





FY2010 Strategic Plan Highlights

- ◆ Acquisition of Knox County Housing Authority
- ◆ Five Points Comprehensive Redevelopment Plan underway
- ◆ Montgomery demo complete
- ◆ Valley Oaks rehab 99.9% complete
- ◆ First year gross Energy Performance Contract savings of \$934,190
- ◆ Utilized 100% of Section 8 HAP Subsidy
- ◆ Administered five Tax Increment Financing projects
- ◆ Consulting services for Chattanooga, Harriman, Columbia and Clarksville
- ◆ Operated all programs within approved budget



FY 2011



A CLEAR
ROAD
AHEAD



Continuous Improvement (CI) Team Leader-Alvin Nance

- ◆ **Jamie Ayres**
 - ◆ Occupancy Administrator
- ◆ **Denise Campbell**
 - ◆ Human Resource Director
- ◆ **Art Cate**
 - ◆ Chief Operating Officer
- ◆ **Sam Chambers**
 - ◆ Property Administrator
- ◆ **Robert Coggins**
 - ◆ Controller
- ◆ **David Cook**
 - ◆ Redevelopment Administrator
- ◆ **Kara Davis**
 - ◆ Customer Relations Administrator
- ◆ **Joyce Floyd**
 - ◆ Strategic Planning Director
- ◆ **Terry Mckee**
 - ◆ Purchasing and Materials Manager
- ◆ **Jordana Nelson**
 - ◆ General Counsel
- ◆ **Bo Pierce**
 - ◆ Vice President
- ◆ **Tracee Pross**
 - ◆ VP Finance & Administration
- ◆ **Bruce Roberts**
 - ◆ Information Systems Director
- ◆ **Billie Spicuzza**
 - ◆ Senior VP Housing
- ◆ **Debbie Taylor**
 - ◆ Section 8 Director

KCDC Strategic Objectives

- Become the Premier Provider of Affordable Housing
- Improve Downtown and Surrounding Neighborhoods through Development Activities
- Advance Workforce Development and Performance
- Achieve Long-term Financial Control
- Improve Processes to Increase Efficiency



FY2011 Annual Strategies

- ◆ Improve Affordable Housing Portfolio
- ◆ Continue Five Points Comprehensive Redevelopment Plan
- ◆ Continue the Balanced Budget Process
- ◆ Evaluate Business Practices/Processes



Improve Affordable Housing Portfolio

Existing Portfolio:

- ◆ Montgomery Village
- ◆ Western Heights
- ◆ Bakertown
- ◆ Virginia Walker



Improve Affordable Housing Portfolio

Expand Portfolio:

- ◆ Knox County outside city limits
- ◆ Knox County inside city limits
- ◆ Downtown



Continue Five Points Comprehensive Redevelopment Plan

- ◆ Eastport Site Development
- ◆ Taylor Homes/Lee Williams
- ◆ Six duplexes (12 units)



Continue Balanced Budget Process

- ◆ New Revenue Opportunities
- ◆ Redevelopment Self Sufficiency
- ◆ Grant Opportunities



Evaluate Business Practices/Processes

- ◆ Process and Procedures Review



KCDC Objectives

- ◆ Premier Provider of Affordable Housing
- ◆ Improve Downtown and Surrounding Neighborhoods
- ◆ Advance Workforce Development
- ◆ Improve Processes to Increase Efficiency

Annual Strategies

1. Improve affordable housing portfolio
2. Continue Five Points Comprehensive Redevelopment Plan
3. Continue balanced budget process
4. Evaluate businesses practices/processes



KCDC FY 2011 Budget Workshop





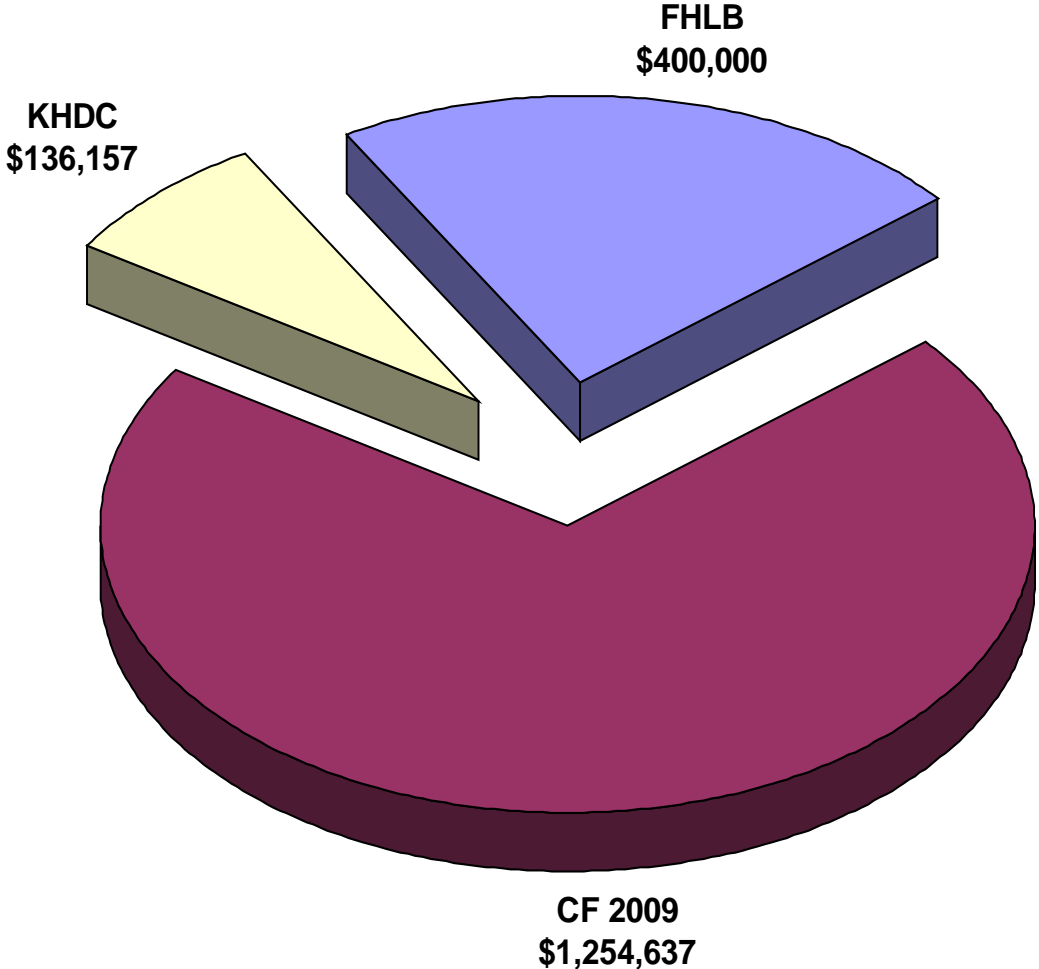
Capital Budgets



Valley Oaks



Valley Oaks Funding Sources \$ 1,790,794 Budget

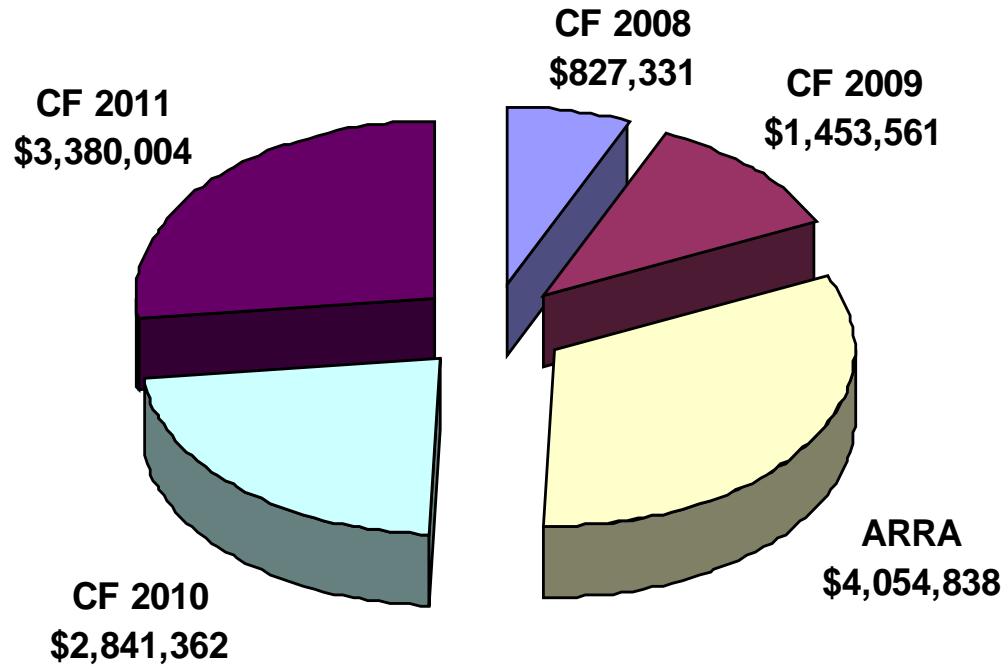




Montgomery Village



Montgomery Village Funding Sources \$ 12,557,096 Budget

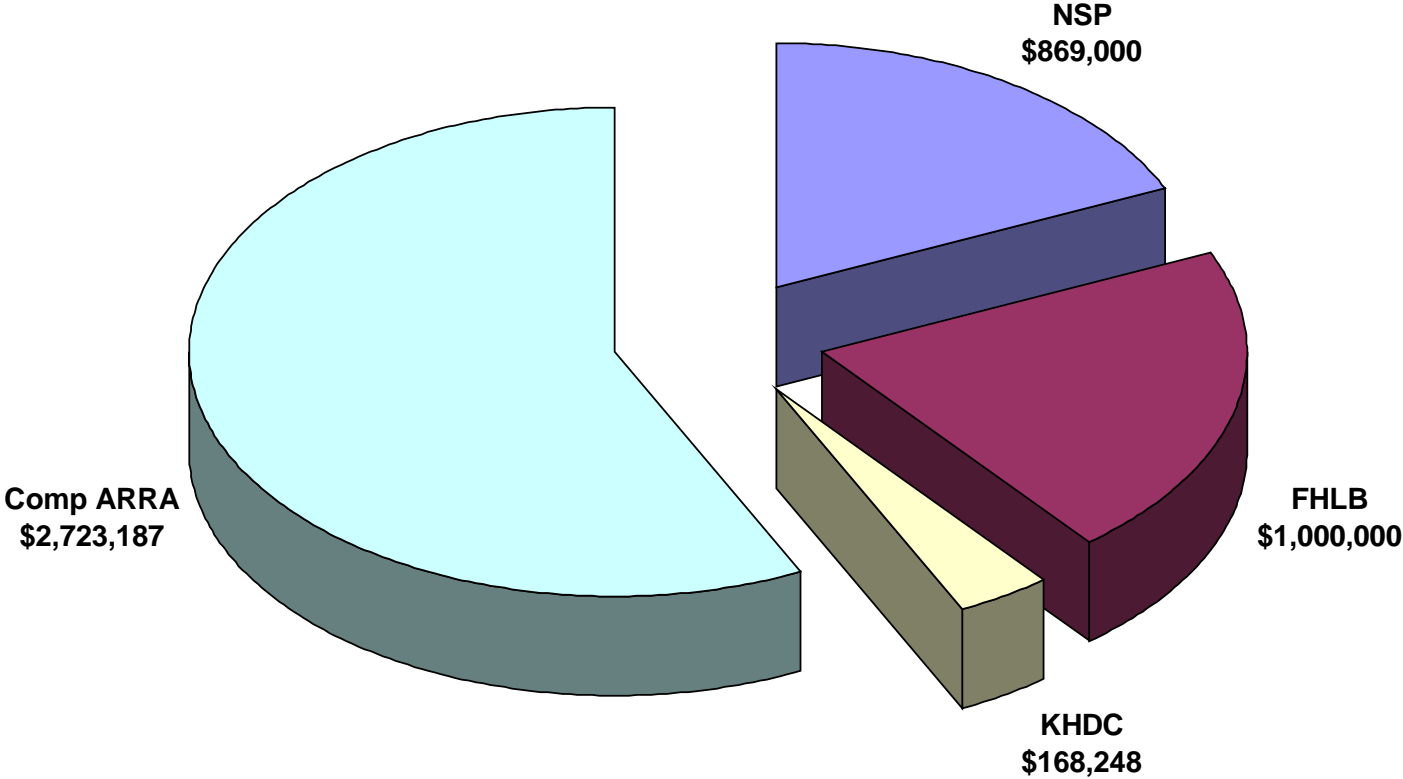




Eastport Phase I



Eastport Phase I Funding Sources \$ 4,760,435 Budget

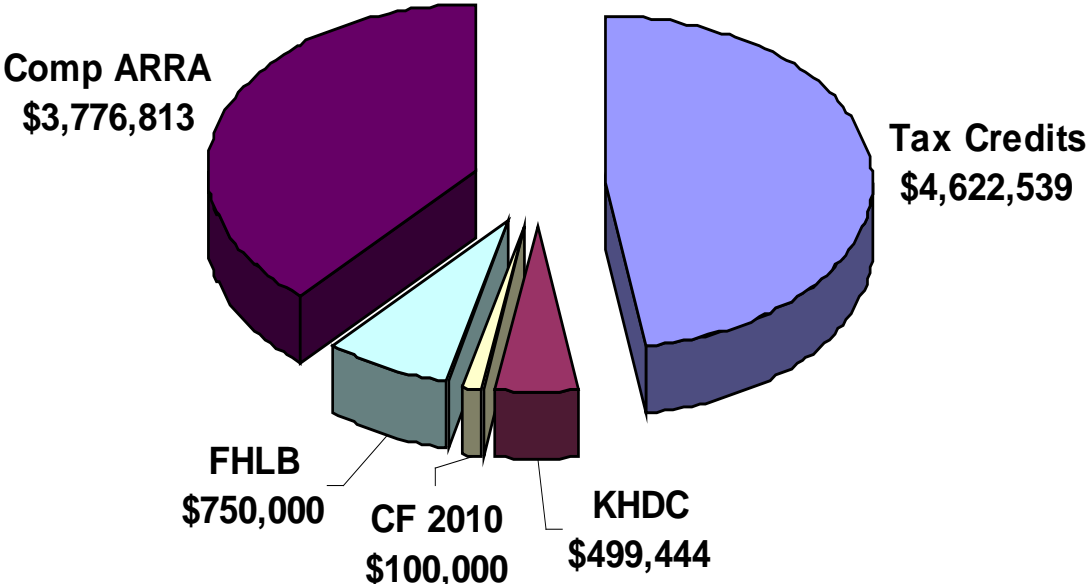




Eastport Phase II



Eastport Phase II Funding Sources \$9,748,796

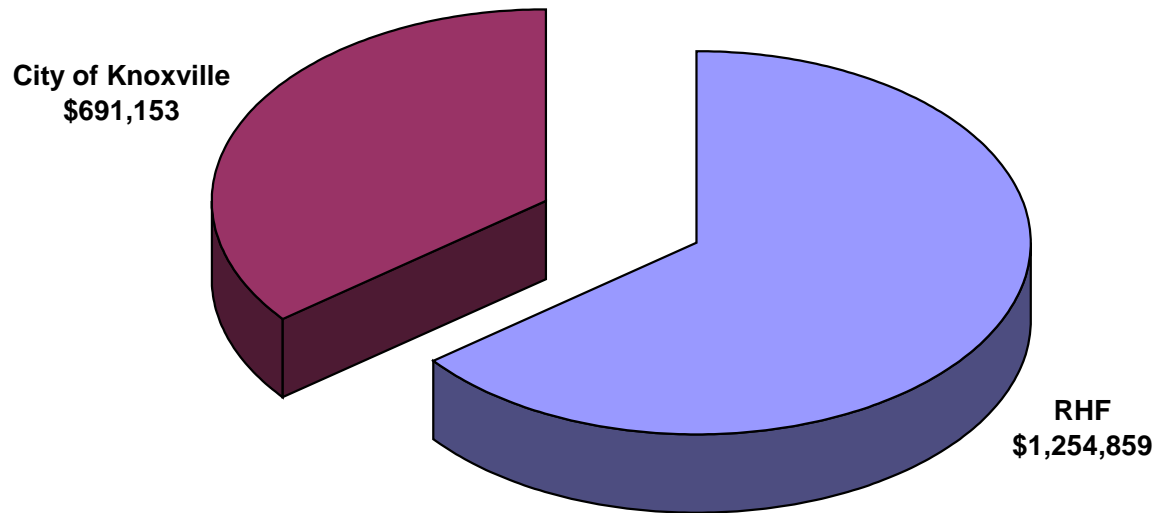




Five Points Duplexes



Five Points Duplexes Funding Sources \$ 1,946,012 Budget





Operating Budgets



KCDC Operations

- Operating Programs: \$ 28,390,710
Budgeted Revenue

<u>HUD</u>	<u>Non-HUD and "Other"</u>
Public Housing (71%) \$20,225,290	KHDC (3%) \$ 951,200
Section 8 Related Programs (7%) \$ 2,110,570	The Manor (1%) \$ 221,790
	Redevelopment (1%) \$ 144,020
	Central Office Cost Center (17%) \$ 4,737,840



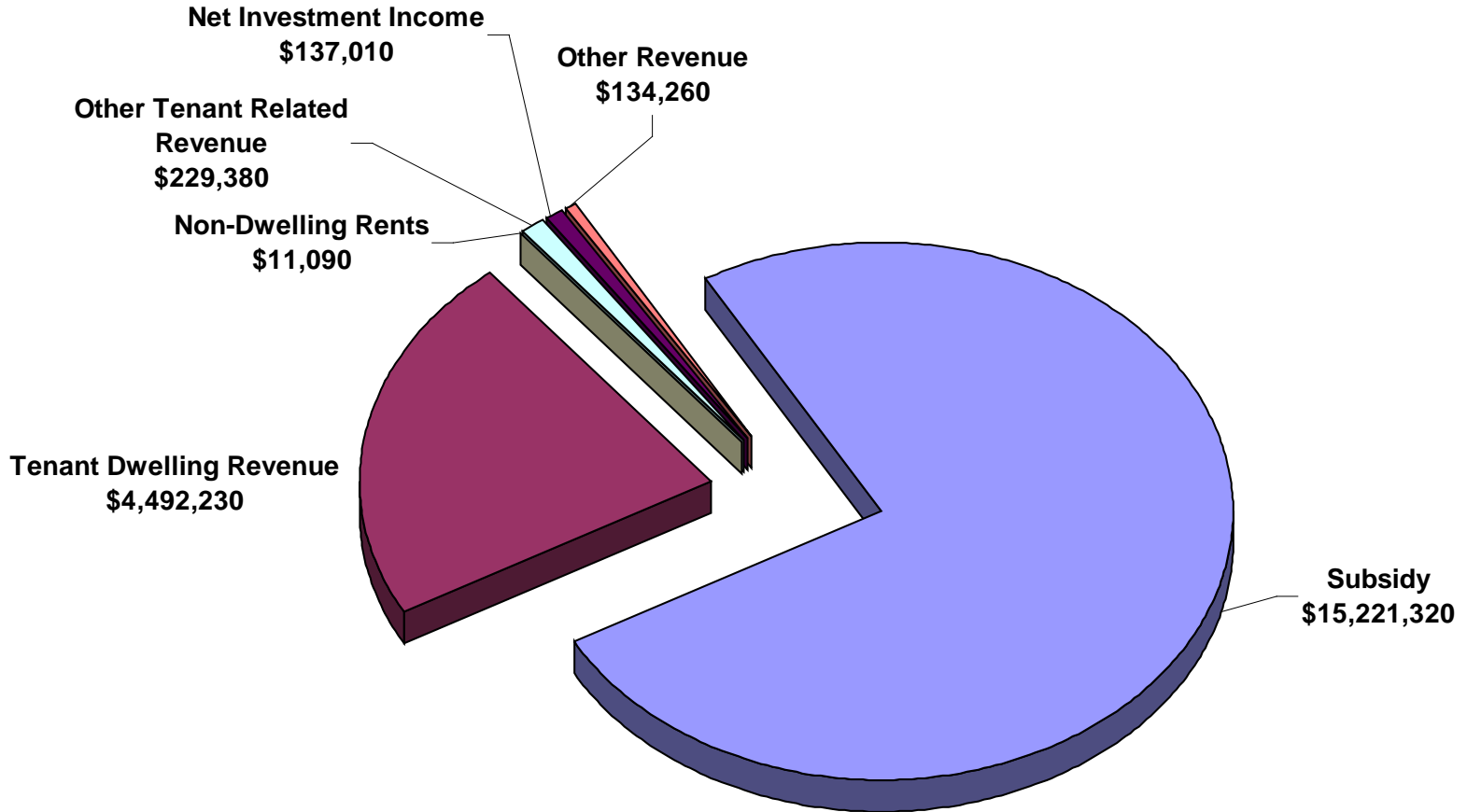


Public Housing Operating Program

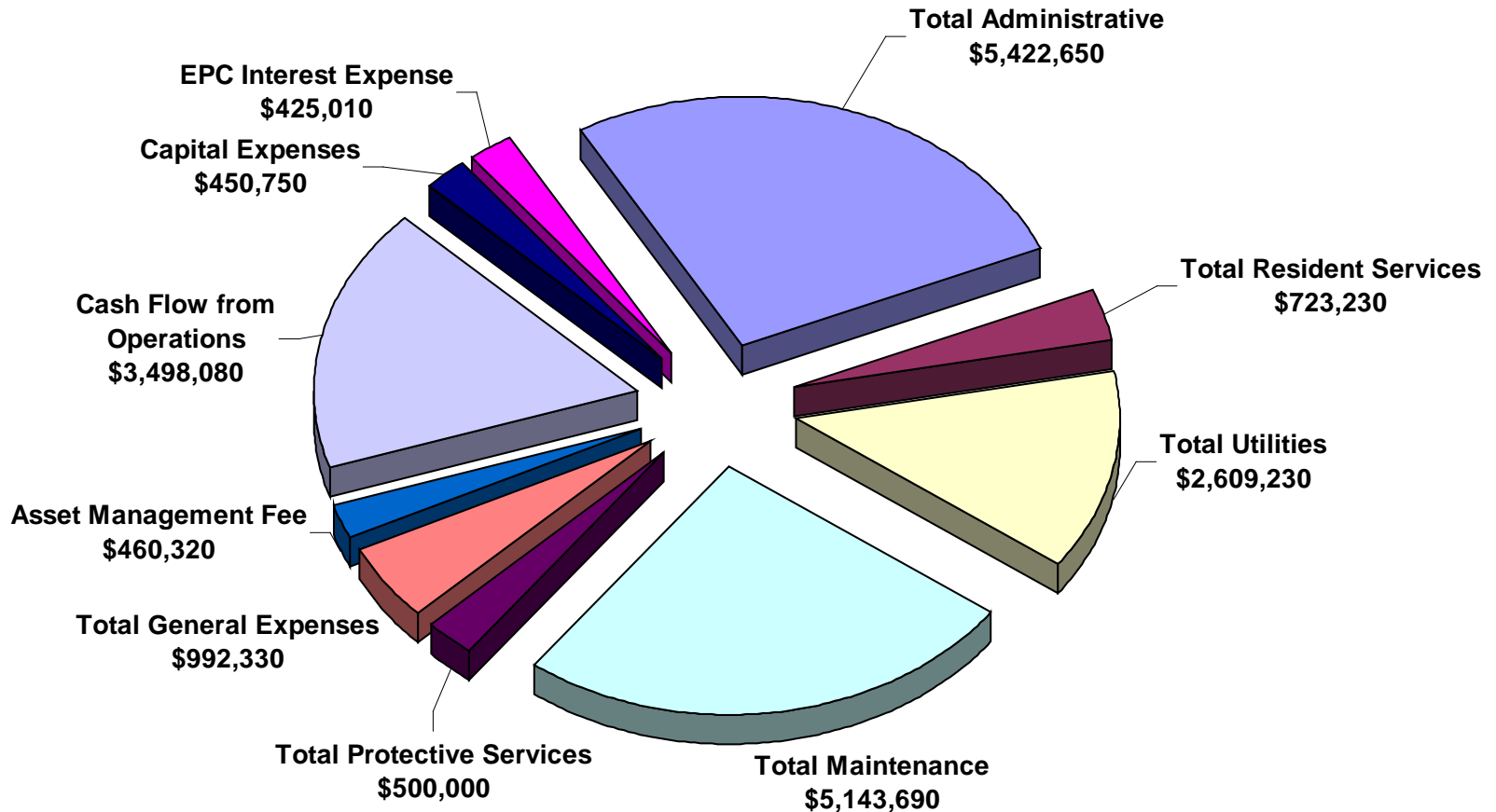


Total Public Housing Revenues

\$ 20,225,290



Total Public Housing Expenses and Cash Flow \$ 20,225,290



Operating Subsidy Assumptions

Public Housing

- Subsidy is estimated at \$ 15,221,320
- Pro-ration estimate at 95% for both the 2010 Formula and 2011 Formula



Public Housing Reserves

Reserves as of June 30, 2009	\$ 17,594,072
FY 2010 estimate increase in reserves	\$ 5,500,000
Reserves estimated at June 30, 2010	\$ 23,094,072
FY 2011 Estimated increase in reserves	\$ 3,498,080
Reserves (estimated) as of June 30, 2011	\$ 26,592,152



Public Housing Operating Program

Net Income (Loss) by Property

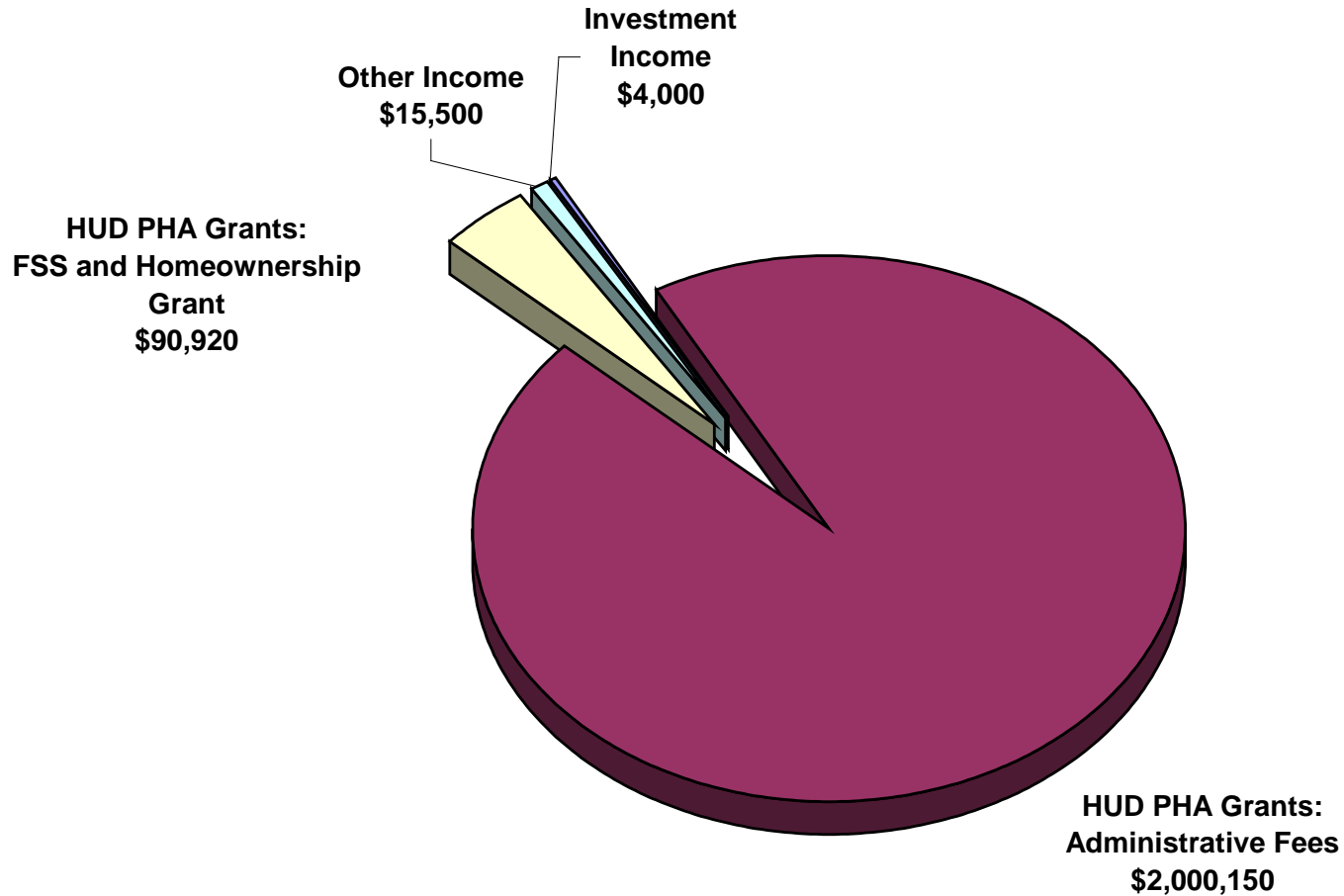
Western Heights	\$ 1,223,950
Montgomery Village	\$ 624,790
North Ridge Crossing	\$ 386,660
Taylor Homes	\$ 270,120
Lonsdale	\$ 248,510
Northgate Terrace	\$ 203,170
Love Towers	\$ 153,650
Lee Williams	\$ 141,620
Isabella Towers	\$ 80,310
Cagle Terrace	\$ 61,720
The Vista	\$ 42,720
Austin Homes	\$ 21,450
Passport Residences	\$ 17,000
The Verandas	\$ 12,690
Virginia Walker	\$ 8,800
Bakertown	\$ 920
Passport Homes	\$ 0
Five Point Duplexes	\$ 0
Valley Oaks	\$ 0



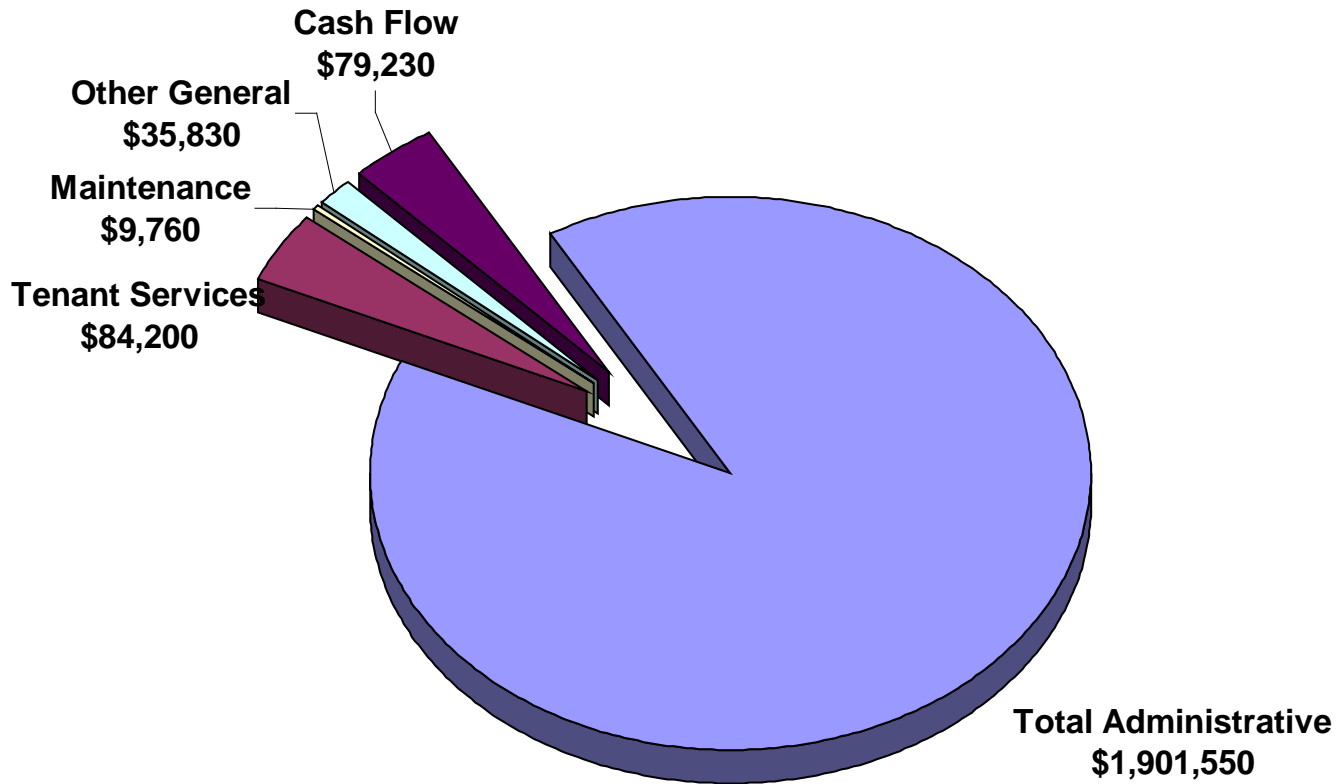
Other Operating Programs

Total Section 8 Revenues

\$ 2,110,570

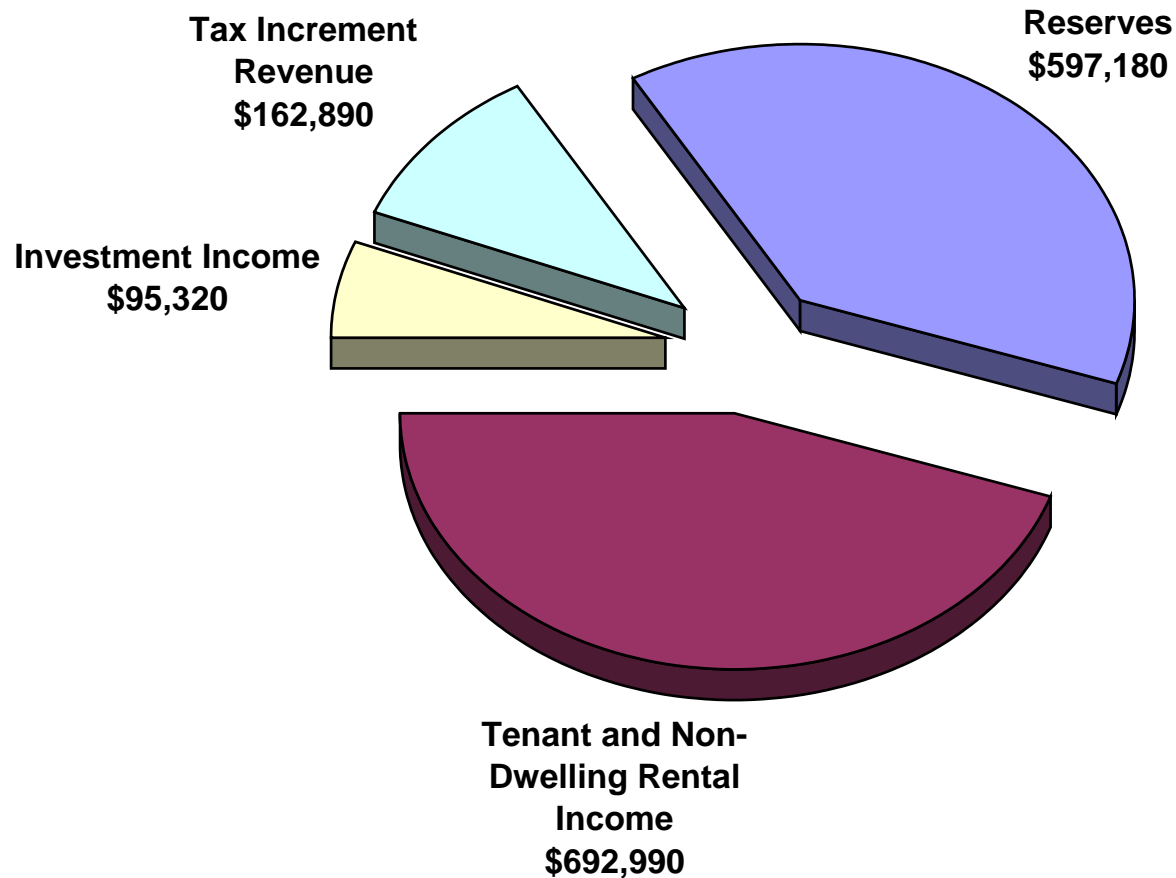


Total Section 8 Expenses and Cash Flow \$ 2,110,570



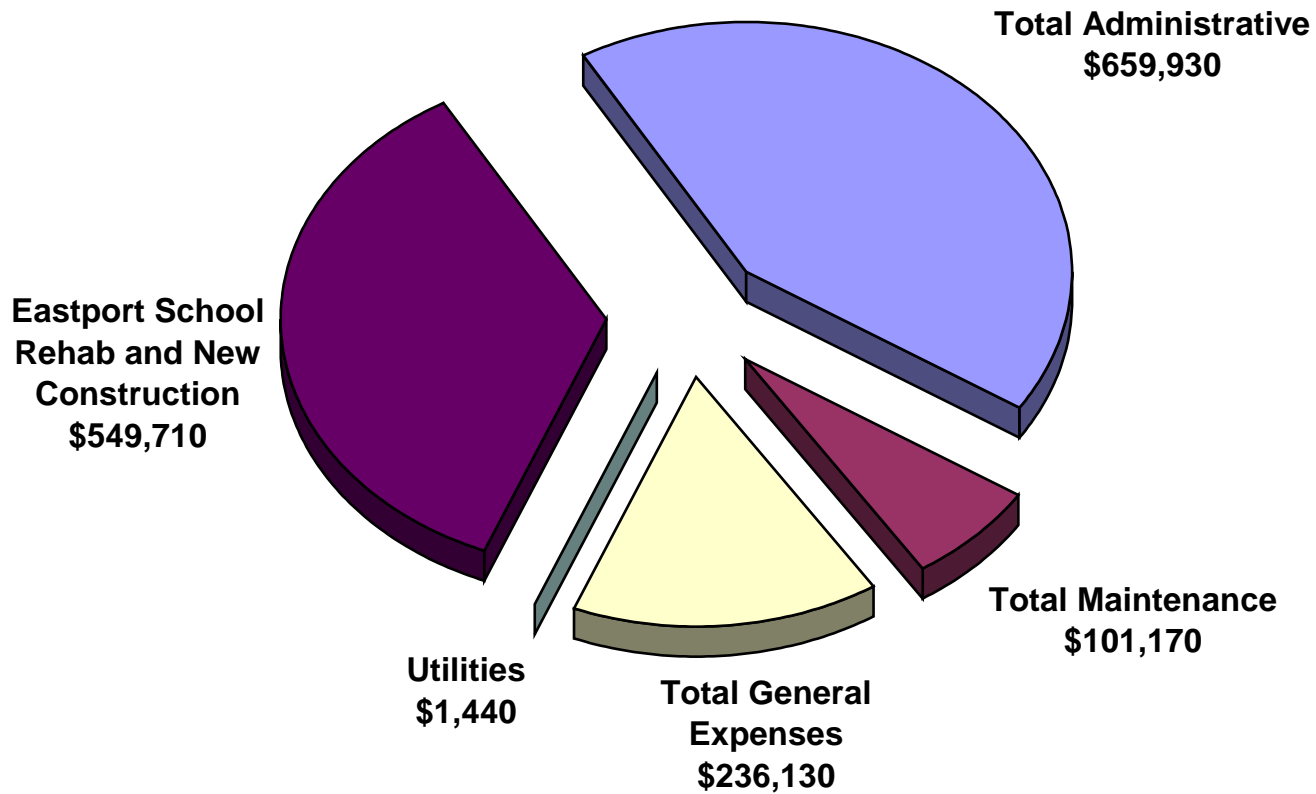
Total KHDC Revenues and Reserves

\$ 1,548,380



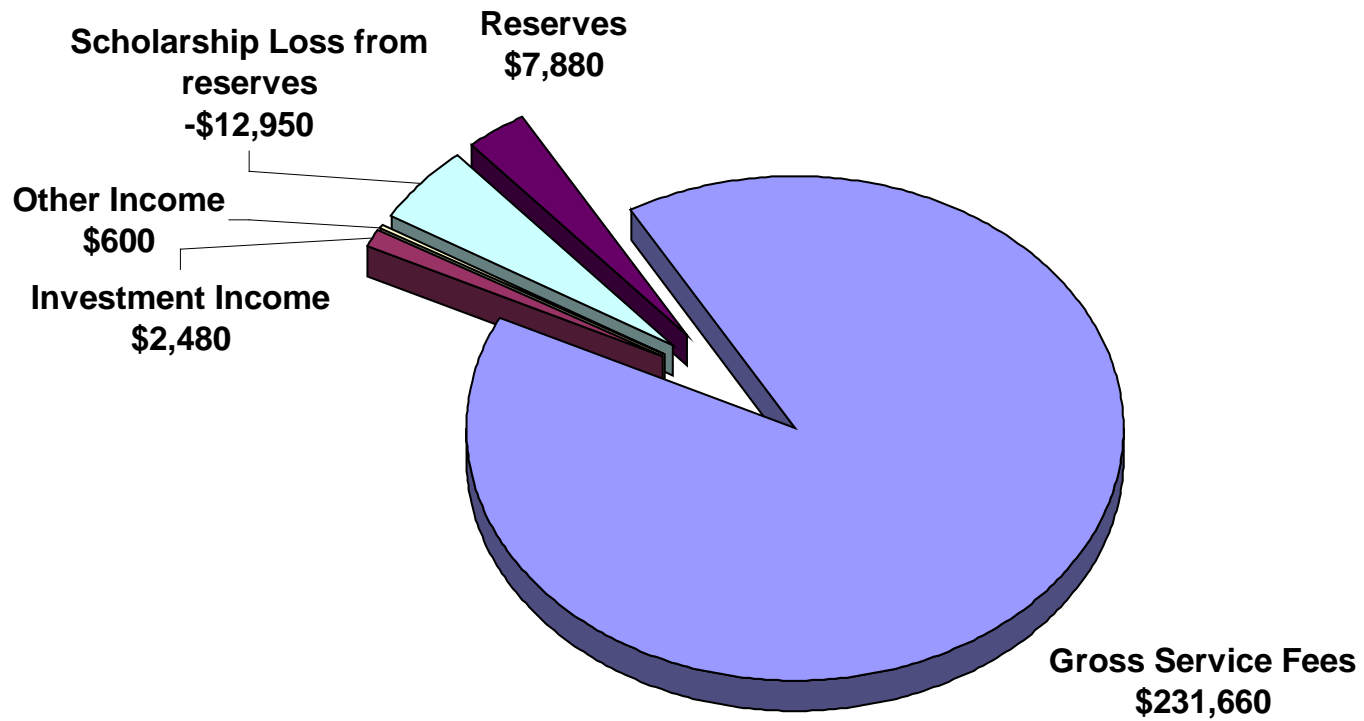
Total KHDC Expenses

\$ 1,548,380



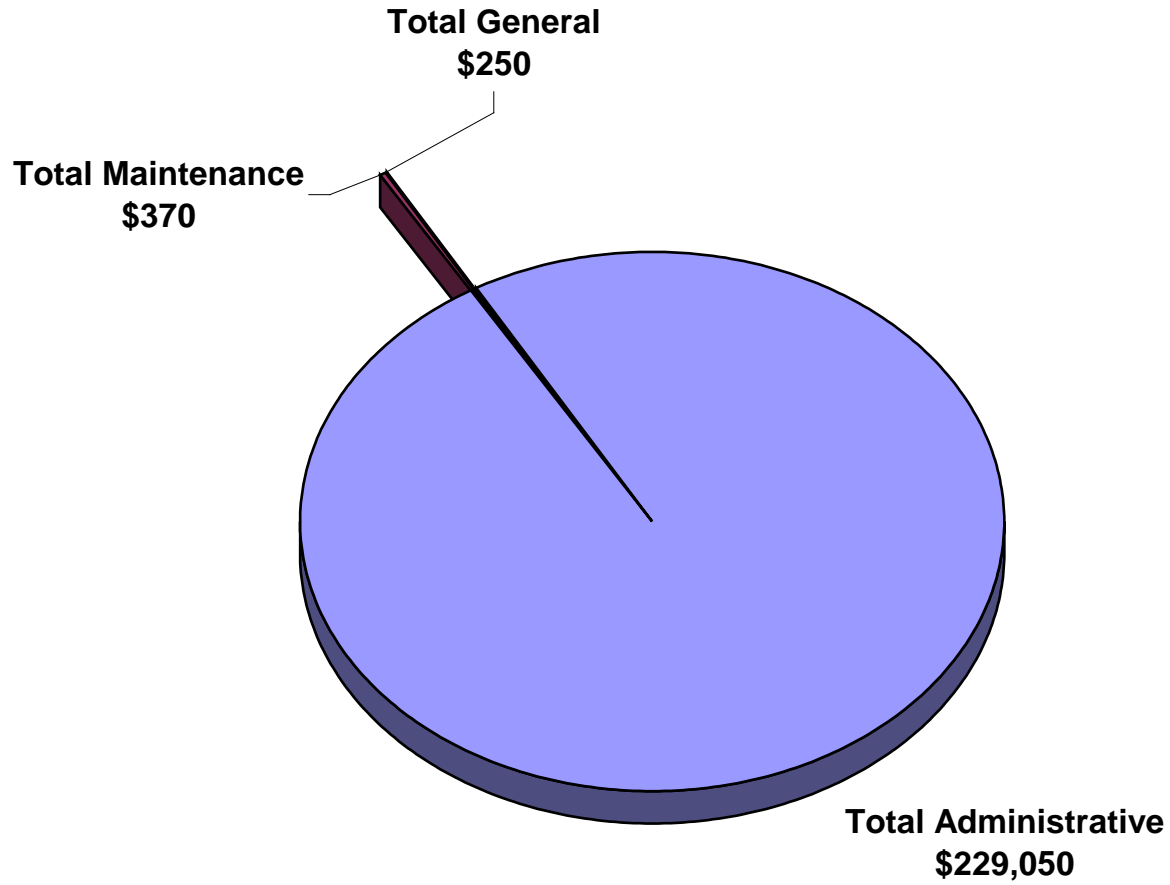
Total Manor Revenues and Reserve

\$229,670



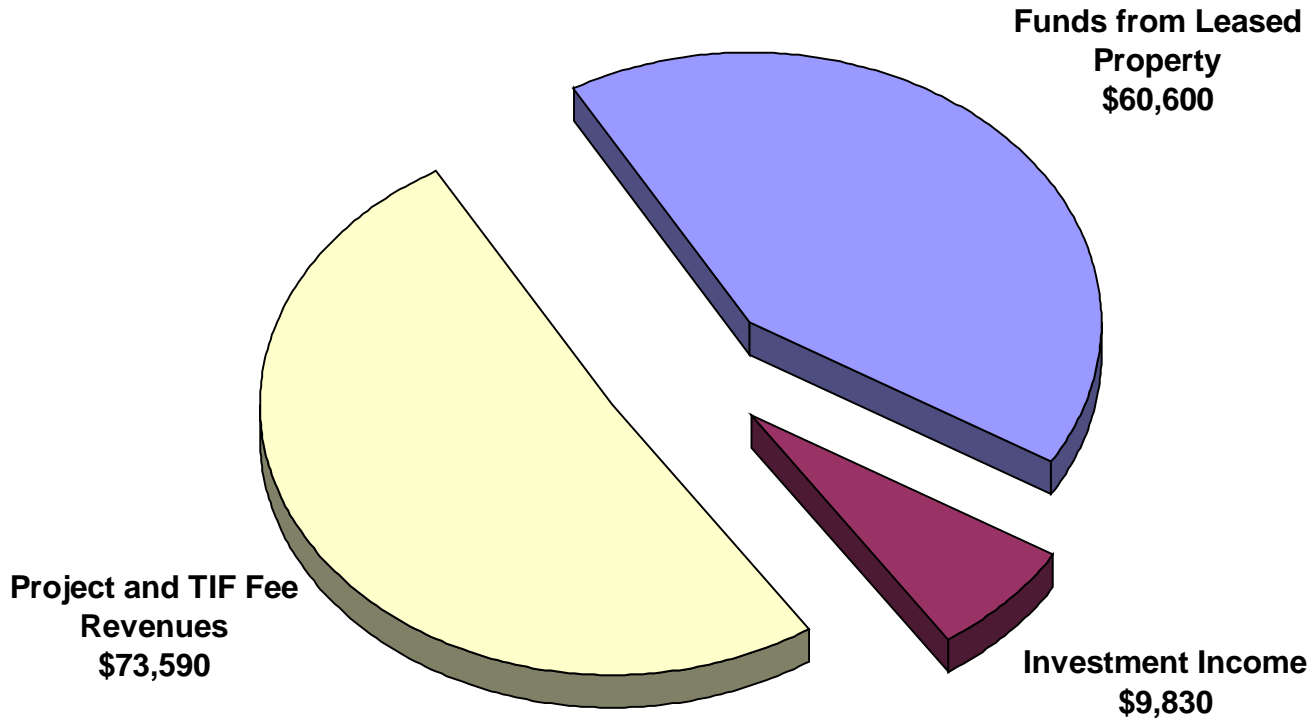
Total Manor Expenses

\$ 229,670



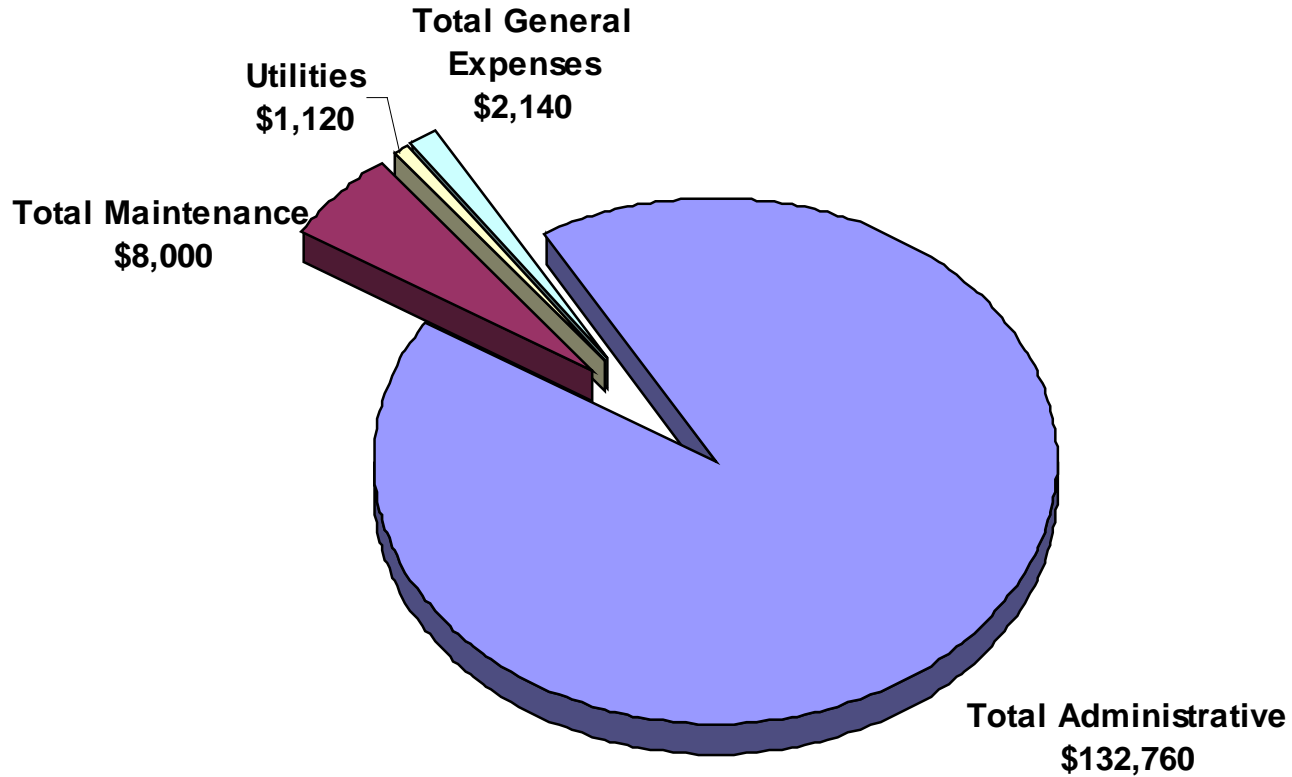
Total Redevelopment Revenues

\$ 144,020



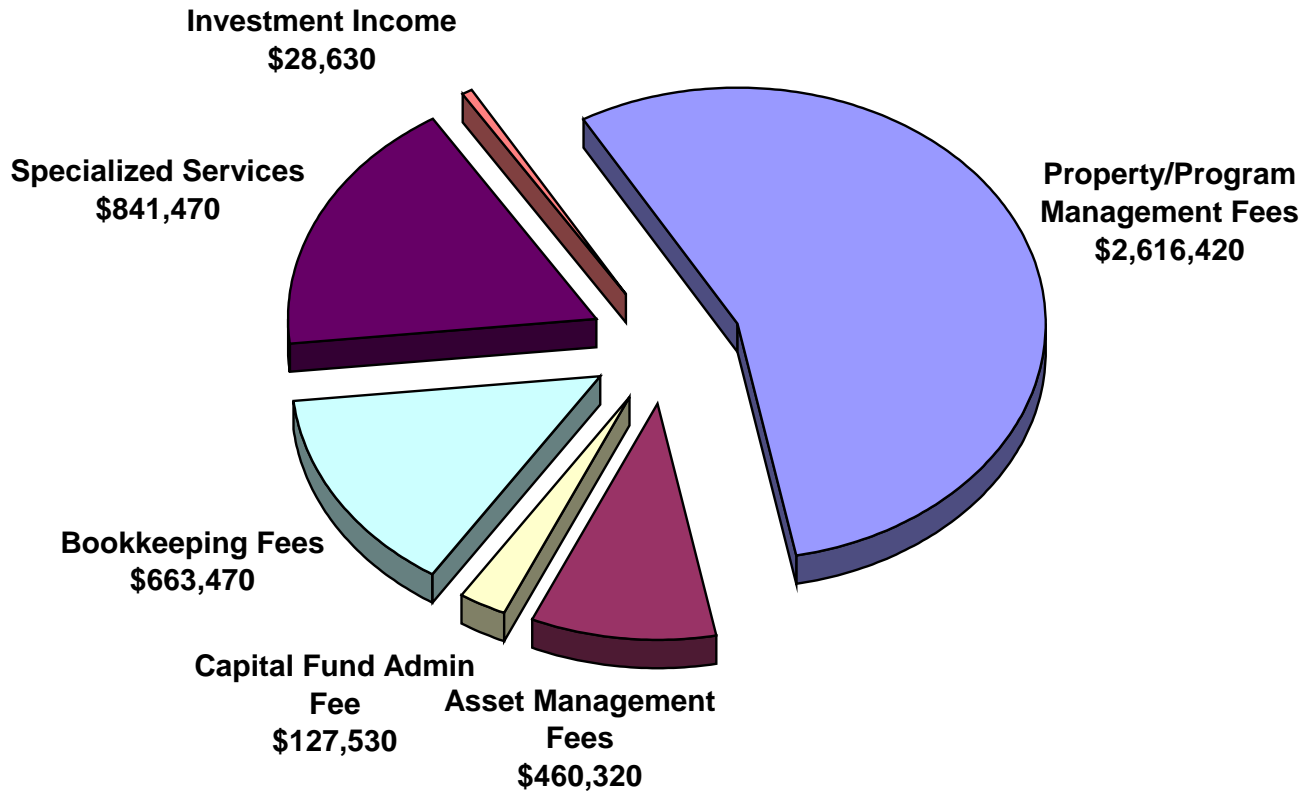
Total Redevelopment Expenses

\$ 144,020



Total COCC Revenues

\$4,737,840



Total COCC Expenses and Cash Flow \$ 4,737,840

