



2018 Annual Report to the City of Seattle

Approved March 12, 2019 by the PHPDA Governing Council

2018 Annual Report to the City of Seattle
Pacific Hospital Preservation & Development Authority

Overview

Purpose & Mission

The Pacific Hospital Preservation & Development Authority (PHPDA) is a public development authority established under Seattle Municipal Code 3.110 and a 501(c)(3) organization. In 1981, the City of Seattle chartered the PHPDA, placing in its trust the U.S. Public Health Service Hospital and its campus. The PHPDA purpose (per the revised Charter, as approved by the Mayor of Seattle on July 25, 2011) is to support and provide funding for the provision of the best possible health care to medically underserved communities in the greater Puget Sound area, including those referred through community clinics, those with limited access to medical care, and all others who are in need of charity health care. The PHPDA lease revenues fund these goals and our health mission, through grantmaking.

Report on 2018 Priorities

- Through a competitive process, award grants to improve access to health resources and improve health outcomes among underserved populations.
 - The PHPDA awarded Major Grants to the following agencies for program funding from July 1, 2018 through June 30, 2019 (first half payment made 2018, second half payment made 2019):

AGENCY	AWARD	PROGRAM
Chief Seattle Club	\$145,000	Weekend hours at Chief Seattle Club to improve health outcomes for homeless/low-income American Indians/Alaskan Natives
Children’s Alliance	\$75,000	Building capacity for advocacy and access to care among COFA migrants
Country Doctor	\$170,000	HIV Medical Case Management Program
Downtown Emergency Service Center	\$170,000	Addition of an ARNP and medical assistance to the DESC Emergency Shelter Primary Care Clinic
Downtown Emergency Service Center`	\$185,000	Health Navigators to assist homeless adults in accessing medical services and coverage
Economic Opportunity Institute	\$100,000	Convene discussions among policy experts in King County and Washington to develop policies for the preservation and expansion of health coverage
Encompass Northwest	\$50,000	Provision of behavioral health services via mobile van to low income children in rural East King County
Food Lifeline	\$60,000	Provision of nutritious meals and consults to clients at SeaMar clinics
Global to Local	\$200,000	Culturally specific Community Health Worker services and clinical connections for Latino and East African residents of SeaTac/Tukwila
Hepatitis Education Project	\$115,000	Reduce the burden of Hepatitis C among people who inject drugs, with a focus on

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		people experiencing homelessness and/or housing instability in South Seattle
International Community Health Services.	\$199,734	Health Navigators to assist low income immigrant clients in accessing and maintaining health services
Lutheran Community Services NW	\$144,246	Improve the health and well-being of those seeking, or recently granted, asylum by connecting them to medical care, insurance, mental health counseling
Open Arms Perinatal Services	\$110,000	Train and hired new doulas from the African-American and Native communities
Puget Sound Christian Clinic	\$170,000	Expand clinic space and hours to better serve low income North Seattle residents
Real Escape from the Sex Trade	\$100,000	Behavioral and primary care services to women and men seeking to escape the sex trade
Renton Area Youth & Family Services	\$140,000	Increase access to health services by placing a Medical Provider and Behavioral Health Therapist in the Cynthia A. Green Health Center twice weekly in Skyway
Ryther	\$160,000	Partnership with YouthCare to create a new behavioral health team which will greatly reduce barriers faced by homeless youth
Seattle Area Support Groups/Peer Seattle	\$175,000	Maintaining behavioral health services for King County's LGBTQ community and allies
Sea Mar Community Health Centers	\$191,946	Integrated care at Des Moines health and housing campus
Seattle Children's Hospital	\$179,977	Children's Hospital Gender Clinic
YMCA of Greater Seattle	\$75,000	Pursuing health equity through community-clinical linkages in South King County
TOTAL	\$2,915,903	

- o The PHPDA awarded Nimble Grants to the following agencies for a contract year of January 1, 2018 to December 31, 2018:

AGENCY	AWARD	PROGRAM
Country Doctor Community Health Centers	\$20,000	Develop a Gender Care Navigator program to transgender and gender non-conforming patients CDCHC.
Healthy Food America	\$29,981	Develop healthy food subsidy programs for low-income residents to reduce the price of healthy food and thereby increase access.
University of Washington School of Dentistry	\$25,000	Project H.O.P.E. (Homeless Outreach Program and Education) provides dental and interdisciplinary education and outreach opportunities for dental students.
TOTAL	\$74,981	

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- The PHPDA awarded Nimble Grants to the following agencies for a contract year of April 1, 2018 to March 31, 2019:

AGENCY	AWARD	PROGRAM
Aurora Commons	\$19,994	The SHE Clinic at Aurora Commons will develop a comprehensive healthcare delivery pilot for Street Based Sex Workers on Aurora Ave.
Food Empowerment Education Sustainability Team	\$25,000	Expand the FEEST School Food Advocacy Program to increase access and affordability of healthy food in King County throughout the school district.
Gay City	\$20,000	Lesbian, Bisexual, Trans, and Queer Women's Health Needs Assessment and Feasibility Study
Parent Trust for Washington Children	\$10,000	Outreach to Reduce Health Disparities for Low-Income Expectant Families
TOTAL	\$74,994	

- The PHPDA awarded Nimble Grants to the following agencies for a contract year of October 1, 2018 to September 31, 2019:

AGENCY	AWARD	PROGRAM
Byrd Barr Place	\$25,000	African American Equity in Health Initiative: Develop a research project on health and well-being in the Black community.
Center for MultiCultural Health	\$10,000	Securing a Path Toward a Healthy Future: The Asian Pacific Islander Coalition Against Tobacco (APICAT) to support their transition to an independent 501c3 non-profit organization.
Center for MultiCultural Health	\$20,000	Healthy King County Coalition's Turning Up the HEAT learning circle will engage groups with hands-on experience with the Healthy Equity Assessment Tool (HEAT).
Children's Therapy Center	\$20,000	Increase CTC's capacity to provide equitable, culturally- and linguistically-competent information and services to families of children with special needs
TOTAL	\$75,000	

- Provide financial stewardship by managing the Pacific Tower property and the revenues from long-term tenants in a responsible manner.
 - The PHPDA has two long-term leases: with the Washington State Department of Commerce (DOC), which subleases space in the Pacific Tower to a wide range of health, social service, academic, and governmental entities, and with Pacific Medical

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Centers, for clinic space in Pacific Tower and health-related administrative space in the Quarters buildings.

- Both leases remain active with regular lease and operating cost payments made on time per lease schedules. Income from leases and operating cost reimbursements, as well as all PHPDA expenses, are regularly monitored by the Finance Committee and Governing Council.
- Participate in key local and regional health policy and planning workgroups and collaborations.
 - PHPDA staff regularly attend meetings and events hosted by Public Health – Seattle & King County, Philanthropy Northwest, and other groups working on health policy and philanthropy in the area. The Executive Director participates in the Health Philanthropy Partnership, a group focusing specifically on health funding in Washington State.
- Finalize leasing strategies for the North Lot housing (affordable, workforce, and/or market rate)
 - In 2018, the PHPDA altered our plans related to the nature of housing proposed on the North Lot of the campus. Originally, the plan called for a mix of low income and market rate units. In order to better address community needs, the market rate units were eliminated in favor of developing workforce housing units. This necessitated significant changes in the PHPDA's approach to the project during the year.
- Finalize Memoranda of Agreements and leases with North Lot project partners (Seattle-Chinatown International District PDA (SCIDpda), AiPACE, El Centro)
 - The PHPDA determined that SCIDpda would be the strongest partner in developing the full range of units to be created (low income and workforce). The PHPDA spent the better part of 2018 engaging with SCIDpda in discussions about how to develop the project, culminating in the creation of a long-term lease that is currently under development. We anticipate completion of the lease by spring of 2019.
 - Development of MOAs with AiPACE (development and management of an adult day care facility on the North Lot) and El Centro (early childhood development program) has been transferred to SCIDpda, as the anticipated master developer of the project.
- Complete architectural and landscape design of the North Lot project
 - Initial architectural and landscape designs were in the final stages prior to the changes in planned unit design. SCIDpda has been working with the PHPDA's design team at Weber Thompson architects to make appropriate adjustments to the project based on projected differences in potential funding streams.
- Complete all necessary permitting processes for the project
 - All necessary permits were submitted, but it is likely that the revised project plan may necessitate additional City review and approval.
- Identify initial potential array of public and private funding necessary to sustain the project
 - This task will fall to SCIDpda once the lease has been finalized. They are currently exploring a wide range of public and private financing to support the project.
- Potential break ground on the project in late 2018.
 - Due to the changes in the project and potential assignment of full master developer status to SCIDpda, this has been delayed.

Summary of Key 2018 Activities

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Continuing the development of our grantmaking program, the awarded almost \$3 million total for Major Grant contracts beginning July 1, 2018 and continuing into 2019 and approximately \$225,000 in Nimble Grant awards.

Although applications were not limited to the following focus areas, funding priorities for our 2018 Major Grants included programs that:

- Provide health-related services and improve health access and outcomes for African-Americans
- Provide health-related services and improve health access and outcomes for geographically-underserved areas of King County, such as South King County and rural King County
- Provide health-related services and improve health access and outcomes for people experiencing homelessness and/or housing instability
- Incorporate advocacy efforts to implement institutional change related to health

The funding priorities for our Nimble Grants were:

- Short term, time-limited projects
- Infrastructure and capacity development
- Planning
- Technology improvement
- Training, including internal staff training and external community trainings/educational events
- Policy and advocacy work

In the fall of 2018, the PHPDA Governing Council voted unanimously to re-brand all PHPDA grantmaking programs as the “Health Equity Fund.” This new name more accurately represents the focus of our grantmaking activities and helps alleviate lack of clarity in the community about the nature of our work. To date, we have received uniformly positive feedback about the new program name. We also worked with The Vida Agency, our communications consultants, to debut a new logo for the Health Equity Fund that now appears on all grant-related materials.

As noted above, the PHPDA devoted a great deal of time and energy to working with SCIDpda on the North Lot development project in 2018. This included monthly meetings to determine the nature of the unit mix, discussion of proposed changes to the architectural and landscape plans, and extensive discussions of potential funding streams to support the project.

Financial Stewardship

Clark Nuber completed the 2017 external audit and reported compliance with policies and procedures. The 2018 external audit is scheduled for April-May 2018. The State Auditor conducted the 2016-2017 audit in Fall 2018. The PHPDA received a clean audit report. The 2018-2019 PHPDA State audit is expected in Fall 2020.

The PHPDA’s Finance Committee reviewed financial statements on a monthly basis, with the full Governing Council reviewing them quarterly. On a quarterly basis, the Treasurer reviewed credit card

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expenditures, the check register, employment tax payments, and retirement contributions. Financial policies are continually reviewed and updated, and new policies developed.

Additionally, the Finance Committee tracked investments on a monthly basis, making investment decisions accordingly.

2018 PHPDA Council Members & Officers

The PHPDA is governed by a board of nine appointed members.

Council Member	Position(s)	Employment	Term Ends	Appointing Authority
Mike Heinisch	Council Chair, Program Committee Member	Kent Youth & Family Services	December 2020	Governing Council
Nancy Sugg	Council Vice-Chair, Program Committee Chair	Dept. of Medicine, Harborview & the Pioneer Square Clinic	December 2019	Governing Council
Judy Tobin	Council Secretary, Program Committee Member	Community Volunteer	December 2018	Governing Council
Lydia Assefa-Dawson	Program Committee Member	City of Federal Way, King County Housing Authority	December 2018	County Exec
Tony McLean	Council Treasurer, Finance Committee Chair	South King County CHI Franciscan Health	December 2019	Governing Council
Sue Taoka	Finance Committee Member	Craft3	December 2019	Mayor
Ellie Menzies	Program Committee Member	Community Volunteer	December 2018	Mayor
Gloria Burton	Finance Committee Member	Catholic Housing Services	December 2020	Mayor
Susan Crane	Finance Committee Member	SkillUp Washington	December 2020	Mayor
Jeff Natter	Executive Director			

Financial Information

Operating Budget

The PHPDA 2018 Operating Budget was approved on December 12, 2017. The PHPDA has no capital budget.

Revenues:	\$6,612,941*
Operating Expenses:	\$3,308,979*
Grants/Projects/Services:	\$3,173,378
Depreciation (non-cash):	\$761,354

*A portion of the PHPDA's revenues and operating expenses are pass-through costs paid by the PHPDA and reimbursed by tenants.

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PHPDA revenue sources in 2018 were: 1) rental income from long-term tenants, Department of Commerce and Pacific Medical Centers; 2) lessee tax reimbursements, 3) interest income, 4) parking lot income from daily and contract parking on the North Lot, and 5) lessee reimbursement of property operating, management, and other expenses. As of December 31, 2018, the PHPDA holds \$5,008,301 in the Pacific Tower and Property Reserve Fund.

The PHPDA's Crime Coverage insurance policy protects the PHPDA from theft and loss of/damage to money, securities and other property sustained by PHPDA officers and staff.

List of Depositories

As of December 31, 2018, PHPDA monies are deposited in a Columbia Bank checking account. Additional monies are invested in the State & Local Government Investment Pool and a CD with Sound Community Bank.

Certified Statement of Assets, Liabilities, Income, and Expenses for 2016 and 2017

The December 31, 2017 PHPDA Financial Statements and Schedules (with Independent Auditors' Report thereon) were transmitted to the City of Seattle in June 2018. The 2018 Audit will be transmitted upon completion.

Priorities for 2019

- Continue to gather and review relevant epidemiologic, legislative, and community-based data to further refine our grantmaking foci
- Through a competitive process, award grants to improve access to health resources and improve health outcomes among underserved populations.
- Provide financial stewardship by managing the Pacific Tower property and the revenues from long-term tenants in a responsible manner.
- Participate in key local and regional health policy and planning workgroups and collaborations, as well as groups working in the philanthropic sector.
- Finalize the North Lot lease with SCIDpda
- Work with SCIDpda to Identify initial potential array of public and private funding necessary to sustain the project
- Begin the process of re-leasing the Quarters buildings and Tower clinic either to Pac Med (current tenants) or potential new tenants

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Attachments

- 1. Certificates of Insurance**
- 2. PHPDA 2018 Operating Budget**
- 3. Resolution 13-2017, approving the 2018 Operating Budget**

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/06/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

Table with PRODUCER (USI Insurance Services), CONTACT NAME, PHONE (206 441-6300), FAX (610-362-8530), INSURER(S) AFFORDING COVERAGE (INSURER A: Philadelphia Indemnity Insurance Co., NAIC # 18058), and INSURED (Pacific Hospital Preservation & Development Authority).

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Main table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSR, SUBR WVD, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Rows include COMMERCIAL GENERAL LIABILITY (PHPK1829557), AUTOMOBILE LIABILITY (PHPK1829557), and UMBRELLA LIAB (PHUB631803).

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Evidence of Insurance

Table with CERTIFICATE HOLDER (Pacific Hospital Preservation and Development Authority) and CANCELLATION (SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE: Kristi Kenetich).

EVIDENCE OF PROPERTY INSURANCE

DATE (MM/DD/YYYY)
06/06/2018

THIS EVIDENCE OF PROPERTY INSURANCE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE ADDITIONAL INTEREST NAMED BELOW. THIS EVIDENCE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS EVIDENCE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE ADDITIONAL INTEREST.

AGENCY USI Insurance Services 601 Union Street, Suite 1000Seattle, WA 98101		PHONE (A/C, No, Ext):	COMPANY See Below	
FAX (A/C, No): 877-678-5844	E-MAIL ADDRESS:			
CODE:	SUB CODE:			
AGENCY CUSTOMER ID #: 581221			LOAN NUMBER N/A	POLICY NUMBER See Below
INSURED Pacific Hospital Preservation & Development Authority 1200 12th Ave S., Qtrs 2 Seattle, WA 98144			EFFECTIVE DATE 06/01/18	EXPIRATION DATE 06/01/19
			<input type="checkbox"/> CONTINUED UNTIL TERMINATED IF CHECKED	
THIS REPLACES PRIOR EVIDENCE DATED:				

PROPERTY INFORMATION

LOCATION/DESCRIPTION
1200 12th Ave S., Seattle, WA 98144

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS EVIDENCE OF PROPERTY INSURANCE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

COVERAGE INFORMATION

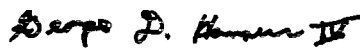
COVERAGE/PERILS/FORMS	AMOUNT OF INSURANCE	DEDUCTIBLE
Company: Affiliated FM Insurance Company Policy Number: TK969 Coverage: Special Form, including Theft. Replacement Cost. Agreed Value (No Co-insurance). Equipment Breakdown. Blanket Limit on Buildings, Business Personal Property, and Business Income/Rental Value	\$88,600,000	\$10,000
Earthquake Coverage: Company: Beazley (Lloyds London) Policy Number: W15ADC180501 - continued on page 2		

REMARKS (Including Special Conditions)

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

ADDITIONAL INTEREST

NAME AND ADDRESS Pacific Hospital Preservation and Development Authority 1200 12th Ave S, Qtrs 2 Seattle, WA 98144	<input type="checkbox"/> MORTGAGEE	<input type="checkbox"/> ADDITIONAL INSURED
	<input type="checkbox"/> LOSS PAYEE	
	LOAN #	
AUTHORIZED REPRESENTATIVE 		

COVERAGE INFORMATION (Continued from page 1.)

COVERAGE/PERILS/FORMS	AMOUNT OF INSURANCE	DEDUCTIBLE
Coverage: Earthquake and Flood for the Towers Building and Garage Limit on Buildings and Business Income	\$10,000,000	5%
Company: Evanston Insurance Company Policy Number: MKLV14XP010526 Coverage: \$10,000,000 Excess Earthquake and Flood above the underlying policy with Beazley	\$10,000,000	

12/12/2017

Pacific Hospital Preservation and Development Authority (PHPDA)

RESOLUTION NO. 13-2017


WHEREAS Article VII, Section 2 of the Charter of the Pacific Hospital Preservation and Development Authority (the "PHPDA") requires that the PHPDA Council adopt an annual operating budget;

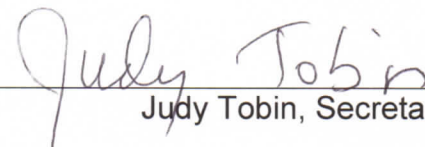
WHEREAS the PHPDA Finance and Planning Committees have reviewed the proposed 2018 operating budget and assumptions and have recommended adoption of the 2018 operating budget in the form attached hereto as Exhibit A;

WHEREAS the PHPDA Governing Council has reviewed the recommended budget in an open public meeting;

THEREFORE, BE IT RESOLVED that the 2018 Operating Budget is hereby adopted and approved by the PHPDA Governing Council.

COUNCIL, PACIFIC HOSPITAL PRESERVATION & DEVELOPMENT AUTHORITY

BY: 
Mike Heinisch, Chair

BY: 
Judy Tobin, Secretary

Adopted by the vote of a majority of the members of the Pacific Hospital Preservation & Development Authority Governing Council, present at a meeting held on December 12, 2017 at which a quorum was present.

	2017 Budget	2017 Projection	2018 Proposed Budget
Rental income			
Dept. of Commerce Lease	\$ 2,692,934	\$ 2,692,934	\$ 2,773,722
PacMed Lease	\$ 945,624	\$ 945,624	\$ 945,624
North Lot parking income	\$ 80,000	\$ 65,000	\$ 70,000
<i>Rental income subtotal</i>	\$ 3,718,558	\$ 3,703,558	\$ 3,789,346
Reimbursement income			
Tower Operating reimbursement from PMC	\$ 729,610	\$ 665,000	\$ 700,584
Quarters building insurance reimbursement from PMC	\$ 18,000	\$ 16,800	\$ 18,000
Operating reimbursement from DOC	\$ 2,027,894	\$ 1,865,000	\$ 2,008,511
Property tax reimbursement	\$ 30,000	\$ 29,000	\$ 32,000
<i>Reimbursement income subtotal</i>	\$ 2,805,504	\$ 2,575,800	\$ 2,759,095
Other income			
Interest earnings	\$ 30,000	\$ 70,000	\$ 60,000
Other income	\$ -	\$ 5,000	\$ 4,500
<i>Other income subtotal</i>	\$ 30,000	\$ 75,000	\$ 64,500
TOTAL INCOME	\$ 6,554,062	\$ 6,354,358	\$ 6,612,941
Tower/Property Operating expense			
Tower Insurance	\$210,000	\$199,000	\$210,000
Quarters Insurance	\$18,000	\$16,800	\$18,000
Tower Operating	\$2,517,705	\$2,300,000	\$2,487,095
Property Tax	\$30,000	\$30,300	\$34,000
<i>Tower/Property Operating expense subtotal</i>	\$ 2,775,705	\$ 2,546,100	\$ 2,749,095
Grant and related expense			
Major grants	\$2,999,952	\$2,825,000	\$2,915,878
Nimble Fund	\$225,000	\$216,000	\$225,000
Coalition Planning grants			\$30,000
Contracted Evaluation Services	\$2,500	\$0	\$2,500
<i>Grant and related expense subtotal</i>	\$3,227,452	\$3,041,000	\$3,173,378
Personnel expense			
<i>Executive Director</i>	\$120,200	\$120,200	\$123,806
<i>Other staff salaries</i>	\$160,136	\$151,813	\$182,985
Total Salaries	\$280,336	\$272,013	\$306,791
Health insurance	\$23,350	\$22,000	\$26,000
Dental insurance	\$3,000	\$2,850	\$2,900
403(b) contributions (3% of salary)	\$8,410	\$8,160	\$9,204
L&I insurance	\$1,340	\$1,250	\$1,340
Social security/Medicare	\$21,446	\$20,809	\$23,470
Life and disability insurance	\$6,900	\$6,420	\$6,900
Other benefits	\$3,650	\$3,564	\$3,700
Professional development	\$4,000	\$3,500	\$4,000
<i>Personnel expense subtotal</i>	\$352,432	\$340,567	\$384,304
Professional Services and Consultant expense			
Legal	\$40,000	\$12,000	\$20,000
Accounting	\$19,500	\$19,800	\$20,500
External audit	\$22,500	\$23,510	\$24,000
State audit	\$2,000	\$2,000	\$10,000
Payroll services (ADP)	\$2,000	\$2,180	\$2,200
Cultural competency consultant	\$10,000	\$0	\$0
Real Estate Professional Advisors	\$5,000	\$500	\$5,000
Government Relations Consultant	\$1,500	\$0	\$0
Communications Consultant	\$15,000	\$12,000	\$15,000
IT support	\$9,000	\$9,500	\$10,000
Graphic Design	\$1,000	\$1,700	\$2,000
Website Developer	\$500	\$500	\$500
<i>Professional Services and Consultant expense subtotal</i>	\$128,000	\$83,690	\$109,200

PHPDA Operating expense			
Small Equipment	\$8,000	\$6,500	\$6,000
Grant Software and Licensing	\$5,100	\$5,081	\$5,500
Supplies	\$5,000	\$4,500	\$5,000
Quarters 2 Repairs & maintenance	\$8,500	\$4,000	\$6,000
Printing & Publicity	\$2,000	\$1,000	\$1,500
Postage	\$500	\$400	\$500
Telephone	\$4,500	\$4,600	\$4,800
Internet service	\$1,800	\$1,700	\$1,800
Meals/Catering	\$7,000	\$8,000	\$8,000
Travel + parking	\$3,000	\$4,000	\$4,500
Dues & Subscriptions	\$7,500	\$6,000	\$6,500
Insurance (Commercial, D&O)	\$12,500	\$12,000	\$12,500
Bank fees	\$1,000	\$650	\$750
Misc.	\$3,000	\$1,000	\$3,000
<i>PHPDA Operating expense subtotal</i>	<i>\$69,400</i>	<i>\$59,431</i>	<i>\$66,350</i>
TOTAL EXPENSE	\$ 6,552,989	\$ 6,070,788	\$ 6,482,327
Net before depreciation	\$ 1,073	\$ 283,570	\$ 130,614
<i>Depreciation expense</i>	<i>\$762,585</i>	<i>\$762,585</i>	<i>\$761,354</i>