# Mission Statement

*Metro West Housing Solutions*

A leader in providing quality housing options and transformative opportunities for people and communities.

# Guiding Principles

With the highest quality:

- Provide a diversity of housing options, focusing on low to moderate income households
- Achieve environmental excellence
- Deliver a range of resident services
- Maintain fiscal responsibility
- Participate in collaborative opportunities

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Visionary Leadership
Board of Commissioners

LEFT TO RIGHT: Joan Smith (Board Chair), Robert Sandridge (Vice Chair), BJ Hopkins (Commissioner), Bill Marino (Commissioner), & Sandy Maben (Commissioner)

Innovation-In-Action
Executive Staff

Tami Fischer
Executive Director &
Chief Executive Officer

Carl Musso
Chief Financial Officer

Sabrina Pierre-Louis
Deputy Executive Director
& Chief Operating Officer

Kim Buehler
Chief Administrative Officer

Brendalee Connors
Chief Asset Management Officer

2012 FINANCIAL STATEMENT
The Housing Authority of the City of Lakewood d.b.a.
Metro West Housing Solutions –
Fiscal Year Ended December 31, 2012

STATEMENT OF NET POSITION
12/31/12

ASSETS
Cash and Investments $11,766,393
Receivables $6,352,319
Prepaid Expenses $38,824
Restricted Cash $1,516,916
Notes and Interest Receivable $26,836,654
Loans Costs $16,380
Equity in Partnerships $3,887,783
Capital Assets $9,730,494
TOTAL ASSETS $60,145,763

LIABILITIES
Payables $516,997
Due To Other Funds $4,434,907
Prepaid Rent $15,698
Escrow and Absences $110,517
Tenant Security Deposits $47,951
Bonds, Notes and Mortgages Payable $10,332,817
TOTAL LIABILITIES $15,458,887

TOTAL NET POSITIONS $44,686,876

STATEMENT OF REVENUE, EXPENSES, & NET POSITIONS
12/31/12

OPERATING REVENUE
Operating Income $2,288,149
HUD Contributions and Grants $8,721,136
Investment Income $993,152
TOTAL REVENUES $12,002,437

OPERATING EXPENSES
Housing Assistance Payment $9,364,638
General and Administrative $3,269,233
Maintenance and Operation $671,939
Other Operating Expenses $221,731
TOTAL OPERATING EXPENSES $13,527,541

GAIN ON DISPOSITION OF PROPERTY $241,647
EQUITY INVESTMENT - DEVELOPMENT $(31,902)
MORTGAGE INTEREST EXPENSE $528,994

NET POSITION, BEGINNING RESTATED $46,531,229
NET POSITION, ENDING $44,686,876

Disclaimer – Statement provides summary of MWHS’ finances through 2012. All MWHS finances are audited by a third party and the U.S. Department of Housing and Urban Development for performance. To see a full copy of the audit, please call (303) 967-7580.

Tami Fischer (center) enjoying a fall day with residents
Metro West Housing Solutions (MWHS) recognizes that emerging cultural and demographic trends, shifts in preference and behavior, and new technology are impacting the way we communicate with one another. To effectively implement our mission, we embrace these trends and view them as an opportunity to better articulate what we do and who we serve so we can enhance connections with clients, partners, and staff. Modern technology makes connecting to others nearly effortless. Taking advantage of today’s advances in communications technology allows us to: connect with a wider range of clients and partners now and into the future; continue to compete in the rental housing market; excel at promoting housing and services; publicize business partnership opportunities; and expand clients’ connections to vital outside resources and service providers.

MWHS staff and its partner organizations are increasingly reliant on electronic devices and programs for real-time information. Our clients also embody this trend. For example, a low-income household’s primary means of communication is often a smart phone. The high costs to own a cell phone and landline, computers, and other equipment as well as the associated costs of providing phone, internet, and texting services burdens low-income households. They can consolidate all of these services into one device, saving money. The Pew Research Center found that 56 percent of American adults now own a smartphone when only 35 percent owned a smartphone two years ago.

Young people are connecting electronically more than ever before. The Pew Research Center discovered that 78 percent of all teenagers have cell phones and 37 percent have a smart phone, up from 23 percent in 2011. On average, about one in four teens use their cell phone as their primary access to the internet as opposed to computers, tablets, or laptops. But within households making $30,000 or less per year, more than 30 percent of teens rely on their phone for internet access. 63 percent of all teens say they exchange text messages every day with people in their lives. This far surpasses the frequency of other forms of daily communication, including talking by phone, face-to-face socializing outside of school, social network site messaging, instant messaging, and emailing.

We have helped blaze the trail in sustainable and green housing development, on-site human services for our housing community residents, and now embark on a new effort - to enhance and sustain internal knowledge of the evolving world of technology and to channel this knowledge to better achieve our mission.

Joan Smith
Board Chair - Metro West Housing Solutions
With the digital world evolving at a rapid pace, a strong website is essential. Most people now use the internet as their first source to find housing, employment opportunities, and information about community organizations, businesses, civic associations, etc. In 2012, an internal committee of staff members representing each MWHS department formed and designed a new website. The committee focused on ways to keep data fresh and relevant, ease users’ ability to find information, and how to utilize the website as a way to promote the agency’s mission.

In only a year, MWHS went from having a minimal presence on the internet to having an inviting, easy-to-use website that has received many positive compliments from clients, vendors, and partners. The website offers real-time updates on housing availability at all properties, accomplishments and media announcements, employment and procurement opportunities, an employee login for staff to acquire forms and information as they need it, and much more. MWHS’ many social media outlets are easily accessible through the new website.

It’s now easier and more efficient than ever for MWHS staff to communicate with each other, clients, partners, and the public. MWHS will continue to refine and enhance its website to ensure it offers exceptional service to its users.
Social Media is increasingly important in today’s connected society. According to a 2011 Wall Street Journal report: “Social networking sites now reach 82% of the world’s online population, representing 1.2 billion users around the world. Social networking ranked as the most popular content category in worldwide engagement, accounting for 19% of all time spent online. Nearly 1 in every 5 minutes spent online is now spent on social networking sites – a stark contrast from when the category accounted for only 6% of time spent online in 2007.”

In addition to its website, MWHS has a presence on Facebook, Twitter, YouTube, and LinkedIn. MWHS’ Facebook page allows the agency to share everything from advertising a new property to providing home improvement tips to publicizing community events.

MWHS’ Twitter page has the potential to deliver important information to many of Twitter’s more than 554 million active users. 135,000 new users sign up every day and create approximately 9,100 tweets every second (58 million tweets per day).

The video-sharing website YouTube allows MWHS to showcase its place-making ability, green building efforts, resident services programs, and highlight clients and their stories. In only one year of employing YouTube as an outreach tool, MWHS has generated more than 750 views of videos in which MWHS is profiled.

MWHS created a LinkedIn presence in 2012 to offer the public opportunities to learn more about MWHS as an organization, staff backgrounds, news and accomplishments, and employment.
Email marketing allows MWHS to design unique, targeted emails. The emails are embedded with colorful graphics and images, much like a brochure, but with links to websites, videos, social media outlets, etc. MWHS uses email marketing to distribute its employee and sustainability e-newsletters, publicize properties under construction, the opening of waiting lists, and more. In fact, this annual report is distributed via email marketing.

Email marketing programs offer real-time tracking of how many times an email is opened, who opened it, and if they clicked on any links embedded in the email. This allows MWHS to better understand the effectiveness of outreach methods. Email marketing is also more cost-effective, environmentally-friendly, and easier to keep up-to-date than printed documents.

MWHS facilitates surveys to solicit input. Surveying is easier as a result of email marketing. Online survey systems combine well with email marketing and automatically collect, organize, and disseminate information. Online surveying combined with email marketing has increased response rates from residents by more than 25% on average.

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**Introducing Our Communications Specialist**

Arielle Hodgson joined MWHS to oversee community outreach, cultivate MWHS’ brand and image, and manage MWHS’ website, email marketing efforts, and social media presence. “I am excited for the opportunity to work with this excellent organization and its great staff and clients. I look forward to being a part of MWHS’ pioneering communication initiatives.”
Thank you to our new partners:
• 40 West Arts District
• Bank of the West
• Venoco Community Partnership
• Veterans Green Jobs
• Lakewood-West Colfax BID

Thank you to our long-standing partners for their continued support:
• The Action Center
• America the Beautiful Fund
• ArtReach
• City of Lakewood
• Colorado Housing Assistance Corporation (CHAC)
• Colorado Garden Show, Inc.
• Colorado Housing & Finance Authority
• Colorado State University
• JeffCo Extension
• Cooking Matters
• Denver Urban Gardens
• Federal Home Loan Bank
• FirstBank of Colorado
• Food Bank of the Rockies
• Jefferson County Workforce Center
• Jefferson County Department of Human Services
• Red Rocks Community College
• Regional Transportation District
• Rocky Mountain College of Art & Design
• State Division of Housing
• United Way
• US Bank
• United States Green Building Council
• U.S. Environmental Protection Agency
• U.S. Department of Housing & Urban Development
• University of Colorado at Denver
• Wells Fargo Bank
• Xcel Energy

WITH GRATITUDE...
Thank you to our partners for helping us achieve our mission.

This annual report is primarily distributed electronically & printed on recycled paper to reduce paper waste. Alternative formats of this document are available upon request.