



The Housing Authority of the Town of Greenwich

ANNUAL REPORT 2010

The year 2010, was a very successful year for the Housing Authority of the Town of Greenwich (HATG). Here are some highlights:

- **High Performer** - For the fourth year in a row HATG was awarded **High Performer status** by HUD; only eight housing authorities in the State are ranked High Performers.
- **HATG provides housing for approximately 2,600 residents** of this Town in safe, healthy apartments fully serviced by maintenance staff at affordable rents which are regulated and established by State and Federal Authorities.
- **No Town Budget Support** – The Town provides **no budget support** to HATG; operations of HATG are completely self-sufficient. The Town has deeded or leased land to HATG which is critical to our mission, and once (Parsonage Cottage) the town made a market-rate loan to HATG.
- **Financial Results** – All residences and programs operated with positive cash flow and HATG realized **\$1,495,000 of positive cash flow**; that means revenue in excess of expenses except for depreciation.
- **Occupancy Rate** - For Residences owned and operated by HATG **occupancy was 98%**; for Section 8 vouchers budgeted by HUD occupancy rate was **100%**. Collection of rent due was **97%** in 2010 (despite the distressed economy and high unemployment).
- **Tenant Satisfaction** – As judged by the survey conducted by HUD confidentially and directly with tenants (no participation by HATG), tenant satisfaction with housing and services provided by **HATG was rated 9 out of 10**, a tribute to our staff and facilities. HATG has sponsored annual back to school and block parties for the residents at most of our developments.
- **Maintenance** – Our Maintenance Department does a superb job and performs general maintenance at all of our facilities.
- **Safety** – The safety of our residents is paramount. With the support of the Greenwich Police Department, diligent property management and a law abiding population our residences have been free of serious crime. To that end, HATG has installed a state of the art security system at Wilbur Peck and Agnes Morley which are accessible by the Greenwich Police Department.
- **Capital Improvements** – In 2010 HATG managed more than \$3,000,000 of capital improvements at our residences, especially at Wilbur Peck Court, Armstrong Court and Adams Garden.

Attached to this Annual Report is a Six-Year Financial Performance Report.

Six years ago HATG was judged by HUD to be a “troubled agency” which could not file timely required reports or prepare management reports. Our finance department now achieves the highest ratings from HUD. A new manual for Procurement and Disbursement procedures has been adopted, and fiscal year-end of all programs has been unified. Although rental revenue has been flat over the past five years and government subsidies have decreased, strict cost controls and operating disciplines have produced spectacular gains in operating performance. All Residences are cash flow

positive. In the five succeeding years subsequent to 2005, the following positive results have been achieved:

- Expenses for payroll, the principal expense under budget control by management, increased from six years ago by only 13 %.
- **Cash Flow surplus from operations increased by 547%.**
- Five years of HATG audited financial statements earned “**Unqualified Opinions**” from our external auditors. The 2010 financial statements are in process of being audited as of this report.
- The officers responsible for our financial department are **Anthony L. Johnson**, Executive Director, and **Bruno T. Lalaria**, Financial Director

Attached to this Annual Report is a Five-Year Housing Report.

This Report is a report on Occupancy, Leasing turnaround, Re-Certifications, Work Orders for maintenance service or repairs, Inspections and Rent Collections. This report gives this detailed information for our housing residences (excluding Parsonage Cottage which is regulated as a senior assisted-care facility). Substantial progress has been made in leasing turnaround, and work order response and completion. The 97% rent collection efficiency shows that even in a period of a very troubled economy, our residents value most highly their housing provided by HATG and pay their rent in full and on time. Maintenance response and completion has made continuous improvement.

- The officers and staff responsible for our outstanding achievements in housing are **Anthony L. Johnson**, Executive Director, **Terry Mardula**, Deputy Director, **Teryl Elliott**, Sr. Asset Manager (Housing), **Patricia Muldoon**, Sr. Asset Manager (Section 8) and **Joe DeRubeis**, Maintenance Director.
- Parsonage Cottage, which HATG leased and rehabilitated at the request of the Town and at a cost of \$4,300,000, provides senior care, including all food, board and nursing oversight for 40 seniors. The Administrator of Parsonage Cottage is **Penny Lore**.

Facilities

Residences of HATG are:

STATE Regulated Facilities:

Adams Garden (1949, 80 family apartments, Riverside)
Armstrong Court (1951, 144 family apartments, Chickahominy)
Quarry Knoll II, (1980, 40 elderly apartments, Central Greenwich)
Town Hall Annex (1984, 28 family apartments Central Greenwich)
McKinney Terrace I (1988, 21 family apartments, Byram)
McKinney Terrace II (1988, 51 elderly apartments, Byram)

HUD regulated Facilities:

Wilbur Peck Court (1951, 110 family apartments, Central Greenwich)
Quarry Knoll I (1962, 50 elderly apartments, Central Greenwich)
Agnes Morley Heights (1973, 150 elderly apartments, Central Greenwich)
Greenwich Close (1996, 17 family apartments, Central Greenwich)

STATE Assisted Care Facility

Parsonage Cottage (1997, assisted care home for the aged, 40 beds)

Scattered Site Housing

Seven Locations of Family Apartments 17 rental units

Market Rental Apartments

Greenwich Close (1997, 113 family apartments at affordable rentals – unregulated)

Home Ownership Program

Hollowood, 4 units

South Water Street, 6 units

Section 8 Rental Housing Vouchers

343 Authorized Rental Assistance Vouchers (325 funded) – Eligible tenants renting market apartments

Finance Transactions

While we have multiplied the capital investment in rehabilitation and improvement of our Residences, our financial resources do not permit concurrent re-development of our oldest facilities. We face three obstacles: 1. our facilities are old and gut rehabilitation of large, old and hard-used facilities such as Armstrong Court, Wilbur Peck and Greenwich Close would require several tens of millions in funds; 2. The State provides no funding for new capital projects; HUD has limited funds on which we have drawn for capital needs. 3. We are not permitted by law to use surplus from one facility to fund capital projects in another facility, and, in fact, much of our operating surplus is held in reserve accounts by the State.

The sources of financing for capital projects on which we have drawn are: 1. Very generous and much needed **federal grants from the Community Development Block Grant** program administered by the First Selectman and approved by the RTM; 2. **Capital grants from HUD**; and 3. Our own **funds from reserves** we have built up for each Residence.

Most of our Residences are debt-free and we either own or have 99-year leases from the Town for our land. However, we have worked hard to pay down and to re-finance facilities which are under heavy debt burdens.

- Greenwich Close was purchased in a market transaction. HATG issued tax-exempt bonds to raise \$23,000,000. We are in the course of re-financing this bond issue to realize an estimated saving of \$300,000 in interest cost each year. The only feasible finance structure is a private placement of debt which benefits from an FHA guaranty. We are working with a local firm and a national firm on this re-financing.
- Town Hall Annex was leased to HATG in 1982 by the Town. With financing from a State agency the Annex was converted to 28 affordable income family apartments. In 1984 an ill-conceived tax shelter financing was overlaid on the Town Hall Annex and the leasehold was “sold” to a private limited partnership. In 2010 HATG paid off the State loan. HATG is now engaged in legal action to restore leasehold ownership of Town Hall Annex. Application has been made to the Board of Selectmen for consent to have the leasehold returned to HATG ownership and control.
- Parsonage Cottage was transferred by the Town to HATG in 1994. The cost of transformation of the Cottage to a Senior Care Residence was approximately \$4,300,000; however, the capital allowance permitted by the State for computation of costs eligible for

reimbursement by senior care support was only \$2,200,000. Parsonage Cottage has struggled under three layers of debt and a private partnership tax investment structure. This year HATG will be able to re-acquire the Residence from the tax partnership. HATG is working on a re-financing which would permit recovery by HATG of a part of the \$1,300,000 which HATG has advanced to cover operating deficits. Negotiations with the State for terms which will permit the re-financing are in progress.

Litigation

In 2001 HATG entered into a land purchase agreement for the sale of approximately 12,000 sq ft of land which is a part of the Greenwich Close property to a principal of New Country auto dealers. The agreement provided that the sale must close by a date in April 2002; the closing did not take place. New Country has sued to try to force HATG to sell this parcel for the contract price. The current value is more than five times the contract price.

Development

HATG owns property and leaseholds which are a public trust for the benefit of the Town. Our mission and our duty must be to realize the full potential of our land for affordable housing. Certain of our properties, especially Quarry Knoll, Greenwich Close and McKinney Terrace, have unrealized potential to provide many more affordable apartments consistent with Town zoning and regulations. Our aged properties, especially Wilbur Peck and Armstrong Court need fundamental re-development to current living standards of our Town. These are our most important strategic objectives.

Anthony L. Johnson
Executive Director

**HOUSING AUTHORITY OF THE TOWN OF GREENWICH
ANNUAL PERFORMANCE REPORT 12/31/2010**

	2010	2009	2008	2007	2006
OCCUPANCY					
Total Units	821	821	821	821	821
Occupied Units	805	800	808	809	809
Vacant Units	107	113	87	114	100
Occupancy Rate	98.02%	97.40%	98.44%	98.48%	98.54%
Unit Turnaround Time	42	30	19	21	38
LEASING					
Move-Ins	117	94	83	107	100
Move-Outs	105	105	88	114	100
Evictions	5	4	6	10	7
Lease Up Days	33	19	11	13	22
RECERTIFICATIONS					
Recerts Due	695	696	695	694	695
% Recert Past Due	0	0	0	0	0
EMERGENCY WORK ORDERS					
Requested EWO	1,421	1,182	1,117	656	488
Completed within 24 hrs.	1,421	1,182	1,117	656	488
% Completed within 24 hrs.	100%	100%	100%	100%	100%
NON-EMERGENCY WORK ORDERS					
Requested WO	5,053	5,355	4,990	6,915	5,598
Completed	5,039	5,346	4,982	6,915	5,598
Outstanding	14	9	8	0	0
Avg # of Days	0	0	0	0	0
UPCS UNIT INSPECTIONS					
Inspection Required	695	696	695	694	695
Inspection Completed	695	696	695	694	695
% Completed	100.00%	100.00%	100.00%	100.00%	100.00%
RENT COLLECTIONS					
Rent Charges	6,759,496	6,709,966	7,065,343	6,959,575	6,407,050
Payments	6,503,138	6,405,545	6,859,001	6,759,928	6,220,858
30 Day \$	255,881	303,136	206,342	194,198	185,192
Number of Households (30 past)	400	456	276	271	247
Under Legal (30 Past)	302	308	257	271	247
% of Rent Collected	96.21%	95.46%	97.08%	97.13%	97.09%
MAINTENANCE					
Apartment Turn-around Time	9	11	8	8	16
WAITING LIST					
Number of Families	603	511	311	311	477
Senior	177	170	125	81	101
SECTION 8					
OCCUPANCY					
Total Vouchers	343	343	343	343	343
Budget Vouchers	325	325	325	325	325
Vouchers Utilized	323	319	317	317	283
Available Vouchers	20	24	26	26	60
Occupancy Rate	94.27%	93.00%	92.35%	92.42%	82.51%
LEASING					
Move-Ins	29	37	34	40	27
Move-Outs	20	31	31	25	31
RECERTIFICATIONS					
Recerts Due	307	319	317	285	278
% Recert Past Due	0	0	0	0	0
UPCS UNIT INSPECTIONS					
Inspection Required	307	319	317	285	278
Inspection Completed	307	319	317	285	278
Repairs Required	29	38	42	40	32
% Completed	100.00%	100.00%	100.00%	100.00%	100.00%
BUDGETARY					
Budget	4,692,972	4,464,764	4,299,201	4,431,412	4,593,780
HAP Payments	4,889,497	4,458,324	4,332,503	4,285,143	4,007,383
% of Budget Spent	104.19%	99.86%	100.77%	96.70%	87.23%
WAITING LIST					
Number of Families	70	85	185	336	57

GREENWICH HOUSING AUTHORITY
SIX YEAR FINANCIAL PERFORMANCE

2005 through 2010

	FYE 2010	% chg	FYE 2009	% chg	FYE 2008	% chg	FYE 2007	% chg	FYE 2006	% chg	FYE 2005
REVENUES											
Dwelling Rent	7,906,792	1.22%	7,811,314	-3.15%	8,065,661	3.39%	7,800,926	3.24%	7,555,882	4.48%	7,231,869
Above Dwelling Rent	562,394	-3.18%	580,851	5.41%	551,041	-15.73%	653,868	12.24%	582,543	6.39%	547,575
Operating Subsidies	1,629,523	-0.49%	1,637,608	12.01%	1,462,071	2.03%	1,432,964	21.95%	1,174,998	19.70%	981,627
Interest Income	91,709	-20.12%	114,809	-43.14%	201,908	-46.60%	378,130	37.83%	274,339	88.96%	145,183
Housing Assistance Payments	4,884,419	9.11%	4,476,557	4.23%	4,294,851	0.28%	4,282,705	6.87%	4,007,383	-10.27%	4,466,076
Section 8 Admin Fees	311,338	4.99%	296,543	7.57%	275,684	2.99%	267,673	2.13%	262,080	6.81%	245,361
Parking Charges	40,030	-16.74%	48,080	-6.73%	51,550	6.73%	48,299	-16.26%	57,676	-1.11%	58,323
Storage Charges	6,725	-9.43%	7,425	10.24%	6,735	6.73%	5,623	-10.75%	6,300	-8.50%	6,885
Maintenance Charges	17,888	19.49%	14,970	60.81%	9,309	-24.83%	12,384	-17.07%	14,933	469.53%	2,622
Legal Fees	17,925	18.05%	15,184	12.92%	13,447	-20.83%	16,984	0.08%	16,970	45.62%	11,654
Returned Checks	1,300	13.04%	1,150	-37.67%	1,845	27.24%	1,450	-14.71%	1,700	-9.33%	1,875
Other Income	250,012	27.46%	196,156	-40.53%	329,815	99.79%	165,081	3.28%	159,838	8.90%	146,775
TOTAL REVENUES	15,720,055	3.42%	15,200,647	-0.41%	15,263,917	1.31%	15,066,087	6.74%	14,114,642	1.94%	13,845,825
EXPENSES											
ADMINISTRATIVE EXPENSES											
Administrative Salaries	1,390,072	1.31%	1,372,150	1.89%	1,346,752	2.71%	1,311,270	7.45%	1,220,299	-1.20%	1,235,156
Legal	95,060	39.56%	68,114	-12.74%	78,058	-32.74%	116,053	41.92%	81,776	2.32%	79,924
Training	24,565	-52.40%	51,606	70.43%	30,279	-7.22%	32,635	76.52%	18,488	-45.19%	33,732
Travel	10,303	43.54%	7,178	-61.23%	18,513	-36.34%	29,083	-20.18%	36,436	-11.64%	41,234
Accounting	30,521	11.63%	27,342	26.86%	21,553	-30.01%	30,793	13.08%	27,231	-8.29%	29,694
Audit	37,501	-45.09%	68,300	-0.58%	68,699	-12.93%	78,900	23.67%	63,800	-53.04%	135,850
Sundry	76,885	106.79%	37,180	-11.00%	41,777	-17.07%	50,374	132.13%	21,701	-12.44%	24,784
Office Supplies	44,980	15.37%	38,988	4.24%	37,401	6.10%	35,250	-21.39%	44,840	6.14%	42,246
Dues/Fees	12,692	155.27%	4,972	-68.02%	15,547	33.22%	11,670	-25.44%	15,652	-26.16%	21,198
Postage	15,604	-23.01%	20,268	-21.85%	25,934	12.43%	23,067	24.32%	18,554	19.77%	15,482
Telephone	66,897	7.40%	62,286	-3.96%	64,851	-8.01%	70,496	13.80%	61,947	-8.36%	67,598
Administrative Contracts	248,998	18.85%	209,506	-2.50%	214,888	27.25%	168,872	8.99%	154,938	-63.08%	419,611
Bank Charges	28,902	7.58%	26,865	-4.76%	28,207	2.59%	27,496	0.00%	0	0.00%	0
TOTAL ADMIN EXPENSES	2,082,980	4.42%	1,994,755	0.12%	1,992,459	0.33%	1,985,959	12.48%	1,765,662	-17.74%	2,146,519
TENANT SERVICES											
Tenant Services Salaries	366,934	-5.95%	390,129	2.83%	379,384	0.71%	376,728	7.49%	350,479	9.10%	321,254
Tenant Services Materials	239,677	25.11%	191,568	24.26%	154,162	4.57%	147,418	-12.12%	167,749	4.90%	159,918
Tenant Services Contracts	352,202	22.91%	286,562	-27.01%	392,583	16.89%	335,850	3.53%	324,385	-4.33%	339,083
TOTAL TENANT SERVICES	958,813	10.43%	868,259	-6.25%	926,129	7.69%	859,996	2.06%	842,613	2.73%	820,255
UTILITIES											
Water	259,626	3.43%	251,012	-2.75%	258,107	28.25%	201,251	3.76%	193,963	-10.54%	216,807
Electricity	599,662	-1.65%	609,733	7.08%	569,438	-10.27%	634,594	38.93%	456,782	26.18%	362,010
Gas	556,409	-8.25%	606,439	-27.35%	834,758	-4.35%	872,752	12.49%	775,880	10.20%	704,078
Oil	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	-100.00%	1,819
TOTAL UTILITIES	1,415,697	-3.51%	1,467,184	-11.74%	1,662,303	-2.71%	1,708,597	19.76%	1,426,625	11.05%	1,284,714
MAINT EXPENSES											
Salaries	849,415	2.30%	830,334	2.37%	811,089	10.05%	736,994	3.79%	710,110	-7.31%	766,089
Materials	250,490	12.74%	222,190	-9.36%	245,190	9.80%	223,311	19.77%	186,447	-5.52%	197,337
Contract Costs	824,445	-6.26%	879,526	-20.77%	1,110,156	7.03%	1,037,198	5.70%	981,220	10.41%	888,732
Extraordinary Maintenance	10,402	-76.47%	44,203	42.23%	31,079	189.62%	10,731	-49.90%	21,419	59.81%	13,403
TOTAL MAINT EXPENSES	1,934,752	-2.10%	1,976,253	-10.07%	2,197,514	9.43%	2,008,234	5.74%	1,899,196	1.80%	1,865,561

GREENWICH HOUSING AUTHORITY											
SIX YEAR FINANCIAL PERFORMANCE											
2005 through 2010											
	FYE 2010	% chg	FYE 2009	% chg	FYE 2008	% chg	FYE 2007	% chg	FYE 2006	% chg	FYE 2005
GENERAL											
Insurance	241,154	-7.59%	260,974	-9.56%	288,574	-8.41%	315,067	-6.57%	337,233	-12.49%	385,359
PILLOT	311,671	8.20%	288,053	5.42%	273,247	2.55%	266,451	-0.93%	268,955	-6.56%	287,847
Employee Benefits	1,044,024	9.66%	952,046	6.27%	895,890	-0.11%	896,840	3.40%	867,391	17.84%	736,081
HAP's	4,884,419	9.11%	4,476,557	4.23%	4,294,851	0.28%	4,282,705	6.87%	4,007,383	-10.27%	4,466,076
Interest Expense	1,309,646	-3.45%	1,356,401	-3.56%	1,406,488	-2.93%	1,448,929	-3.04%	1,494,421	-3.78%	1,553,179
General Expense	42,368	78.46%	23,741	-72.87%	87,496	116.87%	40,345	-49.77%	80,321	16.15%	69,150
TOTAL GENERAL	7,833,282	6.46%	7,357,772	1.53%	7,246,546	-0.05%	7,250,337	2.76%	7,055,704	-5.89%	7,497,692
TOTAL OPERATING EXPENSES	14,225,524	4.11%	13,664,223	-2.57%	14,024,951	1.53%	13,813,123	6.34%	12,989,800	-4.59%	13,614,741
OPERATING SURPLUS/(LOSS)	1,494,531	-2.73%	1,536,424	24.01%	1,238,966	-1.12%	1,252,964	11.39%	1,124,842	386.77%	231,084
Depreciation	1,442,823	-17.03%	1,739,022	0.00%	1,739,022	5.83%	1,643,197	0.00%	1,643,197	-6.11%	1,750,191
SURPLUS/(LOSS)	51,708	-125.52%	(202,598)	-59.48%	(500,056)	28.14%	(390,233)	-24.72%	(518,355)	-65.88%	(1,519,107)