# FY2015 Comprehensive Budget Book

CHA

CHICAGO HOUSING AUTHORITY™

GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

**PRESENTED TO**

## Chicago Housing Authority

**Illinois**

For the Fiscal Year Beginning

**January 1, 2014**

Executive Director

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CHA
CHICAGO HOUSING AUTHORITY

December 16, 2014

To the Board of Commissioners:

As the Chief Executive Officer of the Chicago Housing Authority (CHA), I want to thank you for your vested interest in the work of the agency in providing safe, affordable housing for Chicago's low-income families. With the continued support of the U. S. Department of Housing and Urban Development (HUD) and the Mayor of the City of Chicago, Rahm Emanuel, my staff and I are continuing to implement the strategies set forth by CHA's strategic vision, Plan Forward.

I am proud to present CHA's FY2015 Comprehensive Budget Book which outlines the budget for the upcoming year. The budget not only includes information on the FY2015 operating and capital expenditures but also advances the goals and priorities of the agency. The goals include:

1. Reimagining the final phase of the Plan for Transformation, coordinating public and private investments to develop vibrant, complete communities;
2. Ensuring that CHA's housing portfolio is safe, decent and sustainable; and
3. Expanding services to more residents, targeted to their needs, and at critical milestones in their lives.

The financial landscape for the upcoming year is shifting from previous years. Yet, the agency remains fully committed to the goals of Plan Forward. In order to meet these goals, CHA anticipates adding 1,040 housing units to bring CHA's total of 23,141 housing units by the end of FY2015. In addition, the agency anticipates serving over 60,000 households across the Housing Choice Voucher and public housing programs. Other key budgetary initiatives include targeted services to CHA's residents with education and employment strategies.

CHA's FY2015 Comprehensive Budget document is an important tool for the agency to realize its' vision to create sustainable, healthy communities for Chicago. I look forward to the good work this organization will accomplish in the coming year.

Sincerely,

Michael Merchant

Michael Merchant
Chief Executive Officer

**Z.Scott**
*Chairperson*

**Matthew Brewer**
**Mark Cozzi**
**Dr. Mildred Harris**
**Harriet Johnson**
**Myra King**
**John G. Markowski**
**M. Bridget Reidy**
**Rodrigo A. Sierra**
*Board of Commissioners*

**Michael R. Merchant**
*Chief Executive Officer*

Chicago Housing Authority
60 E. Van Buren
Chicago, IL 60605

312-742-8500

www.thecha.org

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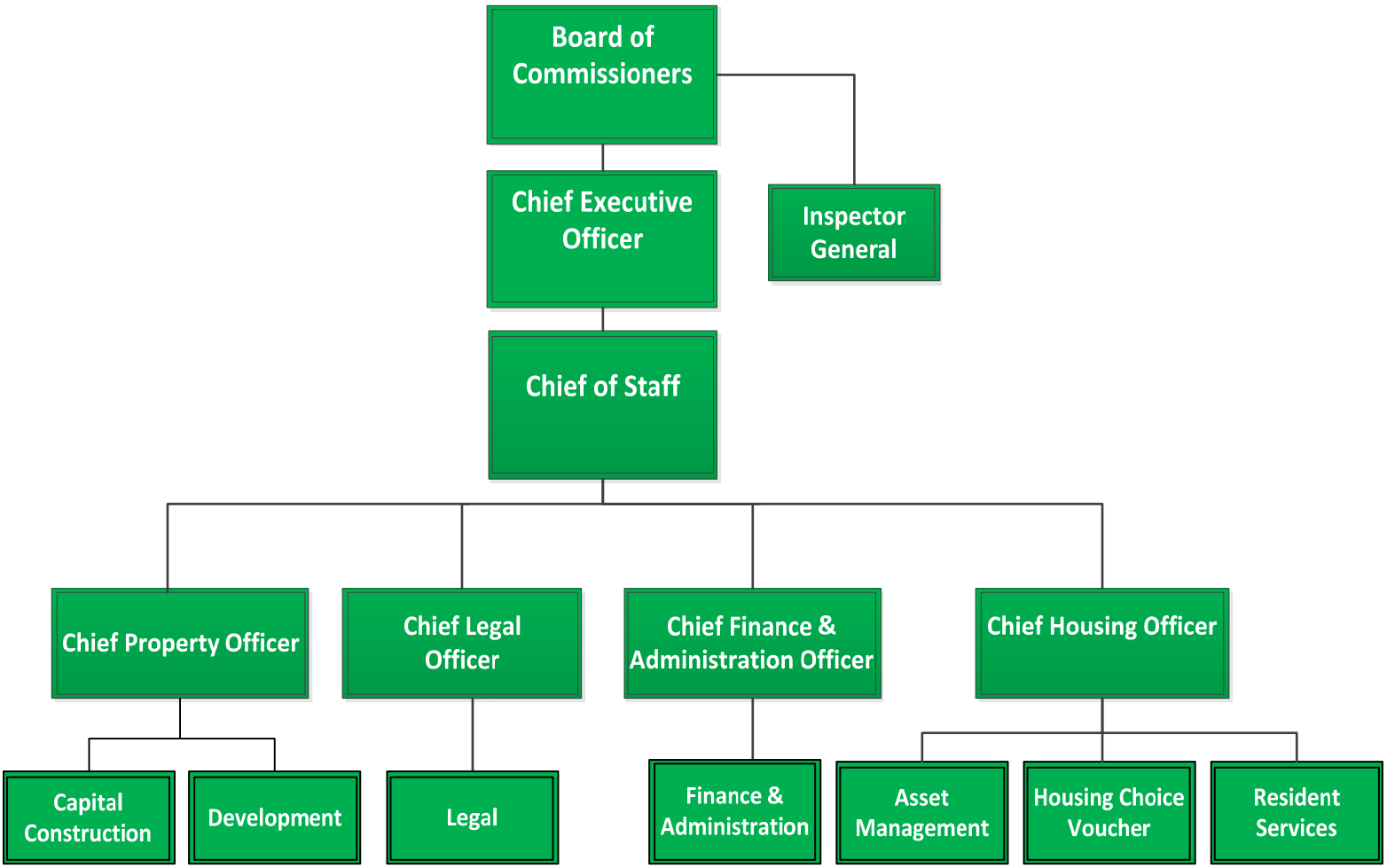
# CHICAGO HOUSING AUTHORITY ORGANIZATION CHART



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# GUIDE TO THE BUDGET

## FY2015 Comprehensive Budget

The Chicago Housing Authority's (CHA) Annual Comprehensive Budget for Fiscal Year 2015 (FY2015) continues to reflect the transformation of CHA's public housing portfolio through revitalization and rehabilitation. This budget is the recommended financial plan to inform the initiatives and policies of the CHA's Board of Commissioners. The year begins January 1, 2015 and ends December 31, 2015. The FY2015 Comprehensive Budget includes personnel and non-personnel line-item expenditure detail, financial summary tables, capital expenditures, and narrative overviews related to the Chicago Housing Authority's operations, as well as the CHA's programs and financial policies and procedures. Information is detailed in the sections that follow.

## Letter from the Chief Executive Officer

The FY2015 budget begins with a message from the CHA's Chief Executive Officer. This letter highlights the accomplishments of the past year as well as the new initiatives and expenditure plans for the coming year.

## Organizational Chart

This section presents a high-level summary of the organizational structure of the Chicago Housing Authority, which consists of the Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance & Administration, Property, Housing, and Capital divisions.

## Strategic Plan Update

In April 2013, the CHA and Mayor Rahm Emmanuel introduced the Plan Forward: Communities that Work. This new strategic plan seeks to fulfill commitments under the original Plan for Transformation but to accomplish new goals. CHA's new goals are:

1. Reimagine the final phase of the Plan for Transformation, coordinating public and private investments to develop healthy, vibrant communities.
2. Ensure that CHA's housing portfolio is safe, decent, and sustainable.
3. Expand services to more residents, targeted to their needs, and at critical milestones in their lives. CHA will pursue these goals in alignment with the objectives of the Moving to Work Demonstration program and as a full partner in the City's efforts to secure Chicago's place as a truly global city with a vital growing economy.

## Budget Overview

The Budget Overview summarizes the proposed budget and outlines the assumptions used in developing this document. Information is presented by division (Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance & Administration, Property, Housing, and Capital). Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance & Administration, and debt service all comprise the Central Office Cost Center (COCC). General financial and programmatic information is also provided for each division.

## Budget Process

This section provides an overview of the process for preparing and distributing CHA's Comprehensive Budget. A timeline, depicting key dates along with an explanation of the process and deliverables, is included in this section.

## Personnel Summary

This section presents a 4-year high-level summary of personnel expenses and Full-Time Equivalents (FTEs) by division. The data is presented in both a tabular and graphical format

# GUIDE TO THE BUDGET

## Fund Financial Summary

The Fund Financial Summary provides the reader with an overview of the Authority's financial structure. The summary tables present revenue and expenditure detail, by funding source, as well as by functional and divisional expense categories.

## Revenue Sources Summary

This section explains the purpose of each funding source and indicates the percentage change from the prior year. A graphical and numerical depiction of revenue sources for FY2015 is included. Finally, a five-year revenue projection is also reflected in this section.

## Capital Improvement Plan

The Capital Budget Summary provides an overview of the revenue and expense components of the CHA's Capital Improvement Program along with a 5-year capital model which forecasts construction activity by category. This section also includes an Impact Analysis, which defines the operating costs that compliment the CIP budget.

## Fund Equity Summary

This section presents changes in equity from FY2014 and projected equity balances for all of the funding sources through the end of FY2015.

## Long-Term Liability Summary

This section details the CHA's outstanding debt and the associated current and long-term repayment requirements.

## Financial Policies & Procedures

The policies and procedures, which define the fiscal responsibilities of the Authority, are explained in this section. Internal Control, Budget, Investment, Audit, and Debt policies are reviewed in detail.

## Division Summary

This section provides an overview for each Division and includes the description and mission statement. The Division Summary also provides the 4-year operating budget and staffing level data for each cost center within the Division.

## Demographic and Statistical Information

Includes key statistics relating to the CHA and the residents of the City of Chicago.

## Glossary & Acronyms

The final section of the budget includes definitions of terms and acronyms used throughout this book.

## Other

Identifies other useful documents that provide financial, programmatic, and resource information which may be useful to the reader.

# GUIDE TO THE BUDGET

### Organizational Structure

The CHA is organized by division to provide greater definition of responsibilities. From the Executive Offices, the Chief Executive Officer presides over seven divisions to ensure that initiatives are planned and prioritized appropriately and that such initiatives are consistent with the Authority's stated vision and goals. The Office of the Inspector General and Internal Audit Divisions report directly to the Audit Committee of the Authority's Board. The Authority is structured under the following eight divisions:

⇒ Executive Offices
⇒ Internal Audit
⇒ Legal Services
⇒ Office of the Inspector General
⇒ Finance & Administration
⇒ Property
⇒ Housing
⇒ Capital

A more detailed description of these divisions and their planned 2015 expenditures are shown in the "Division Detail" section.

## FUNCTIONAL CATEGORIES

### Central Office

The central office category consists of costs associated with the operating and administrative functions of the CHA. The central office includes Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance & Administration, and debt service.

### Property

The property category consists of administrative costs related to the rehabilitation and construction of CHA properties.

### Housing

The housing category encompasses contract costs, in addition to the administrative costs associated with the Housing Division. It includes contracts with the private management companies, the cost of the Housing Choice Voucher (HCV) and moderate rehabilitation programs, tenant services, safety & security, and utility costs.

### Capital

The capital category consists of costs for rehabilitation or construction of CHA properties

# GUIDE TO THE BUDGET

## The Comprehensive Annual Financial Report

The Comprehensive Annual Financial Report (CAFR) presents the Authority's finances on the basis of Generally Accepted Accounting Principles (GAAP) for Enterprise Funds. The basis for budgeting is the same as the basis of accounting for Enterprise Funds, with the following exceptions:

⇒ Self-insurance reserve contributions are recognized as expenditures for budgetary purposes.
⇒ Capital outlays are recorded as assets on a GAAP basis and as expenditures for budgetary purposes. Also, purchases of equipment in excess of $5K are capitalized.
⇒ Depreciation is only recorded on a GAAP basis and is not recognized for budgetary purposes.
⇒ Allowances for obsolete inventory and tenant receivables are only recorded on a GAAP basis and are not recognized for budgetary purposes.

The Authority's operations are accounted for by using GAAP for the Enterprise Fund. This fund uses the modified accrual basis (revenues are recorded when earned; expenses are recorded at the time a liability is incurred). All assets and liabilities associated with the operation of these funds are included on the statement of fund equity.

CHA's financial and analytical data is presented via four (4) functional expense categories:

1. Central Office
2. Property
3. Housing
4. Capital

# STRATEGIC PLAN

## CHA's Strategic Plan, Plan Forward: Communities that Work

In FY2013, CHA unveiled a new strategic plan, Plan Forward: Communities that Work, which outlines the agency's newly articulated mission and strategic goals that will guide CHA's current and future work. The key goals of Plan Forward include:

- Reimagine the final phase of the Plan for Transformation, coordinating public and private investments to develop vibrant, complete communities.

- Ensure that CHA's housing portfolio is safe, decent and sustainable.

- Expand services to more residents, targeted to their needs, and at critical milestones in their lives.

In FY2015, CHA will continue to pursue key Plan Forward initiatives.

## Unit Delivery Strategies and Progress toward 25,000 Housing Unit Goal

- In FY2014, CHA delivered an additional 358 public housing and project-based voucher units toward the 25,000 unit delivery goal. As of FY2014, CHA has completed a total of 22,007 units or 88% of the overall goal.

- In FY2015, CHA plans to deliver an additional 1,040 housing units:
    A. 94 public housing units through mixed-income redevelopment
        i. 37 units at Park Boulevard IIB
        ii. 21units at Gwendolyn Place/Legends South Phase C3
        iii. 36 units at Parkside of Old Town Phase IIB
    B. 25 public housing units through the Real Estate Acquisition Program
    C. 218 rehabilitated public housing units at Altgeld Gardens, pending finalization plans
    D. 203 new project-based voucher units in Chicago through the Property Rental Assistance (PRA) Program.
    E. 150 project-based voucher units through preservation strategies
    F. 350 project-based voucher units through a proposed Sponsor-Based Voucher Program

## Rental Assistance Demonstration Program

- In October 2013, CHA submitted a portfolio application for HUD's RAD Program for the conversion of 10,935 public housing units.

- In FY2014, CHA moved forward with planning for a future RAD award by completing required updates to the annual plan as well as resident policies.

- In FY2015, CHA anticipates a future RAD award and will continue to work with HUD to develop policies for a future RAD conversion.

## Uniform Housing Policy

- In FY2014, CHA moved forward with the first phase of the Uniform Housing Policy, aimed at streamlining rules and policies across public housing and HCV programs.

- In FY2015, CHA will continue with implementation of the first phase as well as plan for the second phase, including seeking any necessary HUD approval.

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# BUDGET OVERVIEW

## INTRODUCTION

With the inception of FY2015, the Chicago Housing Authority (CHA) enters the sixteenth year as a participant in the Moving- to-Work (MTW) Demonstration Program. The CHA continues to employ the flexibilities afforded the Agency via its MTW agreement with HUD. The FY2015 comprehensive budget specifies the activities that CHA will undertake in the coming year, responding to the city's need of quality, affordable housing for it's low-income families.

### FY 2015 Objectives

Consistent with the vision strategic goals presented in *Plan Forward*, CHA will focus on achieving the following FY2015 objectives:

1) Increasing voucher utilization by adding 5,700 vouchers to serve residents in the communities we serve.
2) Progressing towards the housing transformation by delivering an additional 1,040 units.
3) Pursuing management initiatives to reduce costs, increase efficiency, preserve and protect CHA residents and maintain our properties.
4) Maintaining targeted services to residents based upon their needs.
5) Control administrative and central office services through rightsizing and restructuring.

In order to achieve these objectives, the agency anticipates utilizing Moving- to- Work reserve balances that have been accumulated in past years to assist in 2015 funding.

On June 26, 2008, the CHA and the Department of Housing and Urban Development (HUD) executed the Amended and Restated MTW agreement, which extended the CHA's participation in the MTW Demonstration Program until FY2018. CHA's *Plan Forward: Communities that Work*, has embarked on delivering 1,040 units in FY2015 through various initiatives: Project-Based Vouchers (703 units), Family Housing Rehabilitation (218 units), Mixed-Income Housing Program (94 units) and the Real Estate Acquisition Program (25 units). With the addition of these 1,040 units, the CHA will have delivered 93% of the 25,000 units scheduled under the Amended and Restated MTW agreement.

In addition to the 25,000 unit delivery goal under *Plan Forward*, CHA has also proposed initiatives that include a continued development of a uniformed housing policy and offering housing programs to support local preferences. CHA continues to explore new tools and strategies for completing the goals of the *Plan Forward*: *Communities that Work.* These goals include completing the final phase of the original Plan and coordinating public and private investments to develop vibrant communities; ensuring CHA's housing portfolio is safe, decent and sustainable; and expanding targeted services to more residents, while providing diverse housing options.

**CHA Historical Revenue by Source (In Millions)**

| Funding Type | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change From 2014 |
|---|---|---|---|---|---|
| MTW Fund | $826.0 | $775.8 | $999.0 | $955.3 | -4.4% |
| Section 8 Fund (Non-MTW) | 12.0 | 12.4 | 15.5 | 16.2 | 4.5% |
| HOPE VI Fund | 5.3 | 6.0 | 9.8 | 3.3 | -66.3% |
| Other Funds | 15.3 | 15.1 | 2.0 | 1.6 | -20.0% |
| ARRA - Formula Fund | 1.2 | - | - | - | 0.0% |
| ARRA - Competitive Fund | 0.4 | - | - | - | 0.0% |
| **Total Funding** | ***$860.2*** | ***$809.3*** | ***$1,026.3*** | ***$976.4*** | ***-4.9%*** |

## FY2015 REVENUE SUMMARY

Total revenues decreased by 4.9% primarily due to the reduction of planned capital-related projects compared to the FY2014 budget. The 4.4% decrease in MTW Fund revenues reflects the reduction in Capital Grant funding and the reduction in the use of Section 8 Reserve dollars for capital related expenditures. The 4.5% increase in the Section 8 Fund (Non-MTW) reflects the rise in the average voucher rate for both the Moderate Rehabilitation (Mod Rehab) and Veterans Affairs Supportive Housing (VASH) voucher programs. HOPE VI revenues are expected to decrease by

66.3%. The reduction in funding reflects the use of the remaining balances within each of the Hope VI grants. Other Funds decreased by 20.0% primarily due to a reduction of ARC funding.

## REVENUE ASSUMPTIONS

Listed below are the assumptions utilized in calculating the FY2015 revenue projections by funding type:

### MTW Fund

The MTW agreement between HUD and the CHA allows for the merging of Low-Rent, Capital and Section 8 Housing Choice Voucher (HCV) Program funding into a block grant. Below are the assumptions used to estimate MTW Fund Revenues for FY2015.

- The projected number of units receiving HUD operating subsidy for FY2015 is 21,311, a slight increase from the 21,290 units subsidized in FY2014. The increase reflects the conclusion of demolition activity throughout CHA's portfolio, which allows the visibility of new or revitalized units coming on-line.
- Operating Subsidy is calculated using the amended and restated MTW Operating Subsidy Schedule provided by HUD. The formula takes into account the following: the Allowable Expense Level, a simplified delta of 0.5%, the anticipated local inflation factor of 1.5% and an estimated FY2015 HUD Congressional Appropriation of 81.0%.
- Rental Income was based on projected occupancy rates for each property.
- Interest Income is estimated based on an average annualized balance of $411.8 million for the MTW Fund and Insurance Reserve. Interest Income is calculated using the average annualized portfolio balance and the projected interest rate based on the current year.
- The CHA's Capital Fund allocation is based on a formula determined by HUD, and is subject to Congressional Appropriation. The CHA's budgeted FY2015 Capital Fund Program revenue amount is based on a portion of the HUD FY2014 Capital award ($22.2 million) and the projected carryover ($87.7 million) remaining from the prior years' Capital funds. $19.9 million of the $85.0 million MTW Block Grant and the full $107.3 million of Section 8 Reserve monies referenced below, will be used for capital-related work.
- Section 8 (MTW) revenue is estimated at $641.2 million for FY2015. The total amount includes: MTW Block Grant voucher revenues of $85.0 million, Housing Choice Voucher revenues of $416.0 million, Section 8 Reserve dollars of $107.3 million, and administrative income of $32.9 million.

### Section 8 (Non-MTW)

The Section 8 (Non-MTW) revenue is comprised of the Mod Rehab, VASH and Mainstream voucher programs totaling $16.2 million for FY2015. The programs consist of estimated revenues for housing assistance and an administrative fee which CHA earns to manage the programs. Below are the assumptions used to calculate these programs' revenues.

- Due to an increase in the average voucher rate, Mod Rehab increased by $1.0 million compared to FY2014.
- VASH revenue is projected to increase compared to the FY2014 awarded amount; this is due to a higher average rate per voucher.
- The Mainstream program remained relatively unchanged.
- Administrative fee income is projected at $1.8 million based on the total number of vouchers within the programs.

### HOPE VI

Hope VI revenue is projected in the amount of $3.3 million for FY2015. Of this amount, $3.0 million will support revitalization work at City Gardens. The balance of $0.3 million will be used for community and supportive services.

# BUDGET OVERVIEW

## GENERAL BUDGET ASSUMPTIONS

The following assumptions were used in developing the Authority's FY2015 Comprehensive Budget. These assumptions guided the Authority in estimating how its operations would be funded:

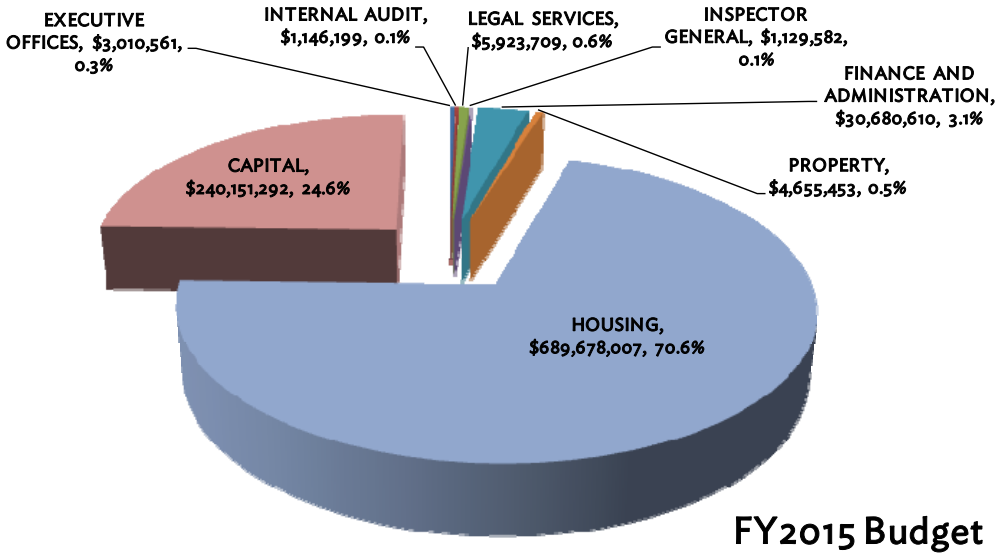
- The fringe benefit rate dropped to 34.25% from the prior year's 37.0% primarily due to a reduction in pension costs for FY2015.

## DIVISIONAL EXPENSE CATEGORIES

The CHA's budget is organized into eight divisions: Executive Offices, Legal Services, Inspector General, Internal Audit, Finance and Administration, Property, Housing and Capital. Presented below are the divisional cost trends for FY2012, FY2013, FY2014 and FY2015.

**DIVISIONAL EXPENSE SUMMARIZED**

| DIVISION | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| EXECUTIVE OFFICES | $4,809,613 | $3,176,438 | $4,523,219 | $3,010,561 | -33.4% |
| INTERNAL AUDIT | 541,963 | 1,004,889 | 1,149,695 | 1,146,199 | -0.3% |
| LEGAL SERVICES | 6,832,510 | 7,753,560 | 7,797,282 | 5,923,709 | -24.0% |
| INSPECTOR GENERAL | - | 843,390 | 1,227,730 | 1,129,582 | -8.0% |
| FINANCE AND ADMINISTRATION | 29,438,077 | 28,596,526 | 37,943,882 | 30,680,610 | -19.1% |
| PROPERTY | 3,712,508 | 3,875,670 | 5,209,350 | 4,655,453 | -10.6% |
| HOUSING | 593,396,389 | 604,064,783 | 659,282,354 | 689,678,007 | 4.6% |
| CAPITAL | 85,113,019 | 122,744,277 | 309,185,407 | 240,151,292 | -22.3% |
| **TOTAL EXPENDITURES** | **$723,844,079** | **$772,059,533** | **$1,026,318,919** | **$976,375,413** | **-4.9%** |




FY2015 Budget

CHA continues to work in developing a fiscally sound budget which addresses and faces the demanding economic conditions confronting government agencies nationwide.

Presented beneath each of the divisional sections are the historical (FY2012 and FY2013) and budgeted FY2014 and FY2015 Non-Personnel and Personnel costs.

# BUDGET OVERVIEW

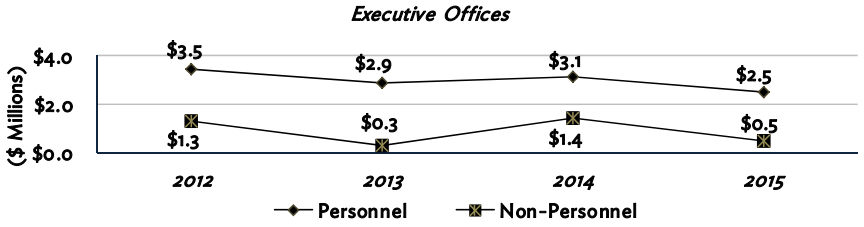
## EXECUTIVE OFFICES

The Executive Offices Division consists of costs associated with the overall management, direction of policy, oversight of the day-to-day operations and determination of management priorities of the organization. Total Executive Offices Division expenses for FY2015 represent approximately 0.3% of the total $976 million dollar budget.

Expenditures for the Executive Offices Division are divided into Non-Personnel and Personnel. For FY2015 there is a 33.4% decrease in overall expenses. The 65.6% decrease to Non-personnel is primarily due to the movement of the Erie House contract and translation services to the Finance and Administration Division, and the reductions of both consulting services and memberships; Personnel costs decreased by 18.9% resulting from the drop of 6.5 FTE s.

**EXPENSE BUDGET**

| EXECUTIVE OFFICES | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $1,330,254 | $270,226 | $1,412,481 | $486,514 | -65.6% |
| Personnel Costs | 3,479,359 | 2,906,212 | 3,110,738 | 2,524,047 | -18.9% |
| *TOTAL EXECUTIVE OFFICES* | ***$4,809,613*** | ***$3,176,438*** | ***$4,523,219*** | ***$3,010,561*** | ***-33.4%*** |

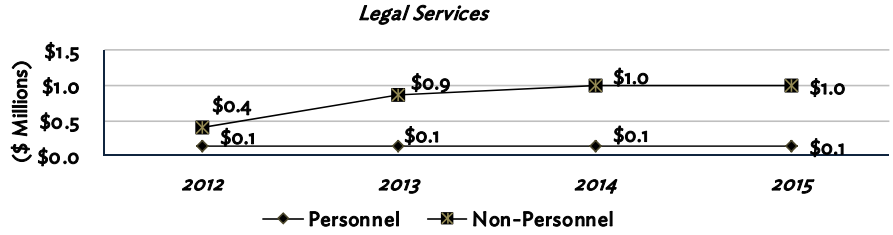



## INTERNAL AUDIT

The Internal Audit Division consists of costs associated with performing audits on processes and procedures, while ensuring that internal controls are in place to safeguard the Authority's assets. The division likewise monitors the effectiveness of policies, practices and procedures. The Internal Audit Division's expenditures represent 0.1% of the $976 million dollar budget. Overall, expenditures in this division remained relatively unchanged.

**EXPENSE BUDGET**

| INTERNAL AUDIT | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $396,494 | $864,203 | $1,000,811 | $1,000,575 | 0.0% |
| Personnel Costs | 145,469.00 | 140,686 | 148,884 | 145,624 | -2.2% |
| *TOTAL INTERNAL AUDIT* | ***$541,963*** | ***$1,004,889*** | ***$1,149,695*** | ***$1,146,199*** | ***-0.3%*** |



# BUDGET OVERVIEW

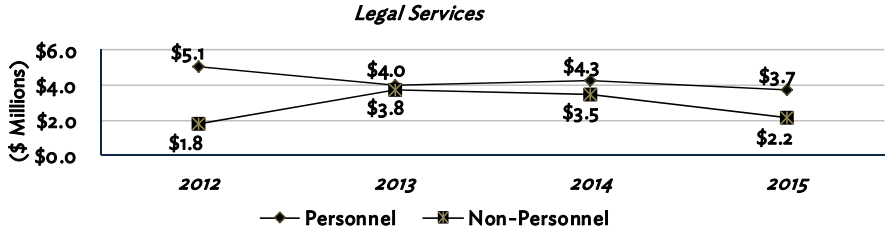
## LEGAL SERVICES

The Legal Services Division consists of costs directly related to legal advice and counsel provided to the Chief Executive Officer, the Board of Commissioners and to CHA property management on a wide variety of business, operational and legal issues. Legal Services Division costs represent 0.6% of the $976 million dollar budget.

For FY2015, legal service expenses dropped by 24.0%. Non-personnel dropped by 37.9% chiefly due to the decreases in outside counsel, other legal expenses, consulting, court costs and sundry; Personnel costs decreased by 12.7% as a result of 3.5 FTE s being eliminated.

**EXPENSE BUDGET**

| LEGAL SERVICES | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $1,758,722 | $3,771,236 | $3,509,489 | $2,178,725 | -37.9% |
| Personnel Costs | 5,073,788 | 3,982,324 | 4,287,793 | 3,744,984 | -12.7% |
| *TOTAL LEGAL SERVICES* | ***$6,832,510*** | ***$7,753,560*** | ***$7,797,282*** | ***$5,923,709*** | ***-24.0%*** |



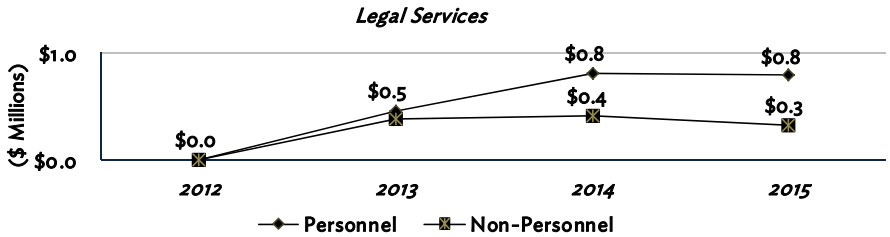

## INSPECTOR GENERAL

The Inspector General Division consists of costs directly related to independent oversight of CHA programs through criminal and administrative investigations, reviews and performance audits, and outside consultant services for digital forensic investigations. The Inspector General's Division costs represent 0.1% of the $976 million dollar budget.

Expenditures in this division decreased by 8.0% as a whole primarily due to the reduction of outside consultants under Non-personnel; Personnel costs declined as a result of the drop in benefit rate.

**EXPENSE BUDGET**

| INSPECTOR GENERAL | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | - | 386,027 | $419,268 | $333,250 | -20.5% |
| Personnel Costs | - | 457,363 | 808,462 | 796,332 | -1.5% |
| *TOTAL INSPECTOR GENERAL* | ***$0*** | ***$843,390*** | ***$1,227,730*** | ***$1,129,582*** | ***-8.0%*** |



# BUDGET OVERVIEW

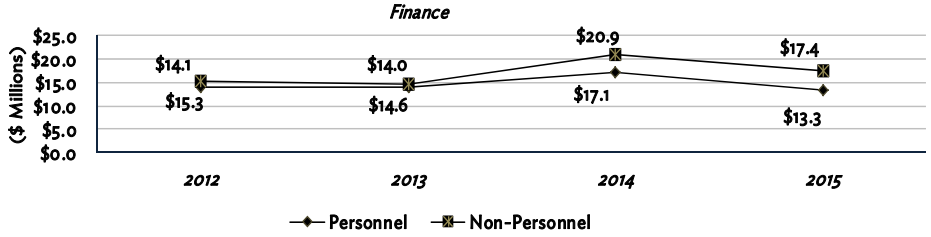
## FINANCE AND ADMINISTRATION

The Finance and Administration Division consists of costs associated with the accounting, budgeting, treasury, information technology, human resources, training, grants, risk management and administrative services activities for the Authority. The Finance and Administration Division's expenditures represent 3.1% of the $976 million dollar budget.

Overall, expenditures in this division declined by 19.1%. Non-Personnel decreased by 16.7% primarily due to the efficiencies found in the telephone, consulting and information technology contract expense lines; Personnel dropped by 22.2% as a result of the 41.5 FTE reductions.

**EXPENSE BUDGET**

| FINANCE AND ADMINISTRATION | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $15,339,772 | $14,584,547 | $20,883,239 | $17,402,980 | -16.7% |
| Personnel Costs | 14,098,305 | 14,011,979 | 17,060,643 | 13,277,630 | -22.2% |
| *TOTAL FINANCE AND ADMINISTRATION* | ***$29,438,077*** | ***$28,596,526*** | ***$37,943,882*** | ***$30,680,610*** | ***-19.1%*** |



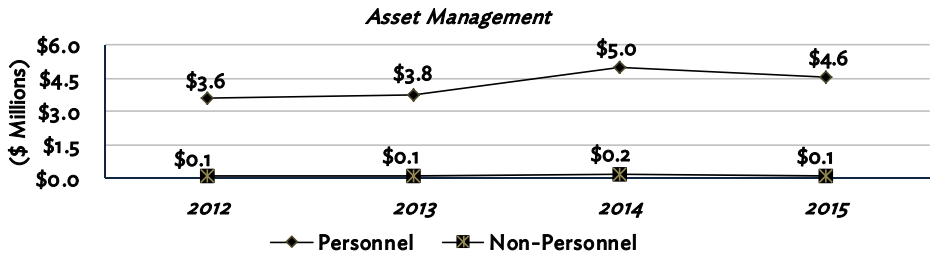

## PROPERTY

The Property Division consists of administrative costs associated with developing, monitoring, evaluating and implementing development plans and proposals for mixed-income and public housing developments on vacant or underutilized property and the rehabilitation of existing public housing units. The Property Division's expenditures represent 0.5% of the $976 million dollar budget.

Overall, the expenditures in this division decreased by 10.6%. The 53.6% decrease in non-personnel is primarily due to the reduction in consent decrees, consultant fees, travel reimbursements and sundry. Personnel decreased by 8.9% due to the reduction of 4 FTEs.

**EXPENSE BUDGET**

| PROPERTY | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $80,683 | $101,742 | $196,862 | $91,302 | -53.6% |
| Personnel Costs | 3,631,825 | 3,773,928 | 5,012,488 | 4,564,151 | -8.9% |
| *TOTAL PROPERTY* | ***$3,712,508*** | ***$3,875,670*** | ***$5,209,350*** | ***$4,655,453*** | ***-10.6%*** |



# BUDGET OVERVIEW

## HOUSING

The Housing Division consists of costs associated with the administration of the Section 8 Housing Choice Voucher program, which is managed by two third-party administrators; oversight of the financial and physical well-being of CHA's housing portfolio, supervised by private management firms; costs associated with promoting resident initiatives, while connecting residents with a variety of programs; and services that support residents' path toward self sufficiency. The Housing Development Division's expenditures represent 70.6% of the $976 million dollar budget.

Expenditures in this division increased by 4.6% primarily due to the anticipated leasing of an additional 5,700 vouchers; this was off-set by reductions in resident services contracts, capital maintenance, property operations and funding of Hope VI and other grant funding. Personnel costs decreased by 14.3% coming from the reduction of 22.0 FTEs.

**EXPENSE BUDGET**

| HOUSING | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $579,104,210 | $589,601,596 | $642,099,059 | $674,952,070 | 5.1% |
| Personnel Costs | 14,292,179 | 14,463,187 | 17,183,295 | 14,725,937 | -14.3% |
| *TOTAL HOUSING* | ***$593,396,389*** | ***$604,064,783*** | ***$659,282,354*** | ***$689,678,007*** | ***4.6%*** |

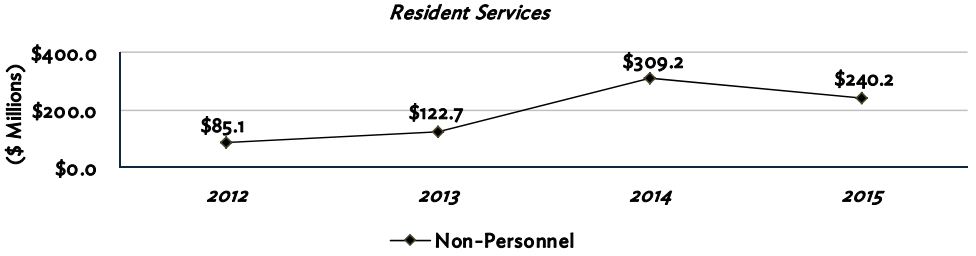
## CAPITAL

The Capital Division consists of costs associated with developing mixed-income and public housing developments and rehabilitation and/or repair of existing properties. The Capital Division's expenditures represent 24.6% of the $976 million dollar budget.

Expenditures in this division decreased by 22.3% primarily due to reductions in the Real Estate Acquisition Program and in property capital maintenance expenditures.

**EXPENSE BUDGET**

| CAPITAL | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $85,113,019 | $122,744,277 | $309,185,407 | $240,151,292 | -22.3% |
| *TOTAL CAPITAL* | ***$85,113,019*** | ***$122,744,277*** | ***$309,185,407*** | ***$240,151,292*** | ***-22.3%*** |



# BUDGET OVERVIEW

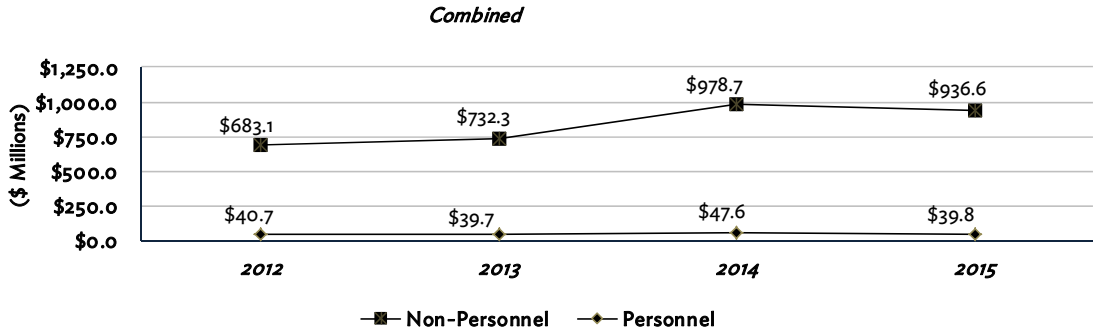
## COMBINED NON-PERSONNEL & PERSONNEL EXPENDITURES

The table below summarizes the Non-Personnel and Personnel spending trends for all divisional expenses through FY2015. The 4.8% decrease in non-personnel primarily reflects the reductions in the Real Estate Acquisition Program, property capital maintenance expenditures, central office costs, reductions in resident services contracts, which were offset by the increase in the additional Housing Choice vouchers scheduled for FY2015.

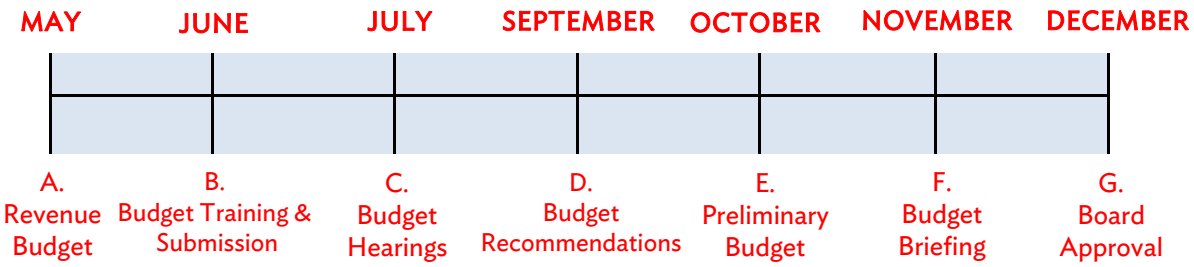
Personnel costs decreased by 16.5% due to the reduction of 77.5 FTEs throughout the Authority's divisions.

**EXPENSE BUDGET**

| COMBINED | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Non-personnel Costs | $683,123,154 | $732,323,854 | $978,706,616 | $936,596,708 | -4.3% |
| Personnel Costs | 40,720,925 | 39,735,679 | 47,612,303 | 39,778,705 | -16.5% |
| *TOTAL COMBINED* | ***$723,844,079*** | ***$772,059,533*** | ***$1,026,318,919*** | ***$976,375,413*** | ***-4.9%*** |



# BUDGET PROCESS




The preparation of the Chicago Housing Authority's Annual Budget is the culmination of a eight-month budget process, which begins in May and ends in December of each calendar year. The FY2015 budget process required cost centers to utilize our online budgeting tool, Lawson Budgeting and Planning. All budget requests must be entered into this electronic system within a three week time period.

### A. Revenue Budget

In May, a Senior Budget Analyst forecasted revenues using CHA's 5-year operating and capital model. The model included projections for the inflation factor as well as Congressional appropriation estimates for the MTW Fund (Operating, Capital and Section 8 (MTW) Funds). This model also included revenue projections for the remainder of CHA's funding sources (Section 8, Non-MTW, Hope VI and Other funds).

### B. Budget Training & Submission

In June, cost centers are given hands-on Lawson Budget & Planning module training. This module is tied directly to our in-house enterprise financial management system, Lawson, and is used to electronically input personnel and non-personnel budget figures for the next fiscal year. Users are able to customize their screens to show a variety of prior year fiscal data for comparison.

Executive staff, Chiefs, Deputies, and Directors are responsible for analyzing their actual expenditures versus budget for the current year, and forecasting the forthcoming annual needs for their respective cost centers. In addition, each cost center is required to provide detail and justification of all projected expenses.

Budget submissions are electronically due to the assigned cost center Budget Analyst by the end of June. The budget submission includes an electronically completed personnel and non-personnel budget with line item detail.

### C. Budget Hearings

In July, budget hearings are held with each cost center. These hearings are conducted by a three (3) team Budget panel. The teams consist of the Budget Director, an OBM Manager, and a Budget Analyst. This team is responsible for gathering additional justification from the cost center to improve their chances of being granted the budget requested. This also provides the opportunity for the cost center representatives to answer any questions presented by the Budget panel prior to formulating a recommendation.

### D. Budget Recommendations

After the budget hearings are held, the Budget panel conducts a thorough analysis of each cost centers' budget request. Adjustments are made in the areas that do not have appropriate justifications for requested funding. Recommendations are then formulated by the Budget panel. These recommendations are presented to the Chief Financial Officer for review and approval. Executive staff and the Finance Team held a series of meetings, from July into October, with the Directors and Deputies to review cost center budgets and reduce expenditures in an effort to achieve HUD mandated goals for voucher utilization, unit delivery, and capital development.

# BUDGET PROCESS

**E. Preliminary Budget**

In October, the Chief Executive Officer (CEO) and the Chief of Staff are presented with the final budget recommendations. Additional adjustments are made to reflect any requested changes in the budget. The final budget recommendations become the official FY2015 preliminary budget, and become a part of the FY2015 Draft Annual Plan, including a Sources and Uses schedule that follows HUD guidelines. The Annual Plan, which is released for public comment on August 31, 2014, outlines the major program changes, policy directions, and organizational initiatives of the Chicago Housing Authority over the next several years and is an integral part of the budget process. The 2015 preliminary budget is presented to Board members through a series of budget briefings.

**F. Budget Briefing**

In November, the OBM staff prepares the draft FY2015 Comprehensive Budget document. The Comprehensive Budget includes an all funds revenue summary, detailed expenditures by cost center, financial summaries and a comparison of the last five and/or three years of financial data for the Authority. A summary presentation of this document is presented to the Board of Commissioners Finance Committee. The presentation provides a general overview of the budget highlighting differences between the FY2014 budget and the proposed FY2015 budget.

**G. Board Approval**

In December, the Comprehensive Budget document is presented to the Board of Commissioners for approval. After any changes or amendments requested by the Board, the document is approved and adopted by the Board. Detailed cost center budgets are forwarded to CHA Managers and the budget preparation process ends.

# PERSONNEL SUMMARY

## GENERAL OVERVIEW

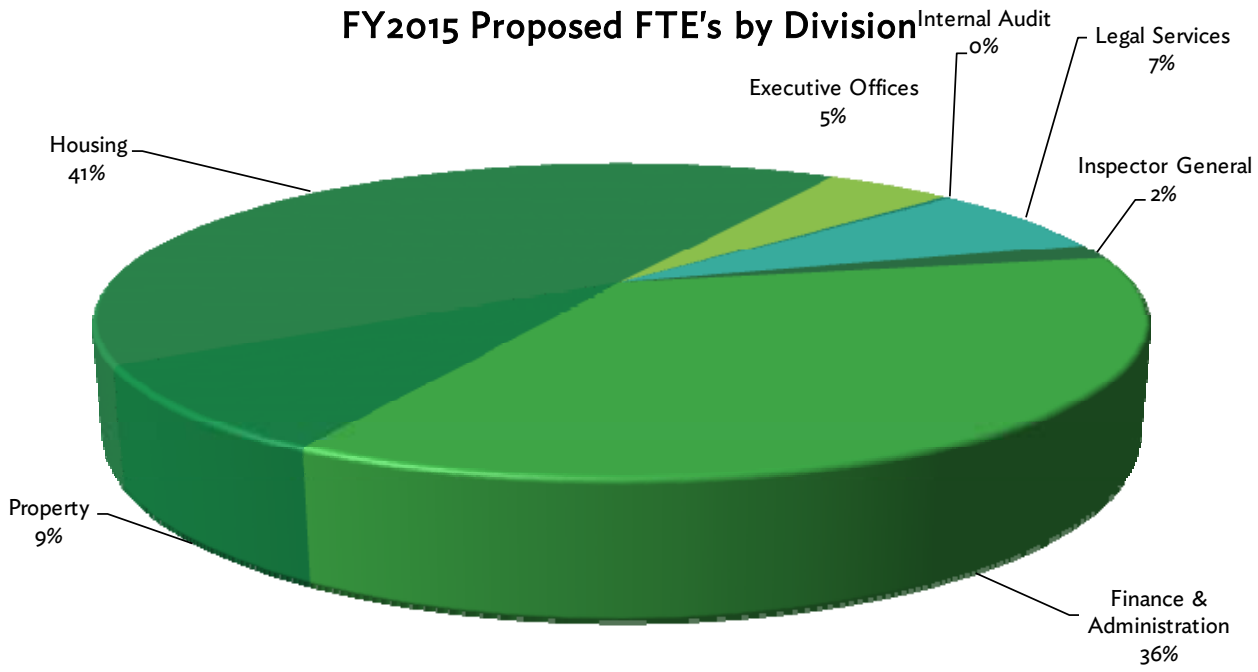
The FY2015 proposed budget staffing level for the Chicago Housing Authority is 445 full time equivalent employees (FTEs). The agency will continue to evaluate staffing levels in light of historical trends:

- From 2008 to 2014, an average of 11% of CHA employees have resigned or retired each year.
- This is an average of 45 in each of the last eight years.
- At October 31, 2014, CHA's **actual** employee headcount was only 441.
- Due to turnover from resignations and retirements, while the FY2014 budget for full time employees was 496 the actual 2014 employee count was 441.
- Expecting similar turnover and attrition to continue in FY 2015, CHA plans to manage staffing levels and slightly increase FTEs to 445 from **actual** levels in 2014.

The 445 FTEs proposed budget staffing level is an increase of 4 compared to actual, but a decrease of 77.5 compared to the FY2014 budget of 496.Total personnel costs are estimated at $39.7 million for FY2015. The FY2015 budget decreased by 5.1% compared to FY2014 actual and projected FY2014 personnel costs. The FY2015 proposed budget reflects a more realistic staffing level recognizing that fewer employees remain with the agency the entire year.

| Division | FY2012 ACTUAL FTE | FY2013 ACTUAL FTE | FY2014 BUDGET FTE | October 31, 2014 EMPLOYEE COUNT | FY2015 BUDGET FTE | % OF CHANGE FROM PRIOR YEAR BUDGET |
|---|---|---|---|---|---|---|
| Executive Offices | 32.0 | 33.0 | 28.0 | 21.0 | 21.5 | -23.2% |
| Internal Audit | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0% |
| Legal Services | 46.0 | 36.5 | 36.0 | 36.0 | 32.5 | -9.7% |
| Inspector General | 0.0 | 5.0 | 7.0 | 7.0 | 7.0 | 0.0% |
| Finance & Administration | 195.0 | 197.5 | 201.5 | 165.0 | 160.0 | -20.6% |
| Property | 36.0 | 43.0 | 43.0 | 34.0 | 39.0 | -9.3% |
| Housing | 198.0 | 198.0 | 206.0 | 177.0 | 184.0 | -10.7% |
| **Total** | **508.0** | **514.0** | **522.5** * | **441.0** | **445.0** | **-14.8%** |

*** FY2014 Includes 26.5 paid Intern positions**



# PERSONNEL SUMMARY

| Division | FY2012 Actual | FY2013 Actual | FY2014 Budget | FY2014 Projection | FY2015 Proposed | % Change From Prior Year Budget |
|---|---|---|---|---|---|---|
| Executive Office | $3,479,359 | $2,906,212 | $3,110,738 | $2,556,183 | $2,524,047 | -18.9% |
| Internal Audit | $145,469 | $140,686 | $148,884 | $145,159 | $145,624 | -2.2% |
| Legal Services | 5,073,788 | 3,982,324 | 4,287,793 | 4,091,012 | 3,744,984 | -12.7% |
| Inspector General | - | 457,363 | 808,462 | 787,757 | 796,332 | -1.5% |
| Finance & Administration | 14,098,305 | 14,011,979 | 17,060,643 | 14,900,386 | 13,277,630 | -22.2% |
| Property | 3,631,825 | 3,773,928 | 5,012,488 | 4,331,348 | 4,564,151 | -8.9% |
| Housing | 14,292,179 | 14,463,187 | 17,183,295 | 15,139,373 | 14,725,937 | -14.3% |
| **Total** | **$40,720,925** | **$39,735,679** | **$47,612,303** | **$41,951,218** | **$39,778,705** | **-16.5%** |

## Executive Offices

The Executive Offices Division includes: the Office of the Chief Executive Officer, Board of Commissioners, Strategic Management & Partnerships, Government & Community Affairs, MTW Policy & Reporting, and Communications & Marketing. This division directs policy for the Chicago Housing Authority, oversees the day-to-day operations and determines management priorities for the Authority. The division's FTE count is expected to decrease by 6.5 FTEs or 22.4% from 2014 budget levels. Personnel costs are projected to decrease by $589,951 or 18.1% but will stay close to 2014 projected actuals of $2,556,183. The October 31, 2014 employee count was 21.

## Internal Audit

The Internal Audit Division includes Internal Audit. This division performs audits on the processes and procedures of the Authority and ensures that internal controls are in place to safeguard the assets of the Authority. The FTE count for this division will remain the same with personnel dollars falling by 2.2% or $3,260 due to a recalculation of benefits. FY2015 proposed budget will increase by $465 compared to the 2014 projection due to a benefits recalculation.

## Legal Services

The Legal Services Division includes the Office of the General Counsel and the ADA/Section 504 Compliance Department. Responsibilities include providing legal advice and counsel to the Authority and overseeing Fair Housing Compliance. This division's FTEs are projected to decrease by 9.7% or 3.5 FTEs due to the elimination of positions. Personnel costs will decrease by 12.7% or $542,809 as a result of the reduction. FY2015 proposed budget reflects a $346,028 decrease from FY2014 projection due to lower employee count projections.

## Inspector General

The Inspector General Division includes the Office of the Inspector General. This division provides independent oversight over CHA programs through criminal and administrative investigations, reviews and performance audits. The FTEs in this division are projected to remain the same in 2015 and personnel costs will decrease by 1.5% or $12,130 as a result of a recalculation of benefits. The FY2015 proposed budget also reflects a decrease from the FY2014 projection of $8,575 also due to the benefits recalculation.

# PERSONNEL SUMMARY

## Finance & Administration

The Finance Division includes: the Office of the Chief Financial Officer, Office of Budget and Management, Office of the Comptroller, the Treasury Department, Diversity, Information Technology, Training, Department of Procurement & Contracts, Human Resources, Grants Administration, Charles A. Hayes Family Investment Center, General Services, General Expense and Oakland Community Center. This division is responsible for ensuring the financial stability of the Chicago Housing Authority as well as identifying new revenue sources. Finance & Administration also manages the Authority's information technology and the administration of the CHA employee retirement plan through the Treasury and Human Resources department. The division's FTEs are projected to decrease by 41.5 or 20.6% due to the elimination of positions. The employee count is also expected to decrease due to attrition. As a result of this and projected attrition for FY2015, personnel costs will decrease by 22.2% or $3,783,013. The October 31, 2014 employee count was 165. FY2015 budget will also decrease compared to the FY2014 projection by $1,622,756 due mostly to attrition.

## Property

The Property Division includes: Office of the Chief Property Officer, Capital Construction and the Office of Development Management. This division is responsible for coordinating all new construction and rehabilitation activities for the Authority. In FY2015, the division's FTE count will decrease by 4 FTEs. As a result, budgeted personnel costs are projected to fall by 8.9% or $448,337. The October 31, 2014 employee count was 34. The FY2015 budget will increase by $232,803 over the 2014 projected personnel costs due to a projected employee count increase.

## Housing

The Housing Division includes: Office of the Chief Housing Officer, Office of Resident Services, Resident Services Other Funding Sources, Central Advisory Council, Resident Services Contracts, Housing Choice Voucher, Security Coordination, Private Management, Asset Management Portfolio and Utilities. This division is responsible for the oversight of all operations associated with the CHA's Housing Choice Voucher Program, Resident Services, and the CHA's Public Housing Portfolio, which includes overseeing the private management companies. For FY2015, the overall FTE count for this division is projected to decrease by 22 FTEs or 10.7% due to the elimination of positions. Personnel costs are expected to decrease by 14.3% or $2,457,358 as a result of these actions. The October 31, 2014 employee count was 177. The FY2015 budget is expected to fall by $413,436 compared to the FY2014 projected actuals due to a benefits recalculation and the reclassification of positions.

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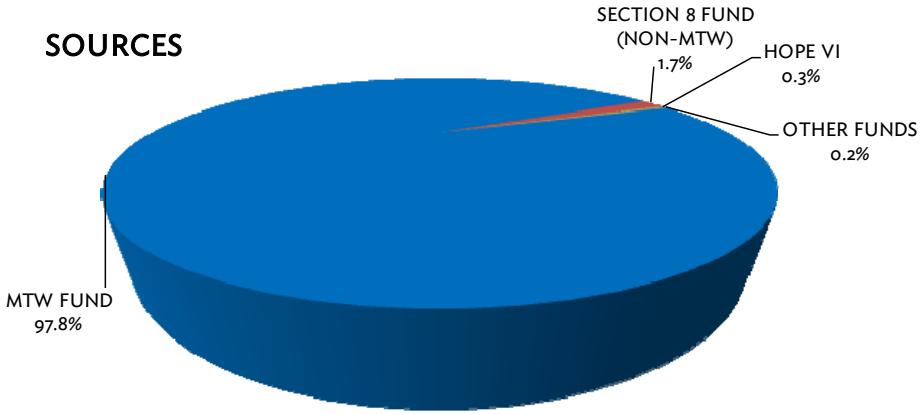
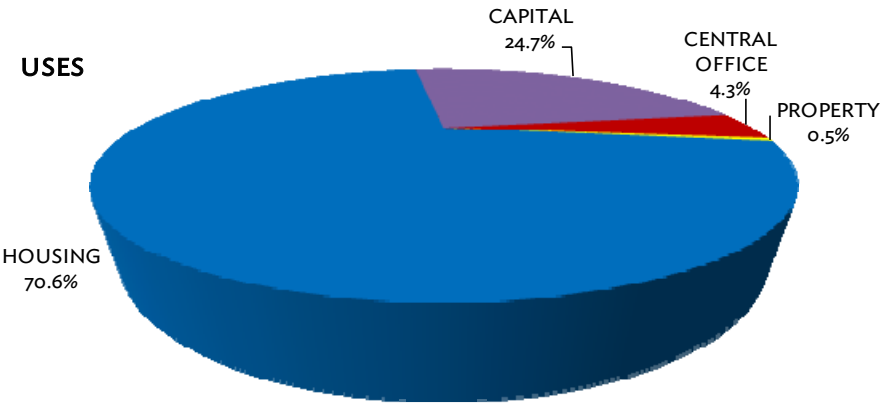
# FUND FINANCIAL SUMMARY

The Authority has a Proprietary Fund, the Enterprise Fund and a Fiduciary Fund, the CHA Employer's Retirement Trust Fund which is separately managed and operated. The Fiduciary Fund is not included in the Budget.

All record keeping of the Authority's program activity is organized based on Fund Accounting. The Enterprise Fund reflects programs that provide services to residents, those used for housing operations and those related to capital improvement activities. The Enterprise Fund is considered a single accounting entity. The operation of this fund is recorded using a separate set of self-balancing accounts that comprise assets, liabilities, fund equity, revenues and expenditures. CHA resources are allocated to and accounted for in the Enterprise Fund based upon the purposes for which they will be spent and the means by which spending activity is controlled. The Authority's accounting system maintains records that conform to Generally Accepted Accounting Principles (GAAP) for an Enterprise Fund.

The Enterprise Fund is comprised of the MTW Fund, Section 8 (Non-MTW), Hope VI, and Other Funding Programs. The Enterprise Fund is used to account for operations that are financed and operated in a manner similar to private business enterprises. Alternatively, the Board of Commissioners may decide that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The principal revenue and expense activity of the Chicago Housing Authority occurs in the Enterprise Fund. Operating activity primarily includes the administrative and maintenance functions of managing the CHA's rental properties. The following pages present budget information related to the Authority's Enterprise Fund.



# FUND FINANCIAL SUMMARY

## CENTRAL OFFICE COST CENTER (COCC)

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year | % of Total |
|---|---|---|---|---|---|---|
| **USES** | | | | | | |
| **CENTRAL OFFICE** | | | | | | |
| Executive Offices | $ 4,809,612 | $ 3,176,438 | $ 4,523,219 | $ 3,010,561 | -33.4% | 6.8% |
| Internal Audit | 541,963 | 1,004,889 | 1,149,695 | 1,146,199 | -0.3% | 2.6% |
| Legal Services | 6,832,510 | 7,753,560 | 7,797,282 | 5,923,709 | -24.0% | 13.4% |
| Office of Inspector General | - | 843,389 | 1,227,730 | 1,129,582 | -8.0% | 2.6% |
| Finance and Administration | 28,707,533 | 28,347,045 | 37,236,825 | 30,680,610 | -17.6% | 69.4% |
| Subtotal Central Office | 40,891,618 | 41,125,321 | 51,934,751 | 41,890,661 | -19.3% | 94.8% |
| *Debt Service | 11,197,934 | 2,769,429 | 11,838,484 | 2,296,000 | -80.6% | 5.2% |
| TOTAL COCC USES | 52,089,552 | 43,894,750 | 63,773,235 | 44,186,661 | -30.7% | 100.0% |

**Debt Service is reported in the Capital section since it is paid with Capital grant funds.*

# FUND FINANCIAL SUMMARY

| | ENTERPRISE FUND COMBINED | | | | | |
|---|---|---|---|---|---|---|
| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year | % of Total |
| **SOURCES** | | | | | | |
| MTW Fund | $ 826,020,010 | $ 775,828,070 | $ 999,003,943 | $ 955,319,936 | -4.4% | 97.8% |
| Section 8 Fund (Non-MTW) | 12,002,629 | 12,421,810 | 15,516,127 | 16,146,515 | 4.1% | 1.7% |
| Hope VI Fund | 5,336,022 | 5,979,662 | 9,829,822 | 3,336,000 | -66.1% | 0.3% |
| Other Funds | 15,307,448 | 15,129,556 | 1,969,027 | 1,572,962 | -20.1% | 0.2% |
| ARRA-Formula | 1,177,063 | - | - | - | - | 0.0% |
| ARRA-Competitive | 357,454 | - | - | - | - | 0.0% |
| TOTAL SOURCES | $ 860,200,626 | $ 809,359,098 | $1,026,318,919 | $976,375,413 | -4.9% | 100.0% |
| **USES** | | | | | | |
| **OPERATING** | | | | | | |
| **CENTRAL OFFICE** | | | | | | |
| Executive Offices | $ 4,809,612 | $ 3,176,438 | $ 4,523,219 | $ 3,010,561 | -33.4% | 7.2% |
| Internal Audit | 541,963 | 1,004,889 | 1,149,695 | 1,146,199 | -0.3% | 2.7% |
| Legal Services | 6,832,510 | 7,753,560 | 7,797,282 | 5,923,709 | -24.0% | 14.1% |
| Office of Inspector General | - | 843,389 | 1,227,730 | 1,129,582 | -8.0% | 2.7% |
| Finance and Administration | 28,707,533 | 28,347,045 | 37,236,825 | 30,680,610 | -17.6% | 73.2% |
| TOTAL CENTRAL OFFICE | 40,891,618 | 41,125,321 | 51,934,751 | 41,890,661 | -19.3% | 100.0% |
| **PROPERTY** | | | | | | |
| Property Administration | - | - | - | 247,894 | 100.0% | 5.3% |
| Capital (Admin) | 1,675,599 | 1,505,723 | 2,169,724 | 2,009,286 | -7.4% | 43.2% |
| Development (Admin) | 2,036,909 | 2,369,948 | 3,039,626 | 2,398,273 | -21.1% | 51.5% |
| TOTAL PROPERTY | 3,712,508 | 3,875,671 | 5,209,350 | 4,655,453 | -10.6% | 100.0% |
| **HOUSING** | | | | | | |
| Asset Management | 154,501,210 | 159,068,059 | 181,523,964 | 177,093,521 | -2.4% | 25.7% |
| Housing Administration | 448,605 | 307,466 | 773,396 | 598,015 | -22.7% | 0.1% |
| Housing Choice Voucher | 394,751,756 | 396,171,935 | 425,852,080 | 471,062,937 | 10.6% | 68.3% |
| Resident Services (Admin & Contracts) | 44,425,363 | 48,766,804 | 51,839,971 | 40,923,534 | -21.1% | 5.9% |
| TOTAL HOUSING | 594,126,934 | 604,314,264 | 659,989,411 | 689,678,007 | 4.5% | 100.0% |
| **CAPITAL** | | | | | | |
| Capital Improvements/CCD | 42,329,745 | 83,237,376 | 199,159,034 | 165,365,292 | -17.0% | 68.9% |
| Central Office - Debt Service | 11,197,934 | 2,769,429 | 11,838,484 | 2,296,000 | -80.6% | 1.0% |
| Capital Improvements/ODM | 31,585,340 | 36,737,472 | 98,187,889 | 72,490,000 | -26.2% | 30.2% |
| TOTAL CAPITAL | 85,113,019 | 122,744,277 | 309,185,407 | 240,151,292 | -22.3% | 100.0% |
| TOTAL USES | $ 723,844,079 | $ 772,059,533 | $1,026,318,919 | 976,375,413 | -4.9% | 100.0% |
| INCREASE/(DECREASE) IN FUND EQUITY | $ 136,356,547 | $ 37,299,565 | $ - | $ - | | |

** The Asset Management category is comprised of the following cost centers: Private Property Management, Asset Management Portfolio, Security Coordination, Utilities. Further detail of each cost center begins on page 154.*

***The Resident Services Administrative and Contracts category is comprised of the following cost centers: Office of Resident Services, Resident Services Other Funding Sources, Central Advisory Council, Resident Services Contracts. Further detail of each cost center begins on page 154.*

# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND
### MTW FUND DETAIL

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year | % of Total |
|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | |
| Capital Grants | $ 98,571,728 | $ 104,297,926 | $ 137,818,592 | $ 109,912,734 | -20.2% | 11.5% |
| Housing Assistance | 351,796,543 | 328,187,177 | 345,784,067 | 416,000,000 | 20.3% | 43.5% |
| MTW Demo Vouchers | 141,220,628 | 133,246,486 | 297,587,466 | 192,343,343 | -35.4% | 20.1% |
| Operating Subsidy | 154,032,571 | 139,991,178 | 142,683,996 | 142,932,758 | 0.2% | 15.0% |
| Rental Income | 44,255,903 | 46,170,492 | 44,615,414 | 49,090,886 | 10.0% | 5.1% |
| Administrative Income | 31,056,509 | 25,208,402 | 28,181,258 | 32,864,992 | 16.6% | 3.4% |
| Other Income | 2,563,870 | 967,403 | 1,518,150 | 9,127,723 | 501.2% | 1.0% |
| Interest Income | 2,522,259 | (2,240,994) | 815,000 | 3,047,500 | 273.9% | 0.3% |
| TOTAL SOURCES | $ 826,020,011 | $ 775,828,070 | $ 999,003,943 | $ 955,319,936 | -4.4% | 100.0% |
| **USES** | | | | | | |
| **OPERATING** | | | | | | |
| **CENTRAL OFFICE** | | | | | | |
| Executive Offices | $ 4,692,113 | $ 3,176,438 | $ 4,523,219 | $ 3,010,561 | -33.4% | 7.2% |
| Internal Audit | 541,963 | 1,004,889 | 1,149,695 | 1,146,199 | -0.3% | 2.7% |
| Legal Services | 6,828,830 | 7,753,560 | 7,797,282 | 5,923,709 | -24.0% | 14.1% |
| Office of Inspector General | - | 843,389 | 1,227,730 | 1,129,582 | -8.0% | 2.7% |
| Finance and Administration | 27,211,769 | 27,085,953 | 37,204,325 | 30,680,610 | -17.5% | 73.2% |
| TOTAL CENTRAL OFFICE | 39,274,675 | 39,864,229 | 51,902,251 | 41,890,661 | -19.3% | 100.0% |
| **PROPERTY** | | | | | | |
| Property Administration | - | - | - | 247,894 | 100.0% | 5.3% |
| Capital (Admin) | 1,675,599 | 1,505,723 | 2,169,724 | 2,009,286 | -7.4% | 43.2% |
| Development (Admin) | 2,036,909 | 2,369,948 | 3,039,626 | 2,398,273 | -21.1% | 51.5% |
| TOTAL PROPERTY | 3,712,508 | 3,875,671 | 5,209,350 | 4,655,453 | -10.6% | 100.0% |
| **HOUSING** | | | | | | |
| Asset Management | 152,483,326 | 159,074,219 | 181,523,964 | 177,093,521 | -2.4% | 26.4% |
| Housing Administration | 448,605 | 307,466 | 773,396 | 598,015 | -22.7% | 0.1% |
| Housing Choice Voucher | 383,065,405 | 383,120,088 | 410,324,553 | 454,901,422 | 10.9% | 67.7% |
| Resident Services (Admin & Contracts) | 41,976,404 | 45,240,097 | 49,293,522 | 39,065,572 | -20.7% | 5.8% |
| TOTAL HOUSING | 577,973,740 | 587,741,870 | 641,915,435 | 671,658,530 | 4.6% | 100.0% |
| **CAPITAL** | | | | | | |
| Capital Improvements/CCD | 40,789,368 | 82,926,204 | 199,159,034 | 165,365,292 | -17.0% | 69.7% |
| Central Office - Debt Service | 11,197,934 | 2,769,429 | 11,838,484 | 2,296,000 | -80.6% | 1.0% |
| Capital Improvements/ODM | 11,838,367 | 33,875,822 | 88,979,389 | 69,454,000 | -21.9% | 29.3% |
| TOTAL CAPITAL | 63,825,669 | 119,571,455 | 299,976,907 | 237,115,292 | -21.0% | 100.0% |
| TOTAL USES | $ 684,786,592 | $ 751,053,225 | $ 999,003,943 | $ 955,319,936 | -4.4% | 100.0% |
| INCREASE/(DECREASE) IN FUND EQUITY | $ 141,233,419 | $ 24,774,845 | $ - | $ - | | |

** The Asset Management category is comprised of the following cost centers: Private Property Management, Asset Management Portfolio, Security Coordination, Utilities. Further detail of each cost center begins on page 154.*

***The Resident Services Administrative and Contracts category is comprised of the following cost centers: Office of Resident Services, Resident Services Other Funding Sources, Central Advisory Council, Resident Services Contracts. Further detail of each cost center begins on page 154.*

# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND
### SECTION 8 FUND DETAIL (Non-MTW)

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year | % of Total |
|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | |
| Capital Grants | $ - | $ - | $ - | $ - | - | - |
| Bond Proceeds | - | - | - | - | - | - |
| Housing Assistance | 7,167,614 | 7,074,072 | 7,786,983 | 7,407,321 | -4.9% | 45.9% |
| Mainstream | 337,782 | 523,787 | 418,314 | 476,520 | 13.9% | 3.0% |
| Veteran's Affairs Supportive Housing | 1,939,403 | 3,536,000 | 6,134,175 | 6,981,853 | 13.8% | 43.2% |
| Administrative Income | 1,365,332 | 1,287,951 | 1,176,655 | 1,280,821 | 8.9% | 7.9% |
| Other Income | - | - | - | - | - | - |
| Interest Income | 1,192,498 | - | - | - | - | - |
| TOTAL SOURCES | $ 12,002,629 | $ 12,421,810 | $ 15,516,127 | $ 16,146,515 | 4.1% | 100.0% |
| **USES** | | | | | | |
| **OPERATING** | | | | | | |
| **CENTRAL OFFICE** | | | | | | |
| Executive Offices | $ - | $ - | $ - | $ - | - | - |
| Internal Audit | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - |
| Office of Inspector General | - | - | - | - | - | - |
| Finance and Administration | - | - | - | - | - | - |
| TOTAL CENTRAL OFFICE | - | - | - | - | - | - |
| **PROPERTY** | | | | | | |
| Property Administration | - | - | - | - | - | - |
| Capital (Admin) | - | - | - | - | - | - |
| Development (Admin) | - | - | - | - | - | - |
| TOTAL PROPERTY | - | - | - | - | - | 0.0% |
| **HOUSING** | | | | | | |
| Asset Management | - | - | - | - | - | - |
| Housing Administration | - | - | - | - | - | - |
| Housing Choice Voucher | 11,674,383 | 13,040,871 | 15,516,127 | 16,146,515 | 4.1% | 100.0% |
| Resident Services (Admin & Contracts) | - | - | - | - | - | - |
| TOTAL HOUSING | 11,674,383 | 13,040,871 | 15,516,127 | 16,146,515 | 4.1% | 100.0% |
| **CAPITAL** | | | | | | |
| Capital Improvements/CCD | - | - | - | - | - | - |
| Central Office - Debt Service | | | | | | |
| Capital Improvements/ODM | - | - | - | - | - | - |
| TOTAL HOUSING | - | - | - | - | - | 0.0% |
| TOTAL USES | $ 11,674,383 | $ 13,040,871 | $ 15,516,127 | $ 16,146,515 | 4.1% | 100.0% |
| INCREASE/(DECREASE) IN FUND EQUITY | $ 328,246 | $ (619,061) | $ - | $ - | | |

** The Asset Management category is comprised of the following cost centers: Private Property Management, Asset Management Portfolio, Security Coordination, Utilities. Further detail of each cost center begins on page 154.*

***The Resident Services Administrative and Contracts category is comprised of the following cost centers: Office of Resident Services, Resident Services Other Funding Sources, Central Advisory Council, Resident Services Contracts. Further detail of each cost center begins on page 154.*

# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND
### HOPE VI DETAIL

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year | % of Total |
|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | |
| Grant Funds (Hard costs) | $ 4,463,494 | $ 4,235,900 | $ 9,208,500 | $ 3,036,000 | -67.0% | 91.0% |
| Grant Funds (Soft Costs) | 746,248 | 1,743,762 | 621,322 | 300,000 | -51.7% | 9.0% |
| Housing Assistance | - | | - | - | - | - |
| Operating Subsidy | - | | - | - | - | - |
| Rental Income | - | | - | - | - | - |
| Administrative Income | - | | - | - | - | - |
| Other Income | - | | - | - | - | - |
| Interest Income | - | | - | - | - | - |
| TOTAL SOURCES | $ 5,209,742 | $ 5,979,662 | $ 9,829,822 | $ 3,336,000 | -66.1% | 100.0% |
| **USES** | | | | | | |
| **OPERATING** | | | | | | |
| **CENTRAL OFFICE** | | | | | | |
| Executive Offices | $ - | $ - | $ - | $ - | - | - |
| Internal Audit | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - |
| Office of Inspector General | - | - | - | - | - | - |
| Finance and Administration | - | - | - | - | - | - |
| TOTAL CENTRAL OFFICE | - | - | - | - | - | 0.0% |
| **PROPERTY** | | | | | | |
| Property Administration | - | - | - | - | - | - |
| Capital (Admin) | - | - | - | - | - | - |
| Development (Admin) | - | - | - | - | - | - |
| TOTAL PROPERTY | - | - | - | - | - | 0.0% |
| **HOUSING** | | | | | | |
| Asset Management | - | - | - | - | - | - |
| Housing Administration | - | - | - | - | - | - |
| Housing Choice Voucher | - | - | - | - | - | - |
| Resident Services (Admin & Contracts) | 86,567 | 1,743,762 | 621,322 | 300,000 | -51.7% | 100.0% |
| TOTAL HOUSING | 86,567 | 1,743,762 | 621,322 | 300,000 | -51.7% | 100.0% |
| **CAPITAL** | | | | | | |
| Capital Improvements/CCD | | | | | | |
| Central Office - Debt Service | | | | | | |
| Capital Improvements/ODM | 16,222,019 | 2,432,938 | 9,208,500 | 3,036,000 | -67.0% | 100.0% |
| TOTAL CAPITAL | 16,222,019 | 2,432,938 | 9,208,500 | 3,036,000 | -67.0% | 100.0% |
| TOTAL USES | $ 16,308,586 | $ 4,176,700 | $ 9,829,822 | $ 3,336,000 | -66.1% | 100.0% |
| INCREASE/(DECREASE) IN FUND EQUITY | $ (11,098,844) | $ 1,802,962 | $ - | $ - | | |

** The Asset Management category is comprised of the following cost centers: Private Property Management, Asset Management Portfolio, Security Coordination, Utilities. Further detail of each cost center begins on page 154.*

***The Resident Services Administrative and Contracts category is comprised of the following cost centers: Office of Resident Services, Resident Services Other Funding Sources, Central Advisory Council, Resident Services Contracts. Further detail of each cost center begins on page 154.*

# FUND FINANCIAL SUMMARY

## ENTERPRISE FUND
### OTHER FUND DETAIL

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year | % of Total |
|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | |
| Capital Grants | $ 1,342,574 | $ 3,534,553 | $ 937,962 | $ - | - | - |
| Other Inter-Gov't Operating Grants | 1,844,165 | 865,238 | 437,165 | - | -100.0% | - |
| ARRA-Competitive Fund | 357,454 | | - | - | - | - |
| ARRA-Formula Fund | 1,177,063 | | - | - | - | - |
| Section 3 Scholarships | 1,001,007 | 363,451 | 450,000 | 650,000 | 44.4% | 41.3% |
| Other HUD Operating Grants | 53,112 | 52,222 | - | 57,962 | 100.0% | 3.7% |
| Dept of Commerce & Economic Opportunity | 3,129,947 | | - | - | 100.0% | - |
| Non-Inter Governmental Grants | 2,525,319 | 2,026,286 | 100,000 | 850,000 | 750.0% | 54.0% |
| Other Income | 5,004,848 | 8,441,931 | 11,400 | 15,000 | 31.6% | 1.0% |
| Interest Income | 401,680 | (154,125) | 32,500 | - | -100.0% | - |
| TOTAL SOURCES | $ 16,837,169 | $ 15,129,556 | $ 1,969,027 | $ 1,572,962 | -20.1% | 100.0% |
| **USES** | | | | | | |
| **OPERATING** | | | | | | |
| **CENTRAL OFFICE** | | | | | | |
| Executive Offices | $ 117,500 | $ - | $ - | $ - | - | - |
| Internal Audit | - | - | - | - | - | - |
| Legal Services | 3,680 | - | - | - | - | - |
| Office of Inspector General | - | - | - | - | - | - |
| Finance and Administration | 1,495,764 | 1,261,092 | 32,500 | - | - | - |
| TOTAL CENTRAL OFFICE | 1,616,944 | 1,261,092 | 32,500 | - | - | 0.0% |
| **PROPERTY** | | | | | | |
| Property Administration | - | - | - | - | - | - |
| Capital (Admin) | - | - | - | - | - | - |
| Development (Admin) | - | - | - | - | - | |
| TOTAL PROPERTY | - | - | - | - | - | 0.0% |
| **HOUSING** | | | | | | |
| Asset Management | 2,017,884 | (6,060) | - | - | - | - |
| Housing Administration | - | - | - | - | - | - |
| Housing Choice Voucher | 11,968 | 10,977 | 11,400 | 15,000 | 31.6% | 1.0% |
| Resident Services (Admin & Contracts) | 1,583,192 | 1,782,945 | 1,925,127 | 1,557,962 | -19.1% | 99.0% |
| TOTAL HOUSING | 3,613,044 | 1,787,862 | 1,936,527 | 1,572,962 | -18.8% | 100.0% |
| **CAPITAL** | | | | | | |
| Capital Improvements/CCD | 1,543,326 | 311,172 | - | - | - | - |
| Central Office - Debt Service | | | | | | |
| Capital Improvements/ODM | 3,524,954 | 428,712 | - | - | - | - |
| TOTAL CAPITAL | 5,068,280 | 739,884 | - | - | - | 0.0% |
| TOTAL USES | $ 10,298,268 | $ 3,788,838 | $ 1,969,027 | $ 1,572,962 | -20.1% | 100.0% |
| INCREASE/(DECREASE) IN FUND EQUITY | $ 6,538,901 | $ 11,340,718 | $ - | $ - | | |

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***The Resident Services Administrative and Contracts category is comprised of the following cost centers: Office of Resident Services, Resident Services Other Funding Sources, Central Advisory Council, Resident Services Contracts. Further detail of each cost center begins on page 154.*

# FUND FINANCIAL SUMMARY

## SUMMARY OF EXPENDITURES

**The following two schedules represent the 2015 budget expenditures in the following categories:**

**I. Functional Expense Category by Fund**

**II. Divisional Expense Category by Fund**

| | Central Office | % of Total | Property | % of Total | Housing | % of Total | Capital | % of Total | FY2015 Budget Total | % of Total |
|---|---|---|---|---|---|---|---|---|---|---|
| **Enterprise Funds:** | | | | | | | | | | |
| MTW Fund | $ 41,890,661 | 100.0% | $ 4,655,453 | 100.0% | $ 670,846,484 | 97.4% | $ 237,927,338 | 98.7% | $ 955,319,936 | 97.8% |
| Section 8 Non-MTW | - | 0.0% | - | 0.0% | 16,146,515 | 2.3% | - | 0.0% | 16,146,515 | 1.7% |
| Hope VI | - | 0.0% | - | 0.0% | 300,000 | 0.0% | 3,036,000 | 1.3% | 3,336,000 | 0.3% |
| Other Funds | 0 | 0.0% | - | 0.0% | 1,572,962 | 0.2% | - | 0.0% | 1,572,962 | 0.2% |
| **TOTAL ENTERPRISE FUNDS** | **$ 41,890,661** | **100.0%** | **$ 4,655,453** | **100.0%** | **$ 688,865,961** | **100.0%** | **$ 240,963,338** | **100.0%** | **$ 976,375,413** | **100.0%** |

| | Executive Offices | Internal Audit | Legal Services | Inspector General | Finance and Administration | Housing | Property | Capital | FY2015 Budget Total |
|---|---|---|---|---|---|---|---|---|---|
| **Enterprise Funds:** | | | | | | | | | |
| **MTW Fund** | $ 3,010,561 | $ 1,146,199 | $ 5,923,709 | $ 1,129,582 | $ 30,680,610 | $ 670,846,484 | $ 4,655,453 | $ 237,927,338 | $ 955,319,936 |
| **Section 8 Non-MTW** | - | - | - | - | - | 16,146,515 | - | - | 16,146,515 |
| **Hope VI** | - | - | - | - | - | 300,000 | - | 3,036,000 | 3,336,000 |
| **Other Funds** | - | - | - | - | - | 1,572,962 | - | - | 1,572,962 |
| **TOTAL ENTERPRISE FUNDS** | **$ 3,010,561** | **$ 1,146,199** | **$ 5,923,709** | **$ 1,129,582** | **$ 30,680,610** | **$ 688,865,961** | **$ 4,655,453** | **$ 240,963,338** | **$ 976,375,413** |

** The Asset Management category is comprised of the following cost centers: Private Property Management, Asset Management Portfolio, Security Coordination, Utilities. Further detail of each cost center begins on page 154.*

***The Resident Services Administrative and Contracts category is comprised of the following cost centers: Office of Resident Services, Resident Services Other Funding Sources, Central Advisory Council, Resident Services Contracts. Further detail of each cost center begins on page 154.*

# FUND FINANCIAL SUMMARY

## RECONCILIATION OF 2015 BUDGET TO ANNUAL PLAN - SOURCES and USES

| Sources | 2015 Annual Plan | ** Budget Updates since Annual Plan | Revised Sources and Uses | Reconciling Items $ | 2015 Budget | Footnote |
|---|---|---|---|---|---|---|
| **FDS** Line Item Name | | | | | | |
| Total Tenant Revenue | 49,090,886 | | 49,090,886 | | 49,090,886 | |
| HUD PHA Operating Grants | 692,863,677 | 300,000 | 693,163,677 | 107,343,343 | 800,507,020 | A |
| Capital Grants | 112,948,734 | | 112,948,734 | | 112,948,734 | |
| Total Fee Revenue | 68,550 | | 68,550 | | 68,550 | |
| Interest Income | 3,047,500 | | 3,047,500 | | 3,047,500 | |
| Other Income | 10,512,723 | 200,000 | 10,712,723 | | 10,712,723 | |
| **Total Revenue** | **868,532,070** | | **869,032,070** | | **976,375,413** | |
| **Uses** | | | | | | |
| **FDS** Line Item Name | | | | | | |
| Total Operating - Administrative | 47,639,942 | (4,587,818) | 43,052,124 | | 43,052,124 | |
| Allocated Overhead | 33,811,750 | 539,699 | 34,351,449 | | 34,351,449 | |
| Total Tenant Services | 63,907,956 | 1,355,530 | 65,263,486 | | 65,263,486 | |
| Total Utilities | 27,833,944 | 59,256 | 27,893,200 | | 27,893,200 | |
| Total Ordinary Maintenance | 65,191,752 | 2,211,267 | 67,403,019 | 238,667,338 | 306,070,357 | B |
| Total Protective Services | 26,657,879 | 795,871 | 27,453,750 | | 27,453,750 | |
| Total Insurance Premiums | 5,641,000 | | 5,641,000 | | 5,641,000 | |
| Total Other General Epenses | 16,335,462 | 803,481 | 17,138,943 | | 17,138,943 | |
| Total Interest and Amortization | 1,081,000 | | 1,081,000 | 1,215,000 | 2,296,000 | C |
| Total Extraordinary Maintenance | 10,000,000 | | 10,000,000 | | 10,000,000 | |
| HAP + HAP Port-ins | 436,254,303 | 14,409 | 436,268,712 | | 436,268,712 | |
| Depreciation Expense | 157,074,382 | | 157,074,382 | (157,074,382) | - | D |
| All Other Expenses | 946,392 | | 946,392 | | 946,392 | |
| **Total Expenses** | **892,375,762** | | **893,567,457** | | **976,375,413** | |

**** Note**: CHA, as an MTW agency, prepared a Sources and Uses schedule for its Annual Plan that was submitted to HUD on October 24, 2014. HUD provided the Sources and Uses format and required the use of FDS line items such as HUD PHA Operating Grants, HAP + HAP Port-ins and Depreciation Expense. The CHA FY2015 Comprehensive Budget is reviewed and approved by the CHA Board in December 2014. Updates are made to CHA's 2015 Budget after the Annual Plan is submitted to HUD.

**A.** CHA's 2015 budget includes the use of reserves that have been recognized as revenue in prior years for FDS and Annual Plan reporting.
**B.** Capital expenditures are a use of funds in CHA's 2015 budget but are capitalized for FDS and Annual Plan reporting.
**C.** Principal payments are a use of funds in CHA's 2015 budget but are a reduction to Long-term Debt in FDS.
**D.** Depreciation is an expense in FDS and, as a non-cash item, is not reflected as a use of funds in CHA's 2015 Budget.

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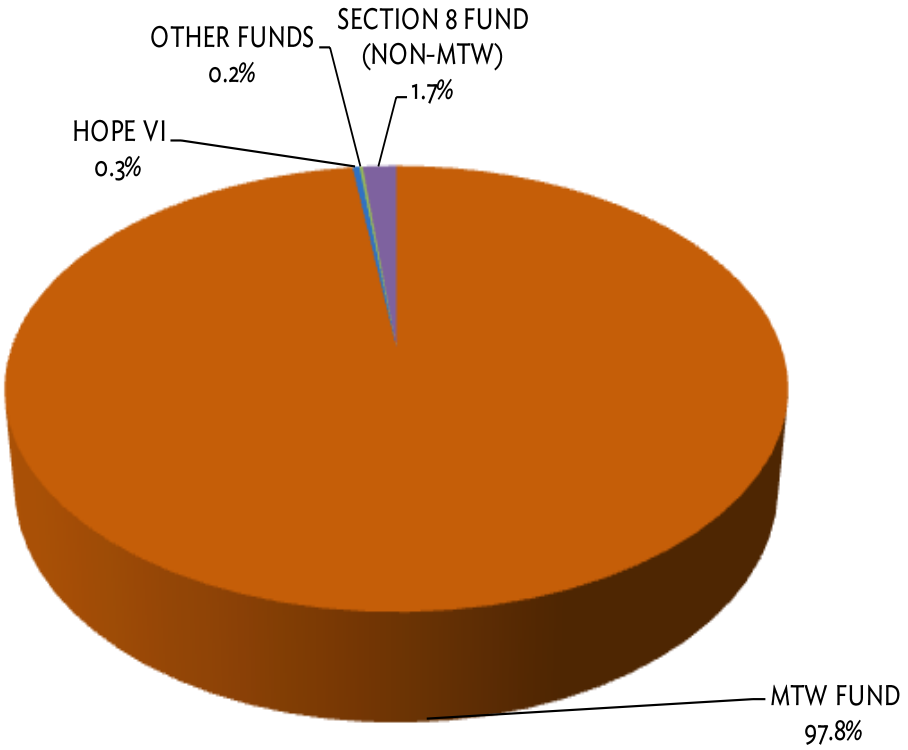
# REVENUE SOURCES ANALYSIS

The revenue summary for the Chicago Housing Authority (CHA) encompasses four major funding sources, each source of funding has several components. Below, and on succeeding pages, are tables and graphs that display historical information for each of the funding sources over a four-year period. For FY2015, total budgeted revenue for the CHA is $976 million.

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year |
|---|---|---|---|---|---|
| MTW FUND | $ 826,020,010 | $ 775,828,070 | $ 999,003,943 | $ 955,319,936 | -4.4% |
| SECTION 8 FUND (NON-MTW) | 12,002,629 | 12,421,810 | 15,516,127 | 16,146,515 | 4.1% |
| HOPE VI | 5,336,022 | 5,979,662 | 9,829,822 | 3,336,000 | -66.1% |
| OTHER FUNDS | 15,307,448 | 15,129,556 | 1,969,027 | 1,572,962 | -20.1% |
| ARRA-FORMULA | 1,177,063 | - | - | - | - |
| ARRA-COMPETITIVE | 357,454 | - | - | - | - |
| TOTAL REVENUES | $860,200,625 | $809,359,098 | $1,026,318,919 | $ 976,375,413 | -4.9% |

## REVENUE SOURCES



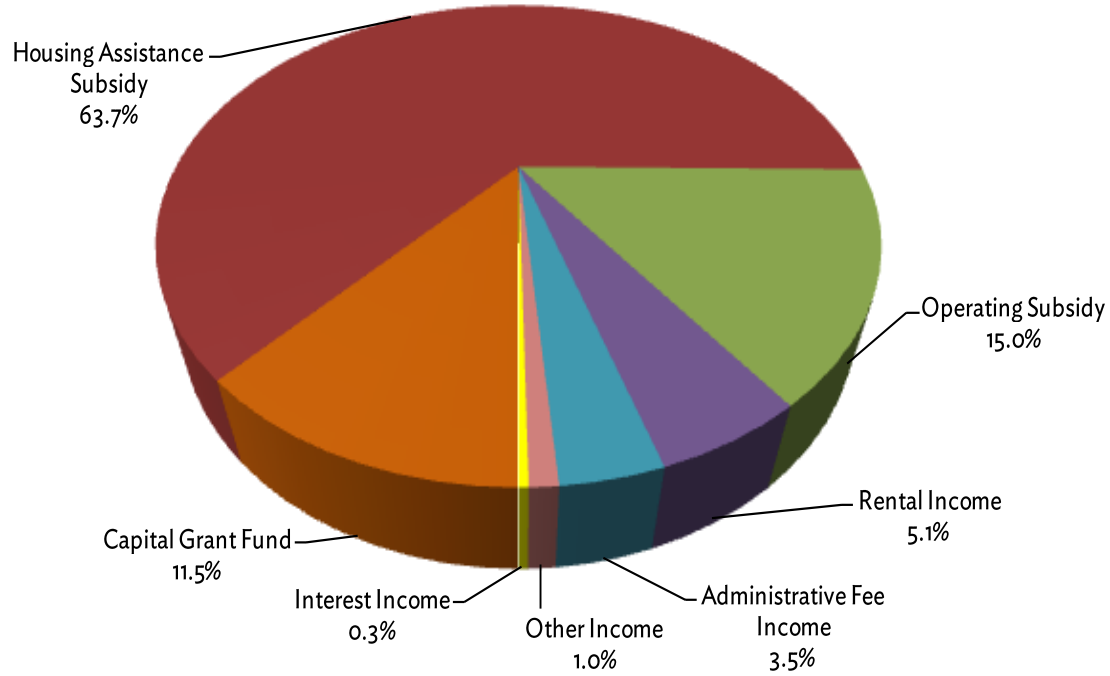
# REVENUE SOURCES ANALYSIS

## MTW FUND

The Moving-To-Work Agreement (MTW) between the CHA and the U.S. Department of Housing and Urban Development (HUD), allows the Authority to combine Low-Rent, Capital and Section 8 Housing Choice Voucher (HCV) Programs into Block Grant funding, which is referred to, in this document, as the "MTW Fund".

The following table and graph reflect the major sources of revenue which make up the MTW Fund.

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change Prior Year |
|---|---|---|---|---|---|
| Capital Grant Fund | $ 98,571,728 | $ 104,297,926 | $ 137,818,592 | $ 109,912,734 | -20.2% |
| Housing Assistance Subsidy | 493,017,171 | 461,433,663 | 643,371,533 | 608,343,343 | -5.4% |
| Operating Subsidy | 154,032,571 | 139,991,178 | 142,683,996 | 142,932,758 | 0.2% |
| Rental Income | 44,255,903 | 46,170,492 | 44,615,414 | 49,090,886 | 10.0% |
| Administrative Fee Income | 31,056,509 | 25,208,402 | 28,181,258 | 32,864,992 | 16.6% |
| Other Income | 2,563,870 | 967,403 | 1,518,150 | 9,127,723 | 501.2% |
| Interest Income | 2,522,259 | (2,240,994) | 815,000 | 3,047,500 | 273.9% |
| TOTAL REVENUES | $ 826,020,010 | $ 775,828,070 | $999,003,943 | $ 955,319,936 | -4.4% |

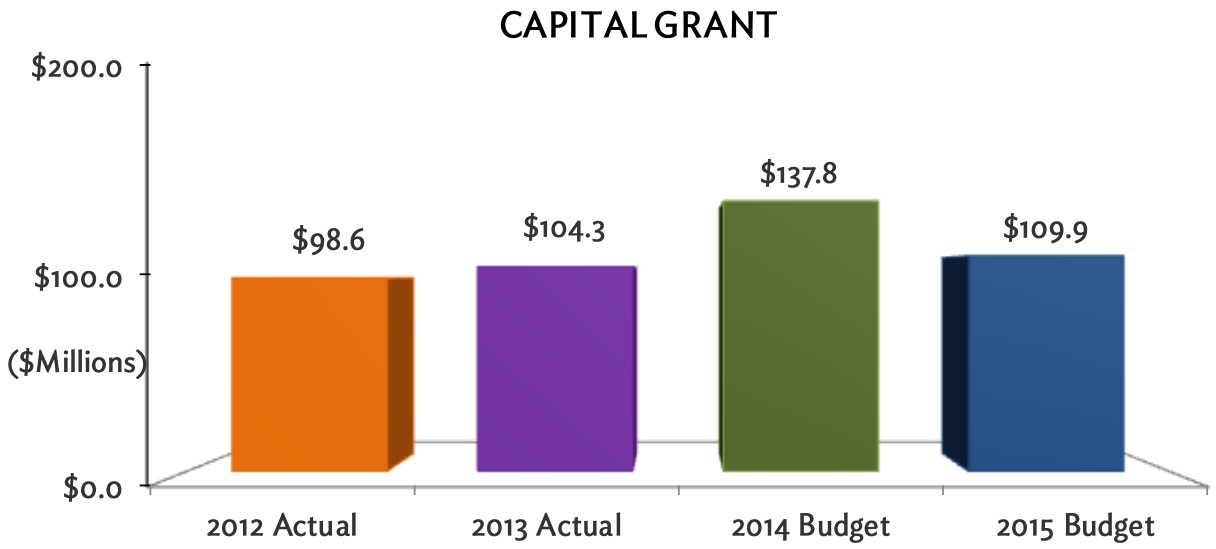


# REVENUE SOURCES ANALYSIS

## Capital Fund

The Capital Fund Program is utilized for rehabilitation, redevelopment activities and unit acquisition initiatives throughout the Authority. In FY2015, construction activity will be centered around delivering 119 new units to the public housing portfolio through mixed-income family housing redevelopment (94 units), public housing acquisition initiatives (25 units). Thus moving us closer towards our goal of 25,000 housing units committed under the Plan. The FY2015 Budget estimates a $69.5 million Capital Fund allocation with a projected FY2014 carryover amount of $40.4 million totaling $109.9 million.

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Capital Grant Funds | $98,571,728 | $104,297,926 | $137,818,592 | $109,912,734 | -20.2% |
| **TOTAL REVENUE** | **$98,571,728** | **$104,297,926** | **$137,818,592** | **$109,912,734** | **-20.2%** |

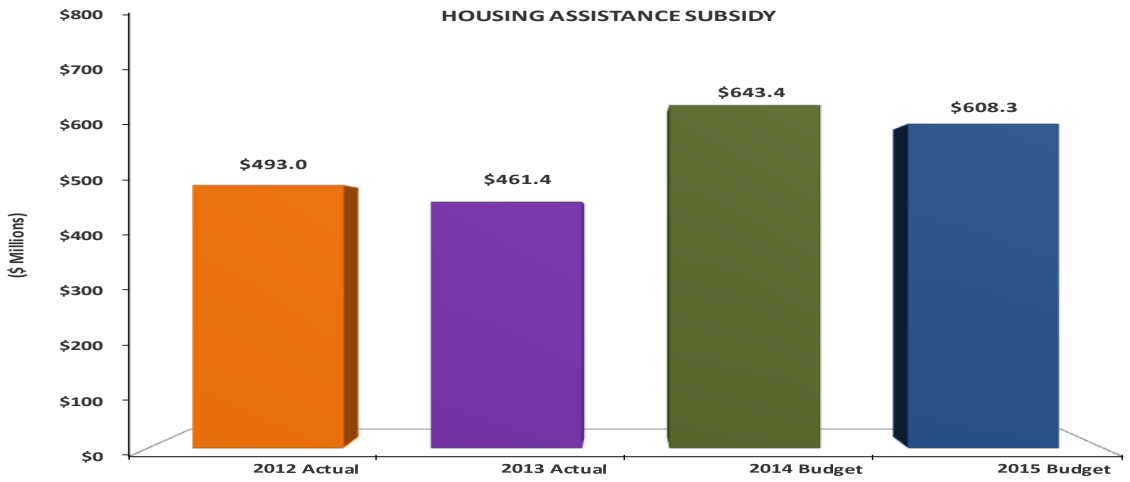


# REVENUE SOURCES ANALYSIS

## Housing Assistance Subsidy

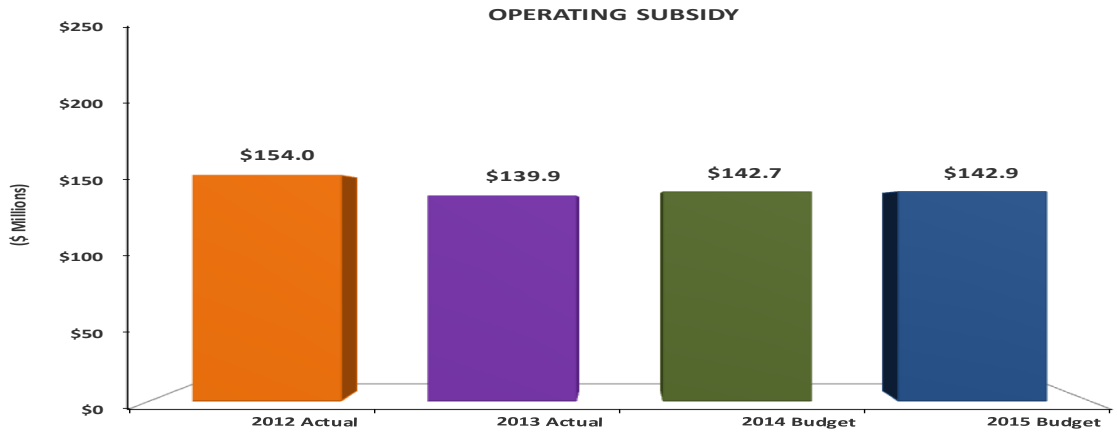
The Section 8 Housing Choice Voucher Program (HCV) is funded by Annual Contribution Contracts (ACC). The FY2015 projection for Housing Assistance Subsidy is based on leased units and is estimated at $416.0 million for MTW vouchers , $85.0 million for MTW Block Grant vouchers and Section 8 Reserve funds in the amount of $107.3 million

The graph below depicts CHA's Section 8 (MTW) Housing Assistance Subsidy levels for FY2012-FY2015.




## Operating Subsidy

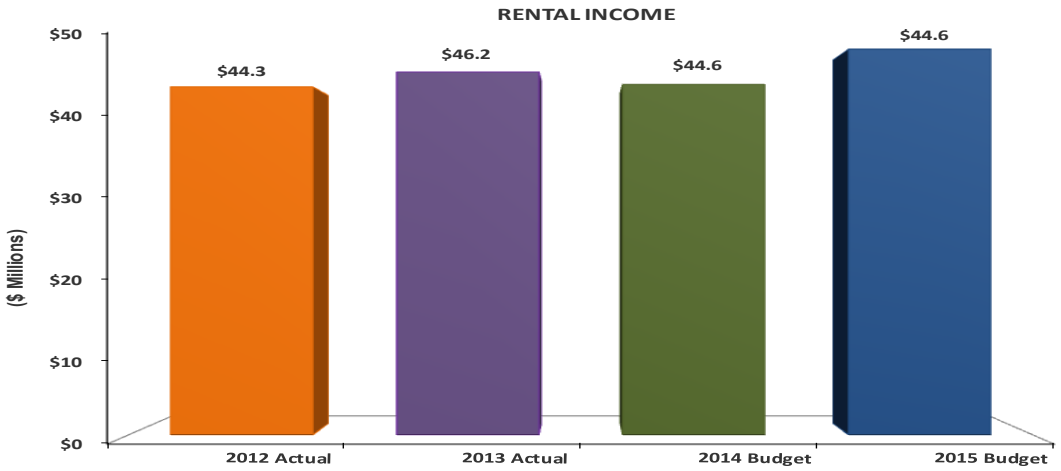
The estimation of Operating Subsidy is based upon the MTW Operating Subsidy Formula provided by HUD. The estimated Subsidy is derived by taking the Allowable Expense Level, a delta factor of 0.5%, the inflation factor of 1.5% and HUD's congressional appropriation rate. The calculated Operating Subsidy is based on 21,311 units and a congressional HUD appropriation of 82.0% for FY2015.



# REVENUE SOURCES ANALYSIS

## Rental Income

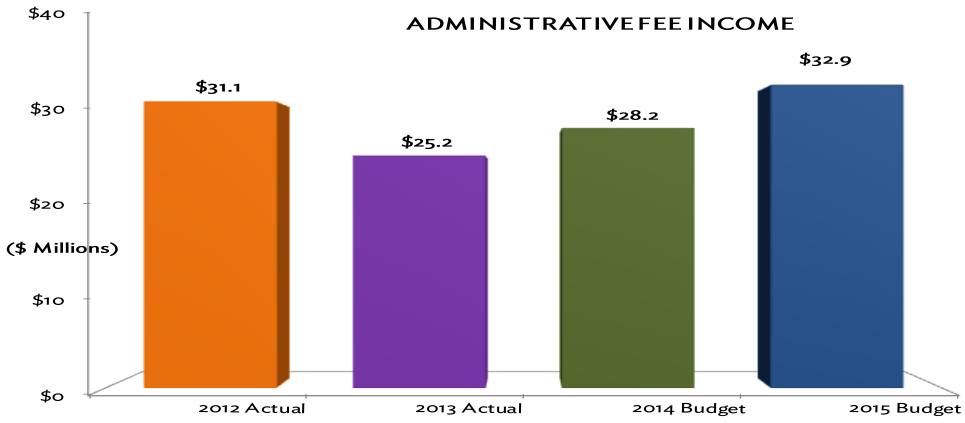
Rental Income is based on projected occupancy rates for each property. Presented below are the Rental Income Levels for FY2012 through FY2015.




## Administrative Fee Income

The Authority earns Administrative Fees from HUD based on the total number of units leased for facilitating and managing the Section 8 public/private housing partnerships. The Authority uses two third party administrators to operate the Section 8 Program. Administrative Income for FY2015 is estimated at $32.9 million. This estimation is based on portability fee earnings and other administrative fees.

The graph below depicts the level of funding for Administrative Fees for a four year period.

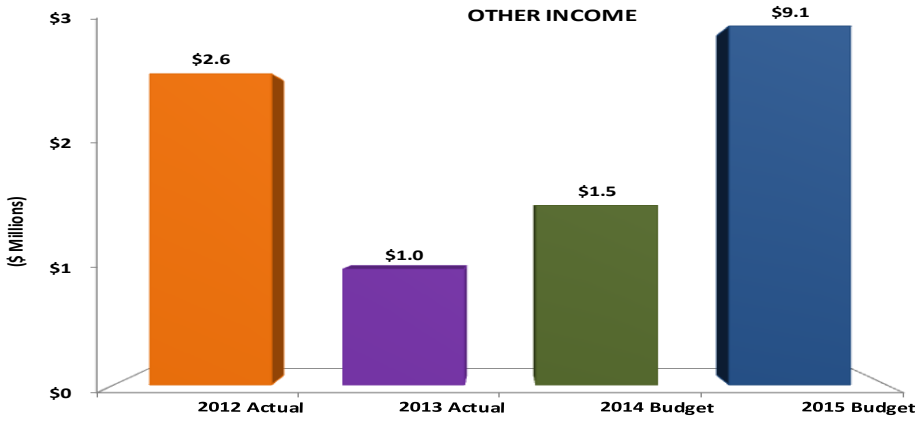


# REVENUE SOURCES ANALYSIS

## Other Income

Other Income is comprised of miscellaneous revenues received throughout the year. The revenue source for Other Income includes revenue receipts from the lease of CHA rooftops, Energy Tax Credit Sale, Land Sale, HCV inspection fees, Section 8 revenue from tenant fraud recovery fees ,

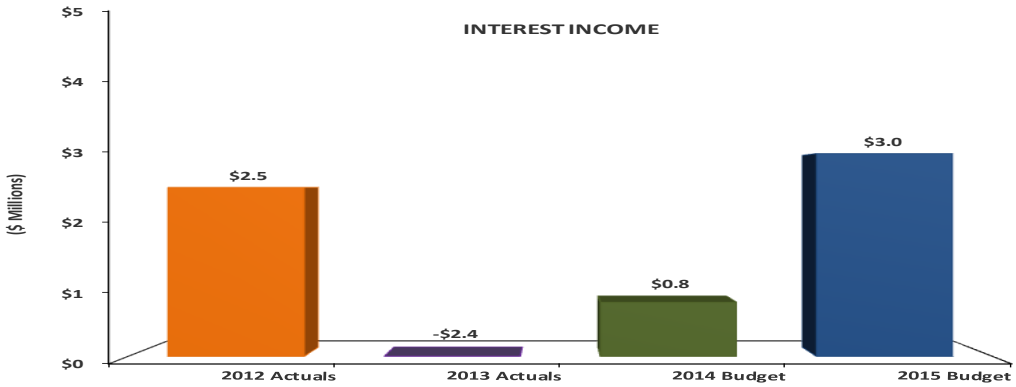
Presented below are the Other Income levels for FY2012 through FY2015.




## Interest Income

The Authority's Interest Income reflects earnings on investments with an average daily cash balance of approximately $411.8 million for the MTW Fund, Insurance and MTW Revenue reserve funds. Interest Income is calculated using the average annualized portfolio balance and interest rate for the current year.

Presented below are the Interest Income levels for FY2012 through FY2015.



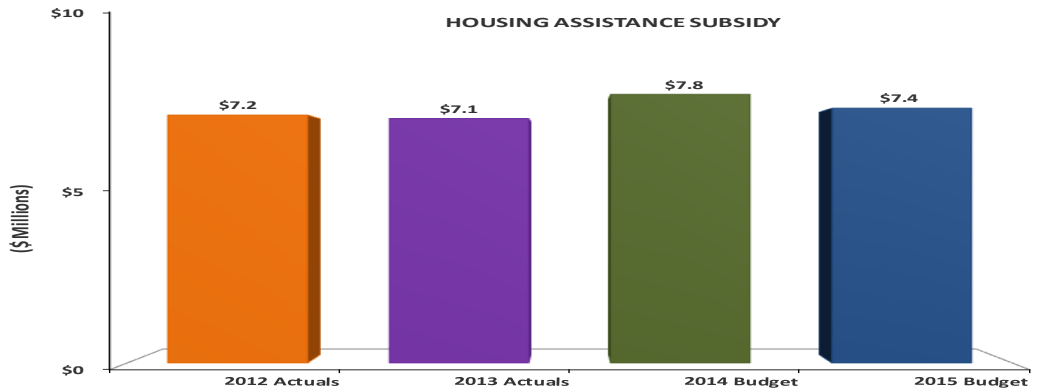
# REVENUE SOURCES ANALYSIS

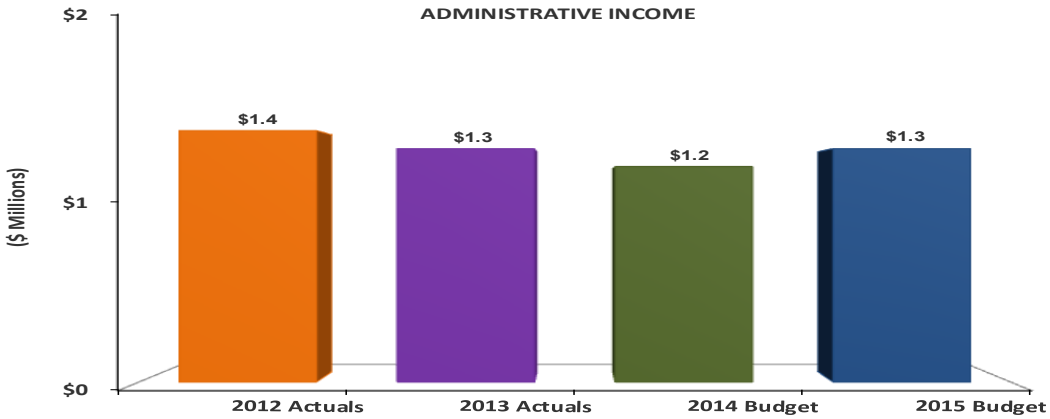
## SECTION 8 (NON-MTW)

The Section 8 (Non-MTW) revenue consists of the Moderate Rehabilitation and Mainstream Voucher Programs, which is funded by Annual Contribution Contracts (ACC). These contracts provide appropriations for approximately 1,277 Mod Rehab, 50 Mainstream and 685 Veteran's Affairs Supportive Housing vouchers (an increase of 160 vouchers). The revenue received under the terms of the ACC are for the operation of the voucher program and cover Housing Assistance Payments and fees for administering the program.

Presented below are the Section 8 (Non-MTW) income levels for FY2012 through FY2015.

| | FY2012 Actuals | FY2013 Actuals | FY2014 Budget | FY2015 Budget | % Change |
|---|---|---|---|---|---|
| Housing Assistance Payments | $7,167,614 | $7,074,072 | $7,786,983 | $7,407,322 | -4.9% |
| Administrative Income | 1,365,332 | 1,287,951 | 1,176,655 | 1,280,821 | 8.9% |
| Mainstream | 337,782 | 523,787 | 418,314 | 476,520 | 13.9% |
| Veteran's Affairs Supportive Housing | 1,939,403 | 3,536,000 | 6,134,175 | 6,981,853 | 13.8% |
| Interest Income | 1,192,498 | - | - | - | - |
| TOTAL REVENUE | $12,002,629 | $12,421,810 | $15,516,127 | $16,146,516 | 4.1% |



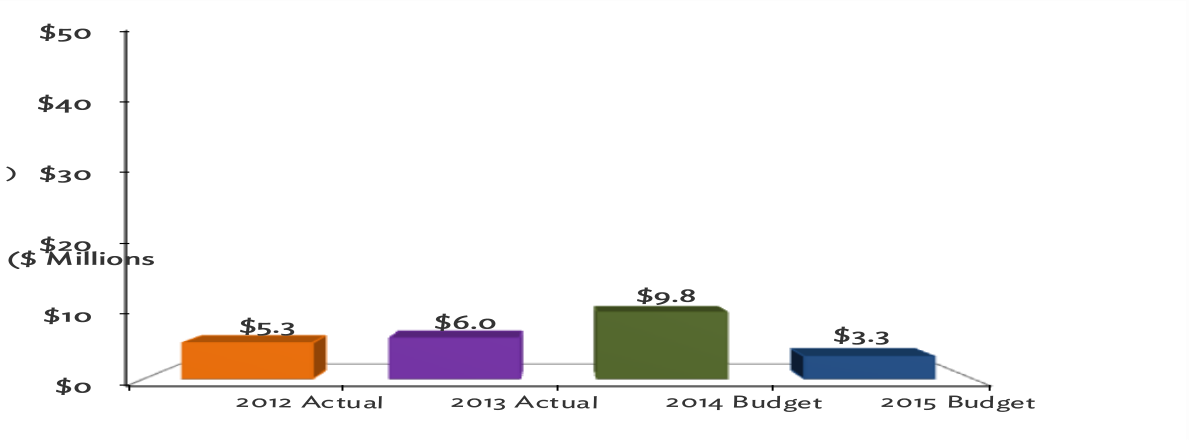



# REVENUE SOURCES ANALYSIS

## HOPE VI FUNDS

The HOPE VI Urban Revitalization Program is HUD's principal redevelopment program. The Program offers expenditure driven grants that provide funding for demolition, relocation, and the revitalization of neighborhoods in order to create mixed income housing by integrating public housing residents into the larger community. CHA has planned HOPE VI expenditures of $3.3 million for FY2015. Of this amount, $0.3 million will be used for community and supportive services and $3.0 million will fund revitalization projects. HOPE VI revenue will fund the revitalization and rehabilitation activity at City Gardens (former Maplewood Court site).

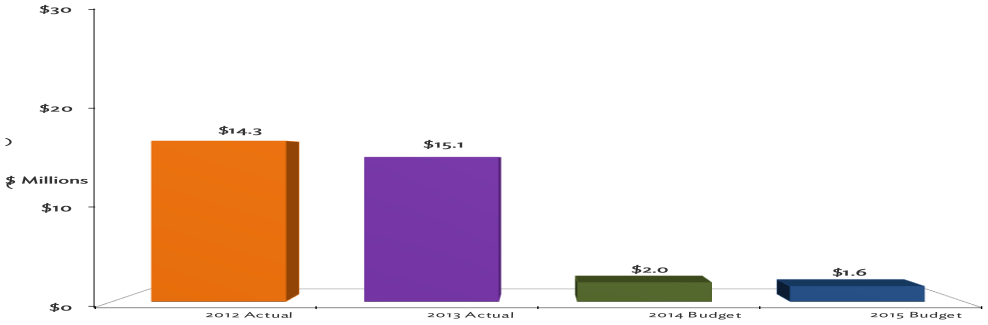
Presented below are the trends for HOPE VI for FY2012 through FY2015.




## OTHER FUNDS

The Authority has continued to commit funding for the development of resident programs and initiatives by generating and submitting written proposals for a variety of formula-driven and competitive grants from City, State, and government agencies. Sources of revenue from Other Funds include: Section 3, Resident Opportunity and Self Sufficiency Grant (ROSS) and Department of Family Services Youth Program. These grants will be used to fund community and supportive services for CHA residents.

Below are the revenue trends for other Funds over a period of four years.

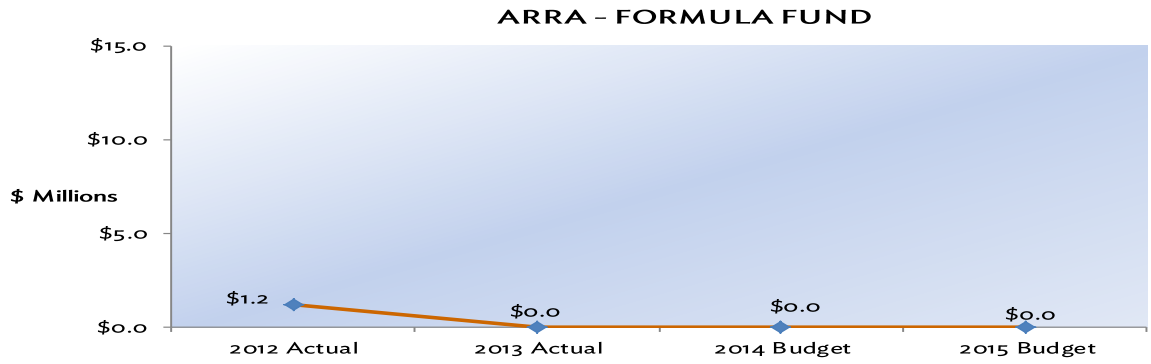


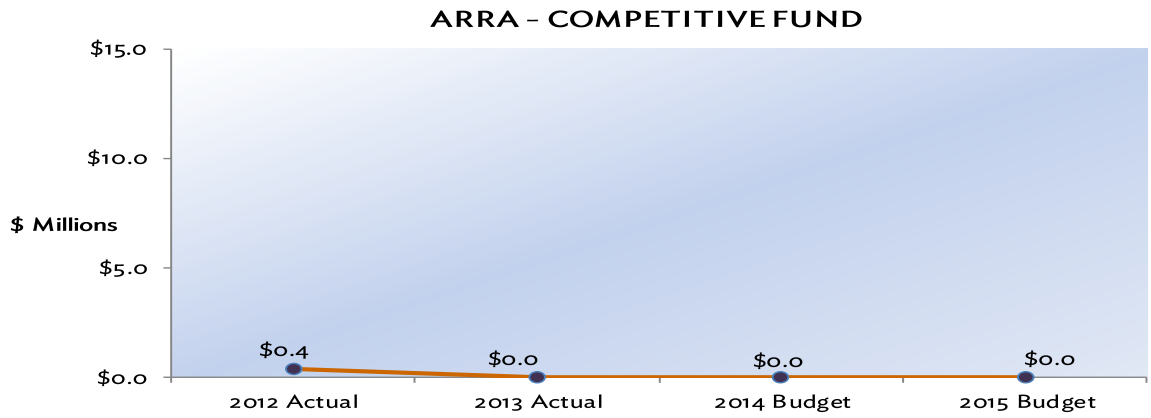
# REVENUE SOURCES ANALYSIS

## AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) FORMULA AND COMPETITIVE FUND

The American Recovery and Reinvestment (ARRA) Act was enacted by Congress in 2009. The ARRA-Formula Fund allocated capital funds to public housing authorities to help stimulate the U.S. economy. The total amount of formula funds awarded to CHA for the term of FY2009—FY2012 was $143.9M. No further appropriations of ARRA funding were made to CHA in subsequent years. These funds were used to assist the Authority in achieving its goals under the Plan for Transformation. Projects funded under ARRA included the installation of surveillance cameras throughout the Family and Senior properties, rehab and development work and energy conservation initiatives.

The graphs below show the funding levels for the ARRA - Formula and Competitive Funds.



# REVENUE SOURCES ANALYSIS

## 4 YEAR REVENUE PROJECTIONS

The following table outlines the projected revenues from all funding sources: MTW Fund, [Low Rent, Capital and Section 8 Housing Choice Voucher (HCV) Programs], Section 8 (Non-MTW), Hope IV and Other Funds.

| Revenue Sources | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---|---|---|---|---|---|
| Low Rent | | | | | |
| Operating Subsidy | $142,932,758 | 145,802,133 | 149,413,051 | 152,996,283 | 84,127,781 |
| Rental Income | 49,090,886 | 50,072,704 | 51,074,158 | 52,095,641 | 53,137,554 |
| Interest Income | 350,000 | 382,500 | 382,500 | 382,500 | 382,500 |
| Other Income | 8,897,723 | 3,397,723 | 3,397,723 | 3,397,723 | 3,397,723 |
| Subtotal Low Rent | 201,271,367 | 199,655,060 | 204,267,432 | 208,872,147 | 141,045,558 |
| Capital | | | | | |
| Capital Grant Fund | 109,912,734 | 111,562,000 | 61,524,000 | 56,602,000 | 52,074,000 |
| HCV | | | | | |
| Housing Assistance Subsidy | 416,000,000 | 462,196,500 | 464,507,483 | 466,830,020 | 516,252,479 |
| MTW Demo. Voucher | 192,343,343 | 50,307,969 | 50,559,509 | 50,812,307 | - |
| Administrative Fees | 32,864,992 | 35,873,110 | 36,500,890 | 37,139,655 | 41,578,903 |
| Interest Income | 2,697,500 | 500,000 | 150,000 | 150,000 | 150,000 |
| Other Income | 230,000 | 235,750 | 241,644 | 247,685 | 253,877 |
| Subtotal HCV | 644,135,835 | 549,113,329 | 551,959,526 | 555,179,667 | 558,235,259 |
| Total MTW Fund Revenues | $955,319,936 | $860,330,389 | $817,750,958 | $820,653,814 | $751,354,817 |
| Other Programs | | | | | |
| Section 8 (Non-MTW) | 16,146,515 | 16,460,777 | 16,662,256 | 16,859,894 | 17,063,593 |
| Hope VI | 3,336,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Other Funds | 1,572,962 | 5,959,897 | 1,668,755 | 1,718,818 | 1,770,383 |
| Subtotal Other Programs | 21,055,477 | 22,720,673 | 18,631,012 | 18,878,712 | 19,133,975 |
| Grand Total | $976,375,413 | $883,051,062 | $836,381,970 | $839,532,526 | $770,488,792 |

# CAPITAL IMPROVEMENT PROGRAM

## Introduction

The Capital Improvement Program (CIP) is a long-term plan which enables the Chicago Housing Authority (CHA) to strategically redevelop, rehabilitate, or modernize the public housing stock of Chicago. The CIP program provides funding for land acquisition, land improvements, design, feasibility studies, engineering services and construction for public housing in the City of Chicago.

CHA maintains a real estate portfolio that is comprised of different types of buildings with varying ages, sizes and physical conditions. Given the physical condition of these buildings, the rehabilitation needed to maintain these properties significantly increases the CHA's capital improvement costs.

CHA management believes that a vibrant capital improvement program depends on successfully linking an agency's strategic goals with a strong financial plan. To accomplish this, the CHA utilizes a combination of financing alternatives to leverage its capital improvement program. This allows the agency to prioritize projects based upon their benefit the residents. The Capital Improvement Program is primarily funded by grants received from the Department of Housing and Urban Development (HUD). Each year, the CHA receives three capital grants to redevelop, rehabilitate, or modernize its public housing and mixed-income communities. HUD allows the Authority to use MTW Block Grants to fund the CIP. Consequently, CHA management uses the MTW Block Grants to fund any gaps in the CIP budget.

## FY2015 Capital Budget

The Capital Budget for the fiscal year beginning January 1, 2015 and ending December 31, 2015 is $254.6 million. The budget consists of $250.2 million in program costs and $4.4 million in administrative expenses. The table on the next page represents CHA's projected expenditures by project and funding source. Projects are listed by category/property types (i.e. Family, Scattered and, Senior Developments) that are owned and operated by CHA. This table reflects the allocation of revenues, by funding source, for each project. (See the next two pages for a break-down of costs by Program Task and Administrative Costs).

The overall decrease in the Authority's FY2015 Capital Budget is $71,033,453 or 22.1%. The 22.2% decrease in Building Improvements represents an overall reduction in the Real Estate Acquisition Program (REAP) and in construction activity. In FY2015, there will be on-going construction and developer proposals at our family and mixed-income developments; specifically-Altgeld Gardens, Parkside IIB, Rosewald, Sterling, Quad Communities Arts and Recreation Center and capital maintenance at Senior Developments. The 50.1% increase in Construction Management and 12.3% decrease in Architectural and Engineering Fees represent activities directly impacted by building improvements.

The very nature of CHA's capital projects necessitates the ability to upgrade or renovate assets, over an extended period of time, to keep them operating at optimum levels. In an effort to contain utility costs, CHA began implementing Green Technologies by replacing/modernizing outdated equipment in our public housing facilities. Once these projects are complete, the properties must be properly maintained to ensure that they operate efficiently over time. CHA acknowledges that on-going labor and materials costs will result from these upgrades but, anticipates that long-term utility savings will make the modernization efforts worthwhile. Therefore, CHA factored the additional labor and materials costs into the CIP planning and budgeting process. The CIP plan also reflects projects for which coordination of resources (balancing community needs and funding) are shared with various City departments to achieve the greatest benefits for public housing residents. CHA believes that it has developed a thoughtful CIP which ties the strategic goals of the Agency to a financially strong plan that enables us to benefit the residents.

# CAPITAL IMPROVEMENT PROGRAM

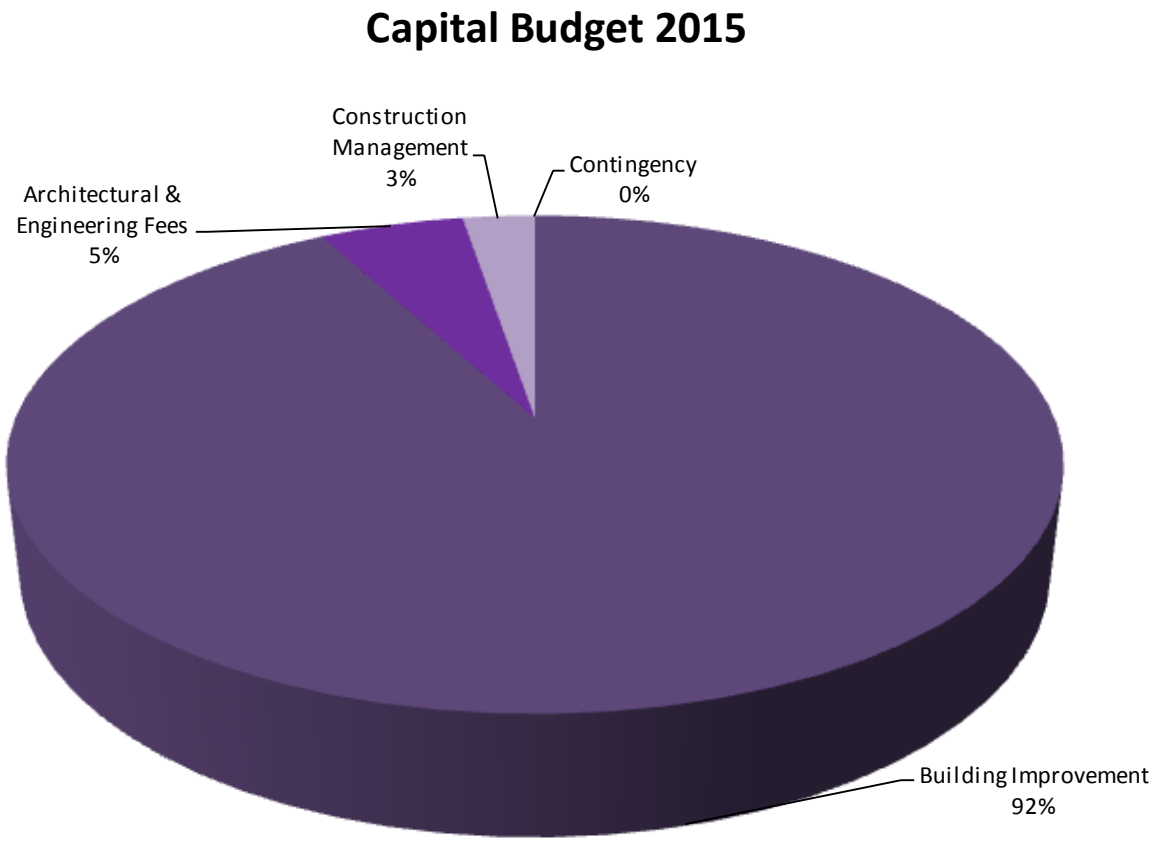
FY2015 Capital Program Estimated Capital Expenditures (By Development and Fund)

| REDEVELOPMENT/ACQUISITION | HOPE VI Revitalization | Capital Fund FY2014 Grant | Capital Fund (Prior Year Grant) | Other Funding | MTW Block Grant | TOTALS |
|---|---|---|---|---|---|---|
| **Real Estate Acquisition Program/REAP** | - | | - | - | 800,000 | $ 800,000 |
| **Mixed Income/Mixed-Finance** | | | | | | - |
| Parkview/Fannie Emanuel Senior Apts | - | - | - | - | 6,296,000 | 6,296,000 |
| Parkside IIB | 10,000 | - | - | - | 4,504,000 | 4,514,000 |
| Lathrop Homes Phase 1 (Predevelopment) | - | - | - | - | 2,500,000 | 2,500,000 |
| Legends A1 (Robert Taylor) | | - | - | - | 466,000 | 466,000 |
| City Gardens ( former Maplewood Court site) | 3,036,235 | | - | - | 5,580,765 | 8,617,000 |
| Horner Superblock | | | | | 8,150,000 | 8,150,000 |
| Ickes - Phase 1 | | | | | 1,000,000 | 1,000,000 |
| Park Boulevard - (Stateway Gardens) | - | - | - | - | 750,000 | 750,000 |
| Clybourn & Division (Cabrini) | - | - | - | - | 2,434,000 | 2,434,000 |
| Rosenwald | - | - | - | - | 11,370,000 | 11,370,000 |
| St. Edmund's Oasis | - | - | - | - | 5,500,000 | 5,500,000 |
| **Mixed Income Developments** | 3,046,235 | - | - | - | 48,550,765 | 51,597,000 |
| **Other** | - | - | - | - | 20,094,000 | 20,094,000 |
| Due Diligence Contract Costs | | | | | 644,000 | 644,000 |
| Quad Communities Arts and Recreation Center | | | | | 8,000,000 | 8,000,000 |
| Casa Queretaro | | | | | 4,450,000 | 4,450,000 |
| Sterling | | | | | 7,000,000 | 7,000,000 |
| **Total Redevelopment/Acquisition Budget** | 3,046,235 | - | - | - | 69,444,765 | 72,491,000 |
| CAPITAL MAINTENANCE /CONSTRUCTION PROJECTS | | | | | | |
| **Family** | | | | | | |
| Altgeld | - | | 23,477,797 | - | 50,563,157 | 74,040,954 |
| Jane Addams Family Resource Center | | | | | 2,415,000 | 2,415,000 |
| **Family Developments** | - | - | 23,477,797 | - | 52,978,157 | 76,455,954 |
| **Senior Developments** | - | 69,516,797 | 3,419,203 | - | 2,473,000 | 75,409,000 |
| **Scattered Sites** | - | - | 10,000,000 | - | - | 10,000,000 |
| **Other** | - | - | 3,500,000 | - | - | 3,500,000 |
| **CCD Total Capital Budget** | - | 69,516,797 | 40,397,000 | - | 55,451,157 | 165,364,954 |
| CAPITAL MAINTENANCE /ADMINISTRATIVE/DEBT SERVICE | | | | | | |
| **Subtotal Capital Budget** | | | | | | 237,855,954 |
| PPM - Capital Maintenance | - | - | - | - | 10,000,000 | 10,000,000 |
| **Subtotal Capital Budget & PPM** | | | | | | 247,855,954 |
| **Other Capital Requirements** | | | | | 6,753,559 | 6,753,559 |
| ODM Administrative | - | - | - | - | 2,398,273 | 2,398,273 |
| CCD Administrative | - | - | - | - | 2,009,286 | 2,009,286 |
| Fiscal Agent Fees | - | - | - | - | 50,000 | 50,000 |
| Debt Service | - | | - | - | 2,296,000 | 2,296,000 |
| TOTAL CAPITAL BUDGET | 3,046,235 | 69,516,797 | 40,397,000 | 0 | 141,649,481 | 254,609,513 |

# CAPITAL IMPROVEMENT PROGRAM

CHA 2015 Capital Expenditures by Program are shown below. The Capital Budget for FY2015 is $254.6 million consisting of $250.2 million in program costs as shown plus $4.4 million in administrative expenses. The tables below and on the next page show the allocation of funds for the FY2015 Capital Budget:

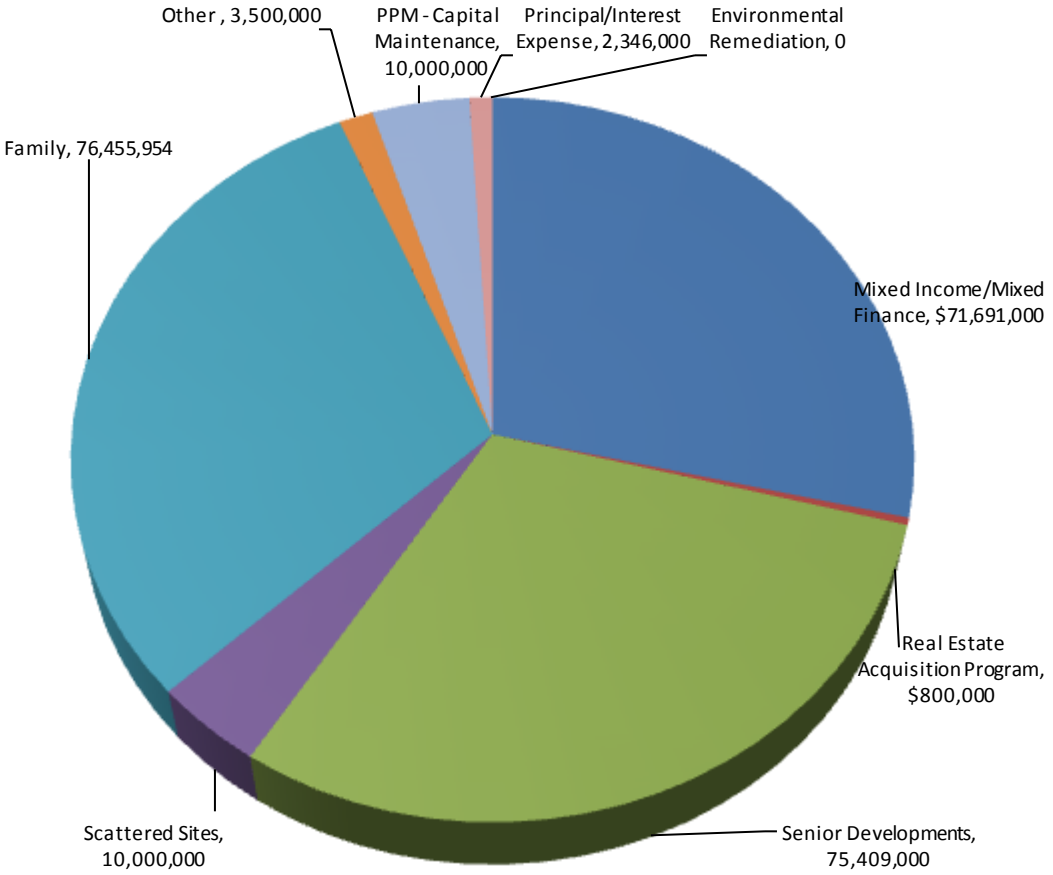
| Task | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget | 2014% Change |
|---|---|---|---|---|---|---|
| Building Improvement | $92,025,095 | $91,842,642 | $126,964,890 | $295,946,684 | $230,369,451 | -22.2% |
| Construction Management | 2,258,380 | 1,168,819 | 3,417,395 | 4,400,000 | 6,603,307 | 50.1% |
| Architectural & Engineering Fees | 3,184,015 | 3,535,353 | 8,531,240 | 15,088,723 | 13,229,196 | -12.3% |
| Contingency | - | - | - | 5,800,000 | - | |
| **Total** | **$97,467,490** | **$96,546,814** | **$138,913,525** | **$321,235,407** | **$250,201,954** | -22.1% |



# CAPITAL IMPROVEMENT PROGRAM

| Program | 2015 Budget | % |
|---|---|---|
| Mixed Income/Mixed Finance | $71,691,000 | 28.7% |
| Real Estate Acquisition Program | $800,000 | 0.3% |
| Senior Developments | 75,409,000 | 30.1% |
| Scattered Sites | 10,000,000 | 4.0% |
| Family | 76,455,954 | 30.6% |
| Other | 3,500,000 | 1.4% |
| Capital Maintenance | 10,000,000 | 4.0% |
| Principal/Interest Expense | 2,346,000 | 0.9% |
| Environmental Remediation | 0 | - |
| **Total** | **$250,201,954** | **100.0%** |

## 2015 Capital Expenditures by Program

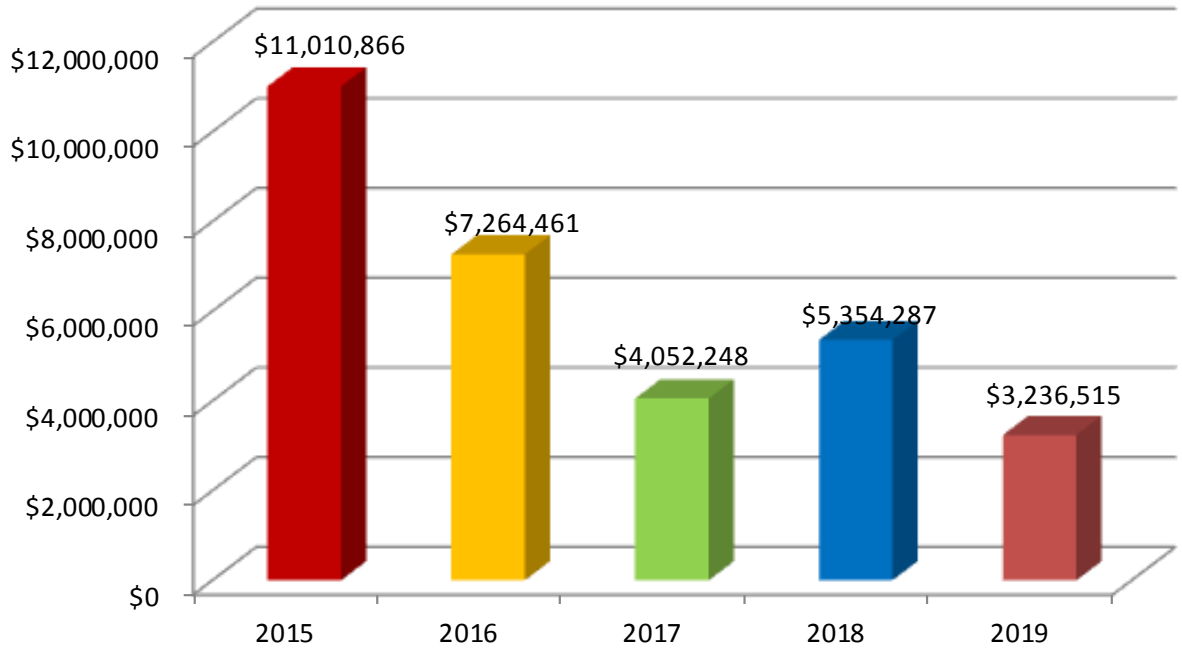


# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL SOFT COSTS

The table and chart below represent soft costs totaling $11,010,866, which are associated with the operation of the capital improvement program. Of the $11,010,866, administrative costs in the amount of $4,407,559 have been budgeted for FY2015.

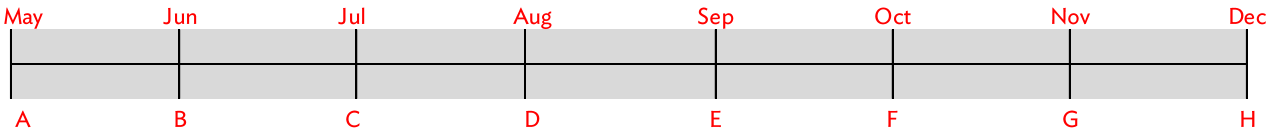
| Capital Soft Costs | Total | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|
| Construction Management | $12,928,416 | $6,603,307 | $2,971,488 | $980,591 | $1,186,515 | $1,186,515 |
| Development Management Staff & Expenses | 12,101,589 | 2,398,273 | 3,167,772 | 2,217,772 | 3,217,772 | 1,100,000 |
| Capital Construction Staff & Expenses | 5,888,372 | 2,009,286 | 1,125,201 | 853,885 | 950,000 | 950,000 |
| Total | **$30,918,377** | **$11,010,866** | **$7,264,461** | **$4,052,248** | **$5,354,287** | **$3,236,515** |



# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL BUDGET PROCESS

Projects included in the Capital Improvement Program were derived based on discussions and input from various departments within the CHA. In order to determine the priority of capital projects, departments submitted projects that encompass both the improvement and development of housing throughout the City. Each department estimated the project's cost, assigned a project manager, determined the priority level, gave an explanation and justification of the project and identified costs which would extend beyond the five years. The capital projects and cost estimates are compiled and forwarded to the Office of Budget and Management for funding. For more information about the Capital Budget Process, see timeline below.




A. In May, the Manager, Capital Budget and the Senior Budget Analyst start conversations with the Capital Construction Division (CCD) and the Office of Development Management (ODM) concerning their respective 5-year capital projections.

B. CCD and ODM develop budget requests by forecasting their budget needs for FY2015 through FY2019; these are submitted to OBM.

C. OBM develops and updates its capital model to contain funding scenarios through FY2019. This model reflects estimated sources and uses of funding based on planned and future construction activities as submitted by CCD and ODM.

   Funding requests for capital projects to be carried out in FY2015 are then incorporated into the Comprehensive Budget. As part of the budget process, OBM identifies planned expenditures and compares them to available funding for FY2015. To ensure that sufficient funding is available to carry out capital activities, CHA incorporates any prior year's capital fund carryover to the FY2014 revenue portion.

D. In August, the Manager, Capital Budget submits a draft of the 5-Year Capital Summary to the Budget Director for review.

E. During September and October, capital plans are adjusted by OBM to ensure budget allocations are in place to fund projects anticipated to be completed for both CCD and ODM.

F. In October the Capital Budget Summary is incorporated into a draft of the FY2015 Comprehensive Budget Document.

G. In November, the Comprehensive Budget document is presented to the Board of Commissioners for Approval.

H. After review by the Finance Committee and presentation to the Board, the budget is approved.

# CAPITAL IMPROVEMENT PROGRAM

The Chicago Housing Authority's CIP program provides funding for land acquisition, land improvements, design, feasibility studies, engineering services and construction. Capital projects are planned and executed as follows:

**Project Development:** This phase of the project provides funding for costs incurred by CHA to define the scope of work for a specific project. Project Development costs include preliminary design studies, data collection, public review/comment, legal review, technical assessment and cost estimating.

**Design:** These costs typically include professional consultant fees which include legal counsel, technical reviews/assessments by engineering and architectural firms, feasibility studies, construction management services, advertising fees and bid reviews.

**Land Acquisition**: These are costs incurred for the purchase of land, easements and rights-of-way, surveys, appraisals, environmental audits and legal fees.

**Construction:** This phase includes all construction-related costs that are incurred in order for a project to reach completion. These costs include construction contracts, professional and technical services (engineering, architectural and legal), advertising as well as fees for permits and licenses.

**Administration:** These costs include in-house project management expenses to supervise and administer the CIP program. Administrative oversight is provided in each phase (project development, design, land acquisition and construction) as well as contract management, monitoring, and the processing of related financial transactions.

The following definitions relate to the Chicago Housing Authority's CIP projects:

**Capital Expenditures:** Funds spent on capital improvements that change the nature of property, extends its useful life or otherwise improve it beyond the natural improvement expected with routine repairs/ maintenance.

**Capital Improvement:** A major expenditure that generally falls into one of the following categories: Land and non-structural improvements; new structures; major repairs; or, major equipment.

**Capital Improvement Budget:** A list of projects that identifies sources and uses of funds in a five year CIP.

**Non-Recurring Capital Improvement Project/Items:** These costs are defined as a "major, nonrecurring expenditure to expand or improve a government's physical assets, including facilities and infrastructure that are not consumed within a year but rather have a multi-year life." In addition, equipment items of a non-recurring nature (multi-year useful life) and a significant value ($25,000 or greater) are included in the non-recurring improvement plan.

# CAPITAL IMPROVEMENT PROGRAM

**Non-Recurring and Recurring Expenditures (By Category):** The graph on the following page reflects the specific type of activities and the overall percentages which comprises non-recurring and recurring activities for the CHA's FY2015 Capital Improvement Plan. In addition, due to the nature of construction, it is quite possible for CHA to incur the following expenditures which have been included in the FY2015 Budget:

- Potential Settlements
- Errors and Omissions caused by the architects
- Emergency Procurement

From time to time, disagreements with contractors arise which cannot be easily resolved on the basis of the contract. In these instances, the Office of Budget and Management works with the General Counsel's Office and the Capital Construction Division to settle these disputes. Legal settlements are paid from CHA's capital budget.

Shops and Lofts

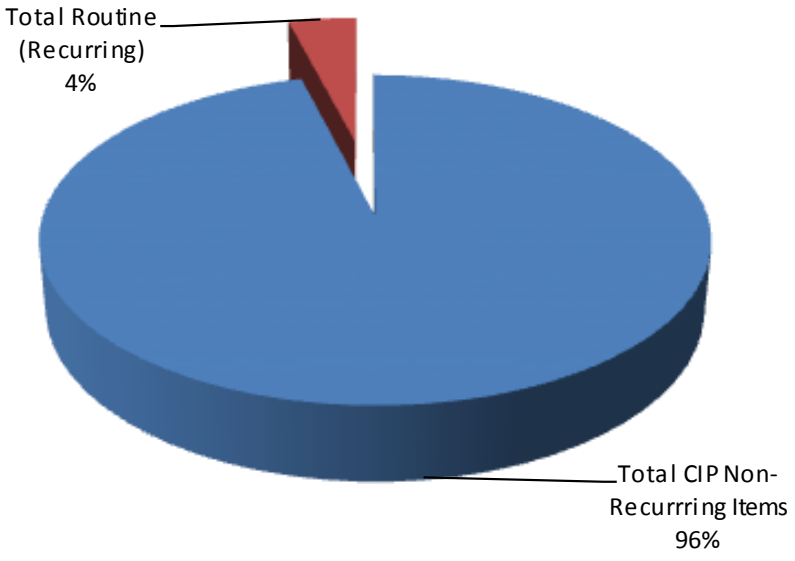
# CAPITAL IMPROVEMENT PROGRAM

FY2015 CAPITAL BY CATEGORY
CAPITAL IMPROVEMENT PLAN

| Capital Improvement Plan (Non-Recurring Items) | Amount |
|---|---|
| Architectrual & Engineering | 13,229,196 |
| Construction Management | 6,603,307 |
| Land Acquisitions | 0 |
| Unit Acquisitions | 800,000 |
| Construction - Redevelopment | 71,691,000 |
| Construction- Rehab | 145,532,451 |
| Principal/Interest Expense | 2,346,000 |
| **Total CIP Non- Recurrring Items** | **240,201,954** |

| Capital Maintenance Routine (Recurring) | Amount |
|---|---|
| Architectrual & Engineering | 626,200 |
| Program Management | 375,720 |
| Mechanical/Electrical/Plumbing | 1,175,000 |
| Exterior Maintenance | 1,900,000 |
| Site Work | 100,000 |
| Commom Area Work | 917,000 |
| Major & Minor Repairs Cycle unit painting | 996,000 |
| Basement Repairs | 350,000 |
| Unit Rehab | 300,000 |
| Other Capital Maintenance -Related Activities | 3,260,080 |
| **Total Routine - Recurring** | **10,000,000** |

| | |
|---|---|
| **Total Capital** | **250,201,954** |



# CAPITAL IMPROVEMENT PROGRAM

## CHICAGO HOUSING AUTHORITY
## Capital/Depreciation

| | | |
|---|---|---|
| 12/31/2013 | Capital Assets, Net of Accumulated Depreciation | $1,035,634,165 |
| FY2014 | Projected Capital Expenditures | $178,245,000 |
| | Subtotal | $1,213,879,165 |
| | Projected 2014 Depreciation | (156,000,000) |
| 12/31/2014 | Projected Net Capital Assets | $1,057,879,165 |
| FY2015 | Projected Capital Expenditures | $247,855,954 |
| | Subtotal | $1,305,735,119 |
| | Projected 2015 Depreciation | (157,000,000) |
| 12/31/2015 | Projected Net Capital Assets | $1,148,735,119 |

**Depreciation of Capital Assets**

The Authority capitalizes assets with a cost of more than $5,000 and an estimated useful life greater than one year. Capital assets are recorded at cost or at fair value at time of acquisition. Capital improvements that extend the useful life of assets are capitalized. In keeping with generally accepted accounting principles (GAAP) and as reflected in Governmental Accounting Standard's Board Statement No. 34, the CHA depreciates its capital assets over the estimated useful life of the asset. Depreciation of capital assets is computed using the straight-line method assuming the following useful lives:

| Asset Category | Asset Useful Life |
|---|---|
| Buildings | 40 |
| Site Improvements | 20 |
| Furnitures | 8 |
| Equipments | 5 & 8 |
| Vehicles | 5 |
| Building Improvements | 10 |

# IMPACT ANALYSIS

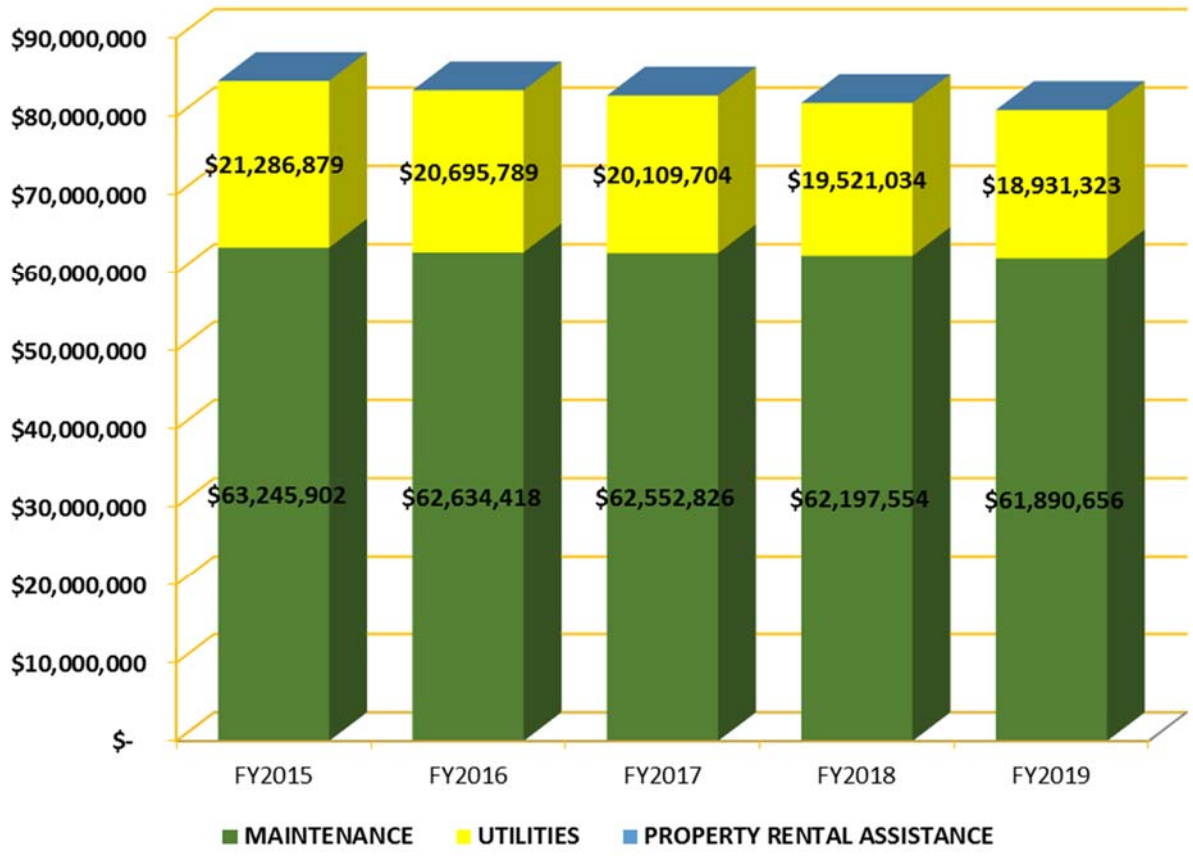
Capital Improvement programs have a real impact on the operating budget. Since the inception of the "Plan" the Authority has spent millions on unit rehabilitation, common area, upgrading the electrical, heating and cooling systems at the family, senior and scattered sites developments.

The impact analysis will show and trend the overall impact on the Authority's operating budget based on significant nonrecurring capital expenditures.

# CAPITAL IMPROVEMENT PROGRAM

## COMBINED UTILITIES & MAINTENANCE

| | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---|---|---|---|---|---|
| TOTAL UNITS | *23,940 Units* | *24,041 Units* | *24,056 Units* | *24,525 Units* | *25,000 Units* |
| MAINTENANCE | $ 63,245,902 | $ 62,634,418 | $ 62,552,826 | $ 62,197,554 | $ 61,890,656 |
| UTILITIES | 21,286,879 | 20,695,789 | 20,109,704 | 19,521,034 | 18,931,323 |
| PRA | - | - | - | - | - |
| | **$ 84,532,781** | **$ 83,330,207** | **$ 82,662,530** | **$ 81,718,588** | **$ 80,821,979** |



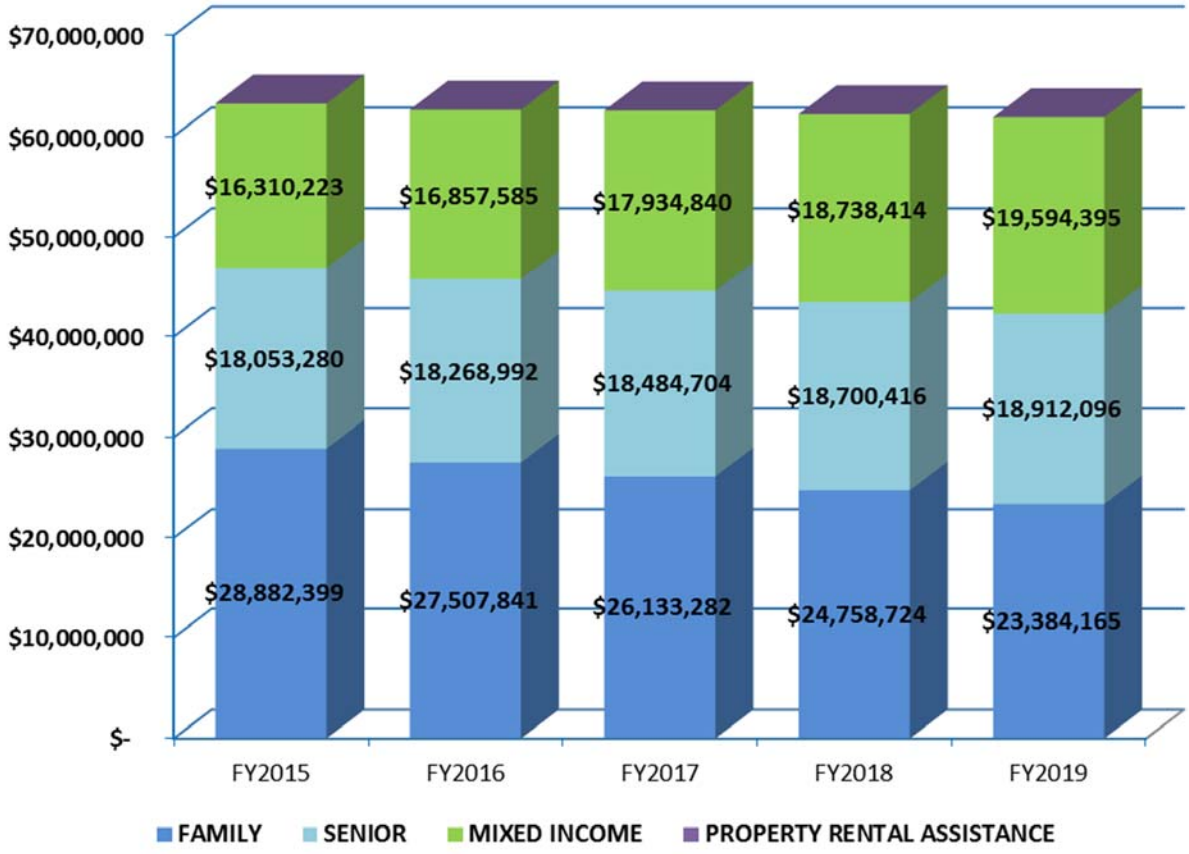

The projected FY2015 combined maintenance and utilities expenditures for 23,940 units are $84,532,781. A three year average per unit cost is used for each category of housing for maintenance and utilities. For maintenance, the three year average per unit cost for a family unit is $3,031; for a senior unit, $2,016 and for a mixed income unit, $5,823. For utilities, the three year average per unit cost for a family unit is $1,496; for a senior unit, $768; and for a mixed income unit, $55.

There are no utilities nor maintenance expenditures associated with property rental assistance units (PRA).

# CAPITAL IMPROVEMENT PROGRAM

## MAINTENANCE

| | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---|---|---|---|---|---|
| FAMILY | *9,529 Units* | *9,076Units* | *8,622 Units* | *8,169 Units* | *7,715 Units* |
| | $ 28,882,399 | $ 27,507,841 | $26,133,282 | $24,758,724 | $23,384,165 |
| SENIOR | *8,955 Units* | *9,062 Units* | *9,169 Units* | *9,276 Units* | *9,381 Units* |
| | $ 18,053,280 | $ 18,268,992 | $18,484,704 | $18,700,416 | $18,912,096 |
| MIXED INCOME | *2,801 Units* | *2,895 Units* | *3,080 Units* | *3,218 Units* | *3,365 Units* |
| | $ 16,310,223 | $ 16,857,585 | $17,934,840 | $18,738,414 | $19,594,395 |
| PRA | *2,655 Units* | *3,008 Units* | *3,185 Units* | *3,862 Units* | *4,539 Units* |
| | $ - | $ - | $ - | $ - | $ - |
| | **$ 63,245,902** | **$ 62,634,418** | **$62,552,826** | **$62,197,554** | **$61,890,656** |



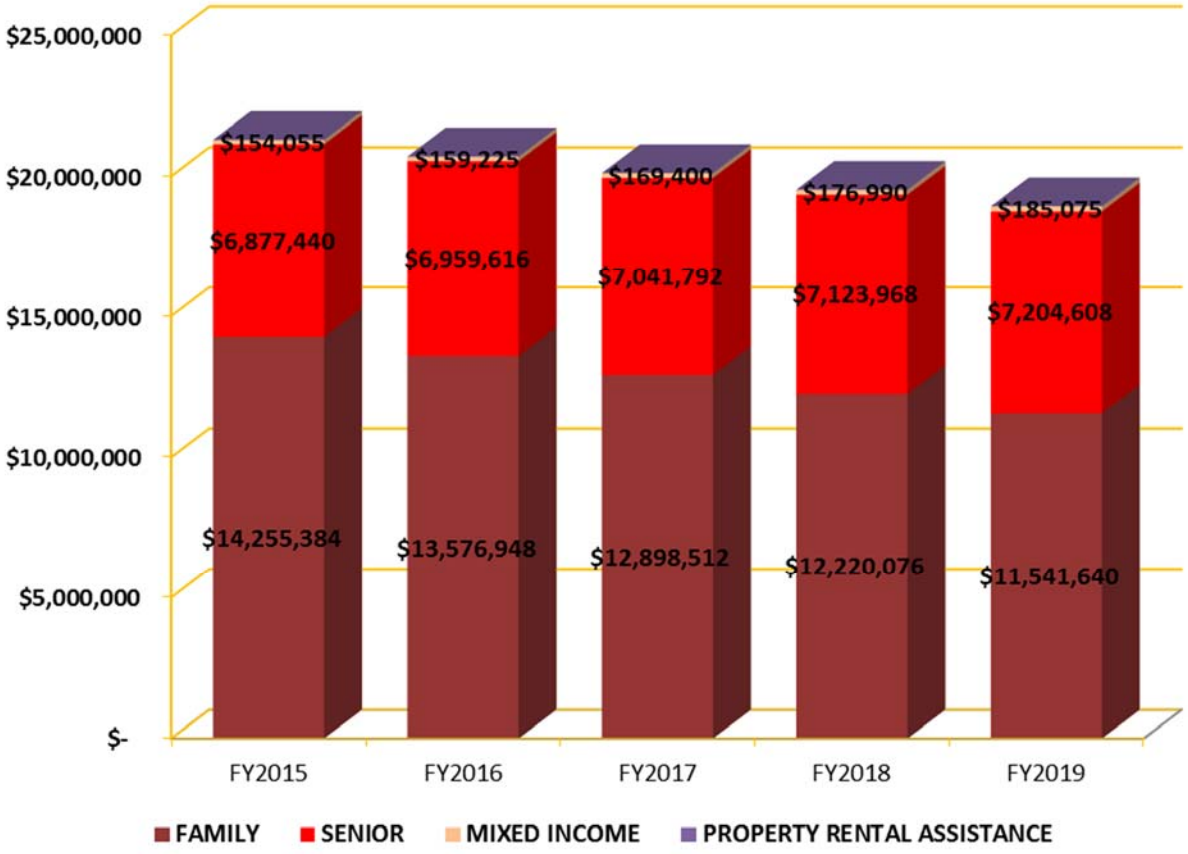

The projected FY2015 maintenance expenditures for 23,940 units are $63,245,902. This amount is calculated using the three year average for each category. The three year average per unit cost for a family unit is $3,031; for a senior unit, $2,016; and for a mixed income unit, $5,823. The overall maintenance expenditures will decrease from $63,245.902 in FY2015 to $61,890,656 in FY2019 as the number of units increase to 25,000 between family, senior and mixed income units through the end of the Plan. Family maintenance expenditures will decrease from $28,882,399 in FY2015 to $23,384,165 in FY2019, a 19.0% decrease. Senior maintenance expenditures will increase from $18,053,280 in FY2015 to $19,594,395 in FY2019, representing a 4.8% increase. Mixed income maintenance expenditures will increase from $16,310,233 in FY2015 to $19,594,395 in FY2019, which is a 20.1% increase.

There are no maintenance expenditures associated with the property rental assistance units (PRA).

# CAPITAL IMPROVEMENT PROGRAM

## UTILITIES

| | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 |
|---|---|---|---|---|---|
| FAMILY | *9,529 Units* | *9,076 Units* | *8,622 Units* | *8,169 Units* | *7,715 Units* |
| | $ 14,255,384 | $ 13,576,948 | $12,898,512 | $12,220,076 | $11,541,640 |
| SENIOR | *8,955 Units* | *9,062 Units* | *9,169 Units* | *9,276 Units* | *9,381 Units* |
| | $ 6,877,440 | $ 6,959,616 | $ 7,041,792 | $ 7,123,968 | $ 7,204,608 |
| MIXED INCOME | *2,801 Units* | *4,077Units* | *5,353 Units* | *6,629 Units* | *7,904 Units* |
| | $ 154,055 | $ 159,225 | $ 169,400 | $ 176,990 | $ 185,075 |
| PRA | *2,655 Units* | *3,008 Units* | *3,185 Units* | *3,862 Units* | *4,539 Units* |
| | $ - | $ - | $ - | $ - | $ - |
| | **$ 21,286,879** | **$ 20,695,789** | **$20,109,704** | **$19,521,034** | **$18,931,323** |




The projected FY2015 utilities expenditures for 23,940 units are $21,286,879. This amount is calculated using the three year average for each category. For utilities, the three year average per unit cost for a family unit is $1,496; for a senior unit, $768; and for a mixed income unit, $55. The overall utilities expenditures will decrease to a total of $18,931,323 in FY2019 as the number of family units decrease and the senior and mixed income units increase. Family expenditures will decrease from $14,255,384 in FY2015 to $11,541,640 in FY2019, representing a 19.0% decrease. Senior utilities expenditures will increase from $6,877,440 in FY2015 to $7,204,608 in FY2019, a 4.8% increase. Mixed Income expenditures will increase from $154,055 in FY2015 to $185,075 in FY2019, which represents a 20.1% increase.

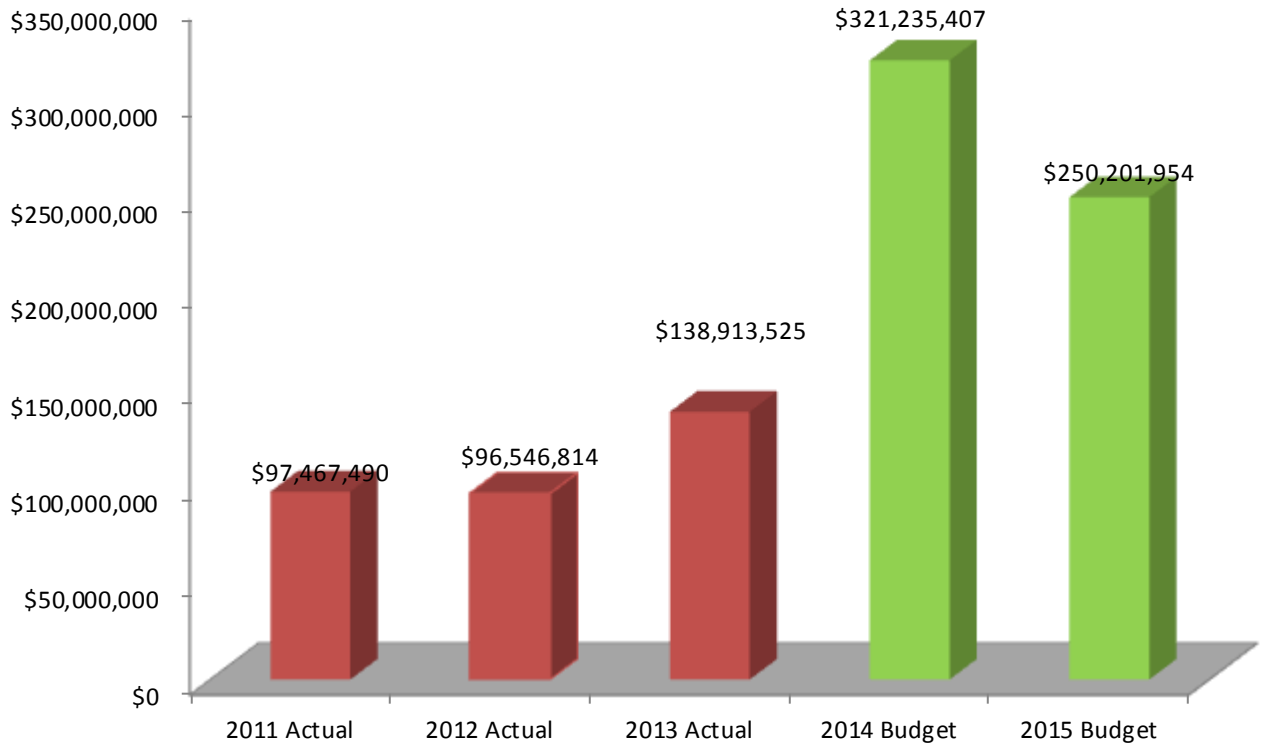
There are no utilities expenditures associated with the property rental assistance units (PRA).

# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL EXPENDITURES BY CATEGORY FY2011 – FY2015

| Category | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|---|---|---|---|---|---|
| Mixed Income/Mixed Finance | $26,502,151 | $20,784,623 | $36,199,652 | $55,606,139 | $71,691,000 |
| Real Estate Acquisition Program | - | 3,955,074 | 1,463,925 | 28,000,000 | 800,000 |
| Senior Developments | 10,525,790 | 24,526,689 | 64,336,147 | 104,965,465 | 75,409,000 |
| Scattered Sites | 12,443,414 | 5,526,222 | 5,601,473 | 24,697,022 | 10,000,000 |
| Family Developments | 14,709,456 | 10,283,038 | 11,013,750 | 62,719,638 | 76,455,954 |
| City/State | 6,919,928 | 3,001,556 | 36,677 | - | - |
| Other | - | 1,132,739 | 955,749 | 18,121,909 | 3,500,000 |
| Capital Maintenance | 12,000,000 | 11,433,795 | 10,991,825 | 12,000,000 | 10,000,000 |
| Principal/Interest Expense | 11,106,964 | 11,197,934 | 2,769,429 | 11,888,484 | 2,346,000 |
| Environmental Remediation | 3,259,787 | 4,705,144 | 5,544,898 | 3,236,750 | - |
| **Total** | **$97,467,490** | **$96,546,814** | **$138,913,525** | **$321,235,407** | **$250,201,954** |

## Total Capital Expenditures



# CAPITAL IMPROVEMENT PROGRAM

**General Housing Authority Operating Information**

This section contains General Housing Authority Operating Information for CHA's public housing portfolio within the capital improvement program.

**Housing Stock Information**

Planned New Public Housing in FY2015

The following table summarizes planned new public housing units in FY2015.

### Planned New Public Housing Units to be Added During FY2015

| PROPERTY TYPE | DEVELOPMENT/PROGRAM | PROJECTED FY2015 UNIT DELIVERY |
|---|---|---|
| Mixed-Income | Park Boulevard Phase IIB | 37 |
| Mixed-Income | Gwendolyn Place/Legends South Phase C3 | 21 |
| Mixed-Income | Parkside of Old Town Phase IIB | 36 |
| Public Housing | REAP Units | 25 |
| | **Total Planned FY2015 Unit Delivery** | **119** |

***Overview of New Public Housing Units in FY2015***

*Park Boulevard IIB (IL002160000)*

CHA plans to deliver 37 public housing units in FY2015 as part of Phase IIB of the Park Boulevard mixed-income community. Park Boulevard IIB represents the fourth overall redevelopment phase at former Stateway Gardens site and second phase of the Stateway HOPE VI redevelopment grant. The development will provide a total of 108 new rental units: 37 public housing, 34 affordable and 37 market rate units. Of the 37 public housing units, two will be fully accessible and 7 will be adaptable. Phase IIB also includes commercial space in a building on the east side of State Street. The financial transaction closed on December 24, 2013 and the developer began construction in January 2014. All unit delivery is planned for FY2015.

*Gwendolyn Place –Legends South Phase C3 (IL002163000)*

CHA plans to deliver 21 public housing units in FY2015 located on fourteen scattered sites as part of the off-site redevelopment of Legends South (former Robert Taylor Homes). Legends South Phase C3, also named Gwendolyn Place, is the fifth rental sub-phase for the Legends South redevelopment effort. The development will include a total of 71 new rental units: 30 public housing, 23 affordable and 18 market rate units. CHA anticipates the initial nine public housing units will deliver in FY2014. Of the 30 public housing units, two will be fully accessible and twelve will be adaptable. A management office and small ground floor commercial space are also included in this phase. The financial transaction closed on February 28, 2014, and the developer began construction in March 2014. All unit delivery is planned for FY2015.

*Parkside IIB Rental (IL002164000)*

CHA plans to deliver 36 public housing units in FY2015 in Phase IIB of the Parkside of Old Town mixed income community, as part of the redevelopment of the former Cabrini Extension North site. This phase will include a total of 106 rental units, including 36 public housing, 27 affordable and 43 market rate units. Of the 36 public housing units, three will be fully accessible and five will be adaptable. Parkside Phase IIB will also include an exercise room and a community room of approximately 1,214 square feet. The financial transaction closed on June 25, 2014 and the developer began construction in July 2014. All unit delivery is planned for FY2015.

*Real Estate Acquisition Program (IL#s to be assigned upon acquisition)*

CHA launched the Real Estate Acquisition Program (REAP) in FY2013 as a strategy for offsite acquisitions of public housing units using traditional real estate acquisition processes primarily in CHA-designated opportunity areas. CHA plans to deliver 25 public housing units in FY2015 through the Real Estate Acquisition Program.

*Altgeld Gardens/Phillip Murray Homes (IL002002000)*

CHA continues to work with stakeholders to finalize the master plan for the Altgeld-Murray community, including residential and community facility components. In FY2015, CHA plans to continue the ongoing Section 106 historic preservation process and to begin implementation of the final plan for this community. Pending finalization of plans, CHA anticipates completing the first phase of rehabilitation of approximately 218 units at Altgeld Gardens in FY2015.

Planned Public Housing to be Removed in FY2015

In FY2015, CHA plans to demolish the following dwelling and non-dwelling public housing units.

***Dwelling Demolition***

*Altgeld Gardens/Phillip Murray Homes (IL002002000)*

In FY2013, CHA completed a master planning process and presented a proposed plan to residents and the community in September 2013. The proposed plan included the rehabilitation of offline units at Altgeld and the demolition of a portion of offline units at Murray Homes. CHA continues to finalize the master plan for the site, including demolition of offline units, and will proceed with an annual plan amendment as necessary in the future.

***Non-Dwelling Demolition***

CHA does not anticipate any non-dwelling demolition in FY2015.

Project-Based Voucher Utilization in FY2015

CHA has continued to expand the use of project-based vouchers (PBVs) since FY2001 to increase housing options for low-income families in the region. PBVs are issued directly to property owners, unlike tenant-based vouchers, and remain with the unit if a tenant moves out. CHA anticipates that 3,727 PBVs will be utilized in properties with units under either Housing Assistance Payment (HAP) contracts or an Agreement to Enter into a Housing Assistance Payment (AHAP) by the end of FY2015. This includes 3,541 total PBV units under HAP contract and 186 under AHAP.

# CAPITAL IMPROVEMENT PROGRAM

Throughout FY2015, CHA will continue to expand high-quality affordable housing opportunities in healthy and revitalizing neighborhoods in Chicago for families and individuals on CHA's waiting lists by providing PBV rental subsidies to additional units under the PRA program. CHA will continue to market the PRA program to developers and building owners through the ongoing solicitation and continue to accept applications on a rolling basis throughout the year.

Other Changes to the Housing Stock Planned in FY2015

The following section describes planned changes to CHA's housing stock during FY2015 by category, including Long-term Plan for Offline Units, Additional Capital Maintenance Activity and Additional Redevelopment Activity.

Units pending redevelopment/planning

A significant number of units are offline due to pending redevelopment plans, primarily at Altgeld Gardens/ Murray Homes, Frances Cabrini Rowhouses and Lathrop Homes. While planning is underway for the redevelopment of these sites, the number of offline units in this category will not fluctuate significantly in FY2015. However, CHA is moving forward to expedite the finalization of plans to the extent possible given community planning processes and key stakeholder input.

*Altgeld Gardens/Phillip Murray – 633 offline units (IL002002000)*

CHA continues to work with stakeholders to finalize the master plan for the Altgeld-Murray community, including residential and community facility components. In FY2015, CHA plans to continue the ongoing Section 106 historic preservation process and to begin implementation of the final plan for this community. Pending finalization of plans, CHA anticipates completing the first phase of rehabilitation of approximately 218 units at Altgeld Gardens in FY2015.

*Frances Cabrini Rowhouses – 438 offline units (IL002089000)*

In FY2014, CHA completed a development zone plan for the remaining portions of Cabrini-Green, including Frances Cabrini Rowhouses, with the assistance of the City of Chicago's Department of Planning and Development, Chicago Park District, Chicago Department of Transportation, Chicago Public Schools, and the Near North Working Group. The development zone plan proposes preferred land uses including housing, retail, open space and other uses as well as reintegration of the street grid. CHA plans to release a solicitation for development proposals for the first phase in the 4th quarter of FY2014. CHA will plan for a solicitation for proposals for the Cabrini Rowhouses upon resolution of pending litigation.

*Henry Horner Superblock – 99 offline units (IL002093000)*

Redevelopment of the Horner Superblock will transform the existing public housing property into a mixed income development with 200 total rental units, including 95 for public housing, 50 for affordable and 55 for market rate residents. CHA continues to work with all development partners to begin redevelopment in FY2015 with unit delivery to be completed in FY2016.

*Lathrop Homes – 753 offline units (IL002022000)*

CHA remains committed to delivering 400 units of replacement family public housing units through a combination of historically preserved housing, new housing, retail and other amenities in a mixed-income community. In FY2014, the master plan for Lathrop Homes was finalized and planning and predevelopment work for Lathrop Phase I began.

# CAPITAL IMPROVEMENT PROGRAM

CHA continues to work with the Chicago Department of Planning and Development and other key stakeholders to pursue zoning approvals, financing and implementation plans for Phase I redevelopment in FY2015. The preliminary Phase I unit mix consists of 497 rental units, including 180 CHA, 111 affordable and 206 market rate units.

*Parkview/Fannie Emanuel Senior Apartments –181 offline units (IL002065000)*
CHA will act as master developer for the redevelopment of Parkview/Fannie Emanuel Senior Apartments to provide 100% low-income housing for seniors, new resident community spaces and other site improvements. Interior demolition is anticipated to begin in the 4th quarter of FY2014, with construction planned to begin the 2nd quarter of FY2015 and unit delivery in FY2016. In October 2013, CHA submitted a RAD application which included this site, and CHA may proceed with RAD for this site if an award is received for in the future.

Units undergoing capital maintenance
This category includes units held offline for ongoing and upcoming maintenance or extensive rehabilitation work across CHA's portfolio. As part of CHA's strategy to modernize, maintain and preserve its existing housing stock and ensure compliance with all regulatory and safety requirements, CHA is making strategic investments at several priority properties. These capital investments require that some units in occupied buildings be vacated for construction to occur; however, CHA has committed to holding only the minimum number of units offline for the duration of construction projects and resuming leasing as soon as feasible when units are completed. While CHA will hold only the minimum number of units offline for construction, major capital projects at larger sites consist of rolling rehabilitation of units, and the number of offline units will fluctuate until all current residents in specific properties are housed in newly rehabilitated units.

In FY2015, a total of nine major capital projects will continue or begin, with three of the nine projects to be completed in FY2015. Projects include significant new life safety features (sprinklers, elevator controls and interior cameras), replacement of plumbing risers, kitchens and baths, and addressing water infiltration issues. The following is a summary of major capital projects for FY2015.

### FY2015 MAJOR CAPITAL PROJECTS

| PROJECT/SITE | CONSTRUCTION START | UNITS BACK ONLINE/AVAILABLE FOR LEASING |
|---|---|---|
| Lidia Pucinska Apartments | April 2013 | July 2015 |
| Daniel Hudson Burnham | May 2013 | March 2015 |
| General Renovation at Scattered site Units | September 2013 | December 2016 |
| Lincoln Perry Apartments/Annex | October 2013 | July 2015 |
| Judge Slater Annex | March 2014 | March 2016 |
| Major Lawrence Apartments | June 2014 | March 2016 |
| Minnie Riperton Apartments | June 2014 | March 2016 |
| Caroline Hedger Apartments | June 2014 | September 2016 |
| Judge Fisher Apartments | February 2015 | February 2017 |

# CAPITAL IMPROVEMENT PROGRAM

***Additional Planned Capital Maintenance Activity in FY2015***

CHA plans to continue or begin the following projects in FY2015:

- Mechanical, electrical, plumbing, and/or envelope improvements to several senior buildings including Caroline Hedger Apartments (IL002076000), Judge Slater Annex (IL002084000), Major Lawrence Apartments (IL0020086000), Lincoln Perry Apartments (IL002052000), Lincoln Perry Annex (IL002052100), Armour Square Apartments and Annex (IL002046000), Judge Fisher Apartments (IL002057000), Lidia Puchiska (IL002043000), and Minnie Riperton Apartments (IL002078000).

- Rehabilitation of the Jane Addams Family Resource Center (IL002001000) and the Charles Hayes Family Investment Center (IL002999999).

***Additional Planned Redevelopment Activity in FY2015***

*Clybourn & Division (IL# to be assigned upon closing)*

In FY2015, CHA plans to support a mixed-income, mixed-use development at Clybourn Avenue and Division Street in the Near North Revitalization Initiative area, as part of replacement housing for the former Cabrini Extension North. The development will consist of 82 total rental units, including 25 public housing, 16 affordable, and 41 market-rate units. The development also includes approximately 11,200 sq. ft. of residential community space and 17,200 sq. ft. of commercial/retail space. The financial transaction is projected to close in the 3rd quarter of 2015, with unit delivery planned for 2016.

*Casa Queretaro (IL# to be assigned upon closing)*

Casa Queretaro is a proposed mixed-income development to be located at 17th Street and Damen Avenue, which will be developed by The Resurrection Project, a not-for-profit community development corporation that serves the Pilsen neighborhood. The development will consist of a four-story, 45-unit rental building, including 15 public housing units and 30 affordable units for households with a range of incomes up to 60% of AMI. The City of Chicago plans to donate the land required for the development at the closing. Casa Queretaro is projected to close in the 4th quarter of FY2014, with construction beginning in FY2015 and unit delivery in FY2016.

*City Gardens (formerly Maplewood Courts) (IL# to be assigned upon closing)*

In FY2015, CHA plans to close the financial transaction for City Gardens, a single phase, mixed-income rental development located on the former Maplewood Courts city/state site and part of the revitalization of the former Rockwell Gardens. City Gardens will consist of 76 rental units. City Gardens will consist of 76 rental units, including 25 public housing, 30 affordable and 21 market rate units. Unit delivery is planned for FY2016.

*Harold Ickes Homes (IL002016000)*

CHA and the City of Chicago issued a Request For Proposals (RFP) in October 2014 to solicit proposals from qualified development teams for a mixed-income, mixed-use development at the former Harold Ickes site. In FY2015, CHA will continue working with the City of Chicago to develop a community that includes public housing and other residential, commercial, institutional, and recreational components.

*Ida B. Wells Homes, Darrow Homes, Wells Extension, Madden Park Homes (IL002017000, IL02033)*

In FY2015, two community development projects will be completed to support existing and future mixed-income housing development in the area. The Bronzeville Mariano's Market development will be constructed on the northeast corner of 39th Street and King Drive.

# CAPITAL IMPROVEMENT PROGRAM

The Quad Communities Arts & Recreation Center, located on the southwest corner of 35th Street and Cottage Grove Avenue, will create a new recreation facility with 30,000 square feet of athletic, recreational and arts spaces, including an indoor swimming pool and basketball courts.

*LeClaire Courts and Extension (IL002024000)*
In FY2015, CHA plans to procure and select a developer for mixed-income housing development on the former LeClaire Courts Extension site (federal land). In addition, CHA plans to sell seven acres of LeClaire Courts city-state land to the Academy for Global Citizenship (AGC) to build an international baccalaureate charter school that emphasizes environmental sustainability and green technology to grade school students, their families and the surrounding community.

*Roosevelt Square*
CHA plans to complete master planning activities in FY2015 for remaining undeveloped land at the former ABLA Homes site. CHA will work with a planning consultant, the City of Chicago, the working group, development partners, and community stakeholders to develop a master plan.

*Rosenwald Apartments (IL# to be assigned upon closing)*
The historic Michigan Boulevard Apartments (Rosenwald) located in the culturally rich Bronzeville community has been vacant since 1999 and blighted the community for over a decade. The City of Chicago in partnership with private developers will historically restore, adaptively reuse and provide quality affordable senior and family housing opportunities. CHA, in support of this initiative, will participate through 60 senior units for public housing residents and 60 PBV units through the PRA program. The development team continues to coordinate, revise and complete development activities and plans to close and start property rehabilitation in FY2015.

*St. Edmund's Oasis (IL# to be assigned upon closing)*
St. Edmund's Oasis is the next planned phase of off-site development as part of replacement housing for the Washington Park community. This mixed-income site will consist of 58 rental units, including 19 public housing units and 39 affordable units on four separate sites. The City of Chicago plans to donate the land required for the development at the closing. The financial transaction is anticipated to close in the 1st quarter of FY2015, with unit delivery in FY2016.

*Sterling Park Apartments (IL# to be assigned upon closing)*
Sterling Park Apartments is a proposed redevelopment project that consists of adaptive reuse and historic rehabilitation of a vacated masonry industrial building located at 3333 W. Arthington Avenue in the North Lawndale Community. Mercy Housing Lakefront plans to develop 181 rental units, including 66 public housing units and 115 affordable units. The financial transaction is anticipated to close in FY2015, with construction completion and unit delivery in FY2016.

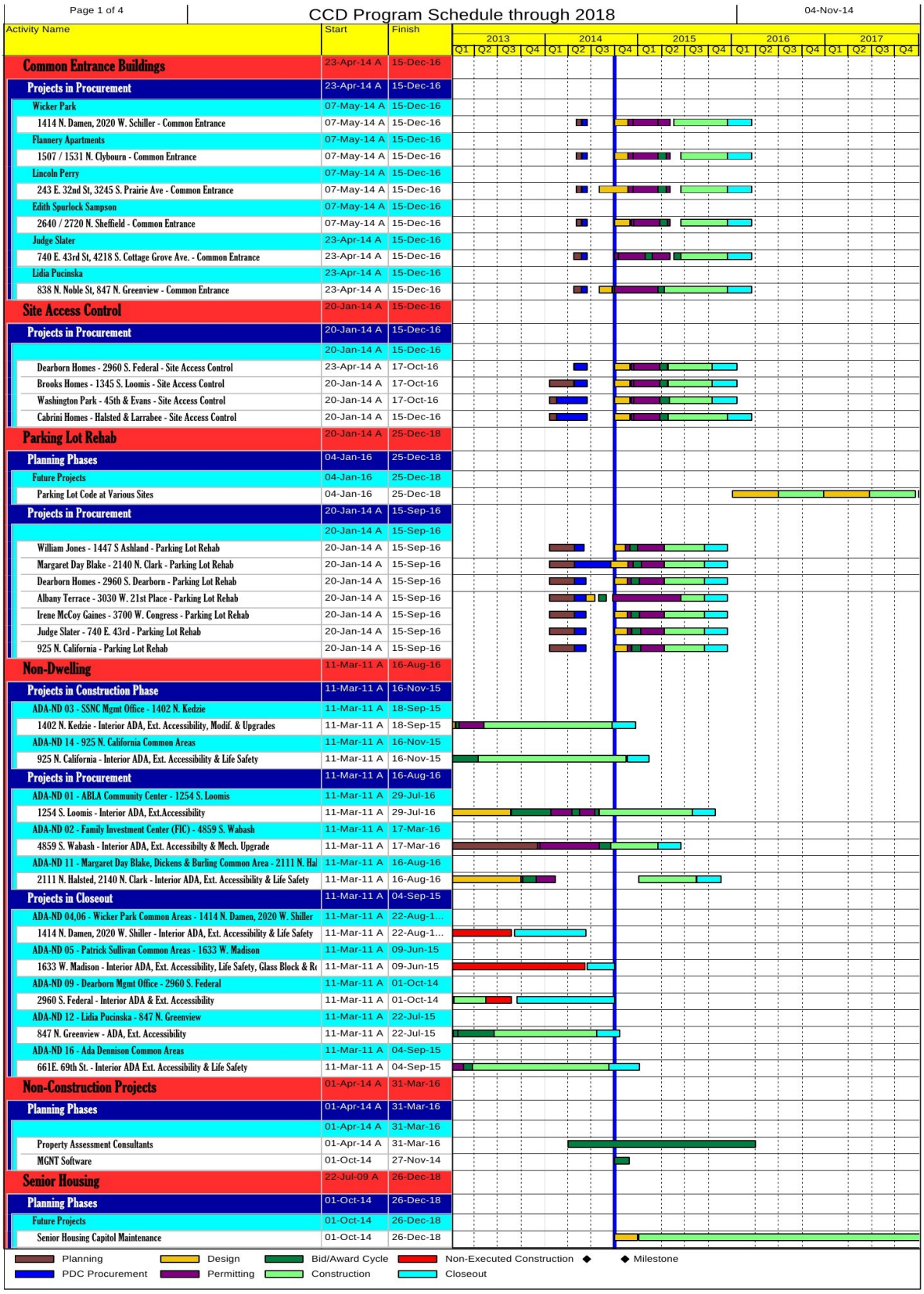
*Funding for Redevelopment Activities*
In response to Choice Neighborhoods or other Federal Notices of Funding Availability (NOFAs) released in FY2015, CHA may submit application(s) for grant funding for redevelopment and/or planning activities.

# CAPITAL IMPROVEMENT PROGRAM

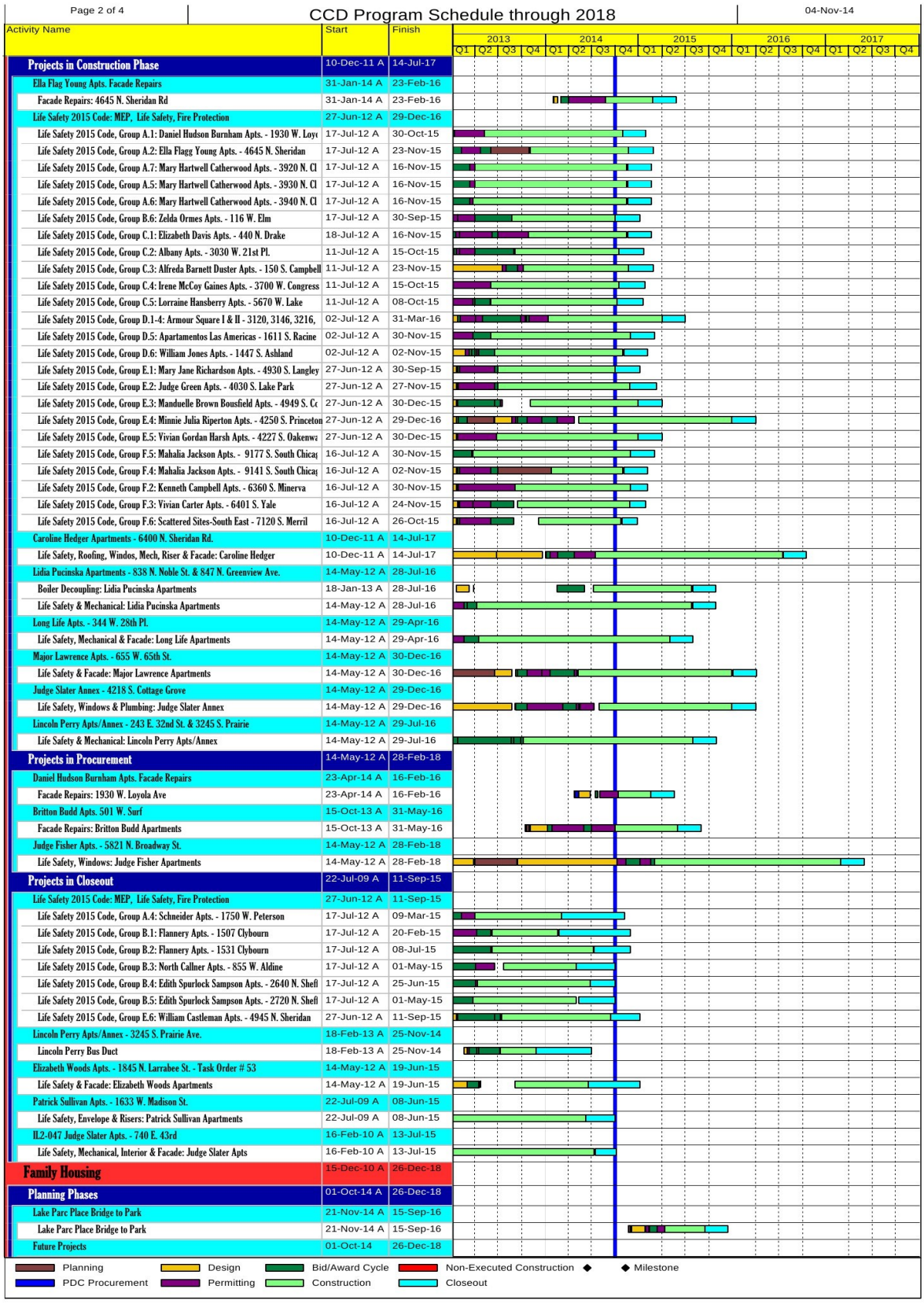
## Public Housing 5-Year Capital Improvement Plan

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|
| **Uses** | | | | | |
| **Development** | | | | | |
| Dorchester | $ - | $ - | $ - | $ - | $ - |
| Park Boulevard Phase IIB | | | | | |
| Park Boulevard Phase IIIA - FOR SALE | 250 | 2,300 | 2,500 | | |
| Park Boulevard Phase IIIB RENTAL | 500 | 1,200 | 5,000 | 11,000 | |
| Legends A1 For Sale | 466 | 305 | 105 | | |
| Legends A3 RENTAL | | | 1,105 | 11,940 | 4,085 |
| Parkside of Oldtown IIB (Cabrini) | 4,514 | | | | |
| Clybourn & Division (Cabrini) | 2,434 | 6,000 | | | |
| Parkside III Rental | | 1,000 | 6,000 | 15,000 | |
| Near North High School Phase 1 | | | 2,000 | 16,000 | 16,000 |
| City Gardens | 8,617 | | | | |
| Rockwell IIIA RENTAL | | | 280 | 4,075 | 7,575 |
| Horner Superblock | 8,150 | 12,520 | | | |
| Westhaven IID Rental | | | 4,500 | 6,020 | |
| Westhaven IIB For Sale | | | 55 | 355 | 355 |
| Parkview/F. Emmanuel | 6,296 | 17,000 | | | |
| 45th & Cottage - Phase I | - | 7,000 | | | |
| Lathrop Phase I & Phase II PreDEV | 2,500 | 37,500 | 37,500 | 1,000 | 1,030 |
| LeClaire | | 545 | 1,745 | 12,430 | |
| REAP | 800 | 1,000 | 1,000 | 1,000 | 1,000 |
| Master Planning, Due Diligence & Pre-dev. | 644 | 180 | 180 | 180 | 80 |
| Quad Community Arts & Rec | 8,000 | | | | |
| Casa Querétaro | 4,450 | | | | |
| St. Edmund's Oasis | 5,500 | | | | |
| Sterling Apartments | 7,000 | 12,500 | | | |
| Rosenwald Apartments | 11,370 | | 6,000 | | |
| Ickes - Phase I | 1,000 | 1,000 | 12,285 | 280 | |
| Roosevelt Square - Phase IIA Mrkt Rate Rental | | 3,500 | 6,500 | | |
| Oakwood Shores III Rental | | | 845 | 9,830 | 610 |
| **Total Development Spend** | **$ 72,490** | **$ 103,550** | **$ 87,600** | **$ 89,110** | **$ 30,735** |
| | | | | | |
| **Capital Construction Division** | | | | | |
| Altgeld | $ 74,041 | $ 52,077 | $ 10,800 | $ - | |
| Caroline Hedger | 17,266 | 7,300 | | | |
| Scattered Sites | 10,000 | | | | |
| Major Capital Maintance & Systems | 10,824 | 10,000 | 10,000 | 30,000 | $ 30,000 |
| Minnie Ripperton | 10,827 | | | | |
| Judge Slater/Judge Slater Annex | 6,650 | | | | |
| Lincoln Perry | 7,823 | | | | |
| Major Lawrence | 6,951 | | | | |
| Lidia Pucinska | 2,127 | | | | |
| Armour Square | 8,123 | | | | |
| Physical Needs Assessment/System | 3,500 | | | | |
| Judge Fisher | 3,000 | 5,000 | 4,000 | | |
| Jane Addams Family Resource Center | 2,415 | | | | |
| Parkview Demolition | 490 | | | | |
| Common Entrance Building Program | 907 | | | | |
| Parking Lot Program | 421 | | | | |
| **Total Capital Construction Spend** | **$ 165,365** | **$ 74,377** | **$ 24,800** | **$ 30,000** | **$ 30,000** |
| | | | | | |
| **Other** | | | | | |
| Debt Service | $ 2,296 | $ 2,296 | $ 2,296 | $ 2,224 | $ 2,224 |
| Summer Surge (CPD Security/Services) | $ - | $ - | $ - | | |
| | | | | | |
| **Grand Total Uses** | **$ 240,151** | **$ 180,223** | **$ 114,696** | **$ 121,334** | **$ 62,959** |

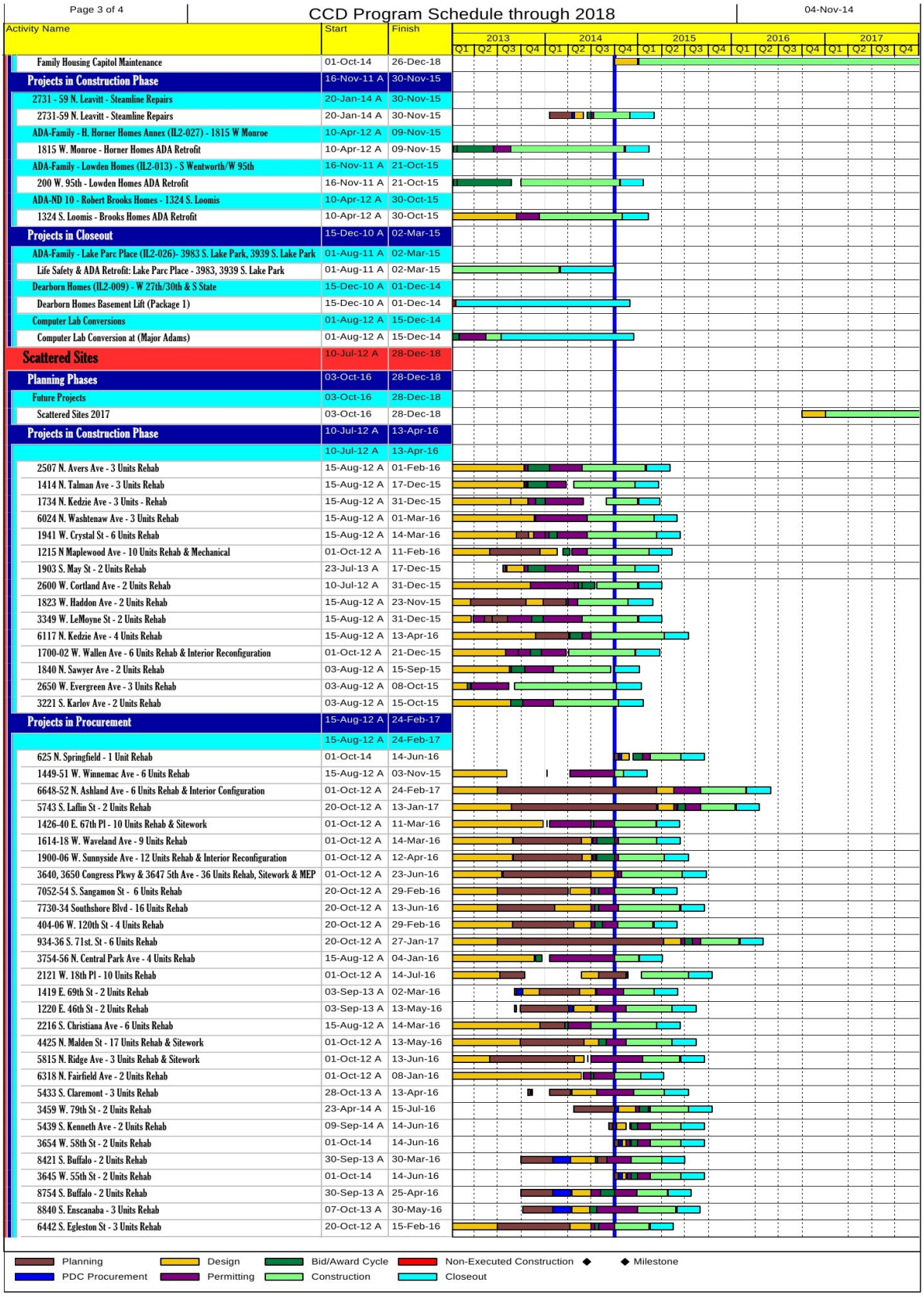
# CAPITAL IMPROVEMENT PROGRAM



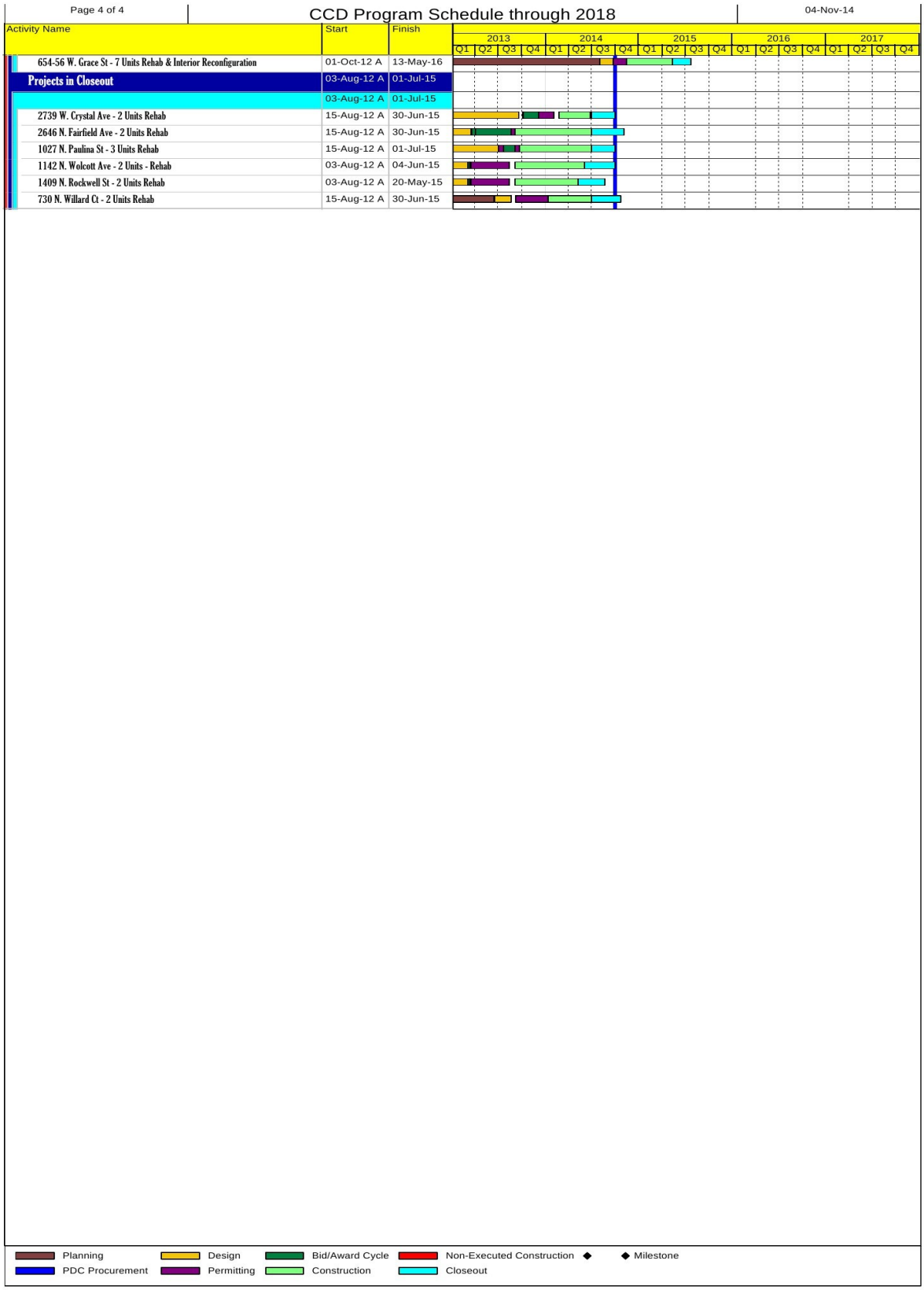
# CAPITAL IMPROVEMENT PROGRAM



# CAPITAL IMPROVEMENT PROGRAM



# CAPITAL IMPROVEMENT PROGRAM



# CAPITAL IMPROVEMENT PROGRAM

## WORK IN PROGRESS

### PARKING LOT STORM SEWERS– ARMOUR SQUARE APARTMENTS

### GRINDING AND TUCK POINTING– ARMOUR SQUARE APARTMENTS

# CAPITAL IMPROVEMENT PROGRAM

## WORK IN PROGRESS

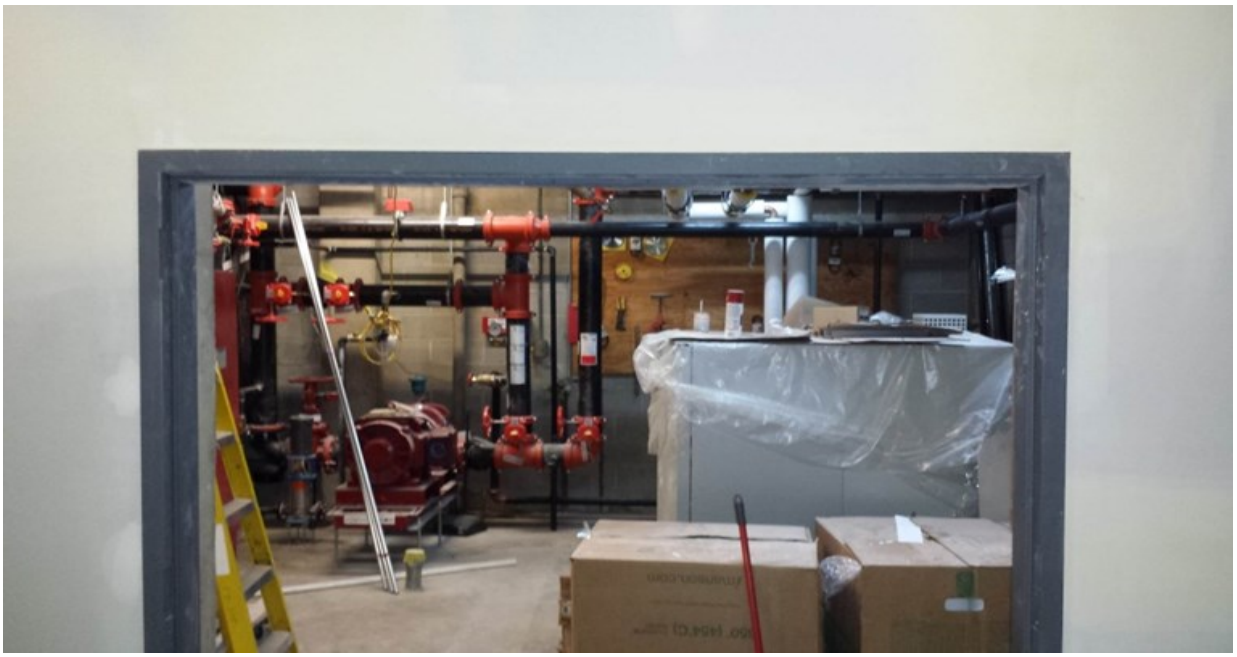
### PIPE FITTER WELDING 12" INSULATED STREAM PIPE- LATHROP HOMES

### TRENCH DUG NEXT TO EXISTING STREAM LINES- LATHROP HOMES

# CAPITAL IMPROVEMENT PROGRAM

## WORK IN PROGRESS

### NEW WATER HEATER IN PLACE– LIDIA PUCINISKA APARTMENTS



### INSULATED WATER HEATER LINES IN PLACE- LIDIA PUCINIKSA APTS

# CAPITAL IMPROVEMENT PROGRAM

## WORK IN PROGRESS

### ELECTRICAL FIXTURE INSTALLATION– VIVAN HARSH APARTMENTS

### PARKING LOT CONSTRUCTION IN PROGRESS– VIVIAN HARSH APARTMENTS

# CAPITAL IMPROVEMENT PROGRAM

## WORK IN PROGRESS

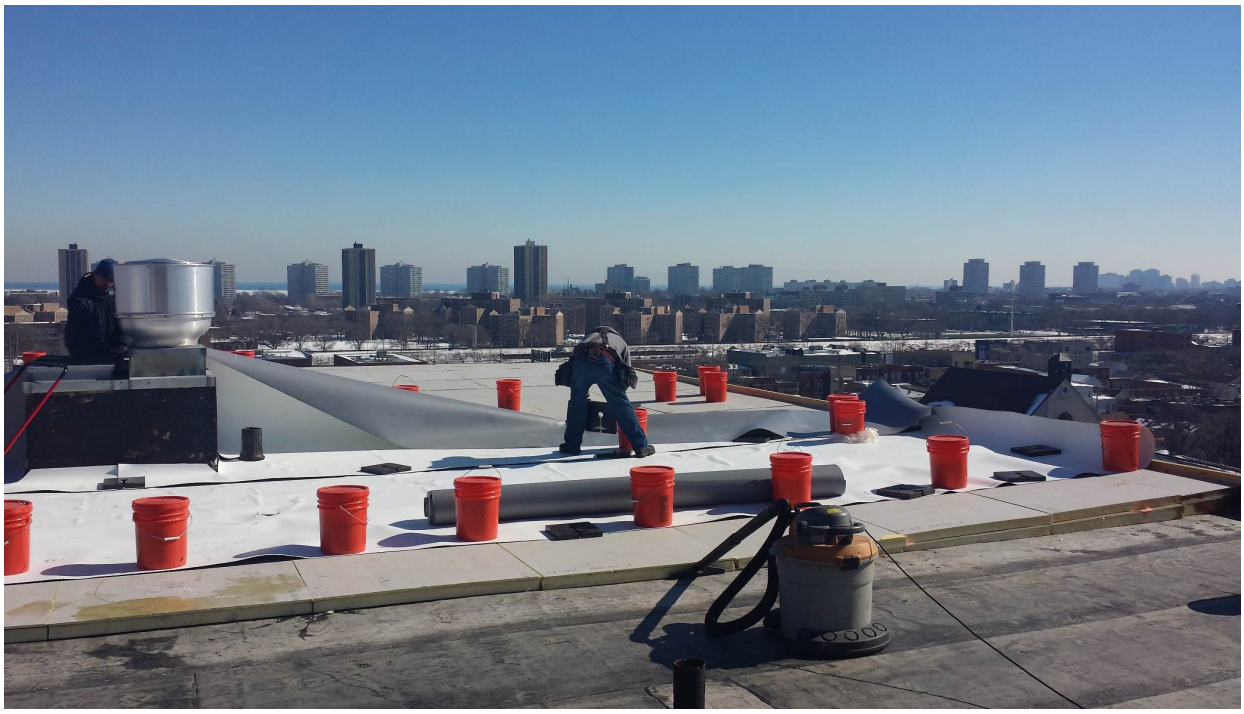
### ADA KITCHEN REMODEL– ROBERT BROOKS HOMES

### ADA BATHROOM REMODEL– ROBERT BROOKS HOMES

# CAPITAL IMPROVEMENT PROGRAM

## WORK IN PROGRESS

### ROOF REPLACEMENT IN PROGRESS – LONG LIFE APARTMENTS



### COMPLETED KITCHEN – LONG LIFE APARTMENTS

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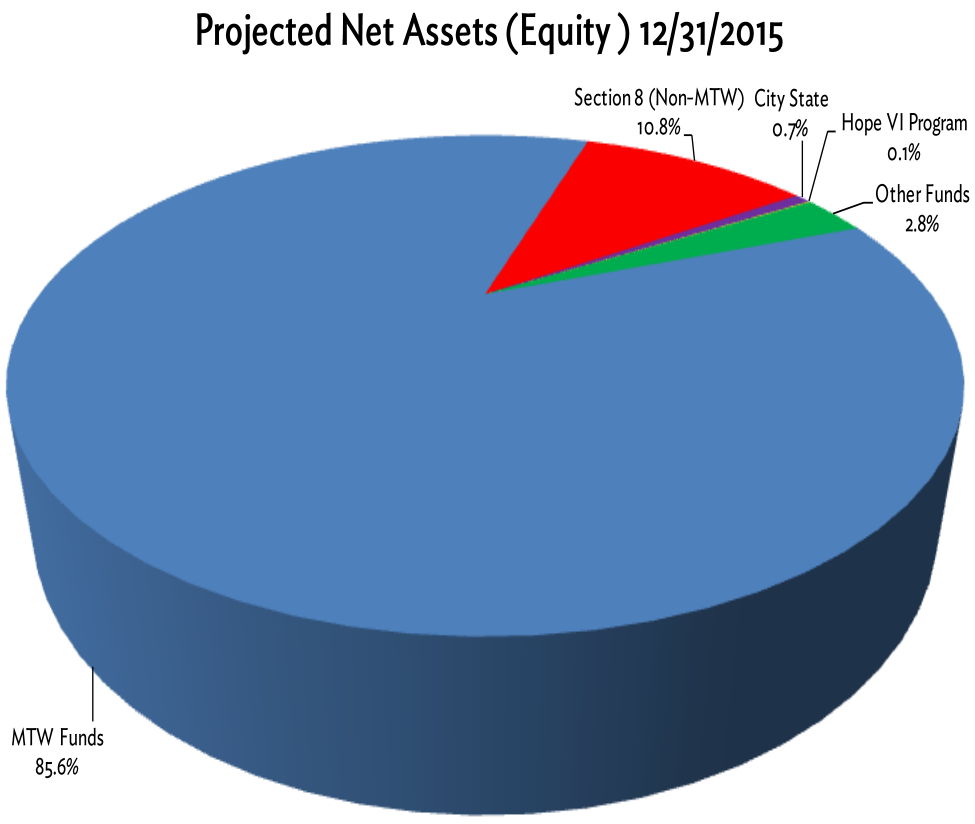
# FUND EQUITY

At December 31, 2014 the CHA is projected to have an increase in net assets of $7.1million, which represents a .4% increase from the FY2013 balance. The increase is a result of projected MTW Fund revenues received being more than the projected expenditure outlook for year-end 2014; this increase in fund balance will be allocated to future years through CHA's Plan Forward: Communities that Work which is the Authority's long-term capital improvement plan. The CHA uses the MTW Fund to meet unanticipated needs. The Authority balanced the FY2015 Budget by using MTW Fund, Section 8 (Non-MTW), Hope VI and Other Funds funding sources and unrestricted fund equity reserves. An increase in net assets for FY2014 was determined by projecting revenue and operating expenditures for each fund using September 2014 year-to-date actual financial data and straight-line projections.

| Fund | Beginning Net Asset (Equity) 12/31/2013 | 2014 Projected Revenue | 2014 Projected Expenditures | Change in Net Asset | Projected Net Asset (Equity) 12/31/2014 | 2015 Budget Revenues | 2015 Budget Expenditures | Projected Net Assets (Equity) 12/31/2015 |
|---|---|---|---|---|---|---|---|---|
| Enterprise Funds | | | | | | | | |
| MTW Funds | $1,747,741,345 | $787,629,843 | ($783,265,189) | $4,364,654 | $1,752,105,999 | $955,319,936 | ($955,319,936) | $1,752,105,999 |
| Section 8 (Non-MTW) | 220,397,166 | 14,502,051 | (13,737,309) | 764,742 | 221,161,908 | 16,146,515 | (16,146,515) | 221,161,908 |
| City/State | 14,539,521 | - | - | - | 14,539,521 | - | - | 14,539,521 |
| Hope VI Program | - | 2,540,228 | (1,340,078) | 1,200,150 | 1,200,150 | 3,336,000 | (3,336,000) | 1,200,150 |
| Other Funds | 57,404,871 | 5,249,411 | (4,457,479) | 791,932 | 58,196,803 | 1,572,962 | (1,572,962) | 58,196,803 |
| Total Enterprise Fund | $2,040,082,903 | $809,921,533 | ($802,800,055) | $7,121,478 | $2,047,204,381 | $976,375,413 | ($976,375,413) | $2,047,204,381 |



# FUND EQUITY

## COMBINING SCHEDULE OF PROGRAM NET ASSET ACCOUNTS
## PROPRIETARY FUND TYPE - ENTERPRISE FUND
December 31, 2013

| | Low Rent Housing Program | City/State Housing Program | Housing Choice Voucher (Section 8) program | Other Grant Programs | Eliminations | Total 2013 |
|---|---|---|---|---|---|---|
| **Assets:** | | | | | | |
| **Current Asset:** | | | | | | |
| Cash and Cash Equivalents, Unrestricted | $ 34,518,330 | $ - | $ 20,917,145 | $ 7,469,316 | $ - | $ 62,904,791 |
| Cash and Cash Equivalents, Restricted | 5,872,747 | - | - | 3,236,177 | - | 9,108,924 |
| Investments at Fair Value, Unrestricted | 207,159,392 | - | 234,870,736 | 15,746,469 | - | 457,776,597 |
| Tenant Accounts Receivables, Net of Allowance | 1,379,270 | - | - | - | - | 1,379,270 |
| Intergovernmental Receivable (HUD and Other) | 23,009,529 | - | 1,072,265 | 53,979 | - | 24,135,773 |
| Miscellaneous Receivable | 2,272,618 | 1,044 | (1,647) | 346,011 | - | 2,618,026 |
| Interest Receivable, Current Portion | 465,249 | - | 509,414 | 33,848 | - | 1,008,511 |
| Prepaid Expenses | 2,450,300 | - | 147,265 | - | - | 2,597,565 |
| Advances to Resident and Private Managers | 39,000 | - | - | - | - | 39,000 |
| Due From Other Programs | - | - | - | 28,947,899 | (28,947,899) | - |
| **Total Current Assets** | $277,166,435 | $1,044 | $257,515,178 | $55,833,699 | ($28,947,899) | $561,568,457 |
| **Noncurrent Assets:** | | | | | | |
| Cash and Cash Equivalents, Restricted | 22,260,928 | - | 254,038 | - | - | 22,514,966 |
| Investments at Fair Value, Restricted | 1,428,480 | - | 1,003,780 | - | - | 2,432,260 |
| Pension Benefit Asset, Restricted | 59,215,867 | - | - | - | - | 59,215,867 |
| Notes and Mortgages Receivable | 352,115,443 | 19,018,753 | - | - | 2,223,531 | 373,357,727 |
| Interest Receivable | 21,349 | - | 11,979 | 3,132 | - | 36,460 |
| Other Noncurrent Assets | 2,599,473 | - | 8,704 | - | - | 2,608,177 |
| Capital Assets not Depreciated: | | | | | | |
| Land | 247,151,797 | 2,228,180 | - | 6,894,263 | - | 256,274,240 |
| Construction in Progress | 56,747,923 | - | - | 472,219 | - | 57,220,142 |
| Capital Assets Net of Accumulated Depreciation: | | | | | | |
| Structures and Capital Leases | 1,027,223,088 | 76,538 | - | 151,268 | 2,278,569 | 1,029,729,463 |
| Equipment | 5,904,702 | - | - | - | - | 5,904,702 |
| **Total Noncurrent Assets** | $1,774,669,050 | $21,323,471 | $1,278,501 | $7,520,882 | $4,502,100 | $1,809,294,004 |
| **Total Assets** | $2,051,835,485 | $21,324,515 | $258,793,679 | $63,354,581 | ($24,445,799) | $2,370,862,461 |

# FUND EQUITY

## COMBINING SCHEDULE OF PROGRAM NET ASSET ACCOUNTS
## PROPRIETARY FUND TYPE - ENTERPRISE FUND
December 31, 2013

| LIABILITIES:<br>Current Liabilities: | Low Rent Housing Program | City/State Housing Program | Housing Choice Voucher (Section 8) | Other Grant Programs | Eliminations | Total 2013 |
|---|---|---|---|---|---|---|
| Accounts Payable | $ 27,078,070 | $ - | $ 2,344,165 | $ 15,113 | $ - | $ 29,437,348 |
| Intergovernmental Payable (HUD) | - | - | 349,908 | - | - | 349,908 |
| Accrued Wages & Payroll Taxes | 2,141,539 | - | - | - | - | 2,141,539 |
| Accrued Compensated Absences | 923,020 | - | 243,846 | - | - | 1,166,866 |
| Accrued Interest Payable | 232,753 | - | - | - | - | 232,753 |
| Accrued Liabilities | 36,464,945 | - | 12,832,411 | 416,911 | - | 49,714,267 |
| Tenant Security Deposits | 2,530,101 | - | - | - | - | 2,530,101 |
| Unearned Revenue | 4,204,234 | - | 53,958 | 5,512,996 | - | 9,771,188 |
| Insurance Reserves, Current Portion | 2,704,374 | - | - | - | - | 2,704,374 |
| Capital Lease Obligations, Current Portion | 1,551,571 | - | - | - | - | 1,551,571 |
| Current Maturities, Long Term Debt, and Current Portion of Net Unamortized Bond Premium | 9,051,228 | - | - | - | 1,508,037 | 10,559,265 |
| Other Current Liabilities | 7,677,097 | - | 22,856 | 4,590 | 3,339,371 | 11,043,914 |
| Due to Other Programs | 2,169,497 | 6,432,840 | 20,345,562 | - | (28,947,899) | - |
| Total Current Liabilities | $96,728,429 | $6,432,840 | $36,192,706 | $5,949,610 | ($24,100,491) | $121,203,094 |
| Noncurrent Liabilities: | | | | | | |
| Family Self-Sufficiency Liability | 894,016 | - | 1,231,601 | - | - | 2,125,617 |
| Insurance Reserves, Net of Current Portion | 7,152,708 | - | - | - | - | 7,152,708 |
| Capital Lease Obligations, Net of Current Portion | 131,647,923 | - | - | - | 169,975 | 131,817,898 |
| Long-Term Debt, Net of Current Maturities and Current Portion of Net Unamortized Bond Premium | 18,929,407 | - | - | - | 715,493 | 19,644,900 |
| Other Noncurrent Liabilities | 46,072,654 | 352,154 | 972,206 | 100 | 1,438,227 | 48,835,341 |
| Minority Interest | - | - | - | - | - | - |
| Total Noncurrent Liabilities | 204,696,708 | 352,154 | 2,203,807 | 100 | 2,323,695 | 209,576,464 |
| Total Liabilities | $301,425,137 | $6,784,994 | $38,396,513 | $5,949,710 | ($21,776,796) | $330,779,558 |
| NET ASSETS: | | | | | | |
| Invested in Capital Asset, Net of Related Debt | 1,309,601,914 | 2,304,718 | - | 7,517,750 | - | 1,319,424,382 |
| Restricted for: | | | | | | |
| Demolition Grants | 5,646,860 | - | - | - | - | 5,646,860 |
| Capital Projects | - | - | - | - | - | - |
| Unrestricted | 435,161,574 | 12,234,803 | 220,397,166 | 49,887,121 | (2,669,003) | 715,011,661 |
| Total Net Assets | $1,750,410,348 | $14,539,521 | $220,397,166 | $57,404,871 | ($2,669,003) | $2,040,082,903 |

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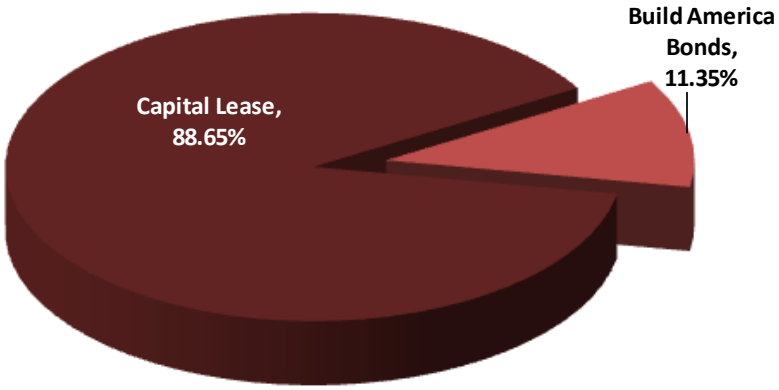
# LONG-TERM LIABILITY SUMMARY

## LONG-TERM DEBT, LEGAL DEBT LIMIT AND MARGIN, AND CAPITAL LEASES

The U.S. Department of Housing and Urban Development (HUD) is the primary source for operating and capital improvement funding, which secures the Authority's debt for payment through the MTW Fund. The Chicago Housing Authority (CHA) continues to pursue alternative methods by which to finance capital improvements to its current housing stock. The CHA has obtained HUD approval to explore various financing options; it has no legal debt limit and no legal debt margin. Based on current amortization schedules, long-term liability balances as of December 31, 2014, are as follows:

**LONG-TERM LIABILITY SUMMARY**

| Source | Amount |
|---|---|
| Capital Lease | $158,777,958 |
| Build America Bonds | 20,335,000 |
| **Total** | **$179,112,958** |




CHA maintains an issuer credit rating (ICR) from Standard and Poor's (S&P) of AA with a stable outlook as of January 8, 2013. For FY2015, the Authority's budget includes amounts for both principal and interest payments on long term debt. Particulars of each debt instrument are described in the following narratives.

# LONG-TERM LIABILITY SUMMARY

### Capital Leases

The Authority has entered into 46 long-term agreements with third-party developers for the lease of designated public housing units in mixed-income developments. These lease agreements qualify as "Capital Leases" for accounting purposes and have been recorded in the MTW Fund at the present value of its future minimum lease payments as of the inception date. The present value of minimum lease payments as of December 31, 2014, is $158.8 million.

## CAPITAL LEASES

| Year Ending | Amount |
|---|---|
| 2015 | $11,143,874 |
| 2016 | 11,143,874 |
| 2017 | 11,143,874 |
| 2018 | 11,143,874 |
| Thereafter | 322,297,787 |
| Total miminum lease payments | $366,873,283 |
| Less: amount representing interest | (208,095,325) |
| ***Present value of minimum lease payment*** | ***$ 158,777,958*** |

### Taxable Revenue Bonds, Series 2010

In FY2010, the CHA issued Taxable Revenue Bonds, Series 2010 in the amount of $25.0 million to finance certain capital costs for energy savings and efficiency improvements. Ratings for the bonds are: S&P's AA (S&P raised the Authority's rating on January 8, 2013 from AA-). Debt service requirements related to the bonds, for FY2015 through FY2029, will be paid from the MTW Fund as follows:

## BUILD AMERICA BONDS

| Year | Principal | Interest | Total |
|---|---|---|---|
| 2015 | $1,190,000 | $1,084,314 | $2,274,314 |
| 2016 | 1,215,000 | 1,039,505 | 2,254,505 |
| 2017 | 1,250,000 | 988,554 | 2,238,554 |
| 2018 | 1,285,000 | 930,087 | 2,215,087 |
| 2019-2023 | 6,460,000 | 3,644,633 | 10,104,633 |
| 2024-2029 | 8,935,000 | 1,751,694 | 10,686,694 |
| TOTAL | **$20,335,000** | **$9,438,787** | **$29,773,787** |

# FINANCIAL POLICIES & PROCEDURES

## INTRODUCTION

The Authority's mission is to ensure the provision of affordable housing opportunities in viable communities to lower-income households. The Board of Commissioners, Chairperson and the Chief Executive Officer (CEO) oversee CHA operations. The Finance Division is responsible for instituting and enforcing financial policy to assist the Board and the CEO in achieving their mission-related goals. The following is a discussion of key financial policies and procedures, which govern CHA operations:

## INTERNAL CONTROLS

The Authority is cognizant of the implications of the Sarbanes-Oxley legislation on governments. It is the policy of the Authority to maintain an internal control structure in order to ensure that the CHA's assets are protected from loss, theft, or misuse, including that portion related to federal financial assistance programs. The CHA must also ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles ("GAAP"). The CHA's internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits that could be derived; and (2) the valuation of costs and benefits requires management's estimates and judgments.

The internal control structure is subject to periodic evaluation by the Authority's Board, management and independent auditors. A determination is made annually as to whether the Authority's single audit revealed instances of material weaknesses in the internal control structure or material instances of noncompliance with applicable laws and regulations.

## BUDGET POLICY

The Chicago Housing Authority (CHA) budget policy is established to maintain effective management of the Authority's financial resources. A comprehensive annual budget is prepared for all funds expended by CHA. The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association (GFOA).

The Office of Budget and Management (OBM) is responsible for enforcing the policy, recommending to the Chief Financial Officer (CFO) expenditure levels, management improvements and operating efficiencies. OBM is also responsible for planning and enacting the Authority's fiscal plan. The major components of the policy include:

- Budget Preparation
- Budgetary Control and Monitoring
- Financial Management

### Budget Preparation

- A balanced budget will be prepared by OBM for all funds. This includes detailed statements of all proposed expenditures for the Authority.
- Cost center budgets will be prepared based on a budget ceiling provided by OBM for non-personnel expenses.
- All budgets submitted to OBM must be inclusive of all funding sources and limited to budget ceilings as provided.

# FINANCIAL POLICIES & PROCEDURES

## Budget Preparation (cont'd)

- All budgets submitted to OBM that are in excess of the ceiling amount will be revised by OBM to equal the ceiling amount.
- All budgets must be submitted to OBM by the specified date. OBM will prepare a budget for any cost center that has not submitted a budget by the due date.
- All cost centers are responsible for budgeting funds for previously approved Board resolutions that will be expended in the upcoming fiscal year (*e.g., Resolution approved on July 17, 2014 for a contract that will start on January 1, 2015 – December 31, 2015. Cost centers must make sure funds to support this contract have been identified within their operating budgets*).
- All cost centers are required to submit spending plans to OBM by the specified date determined by OBM each calendar year.

## Capital Budget Preparation

- For capital projects, anticipated commitments to be made during the current budget year will detail project and unit turnover.
- For mixed finance projects in which CHA is making a capital investment, budgeted costs will be identified by project and unit turnover with a detailed breakdown of hard and soft costs.
- In preparation for the 5-year Capital Budget, items that extend over more than one budget year are clearly annotated with cost projections for each subsequent year (*e.g., contract that began in FY2014 to commence over the next three years with anticipated costs of $2,000,000 for each year should be budgeted in FY2014, FY2015 & FY2016*).
- An annual cash flow schedule must be submitted to OBM indicating, by month, detailing the anticipated spending levels. Quarterly updates are also submitted to revise cash flow estimates within twenty (20) business days after the quarter ends.
- In the event that detailed capital budgets are not completed in a timely manner to allow for proper submission of budget data by project and unit turnover, OBM will use an estimate based on historical or industry data.

## Grant Budget Preparation

- All budgeted grant-funded expenditures must meet the guidelines specified in each of the individual grant agreements.
- The budget for each grant must not exceed the actual grant amount awarded.
- Budget for multi-year grants must be submitted. However, only planned expenditures for each fiscal year should be budgeted. Each subsequent fiscal year grant budget should not exceed the balance of the grant from the prior year carry-over.
- Projected carry-over of grant funding are budgeted and submitted by the cost center prior to the new fiscal year.
- Budget information for specified grants will be administered by the Grant Administration Cost Center.
- All grant-funded positions will be eliminated upon expiration of the grant unless otherwise approved by the CEO.

# FINANCIAL POLICIES & PROCEDURES

## Budget Control and Monitoring

During the fiscal year, OBM staff will monitor and evaluate the operating performance of CHA by using a variety of analytical tools and techniques. Cost centers will be provided with quarterly budget reports to reflect actual expenditures and obligations. Monthly reports are available upon request by the user department. An analysis of the capital spending plans will be reviewed by OBM on a monthly basis.

OBM is responsible for the following:

- Monitoring budgeted resources for the Authority during the fiscal year;
- Approving purchase requisitions, contracts, and contract modifications presented to the Board of Commissioners (Board) for approval;
- Approving transfers between budget lines within a cost center;
- Monitoring the Authority's position roster, encompassing detailed control over payroll expenditures; and,
- Assisting Human Resources with monitoring the Authority's hiring practices to maintain the financial health of CHA in accordance with the personnel policy adopted and approved by the Board.

The Department Head or designee will be responsible for the following:

- Monitoring cost center budgets on an on-going basis to ensure that the cost center is operating within budgeted levels and in compliance with any restrictions or limitations enacted by CHA Budget Policy and Procedures Manual; and
- Giving timely notice to senior management, OBM and other staff regarding changes in objectives or other conditions that may cause variances from the approved budget plan. In no instance should the expenditure of funds exceed approved spending authority without prior budget amendment.

## Purchase Requisitions/Contract Modifications

All purchase requisitions and contract modifications, regardless of the dollar amount require that a requisition be prepared through the Lawson System and forwarded to OBM for approval before processing by the Department of Procurement & Contracts. Budget Analysts review purchase requisitions and contract modifications for the following:

- Eligibility of expense
- Correct coding (make sure description matches GL account and activity coding structure)

If no other issues exist, the purchase requisition will be approved. The Lawson process flow then routes the requisition to the department head for approval. If issues exist with the requisition, the Budget Analyst will unrelease or reject the purchase requisition. The Budget Analyst may also attach a message during the process of unreleasing or rejecting the requisition to state why the requisition was not approved and, the required course of action.

If an approved requisition's estimated cost becomes an actual expense in excess of $500 over the approved amount (because a competitive bid or through negotiations after issuance of an RFP, IFB, etc), the Department of Procurement & Contracts will resubmit the requisition to OBM and the user department for approval of additional funds before adjusting the dollar amount on the purchase order.

# FINANCIAL POLICIES & PROCEDURES

## Year-end Close Procedures (Open Purchase Orders)

At year-end, The Procurement and Contract (DPC) department performs a review of all open purchase orders as part of the close process. Each Executive Vice-President/Department Head will be responsible for reviewing their cost center's open purchase orders to determine if any remaining balances at year-end need to be accrued. Accruals are only made for goods or services that have been received but no invoice has yet been booked.

All purchase orders will be closed at year-end by DPC unless otherwise notified by the cost center. This request must be submitted in writing by the specified due date determined by DPC. Purchase orders that have invoices should be properly accrued by forwarding a request to the Office of the Comptroller. This request must be made by the due date specified by the Office of the Comptroller. An accrual should not exceed the available budget or remaining balance of the purchase order.

## Check Requests

Check requests are to be used for payment of one-time expenses. These requests must be forwarded to OBM for approval prior to submitting to Accounts Payable. Check requests will be reviewed by the Budget Analyst to ensure correct account coding, authorized signatures and fund availability. If funds are available and there are no other issues, the check request will be forwarded to Accounts Payable for processing. The Budget Analyst will contact the cost center if any issues arise concerning the check request.

## Job Requisition

Job Requisitions are routed through the Lawson process flow and reviewed by the Budget Director to determine if a request to fill a vacant position is authorized. If the vacant position is available, the Budget Director will approve all job requisitions to determine that the funding for the vacant position is available.

In addition, the Full Time Equivalent (FTE) for a cost center shall remain constant during the fiscal year. No additional positions will be added to a Cost Center during the fiscal year without written approval of the CEO or otherwise required under an executed grant agreement.

## Forecasting Budget Update Procedures (for non-personnel budget lines only)

Operating budget revision procedures are required to assure consistency, accuracy and tracking.

A. Justification
   The following budget updates require Board approval:
   - The acceptance of all new grant funding awards.
   - Increases or decreases in the Authority's Annual Comprehensive Budget due to revised or new management initiatives and/or reorganization.

B. Timing
   Budget update requests for new funding, increases or decreases to the Authority's comprehensive budget should be submitted on a quarterly basis. All Budget update requests are due to OBM on the following dates of each calendar year: March 10, June 10 and September 10.

C. Transfer Policy
   - OBM can and will approve transfers within a cost center between budget line items.
   - The CEO, and/or Executive Vice-President/(s) or Budget Director must approve transfers of budgeted funds between cost centers under $100,000. Revisions in excess of $100,000 will be presented to the Board of Commissioners as part of the monthly Board Briefings.

D. Restrictions
- Budget revisions are only allowed between non-personnel line items for cost centers funded from the operating fund. (Fund 100).
- Funds will not be transferred from a budgeted line item if the transfer will cause a negative variance in that budget line item.
- Cost centers will not be allowed to transfer funding from personnel accounts to non-personnel accounts. Personnel and non-personnel bottom lines should remain constant for the duration of the fiscal year unless otherwise approved by the CEO, Executive Vice-President or Budget Director. Grants are excluded.
- Increases of less than $100,000 to a cost center's current fiscal year budget require the CEO, Executive Vice-President or Budget Director's Approval. Increases in excess of $100,000 will be presented to the Finance Committee and require approval by the Board of Commissioners.

E. Forecasting Budget Update Process
- The CEO and Executive Vice-President must approve all items included in each quarterly budget revision request.
- A user department with budget update must submit their revision for OBM's review and approval.
- Budget updates will be reviewed by OBM and presented to the Board of Commissioners for examination and discussion as part of the monthly Board Briefings.

### Financial Management

OBM will be responsible for completing the following analyses on behalf of CHA:

- Performing impact analysis related to expenditure plan modifications and revenue fluctuations.

- Preparing monthly, quarterly and annual reports to reflect the fiscal performance of CHA. These reports will compare actual expenditures relative to the fiscal year budget to determine whether the Authority is operating efficiently.

- Preparing quarterly cost center budget reports. These reports will detail the year-to-date expenses, obligations and fund availability by major HUD account. In addition, an open purchase order report will be included for each cost center.

- Establishing financial forecasts in order to project future operating revenues based on analytical assumptions as well as agreements with HUD and other organizations including, developers and contractors.

- Preparing quarterly analysis of spending plans for each Cost Center and documenting reasons for any variance between planned and actual spending.

## COLLECTION/DEPOSITORY POLICY

Miscellaneous Receipts

The purpose of the investment objectives are detailed below. This policy is to establish guidelines for the Chicago Housing Authority (CHA) on the collection, deposit and accounting process for miscellaneous revenue. The CHA Finance Division shall be responsible for the timely collection, deposit and accounting of all miscellaneous revenue. The Treasury Department will ensure internal control and efficient depository methods utilizing both On-Site Electronic deposit procedures coupled with internal Treasury safe drop box procedures, which will ensure that revenue is deposited at least weekly or when $10,000 has been collected, whichever occurs first. In addition, it is the policy of the CHA that all checks are deposited on a daily basis to the Treasury safe drop box.

# FINANCIAL POLICIES & PROCEDURES

## INVESTMENT POLICY

The purpose of this Investment Policy (this "Policy") is to provide guidelines for investing CHA funds. Funds are to be invested in a manner that will meet the objectives of ensuring the safety of principal, providing liquidity to meet anticipated expenditures and maximizing the return on investments.

### Responsibilities

The Treasurer is designated as the Investment Officer and is responsible for investment decisions and activities under the supervision of the Chief Financial Officer (CFO).

These activities will be conducted in compliance with the Cash Management and Investment Policies and Procedures of the US Department of Housing and Urban Development ("HUD").

The Treasurer/Investment Officer shall develop and maintain written procedures for the operation of the Investment program. Such procedures will include explicit delegation of authority to persons responsible for investment transactions.

No person may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Investment Officer, as approved by the CFO.

The Treasurer/Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to supervise and regulate the activities of subordinates.

All CHA bank accounts and investment accounts will be maintained at the designated bank, except as provided by loan or other agreements.

Investment performance evaluation will be based on appropriate benchmarks as indicated further in this Policy.

Investments shall be made in compliance with the Illinois Public Funds Investment Act, 30 ILCS 235/1 et seq. (the "Act").

### Investment Objectives

- Safety of principal is the primary objective. All demand deposits in excess of the FDIC insured deposit limit (currently $250,000) must be 100 % collateralized with U.S. Government securities.
- The investment portfolio must be sufficiently liquid to meet anticipated operating expenditures when such expenditures become due, based on a daily, weekly, quarterly and annual cash flow projection.
- The investment portfolio should achieve the maximum return possible consistent with the above stated objectives of safety of principal and liquidity and allowing for risk factors such as market fluctuation in price and interest rate trends.

### Permitted Investments

Permissible Investment types will be limited to the following:

- United States Treasury Bills
- United States Treasury Notes and Bonds
- United States Treasury Strips
- Farm Credit Consolidated System (FFCB) Discount Notes, Notes and Bonds
- Federal Home Loan Bank (FHLB) Discount Notes, Notes and Bonds
- Federal National Mortgage Association (FNMA) Discount Notes, Notes and Bonds
- Federal Home Loan Mortgage Corporation (FHLMC) Discount Notes, Notes and Bonds

# FINANCIAL POLICIES & PROCEDURES

- Sallie Mae (SLMA) Obligations
- Farmer Mac (FRM) Discount Notes and MTNs
- Financing Corp (FICO) Notes, Strips
- Tennessee Valley Authority (TVA) Notes, Bonds, and Strips
- Private Export Funding Corporation (PEFCO)
- Inter-American Development Bank (IADN) Discount Notes
- Overseas Private Investment Corporation (OPIC) - Sovereign Agency US
- Government Aid Bonds (AID) - Agency for Int'l Development
- Housing Government Sponsored Enterprises (GSE)
- Security Issued by any other agency created by an Act of Congress
- Money Market Deposit & Super Now Accounts that are 100 percent backed by US Government Securities
- Interest-Bearing Savings Accounts and Time Deposits or Certificates of Deposits issued by financial institutions which are insured and/or collateralized 100% by Government Securities.
- Repurchase Agreements pursuant to the Act. The securities, unless registered or inscribed in the name of the Authority, shall be purchased through banks or trust companies authorized to do business in the State of Illinois. The term "repurchase agreements" as used herein shall include flexible repurchase agreements that permit the Authority to withdraw funds as needed and master repurchase agreements that permit the deposit, withdrawal and redeposit of funds over time and do NOT exceed 30 day maturities.
- Mortgage backed Securities and CMO's issued by the Governmental National Mortgage Association (GNMA)
- Mortgage backed Securities and CMO's issued by FHLMC
- Mortgage backed Securities and CMO's issued by FNMA
- SBA (Asset Based Product is Guaranteed by Lender)
- HUD Project Notes
- Title 11 Merchant Marine
- Housing (HUD) Government Sponsored Enterprises (GSE)
- Non Low Rent or Homeownership Funds (subject to Investment Committee decision)
- State/Municipal Obligations
- Illinois Housing Development Authority Mortgage Participation Certificate

The securities described above may be acquired pursuant to agreements entered into between the Authority (or a trustee or agent on behalf of the Authority) and suppliers of such securities. Pursuant to such agreements, suppliers agree to sell to the Authority (or trustee or agent) specified securities on specific dates and prices. All material terms will be established at the time of execution and delivery of any such agreements, and the transactions will be as set forth in such agreements.

Investments authorized by the Illinois Public Funds Act shall be considered permissible investments.

# FINANCIAL POLICIES & PROCEDURES

## Prohibited Transactions

The following transactions are not in compliance with current applicable policy/statute and are prohibited:

- When Issued Trading – trading of security prior to issuance
- Reverse Repurchase Agreements – the loaning of CHA securities for cash proceeds
- Securities Lending – the loaning of CHA securities for other securities
- Short Selling – the sale of a security the Authority does not own.

## Investment Guidelines

### Fund Specific

The CHA employs a portfolio approach to the investment management process. These "portfolios" represent specific funds, whether individually or in the aggregate, comprise the source of the funds used to purchase the securities within the investment portfolios. CHA shall establish an internal management committee to assist the Treasurer/Investment Officer and the CFO with investment activities and procedures

Investment committee shall decide appropriate duration and benchmark performance comparison for each type of fund at the beginning of each year. The determinations will be based upon liquidity and budgetary requirements for each fund, taking into account economic conditions. These duration and benchmark determinations will be presented to the Finance Committee with the first Annual Cash Flow forecast of each fiscal year. Any changes throughout the year of greater than 25% will be reported to the Finance Committee as well.

The following guidelines will define the types of portfolios used and the relative liquidity, duration, and performance benchmarks:

## Operating Portfolio

This represents those funds received in the CHA's normal and recurring course of business. Typically, Federal Housing Grants used in the operation and management of the CHA's federal housing portfolio.

> **Examples:** Performance Funding System PFS (Operating), Section 8, Hope 6, other HUD grants; in addition, operating funds which are derived from State and other non-federal sources, such as MacArthur Grants.

### Reserve Portfolio

Portfolio Reserves are those funds typically held and invested for identified use at a later date. Also can be considered fund/program equity resulting from revenues, which exceed expenses on any given fund/program.

> **Examples:** Insurance Reserve, Section 8 MTW Reserve and various program operating Reserves.

## Special Purpose Portfolio

The special purpose portfolio consists of all non- Grant Funds which are received from alternative sources, which have defined source and use.

> **Examples:** Bond proceeds, Tenant security deposits, Trust Funds, Litigation proceeds, Rooftop rental income.

# FINANCIAL POLICIES & PROCEDURES

## Investment Guidelines

### General

No more than 10 % of the operating portfolio value may be invested in securities issued by a single entity, except for securities issued or guaranteed by the U.S. Government or U.S. Government Agencies and money market assets with same day funds availability.

Securities with maturities exceeding three years may not be held, unless they can be readily traded in the secondary market.

Certificates of Deposit maturities will not exceed one year. A maximum of 10 % of the total portfolio value may be invested in Certificates of Deposit. All Certificates of Deposit above the FDIC insured deposit limit (currently $250,000) must be 100 % collateralized by U.S. Government securities specifically pledged to CHA.

Repurchase agreement collateral shall be held in custody pursuant to master repurchase or tri-party custodial agreement.

To ensure diversification, investment maturities shall be laddered to avoid concentration of assets in a specific maturity sector.

Liquidity shall be assured through practices that match maturing investments with the projected cash disbursements.

### Authorized Financial Dealers and Institutions

The Treasurer/Investment Officer will maintain a list of approved financial institutions, security brokers/dealers and banks to provide investment services. This list will be the result of competitive bid processes, in accordance with HUD regulations, to extent applicable. The list shall be reviewed and updated by the Treasurer/Investment Officer, the CFO and the committee. The list shall be submitted to the Finance Committee and the Board of Commissioners for approval as part of the monthly Board Briefings.

CHA will provide equal opportunity in order to increase the participation of minority owned financial institutions and to encourage minority owned financial Institutions to compete for CHA's investment business. The CHA will attempt to identify local business participation where practical.

### Performance Evaluation

The investment portfolio will be designed to obtain a competitive market rate return, taking into consideration CHA's investment risk, duration constraints and cash flow needs. Portfolio returns will be evaluated against the three-month U.S. Treasury Bill and other indices of appropriate maturities and compared to other portfolios with similar investment characteristics. The CHA will attempt to identify local business participation where practical.

### Reporting Requirements

The Investment Officer shall generate daily reports providing daily transaction information on the activities of the investment portfolio including, but not limited to, identification of each investment instrument purchased, maturity dates, interest rates, costs and maturity value. Monthly reports will summarize monthly investment activities, report portfolio performance calculated from month-end market values, and will be provided to the CFO.

# FINANCIAL POLICIES & PROCEDURES

## Investment Committee

The CFO shall appoint an internal investment committee, which will meet at least quarterly with the Investment Officer to report on the following information:

- Purchases, sales and maturities
- Portfolio yield and earnings
- Investment fund balances
- Mark-to-market adjustment on the portfolio by security type
- Commentary on general direction of the market
- Market exposures and position balances by investment balances
- Credit exposures arising from collateral testing, repurchase agreements, etc.
- Current cash balances, projected future cash flows, funding requirements and any borrowing required
- Comparison of actual return to appropriate market benchmark returns
- Changes in the perceived or actual risk of any component of the CHA's portfolio
- Discuss any policy violations

In addition, the investment committee will be responsible for providing investment reporting as requested by the CHA Board of Commissioners.

## Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability or give the appearance of impairing their ability, to make impartial investment decisions. Officers and employees shall disclose to the CFO and the CHA Ethics Officer any material financial interest in financial institutions that conduct business with CHA, and they shall further disclose any large personal financial/investment positions that could be related to the performance of CHA's portfolio. Officers and employees shall subordinate their personal investment transactions to those of CHA, particularly with regard to the time of purchase and sales.

## Prudence

The standard of prudence to be applied by the Treasurer/Investment Officer shall be the "prudent investor" rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation but for investment considering the probable safety of their capital as well as the probable income to be derived." The prudent investor rule shall be applied in the context of managing the overall portfolio.

The Treasurer/Investment Officer, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for a specific securities credit risk or market price changes, provided that these deviations are reported immediately to the CFO and that appropriate actions are taken to minimize the adverse affects on the portfolio.

The Treasurer/Investment Officer must ensure that all pledged and/or collateralized accounts and related agreements are marked to market on a weekly basis and properly maintained to safeguard investments and required account balances including attention to FDIC deposit insurance limits.

The Treasurer/Investment Officer may direct any trustee, under an indenture securing notes or bonds of the Authority, to enter into a Tri-Party Custodian Undertaking with a bank or trust company for the purpose of holding and valuing (as such trustee's agent) securities that are the subject of a repurchase agreement entered into by the trustee pursuant to such indenture.

The Treasurer/Investment Officer must also incorporate in the written investment procedures adequate controls for the safekeeping and custody of invested assets to reduce the risk of fraud or embezzlement.

# FINANCIAL POLICIES & PROCEDURES

## Risk Control

The CHA recognizes that there are many risks inherent to its diverse investment funds. In recognition of these risks the following controls are hereby established which are designed to mitigate such risks and allow for quarterly reporting within the Investment Committee.

- **Interest Rate Risk** – In order to mitigate the risk that change in market interest rates will adversely affect value and liquidity of its investments, the CHA will insure that at least 40% of its aggregate portfolio matures within one year.

- **Highly Sensitive Investments** – These are investments which are primarily mortgage obligations and which provide return of interest and principal monthly in varying amounts. These types of securities will be limited to 5% or less of the aggregate portfolio. In addition, highly sensitive securities will be subject to the passing of Federal Financial Institution Examination Council testing at time of purchase.

- **Credit Risk** – Credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. The CHA will mitigate this credit risk by investing only in approved securities which are rated in the highest investment grade categories (AA or better) of at least one of the following three national rating agencies (Standard & Poor's, Moody's and Fitch). In addition, CHA will mitigate concentration risk by limiting total investments to 25% of portfolio value to any one issuer. Limit will be 5% for State/Municipal Obligations and 5% for IDHA MPC as well. This limit shall not apply to cash or cash equivalents or investments guaranteed by the full faith and credit of the United States of America.

- **Custodial Credit Risk** – Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, The Authority will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. The CHA shall attempt to mitigate this risk by monitoring financial stability of its depository banks and trust agents holding said collateral. In order to protect against this risk, the CHA will prohibit custodial banks which are holding securities purchased for the CHA from purchasing such securities from brokers or dealers which are related to the custodial bank, unless a provision to the contrary is negotiated with and agreed to by the CHA as part of a credit or borrowing program.

## Internal Control

This Policy shall be reviewed annually by the Treasurer/Investment Officer and staff under the direction of the CFO.

An annual cash forecast for the fiscal year is to be prepared by the Treasurer/Investment Officer no later than February 15th of the year. The cash forecast shall be approved by the CFO. It shall be presented to the Finance Committee of the Board of Commissioners.

# FINANCIAL POLICIES & PROCEDURES

## AUDIT POLICY

- The Authority's Audit policy requires that all service providers, under contract or provider agreement, comply with federal and state laws and regulations requiring an independent audit by a certified public accountant or the Legislative Auditor of the State of Illinois. Audit engagement letters must be submitted to the CFO no later than 30 days prior to the end of the audit period, (which is our fiscal year). The required audit reports must be submitted to the Office of the Comptroller within 30 days of completion of the audit, but not later than 90 days following the end of the audit period.
- Service providers under contract or provider agreement must work collaboratively with the Authority to resolve any findings contained in the audit report, including as necessary, the recovery of disallowed and/or questioned costs that cannot be justified.
- The Authority may suspend payments under a contract/provider agreement when the provider fails to submit an audit engagement letter, audit report or fails to respond to agency requests to clear audit findings. If action agreed upon in an audit resolution plan has not been completed to the Authority's satisfaction within a reasonable/ specified time, the contract will be canceled.
- A contract/provider agreement shall be canceled 30 days following suspension of payment, if an engagement letter, audit report, or audit resolution plan has not been submitted by the provider.

## DEBT POLICY

### Purpose and Goals

As a part of the Plan Forward: Communities that Work, the Chicago Housing Authority (the "Authority"), as well as for other on-going capital improvements, the issuance of debt will play an integral role in financing many critical activities. Since capital improvements are one of the most important reasons for borrowing, the Authority needs a management policy to oversee how all borrowing activities should take place.

There are three main purposes for establishing a debt policy: 1) to establish goals for issuance of debt obligations so an acceptable level of indebtedness will not be exceeded; 2) to send a positive message to rating agencies and other stakeholders regarding an organization's commitment to prudent financial management; and, 3) to enhance the quality and consistency of an organization's long-term public policy and financial planning decisions.

In adhering to this policy, the Authority will purse the following goals:

- The Authority shall endeavor to attain the best possible credit rating for each debt issue.
- The Authority shall consider market timing when issuing debt.
- The Authority shall endeavor to ensure timely repayment of all debt.
- The Authority will, to the extent possible, make the length of the debt issue equal to or shorter than the useful life of the asset that is being financed.
- The Authority shall consider the impact of overlapping debt, as well as the financing plans of other state and local municipal organizations with which the Authority may share, or potentially share, a pool of resources, when contemplating the issuance of new debt.
- The Authority will continue to asses new and innovative approaches to issuing debt.

This debt policy also takes into account an efficient working relationship between the Authority's Chief Executive Officer ("CEO"), the Chief Financial Officer ("CFO"), and the Authority's Board of Commissioners ("the Board").

# FINANCIAL POLICIES & PROCEDURES

## Authorization

### A. Authority and Purposes of the Issuance of Debt

The laws of the State of Illinois, including without limitation, the Housing Authorities Act 310 ILCS 10/1, et seq., (the "Act") and the Local Government Debt Reform Act, 30 ILCS 350/1 et seq., (the "Debt Reform Act"), authorize the issuance of debt by the Authority. The Authority is empowered to borrow money, to issue bonds, notes, debentures, or other evidences of indebtedness, and to secure the same by pledges of its revenues, or in any other manner. The Authority also has the power to issue refunding and advance refunding bonds to pay or retire bonds previously issued by it.

The Authority may issue debt for any of the purposes set forth in the Act, including but not limited to, to finance in whole or in part the cost of acquisition, purchase, construction, reconstruction, improvement, alteration, extension or repair of any project or undertaking, to aid in slum clearance, to assemble land for redevelopment, to acquire and dispose of improved or unimproved property, to remove unsanitary or substandard conditions, to construct and operate housing accommodations and to regulate the maintenance of housing projects. The Authority's powers to borrow, expend, loan, invest and repay monies for the purposes set forth in the Act are public objects and governmental functions.

In addition to its general borrowing powers, the Authority is specifically authorized to issue revenue bonds to finance the construction, equipping, rehabilitation or refinancing of multi-family rental housing designed for mixed-income or low-income occupancy in the City of Chicago and to make capital improvements thereto, to make loans for such purpose, to purchase construction loans or mortgage loans originated in accordance with an agreement to finance multi-family rental housing or to make loans to lending institutions for the making of construction loans or mortgage loans to finance such multi-family rental projects. The Authority is also authorized to enter into loan agreements, regulatory agreements and other documents with private borrowers from the proceeds of such multi-family housing revenue bonds and to accept guaranties from persons for its loans.

The Authority has the power, under state law, to borrow money from the federal government for or in aid to any project. The Authority is empowered to do all things necessary or desirable, to secure the financial aid or cooperation of the Federal Government in connection with the: acquisition; construction; rehabilitation; operation; maintenance of housing projects and, to obtain guarantees or insurance from the federal government for the payment of bonds issued by the Authority. The Authority is also empowered to agree to limitations upon the exercise of any powers conferred upon the Authority by the Act in the connection of any loan by a government.

### B. Types of Debt Authorized to Be Issued

The Authority may issue such type of bond as it determines by resolution, including:

- Bonds payable from revenues of the housing project being financed (including revenues derived from a loan agreement providing for loan repayment installments sufficient to pay the loan when due with respect to a project located within Chicago).
- Bonds payable from revenues of certain housing projects whether or not financed with bond proceeds.
- Bonds payable from Authority revenues generally.
- Bonds secured by any other property of the Authority.
- Certificates of indebtedness in connection with installment leases or sales, payable for a period of no more than 20 years, or other period authorized by law, whichever is greater.
- Investment agreements purchased with bond proceeds payable over a term not to exceed the maximum term of such bond issue.

## C. State Law

The Act generally governs the Board's power and authority to issue debt, and the procedures to be observed. In addition to and not in limitation of the powers to issue debt authorized by the Act, the Debt Reform Act provides supplemental authority regarding the issuance and sale of bonds, not to exceed a term of forty years.

State law generally provides discretion to the Board to establish the terms, conditions and manner of sale. All bonds must be authorized by Board resolution. Interest rates may be variable or fixed, but may not exceed the maximum rate set forth in the Bond Authorization Act, as now or hereafter amended (30 ILCS 305/0.01 *et.seq.*).

Bond proceeds may be used to pay interest upon such bonds for a period not to exceed two years or a period ending 6 months after the estimated date of completion of the project or accomplishment of the purpose for which the bonds were issued. Bonds may be sold at public or private sale. Any bonds issued pursuant to the Act are fully negotiable. Bond proceeds may be used to pay for the costs of issuance, to fund debt service reserves, and to pay capitalized interest, subject to certain limitations.

To secure the payment of its bonds or obligations under leases, the Authority has the power to enter into the various types of covenants and agreements customary to financial transactions, such as limitations on incurring additional debt, covenants against pledging any part of its revenues, coverage covenants, etc., and such covenants as may tend, in the discretion of the Authority, to make its bonds more marketable. Covenants as to rents and fees to be charged in operation of a housing project may be subject to special limitations, under both federal and state law.

Bondholders or their trustees are authorized by statute, subject only to any contractual restrictions binding upon the bondholder or trustee, to enjoin or otherwise compel the Authority to perform each provision with or for the benefit of bondholders or trustees and to enjoin any violations of their rights or unlawful acts.

### Structure and Use

When structuring a debt issue, consideration should be given to any contractual, statutory, or regulatory conditions or restrictions governing the funds that are anticipated to serve as the source of repayment for the debt issue and/or as collateral, such as in any relevant grant agreements, the ACC, the Moving-to-Work Agreement, and/or applicable state and federal statutes and regulations. Prior debt instruments should also be examined.

## A. Sale of Securities

All debt issues by the Authority shall be approved by the Board. Both negotiated and competitive methods of sale can be considered for all issuance of debt.

All debt issues by the Authority shall be approved by the Board. Both negotiated and competitive methods of sale can be considered for all issuance of debt.

Any financing plan should contemplate all prevalent financial products and should take into consideration the condition of the local, regional, national, and if necessary, international markets.

## B. Credit Enhancements

The Authority may enter into credit enhancement agreements, to the extent permitted by law, with commercial banks, public agencies, insurance companies, or other entities when their use is judged to lower borrowing costs, restrictive covenants, or otherwise make the transaction more advantageous to the Authority.

## C. Impact on Operating Budget

When considering any debt issuance, the potential impact of debt service on the operating budget, both short and long -term, will be evaluated. The ratio of annual debt service to MTW Funds will be one method of evaluation. The cost of debt issued for capital repair and maintenance should be judged against the potential cost of delaying such repair.

### D. Debt Issued to Finance Operating Costs

The Authority should not finance general operating costs from debt having maturities greater than one year. General operating costs include, but may not be limited to, those items normally funded in the Authority's annual operating budget and having a useful life of less than one year. To the extent, however, borrowing funds such as a working cash fund that may be used to finance several years of operating costs, a longer maturity schedule may be appropriate.

## Related Issues

### A. Reporting of Debt

The Comprehensive Annual Financial Report ("the CAFR") will serve as the repository for disclosures of indebtedness. The disclosures describing all outstanding debt obligations of the Authority will be found in the "Notes to the Financial Statements" section of the CAFR.

### B. Financial Disclosure

The Authority shall prepare appropriate continuing disclosures as requested by HUD, the Securities and Exchange Commission, the federal government, the State of Illinois, rating agencies, underwriters, bond counsel, investors, taxpayers, and other necessary entities, as dictated by the terms of the agreement with that particular entity, to ensure compliance with applicable laws and regulations.

### C. Review of Financing Proposals

All financing proposals involving a pledge of the Authority's credit through the sale of securities, execution of loans or lease agreements, or otherwise directly or indirectly lending or pledging the Authority's credit, shall be referred to the CFO, who shall determine the financial feasibility of such proposal, and make appropriate recommendations to the Authority CEO and the Board for review and approval.

### D. Establishing Financing Priorities

The CFO, with appropriate Board oversight, shall administer and coordinate the Authority's debt issuance program and activities, including timing of issuance, method of sale, structuring the issue, and marketing strategies. The CFO shall meet with the CEO and the Board as necessary to discuss the status of any debt program.

### E. Rating Agency Relations

The Authority shall endeavor to maintain effective relations with the rating agencies. The CFO, along with the Authority's financial advisors, shall communicate with the rating agencies in order to appropriately keep these agencies informed concerning the Authority's debt program.

### F. Investment Community Relations

The Authority shall endeavor to maintain a positive relationship with the investment community. The CFO shall prepare reports and other forms of communication as necessary, to appropriately inform the public concerning the Authority's debt program.

### G. Refunding Policy

When deemed to be in its best interest, the Authority shall consider refunding or restructuring outstanding debt when financially advantageous or beneficial.

## H. Investment of Borrowed Proceeds

The Authority acknowledges its on-going responsibility to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with Illinois statues governing the investment of public funds and with the permitted securities covenants of related bond documents executed by the Authority. The Authority's Investment Policy shall govern the specific methods of investment of bond related proceeds. The efficient management of public funds shall enable the Authority to respond to changes in markets or changes in payment schedules, so as to ensure liquidity and minimize risk.

## I. Authorized Purchasers

Housing authority bonds or other obligations issued in connection with a project for which the federal government, state government, or any political subdivision of the State has provided or agreed to provide financial assistance, are authorized investments for the state, any of its political subdivisions, banks, trust companies, savings and loans and others carrying on a banking business, insurance companies, executors, trustees and other fiduciaries, and generally all sinking, insurance, retirement, compensation, pension and trust funds, whether owned or controlled by private or public persons or officers.

# INTERFUND BORROWING POLICY

## Purpose

It is CHA Treasury Department Policy to maximize cash resources in an effort to meet the goals of the Board Approved-CHA Investment Policy.

The purpose of this Inter-fund Activity Policy is intended to regulate and monitor transactions which may affect one or more funding sources.

## Implications

To the extent that the grant funds are not yet received or it is operationally required to expend CHA MTW Fund resources prior to the actual receipt of budgeted funds, then expenditures made and funded by other sources should meet the following requirements:

- Completion of an Inter-fund Transaction Report
- Monitoring by Treasury of Inter-fund Advances
- Monthly or Quarterly Reports of Compliance to the CFO

# DEPRECATION OF CAPITAL ASSETS

The Authority capitalizes assets with a cost of more than $5,000 and an estimated useful life greater than one year. Capital assets are recorded at cost or at fair value at time of acquisition. Capital improvements that extend the useful life of assets are capitalized. In keeping with generally accepted accounting principles (GAAP) and as reflected in Governmental Accounting Standard's Board Statement No. 34, the CHA depreciates its capital assets over the estimated useful life of the asset. Depreciation of capital assets is computed using the straight-line method assuming the following useful lives:

| Asset Category | Asset Useful Life |
|---|---|
| Buildings | 40 |
| Site Improvements | 20 |
| Furnitures | 8 |
| Equipments | 5 & 8 |
| Vehicles | 5 |
| Building Improvements | 10 |

# DIVISION DETAIL

The Authority is organized by Divisions and Cost Centers. The cost center budgets represent spending authority and areas of responsibility. The following divisions and reporting structure depict the cost center segregation:

1 EXECUTIVE OFFICES

2 INTERNAL AUDIT

3 LEGAL SERVICES

4 OFFICE OF THE INSPECTOR GENERAL

5 FINANCE & ADMINISTRATION

6 PROPERTY

7 HOUSING

8 CAPITAL

Executive Offices, Internal Audit, Legal Services, Office of the Inspector General, Finance & Administration, and debt service all comprise the Central Office Cost Center (COCC).

For each Division, the following items are presented:

1. Division Overview and Total Expenditures by Cost Center
2. Total Revenue and Expenditures
3. Division Summary
4. Cost Center Descriptions
5. Total Revenue by Fund
6. Total Expenditures by Expense Type
7. Total Full-Time Equivalents (FTEs)
8. FY2015 Budget
9. Salary Schedule

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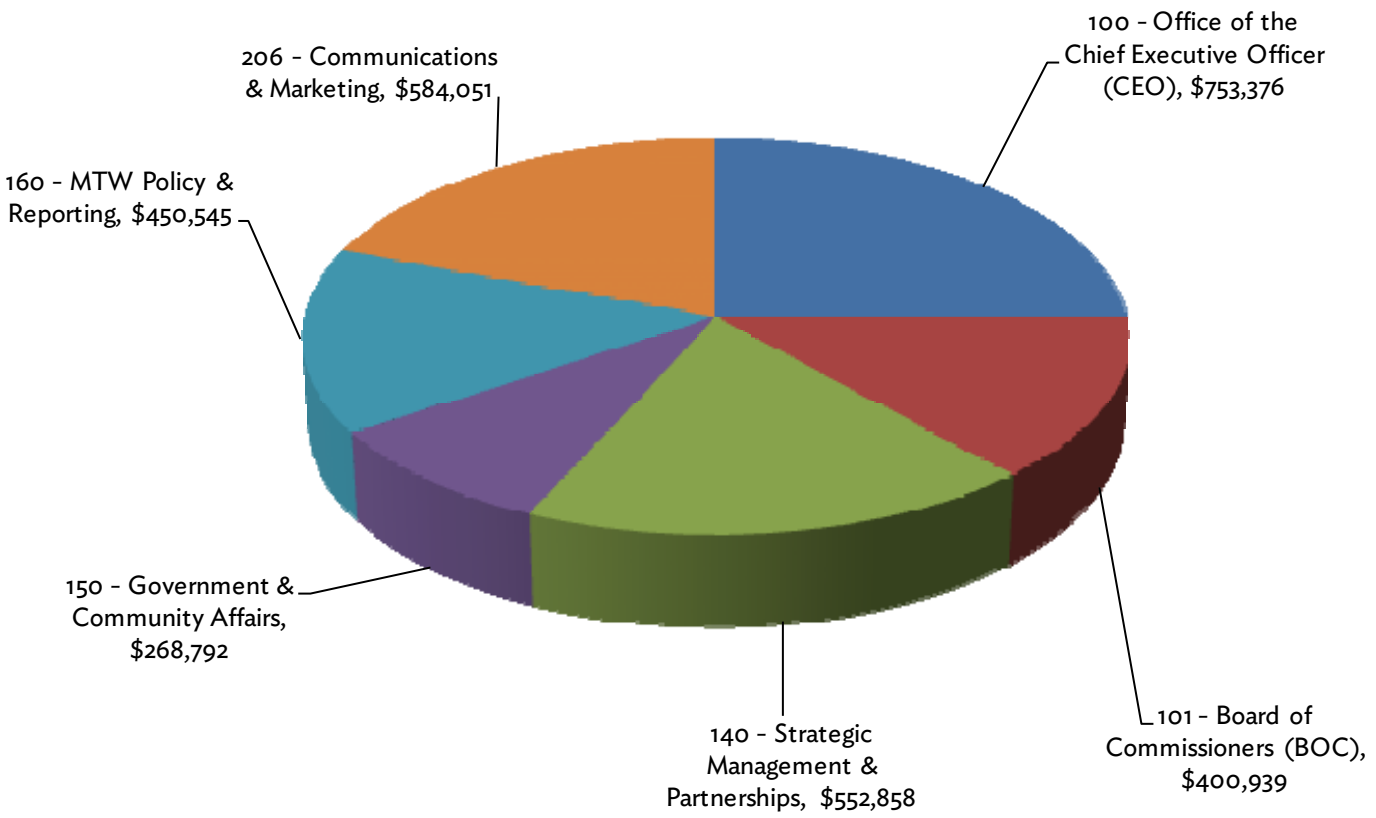
# EXECUTIVE OFFICES DIVISION

The Executive Office Division is responsible for the overall management, direction and accountability of the Authority, including the effective implementation of policies approved by the Board of Commissioners. In addition, the Executive Office Division coordinates and monitors the activities of all departments within the Authority to ensure that program goals and objectives are attained. The Executive Office Division ensures that the Authority's responsibilities to local, state, federal, and community entities are met.

## EXPENDITURES BY COST CENTER



# EXECUTIVE OFFICES DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| 100 - Office of the Chief Executive Officer (CEO) | $984,844 | $796,283 | $792,773 | $753,376 | -4.97% |
| 101 - Board of Commissioners (BOC) | $803,204 | $453,866 | $451,711 | $400,939 | -11.24% |
| 140 - Strategic Management & Partnerships | $2,310,505 | $1,014,715 | $1,287,582 | $552,858 | -57.06% |
| 150 - Government & Community Affairs | $711,060 | $496,488 | $1,193,230 | $268,792 | -77.47% |
| 160 - MTW Policy & Reporting | $0 | $0 | $0 | $450,545 | 0.00% |
| 206 - Communications & Marketing | $0 | $415,085 | $797,923 | $584,051 | -26.80% |
| **Executive Offices** | **$4,809,613** | **$3,176,438** | **$4,523,219** | **$3,010,561** | **-33.44%** |

## BUDGET YEAR COMPARISON

**100-Office of the Chief Executive Officer**
The FY2015 non-personnel budget decreased by $33,168 or 24.00% due mostly to reductions in training, travel, office supplies and publications. The personnel budget decreased by $6,229 or .95% due to the recalculation of benefits.

**101-Board of Commissioners**
The FY2015 non-personnel budget request decreased by $42,065 or 77.81% due to the elimination of training and travel along with the reductions to office supplies, printing and meeting costs. The personnel budget decreased by $8,707 or 2.19% due to the recalculation of benefits.

**140-Strategic Management & Partnerships**
The FY2015 non-personnel budget request decreased by $361,424 or 72.52% mostly due to the establishment of the MTW Policy & Reporting department. The personnel budget decreased by $373,300 or 47.30% due to the transfer of 3 FTEs and the elimination of a 0.5 FTE.

**150-Government and Community Affairs**
The FY2015 non-personnel budget decreased by $455,370 or 97.63% due to the movement of the Erie House contract to the Diversity department. The personnel budget decreased by $469,068 or 64.54% due to the transfer of 2 FTEs to MTW Policy & Reporting and the reduction of 2 FTEs.

**160-MTW Policy & Reporting**
FY2015 will be the first full year for this cost center.

**206-Communications & Marketing**
The FY2015 non-personnel budget for this cost center decreased by $58,640 or 22.96% due to decreases in consulting, printing, training, computer expense, office supplies and memberships. The personnel budget decreased by $155,232 or 28.61% due to the elimination of two FTEs.

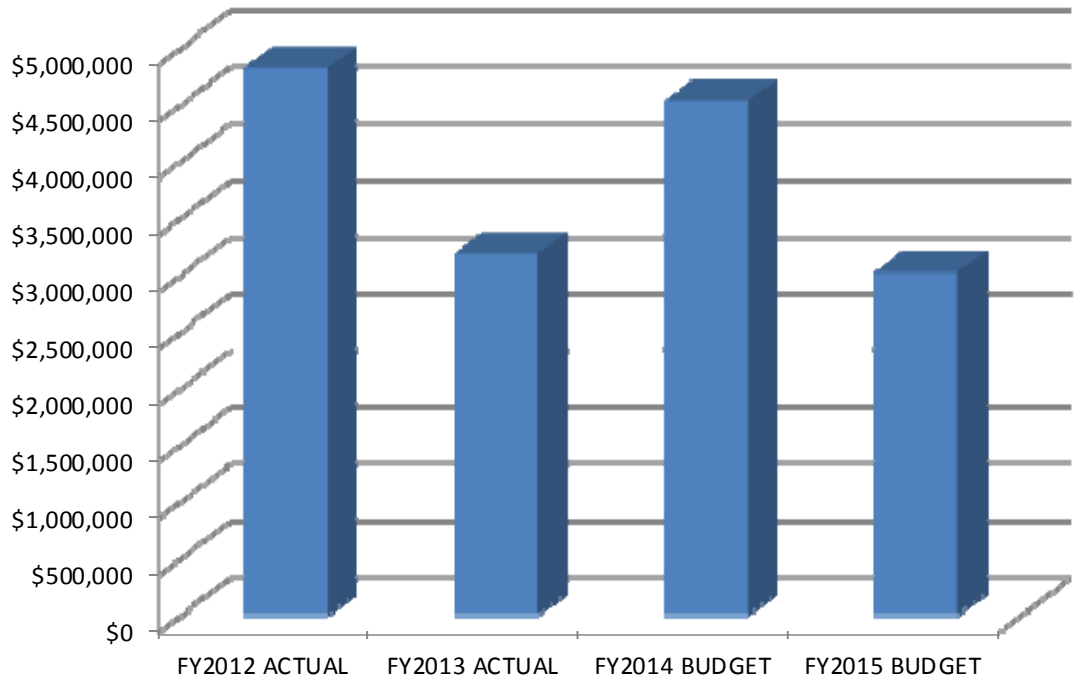
# EXECUTIVE OFFICES DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| MTW Fund | $4,692,113 | $3,176,438 | $4,523,219 | $3,010,561 | -33.44% |
| Other Funding | $117,500 | $0 | $0 | $0 | 0.00% |
| **Grand Total** | **$4,809,613** | **$3,176,438** | **$4,523,219** | **$3,010,561** | **-33.44%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $1,330,254 | $270,226 | $1,412,481 | $486,514 | -65.56% |
| Personnel | $3,479,359 | $2,906,212 | $3,110,738 | $2,524,047 | -18.86% |
| **Grand Total** | **$4,809,613** | **$3,176,438** | **$4,523,219** | **$3,010,561** | **-33.44%** |

## EXPENDITURES BY FISCAL YEAR



# EXECUTIVE OFFICES DIVISION

## DIVISION SUMMARY

### Mission

The Executive Office Division provides vision and direction while ensuring implementation of Chicago Housing Authority's mission, goals and objectives.

### 2014 Accomplishment

In FY2014, the Executive Office continued to oversee the agency's implementation and progress toward key Plan Forward goals and initiatives.

### 2015 Goals

- Manage the agency's ongoing relationships and collaboration with HUD, including CHA's participation in HUD's MTW Demonstration program.
- Implement key agency-wide policy and special initiatives and provide data and spatial analysis to inform program and policies.
- Manage and ensure consistency of information/data sharing across the agency for both internal and external reporting.
- Manage the agency's key stakeholder relationships as well as coordinate agency-wide community engagement activities.
- Coordinate and oversee agency-wide internal business policies, processes and initiatives.
- Manage relationships and communication with elected officials and key governmental entities.
- Monitor federal, state, and local legislation and initiatives, and develop the agency's overall legislative strategies.
- Manage relationships and meetings with the Board of Commissioners and ensure effective communication regarding pending Board matters, as well as CHA policies and procedures.
- Ensure that all requirements of the Open Meetings Act are adhered to for all public meetings of the Board.
- Build effective internal and external awareness of CHA's vision, mission and strategic objectives and highlight the breadth of CHA and mayoral achievements, initiatives and programs.
- Promote a mutually beneficial relationships between CHA, residents and key stakeholders.

# EXECUTIVE OFFICES DIVISION

## DIVISION SUMMARY

| COST CENTER DESCRIPTIONS | FY2015 BUDGET |
|---|---|

### The Office of the Chief Executive Officer (100)

The President/Chief Executive Officer oversees the general functions of the Chicago Housing Authority (CHA) and determines the management priorities of the Authority. This Office is also responsible for ensuring leadership to meet public and administrative requirements. The President/CEO is charged with enforcement of all policies established by the Board of Commissioners and for overall management, direction and accountability of the Authority. **$753,376**

### Board of Commissioners (101)

The Board of Commissioners represents the governing body responsible for fiscal oversight and policy administration for the Chicago Housing Authority. **$400,939**

### Strategic Management & Partnerships (140)

Strategic Management & Partnerships is charged with the research and reporting functions for the Chicago Housing Authority. The department coordinates external research initiatives and works with all CHA divisions to meet compliance with HUD-regulated reporting and requirements including the Moving-to-Work Agreement. The department key functions include: **$552,858**

- Overseeing the creation of the MTW Annual Plans and Reports
- Acting as liaison between CHA and HUD
- Managing external research projects and partners
- Analyzing data to identify trends
- Producing maps and reports to support departmental program planning
- Responding to ad hoc data requests
- Creating maps and maintains GIS database for entire agency
- Researching and advising on best practices on affordable and public housing
- Creating and maintaining quarterly and monthly reports
- Coordinating special events, visits & tours

# EXECUTIVE OFFICES DIVISION

## COST CENTER DESCRIPTIONS

**FY2015 BUDGET**

### Government & Community Affairs (150)

The Office of Government & Community Affairs acts as a liaison between city, state and federal officials as well as other external organizations including community partners. The department's key functions include: **$268,792**

- Managing relationships and maintains regular communications with all levels of state and local government, including the Mayor's Office and sister agencies
- Monitoring pending legislation and identifying potential opportunities and challenges
- Fostering communication and collaboration with community leaders and stakeholder groups, such as faith-based, ethnic, and community organizations
- Work with CHA departments and external stake holders in the implementation of Plan Forward as it relates to government affairs, including redistricting and property acquisition/demolition.

### MTW Policy & Reporting (160)

The MTW Policy & Reporting Department serves as a centralized unit for Executive Office coordination of CHA's participation in HUD's MTW demonstration program. The department is responsible for project management of key agency-wide policy initiatives as well as collecting and coordinating information/data across the agency for both internal and external reporting. The department also provides oversight management and technical assistance for other interdepartmental data/reporting projects and special initiatives. **$450,545**

### Communications & Marketing (206)

The Department of Communications and Marketing helps the Chicago Housing Authority build effective internal and external brand awareness for all CHA departments through marketing and branding, public relations, communications, special events, community engagement, web communications and graphic design. The department also works to advance CHA's vision, mission and strategic objectives in the marketplace by delivering key messages to a wide variety of stakeholders and building relationships on local, state and national levels to underscore the agency's leadership, distinctive culture and defining strengths. **$584,051**

Additional key functions include:

- Increase the visibility, transparency and clarity of CHA as a thought leader
- Capitalize on current momentum to showcase the breadth of CHA achievements, initiatives and programs
- Energize the CHA brand to enhance its reputation
- Position CHA as a catalyst for change
- Promote mutually beneficial relationship between CHA and key stakeholders

# EXECUTIVE OFFICES DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| **100 - Office of the Chief Executive Officer (CEO)** | | | | | |
| MTW Fund | $984,844 | $796,283 | $792,773 | $753,376 | -4.97% |
| **100 - Office of the Chief Executive Officer (CEO) Total** | **$984,844** | **$796,283** | **$792,773** | **$753,376** | **-4.97%** |
| **101 - Board of Commissioners (BOC)** | | | | | |
| MTW Fund | $803,204 | $453,866 | $451,711 | $400,939 | -11.24% |
| **101 - Board of Commissioners (BOC) Total** | **$803,204** | **$453,866** | **$451,711** | **$400,939** | **-11.24%** |
| **140 - Strategic Management & Partnerships** | | | | | |
| MTW Fund | $2,193,005 | $1,014,715 | $1,287,582 | $552,858 | -57.06% |
| Other Funding | $117,500 | $0 | $0 | $0 | 0.00% |
| **140 - Strategic Management & Partnerships Total** | **$2,310,505** | **$1,014,715** | **$1,287,582** | **$552,858** | **-57.06%** |
| **150 - Government & Community Affairs** | | | | | |
| MTW Fund | $711,060 | $496,488 | $1,193,230 | $268,792 | -77.47% |
| **150 - Government & Community Affairs Total** | **$711,060** | **$496,488** | **$1,193,230** | **$268,792** | **-77.47%** |
| **160 - MTW Policy & Reporting** | | | | | |
| MTW Fund | $0 | $0 | $0 | $450,545 | 0.00% |
| **160 - MTW Policy & Reporting Total** | **$0** | **$0** | **$0** | **$450,545** | **0.00%** |
| **206 - Communications & Marketing** | | | | | |
| MTW Fund | $0 | $415,085 | $797,923 | $584,051 | -26.80% |
| **206 - Communications & Marketing Total** | **$0** | **$415,085** | **$797,923** | **$584,051** | **-26.80%** |
| **Grand Total** | **$4,809,613** | **$3,176,438** | **$4,523,219** | **$3,010,561** | **-33.44%** |

# EXECUTIVE OFFICES DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **100 - Office of the Chief Executive Officer (CEO)** | | | | | |
| Non-Personnel | $122,902 | $87,240 | $138,216 | $105,048 | -24.00% |
| Personnel | $861,942 | $709,043 | $654,557 | $648,328 | -0.95% |
| **100 - Office of the Chief Executive Officer (CEO) Total** | **$984,844** | **$796,283** | **$792,773** | **$753,376** | **-4.97%** |
| **101 - Board of Commissioners (BOC)** | | | | | |
| Non-Personnel | $387,798 | $17,675 | $54,064 | $11,999 | -77.81% |
| Personnel | $415,406 | $436,191 | $397,647 | $388,940 | -2.19% |
| **101 - Board of Commissioners (BOC) Total** | **$803,204** | **$453,866** | **$451,711** | **$400,939** | **-11.24%** |
| **140 - Strategic Management & Partnerships** | | | | | |
| Non-Personnel | $797,644 | $101,516 | $498,374 | $136,950 | -72.52% |
| Personnel | $1,512,861 | $913,199 | $789,208 | $415,908 | -47.30% |
| **140 - Strategic Management & Partnerships Total** | **$2,310,505** | **$1,014,715** | **$1,287,582** | **$552,858** | **-57.06%** |
| **150 - Government & Community Affairs** | | | | | |
| Non-Personnel | $21,910 | $26,726 | $466,422 | $11,052 | -97.63% |
| Personnel | $689,150 | $469,762 | $726,808 | $257,740 | -64.54% |
| **150 - Government & Community Affairs Total** | **$711,060** | **$496,488** | **$1,193,230** | **$268,792** | **-77.47%** |
| **160 - MTW Policy & Reporting** | | | | | |
| Non-Personnel | $0 | $0 | $0 | $24,700 | 0.00% |
| Personnel | $0 | $0 | $0 | $425,845 | 0.00% |
| **160 - MTW Policy & Reporting Total** | **$0** | **$0** | **$0** | **$450,545** | **0.00%** |
| **206 - Communications & Marketing** | | | | | |
| Non-Personnel | $0 | $37,068 | $255,405 | $196,765 | -22.96% |
| Personnel | $0 | $378,017 | $542,518 | $387,286 | -28.61% |
| **206 - Communications & Marketing Total** | **$0** | **$415,085** | **$797,923** | **$584,051** | **-26.80%** |
| **Grand Total** | **$4,809,613** | **$3,176,438** | **$4,523,219** | **$3,010,561** | **-33.44%** |

# EXECUTIVE OFFICES DIVISION

## FY2015 BUDGET

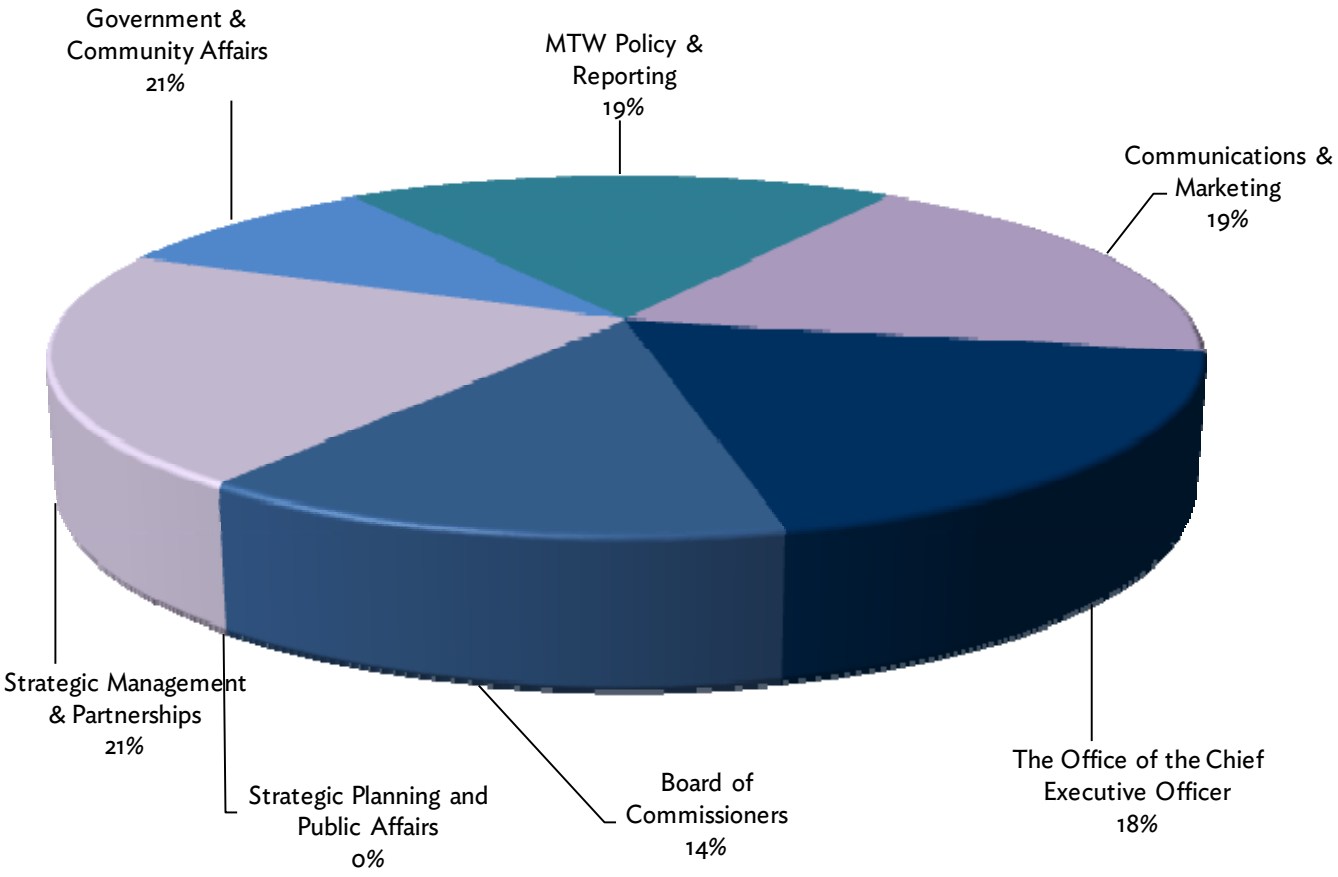
| | |
|---|---|
| **100 - Office of the Chief Executive Officer (CEO)** | |
| Personnel | $648,328 |
| Sundry | $79,048 |
| Training | $6,000 |
| Travel | $20,000 |
| **100 - Office of the Chief Executive Officer (CEO)** | **$753,376** |
| **101 - Board of Commissioners (BOC)** | |
| Personnel | $388,940 |
| Sundry | $11,999 |
| Training | $0 |
| Travel | $0 |
| **101 - Board of Commissioners (BOC)** | **$400,939** |
| **140 - Strategic Management & Partnerships** | |
| Contracts | $0 |
| Personnel | $415,908 |
| Sundry | $136,950 |
| Training | $0 |
| Travel | $0 |
| **140 - Strategic Management & Partnerships** | **$552,858** |
| **150 - Government & Community Affairs** | |
| Contracts | $0 |
| Personnel | $257,740 |
| Sundry | $10,052 |
| Training | $0 |
| Travel | $1,000 |
| **150 - Government & Community Affairs** | **$268,792** |
| **160 - MTW Policy & Reporting** | |
| Personnel | $425,845 |
| Sundry | $13,800 |
| Training | $2,900 |
| Travel | $8,000 |
| **160 - MTW Policy & Reporting** | **$450,545** |
| **206 - Communications & Marketing** | |
| Personnel | $387,286 |
| Sundry | $196,765 |
| Training | $0 |
| Travel | $0 |
| **206 - Communications & Marketing** | **$584,051** |
| **Executive Offices Total** | **$3,010,561** |

# EXECUTIVE OFFICES DIVISION

## TOTAL FTE'S

| | FY2012 ACTUAL | FY2013 ACTUAL | FY2014 BUDGET | FY2015 BUDGET | % OF CHANGE |
|---|---|---|---|---|---|
| The Office of the Chief Executive Officer | 7.0 | 7.0 | 4.0 | 4.0 | 0.0% |
| Board of Commissioners | 3.0 | 4.0 | 3.0 | 3.0 | 0.0% |
| Strategic Planning and Public Affairs | 7.0 | 2.0 | 1.0 | 0.0 | -100.0% |
| Strategic Management & Partnerships | 8.0 | 8.0 | 8.0 | 4.5 | -43.8% |
| Government & Community Affairs | 7.0 | 6.0 | 6.0 | 2.0 | -66.7% |
| MTW Policy & Reporting | 0.0 | 0.0 | 0.0 | 4.0 | 100.0% |
| Communications & Marketing | 0.0 | 6.0 | 6.0 | 4.0 | 100.0% |
| **Executive Offices Total** | **32.0** | **33.0** | **28.0** | **21.5** | **-23.2%** |

## FTEs by Cost Center



# EXECUTIVE OFFICES DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFIT TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **100 - OFFICE OF THE CHIEF EXECUTIVE OFFICER** | | | | |
| CHIEF EXECUTIVE OFFICER | 1.0 | $200,000 | | |
| CHIEF OF STAFF | 1.0 | 155,000 | | |
| SPECIAL ASST | 1.0 | 73,831 | | |
| EXECUTIVE ADMINISTRATIVE ASSISTANT | 1.0 | 55,000 | | |
| **100 - OFFICE OF THE CHIEF EXECUTIVE OFFICER Total** | **4.0** | **$483,831** | **$164,497** | **$648,328** |
| **101 - BOARD OF COMMISSIONERS** | | | | |
| EXECUTIVE ADMINISTRATOR | 1.0 | $125,087 | | |
| EXECUTIVE ADVISOR, BOC | 1.0 | 97,167 | | |
| SPECIAL ASSISTANT | 1.0 | 68,000 | | |
| **101 - BOARD OF COMMISSIONERS Total** | **3.0** | **$290,254** | **$98,686** | **388,940** |
| **140 - PLANNING & REPORTING** | | | | |
| DIRECTOR, PLANNING & REPORTING | 1.0 | 102,795 | | |
| SR. POLICY FOIA OFFICER | 1.0 | 75,000 | | |
| SPECIAL PROJECTS MGR | 1.0 | 57,567 | | |
| RESEARCH ANALYST | 1.0 | 52,000 | | |
| PROJECT COORDINATOR | 1.0 | 46,034 | | |
| COST CENTER ATTRITION/TURNOVER | -0.5 | -23,017 | | |
| **140 - PLANNING & REPORTING Total** | **4.5** | **$310,379** | **$105,529** | **$415,908** |
| **150 - GOVERNMENT & COMMUNITY AFFAIRS** | | | | |
| DIRECTOR, GOVERNMENT & CMMTY AFFAIRS | 1.0 | 100,000 | | |
| PROJECT EXECUTIVE | 1.0 | 92,344 | | |
| **150 - GOVERNMENT & COMMUNITY AFFAIRS Total** | **2.0** | **$192,344** | **$65,396** | **$257,740** |
| **160 - MTW POLICY & REPORTING** | | | | |
| DIRECTOR, MTW POLICY & REPORTING | 1.0 | 102,795 | | |
| SR. PLANNING ANALYST GIS | 2.0 | 150,000 | | |
| SR. POLICY MANAGER | 1.0 | $65,000 | | |
| **160 - MTW POLICY & REPORTING Total** | **4.0** | **$317,795** | **$108,050** | **$425,845** |

# EXECUTIVE OFFICES DIVISION

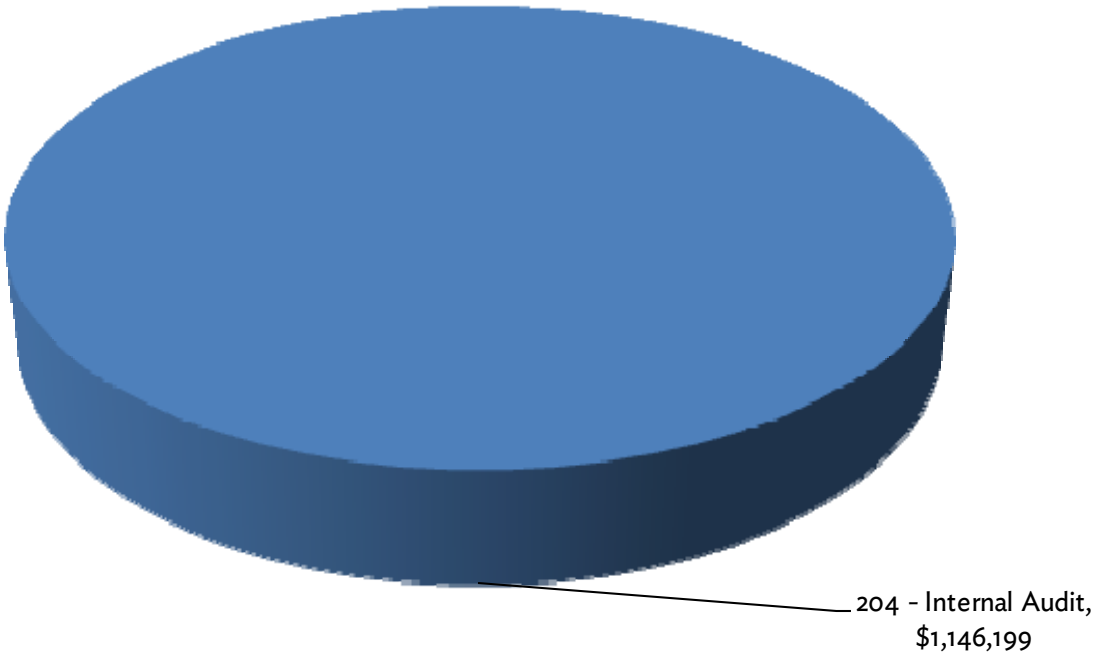
## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFIT TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **206 - COMMUNICATIONS & MARKETING** | | | | |
| DIRECTOR, COMMUNICATIONS | 1.0 | $105,000 | | |
| SENIOR COMMUNICATIONS MANAGER | 1.0 | 79,020 | | |
| SENIOR WEB MASTER/GRAPHIC DESIGNER | 1.0 | 55,000 | | |
| VIDEOGRAPHER/PRODUCER | 1.0 | 50,000 | | |
| **206 - COMMUNICATIONS & MARKETING Total** | **4.0** | **$289,020** | **$98,266** | **$387,286** |
| **Grand Total** | **21.5** | **$1,883,623** | **$640,424** | **$2,524,047** |

# INTERNAL AUDIT DIVISION

The Internal Audit Division is responsible for performing audits on processes and procedures of the Authority. It also ensures that internal controls are in place to safeguard the assets of the Authority and monitors the effectiveness of policies, practices and procedures.

EXPENDITURES BY COST CENTER



# INTERNAL AUDIT DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **Internal Audit** | | | | | |
| 204 - Internal Audit | $541,963 | $1,004,889 | $1,149,695 | $1,146,199 | -0.30% |
| **Internal Audit** | **$541,963** | **$1,004,889** | **$1,149,695** | **$1,146,199** | **-0.30%** |

## BUDGET YEAR COMPARISON

**204-Internal Audit**
The FY2015 overall budget decreased by $3,496 or .30% due mostly to a recalculation of benefits.

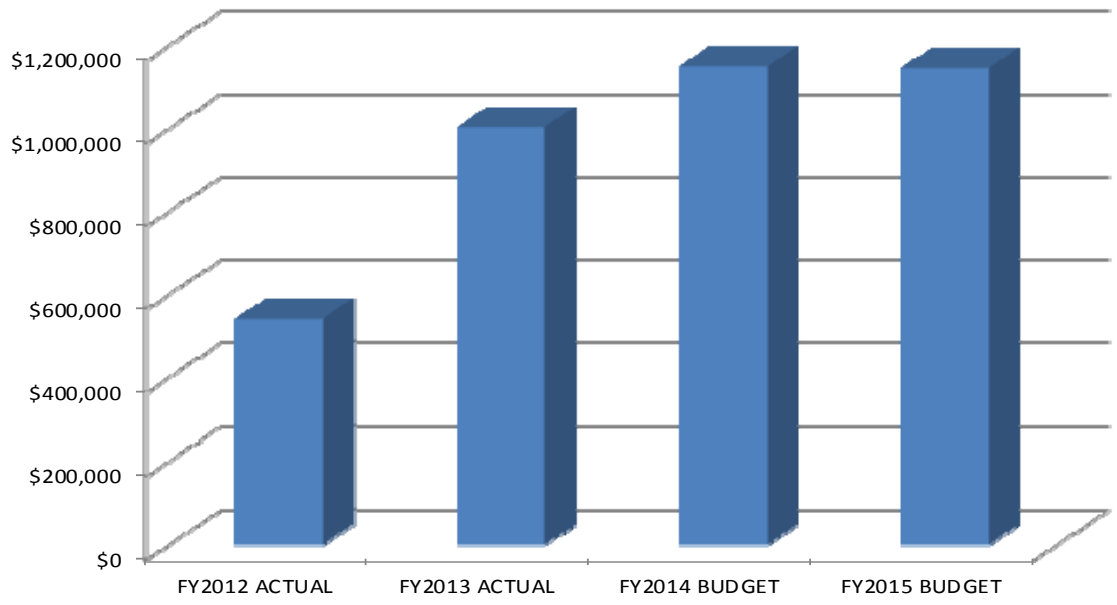
# INTERNAL AUDIT DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| MTW Fund | $541,963 | $1,004,889 | $1,149,695 | $1,146,199 | -0.30% |
| **Grand Total** | **$541,963** | **$1,004,889** | **$1,149,695** | **$1,146,199** | **-0.30%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $396,494 | $864,203 | $1,000,811 | $1,000,575 | -0.02% |
| Personnel | $145,469 | $140,686 | $148,884 | $145,624 | -2.19% |
| **Grand Total** | **$541,963** | **$1,004,889** | **$1,149,695** | **$1,146,199** | **-0.30%** |

## EXPENDITURES BY FISCAL YEAR



# INSPECTOR GENERAL DIVISION

## DIVISION SUMMARY

### Mission

To effectively manage the Office of the Inspector General. To fulfill its mission to provide independent oversight over CHA programs the Office of the Inspector General will seek to prevent, detect, identify, expose and eliminate waste, misconduct, fraud and abuse of public authority. The Office of the Inspector General will assure the CHA uses federal funding in a timely, transparent and accountable manner.

### 2014 Accomplishments

- In a joint initiative with the Department of Homeland Security OIG, CHA OIG investigated fraudulent claims to FEMA by HCV tenants. These claims resulted in 32 terminations and 15 fraud indictments of HCV tenants.
- Conducted fraud awareness training for over 330 CHA employees and 40 staff members of Eastlake Management.
- Completed the Security Service Review and the Emergency/Public Exigency Contracts Review, which resulted in recommendations and financial recoveries.
- Completed staff evaluations and reviewed and updated job descriptions for OIG staff members.

### 2015 Goals

- Advise and inform the Audit Committee of the Board in a timely manner of concerns and issues impacting the CHA that is within the OIG's jurisdiction.
- Advance the use of technology in OIG operations to promote efficiency.
- Advance OIG staff's training and expertise in audits and fraud investigations (CFEs, CPEs).
- Publish more OIG Advisories to CHA management pertaining to relevant and emergent issues that may impact operations.
- Maintain OIG compliance with the "Green Book" standards (Association of Inspector's General).
- Continue Fraud Awareness Training for employees and contractors/vendors.
- Pursue criminal investigations and seek restitution and or forfeiture where appropriate.
- Roll-out survey on Fraud Awareness training effectiveness to CHA employees and contractors/vendors for feedback and comments.
- Complete the solicitation and selection of Investigative Services Vendor to support and advance OIG's capabilities in conducting investigations to root out individuals or entities committing fraud against the CHA.

# INSPECTOR GENERAL DIVISION

## DIVISION SUMMARY

## COST CENTER DESCRIPTIONS

| | FY2015 BUDGET |
|---|---|
| **Office of Inspector General (125)** | |
| Cooperate with the Authority's auditors to promote economy, efficiency, effectiveness and integrity in the administration of programs and operations of the Authority by, at the request of the Audit Committee, reviewing programs, identifying any inefficiencies, waste and potential for misconduct therein, and recommending policies and methods for the elimination of inefficiencies and waste, and for the prevention of misconduct. | **$ 1,129,582** |

The OIG receives, registers and investigates complaints and information from any source, and cooperates with the Authority's Ethics Officer who may receive such complaints, pertaining to waste, fraud, and abuse within the Authority's contractors, subcontractors, consultants or vendors. The OIG investigates allegations of fraud or collusion involving Authority contracts and/or contractors, subcontractors, consultants, or vendors as well as the misuse, embezzlement or theft of Authority resources, conflicts of interest, bribery or misconduct involving Authority personnel, or other unethical or illegal activities involving Authority property, officers, employees, Board members, agents, contractors, subcontractors, consultants or vendors.

The OIG review the conduct and performance of the Authority's officers, employees, Board members, agents and contractors. The OIG may review the Authority's policies, procedures, functions and programs, either in response to a complaint or on the Inspector General's own initiative, in order to detect and prevent waste, fraud, abuse or misconduct, and promote efficiencies within the programs and operations of the Authority.

The Inspector General with the concurrence of either the General Counsel or the Chief Executive Officer ("CEO") is also authorized by the Board, pursuant to the authority vested in it under the Act, to issue subpoenas to compel the attendance of witnesses for purposes of examination and the production of documents and other items for inspection and/or duplication when requested by the Inspector General.

The OIG also provides departmental support to various CHA stakeholders for services including, but not limited to, background screenings, obtain official documents, support for ITT hearings and public housing evictions.

# INTERNAL AUDIT DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF |
|---|---|---|---|---|---|
| **204 - Internal Audit** | | | | | |
| MTW Fund | $541,963 | $1,004,889 | $1,149,695 | $1,146,199 | -0.30% |
| **204 - Internal Audit Total** | **$541,963** | **$1,004,889** | **$1,149,695** | **$1,146,199** | **-0.30%** |
| **Grand Total** | **$541,963** | **$1,004,889** | **$1,149,695** | **$1,146,199** | **-0.30%** |

# INTERNAL AUDIT DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **204 - Internal Audit** | | | | | |
| Non-Personnel | $396,494 | $864,203 | $1,000,811 | $1,000,575 | -0.02% |
| Personnel | $145,469 | $140,686 | $148,884 | $145,624 | -2.19% |
| **204 - Internal Audit Total** | **$541,963** | **$1,004,889** | **$1,149,695** | **$1,146,199** | **-0.30%** |
| **Grand Total** | **$541,963** | **$1,004,889** | **$1,149,695** | **$1,146,199** | **-0.30%** |

# INTERNAL AUDIT DIVISION

## FY2015 BUDGET

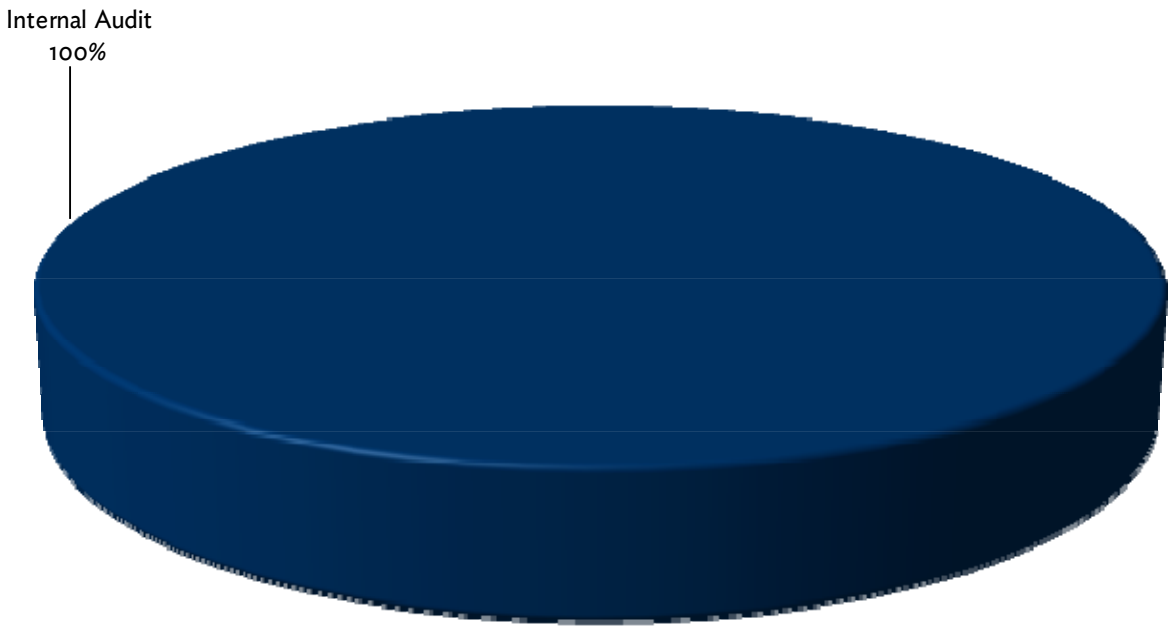
| 204 - Internal Audit | |
|---|---|
| Accounting & Audit | $1,000,000 |
| Personnel | $145,624 |
| Sundry | $500 |
| Travel | $75 |
| **204 - Internal Audit** | **$1,146,199** |
| **Internal Audit Total** | **$1,146,199** |

# INTERNAL AUDIT DIVISION

## TOTAL FTE'S

| | FY2012 ACTUAL | FY2013 ACTUAL | FY2014 BUDGET | FY2015 BUDGET | % OF CHANGE |
|---|---|---|---|---|---|
| Internal Audit | 1.0 | 1.0 | 1.0 | 1.0 | 0.0% |
| **Internal Audit Total** | **1.0** | **1.0** | **1.0** | **1.0** | **0.0%** |

## FTEs by Cost Center



# INTERNAL AUDIT DIVISION

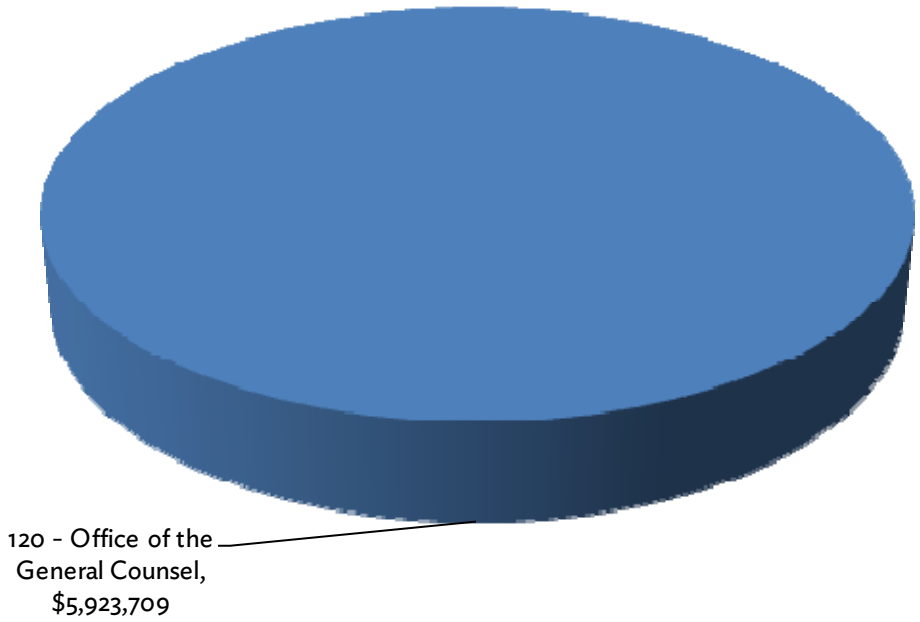
## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFIT TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **204 - INTERNAL AUDIT** | | | | |
| DIR, INTERNAL AUDIT | 1.0 | $108,675 | | |
| **204 - INTERNAL AUDIT Total** | **1.0** | **$108,675** | **$36,949** | **$145,624** |
| **Grand Total** | **1.0** | **$108,675** | **$36,949** | **$145,624** |

# LEGAL SERVICES DIVISION

The Office of the General Counsel (OGC) provides advice and counsel to the Board of Commissioners and Management on a variety of business, operational, and legal issues. The OGC represents the CHA before judicial and administrative tribunals and assists divisions by drafting contracts and policies, adjudicating disputes, and developing, negotiating and closing the mixed finance deals for the development of new and rehabilitated housing units. The OGC further oversees the CHA's ADA/Section 504 Compliance Department and supervises compliance of the CHA Ethics Policy. The OGC oversees the CHA's Fair Housing Compliance requirements, as well as the Admissions and Continued Occupancy Policy. Lastly, the OGC also manages the HCV Informal Hearing process.

## EXPENDITURES BY COST CENTER



# LEGAL SERVICES DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **Legal Services** | | | | | |
| 120 - Office of the General Counsel | $6,832,510 | $7,753,560 | $7,797,282 | $5,923,709 | -24.03% |
| **Legal Services** | **$6,832,510** | **$7,753,560** | **$7,797,282** | **$5,923,709** | **-24.03%** |

## BUDGET YEAR COMPARISON

**120-General Counsel**

The FY2015 personnel budget decreased by $542,809 or 12.66% due to the elimination of 3.5 FTEs. The non-personnel budget decreased $1,330,764 or 37.92% due to decreases in outside counsel, other legal expenses, training, travel, office supplies, printing, consulting, court costs and temporary office help.

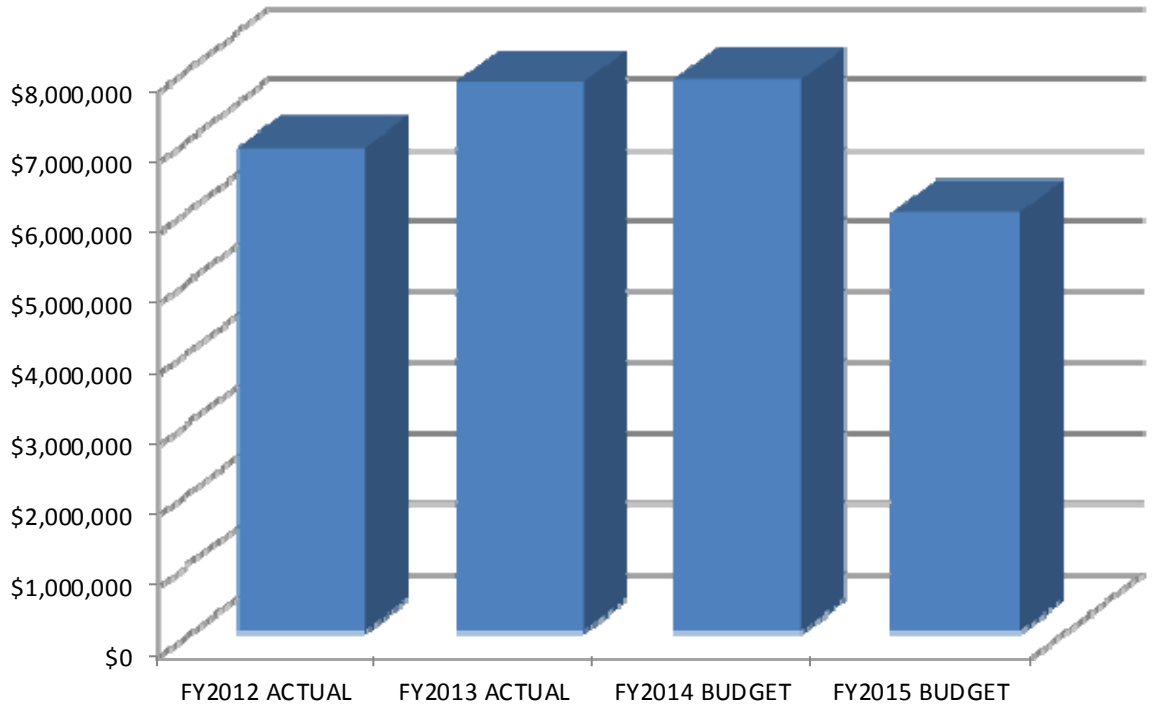
# LEGAL SERVICES DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| MTW Fund | $6,828,830 | $7,753,560 | $7,797,282 | $5,923,709 | -24.03% |
| Other Funding | $3,680 | $0 | $0 | $0 | 0.00% |
| **Grand Total** | **$6,832,510** | **$7,753,560** | **$7,797,282** | **$5,923,709** | **-24.03%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $1,758,722 | $3,771,236 | $3,509,489 | $2,178,725 | -37.92% |
| Personnel | $5,073,788 | $3,982,324 | $4,287,793 | $3,744,984 | -12.66% |
| **Grand Total** | **$6,832,510** | **$7,753,560** | **$7,797,282** | **$5,923,709** | **-24.03%** |

## EXPENDITURES BY FISCAL YEAR



# LEGAL SERVICES DIVISION

## DIVISION SUMMARY

### Mission

To effectively and efficiently provide comprehensive legal support and services to the Chicago Housing Authority as it strives to fulfill its mission of providing affordable housing opportunities to lower and middle income households.

### 2014 Accomplishment

Successfully represented CHA in numerous legal venues, while continuing to reduce overall costs to the agency.

### 2015 Goals

- Provide advice and counsel to the CHA's Board of Commissioners and management on a variety of business, operational and legal issues
- Represent the CHA before judicial and administrative tribunals.
- Administer the informal hearing and grievance process in connection with the Housing Choice Voucher program.
- Assist various divisions of the CHA on compliance with HUD and other regulatory requirements and drafts related polices.
- Provide counsel on development matters for the Authority.
- Negotiate and close the mixed finance deals necessary for the development of new and rehabilitated housing units.

## COST CENTER DESCRIPTION

| | FY2015 BUDGET |
|---|---|
| **General Counsel (120)** | |
| The Office of the General Counsel (OGC) provides advice and counsel to the Board of Commissioners and Management on a variety of business, operational, and legal issues. The OGC represents the CHA before judicial and administrative tribunals and assists divisions by drafting contracts and policies, adjudicating disputes, and developing, negotiating and closing the mixed finance deals for the development of new and rehabilitated housing units. The OGC further oversees the CHA's ADA/ Section 504 Compliance Department and supervises compliance of the CHA Ethics Policy. The OGC oversees the CHA's Fair Housing Compliance requirements, as well as the Admissions and Continued Occupancy Policy. Lastly, the OGC also manages the HCV Informal Hearing process. | **$5,923,709** |

# LEGAL SERVICES DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| **120 - Office of the General Counsel** | | | | | |
| MTW Fund | $6,828,830 | $7,753,560 | $7,797,282 | $5,923,709 | -24.03% |
| Other Funding | $3,680 | $0 | $0 | $0 | 0.00% |
| **120 - Office of the General Counsel Total** | **$6,832,510** | **$7,753,560** | **$7,797,282** | **$5,923,709** | **-24.03%** |
| **Grand Total** | **$6,832,510** | **$7,753,560** | **$7,797,282** | **$5,923,709** | **-24.03%** |

# LEGAL SERVICES DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **120 - Office of the General Counsel** | | | | | |
| Non-Personnel | $1,758,722 | $3,771,236 | $3,509,489 | $2,178,725 | -37.92% |
| Personnel | $5,073,788 | $3,982,324 | $4,287,793 | $3,744,984 | -12.66% |
| **120 - Office of the General Counsel Total** | **$6,832,510** | **$7,753,560** | **$7,797,282** | **$5,923,709** | **-24.03%** |
| **Grand Total** | **$6,832,510** | **$7,753,560** | **$7,797,282** | **$5,923,709** | **-24.03%** |

# LEGAL SERVICES DIVISION

FY2015 BUDGET

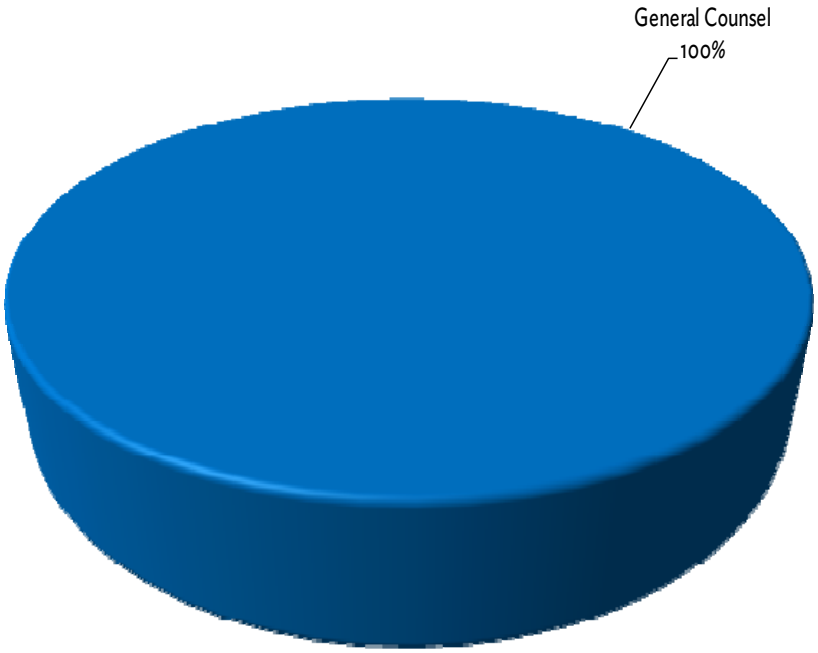
| 120 - Office of the General Counsel | |
|---|---|
| Legal Expense | $897,100 |
| Personnel | $3,744,984 |
| Sundry | $1,273,636 |
| Training | $3,850 |
| Travel | $4,139 |
| **120 - Office of the General Counsel** | **$5,923,709** |
| **Legal Services Total** | **$5,923,709** |

# LEGAL SERVICES DIVISION

## TOTAL FTE'S

| | FY2012 ACTUAL | FY2013 ACTUAL | FY2014 BUDGET | FY2015 BUDGET | % OF CHANGE |
|---|---|---|---|---|---|
| General Counsel | 46.0 | 36.5 | 36.0 | 32.5 | -9.7% |
| **Legal Services Total** | **46.0** | **36.5** | **36.0** | **32.5** | -9.7% |

**FTEs by Cost Center**



# LEGAL SERVICES DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **120 - GENERAL COUNSEL** | | | | |
| ASSISTANT GENERAL COUNSEL II | 10.0 | $1,071,574 | | |
| DEPUTY GENERAL COUNSEL | 4.0 | 518,992 | | |
| ASSISTANT GENERAL COUNSEL I | 5.0 | 340,000 | | |
| PARALEGAL | 4.0 | 228,645 | | |
| CHIEF LEGAL OFFICER | 1.0 | 196,350 | | |
| CHIEF HEARING OFFICER | 1.0 | 115,000 | | |
| SENIOR ADA/504 COMPLIANCE ANALYST | 2.0 | 104,000 | | |
| SPECIAL PROJECT MANAGER 1ST STRIKE | 1.0 | 100,296 | | |
| MANAGER, ADA/504 COMPLIANCE | 1.0 | 77,250 | | |
| MANAGER, FAIR HOUSING | 1.0 | 75,190 | | |
| LEGAL SECRETARY II (LOC73) | 1.0 | 55,141 | | |
| EXECUTIVE ADMINISTRATIVE ASSISTANT III | 1.0 | 54,122 | | |
| HEARINGS COORDINATOR | 1.0 | 52,000 | | |
| LEGAL SECRETARY III (CFD) | 1.0 | 50,003 | | |
| DOCKET CLERK II | 1.0 | 44,158 | | |
| MANAGEMENT ANALYST PT | 0.5 | 17,066 | | |
| COST CENTER ATTRITION /TURNOVER | -3.0 | -301,362 | | |
| **120 - GENERAL COUNSEL Total** | **32.5** | **$2,798,425** | **$946,559** | **$3,744,984** |
| **Grand Total** | **32.5** | **$2,798,425** | **$946,559** | **$3,744,984** |

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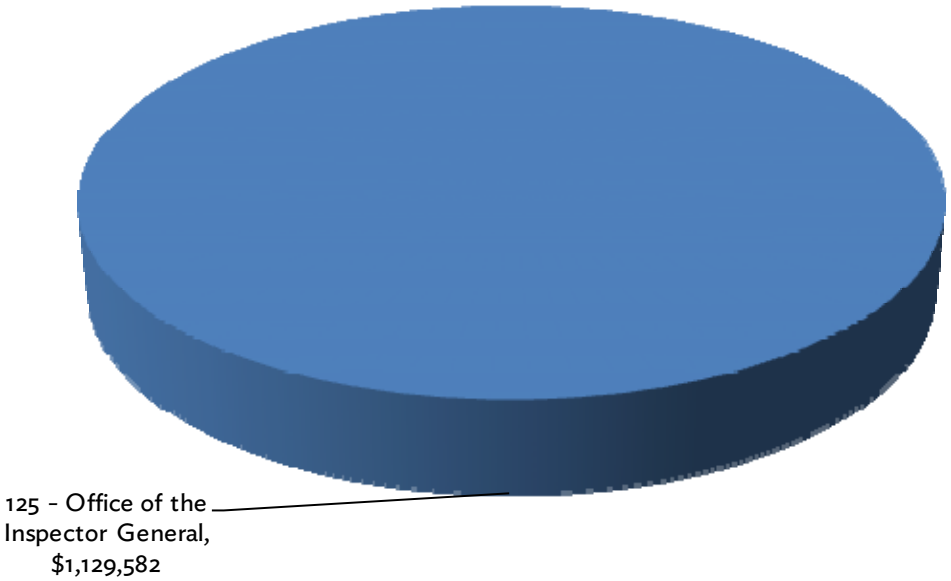
# INSPECTOR GENERAL DIVISION

The Office of the Inspector General (OIG) provides independent oversight over CHA programs through criminal and administrative investigations, reviews and performance audits. The OIG reports its findings to the Audit Committee of the Board of Commissioners.

## EXPENDITURES BY COST CENTER



# INSPECTOR GENERAL DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **Office of the Inspector General** | | | | | |
| 125 - Office of the Inspector General | $0 | $843,389 | $1,227,730 | $1,129,582 | -7.99% |
| **Office of the Inspector General** | **$0** | **$843,389** | **$1,227,730** | **$1,129,582** | **-7.99%** |

## BUDGET YEAR COMPARISON

**125-Office of Inspector General**
The FY2015 personnel budget decreased by $12,130 or 1.5% due a benefits recalculation. The non-personnel budget decreased $86,018 or 20.52% due mostly to a reduction in consulting.

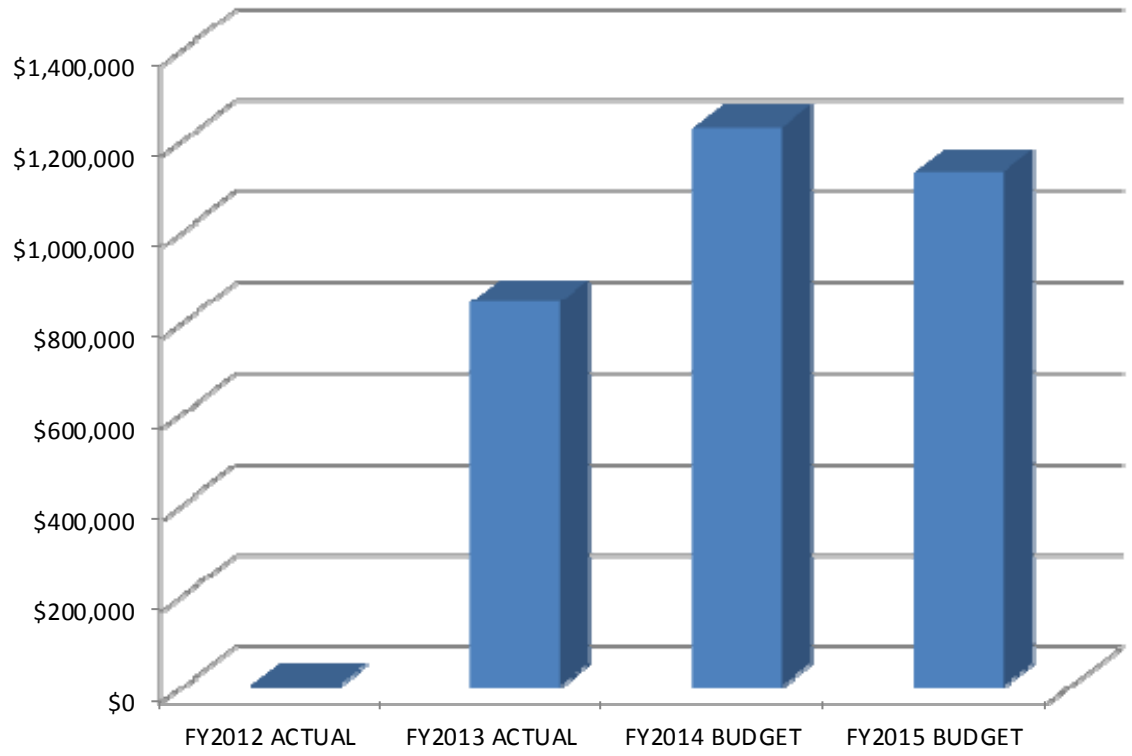
# INSPECTOR GENERAL DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| MTW Fund | $0 | $843,389 | $1,227,730 | $1,129,582 | -7.99% |
| **Grand Total** | **$0** | **$843,389** | **$1,227,730** | **$1,129,582** | **-7.99%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $0 | $386,027 | $419,268 | $333,250 | -20.52% |
| Personnel | $0 | $457,363 | $808,462 | $796,332 | -1.50% |
| **Grand Total** | **$0** | **$843,389** | **$1,227,730** | **$1,129,582** | **-7.99%** |

## EXPENDITURES BY FISCAL YEAR



# INSPECTOR GENERAL DIVISION

## DIVISION SUMMARY

### Mission

To effectively manage the Office of the Inspector General. To fulfill its mission to provide independent oversight over CHA programs the Office of the Inspector General will seek to prevent, detect, identify, expose and eliminate waste, misconduct, fraud and abuse of public authority. The Office of the Inspector General will assure the CHA uses federal funding in a timely, transparent and accountable manner.

## COST CENTER DESCRIPTIONS

**FY2015 BUDGET**

### Office of Inspector General (125)

Cooperate with the Authority's auditors to promote economy, efficiency, effectiveness and integrity in the administration of programs and operations of the Authority by, at the request of the Audit Committee, reviewing programs, identifying any inefficiencies, waste and potential for misconduct therein, and recommending policies and methods for the elimination of inefficiencies and waste, and for the prevention of misconduct. **$ 1,129,582**

The OIG receives, registers and investigates complaints and information from any source, and cooperates with the Authority's Ethics Officer who may receive such complaints, pertaining to waste, fraud, and abuse within the Authority's contractors, subcontractors, consultants or vendors. The OIG investigates allegations of fraud or collusion involving Authority contracts and/or contractors, subcontractors, consultants, or vendors as well as the misuse, embezzlement or theft of Authority resources, conflicts of interest, bribery or misconduct involving Authority personnel, or other unethical or illegal activities involving Authority property, officers, employees, Board members, agents, contractors, subcontractors, consultants or vendors.

The OIG review the conduct and performance of the Authority's officers, employees, Board members, agents and contractors. The OIG may review the Authority's policies, procedures, functions and programs, either in response to a complaint or on the Inspector General's own initiative, in order to detect and prevent waste, fraud, abuse or misconduct, and promote efficiencies within the programs and operations of the Authority.

The Inspector General with the concurrence of either the General Counsel or the Chief Executive Officer ("CEO") is also authorized by the Board, pursuant to the authority vested in it under the Act, to issue subpoenas to compel the attendance of witnesses for purposes of examination and the production of documents and other items for inspection and/or duplication when requested by the Inspector General.

The OIG also provides departmental support to various CHA stakeholders for services including, but not limited to, background screenings, obtain official documents, support for ITT hearings and public housing evictions.

# INSPECTOR GENERAL DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF |
|---|---|---|---|---|---|
| **125 - Office of the Inspector General** | | | | | |
| MTW Fund | $0 | $843,389 | $1,227,730 | $1,129,582 | -7.99% |
| **125 - Office of the Inspector General Total** | **$0** | **$843,389** | **$1,227,730** | **$1,129,582** | **-7.99%** |
| **Grand Total** | **$0** | **$843,389** | **$1,227,730** | **$1,129,582** | **-7.99%** |

# INSPECTOR GENERAL DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **125 - Office of the Inspector General** | | | | | |
| Non-Personnel | $0 | $386,027 | $419,268 | $333,250 | -20.52% |
| Personnel | $0 | $457,363 | $808,462 | $796,332 | -1.50% |
| **125 - Office of the Inspector General Total** | **$0** | **$843,389** | **$1,227,730** | **$1,129,582** | **-7.99%** |
| **Grand Total** | **$0** | **$843,389** | **$1,227,730** | **$1,129,582** | **-7.99%** |

# INSPECTOR GENERAL DIVISION

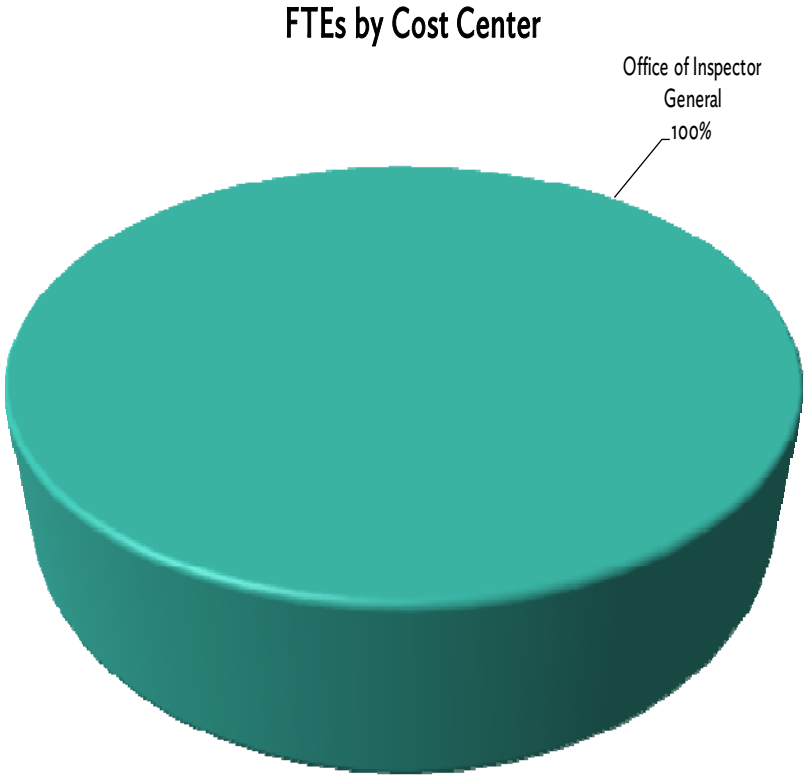
FY2015 BUDGET

| 125 - Office of the Inspector General | |
|---|---|
| Personnel | $796,332 |
| Sundry | $318,250 |
| Training | $9,000 |
| Travel | $6,000 |
| **125 - Office of the Inspector General** | **$1,129,582** |
| **Office of the Inspector General Total** | **$1,129,582** |

# INSPECTOR GENERAL DIVISION

## TOTAL FTE'S

| | FY2012 ACTUAL | FY2013 ACTUAL | FY2014 BUDGET | FY2014 BUDGET | % OF CHANGE |
|---|---|---|---|---|---|
| Office of Inspector General | 0 | 5.0 | 7.0 | 7.0 | 0.0% |
| **Inspector General Total** | **0** | **5.0** | **7.0** | **7.0** | 0.0% |



# INSPECTOR GENERAL DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **125 - OFFICE OF INSPECTOR GENERAL** | | | | |
| INSPECTOR GENERAL | 1.0 | $160,000 | | |
| SR. AUDITOR | 2.0 | 139,020 | | |
| DEPUTY INSPECTOR GENERAL | 1.0 | 120,000 | | |
| SR. INVESTIGATOR | 1.0 | 78,000 | | |
| INVESTIGATOR | 1.0 | 50,000 | | |
| EXECUTIVE ADMINISTRATIVE ASSISTANT II | 1.0 | 47,258 | | |
| **125 - OFFICE OF INSPECTOR GENERAL Total** | **7.0** | **$594,278** | **$202,054** | **$796,332** |
| **Grand Total** | **7.0** | **$594,278** | **$202,054** | **$796,332** |

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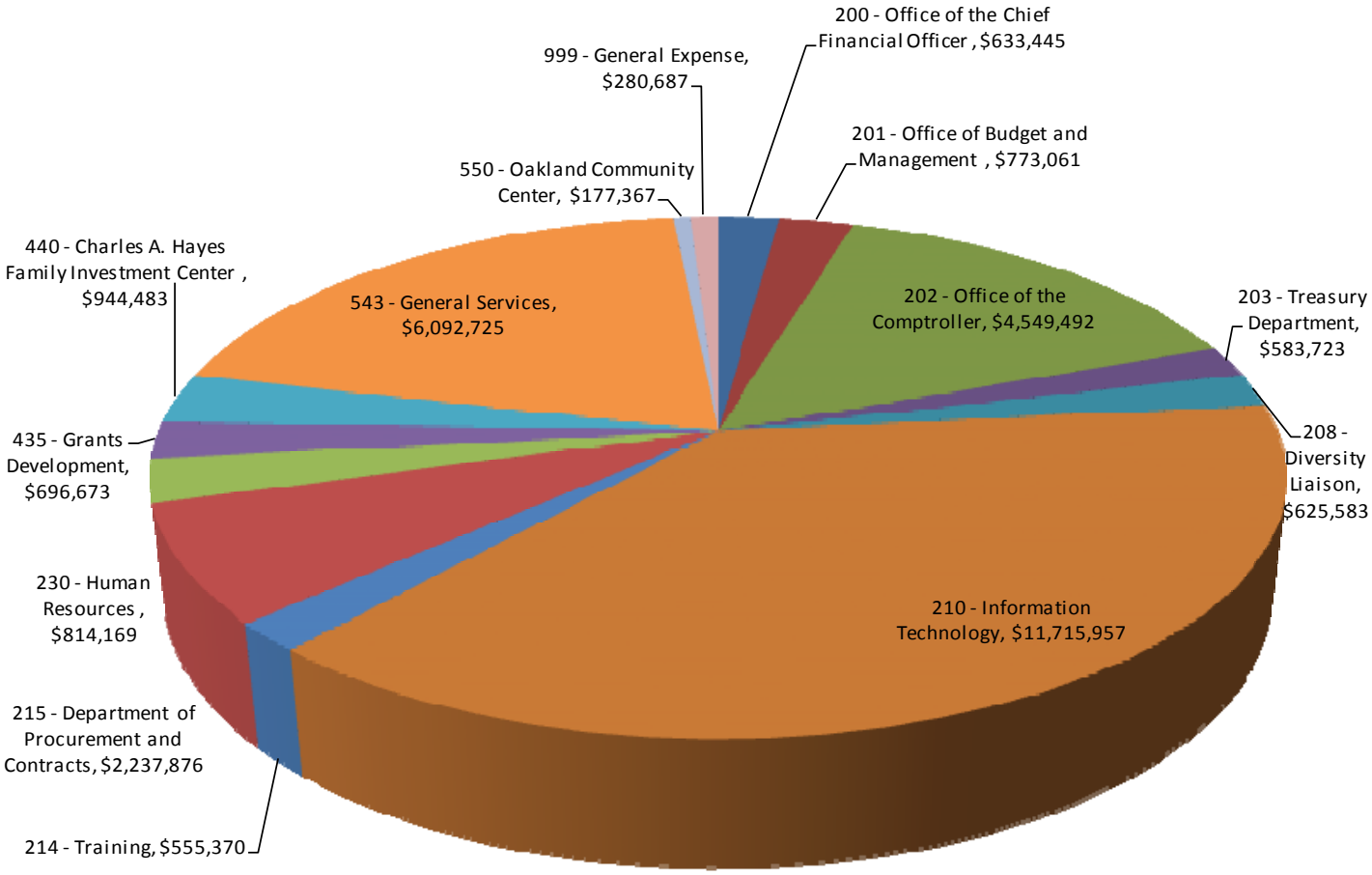
# FINANCE & ADMINISTRATION DIVISION

The Finance Division is responsible for all of the accounting, budget, treasury and risk management activities of the Authority. This includes providing the Board, Executive Management, staff and outside entities with timely budget and financial information, as well as facilitating the most efficient utilization of Authority resources.

## EXPENDITURES BY COST CENTER



# FINANCE & ADMINISTRATION DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| 200 - Office of the Chief Financial Officer | $793,558 | $544,608 | $1,082,681 | $633,445 | -41.49% |
| 201 - Office of Budget and Management | $847,381 | $883,828 | $1,005,044 | $773,061 | -23.08% |
| 202 - Office of the Comptroller | $4,633,186 | $4,529,632 | $4,944,565 | $4,549,492 | -7.99% |
| 203 - Treasury Department | $684,061 | $563,412 | $737,978 | $583,723 | -20.90% |
| 208 - Diversity Liaison | $0 | $0 | $338,549 | $625,583 | 84.78% |
| 210 - Information Technology | $10,917,608 | $11,436,156 | $15,864,079 | $11,715,957 | -26.15% |
| 214 - Training | $960,227 | $826,360 | $922,176 | $555,370 | -39.78% |
| 215 - Department of Procurement and Contracts | $2,059,662 | $2,028,084 | $2,460,579 | $2,237,876 | -9.05% |
| 230 - Human Resources | $1,550,984 | $909,940 | $1,563,797 | $814,169 | -47.94% |
| 435 - Grants Development | $1,121,354 | $711,912 | $657,333 | $696,673 | 5.98% |
| 440 - Charles A. Hayes Family Investment Center | $1,146,923 | $1,030,088 | $992,767 | $944,483 | -4.86% |
| 543 - General Services | $5,253,290 | $5,194,152 | $6,174,846 | $6,092,725 | -1.33% |
| 550 - Oakland Community Center | $0 | $0 | $114,950 | $177,367 | 54.30% |
| 999 - General Expense | -$530,156 | -$61,646 | $1,084,538 | $280,687 | -74.12% |
| **Finance** | **$29,438,077** | **$28,596,526** | **$37,943,882** | **$30,680,610** | **-19.14%** |

## BUDGET YEAR COMPARISON

**200-Office of the Chief Financial Officer**
The personnel budget decreased by $349,086 or 39.63% due to the reduction of one FTE and the transfer of another; the non-personnel budget represents a savings of $100,150 or 49.61% due to efficiencies in the sundry lines.

**201-Office of Budget & Management**
The personnel budget decreased by $212,800 or 21.74% due to the reduction of two (2) FTEs; the non-personnel budget represents a savings of $19,183 or 73.69% due to efficiencies in the printing, training, and travel lines.

**202-Office of the Comptroller**
The personnel budget decreased by $281,518 or 7.57% due to the reduction of six (6) FTEs; the non-personnel budget decreased by $113,555 or 9.26% due to adjustments in the insurance and sundry lines.

**203-Treasury Department**
The personnel budget decreased by $75,237 or 13.58% due to the allocation of Treasury staff costs for pension duties; the non-personnel budget represents a savings of $79,018 or 42.93% due to efficiencies in the fiscal agent and sundry lines.

**208-Diversity**
The personnel budget increased by $3,528 or 1.11%; the non-personnel budget increased by $283,506 or 1,350.03% due to a cost center reorganization.

**210-Information Technology**
The personnel budget decreased by $467,942 or 11.34% due to the reduction of four (4) FTEs and a personnel charge back to Asset Management for video monitoring; the non-personnel budget represents a savings of $3,680,180 or 31.35% due to efficiencies in the training, telephone, consultant, and contract lines.

**214-Training**
The personnel budget decreased by $363,476 or 42.62% due to the elimination of 2.5 FTEs. The non-personnel budget represents a savings of $3,330 or 4.8% due to reductions in the meeting costs, publication, and memberships.

# FINANCE & ADMINISTRATION DIVISION

## TOTAL EXPENDITURES BY COST CENTER

## BUDGET YEAR COMPARISON

**215-Department of Procurement and Contracts**
The personnel budget decreased by $190,479 or 8.12% due to a Section 3 offset; the non-personnel budget decreased by $32,224 or 27.92% due to reductions in the sundry lines.

**230-Human Resources**
The personnel budget decreased by $659,119 or 48.7% mostly due to the elimination of the Intern Program; the non-personnel budget decreased by $90,509 or 42.60% due mostly to the elimination of executive search services.

**435-Grants Development & Administration**
The personnel budget increased by $49,949 or 7.81% due to the transfer of one FTE into the department, partially offset by the reduction of 1.5 FTEs; the non-personnel budget decreased by $10,609 or 58.08% due to reductions in the sundry lines.

**440-Charles A. Hayes Family Investment Centers**
The personnel budget decreased by $9,757 or 1.84% due to a benefit recalculation; the non-personnel budget represents a savings of $38,527 or 8.32% due to efficiencies in the contracts, advertising, and utility lines.

**543-Administrative Services**
The personnel budget decreased by $12,036 or 1.57% due to a benefit recalculation; the non-personnel budget represents a savings of $70,085 or 1.30% due to efficiencies in the contract and sundry lines.

**550-Oakland Community Center**
The non-personnel budget increased by $62,417or 54.3% due to new contract terms.

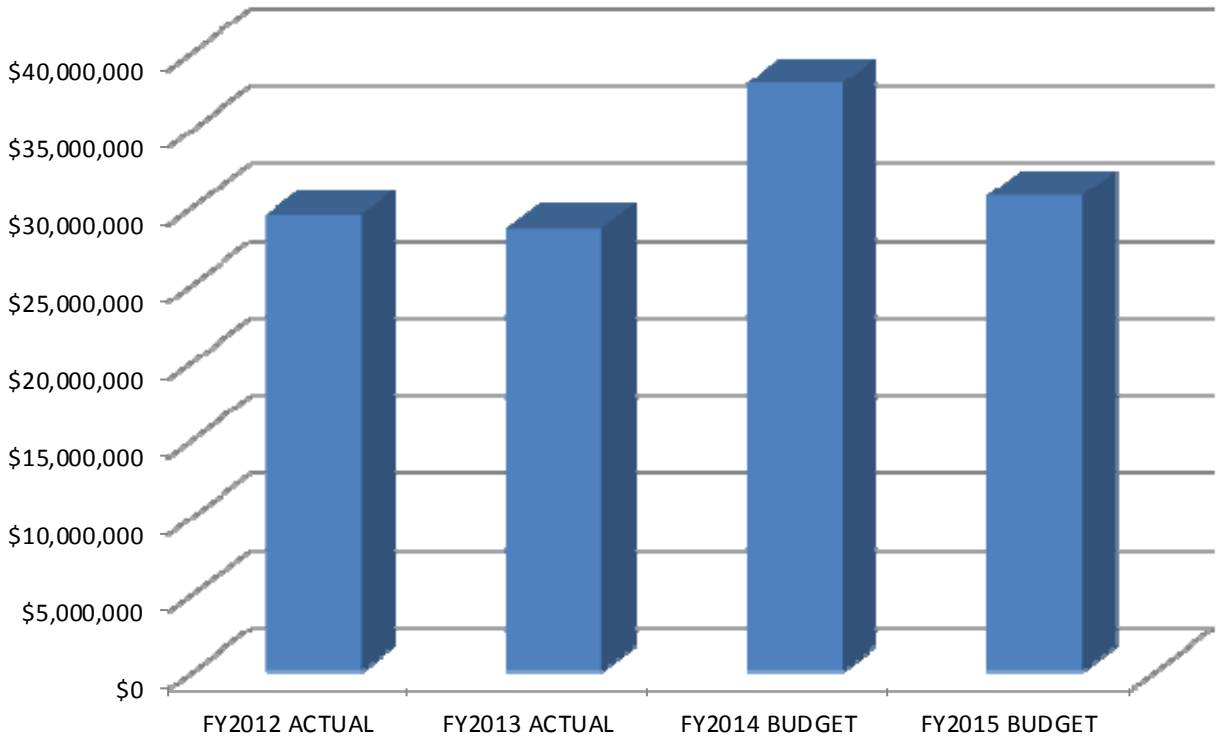
# FINANCE & ADMINISTRATION DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| MTW Fund | $27,942,313 | $27,335,435 | $37,911,382 | $30,680,610 | -19.07% |
| Other Funding | $1,495,764 | $1,261,092 | $32,500 | $0 | -100.00% |
| **Grand Total** | **$29,438,077** | **$28,596,526** | **$37,943,882** | **$30,680,610** | **-19.14%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $15,339,772 | $14,584,547 | $20,883,239 | $17,402,980 | -16.67% |
| Personnel | $14,098,305 | $14,011,979 | $17,060,643 | $13,277,630 | -22.17% |
| **Grand Total** | **$29,438,077** | **$28,596,526** | **$37,943,882** | **$30,680,610** | **-19.14%** |

## EXPENDITURES BY FISCAL YEAR



# FINANCE & ADMINISTRATION DIVISION

## DIVISION SUMMARY

### Mission

To ensure effective fiscal management of the Authority through the management of accounting, financial reporting, budget, treasury, grant administration and risk management activities; ensure the effective use of financial resources to support the Authority's mission by containing cost, improving productivity and the generation of revenue streams. This includes providing the Board of Commissioners, Executive Management, staff and internal and external entities with timely, accurate budget and financial information and relevant analyses and information that facilitate effective decision -making.

### 2014 Accomplishments

- Provided assistance and utilize CHA approved Lines of Credit as needed in the identification and development of potential projects, transactions, and/or partnering opportunities which align to CHA goals.
- Received Board of Commissioner approval for up to $40 million in combined Line of credit facilities for both secured and unsecured transactions at below market rate terms and conditions with CHA local financial institutional partners.
- Developed additional resource capacity to maintain superior performance of operating fund portfolio
- Received Board of Commissioner approval for revised Investment Policy which provides guidance and oversight of CHA investment portfolios. Achieved rates of return greater than benchmark for both Liquidity and Core portfolios.
- Completed migration of Private Property Management (PPM) for remote deposit image scanning application pilot program.
- Provided implementation support for property manager remote deposit scanning banking application for 12 mixed income sites.
- Consolidated banking administration for 25 general partner accounts under CHA Limited Partnerships
- Implemented consolidation of syndicate banking portfolios to CHA e-banking platform.
- Provided fiscal support for 2nd Annual Resident Service CHA Banking and Leadership collaborative model with Roosevelt University that links educational opportunities to job placement.
- Provided instrumental support to migrate CHA Student Banking and Leadership program to DePaul Business school; a nationally recognized university.
- Develop a linked-deposit program for CHA financial institution partners that provide a credit facility for CHA small business partners, including resident-owned businesses and minority contractors.
- Obtained credit support from CHA Community Development Financial Institution for deposit linked lending program for CHA Section 3 business concerns.
- Conducted Pension Board of Trustees meetings throughout year in compliance with all open meetings act requirements and facilitated all required business, accounting, investment and stakeholder engagement as required.
- Completed CHA's 2015 budget of $976M on schedule, received Board of Commissioners (BOC) approval on December 16, 2014 and sent Form-52574 to HUD by the required deadline.
- Continued to improve the use of Lawson Budget and Planning (LBP), which was implemented in 2013. Trained departmental staff on use of LBP and its options/functionality.

# FINANCE & ADMINISTRATION DIVISION

## DIVISION SUMMARY

### 2014 Accomplishments (continued)

- Completed approximately 75 vendor financial reviews as part of the procurement process.
- Completed quarterly forecasts, with input from department managers and Executive Staff, and presented to Board of Commissioners (BOC).
- Reviewed and approved approximately 900 requisitions and 75-100 personnel transactions.
- Initiated and secured Board of Commissioner adoption of the CHA Debt Management Policy.
- Secured a contingency contract with Efficiency Energy LLC for Energy Policy Act Coordinator Services. The consultant will assist the CHA to monetize 179D energy tax deductions available as a result of energy retrofit work that has been performed on CHA properties. The deduction can be allocated to contractors and designers involved in the work who agree to share the benefit with the CHA, thus generating non-federal revenue for the CHA.
- Provided key assistance to the establishment of CHA's new 501 (c) 3, Springboard to Success, Inc. Filed necessary forms with the IRS and assisted with the establishment of a bank account.
- Assisted with the completion and submission of the annual Issuer Credit Rating questionnaire for S&P as well as helped prepare the presentation and tour for the visit by S&P analysts. S&P affirmed CHA's AA, superior bond rating.
- Drafted an RFP for Financial Consulting and Municipal Advisory Services.
- Served on the PRA and REAP Evaluation Committees.
- Submitted and awarded four grants totaling $1.9Million.
- Provided support to Asset Management as required by attending meetings and aligning accounting activities for AMPS to support the Property Division with the reconfiguration of Yardi AMP structure.
- Participating in RFP development and evaluation team to support the Property Division with transition of property management firms.
- Realigned reporting requirements as necessary and established new procedures to accommodate new structure to support the Housing Division with transition of HCV contractor roles.
- Updated reporting elements of interim financial statements and added new items to the review process to enhance the Property Accounting review and reporting of property management firm activity.
- Implemented new procedures to capture the required data and ensured additional reporting was available to finance management for review.
- Developed insurance certificate software with continuing improvements to enhance subcontractor certificate of insurance tracking and reporting.
- Updated accounting structure to accommodate divisional and cost center realignment, providing for accurate reporting to support Authority-wide division and staff structure changes.
- Developed multiple reporting changes to capture financial results in various forms.

# FINANCE & ADMINISTRATION DIVISION

## DIVISION SUMMARY

### 2015 Goals

- Complete the 2016 CHA budget as scheduled, receive Board of Commissioners approval by December 15, 2015 and submit Form-52574 to HUD by the designated due date.
- With leadership from Executive Staff, improve the annual budget process and reduce the 2016 CHA budget by 8% -10% compared to 2015 budget levels.
- Develop a more interactive quarterly forecast process and meet due dates for quarterly forecast reports to Executive Staff and Board of Commissioners briefings.
- Improve the vendor analysis process with cooperation from the Procurement Department and reduce the amount of time required to get those reports to Procurement.
- Establish quarterly meetings with department managers to review newly created departmental budget versus actual reports.
- Review requisitions and Board requisition books within one business day.
- Meet all monthly financial reporting due dates.
- Meet or exceed the $1,145,000 target for new grant funding that is included in the 2015 CHA Comprehensive Budget.
- Draft and secure Board of Commissioners adoption of a CHA Revenue Policy.
- Reissue the RFP for Financial Consultants and Advisory Services.
- Identify and implement new revenue sources for the CHA.
- Continue to assist in providing financial activity reporting to Springboard to Success, Inc.

# FINANCE & ADMINISTRATION DIVISION

## DIVISION SUMMARY

## COST CENTER DESCRIPTIONS

**FY2015 BUDGET**

### Office of the Chief Financial Officer (200)

The Office of the Chief Financial Officer is responsible for ensuring the financial stability of the Chicago Housing Authority. The Chief Financial Officer is charged with enforcement of all financial policies established by the Chief Executive Officer and the Board of Commissioners. To perform this task, the Chief Financial Officer develops procedures to ensure compliance with federal, state and local governmental regulations. This department is also responsible for oversight of the following departments: Office of Budget and Management, Comptroller's Office, Treasury Department, Information Technology, Procurement and Contracts, Human Resources and Training, and Grant Administration. **$633,445**

### Office of Budget and Management (201)

The Office of Budget and Management (OBM) is responsible for coordinating the development, presentation, execution and control of the annual comprehensive budget. OBM manages the fiscal resources of the Chicago Housing Authority and provides Executive Management, staff and outside entities with timely budget and financial information for decision-making. **$773,061**

### Office of the Comptroller (202)

The Comptroller's Office is responsible for the maintenance of accounting records, capturing the Authority's financial, operating and capital activity based on Generally Accepted Accounting Principles (GAAP). Additionally, the group is responsible for internal and external financial reporting. The operating areas within the group include General Accounting, Financial Reporting, Accounts Payable, Payroll, Property Accounting, Housing Choice Voucher Finance, and Risk Management. **$4,549,492**

### Treasury Department (203)

The Treasury Department is responsible for the cash management activities of the Authority. These activities include fiscal oversight in connection with the various Investment, Debt and Grant portfolios. Additionally, Treasury maintains administration and control of electronic banking management for the Authority as well as designated third parties. **$583,723**

# FINANCE & ADMINISTRATION DIVISION

## COST CENTER DESCRIPTIONS

**FY2015 BUDGET**

### Diversity (208)

**$625,583**

The Diversity Liaison engages the broader community *(e.g. Asians, Hispanics, Caucasians, immigrants, seniors, disabled, Lesbian, Gay, Bisexual and Transgender (LGBT), Veterans, ex-offenders,)* to ensure that the interests of this diverse group is fairly represented at the Chicago Housing Authority. The Diversity Liaison focuses on the following issues that impact the community:

- Access to Public Housing and Housing Choice Voucher programs reflecting proportional representation
- Marketing and outreach strategies that are language appropriate and culturally relevant
- Staffing at customer service centers, Family and Senior properties, and the CHA corporate offices that is equipped to communicate with diverse individuals and provides equitable employment opportunity
- Economic opportunity throughout the CHA procurement process
- Stakeholder input into development and redevelopment projects
- Monitoring and reporting on diversity participation in CHA housing, employment and procurement.

### Information Technology (210)

**$11,715,957**

Information Technology provides the technical resources necessary for the Finance, Asset Management, Legal, Development Management and Resident Services departments to operate effectively. This department is also responsible for providing Authority-wide communication support.

### Training (214)

**$555,370**

Training facilitates employee access to resources, knowledge and experiences necessary to gain skills and competencies to develop CHA as a model for public housing asset management.

### Department of Procurement & Contracts (215)

**$2,237,876**

The Department of Procurement & Contracts is responsible for the implementation of agency-wide purchase processes through an open procurement competition, as well as the management, monitoring and compliance of MBE/WBE/DBE and Section 3 requirements, to ensure full compliance and consistency with federal standards.

### Human Resources (230)

**$814,169**

Human Resources provides strategic counsel and guidance on all human resource and personnel matters for the Chicago Housing Authority. The department is responsible for recruitment and retention, compensation and benefit administration, performance management, and employee labor relations.

# FINANCE & ADMINISTRATION DIVISION

## COST CENTER DESCRIPTIONS

| | FY2015 BUDGET |
|---|---|
| **Grants Development & Administration (435)** | |
| The Grants Development Department facilitates as an essential and centralized unit and manages the Agency's process for developing and receiving resources. This department provides oversight management; technical assistance; as well as fiscal and programmatic monitoring of grant-funded programs received under the CHA; and, ensures effectiveness, efficiency and compliance with the terms and conditions of grant agreements. | **$696,673** |
| **Charles A. Hayes Family Investment Center (440)** | |
| Continue to improve the relationships between the Chicago Housing Authority residents, employees, FIC occupants and the community by providing collaboration opportunities in order to maximize relationships to expand additional services. | **$944,483** |
| **Administrative Services (543)** | |
| Administrative Services is responsible for managing the administrative headquarters and satellite offices of the CHA. Services include, fleet management, mail and messenger services, warehouse services, audio services, and vendor contract management including copy paper, office supplies, parking services, business cards and envelopes, conference services. | **$6,092,725** |
| **Oakland Community Center (550)** | |
| CHA's non-residential facility located within an approximately 94 acre CHA site the previously included over 3,200 public housing units that provides programming for the nearly 500 young people at Oakwood Shores. | **$177,367** |

# FINANCE & ADMINISTRATION DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| **200 - Office of the Chief Financial Officer** | | | | | |
| MTW Fund | $794,250 | $544,608 | $1,082,681 | $633,445 | -41.49% |
| Other Funding | -$692 | $0 | $0 | $0 | 0.00% |
| **200 - Office of the Chief Financial Officer Total** | **$793,558** | **$544,608** | **$1,082,681** | **$633,445** | **-41.49%** |
| **201 - Office of Budget and Management** | | | | | |
| MTW Fund | $847,381 | $883,828 | $1,005,044 | $773,061 | -23.08% |
| **201 - Office of Budget and Management Total** | **$847,381** | **$883,828** | **$1,005,044** | **$773,061** | **-23.08%** |
| **202 - Office of the Comptroller** | | | | | |
| MTW Fund | $4,624,171 | $4,529,632 | $4,944,565 | $4,549,492 | -7.99% |
| Other Funding | $9,015 | $0 | $0 | $0 | 0.00% |
| **202 - Office of the Comptroller Total** | **$4,633,186** | **$4,529,632** | **$4,944,565** | **$4,549,492** | **-7.99%** |
| **203 - Treasury Department** | | | | | |
| MTW Fund | $697,283 | $563,412 | $737,978 | $583,723 | -20.90% |
| Other Funding | -$13,223 | $0 | $0 | $0 | 0.00% |
| **203 - Treasury Department Total** | **$684,061** | **$563,412** | **$737,978** | **$583,723** | **-20.90%** |
| **208 - Diversity Liaison** | | | | | |
| MTW Fund | $0 | $0 | $338,549 | $625,583 | 84.78% |
| **208 - Diversity Liaison Total** | **$0** | **$0** | **$338,549** | **$625,583** | **84.78%** |
| **210 - Information Technology** | | | | | |
| MTW Fund | $10,066,292 | $10,597,997 | $15,864,079 | $11,715,957 | -26.15% |
| Other Funding | $851,316 | $838,159 | $0 | $0 | 0.00% |
| **210 - Information Technology Total** | **$10,917,608** | **$11,436,156** | **$15,864,079** | **$11,715,957** | **-26.15%** |
| **214 - Training** | | | | | |
| MTW Fund | $960,227 | $826,360 | $922,176 | $555,370 | -39.78% |
| **214 - Training Total** | **$960,227** | **$826,360** | **$922,176** | **$555,370** | **-39.78%** |
| **215 - Department of Procurement and Contracts** | | | | | |
| MTW Fund | $2,117,062 | $2,028,084 | $2,460,579 | $2,237,876 | -9.05% |
| Other Funding | -$57,400 | $0 | $0 | $0 | 0.00% |
| **215 - Department of Procurement and Contracts Total** | **$2,059,662** | **$2,028,084** | **$2,460,579** | **$2,237,876** | **-9.05%** |
| **230 - Human Resources** | | | | | |
| MTW Fund | $1,550,984 | $909,940 | $1,563,797 | $814,169 | -47.94% |
| **230 - Human Resources Total** | **$1,550,984** | **$909,940** | **$1,563,797** | **$814,169** | **-47.94%** |
| **435 - Grants Development** | | | | | |
| MTW Fund | $984,297 | $619,666 | $657,333 | $696,673 | 5.98% |
| Other Funding | $137,057 | $92,246 | $0 | $0 | 0.00% |
| **435 - Grants Development Total** | **$1,121,354** | **$711,912** | **$657,333** | **$696,673** | **5.98%** |
| **440 - Charles A. Hayes Family Investment Center** | | | | | |
| MTW Fund | $1,146,923 | $1,030,088 | $992,767 | $944,483 | -4.86% |
| **440 - Charles A. Hayes Family Investment Center Total** | **$1,146,923** | **$1,030,088** | **$992,767** | **$944,483** | **-4.86%** |
| **543 - General Services** | | | | | |
| MTW Fund | $5,274,904 | $5,194,152 | $6,174,846 | $6,092,725 | -1.33% |
| Other Funding | -$21,614 | $0 | $0 | $0 | 0.00% |
| **543 - General Services Total** | **$5,253,290** | **$5,194,152** | **$6,174,846** | **$6,092,725** | **-1.33%** |
| **550 - Oakland Community Center** | | | | | |
| MTW Fund | $0 | $0 | $114,950 | $177,367 | 54.30% |
| **550 - Oakland Community Center Total** | **$0** | **$0** | **$114,950** | **$177,367** | **54.30%** |
| **999 - General Expense** | | | | | |
| MTW Fund | -$1,121,460 | -$392,333 | $1,052,038 | $280,687 | -74.12% |
| Other Funding | $591,304 | $330,687 | $32,500 | $0 | -100.00% |
| **999 - General Expense Total** | **-$530,156** | **-$61,646** | **$1,084,538** | **$280,687** | **-74.12%** |
| **Grand Total** | **$29,438,077** | **$28,596,526** | **$37,943,882** | **$30,680,610** | **-19.14%** |

# FINANCE & ADMINISTRATION DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **200 - Office of the Chief Financial Officer** | | | | | |
| Non-Personnel | $268,286 | $109,610 | $201,886 | $101,736 | -49.61% |
| Personnel | $525,272 | $434,998 | $880,795 | $531,709 | -39.63% |
| **200 - Office of the Chief Financial Officer Total** | **$793,558** | **$544,608** | **$1,082,681** | **$633,445** | **-41.49%** |
| **201 - Office of Budget and Management** | | | | | |
| Non-Personnel | $10,736 | $8,252 | $26,033 | $6,850 | -73.69% |
| Personnel | $836,645 | $875,576 | $979,011 | $766,211 | -21.74% |
| **201 - Office of Budget and ManagementTotal** | **$847,381** | **$883,828** | **$1,005,044** | **$773,061** | **-23.08%** |
| **202 - Office of the Comptroller** | | | | | |
| Non-Personnel | $1,115,783 | $1,074,653 | $1,225,781 | $1,112,226 | -9.26% |
| Personnel | $3,517,404 | $3,454,980 | $3,718,784 | $3,437,266 | -7.57% |
| **202 - Office of the Comptroller Total** | **$4,633,186** | **$4,529,632** | **$4,944,565** | **$4,549,492** | **-7.99%** |
| **203 - Treasury Department** | | | | | |
| Non-Personnel | $191,784 | $93,589 | $184,050 | $105,032 | -42.93% |
| Personnel | $492,277 | $469,823 | $553,928 | $478,691 | -13.58% |
| **203 - Treasury Department Total** | **$684,061** | **$563,412** | **$737,978** | **$583,723** | **-20.90%** |
| **208 - Diversity Liaison** | | | | | |
| Non-Personnel | $0 | $0 | $21,000 | $304,506 | 1,350.03% |
| Personnel | $0 | $0 | $317,549 | $321,077 | 1.11% |
| **208 - Diversity Liaison Total** | **$0** | **$0** | **$338,549** | **$625,583** | **84.78%** |
| **210 - Information Technology** | | | | | |
| Non-Personnel | $7,290,244 | $7,657,491 | $11,738,695 | $8,058,515 | -31.35% |
| Personnel | $3,627,364 | $3,778,665 | $4,125,384 | $3,657,442 | -11.34% |
| **210 - Information Technology Total** | **$10,917,608** | **$11,436,156** | **$15,864,079** | **$11,715,957** | **-26.15%** |
| **214 - Training** | | | | | |
| Non-Personnel | $64,101 | $62,618 | $69,440 | $66,110 | -4.80% |
| Personnel | $896,126 | $763,742 | $852,736 | $489,260 | -42.62% |
| **214 - Training Total** | **$960,227** | **$826,360** | **$922,176** | **$555,370** | **-39.78%** |
| **215 - Department of Procurement and Contracts** | | | | | |
| Non-Personnel | $86,563 | $96,521 | $115,421 | $83,197 | -27.92% |
| Personnel | $1,973,099 | $1,931,563 | $2,345,158 | $2,154,679 | -8.12% |
| **215 - Department of Procurement and Contracts Total** | **$2,059,662** | **$2,028,084** | **$2,460,579** | **$2,237,876** | **-9.05%** |
| **230 - Human Resources** | | | | | |
| Non-Personnel | $254,487 | $127,731 | $212,453 | $121,944 | -42.60% |
| Personnel | $1,296,497 | $782,209 | $1,351,344 | $692,225 | -48.78% |
| **230 - Human Resources Total** | **$1,550,984** | **$909,940** | **$1,563,797** | **$814,169** | **-47.94%** |
| **435 - Grants Development** | | | | | |
| Non-Personnel | $497,978 | $93,976 | $18,265 | $7,656 | -58.08% |
| Personnel | $623,376 | $617,936 | $639,068 | $689,017 | 7.82% |
| **435 - Grants Development Total** | **$1,121,354** | **$711,912** | **$657,333** | **$696,673** | **5.98%** |
| **440 - Charles A. Hayes Family Investment Center** | | | | | |
| Non-Personnel | $613,834 | $513,175 | $463,196 | $424,669 | -8.32% |
| Personnel | $533,088 | $516,912 | $529,571 | $519,814 | -1.84% |
| **440 - Charles A. Hayes Family Investment Center Total** | **$1,146,923** | **$1,030,088** | **$992,767** | **$944,483** | **-4.86%** |
| **543 - General Services** | | | | | |
| Non-Personnel | $4,551,421 | $4,515,944 | $5,407,531 | $5,337,446 | -1.30% |
| Personnel | $701,869 | $678,209 | $767,315 | $755,279 | -1.57% |
| **543 - General Services Total** | **$5,253,290** | **$5,194,152** | **$6,174,846** | **$6,092,725** | **-1.33%** |
| **550 - Oakland Community Center** | | | | | |
| Non-Personnel | $0 | $0 | $114,950 | $177,367 | 54.30% |
| **550 - Oakland Community Center Total** | **$0** | **$0** | **$114,950** | **$177,367** | **54.30%** |
| **999 - General Expense** | | | | | |
| Non-Personnel | $394,556 | $230,988 | $1,084,538 | $1,495,726 | 37.91% |
| Personnel | -$924,712 | -$292,634 | $0 | -$1,215,039 | 0.00% |
| **999 - General Expense Total** | **-$530,156** | **-$61,646** | **$1,084,538** | **$280,687** | **-74.12%** |
| **Grand Total** | **$29,438,077** | **$28,596,526** | **$37,943,882** | **$30,680,610** | **-19.14%** |

# FINANCE & ADMINISTRATION DIVISION

## FY2015 BUDGET

| 200 - Office of the Chief Financial Officer | |
|---|---|
| Personnel | $531,709 |
| Sundry | $93,510 |
| Training | $0 |
| Travel | $8,226 |
| **200 - Office of the Chief Financial Officer** | **$633,445** |

| 201 - Office of Budget and Management | |
|---|---|
| Personnel | $766,211 |
| Sundry | $4,850 |
| Training | $2,000 |
| Travel | $0 |
| **201 - Office of Budget and Management** | **$773,061** |

| 202 - Office of the Comptroller | |
|---|---|
| Accounting & Audit | $0 |
| Contracts | $400 |
| General Expense | $1,034,000 |
| Personnel | $3,437,266 |
| Sundry | $41,971 |
| Training | $19,262 |
| Travel | $16,593 |
| **202 - Office of the Comptroller** | **$4,549,492** |

| 203 - Treasury Department | |
|---|---|
| Legal Expense | $0 |
| Personnel | $478,691 |
| Sundry | $100,520 |
| Training | $3,000 |
| Travel | $1,512 |
| **203 - Treasury Department** | **$583,723** |

| 208 - Diversity Liaison | |
|---|---|
| Contracts | $245,632 |
| Personnel | $321,077 |
| Sundry | $50,874 |
| Training | $3,000 |
| Travel | $5,000 |
| **208 - Diversity Liaison** | **$625,583** |

# FINANCE & ADMINISTRATION DIVISION

FY2015 BUDGET

| 210 - Information Technology | |
|---|---|
| Contracts | $2,550,522 |
| Equipment | $900,000 |
| Materials | $0 |
| Personnel | $3,657,442 |
| Sundry | $4,530,302 |
| Training | $68,484 |
| Travel | $9,207 |
| **210 - Information Technology** | **$11,715,957** |

| 214 - Training | |
|---|---|
| Personnel | $489,260 |
| Sundry | $7,106 |
| Training | $59,004 |
| Travel | $0 |
| **214 - Training** | **$555,370** |

| 215 - Department of Procurement and Contracts | |
|---|---|
| Personnel | $2,154,679 |
| Sundry | $58,601 |
| Training | $24,496 |
| Travel | $100 |
| **215 - Department of Procurement and Contracts** | **$2,237,876** |

| 230 - Human Resources | |
|---|---|
| Personnel | $692,225 |
| Sundry | $119,952 |
| Training | $1,992 |
| **230 - Human Resources** | **$814,169** |

| 435 - Grants Development | |
|---|---|
| Contracts | $0 |
| Materials | $0 |
| Personnel | $689,017 |
| Sundry | $4,600 |
| Training | $3,056 |
| **435 - Grants Development** | **$696,673** |

# FINANCE & ADMINISTRATION DIVISION

FY2015 BUDGET

| 440 - Charles A. Hayes Family Investment Center | |
|---|---|
| Contracts | $286,362 |
| Equipment | $0 |
| Materials | $33,400 |
| Personnel | $519,814 |
| Sundry | $21,490 |
| Training | $1,000 |
| Travel | $0 |
| Utilities | $82,417 |
| **440 - Charles A. Hayes Family Investment Center** | **$944,483** |

| 543 - General Services | |
|---|---|
| Contracts | $815,517 |
| Equipment | $46,392 |
| General Expense | $7,451 |
| Materials | $12,500 |
| Personnel | $755,279 |
| Sundry | $4,452,474 |
| Training | $3,112 |
| **543 - General Services** | **$6,092,725** |

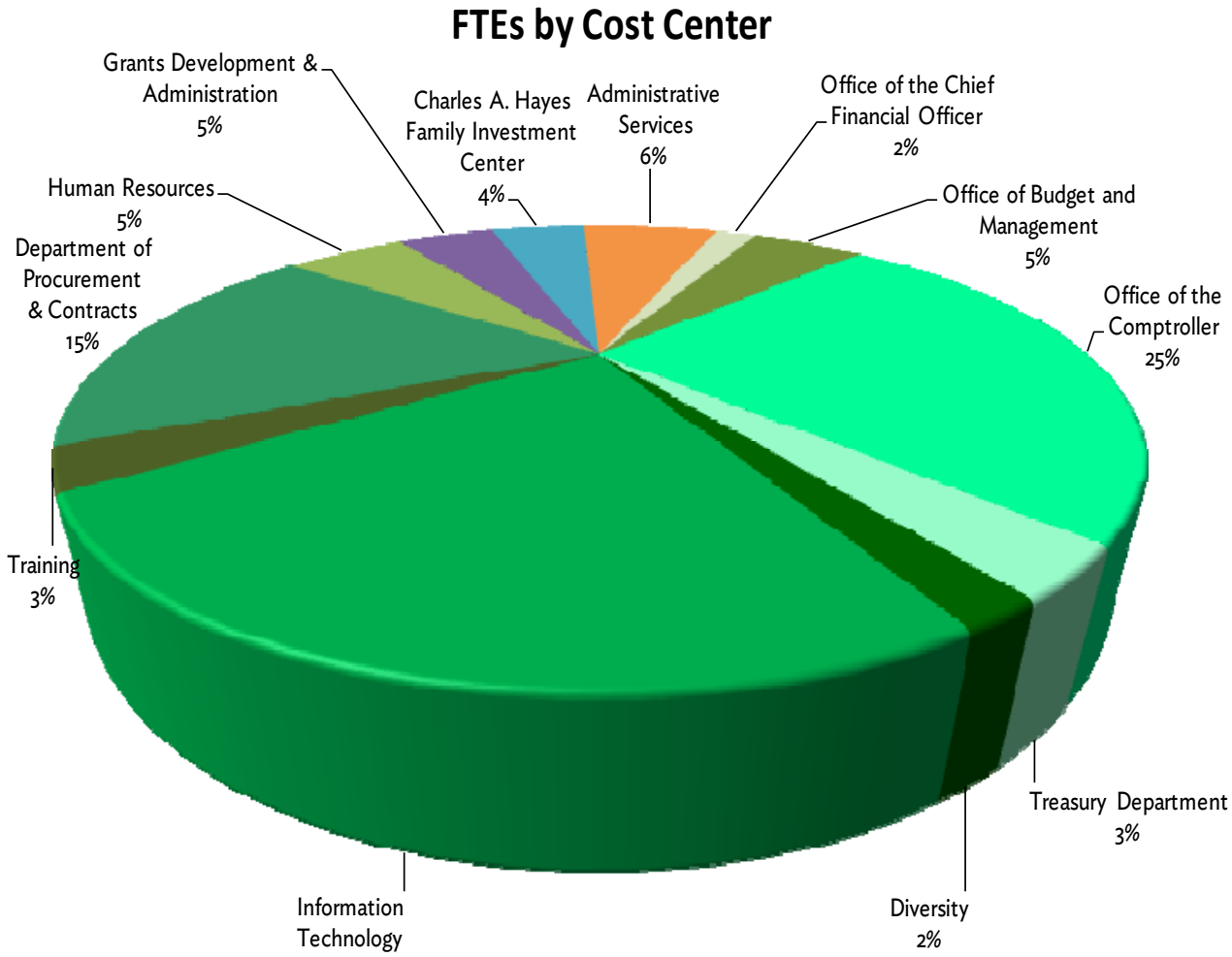
| 550 - Oakland Community Center | |
|---|---|
| Contracts | $141,917 |
| Sundry | $1,000 |
| Utilities | $34,450 |
| **550 - Oakland Community Center** | **$177,367** |

| 999 - General Expense | |
|---|---|
| Contracts | $0 |
| General Expense | $1,445,726 |
| HAP | $0 |
| Personnel | -$1,215,039 |
| Sundry | $50,000 |
| Utilities | $0 |
| **999 - General Expense** | **$280,687** |
| **Finance Total** | **$30,680,610** |

# FINANCE & ADMINISTRATION DIVISION

## TOTAL FTE'S

| | FY2012 ACTUAL | FY2013 ACTUAL | FY2014 BUDGET | FY2015 BUDGET | % OF CHANGE |
|---|---|---|---|---|---|
| Office of the Chief Financial Officer | 4.5 | 5.0 | 5.0 | 3.0 | -40.0% |
| Office of Budget and Management | 11.0 | 10.0 | 10.0 | 8.0 | -20.0% |
| Office of the Comptroller | 44.5 | 44.5 | 43.5 | 40.0 | -8.0% |
| Treasury Department | 5.0 | 5.0 | 5.0 | 5.0 | 0.0% |
| Diversity | 0.0 | 0.0 | 3.0 | 3.0 | 0.0% |
| Information Technology | 41.0 | 40.0 | 41.0 | 37.0 | -9.8% |
| Training | 16.5 | 5.0 | 8.0 | 4.5 | -43.8% |
| Department of Procurement & Contracts | 25.0 | 25.0 | 26.0 | 27.0 | 3.8% |
| Human Resources | 22.0 | 40.5 | 35.5 | 8.5 | -76.1% |
| Grants Development & Administration | 7.5 | 7.5 | 7.5 | 7.0 | -6.7% |
| Charles A. Hayes Family Investment Center | 7.0 | 7.0 | 7.0 | 7.0 | 0.0% |
| General Services | 11.0 | 8.0 | 10.0 | 10.0 | 0.0% |
| Oakland Community Center | 0.0 | 0.0 | 0.0 | 0.0 | |
| **Finance Total** | **195.0** | **197.5** | **201.5** | **160.0** | **-20.6%** |



# FINANCE & ADMINISTRATION DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **200-OFFICE OF THE CHIEF FINANCIAL OFFICER** | | | | |
| CHIEF FINANCIAL & ADMINISTRATIVE OFF | 1.0 | $182,500 | | |
| DIRECTOR OF ADMINISTRATION | 1.0 | 152,000 | | |
| EXEC ADM ASST III | 1.0 | 62,296 | | |
| **200-OFFICE OF THE CHIEF FINANCIAL OFFICER Total** | **3.0** | **$396,796** | **$134,913** | **$531,709** |
| | | | | |
| **201-OFFICE OF BUDGET & MANAGEMENT** | | | | |
| SR BUDGET ANALYST | 2.0 | 147,477 | | |
| VP, FINANCE/BUDGET | 1.0 | 129,000 | | |
| MGR, CAPITAL BUDGET | 1.0 | 90,238 | | |
| SR BUDGET ANLY CAP | 1.0 | 68,139 | | |
| EXEC ADM ASST III | 1.0 | 58,772 | | |
| BUDGET ANALYST | 1.0 | 46,575 | | |
| CAPITAL BUDGET ANALYST | 1.0 | 42,849 | | |
| **201-OFFICE OF BUDGET & MANAGEMENT Total** | **8.0** | **$583,050** | **$183,161** | **$766,211** |
| | | | | |
| **202-OFFICE OF THE COMPTROLLER** | | | | |
| SR ACCOUNTANT | 5.0 | $313,925 | | |
| DIR, ASST COMPTROLLER | 2.0 | 207,754 | | |
| SR ACCOUNT PROP MGMT | 3.0 | 170,625 | | |
| AP BOOKKEEPER | 3.0 | 155,293 | | |
| VP FINANCE/COMPTR | 1.0 | 149,948 | | |
| ACCOUNTING ASSISTANT | 3.0 | 110,043 | | |
| DIR, RISK MGMT | 1.0 | 100,000 | | |
| PAYABLES SPECIALIST | 2.0 | 94,322 | | |
| RECEIVABLES SPECIALIST | 2.0 | 90,129 | | |
| MGR, FINANCIAL RPTG | 1.0 | 89,610 | | |
| MANAGER, FINANCE | 1.0 | 83,200 | | |
| MANAGER, HCV | 1.0 | 80,855 | | |
| MANAGER, HCV FINANCE | 1.0 | 80,855 | | |
| MGR, PROPTY ACCOUNTING | 1.0 | 79,769 | | |
| MGR, ACCOUNTING | 1.0 | 78,066 | | |
| HCV ACCOUNTING SUPV | 1.0 | 75,000 | | |
| MANAGER, HCV FINANCE | 1.0 | 70,040 | | |
| FINANCIAL ANALYST | 1.0 | 68,265 | | |
| SUPV, PAYROLL | 1.0 | 66,564 | | |
| GENERAL ACCOUNTANT | 1.0 | 66,500 | | |
| SR ACCOUNTANT PROPERTY MANAGEMENT | 1.0 | 57,000 | | |
| HCV SR ACCOUNTANT | 1.0 | 56,650 | | |
| SR PAYROLL ASSISTANT | 1.0 | 53,414 | | |
| ACCOUNTANT | 1.0 | 50,919 | | |
| RISK ANALYST | 1.0 | 48,000 | | |
| EXEC ADMIN ASST III | 1.0 | 46,865 | | |
| HCV ACCOUNTANT | 1.0 | 46,500 | | |
| ACCOUNTANT AP | 1.0 | 44,017 | | |
| SR PAYROLL ASSISTANT | 0.5 | 17,048 | | |
| COST CENTER ATTRITION/TURNOVER | -1.5 | (86,052) | | |
| **202-OFFICE OF THE COMPTROLLER Total** | **40.0** | **$2,565,124** | **$872,142** | **$3,437,266** |

# FINANCE & ADMINISTRATION DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **203-TREASURY DEPARTMENT** | | | | |
| VP, FINANCE/TREASURER | 1.0 | $130,540 | | |
| TREASURY ANALYST | 2.0 | 126,037 | | |
| ASST TREASURER | 1.0 | 101,750 | | |
| TREASURY SPECIALIST | 1.0 | 50,000 | | |
| **203-TREASURY DEPARTMENT Total** | **5.0** | **$408,327** | **$70,364** | **$478,691** |
| | | | | |
| **208-DIVERSITY** | | | | |
| DIRECTOR, DIVERSITY POLICY | 1.0 | $90,000 | | |
| LATINO OUTREACH LIAISON | 1.0 | 80,000 | | |
| EXEC ADM ASST II | 1.0 | 69,628 | | |
| **208-DIVERSITY Total** | **3.0** | **$239,628** | **$81,448** | **$321,077** |
| | | | | |
| **210-INFORMATION TECHNOLOGY** | | | | |
| SYSTEMS ENGINEER | 4.0 | $240,636 | | |
| BUSINESS ANALYST | 3.0 | 190,288 | | |
| TEMP APPS DEVELOPER | 1.0 | 166,400 | | |
| IT PROJECT MANAGER II | 2.0 | 160,000 | | |
| SVP, IT | 1.0 | 150,969 | | |
| TECH SUPT ANLY I | 3.0 | 142,711 | | |
| SYSTEMS ANALYST | 2.0 | $140,598 | | |
| DIRECTOR ITS | 1.0 | 108,081 | | |
| ASST DIRECTOR ITS | 1.0 | 102,799 | | |
| MGR.TECH INITIATIVES | 1.0 | 98,345 | | |
| MGR, TECHNICAL SUPPORT | 1.0 | 95,640 | | |
| SUP, SYSTEM ADMIN | 1.0 | 93,846 | | |
| MGR, INFORM SECURITY | 1.0 | 92,300 | | |
| DATABASE ADMINSTR II | 1.0 | 86,649 | | |
| SUP, APPLICATIONS DEV | 1.0 | 85,494 | | |
| SPVR, TECHNICAL SUPP | 1.0 | 83,648 | | |
| SYSTEMS ADMINISTRATOR | 1.0 | 82,725 | | |
| SYSTEMS ENGINEER II | 1.0 | $82,680 | | |
| SYSTEMS ANALYST II | 1.0 | 77,250 | | |
| APPS TRAINER II | 1.0 | 75,724 | | |
| SR SYSTEMS ENGINEER | 1.0 | 68,417 | | |
| IT PROJECT MGR 1 | 1.0 | 67,313 | | |
| INFORMATION ANALYST | 1.0 | 67,194 | | |
| SPVR, TECHNICAL SUPP | 1.0 | 62,366 | | |
| DESKTOP TECHNICIAN | 1.0 | 56,243 | | |
| EXEC ADM ASST III | 1.0 | 51,503 | | |
| ADMIN SEC II (LOC 73) | 1.0 | 46,072 | | |
| ADMIN SEC I (LOC 73) | 1.0 | 40,747 | | |
| SALARY CHARGEBACK TO PROPERTIES | 0.0 | (86,903) | | |
| **210-INFORMATION TECHNOLOGY Total** | **37.0** | **$2,729,735** | **$927,707** | **$3,657,442** |

# FINANCE & ADMINISTRATION DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **214-TRAINING** | | | | |
| VP, ORGANIZATIONAL EFF | 1.0 | $126,792 | | |
| SR. LEARNING & DEV CONSULTANT | 1.0 | $77,250 | | |
| SPECIAL ASST | 1.0 | 68,428 | | |
| MGR, ORGANIZATIONAL LEARNING | 0.5 | $41,200 | | |
| APPLICATIONS TRAINER | 0.5 | $25,750 | | |
| ADMIN TRAINING COORDINATOR | 0.5 | $25,699 | | |
| **214-TRAINING Total** | **4.5** | **$365,119** | **$124,141** | **$489,260** |
| | | | | |
| **215-DEPARTMENT OF PROCUREMENT & CONTRACTS** | | | | |
| PROCUREMENT SPECL | 7.0 | $407,130 | | |
| SR PROCUREMENT SPECL | 4.0 | 289,000 | | |
| CONTRACT COMPL SPEC | 4.0 | 234,998 | | |
| MGR, PURCHASING | 2.0 | 180,000 | | |
| DIR PROCURE & CONTRACT | 1.0 | 132,500 | | |
| SR CON COMP SPECIALIST | 2.0 | 132,000 | | |
| SECTION 3 HIRING SPECIALIST | 2.0 | 111,348 | | |
| ASST DIR, PROCUREMENT | 1.0 | 98,000 | | |
| SR MGR, CONTRACT COMPL | 1.0 | 90,000 | | |
| SPECIAL PROJECTS COORD | 1.0 | 61,873 | | |
| PROJECT COORDINATOR | 1.0 | 47,500 | | |
| COMPLIANCE COORDINATOR | 1.0 | 47,500 | | |
| REALLOCATION OF SALARY TO SECTION 3 | 0.0 | (223,881) | | |
| **215-DEPARTMENT OF PROCUREMENT & CONTRACTS Total** | **27.0** | **$1,607,968** | **$546,709** | **$2,154,679** |
| | | | | |
| **230-HUMAN RESOURCES** | | | | |
| BENEFITS SPECIALIST | 2.0 | $141,000 | | |
| DIRECTOR, HR ADMIN | 1.0 | 97,268 | | |
| HR MGMT SYS ADMINSTR | 1.0 | 80,839 | | |
| HR GENERALIST | 1.0 | 70,000 | | |
| RECEPTIONIST | 2.0 | 67,309 | | |
| ADMIN SEC II (LOC73) | 1.0 | 55,141 | | |
| EXECUTIVE ADMIN ASST III | 1.0 | 53,664 | | |
| COST CENTER ATTRITION/TURNOVER | -0.5 | (48,637) | | |
| **230-HUMAN RESOURCES Total** | **8.5** | **$516,584** | **$175,638** | **$692,225** |
| | | | | |
| **435 - GRANTS DEVELOPMENT & ADMINISTRATION** | | | | |
| SR. DIRECTOR GRANTS & STRATEGIES | 1.0 | 117,720 | | |
| GRANT ADMIN MANAGER | 2.0 | 116,471 | | |
| DIRECTOR GRANT ADMIN | 1.0 | 98,446 | | |
| SR GRANT MANAGER | 1.0 | 76,220 | | |
| GRANT DEVELOPER | 1.0 | 54,590 | | |
| ADMIN SEC II (CFD) | 1.0 | 39,493 | | |
| **435 - GRANTS DEVELOPMENT & ADMINISTRATION Total** | **7.0** | **$502,940** | **$186,077** | **$689,017** |

# FINANCE & ADMINISTRATION DIVISION

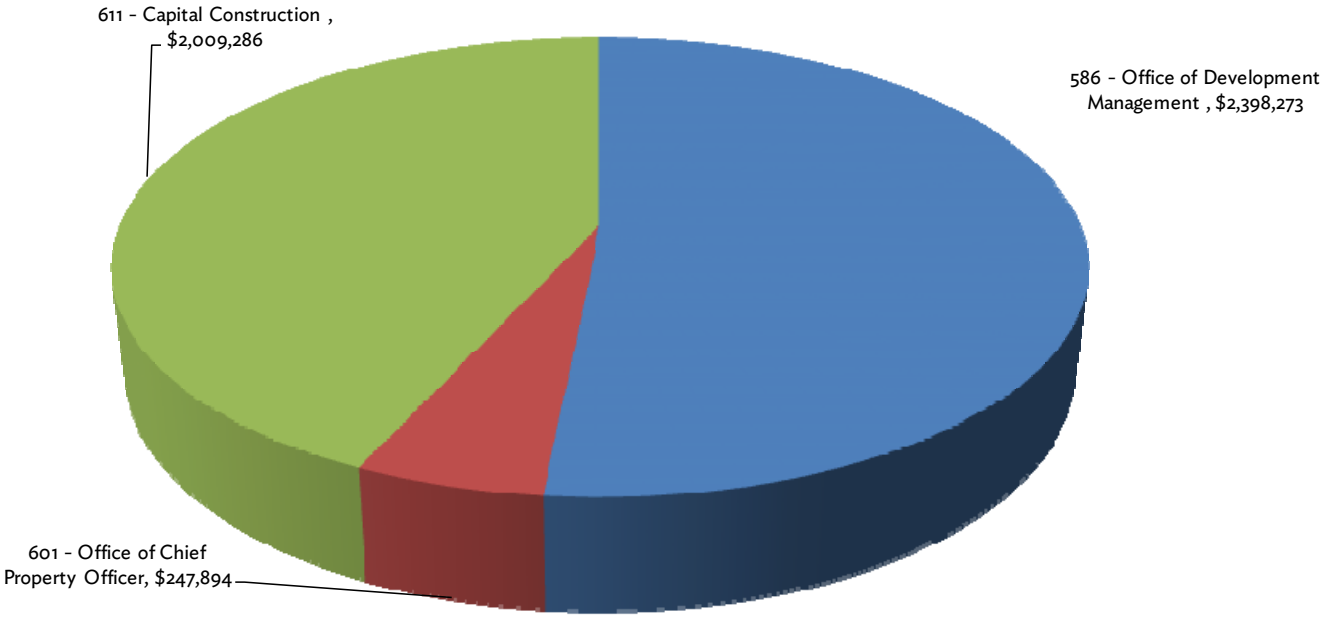
## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **440-FAMILY INVESTMENT CENTER** | | | | |
| DIRECTOR, FIC | 1.0 | $98,371 | | |
| SR PROJECT ADMNSTR | 1.0 | 87,815 | | |
| FACILITIES MGR | 1.0 | 73,377 | | |
| SET-UP TECHNICIAN | 2.0 | 51,958 | | |
| EXEC ADM AASST III | 1.0 | 46,351 | | |
| LEAD SET-UP TECH FT | 1.0 | 30,056 | | |
| **440-FAMILY INVESTMENT CENTER Total** | **7.0** | **$387,928** | **$131,884** | **$519,814** |
| | | | | |
| **543-ADMINISTRATIVE SERVICES** | | | | |
| DIRECTOR, GENERAL SERVICES | 1.0 | $115,000 | | |
| GENERAL SERVICE COORDINATOR | 2.0 | 82,535 | | |
| MGR,WAREHOUSE | 1.0 | 74,820 | | |
| MAIL DIST SEV CLERK | 2.0 | 69,264 | | |
| MANAGEMENT ANALYST | 1.0 | 68,996 | | |
| EXEC ADM ASST III | 1.0 | 64,584 | | |
| PROGRAM COORDINATOR | 1.0 | 47,571 | | |
| FLEET ASSISTANT | 1.0 | 40,872 | | |
| **543-ADMINISTRATIVE SERVICES Total** | **10.0** | **$563,642** | **$191,637** | **$755,279** |
| | | | | |
| **999-CHA AUTHORITY WIDE ATTRITION/TURNOVER** | | | | |
| SALARY | | ($882,920) | | ($882,920) |
| BENEFITS | | | ($332,119) | ($332,119) |
| **999-CHA AUTHORITY WIDE ATTRITION/TURNOVER Total** | | **($882,920)** | **($332,119)** | **($1,215,039)** |
| | | | | |
| **Grand Total** | **160.0** | **$9,983,921** | **$3,293,701** | **$13,277,630** |

# PROPERTY DIVISION

The Property Division is responsible for administering, managing and implementing the development plans and proposals for mixed income and public housing developments on vacant or underutilized property, and demolition or rehabilitation of existing public housing units.

## EXPENDITURES BY COST CENTER



# PROPERTY DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| 586 - Office of Development Management | $2,036,909 | $2,369,948 | $3,039,626 | $2,398,273 | -21.10% |
| 601 - Office of Chief Property Officer | $0 | $0 | $0 | $247,894 | 0.00% |
| 611 - Capital Construction | $1,675,599 | $1,505,723 | $2,169,724 | $2,009,286 | -0.07% |
| **Property** | **$3,712,508** | **$3,875,670** | **$5,209,350** | **$4,655,453** | **-11.00%** |

## BUDGET YEAR COMPARISON

### 586-Development Management

The personnel budget decreased by $548,281 or 19.0% due to a reduction in staff; the non-personnel budget decreased by a total of $93,072 or 58.63% due to decreases in training, travel, sundry and tenant services contract.

### 601-Office of the Chief Property Officer

The Office of the Chief Property Officer is a new cost center for fiscal year 2015.

### 611-Capital Construction

The personnel budget decreased by $147,950 or 6.9% due to a reduction in staff; the non-personnel budget decreased by a total of $12,488 or 32.8% due to reductions in training, travel, and sundry.

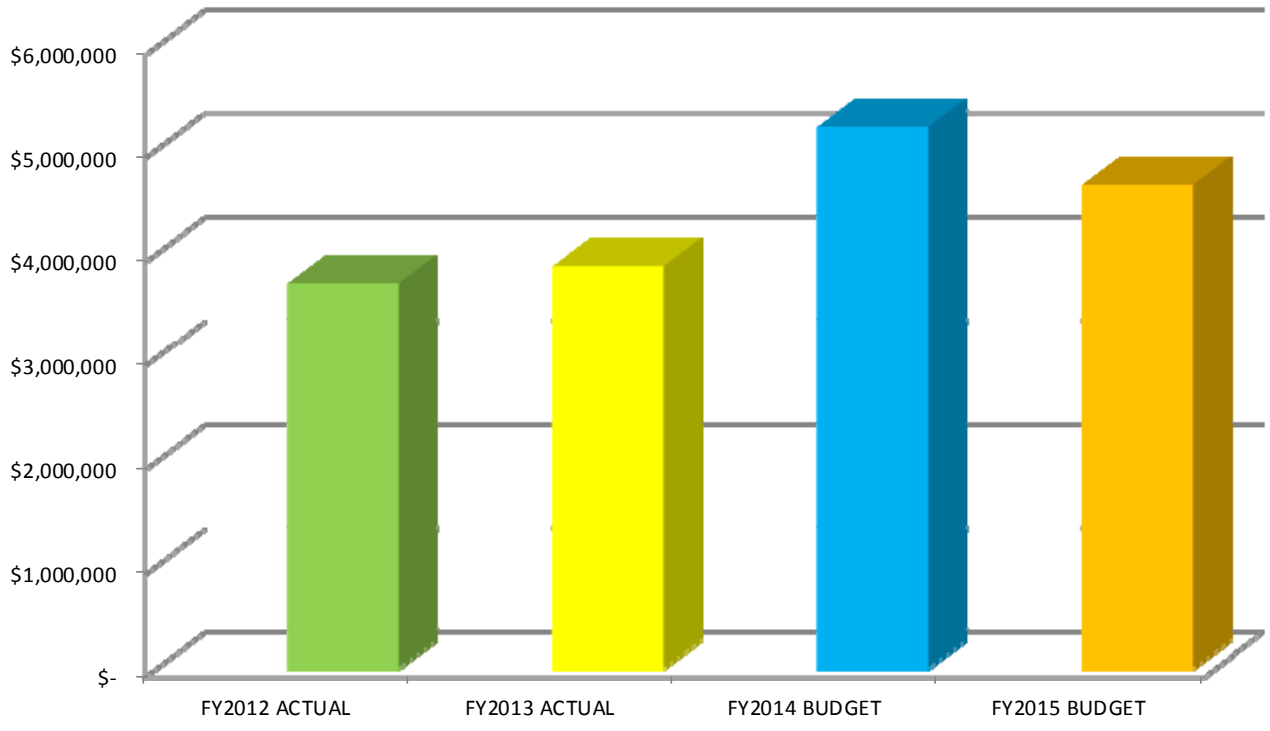
# PROPERTY DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| MTW Fund | $3,712,508 | $3,875,670 | $5,209,350 | $4,655,453 | -0.11% |
| **Grand Total** | **$3,712,508** | **$3,875,670** | **$5,209,350** | **$4,655,453** | **-0.11%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $80,683 | $101,742 | $196,862 | $91,302 | -0.54% |
| Personnel | $3,631,825 | $3,773,928 | $5,012,488 | $4,564,151 | -8.94% |
| **Grand Total** | **$3,712,508** | **$3,875,670** | **$5,209,350** | **$4,655,453** | **-0.11%** |

## EXPENDITURES BY FISCAL YEAR



# PROPERTY DIVISION

## DIVISION SUMMARY

### Mission

To develop, implement, monitor and evaluate development plans and proposals for mixed-income and public housing developments to create vibrant communities and new housing opportunities for public housing residents.

Rehabilitate existing public housing units within budget and schedule, monitor construction and rehabilitation of all new public housing units, and maintain CHA's entire portfolio of safe, decent and sustainable housing.

### 2014 Accomplishments

- Complied with the City of Chicago's High Rise Life Safety Ordinance by the required January 1, 2015 effective date at 49 buildings, including all 30 of our applicable Senior portfolio properties.
- Rehabbed 649 units in our Senior portfolio.
- Rehabbed 19 units in our Scattered Sites portfolio.
- Delivered 358 housing unit towards the 25,000 unit delivery goal:
    - 49 public housing units through mixed-income redevelopment
    - 7 public housing units through the former Property Investment Initiative (PII) Program
    - 302 project-based vouchers units through the Property Rental Assistance (PRA) Program
- **Harold Ickes** - Request for Proposals (RFP) in October 2014. The RFP solicited proposals from developers experienced in revitalization efforts through mixed-income and mixed-use development models.
- **Lathrop Homes** - Developer continues to prepare to submit the Planned Development application. CHA and the developer continue to work on the financial budget structure for Phase I.
- **Cabrini-Green** - CHA completed the draft Development Zone Plan (DZP) for the remaining portions of Cabrini-Green, including portions of Cabrini Green Extension South, William Green Homes, and the Frances Cabrini Rowhouses.
- **Roosevelt Square Master Planning Process** - Solomon Cordwell Buenz (SCB) was procured by CHA to prepare the revised master land use plan for Roosevelt Square Redevelopment Area.
- **65th Infantry Regiment** - CHA was awarded 48 Veterans Affairs Support Housing (VASH) vouchers which will provide rental assistance for the 65th Infantry Regiment Veterans Housing in the West Town community area.

# PROPERTY DIVISION

## DIVISION SUMMARY

### 2015 Goals

- Continue Major Modernizations in our Senior portfolio.
- Continue comprehensive modernization of the Scattered Sites portfolio.
- Continue to work towards compliance with the January 1, 2017 High Rise Life Safety Ordinance for buildings receiving full sprinkler coverage.
- Implement the new Construction Management Software system, eBuilder and phase-out Prolog.
- Complete the Asset Assessment of 100% of the Authority's units and develop and implement a viable 20 year capital plan.
- Plan to deliver 472 housing units toward the 25,000 unit delivery goal:
    - 94 public housing units through mixed-income redevelopment
    - 25 housing units through the Real Estate Acquisition Program (REAP)
    - 353 project-based voucher units through the Property Rental Assistance (PRA) Program
- **Altgeld Gardens/Murray Homes -** CHA continues to work with stakeholders to finalize the master plan for the Altgeld-Murray community. CHA plans to continue the ongoing Section 106 historic preservation process and to begin implementation of the final plan.
- **Lathrop Homes** - CHA will pursue zoning approvals, financing and plans for the Section 106 historic preservation and Memorandum of Agreement for Phase I redevelopment in FY2015.
- **Cabrini-Green** - CHA will host two final community meetings prior to release of a solicitation for development proposals for Phase I.
- **Ida B. Wells/Darrow Homes/Wells Extension/Madden Park Homes** - Construction is expected to begin in 2015 on the Quad Communities Arts & Recreation Center.
- **Sterling Park Apartments** - Is a proposed redevelopment project. The financial transaction is anticipated to close in FY2015.
- **City Gardens** - CHA plans to close the financial transaction for City Gardens in FY2015.
- **St. Edmund's Oasis** - The financial transaction is anticipated to close in FY2015.
- **Parkview/Fannie Emanuel Senior Apartments** - Interior demolition and rehabilitation is planned to begin in FY2015.
- **Henry Horner Superblock** - The financial transaction is projected to close in 2015.
- **Clybourn/Divison** - CHA plans to close the financial transaction for Clybourn/Division in FY2015.

# PROPERTY DIVISION

## DIVISION SUMMARY

| COST CENTER DESCRIPTIONS | FY2015 BUDGET |
|---|---|
| **Office of Development Management (586)**<br>At the core of the CHA's comprehensive plan is to provide revitalized, safe, modern and economically responsible housing for its residents, the Office of Development Management is responsible for unit acquisition and mixed income development. | **$2,398,273** |
| **Office of the Chief Property Officer (601)**<br>The Office of the Chief Property Officer directs and provides oversight of all assets owned by the Chicago Housing Authority and is responsible for the overall management and strategic supervision of the Property Division. | **$247,894** |
| **Capital Construction Department (611)**<br>At the core of CHA's comprehensive plan to provide revitalized, safe, modern and economically responsible housing for its residents, the Capital Construction Department (CCD) is responsible for the rehabilitation and ongoing capital maintenance efforts at CHA's Family, Senior and Scattered Site Properties. | **$2,009,286** |

# PROPERTY DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| **586 - Office of Development Management** | | | | | |
| MTW Fund | $2,036,909 | $2,369,948 | $3,039,626 | $2,398,273 | -21.10% |
| **586 - Office of Development Management Total** | **$2,036,909** | **$2,369,948** | **$3,039,626** | **$2,398,273** | **-21.10%** |
| **601 - Office of Chief Property Officer** | | | | | |
| MTW Fund | $0 | $0 | $0 | $247,894 | 0.00% |
| **601 - Office of Chief Property Officer Total** | **$0** | **$0** | **$0** | **$247,894** | **0.00%** |
| **611 - Capital Construction** | | | | | |
| MTW Fund | $1,675,599 | $1,505,723 | $2,169,724 | $2,009,286 | -0.07% |
| **611 - Capital Construction Total** | **$1,675,599** | **$1,505,723** | **$2,169,724** | **$2,009,286** | **-0.07%** |
| **Grand Total** | **$3,712,508** | **$3,875,670** | **$5,209,350** | **$4,655,453** | **-0.11%** |

# PROPERTY DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **586 - Office of Development Management** | | | | | |
| Non-Personnel | $65,762 | $75,775 | $158,752 | $65,680 | -58.63% |
| Personnel | $1,971,147 | $2,294,173 | $2,880,874 | $2,332,593 | -19.03% |
| **586 - Office of Development Management Total** | **$2,036,909** | **$2,369,948** | **$3,039,626** | **$2,398,273** | **-21.10%** |
| **601 - Office of Chief Property Officer** | | | | | |
| Personnel | $0 | $0 | $0 | $247,894 | 0.00% |
| **601 - Office of Chief Property Officer Total** | **$0** | **$0** | **$0** | **$247,894** | **0.00%** |
| **611 - Capital Construction** | | | | | |
| Non-Personnel | $14,921 | $25,967 | $38,110 | $25,622 | -32.77% |
| Personnel | $1,660,678 | $1,479,755 | $2,131,614 | $1,983,664 | -6.94% |
| **611 - Capital Construction Total** | **$1,675,599** | **$1,505,723** | **$2,169,724** | **$2,009,286** | **-0.07%** |
| **Grand Total** | **$3,712,508** | **$3,875,670** | **$5,209,350** | **$4,655,453** | **-0.11%** |

# PROPERTY DIVISION

## FY2015 BUDGET

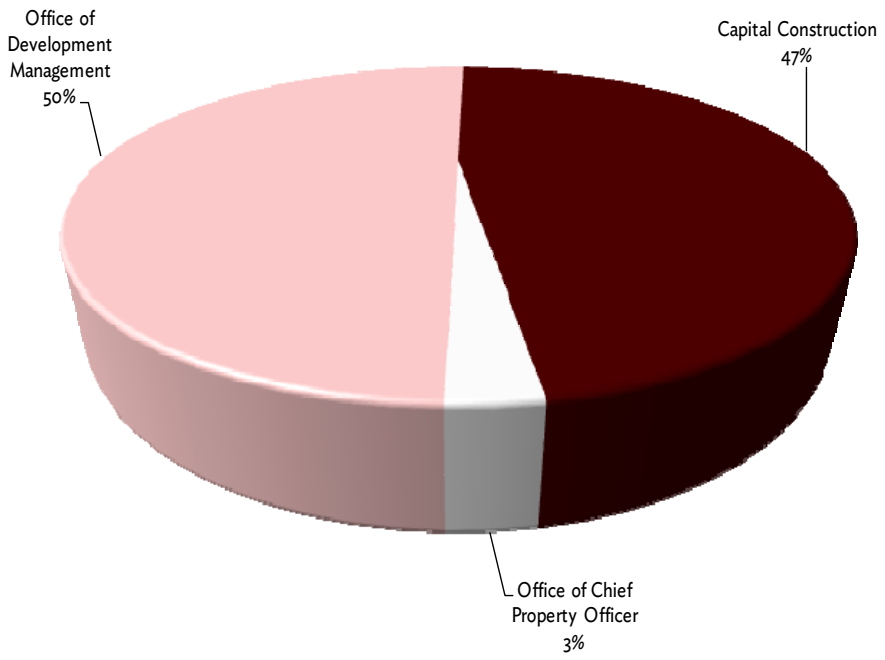
| | |
|---|---|
| **586 - Office of Development Management** | |
| Contracts | $40,000 |
| Personnel | $2,332,593 |
| Sundry | $20,680 |
| Training | $5,000 |
| Travel | $0 |
| **586 - Office of Development Management** | **$2,398,273** |
| | |
| **601 - Office of Chief Property Officer** | |
| Personnel | $247,894 |
| **601 - Office of Chief Property Officer** | **$247,894** |
| | |
| **611 - Capital Construction** | |
| Personnel | $1,983,664 |
| Sundry | $14,408 |
| Training | $0 |
| Travel | $11,214 |
| **611 - Capital Construction** | **$2,009,286** |
| | |
| **Property Total** | **$4,655,453** |

# PROPERTY DIVISION

## TOTAL FTE'S

| | FY2012 ACTUAL | FY2013 ACTUAL | FY2014 BUDGET | FY2015 BUDGET | % OF CHANGE |
|---|---|---|---|---|---|
| Office of Chief Property Officer | 0.0 | 0.0 | 0.0 | 1.0 | 0.0% |
| Office of Development Management | 19.0 | 23.0 | 23.0 | 19.5 | -15.2% |
| Capital Construction | 17.0 | 20.0 | 20.0 | 18.5 | -7.5% |
| **PROPERTY Total** | **36.0** | **43.0** | **43.0** | **39.0** | **-9.3%** |

**FTEs by Cost Center**



# PROPERTY DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **586-OFFICE OF DEVELOPMENT MANAGEMENT** | | | | |
| DEPUTY CHIEF DEVELOPMENT MGMT | 1.0 | 165,000 | | |
| VP DEVELOPMENT | 1.0 | 141,372 | | |
| DIRECTOR OF LAND DEVELOPMENT | 1.0 | 134,470 | | |
| DIR, PROR RENTAL ASST & ACQUISITIONS | 1.0 | 110,000 | | |
| SR. MGR PROJ BASED VCR | 1.0 | 99,792 | | |
| DEVELOPMENT MANAGER | 1.0 | 94,000 | | |
| DEVELOPMENT MANAGER | 1.0 | 94,000 | | |
| DEVELOPMENT MANAGER | 1.0 | 93,588 | | |
| DEVELOPMENT MANAGER | 1.0 | 90,424 | | |
| DEVELOPMENT MANAGER | 1.0 | 85,265 | | |
| SR. FINANCIAL ANALYST | 1.0 | 84,872 | | |
| ENV REM PROJ MANAGER | 1.0 | 80,007 | | |
| SENIOR ADVISOR | 1.0 | 80,000 | | |
| DEVELOPMENT MANAGER | 1.0 | 76,664 | | |
| FINANCIAL ANALYST | 1.0 | 75,500 | | |
| PROJECT COORDINATOR | 1.0 | 67,309 | | |
| APP COORDINATOR | 1.0 | 67,306 | | |
| EXECUTIVE ADMIN COOR | 1.0 | 64,384 | | |
| LOAN ADMNSTR | 1.0 | 63,220 | | |
| SPECIAL ASSISTANT | 1.0 | 58,272 | | |
| EXEC ADM AST I (CFD) | 1.0 | 50,001 | | |
| COST CENTER ATTRITION/TURNOVER | -1.5 | ($134,703) | | |
| **586-OFFICE OF DEVELOPMENT MANAGEMENT Total** | **19.5** | **$1,740,743** | **$591,853** | **$2,332,593** |
| | | | | |
| **601-OFFICE OF THE CHIEF PROPERTY OFFICER** | | | | |
| CHIEF PROPERTY OFFICER | 1.0 | $185,000 | | |
| **601-OFFICE OF THE CHIEF PROPERTY OFFICER Total** | **1.0** | **$185,000** | **$62,893** | **$247,894** |
| | | | | |
| **611-CAPITAL CONSTRUCTION** | | | | |
| DEPUTY CHIEF CAP. CONSTUCTION | 1.0 | $150,000 | | |
| PROJECT EXEC DEMO | 1.0 | 109,434 | | |
| QA/QC DESIGN MGR | 1.0 | 101,920 | | |
| PROJECT MANAGER | 1.0 | 95,000 | | |
| FIELD MANAGER | 1.0 | 90,182 | | |
| PROJECT MANAGER | 1.0 | 87,435 | | |
| PROJECT MANAGER | 1.0 | 83,225 | | |
| FIELD MANAGER | 1.0 | 82,000 | | |
| CAPITAL CONSTRUCTION BUD MGR | 1.0 | 80,000 | | |
| CONTRACT ADMNSTR | 1.0 | 80,000 | | |
| PROJECT MANAGER | 1.0 | 78,143 | | |
| FIELD MANAGER | 1.0 | 70,000 | | |
| FINANCIAL ANALYST | 1.0 | 65,683 | | |
| FIELD MANAGER | 1.0 | 65,564 | | |
| FIELD MANAGER | 1.0 | 65,000 | | |
| PRINCIPAL PROJ COORD | 1.0 | 54,701 | | |
| PROJECT ADMNSTR | 1.0 | 52,816 | | |
| EXECUTIVE ADMIN ISTRATIVE ASSISTANT II | 1.0 | 47,008 | | |
| ADMIN SEC I (LOC 73) | 1.0 | 45,739 | | |
| COST CENTER ATTRITION/TURNOVER | -0.5 | ($23,504) | | |
| **611-CAPITAL CONSTRUCTION Total** | **18.5** | **$1,480,346** | **$503,317** | **$1,983,664** |
| **Grand Total** | **39.0** | **$3,406,089** | **$1,158,063** | **$4,564,151** |

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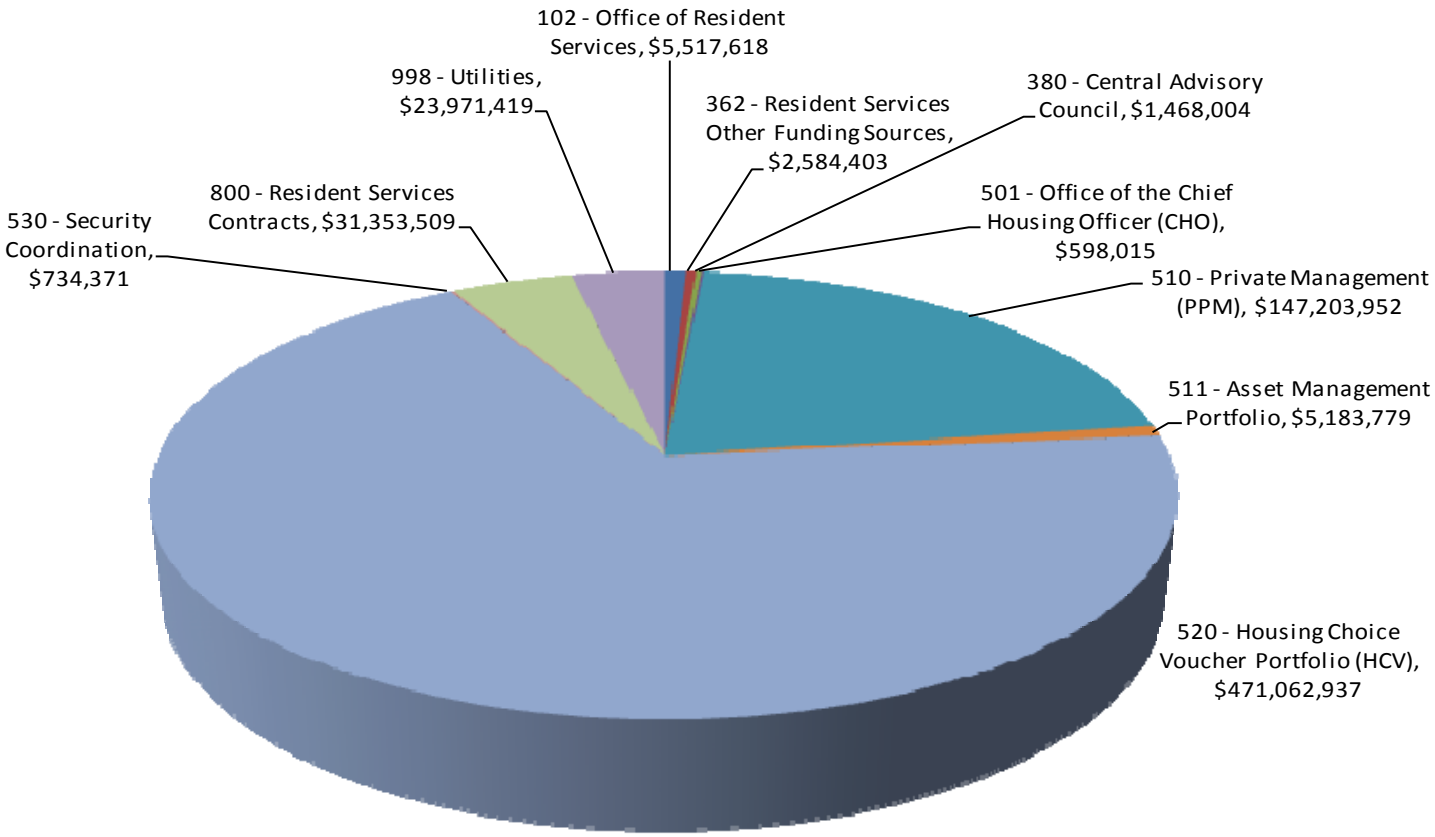
# HOUSING DIVISION

The Housing Division maintains approximately 25,000 public housing units within the City of Chicago. It oversees the financial and physical well-being of all properties managed by private companies and ensures effective operations of 23,500 subsidized housing units, administers 36,679 Housing Choice Vouchers within the City of Chicago, and supervises the Section 8 Housing Choice Voucher Program managed by third-party administrators. Lastly, it provides case management, workforce development, housing support, health and wellness, education, asset building and other supportive services to CHA residents through a variety of contracts and partnerships. Programs are specifically designed and targeted toward youth, adult, and senior populations.

## EXPENDITURES BY COST CENTER



# HOUSING DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| 102 - Office of Resident Services | $3,057,649 | $5,774,314 | $6,510,698 | $5,517,618 | -15.25% |
| 362 - Resident Services Other Funding Sources | $3,689,212 | $4,867,995 | $3,313,818 | $2,584,403 | -22.01% |
| 380 - Central Advisory Council | $0 | $1,609,070 | $1,550,630 | $1,468,004 | -5.33% |
| 501 - Office of the Chief Housing Officer | $448,605 | $307,466 | $773,396 | $598,015 | -22.68% |
| 510 - Private Management (PPM) | $132,497,683 | $134,121,795 | $150,780,125 | $147,203,952 | -2.37% |
| 511 - Asset Management Portfolio | $5,599,135 | $5,191,272 | $6,445,585 | $5,183,779 | -19.58% |
| 520 - Housing Choice Voucher Portfolio (HCV) | $394,751,756 | $396,171,936 | $425,852,080 | $471,062,937 | 10.62% |
| 530 - Security Coordination | $429,439 | $752,402 | $793,561 | $734,371 | -7.46% |
| 800 - Resident Services Contracts | $36,947,957 | $36,265,944 | $39,757,768 | $31,353,509 | -21.14% |
| 998 - Utilities | $15,974,952 | $19,002,590 | $23,504,693 | $23,971,419 | 1.99% |
| **Housing** | **$593,396,389** | **$604,064,783** | **$659,282,354** | **$689,678,007** | **4.61%** |

## BUDGET YEAR COMPARISON

**102 - Office of Resident Services**
There is a reduction of personnel from 2014 approved positions to 2015 as well as an anticipation of attrition based on historical trends. The non-personnel budget decreased by $30,194 or 25.82% due mostly to decreases in training, travel and computer expenses.

**362 – Resident Services Other Funding Sources**
Due to a contract ending, personnel costs have been removed from this cost center resulting in a $28,496 reduction. An additional reduction of $700,919 or 21.33 has occurred due to the closing of Hope VI grants.

**380 -Central Advisory Council**
The personnel of CAC employees decreased by $3,765 or .42% due to a recalculation of benefits. Non-personnel decreased from the budgeted 2014 amount based on the actual unit count that is used for the CAC funding agreement formula.

**501 - Office of the Chief Housing Officer**
The personnel budget decreased by $165,651 or 21.96% due to a hiring freeze of two (2) FTEs; the non-personnel budget represents a savings of $9,730 or 51.09% due to efficiencies in the sundry lines.

**510 - Private Property Management**
The overall budget represents a decrease of $3,576,173 or 2.37% primarily due to a reduction in planned capital maintenance projects.

**511 - Asset Management Portfolio**
The personnel budget decreased by $1,069,499 or 17.89% due to the reduction of 9.5 FTEs; the non-personnel budget decreased by $192,307 or 41.20% due to reductions in training and other sundry lines.

**530 - Security Coordination**
The personnel budget decreased by $40,894 or 5.3% due to the reduction of one (1) FTE; the non-personnel budget decreased by $18,296 or 84.72% due to reductions in the sundry lines.

**520 - Housing Choice Voucher Portfolio**
The personnel budget decreased by $186,167 or 7.92% due to the reduction of one (1) FTE; the non-personnel budget increased by $45,397,024 or 10.72% due to additional voucher leasing.

**800 - Contract Management & Reporting**
The FY2015 overall budget decreased by 21.14% or $8,404,259 due to a reduction in contracts to support increased voucher utilization and to target services based on need.

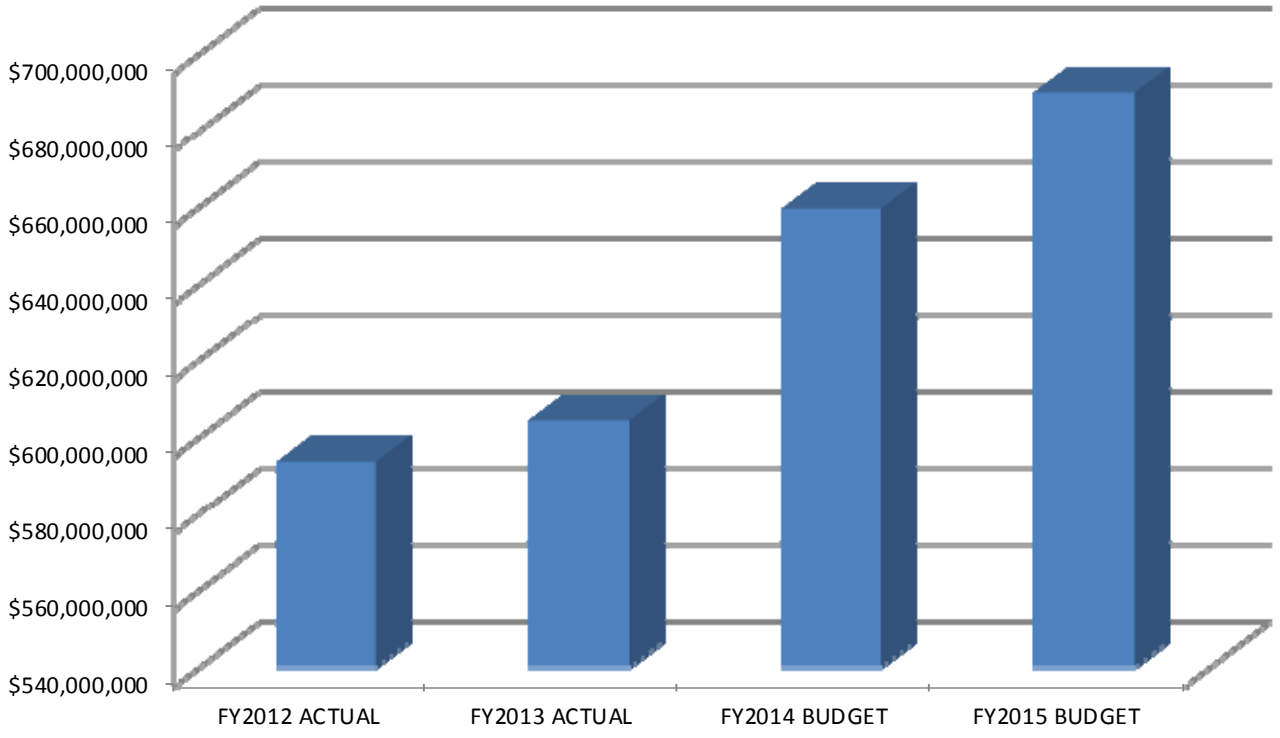
# HOUSING DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| City/State | $15,981 | -$6,160 | $0 | $0 | 0.00% |
| HOPE VI | $865,767 | $1,743,762 | $621,322 | $300,000 | -51.72% |
| MTW Fund | $577,243,195 | $587,492,389 | $641,208,378 | $671,658,530 | 4.74% |
| Other Funding | $3,597,064 | $1,793,922 | $1,936,527 | $1,572,962 | -18.77% |
| Section 8 | $11,674,383 | $13,040,871 | $15,516,127 | $16,146,515 | 4.06% |
| **Grand Total** | **$593,396,389** | **$604,064,783** | **$659,282,354** | **$689,678,007** | **4.61%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $579,104,210 | $589,601,596 | $642,099,059 | $674,952,070 | 5.11% |
| Personnel | $14,292,179 | $14,463,187 | $17,183,295 | $14,725,937 | -14.30% |
| **Grand Total** | **$593,396,389** | **$604,064,783** | **$659,282,354** | **$689,678,007** | **4.61%** |

## EXPENDITURES BY FISCAL YEAR



# HOUSING DIVISION

## DIVISION SUMMARY

### Mission

To create and sustain diverse housing opportunities, in vibrant communities, for low income households to maximize their success or transition to economic independence.

### 2014 Accomplishments

- HCV exceeded its goal of assisting 3,000 additional families, with a net increase of 3,047 vouchers by the end of the year.
- Including these additional vouchers, the HCV program served more than 39,000 households in Chicago with more than 95,000 individuals.
- HCV staff conducted 16,191 biennial income recertifications for voucher families.
- HCV staff conducted 138,791 inspections (including all inspection types).
- Seventy-three HCV households graduated from the Family Self-Sufficiency program, and 17 purchased homes through the Choose to Own program. In addition, 318 families moved to Opportunity Areas through the Mobility Counseling program.
- 659 veterans' households were assisted with Veterans Affairs Supportive Housing (VASH) vouchers in 2014.
- CHA achieved an overall 96.8% voucher utilization and expended 97.3% of our annual HAP budget. HUD considers these areas in reviewing CHA overall performance in administering the HCV program; agencies are considered high performers when they utilize 98% or more of their voucher allocation.
- In total, CHA issued $333,729,200 in Housing Assistance payments in 2014.
- After releasing an RFP for HCV contract administration in 2013, CHA's Board of Commissioners approved contracts with CVR Associates and Nan McKay and Associates to administer the HCV program. Both had been HCV contractors in the past, although their roles changed with the new contracts, which began in April.
- CHA held educational workshops for both HCV participants and property owners on topics such as bed bugs, evictions and fair housing. A total of nearly 350 people attended a workshop.
- HCV staff also participated in outreach meetings with community groups and Aldermanic offices throughout the year.
- Assisted 37 families in public housing to transition off of subsidy, with 7 families purchasing their own home.
- Connected 2,133 adults to new or better jobs.
- Engaged 2,586 youths in paid summer opportunities.
- 220 students were awarded a scholarship through CHA's college scholarship program.

# HOUSING DIVISION

## DIVISION SUMMARY

### 2014 Accomplishments (Continued)

- The Office of the Ombudsman engaged 292 residents in dealing with housing and community issues, program inquiries, property management concerns and other issues.
- The CHA-led Altgeld Riverdale Consortium engaged a total of 2,340 individuals through 43 workshops on community safety initiatives.
- Engaged 259 youth in substance abuse prevention programs.
- Engaged 6,018 youths in out-of-school-time programs.

### 2015 Goals

- HCV will again increase the number of families served, providing housing to an additional 5,000 households from the waitlist, a choice afforded to CHA by our MTW Agreement.
- CHA will hold a lottery to repopulate the HCV wait list using the applications received during the wait list registration period in late 2014.
- Educational initiatives will be expanded with new trainings for property owners and online tutorials for owners and participants.
- The HCV Housing Expo is scheduled for March 5 to assist voucher holders in finding high-quality housing.
- HCV will review and revise the Owner Excellence program to ensure that it aligns with CHA's goal of increasing the number of high-quality units available to participants.
- Develop a pilot program for a time-limited locally administered subsidy program to help move families toward self-sufficiency while learning more about the factors that lead to success.
- Improve access to internet services and digital literacy training.
- Recalibrate Section 3 program to support self-sufficiency among low-income families and support entrepreneurship.
- Improve connections for young children to Early Head Start, Head Start, pre-K and child care programs through City partners.
- Expand out-of-school time engagement for school-aged youth, including mentoring and tutoring.
- Enhance relationship with the City Colleges of Chicago and the Chicago Public Schools.

# HOUSING DIVISION

## DIVISION SUMMARY

| COST CENTER DESCRIPTIONS | FY2015 BUDGET |
|---|---|
| **Office of Resident Services (102)**<br>The Office of Resident Services provides oversight for all Resident Services activities, including strategic direction, contract management, communications and partnerships. | **$5,517,618** |
| **Resident Services Other Funding Sources (362)**<br>Resident Services seeks grant funded opportunities to support programming for CHA residents. | **$2,584,403** |
| **Central Advisory Council (380)**<br>The Central Advisory Council (CAC) consists of elected Local Advisory Council Presidents who address matters concerning resident welfare. CHA currently supports the Central Advisory Council through both personnel and operating expenses. The CAC provides input on CHA planning and policies. | **$1,468,004** |
| **Office of the Chief Housing Officer (501)**<br>The Office of the Chief Housing Officer oversees Asset Management, Housing Choice Voucher Program, and Resident Services within the Housing Division to ensure compliance with all applicable rules and regulations; manages contracts and relationships proactively; and, achieves excellent customer service. | **$598,015** |
| **Private Property Management (510)**<br>The CHA has contracts with Private Property Management (PPM) firms to manage the day-to-day operations of the public housing units in the CHA's Family, Senior, Scattered Sites and Mixed-Income housing portfolios. The PPM's are responsible for:<br>▪ Physical operations and maintenance of the buildings, facilities, equipment, unit interiors, common areas, and grounds.<br>▪ Leasing, annual tenant recertification, rent calculation, rent collection, lease enforcement, and community relations.<br>▪ Compliance with all applicable CHA, HUD and local rules and regulations governing the operation of public housing. | **$147,203,952** |

# HOUSING DIVISION

| COST CENTER DESCRIPTIONS | FY2015 BUDGET |
|---|---|
| **Asset Management Portfolio (511)**<br>The Asset Management Portfolio monitors the contracts between the CHA and the property managers for the public housing properties to ensure compliance with HUD regulations, applicable laws, as well as CHA policies and procedures. | **$5,183,779** |
| **Housing Choice Voucher Portfolio (520)**<br>The Housing Choice Voucher Portfolio (HCV) cost center is responsible for oversight and management of the Housing Choice Voucher Section 8 Program managed by contractors and the administration of the Moderate Rehabilitation program. | **$471,062,937** |
| **Security Coordination (530)**<br>Security Coordination operates a 24-hour, seven-day a week, communication center and retains a database of CHA staff, and external support agencies that are notified and mobilized as required in the event of an emergency. It maintains contact with outside agencies through a fully integrated connection to the city's 311 and 911 system, and ensures resolution of urgent situations as necessary. | **$734,371** |
| **Resident Services Contracts (800)**<br>Resident Services contracts with various social service organizations to provide self sufficiency, youth and quality of life services for CHA residents. | **$31,353,509** |

# HOUSING DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| **102 - Office of Resident Services** | | | | | |
| MTW Fund | $3,057,649 | $5,774,314 | $6,510,698 | $5,517,618 | -15.25% |
| **102 - Office of Resident Services Total** | **$3,057,649** | **$5,774,314** | **$6,510,698** | **$5,517,618** | **-15.25%** |
| **362 - Resident Services Other Funding Sources** | | | | | |
| HOPE VI | $0 | $1,708,323 | $621,322 | $300,000 | -51.72% |
| MTW Fund | $3,689,212 | $1,379,386 | $767,369 | $726,441 | -5.33% |
| Other Funding | $0 | $1,780,286 | $1,925,127 | $1,557,962 | -19.07% |
| **362 - Resident Services Other Funding Sources Total** | **$3,689,212** | **$4,867,995** | **$3,313,818** | **$2,584,403** | **-22.01%** |
| **380 - Central Advisory Council** | | | | | |
| MTW Fund | $0 | $1,609,070 | $1,550,630 | $1,468,004 | -5.33% |
| **380 - Central Advisory Council Total** | **$0** | **$1,609,070** | **$1,550,630** | **$1,468,004** | **-5.33%** |
| **501 - Office of the Chief Housing Officer** | | | | | |
| MTW Fund | $448,605 | $307,466 | $773,396 | $598,015 | -22.68% |
| **501 - Office of the Chief Housing Officer Total** | **$448,605** | **$307,466** | **$773,396** | **$598,015** | **-22.68%** |
| **510 - Private Management** | | | | | |
| MTW Fund | $130,884,633 | $134,121,795 | $150,780,125 | $147,203,952 | -2.37% |
| Other Funding | $1,613,050 | $0 | $0 | $0 | 0.00% |
| **510 - Private Management Total** | **$132,497,683** | **$134,121,795** | **$150,780,125** | **$147,203,952** | **-2.37%** |
| **511 - Asset Management Portfolio** | | | | | |
| MTW Fund | $5,206,549 | $5,191,272 | $6,445,585 | $5,183,779 | -19.58% |
| Other Funding | $392,586 | $0 | $0 | $0 | 0.00% |
| **511 - Asset Management Portfolio Total** | **$5,599,135** | **$5,191,272** | **$6,445,585** | **$5,183,779** | **-19.58%** |
| **520 - Housing Choice Voucher Portfolio** | | | | | |
| MTW Fund | $383,065,405 | $383,120,088 | $410,324,553 | $454,901,422 | 10.86% |
| Other Funding | $11,968 | $10,977 | $11,400 | $15,000 | 31.58% |
| Section 8 | $11,674,383 | $13,040,871 | $15,516,127 | $16,146,515 | 4.06% |
| **520 - Housing Choice Voucher Portfolio Total** | **$394,751,756** | **$396,171,936** | **$425,852,080** | **$471,062,937** | **10.62%** |
| **530 - Security Coordination** | | | | | |
| MTW Fund | $429,439 | $752,402 | $793,561 | $734,371 | -7.46% |
| **530 - Security Coordination Total** | **$429,439** | **$752,402** | **$793,561** | **$734,371** | **-7.46%** |
| **800 - Resident Services Contracts** | | | | | |
| HOPE VI | $865,767 | $35,439 | $0 | $0 | 0.00% |
| MTW Fund | $34,498,999 | $36,227,846 | $39,757,768 | $31,353,509 | -21.14% |
| Other Funding | $1,583,192 | $2,659 | $0 | $0 | 0.00% |
| **800 - Resident Services Contracts Total** | **$36,947,957** | **$36,265,944** | **$39,757,768** | **$31,353,509** | **-21.14%** |
| **998 - Utilities** | | | | | |
| City/State | $15,981 | -$6,160 | $0 | $0 | 0.00% |
| MTW Fund | $15,962,704 | $19,008,750 | $23,504,693 | $23,971,419 | 1.99% |
| Other Funding | -$3,732 | $0 | $0 | $0 | 0.00% |
| **998 - Utilities Total** | **$15,974,952** | **$19,002,590** | **$23,504,693** | **$23,971,419** | **1.99%** |
| **Grand Total** | **$593,396,389** | **$604,064,783** | **$659,282,354** | **$689,678,007** | **4.61%** |

# HOUSING DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **102 - Office of Resident Services** | | | | | |
| Non-Personnel | $831,940 | -$36,502 | $116,944 | $86,750 | -25.82% |
| Personnel | $2,225,710 | $5,810,815 | $6,393,754 | $5,430,868 | -15.06% |
| **102 - Office of Resident Services Total** | **$3,057,649** | **$5,774,314** | **$6,510,698** | **$5,517,618** | **-15.25%** |
| **362 - Resident Services Other Funding Sources** | | | | | |
| Non-Personnel | $608,079 | $4,848,456 | $3,285,322 | $2,584,403 | -21.33% |
| Personnel | $3,081,133 | $19,539 | $28,496 | $0 | -100.00% |
| **362 - Resident Services Other Funding Sources Total** | **$3,689,212** | **$4,867,995** | **$3,313,818** | **$2,584,403** | **-22.01%** |
| **380 - Central Advisory Council** | | | | | |
| Non-Personnel | $0 | $618,359 | $644,281 | $565,420 | -12.24% |
| Personnel | $0 | $990,712 | $906,349 | $902,584 | -0.42% |
| **380 - Central Advisory Council Total** | **$0** | **$1,609,070** | **$1,550,630** | **$1,468,004** | **-5.33%** |
| **501 - Office of the Chief Housing Officer** | | | | | |
| Non-Personnel | $46,402 | $47,804 | $19,045 | $9,315 | -51.09% |
| Personnel | $402,202 | $259,662 | $754,351 | $588,700 | -21.96% |
| **501 - Office of the Chief Housing Officer Total** | **$448,605** | **$307,466** | **$773,396** | **$598,015** | **-22.68%** |
| **510 - Private Management** | | | | | |
| Non-Personnel | $132,497,683 | $134,121,795 | $150,780,125 | $147,203,952 | -2.37% |
| **510 - Private Management Total** | **$132,497,683** | **$134,121,795** | **$150,780,125** | **$147,203,952** | **-2.37%** |
| **511 - Asset Management Portfolio** | | | | | |
| Non-Personnel | $100,954 | $178,580 | $466,797 | $274,490 | -41.20% |
| Personnel | $5,498,182 | $5,012,691 | $5,978,788 | $4,909,289 | -17.89% |
| **511 - Asset Management Portfolio Total** | **$5,599,135** | **$5,191,272** | **$6,445,585** | **$5,183,779** | **-19.58%** |
| **520 - Housing Choice Voucher Portfolio** | | | | | |
| Non-Personnel | $393,165,881 | $394,548,994 | $423,502,488 | $468,899,512 | 10.72% |
| Personnel | $1,585,876 | $1,622,941 | $2,349,592 | $2,163,425 | -7.92% |
| **520 - Housing Choice Voucher Portfolio Total** | **$394,751,756** | **$396,171,936** | **$425,852,080** | **$471,062,937** | **10.62%** |
| **530 - Security Coordination** | | | | | |
| Non-Personnel | $303 | $5,576 | $21,596 | $3,300 | -84.72% |
| Personnel | $429,136 | $746,826 | $771,965 | $731,071 | -5.30% |
| **530 - Security Coordination Total** | **$429,439** | **$752,402** | **$793,561** | **$734,371** | **-7.46%** |
| **800 - Resident Services Contracts** | | | | | |
| Non-Personnel | $35,878,017 | $36,265,944 | $39,757,768 | $31,353,509 | -21.14% |
| Personnel | $1,069,940 | $0 | $0 | $0 | 0.00% |
| **800 - Resident Services Contracts Total** | **$36,947,957** | **$36,265,944** | **$39,757,768** | **$31,353,509** | **-21.14%** |
| **998 - Utilities** | | | | | |
| Non-Personnel | $15,974,952 | $19,002,590 | $23,504,693 | $23,971,419 | 1.99% |
| **998 - Utilities Total** | **$15,974,952** | **$19,002,590** | **$23,504,693** | **$23,971,419** | **1.99%** |
| **Grand Total** | **$593,396,389** | **$604,064,783** | **$659,282,354** | **$689,678,007** | **4.61%** |

# HOUSING DIVISION

## FY2015 BUDGET

| 102 - Office of Resident Services | |
|---|---|
| Contracts | $0 |
| Materials | $37,518 |
| Personnel | $5,430,868 |
| Sundry | $47,832 |
| Training | $0 |
| Travel | $1,400 |
| **102 - Office of Resident Services** | **$5,517,618** |

| 362 - Resident Services Other Funding Sources | |
|---|---|
| Contracts | $1,734,403 |
| Equipment | $0 |
| Materials | $850,000 |
| Personnel | $0 |
| Sundry | $0 |
| **362 - Resident Services Other Funding Sources** | **$2,584,403** |

| 380 - Central Advisory Council | |
|---|---|
| Contracts | $565,420 |
| Personnel | $902,584 |
| **380 - Central Advisory Council** | **$1,468,004** |

| 501 - Office of the Chief Housing Officer | |
|---|---|
| Personnel | $588,700 |
| Sundry | $1,000 |
| Training | $2,160 |
| Travel | $6,155 |
| **501 - Office of the Chief Housing Officer** | **$598,015** |

| 510 - Private Management | |
|---|---|
| Accounting & Audit | $712,500 |
| Contracts | $139,371,452 |
| General Expense | $7,032,000 |
| Sundry | $88,000 |
| **510 - Private Management** | **$147,203,952** |

| 511 - Asset Management Portfolio | |
|---|---|
| Contracts | $0 |
| General Expense | $244,698 |
| Personnel | $4,909,289 |
| Sundry | $6,970 |
| Training | $21,822 |
| Travel | $1,000 |
| **511 - Asset Management Portfolio** | **$5,183,779** |

# HOUSING DIVISION

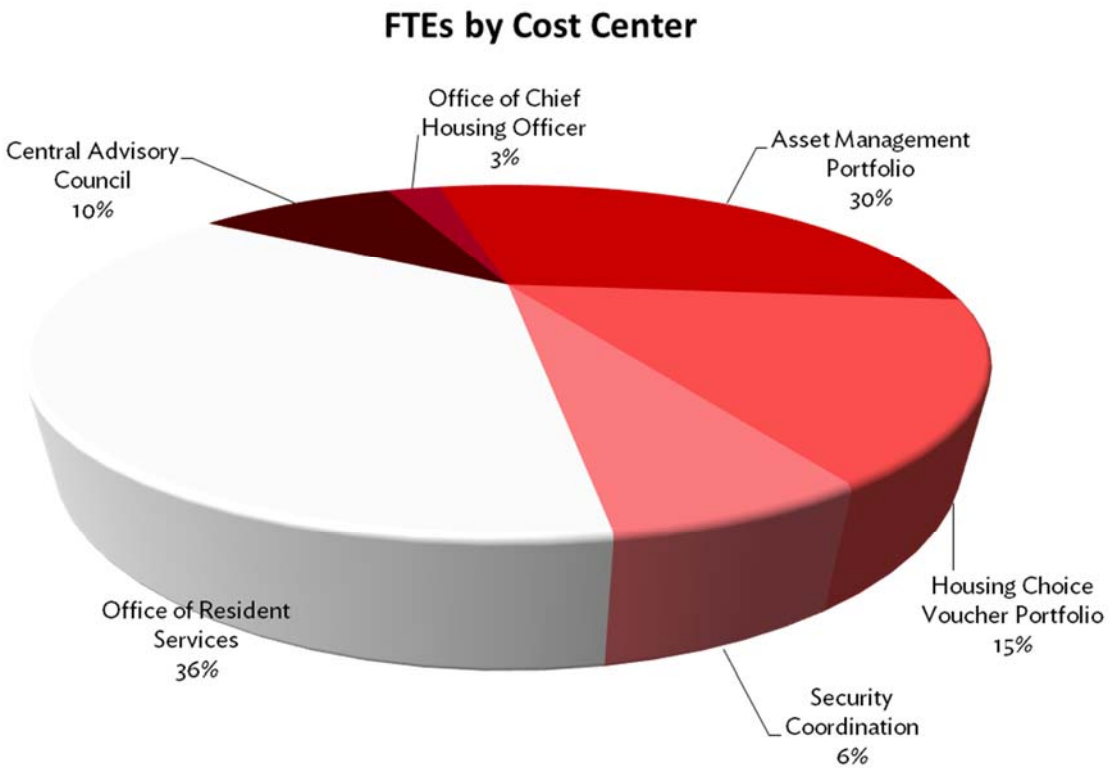
## FY2015 BUDGET

| | |
|---|---|
| **520 - Housing Choice Voucher Portfolio** | |
| Accounting & Audit | $422,500 |
| Contracts | $28,384,542 |
| General Expense | $3,215,161 |
| HAP | $435,815,692 |
| Personnel | $2,163,425 |
| Sundry | $1,041,951 |
| Training | $12,875 |
| Travel | $6,791 |
| Utilities | $0 |
| **520 - Housing Choice Voucher Portfolio** | **$471,062,937** |
| **530 - Security Coordination** | |
| Personnel | $731,071 |
| Sundry | $2,700 |
| Training | $600 |
| **530 - Security Coordination** | **$734,371** |
| **800 - Resident Services Contracts** | |
| Contracts | $31,353,509 |
| General Expense | $0 |
| Materials | $0 |
| Personnel | $0 |
| Sundry | $0 |
| Travel | $0 |
| **800 - Resident Services Contracts** | **$31,353,509** |
| **998 - Utilities** | |
| Contracts | $0 |
| Utilities | $23,971,419 |
| **998 - Utilities** | **$23,971,419** |
| **Housing Total** | **$689,678,007** |

# HOUSING DIVISION

## TOTAL FTE'S

| | FY2012 ACTUAL | FY2013 ACTUAL | FY2014 BUDGET | FY2015 BUDGET | % OF CHANGE |
|---|---|---|---|---|---|
| Office of Resident Services | 26.0 | 75.0 | 76.0 | 66.5 | -12.5% |
| Resident Services Other Funding Sources | 53.0 | 0.0 | 1.0 | 0.0 | -100.0% |
| Central Advisory Council | 0.0 | 18.0 | 18.0 | 18.0 | 0.0% |
| Office of Chief Housing Officer | 1.0 | 1.0 | 5.0 | 5.0 | 0.0% |
| Private Property Management | 0.0 | 0.0 | 0.0 | 0.0 | 0.0% |
| Asset Management Portfolio | 70.0 | 64.0 | 65.0 | 55.5 | -14.6% |
| Housing Choice Voucher Portfolio | 26.0 | 28.0 | 29.0 | 28.0 | -3.4% |
| Security Coordination | 8.0 | 12.0 | 12.0 | 11.0 | -8.3% |
| Resident Services Contracts | 14.0 | 0.0 | 0.0 | 0.0 | 0.0% |
| **HOUSING Total** | **198.0** | **198.0** | **206.0** | **184.0** | **-10.7%** |



# HOUSING DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **102-OFFICE OF RESIDENT SERVICES** | | | | |
| HOUSING SPECIALIST | 7.0 | $400,270 | | |
| RELOCATION SPECIALIST | 5.0 | 288,647 | | |
| FINANCIAL ANALYST | 3.0 | 230,275 | | |
| OUTREACH SPECIALIST | 6.0 | 191,942 | | |
| EXECUTIVE VP, RESIDENT SERVICES | 1.0 | 150,000 | | |
| QUALITY ASSURANCE MONITOR | 3.0 | 153,232 | | |
| BUSINESS & REPORTING ANALYST | 2.0 | 128,462 | | |
| REG OUTREACH MANAGER | 2.0 | 121,671 | | |
| DIRECTOR, SENIOR OPPORTUNITIES | 1.0 | 112,339 | | |
| DIRECTOR, HOUSING & COMMUNITY OUTREACH | 1.0 | 107,882 | | |
| DIRECTOR, COMMUNITY RELATIONS | 1.0 | 104,230 | | |
| YOUTH COORDINATOR | 2.0 | 100,350 | | |
| PROGRAM LIAISON | 2.0 | 98,976 | | |
| DIRECTOR, CONTRACTS & MANAGEMENT REPORTING | 1.0 | 97,344 | | |
| DATA QUALITY ANALYST RES-905 | 2.0 | 94,542 | | |
| DIRECTOR, SELF SUFFICIENCY PROGRAM | 1.0 | 90,000 | | |
| VICTIM ASSISTANCE PROGRAM LIAISON | 2.0 | 90,000 | | |
| ASSISTANT DIRECTOR, CLINICAL SERVICES | 1.0 | 80,000 | | |
| ASSISTANT DIRECTOR, RESIDENT ENGAGEMENT | 1.0 | 80,000 | | |
| DIRECTOR, YOUTH OPPORTUNITIES | 1.0 | 80,000 | | |
| EDUCATION STRATEGIC COORDINATOR | 1.0 | 78,400 | | |
| IMPACT & EVALUATION STRATEGIST | 1.0 | 78,064 | | |
| SENIOR MANAGER BUSINESS REPORTING | 1.0 | 77,200 | | |
| MANAGER, SPECIAL PROJECTS | 1.0 | 76,794 | | |
| SPECIAL ASSISTANT | 1.0 | 75,102 | | |
| SENIOR PROJECTS COORDINATOR | 1.0 | 74,318 | | |
| SENIOR REGION HOUSING MANAGER | 1.0 | 71,593 | | |
| PROJECT MANAGER | 1.0 | 70,211 | | |
| SENIOR CONTRACT SPECIALIST | 1.0 | 66,273 | | |
| SENIOR MANAGER CORPORATE | 1.0 | 66,273 | | |
| SENIOR MANAGER, SPECIAL PROJECTS | 1.0 | 65,000 | | |
| EXECUTIVE ADMIN ASSISTANT III | 1.0 | 64,876 | | |
| SENIOR MANAGER FAMILY WORKS | 1.0 | 62,760 | | |
| SUPERVISOR, QUALITY ASSURANCE | 1.0 | 62,583 | | |
| MOBILITY COORDINATOR | 1.0 | 60,893 | | |
| MANAGER, HOME OWNERSHIP | 1.0 | 60,288 | | |
| SENIOR SERVICES SPECIALIST | 1.0 | 60,000 | | |
| SPECIAL PROJECTS COORDINATOR II | 1.0 | 58,633 | | |
| SUPERVISOR RESIDENT RELOCATION | 1.0 | 52,657 | | |
| PROGRAM COORDINATOR | 1.0 | 49,000 | | |
| ADMINISTRATIVE SECRETARY II (CFD) | 1.0 | 45,198 | | |
| SENIOR SERVICES COORDINATOR | 1.0 | 44,000 | | |
| HOME OWN COORD | 1.0 | 38,630 | | |
| CONSTITUENCY SERVICE COORDINATOR | 1.0 | 38,590 | | |
| COST CENTER ATTRITION/TURNOVER | -2.5 | -166,735 | | |
| **102-OFFICE OF RESIDENT SERVICES Total** | **66.5** | **$4,130,763** | **$1,300,105** | **$5,430,868** |

# HOUSING DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **380-CENTRAL ADVISORY COUNCIL** | | | | |
| ADMINISTRATIVE ASSISTANT (LOC 73) | 14.0 | $493,646 | | |
| PROJECT MANAGER | 1.0 | 60,116 | | |
| PERSONAL ASSISTANT | 1.0 | 49,067 | | |
| FINANCIAL CLERK | 1.0 | 40,144 | | |
| RECEPTIONIST | 1.0 | 30,597 | | |
| **380-CENTRAL ADVISORY COUNCIL Total** | **18.0** | **$673,570** | **$229,014** | **$902,584** |
| | | | | |
| **501-OFFICE OF THE CHIEF HOUSING OFFICER** | | | | |
| CHIEF HSG OFFICER | 1.0 | $195,000 | | |
| DIRECTOR, RAD | 1.0 | 107,000 | | |
| MANAGER, RAD | 2.0 | 85,000 | | |
| EXEC ADM ASST III | 1.0 | 52,317 | | |
| **501-OFFICE OF THE CHIEF HOUSING OFFICER Total** | **5.0** | **$439,317** | **$149,382** | **$588,700** |
| | | | | |
| **511-ASSET MANAGEMENT PORTFOLIO** | | | | |
| ASSET MANAGER | 11.0 | $842,944 | | |
| QUALITY CONTRL ANLYT | 10.0 | 499,592 | | |
| PROJECT COORDINATOR | 8.0 | 362,152 | | |
| DEPUTY CHIEF, ASSET MGMT | 1.0 | 150,000 | | |
| FINANCIAL ANALYST | 2.0 | 125,311 | | |
| DIR, OUTREACH | 1.0 | 118,492 | | |
| DIR, PRA COMPLIANCE | 1.0 | 110,000 | | |
| DIR, ASSET MGMT MIXED | 1.0 | 100,786 | | |
| DIR, COMPLIANCE & ADMIN | 1.0 | 100,000 | | |
| DIRECTOR OF SUSTAINABLE INITIATIVES | 1.0 | 100,000 | | |
| DIRECTOR, HOUSING POLICY & OCCUPANCY | 1.0 | 100,000 | | |
| ADMISSIONS & OCCP ASST | 2.0 | 93,454 | | |
| DIR, ASSET MGMT FAM | 1.0 | 93,302 | | |
| CHIEF ENGINEER | 1.0 | 87,859 | | |
| MGR, OCCUPANCY ADMIN | 1.0 | 84,577 | | |
| EXECUTIVE ADMIN II | 2.0 | 83,741 | | |
| MGR, FINANCIAL | 1.0 | 80,340 | | |
| PROJECT MANAGER | 1.0 | 77,256 | | |
| SR DATA INTEG ANALYST | 1.0 | 76,639 | | |
| SR. ENERGY ANALYST | 1.0 | 74,263 | | |
| SR ADVISOR | 1.0 | 67,600 | | |
| SR DATA INTEG ANALYST | 1.0 | 62,186 | | |
| PROJECT MANAGER | 1.0 | 56,239 | | |
| CONTRACT MANAGER | 1.0 | 55,621 | | |
| MGR, OCC FAMILY | 1.0 | 54,080 | | |
| HCV COORDINATOR | 1.0 | 50,000 | | |
| POLICY ANALYST | 1.0 | 48,500 | | |
| EXEC ADM AST I (CFD) | 1.0 | 37,565 | | |
| COST CENTER ATTRITION/TURNOVER | -1.5 | ($128,851) | | |
| **511-ASSET MANAGEMENT PORTFOLIO Total** | **55.5** | **$3,663,648** | **$1,245,640** | **$4,909,289** |

# HOUSING DIVISION

## SALARY SCHEDULE

| | POSITION FTE-TOTAL | SALARY TOTAL | BENEFITS TOTAL | POSITION TOTAL |
|---|---|---|---|---|
| **520-HOUSING CHOICE VOUCHER PORTFOLIO** | | | | |
| QC HUD FILE REV | 4.0 | 185,756 | | |
| SENIOR VP, HCV | 1.0 | $150,000 | | |
| QC INSPECTOR | 3.0 | 132,200 | | |
| EDR, HCV | 1.0 | 100,000 | | |
| MGR, HCV POLICY & ACCOUNTABILITY | 1.0 | 85,000 | | |
| ASST DIR, INITIATIVES | 1.0 | 80,000 | | |
| HCV,IPI PRGM SUPER | 1.0 | 70,000 | | |
| MGR, HCV FINAN COMPLI | 1.0 | 66,913 | | |
| MGR, HCV PROGRAM INTEGRITY | 1.0 | 65,000 | | |
| ADMIN FIN ANALYST | 1.0 | 61,775 | | |
| FINANCIAL ANALYST | 1.0 | 60,000 | | |
| HCV,IPI ENFRCE SPECL | 1.0 | 57,639 | | |
| EXECUTIVE ADMIN COORD | 1.0 | 56,932 | | |
| EXEC SUPPORT COORD | 1.0 | 52,317 | | |
| EXEC ADMIN ASST II | 1.0 | 52,125 | | |
| SPECIAL PROJECTS COORD | 1.0 | 47,000 | | |
| HCV, IPI ENFRCE SPECL | 1.0 | 46,350 | | |
| PROGRAM & PROCESS IMPROVEMENT ANALYST | 1.0 | 45,000 | | |
| PORTABILITY COMPLIANCE | 1.0 | 45,000 | | |
| OUTREACH COORDINATOR | 1.0 | 45,000 | | |
| HQS INSPECTOR | 1.0 | 45,000 | | |
| HCV, IPI ENFRCE SPECL | 1.0 | 35,489 | | |
| PORGRAM ANALYST | 1.0 | 30,000 | | |
| **520-HOUSING CHOICE VOUCHER PORTFOLIO Total** | **28.0** | **$1,614,496** | **$548,929** | **$2,163,425** |
| | | | | |
| **530-SECURITY COORDINATION** | | | | |
| EMERGENCY DISPATCHER | 7.0 | $283,109 | | |
| DIRECTOR, SAFETY STRATEGIES | 1.0 | 110,000 | | |
| VIDEO ANALYST | 1.0 | 55,000 | | |
| QUALITY CONTRL ANLYT | 1.0 | 53,045 | | |
| SUPERVISOR, EMER SER | 1.0 | 44,421 | | |
| **530-SECURITY COORDINATION Total** | **11.0** | **$545,575** | **$185,496** | **$731,071** |
| | | | | |
| **Grand Total** | **184.0** | **$11,067,369** | **$3,658,565** | **$14,725,936** |

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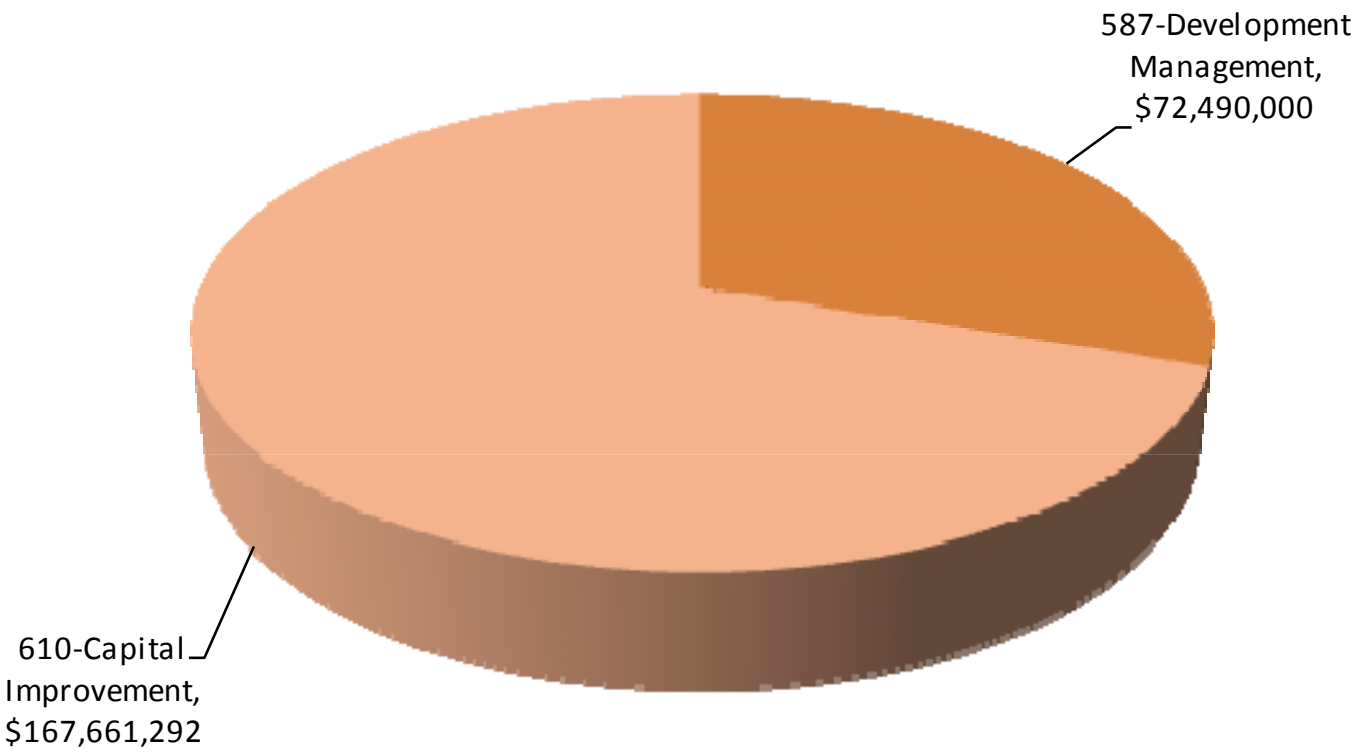
# CAPITAL DIVISION

The Capital Division is responsible for developing, monitoring, evaluating and implementing development plans and proposals for mixed income and public housing developments on vacant or underutilized property, and demolition or rehabilitation of existing public housing units.

EXPENDITURES BY COST CENTER



# CAPITAL DIVISION

## TOTAL EXPENDITURES BY COST CENTER

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| 587 - Development Management Capital Expenses | $31,585,340 | $36,737,472 | $98,187,889 | $72,490,000 | -26.17% |
| 610 - Capital Improvement | $53,527,680 | $86,006,805 | $210,997,518 | $167,661,292 | -20.54% |
| **Capital** | **$85,113,019** | **$122,744,277** | **$309,185,407** | **$240,151,292** | **-22.33%** |

## BUDGET YEAR COMPARISON

**587-Capital Development Improvements**
The FY2015 capital budget of $72,490,000 represents a decrease of $25,697,889 or 26.2%. The overall decrease is primarily due to reduction in the Real Estate Acquisition Program.

**610-Capital Improvements**
The FY2015 capital budget of $167,661,292 represents a decrease of $43,336,226 or 20.54%. The overall decrease is primarily due to reductions in Scattered Sites and Senior Capital Maintenance Program. The FY2015 Capital Improvement budget includes $2,296,000 for debt service.

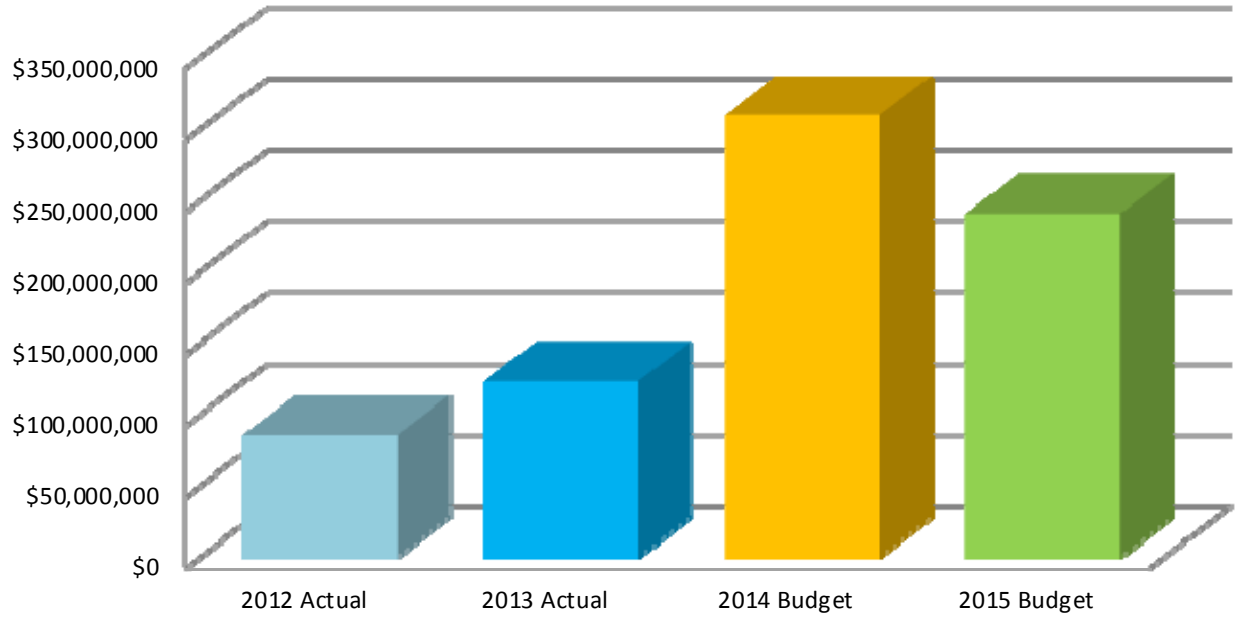
# CAPITAL DIVISION

## TOTAL REVENUE AND EXPENDITURES

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| HOPE VI | $16,219,070 | $2,432,938 | $18,660,433 | $3,036,000 | -83.73% |
| MTW Fund | $63,825,669 | $119,571,456 | $290,524,974 | $237,115,292 | -18.38% |
| Other Funding | $5,068,280 | $739,883 | $0 | $0 | 0.00% |
| **Grand Total** | **$85,113,019** | **$122,744,277** | **$309,185,407** | **$240,151,292** | **-22.33%** |

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| Non-Personnel | $85,113,019 | $122,744,277 | $309,185,407 | $240,151,292 | -22.33% |
| **Grand Total** | **$85,113,019** | **$122,744,277** | **$309,185,407** | **$240,151,292** | **-22.33%** |

**EXPENDITURES BY FISCAL**



# CAPITAL DIVISION

## DIVISION SUMMARY

### Mission

To create and sustain diverse housing opportunities, in vibrant communities, for low income households to maximize their success or transition to economic independence.

## COST CENTER DESCRIPTIONS

| | FY2015 BUDGET |
|---|---|
| **Capital Development Improvements (587)** | |
| The Office of Development Management (ODM) is responsible for developing, monitoring, evaluating, and implementing development plans and proposals for mixed income public housing developments on vacant and/or underutilized property. | **$72,490,000** |
| **Capital Improvements (610)** | |
| The Office of Development provides comprehensive property management oversight of CHA's housing portfolio to ensure financial and physical viability of all its properties. It is responsible for ensuring that residents are provided safe, decent and sanitary living environments. | **$167,661,292** |

# CAPITAL DIVISION

## TOTAL REVENUE

| | FY2012 ACTUAL REVENUE | FY2013 ACTUAL REVENUE | FY2014 BUDGET REVENUE | FY2015 BUDGET REVENUE | % OF CHANGE |
|---|---|---|---|---|---|
| **587 - Development Management Capital Expenses** | | | | | |
| HOPE VI | $16,222,019 | $2,432,938 | $9,208,500 | $3,036,000 | -67.03% |
| MTW Fund | $11,838,367 | $33,875,822 | $88,979,389 | $69,454,000 | -21.94% |
| Other Funding | $3,524,954 | $428,712 | $0 | $0 | 0.00% |
| **587 - Development Management Capital Expenses Total** | **$31,585,340** | **$36,737,472** | **$98,187,889** | **$72,490,000** | **-26.17%** |
| **610 - Capital Improvement** | | | | | |
| HOPE VI | -$2,949 | $0 | $9,451,933 | $0 | -100.00% |
| MTW Fund | $51,987,302 | $85,695,633 | $201,545,585 | $167,661,292 | -16.81% |
| Other Funding | $1,543,326 | $311,172 | $0 | $0 | 0.00% |
| **610 - Capital Improvement Total** | **$53,527,680** | **$86,006,805** | **$210,997,518** | **$167,661,292** | **-20.54%** |
| **Grand Total** | **$85,113,019** | **$122,744,277** | **$309,185,407** | **$240,151,292** | **-22.33%** |

# CAPITAL DIVISION

## TOTAL EXPENDITURES

| | FY2012 ACTUAL EXPENDITURES | FY2013 ACTUAL EXPENDITURES | FY2014 BUDGET EXPENDITURES | FY2015 BUDGET EXPENDITURES | % OF CHANGE |
|---|---|---|---|---|---|
| **587 - Development Management Capital Expenses** | | | | | |
| Non-Personnel | $31,585,340 | $36,737,472 | $98,187,889 | $72,490,000 | -26.17% |
| **587 - Development Management Capital Expenses Total** | **$31,585,340** | **$36,737,472** | **$98,187,889** | **$72,490,000** | **-26.17%** |
| **610 - Capital Improvement** | | | | | |
| Non-Personnel | $53,527,680 | $86,006,805 | $210,997,518 | $167,661,292 | -20.54% |
| **610 - Capital Improvement Total** | **$53,527,680** | **$86,006,805** | **$210,997,518** | **$167,661,292** | **-20.54%** |
| **Grand Total** | **$85,113,019** | **$122,744,277** | **$309,185,407** | **$240,151,292** | **-22.33%** |

# CAPITAL DIVISION

## FY2015 BUDGET

| | |
|---|---|
| **587 - Development Management Capital Expenses** | |
| Contracts | $72,490,000 |
| General Expense | $0 |
| Sundry | $0 |
| **587 - Development Management Capital Expenses** | **$72,490,000** |
| | |
| **610 - Capital Improvement** | |
| Contracts | $165,365,292 |
| Equipment | $0 |
| Interest Expense | $2,296,000 |
| Materials | $0 |
| **610 - Capital Improvement** | **$167,661,292** |
| | |
| **Capital Total** | **$240,151,292** |

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# DEMOGRAPHIC & STATISTICAL INFORMATION

## CHA DEMOGRAPHICS

### Background

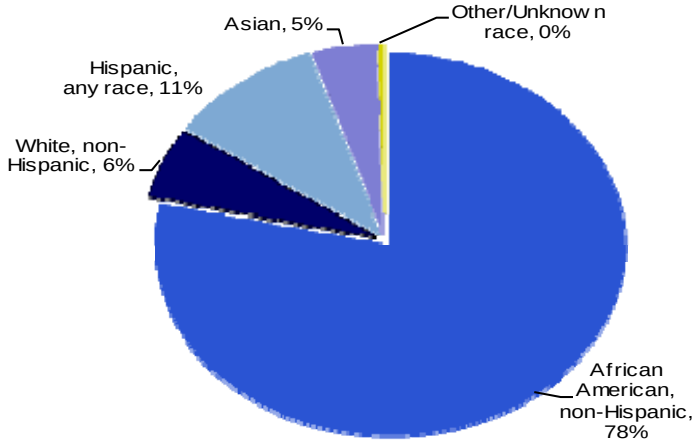
The Chicago Housing Authority (CHA) was organized in 1937 to provide temporary housing for people with incomes insufficient to obtain "decent, safe and sanitary" dwellings in the private market. The CHA operates under a state charter as a municipal corporation with the majority of its funding provided by the U.S. Department of Housing and Urban Development. CHA is the third largest housing authority in the United States. The Chicago Housing Authority also provides facilities and other resources to public and private agencies. These resources include resident supportive services in healthcare, education, recreation, child development, employment, public assistance and counseling.

### Population & Race Distribution

As of September 30, 2014 the Chicago Housing Authority had 128,228 total residents in its public housing and HCV programs. Of those, 82,259 (64.2%) are female and 45,969 (35.8%) are male. Black, non-Hispanic residents account for 85.8% of the population; Hispanic 9.6%; White, non-Hispanic 3.0%; Asian 1.3%; and Other 0.3%. The pie charts break out resident race/ethnicity between public housing and HCV.

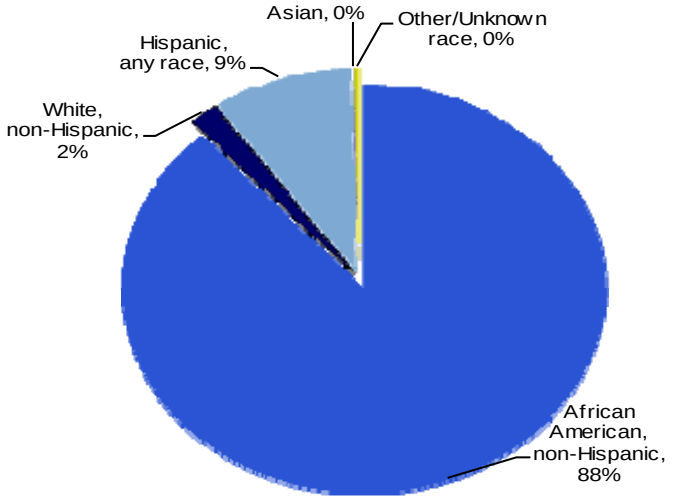
## RESIDENT DEMOGRAPHICS BY RACE/ETHNICITY

### PUBLIC HOUSING* POPULATION BY RACE/ETHNICITY




*Includes residents in Family, Mixed-Income, Scattered Site, and Senior developments.
Source: Yardi, 9/30/2014

### HCV** POPULATION BY RACE/ETHNICITY




**Includes residents in PRA and traditional voucher programs..
Source: Yardi, 9/30/2014

### Age Distribution

As of September 30, 2014, records indicate the following age distribution of residents. In Family Properties, there are 22,122 residents who are 61 years of age or younger, while 1,695 residents are 62 years or older. In Senior Properties, 1,072 of the residents are 61 years old or younger and 8,656 are 62 years of age or older. In HCV, 86,694 residents are 61 years of age or younger, while 7,989 residents are 62 years or older.

# DEMOGRAPHIC & STATISTICAL INFORMATION

## Household

As of September 30, 2014, the average family size is 2.6 for Family Properties; 1.1 for Senior Properties; and 2.5 for HCV. The average annual household income $14,272 for Family Properties; $11,356 for Senior Properties; and $11,443 for HCV.

## Housing Options

### Family Properties

CHA owns 11,698 Family units, housing 23,817 residents. Income limits for admission to public housing vary according to the size of the family but cannot exceed 80% of the Area Median Income, which is $57,900 for a family of four in 2014. There are currently 11,936 applicants on the Conventional Family wait list and another 7,094 applicants on the Scattered Site waitlist as of September 30, 2014. The family housing stock offers residents a choice of 6 different bedroom sizes, ranging from zero to 6 bedrooms, as shown in the table below:

FAMILY HOUSING

| Number of Bedrooms | Number of Occupied Units |
|---|---|
| 0 Bedroom | 7 |
| 1 Bedroom | 1,421 |
| 2 Bedroom | 3,214 |
| 3 Bedroom | 3,757 |
| 4 Bedroom | 834 |
| 5 Bedroom | 34 |
| 6 Bedroom | 4 |
| **Total** | **9,271** |

### Senior Properties

The Chicago Housing Authority owns 9,585 units designated for the elderly and persons with disabilities. A number of the developments offer space to social services and health care providers to facilitate access by the residents. There are currently 8,520 applicants on the wait list for senior properties as of September 30, 2014. Senior properties have efficiency (studio) units and 1-bedroom units. The table below shows the current occupancy by bedroom size in senior housing as of September 30, 2014:

SENIOR HOUSING

| Number of Bedrooms | Number of Occupied Units |
|---|---|
| 0 Bedroom | 1,027 |
| 1 Bedroom | 7,787 |
| 2 Bedroom | 1 |
| **Total** | **8,815** |

# DEMOGRAPHIC & STATISTICAL INFORMATION

## Housing Choice Voucher Housing

CHA currently subsidizes 38,410 units in the private market with the assistance of Housing Choice Vouchers, housing 94,683 individual residents. Income limits for admission to Housing Choice Voucher (Section 8) housing vary according to the size of the family but cannot exceed 80% of the Area Median Income, which is $57,900 for a family of four in 2014. As of September 30, 2014 the HCV waitlist is depleted to zero but is taking new applicants during an open period in October and November 2014. Occupancy in the HCV program ranges from zero to more than 6 bedrooms, as shown in the table below:

### HCV HOUSING

| Number of Bedrooms | Number of Occupied Unit |
|---|---|
| 0 Bedroom | 2,197 |
| 1 Bedroom | 5,291 |
| 2 Bedroom | 12,239 |
| 3 Bedroom | 13,303 |
| 4 Bedroom | 3,936 |
| 5 Bedroom | 1,184 |
| 6 Bedroom | 260 |
| **Total** | **38,410** |

**Housing Choice Voucher Demographics as of September 30, 2014**

| HCV | |
|---|---|
| Total number of residents | 94,683 |
| Total number of occupied units | 38,410 |

| Age | Total number of residents |
|---|---|
| Age 61 and under | 86,694 |
| Age 62 and over | 7,989 |

| Race/Ethnicity** | Total number of residents |
|---|---|
| African American, non-Hispanic | 83,692 |
| Hispanic, any race | 8,725 |
| White, non-Hispanic | 1,786 |
| Asian | 195 |
| Other/Unknown race | 285 |

***These categories combine race and ethnicity and so are mutally exclusive.*

| Number of Bedrooms | Total number of occupied units |
|---|---|
| 0 | 2,197 |
| 1 | 5,291 |
| 2 | 12,239 |
| 3 | 13,303 |
| 4 | 3,936 |
| 5 | 1,184 |
| 6+ | 260 |

| Income Range | Total number of occupied units |
|---|---|
| $0-3,999 | 8,338 |
| $4,000-7,999 | 3,683 |
| $8,000-15,999 | 16,843 |
| $16,000-27,999 | 7,024 |
| $28,000-35,999 | 1,668 |
| $36,000 and greater | 854 |
| Unknown | 0 |

| Income | Average |
|---|---|
| Average Family Income | $11,443 |

| Family Size | Average |
|---|---|
| Average Family Size | 2.5 |

| Gender | Total number of residents |
|---|---|
| Female | 61,908 |
| Male | 32,775 |
| Unknown | 0 |

# DEMOGRAPHIC & STATISTICAL INFORMATION

**Public Housing Demographics for Family* Developments as of September 30, 2014**

| Family Housing* | |
|---|---|
| Total number of residents | 23,817 |
| Total number of units | 11,698 |
| Total number of occupied units | 9,271 |

**Includes all traditional family developments, scattered site units, and mixed income developments.*

| Age | Total number of residents |
|---|---|
| Age 61 and under | 22,122 |
| Age 62 and over | 1,695 |

| Race/Ethnicity** | Total number of residents |
|---|---|
| African American, non-Hispanic | 20,834 |
| Hispanic, any race | 2,585 |
| White, non-Hispanic | 289 |
| Asian | 55 |
| Other/Unknown race | 54 |

***These categories combine race and ethnicity and so are mutally exclusive.*

| Number of Bedrooms | Total number of occupied units |
|---|---|
| 0 | 7 |
| 1 | 1,421 |
| 2 | 3,214 |
| 3 | 3,757 |
| 4 | 834 |
| 5 | 34 |
| 6 | 4 |

| Income Range | Total number of occupied units |
|---|---|
| $0-3,999 | 1,678 |
| $4,000-7,999 | 933 |
| $8,000-15,999 | 3,663 |
| $16,000-27,999 | 1,846 |
| $28,000-35,999 | 561 |
| $36,000 and greater | 590 |
| Unknown | 0 |

**Public Housing Demographics for Senior Developments as of September 30, 2014**

| Senior Housing | |
|---|---|
| Total number of residents | 9,728 |
| Total number of units | 9,585 |
| Total number of occupied units | 8,815 |

| Age | Total number of residents |
|---|---|
| Age 61 and under | 1,072 |
| Age 62 and over | 8,656 |

| Race/Ethnicity** | Total number of residents |
|---|---|
| African American, non-Hispanic | 5,487 |
| Hispanic, any race | 966 |
| White, non-Hispanic | 1,733 |
| Asian | 1,462 |
| Other/Unknown race | 80 |

***These categories combine race and ethnicity and so are mutally exclusive.*

| Number of Bedrooms | Total number of occupied units |
|---|---|
| 0 | 1,027 |
| 1 | 7,787 |
| 2 | 1 |

| Income Range | Total number of occupied units |
|---|---|
| $0-3,999 | 364 |
| $4,000-7,999 | 549 |
| $8,000-15,999 | 6,596 |
| $16,000-27,999 | 1,139 |
| $28,000-35,999 | 112 |
| $36,000 and greater | 55 |
| Unknown | 0 |

# DEMOGRAPHIC & STATISTICAL INFORMATION

## CITY OF CHICAGO DEMOGRAPHICS

### Background

Chicago is the largest city in the state of Illinois and the largest in the Midwest. Chicago is located on the shores of Lake Michigan and is the third most populous city in the United States. The City of Chicago was organized on August 12, 1833 with a population of 350 and grew within 7 years to a population of over 4,000. The City of Chicago became incorporated on March 4, 1837. Chicago became a major transportation and telecommunications hub in the Midwest, linking the eastern and western parts of the United States with its rail system. The Great Chicago Fire occurred in 1871 and destroyed a third of the city. Afterwards, Chicago experienced rapid rebuilding and growth. During this period, Chicago constructed the world's first skyscraper in 1885. Today, Chicago's skyline is among the world's tallest and most concentrated. Chicago has several nicknames, which are reflective of impressions and opinions of it. The best known include "Chi-town"; the "Windy City"; "Second City" and the "City of Big Shoulders", which refer to it's numerous skyscrapers. Chicago is divided into four sections: Downtown, which contains Grant Park, Millennium Park, Buckingham Fountain and other cultural and financial institutions; the North Side, which features the nation's largest concentration of contemporary art galleries, outside of New York City; the South Side, which has two of the city's largest parks, Jackson and Washington Park; and, the West Side, which holds the Garfield Park Conservatory, one of the largest collections of tropical plants of any U.S. city and the television production company Harpo Studios. Overall, Chicago has made considerable investment in infrastructure including improving parks, creating incentives for sustainable development, including green roofs and improving lakefront and riverfront cityscapes.

### Population

According to the 2013 census, there were 2,718,782 people, 1,194,337 households, and 632,558 families residing within Chicago. The ethnic make-up of the city consists of 45% White, 32.9% African Americans, 5.5% Asian, .0.5% Native American and 16.1% from other races. Hispanics and Latinos make up 28.9% of the population. The median age is 33.7 years. The median income per household was $47,408 with the family median income being $47,408. The average household size is 2.57. Some of the main ethnic groups in Chicago are Irish, German, Italian, Greek, Chinese and Polish. Outside of Poland, Chicago has the largest ethnic Polish population.

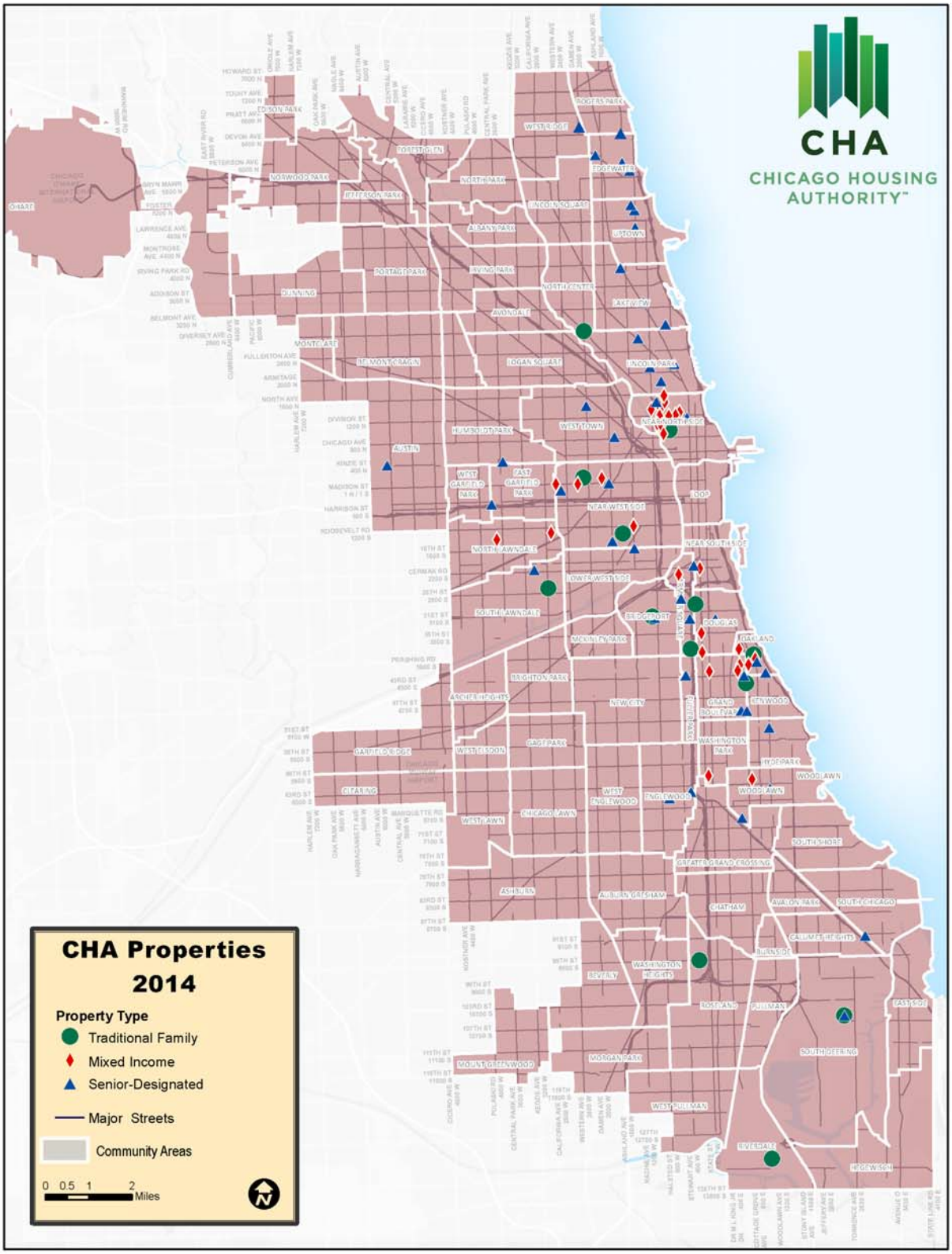
### Education

The Chicago Public Schools is the school district that operates over 664 public elementary and high schools in the city of Chicago. Since the 1850's, Chicago has been a world center in higher education and research. The following institutions consistently rank among the nation's top universities in the United States: University of Chicago, Northwestern University, University of Illinois at Chicago, which features the nation's largest medical school, Illinois Institute of Technology, which has a well-known engineering and architecture program, Loyola University and DePaul University.

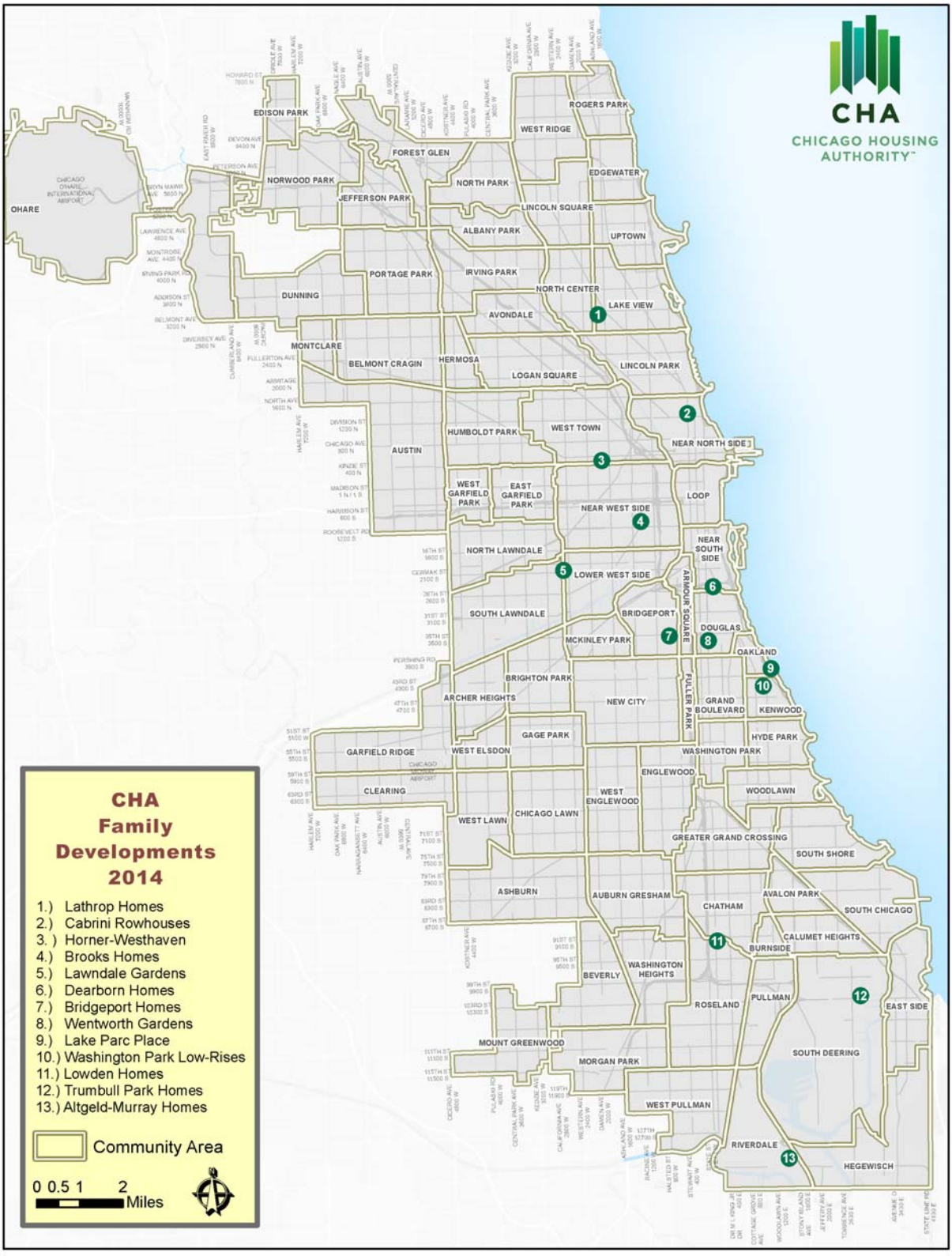
### Economy

Chicago has total city manufactured goods of $442 billion which represents the third largest total in the nation according to 2007 estimates. It has also been rated high for having the most balanced economy in the United States due to its diversification. Being one of the major transportation centers in the world, Chicago plays an important part in global distribution. In 2008, Chicago placed 16th on the UBS (Union Bank of Switzerland) list of the world's richest cities. Chicago is a major financial center with the second largest business district in the United States. The city is headquarters to the Federal Reserve Bank of Chicago and three major financial and futures exchanges: the Chicago Stock Exchange, the Chicago Board of Options Exchange and the Chicago Mercantile Exchange. Chicago has the largest high-technology and information-technology industry employment in the country. Manufacturing, printing, publishing and food processing play key roles in Chicago's economy. The city is a major convention site. Its main convention center is McCormick Place, the third largest convention center in the world.

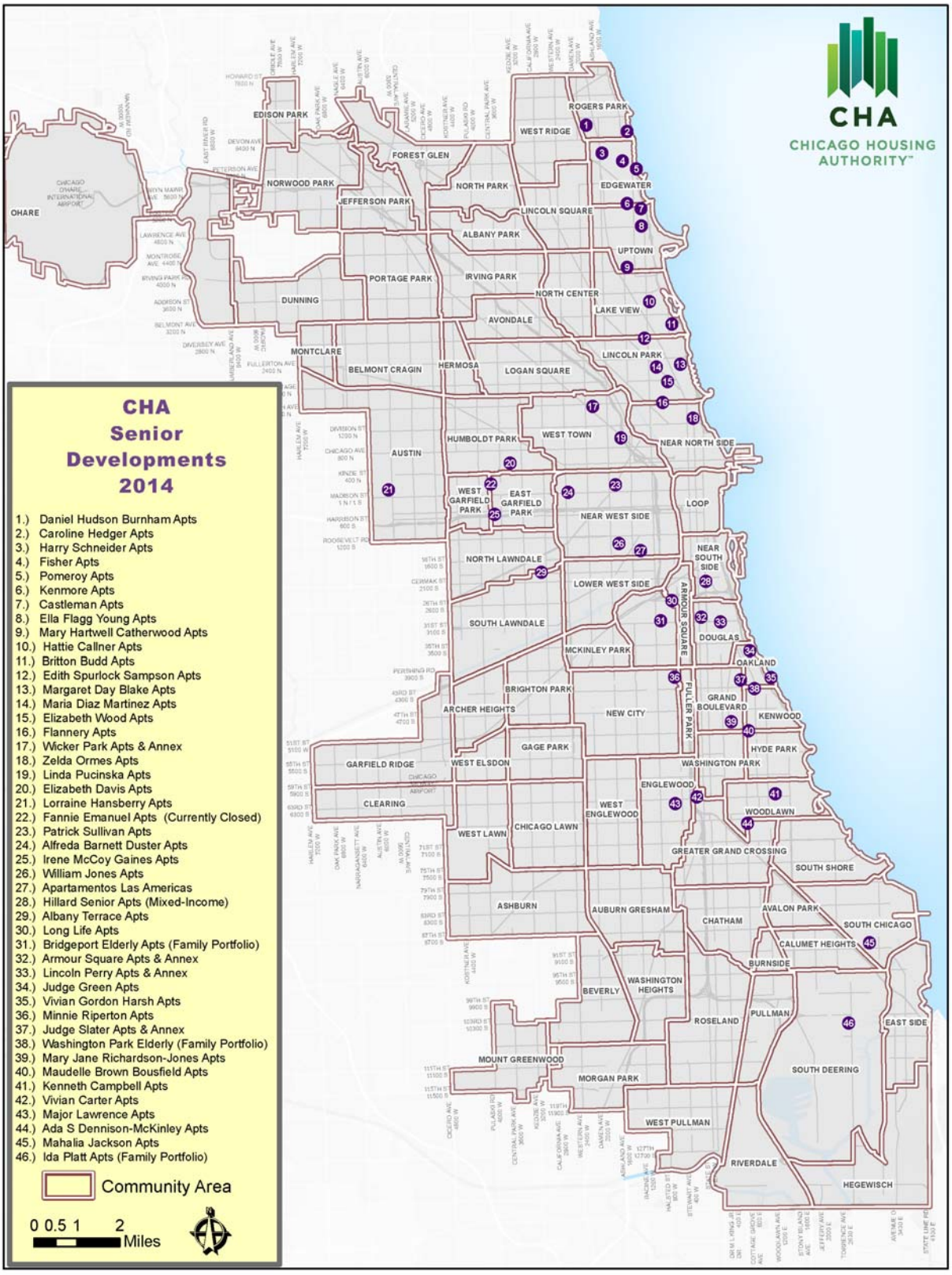
# DEMOGRAPHIC & STATISTICAL INFORMATION



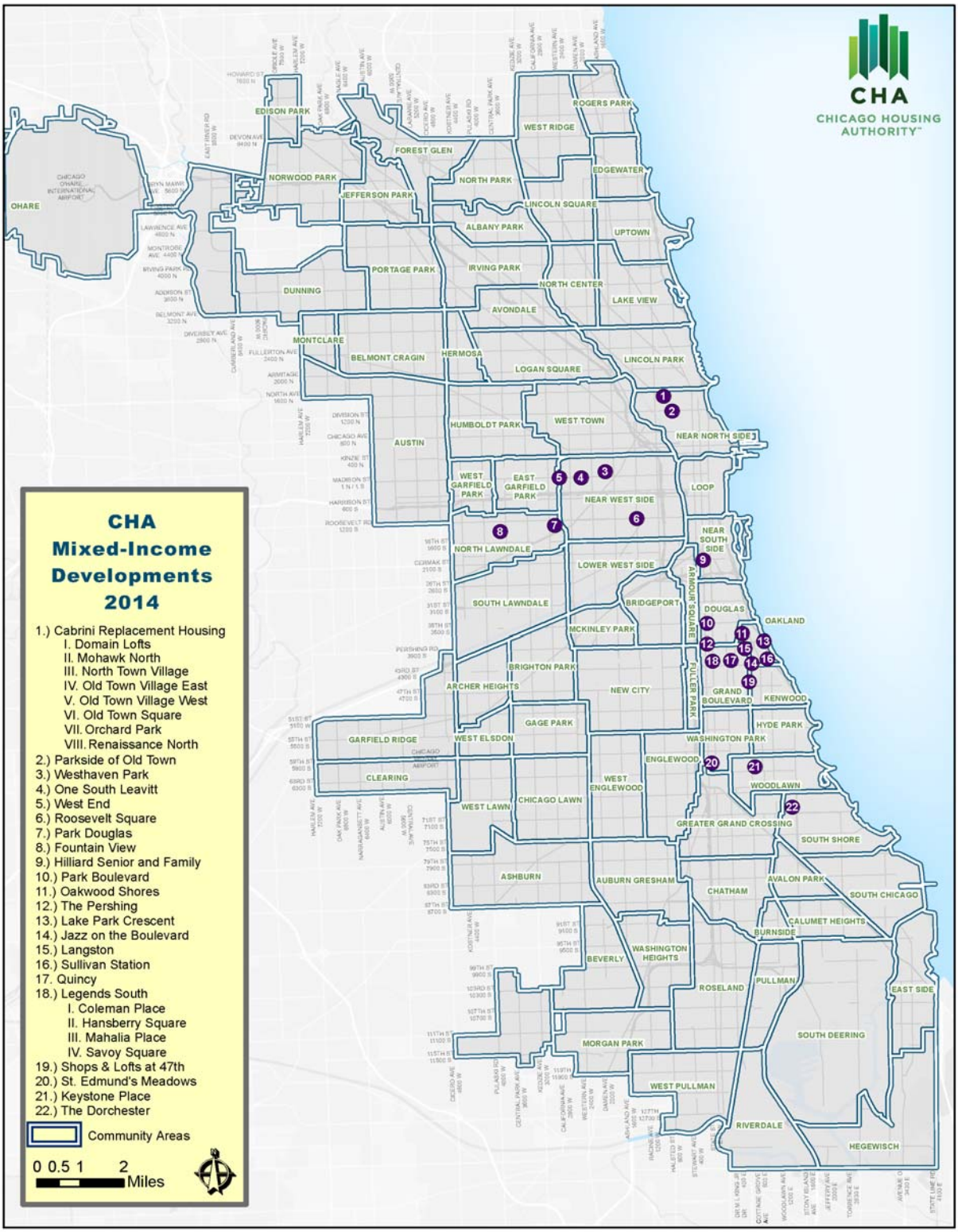
# DEMOGRAPHIC & STATISTICAL INFORMATION



# DEMOGRAPHIC & STATISTICAL INFORMATION



# DEMOGRAPHIC & STATISTICAL INFORMATION



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# GLOSSARY

**Accrual Basis of Accounting**
A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Allowable Expense Level (AEL)**
The per unit, per month, dollar amount of expenses which is used to compute the amount of operating subsidy.

**Appropriation**
An amount of money within the budget, authorized by the Board of Commissioners, to be expended or obligated for specific purposes.

**Assets**
Resources owned or held by the Chicago Housing Authority which have monetary value.

**Authority**
Refers to the Chicago Housing Authority.

**Available Fund Balance**
That portion of a fund balance available within the current period, or soon thereafter, to be used to pay for liabilities of the current period.

**Balanced Budget**
A budget in which total revenues are equal to total expenditures.

**Balance Sheet**
A statement which reflects the financial position of an organization, for a specific timeframe, disclosing assets, liabilities and fund balances.

**Budget**
A balanced financial plan, for a specific period of time, which includes appropriations and sources of revenue to finance various funds. The budget is not only a financial plan; it also serves as a policy and operations guide as well as a medium for communication.

**Budget Amendment**
A procedure to revise a budget appropriation either by CHA Board approval, or, at the request of the Chief Executive Officer, Chief Operating Officer or Budget Director for interdivisional or interfund adjustments.

**Budget Calendar**
The schedule of key dates or milestones that CHA follows in the preparation, adoption, and administration of the budget. The calendar begins with issuance of the Budget Preparation Manual and ends with adoption of a Resolution from the Authority's Board of Commissioners.

**Budgetary Control**
The control/management exercised by a governmental unit or enterprise for keeping expenditures within the limit of authorized appropriations and available revenues, as per the approved budget.

**Capital Budget**
A plan of proposed expenditures, which results in the acquisition of, or addition to fixed assets, and the means for financing the expenditures.

**Capital Fund Program**
Funding provided by HUD to: improve the physical condition of existing housing developments; and, upgrade the management and operation of such developments.

**Capital Equipment**
Chattels which have a useful life of more than five years and a unit cost of at least $5,000.

**Capital Improvements Program**
A plan for capital expenditure to provide long-lasting physical improvements to be incurred over a fixed period of several years.

**Capital Expenditures**
Costs that are incurred in the acquisition or improvement of property assets.

**Chart of Accounts**
A list of general ledger account numbers which subdivides basic accounting equations with associated titles and definitions; its used by an entity to post transactions to its general ledger.

**City/State Fund**
This fund is subsidized in a manner similar to the Section 8 Program whereby qualified tenants' rent payments are subsidized by HUD.

# GLOSSARY

**Collateralized Mortgage Obligations**
A security backed by a pool of pass-through rates structured so that there are several classes (called tranches) of bondholders with varying maturities. The principal payments from the underlying pool of pass-through securities are used to retire the bonds on a priority basis as specified in the prospectus.

**Comprehensive Grant (CGP)**
Funding provided by HUD to: improve the physical condition of existing housing developments; and, upgrade the management and operation of such developments.

**Contributed Capital**
An equity account that shows the amount of permanent funds contributed to that fund.

**Cost Center**
A department which indicates overall management responsibility for a group of related operations.

**Current Assets**
Cash plus assets that are expected to be converted to cash, sold or consumed during the next twelve months or as a part of the normal operating cycle.

**Current Liabilities**
Obligations that will become due within the next year or within the normal operating cycle, if longer than a year.

**Davis-Bacon**
Statutory requirement that persons working on Federally supported projects be paid at least a minimum of prevailing wage rates.

**Depreciation**
A non-cash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence.

**Division**
A group of cost centers that roll up to a division level.

**Encumbrance**
The legal obligation of appropriated funds to purchase an item or service. To encumber funds, means to set aside or commit funds for a future expenditure.

**Enterprise Funds**
A fund established to account for operations that are financial and operated in a manner similar to private business. The intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services, to the general public, on a continuing basis, be financed or recovered primarily through user charges.

**Expenditure/Expense**
This term refers to charges incurred, whether paid or unpaid, resulting from the delivery of goods or services.

**Fiscal Year**
The time period designated by the Authority signifying the beginning and ending period for recording financial transactions. The Authority has specified January 1 to December 31.

**Fixed Assets**
Assets of a long-term character (such as land, buildings, machinery, furniture, refrigerators, ranges and other equipment) which are intended to be held or used, over the term of a depreciable life.

**Fund**
A fiscal and accounting entity consisting of a balanced set of funds in which cash and other assets, related liabilities, residual business, and changes therein, are recorded and segregated.

**Full-time Equivalent (FTE)**
Number of positions calculated on the basis that one FTE equates to a 40-hour work week for twelve months. For example, two part-time positions working 20 hours for 12 months also equals one FTE.

**Fund Equity**
The excess of the assets of a fund over its liabilities.

# GLOSSARY

**Generally Accepted Accounting Principles (GAAP)**
Uniform minimum standards and guidelines for financial accounting and reporting. These principles govern the form and content of the financial statements of an entity. The GAAP encompasses the conventions; rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. The GAAP provides a standard by which to measure financial presentations. The primary authoritative body on application of GAAP to state and local governments is the Government Accounting Standards Board (GASB).

**General Expense**
For budgetary purposes, includes terminal leave payments, employee benefits, interest expense, other general expense, legal settlements, prior year adjustments, and indirect expense.

**General Obligation Bonds**
Bonds, the payment for which the full faith and credit of the issuing government are pledged.

**Goal**
A desirable plan attained by objectives designed to implement a strategy on a short and/or long-term basis.

**Grant**
A contribution by a government or other organization to support a particular function. Grants maybe classified as either categorical or block depending upon the amount of discretion allowed by the grantee.

**Housing Assistance Payment**
The payment made by the Contract Administrator to the owner of an assisted unit as provided in the HAP contract. Where the unit is leased to an eligible household, the payment is the difference between the contract rent for a particular assisted unit and the HUD-required rental contribution from eligible residents.

**Homeownership Program**
HUD guaranteed mortgage loans provided to the Authority which enable the Authority to purchase and rehabilitate homes for families within CHA.

**Hope VI**
A grant to assist Public Housing Authority's to improve the living environment of residents in severely distressed public housing projects through: demolition, rehabilitation, reconfiguration, or, replacement of obsolete public housing projects.

**Housing Choice Survey Clinics**
Workshops designed to ensure that residents are making informed decisions regarding their future housing choices.

**Housing Choice Voucher**
A program administered by public housing agencies in which eligible families are allowed to choose any housing that meets the requirements of the program; the rent is subsidized by the housing authority based on fair market rent.

**Housing Choice Voucher**
A program administered by public housing agencies in which eligible families are allowed to choose any housing that meets the requirements of the program; the rent is subsidized by the housing authority based on fair market rent.

**Housing and Urban Development (HUD)**
A federal agency whose mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD provides oversight and financial support to CHA and other public housing authorities across the United States.

**Income**
A term used in proprietary fund-type accounting to represent: (1) revenues; or, (2) the excess of revenues over expenses.

**Interest-Only Strip (IO)**
A security based solely on interest payments from a pool of mortgages, Treasury or other bonds. Once the principal on the mortgages or bonds has been repaid, interest payments stop, and the value of the IO falls to zero.

# GLOSSARY

**Net Assets**
That resource balance left after subtracting the expected return on investments by calculating how much money needs to be invested today to result in a certain sum at a future time.

**Operating Expenses**
Fund expenses that are directly related to the fund's primary service activities.

**Other Funds**
Other Funds are related to funding sources other than those within the General Fund and Hope VI programs. These include federal, local and state grants, and philanthropic awards or donations.

**Operating Revenue**
Fund revenues directly related to the fund's primary service activities. These revenues consist of rent income and operating subsidies.

**Operating Subsidy**
Payments authorized by the U.S. Housing Act of 1937 to subsidize the operating costs of low-rent public housing projects.

**Private Property Management**
Firms that manage the day-to-day operations of the public housing units in CHA's Family, Senior, Scattered Sites and Mixed-Income housing portfolios. PPM's are responsible for the physical operations and maintenance of the buildings, facilities, equipment, unit interiors, common areas, and grounds. Leasing, annual tenant recertification, rent calculation, rent collection, lease enforcement, and community relations and compliance with all applicable CHA, HUD and local rules and regulations governing the operation of public housing.

**Project-Based Rental Assistance (PBRA)**
Rental assistance provided by HUD to owners according to the terms of a HAP contract for the provision of housing to eligible tenants. The PBRA program is administered by HUD's Office of Housing

**Project Expense Level (PEL)**
The formula used to calculate the amount of operating subsidies required by each Public Housing Authority to operate its public housing units.

**Private Property Management**
Firms that manage the day-to-day operations of the public housing units in CHA's Family, Senior, Scattered Sites and Mixed-Income housing portfolios. PPM's are responsible for the physical operations and maintenance of the buildings, facilities, equipment, unit interiors, common areas, and grounds. Leasing, annual tenant recertification, rent calculation, rent collection, lease enforcement, and community relations and compliance with all applicable CHA, HUD and local rules and regulations governing the operation of public housing.

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The formula used to calculate the amount of operating subsidies required by each Public Housing Authority to operate its public housing units.

**Proprietary Fund Types**
The classification used to account for the Authority's on-going activities that are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business activities are accounted for through proprietary funds. The measurement focus is on determination of net income, financial position and changes in financial position.

**Public Housing Agency**
An agency that administers programs under the Act, which could include public housing and HCV's. The term PHA refers to the owner of a public housing project or a converted public housing project, and not to the HCV administrator.

**Real Estate Assessment Center (REAC)**
REAC is responsible for providing accurate, credible and reliable assessments of HUD's real estate portfolio.

# GLOSSARY

**Real Estate Acquisition Program (REAP)**
REAP will serve as a unit delivery strategy that will be used to assist the CHA in providing its residents access to quality, sustainable, subsidized housing throughout Chicago's opportunity and general areas.

**Rental Assistance Demonstration**
RAD is an initiative of the Department of Housing and Urban Development (HUD) that seek to preserve public, and other HUD-assisted housing, by providing owners and Public Housing Agencies (PHAs) with access to additional funding to make needed physical improvements to properties

**Relocation Rights Contract**
The Relocation Rights Contract sets forth, in detail, the manner in which relocation will occur, specific notice procedures, resident outreach initiatives such as relocation planning meetings, the Chicago Housing Authority's obligations, and resident rights and duties.

**Revenue**
Funds that the government receives as income. This includes such items as rental income, HUD operating subsidy, grant revenues, interest income and other receipts.

**Reserve**
An account used to indicate that a portion of a fund's assets is restricted or unrestricted for a specific purpose and is, therefore, not available for general appropriation.

**Section 8 Fund (Non-MTW)**
Includes two types: Moderate Rehabilitation and 11/B Program. These programs provide assistance to low-income persons/families.

**Section 8 (HCV) Program**
A housing program administered by the Authority. The qualified low-income person and/or family rents a unit from a private landlord. The Authority subsidizes the rent based on fair market rent (FMR) established by HUD. The client is obligated to pay rent to the landlord based on the client's income.

**Sundry**
Includes stationary, office supplies, printing and duplication services, computer expenses, publications, membership dues and fees, executive search fees, court costs and reporting fees, advertising costs, postage and courier fees, temporary service expenses, rental office equipment expense, office rental costs, maintenance, meeting costs, telephone and parking expenses.

**Section 8 (HCV) Program**
A housing program administered by the Authority. The qualified low-income person and/or family rents a unit from a private landlord. The Authority subsidizes the rent based on fair market rent (FMR) established by HUD. The client is obligated to pay rent to the landlord based on the client's income.

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**Tax-Exempt Securities**
An obligation whose interest is tax exempt.

**Tenant Rent**
The amount payable monthly by the household as rent to unit owner.

**Tranche**
One of several related securities offered at the same time. Tranches from the same offering usually have different risk, reward/maturity characteristics.

**Very Low-Income Persons**
Families (or single persons) whose incomes do not exceed 50 percent of the median income for the area.

**Voucher Agency**
A PHA that administers a HCV program.

**Working Capital**
The excess of current assets over current liabilities; used to indicate the relative liquidity of an enterprise or internal service fund.

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# ACRONYMS

| | |
|---|---|
| ACC | Annual Contributions Contracts |
| ACOP | Admission and Continued Occupancy Policy |
| AID | Agency for International Development |
| AMP | Asset Management Property |
| ARRA | American Recovery & Reinvestment Act |
| BPI | Business & Professional People for the Public Interest |
| CAC | Central Advisory Council |
| CAFR | Comprehensive Annual Financial Report |
| CAPS | Chicago Alternative Policing Strategy |
| CCD | Capital Construction Development |
| CDS | Community Development and Support |
| CEO | Chief Executive Officer |
| CFO | Chief Financial Officer |
| CGP | Comprehensive Grant Program |
| CHA | Chicago Housing Authority |
| CIP | Capital Improvement Program |
| CMO | Collateralized Mortgage Obligations |
| CMTS | Client Management Tracking System |
| CHO | Chief Housing Officer |
| CSF | Critical Success Factor |
| DBE | Disadvantaged Business Enterprise |
| DCCA | Department of Commerce & Community Affairs |
| DCEO | Department of Commerce & Economic Opportunity |
| EIV | Enterprise Income Verification |
| ERP | Enterprise Resource Planning |
| ESCO | Energy Service Companies |
| EVP | Executive Vice President |
| FFB | Federal Financing Bank |
| FHLB | Federal Home Loan Bank |
| FIC | Family Investment Center |
| FMR | Fair Market Rent |
| FNMA | Federal National Mortgage Association |
| FHLMC | Federal Home Loan Mortgage Corporation |
| FTE | Full -Time Equivalent |
| FY | Fiscal Year |
| GAAP | Generally Accepted Accounting Principles |
| HAP | Housing Assistance Payments |
| HCV | Housing Choice Voucher |
| HOP | Housing Option Process |
| HUD | Housing and Urban Development |
| IADN | Inter-American Development Bank Notes |
| LAC | Local Advisory Council |
| LBP | Lawson Budget Planning |
| MBE | Minority Business Enterprise |
| MROP | Major Rehabilitation of Obsolete Public Housing |
| MTW | Moving-to-Work |
| ODM | Office of Development Management |
| OEMC | Office of Emergency Management & Communications |
| PBCA | Performance Based Contract Administration |
| PEFCO | Private Export Funding Corporation |
| PEL | Project Expense Level |
| PHDEP | Public Housing Drug Elimination Program |
| PII | Property Investment Initiative |
| PPM | Private Property Management |
| PRA | Property Rental Assistance |
| RAD | Rental Assistance Demonstration |
| REAP | Real Estate Acquisition Program |
| RFI | Request for Information |
| RMC | Resident Management Corporations |
| ROSS | Resident Opportunity Self-Sufficiency |
| SLMA | Student Loan Marketing Association |
| SVP | Senior Vice President |
| TOP | Technology Opportunity Program |

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# GUIDE TO OTHER USEFUL DOCUMENTS

### The Chicago Housing Authority's (CHA) Annual Plan

This document outlines the CHA's major programs, policy direction and organizational initiatives. This plan is required to be submitted to the Department of Housing & Urban Development (HUD) under the Moving-to-Work Agreement.

### The Comprehensive Annual Financial Report (CAFR)

This document contains the CHA's Independent Auditor's Report and general purpose financial statements. Also provided are the combining and individual program schedules for the Authority's Enterprise and Pension Trust Fund Activities.

**For a copy of any of the documents listed above or for more information, please contact us via:**


| | |
|---|---|
| MAILING ADDRESS: | Chicago Housing Authority<br>60 E. Van Buren Street<br>Chicago, Illinois 60605 |
| PHONE NUMBER: | (312) 742-8500 |
| WEBSITE: | www.thecha.org |

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**Rahm Emanuel**
Mayor, City of Chicago

**Michael R. Merchant**
CEO, Chicago Housing Authority

**Z. Scott**
Chairperson

**Matthew Brewer**
**Mark Cozzi**
**Dr. Mildred Harris**
**Harriet Johnson**
**John G. Markowski**
**M. Bridget Reidy**
**Rodrigo A. Sierra**
**Francine Washington**
Board of Commissioners

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CHICAGO HOUSING AUTHORITY™

60 E. Van Buren, Chicago, IL 60605, 312.742.8500