Date: May 29, 2014
To: Board of Commissioners
From: Alvin J. Nance, Executive Director/CEO
Subject: Fiscal Year 2015 Operating Budgets

Enclosed are the approved Fiscal Year 2015 (July 1, 2014 - June 30, 2015) Operating Budgets for all KCDC programs.

The first resolution covers the main portion of KCDC's operations, namely the Low Rent Public Housing Program and the Central Office Cost Center. The Board certifies that the statements on HUD Form 52574 are true and accurate. The budget has been prepared to reflect all of the elements of these guidelines, and I certify to you that the Low Rent Public Housing and the Central Office Cost Center Budgets satisfy the listed statements.

Included in the second and third resolution are budgets for KCDC's Section 8 Programs (Housing Choice Voucher; Moderate Rehabilitation and the Mainstream Voucher Programs); Knoxville's Housing Development Corporation; The Manor, and Redevelopment General Planning. The enclosed resolutions basically state that the financial plan for each program is consistent with KCDC's overall operating strategy and is fiscally responsible. Again, I certify to you that this is a true and accurate description of these proposed budgets.

The anticipated subsidy is based upon best available information regarding Congressional appropriations and HUD regulations under the Operating Fund Formula. The Section 8 Programs receive operating revenue through Housing Assistance Payments contracts previously executed with HUD. Program revenues to be collected from other sources (tenant rents, non-dwelling rents, parking receipts, etc.) are estimated in a generally conservative manner, as has been our budgeting pattern in the past. We will strive to hold expenses below our predictions.

If you have any questions, I would be happy to meet with you to discuss them.

AJN/AWC/TBP/kw
<table>
<thead>
<tr>
<th>Housing Portfolio</th>
<th>Austin Homes</th>
<th>Autumn Landing</th>
<th>Cagle Terrace</th>
<th>Five Points Duplexes</th>
<th>Five Points Family</th>
<th>Isabella Towers</th>
<th>Lonsdale Homes</th>
<th>Love Towers</th>
<th>Mechanicsville</th>
<th>Mechanicsville II</th>
<th>Montgomery Village</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>129</td>
<td>102</td>
<td>274</td>
<td>20</td>
<td>17</td>
<td>236</td>
<td>260</td>
<td>249</td>
<td>26</td>
<td>22</td>
<td>380</td>
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<tr>
<td>Public Housing (Total Units = 3,525)</td>
<td>95</td>
<td>277</td>
<td>270</td>
<td>61</td>
<td>85</td>
<td>317</td>
<td>48</td>
<td>42</td>
<td>175</td>
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</tbody>
</table>
Housing Portfolio

Section 8

- $20.8M Current Annual Housing Assistance Payments (HAP) funding
- Supports approximately 3,500 units
- 3,818 units authorized from HUD
- Administrative Fee Funding based upon number of units leased

Additional Tax Credit Units

- Passport Homes 22 Other Affordable Units (Section 8)
A Clear Road Ahead

FY2015 Strategic Plan

Knoxville’s Community Development Corporation

KCDC
Knoxville’s Community Development Corporation
Continuous Improvement (CI) Team
Alvin Nance, ED/CEO

- Debbie Allen
  - Section 8 Director
- Denise Campbell
  - Human Resource Director
- Jack Canada
  - Maintenance Manager
- Art Cate
  - Chief Operating Officer
- Kara Davis
  - Housing Regulatory and Compliance Director
- Joyce Floyd
  - Strategic Planning and Special Projects Director
- Sean Gilbert
  - Senior VP Housing
- Terry McKee
  - Purchasing and IT Director
- Jordana Nelson
  - General Counsel, VP Development
- Tracee Pross
  - VP Finance & Administration
Agency Goals
(Strategic Objectives)

• Become the Premier Provider of Affordable Housing
  - Improve Public Housing stock
  - Improve resident retention
  - Maximize Section 8 Contract Authority

• Improve Downtown and Surrounding Neighborhoods through Development Activities
  - Assist with COK’s Redevelopment Plans
  - Assist/Promote development activities

• Achieve Long-term Financial Control
  - Identify fixed vs. variable costs
  - Reduce identified substantial costs
  - Decrease dependency on HUD Subsidy

• Improve Processes/Practices to Increase Efficiency
  - Achieve timely, accurate reporting

• Advance Workforce Development and Performance
  - Improve employees Knowledge, Skills and Abilities (KSA’s)
  - Recruit, select and retain the right people with right skills in right job
FY2015 Annual Strategies

- Industry Leadership
- Five Point Comprehensive Redevelopment Plan
- Portfolio Management
- Business Practices and Processes
- Workforce Development
Industry Leadership

- Active Participation in legislation both state and national
- Active participation on industry committees and working groups
Five Points Redevelopment Plan

- Phase I - 90 elderly units
- Phase II - Family units
- Master Developer
Portfolio Management

- 5 Year Annual Plan
- Asset Planner Update
- Tax Credit Business Plan
Business Practices and Processes

- Accounting Process and Efficiency Assessment
- Document Management and Retention
- Website
- Rent Payment Options
- Security Deposits and Minimum Rents
- Application and Waiting List Procedures
- Occupancy Analysis – Premier Properties
Workforce Development

- Training – General and Individual Development Plan related
- Performance Evaluation System
- Wellness Plan
FY2015 Operating Budgets

Income
Reserves
COCC
Budgets
Funds
Reserves
Investments
Profit
Capital
Housing
Budgets
Subsidy
HUD
Section
Public
Funding
Proportion
Annual
KCDC
KCDC
Knoxville's Community Development Corporation
Operating Budget Process

- Collaborative Process between Accounting Division, Program Staff and Management
- Accounting Division: Fixed Costs and some Variable Costs
  - Example: Wages, Interest, Insurance
- Program Staff: Variable Costs
  - Example: Administrative, Maintenance, Utilities, Non-routine
- Managerial Review
- Asset Management Model:
  - Project-based accounting and budgeting, fee-for-service model
- HUD Board Resolution: Public Housing
- Other Board Resolutions: Central Office Cost Center (COCC), Section 8, Redevelopment, The Manor and KHDC (separate agenda)
Public Housing

• Own and manage 3,525 units located in 25 separate properties at 12 management sites

• Revenue includes:
  – HUD subsidy calculated for each property:
    • Property and utility expense level (+) add-ons (−) dwelling rent
  – Dwelling rent
  – Other Tenant Income
  – Investment Income
**Public Housing**

Expenses include:
- Administrative
- Resident Services
- Maintenance
- Utilities
- Protective Services
- Insurance
- Interest
- Non-routine
- Other General
Operating Funds Overview
Public Housing
Operating Subsidy Assumptions

- Subsidy is estimated at $14,595,750
- Pro-ration at 89.2% for 2014 Formula
- Pro-ration estimate at 85% for 2015 Formula
Public Housing Revenues and Reserves
$20,080,250 Budget

- Subsidy: 14,595,750
- Tenant Dwelling Revenue: 12,815,140
- Non-Dwelling Rents: 4,189,480
- Other Tenant Related Revenue: 4,439,320
- Net Investment Income: 258,340
- Other Revenue: 320,750
- Draw from Reserves: 181,000
- Net Investment Income: 170,870
- Other Revenue: 280,400
- Draw from Reserves: 105,510
- Net Investment Income: 439,150

FY 2014 FY 2015
Public Housing Expenses
$20,080,250 Budget
<table>
<thead>
<tr>
<th>FY 2014 estimated draw from reserves</th>
<th>Reserves as of June 30, 2013</th>
<th>Reserves estimated at June 20, 2014</th>
<th>Reserves estimated as of June 20, 2015</th>
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<td>$18,174,976</td>
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<td>$17,016,093</td>
<td>$16,576,943</td>
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<td>$&lt;439,150&gt;</td>
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Central Office Cost Center
Central Office Cost Center

- Self-supported agency overhead broken down into divisions:
  - Executive Management
  - Accounting
  - Human Resources
  - Information Systems
  - Purchasing
  - Housing Management
  - Supportive Maintenance
Central Office Cost Center

- Revenues include:
  - Property Management and Bookkeeping Fees
  - Asset Management Fees
  - Fees for Service
  - Excess Energy Savings
  - Investment income

- Expenses include:
  - Administrative
  - Maintenance
  - Utilities
  - Insurance
COCO Revenues
$5,187,230 Budget

- Property/Program Management Fees
- Asset Management Fees
- Capital Fund Admin Fee
- Bookkeeping Fees
- Fees For Services
- Investment Income
- Other Income

FY 2014 vs FY 2015
COCO Expenses and Cash Flow
$5,187,230 Budget

- Total Administrative: $3,641,000
- Total Utilities: $76,390
- Total Maintenance: $1,193,990
- Total General: $51,880
- Operating Transfer: $183,860
- Cash Flow: $179,410

FY 2014
FY 2015
Section 8
Section 8

Tenant and Project-Based Rental Assistance

- Programs Include:
  - Housing Choice Voucher (3,818 Authorized Units)
  - Project Based Vouchers (127 units; included in above totals)
  - Mainstream Vouchers (100 Units)
  - Moderate Rehab Programs (82 units)
- Housing Assistance Payment (HAP) to private landlords (pass-thru) is not included as part of this operating budget
Section 8

- Revenue includes:
  - Earned Administrative Fees (3,750 units included in estimated funding; Proration of 75% for 2014 and estimated at 70% for 2015)
  - Fraud Recovery
  - Grants (Family Self-Sufficiency)
  - Investment Income
  - Other

- Expenses include:
  - Administrative
  - Resident services
  - Maintenance
  - Insurance/Other
Section 8 Revenues and Reserves
$2,192,640 Budget

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2014</th>
<th>FY 2015</th>
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<tbody>
<tr>
<td>Investment Income</td>
<td>3,710</td>
<td>2,990</td>
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<tr>
<td>HUD PHA Grants: Administrative Fees</td>
<td>1,744,080</td>
<td>1,797,040</td>
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<tr>
<td>HUD PHA Grants: FSS and Homeownership Grant</td>
<td>91,830</td>
<td>90,290</td>
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<td>Other Income</td>
<td>51,160</td>
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<td>Reserves</td>
<td>75,000</td>
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<td>Operating Transfer</td>
<td>183,860</td>
<td>16,370</td>
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</tbody>
</table>
Section 8 Expenses
$2,192,640 Budget

Total Administrative: 1,979,070
Resident Services: 2,015,810
Maintenance: 113,660
Other General: 115,680

Knoxville's Community Development Corporation
Section 8 Expenses
$2,192,640 Budget

Total Administrative: 1,979,070
Resident Services: 113,660
Maintenance: 4,110
Other General: 52,800

FY 2014: 2,015,810
FY 2015: 2,015,810

Knoxville's Community Development Corporation
The Manor

- 27 year old supportive living facility located in Northgate Terrace property
- 41 available units to eligible residents
- Revenue includes:
  - $515 Proposed Service Fee (increase from $495)
    - Resident paid, some scholarships based upon need
    - Fee Coverage includes wellness checks, meals, light housekeeping, laundry and personal response system
  - Investment income
  - Donations
- Expenses include:
  - Administrative
  - Resident services
  - Maintenance
  - Insurance
The Manor Revenues and Reserves
$286,140 Budget

Gross Service Fees: $237,600
Investment Income: $1,240
Other Income: $5,100
Scholarship Loss from reserves: -$11,870
Reserves: $46,110

Investment Income: $247,200
Other Income: $1,130
Scholarship Loss from reserves: $6,120
Reserves: $33,780

FY 2014
FY 2015
The Manor Expenses
$286,140 Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2014</th>
<th>FY 2015</th>
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<tr>
<td>Total Administrative</td>
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<tr>
<td>Resident Services</td>
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<tr>
<td>Total Maintenance</td>
<td>$900</td>
<td>$540</td>
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<tr>
<td>Total General (Insurance)</td>
<td>$380</td>
<td>$320</td>
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KCDC
Knoxville's Community Development Corporation
Redevelopment

- Redevelopment agent for local government and public entities implementing project activities within designated redevelopment areas
- All direct billable projects are handled as a pass-thru and are not part of this operating budget
- Revenue includes:
  - Tax Increment Financing (TIF) fees from Knox County
  - Other Fees (i.e., other TIF deals)
  - Billable Overhead
  - Leased Property Revenue
  - Investment Income
- Expenses include:
  - Administrative overhead
  - Maintenance
  - Utilities
  - Insurance
$147,680 Budget

Redevelopment Revenues

Funds from Leased Property

Investment & Other Income

Overhead & Developer Fees

FY 2014

FY 2015

$84,800

$72,180

$61,800

$1,970

$1,080
Redevelopment Expenses and Cash Flow
$147,680 Budget

- Total Administrative: $97,410
- Total Maintenance: $6,940
- Utilities: $1,340
- Total General Expenses: $920
- Cash Flow: $40,810

FY 2014: $97,280
FY 2015: $7,230

Knoxville's Community Development Corporation
Knoxville’s Housing Development Corporation (KHDC)
Knoxville’s Housing Development Corporation (KHDC)

- Subsidiary corporation primarily created for development activities
- Primary non-federal funding source
- Revenue includes:
  - Ownership and lease of several non-dwelling properties:
    - Dollar General Store
    - Head Start Building
  - Dwelling Rental from possible market rate property purchase
  - Tax Increment Financing Revenue (TIF from prior HOPE VI project)
  - Investment Income
  - Other
- Expenses include:
  - Administrative
  - Maintenance
  - Utilities
  - Interest Expense
  - Insurance
KHDC Revenues
$777,560 Budget

Non-Dwelling Rental and Other Income

Investment Income

Tax Increment Revenue

Other Income

FY 2014 - FY 2015

KCDC
Knoxville's Community Development Corporation
KHDC Expenses and Cash Flow
$777,560 Budget

- Total Administrative: 220,550, 113,020
- Total Maintenance: 94,380, 39,620
- Total Utilities: 15,460, 22,920
- Total General Expenses: 11,350, 48,440
- Interest Expense: 257,660, 225,320
- Operating Transfer: 350,000
- Cash Flow: 165,040, 179,450, 163,200

FY 2014 ▶ FY 2015
QUESTIONS
EXECUTIVE SUMMARY
PROPOSED 2015 BUDGET
CONVENTIONAL PUBLIC HOUSING

CHANGES FROM FY2014 TO FY2015

OVERALL TOTAL INCOME: An increase of 11% is proposed for 2015 over 2014 figures primarily due to an increase in estimated federal subsidy funding (CY 2014 includes 89.2% eligibility; CY 2015 includes an 85% eligibility estimate) and slight increase in projected rental revenue from FY2014 historical data.

OVERALL TOTAL EXPENSES – An increase of 3% is proposed for 2015 over 2014 budget.

ADMINISTRATIVE – A 7% increase is proposed for 2015 over 2014 figures primarily due to an increase in computer support needs, compensated absences, energy performance contract projected expenses, and centralized front-line services due to a change in staff allocation from resident services to front line administrative costs.

RESIDENT SERVICES – A 6% decrease is proposed for 2015 over 2014 figures primarily due to a change in staff allocation from resident services to front line administrative costs.

UTILITIES – A 7% increase is proposed for 2015 over 2014 figures primarily due to a combination of FY2014 historical data and projected increases primarily in sewer rates.

ORDINARY MAINTENANCE/OPERATIONS – A 0% net change is proposed for 2015 over 2014 figures with various increases and decreases within the detailed line items.

PROTECTIVE SERVICES – A 15% increase is proposed for 2015 over 2014 figures due to an increase in contracted services due to additional security needs.

OTHER GENERAL EXPENSES – An 11% decrease is proposed for 2015 over 2014 figures primarily due to a decrease in insurance from FY 2014 historical data, a decrease in PILOT from increased utilities, and a decrease in other general expense due to projected decreases in limited partnership subsidy payments from the public housing properties to the LPs.

NONROUTINE – A 79% decrease is proposed for 2015 over 2014 figures due to a significant decrease in expenses for extraordinary maintenance, replacements and betterments and addition which are funded this year out of the Capital Fund budget.

CFPP INTEREST EXPENSES – Interest expenses for debt related to renovation work performed at Lonsdale Homes and Northridge Crossing: $75,930.

OTHER INTEREST EXPENSE – Interest expense for debt related to the energy performance contract: $375,720.

NET LOSS: ($439,150)
EXECUTIVE SUMMARY
PROPOSED 2015 BUDGET
CONVENTIONAL PUBLIC HOUSING (continued)

CHANGES FROM FY2014 TO FY2015

OPERATING SUBSIDY – Subsidy is estimated at $14,595,750. (14% increase from Fiscal Year 2014 figure of $12,815,140). This represents the direct payment from HUD based on the operating fund formula including add-ons, and includes 89.2% of the approved formula calculation for CY 2014 and 85% of the estimated formula calculation for CY2015. Funding amounts will vary based upon final distribution.

PROVISION FOR OPERATING RESERVE – Shows KCDC drawing ($439,150) from reserves.

Historical Reserve Information:

(Fiscal Year 2003 - KCDC Actual: $1,438,617 to reserves)
(Fiscal Year 2004 - KCDC Actual: $354,797 to reserves)
(Fiscal Year 2005 - KCDC Actual: $1,147,611 to reserves)
(Fiscal Year 2006 - KCDC Actual: $1,147,641 from reserves)
(Fiscal Year 2007 - KCDC Actual: $583,564 from reserves)
(Fiscal Year 2008 - KCDC Actual: $827,034 to reserves)
(Fiscal Year 2009 - KCDC Actual: $4,032,919 to reserves)
(Fiscal Year 2010 - KCDC Actual: $4,346,336 to reserves)
(Fiscal Year 2011 - KCDC Actual: $3,511,799 to reserves)
(Fiscal Year 2012 - KCDC Actual: $1,385,846 to reserves)
(Fiscal Year 2013 - KCDC Actual: $4,668,275 from reserves)
(Fiscal Year 2014 - KCDC Estimate: $1,158,883 from reserves)

The Fiscal Year 2015 estimated draw from reserves will adjust our reserve level as follows:

Adjusted Reserves as of June 30, 2013 (*) 18,174,976
Fiscal Year 2014 estimated increase to reserves 272,669
Fiscal Year 2014 principal note reduction (1,431,552)
Adjusted Reserves estimated at June 30, 2014 17,016,093
Fiscal Year 2015 Estimated draw from reserves (3%) (439,150)
Adjusted Reserves (estimated) as of June 30, 2015 16,576,943

(*) Reserves are adjusted by 8,734,838 representing long term notes receivable due from limited partnerships.
# FY 2015
## Non-Routine Budget

### Equipment Addition

<table>
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<th>Description</th>
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<th>Project</th>
<th>Estimated Cost</th>
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</tr>
<tr>
<td>TOTAL</td>
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### Betterments and Special Items

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<th>Description</th>
<th>Property Name</th>
<th>Project</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Window Replacements</td>
<td>Lonsdale Homes</td>
<td>3-5</td>
<td>$60,000</td>
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<tr>
<td>Meter Panel Replacement</td>
<td>Montgomery Village</td>
<td>3-13/14</td>
<td>$96,100</td>
</tr>
<tr>
<td>Exterior side windows replacement</td>
<td>Isabella Towers</td>
<td>3-18</td>
<td>$95,700</td>
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</tbody>
</table>

TOTAL

$251,800

Total cost for Addition, Betterments and Special Items: $251,800
EXECUTIVE SUMMARY
PROPOSED 2015 BUDGET
OTHER KCDC OPERATING PROGRAMS

CHANGES FROM FY2014 TO FY2015

THE CENTRAL OFFICE COST CENTER:

TOTAL REVENUE: A decrease of 3% is proposed for 2015 over 2014 figures. This decrease is primarily due to a projected decrease in the fee for services (Interior Paint, HVAC, and Bulky Debris) transferred to Supportive Maintenance from Public Housing properties.

TOTAL EXPENSES: An increase of 2% is proposed for 2015 over 2014 figures. This increase is primarily due to a projected increase in administrative expenses for computer support needs this year.

NET INCOME: Proposed at $133,400 with a projected operating transfer to the Section 8 program of ($16,370) resulting in net income of $117,030.

Cost Center operates as a self-sufficient business activity.

Reserves:
FYE 2013: 4,668,624
FYE 2014: (estimated): 4,717,810

ALL SECTION 8 PROGRAMS:

TOTAL REVENUE: An increase of 2% is proposed for 2015 over 2014 figures primarily due to a projected increase in administrative fees earned.

TOTAL EXPENSES: An increase of 2% is proposed for 2015 over 2014 figures primarily due to an increase in compensated absences cost.

NET LOSS: Proposed at ($259,850) with an operating transfer from Central Office Cost Center of 16,370 resulting in a net loss of ($243,480).

Reserves all Section 8 programs:
FYE 2013: 694,761 (482,879 HCV, 189,061 Moderate Rehab, 22,821 Mainstream Vouchers)
FYE 2014: (estimated): 455,362 ($243,480 for HCV, 189,061 for Moderate Rehab, 22,821 Mainstream Vouchers)
EXECUTIVE SUMMARY
PROPOSED 2015 BUDGET
OTHER KCDC OPERATING PROGRAMS (continued)

CHANGES FROM FY2014 TO FY2015

THE MANOR:

TOTAL REVENUE: An increase of 9% is proposed for 2015 over 2014 figures primarily due to an increase in projected service fees and an increase in other income from donations.

TOTAL EXPENSES: An increase of 3% is proposed for 2015 over 2014 figures primarily due to an increase in advertising, training needs, compensated absences and food costs. While financially challenging, this program serves an important need in our community and we are committed to development of a fund raising strategy to continue operations.

NET LOSS: Proposed at ($33,780)

Reserves:
FYE 2013: 216,372
FYE 2014: (estimated): 182,648

REDEVELOPMENT:

TOTAL REVENUE: An increase of 9% is proposed for 2015 over 2014 figures primarily due to an increase in projected overhead and developer fees earned by the program.

TOTAL EXPENSES: A 0% net change is proposed for 2015 over 2014 figures with various increases and decreases among the detailed line items.

NET INCOME: Proposed at $40,810.

Reserves:
FYE 2013: 2,240,142 (includes 1,590,580 assets held for sale and 592,139 in LT notes receivable)
FYE 2014: (estimated): 2,277,178
EXECUTIVE SUMMARY
PROPOSED 2015 BUDGET
SUBSIDIARY CORPORATIONS

CHANGES FROM FY2014 TO FY2015

KNOXVILLE’S HOUSING DEVELOPMENT CORPORATION:

TOTAL REVENUE: A decrease of 31% is proposed for 2015 over 2014 figures primarily due to the sale of the State Office Building properties and resulting loss of non-dwelling rental revenues.

TOTAL EXPENSES: A decrease of 25% is proposed for 2015 over 2014 figures primarily due to the sale of the State Office Building properties and resulting decrease in expenses.

NET INCOME: Proposed at $328,240 with operating transfer of ($165,040) for Five Points Phase I Senior Building for a total of $163,200 to reserves.

Reserves:
FYE 2013: $7,519,831
FYE 2014: (estimated)$7,750,678
KNOXVILLE'S COMMUNITY DEVELOPMENT CORPORATION

GENERAL INFORMATION

Knoxville's Community Development Corporation (KCDC) was chartered in 1936 as a public housing and redevelopment authority. As a political subdivision of the State of Tennessee, KCDC is charged with the responsibility of applying for and administering public housing and redevelopment projects for the City of Knoxville. KCDC is governed by a seven-person Board of Commissioners appointed for staggered terms by the Mayor of the City. One resident Commissioner serves a two-year term; the other six members serve five-year terms. The Board appoints an Executive Director (Chief Executive Officer) who is charged with the day-to-day operations of the Corporation, and with Board approval, the development of operating policies and practices consistent with applicable federal, state, and local rules and regulations. In May 2014, KCDC employed 141 employees in all phases of its administration, housing, resident services, and redevelopment activities. Total operating budgeted revenues and use of reserves for all operating programs during the upcoming fiscal year is budgeted at $28.7 million.

Public housing is by far the largest and oldest activity carried out by the Agency and is the backbone of KCDC's service within the City of Knoxville. An Annual Contributions Contract (ACC) with the Department of Housing and Urban Development (HUD) governs the public housing operations. As long as the general provisions and regulations of the contract are followed, such as resident selection, HUD guarantees annual payments to subsidize day-to-day operations.

KCDC administers and operates housing developments at different sites for families and elderly clients. Public housing comprises 3,525 units.

The Section 8 Voucher/Mainstream/Moderate Rehabilitation Housing Program estimates include authorization for 4,000 units but are based on the amount of housing assistance payments available (3,932).

KCDC's services are not limited to providing shelter. Resident Services fulfill KCDC's mission by addressing the Agency's commitment "...to promote and encourage, through education and other forms of constructive assistance, self-help programs which will assist in the development of resident self-sufficiency . . . ."

KCDC, through "The Manor", also provides independent living with supportive services with 41 elderly units.

The welfare of individual residents and of the communities in which they live is intricately bound together. When services help individual residents improve their lives, conditions in the community improve. Likewise, programs that promote changes in what a public housing community expects of its members influence the behavior of those members.

In addition to providing safe, decent and affordable housing in the City of Knoxville and Knox County, KCDC is the redevelopment authority for the City and the County and strives "...to improve the safety, health, morals, and welfare of the community by undertaking and promoting and cooperating with private developers and other governmental entities in the development of appropriate redevelopment and revitalization.” The KCDC Redevelopment Department fulfills this part of KCDC's mission.

The department currently administers approximately $660,000 dollars annually in redevelopment activity. Staff implements downtown and neighborhood revitalization projects and assists the City of Knoxville, Knox County, and community agencies and organizations with land acquisition, relocation and site management.

In its role as redevelopment agent for the City of Knoxville, the department administers around 17 Redevelopment & Urban Renewal Plans, including 6 neighborhood projects.

Please check our web page at [www.kcdc.org](http://www.kcdc.org) for additional information.