

**Pennsylvania Housing Finance Agency
Meeting of the Board
June 9, 2016**

Members Present:

Robin Wiessmann, Chair
Thomas B. Hagen, Vice Chair
Craig H. Alexander
Maria F. Coutts
Ronald F. Croushore
Lisa Watson (serving in the stead of
Ted Dallas, Secretary, Department
of Human Services)
Kathy Possinger (serving in the stead of
Dennis Davin, Secretary of Department
of Community and Economic Development)
*Noel Eisenstat
Lisa R. Gaffney
*Ross Nese
John Paone
*Keith Welks (serving in the stead of
Timothy Reese, State Treasurer)
Mark Schwartz

*On Telephone conference call

Others Present:

Brian A. Hudson, Executive Director
Rebecca L. Peace, Chief Counsel
William Fogarty, Director of Government Affairs
Carl Dudeck, Director of Housing Management
Holly Glauser, Director of Development
Bryce Marezki, Director of Strategic Policy & Planning
Kate Newton, Director of Homeownership Programs
Kim Boal, Director of Information Technology
Scott Elliott, Director of Communications
John Zapotocky, Director of Accounting
Clay Lambert, Business Policy Officer
Thomas Brzana, Director of Loan Servicing
Joseph Knopic, Director of Finance
Steve O'Neill, Assistant Counsel
Chris Anderson, Communications Officer
Stan Salwocki, Manager of Architecture and Engineering
Carla Falkenstein, Director of Western Region
Melissa Raffensperger, Government Affairs Associates
Nancy Twyman, Director of Eastern Region
Barbara Stephens, Senior Public Affairs Officer

Members Absent:

JoLynn Stoy, Associate Counsel
Jada Greenhowe, Assistant Counsel
Lori Toia, Director of HEMAP
Jordan Laird, Manager of Investments]
Brenda Bailey, Web/Application Developer
Renaë Hodges, Communications Officer
Christopher Broughton, Infrastructure Support Specialist
Elaine Artz, Senior Accountant
Paul Fatula, Financial Analyst
Charles Funk, Servicing Specialist
Denise Wolfgang, Senior Compliance Officer
Lisa Fulton, Servicing Officer
Emily Paul, Legal Intern
Kevin Wike, Manager of Software Application
Susan Jun, Bank of America/Merrill Lynch
George Jaeger, Bank of America/Merrill Lynch
Mitch Gallo, RBC
Michael Baumrin, RBC
Jim Stretz, GK Baum
Michael Judge, Bank of New York/Mellon
Cindy Daley, Housing Alliance
Phyllis Chamberlin, Housing Alliance
Robert Foggio, Jefferies
Alan Jaffe, Jefferies
Ben Laudermilch, Department of Human Services
Ralph Jones, US Bank
Terry McPoyle, US Bank
Greg Brunner, M & T Securities
Joe Task, Raymond James
Maggie A. Strawser, Assistant Secretary
Charlotte L. Nelson, Assistant Secretary
Carrie M. Barnes, Secretary

A meeting of the Members of the Board of the Pennsylvania Housing Finance Agency was held on Thursday, June 9, 2016 at 10:30 a.m. at the offices of the Pennsylvania Housing Finance Agency, 211 North Front Street, Harrisburg, Pennsylvania.

In compliance with the provisions of the Sunshine Act, notification of this meeting appeared in the Legal Notices Section of *The Patriot News* in Harrisburg, Dauphin County on May 29, 2016.

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair Wiessmann at 10:40 a.m. The roll was called and a quorum was present.

2. **APPROVAL OF THE MINUTES FROM THE MAY 12, 2016 BOARD MEETING**

There were no additions or corrections to the minutes.

Mr. Hagen made a motion that the minutes from the May 12, 2016 Board meeting be approved as submitted. This motion was seconded by Mr. Croushore and was unanimously approved.

At this point in the meeting, Mr. Hudson requested the Chair's permission to introduce a number of PHFA staff who will be retiring at the end of this month.

Charles Funk (Servicing Specialist) with 14 years of service; Paul Fatula (Financial Analyst) with 16 years of service; Lisa Fulton (Servicing Officer) with 22 years of service; Kevin Wike (Manager of Software Application) with 30 years of service; Elaine Artz (Senior Accountant) with 31 years of service; Denise Wolfgang (Senior Compliance Officer) with 31 years of service; and Marcia Hess (Western Regional Customer Servicing Representative in the Pittsburgh Office) with 32 years of service. Mr. Hudson thanked all of the retirees for their years of service to PHFA. Board members offered their thanks also by way of applause.

Mr. Hudson also announced that Terry McPoyle is retiring from US Bank. Mr. McPoyle has been a Trust Administrator for over 30 years working with the Agency on its bond issues.

Mr. Hudson then introduced Phyllis Chamberlain, the new Executive Director of Housing Alliance of PA. He stated that he looks forward to a continuing good working relationship with the Housing Alliance. Ms. Chamberlain reiterated Mr. Hudson's statement in that she too hopes the relationship between the two organizations will continue to grow.

3. **JOINT HEMAP AND FINANCE COMMITTEES REPORT**

A. **HEMAP Budget for Fiscal Year Ending June 30, 2017**

Mr. Paone, as Chair of the HEMAP Committee, reported that the HEMAP and Finance Committees met jointly with staff regarding the HEMAP budget for fiscal year ending June 30, 2017.

Mr. Paone reported that the budget reflects a decrease of 20.1 percent over the current year and noted that the number of mortgage assistance applications continues to decline. Employees are being transferred to positions within the Agency as the workload continues to decrease in HEMAP. Currently, there are 21 staff persons in HEMAP.

Mr. Hudson noted that the mortgage assistance applications being received are now less than 300 per month. With approximately \$12,000,000 available, the HEMAP has sufficient funding to continue its program for the next several years.

Currently, the revenue generated by the program is greater than the disbursements. The Agency expects an additional \$5,000,000 to come to the program this July from the mortgage settlement fund and Mr. Hudson reported that basically the program is in good shape financially.

Mr. Hudson informed the Board that beginning in 2018, he will begin lobbying for an allocation of funds in the state budget to keep the program operational.

Mr. Paone reported that the HEMAP Committee recommends approval of the budget for fiscal year ending June 30, 2017.

Mr. Schwartz made the motion that the Board approve the HEMAP budget for fiscal year ending June 30, 2017 as presented. This motion was seconded by Mr. Croushore and was unanimously approved. (See Appendix 1 of these Minutes.)

B. PHFA Budget for Fiscal Year Ending June 30, 2017

Ms. Possinger, as Chair of the Finance Committee, reported that the committee met with staff regarding the PHFA budget for fiscal year ending June 30, 2017.

Ms. Possinger reported that the Agency budget reflects a slight increase of 7.3 percent over the current year's budget and includes the addition of five new staff positions. She reported that pension liability was discussed at the committee meeting to the satisfaction of the committee members. She noted the increase in the cost of advertising.

Mr. Hudson reported that the budget reflects costs associated with providing the funding for the Agency's expansion, but no construction costs are included.

Ms. Possinger made the motion that the Board approve the PHFA budget for fiscal year ending June 30, 2017 as presented. This motion was seconded by Mr. Paone and was unanimously approved. (See Appendix 2 of these Minutes.)

4. JOINT HEMAP AND AUDIT COMMITTEES REPORT

A. HEMAP Audit Planning Report

Mr. Paone, as Chair of the HEMAP Committee, reported that the HEMAP and Audit Committees met jointly with staff and the auditors for both the HEMAP and the Agency regarding the audit plans.

Mr. Hudson reported that Mitchell Titus, the auditor for the HEMAP reviewed its audit plan for the committee members. He reported that Mitchell Titus expects to have the audit completed by the end of September 2016.

Chair Wiessmann noted that Mitchell Titus did an excellent job of outlining their approach to the audit.

B. PHFA Audit Planning Report

Ms. Possinger, as Chair of the Audit Committee, reported that KPMG is the auditing firm for the Agency. KPMG reviewed their objectives and requirements with the committee in preparing the Agency's audit. It is expected that the Agency's audit should be completed by the end of this calendar year. KPMG expressed their appreciation of the staff in this endeavor.

5. INVESTMENT BANKER REPORT

Mr. Baumrin of RBC Capital Markets distributed an Investment Banker Report to the Board.

He reported that employment numbers during the month of May were below expectations and that the growth in the job market has also slowed down. Interest rates have been slowly rising.

Mr. Baumrin stated that the housing market continues to improve and housing prices have increased nationally while the number of homeowners in foreclosure continues to decline. He reported that more than 2,400,000 foreclosures will come off credit reports very soon, thus allowing those individuals to have access to homeownership once again. Generally speaking the housing market continues to rebound.

He reported that homeownership rates are down for those ages 35 and younger. The age group of 35 to 44 has seen the biggest decrease in homeownership numbers.

With respect to interest rates, RBC does not believe the interest rates will be increased in June by the Federal Reserve; however, either July or December are possibilities.

Mr. Schwartz asked where the Agency mortgage rates are at the present time. Mr. Hudson expects rates to be between 3 percent and 3-1/4 percent when the new bond issue money is available. This rate will be very attractive to prospective homeowners.

6. OTHER BUSINESS

A. PHFA's Updated Website

Mr. Elliott reported that Mr. Hudson charged him with the task of reviewing, improving and updating the Agency's website. The current website is 10 years old. Mr. Elliott reported that Ms. Bailey, PHFA's Web/Application Developer, has been working on the update for over a year. He briefly explained the changes to the website and the reasons for the changes. Basically, the web site is now more user friendly. He did a brief walk-through of the site and noted that Ms. Bailey will be monitoring the usage of the website and will be able to make changes as needed. Mr. Elliott noted that all work on this update has been performed in-house.

B. Updating Photographs of Board Members/Designees

Mr. Hudson reported that a photographer is available following the meeting to take photographs of any Board member or designee who would like to have their picture updated. Member's photos will be used in the Agency's new annual report.

C. GAO Report

Mr. Schwartz asked about the GAO report.

Mr. Hudson reported that this updated report recommends that the allocation of Low Income Housing Tax Credits be jointly shared with the Department of Housing and Urban Development. He reported that the National Council of State Housing Agencies is against any change in the manner in which the allocations are made.

Mr. Hudson noted that this issue was raised several years ago and no changes were made. It is expected that this effort will also not move forward. The general consensus of the Board was that this would be a disaster for the program. Mr. Hudson noted that a number of the states have already begun forward committing 2017 tax credits.

7. EXECUTIVE SESSION

Chair Wiessmann reported that no Executive Session is required at this meeting.

8. PERSONNEL COMMITTEE REPORT

Mr. Paone, as Chair of the Personnel Committee, reported that the committee met earlier in the week to discuss staff personnel issues including the maximum merit increase and the creation of five new staff positions.

Mr. Hudson reported that the committee was asked to consider retaining the three (3%) percent maximum merit increase for staff and also the addition of five new staff positions within the Agency - three in the Loan Servicing Division related to the Agency's current servicing portfolio, one in Information Technology and one in Human Resources.

Mr. Paone reported that the Committee recommends the Board's approval of Mr. Hudson's requests regarding Agency staff.

Mr. Hagen made the motion that the Board approve the maximum merit increase for Agency staff at three percent for the coming year and also authorize the addition of five staff positions. This motion was seconded by Ms. Possinger and was unanimously approved.

9. ADJOURNMENT

There being no further business to be discussed, a motion was made and seconded that the meeting be adjourned. The motion was unanimously approved. Chair Wiessmann adjourned the meeting of the Board at 11:45 a.m.

The next regularly scheduled meeting of the Members of the Board of the Pennsylvania Housing Finance Agency will be held on Thursday, July 14, 2016 at 10:30 a.m. at the offices of the Agency, 211 North Front Street, Harrisburg, Pennsylvania.

Respectfully submitted,



Carrie M. Barnes
Secretary

PENNSYLVANIA HOUSING FINANCE AGENCY
Homeowner's Emergency Mortgage Assistance Program Budget
FISCAL YEAR ENDING JUNE 30, 2017

<u>Salaries and Related Benefits</u>	Budget FYE <u>6/30/2016</u>	Budget FYE <u>6/30/2017</u>	% Increase (Decrease)	<u>Comments</u>	Estimated FYE <u>6/30/2016</u>
Salaries	\$ 1,675,000	\$ 1,500,000	(10.4%)		\$ 1,400,000
Benefits	\$ 510,000	\$ 510,000	0.00%		\$ 510,000
Retirement	\$ 145,000	\$ 145,000	0.00%		\$ 99,000
Payroll Taxes	\$ 120,500	\$ 110,000	(8.7%)		\$ 100,000
Total	\$ 2,450,500	\$ 2,265,000	(7.6%)		\$ 2,109,000
 <u>General and Administrative</u>					
Advertising	\$ 1,000	\$ 1,000	0.00%		\$ 1,000
Audit of program	\$ 30,000	\$ 31,000	3.33%	(A.)	\$ 31,000
Books/Reference Materials	\$ 500	\$ 500	0.00%		\$ 500
Credit Reporting/Document Recording	\$ 225,000	\$ 140,000	(37.8%)		\$ 115,000
Insurance Expense	\$ 3,000	\$ 3,000	0.00%		\$ 3,000
Legal Counsel	\$ 2,000	\$ 2,000	0.00%		\$ 2,000
Meetings	\$ 1,000	\$ 1,000	0.00%		\$ 500
Office Machines/Equipment Rental	\$ 1,000	\$ 1,000	0.00%		\$ 1,000
Office Rent	\$ 91,200	\$ 65,000	(28.7%)		\$ 91,200
Office Supplies	\$ 3,000	\$ 4,500	50.00%	(B.)	\$ 5,200
Postage & Freight	\$ 50,000	\$ 48,000	(4.0%)		\$ 40,000
Printing & Composition	\$ 27,500	\$ 27,500	0.00%		\$ 25,000
Professional Training	\$ 2,000	\$ 5,500	175.00%	(C.)	\$ 5,200
Property Fees	\$ 2,000	\$ 2,000	0.00%		\$ 2,000
Repair/Maint. Of Equipment	\$ 7,000	\$ 7,000	0.00%		\$ 3,000
Telephone	\$ 27,000	\$ 27,000	0.00%		\$ 25,000
Travel	\$ 3,000	\$ 4,500	50.00%	(D.)	\$ 4,000
Unemployment Comp.	\$ 1,000	\$ 1,000	0.00%		\$ 1,000
Miscellaneous	\$ 2,500	\$ 2,500	0.00%		\$ 500
Total	\$ 479,700	\$ 374,000	(22.0%)		\$ 356,100
Counseling Agency Fees	\$ 625,000	\$ 150,000	(76.0%)		\$ 102,000
PHFA Support Fees	\$ 250,000	\$ 250,000	0.00%		\$250,000
TOTAL	\$ 3,805,200	\$ 3,039,000	(20.1%)		\$2,817,100

Homeowners' Emergency Mortgage Assistance Program Budget

July 1, 2016 to June 30, 2017

REASONS FOR BUDGET INCREASES

- (A.) – Routine increase in audit fee.
- (B.) – Increase in cost of supplies allocation.
- (C.) - Increase due to specialized employee training.
- (D.) – Increase due to employee specialized training requiring travel.

**Pennsylvania Housing Finance Agency
General Activities Budget
Fiscal Year Ending June 30, 2017**

	<u>1st Quarter</u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>	<u>4th Quarter</u>	<u>Total</u>
Multi-Family Loan and Tax Credit Fees	875,000	875,000	1,750,000	1,750,000	5,250,000
Multi-Family Service and Other Fees	2,876,250	2,876,250	2,876,250	2,876,250	11,505,000
Single Family Service and Other Fees	4,989,445	5,122,083	5,166,295	5,298,933	20,576,755
Investment Income	273,000	275,000	276,000	282,000	1,106,000
TOTAL REVENUE	<u>9,013,695</u>	<u>9,148,333</u>	<u>10,068,545</u>	<u>10,207,183</u>	<u>38,437,755</u>
TOTAL EXPENSES	<u>8,699,900</u>	<u>8,848,900</u>	<u>8,821,700</u>	<u>8,971,000</u>	<u>35,341,500</u>
NET INCOME	<u><u>313,795</u></u>	<u><u>299,433</u></u>	<u><u>1,246,845</u></u>	<u><u>1,236,183</u></u>	<u><u>3,096,255</u></u>

**Pennsylvania Housing Finance Agency
General Activities Budget
Schedule of Expenses - Estimated
Fiscal Year Ending June 30, 2017**

	<u>Actual at 2/29/2016</u>	<u>Estimated Actual at 6/30/2016</u>	<u>Budget FYE 6/30/2016</u>	<u>Estimated Actual Under/(Over) 2016 Budget</u>	<u>Budget FYE 6/30/2017</u>	<u>Budget % Increase (Decrease)</u>	<u>Comment</u>
Salaries and Related Benefits:							
Salaries	12,279,543	17,450,000	17,570,000	120,000	18,523,000	5.42%	A
Employee Benefits	4,267,114	5,650,000	5,689,000	39,000	5,819,500	2.29%	B
Retirement	2,280,851	4,200,000	3,000,000	(1,200,000)	4,200,000	40.00%	C
Payroll Taxes	895,018	1,272,000	1,460,000	188,000	1,460,000	---	
Total Salaries and Related Benefits:	<u>19,722,527</u>	<u>28,572,000</u>	<u>27,719,000</u>	<u>(853,000)</u>	<u>30,002,500</u>	<u>8.24%</u>	
Program Expenses:							
Annual Report	39,104	39,104	70,000	30,896	60,000	(14.29%)	D
Audit	141,059	180,000	195,000	15,000	195,000	---	
Advertising/Public Relations/Req. for Proposals	58,772	75,000	75,000		75,000	---	
Appraisals/Market Studies	4,000	6,000	30,000	24,000	30,000	---	
Cost Estimating/Professional Consultation			25,000	25,000	25,000	---	
Credit Rating	25,000	37,500	45,000	7,500	45,000	---	
Information Services	15,551	23,327	50,000	26,673	50,000	---	
Legal Counsel	5,191	7,786	75,000	67,214	75,000	---	
Total Program Expenses:	<u>288,677</u>	<u>368,717</u>	<u>565,000</u>	<u>196,283</u>	<u>555,000</u>	<u>(1.77%)</u>	

Pennsylvania Housing Finance Agency
General Activities Budget
Schedule of Expenses - Estimated
Fiscal Year Ending June 30, 2017

	<u>Actual at 2/29/2016</u>	<u>Estimated Actual at 6/30/2016</u>	<u>Budget FYE 6/30/2016</u>	<u>Estimated Actual Under/(Over) 2016 Budget</u>	<u>Budget FYE 6/30/2017</u>	<u>Budget % Increase (Decrease)</u>	<u>Comment</u>
General and Administrative:							
Board Expenses	19,245	29,000	45,000	16,000	45,000	---	
Books and Reference Materials	20,097	30,000	30,000		30,000	---	
Computer Maintenance and Supplies	457,708	500,000	500,000		500,000	---	
Corporate Memberships	9,106	13,659	60,000	46,341	60,000	---	
Insurance	223,000	300,000	300,000		300,000	---	
Building Debt and Bond Expenses	614,091	731,136	800,000	68,864	925,000	15.63%	E
Office Machine/Furniture Rental	60,825	91,000	110,000	19,000	110,000	---	
Office Rent	125,047	187,570	199,000	11,430	199,000	---	
Office Supplies	110,654	166,000	210,000	44,000	210,000	---	
Personnel Advertising/Employment Agency Fees	22,594	25,000	20,000	(5,000)	25,000	25.00%	F
Postage and Freight	152,104	228,000	325,000	97,000	325,000	---	
Printing and Composition	13,288	19,932	125,000	105,068	125,000	---	
Professional Memberships	15,844	24,000	25,000	1,000	25,000	---	
Professional and Technical Consultants	193,356	225,000	225,000		225,000	---	
Professional Training	102,010	125,000	125,000		125,000	---	
Real Estate Taxes	46,097	69,146	150,000	80,854	150,000	---	
Repairs and Maintenance	267,748	375,000	375,000		375,000	---	
Telephone	191,591	287,387	300,000	12,613	300,000	---	
Temporary Help	45,691	50,000	50,000		50,000	---	
Travel	239,083	358,625	360,000	1,375	360,000	---	
Unemployment Compensation			20,000	20,000	20,000	---	
Utilities	131,885	197,828	285,000	87,172	285,000	---	
Miscellaneous	6,855	10,000	15,000	5,000	15,000	---	
	<u>3,067,920</u>	<u>4,043,283</u>	<u>4,654,000</u>	<u>610,717</u>	<u>4,784,000</u>	<u>2.79%</u>	
Total Expenses	<u>23,079,124</u>	<u>32,984,000</u>	<u>32,938,000</u>	<u>(46,000)</u>	<u>35,341,500</u>	<u>7.30%</u>	

Pennsylvania Housing Finance Agency
General Activities Budget
Fiscal Year Ending June 30, 2017
Comments

- A. Increases in salaries (promotions) with a maximum merit salary increase of 3%, and five new hires.
- B. Increases in employee benefit plan costs, and the costs associated with five new-hires.
- C. Ongoing efforts to reduce long-term net pension liability, \$1,050,000 per quarter added to pension plan assets.
- D. In recent years, the annual report has reduced in size (removed a substantial portion of needless financial statement information), and less hard-copies are purchased due to increased interest in obtaining them online.
- E. Expected interest expense increase for headquarters expansion.
- F. Increased need to advertise/recruit for additional specialized personnel.

**Pennsylvania Housing Finance Agency
General Activities Budget
Schedule of Expenses - Estimated Quarterly
Fiscal Year Ending June 30, 2017**

	<u>1st Quarter</u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>	<u>4th Quarter</u>	<u>Total</u>	<u>2nd Qtr Total</u>	<u>3rd Qtr Total</u>
Salaries and Related Benefits:							
Salaries	4,446,000	4,584,000	4,677,000	4,816,000	18,523,000	9,030,000	13,707,000
Employee Benefits	1,455,000	1,455,000	1,455,000	1,454,500	5,819,500	2,910,000	4,365,000
Retirement	1,050,000	1,050,000	1,050,000	1,050,000	4,200,000	2,100,000	3,150,000
Payroll Taxes	350,400	361,400	368,700	379,500	1,460,000	711,800	1,080,500
	<u>7,301,400</u>	<u>7,450,400</u>	<u>7,550,700</u>	<u>7,700,000</u>	<u>30,002,500</u>	<u>14,751,800</u>	<u>22,302,500</u>
Program Expenses:							
Annual Report	30,000	30,000	---	---	60,000	60,000	60,000
Audit	97,500	97,500	---	---	195,000	195,000	60,000
Advertising/Public Relations/Req. for Proposals	18,750	18,750	18,750	18,750	75,000	37,500	78,750
Appraisals/Market Studies	7,500	7,500	7,500	7,500	30,000	15,000	22,500
Cost Estimating/Professional Consultation	6,250	6,250	6,250	6,250	25,000	12,500	18,750
Credit Rating	11,250	11,250	11,250	11,250	45,000	22,500	33,750
Information Services	12,500	12,500	12,500	12,500	50,000	25,000	37,500
Legal Counsel	18,750	18,750	18,750	18,750	75,000	37,500	56,250
	<u>202,500</u>	<u>202,500</u>	<u>75,000</u>	<u>75,000</u>	<u>555,000</u>	<u>405,000</u>	<u>367,500</u>

**Pennsylvania Housing Finance Agency
General Activities Budget
Schedule of Expenses - Estimated Quarterly
Fiscal Year Ending June 30, 2017**

	<u>1st Quarter</u>	<u>2nd Quarter</u>	<u>3rd Quarter</u>	<u>4th Quarter</u>	<u>Total</u>	<u>2nd Qtr Total</u>	<u>3rd Qtr Total</u>
General and Administrative:							
Board Expenses	11,250	11,250	11,250	11,250	45,000	22,500	33,750
Books and Reference Materials	7,500	7,500	7,500	7,500	30,000	15,000	22,500
Computer Maintenance and Supplies	125,000	125,000	125,000	125,000	500,000	250,000	375,000
Corporate Memberships	15,000	15,000	15,000	15,000	60,000	30,000	45,000
Insurance	75,000	75,000	75,000	75,000	300,000	150,000	225,000
Building Debt and Bond Expenses	231,250	231,250	231,250	231,250	925,000	462,500	693,750
Office Machine/Furniture Rental	27,500	27,500	27,500	27,500	110,000	55,000	82,500
Office Rent	49,750	49,750	49,750	49,750	199,000	99,500	149,250
Office Supplies	52,500	52,500	52,500	52,500	210,000	105,000	157,500
Personnel Advertising/Employment Agency Fees	6,250	6,250	6,250	6,250	25,000	12,500	18,750
Postage and Freight	81,250	81,250	81,250	81,250	325,000	162,500	243,750
Printing and Composition	31,250	31,250	31,250	31,250	125,000	62,500	93,750
Professional Memberships	6,250	6,250	6,250	6,250	25,000	12,500	18,750
Professional Training	31,250	31,250	31,250	31,250	125,000	62,500	93,750
Professional and Technical Consultants	56,250	56,250	56,250	56,250	225,000	112,500	168,750
Real Estate Taxes	37,500	37,500	37,500	37,500	150,000	75,000	112,500
Repairs and Maintenance	93,750	93,750	93,750	93,750	375,000	187,500	281,250
Telephone	75,000	75,000	75,000	75,000	300,000	150,000	225,000
Temporary Help	12,500	12,500	12,500	12,500	50,000	25,000	22,500
Travel	90,000	90,000	90,000	90,000	360,000	180,000	270,000
Unemployment Compensation	5,000	5,000	5,000	5,000	20,000	10,000	15,000
Utilities	71,250	71,250	71,250	71,250	285,000	142,500	213,750
Miscellaneous	3,750	3,750	3,750	3,750	15,000	7,500	11,250
	<u>1,196,000</u>	<u>1,196,000</u>	<u>1,196,000</u>	<u>1,196,000</u>	<u>4,784,000</u>	<u>2,392,000</u>	<u>3,573,000</u>
Total Expenses	<u><u>8,699,900</u></u>	<u><u>8,848,900</u></u>	<u><u>8,821,700</u></u>	<u><u>8,971,000</u></u>	<u><u>35,341,500</u></u>	<u><u>17,548,800</u></u>	<u><u>26,243,000</u></u>