



AGENDA AND NOTICE

**Board of Commissioners Meeting
Tuesday, January 23, 2018**



**Spartanburg Housing Authority
Regular Board Meeting
Tuesday, January 23, 2018
04:00 P.M.**

NOTICE

The Housing Authority of the City of Spartanburg will hold its regularly scheduled Board of Commissioner's meeting at 04:00 P.M. Tuesday, January 23, 2018, in the Executive Board Room at the Spartanburg Housing Authority offices, located at 2271 S. Pine St., Spartanburg, S.C., 29302. In addition, the December monthly Board of Commissioner's meeting is cancelled.

AGENDA

CALL MEETING TO ORDER

- I. Moment of Silence**
- II. Roll Call**
- III. Approval of Agenda**
- IV. Approval of Minutes—Regular Board Meeting November 20, 2017**
- V. Commission Comments**
- VI. Public/Staff Comments**
- VII. Information Items**
 - 1. Draft Strategic Plan – Workgroup Input Report-Weathers Group**
 - 2. Proposed ACOP Changes**
- VIII. Action Items and Resolutions**
 - 1. Resolution #2018-01 – Financial Management Policy
 - 2. Resolution #2018-02 – Bad Debt/Write Off
 - 3. Resolution #2018-03 – General Counsel Legal Services
- IX. Monthly Reports**
 - 1. CEO Report (Ms. Bates)
 - 2. Finance (Angela Leopard)
 - 3. SHA Program Dashboard
- X. Adjournment**



**Approval of Minutes –
Regular Board Meeting
November 20, 2017**

**Board of Commissioners Meeting
Tuesday, January 23, 2018**



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**MINUTES OF THE REGULAR MEETING OF THE COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF SPARTANBURG
SPARTANBURG, SOUTH CAROLINA
November 20, 2017**

MOMENT OF SILENCE: - *observed*

PRESENT: Chuck White, John O. Fairey, Jr., Bryant Boyd*, Andrew Poliakoff, Brenda Thomas, Matthew Myers, Molly Talbot-Metz*

ABSENT: None

The meeting was held in the Executive Board Room of the Spartanburg Housing Authority, 2271 South Pine Street, Spartanburg, SC 29302.

Chairman Charles White called the meeting to order at 4:10 PM with a moment of silence.

**Commissioners Boyd arrived and Talbot-Metz arrived at 4:15 PM.*

APPROVAL OF THE AGENDA:

Commissioner Myers made a motion to approve the agenda with an amendment. The motion was seconded by Commissioner Thomas.

Chairman White requested a motion to table Resolution 2017-52. A motion was made by Commissioner Myers, seconded by Commissioner Poliakoff, and unanimously carried.

Chairman White stated there is a motion to approve the agenda, and the motion was unanimously carried.

APPROVAL OF THE PREVIOUS MEETING MINUTES:

A motion to approve the minutes of the October 24, 2017 regular Board of Commission meeting was made by Commissioner Fairey, seconded by Commissioner Thomas, and unanimously carried.

Commission Comments

Chairman White asked the Board to consider a change in time of the Board meeting.

Ms. Terril Bates stated that if the meeting starts later then it needs to be with the understanding that schedules will need to support you being here for the entire meeting.

After a small discussion, Chairman White stated there's no pressing need to change it.

Public/Staff Comments



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Ms. Jessica Holcomb stated that in attendance of the meeting were residents from the Archibald Community who were affected by the extended power outage from the recent storms associated with tornadic activity.

Ms. Bates had the residents to introduce themselves which included two members of the Archibald Resident Council.

ACTION ITEM:

1) RESOLUTION NO. 2017-50

Cindi Herrera and Terril Bates gave an overview of the resolution.

Cindy Herrera stated the early start agreement limits the housing authority's cost not to exceed \$50,000.

Commissioner Myers stated that the resolution states a limit not to exceed \$200,000.

Ms. Bates stated that is correct, it's \$50,000 per project.

Commissioner Myers asked how does the partnership with the developer work between them and SHA.

Ms. Bates stated that SHA is a co-developer with them. The proposal is for 50/50 and that the full development agreement will lay out the terms as they are determined in the agreement.

Commissioner Myers asked if the spending is dollar for dollar.

Cindy Herrera stated that is correct.

Commissioner Fairey stated that we do not know because we do not have an architect's proposal.

Ms. Bates stated that an RFP is out now for architects with a closing date the Monday after Thanksgiving. The developer preferred to do a formal RFP process. They wanted to be sure that everything was transparent.

Chairman White asked for a motion to approve Resolution 2017-50.

RESOLUTION NO. 2017-50

**ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF SPARTANBURG
November 20, 2017**

A motion to approve **Resolution 2017-50** was made by Commissioner Thomas, seconded by Commissioner Boyd.



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The motion was unanimously carried.

Ms. Bates stated after meeting with Douglas Schaumber and reviewing business terms, at the next month's Board meeting, there will be a proposal for a fee developer agreement with NHP and a request for an early start agreement with Douglas Schaumber, unless the terms of the full agreement has been determined.

SPECIAL PRESENTATION:

Ms. Tiffany Askew presented the audit scoring process for Section Eight Management Assessment Program (SEMAP).

Chairman White asked if it was typical that actual scores always are matching the possible scores.

Ms. Askew stated no; it is not typical to have the exact same scoring, but based on the review, SHA received the maximum points in each of the first seven categories. In other areas they do not match. The requirement of having achieved 98% of the thousand cases reviewed, must be correct in indicator one and two, and in indicator three, 90% of the cases have to be correct. Ms. Askew also how the other categories were scored.

Commissioner Myers stated that this is "A plus" work.

Chairman White stated so, does this reflect the work of Ms. Askew's department.

Ms. Askew stated yes, sir. Everything in these reporting comes from the HCV (Housing Choice Voucher) Department, the review of our waiting list, our rent-based list, our adjusted income, our utility allowances, and our HQS (Housing Quality Standards) inspections, and also our annual re-exams, our leasing and FSS programs.

Commissioner Talbot-Metz stated this is excellent work.

Chairman White stated to Ms. Askew that reflects very well on you and your team.

Congratulations were rendered by several Board members.

ACTION ITEMS:

2) RESOLUTION NO. 2017-51

RESOLUTION NO. 2017-51

ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF SPARTANBURG
November 20, 2017

A motion to approve **Resolution 2017-51** was made by Commissioner Talbot-Metz, seconded by Commissioner Fairey, and unanimously carried.

3) RESOLUTION NO. 2017-53



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Mr. Joseph Jackson gave a brief review of the resolution.

Commissioner Myers stated his only question was why have a change order instead of a new contract.

Ms. Bates stated for new contracts there would have to be a new RFP process. For the sake of time the change order is being requested. There is a new RFP being formed for a new contractor. The amount of the insurance is close to \$26,000, but if there is an incident where the amount were to go over the contracted amount, SHA will be in violation of procurement policies without Board approval.

RESOLUTION NO. 2017-53
ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF SPARTANBURG
November 20, 2017

Chairman White asked for the total amount requested.

Ms. Holcomb stated it's an annualized amount of \$87,000, but the first period of contract will only be for six months, so it would be half of that.

A motion to approve **Resolution 2017-53** was made by Commissioner Talbot-Metz, seconded by Commissioner Thomas.

The motion was unanimously carried.

4) RESOLUTION NO. 2017-54

Ms. Holcomb gave a review of the resolution.

ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE SPARTANBURG HOUSING AUTHORITY
November 20, 2017

A motion to approve **Resolution 2017-54** was made by Commissioner Boyd, seconded by Commissioner Talbot-Metz.

Discussion:

Commissioner Fairey asked is there anything in terms with--to the number itself, the \$87,000?

Ms. Bates stated yes; we backed out what is in the budget minus the remaining staff costs. So, we looked at what our line item was for maintenance at that property.

Chairman White asked if we have no change in staff, then we're not going to use this contract.

Ms. Bates stated We are going to use the contract. We're going to facilitate the change in staff.



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Ms. Holcomb stated SHA will maintain a part-time employee at the property for maintenance to supervise this.

Commissioner Fairey asked what would exactly be the role of the vendor.

Ms. Bates stated the vendor would become a third-party maintenance service contract. This would be a piloted program to see how the process would work before the RAD transitions.

Commissioner Fairey asked what was in the original proposal.

Ms. Bates stated there was a lot more that included, two full time staff persons, one part time staff person, and an admin person. SHA did not agree to that request.

The motion was unanimously carried.

5) RESOLUTION NO. 2017-55

Ms. Holcomb presented the resolution.

Chairman White asked why the change was so much.

Ms. Holcomb stated that originally the amount allotted for Brawley Street was higher three years ago. After the latest study, it was found that SHA did not have to pay as much in utility allowances to the residents.

Commissioner Fairey stated that the decrease was huge in a positive way.

Ms. Holcomb stated the decrease will cause a higher rent for the resident. By approving this resolution, the residents will have ample notice of their rent increase.

Ms. Holcomb explained the variances and changes in the amounts of the utilities for both electric and gas.

RESOLUTION NO. 2017-55
ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF SPARTANBURG
November 20, 2017

A motion to approve **Resolution 2017-55** was made by Commissioner Poliakoff, seconded by Commissioner Boyd and unanimously carried.

MONTHLY REPORTS:

1. Chief Executive Office (Ms. Bates):

Ms. Bates provided highlights of her written report.



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Commissioner Myers asked if it would be appropriate for the Board to get reporting information up to the date of the report as opposed to up to the date of the most recent month ending.

Ms. Bates stated the Board meeting covers the prior month. But what I have been doing is letting you know in the report things that are upcoming.

Commissioner Talbot-Metz asked if there is another RAD community meeting scheduled.

Ms. Bates stated There was a RAD meeting this past Friday at Victoria. The developers and the consultant attended that meeting. The next RAD meeting is January. It is scheduled for the 17th at 10:00 AM at CC Woodson.

2. Finance (Angela Leopard):

Ms. Leopard gave a brief review of the finance dashboard report.

Commissioner Myers stated he really liked the format and the content of the dashboard.

Commissioner Myers asked if there was a concern about perhaps needing a line of credit if the HAP HVC program was not funded, with it looking as if it will be short-funded this month perhaps.

Ms. Bates stated things should be fine until the end of December. December 8th is when the continuing resolution will be yea or nay, and may impact SHA for January.

Programs Dashboard:

No verbal report was given. Board members did not have any questions with regard to the written report.

A motion to adjourn the meeting was made by Commissioner Thomas, second by Commissioner Boyd, and unanimously carried.

Ms. Bates reminded the Board that there is no December Board meeting.

Meeting Adjourned at 4:59 PM.

Respectfully Submitted,

Rickie D. Sarratt, Executive Assistant

The Housing Authority of the City of Spartanburg



Information Item

Draft Strategic Plan

Workgroup Input Report

Weathers Group

CEO

Terril Bates

Board of Commissioners Meeting

Tuesday, January 23, 2018



January 23, 2018

**Spartanburg Housing Authority
Spartanburg, SC 29306**

HONORABLE MEMBERS IN SESSION:

SUBJECT: INFORMATION ITEM

Draft Strategic Plan- Workgroup Input Report- Weathers Group

CONTACT PERSON:

Terril Bates
CEO
864-598-6010

Background

The SHA Board of Commissioners participated in a retreat designed to develop an updated Strategic Plan. The sessions were held on June 23, 2017 at the Milliken Center and on June 24, 2017 at the Chapman Cultural Center. Senior staff attended along with board members on the first day of the retreat. The Commissioners and the CEO attended the second session. Both sessions were facilitated by the Weathers Group.

Core components of the discussion around the mission and vision of the SHA, were divided into three principal groupings. The Weathers group presented possible language reflecting the new Vision and Mission statement at the August 2017 board meeting. The board agreed on final language in these two areas.

A resolution for the adoption of a mission and vision statement were presented to the Board of Commissioner at the September 27, 2017 monthly meeting. Charles Weathers and staff continued to work with the SHA staff via internal committees to address four areas as a Strategic Plan, which the SHA board agreed with. The draft report is attached for your review. Staff have been provided an opportunity to review and share feedback.



**Strategic Plan
Workgroup Input Report
FY 2018 - 2020**

Developed in consultation with:



803-400-1991

www.weathersgroup.com

Workgroup #1 - Goal 1: Pro-actively redefine and shape the organization's culture.

Strategic Imperative: If the SHA is going to remain viable to meet its' mission, it is imperative that the organization's culture become a strength. The SHA is due for a culture overhaul. It is time to change the internal narrative and intentionally craft and communicate the norms, values, behaviors, and expectations of the team. The culture is critical to strategy execution – it sets the foundation for the strategy.

Success Indicators:

1. Team members know, embrace, and fulfill their roles, responsibilities, and expectations.
2. Forward-focused, solution-oriented conversations.
3. The corporate values are evident in conversations, decisions, and actions.
4. The expectation of excellence is held by all team members, not just senior management.
5. Increased morale and decreased turnover.
6. Positive feedback from the community.

Summary of Workgroup Discussion

The group met to discuss the goal and provide input on how to accomplish the goal. The group's input has been summarized below:

1. After one meeting, it is the recommendation of the consultant that this goal requires more intensive engagement. The concepts of morale, trust, team, and professionalism need to be explored, clarified, embraced, and modeled by all members of the organization. It is our recommendation that a process of Culture Re-Shaping take place. Using the concept of Evidence-Based Leadership, as a foundation, this process will include:
 - a. Defining excellence.
 - b. Measuring what matters.
 - c. Cultivating a culture of service.
 - d. Creating leaders without titles.
 - e. Nurturing employee self-satisfaction.
 - f. Defining individual accountability.
 - g. Practicing values-based behaviors.
 - h. Communicating effectively.
 - i. Recognizing and rewarding success
2. The above process requires a year-long engagement and involves all members of the team.
3. Next Steps:
 - a. Explore desire and capacity to pursue the above option.

Workgroup #2 - Goal 2: Explore and determine permanent operational location.

Strategic Imperative: The current physical location is expensive and not an ideal work environment. The current facility imposes challenges that can have a negative impact on operational efficiencies. The leadership of SHA must determine whether to purchase a new building, rent another building, or renovate the current facility.

Success Indicators:

1. Ample data and information are gathered to inform a decision.
2. The Board and leadership make a sound, evidence-based decision.
3. Resources are allocated to support the decision.
4. The decision is executed.

Summary of Workgroup Discussion

The group met to discuss the goal and provide input on how to accomplish the goal. The group's input has been summarized below:

1. The group suggested purchasing a new building. Renovating the current space is too costly and renting a facility would not provide a sufficient return on investment.
 - a. Is there an opportunity to explore co-locating with the city in the proposed municipal complex?
2. The current lease runs through 2020. During the next two years to explore potential sites, conduct feasibility studies and prepare to move by the end of 2020.
3. When exploring a new site, make sure to consider:
 - a. Create a staffing plan.
 - i. How many staff will we need to function?
 - ii. Will property management be a larger portion of what we do? If so, how does this impact staffing needs?
 1. Will we see an increase in remote staff?
 - b. Tenants ability to reach site. Preferably a site on the bus line.
 - c. Clearly define need for space, to include maintenance's need for storage.
 - d. Building codes.
 - e. Security.
 - f. Control the message, so the public knows what is going on.
 - g. Remain within the geographic boundaries of School District 7.
4. Next Steps:
 - a. Share workgroup's input with the board committee/workgroup that is overseeing the relocation process.
 - b. Workgroup members are willing and available to supplement the work of the Board committee/workgroup, as needed.

Workgroup #3 - Goal 3: Efficiently and effectively Implement and oversee the RAD transition

Strategic Imperative: The RAD transition will impact 700 households. Over a 5-7 year timeline this transition will improve the quality of housing stock available to residents, as well as put the SHA in a more favorable financial position. With all the benefits associated with RAD, it is still a program that causes concern for the residents and our partners, like the school district. In addition, the work of RAD will have a profound impact on the staffing structure of SHA. It is imperative that we see RAD as more than a project to manage – people’s lives are impacted by every decision that is made.

Success Indicators:

1. Strong, productive, consistent engagement with the community during the process.
2. Relevant, doable development plans.
3. Staff positioned and equipped to fulfill their roles, responsibilities, and expectations.
4. Active addressing and, when possible, resolution of issues/problems as they arise.
5. Adherence to all regulatory timelines and standards.
6. Housing stock is improved.

Summary of Workgroup Discussion

The group met to discuss the goal and provide input on how to accomplish the goal. The group’s input has been summarized below:

1. Continue to proactively communicate with residents.
2. Create press releases. Ensure staff see press releases before the public.
3. Keep staff in the loop regarding all changes, whether positive or negative (i.e. job cuts, opportunities to cross train, etc..).
4. Be responsive and compassionate to residents and staff. Some staff are nervous and uncertain about their future.
5. Support residents:
 - a. Ensure landlords have decent units.
 - b. Offer psychological support to help residents navigate the change.
 - c. Remember resident transportation barriers.
 - d. Offer finance classes.
6. Next Steps:
 - a. Share workgroup's input with the Community RAD workgroup
 - b. Workgroup members are willing and available to supplement the work of the Community RAD workgroup. 3 staff workgroup members have, and will continue to, attend the Community RAD meeting.

Workgroup #4 - Goal 4: Strengthen collaborative relationships.

Strategic Imperative: The work of the SHA requires healthy and productive partnerships, alliances, and collaborations. Sometimes these relationships involve funding, programs, events and/or some regulatory/oversight component. Time and experience has proven that it takes all types of external relationships to support the work of the SHA. The SHA wants to be an attractive and engaging community partner that connects with others and works well toward the greater good.

Success Indicators:

1. The development of partnership matrix that expresses the value of each relationship.
2. Current partnerships and collaborations are stronger.
3. Continued support from existing Funders.

Summary of Workgroup Discussion

The group met to discuss the goal and provide input on how to accomplish the goal. The group's input has been summarized below:

1. Considerations when strengthening current relationships and/or developing new relationships.
 - a. Be transparent and accountable with partners, allies, and collaborators.
 - b. Consistently adhere to our policies with engaging in external relationships.
 - c. Do not compromise our values when engaging in external relationships.
2. Assess all external relationships using the C-harmony Checklist (See Attached).
3. Next Steps:
 - a. Modify the C-harmony Checklist, as needed, to meet our unique needs.
 - b. Share the checklist with staff who initiate, lead, and/or manage external relationships.
 - c. Conduct a training session with staff to review the process of completing the checklist.

Attachment:

C-Harmony - Relationship Checklist

Each of the following factors influences the development of a healthy business relationship. Place an "X" in the box that best reflects your opinion of how your relationship is performing. When appropriate attach documentation to support your assessment

Indicators	Yes	No	Comments
1. Organizational Visions are congruent.			
2. Organizational Missions are complimentary.			
3. Organizational Values are aligned.			
4. Organization's programs and initiatives are complimentary.			
5. Relationship goals are clear.			
6. Each entity brings something of value to the table.			
7. Roles, Responsibilities, and Expectations have been clearly identified, documented, and agreed upon.			
8. Risks and Rewards have been identified, considered, and weighed.			
9. A signed memorandum of agreement has been developed, approved, and signed by both parties.			
10. Leadership is open, forward thinking, and willing to question the status quo.			
11. Leadership (Board & Management) is engaged, enthusiastic, and supportive of this effort.			
12. The mission of the organization(s) is greater than the ego(s) of the key decision makers.			
13. Staff is engaged, enthusiastic, and supportive of this effort.			

Indicators	Yes	No	Comments
14. A primary organizational point of contact has been established and empowered. (work is integrated into their normal duties)			
15. There is a spirit of trust.			
16. An existing or impending specific issue will be addressed.			
17. Common target audience			
18. Market reach and penetration will improve.			
19. An evaluation process has been established and agreed upon.			
20. Outputs and deliverables have been determined.			
21. Outcomes have been established.			
22. Success indicators and measures have been established.			
23. Access and availability of resources (human, in-kind, financial, physical, environmental) is increased.			
24. Our community image is enhanced by this collaboration.			
25. There is an exit strategy for terminating the collaboration.			



Information Item:
Proposed ACOP Changes

Board of Commissioners Meeting
Tuesday, January 23, 2018



Action Items & Resolution

2018-01

SHA Financial Management Policy

Board of Commissioners Meeting

Tuesday, January 23, 2018



January 23, 2018

**The Housing Authority of the City of Spartanburg
Spartanburg, SC 29302**

HONORABLE MEMBERS IN SESSION:

SUBJECT:

**SHA Financial Management Policy
Resolution 2018-01**

RECOMMENDATION:

Review, approve and adopt the SHA Financial Management Policy to be effective February 01, 2018

CONTACT PERSON:

Angela Leopard
Director of Finance
864-598-6138

PURPOSE:

This document has been prepared to demonstrate the internal accounting procedures for the Spartanburg Housing Authority (SHA). Its purpose is to ensure that assets are safeguarded, financial statements are in conformity with generally accepted accounting principles, and finances are managed with responsible stewardship.

BACKGROUND:

Financial policies are key to defining financial management practices and establishing internal controls for any organization. It is the job of the Chief Executive Officer and Board of Commissioners to bear ultimate responsibility to ensure that adequate financial management systems are in place and operating efficiently and effectively.

FINANCIAL IMPACT:


Adequate policies and controls are essential to ensure financial stability and compliance.

POLICY CONSIDERATIONS:

This policy governs the financial management system of the Spartanburg Housing Authority and complies with the provisions of 2 CFR, Part 200 of the Uniform Administrative



Requirements, Cost Principles, and Audit Requirements for Federal Awards. The uniform guidance was applicable for Federal agencies, including HUD, effective December 26, 2013. Federal agencies, including HUD, adopted 2 CFR part 200 as requirements for Federal financial assistance programs by the interim final rule published December 19, 2014. It was made applicable to non-Federal entities (recipients of Federal financial assistance) effective December 26, 2014, with one exception: §200.110(a) was revised to give a one-year grace period for implementation of the procurement standards.

Respectfully Submitted,  _
Angela Leopard, Director of Finance
The Housing Authority of the City of Spartanburg



RESOLUTION NO. 2018- 01

**ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF SPARTANBURG**

January 23, 2018

Staff recommends adoption of Resolution No. 2018-01, approving the Financial Management Policy as submitted, effective February 01, 2018.

Charles White, CHAIRMAN

ATTEST:

SECRETARY

FOR CLERK USE ONLY

RESOLUTION NO. 2018-01

DATE ADOPTED: January 23, 2018



Financial Management Policy

2018 Edition

**2271 S. Pine Street
Spartanburg, SC 29302
Phone: (864) 598-6100
www.shasc.org**

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Introduction

This document has been prepared to demonstrate the internal accounting procedures for the Spartanburg Housing Authority (SHA). Its purpose is to ensure that assets are safeguarded, financial statements are in conformity with generally accepted accounting principles, and finances are managed with responsible stewardship. **This document will be reviewed annually.**

This Financial Management Policy and Manual has been presented, reviewed and approved by the SHA Board of Commissioners and Administration. Staff members have contributed to the development of this manual utilizing resources including:

- HUD and OMB
- State of South Carolina Auditors Office
- SHA Procurement Policy
- SHA Board of Commissioners
- SHA Chief Executive Officer
- SHA Finance Department

This policy serves the Spartanburg Housing Authority (SHA) by helping to identify and reduce risks and ensuring that policies, procedures, laws and regulations are followed and that established standards are met. It is the intention that SHA objectives are achieved and that resources are used efficiently and effectively. The finance department operates under the supervision of the Director of Finance and the general direction of SHA's Chief Executive Officer with a direct reporting relationship to the Board of Commissioners.

The SHA commitment by staff and management is to deliver the core values throughout our daily procedures. All personnel with a role in the management of SHA's fiscal operations are expected to uphold the policies in this manual. It is the intention that the financial management policy and manual serves as staffs' commitment to transparent, accurate and consistent financial management and reporting.

Housing Authority & Compliance

Department of Housing & Urban Development (HUD)

The mission of SHA is "Empowering people in our community through affordable housing and self-sufficiency opportunities." This is accomplished through various funding sources, most notably the Department of Housing and Urban Development (HUD). SHA policies and procedures are guided to meet the requirements of the regulations of the funding source provided in the awards of our grants from both HUD and the regulations of the State of South Carolina. This Financial Management Policy addresses and considers both the guidelines set by HUD and State of South Carolina requirements for reporting and fiduciary responsibilities.

HUD Financial Assessment

SHA follows the Basic UFRS Rule Requirements (Uniform Financial Reporting Standards) as recommended by HUD. HUD developed the Financial Assessment Subsystem (FASS) specifically to facilitate the PHA metric as the financial health portion of the overall assessment. Financial and other information must be submitted to the HUD Real Estate Assessment Center (REAC) electronically by the PHA.

The Public Housing Assessment System (PHAS) rule establishes procedures for the assessment of:

1. Physical condition
2. **Financial condition**
3. Management operations
4. Resident service and satisfaction

The PHAS indicators listed above act as an annual “report card” to indicate how the agency is performing based on HUD standards. **In order to comply with the financial condition assessment of PHAS, information must be submitted to REAC electronically by the PHA through the FASS using a template known as the Financial Data Schedule (FDS).**

Financial Compliance

The SHA annual financial reports are completed and audited by an independent audit firm. It is made available to the public via our website. It is also submitted to HUD via the REAC FDS.

The annual FDS is prepared by the PHA using Generally Accepted Accounting Principles (GAAP) standards for state and local governments and is reported on by the independent auditor as to its fair presentation in relation to the audited financial statements. The Government Accounting Standards Board (GASB) issues relative accounting practices on an annual basis. As these documents are released, SHA modifies the procedures to conform to the new GASB standards, if applicable.

GASB provides for two bases of accounting depending on the activities of the governmental entity - “enterprise fund” or “governmental fund” accounting. Since the overwhelming majority of PHAs possess the characteristics of enterprise funds, they follow GASB enterprise fund accounting principles.

GASB issued Statement No. 34, Basic Financial Statements--and Management's Discussion and Analysis--for State and Local Governments, which mandates government-wide or other financial statements using full accrual accounting like that utilized by enterprise funds.

Under Statement No. 34, SHA will be considered a special purpose government entity. It is engaged only in business type activities and therefore, will follow enterprise fund accounting in accordance with the provisions of paragraph 138 of the Statement.

Compliance with External Policies

Housing Authority accounting policies and procedures are compliant with GAAP accounting principles as established by the Financial Accounting Standards Board (FASB), the Government Accounting Standards Board (GASB) to maintain U.S. Department of Housing and Urban Development (HUD) regulations. The policies are provided through:

- **OMB Directives** – *The audit of an entity's basic financial statements, Grant compliance and internal controls.*
- **Uniform Financial Reporting Standards (UFRS)** – *Rule implementing requirements of 24 CFR, Part 5, Subpart H, for the electronic filing of financial information to REAC by entities receiving HUD financial assistance.*
- **GASB Statements** – *New accounting rules as implemented by the South Carolina Office of the State Auditor (OSA).*
- **Statement on Auditing Standards** – (SAS) No. 29, *Reporting on Information Accompanying the Basic Financial Statements in Auditor-Submitted Documents*
- **AICPA Statement on Standards for Attestation Engagements** – (SSAE) No. 10, *Attestation Standards: Revision and Recodification, where the auditor compares the electronically submitted data in REAC and is prepared by the auditor.*

The Spartanburg Housing Authority Board of Commissioners was created and appointed by the City of Spartanburg City Council. The Spartanburg Housing Authority Board of Commissioners and the Mayor appoints interested candidates to the Board. The SHA Board of Commissioners is the governing body to SHA.

Board Authority

Board of Housing Commissioners

The SHA encourages community members to stay informed on current issues and business actions pertaining to its housing programs and policies. All meetings of the Board shall be open to the public unless, for a specifically named and limited purpose, a meeting is scheduled as a closed meeting or an open meeting is called into a closed session.

Board Meetings

Regular Meetings are held on the each month, unless otherwise posted. Meetings are held at 4:00 pm in the Main Conference Room, at the Spartanburg Housing Authority Central Office, 2271 S. Pine Street, unless otherwise posted.

Board Responsibilities

The Board of Housing Commissioners has a role of oversight to the SHA and is appointed by the Mayor of the City of Spartanburg. The Board is responsible for electing Board Member roles and officers, drafting bylaws and articles, and registering with regulatory bodies.

Housing Commissioners provide leadership, set policy, approve budgets, and earn support in the community for housing programs. The role of the Board Members is that of policy maker, while

the responsibility of the Authority's administration belongs to the Chief Executive Officer (CEO). The CEO manages the operations and reports to the board. The Board of Commissioners and the CEO work together in a positive working relationship in order to have the balanced and effective agency for the community.

The Accounting Function

To ensure compliance on a daily basis with regards to all accounting functions, this policy is a regulatory guide to the various functions including but not limited to; cash management, receipts, disbursements, accounting, funding, purchasing and grant or contract management. The finance department has evaluated the process and procedures that staff follows to ensure all industry regulations are being followed. Desktop procedures exist and are reviewed annually to ensure consistent and compliant practice.

Prevention and detection of fraud and mismanagement is another factor in considering process and procedures. HUD's Office of the Inspector General (OIG) recommends the implementation of strong internal controls, through accounting policies and procedures, in order to help mitigate the potential for fraud. The most effective internal control concept is separation of duties.

An ideal system of internal controls will separate the below functions:

- Authorizing transactions
- Keeping books
- Handling funds

When two or more of these functions are in the control of one person, the potential for fraud is greatly increased. On occasion, when staff size is too small to permit separation of duties, a closer level of supervision is utilized which may include the Director of Finance, CEO, Deputy Director, Department Manager, or Board Member being called in to verify a process.

The Finance Department recognizes this role and is responsible in communicating the education of the current state of affairs to the Board of Commissioners and the CEO who hold direct responsibility for ensuring that the PHA's housing programs are carried out in an honest, efficient, and effective manner.

Some key components to reporting the fiscal state of affairs and oversight to the internal controls includes reducing opportunity for fraud or mismanagement through the following:

- Annual review of the manual for any updates or necessary changes
- Employee Performance Review and monthly coaching of staff to suggest improvement in daily process
- Vacation and leave time for regular staff. This can provide the back-up staff the ability to check the validity of a process for accuracy
- Review of processes outside of the annual review when either new staff is hired or

- new industry regulations are implemented
- Strong Internal Controls supported through procedures
- Rotation of staff duties for staff responsible for cash management
- Annual training and skill enhancement opportunities to review roles and responsibilities

Fraud Prevention & Cash Management

Education and strict adherence to the roles and procedures of daily cash management is the first step to fraud prevention. This begins by hiring and educating staff on the importance of cash management handling, which includes reviewing all preventative measures as well as ensuring all SHA procedures are being followed.

Cash Management & Investment Policy

The Annual Contributions Contract (ACC) requires the PHA to deposit and invest all program funds for projects under an ACC in accordance with the terms of a General Depository Agreement. The General Depository Agreement must be in a form approved by HUD and is executed between the PHA and the depository. In addition, the ACC requires the PHA to invest General Fund (program) monies only in HUD approved investments.

Cash management is the process of managing the cash flow of a PHA to optimize its use of funds. This process involves the timing of receipts and disbursements to assure the availability of funds to meet expenditures and to maximize the yield from the investment of temporarily surplus funds.

Effective cash management calls for organized planning. Good relations between the PHA and the financial institution can improve the effectiveness of a cash management program.

- Banking services should be obtained in a competitive solicitation, (PIH-96-33)
- A General Depository Agreement is signed Form HUD 51999
- Collateralization of deposits shall be fully secured (100%) that are in excess of the insured amount (FDIC)

The Authority has in place an Investment Policy that guides investment activity in accordance with HUD PIH Notice 96-33. The Investment Policy is published as an additional document but the policy shall adhere to the following; SHA shall implement the following internal controls to assist in controlling investments and preventing loss or misuse:

1. Individuals responsible for custody of securities shall be someone other than an individual maintaining the accounting records.
2. Deposits are protected by FDIC insurance and collateralization for deposits in excess of FDIC insurance limit, as required by HUD.
3. The Authority invests only in conservative investment vehicles, as required by HUD.
4. Investments shall be recorded in detail in an investment ledger.
5. A system shall be in place to insure that all interest earned is collected and credited to the appropriate SHA records.
6. Investments shall be reconciled **on an annual basis** to the detailed record (investment ledger).

Fixed Assets

Assets are comprised of the items owned by the SHA which constitute economic resources. Assets shall be safeguarded through the application of the Capitalization Policy, the Procurement and Disposition Policy and related procedures to enhance the internal control of SHA assets. The Authority shall conduct an annual inventory of assets in order to assure the accuracy of its financial statements and to safeguard the assets of the SHA. Assets shall be reflected accurately on the financial statements in accordance with the Accounting for Assets procedure. SHA shall implement the following internal controls to assist in controlling fixed assets:

1. Proper training for key personnel on HUD and GAAP requirements for Fixed Assets;
2. There is a written Procurement Policy that has been adopted by the Board of Commissioners;
3. There is a separation of duties between purchasing the fixed asset, recording the asset, and tracking the asset;
4. There are detailed data bases maintained for Dwelling and Non-Dwelling Equipment containing information unique to each fixed asset;
5. There is a physical inventory of fixed assets utilizing the fixed asset data base (performed at least annually).
6. Fixed asset/inventory ledger to include ownership (SHA or affiliate), cost basis, useful life, and depreciation assigned.

Cash Disbursements and Approval Process

In the disbursement process, there are two independent verification steps to be taken before the payments are sent. These are performed by a person removed from custodial, recording and approval duties. This control step addresses the issue of fraudulent supporting documents, which can easily be produced and inserted into the invoice processing and check preparation stages.

1. All Purchase Orders are reviewed by a **two approvers before** payment.
2. Approved PO and receiving report (if applicable) must be attached behind the Invoice, before given the Finance Specialist
3. Invoices are entered into the system by the Finance Specialist.
4. The Pre-Check report is run and verified by an Accounting Manager **or** Director of Finance.
5. For additional security all check stock is purchased blank with no coordinating account numbers located on the stock.
6. Account numbers are printed as checks print.
7. Checks are run by the Finance Specialist.
8. Positive pay report is run that includes the check number, amount and quantity to verify against the check listing report.
9. The report is then submitted to the bank by the Finance Specialist
10. SHA utilizes both ACH and check stock for cash disbursements.
11. Checks are distributed. **Note:** All checks are required to be signed by two signatory authorities prior to being distributed. Currently signed by CEO and Director of Finance.

12. Disbursements are reconciled during the monthly bank reconciliation process performed by the **Accounting Manager or Senior Accounts Receivable Specialist**.

Purchasing

Purchasing is the procurement of goods and services in a competitive manner and consistent with HUD requirements for use in conducting operational activities for the agency. Purchasing shall be conducted in accordance with the Procurement Policy in compliance with HUD Handbook 7460.8, 24 CFR 85.36, and other applicable State or local regulations. Authorization shall be necessary in order to purchase on behalf of the SHA in accordance with the Purchasing and Requisition Procedure.

1. Proper training for all personnel involved in Purchasing on compliance issues concerning HUD Procurement rules and regulations;
2. A written Procurement Policy that has been adopted by the Board of Commissioners;
3. A separation of duties exists between purchasing (the Procurement division) and receiving (the Department);
4. Review and approval is required for items requested – all items are approved by Finance, the Department Director, the division Manager, or the Chief Executive Officer;
5. All purchase orders are submitted through our accounting system;
6. There are thresholds in accordance with the written policy requiring multiple quotes and, for larger purchases, advertised bids.

Purchase Requisitions

All purchase requisitions are prepared through the *Yardi* PO Dashboard module. All purchase requisitions must follow authority threshold for approval, before procurement activities are initiated. All requisitions are then approved by Department heads with appropriate budgetary authority for expense request.

Approvers will review purchase requisitions for the following:

- Availability of budgeted funds
- Eligibility of expense
- Correct coding of General Ledger (“GL”) account and activity

If no other issues exist, the purchase requisition will be approved. If issues exist with the requisition, the approver will deny or reject the purchase requisition and return it to the preparer for further updates or modifications. Upon denial, the approver will note why the requisition was not approved and, the required course of action.

If an approved requisition’s estimated cost becomes an actual expense over the approved amount, the requestor will resubmit the requisition to the user department for approval of additional funds before adjusting the dollar amount on the purchase order.

Cash Receipts Process

There are specific measures when managing cash receipts or disbursements. All cash processes, either manual or automated, meet their objectives to:

1. Safeguard the asset
2. Prevent, deter, and detect errors and fraud

To achieve these objectives SHA ensures receipts and disbursements are appropriately directed and recorded. The controls in cash processes are segregation of duties and independent verification. To verify information independently, there is a separation of duties.

The person who performs the verification is not the same person who has access and control over the assets. In performing bank account reconciliations, the verification procedures include:

1. Tracing all cash receipts to the bank record.
2. Supporting all bank debits with approved internal records.
3. Performing the daily Positive Pay process, where the bank has SHA resolve check issues that do not match with their Positive Pay file.

Controls for Cash Receipts

SHA has a three-person team in the cash receipts process. This is absolutely necessary in protecting cash and contributions processed on a daily basis.

- Properties may only accept move-in expenses at the site and may only be in the form of money order **or cashier's check**.
- Property Managers (or designee) secures money order/cashier's check in a locked location.
- Other Miscellaneous monies are dropped at Central Office immediately.
- Monies are dropped in a lockbox, located outside the Accounting Manager's office at the Central Office.
- Deposits are verified at End of Month, when the bank statement is reconciled by the Finance Specialist or Accounting Manager. All receipts are verified and reconciled.

Segregation of Duties

Segregation of duties is a preventive and detective control. The division of responsibilities serves to cross-check the work of each function, thereby increasing the chance of detection, while reducing the chance of concealment without collusion. **These divisions also protect employees from making costly errors.** The **custodial duties** direct the actual asset flow and must be separated from the cash recording duties.

Custodial Duties

Custodial duties include cash counting, check endorsement, bank deposits, blank check stock custody, check printing and check signing. The electronic fund transfer application operator who processes and submits the fund transfer request is a cash custodian.

Custodial Duties:

1. Chief Executive Officer– Signature authority for all disbursements.
2. Director of Finance – Signature authority for all disbursements.
3. Director of Finance – Audits bank reconciliations, financial transfers and ensures the chain of command
4. Director of Finance – reviews and approves all outgoing disbursements.
5. Accounting Manager – reviews and approves all outgoing disbursements.
6. Accounting Manager – Performs financial reconciliations and audits month end
7. Accounting Manager – Audits deposits and ensures tracking of deposits and original receipts
8. Finance Specialist – Performs some financial reconciliation
9. Finance Specialist – Processes invoices, electronic payments and disburses funds
10. Senior Accounts Receivable Specialist – Deposits cash
11. Senior Accounts Receivable Specialist –Performs some financial reconciliations
12. Senior Accounts Receivable Specialist –Reviews and approves payable batches

**Financial reconciliations are not completed by the person(s) responsible for the accounts. This includes payables or receivables.*

The independent verification control in a cash process is verifying internal records of receipts and disbursements against externally sourced records. This is commonly known as the bank account reconciliation. There are accurate and reliable internal records with the recording duties separated from the custodial duties. The bank account reconciliation is a detective control and stop-loss procedure.

Bank Reconciliation Process

Bank Reconciliation shall be completed **within 30 days of receipt** of statement and reconciled with the General Ledger in order to provide an accurate update of cash availability to meet the cash requirements of the agency.

Capital Fund

The Capital Fund Program is based upon annual subsidy from HUD which is utilized to address the capital needs of the developments.

The SHA shall ensure that funds from the Capital Fund Program, other than the CFP management fee, are used to directly support the AMPs and its residents. Capital Fund Program funds shall not be used to directly support the COCC other than certain exceptions as allowable by HUD.

The COCC shall perform management and owner functions related to long-term capital planning, budgeting, oversight, monitoring, and reporting of the CFP. Management fees shall be utilized to fund costs incurred for these functions.

Related CFP costs, including construction, purchase of project equipment, and other related

expenses, along with corresponding grant revenue, shall be accounted for on the individual AMP's financial statements. FDS-reported amounts shall be reconciled to the financial statements and costs shall be easily tracked to the AMP and the CFP funding year for which expenditures are incurred.

Housing Choice Voucher Program (HCV)

The Housing Choice Voucher Program (HCV) is a HUD-subsidized program in which eligible low-income participants receive assistance to rent units belonging to landlords who agree to participant in the program.

Housing Assistance Payment checks are generated on the first and the fifteenth of each month to pay program participants in accordance with HUD regulations.

Payments are reconciled at each check run between the Accounting Department and the Housing Choice Voucher Program (HCV) in order to assure accuracy.

Housing Choice Voucher Program (HCV) Net Restricted Assets shall be maintained as a Restricted Reserve which shall only be utilized for Housing Assistance Payments in accordance with HUD regulations.

SHA will fully and effectively utilize HUD's Voucher Management System (VMS) in a timely and accurate manner according to HUD requirements, submitting financial information (HAP expenses, Restricted and Unrestricted Net Assets, etc.) for all HCV programs, including tenant based voucher, project based voucher, rental assistance demonstration and mod-rehabilitation programs.

Staff shall be trained on new and existing regulations. SHA shall implement the following internal controls:

1. Proper training for the HCV Administrator on program issues;
2. Landlord (HAP) payments on direct deposit, eliminates checks ;
3. Independent review of HAP payments;
4. Physical controls over Utility Assistance Payment checks - review and independent processing of these checks
5. Separation of duties in the distribution of reconciliation of HAP checks.

Asset Management

The Finance Department shall comply with all HUD regulations governing Asset Management as contained in 24 CFR 900. The Finance Department shall develop and maintain separate budgets for each AMP and the COCC.

COCC fees shall be charged and treated as income in strict compliance with OMB Circular A-87, 24 CFR 85, and 24 CFR 900. Auditable documentation shall be maintained to substantiate fees

charged to all programs. SHA shall implement the following internal controls:

1. Monthly reporting to individual AMPS
2. Documentation substantiating fees and charges
3. Independent review and monitoring

Personnel and Payroll

Personnel

The **Human Resources Department** is responsible for certain personnel issues, such as insurance, benefits, and processing of pay increases. Changes to payroll are appropriately authorized by the CEO. Source documents are provided for any changes in personnel benefits, duties, or pay.

The administration of personnel is conducted in accordance with the SHA's Personnel Policy and in compliance with governing Federal regulations.

Payroll

Payroll is issued, via Direct Deposit, to employees in compliance with the Personnel Policy. SHA shall implement the following internal controls:

- Proper training for Accounting staff on current law, rules and regulations concerning compensation, benefits and payroll taxes;
- Approval of pay rates by CEO who is independent from payroll preparation and processing;
- Review and approval of final payroll by an employee who is independent from payroll preparation and processing;
- Direct deposit for pay checks, no check stocks involved.
- Separation of duties within the hiring, compensation determination, and issuing of payroll checks

Interfund Transfers

Interfund Transfers are the amounts which are transferred among various programs administered by the Authority.

All interfund transfers shall be substantiated by source documents.

Interfund transfers shall only be made with the express permission of the Director of Finance and in accordance with HUD or appropriate regulations.

Fungibility shall be subject to HUD governing regulations and limitations. Restricted funds are designated by Federal regulations and may only be utilized for the purpose designated and shall not be subject to transfer.

The Housing Choice Voucher Program (HCV) Net Restricted Assets shall be contained within a separate bank account for the sole purpose of Housing Assistance Payments.

Resident security deposits shall be contained within a separate account and is restricted to refund for those residents vacating with no outstanding balance due. **If the tenant has a balance due, the account will be credited to satisfy the balance. If there is still deposit funds remaining those will be refunded to the tenant.**

Internal Accounting Controls

Internal controls ensure that an organization's objectives can be achieved. An adequate system of internal controls is set to properly safeguard assets through the timely recording, reconciling and summarizing of transactions.

It is the job of the Chief Executive Officer and Board of Commissioners to bear ultimate responsibility to ensure that an adequate system of internal controls is in place and operating efficiently and effectively.

The Internal Controls are designed to reach accurate and transparent record keeping, assisting in the annual goals of the Finance Department:

- Conduct financial and financial-related audits.
- Conduct compliance and quality assurance reviews of operating controls and transactions to determine compliance with laws, regulations, and procedures.
- Conduct performance/operational audits to determine efficiency, economy, and effectiveness of all program areas and operations.
- Notify management and the Board of any investigations involving allegations of impropriety, fraud, criminal activities, conflicts of interest, waste, mismanagement, etc.
- Serve as a liaison and coordinator of PHA's interest with HUD, local and federal regulatory and investigative bodies.
- Respond to requests from the Board of Commissioners, the Chief Executive Officer and the Senior Management team for independent analyses of management or internal control systems.
- Coordinate audit efforts between departments for external auditors to avoid duplication of efforts.

Adopted Internal Controls

The following items are internal controls recommended by HUD for PHA's. The following Internal Controls are adopted and maintained by SHA.

- The bank and credit card statements are reconciled by an independent person.

- Reduced handlings of cash where two people count receipts and verify deposits.
- Required vacations for finance staff.
- Independent Audit firm is rotated at least every 3 years, and assures audit findings are resolved.
- Maximum dollar limits for credit card purchases.
- Credit Card receipts are obtained and verified against billings by someone other than the card holder.
- One person does not have total oversight and authority over cash and accounting functions and a backup plan includes higher level review and approval should key staff be absent.
- All payments are reviewed and signed by the Chief Executive Officer or designee and Director of Finance.
- The Chief Executive Officer and Director of Finance have primary signatory authority; Accounting Manager has secondary signatory authority in the event either of the primaries is not available to sign. Two signatures are required on disbursements.
- All check and cash disbursements are accompanied by an invoice showing that the payment is justified.
- Background checks are completed on all new employees, including Chief Executive Officers.
- The Finance Specialist initiates payroll and the Accounting Manager or Director of Finance reviews payroll disbursements against a list of employees from the human resources department.
- Training programs are instituted by Human Resources that emphasize good behavior such as ethics classes.
- News articles are shared with staff when housing authorities experience fraud or misappropriation of funds to share and educate the importance of internal controls.
- SHA encourages fraud reporting through HUD contact information available OIG Hotline telephone number is: (800) 347-3735.
- All employees are made aware of the serious nature of embezzlement and that they have an obligation to report suspected abuse to Management or a Board Member.

Internal Controls in Action

One of the most important characteristics of a good system of internal controls is separation of duties SHA separation of duties is outlined as follows:

- **Mail** – The person responsible for opening the mail is not the same person responsible for posting payments or signing off on bank reconciliation. The mail person is located in the Finance Department and is responsible for receiving, sorting and distributing mail to the assigned staff members. For example, all Bank, Investment or Financial documents are delivered to the Accounting Manager unopened. All Human Resource documents are delivered to HR unopened.
- Two **check signers** are required for all disbursements and wire transfers.
- All payable batches are reviewed and approved for payment by the Senior Accounts

Receivable Specialist.

- The Director of Finance is responsible for **assigning staff** for recording or reconciling responsibility of revenues and expenditures. All processes have at least two levels of review prior to approval for distribution or allocation.
- **Bank reconciliations** are completed by Accounting Manager, Finance Specialist and Senior Accounts Receivable Specialist and reviewed and approved by the Director of Finance. Bank statements are delivered directly to the Accounting Manager and can be accessed directly online at the bank. **At no time will the person responsible for reconciling a bank statement be the responsible party for the correlating entries. (Payable accounts will not be reconciled by accounts payable, depository accounts will not be reconciled by the accounts receivable person)**
- **Journal Entries (JE)** are reviewed and approved prior to being posted to the general ledger. Manual JE's are processed through the software, but hard copies of all JE's are maintained to ensure documentation of approval. Automated JE's are not reviewed and approved prior to posting since it is an internal process, but back-up documentation can be provided.
- **Cash management** is balanced and reconciled by the finance department, which includes two levels of review and approval prior to funds being deposited at the bank.
- **Capital Fund projects** are reviewed and reconciled by the Deputy Director of Development.
- **Fixed Assets** are identified annually and are posted to the general ledger and depreciated once they have been placed into service.
- **Wire Transfers** are conducted to prevent misappropriation of cash and investments. Finance is instructed to wire transfer funds only to accounts in the name of the organization and with the specific account numbers provided. Two levels of review and approval are required by the bank and SHA. **Wire Transfers are completed under restricted use.**
- **Date and Submission of Approval and** proof of the preparer and reviewer are provided by each piece of documentation in the internal control chain (e.g., deposit slips, the disbursements register, check authorizations, and bank reconciliations). The accounting software, YARDI, also provides authorized user and time stamp information for all accounting entries and changes.
- **Crime Insurance for the Housing Authority** is obtained since even the best system of internal controls cannot protect against fraud in the case of employee collusion. Specifically, SHA possesses crime insurance, which is there to cover SHA for employees who have access to the organization's funds and other assets.
- **Decreasing Opportunity** - The goal of internal controls is to minimize opportunity for theft, fraud or error. When a regular accounting employee is on vacation, the assumption of these duties by another employee provides a good opportunity to spot inefficiencies or fraud.

Division of Duties

The following is a list of personnel who have responsibilities within the accounting department:

Director of Finance:

1. Reviews and approves all financial reports.
2. Reviews and approves annual budget.
3. Reviews all vouchers and invoices which require his or her signature.
4. Develops the annual budget with assistance from the Accounting Manager and input from the Executive and Program Directors.
5. Ensures regulatory compliance within department.
6. Authorizes all interfund transfers (One manager initiates while the other manager authorizes at the bank).
7. Manages the Fixed Asset accounts.
8. Supervises Daily Operations.
9. Budget Preparation (Accounting Manager, CEO, Senior Leadership, Property Managers)
10. Manages budget revisions
11. Assists in management of compliance for all affiliates
12. Liaison to external auditor and CPA firm.
13. Reviews and approves VMS report.
14. Responsible for all financial grant management and eLOCCS draws

Accounting Manager:

1. Receives unopened bank statements.
2. Prepares financial reports.
3. Reviews and approves list of pending check disbursements.
4. Initiates all interfund transfers (One manager initiates while the other manager authorizes at the bank).
5. Reviews the payroll summary for the correct payee, hours worked and check amount.
6. Approves all reimbursements.
7. Verifies the daily deposit.
8. Manages Capital Fund disbursements and reimbursements.
9. Supervises daily operations with month-end close duties.
10. Prepares yearly budget and settlements for HCV programs
11. Budget Preparation (Accounting Manager, CEO, Senior Leadership, Property Managers)

Finance Specialist:

1. Processes the payroll, including payroll tax returns.
2. Maintains and reconciles the general ledger monthly.
3. Processes Utility Allowance Payment (UAP).
4. Processes Housing Assistance Payments (HAP).
5. Reconciles vendor accounts.
6. Processes vendor invoices for payments.
7. Maintains the utility consumption reports.
8. Reconciles the AP sub-ledger to the G/L monthly.
9. Prints and mails all vendor checks for payments.

Senior Accounts Receivable Specialist:

1. Receives incoming mail, does not open bank statements, RFP's and all HR documents.

2. Reconciles the bank accounts.
3. Receives monthly payments.
4. Small supply purchasing agent
5. Reconciles the statement of credit card deposits and service charges.
6. Handles charges concerning move-outs and processes security deposit refunds.
7. Creates POs for Finance Department

Desktop Procedures

Desktop procedures ensure that the employee is following appropriate measures for Internal Controls and Separation of Duties. In the case of an employee's absence the desktop procedures can be utilized to ensure consistent operational practices are being followed. **Desktop procedures are reviewed annually or as needed to remain in compliance with policy and regulations.**

Interim Financial Reports

The purpose of the Finance Department is to provide financials to the board, administration of the authority and to the public throughout the fiscal year. Generally, interim financial reports are unaudited and do not consist of a complete set of financial statements like those issued at the completion of the year-end audit.

The following reports are typically produced during the audit. On a monthly basis, the board receives a condensed version set of these reports, referred to as the financial dashboard. This allows the Board and Management to be informed of any changes in the financials throughout the year.

1. Combined Balance Sheet - Statement of Financial Position.
2. Income Statement - Statement of Activities and Changes in Net Assets.
3. Notes to the Financial Statements.

The information in these statements can be a useful tool for:

1. Monitoring revenue, support, expenses and comparing them to prior periods and budgeted amounts.
2. Planning additional programs and services for current or future years.
3. Determining if additional cost containment, need for additional funding or budget adjustments are warranted.
4. Analyzing the results of a specific program area.

Other reports available upon request include:

- Budget Progress Reports
- Capital Funds Report
- Central Office Cost Center Report
- Budget Variance Reports
- Reclassification Log
- Inter-fund Transfers
- Financial Data Schedule

The SHA shall update the Financial Data Schedule (FDS) monthly in order to monitor its financial performance and its portfolio. The FDS shall be provided to HUD on an annual basis as supplementary information to the SHA's financial statements.

The SHA shall adhere to the reporting requirements of OMB Circular A-133 issued by the Office of Management and Budget. The SHA shall report and present its financial data in accordance with

GAAP.

The SHA shall report gross potential revenues based on all units under the ACC contrasted with actual rental revenue, with the difference designated as vacancy loss. This information shall be presented on the income statement of the SHA. The SHA shall include the reporting of gross potential rental income, the associated vacancy loss, the gross potential subsidy and the associated subsidy loss. A weighted average may be used to determine the average rent for gross rent potential and losses due to vacancies in compliance with HUD guidelines.

Year End Process & Compliance Plan

An Independent Audit

SHA is required by HUD and the State of South Carolina to have an annual financial audit by an Independent Certified Public Accountant. The audit is an examination of the organizations financial statements to ensure that they are presented fairly in all material respects according to GAAP. An audit involves detailed levels of testing.

Selecting an Auditor

A Request for Proposals (RFP) should be prepared to solicit bids for accounting services. The RFP should briefly describe the organization, its accounting system, the type of service requested (e.g., audit of basic financial statements, an A-133 audit, preparation of the 990 tax return, a management letter, and a presentation to the board) and the desired timing of the work and delivery of the reports.

Since the Housing Authority is an agency that expends more than \$750,000 in federal awards in a given year, it is required to have a single audit conducted. Single audit are conducted in accordance with 2 CFR 200 Subpart F, and audits are performed in accordance with Uniform Guidance standards issued by the Government Accountability Office.

- **Financial audits** focus on the financial statement balances and disclosures.
- **Single audit**, (2 CFR 200, Subpart F), uniform administrative requirements, cost principles, and audit requirements for federal awards.

After the audit is completed, SHA is required to submit its financials to the following:

- HUD – FDS is due June 30th online and at the Regional HUD office.

SHA is makes copies available upon request to the following:

- Current or potential banking partners
- State of South Carolina Auditor
- Insurance company
- City of Spartanburg
- General public will be directed to the website

Year End Plan

The Finance Department works on a year-end plan that allows staff to be prepared for the Fiscal Year end on September 30th.

- Year-end Processing check list is followed as well as scheduled staff meetings.
- Revenue schedules for the year are reconciled to the General Ledger.
- Expense by fund – A review of all AP and expense accounts to the budget.
- Escrow accounts – FSS participants and Security and Pet Deposits are reconciled.
- Liability accounts – Reconciled.
- Program and Project Fees are reviewed and closed for the year.
- Capital Fund – Projects, files and reconciliations to the annual Fiscal Year vs. Calendar Year grant.
- Interfund accounts are reconciled, bank transfers completed and journal entries processed.
- Accruals – Vendor accounts audited and obligations to HUD or COA.
- Pre-payments – Insurance, benefits and lease payments.
- Accounts Payable – year end procedures, verify any open PO's, PR's and invoices, reconcile sub-ledger to G/L.
- Purchasing – Manual audit and review of existing purchase orders and commitments.
- Inventory –manual and G/L audit.
- Work Order – Work in conjunction with the Maintenance department to close out.

All documentation is reviewed and prepared for the audit by the Finance Staff.

Federal grants are awarded and reconciled based on funding schedule.

The Budget

SHA staff is accountable for the creation of the individual Capital Fund budgets, Five (5) year Budget Plan, annual Action Goals, specific Program and Project budgets, as well as the Annual Financial Budget for all SHA Departments. All budgets and master plans for SHA are a collaborative process among key staff members, management, the Executive team and the Board of Commissioners. This section discusses the Annual Financial Budget which includes the basic operating fund and includes the various agency funding programs utilized by SHA. Upon completion and adoption of the budgets, all information is presented and made available to the public. The Board Approved Budget is submitted to HUD no later than September 30th, which is the close of the fiscal year for SHA.

In accordance with 24 CFR 990.255, the SHA shall adhere to project-based management, project-based budgeting and project-based accounting. The Property Manager of each AMP shall be actively involved in the preparation and monitoring of the respective budget as an integral part of asset management within the SHA.

Operating budgets shall be developed for each AMP and the COCC annually. Necessary actions shall be taken to ensure that budgeted asset management fees will be available at the AMP and not limited due to excess cash restrictions. The SHA shall ensure that sufficient cash flow is anticipated at any AMP where an asset management fee will be assessed. Separate bank accounts shall be maintained for each AMP.

Budgets shall be easily reconcilable to FDS line items and shall allow for comparative analysis of budgeted line items to actual revenues and expenses. Budgets shall include estimates for all revenue and expenses under the Operating Fund and Capital Fund Programs (CFP) that directly or indirectly support the operations of each AMP, in addition to capital expenses to be paid with operating funds. This shall include all data needed to complete AMP-based financial statements in accordance with GAAP. The budgets shall further contain CFP activities such as operating transfers, management improvements, and any other CFP activity allowed by the program that is not capital in nature

Operating budget revenues shall include operating subsidy, dwelling rents, Capital Fund fused for non-capital activities, and all other revenue used to support the AMP. Subsidy levels shall be based on the project formula components with an estimate of any projected proration percentage. Budgets shall include any transfers allowed under the fungibility provisions of HUD's final rule.

Operating expenses shall include direct administrative costs, utilities, maintenance, security, general expenses, and non-routine or capital frontline costs charged as fee-for- service. The budgets shall also show any anticipated uses of excess cash expected to be generated by the AMP. Such amounts will be made available for transfer to other AMPs, paid under the asset management fee, or for any other eligible purposes.

The development and implementation of the annual financial budget is an integral part to the daily operating success of the agency.

- It provides comparative monthly reporting to the Board and Executive team.

- It is completed in collaboration with staff members and departments over a series of meetings throughout the year.
- It is a roadmap for utilizing resources and meeting the agency goals.
- It supports SHA program success and ensures fiscal viability throughout the year.

The Chief Executive Officer and Director of Finance are responsible for presenting the budget to the Board of Commissioners. Development of the budget takes into consideration the following ideology:

- **Budget assumptions** are realistic and objective with respect to market conditions (e.g., personnel costs are in line with similar positions in the community or field of expertise).
- **Specific types of revenue or expense** will not jeopardize the organization's tax-exempt status (e.g., unrelated business income, lobbying expenses, and unallowable costs).
- **Relative seasonality** of the organization has been addressed and provisions have been made to manage funds available or short-term borrowings (cash receipts and disbursements seldom occur uniformly over a twelve-month period).
- **Indirect costs** associated with management and general activities can be justified to total program expenses.
- **Budget is prepared in sufficient detail**, including a narrative that clearly explains the magnitude of the projected dollars for both revenue and expense categories.
- **Projected individual expenses** as a percentage of total projected revenues, gains and other resources are reasonable in relation to other non-profit organizations of a similar size and nature of operations.

Every effort is made to combine program, department and agency goals in the budget. Limited resources will be utilized to maximize benefits to the recipients of SHA programs. The staff incorporates SHA core values in applying the approved budget to each department. SHA also provides the following key internal control features:

- **Proper training** and understanding for site level Managers and Accounting staff regarding Project Level and program Budget Preparation;
- **Proper training** and understanding for Finance staff regarding calculation of Public Housing Operating Subsidy;
- **Separation of duties** in the areas of Preparation and Approval, Adoption, and Execution of the Budgets;
- **Board of Commissioners** review and adoption of Operating Budgets;
- **Budget monitoring** and reporting through monthly statements, including budget variances on monthly financial statements.
- **Adherence** to budget development and submission deadlines in accordance with HUD guidelines
- **Development** of the Capital Fund Program budget based upon an AMP level in accordance with asset management requirements.

Budget Management & Monitoring

Throughout the fiscal year, key finance staff will monitor and evaluate the operating performance of the PHA by using a variety of analytical tools and techniques, namely *Yardi* dashboards and reports. Reports will be monitored for variances between approved budget and actual expenditures and obligations.

Post-Budget development, the finance department will be responsible for the following management and monitoring activities:

1. Monitoring budgeted resources for the Authority during the fiscal year;
2. Analyzing and reporting on budget variances for operating, capital, and grant budgets;
3. Approving budget availability for all purchase requisitions, contracts and contract modifications presented to the Board of Commissioners (Board) for approval;
4. Reviewing and acting appropriately (approve, deny, or submit for editing) on transfers between budget lines within a cost center; and,
5. Monitoring the Authority's positions roster and payroll expenditures.

The finance department will also be responsible for monitoring the following on behalf of SHA:

6. Performance impact related to expenditure plan modifications and revenue fluctuations;
7. Preparing monthly, quarterly, and annual reports to reflect the fiscal performance of SHA. These reports will compare actual expenditures relative to the fiscal year budget to determine whether the Authority is operating efficiently;
8. Reviewing budget vs. actual reports including encumbrances. These reports will detail the year to date expenses, obligations and fund availability by major HUD account. In addition; and,
9. Monitoring 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.

Budget Revisions

Operating Budget revision procedures are required to assure consistency, accuracy, and tracking. Ideally, any significant budget revisions will be foreseen through the monthly review process and handled in a compiled way. The following budget revisions require Board approval:

- The acceptance of all new grant funding awards.
- Increases or decreases in the Authority's Annual Comprehensive Budget
- Significant changes to subsidies that alter SHA revenue.

Budget revision requests for new funding increases or decreases to the Authority's comprehensive budget should be submitted to the finance department as they are received. Any new revenue sources should be fully budgeted within 30 days of award.

Year End Close- Requisitions & Open Purchase Orders

A year end closing procedure for open purchase orders will be initiated by the finance department. Department Directors and Managers will be responsible for reviewing open purchase orders to determine if any remaining balances at year-end need to be accrued. Accruals can only be made for goods or services received during the current fiscal year.

All purchase orders will be closed at year-end according to cut-off dates established in conjunction finance department year end close schedule.

Purchases received but not paid should be properly accrued by forwarding a request to the Finance Specialist. This request must be made by the due date specified by the year end close procedure timeline. An accrual should not exceed the available budget or remaining balance of the purchase order.

Capital Fund and specific grant requisitions are not included in this cut-off process.



Action Items & Resolution

2018-02

Bad Debt/Write Off

**Board of Commissioners Meeting
Tuesday, January 23, 2018**



January 23, 2018

**Spartanburg Housing Authority
Spartanburg, SC 29302**

HONORABLE MEMBERS IN SESSION:

SUBJECT:

**First Quarter FY 2018 Bad Debt Write-offs
Resolution # 2018-02**

RECOMMENDATION:

Approve write-off of uncollected accounts receivables from October 1, 2017 – December 31, 2017 in the amount of \$10,292.79.

CONTACT PERSON:

Angela Leopard
Director of Finance
864-598-6138

SUMMARY:

The amount presented for board approval for write-off for all properties for the period of October 1, 2017 – December 31, 2017 (first quarter FY 2018) is \$10,292.79 (please refer to the attached summary) compared to the same period in FY 2017 write offs were \$11,363.33 or \$1,070.54 more than in the first quarter this fiscal year.

BACKGROUND:

(Past due Rent Collection Process)

Tenants are sent a late notice if rent remains unpaid after the eighth day of the month. Indicated in the late notice, the tenant has fourteen days from the date of the letter to pay the outstanding rent amount. The tenant is also advised in the late notice that if rent remains unpaid after the fourteenth day that the landlord would begin eviction proceedings against the tenant. Monthly, subsequent to the above time deadlines if rent is still unpaid and sufficient arrangements have not been made with the site manager, an eviction list is forwarded to the magistrate for processing. These annually uncollected rents are submitted to the Board of Commissioners for approval to be written off.

FINANCIAL CONSIDERATIONS:

The Municipal Association of South Carolina (MASC) does not charge Spartanburg Housing Authority for this service. All fees are paid by the past tenants' set-offs collected.

POLICY CONSIDERATIONS:

Once approved a detailed listing of the tenants with unpaid rents is submitted to the Municipal Association of South Carolina (MASC) who then works with the South Carolina Department of Revenue (DOR) to offset any tax refund that may be generated for the tenant in the future. During this process, the MASC system generates notices to the past tenant that advised them of the process. A separate notice is also sent at the time an offset is made and a refund is sent to the Spartanburg Housing Authority.

Respectfully Submitted, _____

Angela Leopard, Director of Finance
Spartanburg Housing Authority

	Spartanburg Housing Authority			
	Bad Debt Write Off			
	October 1, 2017 - December 31, 2017			
	<u>Properties (AMP's)</u>	<u>FY 2018</u>	<u>FY 2017</u>	<u>Dollars</u>
		<u>1st QTR</u>	<u>1st QTR</u>	<u>Inc./ (Dec.)</u>
		<u>Amount</u>	<u>Amount</u>	
1	Camp Croft	\$ 1,820.96	\$ 746.57	\$ 1,074.39
2	Archibald Village	\$ -	\$ 1,328.00	\$ (1,328.00)
3	Archibald Rutledge	\$ 5,879.40	\$ 2,034.00	\$ 3,845.40
4	Scattered Sites	\$ -	\$ -	\$ -
5	Prince Hall	\$ 2,432.46	\$ 1,804.79	\$ 627.67
6	Victoria Garden	\$ -	\$ 5,449.97	\$ (5,449.97)
7	Cambridge Place	\$ -	\$ -	\$ -
8	Page Lake	\$ -	\$ -	\$ -
9	JC Bull	\$ 159.97	\$ -	\$ 159.97
10	SLHC	\$ -	\$ -	\$ -
11	Liberty	\$ -	\$ -	\$ -
12	Appian	\$ -	\$ -	\$ -
	Total	\$10,292.79	\$11,363.33	(\$1,070.54)



RESOLUTION NO. 2018-02

**ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE SPARTANBURG HOUSING AUTHORITY**

January 23, 2018

**BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF
THE SPARTANBURG HOUSING AUTHORITY**

Staff recommends adoption of Resolution No. 2018-02, that the Board of Commissioners approve the write-offs of uncollected rents incurred by vacated tenants for the first quarter of Fiscal Year 2018 (October 1, 2017 – December 31, 2017) in the amount of \$10,292.79. No individual/family may be readmitted to any Federally Funded Program unit until such debt is paid.

Charles White, Chair

ATTEST:

SECRETARY

FOR CLERK USE ONLY

RESOLUTION NO. 2018-02

DATE ADOPTED: _____



Action Items & Resolution

2018-03

General Counsel Legal Services

**Board of Commissioners Meeting
Tuesday, January 23, 2018**



January 24, 2018

**Spartanburg Housing Authority
Spartanburg, SC 29302**

HONORABLE MEMBERS IN SESSION:

SUBJECT:

**General Counsel Legal Services
Resolution #2018-03**

RECOMMENDATION:

Authorize the Executive Director, to enter into a contract with the Horton Law Firm, Greenville, South Carolina, to provide a wide range of General Counsel Legal Services for SHA for a period of three years with two possible extensions of one year each, for an amount not to exceed \$100,000 per fiscal year.

CONTACT PERSON:

Terril Bates
Chief Executive Officer
864-598-6010

SUMMARY:

The Spartanburg Housing Authority requires the expertise of legal entity familiar with General Counsel Services. These services are a necessary supplement to the daily operation of the Agency. The Legal entity shall be the legal advisor to the SHA Board of Commissioners (BOC) and the SHA Chief Executive Officer (CEO).

BACKGROUND:

Attached is an approval for a "Sole Source" from HUD for an award to the Horton Law Firm, dated September 13, 2107. RFP#P 017-07-02 was issued on July 25, 2017. SHA received only one response.

SHA entered into a contract with the McNair Law Firm in September 2016. This relationship was terminated by mutual agreement during the last quarter of 2017:

FINANCIAL CONSIDERATIONS:

All costs associated with this award have been factored into the FY2018 Operating, Capital Fund and COCC Reserve budgets.

POLICY CONSIDERATIONS:

This procurement requires Board approval because it exceeds SHA's small purchase threshold of \$35,000.

Respectfully Submitted, _____
Terril Bates, CEO
Spartanburg Housing Authority



September 13, 2017

Randy Dyal, Public Housing Revitalization Specialist
U.S. Department of Housing and Urban Development
South Carolina Office
Strom Thurmond Federal Building
1835 Assembly Street
Columbia, South Carolina 29201-2480

Dear Randy:

Spartanburg Housing Authority issued an RFP# P-5-3016-2, for General Counsel Legal Services, on May 10, 2016. We received three proposals from the McNair Law Firm, The Banks Law Firm and Haynesworth, Sinkler and Boyd. The SHA met with McNair and Sinkler, Haynesworth and Boyd. We determined that travel costs associated with Banks were a consideration and decided not to move forward with them. A contract was issued with the McNair Law Firm on September 15, 2016.

SHA's experience with McNair has been unsatisfactory. We respect that they are a well staffed and well regarded professional law firm. Their style of representation does not meet our needs and creates expenses that we cannot reasonably manage. McNair has billed nearly \$30,000 in the last year in the representation of SHA in its attempt to "clean up" and reorganize affiliates. To date nothing has been completed. We have paid for consultation, often between their attorneys, reviews, research and communication, much that I believed to be unnecessary. McNair has agreed to permit us to rescind the contract and move on without penalty.

SHA issued RFP#P 017-07-02 on July 25, 2017 and received one proposal on August 25, 2017, from the Horton Law Firm. We have a 120 day engagement letter with this firm so that we would have representation during the interim period. We spent approximately four hours during an in person meeting regarding our affiliate issues. This meeting resulted in enormous productivity.

This firm represents the Greenville Housing Authority and has demonstrated an understanding of PHA and affiliate responsibilities. More importantly, we are currently billed at \$300-400 per hr for Attorney Services, generally involving 2-3 attorneys and \$125 per hour for paralegal service, plus administrative and travel costs. Horton proposes fees of \$175-275 per hour with paralegal fees of \$65 per hour and of course associated administrative fees. We have found that Horton is succinct in its communication with us and very effective in quickly and accurately managing issues that we have shared with them.



201 CAULDER AVENUE, SPARTANBURG, SC 29306
PHONE: 864.598.6000 FAX: 864-598-6155
INFO@SHASC.ORG



EQUAL HOUSING OPPORTUNITY
TTY# 1-800-735-8583





Normally, SHA would not open a bid package for which we had not received at least three bids, in order to insure competition. In this case, time is of the essence. This is a specialized professional service. Without expert legal counsel in the area SHA is vulnerable to numerous issues involving HUD regulatory matters, fiscal issues and other legal matters that we do not have the expertise to manage. In addition to RAD activity, SHA has an outstanding legal matter involving Archibald Highrise, an HCV participant matter and general Human Resource issues that routinely arise. Our small purchase threshold is \$35,000. It is quite possible that this contract will not exceed \$35,000, however we believe it prudent to seek your opinion. We also would normally submit a number of attachments. In this case, I am unsure what you would wish to see. Any documents that you deem relevant can be scanned immediately.

Per 24 CFR §85.36, Procurement by noncompetitive proposals may be used only when the award of a contract is infeasible under small purchase procedures, sealed bids or competitive proposals and one of the following circumstances applies:

- A. The item is available only from a single source;
- B. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
- C. The awarding agency authorizes noncompetitive proposals; or
- D. After solicitation of a number of sources, competition is determined inadequate.

SHA would appreciate your consideration in approving the award of a contract for General Counsel Legal Services to the Horton Law Firm.

Sincerely,

Terril Bates

Terril Bates
Executive Director



201 CAULDER AVENUE, SPARTANBURG, SC 29306
PHONE: 864.598.6000 FAX: 864-598-6155
INFO@SHASC.ORG



EQUAL HOUSING OPPORTUNITY
TTY# 1-800-735-8583





U. S. Department of Housing and Urban Development

South Carolina Office
Strom Thurmond Federal Building
1835 Assembly Street
Columbia, South Carolina 29201-2480

December 15, 2017

Ms. Terril Bates
Chief Executive Officer
Spartanburg Housing Authority
2271 South Pine Street
Spartanburg, South Carolina 29302

Dear Ms. Bates:

Subject: Noncompetitive Procurement, Legal Services

This letter serves as our approval of Spartanburg Housing Authority's (SHA) request to complete a noncompetitive procurement. Per SHA's letter dated September 13, 2017, the need to procure noncompetitively is required due to a lack of competition as allowed by 2 CFR Part 200.320.

We are specifically approving SHA's request to procure with The Horton Law Firm for the provision of legal services.

Should you have further questions, please contact Randy Dyal at (803) 765-5312.

Sincerely,

A handwritten signature in blue ink, appearing to read "Eric A. Bickley", written over the printed name.

Eric A. Bickley
Director
Public Housing Program Center

RESOLUTION NO. 2018-03
ADOPTED BY THE BOARD OF COMMISSIONERS OF
THE SPARTANBURG HOUSING AUTHORITY
JANUARY 23, 2018

WHEREAS, the Housing Authority of the City of Spartanburg received HUD approval to enter into an agreement with the Horton Law Firm based on a “Sole Source” award due to lack of completion.

WHEREAS, SHA has a business need for representation by a qualified legal entity providing general counsel.

WHEREAS, a Request for Qualifications was publicly advertised on July 25, 2017 and one response received from the Horton Law Firm.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of The Housing Authority of the City of Spartanburg, Spartanburg, South Carolina, under this resolution hereby approves the award of a contract for a period of three years with two possible one year extensions. The contract amount shall not exceed \$100,000 per year without additional board approval.

RECORDING OFFICER'S CERTIFICATION

I, Charles White, the duly appointed Chairman of The Housing Authority of the City of Spartanburg, do hereby certify that this resolution was properly adopted at a regular meeting of The Spartanburg Housing Authority held on January 23, 2018.

Charles White, CHAIR

ATTEST:

SECRETARY

FOR CLERK USE ONLY

RESOLUTION NO. 2018-03

DATE ADOPTED: January 23, 2018



Monthly Report:

CEO

Terril Bates

**Board of Commissioners Meeting
Tuesday, January 23, 2018**



January 23, 2018
Spartanburg Housing Authority
Spartanburg, SC 29302

HONORABLE MEMBERS IN SESSION:

SUBJECT:
CEO REPORT FOR THE MONTH OF DECEMBER 2017

CONTACT PERSON:
Terril Bates
CEO
864-598-6010

OVERVIEW:

During the month of December, I was out of the office. However, I remained in touch with SHA, HUD and partners. There were a number of significant events which occurred.

Toray and Barnet & Sons, via United Way provided nearly 200 coats to children who reside in SHA properties. Mt. Zion World Outreach and Sheperd's Heart Kingdom Ministries provided additional 30 coats as well.

HUD released a notice regarding HCV funding on December 28th. A copy of the notice is attached. We are anticipating Administrative Fees to be funded at either 76.153% as proposed by the Senate bill or 70.233% as proposed by the House Bill. SHA's budget reflects a 70% proration.

Wofford issued a Final Project Report on the Code of Ethics Project undertaken as a partnership with SHA. Copies of the report will be provided at your request. We appreciate the significant impact that these projects with Wofford have had on our residents, with our staff and understand that they represent an area of engagement not previously available to SHA.

Members of the Finance Committee met on December 19th. In attendance were M. Myers, A. Poliakoff, and A. Leopard. A review of the Financial Management Policy and December finances was conducted. SHA received developer fees in the amount of \$221,440 for SHA7, a former RAD closing. Additionally, the remaining Cammie Claggett units were sold with proceeds of \$420,000 being received in December.

Rubino & Company will be on site on January 15, 2018 to begin the 2017 audit.

SHA, it's consultant and developers are closely watching the impact of the Tax Bill which may ultimately affect the decisions that we are able to make regarding portfolio conversions.

There were personnel changes in the Administrative Assistant position as well as the Director of Administration. I will be interviewing to fill a part time HR Generalist position and an Administrative Assistant.

A Lunch and Learn series aimed at completing the HUD required "Lead the Way" training for commissioners is scheduled during the month of January. A Consultant has been scheduled to provide an "Tax Credit 101" training, at the request of Commissioners, on January 30, 2018 from 2p.m.-8p.m.

The League of Women Voters supported elections for resident councils. The induction of the new members will be held on January 9, 2018. SHA participated in Unity Celebrations in honor of Martin Luther King, Jr. Day.

Upcoming events include the Purpose Build Community conference and the NAHRO conference both in October. A project to have direct communications with second graders via a card, with an incentive supported by District 7 and the possibility of high school students assigned to help our children improve in reading are projects scheduled in Oct.

Respectfully Submitted, _____
Terril Bates, CEO
Spartanburg Housing Authority



Monthly Report:

FINANCE

Angela Leopard

**Board of Commissioners Meeting
Tuesday, January 23, 2018**

SPARTANBURG HOUSING AUTHORITY
AGENCY WIDE INCOME STATEMENT -CORE PROGRAMS

Actual to Budget Variance Comparison

For three months ending December 31, 2017

Financial Statements Ending December 31, 2021											
		Month To Date				Period to Date				Annual Budget	
		MTD Actual	MTD Budget	\$ Variance	% Variance	PTD Actual	PTD Budget	\$ Variance	% Variance	% Used PTD	Annual Target
1	Public Housing										
	Total Revenue	\$ 299,561	\$ 246,410	\$ 53,151	22%	\$ 886,432	\$ 739,230	\$ 147,202	20%	2,956,870	30.0%
	Total Operating Expenses	246,410	279,887	33,477	12%	740,626	838,019	(97,393)	12%	3,020,196	25%
	Total Non- operating Expenses		-	-		580	-	(580)			
	Reserve transfer out (in)									(101,574)	
↑	Net Operating Income	\$ 53,151	\$ (33,477)	\$ 86,628	259%	\$ 145,226	\$ (98,789)	\$ 244,015	247%	38,248	
*Variance due to timing of payables.											
2	HCV Program - HAP only										
	Total Revenue	\$ 694,997	\$ 957,226	\$ (262,229)	27%	\$ 2,702,681	\$ 2,871,678	\$ (168,997)	6%	11,486,712	23.5%
	Total Expenses	\$ 964,733	\$ 956,434	(8,299)	1%	\$ 2,894,767	\$ 2,869,302	(25,465)	1%	11,477,212	25.2%
↓	Net Operating Income (loss)	\$ (269,736)	\$ 792	\$ (270,528)	34158%	\$ (192,086)	\$ 2,376	\$ (194,462)	8184%	9,500	
* HCV continues to manage unstable HAP receipts from HUD, received notice of receipts through end of February during the month of December. HUD initiated CYE off-set, HAP reserves used to meet December HAP obligations. Staff continues to monitor and will update.											
3	HCV Program - Admin only										
	Total Revenue	\$ 67,024	\$ 91,763	\$ (24,739)	27%	\$ 246,031	\$ 275,289	\$ (29,258)	11%	1,101,149	22.3%
	Total Expenses	\$ 107,036	\$ 103,159	(3,877)	4%	\$ 292,280	\$ 302,052	9,772	3%	1,233,529	23.7%
	Reserve transfer out (in)									(132,380)	0.0%
↓	Net Operating Income (loss)	\$ (40,013)	\$ (11,396)	\$ (28,617)	251%	\$ (46,249)	\$ (26,763)	\$ (19,486)	73%	-	
*PTD variance due to revenues less than anticipated.											
4	Mod Rehab Program - HAP only										
	Total Revenue	116,316	119,326	\$ (3,010)	3%	348,955	357,978	\$ (9,023)	3%	1,431,914	24.4%
	Total Expenses	105,349	119,326	13,977	12%	322,889	357,978	35,089	10%	1,431,914	22.5%
↑	Net Operating Income	\$ 10,967	\$ -	\$ 10,967		\$ 26,066	\$ -	\$ 26,066		-	
*Variance due to timing for payables. No concerns.											
5	Mod Rehab Program - Admin only										
	Total Revenue	\$ 14,150	\$ 13,702	\$ 448	3%	\$ 42,450	\$ 41,106	\$ 1,344	3%	164,428	25.8%
	Total Expenses	8,390	9,564	1,174	12%	22,587	27,582	4,995	18%	105,581	21.4%
↑	Net Operating Income (loss)	\$ 5,760	\$ 4,138	\$ 1,622	39%	\$ 19,863	\$ 13,524	\$ 6,339	47%	58,847	
*Calculated as percentage allocation of HCV Admin budget.											
6	COCC Program Only										
	Total Revenue	\$ 102,779	\$ 110,896	\$ (8,117)	7%	\$ 312,871	\$ 321,892	\$ (9,021)	3%	1,423,394	22.0%
	Total Expenses	\$ 135,893	\$ 156,267	\$ 20,374	13%	\$ 379,310	\$ 449,524	\$ 70,214	16%	1,663,853	22.8%
	Reserve transfer out (in)	\$ (23,333)	\$ (23,333)			\$ (70,000)	\$ (70,000)			(280,000)	25.0%
↑	Net Operating Income	\$ (9,781)	\$ (22,038)	\$ 12,257	56%	3,561	(57,632)	\$ 61,193	106%	39,541	
*Variance due to timing for payables. No concerns.											
7	JC BULLS (100 & 32 units)										
	Total Revenue	\$ 87,308	\$ 85,233	\$ 2,075	2%	\$ 263,264	\$ 255,699	\$ 7,565	3%	1,022,796	25.7%
	Total Operating Expenses	\$ 46,379	\$ 80,347	\$ 33,968	42%	\$ 139,989	\$ 243,453	\$ 103,464	42%	911,690	15.4%
↑	Net Operating Income	\$ 40,928	\$ 4,886	\$ 36,042	738%	\$ 123,275	\$ 12,246	\$ 111,029	907%	111,106	
*Variance due to timing for payables. No concerns.											

SPARTANBURG HOUSING AUTHORITY									
AGENCY WIDE INCOME STATEMENT -CORE PROGRAMS									
Actual to Budget Variance Comparison									
December 31, 2017									
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
310000-000	TENANT INCOME								
310100-000	Rental Income								
311100-000	Tenant Rent	141,898.89	133,714.00	8,184.89	6.12	430,116.39	401,142.00	28,974.39	7.22
311201-000	Utility Reimbursement - Neg Rent	(117.00)	-	(117.00)	N/A	(819.00)	-	(819.00)	N/A
311900-000	Total Rental Income	141,781.89	133,714.00	8,067.89	6.03	429,297.39	401,142.00	28,155.39	7.02
312000-000	Other Tenant Income								
312003-000	Damages	6,618.29	1,400.00	5,218.29	372.74	11,426.71	4,200.00	7,226.71	172.06
312004-000	Late Charges	1,160.00	1,408.00	(248.00)	-17.61	3,735.00	4,224.00	(489.00)	-11.58
312005-000	Legal Fees - Tenant	690.00	1,038.00	(348.00)	-33.53	2,380.00	3,114.00	(734.00)	-23.57
312006-000	NSF Charges	170.00	83.00	87.00	104.82	270.00	249.00	21.00	8.43
312007-000	Tenant Owed Utilities - Excess	6,118.11	7,317.00	(1,198.89)	-16.39	19,515.56	21,951.00	(2,435.44)	-11.09
312009-000	Misc.Tenant Income	755.41	1,861.00	(1,105.59)	-59.41	2,134.13	5,583.00	(3,448.87)	-61.77
312010-000	Maintenance Charges	-	-	-	N/A	696.60	-	696.60	N/A
312900-000	Total Other Tenant Income	15,511.81	13,107.00	2,404.81	18.35	40,158.00	39,321.00	837.00	2.13
319900-000	NET TENANT INCOME	157,293.70	146,821.00	10,472.70	7.13	469,455.39	440,463.00	28,992.39	6.58
340000-000	GRANT INCOME								
340100-000	HUD PH Subsidy	185,116.00	133,281.00	51,835.00	38.89	546,137.00	399,843.00	146,294.00	36.59
340111-000	Pet Fee Income	110.00	-	110.00	N/A	353.00	-	353.00	N/A
341001-000	Section 8 HAP Earned	686,758.00	956,434.00	(269,676.00)	-28.20	2,679,091.00	2,869,302.00	(190,211.00)	-6.63
341002-000	Sec 8 Admin. Fee Inc-HCV	65,694.00	90,971.00	(25,277.00)	-27.79	242,222.00	272,913.00	(30,691.00)	-11.25
341004-000	Section 8 Port-In Admin Fees	481.56	-	481.56	N/A	1,374.49	-	1,374.49	N/A
341006-000	Port In HAP Earned	7,391.00	-	7,391.00	N/A	21,156.00	-	21,156.00	N/A
341010-000	Section 8 Admin Fee -Mod Rehab	14,150.00	13,702.00	448.00	3.27	42,450.00	41,106.00	1,344.00	3.27
341011-000	Mod Rehab- HAP EARNED	116,316.00	119,326.00	(3,010.00)	-2.52	348,955.00	357,978.00	(9,023.00)	-2.52
341500-000	Other Govt and Private Grants	51,396.00	49,439.00	1,957.00	3.96	153,942.00	148,317.00	5,625.00	3.79
349900-000	TOTAL GRANT INCOME	1,127,412.56	1,363,153.00	(235,740.44)	-17.29	4,035,680.49	4,089,459.00	(53,778.51)	-1.32
360000-000	OTHER INCOME								
362000-000	Management Fee Income	69,010.85	67,555.00	1,455.85	2.16	208,096.26	202,665.00	5,431.26	2.68
362001-000	Bookkeeping fee income	22,065.00	22,378.00	(313.00)	-1.40	66,622.50	67,134.00	(511.50)	-0.76
364000-000	Fraud Recovery Income-Admin	848.38	792.00	56.38	7.12	2,434.05	2,376.00	58.05	2.44
364001-000	Fraud Recovery - HAP	848.37	792.00	56.37	7.12	2,434.04	2,376.00	58.04	2.44
364002-000	TBRA -HAP Earned	2,700.00	-	2,700.00	N/A	8,691.96	-	8,691.96	N/A
365000-000	Miscellaneous Other Income	12,073.79	22,231.00	(10,157.21)	-45.69	124,534.80	55,897.00	68,637.80	122.79
365002-000	Bad Debt Recovery	-	834.00	(834.00)	-100.00	422.27	2,502.00	(2,079.73)	-83.12
369900-000	TOTAL OTHER INCOME	107,546.39	114,582.00	(7,035.61)	-6.14	413,235.88	332,950.00	80,285.88	24.11
399900-000	TOTAL INCOME	1,392,252.65	1,624,556.00	(232,303.35)	-14.30	4,918,371.76	4,862,872.00	55,499.76	1.14
410000-000	ADMINISTRATIVE								
410099-000	Administrative Salaries								

SPARTANBURG HOUSING AUTHORITY									
AGENCY WIDE INCOME STATEMENT -CORE PROGRAMS									
Actual to Budget Variance Comparison									
December 31, 2017									
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
411000-000	Administrative Salaries and Wages	143,514.39	151,921.00	8,406.61	5.53	352,680.23	377,231.00	24,550.77	6.51
411002-000	Administrative Overtime	921.92	-	(921.92)	N/A	8,301.63	-	(8,301.63)	N/A
411003-000	Administrative: Employer FICA/SUI	10,961.03	12,092.00	1,130.97	9.35	26,653.27	35,116.00	8,462.73	24.10
411004-000	Administrative: Employee Benefits	33,920.77	35,418.00	1,497.23	4.23	104,635.99	106,695.00	2,059.01	1.93
411005-000	Administrative: Retirees Medical ER share	2,982.28	3,083.00	100.72	3.27	6,849.44	9,249.00	2,399.56	25.94
411006-000	Administrative: Emp Incentive	10,723.00	615.00	(10,108.00)	-1,643.58	11,111.08	1,449.00	(9,662.08)	-666.81
411099-000	Total Administrative Salaries	203,023.39	203,129.00	105.61	0.05	510,231.64	529,740.00	19,508.36	3.68
413000-000	Legal Expense								
413001-000	Legal Expense	2,895.39	4,167.00	1,271.61	30.52	18,213.89	23,701.00	5,487.11	23.15
413002-000	Yardi Resident Screening Checks	219.00	335.00	116.00	34.63	367.00	948.00	581.00	61.29
413003-000	Credit Reports	718.50	969.00	250.50	25.85	1,415.00	2,179.00	764.00	35.06
413100-000	Total Credit and Legal Expense	3,832.89	5,471.00	1,638.11	29.94	19,995.89	26,828.00	6,832.11	25.47
413900-000	Other Admin Expenses								
414000-000	Staff Training	432.20	2,471.00	2,038.80	82.51	4,722.96	9,563.00	4,840.04	50.61
415000-000	Travel	1,747.04	2,834.00	1,086.96	38.35	4,340.59	7,602.00	3,261.41	42.90
417000-000	Bookkeeping Fees	20,610.00	20,702.00	92.00	0.44	62,250.00	62,106.00	(144.00)	-0.23
417001-000	Bookkeeping Fees-MOD Rehab	1,455.00	1,613.00	158.00	9.80	4,372.50	4,839.00	466.50	9.64
417100-000	Auditing Fees	-	2,467.00	2,467.00	100.00	-	7,401.00	7,401.00	100.00
417200-000	Port Out Admin Fee	683.81	667.00	(16.81)	-2.52	1,907.47	2,001.00	93.53	4.67
417300-000	Management Fee	58,922.85	58,170.00	(752.85)	-1.29	177,820.26	174,510.00	(3,310.26)	-1.90
417302-000	Asset Management Fee	6,560.00	6,250.00	(310.00)	-4.96	19,680.00	18,750.00	(930.00)	-4.96
417303-000	Management Fee- MOD Rehab	2,328.00	2,580.00	252.00	9.77	6,996.00	7,740.00	744.00	9.61
418000-000	Office Rent	11,889.38	11,890.00	0.62	0.01	35,649.48	35,670.00	20.52	0.06
418900-000	Total Other Admin Expenses	104,628.28	109,644.00	5,015.72	4.57	317,739.26	330,182.00	12,442.74	3.77
419000-000	Miscellaneous Admin Expenses								
419001-000	Office Expense	710.50	1,748.00	1,037.50	59.35	3,366.98	5,884.00	2,517.02	42.78
419003-000	Printing	1,319.79	1,889.00	569.21	30.13	8,343.84	8,756.00	412.16	4.71
419004-000	Telephone	2,440.53	4,979.00	2,538.47	50.98	19,413.34	24,628.00	5,214.66	21.17
419005-000	Postage	7.63	1,517.00	1,509.37	99.50	3,000.05	5,642.00	2,641.95	46.83
419006-000	Forms and Computer Supplies	199.00	453.00	254.00	56.07	305.00	1,309.00	1,004.00	76.70
419007-000	Court Costs	855.00	1,366.00	511.00	37.41	2,535.00	3,623.00	1,088.00	30.03
419008-000	Subscriptions and Fees	1,788.00	2,246.00	458.00	20.39	5,199.00	6,150.00	951.00	15.46
419009-000	Sundry Miscellaneous	739.91	2,489.00	1,749.09	70.27	4,380.01	7,984.00	3,603.99	45.14
419010-000	Newspaper ADS (Advertising)	-	126.00	126.00	100.00	627.54	988.00	360.46	36.48
419011-000	Sundry Service Contracts	20,536.91	19,792.00	(744.91)	-3.76	58,071.28	59,421.00	1,349.72	2.27
419017-000	Temporary Administrative Labor	-	4,658.00	4,658.00	100.00	-	11,274.00	11,274.00	100.00
419018-000	False Alarms	-	17.00	17.00	100.00	410.00	421.00	11.00	2.61
419020-000	Bank Fees	-	83.00	83.00	100.00	2,776.57	2,949.00	172.43	5.85
419021-000	Discretionary	-	42.00	42.00	100.00	-	126.00	126.00	100.00
419022-000	Other Misc Admin Expenses	400.00	654.00	254.00	38.84	1,200.00	1,962.00	762.00	38.84
419100-000	Total Miscellaneous Admin Expenses	28,997.27	42,059.00	13,061.73	31.06	109,628.61	141,117.00	31,488.39	22.31
419900-000	TOTAL ADMINISTRATIVE EXPENSES	340,481.83	360,303.00	19,821.17	5.50	957,595.40	1,027,867.00	70,271.60	6.84

SPARTANBURG HOUSING AUTHORITY									
AGENCY WIDE INCOME STATEMENT -CORE PROGRAMS									
Actual to Budget Variance Comparison									
December 31, 2017									
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
420000-000	TENANT SERVICES								
422000-000	Tenant Svcs-Participation Fund \$15	711.00	1,369.00	658.00	48.06	3,031.66	4,292.00	1,260.34	29.36
422001-000	Tenant Svcs.-Stipend only \$10	408.33	632.00	223.67	35.39	1,063.33	1,826.00	762.67	41.77
423000-000	Tenant Svcs-PH ESDC	450.48	4,053.00	3,602.52	88.89	7,560.62	13,278.00	5,717.38	43.06
423001-000	Tenant Relocation	770.00	700.00	(70.00)	-10.00	770.00	700.00	(70.00)	-10.00
429900-000	TOTAL TENANT SERVICES EXPENSES	2,339.81	6,754.00	4,414.19	65.36	12,425.61	20,096.00	7,670.39	38.17
430000-000	UTILITIES								
431000-000	Water	15,531.87	14,317.00	(1,214.87)	-8.49	43,432.24	42,801.00	(631.24)	-1.47
432000-000	Electricity	33,688.21	34,925.00	1,236.79	3.54	88,979.03	99,395.00	10,415.97	10.48
433000-000	Gas	5,790.10	17,858.00	12,067.90	67.58	25,880.48	50,174.00	24,293.52	48.42
439000-000	Sewer	24,325.00	21,834.00	(2,491.00)	-11.41	59,905.82	63,452.00	3,546.18	5.59
439900-000	TOTAL UTILITY EXPENSES	79,335.18	88,934.00	9,598.82	10.79	218,197.57	255,822.00	37,624.43	14.71
440000-000	MAINTENANCE AND OPERATIONS								
440099-000	General Maint Expense								
441000-000	Labor Maintenance	22,837.11	27,298.00	4,460.89	16.34	57,546.42	72,660.00	15,113.58	20.80
441002-000	Maintenance: Overtime	2,883.26	416.00	(2,467.26)	-593.09	12,811.17	3,748.00	(9,063.17)	-241.81
441003-000	Maintenance: Employer FICA/SUI	1,965.99	2,531.00	565.01	22.32	5,361.09	7,593.00	2,231.91	29.39
441004-000	Temp Maintenance Labor	1,526.86	2,103.00	576.14	27.40	18,502.75	18,753.00	250.25	1.33
441005-000	Maintenance: Employee Benefits	4,790.34	6,236.00	1,445.66	23.18	11,931.56	16,918.00	4,986.44	29.47
441006-000	On Call- after hours work	-	2,048.00	2,048.00	100.00	-	6,144.00	6,144.00	100.00
441100-000	Maintenace Uniforms	-	-	-	N/A	3.34	-	(3.34)	N/A
441200-000	Vehicle Repair	8,066.25	7,006.00	(1,060.25)	-15.13	8,432.65	10,887.00	2,454.35	22.54
441210-000	Equipment Repair	-	250.00	250.00	100.00	-	750.00	750.00	100.00
441300-000	Gasoline Purchases	5,655.19	4,145.00	(1,510.19)	-36.43	5,655.19	5,661.00	5.81	0.10
441900-000	Total General Maint Expense	47,725.00	52,033.00	4,308.00	8.28	120,244.17	143,114.00	22,869.83	15.98
442000-000	Materials								
442002-000	Appliance-Maint Materials	1,164.25	2,067.00	902.75	43.67	2,885.25	5,566.00	2,680.75	48.16
442003-000	Painting-Maint Materials	488.42	974.00	485.58	49.85	2,961.97	4,031.00	1,069.03	26.52
442004-000	Electrical-Maint Materials	671.88	1,835.00	1,163.12	63.39	4,272.82	6,923.00	2,650.18	38.28
442005-000	Heating/AC-Maint Materials	277.20	2,259.00	1,981.80	87.73	405.18	7,107.00	6,701.82	94.30
442006-000	Janitorial Supplies	224.21	534.00	309.79	58.01	1,346.01	2,066.00	719.99	34.85
442008-000	Plumbing-Maint Materials	1,720.80	8,345.00	6,624.20	79.38	5,670.87	25,157.00	19,486.13	77.46
442009-000	Hand Tools-Maint Materials	23.82	344.00	320.18	93.08	217.23	1,144.00	926.77	81.01
442010-000	Maintenance Materials	3,803.67	5,115.00	1,311.33	25.64	15,551.27	18,098.00	2,546.73	14.07
442011-000	Work Supplies/Safety/Materials	465.98	682.00	216.02	31.67	804.20	1,310.00	505.80	38.61
442012-000	Landscaping Materials	-	5,909.00	5,909.00	100.00	3,243.72	18,277.00	15,033.28	82.25
442900-000	Total Materials	8,840.23	28,064.00	19,223.77	68.50	37,358.52	89,679.00	52,320.48	58.34
443000-000	Contract Costs								
443001-000	Alarm/Extinguisher Contract	1,298.14	1,258.00	(40.14)	-3.19	7,054.16	6,605.00	(449.16)	-6.80

SPARTANBURG HOUSING AUTHORITY									
AGENCY WIDE INCOME STATEMENT -CORE PROGRAMS									
Actual to Budget Variance Comparison									
December 31, 2017									
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
443002-000	Extermination Contract	3,338.88	5,558.00	2,219.12	39.93	5,578.83	13,615.00	8,036.17	59.02
443005-000	Unit Turnaround-Contract	16,800.00	6,219.00	(10,581.00)	-170.14	27,170.47	18,467.00	(8,703.47)	-47.13
443006-000	Electrical-Contract	170.00	1,257.00	1,087.00	86.48	1,095.00	4,008.00	2,913.00	72.68
443007-000	Disposal Contract	3,376.09	3,561.00	184.91	5.19	6,247.02	9,505.00	3,257.98	34.28
443009-000	Landscaping-Contract	9,822.25	8,340.00	(1,482.25)	-17.77	31,104.52	27,160.00	(3,944.52)	-14.52
443010-000	Contract:	5,183.00	-	(5,183.00)	N/A	5,183.00	-	(5,183.00)	N/A
443011-000	Heating/AC-Contract	3,522.61	4,824.00	1,301.39	26.98	21,924.00	17,680.00	(4,244.00)	-24.00
443013-000	Contract: Uniform Rental	461.53	559.00	97.47	17.44	1,393.60	1,588.00	194.40	12.24
443015-000	Janitorial-Contract	1,200.00	1,283.00	83.00	6.47	3,600.00	3,849.00	249.00	6.47
443017-000	Elevator-Contract	-	2,850.00	2,850.00	100.00	5,714.80	11,550.00	5,835.20	50.52
443018-000	Plumbing-Contract	3,398.45	6,072.00	2,673.55	44.03	22,450.84	26,826.00	4,375.16	16.31
443019-000	Miscellaneous Contracts	2,839.94	1,156.00	(1,683.94)	-145.67	5,473.65	2,156.00	(3,317.65)	-153.88
443023-000	Con:Consultant/Mentoring	10,285.96	13,604.00	3,318.04	24.39	37,332.07	47,054.00	9,721.93	20.66
443099-000	Maintenance Misc-Contracts	1,730.67	11,820.00	10,089.33	85.36	30,518.37	59,545.00	29,026.63	48.75
443900-000	Total Contract Costs	63,427.52	68,361.00	4,933.48	7.22	211,840.33	249,608.00	37,767.67	15.13
449900-000	TOTAL MAINTENACE EXPENSES	119,992.75	148,458.00	28,465.25	19.17	369,443.02	482,401.00	112,957.98	23.42
450000-000	GENERAL EXPENSES								
451000-000	General Liability Insurance	10,465.41	11,001.00	535.59	4.87	31,396.23	33,003.00	1,606.77	4.87
451100-000	Property Tax	-	4,712.00	4,712.00	100.00	-	14,136.00	14,136.00	100.00
452100-000	Workers Comp Insurance	6,885.00	7,242.00	357.00	4.93	20,655.00	21,726.00	1,071.00	4.93
453010-000	SHA-Board/Commissioner exp	-	917.00	917.00	100.00	3,170.87	4,334.00	1,163.13	26.84
457000-000	Bad Debt-Tenant Rents	10,292.79	-	(10,292.79)	N/A	10,292.79	-	(10,292.79)	N/A
458000-000	All Protective Services	1,076.00	-	(1,076.00)	N/A	3,292.00	-	(3,292.00)	N/A
459900-000	TOTAL GENERAL EXPENSES	28,719.20	23,872.00	(4,847.20)	-20.30	68,806.89	73,199.00	4,392.11	6.00
470000-000	HOUSING ASSISTANCE PAYMENTS								
471500-000	Housing Assistance Payments	1,016,555.00	1,018,906.00	2,351.00	0.23	3,053,981.00	3,056,718.00	2,737.00	0.09
471501-000	Tenant Utility Payments	35,563.00	37,201.00	1,638.00	4.40	109,850.00	111,603.00	1,753.00	1.57
471502-000	Portable Out HAP Payments	15,542.00	15,185.00	(357.00)	-2.35	45,618.00	45,555.00	(63.00)	-0.14
471503-000	FSS Escrow Payments	5,746.00	4,883.00	(863.00)	-17.67	18,818.00	14,649.00	(4,169.00)	-28.46
479900-000	TOTAL HOUSING ASSISTANCE PAYMENTS	1,073,406.00	1,076,175.00	2,769.00	0.26	3,228,267.00	3,228,525.00	258.00	0.01
480000-000	FINANCING EXPENSE								
485100-000	Interest Expense-BBT SL	265.13	-	(265.13)	N/A	793.70	-	(793.70)	N/A
489900-000	TOTAL FINANCING EXPENSES	265.13	-	(265.13)	N/A	793.70	-	(793.70)	N/A
	TOTAL OPERATING EXPENSES	1,644,539.90	1,704,496.00	59,956.10	3.52%	4,855,529.19	5,087,910.00	232,380.81	4.57%
500000-000	NON-OPERATING ITEMS								
523200-000	Gain/Loss from Sale Disposition of Real Property	(420,000.00)	-	420,000.00	N/A	(420,000.00)	-	420,000.00	N/A
523401-000	Bedbug expense	-	-	-	N/A	396.00	-	(396.00)	N/A

SPARTANBURG HOUSING AUTHORITY									
AGENCY WIDE INCOME STATEMENT -CORE PROGRAMS									
Actual to Budget Variance Comparison									
December 31, 2017									
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
523417-000	Fund Day/Fall Filing Expense	-	-	-	N/A	184.33	-	(184.33)	N/A
599900-000	TOTAL NON-OPERATING ITEMS	(420,000.00)	-	420,000.00	N/A	(419,419.67)	-	419,419.67	N/A
900000-000	NET INCOME	167,712.75	(79,940.00)	247,652.75	309.80%	482,262.24	(225,038.00)	707,300.24	314.30%

SPARTANBURG HOUSING AUTHORITY

Cash Flow

December 31, 2017

INFLOWS:	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	TOTAL
HCV HAP Subsidy	891,189	1,101,144	686,758										2,679,091
HCV Admin Subsidy	110,834	65,694	65,694										242,222
Mod Rehab HAP	116,323	116,316	116,316										348,955
Mod Rehab Admin	14,150	14,150	14,150										42,450
Public Housing Subsidy	175,905	185,116	185,116										546,137
Tax Credit Properties Subsidy	30,044	30,725	30,725										91,494
SLHC PBV Subsidy	10,749	9,274	10,251										30,274
SC State Grant for JCB	40,944	41,579	41,145										123,668
HUD & State Subsidy	1,390,138	1,563,998	1,150,155	-	-	-	-	-	-	-	-	-	4,104,291
ROSS	16,784	7,544	6,813										31,141
Youthbuild - 022-yb -NEW GRANT	23,840	34,562	37,472										95,874
YB -Face Forward	-												0
CFP and RHF			92,644										92,644
Other Grant Revenue	40,624	42,106	136,929	-	-	-	-	-	-	-	-	-	219,659
Public Housing Rents	100,412	101,471	99,580										301,463
JC Bull Rents	26,939	27,050	26,241										80,230
SLHC Rents	9,198	9,199	8,971										27,368
Rent Revenue	136,549	137,720	134,792	-	-	-	-	-	-	-	-	-	409,061
Misc Receipts	119,909	45,816	422,214										587,939
Other Cash-In													
HCV Reserves Transfer In				-	-	-						-	-
Working Capital Adjustment/Inter fund settlement	-	-	-	-	-	-	-	-			-	-	-
TOTAL CASH INFLOW	1,687,220	1,789,640	1,844,090	0	0	-	-	-	-	-	-	-	5,320,950
HUD subsidy for HCV is based on the prior year actual costs. Public Housing Subsidy is a formula based calculation using rents, three year rolling based utility costs calculation, and other add-ons for audit,PILOT, IT, etc. This is also done annually and there will be a change in January. The SC State subsidy is for JC Bull and it is submitted monthly based on units leased. The TBRA is a grant and the funds have to be requested as needed.													
Other grant revenue includes Capital fund subsidies and grant revenue for the Resident Self Sufficiency and Youthbuild programs.													
Rent revenue consists of the tenant paid rents for the various public housing units managed by the Authority.													
Misc revenue includes payments for court costs, resident work orders for maintenance and repair as well as, Section 8 repayment agreements, Public Housing bad debt recovery, laundry facility rebates, tower rental, proceeds from the sale of homes,and any other miscellaneous income. Also, included the W/C refund of \$291,460.00													
Other cash-In will include transfers from reserve accounts, and any adjustment to working capital.													

SPARTANBURG HOUSING AUTHORITY													
Cash Flow													
December 31, 2017													
OUTFLOWS:	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	TOTAL
HCV:													
Housing Assistance	963,136	966,898	964,733										2,894,767
Mod Rehab Vouchers	109,742	107,798	105,349										322,889
HAP Payments	1,072,878	1,074,696	1,070,082	0	-	-	-	-	-	-	-	-	3,217,656
Payroll	180,556	173,584	181,042										535,182
Benefits/Deductions	1,629	3,851	2,257										7,737
Payroll & Benefits	182,185	177,435	183,299	0	0	-	-	-	-	-	-	-	542,918
State Insurance	36,995	33,492	37,223										107,710
Rent	11,889	11,889	11,889										35,667
Debt/Insurance/Rent	48,884	45,381	49,112	-	-	-	-	-	-	-	-	-	143,377
Operating	293,870	(42,649)	369,404	0	0	0	0	0	0	0	0	0	620,625
Capital Fund and RHF	0	26,324	20,426										46,750
Ross	0	236	524										760
Youth Build and Face Forward	6,921	13,938	16,087										36,945
Homeownership	528	739	1,462										2,729
Other Transfers	0	0	-		-		-			-			-
HAP/ Admin Transfer	-	-	-	-	-	-	-			-			-
Payables/Check Adjustment	106,044	385,814	(34,965)										456,893
Capital & Program Expenses	113,493	427,050	3,534	0	-	-	-	-	-	-	-	-	544,077
TOTAL CASH OUTFLOW	1,711,309	1,681,913	1,675,431	0	0	-	-	-	-	-	-	-	5,068,653
Net Inflow(Outflow)	(24,090)	107,727	168,659	0	0	-	-	-	-	-	-	-	252,297
Net outflow offset by reserve											-		0
Total	(24,090)	107,727	168,659	-	-	-	-	-	-	-	-	-	252,297
Beginning Cash : (Unrestricted)	3,805,035	3,780,945	3,888,673										0
Ending Cash	3,780,945	3,888,673	4,057,332	0	0	0	0	0	0	0	0	0	252,297
Bank Account Balances-													
General A/C (Net of O/S Cks)	2,169,326	2,103,839	2,430,077										
HCV HAP Disbursements	236,064	374,526	186,308										
Transfer to UNA AND NRA	0	0											
J C Bull Operating	1,067,739	1,091,543	1,116,115										
SLHC Operating	307,816	318,765	324,833										
Sub Total	3,780,945	3,888,673	4,057,332	0	0	0	0	0	0	0	0	0	
Coventional Housing Surplus	5,598,379	5,644,881	5,695,959										
Average No. Of Months Cash Reserves	16.23	12.50	12.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Footnotes:													
Outstanding checks that were remaining at month end.													

SPARTANBURG HOUSING AUTHORITY												
CONVENTIONAL PUBLIC HOUSING												
Actual to Budget Variance Comparison												
December 31, 2017												
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var			
310000-000	TENANT INCOME											
310100-000	Rental Income											
311100-000	Tenant Rent	99,579.89	98,420.00	1,159.89	1.18	301,463.39	295,260.00	6,203.39	2.10			
311201-000	Utility Reimbursement - Neg Rent	(117.00)	-	(117.00)	N/A	(819.00)	-	(819.00)	N/A			
311900-000	Total Rental Income	99,462.89	98,420.00	1,042.89	1.06	300,644.39	295,260.00	5,384.39	1.82			
312000-000	Other Tenant Income											
312003-000	Damages	6,605.79	1,350.00	5,255.79	389.32	11,401.71	4,050.00	7,351.71	181.52	Larger number of move-outs		
312004-000	Late Charges	1,110.00	1,358.00	(248.00)	-18.26	3,615.00	4,074.00	(459.00)	-11.27	dependent on tenant pay		
312005-000	Legal Fees - Tenant	600.00	1,013.00	(413.00)	-40.77	2,155.00	3,039.00	(884.00)	-29.09	Less eviction fees		
312006-000	NSF Charges	50.00	58.00	(8.00)	-13.79	150.00	174.00	(24.00)	-13.79	Annualized budget		
312007-000	Tenant Owed Utilities - Excess	5,758.61	7,067.00	(1,308.39)	-18.51	18,706.99	21,201.00	(2,494.01)	-11.76	Annualized budget		
312009-000	Misc. Tenant Income	747.89	1,861.00	(1,113.11)	-59.81	2,111.01	5,583.00	(3,471.99)	-62.19	Laundry, this item is based on usage		
312010-000	Maintenance Charges	-	-	-	N/A	634.10	-	634.10	N/A			
312900-000	Total Other Tenant Income	14,872.29	12,707.00	2,165.29	17.04	38,773.81	38,121.00	652.81	1.71			
319900-000	NET TENANT INCOME	114,335.18	111,127.00	3,208.18	2.89	339,418.20	333,381.00	6,037.20	1.81			
340000-000	GRANT INCOME											
340100-000	HUD PH Subsidy	185,116.00	133,281.00	51,835.00	38.89	546,137.00	399,843.00	146,294.00	36.59			
340111-000	Pet Fee Income	110.00	-	110.00	N/A	353.00	-	353.00	N/A			
349900-000	TOTAL GRANT INCOME	185,226.00	133,281.00	51,945.00	38.97	546,490.00	399,843.00	146,647.00	36.68			
360000-000	OTHER INCOME											
365000-000	Miscellaneous Other Income	-	1,168.00	(1,168.00)	-100.00	101.80	3,504.00	(3,402.20)	-97.09	Annualized budget		
365002-000	Bad Debt Recovery	-	834.00	(834.00)	-100.00	422.27	2,502.00	(2,079.73)	-83.12	Annualized budget		
369900-000	TOTAL OTHER INCOME	-	2,002.00	(2,002.00)	-100.00	524.07	6,006.00	(5,481.93)	-91.27			
399900-000	TOTAL INCOME	299,561.18	246,410.00	53,151.18	21.57	886,432.27	739,230.00	147,202.27	19.91			
410000-000	ADMINISTRATIVE											
410099-000	Administrative Salaries											
411000-000	Administrative Salaries and Wages	38,831.85	39,772.00	940.15	2.36	99,113.28	103,466.00	4,352.72	4.21			
411002-000	Administrative Overtime	463.34	-	(463.34)	N/A	5,864.94	-	(5,864.94)	N/A			
411003-000	Administrative: Employer FICA/SUI	2,966.96	3,318.00	351.04	10.58	7,910.69	8,794.00	883.31	10.04	Dependent on wages, overtime not		
411004-000	Administrative: Employee Benefits	11,355.32	12,194.00	838.68	6.88	35,328.34	36,533.00	1,204.66	3.30	budgeted accounts for variance		
411006-000	Administrative: Emp Incentive	198.00	198.00	-	0.00	198.00	198.00	-	0.00			
411099-000	Total Administrative Salaries	53,815.47	55,482.00	1,666.53	3.00	148,415.25	148,991.00	575.75	0.39			
413000-000	Legal Expense											
413003-000	Credit Reports	718.50	927.00	208.50	22.49	1,415.00	2,053.00	638.00	31.08	Annualized budget		
413100-000	Total Credit and Legal Expense	718.50	927.00	208.50	22.49	1,415.00	2,053.00	638.00	31.08			
413900-000	Other Admin Expenses											
414000-000	Staff Training	-	725.00	725.00	100.00	-	2,175.00	2,175.00	100.00	Annualized budget		
415000-000	Travel	117.98	434.00	316.02	72.82	207.87	1,302.00	1,094.13	84.03	Annualized budget		
417000-000	Bookkeeping Fees	3,547.50	3,513.00	(34.50)	-0.98	10,687.50	10,539.00	(148.50)	-1.41			
417100-000	Auditing Fees	-	1,555.00	1,555.00	100.00	-	4,665.00	4,665.00	100.00	Annualized budget		
417300-000	Management Fee	25,631.87	25,379.00	(252.87)	-1.00	77,220.75	76,137.00	(1,083.75)	-1.42			
417302-000	Asset Management Fee	5,070.00	4,930.00	(140.00)	-2.84	15,210.00	14,790.00	(420.00)	-2.84			
418900-000	Total Other Admin Expenses	34,367.35	36,536.00	2,168.65	5.94	103,326.12	109,608.00	6,281.88	5.73			
419000-000	Miscellaneous Admin Expenses											
419001-000	Office Expense	-	607.00	607.00	100.00	497.42	1,833.00	1,335.58	72.86	Annualized budget		
419003-000	Printing	283.04	414.00	130.96	31.63	1,564.98	1,712.00	147.02	8.59	Annualized budget		
419004-000	Telephone	1,255.63	2,065.00	809.37	39.19	7,414.02	8,002.00	587.98	7.35	Annualized budget		
419005-000	Postage	-	218.00	218.00	100.00	-	654.00	654.00	100.00	Annualized budget		
419006-000	Forms and Computer Supplies	-	150.00	150.00	100.00	106.00	540.00	434.00	80.37	Annualized budget		

SPARTANBURG HOUSING AUTHORITY												
CONVENTIONAL PUBLIC HOUSING												
Actual to Budget Variance Comparison												
December 31, 2017												
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var			
419007-000	Court Costs	875.00	1,201.00	326.00	27.14	2,300.00	3,028.00	728.00	24.04	Annualized budget		
419008-000	Subscriptions and Fees	490.00	544.00	54.00	9.93	490.00	644.00	154.00	23.91	Annualized budget		
419009-000	Sundry Miscellaneous	-	700.00	700.00	100.00	495.48	2,100.00	1,604.52	76.41	Annualized budget		
419010-000	Newspaper ADS (Advertising)	-	42.00	42.00	100.00	34.89	161.00	126.11	78.33	Annualized budget		
419011-000	Sundry Service Contracts	9,147.79	8,634.00	(513.79)	-5.95	24,365.49	23,283.00	(1,082.49)	-4.65			
419018-000	False Alarms	-	12.00	12.00	100.00	380.00	406.00	26.00	6.40			
419022-000	Other Misc Admin Expenses	400.00	400.00	-	0.00	1,200.00	1,200.00	-	0.00			
419100-000	Total Miscellaneous Admin Expenses	12,451.46	14,987.00	2,535.54	16.92	38,848.28	43,563.00	4,714.72	10.82			
419900-000	TOTAL ADMINISTRATIVE EXPENSES	101,352.78	107,932.00	6,579.22	6.10	292,004.65	304,215.00	12,210.35	4.01			
420000-000	TENANT SERVICES											
422000-000	Tenant Svcs-Participation Fund \$15	(28.00)	604.00	632.00	104.64	1,407.20	2,607.00	1,199.80	46.02	Annualized Budget		
422001-000	Tenant Svcs.-Stipend only \$10	341.67	480.00	138.33	28.82	996.67	1,370.00	373.33	27.25	Annualized Budget		
423000-000	Tenant Svcs-PH ESDC	450.48	3,803.00	3,352.52	88.15	7,203.62	12,428.00	5,224.38	42.04	Annualized Budget		
423001-000	Tenant Relocation	770.00	700.00	(70.00)	-10.00	770.00	700.00	(70.00)	-10.00	Annualized Budget		
429900-000	TOTAL TENANT SERVICES EXPENSES	1,534.15	5,587.00	4,052.85	72.54	10,377.49	17,105.00	6,727.51	39.33			
430000-000	UTILITIES											
431000-000	Water	11,900.95	11,200.00	(700.95)	-6.26	32,251.47	34,850.00	2,598.53	7.46			
432000-000	Electricity	28,237.18	27,258.00	(979.18)	-3.59	71,186.03	76,394.00	5,207.97	6.82			
433000-000	Gas	4,999.25	12,925.00	7,925.75	61.32	20,786.83	35,375.00	14,588.17	41.24	September billing, not cold yet, invoice timing some properties had not received billing at reporting time		
439000-000	Sewer	19,339.85	17,467.00	(1,872.85)	-10.72	48,508.40	53,301.00	4,792.60	8.99			
439900-000	TOTAL UTILITY EXPENSES	64,477.23	68,850.00	4,372.77	6.35	172,732.73	199,920.00	27,187.27	13.60			
440000-000	MAINTENANCE AND OPERATIONS											
440099-000	General Maint Expense											
441000-000	Labor Maintenance	19,381.35	22,638.00	3,256.65	14.39	49,288.63	58,680.00	9,391.37	16.00			

SPARTANBURG HOUSING AUTHORITY												
CONVENTIONAL PUBLIC HOUSING												
Actual to Budget Variance Comparison												
December 31, 2017												
	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
441002-000	Maintenance: Overtime	2,746.28	416.00	(2,330.28)	-560.16	12,312.54	3,748.00	(8,564.54)	-228.51	Arch. doing own unit turns, will see reduction in unit turn contract. On call higher for this property		
441003-000	Maintenance: Employer FICA/SUI	1,720.25	2,227.00	506.75	22.75	4,765.78	6,681.00	1,915.22	28.67	Driven by Maint labor expenses		
441004-000	Temp Maintenance Labor	1,526.86	2,103.00	576.14	27.40	18,502.75	18,753.00	250.25	1.33			
441005-000	Maintenance: Employee Benefits	3,733.46	4,983.00	1,249.54	25.08	8,714.55	13,159.00	4,444.45	33.78	Driven by Maint labor expenses		
441006-000	On Call- after hours work	-	1,536.00	1,536.00	100.00	-	4,608.00	4,608.00	100.00	Annualized Budget		
441100-000	Maintenance Uniforms	-	-	-	N/A	0.96	-	(0.96)	N/A			
441200-000	Vehicle Repair	4,986.14	5,090.00	103.86	2.04	5,033.55	5,139.00	105.45	2.05			
441300-000	Gasoline Purchases	2,401.95	2,395.00	(6.95)	-0.29	2,401.95	2,395.00	(6.95)	-0.29			
441900-000	Total General Maint Expense	36,496.29	41,388.00	4,891.71	11.82	101,020.71	113,163.00	12,142.29	10.73			
442000-000	Materials											
442002-000	Appliance-Maint Materials	1,164.25	1,650.00	485.75	29.44	1,425.63	2,815.00	1,389.37	49.36	Annualized Budget		
442003-000	Painting-Maint Materials	488.42	782.00	293.58	37.54	2,961.97	3,455.00	493.03	14.27	Annualized Budget		
442004-000	Electrical-Maint Materials	230.81	1,084.00	853.19	78.71	3,831.75	5,672.00	1,840.25	32.44	Annualized Budget		
442005-000	Heating/AC-Maint Materials	277.20	1,259.00	981.80	77.98	405.18	4,107.00	3,701.82	90.13	Annualized Budget		
442006-000	Janitorial Supplies	39.76	367.00	327.24	89.17	1,117.64	1,565.00	447.36	28.59	Annualized Budget		
442008-000	Plumbing-Maint Materials	633.58	1,719.00	1,085.42	63.14	4,735.34	7,031.00	2,295.66	32.65	Annualized Budget		
442009-000	Hand Tools-Maint Materials	23.82	277.00	253.18	91.40	217.23	943.00	725.77	76.96	Annualized Budget		
442010-000	Maintenance Materials	3,047.73	3,369.00	321.27	9.54	12,507.82	12,860.00	352.18	2.74			
442011-000	Work Supplies/Safety/Materials	450.00	561.00	111.00	19.79	788.22	947.00	158.78	16.77	Annualized Budget		
442012-000	Landscaping Materials	-	4,848.00	4,848.00	100.00	3,097.82	15,094.00	11,996.18	79.48	Annualized Budget		
442900-000	Total Materials	6,355.57	15,916.00	9,560.43	60.07	31,088.60	54,489.00	23,400.40	42.95			
443000-000	Contract Costs											
443001-000	Alarm/Extinguisher Contract	317.55	643.00	325.45	50.61	5,704.63	5,296.00	(408.63)	-7.72	Annualized Budget		
443002-000	Extermination Contract	1,568.88	3,408.00	1,839.12	53.96	2,824.83	9,973.00	7,148.17	71.68	Annualized Budget		
443005-000	Unit Turnaround-Contract	4,340.00	5,635.00	1,295.00	22.98	13,950.47	16,715.00	2,764.53	16.54	Annualized Budget		
443006-000	Electrical-Contract	170.00	840.00	670.00	79.76	1,095.00	2,757.00	1,662.00	60.28	Annualized Budget		
443007-000	Disposal Contract	2,672.56	2,685.00	12.44	0.46	4,820.56	6,965.00	2,144.44	30.79			
443009-000	Landscaping-Contract	6,288.25	4,934.00	(1,354.25)	-27.45	20,097.52	16,942.00	(3,155.52)	-18.63	Annualized Budget		
443011-000	Heating/AC-Contract	3,522.61	4,324.00	801.39	18.53	8,174.00	9,848.00	1,674.00	17.00	Annualized Budget		
443013-000	Contract: Uniform Rental	359.37	417.00	57.63	13.82	1,072.47	1,162.00	89.53	7.70	Annualized Budget: Dependent of staffing numbers		
443017-000	Elevator-Contract	-	2,850.00	2,850.00	100.00	5,714.80	11,550.00	5,835.20	50.52	Annualized Budget		
443018-000	Plumbing-Contract	119.95	2,934.00	2,814.05	95.91	13,580.29	17,212.00	3,631.71	21.10	Annualized Budget		
443019-000	Miscellaneous Contracts	277.35	175.00	(102.35)	-58.49	1,231.06	1,175.00	(56.06)	-4.77	Purchase of gas for bed bug machine		
443023-000	Con: Consultant/Mentoring	195.03	195.00	(0.03)	-0.02	195.03	195.00	(0.03)	-0.02			
443099-000	Maintenance Misc-Contracts	1,335.68	3,220.00	1,884.32	58.52	23,825.02	26,939.00	3,113.98	11.56	Annualized Budget		
443900-000	Total Contract Costs	21,167.23	32,260.00	11,092.77	34.39	102,285.68	126,729.00	24,443.32	19.29			
449900-000	TOTAL MAINTENANCE EXPENSES	64,019.09	89,564.00	25,544.91	28.52	234,394.99	294,381.00	59,986.01	20.38			
450000-000	GENERAL EXPENSES											
451000-000	General Liability Insurance	2,788.00	3,064.00	276.00	9.01	8,364.00	9,192.00	828.00	9.01			
451100-000	Property Tax	-	1,304.00	1,304.00	100.00	-	3,912.00	3,912.00	100.00	Annualized Budget; Paid out in January		
452100-000	Workers Comp Insurance	2,479.00	2,683.00	204.00	7.60	7,437.00	8,049.00	612.00	7.60			
457000-000	Bad Debt-Tenant Rents	10,132.82	-	(10,132.82)	N/A	10,132.82	-	(10,132.82)	N/A			
471503-000	FSS Escrow Payments	624.00	415.00	(209.00)	-50.36	1,890.00	1,245.00	(645.00)	-51.81	Dependent on participation		
458000-000	All Protective Services	1,076.00	-	(1,076.00)	N/A	3,292.00	-	(3,292.00)	N/A			
459900-000	TOTAL GENERAL EXPENSES	17,099.82	7,466.00	(9,633.82)	-129.04%	31,115.82	22,398.00	(8,717.82)	-38.92%			
	TOTAL OPERATING EXPENSES	248,483.07	279,399.00	30,915.93	11.07%	740,625.68	838,019.00	97,393.32	11.62%			
500000-000	NON-OPERATING ITEMS											
523200-000	Gain/Loss from Sale Disposition of Real Property	(420,000.00)	-	420,000.00	N/A	(420,000.00)	-	420,000.00	N/A			

SPARTANBURG HOUSING AUTHORITY													
CONVENTIONAL PUBLIC HOUSING													
Actual to Budget Variance Comparison													
December 31, 2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
523401-000	Bedbug expense	-	-	-	N/A	396.00	-	(396.00)	N/A				
523417-000	Fund Day/Fall Fling Expense	-	-	-	N/A	184.33	-	(184.33)	N/A				
599900-000	TOTAL NON-OPERATING ITEMS	(420,000.00)	-	420,000.00	N/A	(419,419.67)	-	419,419.67	N/A				
900000-000	NET INCOME	471,078.11	(32,989.00)	504,067.11	-1527.99%	565,226.26	(98,789.00)	664,015.26	-672.16%				

SPARTANBURG HOUSING AUTHORITY													
HCV PROGRAM - HAP													
Actual to Budget Variance Comparison													
12/31/2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
340000-000	GRANT INCOME												
341001-000	Section 8 HAP Earned	686,758.00	956,434.00	(269,676.00)	-28%	2,679,091.00	2,869,302.00	(190,211.00)	-7%	HUD initiated CYE off-set, HAP reserves used to meet HAP obligations.			
341006-000	Port In HAP Earned	7,391.00	-	7,391.00	N/A	21,156.00	-	21,156.00	N/A				
364001-000	Fraud Recovery - HAP	848.37	792.00	56.37	7%	2,434.04	2,376.00	58.04	2%				
399900-000	TOTAL INCOME	694,997.37	957,226.00	(262,228.63)	-27%	2,702,681.04	2,871,678.00	(168,996.96)	-6%				
470000-000	HOUSING ASSISTANCE PAYMENTS												
471500-000	Housing Assistance Payments	909,408.00	900,537.00	(8,871.00)	-0.01	2,724,970.00	2,701,611.00	(23,359.00)	-0.01				
471501-000	Tenant Utility Payments	34,661.00	36,244.00	1,583.00	0.04	107,251.00	108,732.00	1,481.00	0.01				
471502-000	Portable Out HAP Payments	15,542.00	15,185.00	(357.00)	-0.02	45,618.00	45,555.00	(63.00)	0.00				
471503-000	FSS Escrow Payments	5,122.00	4,468.00	(654.00)	-0.15	16,928.00	13,404.00	(3,524.00)	-26%	Annual budget an estimate of FSS participation			
479900-000	TOTAL HOUSING ASSISTANCE PAYMENTS	964,733.00	956,434.00	(8,299.00)	-1%	2,894,767.00	2,869,302.00	(25,465.00)	-1%				
900000-000	NET INCOME	(269,735.63)	792.00	(270,527.63)	-34158%	(192,085.96)	2,376.00	(194,461.96)	8184%				

SPARTANBURG HOUSING AUTHORITY												
HCV PROGRAM - ADMINISTRATIVE												
Actual to Budget Variance Comparison												
12/31/2017												
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var			
340000-000	GRANT INCOME											
341002-000	Sec 8 Admin. Fee Inc-HCV	65,694.00	90,971.00	-25,277.00	-27.79	242,222.00	272,913.00	-30,691.00	-11.25	Admin fee calculated based on units		
341004-000	Section 8 Port-In Admin Fees	481.56	0.00	481.56	N/A	1,374.49	0.00	1,374.49	N/A			
364000-000	Fraud Recovery Income-Admin	848.38	792.00	56.38	7.12	2,434.05	2,376.00	58.05	2.44			
399900-000	TOTAL INCOME	67,023.94	91,763.00	-24,739.06	27.0%	246,030.54	275,289.00	-29,258.46	10.6%			
410000-000	ADMINISTRATIVE											
410099-000	Administrative Salaries											
411000-000	Administrative Salaries and Wages	30,080.16	33,602.00	3,521.84	10.48	83,089.87	89,704.00	6,614.13	7.37			
411002-000	Administrative Overtime	23.83	0.00	-23.83	N/A	162.55	0.00	-162.55	N/A			
411003-000	Administrative: Employer FICA/SUI	3,050.12	3,174.00	123.88	3.90	7,191.45	9,522.00	2,330.55	24.48			
411004-000	Administrative: Employee Benefits	8,356.68	8,372.00	15.32	0.18	25,255.61	25,266.00	10.39	0.04			
411006-000	Administrative: Emp Incentive	10,500.00	0.00	-10,500.00	N/A	10,500.00	0.00	-10,500.00	N/A			
411099-000	Total Administrative Salaries	52,010.79	45,148.00	-6,862.79	-15.20	126,199.48	124,492.00	-1,707.48	-1.37	SEMAP Incentive pd Dec		
413000-000	Legal Expense											
413002-000	Yardi Resident Screening Checks	176.00	292.00	116.00	39.73	295.00	876.00	581.00	66.32	Annualized Budget; less tenant screening		
413100-000	Total Credit and Legal Expense	176.00	292.00	116.00	39.73	295.00	876.00	581.00	66.32			
413900-000	Other Admin Expenses											
414000-000	Staff Training	432.20	500.00	67.80	13.56	432.20	1,500.00	1,067.80	71.19	Annualized Budget		
415000-000	Travel	0.00	333.00	333.00	100.00	0.00	999.00	999.00	100.00	Annualized Budget		
417000-000	Bookkeeping Fees	15,997.50	16,248.00	250.50	1.54	48,345.00	48,744.00	399.00	0.82			
417100-000	Auditing Fees	0.00	458.00	458.00	100.00	0.00	1,374.00	1,374.00	100.00	Annualized Budget		
417200-000	Port Out Admin Fee	683.81	667.00	-16.81	-2.52	1,907.47	2,001.00	93.53	4.67			
417300-000	Management Fee	25,596.00	25,996.00	400.00	1.54	77,352.00	77,988.00	636.00	0.82			
418000-000	Office Rent	3,570.00	3,570.00	0.00	0.00	10,710.00	10,710.00	0.00	0.00			
418900-000	Total Other Admin Expenses	46,279.51	47,772.00	1,492.49	3.12	138,746.67	143,316.00	4,569.33	3.19			
419000-000	Miscellaneous Admin Expenses											
419001-000	Office Expense	30.00	42.00	12.00	28.57	575.95	726.00	150.05	20.67	Annualized Budget		
419003-000	Printing	208.50	300.00	91.50	30.50	1,686.86	2,016.00	329.14	16.33	Annualized Budget		
419004-000	Telephone	120.29	683.00	562.71	82.39	3,540.96	4,049.00	508.04	12.55	120 cell phone only, main line invoice timing		
419005-000	Postage	0.00	409.00	409.00	100.00	1,137.57	1,778.00	640.43	36.02	invoice timing/allocation		
419006-000	Forms and Computer Supplies	132.45	125.00	-7.45	-5.96	132.45	375.00	242.55	64.68			
419008-000	Subscriptions and Fees	0.00	13.00	13.00	100.00	0.00	39.00	39.00	100.00	Annualized Budget		
419009-000	Sundry Miscellaneous	0.00	83.00	83.00	100.00	24.84	249.00	224.16	90.02	Annualized Budget		
419010-000	Newspaper ADS (Advertising)	0.00	42.00	42.00	100.00	0.00	126.00	126.00	100.00	Annualized Budget		
419011-000	Sundry Service Contracts	3,239.48	3,240.00	0.52	0.02	7,194.32	8,980.00	1,785.68	19.89			
419017-000	Temporary Administrative Labor	0.00	25.00	25.00	100.00	0.00	75.00	75.00	100.00	Annualized Budget		
419100-000	Total Miscellaneous Admin Expenses	3,730.72	4,962.00	1,231.28	24.81	14,292.95	18,413.00	4,120.05	22.38			
419900-000	TOTAL ADMINISTRATIVE EXPENSES	102,197.02	98,174.00	-4,023.02	-4.10	279,534.10	287,097.00	7,562.90	2.63			
440000-000	MAINTENANCE AND OPERATIONS											
440099-000	General Maint Expense											
441200-000	Vehicle Repair	337.16	208.00	-129.16	-62.10	337.16	624.00	286.84	45.97	Annualized budget		
441300-000	Gasoline Purchases	677.31	175.00	-502.31	-287.03	677.31	525.00	-152.31	-29.01	Qrtly billing		
441900-000	Total General Maint Expense	1,014.47	383.00	-631.47	-164.87	1,014.47	1,149.00	134.53	11.71			
443000-000	Contract Costs											

SPARTANBURG HOUSING AUTHORITY												
HCV PROGRAM - ADMINISTRATIVE												
Actual to Budget Variance Comparison												
12/31/2017												
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var			
443015-000	Janitorial-Contract	480.00	480.00	0.00	0.00	1,440.00	1,440.00	0.00	0.00			
443023-000	Con:Consultant/Mentoring	400.00	1,175.00	775.00	65.96	1,456.00	3,525.00	2,069.00	58.70	Annualized budget		
443900-000	Total Contract Costs	880.00	1,655.00	775.00	46.83	2,896.00	4,965.00	2,069.00	41.67			
449900-000	TOTAL MAINTENACE EXPENSES	1,894.47	2,038.00	143.53	7.04	3,910.47	6,114.00	2,203.53	36.04			
450000-000	GENERAL EXPENSES											
451000-000	General Liability Insurance	1,559.00	1,572.00	13.00	0.83	4,677.00	4,716.00	39.00	0.83			
452100-000	Workers Comp Insurance	1,386.00	1,375.00	-11.00	-0.80	4,158.00	4,125.00	-33.00	-0.80			
459900-000	TOTAL GENERAL EXPENSES	2,945.00	2,947.00	2.00	0.07	8,835.00	8,841.00	6.00	0.07			
	TOTAL OPERATING EXPENSES	107,036.49	103,159.00	-3,877.49	3.76%	292,279.57	302,052.00	9,772.43	-3.24%			
900000-000	NET INCOME	(40,012.55)	(11,396.00)	(28,616.55)	-251.11%	(46,249.03)	(26,763.00)	(19,486.03)	-72.81%			

SPARTANBURG HOUSING AUTHORITY											
HCV PROGRAM - MOD REHAB HAP											
Actual to Budget Variance Comparison											
12/31/2017											
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var		
340000-000	GRANT INCOME										
341011-000	Mod Rehab- HAP EARNED	116,316.00	119,326.00	-3,010.00	-2.52	348,955.00	357,978.00	-9,023.00	-2.52		
399900-000	TOTAL INCOME	116,316.00	119,326.00	-3,010.00	-2.52	348,955.00	357,978.00	-9,023.00	-2.52		
470000-000	HOUSING ASSISTANCE PAYMENTS										
471500-000	Housing Assistance Payments	104,484.00	118,369.00	13,885.00	11.73	320,401.00	355,107.00	34,706.00	9.77	Annualized Budget	
471501-000	Tenant Utility Payments	865.00	957.00	92.00	9.61	2,488.00	2,871.00	383.00	13.34		
479900-000	TOTAL HOUSING ASSISTANCE PAYMENTS	105,349.00	119,326.00	13,977.00	11.71	322,889.00	357,978.00	35,089.00	9.80		
900000-000	NET INCOME	10,967.00	-	10,967.00	-	26,066.00	-	26,066.00	-		

SPARTANBURG HOUSING AUTHORITY													
HCV PROGRAM - MOD REHAB ADMIN													
Actual to Budget Variance Comparison													
12/31/2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
340000-000	GRANT INCOME												
341010-000	Section 8 Admin Fee -Mod Rehab	14,150.00	13,702.00	448.00	3.27	42,450.00	41,106.00	1,344.00	3.27				
399900-000	TOTAL INCOME	14,150.00	13,702.00	448.00	3.27	42,450.00	41,106.00	1,344.00	3.27				
410000-000	ADMINISTRATIVE												
410099-000	Administrative Salaries												
411000-000	Administrative Salaries and Wages	2,139.49	2,144.00	4.51	0.21	4,969.23	5,852.00	882.77	15.08				
411002-000	Administrative Overtime	0.14	0.00	-0.14	N/A	0.53	0.00	-0.53	N/A				
411003-000	Administrative: Employer FICA/SUI	154.54	168.00	13.46	8.01	355.96	504.00	148.04	29.37				
411004-000	Administrative: Employee Benefits	430.87	476.00	45.13	9.48	1,299.95	1,428.00	128.05	8.97				
411099-000	Total Administrative Salaries	2,725.04	2,788.00	62.96	2.26	6,625.67	7,784.00	1,158.33	14.88				
413000-000	Legal Expense												
413002-000	Yardl Resident Screening Checks	14.00	14.00	0.00	0.00	14.00	14.00	0.00	0.00				
413100-000	Total Credit and Legal Expense	14.00	14.00	0.00	0.00	14.00	14.00	0.00	0.00				
413900-000	Other Admin Expenses												
417001-000	Bookkeeping Fees-MOD Rehab	1,455.00	1,613.00	158.00	9.80	4,372.50	4,839.00	466.50	9.64				
417303-000	Management Fee- MOD Rehab	2,328.00	2,580.00	252.00	9.77	6,996.00	7,740.00	744.00	9.61				
418900-000	Total Other Admin Expenses	3,783.00	4,193.00	410.00	9.78	11,368.50	12,579.00	1,210.50	9.62				
419000-000	Miscellaneous Admin Expenses												
419001-000	Office Expense	10.00	61.00	51.00	83.61	96.49	211.00	114.51	54.27	Annualized Budget/lower expenses incurred			
419003-000	Printing	69.50	0.00	-69.50	N/A	510.39	105.00	-405.39	-386.09	Allocating Budget for this expense			
419004-000	Telephone	40.43	150.00	109.57	73.05	541.65	765.00	223.35	29.20	Annualized Budget/lower expenses incurred			
419005-000	Postage	0.00	90.00	90.00	100.00	285.86	360.00	74.14	20.59	Annualized Budget/lower expenses incurred			
419006-000	Forms and Computer Supplies	66.55	70.00	3.45	4.93	66.55	70.00	3.45	4.93				
419011-000	Sundry Service Contracts	1,079.83	1,080.00	0.17	0.02	2,152.09	2,340.00	187.91	8.03				
419100-000	Total Miscellaneous Admin Expenses	1,266.31	1,451.00	184.69	12.73	3,653.03	3,851.00	197.97	5.14				
419900-000	TOTAL ADMINISTRATIVE EXPENSES	7,788.35	8,446.00	657.65	7.79	21,661.20	24,228.00	2,566.80	10.59				
440000-000	MAINTENANCE AND OPERATIONS												
443000-000	Contract Costs												
443023-000	Con:Consultant/Mentoring	440.00	833.00	393.00	47.18	440.00	2,499.00	2,059.00	82.39	Annualized Budget			
443900-000	Total Contract Costs	440.00	833.00	393.00	47.18	440.00	2,499.00	2,059.00	82.39				
449900-000	TOTAL MAINTENANCE EXPENSES	440.00	833.00	393.00	47.18	440.00	2,499.00	2,059.00	82.39				
450000-000	GENERAL EXPENSES												
451000-000	General Liability Insurance	86.00	152.00	66.00	43.42	258.00	456.00	198.00	43.42	Annualized Budget			
452100-000	Workers Comp Insurance	76.00	133.00	57.00	42.86	228.00	399.00	171.00	42.86	Annualized Budget			
459900-000	TOTAL GENERAL EXPENSES	162.00	285.00	123.00	43.16	486.00	855.00	369.00	43.16				
	TOTAL OPERATING EXPENSES	8,390.35	9,564.00	1,173.65	12.27%	22,587.20	27,582.00	4,994.80	18.11%				
900000-000	NET INCOME	5,759.65	4,138.00	1,621.65	39.19%	19,862.80	13,524.00	6,338.80	46.87%				

TBRA-HCV Program (075-tbra)									
Budget Comparison (with PTD)									
Period = Oct 2017-Dec 2017									
Book = Accrual ; Tree = ysl_is									
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
360000-000	OTHER INCOME								
364002-000	TBRA -HAP Earned	2,700.00	-	2,700.00	N/A	8,691.96	-	8,691.96	N/A
365000-000	Miscellaneous Other Income	270.00	-	270.00	N/A	901.14	-	901.14	N/A
369900-000	TOTAL OTHER INCOME	2,970.00	-	2,970.00	N/A	9,593.10	-	9,593.10	N/A
399900-000	TOTAL INCOME	2,970.00	-	2,970.00	N/A	9,593.10	-	9,593.10	N/A
470000-000	HOUSING ASSISTANCE PAYMENTS								
471500-000	Housing Assistance Payments	2,663.00	-	(2,663.00)	N/A	8,610.00	-	(8,610.00)	N/A
471501-000	Tenant Utility Payments	37.00	-	(37.00)	N/A	111.00	-	(111.00)	N/A
479900-000	TOTAL HOUSING ASSISTANCE PAYMENTS	2,700.00	-	(2,700.00)	N/A	8,721.00	-	(8,721.00)	N/A
900000-000	NET INCOME	270.00	-	270.00	N/A	872.10	-	872.10	N/A

SPARTANBURG HOUSING AUTHORITY

HCV Reserved & Restricted Cash Flow

December 31, 2017

INFLOWS:	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	TOTAL
HCV HAP Subsidy	891,189	1,101,144	686,758										2,679,091
Inter fund settlement //HAP acct	-	-	-										-
HCV Admin Subsidy	110,834	65,694	65,694										242,222
HCV Port-In Admin Fees	397	496	482										1,374
Mod Rehab HAP	116,323	116,316	116,316										348,955
Mod Rehab Admin	14,150	14,150	14,150										42,450
Port in -HAP Earned	6,247	7,518	7,391										21,156
HCV Refunds/Recovery/Interest	4,605	5,189	4,667										14,461
HUD Subsidy	1,143,745	1,310,508	895,457	-	-	-	-	-	-	-	-	-	3,349,710
OUTFLOWS:	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	TOTAL
HCV:													
Housing Assistance	963,136	966,898	964,733										2,894,767
Mod Rehab Vouchers	109,742	107,798	105,349										322,889
HCV Admin Expenses	88,273	96,970	107,036										292,280
Mod Rehab Admin	6,886	7,311	8,390										22,587
Total Payments	1,168,036	1,178,977	1,185,509	0	0	0	0	0	0	0	0	0	3,532,523
Net Inflow (Outflow)	(24,292)	131,530	(290,052)	0	0	0	0	0	0	0	0	0	(182,813)
Reserve Account INFLOW(OUTFLOW)													
Net HCV HAP	(67,342)	139,435	(273,308)	-	-	-	-	-	-	-	-	-	
Net Mod Rehab HAP	6,581	8,518	10,967	-	-	-	-	-	-	-	-	-	
HCV Admin	22,561	(31,276)	(41,342)	-	-	-	-	-	-	-	-	-	
Mod Rehab Admin	7,264	6,839	5,760	-	-	-	-	-	-	-	-	-	
	(30,935)	123,516	(297,924)	-	-	-	-	-	-	-	-	-	
Reserve Bank Accounts													
HCV and Mod Rehab disbursement	236,064	374,526	186,308										
HCV HAP -NRA	341,474	342,123	201,736										
HCV - Operations -UNA	191,381	191,381	222,949										
Mod Rehab -ADMIN	92,399	92,399	92,399										
	861,318	1,000,429	703,391	0	0	0	0	0	0	0	0	0	

SPARTANBURG HOUSING AUTHORITY													
CENTRAL OFFICE COST CENTER AND LANDSCAPE PROGRAM													
Actual to Budget Variance Comparison													
December 31, 2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
360000-000	OTHER INCOME												
362000-000	Management Fee Income	69,010.85	67,555.00	1,455.85	2%	208,096.26	202,665.00	5,431.26	3%				
362001-000	Bookkeeping fee income	22,065.00	22,378.00	(313.00)	-1%	66,622.50	67,134.00	(511.50)	-1%				
365000-000	Miscellaneous Other Income	11,703.39	20,963.00	(9,259.61)	-44%	123,152.21	52,093.00	71,059.21	136%	Annualized, see Other income breakdown page included			
369900-000	TOTAL OTHER INCOME	102,779.24	110,896.00	(8,116.76)	-7%	397,870.97	321,892.00	75,978.97	24%				
399900-000	TOTAL INCOME	102,779.24	110,896.00	(8,116.76)	-7%	397,870.97	321,892.00	75,978.97	24%				
410000-000	ADMINISTRATIVE												
410099-000	Administrative Salaries												
411000-000	Administrative Salaries and Wages	67,507.79	69,182.00	1,674.21	2.42	149,413.59	156,546.00	7,132.41	4.56				
411002-000	Administrative Overtime	392.52	-	(392.52)	N/A	1,609.51	-	(1,609.51)	N/A				
411003-000	Administrative: Employer FICA/SUI	4,427.90	4,771.00	343.10	7.19	9,829.26	14,313.00	4,483.74	31.33	Dependent on Wages; Wages not showing over 10% due to size of overall budget			
411004-000	Administrative: Employee Benefits	12,603.27	12,886.00	282.73	2.19	38,476.27	38,998.00	521.73	1.34				
411005-000	Administrative: Retirees Medical ER share	2,982.28	3,083.00	100.72	3.27	6,849.44	9,249.00	2,399.56	25.94	Annualized budget			
411006-000	Administrative: Emp Incentive	25.00	417.00	392.00	94.00	413.08	1,251.00	837.92	66.98	Annualized budget			
411099-000	Total Administrative Salaries	87,938.76	90,339.00	2,400.24	2.66	206,591.15	220,357.00	13,765.85	6.25				
413000-000	Legal Expense												
413001-000	Legal Expense	2,895.39	4,167.00	1,271.61	30.52	18,213.89	23,701.00	5,487.11	23.15	Annualized budget			
413003-000	Credit Reports	-	42.00	42.00	100.00	-	126.00	126.00	100.00				
413100-000	Total Credit and Legal Expense	2,895.39	4,209.00	1,313.61	31.21	18,213.89	23,827.00	5,613.11	23.56				
413900-000	Other Admin Expenses												
414000-000	Staff Training	-	783.00	783.00	100.00	3,765.76	4,499.00	733.24	16.30	Annualized budget			
415000-000	Travel	1,587.86	1,717.00	129.14	7.52	3,998.96	4,251.00	252.04	5.93				
418000-000	Office Rent	8,319.38	8,320.00	0.62	0.01	24,939.48	24,960.00	20.52	0.08				
418900-000	Total Other Admin Expenses	9,907.24	10,820.00	912.76	8.44	32,704.20	33,710.00	1,005.80	2.98				
419000-000	Miscellaneous Admin Expenses												
419001-000	Office Expense	670.50	846.00	175.50	20.74	2,055.22	2,538.00	482.78	19.02	Annualized budget			
419003-000	Printing	708.92	1,072.00	363.08	33.87	4,306.02	4,566.00	259.98	5.69				
419004-000	Telephone	675.20	1,700.00	1,024.80	60.28	5,992.22	10,350.00	4,357.78	42.10				
419005-000	Postage	7.63	700.00	692.37	98.91	1,576.62	2,550.00	973.38	38.17				
419008-000	Subscriptions and Fees	1,298.00	1,533.00	235.00	15.33	4,709.00	4,999.00	290.00	5.80				
419009-000	Sundry Miscellaneous	739.91	1,108.00	368.09	33.22	3,343.55	3,841.00	497.45	12.95	Annualized budget			
419010-000	Newspaper ADS (Advertising)	-	-	-	N/A	546.12	575.00	28.88	5.02				
419011-000	Sundry Service Contracts	4,828.13	4,748.00	(80.13)	-1.69	18,260.76	19,252.00	991.24	5.15				
419017-000	Temporary Administrative Labor	-	4,633.00	4,633.00	100.00	-	11,199.00	11,199.00	100.00	Annualized budget			
419020-000	Bank Fees	-	83.00	83.00	100.00	2,776.57	2,949.00	172.43	5.85				
419021-000	Discretionary	-	42.00	42.00	100.00	-	126.00	126.00	100.00	Annualized budget			
419022-000	Other Misc Admin Expenses	-	254.00	254.00	100.00	-	762.00	762.00	100.00	Annualized budget			
419100-000	Total Miscellaneous Admin Expenses	8,928.29	16,719.00	7,790.71	46.60	43,566.08	63,707.00	20,140.92	31.61				
419900-000	TOTAL ADMINISTRATIVE EXPENSES	109,669.68	122,087.00	12,417.32	10.17	301,075.32	341,601.00	40,525.68	11.86				
430000-000	UTILITIES												
431000-000	Water	-	167.00	167.00	100.00	(21.01)	501.00	522.01	104.19	Invoice timing			
432000-000	Electricity	1,075.53	1,667.00	591.47	35.48	3,350.78	5,001.00	1,650.22	33.00	Annualized budget			
433000-000	Gas	583.10	333.00	(250.10)	-75.11	985.15	999.00	13.85	1.39	Annualized budget			

SPARTANBURG HOUSING AUTHORITY													
CENTRAL OFFICE COST CENTER AND LANDSCAPE PROGRAM													
Actual to Budget Variance Comparison													
December 31, 2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
439000-000	Sewer	-	167.00	167.00	100.00	77.70	501.00	423.30	84.49	Invoice timing			
439900-000	TOTAL UTILITY EXPENSES	1,658.63	2,334.00	675.37	28.94	4,392.62	7,002.00	2,609.38	37.27				
440000-000	MAINTENANCE AND OPERATIONS												
440099-000	General Maint Expense												
441200-000	Vehicle Repair	2,686.58	1,583.00	(1,103.58)	-69.71	2,965.58	4,749.00	1,783.42	37.55	Annualized Budget; invoice timing, vehicle maint.			
441210-000	Equipment Repair	-	250.00	250.00	100.00	-	750.00	750.00	100.00	Annualized Budget			
441300-000	Gasoline Purchases	2,081.26	1,109.00	(972.26)	-87.67	2,081.26	2,275.00	193.74	8.52				
441900-000	Total General Maint Expense	4,767.84	2,942.00	(1,825.84)	-62.06	5,046.84	7,774.00	2,727.16	35.08				
442000-000	Materials												
442006-000	Janitorial Supplies	163.67	108.00	(55.67)	-51.55	163.67	324.00	160.33	49.48	Annualized Budget			
442010-000	Maintenance Materials	486.57	663.00	176.43	26.61	1,679.52	1,989.00	309.48	15.56	Annualized Budget			
442011-000	Work Supplies/Safety/Materials	-	25.00	25.00	100.00	-	75.00	75.00	100.00	Annualized Budget			
442012-000	Landscaping Materials	-	92.00	92.00	100.00	-	276.00	276.00	100.00	Annualized Budget			
442900-000	Total Materials	650.24	888.00	237.76	26.77	1,843.19	2,664.00	820.81	30.81				
443000-000	Contract Costs												
443001-000	Alarm/Extinguisher Contract	348.00	406.00	58.00	14.29	668.94	682.00	13.06	1.92				
443007-000	Disposal Contract	178.89	218.00	39.11	17.94	377.18	566.00	188.82	33.36	Annualized Budget			
443009-000	Landscaping-Contract	1,422.50	2,090.00	667.50	31.94	4,879.50	6,270.00	1,390.50	22.18	Annualized Budget			
443013-000	Contract: Uniform Rental	70.84	58.00	(12.84)	-22.14	198.23	174.00	(24.23)	-13.93	Annualized Budget; 5 weeks in Dec			
443015-000	Janitorial-Contract	720.00	720.00	-	0.00	2,160.00	2,160.00	-	0.00				
443019-000	Miscellaneous Contracts	732.59	981.00	248.41	25.32	732.59	981.00	248.41	25.32	Annualized Budget			
443023-000	Con:Consultant/Mentoring	9,250.93	11,401.00	2,150.07	18.86	35,241.04	40,835.00	5,593.96	13.70	Annualized Budget; invoice timing			
443099-000	Maintenance Misc-Contracts	85.00	2,767.00	2,682.00	96.93	508.36	9,107.00	8,598.64	94.42	Annualized Budget			
443900-000	Total Contract Costs	12,808.75	18,641.00	5,832.25	31.29	44,765.84	60,775.00	16,009.16	26.34				
449900-000	TOTAL MAINTENANCE EXPENSES	18,226.83	22,471.00	4,244.17	18.89	51,655.87	71,213.00	19,557.13	27.46				
450000-000	GENERAL EXPENSES												
451000-000	General Liability Insurance	3,931.33	4,083.00	151.67	3.71	11,793.99	12,249.00	455.01	3.71				
451100-000	Property Tax	-	1,875.00	1,875.00	100.00	-	5,625.00	5,625.00	100.00	Annualized Budget, Paid out in January			
452100-000	Workers Comp Insurance	2,407.00	2,500.00	93.00	3.72	7,221.00	7,500.00	279.00	3.72				
453010-000	SHA-Board/Commissioner exp	-	917.00	917.00	100.00	3,170.87	4,334.00	1,163.13	26.84	Annualized Budget			
459900-000	TOTAL GENERAL EXPENSES	6,338.33	9,375.00	3,036.67	32.39	22,185.86	29,708.00	7,522.14	25.32				
	TOTAL OPERATING EXPENSES	135,893.47	156,267.00	20,373.53	13.04%	379,309.67	449,524.00	70,214.33	15.62%				
900000-000	NET INCOME	(33,114.23)	(45,371.00)	12,256.77	27.01%	18,561.30	(127,632.00)	146,193.30	114.54%				

Analysis of Miscellaneous Other Income								
Period:		12/31/17						
Item	Federal	Non-Federal	Total					
CSI -tax credit properties	\$ -	\$ -						
Admin fee collected -Cedar Spring		342.00						
Developer's Fee -Highland		84,691.00						
Youthbuild -Rental		3,199.50						
Youthbuild -Supervision		5,146.80						
Landscape income	27,152.50	-						
Refund RAD Closing costs		2,294.00						
Misc (various) -bad debt recovery/vending	303.51	22.90						
Sub -total	27,456.01	95,696.20	123,152.21					
			123,152.21	Per STMT				
			-	check				

SPARTANBURG HOUSING AUTHORITY													
JC BULL (100 units) & SLHC (32 units)													
Actual to Budget Variance Comparison													
December 31, 2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
310000-000	TENANT INCOME												
310100-000	Rental Income												
311100-000	Tenant Rent	35,212.00	35,294.00	(82.00)	-0.23	107,598.00	105,882.00	1,716.00	1.62				
311900-000	Total Rental Income	35,212.00	35,294.00	(82.00)	-0.23	107,598.00	105,882.00	1,716.00	1.62				
312000-000	Other Tenant Income												
312003-000	Damages	12.50	50.00	(37.50)	-75.00	25.00	150.00	(125.00)	-83.33	Annualized budgets			
312004-000	Late Charges	40.00	50.00	(10.00)	-20.00	110.00	150.00	(40.00)	-26.67	Annualized budgets			
312005-000	Legal Fees - Tenant	90.00	25.00	65.00	260.00	225.00	75.00	150.00	200.00	Evictions			
312006-000	NSF Charges	90.00	25.00	65.00	260.00	90.00	75.00	15.00	20.00	Annualized budgets			
312007-000	Tenant Owed Utilities - Excess	359.50	250.00	109.50	43.80	808.57	750.00	58.57	7.81				
312009-000	Misc.Tenant Income	7.52	-	7.52	N/A	23.12	-	23.12	N/A				
312010-000	Maintenance Charges	-	-	-	N/A	62.50	-	62.50	N/A				
312900-000	Total Other Tenant Income	599.52	400.00	199.52	49.88	1,344.19	1,200.00	144.19	12.02				
319900-000	NET TENANT INCOME	35,811.52	35,694.00	117.52	0.33	108,942.19	107,082.00	1,860.19	1.74				
340000-000	GRANT INCOME												
341500-000	Other Govt and Private Grants	51,396.00	49,439.00	1,957.00	3.96	153,942.00	148,317.00	5,625.00	3.79				
349900-000	TOTAL GRANT INCOME	51,396.00	49,439.00	1,957.00	3.96	153,942.00	148,317.00	5,625.00	3.79				
360000-000	OTHER INCOME												
365000-000	Miscellaneous Other Income	100.40	100.00	0.40	0.40	379.65	300.00	79.65	26.55	Dependent on laundry usage			
369900-000	TOTAL OTHER INCOME	100.40	100.00	0.40	0.40	379.65	300.00	79.65	26.55				
399900-000	TOTAL INCOME	87,307.92	85,233.00	2,074.92	2.43	263,263.84	255,699.00	7,564.84	2.96				
410000-000	ADMINISTRATIVE												
410099-000	Administrative Salaries												
411000-000	Administrative Salaries and Wages	4,516.81	7,221.00	2,704.19	37.45	14,642.80	21,663.00	7,020.20	32.41	Change in staff			
411002-000	Administrative Overtime	37.67	-	(37.67)	N/A	592.76	-	(592.76)	N/A				
411003-000	Administrative: Employer FICA/SUI	329.08	661.00	331.92	50.21	1,254.04	1,983.00	728.96	36.76	Dependent on wages			
411004-000	Administrative: Employee Benefits	1,021.94	1,490.00	468.06	31.41	3,763.34	4,470.00	706.66	15.81	Dependent on staffing			
411099-000	Total Administrative Salaries	5,905.50	9,372.00	3,466.50	36.99	20,252.94	28,116.00	7,863.06	27.97				
413000-000	Legal Expense												
413002-000	Yardi Resident Screening Checks	29.00	29.00	-	0.00	58.00	58.00	-	0.00				
413100-000	Total Credit and Legal Expense	29.00	29.00	-	0.00	58.00	58.00	-	0.00				
413900-000	Other Admin Expenses												
414000-000	Staff Training	-	463.00	463.00	100.00	525.00	1,389.00	864.00	62.20	Annualized budgets			
415000-000	Travel	41.20	350.00	308.80	88.23	133.76	1,050.00	916.24	87.26	Annualized budgets			
417000-000	Bookkeeping Fees	937.50	941.00	3.50	0.37	2,842.50	2,823.00	(19.50)	-0.69				
417100-000	Auditing Fees	-	454.00	454.00	100.00	-	1,362.00	1,362.00	100.00	Annualized budgets			
417300-000	Management Fee	6,773.75	6,795.00	21.25	0.31	20,538.01	20,385.00	(153.01)	-0.75				
417302-000	Asset Management Fee	1,320.00	1,320.00	-	0.00	3,960.00	3,960.00	-	0.00				
418900-000	Total Other Admin Expenses	9,072.45	10,323.00	1,250.55	12.11	27,999.27	30,969.00	2,969.73	9.59				
419000-000	Miscellaneous Admin Expenses												
419001-000	Office Expense	-	192.00	192.00	100.00	141.90	576.00	434.10	75.36	Annualized budgets			
419003-000	Printing	45.72	103.00	57.28	55.61	252.85	357.00	104.15	29.17	Annualized budgets			
419004-000	Telephone	189.02	381.00	191.98	50.39	1,444.61	1,462.00	17.39	1.19				
419005-000	Postage	-	100.00	100.00	100.00	-	300.00	300.00	100.00	Invoice timing			

SPARTANBURG HOUSING AUTHORITY													
JC BULL (100 units) & SLHC (32 units)													
Actual to Budget Variance Comparison													
December 31, 2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
419006-000	Forms and Computer Supplies	-	108.00	108.00	100.00	-	324.00	324.00	100.00	Annualized budgets			
419007-000	Court Costs	(20.00)	165.00	185.00	112.12	235.00	595.00	360.00	60.50	Annualized budgets			
419008-000	Subscriptions and Fees	-	156.00	156.00	100.00	-	468.00	468.00	100.00	Annualized budgets			
419009-000	Sundry Miscellaneous	-	598.00	598.00	100.00	516.14	1,794.00	1,277.86	71.23	Annualized budgets			
419010-000	Newspaper ADS (Advertising)	-	42.00	42.00	100.00	46.53	126.00	79.47	63.07	Annualized budgets			
419011-000	Sundry Service Contracts	2,032.65	2,090.00	57.35	2.74	5,489.62	5,566.00	76.38	1.37				
419018-000	False Alarms	-	5.00	5.00	100.00	10.00	15.00	5.00	33.33	Annualized budgets, no false alarms			
419100-000	Total Miscellaneous Admin Expenses	2,247.39	3,940.00	1,692.61	42.96	8,136.65	11,583.00	3,446.35	29.75				
419900-000	TOTAL ADMINISTRATIVE EXPENSES	17,254.34	23,664.00	6,409.66	27.09	56,446.86	70,726.00	14,279.14	20.19				
420000-000	TENANT SERVICES												
422000-000	Tenant Svcs-Participation Fund \$15	739.00	765.00	26.00	3.40	1,624.46	1,685.00	60.54	3.59				
422001-000	Tenant Svcs.-Stipend only \$10	66.66	152.00	85.34	56.14	66.66	456.00	389.34	85.38	Annualized budgets			
423000-000	Tenant Svcs-PH ESDC	-	250.00	250.00	100.00	357.00	850.00	493.00	58.00	Annualized budgets			
429900-000	TOTAL TENANT SERVICES EXPENSES	805.66	1,167.00	361.34	30.96	2,048.12	2,991.00	942.88	31.52				
430000-000	UTILITIES												
431000-000	Water	3,017.09	2,950.00	(67.09)	-2.27	7,330.15	7,450.00	119.85	1.61				
432000-000	Electricity	4,352.15	6,000.00	1,647.85	27.46	14,496.17	18,000.00	3,503.83	19.47	Annualized budgets; billed in arrears			
433000-000	Gas	207.75	4,600.00	4,392.25	95.48	4,108.50	13,800.00	9,691.50	70.23	Invoice Timing			
439000-000	Sewer	4,402.61	4,200.00	(202.61)	-4.82	9,453.77	9,650.00	196.23	2.03				
439900-000	TOTAL UTILITY EXPENSES	11,979.60	17,750.00	5,770.40	32.51	35,388.59	48,900.00	13,511.41	27.63				
440000-000	MAINTENANCE AND OPERATIONS												
440099-000	General Maint Expense												
441000-000	Labor Maintenance	3,312.83	4,660.00	1,347.17	28.91	8,057.29	13,980.00	5,922.71	42.37	Budgeted two FTE; only had 1.5 FTE for a period of time.			
441002-000	Maintenance: Overtime	136.14	-	(136.14)	N/A	497.79	-	(497.79)	N/A				
441003-000	Maintenance: Employer FICA/SUI	235.77	304.00	68.23	22.44	581.40	912.00	330.60	36.25	Dependent on wages			
441005-000	Maintenance: Employee Benefits	1,012.73	1,253.00	240.27	19.18	3,084.56	3,759.00	674.44	17.94	Dependent on wages			
441006-000	On Call- after hours work	-	512.00	512.00	100.00	-	1,536.00	1,536.00	100.00	Annualized budgets			
441200-000	Vehicle Repair	49.94	125.00	75.06	60.05	49.94	375.00	325.06	86.68	Annualized budgets			
441300-000	Gasoline Purchases	438.23	466.00	27.77	5.96	438.23	466.00	27.77	5.96				
441900-000	Total General Maint Expense	5,185.64	7,320.00	2,134.36	29.16	12,709.21	21,028.00	8,318.79	39.56				
442000-000	Materials												
442002-000	Appliance-Maint Materials	-	417.00	417.00	100.00	1,459.62	2,751.00	1,291.38	46.94	Annualized budgets			
442003-000	Painting-Maint Materials	-	192.00	192.00	100.00	-	576.00	576.00	100.00	Annualized budgets			
442004-000	Electrical-Maint Materials	441.07	751.00	309.93	41.27	441.07	1,251.00	809.93	64.74	Annualized budgets			
442005-000	Heating/AC-Maint Materials	-	1,000.00	1,000.00	100.00	-	3,000.00	3,000.00	100.00	Annualized budgets			
442006-000	Janitorial Supplies	20.78	59.00	38.22	64.78	64.70	177.00	112.30	63.45	Annualized budgets			
442008-000	Plumbing-Maint Materials	1,087.22	6,626.00	5,538.78	83.59	935.53	18,126.00	17,190.47	94.84	Annualized budgets			
442009-000	Hand Tools-Maint Materials	-	67.00	67.00	100.00	-	201.00	201.00	100.00	Annualized budgets			
442010-000	Maintenance Materials	269.37	1,083.00	813.63	75.13	1,230.31	3,249.00	2,018.69	62.13	Annualized budgets			
442011-000	Work Supplies/Safety/Materials	15.98	96.00	80.02	83.35	15.98	288.00	272.02	94.45	Annualized budgets			
442012-000	Landscaping Materials	-	969.00	969.00	100.00	145.90	2,907.00	2,761.10	94.98	Annualized budgets			
442900-000	Total Materials	1,834.42	11,260.00	9,425.58	83.71	4,293.11	32,526.00	28,232.89	86.80				
443000-000	Contract Costs												
443001-000	Alarm/Extinguisher Contract	162.89	209.00	46.11	22.06	210.89	627.00	416.11	66.37	Annualized budgets			
443002-000	Extermination Contract	1,500.00	2,150.00	650.00	30.23	2,424.00	3,642.00	1,218.00	33.44	Annualized budgets			

SPARTANBURG HOUSING AUTHORITY													
JC BULL (100 units) & SLHC (32 units)													
Actual to Budget Variance Comparison													
December 31, 2017													
		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var				
443005-000	Unit Turnaround-Contract	-	584.00	584.00	100.00	760.00	1,752.00	992.00	56.62	Annualized budgets			
443006-000	Electrical-Contract	-	417.00	417.00	100.00	-	1,251.00	1,251.00	100.00	Annualized budgets			
443007-000	Disposal Contract	524.64	658.00	133.36	20.27	1,049.28	1,974.00	924.72	46.84	Annualized budgets			
443009-000	Landscaping-Contract	1,695.50	1,316.00	(379.50)	-28.84	4,707.00	3,948.00	(759.00)	-19.22	Annualized budgets			
443011-000	Heating/AC-Contract	-	500.00	500.00	100.00	-	7,832.00	7,832.00	100.00	Annualized budgets			
443013-000	Contract: Uniform Rental	27.75	84.00	56.25	66.96	111.00	252.00	141.00	55.95	Annualized budgets			
443015-000	Janitorial-Contract	-	83.00	83.00	100.00	-	249.00	249.00	100.00	Annualized budgets			
443018-000	Plumbing-Contract	2,400.00	3,138.00	738.00	23.52	7,328.55	9,614.00	2,285.45	23.77	Annualized budgets			
443099-000	Maintenance Misc-Contracts	309.99	5,833.00	5,523.01	94.69	4,734.99	23,499.00	18,764.01	79.85	Annualized budgets			
443900-000	Total Contract Costs	6,620.77	14,972.00	8,351.23	55.78	21,325.71	54,640.00	33,314.29	60.97				
449900-000	TOTAL MAINTENACE EXPENSES	13,640.83	33,552.00	19,911.17	59.34	38,328.03	108,194.00	69,865.97	64.57				
450000-000	GENERAL EXPENSES												
451000-000	General Liability Insurance	2,049.08	2,130.00	80.92	3.80	6,147.24	6,390.00	242.76	3.80				
451100-000	Property Tax	-	1,533.00	1,533.00	100.00	-	4,599.00	4,599.00	100.00	To be paid in January			
452100-000	Workers Comp Insurance	490.00	551.00	61.00	11.07	1,470.00	1,653.00	183.00	11.07	Annualized budgets			
457000-000	Bad Debt-Tenant Rents	159.97	-	(159.97)	N/A	159.97	-	(159.97)	N/A				
459900-000	TOTAL GENERAL EXPENSES	2,699.05	4,214.00	1,514.95	35.95	7,777.21	12,642.00	4,864.79	38.48				
	TOTAL OPERATING EXPENSES	46,379.48	80,347.00	33,967.52	42.28%	139,988.81	243,453.00	103,464.19	42.50%				
900000-000	NET INCOME	40,928.44	4,886.00	36,042.44	737.67%	123,275.03	12,246.00	111,029.03	906.66%				

Spartanburg Housing Authority						
Capital Grant Programs						
December 31, 2017						
CAPITAL FUND 2016					%	
Obligation Date: 4/13/2016		Budget	Drawn	Balance	Completion	
End date : 12/2018						
	1408 Management Improvement	125,500	6,829	118,671		
	1410 Administration	128,964	128,964	-		
	1430 Fees and Costs	150,000	20,982	129,018		
	1460 Dwelling Structures	165,335	50,079	115,256		
	1475 Non-Dwelling Structures	35,000	9,895	25,105		
	1495 Relocation Costs	45,000		45,000		
	1503 RAD-CFP	379,843	366,669	13,174		
	1504 RAD Investment Activity	260,000	87,622	172,378		
		1,289,642	671,041	618,601	52%	
CAPITAL FUND 2017					%	
Obligation Date: 08/16/2017		Budget	Drawn	Balance	Completion	
End date : 08/15/2019						
	1408 Management Improvement	111,174	-	111,174		
	1410 Administration	92,644	92,644	-		
	0100- Reserved budget	722,629		722,629		
		926,447	92,644	833,803	10%	
Replacement Housing Factor Funds						Obligated in
		Authorized	Draws	Balance	% Complete	ELOCCS
CAPITAL FUND REPLACEMENT HOUSING FACTOR 2014						
Obligation Date:						
Term Date:						
	1410 Administration	17,051	-	17,051		
	1499 Development Activity	99,771	9,968	89,803		
	1501 Collateral Exp/Debt serv	167,360	166,135	1,225		
		284,182	176,103	108,079		
CAPITAL FUND REPLACEMENT HOUSING FACTOR 2015						
Obligation Date:						
Term Date:						
	1499 Development Activity	218,757	0	218,757	0%	
CAPITAL FUND REPLACEMENT HOUSING FACTOR 2016						
Obligation Date:						
Term Date:						
	1499 Development Activity	225,533	0	225,533	0%	
CAPITAL FUND REPLACEMENT HOUSING FACTOR 2017						
Obligation Date:						
Term Date:						
	1499 Development Activity	162,926	0	162,926	0%	
TOTAL RHF FUNDS		891,398	176,103	715,295	20%	
TOTAL CAPITAL GRANTS		3,107,487	939,788	2,167,699	30%	

Spartanburg Housing Authority					
Grant Programs					
Period Ending December 31, 2017					
SC003RPS111A015					
ROSS - Resident Self Sufficiency (\$229,293)		Term Date:			
FUND 579-cnho		12/20/2018			%
		Budget	Drawn	Balance	Completion
	1168 - Project Coordinator	193,293	20,018	173,275	
	1268 - Training Costs	6,000	473	5,527	
	1868 - Administrative Costs	30,000	2,827	27,173	
		229,293	23,317	205,976	
mfsc179397					
Service Coordinator Multifamily (\$48,392)		Term Date:			%
FUND 582		Budget	Drawn	Balance	Completion
	1010 - Salary	28,780		28,780	
	1020 - Fringe Benefits	11,358		11,358	
	1040 - Quality Assurance	4,481		4,481	
	1045 - Training	720		720	
	1050 - Travel	1,284		1,284	
	1055 - Supplies and Materials	334		334	
	1065 - Other Direct Costs	1,435		1,435	
		48,392	-	48,392	
SC16HS04003					
Service Coordinator Multifamily (\$527,136)		Term Date:			%
FUND 582		Budget	Drawn	Balance	Completion
	1010 - Salary	391,514	375,305	16,210	
	1020 - Fringe Benefits	72,034	65,634	6,400	
	1040 - Quality Assurance	8,405	8,405	-	
	1045 - Training	7,704	7,704	-	
	1050 - Travel	1,799	1,799	-	
	1055 - Supplies and Materials	35,406	35,140	266	
	1060 - Start-Up Costs	-	-	-	
	1065 - Other Direct Costs	7,122	6,256	866	
	1070 - Indirect Costs	3,152	3,152	-	
		527,136	503,395	23,741	
YOUTH BUILD (\$994,474)		Obligation Date: 1/1/2016			
FUND 22		Term Date: 4/30/2019			
	SUMMARY	Budget	Drawn	Balance	
	PERSONNEL	359,143	223,008	136,135	
	FRINGE BENEFITS	146,393	65,433	80,960	
	TRAVEL	7,000	7,194	(194)	
	EQUIPMENT	5,707	2,800	2,907	
	STUDENT WORK SUPPLIES	115,306	49,408	65,898	
	CONTRACTUAL	50,000	35,614	14,386	
	OTHER	310,925	187,882	123,043	

Spartanburg Housing Authority					
Grant Programs					
Period Ending December 31, 2017					
	TOTAL DIRECT	994,474	571,339	423,135	
	INDIRECT	-	-	-	
	TOTALS	994,474	571,339	423,135	
FACE FORWARD (\$999,923)		Obligation Date: 7/1/2013			
FUND 22		Term Date: 9/30/2016			
	SUMMARY	Budget	Drawn	Balance	
	PERSONNEL	209,998	209,998	-	
	FRINGE BENEFITS	75,600	75,600	-	
	TRAVEL	6,400	6,400	-	
	SUPPLIES	36,338	32,163	4,175	
	CONTRACTUAL	26,000	26,000	-	
	OTHER	545,595	415,230	130,365	
	TOTAL DIRECT	899,931	765,391	134,540	
	ADMIN -10%	99,992	99,232	760	
	TOTALS	999,923	864,623	135,300	
	Total Money Remaining for all Grants			836,545	
Note:					
Grant Funds requested one month in arrears.					



Monthly Reports:

Programs Dashboard

Board of Commissioners Meeting
Tuesday, January 23, 2018

Housing Authority of the City of Spartanburg Programs Dashboard NOVEMBER 2017

ASSET MANAGEMENT

COMPLIANCE/REGULATORY

Public Housing Occupancy

Asset Management ended the month at 90.28%. The HUD utilization requirement is 97%. SHA would have achieved 97.79% if the vacant units at Cammie Clagett were not considered by HUD. There are ongoing discussions with HUD regarding removal of these units occupancy.

HUD GOAL	SHA Actual	Excluding Outliers
97%	90.28%	97.79%

TARS

- The Tenant Accounts Receivable Collection rate for SHA managed developments was 82% for all public housing properties and 100% for SHA managed market units and multi-family properties.
- Prince Hall and Victoria Gardens Apartments are continuing to make improvements in addressing tenants whose rents are consistently late. November and December historically reflect increases in outstanding rents.

HUD GOAL	SHA PH Actual	SHA MF and Market Actual
98.5%	82%	100%

REAC

Real Estate Assessment Center (REAC) inspections were scheduled during the month of October. HUD's Real Estate Assessment Center conducts physical property inspections of properties that are owned, insured or subsidized by HUD, including public housing and multifamily assisted housing. All sites have been working to maintain that our housing is decent, safe, sanitary, and in good repair year round.

Property	Score
Spartanburg Southside Projects (VISTA)	81C
Spartanburg Southside Projects (VISTA)	
Cedar Springs Place	77C
Victoria Gardens Apartments	77C

MILESTONES

- On November 15, 2017, several residents from Archibald participated in the Spartanburg County Volunteer Organizations Active in Disaster (SCVOAD), all day mock emergency exercise. The residents were “disaster victims” and stayed in an “emergency shelter” at First Baptist Spartanburg throughout the day. Several other organizations in the area also played a part in the exercise including Meals on Wheels, which provided lunch for the residents. The residents and staff received tips on how to respond during an unexpected emergency.

Housing Authority of the City of Spartanburg Programs Dashboard DECEMBER 2017

ASSET MANAGEMENT

COMPLIANCE/REGULATORY

Public Housing Occupancy

Asset Management ended the month with an occupancy rate of 89.99%. The HUD utilization requirement is 97%. SHA would have achieved 97.5% if the vacant units at Cammie Clagett were not considered by HUD. There are ongoing discussions with HUD regarding removal of these units.

HUD GOAL	SHA Actual	Excluding Outliers
97%	89.99%	97.5%

TARS

- The Tenant Accounts Receivable Collection rate for SHA managed developments was 97.29% for all public housing properties and 100% for SHA managed market units and multi-family properties.
- Prince Hall and Victoria Gardens Apartments are continuing to make improvements in addressing tenants whose rents are consistently late. November and December historically reflect increases in outstanding rents.

HUD GOAL	SHA PH Actual	SHA MF and Market Actual
98.5%	85.24%	99%

REAC

- The Asset Management department received notification that of Real Estate Assessment Center (REAC) inspections for the month of November. HUD's Real Estate Assessment Center conducts physical property inspections of properties that are owned, insured or subsidized by HUD, including public housing and multifamily assisted housing. All sites have been working to maintain that our housing is decent, safe, sanitary, and in good repair year round.

Property	Score
Country Garden Estates	82C
Archibald Village	66C pending appeal*

*The Archibald Village score is expected to increase to a 78.78 due to a Database Adjustment appeal for a fence that received a deduction. The fence does not belong to the property and a letter was received from the City's Planners office confirming such and subsequently submitted to HUD.

MILESTONES

- On Friday, December 15, a car ran into a building at Camp Croft Courts. No one was injured; however there was extensive damage to the property. The resident was transferred to another unit and the unit was secured and deemed unsafe to reenter. There are differences of opinion on whether the building should be condemned. An insurance claim has been filed.
- A Physical Needs Assessment was completed at Victoria Gardens during the month of December in preparations for RAD.
- Victoria Gardens, Archibald, JC Bull and Camp Croft all held holiday parties for their residents this week, hosted by the managers. Prince Hall management provided gifts to all of the children in their neighborhood.

HOUSING CHOICE VOUCHER PROGRAM

COMPLIANCE/REGULATORY

- The HUD requirement is that the PHA utilizes 98% of its vouchers or 98% of its allocated funding.
- The **Housing Choice Voucher Program's (HCV)** cumulative budget utilization is 100%.
- The current monthly lease up rate is 93%, which includes the **Project Based Voucher (PBV)** and **Rental Assistance Demonstration (RAD)** Programs.
- The **Mod Rehab Program (MOD)** leasing rate is 89%.
- The **Tenant Based Rental Assistance Program (TBRA)** leasing rate is 58%.

OUTLIERS

- The HCV Department is working to maintain leasing within our budget allocation in the HCV, RAD, PBV, and MOD Rehab programs to ensure that the program meets HUD requirements.
- The MOD Rehab properties continue to monitor with leasing at Norris Ridge Apartments.
- TBRA Program has six (6) veterans searching for housing. We received two (2) referrals. We will continue to reach out to our partners to assist the veterans with their housing search.

MILESTONES

- Forty- one (41) households are actively searching for housing
- For the HCV, PBV and RAD programs, there were a net loss of eight vouchers in use (seven (5) move ins and thirteen (13) move outs) this month.
- The MOD Rehab Program had three (3) move outs and no move ins.
- The TBRA Program has seven (7) participants.
- The HCV FSS Program currently has 68 participants and an escrow balance of \$92,045.00.