



## CommunityDevelopmentAuthority

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### Memo

To: David Schmiedicke, Finance Director  
From: Tom Conrad, Director-CDA Housing Operations Division  
Date: July 10, 2018  
  
Subject: 2019 Operating Budget Request

The 2019 operating budget request for the CDA Housing Operations Division sets forth a spending plan that is consistent with the Mayor's directive. Our proposal expands the availability of rent assistance for low-income families and improves the level of service to our program participants while controlling costs and maintaining flat funding from the City.

The operating budget for the Housing Operations Division consists of two services:

Housing Vouchers: This service provides rental assistance to low-income families across the City of Madison in the form of Section 8 Housing Vouchers. The priority for 2019 is to increase the number of families receiving assistance from about 1700 per month to about 1800 per month.

Public Housing: This service provides housing to low-income families across the City of Madison through the Low-income Public Housing program and the Multi-Family Housing program. The CDA owns, manages and maintains 881 units of housing available for low-income residents who pay rent based on their income. The priority for 2019 will be to improve occupancy rates and improve services provided to our residents.

Our proposal includes 5 supplemental budget requests. Fully aware of the City's financial situation, these proposals will be paid for through cost savings and growth in federal revenue. The budget for the division reflects flat funding from the City. The supplemental proposals are ranked below.

1. Community Resource Officer – funded entirely through the elimination of contract services at the Triangle Public Housing site.
2. Laborer - funded entirely through the elimination of contract services at East Public Housing site.
3. Reasonable Accommodation and Hearing Officer - funded partly through the elimination of contract services while improving services to our disabled program participants and residents who request administrative hearings
4. Receptionist – funded through increased federal revenue. A full time receptionist will provide improved service to applicants and program participants at the CDA central office.
5. Tenant Services Aide – Improves services for disabled and aging residents of our West Public Housing.
6. Clerk Typist – Improves services to our residents at the East Public Housing site.

I look forward to meeting with you to discuss our proposal.

Sincerely,  
Tom Conrad

**Agency: CDA Housing Ops**

**Proposed Budget**

	Cost to Continue	Proposed	Change
Revenue	-\$21,536,499.41	-\$23,516,891.47	-\$1,980,392.06
Expenditures	\$21,711,499.41	\$23,691,891.47	\$1,980,392.06
Net	\$175,000.00	\$175,000.00	\$0.00
	2018	Proposed	Change
FTEs	40.95	40.95	0

**Request Analysis**

*2017 Budget*

Overbudget	Yes
2017 Analysis	Benefits exceed budget by \$185,000, primarily due to pension service. The 56 major was also over budget by \$1.5 million, solely because of depreciation, and transfer out to CDA was approximately \$195,000 more than budgeted.

*2018 Projection*

Deficit	No
Projection Analysis	

*2019 Request*

Budget Request Changes	Budgeted revenues increased by \$1.98 million, primarily due to intergovernmental revenues (\$1.5m increase) and transfer in from CDA (\$465k increase). Salaries increased by \$334,000 due to pending personnel, which have also been included as supplemental requests. Purchased services increased \$1.5 million with housing assistance payments constituting most of that increase. The 56 major decreased by \$118,000, including principal and interest being reduced by \$26,000, but most of the reduction was reduced contingent reserve expense.
Change in Service	Yes
Service Impact	The funding formula that HUD uses is expected to increase revenues and CDA plans to increase the number of families receiving assistance so that expenses match available funding. Expected revenue increases will also present more opportunities for increased occupancy of public housing.
Staffing Levels & Payroll Allocations	The proposed staffing level changes are represented by the pending personnel line with accompanying supplemental requests as well. Seven payroll allocation request forms were submitted to reflect positions' program work.

**CDA Housing Operations**

**Function: Planning & Development**

*Position Summary*

	2018			Request		2019		Adopted	
	CG	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
ACCT TECH	20	1.00	54,774	1.00	57,746	-	-	-	-
ADMIN CLERK	20	1.00	48,823	1.00	46,336	-	-	-	-
CUSTODIAL WKR	16	3.00	133,453	3.00	143,784	-	-	-	-
HSG ASST CLERK	20	4.00	219,933	4.00	235,066	-	-	-	-
HSG ASST CLK	20	1.00	59,843	1.00	63,373	-	-	-	-
HSG ASST OUTREACH COORD	20	0.50	29,247	0.50	29,859	-	-	-	-
HSG ASST PROGRAM SUPV	18	1.00	61,900	1.00	62,138	-	-	-	-
HSG MAINT WKR	16	6.00	335,778	6.00	328,916	-	-	-	-
HSG MOD GRTS MGR	18	1.00	82,268	1.00	82,585	-	-	-	-
HSG OPER ANALYST	18	1.00	72,175	1.00	79,635	-	-	-	-
HSG OPER PROG MGR	18	1.00	108,786	1.00	114,102	-	-	-	-
HSG SITE MGR	18	3.00	236,817	3.00	240,380	-	-	-	-
INFORMATION CLERK	20	0.60	26,194	0.60	25,325	-	-	-	-
MAINT MECH	16	3.00	199,453	3.00	192,629	-	-	-	-
PAINTER	71	1.00	59,091	1.00	59,319	-	-	-	-
PROG ASST	17	3.00	163,146	3.00	171,704	-	-	-	-
PROG ASST	20	4.85	266,089	4.85	261,023	-	-	-	-
SECTION 8 INSPECTOR	16	2.00	114,916	2.00	115,358	-	-	-	-
TENANT SVS AIDE	20	3.00	153,508	3.00	154,563	-	-	-	-
<b>TOTAL</b>		<b>40.95</b>	<b>\$ 2,426,193</b>	<b>40.95</b>	<b>\$ 2,463,838</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>

Salary amounts recorded on this page are for total budgeted salaries; this amount may differ from budgeted permanent wages as presented in the Line Item Detail due to payroll allocations to other funding sources (capital projects, grants, etc.) or inter-agency services are not reflected in this summary page.

## 2019 Operating Budget: Service Proposals

### SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

CDA Housing Operations

SELECT YOUR AGENCY'S SERVICE:

Housing Vouchers

SERVICE DESCRIPTION:

This service provides Section 8 housing vouchers as rental assistance for low-income families across the City of Madison. Section 8 New Construction projects are owned and operated by the Community Development Authority (CDA).

### SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	-14,205,445	-14,060,839	-14,060,839	-15,336,008	-1,275,169
Expense	14,258,650	14,054,976	14,118,565	15,336,008	1,217,443
Net Budget	53,205	-5,863	57,726	0	-57,726

### 2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

The vast majority of Section 8 Voucher expenses are Housing Assistance Payments to landlords using federal funding. The renewal funding formula that HUD uses takes local housing inflation into account and CDA anticipates an increase in 2019 federal funding due to housing inflation in the renewal formula. CDA plans to increase the number of families receiving assistance so that expenses match the available funding. The Section 8 New Construction Service Proposal is not part of this service and will be listed as a separate service in future budgets. For 2019, it is included in the Public Housing Service Proposal.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

The CDA Housing Operations Division plans to increase the average number of households assisted each month from about 1700 to about 1800 households.

### SERVICE GOALS

1. Who is the recipient of this service?

Households with incomes below 50% of area median income at admission. Special allocations of vouchers are available for homeless veterans who are referred by the VA. Other special purpose vouchers are available by referral from Dane County Human Services for families who are attempting to reunite with children in the foster care system or who are in jeopardy of having children placed out of the home due to homelessness.

2. What activities are you responsible for providing under this service?

CDA Housing Operations Division issues vouchers to eligible families who then secure housing on the private market. The voucher pays the difference between the cost of housing and what the family can afford.

3. How do you define success within this service?

Success is measured by the number of households assisted. The target for 2019 will be 1800 households per month. Success is also defined by the rate voucher holders are able to find a unit with their voucher and the degree to which voucher holders are disbursed throughout the City.

4. What strategies are planned for 2019?

CDA will open the regular waiting list for the first time in several years to increase the pool of applicants who qualify for preference on the waiting list. Preference is given to elderly/disabled applicants and those with minor children in the household. Further preference is given to applicants who live, work or attend school in the City of Madison and those who are paying more than 40% of their income for housing.

## 2019 Operating Budget: Service Proposals

### SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

CDA Housing Operations

SELECT YOUR AGENCY'S SERVICE:

Public Housing

SERVICE DESCRIPTION:

This service provides public housing assistance across the City of Madison through the Community Development Authority (CDA). The CDA owns, manages, and maintains 766 units of Low Rent Public Housing on 37 sites throughout the City with funding from the federal Department of Housing and Urban Development (HUD). It also owns, manages, and maintains 114 units with funding from Wisconsin Housing and Economic Development Authority (WHEDA). In addition, it administers the Housing Choice Voucher Program (Section 8).

### SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	-7,563,181	-7,581,359	-7,650,660	-8,180,883	-530,223
Expense	7,509,976	7,587,222	7,592,934	8,355,883	762,949
Net Budget	-53,205.349999...	5,863	-57,726	175,000	232,726

### 2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

Revenue increases will result from increased occupancy of public housing especially at the East site where 28 units that had been off line and used for the Rapid Rehousing program will be returned to service as public housing. This increase in public housing occupancy will help CDA meet its projected occupancy rate for 2019 of 97%. Also, federal funding through the Public Housing Operating Subsidy and Capital Fund Grant program is projected higher. Federal Section 8 New Construction revenue, (a.k.a. Multi-family housing) will increase for the properties at Parkside and Karabis as well.

Expenses for both Public Housing and Multi-family housing reflect increased costs of delivering these services to our residents. CDA Housing Operations Division has entered 6 supplemental requests for new positions for 2019. These new positions will allow CDA to:

- better process tenant requests for disability accommodations
- respond better to tenant grievance hearing requests
- improve service to applicants and others at the Central Office front desk
- shorten unit turnaround time for vacant public housing units
- improve the tenant services function for our West public housing residents
- provide more appropriate security services for vulnerable residents of the Triangle
- reduce expenses for contracted services

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

- CDA will create a single FTE position of Paralegal-Mediator 1 to process resident requests for reasonable accommodations and conduct grievance hearings. The number and complexity of reasonable accommodations requests and grievance hearings have increased. CDA will ensure prompt and consistent responses to these issues by dedicating a single staff person to the roll.
- CDA will create a full-time Info Clerk to be the receptionist at the Central Office. The duties are currently performed by two hourly workers who each provided coverage for half the day. High turnover of hourly workers for this vital function have shown that CDA needs to have a consistent, experienced person responding to applicants, program participants and citizens who contact the CDA main office.
- CDA will create a Laborer position at our East Public Housing site. The hiring of this position would reduce contracted services by more than the cost of the new position.
- CDA will create a position of Clerk Typist at the East Public Housing site. This is a receptionist position currently filled by a half-time hourly worker. The hiring of this position will allow the agency to better serve the needs of residents and meet the demands of the funder, (HUD) and the tax credit investors.
- CDA will re-create the Tenant Services Aide position at our West Public Housing site. The person hired for this position will coordinate services and programming for residents of Romnus and the West scattered sites.
- CDA will create the position of Community Resource Officer at the Triangle site. The person hired for the position would have special training in providing service to the vulnerable population of aging and mentally ill residents at the site. This position would replace the private security service that is currently contracted.

### SERVICE GOALS

1. Who is the recipient of this service?

The agency serves residents of 766 public housing units and 114 units of HUD subsidized multi-family housing at 37 locations throughout the City of Madison. The management of Housing Operations is split between 3 site offices, East, West and The Triangle. The resident population is increasingly high need. Each year, more CDA residents who were admitted as “disabled, non-elderly applicants” are now aging in place and struggling to live independently in stable housing they can afford.

2. What activities are you responsible for providing under this service?

The CDA Housing Operations Division manages and maintains the subsidized housing that it owns. Two (2) Multi-family service coordinators work with residents of The Triangle to coordinate services to assist residents maintain stable housing. One (1) Resident Opportunity through Self Sufficiency worker assists residents of East and West Public Housing improve their employment status by linking them to resources. Both functions are grant-funded.

3. How do you define success within this service?

Success is defined as occupancy exceeding 97% and rapid turnaround of vacant units. The residents should receive prompt repairs of maintenance work orders. Also, the major funders of this service, HUD, WHEDA and the tax-credit investors all evaluate the management and physical condition of our properties. Particularly, HUD’s designation as “High Performer” defines success.

4. What strategies are planned for 2019?

CDA has brought 28 units of public housing at the Truax Apartments back on line and CDA will achieve HUD “High Performer” designation by filling these units that had been taken off-line for redevelopment. CDA has also proposed a number of new positions through the supplemental budget process to help boost occupancy, shorten apartment turnaround time and improve the response to routing work orders for residents.

# Supplemental Request

Agency:

CDA Housing

Enter Your Agency's Service:

Public Housing

Supplement Title:

New Position Request: Clerk Typist

Amount: \$50,976.00

FTE: 1.00

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

This new position would support the East Public Housing Site Office, which manages 163 units of public housing and 111 tax credit units including Section 8 project based vouchers's. The position is currently staffed by a part time hourly employee. The position is a receptionist for the office, provides admin support including tax credit compliance, and provides bilingual customer service support.

What is the desired outcome of the request?

The desired outcome is to increase revenue, improve collection of maintenance fees from residents, and continue meeting tax credit compliance requirements by providing more effective and efficient front-line services to residents. Hiring this position will allow the agency to better serve the needs of residents and meet the demands of our federal funder (HUD) and our tax credit investors.

How will the desired outcome be measured?

The outcome will be measured by the following 4 measures: (1) an increase in occupancy to 97%, (2) an improvement of the Public Housing Assessment Subsystem (PHAS) occupancy indicator from 0 to 12 points (this score impacts operating subsidy awards from HUD), (3) an increase in miscellaneous charges for service revenue by 25% (currently uncollected due to staffing shortages), and (4) an increase of rental revenue by 20% (due to occupancy and low staffing available to process interim exams for residents).

# Supplemental Request

Agency:

CDA Housing

Enter Your Agency's Service:

Public Housing

Supplement Title:

New Position: Community Resource Officer

Amount: \$35,179.00

FTE: 0.50

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

This new position would support the Triangle Housing Site Office, which manages 222 units of public housing, 114 units of multifamily housing, and 1 commercial space. The majority of residents living at this property are elderly and/or disabled. The CDA has a security contract which includes services to this property, however, traditional security services are not effective with this population due to the special needs our residents present with. Traditionally trained security officers are adept at patrolling buildings and grounds and spotting criminal behavior, enforcing rules, and controlling situations and people to keep the peace. This particular site has a very low crime rate. Ninety percent of our 400 residents live with mental, intellectual, and/or physical disabilities and are aging in place. Our residents' needs depend on a reliable, consistently pleasant method of interaction and require a more customer friendly approach than traditional security services provide. The Community Resource Officer will have a skill set that includes the ability to educate, problem solve, and provide support. This person will be informed of, understand and practice racial equity and social justice as well as Fair Housing principles; and have the ability to recognize and summon help quickly for low level misdemeanor or criminal activity, psychiatric and medical emergencies. This new position would replace the security contract for this property which will reduce expenditures by \$58,041.93. The Community Resource Officer would be needed on a part time basis and would be available to provide resource and referral services to residents and mediate disputes when needed.

What is the desired outcome of the request?

The desired outcome of this request is to have a friendly, nonthreatening low income public housing site that offers a level of culturally competent protection to our vulnerable residents and provides service that is informed of racial equity and social justice initiatives and practices fair housing principles.



How will the desired outcome be measured?

The desired outcomes will be measured by the following:

1. Increase in the number of early stage crisis interventions
2. Eviction prevention (decrease in the number of evictions)
3. Increase if the number of referrals to community agencies for unmet needs
4. Increase of customer satisfaction measured through surveys
5. Improved communications for all staff providing services on site, which will equate to improved services to our residents.

# Supplemental Request

Agency:

CDA Housing

Enter Your Agency's Service:

Public Housing and Housing Vouchers

Supplement Title:

New Position: CDA Hearing Examiner and Accomodation Specialist

Amount:

FTE:

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

When a Public Housing Authority makes a decision that has a negative impact on an applicant or a participant family, the family is often entitled to appeal the decision. It is the Hearing Examiner's job to review decisions made by the CDA to ensure that they are consistent with the laws governing those decisions, and written hearing decisions must meet certain legal standards. Historically, the CDA has utilized Management staff or other professional volunteers to act as Hearing Examiners. Denied applicants may wait up to 60-days for an Informal Hearing per the availability of qualified staff. Each Hearing case takes three to four hours to complete, and the CDA conducts an average of 15 hearings per month.

Hearings may be informal or formal involving property rights and serious matters with legal representation by attorneys for both parties. The Hearing Examiner must be able to interpret, provide fair review, and implement several different federal regulations and CDA policies, as well as regulate conduct at hearings. Hearing decisions can have a substantial impact on program applicants and participants, the Community Development Authority, and others concerned about or affected by the CDA's decisions that are reviewed by the Hearing Examiner. The hiring of a dedicated Hearing Examiner will provide an efficient and effective system, ensuring that low-income families receive a fair hearing, and in a timely manner.

Because rules, policies, practices, and services may have a different effect on persons with disabilities than on others, treating persons with disabilities exactly the same as others will sometimes deny them an equal opportunity to use and enjoy a CDA dwelling or housing program. Therefore, the CDA must make reasonable accommodations in rules, policies, practices, or services when the accommodation is necessary to afford a person with a disability the equal opportunity.

Reasonable accommodation requests have been steadily increasing since 2012. The CDA processes an average of 70 reasonable accommodations each year. CDA Management and Paraprofessional Staff currently process reasonable accommodations, which can require a significant amount of time. Many accommodation requests are complicated, involving a lengthy interactive process and legal representation, and requiring third-party verifications and an alternative accommodation to be formed. Currently, the average turnaround time for the processing of a reasonable accommodation is 36 days. Having one professional staff person process reasonable accommodations will ensure a consistent process under Fair Housing Law; and will provide a benefit to persons with disabilities by improving the turnaround time for reasonable accommodation requests.

What is the desired outcome of the request?

Improved turnaround time to within 30 days for Applicant Informal Hearings and Reasonable Accommodations.

How will the desired outcome be measured?

Measure the number of Hearing and Reasonable Accommodation requests and processing time.

# Supplemental Request

Agency:

CDA Housing

Enter Your Agency's Service:

Public Housing and Housing Vouchers

Supplement Title:

New Position Request: Information Clerk - Receptionist (20/07)

Amount:

FTE:

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

Within the CDA's Central Office, there are several different functional areas related to day-to-day operations. Two specific areas include general administration and data and information management. In the past, two or three staff provided needed assistance at the CDA's Central Office reception counter. Through the years, system improvements have allowed for one full-time staff person to provide reception coverage as an Administrative Clerk 1. At the same time, the CDA's customer profile has changed with an increase in mentally disabled customers, customers experiencing chronic homelessness, and customers in crises. Due to the CDA's investment in technology, the Administrative Clerk 1 became overloaded with both technical computer data processing work and an increase in difficult customer interactions. In 2018, the CDA moved the Administrative Clerk 1 position away from the reception counter with a focus on data management. The reception counter was then staffed with two Hourly Clerk Typists (AM and PM) for general administration. An effort to utilize Hourly Clerk Typists for this vital business function has resulted in a high level of turnover, which has increased recruitment and training efforts, and requires additional management of new employees and shift changes. During 2018, both the AM and the PM Hourly Clerk Typists left their positions, and the current Hourly Clerk Typist has reported she is seeking full-time employment.

The CDA believes that a permanent, full-time Information Clerk would be an ideal asset for the CDA's Central Office reception counter as an improvement in operations and for better service to the CDA's low-income customers. As a first point of contact, this new position will provide a higher level of quality of service by providing careful diagnosis and intelligent problem solving, which will allow for the dissemination of valuable resource information to CDA customers, as well as head off customer problems in a timely manner.

What is the desired outcome of the request?

Reduce employee turnover and improved customer service.

How will the desired outcome be measured?

Measure employee turnover and customer service through surveys.

# Supplemental Request

Agency:

CDA Housing

Enter Your Agency's Service:

Public Housing

Supplement Title:

New Position: Laborer

Amount: \$60,737.00

FTE: 1.00

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

This new position will support the East Housing Site Office, which serves a total of 274 housing units including Truax Park Apartments and scattered housing sites such as Tenney Park Apartments. There are currently 3 staff providing maintenance services for these units including after hours emergency maintenance and apartment turns. The new position would act as support for these staff and would reduce contracted services which can be expensive and inconsistent. The new Laborer would clean gutters, trim trees, turn units, remove snow, clean hvac coils, change lights, and provide general maintenance support for the site. The hiring of this position would reduce contracted services by \$66,780 per year and would provide more timely services for residents at the East Housing Site. There are currently over 2,200 families on the waiting list for housing and this position would help reduce apartment turnaround time and house those waiting for housing quickly.

What is the desired outcome of the request?

The desired outcome is timely completion of general labor duties at the East Housing Site, resulting in higher customer satisfaction and lower expenses.

How will the desired outcome be measured?

Reduction of contracted services, faster turnaround time for vacant units, and higher customer satisfaction measured through surveys.

# Supplemental Request

Agency:

CDA Housing

Enter Your Agency's Service:

Public Housing

Supplement Title:

New Position: Tenant Services Aide

Amount:

FTE:

- Expansion to Existing Service
- New Initiative

Provide an overview of the supplemental request.

This position would be housed at Romnes Apartments, which consists of 166 dwelling units of Public Housing, and which has a demographic breakdown of 63% elderly residents and 71% disabled residents. Over the last two years, Romnes has maintained a 96.84% occupancy rate. The industry standard is 98%. The annual turnover rate for Romnes Apartments was 14.46% in 2016 and 16.87% in 2017, which is lower than the national average for subsidized properties. Turnover not only leads to lost income, it also costs the CDA money to make the units ready for re-occupancy. Turnover can be further analyzed as both voluntary and involuntary. Residents moving out to a higher level of care, or simply giving notice to move is considered voluntary. Being overcrowded, deceased, or evicted is considered involuntary. The voluntary turnover rate is substantially higher at Romnes Apartments (10.24% in 2016 and 13.25% in 2017) compared to the involuntary turnover rate. Underlying causes for voluntary turnover are generally related to services and the property. Romnes Apartments does not provide direct support services and routinely experiences non-constructive and destructive tenant behaviors.

Quality of community life is an added dimension in the management of senior and disabled housing, and relates to a sense of community, the feel of the community, and the behavior of the residents and staff. Senior and disabled housing requires a special understanding of unique issues such as aging-in-place, dependency, support service delivery, and bullying. Under the current property management staffing model, the CDA is unable to provide direct social services and community management at Romnes Apartments. Therefore, a Tenant Services Aide is needed.

A Tenant Service Aide would have a primary focus on this critical soft management function, and would be responsible for facilitating, coordinating, and navigating needed services for elderly and disabled residents. The Tenant Services Aid will focus efforts to build an environment that encourages mutual respect and community involvement; will bring in local resources to engage residents in activities; and will implement pro-active solutions that address, discourage, and controls bullying behaviors.

By hiring a Tenant Services Aide, the CDA will be able to create opportunities for older adults and persons with disabilities, so that they may achieve their greatest potential (physically, emotionally, intellectually, and socially). Social services can have a great impact on other functional areas, including project management, maintenance and custodial, and occupancy. The hope is that, with the availability of referral and counseling for tenants and ongoing social programs, the rates of rent delinquency, vandalism, and antisocial behavior will also be reduced. This in turn will help stabilize operating expenses. An in-house Tenant Services Aide will create a better link between tenants' needs and property management and contribute to overall management effectiveness.

What is the desired outcome of the request?

Improve quality of life for residents by creating the best environment, where residents can thrive; and in doing so, increase occupancy and reduce voluntary turnover and expenses.

How will the desired outcome be measured?

Measure tenant satisfaction and quality of community life through turnover rate, evictions, and tenant surveys. Measure the effectiveness of the implementation of social programs through reduced or stabilized operating expenses.