395</b>	<b>(4,164)</b>	<b>51,443</b>	<b>51,444</b>	<b>(2)</b>	<b>19,524</b>	<b>19,590</b>	<b>(66)</b>

<b>96900</b>	<b>Total Operating Expenditures</b>	<b>1,142,502</b>	<b>1,189,788</b>	<b>(47,286)</b>	<b>1,292,876</b>	<b>1,325,894</b>	<b>(33,018)</b>	<b>74,201</b>	<b>73,645</b>	<b>556</b>	<b>237,660</b>	<b>238,430</b>	<b>(770)</b>
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<b>97000</b>	<b>Cash Flow from Operations</b>	<b>106,332</b>	<b>82,289</b>	<b>24,043</b>	<b>24,341</b>	<b>10,123</b>	<b>14,218</b>	<b>3,000</b>	<b>6,107</b>	<b>(3,107)</b>	<b>(3,757)</b>	<b>465</b>	<b>(4,222)</b>
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**Other Financial Items – Sources & (Uses)**

10010	Operating Transfers In	-	-	-	-	-	-	-	-	-	-	-	-
10020	Operating Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
10091	Inter AMP Excess Cash Transfer In	-	-	-	-	-	-	-	-	-	-	-	-
10092	Inter AMP Excess Cash Transfer Out	-	-	-	-	-	-	-	-	-	-	-	-
10093	Transfers from Program to AMP	-	-	-	-	-	-	-	-	-	-	-	-
10094	Transfers from AMP to Program	-	-	-	-	-	-	-	-	-	-	-	-
70610	HUD Grants – Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-
11020	Debt Service Payment (Principal & Interest)	-	-	-	-	-	-	-	-	-	-	-	-
96710	Extraordinary Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
97100	Capital Expenditures	-	-	-	-	-	-	-	-	-	-	-	-
	Other Items (PYA)	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Total Other Financial Items</b>	<b>-</b>											

<b>10000</b>	<b>Net Cash Flow</b>	<b>106,332</b>	<b>82,289</b>	<b>24,043</b>	<b>24,341</b>	<b>10,123</b>	<b>14,218</b>	<b>3,000</b>	<b>6,107</b>	<b>(3,107)</b>	<b>3,757</b>	<b>465</b>	<b>(4,222)</b>
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**AMP Operating Statements for 12 -month Period Ending September 30, 2010 (PUM Basis)  
West Ridge Housing Authority---- For the year ending 9/30/10**

	<b>Hunter Ridge</b>			<b>Allen Homes</b>			<b>River North</b>			<b>Hillsdale</b>		
<b>Occupancy Type (family, senior, mixed)</b>	Family			Family			Family			Family		
<b>Built Date</b>	1/1/1941			1/1/1954			1/1/1957			1/1/1964		
<b>Date of Last Renovation</b>												
<b>ACC Units</b>	150			200			85			200		
<b>Estimated Occupancy Rate</b>	99%			98%			91%			99%		
<b>Average Bedroom Size</b>	1.50			2.00			2.50			3.00		
<b>Anticipated Number Turnovers</b>	23			30			34			30		
<b>Actual Occupancy Rate</b>	98%			99%			95%			99%		
		<b>Budget -</b>	<b>Actual</b>		<b>Budget -</b>	<b>Actual</b>		<b>Budget -</b>	<b>Actual</b>		<b>Budget -</b>	<b>Actual</b>
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>

**Operating Income:**

11220	Gross Potential Rent	207.07	207.07	0.00	195.00	195.00	-	209.00	209.00	-	211.00	211.00	-
11230	Less: Vacancy Loss	(2.07)	(4.14)	2.07	(3.90)	(1.95)	(1.95)	(18.81)	(10.45)	(8.36)	(2.11)	(2.11)	-
70300	Net Tenant Rental Revenue	205.00	202.93	2.07	191.10	193.05	(1.95)	190.19	198.55	(8.36)	208.89	208.89	-
11240	Gross Potential Subsidy	287.68	287.68	-	361.22	361.22	-	366.57	366.57	-	364.09	364.09	(0.00)
11260	Less: Vacancy Loss	-	-	-	-	-	-	(21.99)	(25.00)	3.01	-	-	-
11250	Less: Proration Amount	(52.65)	(44.88)	(7.77)	(66.10)	(56.35)	(9.75)	(63.06)	(57.18)	(5.87)	(66.63)	(56.80)	(9.83)
70600	Net Operating Subsidy	235.03	242.80	(7.77)	295.12	304.87	(9.75)	281.52	284.38	(2.87)	297.46	307.29	(9.83)
70600	HUD PHA Operating Grant-CFP	-	-	-	-	-	-	-	-	-	-	-	-
70400	Other Tenant Charges	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00	3.00	2.50	0.50
70400	Excess Utilities	-	-	-	-	-	-	-	-	-	-	-	-
71100	Investment Income	4.00	4.50	(0.50)	4.00	4.40	(0.40)	4.00	4.20	(0.20)	4.00	4.35	(0.35)
71400	Fraud Recovery	-	-	-	-	-	-	-	-	-	-	-	-
71500	Non-Dwelling Rent	3.00	3.00	-	2.00	2.00	-	4.00	4.00	-	5.00	5.00	-
71500	Other Income	8.00	11.00	(3.00)	6.00	-	6.00	12.00	15.00	(3.00)	2.00	2.00	-
<b>70000</b>	<b>Total Operating Income</b>	<b>458.03</b>	<b>464.23</b>	<b>(6.20)</b>	<b>501.22</b>	<b>504.32</b>	<b>(3.10)</b>	<b>494.71</b>	<b>506.13</b>	<b>(11.43)</b>	<b>520.35</b>	<b>530.03</b>	<b>(9.68)</b>

**Operating Expenditures:**

**Administrative**

91100	Administrative Salaries	35.85	36.00	(0.16)	33.76	33.76	0.00	51.55	51.55	0.00	35.22	37.00	(1.78)
91500	Employee Benefits-Administrative	11.47	11.52	(0.05)	10.80	10.80	0.00	16.50	16.50	0.00	11.27	11.84	(0.57)
91200	Auditing Fees	2.00	2.00	-	2.00	2.00	-	2.00	2.00	(1.21)	2.00	2.00	-
91300	Management Fees	42.51	42.08	.43	42.08	42.51	(.43)	39.58	40.79	(.30)	42.51	42.51	0.00
91310	Bookkeeping Fees	7.43	7.35	.08	7.35	7.43	(.08)	6.83	7.13	-	7.43	7.43	-
91400	Advertising and Marketing	-	-	-	-	-	-	-	-	(0.13)	-	-	-
91600	Office Expense	4.99	5.00	(.01)	3.81	3.81	(0.01)	7.87	8.00	1.00	3.81	381.00	0.00

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010 (PUM Basis)  
West Ridge Housing Authority**

		<b>Hunter Ridge</b>			<b>Allen Homes</b>			<b>River North</b>			<b>Hillsdale</b>		
		<i>Family</i>			<i>Family</i>			<i>Family</i>			<i>Family</i>		
<b>Built Date</b>		1/1/1941			1/1/1954			1/1/1957			1/1/1964		
<b>Date of Last Renovation</b>													
<b>ACC Units</b>		150			200			85			200		
<b>Estimated Occupancy Rate</b>		99%			98%			91%			99%		
<b>Average Bedroom Size</b>		1.50			2.00			2.50			3.00		
<b>Anticipated Number Turnovers</b>		23			30			34			30		
<b>Actual Occupancy Rate</b>		98%			99%			95%			99%		
		<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>		
		<b>Budget</b>	<b>Actual</b>	<b>Variance</b>									
<b>Administrative</b>													
91700	Legal Services	6.00	5.00	1.00	5.00	6.00	(1.00)	6.00	5.00	1.00	7.00	8.00	(1.00)
91800	Travel	-	-	-	-	-	-	-	-	-	-	-	-
91900	Other Administrative Costs	3.52	3.50	0.02	2.83	4.00	(1.17)	6.88	8.00	(1.12)	2.83	2.50	(3.03)
91000	<b>Total Administrative</b>	113.76	112.45	1.31	107.63	110.31	(2.67)	137.20	138.97	(1.76)	112.06	115.09	(3.03)
92000	<b>Asset Management Fees</b>	10.00	10.00	-	10.00	10.00	-	10.00	10.00	-	10.00	10.00	-
<b>Tenant Services</b>													
92100	Tenant Services - Salaries	-	-	-	-	-	-	-	-	-	-	-	-
92300	Employee Benefits- Tenant Services	-	-	-	-	-	-	-	-	-	-	-	-
92200	Relocation Costs	-	-	-	-	-	-	-	-	-	-	-	-
92400	Tenant Services-Other	11.00	10.00	1.00	13.00	13.00	-	10.00	11.00	(1.00)	12.00	12.00	-
92500	<b>Total Tenant Services</b>	11.00	10.00	1.00	13.00	13.00	-	10.00	11.00	(1.00)	12.00	12.00	-
<b>Utilities</b>													
93100	Water	17.50	17.00	0.50	21.00	21.00	-	22.00	22.00	-	20.50	25.00	(4.50)
93200	Electricity	58.00	63.80	(5.80)	70.00	77.00	(7.00)	60.00	66.00	(6.00)	55.00	60.50	(5.50)
93300	Gas	45.00	45.00	-	62.00	62.00	-	55.00	55.00	-	50.00	50.00	-
93400	Fuel	-	-	-	-	-	-	-	-	-	-	-	-
93600	Sewer	17.50	17.50	-	21.00	21.00	-	22.00	22.00	-	20.50	20.50	-
93800	Other	-	-	-	-	-	-	-	-	-	-	-	-
93000	<b>Total Utilities</b>	138.00	143.30	(5.30)	174.00	181.00	(7.00)	159.00	165.00	(6.00)	146.00	156.00	(10.00)

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010 (PUM Basis)**  
**West Ridge Housing Authority**

	Hunter Ridge			Allen Homes			River North			Hillsdale		
<i>Occupancy Type (family, senior, mixed)</i>	Family			Family			Family			Family		
<i>Built Date</i>	1/1/1941			1/1/1954			1/1/1957			1/1/1964		
<i>Date of Last Renovation</i>												
<i>ACC Units</i>	150			200			85			200		
<i>Estimated Occupancy Rate</i>	99%			98%			91%			99%		
<i>Average Bedroom Size</i>	1.50			2.00			2.50			3.00		
<i>Anticipated Number Turnovers</i>	23			30			34			30		
<i>Actual Occupancy Rate</i>	98%			99%			95%			99%		
	Budget - Actual			Budget - Actual			Budget - Actual			Budget - Actual		
	Budget	Actual	Variance									

Maintenance													
94100	Labor	60.50	60.50	-	56.38	56.38	0.00	63.63	64.00	(0.37)	56.38	56.38	0.00
94500	Employee Benefits - Maintenance	21.73	21.73	(0.00)	20.24	20.24	0.00	22.85	23.00	(0.15)	20.24	20.24	0.00
94200	Maintenance Materials	18.00	20.00	(2.00)	24.00	25.00	(1.00)	24.00	24.00	-	24.00	30.00	(6.00)
	Maint. Contract:												
94300-010	Garbage and Trash Removal Contracts	8.00	8.00	-	8.00	8.00	-	8.00	8.00	-	8.00	8.00	-
94300-020	Heating & Cooling Contracts	8.62	9.00	(0.38)	8.62	8.00	0.62	8.62	8.04	0.58	8.62	8.04	0.58
94300-030	Snow Removal Contracts	-	-	-	-	-	-	-	-	-	-	-	-
94300-040	Elevator Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
94300-050	Landscape & Grounds Contracts	7.00	9.00	(2.00)	9.00	9.00	-	9.00	9.00	-	9.00	9.00	-
94300-060	Unit Turnaround Contract	-	-	-	-	-	-	-	-	-	-	-	-
94300-070	Electrical Contracts	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-
94300-080	Plumbing Contracts	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-
94300-090	Extermination Contracts	3.00	3.00	-	3.00	3.00	-	3.00	5.00	(2.00)	3.00	3.00	-
94300-100	Janitorial Contracts	-	-	-	-	-	-	-	-	-	-	-	-
94300-110	Routine Maintenance Contracts	-	-	-	-	-	-	-	-	-	-	-	-
94300-120	Other Misc. Contract Costs	15.08	10.00	5.08	15.25	-	15.25	20.06	-	20.06	16.50	16.50	-
<b>94000</b>	<b>Total Maintenance</b>	<b>145.93</b>	<b>145.23</b>	<b>0.70</b>	<b>148.49</b>	<b>133.62</b>	<b>14.87</b>	<b>163.15</b>	<b>145.04</b>	<b>18.11</b>	<b>149.74</b>	<b>155.16</b>	<b>(5.42)</b>

Protective Services													
95100	Protective Services - Labor	-	-	-	-	-	-	-	-	-	-	-	-
95500	Employee Benefits - Protective Services	-	-	-	-	-	-	-	-	-	-	-	-
95200	Protective Services Contract Costs	6.00	6.00	-	11.00	11.00	-	18.00	18.00	-	7.00	7.00	7.00
95300	Protective Service Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>95000</b>	<b>Total Protective Services</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010 (PUM Basis)**  
**West Ridge Housing Authority----**

		<b>Hunter Ridge</b>			<b>Allen Homes</b>			<b>River North</b>			<b>Hillsdale</b>		
<b>Occupancy Type (family, senior, mixed)</b>		Family			Family			Family			Family		
<b>Built Date</b>		1/1/1941			1/1/1954			1/1/1957			1/1/1964		
<b>Date of Last Renovation</b>													
<b>ACC Units</b>		150			200			85			200		
<b>Estimated Occupancy Rate</b>		99%			98%			91%			99%		
<b>Average Bedroom Size</b>		1.50			2.00			2.50			3.00		
<b>Anticipated Number Turnovers</b>		23			30			34			30		
<b>Actual Occupancy Rate</b>		98%			99%			95%			99%		
		<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>		
		<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
<b>Insurance</b>													
96110	Property	12.73	14.40	(1.67)	13.54	15.00	(1.46)	12.82	13.80	(0.98)	14.68	15.60	(0.92)
96120	General Liability	9.04	9.60	(0.56)	9.50	10.00	(0.50)	8.22	9.20	(0.98)	9.82	10.40	(0.58)
96130	Worker's Comp.	2.22	-	2.22	1.96	-	1.96	1.96	-	1.96	1.50	-	1.50
96140	Other Insurance	-	-	-	-	-	-	-	-	-	-	-	-
<b>96100</b>	<b>Total Insurance</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>	<b>25.00</b>	<b>25.00</b>	<b>-</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>	<b>26.00</b>	<b>26.00</b>	<b>-</b>
<b>General Expenses</b>													
96200	Other General Expense	1.00	2.00	(1.00)	1.00	1.00	-	1.00	0.50	0.50	1.00	1.00	-
96210	Compensated Absences	-	-	-	-	-	-	-	-	-	4.11	4.11	0.00
96300	Payments in Lieu of Taxes	6.70	5.01	1.69	1.71	1.71	-	3.12	3.12	(0.00)	4.39	4.39	-
96400	Bad Debt-Tenants	3.76	3.50	0.26	3.63	4.00	(0.37)	3.19	3.50	(0.31)	3.74	5.00	(1.26)
96800	Severance Expense	-	-	-	-	-	-	-	-	-	-	-	-
96000	<b>Total General Expenses</b>	<b>11.46</b>	<b>10.51</b>	<b>0.95</b>	<b>6.34</b>	<b>6.71</b>	<b>(0.37)</b>	<b>7.30</b>	<b>7.12</b>	<b>0.18</b>	<b>13.24</b>	<b>14.50</b>	<b>(1.26)</b>
96900	<b>Total Operating Expenditures</b>	<b>460.15</b>	<b>461.49</b>	<b>(1.34)</b>	<b>495.46</b>	<b>490.64</b>	<b>4.82</b>	<b>527.66</b>	<b>518.13</b>	<b>9.53</b>	<b>476.04</b>	<b>495.75</b>	<b>(19.70)</b>
97000	<b>Cash Flow from Operations</b>	<b>(2.12)</b>	<b>2.74</b>	<b>(4.86)</b>	<b>5.76</b>	<b>13.68</b>	<b>(7.92)</b>	<b>(32.96)</b>	<b>(12.00)</b>	<b>(20.96)</b>	<b>44.30</b>	<b>34.29</b>	<b>10.02</b>

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010(PUM Basis)  
West Ridge Housing Authority**

*Occupancy Type (family, senior, mixed)*  
*Built Date*  
*Date of Last Renovation*  
*ACC Units*  
*Estimated Occupancy Rate*  
*Average Bedroom Size*  
*Anticipated Number Turnovers*  
*Actual Occupancy Rate*

<i>Hunter Ridge</i>			<i>Allen Homes</i>			<i>River North</i>			<i>Hillsdale</i>		
<i>Family</i>			<i>Family</i>			<i>Family</i>			<i>Family</i>		
<i>1/1/1941</i>			<i>1/1/1954</i>			<i>1/1/1957</i>			<i>1/1/1964</i>		
<i>150</i>			<i>200</i>			<i>85</i>			<i>200</i>		
<i>99%</i>			<i>98%</i>			<i>91%</i>			<i>99%</i>		
<i>1.50</i>			<i>2.00</i>			<i>2.50</i>			<i>3.00</i>		
<i>23</i>			<i>30</i>			<i>34</i>			<i>30</i>		
<i>98%</i>			<i>99%</i>			<i>95%</i>			<i>99%</i>		
<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>		
Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
(2.12)	2.74	(4.86)	5.76	13.68	(7.92)	(32.96)	(12.00)	(20.96)	44.30	34.29	8.45

10010	Operating Transfers In
10020	Operating Transfers Out
10091	Inter AMP Excess Cash Transfer In
10092	Inter AMP Excess Cash Transfer Out
10093	Transfers from Program to AMP
10094	Transfers from AMP to Program
70610	HUD Grants-Capital Contributions
11020	Debt Service Payment (Principal & Interest)
96710	Extraordinary Maintenance
97100	Capital Expenditures
	Other Items (PYA)
	<b>Total Other Financial Items</b>
	<b>Net Cash Flow</b>

**Summary of Actual Individual Project Operating Statements, 12Months Ending September 30, 2010(PUM Basis)  
West Ridge Housing Authority**

	Maple-Jackson			SS North			SS West		
<i>Occupancy Type (family, senior, mixed)</i>	Senior			Family			Family		
<i>Built Date</i>	1/1/1981			1/1/1984			1/1/1998		
<i>Date of Last Renovation</i>									
<i>ACC Units</i>	240			75			50		
<i>Estimated Occupancy Rate</i>	99%			99%			98%		
<i>Average Bedroom Size</i>	1.00						3.20		
<i>Anticipated Number Turnovers</i>	24						8		
<i>Actual Occupancy Rate</i>	100%			95%			99%		
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>

**Operating Income:**

11220	Gross Potential Rent	214.00	214.00	-	-	-	-	275.00	275.00	-
11230	Less: Vacancy Loss	(2.14)	-	(2.14)	-	-	-	(5.50)	(2.75)	(2.75)
70300	Net Tenant Rental Revenue	211.86	214.00	(2.14)	-	-	-	269.50	272.25	(2.75)
11240	Gross Potential Subsidy	266.23	266.23	-	104.99	104.99	-	126.49	126.49	(0.00)
11260	Less: Vacancy Loss	-	-	-	-	-	-	-	-	-
11250	Less: Proration Amount	(48.72)	(41.53)	(7.19)	(19.21)	(16.38)	(2.83)	(23.15)	(19.73)	(3.41)
70600	Net Operating Subsidy	217.51	224.70	(7.19)	85.78	88.61	(2.83)	103.34	106.76	(3.42)
70600	HUD PHA Operating Grant-CFP	-	-	-	-	-	-	-	-	-
70400	Other Tenant Charges	3.00	-	3.00	-	-	-	3.00	5.00	(2.00)
70400	Excess Utilities	-	-	-	-	-	-	-	-	-
71100	Investment Income	4.00	4.20	(0.20)	-	-	-	4.00	4.15	(0.15)
71400	Fraud Recovery	-	-	-	-	-	-	-	-	-
71500	Non-Dwelling Rent	9.00	9.00	-	-	-	-	2.00	2.00	-
71500	Other Income	12.00	12.00	-	-	-	-	8.00	8.00	-
<b>70000</b>	<b>Total Operating Income</b>	<b>457.37</b>	<b>463.90</b>	<b>(6.53)</b>	<b>85.78</b>	<b>88.61</b>	<b>(2.83)</b>	<b>389.84</b>	<b>398.16</b>	<b>(8.32)</b>

**Operating Expenditures:**

**Administrative**

91100	Administrative Salaries	38.48	40.00	(1.52)	-	-	-	44.18	41.18	3.00
91500	Employee Benefits - Administrative	12.31	12.80	(0.49)	-	-	-	14.14	13.18	0.96
91200	Auditing Fees	2.00	2.00	-	-	-	-	2.00	2.00	-
91300	Management Fees	42.51	42.94	(0.43)	7.86	7.54	0.32	42.08	42.51	(0.43)
91310	Bookkeeping Fees	7.43	7.50	(0.08)	7.43	7.13	0.30	7.35	7.43	(0.08)
91400	Advertising and Marketing	-	-	-	-	-	-	-	-	-
91600	Office Expense	3.13	3.13	(0.00)	-	-	-	12.43	12.43	0.00
91700	Legal Expense	3.00	3.00	-	-	-	-	10.00	11.00	(1.00)

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010 (PUM Basis)  
West Ridge Housing Authority**

	Maple-Jackson			SS North			SS West		
<i>Occupancy Type (family, senior, mixed)</i>	Senior			Family			Family		
<i>Built Date</i>	1/1/1981			1/1/1984			1/1/1998		
<i>Date of Last Renovation</i>									
<i>ACC Units</i>	240			75			50		
<i>Estimated Occupancy Rate</i>	99%			99%			98%		
<i>Average Bedroom Size</i>	1.00						3.20		
<i>Anticipated Number Turnovers</i>	24						8		
<i>Actual Occupancy Rate</i>	100%			95%			99%		
			<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>

**Operating Expenditures:**

**Administrative**

91800	Travel	-	-	-	-	-	-	-	-	
91900	Other Administrative Costs	2.23	2.23	0.00	-	-	7.08	7.50	(0.42)	
91000	<b>Total Administrative</b>	111.09	113.60	(2.51)	15.29	14.67	0.62	139.26	137.22	2.03

**92000 Asset Management Fees**

10.00	10.00	-	10.00	10.00	-	10.00	10.00	-
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**Tenant Services**

92100	Tenant Services – Salaries	-	-	-	-	-	-	-	-
92300	Employee Benefits- Tenant Services	-	-	-	-	-	-	-	-
92200	Relocation Costs	-	-	-	-	-	-	-	-
92400	Tenant Services-Other	6.00	6.00	-	-	-	10.00	10.00	-
92500	<b>Total Tenant Services</b>	6.00	6.00	-	-	-	10.00	10.00	-

**Utilities**

93100	Water	16.50	16.50	-	-	-	3.00	3.00	-
93200	Electricity	75.00	82.50	(7.50)	-	-	2.00	2.20	(0.20)
93300	Gas	47.00	47.00	-	-	-	-	-	-
93400	Fuel	-	-	-	-	-	-	-	-
93600	Sewer	16.50	16.00	0.50	-	-	3.00	3.00	-
93800	Other	-	-	-	-	-	-	-	-
93000	<b>Total Utilities</b>	155.00	162.00	(7.00)	-	-	8.00	8.20	(0.20)

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010(PUM Basis)  
West Ridge Housing Authority**

	Maple-Jackson			SS North			SS West		
<b>Occupancy Type (family, senior, mixed)</b>	Senior			Family			Family		
<b>Built Date</b>	1/1/1981			1/1/1984			1/1/1998		
<b>Date of Last Renovation</b>									
<b>ACC Units</b>	240			75			50		
<b>Estimated Occupancy Rate</b>	99%			99%			98%		
<b>Average Bedroom Size</b>	1.00						3.20		
<b>Anticipated Number Turnovers</b>	24						8		
<b>Actual Occupancy Rate</b>	100%			95%			99%		
			<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>

**Insurance:**

96110	Property	15.16	16.20	(1.04)	-	-	-	15.13	15.00	0.13
96120	General Liability	10.42	10.80	(0.38)	-	-	-	9.20	9.00	0.20
96130	Worker's Comp.	1.43	-	1.43	-	-	-	3.67	4.00	(0.33)
96140	Other Insurance	-	-	-	-	-	-	-	-	-
<b>96100</b>	<b>Total Insurance</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28.00</b>	<b>28.00</b>	<b>-</b>

**General Expenses**

96200	Other General Expense	1.00	2.00	(1.00)	57.16	57.16	(0.00)	1.00	1.00	-
96210	Compensated Absences	-	-	-	-	-	-	-	-	-
96300	Payments in Lieu of Taxes	5.69	5.29	0.40	-	-	-	26.15	26.15	-
96400	Bad Debt-Tenants	4.16	5.00	(0.84)	-	-	-	5.39	5.50	(0.11)
96800	Severance Expense	-	-	-	-	-	-	-	-	-
96000	<b>Total General Expenses</b>	<b>10.84</b>	<b>12.29</b>	<b>(1.45)</b>	<b>57.16</b>	<b>57.16</b>	<b>(0.00)</b>	<b>32.54</b>	<b>32.65</b>	<b>(0.11)</b>

96900	<b>Total Operating Expenditures</b>	<b>448.92</b>	<b>460.38</b>	<b>(11.46)</b>	<b>82.45</b>	<b>81.83</b>	<b>0.62</b>	<b>396.10</b>	<b>397.38</b>	<b>(1.28)</b>
97000	<b>Cash Flow from Operations</b>	<b>8.45</b>	<b>3.52</b>	<b>4.94</b>	<b>3.33</b>	<b>6.79</b>	<b>(3.45)</b>	<b>(6.26)</b>	<b>0.77</b>	<b>(7.04)</b>

**Summary of Actual Individual Project Operating Statements, 12 Months Ending September 30, 2010 (PUM Basis)**

	<b>Maple-Jackson</b>			<b>SS North</b>			<b>SS West</b>		
<i>Occupancy Type (family, senior, mixed)</i>	Senior			Family			Family		
<i>Built Date</i>	1/1/1981			1/1/1984			1/1/1998		
<i>Date of Last Renovation</i>									
<i>ACC Units</i>	240			75			50		
<i>Estimated Occupancy Rate</i>	99%			99%			98%		
<i>Average Bedroom Size</i>	1.00						3.20		
<i>Anticipated Number Turnovers</i>	24						8		
<i>Actual Occupancy Rate</i>	100%			95%			99%		
			<b>Budget - Actual</b>			<b>Budget - Actual</b>			<b>Budget - Actual</b>
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>

**Other Financial Items - Sources & (Uses)**

10010	Operating Transfers In	-	-	-	-	-	-	-	-
10020	Operating Transfers Out	-	-	-	-	-	-	-	-
10091	Inter AMP Excess Cash Transfer In	-	-	-	-	-	-	-	-
10092	Inter AMP Excess Cash Transfer Out	-	-	-	-	-	-	-	-
10093	Transfers from Program to AMP	-	-	-	-	-	-	-	-
10094	Transfers from AMP to Program	-	-	-	-	-	-	-	-
70610	HUD Grants-Capital Contributions	-	-	-	-	-	-	-	-
11020	Debt Service Payment (Principal & Interest)	-	-	-	-	-	-	-	-
96710	Extraordinary Maintenance	-	-	-	-	-	-	-	-
97100	Capital Expenditures	-	-	-	-	-	-	-	-
	Other Items (PYA)	-	-	-	-	-	-	-	-
	<b>Total Other Financial Items</b>	-	-	-	-	-	-	-	-

10000	<b>Net Cash Flow</b>	8.45	3.52	4.94	3.33	6.79	(3.45)	(6.26)	0.77	(7.04)
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***COCC Operating Statement for 6-month Period Ending September 30, 2010***

<b>COCC</b>	<b>12 Months Budget</b>	<b>6 Month Budget</b>	<b>6 Month Actual</b>	<b>Budget vs Actual 6 Month Difference</b>
<b>REVENUE</b>				
Dwelling Rentals	-	-	-	-
Public Housing Management Fees	474,666	237,333	238,682	(1,349)
Public Housing Bookkeeping Fees	88,264	44,132	44,303	(171)
Section 8 Bookkeeping Fee	132,300	66,150	66,812	(662)
Public Housing Asset Management Fee	120,000	60,000	60,000	-
Capital Fund Administrative Fee	250,000	125,000	120,000	5,000
Section 8 Management Fee	211,680	105,840	106,898	(1,058)
Other Income: Section 202 Management Fee	47,520	23,760	23,759	1
Interest Income	2,000	1,000	1,080	(80)
Other Income: HVAC Fees	106,080	53,040	51,162	1,878
<b>Total Revenue</b>	<b>1,432,510</b>	<b>716,255</b>	<b>712,696</b>	<b>3,559</b>

<b>COCC</b>	<b>12 Months Budget</b>	<b>6 Month Budget</b>	<b>6 Month Actual</b>	<b>Budget vs Actual 6 Month Difference</b>
<b>EXPENSES</b>				
Administrative Salaries	690,000	345,000	350,865	(5,865)
Administrative Benenfits (32 %)	220,800	110,400	112,277	(1,872)
Legal	35,000	17,500	17,000	500
Staff Training	16,500	8,,250	8,750	(500)
Travel/Meetings	18,000	9,000	10,000	(1,000)
Audit Costs	15,000	7,500	7,500	-
Administrative Other: Computer Operations	97,500	48,750	48,900	(150)
Administrative Other: Office Expenses	83,240	41,620	41,700	(80)
Administrative Other	10,000	5,000	4,800	200
<b>Total Administrative</b>	<b>1,186,040</b>	<b>593,020</b>	<b>601,792</b>	<b>(8,772)</b>
Resident Services Salaries	-	-	-	-
Benefits (32%)	-	-	-	-
Resident Services Materials	-	-	-	-
Resident Services Contracts	-	-	-	-
<b>Total Tenant Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>COCC</b>	<b>12 Months Budget</b>	<b>6 Month Budget</b>	<b>6 Month Actual</b>	<b>Budget vs Actual 6 Month Difference</b>
Insurance	20,000	10,000	11,000	(1,000)
Pilot	-	-	-	-
Collection Losses	-	-	-	-
Other	8,000	4,000	3,000	1,000
<b>Total General Expenses</b>	<b>28,000</b>	<b>1,4000</b>	<b>1,4000</b>	<b>-</b>
Total Routine Expenses	1,336,781	668,391	678,012	(9,621)
Non-routine Expenses	15,000	7,500	7,400	100
Replacement of Non-Cap Equip	-	-	-	-
Betterments/Additions	-	-	-	-
<b>Total Expenses</b>	<b>1,351,781</b>	<b>675,891</b>	<b>685,412</b>	<b>(9,521)</b>
Net Cash Flow	80,729	(40,365)	(27,284)	(13,080)

**Schedule Of Flat Rents By AMP, West Ridge Housing Authority (2010)**

Unit Type	Hunter Ridge	Allen Homes	River North	Hillsdale	Maple Jackson	Scattered Sites North	Scattered Sites West
1-brm	\$445	\$435	\$395	N/A	\$480	\$650	\$600
2-brm	\$505	\$480	\$440	\$480	\$550	\$800	\$700
3-brm	\$610	\$570	\$520	\$570	N/A	\$900	\$800
4-brm	\$720	\$645	\$600	\$645	N/A	\$1,100	\$900

**Year 5 Stop-Loss Certification**  
**Submission Deadline October 15, 2010**

To qualify for Stop-Loss, a PHA must comply with the following certification requirements for Year 5:

If a PHA wants to convert to asset management, it must use the materials included in the submission kit to submit its own demonstration of a successful conversion directly to HUD. HUD will then make a determination of compliance that the PHA has successfully demonstrated conversion to asset management in accordance with PIH Notice 2010-37:

- **Agency-Wide Schedule of Salaries and Expenses**  
Please submit a schedule of all salaries and positions for the PHA by organizational unit, as shown in Attachment C.
- **Board Resolution Approving Project and COCC Budgets**  
Please submit a copy of the Board Resolution approving the AMP and COCC budgets. The Board does not need to pass a resolution for each AMP budget. Operating budgets for multiple AMPs can be approved with a single Board Resolution.
- **Operating Budgets**  
Please submit itemized budgets for each AMP, the public housing program in total (the sum of the individual AMP budgets), the Housing Choice Voucher Program, and the COCC. The budgets should show projected revenues and expenses. Budgets should include all charges and fees from the COCC. The AMP budgets should provide line item detail for maintenance contracts (routine and other) and any revenue to support operations from the Capital Fund Program. For AMP budgets, please submit one spreadsheet reflecting per unit month (PUM) figures and one spreadsheet reflecting annual dollar amounts. The AMP budgets should include a header which sets forth the number of units in each AMP, the year the AMP was originally constructed, an indication as to whether or not the AMP has been recently renovated, occupancy type (family, elderly or mixed), the average bedroom size for the AMP, the occupancy percentage, and the number of turnovers (move-ins) during the most recent year. If any AMP is projected to have a deficit for the year, the PHA should address how the deficit will be handled. If operating transfers are to be made from one property to another, they should be reflected on the operating budgets. These AMP budgets should reflect the following minimum periods, depending on the PHA's fiscal yearend
- **Management Services Chart**  
Please submit a chart indicating, for each property management task associated with AMPs, whether the task is "Decentralized" (handled by on-site staff), "Centralized" (performed by centralized staff), "Mixed" (done through a combination) or a "Shared Resource" (a single resource shared between more than one AMP). Include a column with brief comments about how each task is accomplished.
- **Example of Monthly Management Reports**  
Please provide examples of the monthly management reports that the PHA uses to

systematically review information regarding the physical, financial, utility consumption, and management performance of each AMP. In addition, please provide examples of the periodic reports the PHA uses to identify non-performing properties.

- **Certification of Risk Management**

Please sign the certification form included in Attachment E, indicating that the PHA either: (1) meets all standards contained in Attachment B, Criteria No. 7, of PIH Notice 2009-32, or (2) in the event that the PHA does not meet all the standards contained in Attachment B, Criteria 7, of PIH Notice 2009-32, 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**

Please include actual operating statements, through September 30, 2009, for the budget period included in the Operating Budget Table, above, for the AMPs and for the COCC. The operating statements must include the actual income and expenses incurred compared to the budgeted amounts. For AMP operating statements please include a spreadsheet for both a dollar amount and a PUM amount. In cases where actual vs. budget varies by more than 10% for major line items, the PHA should provide narrative explaining why the variance exists and the actions that will be taken to correct the negative variances. Actual operating statements should include the same level of detail as presented in the PHA's operating budgets.

**NOTE:** PHAs with fewer than 250 units may include these operating statements in a separate submission, postmarked no later than October 31, 2009. All other PHAs must include these operating statements with their submission packet.

- **Schedule of Flat Rents, by AMPs**

A PHA must submit its schedule of flat rents by AMP.

- **Administrative Cost Schedule**

This requirement is for small PHAs only. For PHAs that implement asset management without a COCC (see special instructions below), please provide a schedule comparing the amounts shown in Table 9.1 of the Supplement to PIH Notice 2007-9 to the total administrative cost of the PHA's public housing program.

The PHA will then be provided with 45 days from the date of HUD's official denial letter to submit documentation for any failed criteria. No additional information will be required for criteria found acceptable in the Year 5 submission.

HUD will review submitted material to determine whether or not an on-site assessment is required.

## Year 5 Check List Criteria for Successful Conversion to Asset Management

For Year 5 stop-loss submissions, PHAs must complete and submit the Self Assessment Checklist on the seven criteria included in the checklist below.

### Year 5 Stop Loss Self-Assessment Check List

<b>1. Project-Based Budget and Accounting</b>
<input type="checkbox"/> The PHA’s Board has approved the operating budget for each project that reasonably reflects the anticipated revenues and expenses for the project.
<input type="checkbox"/> These project-based budgets are inclusive of all central office charges, including management fees, fees for centralized services, etc.
<input type="checkbox"/> The PHA (or its management agent) produces monthly operating statements for each project that contain the revenues and expenses of each project compared against budgeted levels, including all fees and charges from the central office cost center. Operating statements include the same level of detail as presented in the PHA’s operating budgets.
<input type="checkbox"/> Project-specific balance sheets are required for all project operating statements and must be in compliance with applicable fungibility provisions under PIH Notice 2007-9.
<input type="checkbox"/> Proceeds from the Capital Fund Program, energy performance contracts, and other sources to support project operations are reflected in the operating statements for each project. (Capital items funded from the Capital Fund Program are not required to be included in these project-specific operating statements.)
<input type="checkbox"/> The operating statements are reasonably represent the financial performance of each project and must be inclusive of all central office charges, including management fees, fees for centralized services, etc.
<input type="checkbox"/> The PHA maintains all records to support financial transactions.
<b>2. Project-Based Management</b>
<input type="checkbox"/> Property management services are arranged or provided in the best interest of the project, considering such factors as needs, cost, and responsiveness, relative to local market standards.
<b>3. Central Office Cost Center (COCC)</b>
<input type="checkbox"/> All COCC fees (property management, asset management, bookkeeping, etc.) are reasonable, as defined under Item 5 of this notice.
<input type="checkbox"/> The central office cost center operates on the allowable fees and other permitted reimbursements from its Public Housing and Housing Choice Voucher Programs, as well as revenue generated from non-public housing programs, i.e., the COCC does not operate at a deficit and does not use working capital as defined in PIH Notice 2007-9, to fund COCC operating costs.

<p><input type="checkbox"/> Solely for the purposes of stop-loss, a PHA does not fund the operation of the central office cost center with: (1) proceeds from the sale of assets acquired with public housing funds; (2) amounts from the Capital Fund Program other than those permitted for administration/planning. For example, an agency requesting stop-loss cannot use “Management Improvement” funds to pay for general accounting staff; or (3) funds received from state or local governments for the purpose of supporting operations of the center office cost center, i.e., non fee-income.</p>
<p><b>4. Centralized Services</b></p>
<p><input type="checkbox"/> Centralized functions that directly support projects are funded using a fee-for-service approach or through other allowable charge-backs.</p>
<p><input type="checkbox"/> Each project is charged for actual services received.</p>
<p><input type="checkbox"/> Centralized services are consistent with the needs of, and are in the best interests of, the project. i.e., measured in relation to cost, timeliness, and quality.</p>
<p><input type="checkbox"/> Centralized service charges are reasonable based on demonstrated data from the local market.</p>
<p><b>5. Review of Project Performance</b></p>
<p><input type="checkbox"/> The PHA systematically reviews information regarding the financial, physical, and management performance of each project, including utility consumption, and identifies non-performing properties. All variances from project budgets that exceed 10% are explained. For the purposes of this initial stop-loss deadline, a non-performing property is one that: (1) receives a REAC physical inspection score of less than 70; (2) has significant crime and drug problems (defined as incidence of Part I and Part II Crimes, in accordance with Uniform Crime Reporting, that exceed the surrounding community by 120%); (3) is below 95% occupancy; (4) has tenant accounts receivable that exceed 7% of monthly rent roll; (5) would receive a “D” or lower score under the Public Housing Assessment System (PHAS) for the Management Operations sub-indicators related to vacant unit turnaround and work orders (emergency and non-emergency); (6) has utility consumption exceeding 120% of the agency average; or (6) has other major management problems.</p>
<p><input type="checkbox"/> For any projects identified as non-performing, the PHA shall has a management plan that includes a set of recommendations and measurable goals that effectively address the area(s) of non-performance.</p>
<p><b>6. Long-term Capital Planning</b></p>
<p><input type="checkbox"/> The PHA has a physical needs assessment for each project.</p>
<p><input type="checkbox"/> The PHA has a five-year capital plan for each project that is realistic in terms of expected revenue sources, market, tenancy, and project needs.</p>
<p><input type="checkbox"/> The PHA has demonstrated a commitment to an annual reduction in energy and utility consumption through a plan, the use of HUD’s incentives, or the use of Energy Star equipment for retrofits.</p>
<p><b>7. Risk Management Responsibilities Related to Regulatory Compliance</b></p>
<p><input type="checkbox"/> In accordance with § 990.270, asset management includes risk management responsibilities related to regulatory compliance. The PHA is properly carrying out its risk management responsibilities related to regulatory compliance and:</p>

<p><b>is not designated troubled under the PHAS for physical condition, financial condition, management operations, or the Capital Fund Program;</b></p>
<p><input type="checkbox"/> <b>Has no outstanding FHEO compliance findings or a Voluntary Compliance Agreement (VCA) that have not been implemented;</b></p>
<p><input type="checkbox"/> <b>Has a current energy audit;</b></p>
<p><input type="checkbox"/> <b>Has any outstanding IG audit findings greater than six months old without demonstrated progress being made;</b></p>
<p><input type="checkbox"/> <b>Is in compliance with Admissions and Continued Occupancy Policies (ACOP) and other related occupancy directives;</b></p>
<p><input type="checkbox"/> <b>Is making satisfactory progress under Rental Housing Integrity Improvement Project/Rental Integrity Monitoring (RHIIPS/RIM) Corrective Action Plans (e.g., RIM review findings with open improper rent collections/payment findings);</b></p>
<p><input type="checkbox"/> <b>Is in compliance with PIH Notice 2005-17, Reporting Requirements for the Family Report (Form HUD-50058) to the Public Housing Information Center (PIC). PHAs are considered in compliance with form HUD-50058 reporting requirements if their public housing reporting rate, as measured by the PIC Delinquency Report, is at or above 95% at the time of their most recent assessment period;</b></p>
<p><input type="checkbox"/> <b>Is meeting the statutory Capital Fund Program obligation and expenditure deadlines; or</b></p>
<p><input type="checkbox"/> <b>Has no other major compliance deficiency. HUD may consider a PHA's progress in addressing the above compliance issues and other extenuating circumstances.</b></p>

I hereby certify that all the information stated within, as well as all information provided in the accompaniment, is true and accurate.

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Date