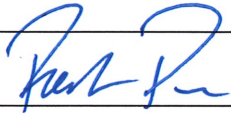




To: Board of Commissioners  
From: Preston Prince, Executive Director  
Submitted By: Baku Patel, CFO/Finance Director and Chandrika Karur, Controller  
Subject: Santa Clara County Housing Authority's Operating and Capital Budget for the Fiscal Year Ending June 30, 2022

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Approved  Date 5/26/21

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**Recommendation**

1. Accept report on the Housing Authority's Comparison of the Fiscal Year (FY) 2021 and FY 2022 operating budgets (**Attachment A**);
2. Approve the Housing Authority's proposed Operating Budget for the fiscal year ending June 30, 2022 (**FY 2022**), identified in **Attachments B and C**;
3. Approve the Housing Authority's proposed Capital Budget for the fiscal year ending June 30, 2022 (FY 2022), including the expenditure of funds identified in **Attachment D**;
4. Approve a delegation of authority to the Executive Director to authorize the use of additional funds to address unbudgeted expenditures and contingencies of up to five percent (5%) of approved FY 2022 operating expenditures, or up to \$1,874,926, with the authority to expire June 30, 2022;
5. Approve a delegation of authority to the Executive Director to authorize the use of additional funds to address unbudgeted capital expenditures of up to ten percent (10%) of approved FY 2022 capital expenditures, or up to \$224,373 with the authority to expire June 30, 2022; and
6. Direct the Executive Director to continue providing the Board with quarterly reports on budget to actual operating revenues and expenditures.

**Strategic Outcome**

The reports and recommended actions support the Strategic Plan Goal 4, Objective 4.5: Maintain the Housing Authority's fiscal health and integrity. The recommended actions do not directly support the Community Plan to End Homelessness.

**Analysis**

Before June 30 of each year, the Board of Commissioners must approve the Housing Authority's annual operating and capital budgets effective July 1, the beginning of the next fiscal year. The budget includes a projection of the coming fiscal year's operating

revenues (administrative and other fees, interest income, etc.) and expenditures, including salaries and benefits, consultant and service contracts, facilities, equipment and supplies.

Today's Board actions are for the approval of funds to pay for the Housing Authority's operations. There are no program revenues and very limited program expenditures included in this budget. Our primary program expenditure is rental assistance for our voucher programs and is paid in accordance with governing program regulations. The Board approves discretionary expenditures of program funds (non-traditional uses of Moving to Work (**MTW**) funds for development and capital repairs, for example) on an ad hoc basis as the funds are needed.

## **Budget Overview**

The proposed operating budget is a balanced budget based on projections of revenue and expenses, including:

- Federal funds that we anticipate receiving in Calendar Year (**CY**) 2021 and CY 2022 pursuant to our MTW contracts with the Department of Housing and Urban Development (**HUD**), and other federal voucher program funds; and
- Local funds we anticipate earning from our development and asset management activities during FY 2022.

The projected operating expenses reflect that **overall operating costs are at 8.1%<sup>1</sup> of our total agency revenues**, an enviable ratio for government and non-profit organizations alike. **Attachment E, Total Revenue and Expenses for the Year ending June 30, 2022**, provides a graphic view of this ratio.

Due to the timing of this Board meeting, the following important expense impacts are not incorporated into the operating budget:

- The financial impacts of the new labor contract are not included in this budget as the negotiations were still pending when the FY 2022 budget was finalized;
- The relocation cost to the new office building at 3553 N. First Street is not part of this budget as the improvements to the building are still in the design phase and it is not possible to estimate at this time; and,
- The interest expense and other debt issuance related costs for the new office building are not included in this budget as the debt financing structure is still not finalized.

We plan on bringing back the financial impacts of the above items to the Board as a budget amendment mid-year should they exceed the Executive Director's delegated authority up to \$1.8 million as stated above.

The Housing Authority's proposed operating expenditures are \$37,498,518, an increase of \$2,365,682 over last year's budget of \$35,132,836 (**Attachment A**). This increase is primarily attributable to merit increases under our current Compensation Plan, new positions, operating and maintenance expenses for the new office building at 3553 N. First Street and increased administrative contract costs.

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<sup>1</sup> Budgeted Operating Expenditures are \$37,498,518; total agency revenues are projected to be \$460,280,426.

## Revenues

### *Federal Programs*

The Housing Authority's predominant source of funds comes through the HUD MTW contracts, which set forth two formulas for calculating the total amount of MTW funds that we are eligible for: one formula provides how our rental assistance or Housing Assistance Payments (**HAP**) will be calculated, and a second formula provides how administrative fee will be calculated<sup>2</sup>. HUD calculates actual funding with reference to this eligibility amount, which is then prorated (up or down) according to funds Congress appropriates. For example, if renewal of the voucher program costs \$100 million, but HUD only makes \$95 million available, we would say it is a 95% pro-ration of HAP. Similarly, Congress typically appropriates much less than 100% of our eligible administrative fee, so the resulting administrative fee pro-ration is always substantially lower than the HAP pro-ration.

HAP funding proration for CY 2021 is 100.0% of eligibility; projected proration for CY 2021 MTW administrative fees is at 82% of eligibility. For the period of January – June 2022, we are assuming a HAP proration of 99.63% and an administrative fee proration of 81.38%.

While the MTW contracts provide separate funding for rental assistance versus administrative fee, as an MTW agency we have the flexibility to combine the funds and use them for authorized purposes under the 1937 Housing Act and as authorized through our HUD-approved MTW Plans (single fund flexibility). Pursuant to Board direction, the Housing Authority staff calculates MTW operating revenues by blending the program and administrative fund prorations. We calculated revenues under a blended proration of 98.99% for the first half of the fiscal year, and 98.57% for the second half of the fiscal year, yielding an overall 98.78% blended proration for FY 2022. Therefore, the proposed operating budget includes use of up to \$4.1 million of HAP funding to cover the administrative fee short fall. Despite this, the FY 2022 budgeted operating expenses exceed the projected revenues, and we are also recommending use of an additional \$5.3 million in MTW reserve funds to cover the FY 2022 operating costs.

In addition to MTW funds, we receive other federal funds for specialized vouchers, including Veterans Affairs Supportive Housing (**VASH**), Mainstream, Non-Elderly Disabled (**NED**), Family Unification Program (**FUP**) and Moderate Rehabilitation. Starting in FY 2021, we will receive funding for two new programs: Foster Youth to Independence Initiative (**FYI**) and Rental Assistance Demonstration (**RAD**). We also receive only partial funding for our Family Self Sufficiency (**FSS**) program, so the FY 2022 budget also incorporates use of \$319,501 in MTW funds to supplement this program.

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<sup>2</sup> Public housing or Section 9 funds are also paid under this contract but, given that we have only four public housing units, this is an immaterial part of our budget.

## *Local Programs*

In addition to federal funds, approximately \$2.5 million in revenues will be earned through our development and asset management activities. Additionally, approximately \$1.7 million in MTW funds is needed to fully fund our asset management activities, as permitted by MTW Activity 2012-4, which allows use of MTW funds for preservation of our existing housing portfolio.

## **Expenditures**

The majority of the Housing Authority's operating expenditures are the recurring cost of salaries and benefits and administrative contracts. Our pension and Other Post Employment Benefit obligations are fully funded, meaning under required reporting standards and, based on our 2019 actuarial analysis, the funds are projected to be sufficient to cover our current and future retiree obligations. A breakdown of operating expenses by program is graphically depicted on **Attachment F, Operating Expenses by Program for the Year ending June 30, 2022**.

## *Personnel*

Personnel costs are the Housing Authority's primary operating expense, including salaries, benefits, training, facility and equipment needs. In the face of the health risks presented by COVID-19, we continue to take all steps necessary to protect our most precious asset, our employees. While much of our effort over the last year has been focused on continuity of services, maintaining workplace safety, and mitigating risk associated with COVID-19, we have also spent concerted effort on negotiating terms of a successor contract for represented employees which has resulted in a successful outcome and a five-year contract term.

The FY 2022 includes a total of 7 new positions. This results in a change to our total position count from 169 in FY 2021 to 176 positions in FY 2022. Of the 176 budgeted positions 20 positions are currently vacant.

## *Program Expenditures*

The budget also includes some planned expenditures for approved MTW activities such as:

- \$236,392 in MTW funds for housing search services for our Section 8 program;
- \$750,000 in MTW funds for focus forward program; and,
- \$75,000 in MTW funds for STRIVE scholarship recipients.

## *Capital Expenditures*

We are proposing a capital budget of \$2,243,732 for the development and enhancement of SCCHA 2.0, a technology tool that will support SCCHA in collecting, organizing and prioritizing client documents and work processes in a document and task management system. These costs will be funded as they are incurred using MTW funds.

In addition, SCCHA is estimating \$28.0 million in building improvements costs for the new office building. These are not included in the proposed capital budget as the project is still in its design phase and cost estimates are not finalized.

We will present the revised capital budget to the Board as an amendment mid-year should they exceed the delegation of authority of the Executive Director.

## **Status of Reserves**

### *HARA Reserves*

The Housing Authority holds over \$24.3 million in the Housing Authority Reserve Account (**HARA**), which is the agency's non-federal revenue fund. Twenty million (\$20 million) is set aside to address program contingencies pursuant to the Board's policy.

### *MTW Reserves*

Finance staff currently provides a quarterly MTW reserve report to the Board, which outlines MTW revenues, expenditures and reserve balance for the period. The report also includes a list of Board approved commitments for development and asset management activities.

The staff will continue to explore opportunities for the use of reserves to maximize equitable access to housing opportunities for high risk, underserved, and vulnerable residents in the County of Santa Clara.

## **Contingency**

The proposed budget is based on an estimate of the funds required and allowable to pay projected expenditures. The revenue and expense estimates and projections may vary, and so the Executive Director requests that the Board authorize the use of additional funds (HARA, MTW or public housing proceeds where applicable) to address contingencies that may arise during the year as identified in the recommendations above. Expenditure of these contingency funds would be subject to the Board's delegation limit (currently \$250,000 per expenditure type), excepting urgent issues that do not allow time to obtain the Board's authority.

## **Conclusion**

The Housing Authority is in sound fiscal condition and able to respond to reasonable funding challenges that may present themselves during the fiscal year. The Housing Authority has adequate financial strength to meet its normal obligations, including its long-term employee retiree pension and health obligations, and housing program contingencies.

## **Fiscal Impact**

The impact of this budget is described in the attached documents.

## **Attachments**

- A. Two Year Annual Comparison – Agency Wide for the year ending June 30, 2022
- B. Operating Budget Summary for the year ending June 30, 2022
- C. Operating Budget Detail for the year ending June 30, 2022
- D. Capital Budget for the year ending June 30, 2022
- E. Total Revenue and Expenses for the year ending June 30, 2022
- F. Operating Expenses by Program for the year ending June 30, 2022

**ATTACHMENT A**  
**SANTA CLARA COUNTY HOUSING AUTHORITY**  
**TWO YEAR ANNUAL COMPARISON - AGENCY WIDE**  
**FOR THE YEAR ENDING JUNE 30, 2022**

	FY21 Budget	FY22 Budget	\$ Change	% Change	Commentaries (\$150,000 AND 10% change)
<b>INCOME</b>					
Tenant Rental Income	7,560	17,112	9,552	126.3%	
Rent Revenue Misc.	-	32,176	32,176	100.0%	
Operating Subsidy	11,633	11,633	-	0.0%	
Building Rent	683,563	-	(683,563)	-100.0%	With the move to the new building at 3553 N 1st street planned for the end of FY22, the Agency does not anticipate to incur further major expenses or renovations related to Julian building for the rest of our occupancy. Therefore, the Agency will apply funds accumulated in the Julian building reserves (collected from federal and local programs in prior years) towards rent for the programs remaining months of occupancy in this building.
Interest Income - Ground Lease	5,343	4,564	(779)	-14.6%	
Developer Fee	1,851,956	1,849,000	(2,956)	-0.2%	
Compliance Administrator Fee	21,549	18,849	(2,700)	-12.5%	
Land Lease	146,685	146,685	-	0.0%	
Other Misc. Income	203,096	211,583	8,487	4.2%	
Management Oversight Fee	352,706	367,255	14,549	4.1%	In FY21, this was presented as Property Management Fee
Income - Leasing and Compliance	1,020	-	(1,020)	-100.0%	
Asset Management Fees	201,367	104,185	(97,182)	-48.3%	
Admin Fee Earned (Main Stream)	280,662	366,727	86,065	30.7%	
Admin Fee Earned (HUD -VASH)	1,293,733	1,334,945	41,212	3.2%	
Admin Fee Earned - FUP	136,633	137,680	1,047	0.8%	
Admin Fee Earned - Non Elderly with Disabilities	11,738	12,272	534	4.5%	
Admin Fee - City	8,993,362	9,588,226	594,864	6.6%	Increase in Admin Fee Earned in the MTW Housing Choice Voucher (HCV) program is primarily due to the following:
Admin Fee - County	13,496,783	14,621,565	1,124,782	8.3%	1) Increase in number of projected unit months leased and 2) Increase in HUD admin fee rate per unit leased by an average of \$4.345.
FSS Coordinator Fees	380,196	424,607	44,411	11.7%	
<b>TOTAL INCOME</b>	<b>28,079,585</b>	<b>29,249,065</b>	<b>1,169,480</b>	<b>4.2%</b>	

<b>EXPENSE</b>					
Administrative - Salaries	16,681,368	17,972,061	1,290,693	7.7%	The increase in Administrative Salaries is primarily due to merit increases and new positions added in FY22.
Admini. Salaries - FSS Coordinator	99,111	101,832	2,721	2.7%	
Compensated Balances-Vacation	1,213,707	1,227,625	13,918	1.1%	
Compensated Balances-Sick Earned	764,917	823,674	58,757	7.7%	
Compensated Balance - Sick Lv FSS	4,574	4,704	130	2.8%	

	FY21 Budget	FY22 Budget	\$ Change	% Change	Commentaries (\$150,000 AND 10% change)
Compensated Balance - Vacation Lv FSS	8,768	9,012	244	2.8%	
Legal Expense - General	157,500	181,500	24,000	15.2%	
Legal Expense - Employment	50,000	100,000	50,000	100.0%	
Staff Training Expense	305,770	292,795	(12,975)	-4.2%	
Tuition Reimbursement	35,000	35,000	-	0.0%	
Business Travel Expense	65,404	72,792	7,388	11.3%	
Automobile Insurance	2,894	4,587	1,693	58.5%	
Other Auto Expense	1,940	2,600	660	34.0%	
Staff Mileage Reimbursement	4,375	4,075	(300)	-6.9%	
Mileage Reimbursements	150	150	-	0.0%	
Financial Audit	116,166	120,744	4,578	3.9%	
Accounting Fees	360	360	-	0.0%	
Building Rent	792,213	87,050	(705,163)	-89.0%	Because rental income is not budgeted for Julian building in FY22, there is no corresponding building rent expenses budgeted (See Building Rent Income above for more information). In addition, the lease for 345 N Autumn St. was terminated on January 15, 2020.
Storage Facilities	21,905	23,472	1,567	7.2%	
Temporary Help	355,487	280,417	(75,070)	-21.1%	
Office Supplies	74,194	67,320	(6,874)	-9.3%	
Communication Expense	19,038	25,224	6,186	32.5%	
Internet / Wan Expense	43,241	37,074	(6,167)	-14.3%	
Postage, Handling and Freight	136,273	133,308	(2,965)	-2.2%	
Office Equipment Rental	91,879	101,748	9,869	10.7%	
Publication and Membership	86,398	82,669	(3,729)	-4.3%	
Miscellaneous	670	732	62	9.3%	
Program Promotion	264,655	189,355	(75,300)	-28.5%	
Administrative Contract	3,832,505	4,314,190	481,685	12.6%	<p>The increase in administrative contracts is primarily due to the following:</p> <p>1) \$750k in a new program initiative called Focus Forward. This program provides Housing Choice Voucher participants assistance for up to 10 years which includes case management and linkage to services in support of self-sufficiency goals, financial incentives, asset-building escrow, and non-monetary incentives.</p> <p>2) \$355k of post implementation, operational, and troubleshooting related expenses for SCCHA 2.0, a design tool that will support SCCHA in collecting, organizing and prioritizing client documents and work processes in a document and task management system</p> <p>The above increases are offset by projects budgeted in FY21 but not in FY22, such as the Tenant Applicant Portal, Interest List and Document Management System. In addition, there is a decrease in the budget amount for Abode Housing Search services in FY22 compared to FY21.</p>
Property Management Fees	1,920	52,920	51,000	2656.3%	
Scholarship Fund	55,750	80,750	25,000	44.8%	
Pre-Printed Forms	23,250	23,744	494	2.1%	
Benefit Administrative Fee	20,550	21,700	1,150	5.6%	
Recruitment Expense	101,693	115,247	13,554	13.3%	
Board Meeting Expense	9,500	9,500	-	0.0%	



	FY21 Budget	FY22 Budget	\$ Change	% Change	Commentaries (\$150,000 AND 10% change)
Admin Contract - Tenant Svcs-ROSS	390,596	597,996	207,400	53.1%	The increase in Admin Contract - Tenant Services is related to the LifeSteps Admin contracts adding a 4th and 5th case manager that will be hired for the full year. There will also be a 3% hourly rate increase from January to June 2022 for the case managers.
Cellular Phone/Pagers	44,263	45,264	1,001	2.3%	
Agency Meeting Expense	19,995	19,696	(299)	-1.5%	
Ergonomics Expense	10,000	10,000	-	0.0%	
Public Notices	7,000	4,000	(3,000)	-42.9%	
Bank Charges	26,400	38,940	12,540	47.5%	
Payroll Expense	7,794	7,950	156	2.0%	
Computer Expense	37,922	21,200	(16,722)	-44.1%	
Software Purchases	7,500	7,500	-	0.0%	
Computer Contracts	1,036,646	1,144,728	108,082	10.4%	
Resident Programs	2,374	2,594	220	9.3%	
Misc. Expense	50	50	-	0.0%	
Water	29,239	55,492	26,253	89.8%	
Electricity	149,987	209,715	59,728	39.8%	
Gas	12,145	19,753	7,608	62.6%	
Sewer Fee	13,593	21,791	8,198	60.3%	
Appliance Parts	600	600	-	0.0%	
Electrical	250	250	-	0.0%	
Hardware	4,600	6,000	1,400	30.4%	
Miscellaneous	3,400	-	(3,400)	-100.0%	
Plumbing	500	500	-	0.0%	
Landscaping Materials	2,754	10,750	7,996	290.3%	
Garbage Service	15,632	18,642	3,010	19.3%	
Janitorial Contracts	156,351	104,598	(51,753)	-33.1%	
Grounds Contract	48,863	172,678	123,815	253.4%	
Automatic Door Maintenance	3,897	3,147	(750)	-19.2%	
Electrical Work	8,750	7,750	(1,000)	-11.4%	
Electric Gates Maintenance	6,092	5,592	(500)	-8.2%	
Elevator Service	11,430	19,315	7,885	69.0%	
Boiler Maintenance	7,657	9,653	1,996	26.1%	
Plumbing Work	5,250	5,250	-	0.0%	
Fumigation	8,102	7,637	(465)	-5.7%	
Other Maintenance Contract	86,300	39,900	(46,400)	-53.8%	
Floor Coverings	90,000	-	(90,000)	-100.0%	
Painting and Decorating	500	500	-	0.0%	
Roof Repair	1,200	7,800	6,600	550.0%	
HVAC System	28,072	41,629	13,557	48.3%	
Protective Service - Materials	10,675	10,625	(50)	-0.5%	

	FY21 Budget	FY22 Budget	\$ Change	% Change	Commentaries (\$150,000 AND 10% change)
					The increase in Protective Services contracts are primarily due to the following:
Protective Service Contracts	130,599	316,059	185,460	142.0%	1) \$121k of security guard and fire monitoring services for the new building at 3553 N 1st street that is not in last year's budget. 2) \$60k increase in needed security at the East Santa Clara and RACE Street properties due to more encampments and break-ins as a result of COVID.
Commercial Package-Liability	78,576	170,726	92,150	117.3%	The increase in insurance expense is primarily due to the following:
Commercial Package-Casualty	53,966	121,496	67,530	125.1%	1) \$180k in commercial liability, property insurance and deductibles for the new building at 3553 N 1st Street.
Other Insurance	63,907	117,967	54,060	84.6%	2) \$50k of excess Directors & Officers (D&O) and Employment Practices Liability Insurance (EPLI)
Insurance Deductible	300,000	325,000	25,000	8.3%	insurance premium not included in last year's budget.
Payment In Lieu Of Taxes	968	1,194	226	23.4%	
Benefits-Administrative	3,010,192	3,191,157	180,965	6.0%	
Benefits- CalPERS EPMC	24,514	12,000	(12,514)	-51.0%	
Benefits-CalPERS ER Contribution	1,431,152	1,487,217	56,065	3.9%	
Benefits FSS Coordinator	11,742	20,220	8,478	72.2%	
Workers Compensation Insurance	318,013	359,819	41,806	13.1%	
Worker Comp - FSS Coordinator	1,965	2,124	159	8.1%	
Payroll Taxes	1,271,946	1,365,048	93,102	7.3%	
Payroll Taxes FSS	8,016	8,220	204	2.5%	
Benefits - Retirees	402,472	430,841	28,369	7.0%	
City License Fee	826	826	-	0.0%	
State Fee	-	100	100	0.0%	
Admin Fee-Port Out-City and County (HCV)	83,712	83,712	-	0.0%	
Property Taxes/Assessments	15,500	-	(15,500)	-100.0%	
Other General Expenses	2,556	2,556	-	0.0%	
Project Feasibility Expenses	25,000	25,000	-	0.0%	
COVID-19 Expenses	118,810	138,920	20,110	16.9%	
<b>TOTAL EXPENSES</b>	<b>35,093,936</b>	<b>37,459,618</b>	<b>2,365,682</b>	<b>6.7%</b>	
<b>GROSS SURPLUS (DEFICIT)</b>	<b>(7,014,351)</b>	<b>(8,210,553)</b>	<b>(1,196,202)</b>	<b>17.1%</b>	
<b>INDIRECT ALLOCATIONS</b>					
Income - Indirect General Support	10,164,807	10,856,676	691,868	6.8%	
Income - Facility Support	2,010,096	1,201,506	(808,590)	-40.2%	
Indirect General Support - Finance	3,528,094	3,583,854	55,760	1.6%	
Indirect General Support - Human Resources	1,663,096	2,164,143	501,047	30.1%	
Indirect General Support - Executive	2,025,237	2,075,035	49,798	2.5%	
Indirect General Support - General Services	1,223,431	1,253,000	29,569	2.4%	
Indirect General Support - ITU	1,724,950	1,780,643	55,693	3.2%	
Facility Support - Main Bldg (Julian)	2,010,096	1,201,506	(808,590)	-40.2%	
<b>TOTAL INDIRECT ALLOCATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	

	FY21 Budget	FY22 Budget	\$ Change	% Change	Commentaries (\$150,000 AND 10% change)
<b>NET SURPLUS (DEFICIT)</b>	<b>(7,014,351)</b>	<b>(8,210,553)</b>	<b>(1,196,202)</b>	<b>17.1%</b>	
<b>NON OPERATING REVENUE / (EXPENSE)</b>					
					The decrease in interest income is primarily due to the following:
Interest Income	1,160,448	473,930	(686,518)	-59.2%	The Housing Authority Reserve Account (HARA funds invested in Local Agency Investment Fund (LAIF) were reduced due to the purchase of the new building at 3553 N 1st street. In addition, the LAIF interest rates have steadily declined in the last few months. This resulted in a decrease of \$905k in interest income compared to last year's budget.
					The above is offset by \$240k of interest income from the Park Ave Senior notes receivable that was not budgeted in FY21.
Interest Income From Bond	514,000	383,300	(130,700)	-25.4%	
Interest Expense - City Of S.J	(38,900)	(38,900)	-	0.0%	
<b>TOTAL NON OPERATING REVENUE / (EXPENSE)</b>	<b>1,635,548</b>	<b>818,330</b>	<b>(817,218)</b>	<b>-50.0%</b>	
Transfers In	33,846,395	36,111,841	2,265,446	6.7%	
Transfers Out	(33,846,395)	(36,111,841)	(2,265,446)	6.7%	
<b>TOTAL TRANSFERS IN / (OUT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>NET INCOME (LOSS)</b>	<b>\$ (5,378,803)</b>	<b>\$ (7,392,223)</b>	<b>\$ (2,013,420)</b>	<b>37.4%</b>	

**ATTACHMENT B**  
**SANTA CLARA COUNTY HOUSING AUTHORITY**  
**OPERATING BUDGET SUMMARY**  
**FOR THE YEAR ENDING JUNE 30, 2022**

	HARA	Total Federal Programs	Total Local Programs	Total Indirect Departments	Total FY22
<b>TOTAL INCOME</b>	62,861	26,635,932	2,550,272	-	29,249,065
<b>TOTAL EXPENSES</b>	787,213	20,698,597	3,915,627	12,058,182	37,459,618
<b>GROSS SURPLUS (DEFICIT)</b>	(724,352)	5,937,335	(1,365,355)	(12,058,182)	(8,210,553)
<b>TOTAL INDIRECT ALLOCATIONS</b>	-	(10,726,539)	(1,331,642)	12,058,182	-
<b>NET SURPLUS (DEFICIT)</b>	(724,352)	(4,789,204)	(2,696,997)	-	(8,210,553)
<b>TOTAL NON OPERATING REVENUE / (EXPENSE)</b>	452,030	349,100	17,200	-	818,330
Transfers In	456,206	33,947,600	1,708,035	-	36,111,841
Transfers Out	(825,866)	(35,285,975)	-	-	(36,111,841)
<b>TOTAL TRANSFERS IN / (OUT)</b>	(369,660)	(1,338,375)	1,708,035	-	-
<b>NET INCOME (LOSS) PRIOR TO RESERVES</b>	(641,982)	(5,778,479)	(971,762)	-	(7,392,223)
Use of reserves - Prior year	641,982	493,625	971,762	-	2,107,369
Use of reserves - MTW	-	5,284,854	-	-	5,284,854
<b>NET INCOME (LOSS)</b>	-	-	-	-	-
<b>TOTAL HOUSING ASSISTANCE EARNED</b>	-	430,174,131	-	-	430,174,131
<b>TOTAL HOUSING ASSISTANCE PAYMENTS</b>	-	402,120,834	-	-	402,120,834

**ATTACHMENT C**  
**SANTA CLARA COUNTY HOUSING AUTHORITY**  
**OPERATING BUDGET DETAIL**  
**FOR THE YEAR ENDING JUNE 30, 2022**

	HARA	Total Federal Programs	Total Local Programs	Total Indirect Departments	Total FY22
<b>INCOME</b>					
Tenant Rental Income	-	17,112	-	-	17,112
Rent Revenue Misc.	32,176	-	-	-	32,176
Operating Subsidy	-	11,633	-	-	11,633
Building Rent	-	-	-	-	-
Interest Income - Ground Lease	-	4,564	-	-	4,564
Developer Fee	-	-	1,849,000	-	1,849,000
Compliance Administrator Fee	-	-	18,849	-	18,849
Land Lease	30,685	116,000	-	-	146,685
Other Misc. Income	-	600	210,983	-	211,583
Management Oversight Fee	-	-	367,255	-	367,255
Asset Management Fees	-	-	104,185	-	104,185
Admin Fee Earned (Main Stream)	-	366,727	-	-	366,727
Admin Fee Earned (HUD -VASH)	-	1,334,945	-	-	1,334,945
Admin Fee Earned - FUP	-	137,680	-	-	137,680
Admin Fee Earned - Non Elderly with Disabilities	-	12,272	-	-	12,272
Admin Fee - City	-	9,588,226	-	-	9,588,226
Admin Fee - County	-	14,621,565	-	-	14,621,565
FSS Coordinator Fees	-	424,607	-	-	424,607
<b>TOTAL INCOME</b>	<b>62,861</b>	<b>26,635,932</b>	<b>2,550,272</b>	<b>-</b>	<b>29,249,065</b>
<b>EXPENSE</b>					
Administrative - Salaries	-	9,566,183	2,286,628	6,119,250	17,972,061
Admini. Salaries - FSS Coordinator	-	101,832	-	-	101,832
Compensated Balances-Vacation	-	664,132	137,294	426,198	1,227,625
Compensated Balances-Sick Earned	-	438,795	105,350	279,529	823,674
Compensated Balance - Sick Lv FSS	-	4,704	-	-	4,704
Compensated Balance - Vacation Lv FSS	-	9,012	-	-	9,012
Legal Expense - General	20,000	15,500	15,000	131,000	181,500
Legal Expense - Employment	-	-	-	100,000	100,000
Staff Training Expense	-	165,577	20,559	106,659	292,795
Tuition Reimbursement	-	-	-	35,000	35,000
Business Travel Expense	-	17,200	9,000	46,592	72,792
Automobile Insurance	-	-	-	4,587	4,587
Other Auto Expense	-	-	-	2,600	2,600
Staff Mileage Reimbursement	-	875	1,000	2,200	4,075
Mileage Reimbursements	-	-	-	150	150
Financial Audit	1,307	105,955	13,482	-	120,744
Accounting Fees	-	360	-	-	360
Building Rent	-	-	-	87,050	87,050
Storage Facilities	-	258	2,555	20,659	23,472
Temporary Help	-	143,704	-	136,713	280,417
Office Supplies	-	37,539	2,976	26,805	67,320
Communication Expense	3,000	12,375	1,722	8,127	25,224
Internet / Wan Expense	-	21,523	3,472	12,079	37,074
Postage, Handling and Freight	-	128,398	250	4,660	133,308
Office Equipment Rental	-	68,973	8,497	24,278	101,748
Publication and Membership	6,500	-	-	76,169	82,669
Miscellaneous	-	-	-	732	732
Program Promotion	14,700	108,855	-	65,800	189,355
Administrative Contract	240,000	3,243,367	248,138	582,685	4,314,190
Property Management Fees	51,000	1,920	-	-	52,920
Scholarship Fund	5,750	75,000	-	-	80,750
Pre-Printed Forms	-	23,644	-	100	23,744
Benefit Administrative Fee	-	-	-	21,700	21,700
Recruitment Expense	-	18,832	77,265	19,150	115,247
Board Meeting Expense	-	-	-	9,500	9,500
Admin Contract - Tenant Svcs-ROSS	-	597,996	-	-	597,996

**ATTACHMENT C**  
**SANTA CLARA COUNTY HOUSING AUTHORITY**  
**OPERATING BUDGET DETAIL**  
**FOR THE YEAR ENDING JUNE 30, 2022**

	HARA	Total Federal Programs	Total Local Programs	Total Indirect Departments	Total FY22
Cellular Phone/Pagers	-	10,575	9,084	25,605	45,264
Agency Meeting Expense	-	550	185	18,961	19,696
Ergonomics Expense	-	-	-	10,000	10,000
Public Notices	-	4,000	-	-	4,000
Bank Charges	10,574	21,446	6,920	-	38,940
Payroll Expense	-	7,950	-	-	7,950
Computer Expense	-	17,082	497	3,621	21,200
Software Purchases	-	-	7,500	-	7,500
Computer Contracts	-	733,246	75,518	335,963	1,144,728
Resident Programs	-	2,594	-	-	2,594
Misc. Expense	-	50	-	-	50
Water	26,280	6,284	7,568	15,360	55,492
Electricity	36,000	2,203	792	170,720	209,715
Gas	360	61	-	19,332	19,753
Sewer Fee	-	17,784	107	3,900	21,791
Appliance Parts	-	600	-	-	600
Electrical	-	250	-	-	250
Hardware	-	6,000	-	-	6,000
Plumbing	-	500	-	-	500
Landscaping Materials	-	2,750	8,000	-	10,750
Garbage Service	-	8,722	-	9,920	18,642
Janitorial Contracts	-	1,826	4,196	98,576	104,598
Grounds Contract	42,050	84,868	27,512	18,248	172,678
Automatic Door Maintenance	-	-	-	3,147	3,147
Electrical Work	-	-	-	7,750	7,750
Electric Gates Maintenance	-	-	-	5,592	5,592
Elevator Service	7,700	-	-	11,615	19,315
Boiler Maintenance	-	-	-	9,653	9,653
Plumbing Work	-	-	-	5,250	5,250
Fumigation	-	2,750	-	4,887	7,637
Other Maintenance Contract	15,000	500	1,200	23,200	39,900
Painting and Decorating	-	500	-	-	500
Roof Repair	6,600	-	-	1,200	7,800
HVAC System	-	500	-	41,129	41,629
Protective Service - Materials	-	-	-	10,625	10,625
Protective Service Contracts	120,560	66,250	-	129,249	316,059
Commercial Package-Liability	90,000	51,666	8,096	20,964	170,726
Commercial Package-Casualty	64,832	-	-	56,664	121,496
Other Insurance	-	5,250	-	112,717	117,967
Insurance Deductible	25,000	-	-	300,000	325,000
Payment In Lieu Of Taxes	-	1,194	-	-	1,194
Benefits-Administrative	-	1,982,969	342,915	865,273	3,191,157
Benefits- CalPERS EPMC	-	-	-	12,000	12,000
Benefits-CalPERS ER Contribution	-	796,706	191,280	499,231	1,487,217
Benefits FSS Coordinator	-	20,220	-	-	20,220
Workers Compensation Insurance	-	198,028	31,230	130,562	359,819
Worker Comp - FSS Coordinator	-	2,124	-	-	2,124
Payroll Taxes	-	759,904	166,167	438,977	1,365,048
Payroll Taxes FSS	-	8,220	-	-	8,220
Benefits - Retirees	-	209,888	65,021	155,932	430,841
City License Fee	-	-	-	826	826
State Fee	-	-	100	-	100
Admin Fee-Port Out-City and County (HCV)	-	83,712	-	-	83,712
Other General Expenses	-	-	2,556	-	2,556
Project Feasibility Expenses	-	-	25,000	-	25,000
COVID-19 Expenses	-	6,365	995	131,560	138,920
<b>TOTAL EXPENSES</b>	<b>787,213</b>	<b>20,698,597</b>	<b>3,915,627</b>	<b>12,058,182</b>	<b>37,459,618</b>
<b>GROSS SURPLUS (DEFICIT)</b>	<b>(724,352)</b>	<b>5,937,335</b>	<b>(1,365,355)</b>	<b>(12,058,182)</b>	<b>(8,210,553)</b>

**ATTACHMENT C**  
**SANTA CLARA COUNTY HOUSING AUTHORITY**  
**OPERATING BUDGET DETAIL**  
**FOR THE YEAR ENDING JUNE 30, 2022**

	HARA	Total Federal Programs	Total Local Programs	Total Indirect Departments	Total FY22
<b>INDIRECT ALLOCATIONS</b>					
Income - Indirect General Support	-	-	-	10,856,676	10,856,676
Income - Facility Support	-	-	-	1,201,506	1,201,506
Indirect General Support - Finance	-	3,179,301	404,553	-	3,583,854
Indirect General Support - Human Resources	-	1,919,851	244,292	-	2,164,143
Indirect General Support - Executive	-	1,840,800	234,235	-	2,075,035
Indirect General Support - General Services	-	1,111,558	141,442	-	1,253,000
Indirect General Support - ITU	-	1,579,640	201,003	-	1,780,643
Facility Support - Main Bldg (Julian)	-	1,095,389	106,117	-	1,201,506
<b>TOTAL INDIRECT ALLOCATIONS</b>	-	(10,726,539)	(1,331,642)	12,058,182	-
<b>NET SURPLUS (DEFICIT)</b>	(724,352)	(4,789,204)	(2,696,997)	-	(8,210,553)
<b>NON OPERATING REVENUE / (EXPENSE)</b>					
Interest Income	68,730	388,000	17,200	-	473,930
Interest Income From Bond	383,300	-	-	-	383,300
Interest Expense - City Of S.J	-	(38,900)	-	-	(38,900)
<b>TOTAL NON OPERATING REVENUE / (EXPENSE)</b>	452,030	349,100	17,200	-	818,330
<b>TRANSFERS IN / (OUT)</b>					
Transfers In	456,206	33,947,600	1,708,035	-	36,111,841
Transfers Out	(825,866)	(35,285,975)	-	-	(36,111,841)
<b>TOTAL TRANSFERS IN / (OUT)</b>	(369,660)	(1,338,375)	1,708,035	-	-
<b>NET INCOME (LOSS) PRIOR TO RESERVES</b>	(641,982)	(5,778,479)	(971,762)	-	(7,392,223)
Use of reserves - Prior year	641,982	493,625	971,762	-	2,107,369
Use of reserves - MTW	-	5,284,854	-	-	5,284,854
<b>NET INCOME (LOSS)</b>	-	-	-	-	-
<b>TOTAL HOUSING ASSISTANCE EARNED</b>	-	430,174,131	-	-	430,174,131
<b>TOTAL HOUSING ASSISTANCE PAYMENTS</b>	-	402,120,834	-	-	402,120,834

**ATTACHMENT D**  
**SANTA CLARA COUNTY HOUSING AUTHORITY**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING JUNE 30, 2022**

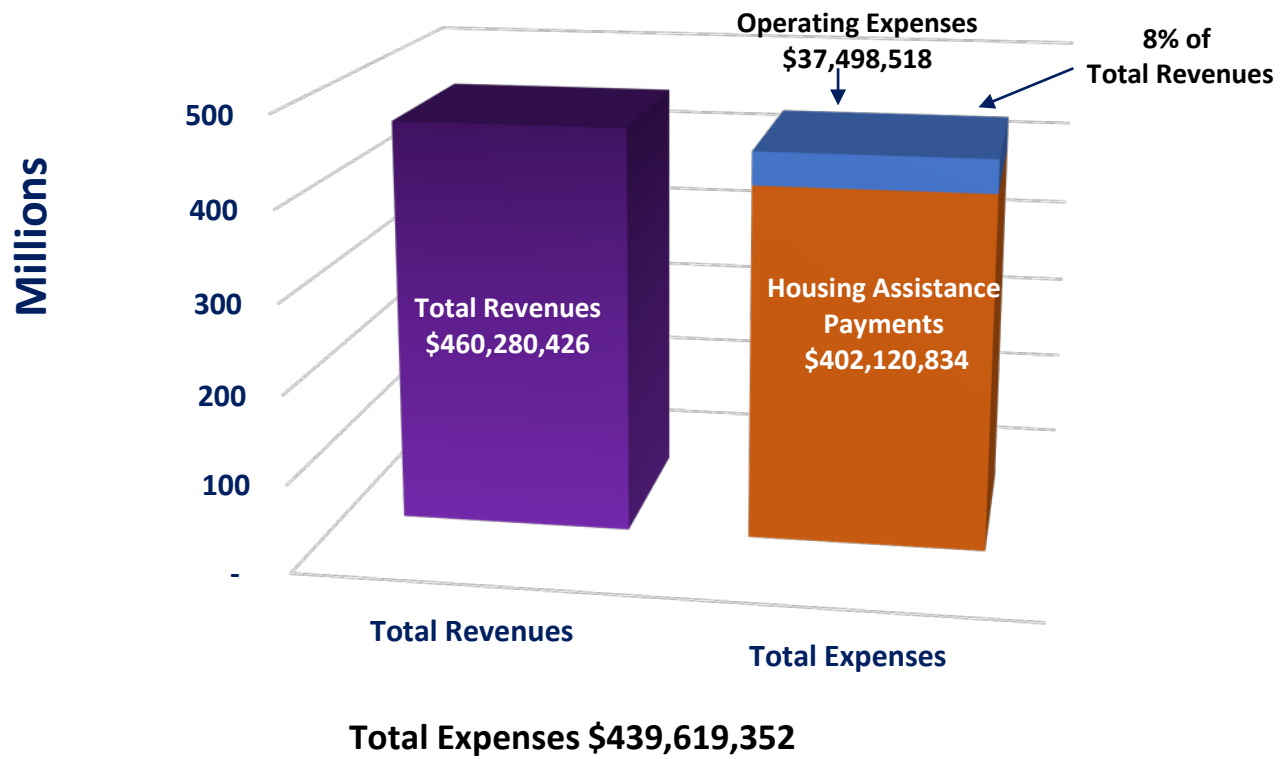
<b>Department</b>	<b>Project</b>	<b>FY22</b>
Federal Programs	SCCHA 2.0 - Tenant Applicant Portal	\$ 2,218,732
Federal Programs	TAP 2.0 - enhancement to SCCHA 2.0	\$ 25,000
<b>Total</b>		<b>\$ 2,243,732</b>



# Attachment E

## SANTA CLARA COUNTY HOUSING AUTHORITY

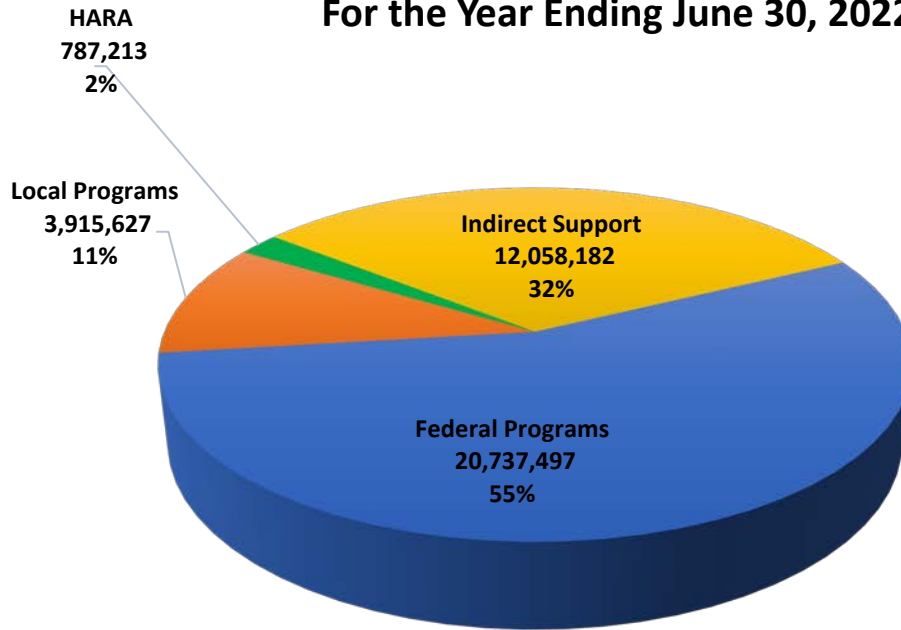
### Total Revenue and Expenses For the Year Ending June 30, 2022



# Attachment F

## SANTA CLARA COUNTY HOUSING AUTHORITY

**Operating Expenses by Program  
For the Year Ending June 30, 2022**



**Total Operating Expenditures  
\$37,498,518**

**Indirect Support Departments**

- \* Executive
- \* Facilities
- \* Finance
- \* General Services
- \* Human Resources
- \* Information Technology