

# *Charleston Housing*

## Celebrating Community Investments & Partnerships



Annual Report  
2003~2004

# Our Message to the Community

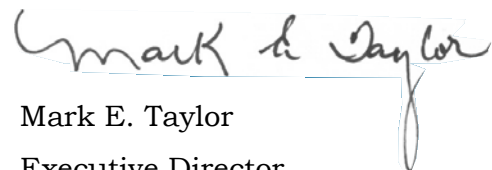
Charleston Housing is “Celebrating Community Investments & Partnerships” with a reflection on the successes of the past year. Throughout the year, Charleston housing provided homes to more than 3,500 residents and offered them quality programming through partnerships with various agencies. Charleston Housing staff strive to offer the best possible service which is reflected in the high performing housing agency status achieved in both the Public Housing and Rental Assistance Programs.

Charleston Housing Commissioners, staff and residents are excited about the re-growth of the Orchard Manor community. This neighborhood has new town homes, a new park, and the start of a total renovation project on ten existing units. The Littlepage Stone Mansion, listed on the National Register of Historic Places, underwent a major restoration effort this year and was part of more than three million dollars that was invested in the West Side of Charleston.

Through a partnership with West Virginia State University, the Neighborhood Networks Program continued to grow and several innovative programs were developed. More than 400 residents have participated in the computer classes and 175 e-mail accounts have been established, expanding the communication possibilities for participants of all ages.

As you review this report, you will see the many exciting things happening at Charleston Housing and the progress that was made throughout the year. Through collaboration with various agencies, Charleston Housing will continue to improve our communities and programs and make them the best they can be for the residents we serve.

Sincerely,



Mark E. Taylor  
Executive Director

# *Dedicated to Vernadine L. Crothers*



**V**ernadine Crothers, Commissioner and resident of Orchard Manor, is originally from Metuchen, New Jersey. Ms. Crothers attended Austin Community College and has been employed for Casci, CSRII for two years.

Ms. Crothers has been a resident of Orchard Manor since 1997. She served as the Orchard Manor Resident Management Corporation President for four years. Ms. Crothers was appointed to Charleston Housing's Board of Commissioners in April 2000. She said that being a Resident Commissioner allows representation for residents and allows residents to have more insight and access to Charleston Housing.

# Board of Commissioners



*Katherine L. Dooley, Chair*  
*Principal, Dooley Law Firm*



*Richard P. Cooke, Vice—Chair*  
*Director & CEO of the West Virginia Solid  
Waste Management Board*



*Michael G. Comer*  
*President*  
*Huntington Banks, WV*



*Marie L. Prezioso*  
*Senior Vice-President*  
*Ferris, Baker, Watts, Inc.*



*Vernadine Crothers*  
*Resident of Orchard Manor*

The Board of Commissioners serves as the policy making body of Charleston Housing similar to the Board of Directors of a private corporation. Commissioners are appointed by the Mayor, they receive no pay and are civic minded citizens who are willing to give of their time and energy to provide a decent, safe, and sanitary home and a suitable living environment for every resident.

# About Charleston Housing

## **Our Mission**

Charleston Housing's mission is to provide every resident with a decent, safe, affordable place to live while linking them to programs that will assist them on their journey to self-sufficiency.

## **Our Programs**

Charleston Housing offers two types of housing assistance. Public housing is made up of housing units located in developments owned and operated by Charleston Housing. Rental Assistance or Section 8, allows the tenant to find their own housing and Charleston Housing provides subsidy to the landlord. The agency manages six family developments, four high-rises and several scattered sites on the public housing program and administers Section 8 vouchers and moderate rehabilitation units throughout Kanawha and Putnam Counties.

## **Who We Serve**

Charleston Housing provides housing assistance for more than 3,000 low to moderate income families. Section 8 tenants find their own housing and pay a portion (30%) of their monthly income toward rent and utilities with Charleston Housing making up the difference. For public housing tenants, the obligation for rent is based on 30% of their adjusted monthly income.

## **Community Services**

Charleston Housing offers residents more than a home. After-school programs offer homework assistance and mentoring to youth. The Summer Nutrition program assures that every child is given a healthy lunch when school is not in session. The Family Self-Sufficiency, FSS, Program assists residents in creating a plan for self-sufficiency by linking them to resources to help them attain two goals: obtain employment (or better employment); become free of public assistance. The FSS Homeownership program links participants to homeownership/credit counseling and allows them to use their Section 8 voucher to support a monthly mortgage payment. The Service Coordinator coordinates enrichment activities, services and programs for the elderly and disabled in the high-rise communities. The Neighborhood Networks Program provides all residents with Internet access & state of the art equipment located at a computer lab in their community.

## **Our Staff**

Charleston Housing has 84 employees who work to provide quality service through our programs. With our Board of Commissioners, community partners and residents, we will continue to work to build stronger communities and improve the quality of life for those we serve.



# Leased Housing

The Leased Housing Department administers the Housing Choice Voucher (HCV) program, funded by the U.S. Department of Housing and Urban Development (HUD), designed to help low-income families rent safe, decent housing on the open market in Kanawha and Putnam Counties. Families are responsible for finding their own housing and paying a portion (30%) of their monthly income toward rent and utilities. Charleston Housing makes up the difference between the cost and the family's contribution. As of March 31, 2004, the Department managed an allotment of 1,613 tenant-based vouchers and an additional 65 Moderate Rehabilitation units. 98% of these units were utilized at fiscal year end and there were 2,071 applicants on the Section 8 waiting list.

## Leased Housing Highlights

- Received a 92% rating (high performer) on HUD's Section Eight Management Assessment Program (SEMAP).
- 98% utilization of units allocated and dollars budgeted.
- Awarded 20 vouchers through a HUD Shelter Plus Care grant to assist homeless individuals with addictions.
- Successfully completed a Rental Integrity Monitoring (RIM) review by HUD. This program audit evaluated staff performance in verifying income, allowances and the calculation of rental amounts.
- Celebrated Homeownership Month in June with a Homeownership Fair attended by more than 300 people. Local lending institutions and non-profit counseling organizations joined with Charleston Housing to help low income families see the opportunities available to them for homeownership. (Pictured right)
- Thirteen families successfully completed their Family Self-Sufficiency contracts by becoming gainfully employed and welfare free. Three of these families went on to achieve homeownership.



# Family Self Sufficiency

Charleston Housing initiated a Family Self Sufficiency (FSS) Program in 1998, with the help of various outside service providers, attempting to help bridge the gap between the terms “low income” and “self-sufficient”.

Now in its sixth year, the FSS program has proudly announced its thirtieth graduate. Escrows awarded total in excess of \$155,000.

Currently thirty-two families have accumulated an estimated \$87,000 in escrow and interest and over \$285,000.00 has been earned by various families since the beginning of the program in 1998.



Charleston Housing’s Family Self Sufficiency Homeownership Program is designed to promote and support homeownership by “first time” buyers through the use of the U.S. Department of Housing and Urban Development’s (HUD) Housing Choice Voucher program. Instead of using their Voucher assistance to support a monthly rental payment, the homeownership program will permit qualified families to achieve the dream of homeownership and still only have to pay thirty percent (30%) of their monthly-adjusted income toward their mortgage, escrow and utilities.

The Homeownership program was initiated in March 2001 with Charleston Housing partnering with Jubilee Housing of the Religious Coalition for Community Renewal (RCCR) to offer pre-assistance homeownership counseling to interested FSS families. In addition, in August 2001, Charleston Housing and the West Virginia Housing Development Fund (WVHDF) executed an agreement that would increase financing opportunities for families participating in the program. Since that time twenty-nine families attended counseling classes with the first to successfully take full advantage of the program being Ms. Wanda Blake who found her dream home in the fall of 2002. Misty Rollins and her family, pictured right, also purchased their home in 2003 through Charleston Housing’s FSS Homeownership Program. Overall, a total of nine FSS graduates have purchased homes upon program completion through various programs.



# Property Management

The Public Housing Management Department is responsible for occupancy, resident applications and property management. Charleston Housing manages ten public housing communities: six family and four high-rises, as well as, scattered site properties with a total of 1337 apartments. These communities provide homes for more than 2000 residents.

## Communication

Communication between Charleston Housing staff, residents and applicants continues to improve through the addition of a resident orientation and an updated website.



Housing managers also have an open forum once a month for residents in each community and Charleston Housing Administrative Staff meet quarterly with resident councils for progress updates.

## Senior Services

More than 1,000 elderly and disabled residents received services and participated in activities through the Senior Services Coordinator. The Coordinator linked more than 200 residents to various agencies for assistance. The Coordinator brought in various groups such as the University of Charleston School of Nursing for health screenings and nutrition information. Inspired by the "West Virginia on the Move" campaign, the Service Coordinator implemented a walkers club for residents in the high-rise communities.

## Safety & Security

The Safety & Security Officer (SSO) works with the residents and the management staff to resolve any issues and concerns in the public housing communities.

The Charleston Police Department leased space in Washington Manor this year to house their street crimes unit. The SSO works as the liaison between the police department & housing authority to coordinate crime fighting efforts.

Charleston Housing's Report Card	
PHAS Indicator	Score
Physical	29/30
Financial	26/30
Management	30/30
Resident	9/10
<b>PHAS Total Score</b>	<b>94/100</b>

*High Performer*

## Agency Scores

Charleston Housing receives a PHAS score each year. PHAS was established to standardize the grading of all public housing agencies. This grade card for housing, scores each agency according to various components, listed above, and then gives the agency an overall performance rating. Charleston Housing continues to hold the status of high performing housing agency.

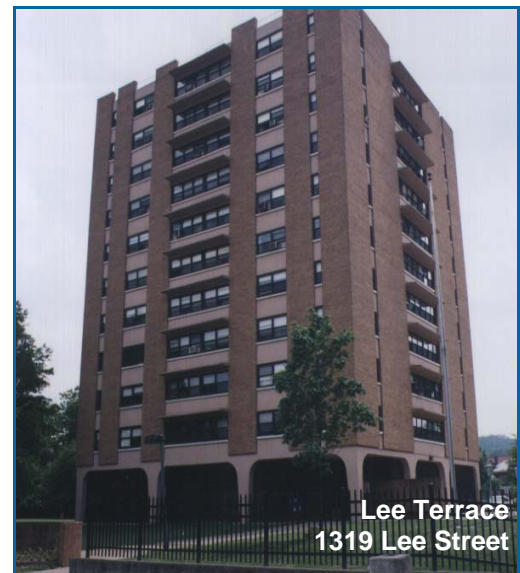
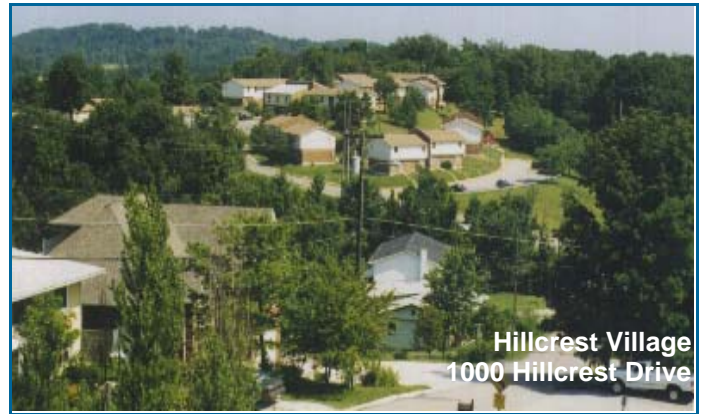




# Public Housing Properties

Property	Number of Units	Total Residents	Bedroom Composition							Year Built
			EFF	1	2	3	4	5	6	
Littlepage Terrace	170	268		76	76	18				1939
Washington Manor	301	410		124	163	14				1939
Orchard Manor	140	254		2	114	24				1952 1993
Lee Terrace	100	108	45	55						1965
Jarrett Terrace	99	97	77	22						1970
Carroll Terrace	199	201	142	55	2					1970
South Park Village	80	287				37	29	10	4	1970
Hillcrest Village	54	109		12	24	12	4	2		1972
Oakhurst Village	50	104		8	22	14	4	2		1972
Lippert Terrace	112	113		112						1973
Scattered Sites	32	79			12	18	2			
<b>TOTALS</b>	<b>1337</b>	<b>2030</b>	<b>264</b>	<b>466</b>	<b>413</b>	<b>137</b>	<b>39</b>	<b>14</b>	<b>4</b>	

# Quality Affordable Housing





# Public Housing Properties



# Community Partnerships

Charleston Housing has strong partnerships with local business and Universities to promote and support low-income housing and social service programs.

**West Virginia State University (WVSU)** partners with Charleston Housing to provide After-School programming in three public housing communities. Program staff has been completely funded through the University for more than two years. WVSU established Neighborhood Networks Computer Centers in all ten public housing communities with funding awarded to Charleston Housing through HUD. The Summer Nutrition program is administered by WVSU in six family communities and a literacy program is soon to be implemented in the After-School sites.

**The University of Charleston** sends nursing students to Charleston Housing's high-rise communities to provide free health screenings and nutrition information to residents. Students pictured right presented a "Vial of Life" program to residents to document medical information.



The West Virginia Housing Development Fund, Religious Coalition for Community Renewal and Department of Housing & Urban Development partner with Charleston Housing to provide a Homeownership program for Section 8 participants. The partnership is a great testimony to

the collaborative efforts of federal, state, and local agencies as well as private & non-profit groups helping to make homeownership possible for a low-income family.

The program is designed to promote and support homeownership by "first time" buyers through the use of HUD's Housing Choice Voucher program. Jubilee Housing of the Religious Coalition for Community Renewal (RCCR) offers the pre-assistance homeownership counseling and the West Virginia Housing Development Fund increases financing opportunities for families participating in the program.

George Rodriguez, WV HUD Field Office Director said, "Charleston Housing's Homeownership program is a good example of a successful program because there have only been 40 successful home purchases of this type nationwide and three of those are from Charleston Housing's program."

Partners for the program pictured above are from left: Dave Rathbun, WVHDF; Tammy Jones, Charleston Housing; Phyllis Lester, Section 8 homeowner; Sandra Hamlin, RCCR and George Rodriguez, HUD.



Charleston Housing partners with numerous agencies throughout the year and continues to create partnerships to provide quality programming for our residents.



# Neighborhood Networks

Charleston Housing was awarded a \$250,000 Neighborhood Networks grant in 2003. Through a partnership with West Virginia State University, computer centers have been established in ten public housing communities and offer Internet access, open lab hours and technology training. Approximately 400 residents have participated in various technology and education classes totaling more than 90 programs to date. Some of the activities are as follows:



## Technology & Kids

This program is offered within the After-School Programs. The mission of this program is to give children individual attention as they build upon their computer skills. The groups have enjoyed working with Power Point, t-shirt transfers, 4-H workbooks and digital photography.



## Family Storyteller

This Literacy program was offered as a collaboration between West Virginia State University, West Virginia University and Verizon. The program invites families to come to the Neighborhood Networks Centers to read to each other while emphasizing reading techniques such as previewing books, reading with expression, labeling and asking questions. Each family receives a bag of books, art supplies and take home activities.



## Basket Weaving & Technology

This class has been a favorite for seniors in the high-rise communities. During these sessions, the participants learned how to start a computer, operate the mouse, and how to research information on the Internet by using addresses and key words. Basket weaving history and crafters were studied. Next, residents actually wove two baskets with assistance from a basket weaver who participates in over 8 shows a year and sells more than 500 baskets a year to Tamarack.



# Property Upgrades

Charleston Housing, through the use of federal funding and help from community partners, has invested more than three million dollars in the West Side Community.

In addition to the new construction at Orchard Manor, the Littlepage Stone Mansion which is listed on the National Register of Historic Places recently underwent exterior renovations. The building, which houses Charleston Housing's Operations office, received a new roof and gutter work, stone and stucco repairs and cleaning.



Carroll Terrace & Lippert Terrace received balcony upgrades and repairs. The lighter paint on the exterior gave the buildings a bright clean appearance. Pictured left is a picture of Carroll Terrace with part of the balconies painted to show the improvement from the dark balcony before.

Orchard Manor received a new playground, pictured below, which includes: a play pod, spray ground, benches, picnic tables, lighting, sidewalks and swings.

Several other modernization projects include:

- Security fencing at Washington Manor
- HVAC & electrical upgrades at Hillcrest, Oakhurst & South Park
- New kitchens & baths at scattered sites
- Siding, roofs, gutters & downspouts at South Park





# Community Investments

Project	Architect	General Contractor	Cost
Littlepage Terrace Restoration Project 	Adkins Design Larry Adkins, Architect	Quantum Construction Services, Inc.	\$300,268
Four Townhouses 	Adkins Design Larry Adkins, Architect	Lou Morgan Builders	\$524,619
Park 	Adkins Design Larry Adkins, Architect	Shamblin Construction	\$183,745
Maintenance Building 	Adkins Design Larry Adkins, Architect	Lou Morgan Builders	\$378,448
Lippert & Carroll Terrace Balcony Upgrades 	Adkins Design Larry Adkins, Architect	Graciano Corporation	\$1,014,672

# A Community Reborn

In November 1998, things began to change for residents of Orchard Manor. Through funding provided by a HOPE VI Demolition Grant, buildings that had common stairwells, which created problem areas for criminal activity, were removed from the community leaving an open campus atmosphere and 130 walk-up units.

Residents were happy with the quiet community they discovered but were eager for re-growth. Based on needs identified by the residents, Charleston Housing began to rebuild the Orchard Manor community.



In 2003 six new handicapped units were completed with replacement housing funding from the U.S. Department of Housing & Urban Development. Four new town homes (pictured above) were occupied in May 2004. These town homes consist of two and three bedroom units with central heat and air, plenty of storage and a view of the open campus at Orchard Manor through the gorgeous bay windows.

Renovations on ten of the existing walk-up buildings will include upgrades to the roofs and roof lines, front porches, walkways, windows, air conditioning, kitchens, bathrooms, electrical & heating systems.

The City of Charleston built a safety center in the community which provides fire and ambulance service to the lower West Side of Charleston. Charleston Housing built a new maintenance training and storage facility in Orchard Manor that compliments the design of the Safety Center.

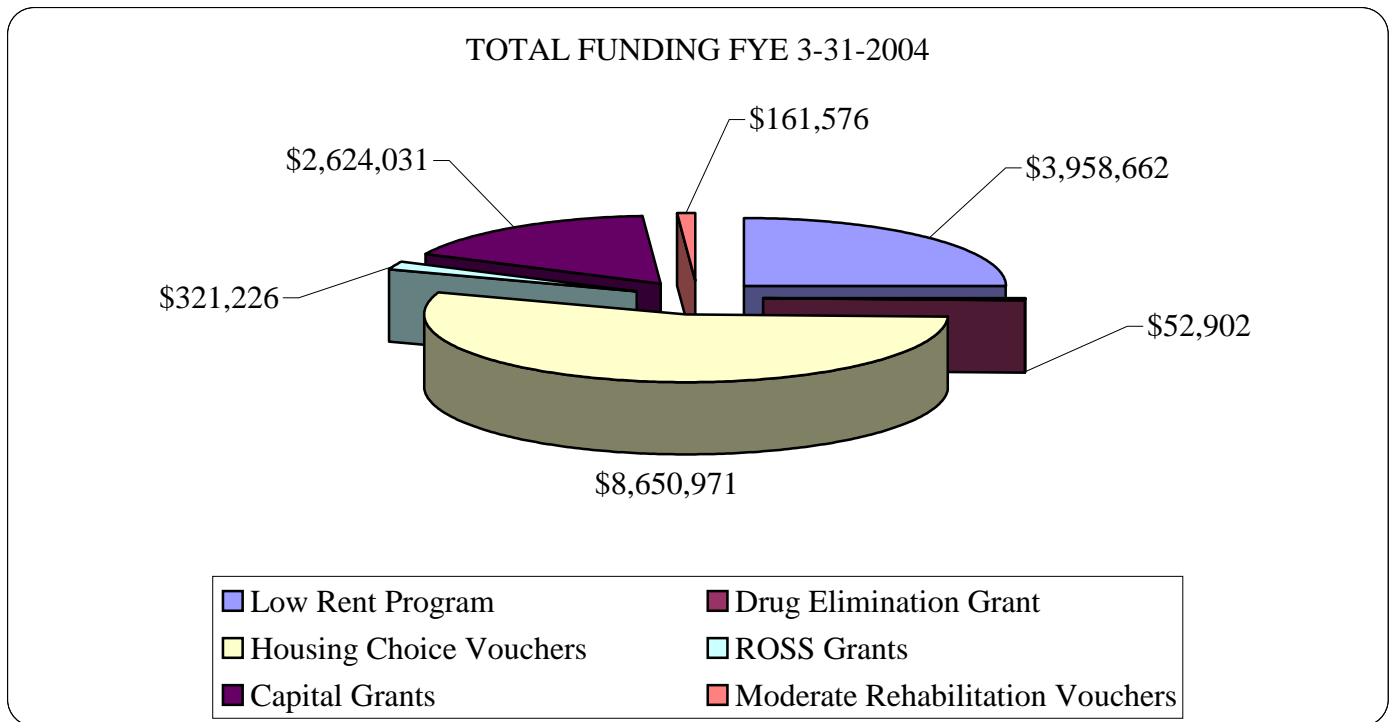


Charleston Housing held an open house/trolley tour event on May 20, 2004 to allow the public in to see the improved community. Chandler Elementary School and Stonewall Jackson Middle School students (pictured left on trolley) performed for guests.

The new playground, includes a new play pod, a spray ground which cascades down a rock wall into a waterfall, benches, picnic tables, lighting, sidewalks and swings. All of the upgrades have contributed to the re-birth of the Orchard Manor community and a better lifestyle for residents that live there.



# Program Funding



As you have seen throughout this report, funding is essential to maintain the quality of Charleston Housing's properties and programs. The graph above illustrates the areas funded by the United States Department of Housing & Urban Development received by Charleston Housing in FYE 3-31-2004 by program.

# Combined Balance Sheet

March 31, 2004

## ASSETS

### Current Assets

Cash and cash equivalents - unrestricted	\$ 7,033,024
Investments	2,538,190
Accounts receivable - HUD	1,205,439
Accounts receivable - tenants	48,409
Accounts receivable - other	63,605
Inventories	279,916
Prepaid expenses and other assets	<u>87,544</u>

Total Current Assets	<u>11,256,127</u>
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### Restricted Assets

Resident escrows - family self-sufficiency	<u>111,398</u>
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### Fixed Assets

Land	2,714,153
Buildings	40,870,405
Furniture, equipment and machinery	1,507,961
Building Improvements	6,072,886
Construction in progress	<u>6,127,801</u>

Accumulated depreciation	57,293,206
	<u>(27,238,927)</u>

Total Fixed Assets	30,054,279
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Total Assets	<u>\$ 41,421,804</u>
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# Combined Balance Sheet

March 31, 2004

## LIABILITIES AND NET ASSETS

Current Liabilities	
Accounts payable	\$ 910,753
Accounts payable - HUD	8,727
Accounts payable - other government agencies	71,848
Accrued wages and payroll taxes payable	93,516
Current portion of obligation under capital lease	118,114
Tenant security deposits	182,059
Accrued compensated absences - current portion	183,965
Deferred revenues	19,970
Other current liabilities	288,254
Other post-employment benefits liability current portion	44,868
Total Current Liabilities	<u>1,922,074</u>
Long-Term Liabilities	
Obligation under capital lease, net of current portion	812,194
Family self-sufficiency liability	111,398
Other post-employment benefits liability, net of current portion	<u>277,673</u>
Total Long-Term Liabilities	<u>1,201,265</u>
Total Liabilities	<u>3,123,339</u>
Net Assets	
Invested in capital assets, net of related debt	29,123,971
Unrestricted net assets	<u>9,174,494</u>
Total Net Assets	<u>38,298,465</u>
Total Liabilities and Net Assets	\$ <u>41,421,804</u>

# Audit Report



**Reznick Fedder & Silverman**  
Certified Public Accountants • A Professional Corporation

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## INDEPENDENT AUDITORS' REPORT

To the Board of Commissioners  
Charleston Housing, Charleston, West Virginia

We have audited the accompanying basic financial statements of Charleston Housing as of and for the year ended March 31, 2004, as listed in the table of contents. These basic financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the basic financial statements referred to above present fairly, in all material respects, the financial position of Charleston Housing as of March 31, 2004, and the changes in financial position and cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

As described in Note A, the Authority has implemented a new financial reporting model, as required by the provisions of GASB Statement No. 34, *Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments*, as of April 1, 2003.

In accordance with Government Auditing Standards, we have also issued our report dated August 12, 2004, on our consideration of the Authority's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.



# Audit Report

The Management's Discussion and Analysis on pages 5 to 11 is not a required part of the basic financial statements, but is supplementary information required by accounting principles generally accepted in the United States of America and the Governmental Accounting Standards Board. We have applied certain limited procedures that consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and we express no opinion on it.

Our audit was performed for the purpose of forming an opinion on the basic financial statements of Charleston Housing taken as a whole. The accompanying supplemental information on pages 40 through 48, including the schedule of expenditures of federal awards as required by U.S. Office of Management and Budget Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations," and the Financial Data Schedule required by the U.S. Department of Housing and Urban Development, are presented for purposes of additional analysis and are not a required part of the basic financial statements. The Supplemental information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

A handwritten signature in cursive script that reads "Reynold Fedder & Silverman".

Baltimore, Maryland  
August 12, 2004

# Agency Connections

Charleston Housing Staff are involved in various professional and social service organizations. Over the past year, employees conducted a school supply drive, raised money for the Juvenile Diabetes Foundation and went to jail for the Muscular Dystrophy Association's Annual Lock-Up Event.



Staff also participated in the "Read to Me" program at Chandler Elementary to encourage literacy among youth. Barbara Brewer from Charleston Housing reads with kindergarten students below.



Several Organizations gave generously to Charleston Housing residents such as Owens Corning, Union Mission and Salvation Army.



Charleston Housing also participates with other professional organizations to promote and support low income housing and social service programs. To promote the public housing & Section 8 programs, Charleston Housing participated in: the Senior Expo, Community Housing Day at the State Capitol and the Community Fair at the Family Enrichment Center, pictured above.

Charleston Housing is a member of the National Association of Housing and Redevelopment Officials, (NAHRO) and the South Eastern Regional Council (SERC) of NAHRO. The agency also serves in local non-profit groups such as the Kanawha Valley Collective.

Charleston Housing's Executive Director, Mark Taylor, was elected Treasurer for the West Virginia Association of Housing Agencies.

# Charleston Housing Staff

## EXECUTIVE DEPARTMENT

Mark E. Taylor  
*Executive Director*

Anna Blaney  
*Executive Secretary*

Denise Lee  
*Human Resource Coordinator*

Debbie Perry  
*Clerk/Receptionist*

Ray Marsh  
*Director of Operations*

Michele Hatfield  
*Public Relations Coordinator*

Dale Whitehair  
*Safety & Security Officer*

## FINANCE & ADMINISTRATION

Lynn Cottrill  
*Grants Accountant & Information Services Coordinator*

Connie Hardy  
*Accountant II*

Tonya Wiersma  
*Accountant I*

Barbara Brewer  
*Accounting Technician*

John Abbott  
*Procurement & Contract Administrator*

David Puckett  
*PC/Network Specialist*

## HOUSING MANAGEMENT

Pernell McCoy  
*Director of Housing Management*

Regenia Davis  
*Operations Assistant*

Eric Howard  
Amy Lewis  
Mike McClure  
Tammy Sharp  
Rhonda Wallace  
Teresa White  
*Housing Managers*

## Housing Management Continued

Darlene Stokes  
*Application Coordinator*

Bonnie Darlene Gunter  
Phoebe Whidby  
*Housing Management Asst.*

Frances Susie Halstead  
*Service Coordinator*

## RENTAL ASSISTANCE

Jeffrey Knight  
*Director of Leased Housing*

Tammy Jones  
*Family Self-Sufficiency Coordinator*

Tammy Good-Knight  
*Senior Leased Housing Specialist*

Patricia Bush  
Wendy Haddox  
Frances Justice  
Barbara Voiers  
Kimberly Pickens  
Tammy Chabot  
Jennifer Young  
*Leased Housing Specialists*

Mary O'Conner  
*Leased Housing Assistant*

Wanda Allen  
*Clerk/Receptionist*

Roger Booth  
*Housing Quality Standards Inspector*

## SPECIAL PROJECTS

Kenny Powell  
*Director of Special Projects*

Arleen Higginbotham  
*Special Projects Department Assistant*

Patrick Miller  
*Special Projects Technical Assistant*

Deanna Kay Casto  
*Maintenance Data Clerk*

Allen W. Taylor  
*Facilities Manager*

Terry Estep  
*Materials Manager*

E. Allen Taylor  
Hobart Taylor  
Paul Wright  
Rodney Moffat  
David Naylor  
Marshall Bailey  
Mark Young  
Steve Payne  
Terry Duiguid  
William Ransom  
*Maintenance Specialists*

Mark Davis  
James Asbury  
Larry Boyce  
Tom Skees  
Larry Crihfield  
Tom Nichols  
Dana Atkinson  
*Maintenance Technician II*

Steve Bumpus  
David O'Brien  
Tom Kessler  
James Reed  
Steve Cyrus  
Franklin Ray  
Eric Peterson  
Kyle Groves  
Woodrow Saville  
Carlos Hamilton  
Lenox Chandler  
James Deal  
Phillip Kessinger  
Danny Asbury  
Mark Morriston  
Carl Guthrie  
Robert Higginbotham  
Dale Jarrett  
Stanley Faucett  
Toney Delaney  
Noah Wilcox  
*Maintenance Technician I*

Nancy Marion  
*Custodian II*