

Five-Year Sources and Uses

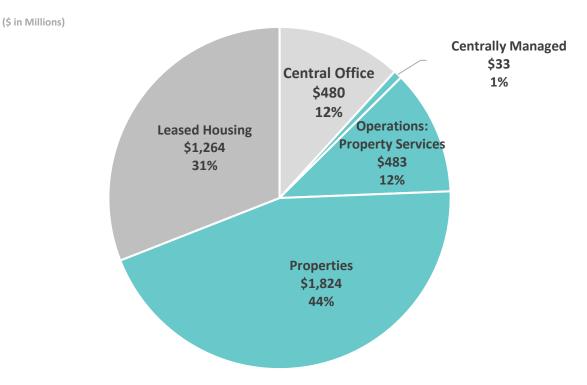
 We are committed to closing the \$25 million deficit in 2021. We will closely monitor spending and implement cost saving measures, if necessary.

(\$ in Millions)	2021	2022	2023	2024	2025
Revenue					
Tenant Rental Revenue	\$1,008	\$918	\$829	\$758	\$740
Federal Operating Subsidy	\$1,015	\$921	\$875	\$840	\$816
Section 8 Subsidy	\$1,352	\$1,467	\$1,697	\$1,989	\$2,264
City Funds	\$248	\$233	\$217	\$217	\$217
Capital Transfer & Management Fee	\$290	\$176	\$176	\$176	\$176
Withdrawal from Reserves	\$45				
PACT Proceeds	\$30				
All Other Revenue	\$71	\$48	\$47	\$46	\$48
Total Revenue	\$4,058	\$3,763	\$3,841	\$4,026	\$4,261
Personnel Services (PS)					
Head Count	11,811	11,402	10,924	10,315	10,054
Salaries	\$766	\$776	\$751	\$720	\$706
Fringe	\$571	\$611	\$614	\$615	\$623
Overtime	\$90	\$87	\$83	\$81	\$80
All Other Salaries	\$17	\$17	\$16	\$16	\$15
Total PS	\$1,444	\$1,490	\$1,464	\$1,432	\$1,425
Other than Personnel Services (OTPS)					
Leases	\$69	\$54	\$55	\$57	\$57
Supplies	\$105	\$114	\$92	\$82	\$80
Utilities	\$513	\$476	\$435	\$403	\$401
Contracts	\$612	\$440	\$401	\$377	\$373
Section 8 Payments	\$1,185	\$1,317	\$1,587	\$1,840	\$2,028
All Other OTPS	\$155	\$171	\$168	\$154	\$146
Total OTPS	\$2,640	\$2,573	\$2,739	\$2,913	\$3,085
Total Expenses	\$4,084	\$4,063	\$4,204	\$4,345	\$4,510
Surplus (Deficit)	(\$25)	(\$300)	(\$363)	(\$319)	(\$249)
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2021 Budget by Area

- 57% is allocated directly to the Properties and Operations: Property Services (heating, elevators, etc.)
- 31% is allocated to the Leased Housing program, mainly payments to Section 8 landlords
- Only 12% is allocated to central office functions



Total: \$4,084 million



Budgeted Headcount

• The 2021 budget funds 11,811 positions, an increase of 472 positions from the 2020 adopted budget.

Year	2018	2019	2020	2021	2022	2023	2024	2025
Budgeted Headcount	10,684	10,707	11,339	11,811	11,402	10,924	10,315	10,054

	2021 Headcount by Funding Source					
	General Funds	Section 8	Grants	CDBG	Total	
1. Properties	6,983				6,983	
2. Operations: Property Services						
Healthy Homes	186				186	
Quality Assurance	25				25	
Pests & Waste	111				111	
Support Services (Heating, Elevators, etc)	1,552				1,552	
All Other Operations	582				582	
3. Central Office						
Administration	301	72			373	
Capital Projects	1			367	368	
Community Engagement & Partnerships	229		22		250	
Compliance	41				41	
Environmental Health & Safety	49				49	
Finance	182	2	1		185	
Information Technology	171	7			178	
Legal Affairs	292	6			298	
Real Estate	43				43	
Strategy & Innovation	30	2			32	
All Other Central Office	139				139	
4. Leased Housing/Section 8		416			416	
Total	10,917	504	23	367	11,811	

