



RESOLUTION 2023-11-08(5)

Date: November 8, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Fiscal Year 2023 Agency Budget

This resolution would adopt Tacoma Housing Authority's (THA) budget for 2024. The details are set forth in the attachments.

BACKGROUND

By this resolution, the Board would adopt a THA budget for FY 2024. Each year, THA budgets for the upcoming fiscal year. The annual budget reflects an estimate of the expected revenues and expenditures for each of its departments and significant programs. The budget denotes strategic choices. It shows individual department expenses. For management purposes, each department director will manage and control their department budget following Federal, State, and Local regulations.

The Board and Executive Director provided direction for writing this budget. With the planned IT conversion from Open Door and Intacct to Yardi, it was decided that there would be more of a continuing resolution/carry-on approach, with every department reviewing their budgets and attempting to live within budgeted amounts from their 2023 budget. If this was possible, any new items were typically identified without assigning a particular dollar amount. This was to let staff know what has been approved for 2024, even though dollar amounts remained the same. For example, if a department determined it would need to attend a new training, the further

training would be listed without a dollar amount. The department would need to reduce spending on other training to stay within the approved training budget. There were also areas we knew from the beginning where changes would have to be made. These areas are addressed below. The Finance Department facilitated multiple meetings with the other Directors to come up with a budget based on this direction to present to both me and now the Board.

NOTABLE INFORMATION

- The 2024 budget is based on 2023 federal funding levels.
- The budget for Housing Assistance Payments (HAP) was adjusted to reflect current utilization and costs, projecting out to 2024.
- The salary budget reflects the commitment to staff to pay salaries commensurate with the level needed to rent a 2-bedroom unit in Tacoma.
- With the planned change of the IT platform to Yardi, we have reviewed the costs associated with the conversion to ensure that they are updated and accurate based on the revised implementation timeline.
- THA has reviewed and updated all property budgets, both Tax Credit and THA-owned for the 2024 budget. Changes were made in the property budgets to reflect the changing needs of individual properties. There were no changes in overall staffing or significant initiatives.
- As grant funding changes each year, we have worked with the different departments to update the grant funding and expenditures to reflect what will occur in 2024 adequately. As we have done in the past, we balance out the expenses with income for grants to have a net zero impact on the agency for each year.
- In the Development area, we will continue the Housing Hilltop development, along with continuing to progress with the development of Aviva Crossing. THA will continue to look for other partnership, development, and acquisition opportunities that will expand the Agency's ability to serve lower-income Tacoma residents.
- The 2024 budget fits recurring expenses within recurring income.
- Like past budgets, this one is based on conservative estimates. THA's past prudence has allowed us to weather the continuing budget challenges. As we remain in an unsettled environment for predicting future HUD funding, this approach should continue to serve the agency well.
- The 2024 Budget proposal leaves THA with adequate reserves of both MTW and non-MTW funds. There are also reserves remaining from the sale of public housing property (Salishan lots and AMP 6 Single Family homes), which HUD designates under the terms of the demo/dispo application for rehab or existing and developing of new affordable housing in the community. THA continues to focus on maximizing the use of MTW reserves and the reserves associated with the sale of public housing properties while

limiting the use of Business Activity reserves. Continuing this approach in the 2024 budget, we project minimal HAP reserves remaining at HUD at the end of 2024. The cash management regulations HUD follows do not allow agencies to hold excess MTW reserves at the agency.

I am pleased to present this budget proposal to the Board. It reflects discussions throughout the year by both the Board and staff, as well as attempting to capture the significant changes affecting the agency in 2024 while using a continuing resolution philosophy to streamline the process so staff can focus on the IT conversion to the Yardi platform. It also recognizes the degree of uncertainty that lies ahead, which will require THA to remain flexible.

The proposed budget leaves THA in good shape for 2024. It allows THA to continue core programs. It will enable THA to expand its focus on being an excellent provider of affordable housing, being an excellent place to work, and being a strong community partner.

ADDITIONAL INFORMATION

- **Budget Principles**

- As Congress had not passed a budget for HUD when we began building our budget, we will presume the worst of the plausible budget versions working their way through Congress. The most recent House and Senate proposals include a small increase in funding for rental assistance. With the local FMRs increasing by over 20% compared to the national average increase of 12%, it would be anticipated that THA would be one of the beneficiaries of this increase. The ongoing dysfunction in Washington, most recently illustrated by the negotiations to increase the debt ceiling and the struggle to name a Speaker of the House, raises the possibility of a continuing resolution that could lead to flat funding. As a result, we are budgeting at the 2023 MTW funding levels.
- The budget will account for THA's strategic objectives.
- The budget will fit recurring and non-project-oriented expenses within recurring income.
- We will have reserve levels within Board directed limits; not too much and not too little.
- We will spend reserves on non-recurring expenses that:
 - Save us money;
 - Make us money;
 - Make us more effective.

- **Rental Assistance**

- HAP is the largest driver of expenses for our agency budget, accounting for approximately 63% of the agency's operating expenses. As previously stated, we are budgeting for flat funding in 2024. The challenge is that due to rent restrictions in COVID and the current housing market, rents have gone up substantially since the beginning of 2022. Our funding has not kept up with the increases we have seen over the past few years. In 2022, we saw an increase in funding of 2.7% while the cost of our average traditional voucher increased 11.1%. For 2023, we received an increase of 8.3%, and through August, the cost of our average traditional voucher was up an additional 10.1%. While we expect that our per voucher cost growth rate will slow to 5.2%, we also need to address the rising costs, particularly insurance, in our tax credit partnerships. We have historically increased the rents to our subsidized units by the Operating Cost Adjustment Factor (OCAF) provided by HUD. The OCAF increase is provided at the state level and has not accurately reflected the changing conditions of our local market. The long-term impact of this was amplified this year with the dramatic increase in insurance. To address this, we plan to significantly increase the rents for our non-RAD (Rental Assistance Demonstration) project-based voucher units. This will, in turn, increase our HAP expenses at those properties.
- The lifting of the COVID restrictions has presented other challenges Rental Assistance. THA has seen a substantial increase in the turnover of our managed PBV units, which created a backlog of units that needed to be turned and leased up. We have also seen an uptick in the attrition of Tenant-based voucher holders. The result of these changes is that the Rental Assistance department needs to process a significantly greater number of applications to maintain utilization. Due to the utilization and budgetary challenges noted above, our MTW utilization rate has been slowly falling over the past few years. This trend will continue, but even with these challenges, we were still able to budget a 95% utilization rate of our MTW baseline for 2024.
- The Special Purpose Voucher program (EHV, FUP, Mainstream, NED, VASH) projected utilization and average HAP have been updated for the 2024 budget. While MTW utilization has been challenging, we are budgeting for another year of rapid growth in the number of families served using Special Purpose Vouchers.
- Section 8 Admin Fees are budgeted at 2023 funding levels and the 89.5% proration received in 2023. It is reasonably likely that the per voucher funding rate may increase, but a lower proration would likely offset any increase.

- **Salaries and Benefits**

- In the 2023 budget, THA committed to "Make THA a great place to work." In doing so, the agency committed to doing a salary analysis for all positions in

2023, as well as taking a look at our minimum salaries and work towards ensuring that all staff are able to live in the South Sound area without struggling financially. The bulk of this work was completed in time for the raises that took effect in July. Working with our Union partners, THA increased its minimum salary to a housing wage of \$32 per hour for all employees. This will allow all staff to afford a 2 BR unit in the Tacoma area. The cost to the agency was approximately \$1 million. Additionally, the agency looked at all positions and repositioned several job classifications to ensure they were reflective of the current market. Lastly, experience was looked at for all employees, and several equity adjustments were made for staff to ensure they were adequately compensated for their overall experience. The overall wage increase in July was just over 15%. The 2023 budget included an adjustment for a six-month increase and was placed in HR as a placeholder. The 2024 budget reflects the department they work in, and the raises that took effect in July annualized for the entire year. Ensuring that our compensation practices and policies result in equitable outcomes will be an ongoing process. Having addressed the majority of these changes in 2023, we believe we can make any necessary adjustments without setting aside any additional funding.

- For the 2024 budget, we did not include a raise percentage or an increase to the medical and dental benefits due to this being more of a continuing resolution budget. THA budgets for all positions being fully staffed for the entire year. It has been determined that the impact for any raises, and health benefit increases can be absorbed within the 2023 budgeted amount due to staffing never being 100%. The budget also calculates health insurance costs based on the insurance plan with the highest employer contribution, which provides an additional buffer. Any benefits that are calculated as percentages of salaries, such as Retirement, will reflect a budgeted increase based on the salary increase.
- **IT Expenditures**
 - The 2023 budget was carefully crafted to consider the expenses associated with the Yardi conversion, including the costs for the coming years. This was an area we wanted to ensure that we reflected accurately in 2024. In working with IT, it was determined that no major changes were needed for the 2024 budget other than adjusting Yardi implementation costs.
- **2023 Initiatives brought forward to 2024**
 - As the 2024 budget is intended to be a continuing resolution type budget, we are not introducing any new major initiatives in 2024, but are moving forward with initiatives from 2023, which span multiple years, and in many cases embedded in how we do the work. The following is a synopsis of the initiatives.
 - *Increase the amount of available housing for low-income families*
 - *Increase housing access & stability*

- *Embed principles of Diversity, Equity, Inclusion & Belonging (DEIB) in THA's programs, culture & priorities*
- *Make THA a great place to work*

- **Reserves and Capital spending**

Reserves are important. We want to keep enough for essential purposes: to operate safely, remain credit-worthy to investors and partners, and allow enough funding for real estate development opportunities when they arise. We continue to identify minimum and maximum levels of reserves overall and for each type of reserve. The Board then makes a determination as to what level of reserves is optimal. For our MTW funds, we project reserve levels at approximately \$1.2 million at THA and \$875,000 at HUD at the end of 2024. For our Business Activity funds (Non-MTW without restrictions), we anticipate approximately \$11.7 million.

In the budget, we specify certain areas where we will transfer from certain areas or pull from reserves rather than operations for expenditures. In addition to funding non-recurring expenses, reserves are used for a variety of capital items. There are several large capital transactions planned for 2024.

- THA will be retiring the debt associated with Aviva Crossing/James Center North. We will be utilizing a combination of Business Activity Reserves, Property Reserves and ACC Sales Proceeds.
 - \$2.2 Million – Early retirement of the WSHFC loan to facilitate the sale of parcels that will be developed by third parties.
 - \$1.5 Million – Retirement of the remaining portion of the Enterprise loan.
- We are budgeting \$475,000 in MTW reserves to improve THA infrastructure and update the THA fleet.
- THA continues to look for opportunities to acquire new affordable units to serve our clients better. We are budgeting \$2 million from Reserves with Restrictions funds (ACC sales proceeds) and an additional \$2 million of Business Activities reserves for rental property purchases.
- We are budgeting a \$2,511,000 transfer of funds from THA-owned rental properties to Business activities at end of 2023 to maintain optimal Operating and Replacement reserves at the properties. This amount includes \$1 million related to the retirement of debt for Aviva Crossing.

- Part of the redevelopment of Aviva Crossing will require the leasing of land and the sale of the front commercial parcel. Combined this will provide THA \$4.1 million in additional funding.

- **Property Reserves**
We will maintain a six-month operating reserve based on expenses, as well as a replacement reserve for all properties that we own. This accounts for the \$3.7 million reserve level for this category.

- **Use of MTW flexibility**
Due to our MTW flexibilities, we have had the ability to combine our Public Housing Operating subsidies, Public Housing Capital Funds, and Section 8 Housing Choice Voucher Program assistance into a single authority-wide funding source. With our Public Housing primarily converted to Section 8 RAD units, our flexibility lies in combining our Section 8 Housing Choice Voucher HAP funds and Section 8 admin fees for those units into a single funding source to carry out the mission of the MTW Demonstration program through activities that would otherwise be eligible under sections 8 and 9 of the 1937 act.

- **Reserves**
The budget will leave us with the following reserves as indicated in Attachment A:
 - MTW Reserves \$ 1,198,000
 - Business Activities (Non-MTW) reserves \$ 11,761,000
 - PH Owned Property reserves \$ 3,700,000
 - Reserves with Restrictions \$ 5,056,000
 - Housing Hilltop Construction Reserve \$ 8,287,500
 - Section 8 Reserves held at HUD \$ 875,000
 - \$ 30,877,500**

RECOMMENDATION

I recommend that the Board adopt Resolution 2023-11-8 (5) to formally approve THA's Fiscal Year 2024 Annual Budget.



RESOLUTION 2023-11-08(5)

Fiscal Year 2024 Annual Budget

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma
WHEREAS, The Housing Authority of the City of Tacoma ("Authority") intends to incur expenses and other cash outflows for Fiscal Year 2024.

WHEREAS, Authority staff has prepared and the Board of Commissioners of the Housing Authority of the City of Tacoma as reviewed and provided input to the proposed Fiscal Year 2024 annual budget,

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington that:

The Board of Commissioners of the Housing Authority of the City of Tacoma adopts the attached FY 2024 Agency wide budget. Expenses and other cash outflows are projected as follows:

| | |
|--|------------------|
| <u>Expenses - Operations</u> | |
| Asset Management & Real Estate Development | 2,199,732 |
| Client Support & Empowerment | 5,188,552 |
| Executive | 2,305,857 |
| Finance | 2,390,608 |
| Human Resources | 1,195,166 |
| Information Technology | 4,591,591 |
| Policy, Innovation and Evaluation | 2,577,797 |
| Rental Assistance | 66,221,002 |
| Property Management Overhead | 3,435,355 |
| Property Budgets | <u>3,311,429</u> |
| Subtotal | \$93,417,089 |

Additional Cash Outflows

| | |
|----------------------|----------------|
| Debt Service | 258,748 |
| Loan Payoffs | 3,670,000 |
| Capital Expenditures | 4,475,000 |
| Replacement Reserves | <u>175,852</u> |
| Subtotal | \$8,579,600 |

TOTAL APPROVED BUDGET

\$101,996,689

Approved: November 8, 2023



Dr. Minh-Anh Hodge, Chair

Attachment A

BOARD OF COMMISSIONER DECISION POINTS: 2024 Budget
November 8, 2023

Rev 2023-10-30 PM



The green boxes below denote the main decisions for the THA Board. The contents of the green boxes are staff proposals.

The yellow boxes below and other text contain information and staff proposals that will help the Board decide.

1. AVAILABLE RESERVES

| Type/Purpose of Reserves | Projected Reserves 01/01/24 |
|---|-----------------------------|
| a. MTW Reserves | \$1,500,000 |
| b. Business Activities (Non-MTW) reserves | \$11,619,000 |
| c. THA Owned Property | \$4,998,000 |
| d. Reserves with Restrictions (ACC sale proceeds) | \$8,056,000 |
| e. Housing Hilltop Construction Reserve | \$8,287,500 |
| f. Section 8 Reserves held at HUD. | \$9,250,000 |
| | \$43,710,500 |

Minimum necessary and Optimal Reserves

| Minimum | Maximum | Amount to Reserve - 2024 |
|--------------|--------------|--------------------------|
| \$900,000 | \$7,300,000 | \$1,100,000 |
| \$6,500,000 | \$13,000,000 | \$10,000,000 |
| \$3,500,000 | \$4,500,000 | \$3,700,000 |
| \$0 | \$0 | \$0 |
| \$8,287,500 | \$8,287,500 | \$8,287,500 |
| \$0 | \$0 | \$0 |
| \$19,187,500 | \$33,087,500 | \$23,087,500 |

=

| Amount of reserves available to use in FY-2024 |
|--|
| \$400,000 |
| \$1,119,000 |
| \$1,298,000 |
| \$8,056,000 |
| \$0 |
| \$9,250,000 |
| \$20,123,000 |

MTW Reserves

MTW Expenses Non-HAP

| Annual Amount | Minimum | Maximum |
|---------------|------------------|--------------------|
| | Period 1/2 month | Period 4 months |
| \$22,000,000 | Amount \$900,000 | Amount \$7,300,000 |
| | | |
| | Total \$900,000 | Total \$7,300,000 |

2. RECURRING OPERATIONAL INCOME AND EXPENSES FY-2024

| | Recurring Income | Cost of Recurring operations | = | Surplus or (Shortfall) in recurring operations ¹ |
|-------------------|------------------|------------------------------|---|---|
| MTW | \$63,354,000 | \$65,218,000 | | |
| Non-MTW | \$15,857,000 | \$15,319,000 | | (\$1,864,000) |
| Rental Properties | \$4,959,000 | \$3,614,000 | | \$538,000 |
| Total | \$84,170,000 | \$84,151,000 | | \$1,345,000 |
| | | | | \$19,000 |

3. BUDGET IMPACT - RESERVES - FY-2024

BUDGET IMPACT 1 - RESERVES - FY-2024

| | Non - MTW | | | | | | Total |
|---|---------------|---------------------|--------------------|--|--------------------------------------|---------------------------------|---------------|
| | MTW | Business Activities | THA Owned Property | Reserves with Restrictions (ACC sale proceeds) | Housing Hilltop Construction Reserve | Section 8 Reserves held at HUD. | |
| Estimated Reserves - 01/01/24 | \$1,500,000 | \$11,619,000 | \$4,998,000 | \$8,056,000 | \$8,287,500 | \$9,250,000 | \$43,710,500 |
| a. Recurring Surplus/(Shortfall) ¹ | (\$1,864,000) | \$538,000 | \$1,345,000 | | | | \$19,000 |
| Non-Recurring Income/(Expense) | | | | | | | |
| b. Non Recurring Income - Operational | \$0 | \$939,000 | | | | | \$939,000 |
| c. Non Recurring Income - Capital | \$0 | \$4,055,000 | | | | | \$4,055,000 |
| d. Non Recurring Expenses - Operational | (\$6,338,000) | (\$3,231,000) | (\$132,000) | | | | (\$9,701,000) |
| e. Non Recurring Expenses - Capital | (\$475,000) | | | | | | (\$475,000) |
| f. Operating Transfers | | \$2,511,000 | (\$2,511,000) | | | | \$0 |
| g. HUD HAP Drawdown/Transfer to MTW | \$8,375,000 | | | | | (\$8,375,000) | \$0 |
| h. James Center North Loan Payoffs (Enterprise & WSHFC) | | (\$2,670,000) | | (\$1,000,000) | | | (\$3,670,000) |
| i. Acquisitions & Transaction Costs | | (\$2,000,000) | | (\$2,000,000) | | | (\$4,000,000) |
| Projected Reserves - 12/31/24 | \$1,198,000 | \$11,761,000 | \$3,700,000 | \$5,056,000 | \$8,287,500 | \$875,000 | \$30,877,500 |

4. FY-2024 PROJECTED END OF YEAR RESERVE LEVELS

| Type/Purpose of Reserves | Projected Reserves 12/31/24 | Minimum | Maximum | Amount to Reserve - 2024 | Excess/(Deficit) Reserves Over Amount to Reserve |
|---|-----------------------------|---------------------|---------------------|--------------------------|--|
| a. MTW Reserves | \$1,198,000 | \$900,000 | \$7,300,000 | \$1,100,000 | \$98,000 |
| b. Business Activities (Non-MTW) reserves | \$11,727,000 | \$6,500,000 | \$13,000,000 | \$10,000,000 | \$1,761,000 |
| c. THA Owned Property | \$3,734,000 | \$3,500,000 | \$4,500,000 | \$3,700,000 | \$0 |
| d. Reserves with Restrictions (ACC sale proceeds) | \$5,056,000 | \$0 | \$0 | \$0 | \$5,056,000 |
| e. Housing Hilltop Construction Reserve | \$8,287,500 | \$8,287,500 | \$8,287,500 | \$8,287,500 | \$0 |
| f. Section 8 Reserves held at HUD. | \$875,000 | \$0 | \$0 | \$0 | \$875,000 |
| Totals | \$30,877,500 | \$19,187,500 | \$33,087,500 | \$23,087,500 | \$7,790,000 |

5. CHANGES IN RECURRING INCOME AND EXPENSES

| 5.1 | Changes in Recurring FY-24 Income | Amount | Changes in Recurring FY-24 Expense | Amount |
|--------------------|--|--------------------|---|--------------------|
| a. | Section 8 HAP - HUD increase | | Section 8 HAP increases | |
| b. | -FY 2024 Projected MTW Funding (Flat Funding) | \$2,327,000 | - MTW projected increase in HAP | \$3,343,000 |
| c. | -FY 2024 Projected Special Purpose (Non-MTW) Voucher Funding | \$2,810,000 | - Increase in Special Purpose (Non-MTW) HAP | \$2,810,000 |
| d. | Section 8 Admin Fees (Compared to 2023 Budget) | \$321,000 | Staffing | |
| e. | FSS Coordinator Grant | \$47,000 | - New Positions (Salaries & Benefits) | \$0 |
| f. | Interest Income | \$727,000 | - Salary & Benefit Adjustments | \$316,000 |
| g. | Management Fee Revenues | \$265,000 | Insurance | \$249,000 |
| h. | Lease & CAM Charges | \$197,000 | Management Fees | \$143,000 |
| i. | Tax Credit waterfall payments | \$44,000 | Third party managed maintenance contracts and materials | \$117,000 |
| j. | Tenant Revenue | \$8,000 | Employee Appreciation luncheon | \$30,000 |
| | | | Bank Fees | \$26,000 |
| | | | Excise Tax and Bad Debt | \$17,000 |
| | | | Utilities | \$14,000 |
| | | | Eviction Prevention (moved to non-recurring) | (\$100,000) |
| | | | Tenant screening | (\$50,000) |
| | | | Protective Services | (\$49,000) |
| | | | Audit fees | (\$17,000) |
| | | | Debt Service | (\$91,000) |
| | | | Recruiting | (\$13,000) |
| | | | Legal | (\$9,000) |
| | | | Advertising & Marketing at James Center | (\$5,000) |
| K. Subtotal | | \$6,746,000 | | \$6,731,000 |

6. NOTEABLE CHANGES IN NON-RECURRING INCOME AND EXPENSES

| | Notable Changes in Non-Recurring FY-24 Income | Notable Changes in Non-Recurring FY-24 Expense | |
|----|---|--|---|
| a. | 2023 HAP income carryover and included in 2024 budget | (\$1,625,000) | Yardi conversion and system buildout |
| b. | EHV service fees | (\$163,000) | Staffing |
| c. | Public Housing Capital Funds | (\$486,000) | - New Positions (Salaries & Benefits) |
| d. | Grant Income (All grants with end dates) | (\$363,000) | - Salary & Benefit Adjustments |
| | | | Due Diligence (Hillside & Aviva Crossing) |
| | | | Eviction Prevention (moved to non-recurring) |
| | | | New ADP HR Management Contract |
| | | | Tenant Security deposit assistance |
| | | | FF&E for the community room at the FIC |
| | | | EHV Incentive & Service Fees |
| | | | Grant related expenditures (excluding salaries) |
| | | | HR compensation and NeoGov contracts |
| e. | Subtotal | (\$2,637,000) | \$1,150,000 |

7. A LOOK AHEAD (ADDITIONAL INCOME, SAVINGS OR EXPENSES TO EXPECT)

| | Recurring FY-25 Income | Recurring FY-25 Expense | Amount |
|----|------------------------------|---|-------------|
| a. | Section 8 HAP - HUD increase | TBD | TBD |
| | | | |
| | Non-Recurring FY-25 Income | Non-Recurring FY-25 Expense | Amount |
| a. | Developer Fees | Yardi conversion and system buildout | TBD |
| | 1. Housing Hilltop (2026) | Property Purchases | TBD |
| | 2. Aviva Crossing - Mercy | Housing Hilltop Construction (Funded through Housing Hilltop Reserve) | \$8,287,500 |
| b. | James Center North Land Sale | TBD | |

8. INCOME & EXPENSES FROM CAPITAL TRANSACTIONS

| Capital Income | | Amount | MTW/Non-MTW/Properties | Department |
|-----------------------|---|---------------|-------------------------------|-------------------|
| a. | James Center North Land Sale - Mercy | \$1,055,000 | Non -MTW | AMRED |
| b. | James Center North Land Sale (front commercial) | \$3,000,000 | Non -MTW | AMRED |
| c. | James Center North Land Sale (back commercial) | \$0 | Non -MTW | AMRED |

| Capital Expenses | | Amount | MTW/Non-MTW/Properties | Department |
|-------------------------|--|---------------|-------------------------------|-------------------|
| a. | IT Program Development | | \$125,000 | |
| | 1. Community room infrastructure upgrades | \$50,000 | MTW | IT |
| | 2. Replace IT firewall | \$75,000 | MTW | IT |
| | 3. Yardl buildout (included in Non-Recurring Expenses) | \$0 | MTW | IT |
| b. | Maintenance Vehicles | \$100,000 | MTW | PM |
| c. | Inspector Vehicles | \$0 | MTW | RA |
| d. | THA administrative space reconfiguration for universal design and best use | \$250,000 | MTW | AMRED |
| d. | James Center North | | \$3,670,000 | |
| | 1. WSHFC loan retirement | \$2,170,000 | Non MTW | AMRED |
| | 2. Enterprise loan retirement (Extended to 2024) | \$1,500,000 | Non MTW | AMRED |
| e. | Housing Hilltop Redevelopment - 2025/26 | | \$0 | |
| | 1. Gap Financing will be in 2025/26 | | Non MTW | AMRED |
| f. | New Acquisitions | | \$4,000,000 | AMRED |
| | 1. THA Funds - HUD Restricted Sales Proceeds | \$2,000,000 | Non-MTW | AMRED |
| | 1. THA Funds - Business Activities | \$2,000,000 | Non-MTW | AMRED |

Tacoma Housing Authority - Agency Wide Budget FY2024

| | AMRED | Client Support and Empowerment | Executive | Finance | Human Resources | Information Technology | Policy Innovation & Evaluation | Property Management | Rental Assistance | Agency Total |
|--|--------------------|--------------------------------------|--------------------|------------------|--------------------|---------------------------|--------------------------------------|------------------------|----------------------|-------------------|
| Revenue - Operations | | | | | | | | | | |
| Revenue | - | 2,560,000 | - | - | - | - | - | 26,400 | 78,744,452 | 81,330,852 |
| Operating Grants | - | - | - | - | - | - | - | 3,648,909 | - | 3,648,909 |
| Tenant Revenue | 326,280 | 636,273 | 154,236 | 742,170 | 143,459 | 494,160 | 125,748 | 522,710 | 605,140 | 3,750,175 |
| Management Fee Revenues | 39,582 | 598,675 | - | 693,000 | - | - | 50,000 | 3,272,032 | 101,677 | 4,754,966 |
| Other Revenues | 365,862 | 3,794,948 | 154,236 | 1,435,170 | 143,459 | 494,160 | 175,748 | 7,470,051 | 79,451,269 | 93,484,903 |
| Total Revenue | 365,862 | 3,794,948 | 154,236 | 1,435,170 | 143,459 | 494,160 | 175,748 | 7,470,051 | 79,451,269 | 93,484,903 |
| Expenses - Operations | | | | | | | | | | |
| Operating Expense | 2,042,632 | 127,004 | 2,296,828 | 2,355,322 | 1,130,865 | 4,587,326 | 2,568,068 | 2,537,584 | 6,769,099 | 24,414,727 |
| Administrative Expenses | - | 5,028,591 | - | - | - | - | - | 84,650 | 178,886 | 5,292,127 |
| Tenant Services | 13,000 | - | - | - | - | - | - | 467,595 | - | 480,595 |
| Utilities | 60,000 | 3,000 | - | - | - | - | - | 2,210,717 | 6,000 | 2,279,717 |
| Maintenance | - | - | - | - | - | - | - | 32,520 | - | 32,520 |
| Protective Services (THA) | - | - | - | - | - | - | - | 457,050 | 50,917 | 660,136 |
| Insurance Premiums | 82,101 | 29,957 | 9,029 | 12,786 | 4,301 | 4,265 | 9,729 | 292,301 | 103,700 | 480,501 |
| Total Other General Expenses | 2,000 | - | - | 22,500 | 60,000 | - | - | 567,866 | - | 567,866 |
| Interest Expense and Amortization Cost | - | - | - | - | - | - | - | - | - | - |
| Total Operating Expense | 2,199,732 | 5,188,552 | 2,305,857 | 2,390,608 | 1,195,166 | 4,591,591 | 2,577,797 | 6,650,284 | 7,108,602 | 34,208,189 |
| Non-Operating Expenses | - | - | - | - | - | - | - | 96,500 | - | 96,500 |
| Extraordinary Maintenance Expense | - | - | - | - | - | - | - | - | 59,112,400 | 59,112,400 |
| Housing Assistance Payments | - | - | - | - | - | - | - | 96,500 | 59,112,400 | 59,208,900 |
| Total Non-Operating Expenses | - | - | - | - | - | - | - | - | - | - |
| Total Expenses - Operations | 2,199,732 | 5,188,552 | 2,305,857 | 2,390,608 | 1,195,166 | 4,591,591 | 2,577,797 | 6,746,784 | 66,221,002 | 93,417,089 |
| Surplus/(Loss) - Operations | (1,833,870) | (1,393,604) | (2,151,621) | (955,438) | (1,051,708) | (4,097,431) | (2,402,049) | 723,267 | 13,230,267 | 67,814 |
| Capital Revenue (Expense) | (245,000) | - | - | - | - | (75,000) | - | (275,852) | - | (595,852) |
| Liability and Equity | (3,670,000) | - | - | - | - | - | - | (258,748) | - | (3,928,748) |
| Reserve Appropriation | 5,500,000 | - | - | - | - | - | - | - | - | 5,500,000 |
| Net Surplus/(Loss) | (248,870) | (1,393,604) | (2,151,621) | (955,438) | (1,051,708) | (4,172,431) | (2,402,049) | 188,667 | 13,230,267 | 1,043,214 |

Tacoma Housing Authority - Property Budget FY- 2024

| | Aviva Crossing | Highland Crest Apartments | North Highland Court | Outrigger Apartments | Prairie Oaks | Salishan 7 | Subtotal |
|-----------------------------------|----------------|------------------------------|-------------------------|-------------------------|--------------|------------|-----------|
| Revenue - Operations | | | | | | | |
| Revenue | 1,199,113 | 1,105,464 | 502,414 | 659,596 | 234,504 | 1,236,647 | 4,937,738 |
| Total Revenue | 1,199,113 | 1,105,464 | 502,414 | 659,596 | 234,504 | 1,236,647 | 4,937,738 |
| Expenses - Operations | | | | | | | |
| Operating Expense | 598,407 | 716,390 | 339,921 | 416,040 | 204,970 | 932,301 | 3,208,030 |
| Non-Operating Expenses | - | - | - | 90,000 | - | 5,000 | 95,000 |
| Extraordinary Maintenance Expense | - | - | - | 90,000 | - | 5,000 | 95,000 |
| Total Non-Operating Expenses | - | - | - | - | - | - | - |
| Total Expenses - Operations | 598,407 | 716,390 | 339,921 | 506,040 | 204,970 | 937,301 | 3,303,030 |
| Surplus/(Loss) - Operations | 600,706 | 389,074 | 162,493 | 153,556 | 29,534 | 299,346 | 1,634,709 |
| Capital Expenses Revenue | 0 | 39,828 | 13,011 | 44,100 | 6,913 | 72,000 | 175,852 |
| Liability and Equity | - | 103,797 | 45,485 | 57,660 | 39,306 | 12,500 | 258,748 |
| Net Surplus/(Loss) | 600,706 | 245,448 | 103,997 | 51,796 | (16,685) | 214,846 | 1,200,108 |