
Housing and Community Affairs

MISSION STATEMENT

The mission of the Department of Housing and Community Affairs is to plan and implement activities which prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of affordable housing; and maintain existing housing in a safe and sanitary condition.

Reorganization

The County Executive recommends beginning the process of consolidating the non-federally supported function of the Housing Opportunities Commission (HOC) with corresponding or related functions of DHCA. This restructuring of the County's housing programs should produce more effective coordination and an enhanced impact on the County's efforts to provide and preserve affordable housing for the residents of the County and realize mid- to long-range savings and operational efficiencies. It is anticipated that the resulting organizational structure will be designed in a fashion to: 1) maintain within the corporate organization of HOC, administration of the federal programs (public housing and voucher program); 2) retain, without modification, the existing bond and other indebtedness of HOC; and 3) retain local housing finance agency functions.

BUDGET OVERVIEW

The total recommended FY12 Operating Budget for the Department of Housing and Community Affairs is \$26,949,960, an increase of \$1,392,540 or 5.4 percent from the FY11 Approved Budget of \$25,557,420. Personnel Costs comprise 24.4 percent of the budget for 79 full-time positions and five part-time positions for 58.4 workyears. Operating Expenses and Debt Service account for the remaining 75.6 percent of the FY12 budget.

DHCA expects the total signed agreements for affordable housing projects through the PILOT program to abate \$9.7 million in taxes in FY12.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Affordable Housing in an Inclusive Community***
- ❖ ***Healthy and Sustainable Neighborhoods***

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY11 estimates incorporate the effect of the FY11 savings plan. FY12 and FY13 targets assume the recommended FY12 budget and FY13 funding for comparable service levels.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Invest over \$47 million for Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$31.7 million from the Affordable Housing Acquisition and Preservation CIP project. This dedicated funding provides for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents, services to the "Building Neighborhoods to Call home", and the creation of mixed-income housing.***
- ❖ ***Continue to use resources from the MHI fund to support rental assistance programs in the Departments of Housing and Community Affairs (DHCA), Health and Human Services (DHHS), and the Housing Opportunities Commission (HOC).***

- ❖ **Invest in the creation and preservation of Special Needs housing.**
- ❖ **Continued funding from Federal Grants (CDBG, HOME, & ESG) to provide funding for affordable housing, housing rehabilitation, commercial revitalization, public services and preventing homelessness.**
- ❖ **Continue to administer the Weatherization Program which is funded by Maryland State Department of Housing and Community Development via a federal pass through provided by the Department of Energy. The program provides energy-saving housing renovations for income-eligible county residents.**
- ❖ **Continue to provide housing code enforcement to neighborhoods for improving safety and sanitary living conditions.**
- ❖ **Continue to provide landlord-tenant mediation services to an expanding immigrant population and provide emergency housing services for eviction prevention.**
- ❖ **Productivity Improvements**
 - **MPDU Improvements - Update MPDU database design to facilitate compliance monitoring of renters at MPDU rental properties. This will enable DHCA to efficiently track and audit this information on an annual basis.**
 - **Code Enforcement Database Improvements - Design of pilot Siebel CRM Case Management system for housing code enforcement, including: Case assignment system to better balance case load among code enforcement inspectors; Integrated digital photos with code violations; Integrated Zylmage images for correspondence and other documents; Automated GIS map routing to scheduled daily inspections; Feature to append contact information from HLRS licensing system (for DHCA and other agencies); Centralized eCitation feature; Improved eProperty and eProperty Maps that use new enterprise data sources, additional data sources from other agencies, and improved map viewer; Improved integration of Takoma Park housing contact information; and Workflow processes and Task User Interfaces.**
 - **Workforce Housing - Integrate King Farm Workforce Housing program into existing MPDU application (including address, offering, and development structures; online participant status, sale, and resale systems; random selection drawing system; and administration of covenants). This will streamline the process of administering the small number of King Farm Workforce Housing units.**
 - **DHCA Website Improvements - Redesign DHCA's website to make it more visually appealing and to present links and information organized by audience, programs, activities, and most frequent inquiries. This will result in improved dissemination of information and improve customer experience.**

PROGRAM CONTACTS

Contact Tim Goetzinger of the Department of Housing and Community Affairs at 240.777.3728 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the Housing Opportunities Commission, nonprofit organizations, property owners, and for-profit developers. This program provides funding to:

- preserve existing affordable housing units;
- construct and acquire affordable housing units;
- rehabilitate existing rental housing stock;
- participate in housing or mixed-use developments that will include affordable housing;
- acquire land to produce affordable housing;
- provide low income rental housing assistance.

Major funding for these projects is provided from the Montgomery Housing Initiative Fund, the Federal HOME Grant, the Federal Community Development Block Grant, and State grants. The program emphasizes the leveraging of County funds with other public and private funds in undertaking these activities.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Affordable housing units preserved - County funded	423	254	543	335	403

	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Affordable housing units preserved - no cost to County	0	700	737	774	813
Affordable housing units preserved in production (pipe line)	190	330	243	462	357
Affordable housing units produced - County funded ¹	534	436	819	1040	181
Affordable housing units produced - no cost to County	242	114	182	191	201
Affordable housing units produced in production (pipe line) ²	218	949	511	188	97
Cost per unit of affordable housing units preserved	43,827	36,820	35,425	35,084	39,142
Cost per unit of affordable housing units produced	57,076	44,612	46,858	34,253	57,480

¹ HCA projects a reduction in produced units from FY12 to FY13. The projected decline is primarily attributed to the expiration of ARRA funds (Department of Energy (DOE) Weatherization, Neighborhood Stabilization Program (NSP), Neighborhood Conservation Initiative (NCI) Program, CDBG-R Program).

² HCA projects a reduction in units in the production pipeline from FY12 to FY13. The projected decline is primarily attributed to the expiration of ARRA funds (DOE Weatherization, NSP Program, NCI Program, CDBG-R Program) along with a greater focus on preserving the County's affordable housing inventory.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	13,346,360	7.5
Restore: Special Needs and Nonprofit Housing	1,466,920	0.0
Increase Cost: Restore Personnel Costs - Furloughs	23,970	0.5
Increase Cost: Annualization of FY11 Operating Expenses	-15,710	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-98,320	-1.0
FY12 CE Recommended	14,723,220	7.0

Single-Family Housing Programs

This program creates and preserves affordable single-family housing units. It enforces Chapter 25A of the County Code to ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for resale control. The Code requires that 12.5 percent to 15.0 percent of an approved development of 20 dwelling units or more be MPDUs, depending on the amount of density bonus achieved. The housing units produced are marketed at controlled prices, which makes them affordable to moderate-income households. Additional single-family (SF) housing programs provide funding to replace, rehabilitate and weatherize single-family housing units and rehabilitate group homes (GH) for the special needs population. In addition, this program is responsible for the newly created Work Force Housing Initiative.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Number of Housing Units Improved/Rehabilitated ¹	77	136	520	230	70

¹ Programs include SF Rehab, GH Rehab, Home Replacement, Weatherization, and Sprinklers. Large increases in FY10 and FY11 are attributed to \$5.2 million in economic stimulus funds for the Weatherization Program. The projected decline in FY13 is attributed to the expiration of ARRA funds.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	898,380	6.6
Decrease Cost: Change in Weatherization Grant Amount	-22,760	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-12,680	0.9
FY12 CE Recommended	862,940	7.5

Housing Code Enforcement

This program enforces Chapter 26 of the County Code, Housing Maintenance, by inspecting rental condominiums, multi-family apartments, and single-family housing to ensure safe and sanitary conditions; and Chapter 48, Solid Wastes; and Chapter 58, Weeds, and the County's residential weeds and rubbish codes. Approximately 80 percent of the single-family inspections result from tenant and/or neighbor complaints; other inspections are the result of concentrated code enforcement efforts in specific areas. The multi-family inspections are based on a requirement for triennial inspections and in response to tenant and/or neighbor complaints. This program is supported by the collection of single-family and apartment/condominium licensing fees.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Percent of Cases that Achieve Voluntary Compliance	92	94	94	94	94
Properties with more than two cases in a two year period	198	105	160	160	160

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	1,375,500	15.8
Increase Cost: Restore Personnel Costs - Furloughs	67,140	1.2
Reduce: Re-allocation of personnel	-520	0.0
Decrease Cost: Consulting Services for IT	-8,100	0.0
Shift: .5 wys of each Position (two) from General Fund (OLTA) to HOME Funding	-100,000	-1.0
Shift: Personnel funding from General fund to MHI and HOME (Code Enf.)	-102,000	-1.0
Reduce: Lapse Landlord Tenant Affairs Code Enforcement (Code Inspector III and Prog Mgr II)	-153,740	-1.3
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-70,670	1.2
FY12 CE Recommended	1,007,610	14.9

Grants Administration - Federal Programs

Staff provides management and oversight to ensure compliance with all regulatory requirements for Federal funding awarded to Montgomery County by the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant, the HOME Investment Partnership Grant, and the Emergency Shelter Grant programs.

Funds from these programs support both operating activities and capital projects. Activities funded may include property acquisition, new construction, housing rehabilitation, commercial area revitalization and handicapped accessibility improvements.

Staff administers contracts with the cities of Rockville and Takoma Park, as well as nonprofit organizations awarded funding to provide a variety of public services involving assistance to low-income persons.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Number of Contracts Awarded and Monitored ¹	50	62	55	53	53

¹ Contracts include CDBG, ESG, HOME, MHI, Historic, Community Grants, and Empowerment Grants.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	7,443,110	4.0
Increase Cost: Change in CDBG CIP Amount	562,000	0.0
Add: Community Development Block Grant: Asian American LEAD: Leadership, Education and Development for Youth & Family (academic enrichment for lower-income middle school students in Wheaton/Silver Spring)	45,000	0.0
Add: Community Development Block Grant: Caribbean Help Center, Inc. (information and referral services for low-income immigrants)	45,000	0.0
Add: Community Development Block Grant: CollegeTracks, Inc. (assistance to lower income high school students in attaining higher education)	45,000	0.0
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. (medical care for low-income, uninsured residents at Mansfield Kaseman Health Clinic)	45,000	0.0
Add: Community Development Block Grant: Liberty's Promise, Inc. (afterschool program and internships for lower income Wheaton High School students)	45,000	0.0
Add: Community Development Block Grant: Mobile Medical Care, Inc. (specialty care coordination for the uninsured)	45,000	0.0
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. (case management services for permanent supportive housing program)	45,000	0.0
Add: Community Development Block Grant: Montgomery County MD Delta Alumnae Foundation, Inc. (Science, Technology, Engineering and Mathematics Saturday Academy)	45,000	0.0
Add: Community Development Block Grant: Prison Outreach Ministry, Inc. (Welcome Home Reentry Program linking persons returning to the community after incarceration with services)	45,000	0.0
Add: Community Development Block Grant: Ministries United Silver Spring/Takoma Park, Inc. (eviction prevention assistance focusing in zip codes 20901, 20910 and 20912)	43,560	0.0
Add: Community Development Block Grant: Manna Food Center, Inc. (Farm to Food Bank - fresh produce for low income families)	43,000	0.0
Add: Community Development Block Grant: Latino Economic Development Corporation of Washington, DC (loan officer to expand Small Business Development and Micro-loan Program)	38,000	0.0
Add: Community Development Block Grant: Washington Youth Foundation, Inc. (youth volunteer work and internship program)	37,000	0.0
Add: Community Development Block Grant: Interfaith Works, Inc. (Project LEAD - vocational services for low-wage earners)	35,000	0.0
Add: Emergency Shelter Grant: Rockville Presbyterian Church (increased case management and winter staff hours at Rainbow Place shelter for homeless women)	30,500	0.0
Add: Community Development Block Grant: A Wider Circle, Inc. (Neighbor-to-Neighbor Program - furniture, home goods and classes for low-income residents)	30,000	0.0
Add: Community Development Block Grant: Catholic Charities of the Archdiocese of Washington, Inc. (eviction prevention assistance)	20,940	0.0

	Expenditures	WYs
Add: Community Development Block Grant: Germantown Cultural Arts Center, Inc. dba Black Rock Center for the Arts (academic enrichment for lower-income middle school students in the Germantown area)	20,000	0.0
Add: Community Development Block Grant: Sunflower Bakery, Inc. (on-the-job training for persons with developmental or cognitive disabilities)	15,820	0.0
Decrease Cost: Annualization of FY12 Operating Costs	14,960	0.0
Technical Adj: Personnel Re-Allocation Within Grants	0	1.3
Technical Adj: Re-allocation of CDBG Personnel Cost	0	0.3
Decrease Cost: Change in ESG Grant Amount	-800	0.0
Decrease Cost: Change in HOME Grant Amount	-12,830	0.0
Increase Cost: Annualization of FY12 Personnel Costs	-14,960	0.0
Decrease Cost: Adjust for Individual Grants	-718,820	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-670	-1.6
FY12 CE Recommended	7,990,810	4.0

Landlord-Tenant Mediation

This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing. Activities including mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Landlord-Tenant Affairs.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Average days required to conciliate Landlord/Tenant disputes that do not go to the Commission	42	46	41	36	30
Percent of Landlord/Tenant cases mediated successfully (not referred to the Commission)	97	97	97	97	97

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	836,670	6.5
Shift: Housing Placement for Special Needs Customers from GF to MHI via HHS Housing First Allocation	77,200	0.6
Shift: Housing Placement for Special Needs Customers from GF to MHI via HHS Housing First Allocation	-77,200	-0.6
Shift: Housing Placement for Special Needs Customers from HHS Housing First Allocation to DHCA Personnel	-77,200	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	2,880	0.0
FY12 CE Recommended	762,350	6.5

Neighborhood Revitalization

This program provides planning and implementation for neighborhood revitalization in targeted areas. Activities include commercial revitalization (physical and economic) in both local retail centers and central business districts as well as assistance to address other community concerns, including issues related to housing and public services. Primary funding for these activities is provided from the County's Capital Improvements Program and from other Federal and State funds, including Community Development Block Grants and State Community Legacy Grants.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Gains achieved in neighborhoods receiving DHCA neighborhood revitalization funding/services ¹	2	2	2	2	2

¹ Under development - data currently reflects number of neighborhoods

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	167,770	4.1
Shift: Personnel Costs of two positions (.1 wy each) from General Fund to CDBG (Neigh. Revit.)	-20,450	-0.2
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-19,060	0.2
FY12 CE Recommended	128,260	4.1

Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, single-family) and registers all housing units within common ownership communities.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Number of Rental Licenses Issued ¹	84,734	84,648	87,720	88,470	88,470

¹ Programs include Accessory Apartments, Condominiums, Single Family, and Apartments.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	370,830	3.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-21,700	0.0
FY12 CE Recommended	349,130	3.0

Housing Administration

This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, code enforcement, and landlord tenant mediation.

This program was formerly included as part of Housing Development and Loan Programs.

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	216,230	1.6
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	91,630	1.2
FY12 CE Recommended	307,860	2.8

Notes: Miscellaneous adjustments include the shift of 1.0 workyear from Administration and .2 workyears from Grants Administration-Federal Programs.

Administration

This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation (legislation, regulations, procedures).

FY12 Recommended Changes	Expenditures	WYs
FY11 Approved	902,570	9.6
Decrease Cost: Savings on hiring replacement for vacant Mill	31,500	0.3
Decrease Cost: Savings on Retired Personnel	-30,980	-0.2
Shift: Personnel Costs to CDBG and HOME Grants (Mgmt Services)	-32,000	-0.2
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-53,310	-0.9
FY12 CE Recommended	817,780	8.6

BUDGET SUMMARY

	Actual FY10	Budget FY11	Estimated FY11	Recommended FY12	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,003,962	2,271,370	2,404,240	2,044,410	-10.0%
Employee Benefits	1,024,919	1,038,570	895,450	782,060	-24.7%
County General Fund Personnel Costs	4,028,881	3,309,940	3,299,690	2,826,470	-14.6%
Operating Expenses	415,060	591,750	550,690	481,090	-18.7%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	4,443,941	3,901,690	3,850,380	3,307,560	-15.2%
PERSONNEL					
Full-Time	80	79	79	79	—
Part-Time	5	5	5	5	—
Workyears	39.7	29.6	29.6	26.5	-10.5%
REVENUES					
Miscellaneous - LTA Registry	17,875	0	0	0	—
Common Ownership Commission Fees	0	5,000	5,000	0	—
Common Ownership Communities Fees	376,876	392,100	397,500	0	—
Miscellaneous - LTA	21,646	20,000	20,000	20,000	—
Landlord Apartment Rental License	2,373,076	2,413,760	2,421,360	2,430,860	0.7%
Miscellaneous - Landlord-Tenant	140	0	0	0	—
Civil Citations - Landlord-Tenant	45,640	50,000	50,000	50,000	—
Landlord Single Family Rental License	1,559,090	1,450,000	1,519,000	1,543,500	6.4%
Landlord Condominium Rental License	451,232	410,000	476,000	490,000	19.5%
County General Fund Revenues	4,845,575	4,740,860	4,888,860	4,534,360	-4.4%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	1,628,453	1,455,990	1,455,990	1,699,440	16.7%
Employee Benefits	551,967	601,310	601,310	545,090	-9.3%
Grant Fund MCG Personnel Costs	2,180,420	2,057,300	2,057,300	2,244,530	9.1%
Operating Expenses	15,392,771	5,693,730	5,657,340	6,032,110	5.9%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	17,573,191	7,751,030	7,714,640	8,276,640	6.8%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	15.5	17.1	17.1	18.8	9.9%
REVENUES					
Furnace Replacement	10,770	0	0	0	—
CDBG Recovery/ARRA	173,935	0	0	0	—
Rapid Rehousing/ARRA	564,422	0	0	0	—
Neighborhood Conservation	3,434,877	0	0	0	—
Neighborhood Stabilization	1,789,058	0	0	0	—
Weatherization - RGGI	50,000	0	0	0	—
Community Development Block Grant	6,498,571	3,672,910	3,672,910	4,234,910	15.3%
Community Development Block Grant: Program Income	0	500,000	500,000	500,000	—
Emergency Shelter: Group Homes	191,979	225,640	224,840	224,840	-0.4%
HOME Investment Partnership Grant	1,383,736	2,504,720	2,491,890	2,491,890	-0.5%
HOME Grant: Program Income	0	500,000	500,000	500,000	—
Takoma Park Code Enforcement	223,627	0	0	0	—
Weatherization	108,570	205,720	200,000	200,000	-2.8%
Weatherization: DOE Supplement	2,633,203	0	0	0	—
Weatherization/MEAP	0	52,900	75,000	75,000	41.8%
Community Legacy	439,375	0	0	0	—
Weatherization - Washington Gas	23,143	50,000	50,000	50,000	—
Weatherization Universal Svc	47,925	39,140	0	0	—
Grant Fund MCG Revenues	17,573,191	7,751,030	7,714,640	8,276,640	6.8%
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					
Salaries and Wages	995,390	1,019,620	1,149,410	1,125,060	10.3%
Employee Benefits	341,378	416,440	380,260	389,820	-6.4%
Montgomery Housing Initiative Personnel Costs	1,336,768	1,436,060	1,529,670	1,514,880	5.5%
Operating Expenses	28,516,349	12,395,060	14,215,180	13,779,150	11.2%

	Actual FY10	Budget FY11	Estimated FY11	Recommended FY12	% Chg Bud/Rec
Debt Service Other	75,286	73,580	73,580	71,730	-2.5%
Capital Outlay	0	0	0	0	—
Montgomery Housing Initiative Expenditures	29,928,403	13,904,700	15,818,430	15,365,760	10.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	11.5	12.0	12.0	13.1	9.2%
REVENUES					
Recordation Tax Revenue for Rental Assistance Prog	3,047,000	0	0	0	—
MPDU Contributions	953,000	953,500	670,000	450,000	-52.8%
MPDU Foreclosures	66,318	0	0	0	—
MPDU Resale Recapture	1,596,976	2,000,000	2,000,000	2,000,000	—
Mortgage Repayments	3,204,965	1,750,000	5,750,000	1,750,000	—
Miscellaneous	606,958	17,120	25,000	25,000	46.0%
Other Interest Income	867,055	0	120,000	360,000	—
Condo Transfer Tax	1,856,426	1,000,000	1,000,000	750,000	-25.0%
Investment Income: Pooled	45,155	140,000	10,000	20,000	-85.7%
HOC Loan Repayment	75,286	73,570	73,570	71,730	-2.5%
Prior Year Adjustment	183	0	0	0	—
Montgomery Housing Initiative Revenues	12,319,322	5,934,190	9,648,570	5,426,730	-8.6%
DEPARTMENT TOTALS					
Total Expenditures	51,945,535	25,557,420	27,383,450	26,949,960	5.4%
Total Full-Time Positions	80	79	79	79	—
Total Part-Time Positions	5	5	5	5	—
Total Workyears	66.7	58.7	58.7	58.4	-0.5%
Total Revenues	34,738,088	18,426,080	22,252,070	18,237,730	-1.0%

FY12 RECOMMENDED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY11 ORIGINAL APPROPRIATION	3,901,690	29.6
Changes (with service impacts)		
Reduce: Lapse Landlord Tenant Affairs Code Enforcement (Code Inspector III and Prog Mgr II) [Housing Code Enforcement]	-153,740	-1.3
Other Adjustments (with no service impacts)		
Increase Cost: Restore Personnel Costs - Furloughs [Housing Code Enforcement]	67,140	1.2
Increase Cost: Annualization of FY11 Personnel Costs	20,620	0.0
Increase Cost: Motor Pool Rate Adjustment	12,440	0.0
Increase Cost: Printing and Mail Adjustment	6,940	0.0
Increase Cost: Help Desk - Desk Side Support	510	0.0
Decrease Cost: Training	-1,130	0.0
Decrease Cost: Local Travel	-5,300	0.0
Decrease Cost: Consulting Services for IT [Housing Code Enforcement]	-8,100	0.0
Shift: Personnel Costs of two positions (.1 wy each) from General Fund to CDBG (Neigh. Revit.) [Neighborhood Revitalization]	-20,450	-0.2
Decrease Cost: Retirement Adjustment	-20,840	0.0
Shift: Personnel Costs to CDBG and HOME Grants (Mgmt Services) [Administration]	-32,000	-0.2
Decrease Cost: Group Insurance Adjustment	-65,000	0.0
Shift: Housing Placement for Special Needs Customers from GF to MHI via HHS Housing First Allocation [Landlord-Tenant Mediation]	-77,200	-0.6
Shift: .5 wys of each Position (two) from General Fund (OLTA) to HOME Funding [Housing Code Enforcement]	-100,000	-1.0
Shift: Personnel funding from General fund to MHI and HOME (Code Enf.) [Housing Code Enforcement]	-102,000	-1.0
Decrease Cost: Operating Expenses	-116,020	0.0
FY12 RECOMMENDED:	3,307,560	26.5

	Expenditures	WYs
GRANT FUND MCG		
FY11 ORIGINAL APPROPRIATION	7,751,030	17.1
<u>Changes (with service impacts)</u>		
Reduce: Re-allocation of personnel [Housing Code Enforcement]	-520	0.0
<u>Other Adjustments (with no service impacts)</u>		
Decrease Cost: Savings on hiring replacement for vacant MII [Administration]	31,500	0.3
Decrease Cost: Change in Weatherization Grant Amount [Single-Family Housing Programs]	-22,760	0.0
Decrease Cost: Savings on Retired Personnel [Administration]	-30,980	-0.2
<u>Federal Programs</u>		
Add: Community Development Block Grant: A Wider Circle, Inc. (Neighbor-to-Neighbor Program - furniture, home goods and classes for low-income residents)	30,000	0.0
Add: Community Development Block Grant: Asian American LEAD: Leadership, Education and Development for Youth & Family (academic enrichment for lower-income middle school students in Wheaton/Silver Spring)	45,000	0.0
Add: Community Development Block Grant: Caribbean Help Center, Inc. (information and referral services for low-income immigrants)	45,000	0.0
Add: Community Development Block Grant: Catholic Charities of the Archdiocese of Washington, Inc. (eviction prevention assistance)	20,940	0.0
Add: Community Development Block Grant: CollegeTracks, Inc. (assistance to lower income high school students in attaining higher education)	45,000	0.0
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. (medical care for low-income, uninsured residents at Mansfield Kaseman Health Clinic)	45,000	0.0
Add: Community Development Block Grant: Germantown Cultural Arts Center, Inc. dba Black Rock Center for the Arts (academic enrichment for lower-income middle school students in the Germantown area)	20,000	0.0
Add: Community Development Block Grant: Interfaith Works, Inc. (Project LEAD - vocational services for low-wage earners)	35,000	0.0
Add: Community Development Block Grant: Latino Economic Development Corporation of Washington, DC (loan officer to expand Small Business Development and Micro-loan Program)	38,000	0.0
Add: Community Development Block Grant: Liberty's Promise, Inc. (afterschool program and internships for lower income Wheaton High School students)	45,000	0.0
Add: Community Development Block Grant: Manna Food Center, Inc. (Farm to Food Bank - fresh produce for low income families)	43,000	0.0
Add: Community Development Block Grant: Ministries United Silver Spring/Takoma Park, Inc. (eviction prevention assistance focusing in zip codes 20901, 20910 and 20912)	43,560	0.0
Add: Community Development Block Grant: Mobile Medical Care, Inc. (specialty care coordination for the uninsured)	45,000	0.0
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. (case management services for permanent supportive housing program)	45,000	0.0
Add: Community Development Block Grant: Montgomery County MD Delta Alumnae Foundation, Inc. (Science, Technology, Engineering and Mathematics Saturday Academy)	45,000	0.0
Add: Community Development Block Grant: Prison Outreach Ministry, Inc. (Welcome Home Reentry Program linking persons returning to the community after incarceration with services)	45,000	0.0
Add: Community Development Block Grant: Sunflower Bakery, Inc. (on-the-job training for persons with developmental or cognitive disabilities)	15,820	0.0
Add: Community Development Block Grant: Washington Youth Foundation, Inc. (youth volunteer work and internship program)	37,000	0.0
Add: Emergency Shelter Grant: Rockville Presbyterian Church (increased case management and winter staff hours at Rainbow Place shelter for homeless women)	30,500	0.0
Decrease Cost: Adjust for Individual Grants	-718,820	0.0
Decrease Cost: Annualization of FY12 Operating Costs	14,960	0.0
Decrease Cost: Change in ESG Grant Amount	-800	0.0
Decrease Cost: Change in HOME Grant Amount	-12,830	0.0
Increase Cost: Annualization of FY12 Personnel Costs	-14,960	0.0
Increase Cost: Change in CDBG CIP Amount	562,000	0.0
Technical Adj: Personnel Re-Allocation Within Grants	0	1.3
Technical Adj: Re-allocation of CDBG Personnel Cost	0	0.3
FY12 RECOMMENDED:	8,276,640	18.8

	Expenditures	WYs
MONTGOMERY HOUSING INITIATIVE		
FY11 ORIGINAL APPROPRIATION	13,904,700	12.0
Other Adjustments (with no service impacts)		
Restore: Special Needs and Nonprofit Housing [Multi-Family Housing Programs]	1,466,920	0.0
Shift: Housing Placement for Special Needs Customers from GF to MHI via HHS Housing First Allocation [Landlord-Tenant Mediation]	77,200	0.6
Increase Cost: Restore Personnel Costs - Furloughs [Multi-Family Housing Programs]	23,970	0.5
Increase Cost: Annualization of FY11 Personnel Costs	15,710	0.0
Decrease Cost: Retirement Adjustment	-7,310	0.0
Increase Cost: Annualization of FY11 Operating Expenses [Multi-Family Housing Programs]	-15,710	0.0
Decrease Cost: Group Insurance Adjustment	-22,520	0.0
Shift: Housing Placement for Special Needs Customers from HHS Housing First Allocation to DHCA Personnel [Landlord-Tenant Mediation]	-77,200	0.0
FY12 RECOMMENDED:	15,365,760	13.1

PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Recommended	
	Expenditures	WYs	Expenditures	WYs
Multi-Family Housing Programs	13,346,360	7.5	14,723,220	7.0
Single-Family Housing Programs	898,380	6.6	862,940	7.5
Housing Code Enforcement	1,375,500	15.8	1,007,610	14.9
Grants Administration - Federal Programs	7,443,110	4.0	7,990,810	4.0
Landlord-Tenant Mediation	836,670	6.5	762,350	6.5
Neighborhood Revitalization	167,770	4.1	128,260	4.1
Licensing and Registration	370,830	3.0	349,130	3.0
Housing Administration	216,230	1.6	307,860	2.8
Administration	902,570	9.6	817,780	8.6
Total	25,557,420	58.7	26,949,960	58.4

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY11		FY12	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
CIP	CIP	657,800	5.2	657,800	5.2
Health and Human Services	Grant Fund MCG	0	0.0	77,200	0.5
Permitting Services	Permitting Services	121,620	1.0	121,060	1.0
Solid Waste Services	Solid Waste Disposal	695,310	5.6	705,500	5.9
Total		1,474,730	11.8	1,561,560	12.6

FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY12	FY13	FY14	FY15	FY16	FY17
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY12 Recommended	3,308	3,308	3,308	3,308	3,308	3,308
No inflation or compensation change is included in outyear projections.						
Motor Pool Rate Adjustment	0	52	52	52	52	52
Subtotal Expenditures	3,308	3,359	3,359	3,359	3,359	3,359

Title	CE REC.					
	FY12	FY13	FY14	(\$000's)		
	FY15	FY16	FY17			
MONTGOMERY HOUSING INITIATIVE						
Expenditures						
FY12 Recommended	15,366	15,366	15,366	15,366	15,366	15,366
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	15,366	15,366	15,366	15,366	15,366	15,366

FY12-17 PUBLIC SERVICES PROGRAM: FISCAL PLAN		Montgomery Housing Initiative					
FISCAL PROJECTIONS	FY11 ESTIMATE	FY12 RECOMMENDED	FY13 PROJECTION	FY14 PROJECTION	FY15 PROJECTION	FY16 PROJECTION	FY17 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	12.59%	12.59%	12.59%	12.59%	12.59%	12.59%	12.59%
CPI (Fiscal Year)	2.0%	2.4%	2.7%	3.0%	3.2%	3.4%	3.6%
Investment Income Yield	0.0014	0.004	0.009	0.02	0.0275	0.035	0.04
BEGINNING FUND BALANCE	3,588,060	5,189,990	0	500,000	664,080	618,880	638,050
REVENUES							
Miscellaneous	9,648,570	5,426,730	5,936,730	7,106,730	7,996,730	8,956,730	9,696,730
Subtotal Revenues	9,648,570	5,426,730	5,936,730	7,106,730	7,996,730	8,956,730	9,696,730
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To Debt Service Fund	(2,502,130)	(4,619,190)	(6,784,770)	(7,892,730)	(7,894,110)	(7,989,740)	(7,895,410)
Transfers To The General Fund	(201,500)	(205,060)	(190,720)	(190,720)	(190,720)	(190,720)	(190,720)
Indirect Costs	(181,340)	(190,720)	(190,720)	(190,720)	(190,720)	(190,720)	(190,720)
Technology Modernization	(20,160)	(14,340)	0	0	0	0	0
Transfers From The General Fund	10,475,420	9,573,290	26,140,122	28,240,122	28,240,122	28,240,122	28,240,122
TOTAL RESOURCES	21,008,420	15,365,760	25,101,362	27,763,402	28,816,102	29,635,272	30,488,772
CIP CURRENT REVENUE APPROP.							
P5P OPER. BUDGET APPROP/ EXPS.	0	0	0	0	0	0	0
Operating Budget	(6,028,430)	(3,144,380)	(12,381,940)	(14,881,940)	(15,981,940)	(16,781,940)	(17,481,940)
Debt Service: GO Bonds	0	0	0	0	0	0	0
Debt Service: Other (Non-Tax Funds only)	(73,580)	(71,730)	(69,770)	(67,730)	(65,630)	(65,630)	(65,630)
Labor Agreement	n/a	0	0	0	0	0	0
Annualizations and One-Time	n/a	n/a	0	0	0	0	0
Rental Assistance Programs	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Housing First	(7,250,000)	(7,172,800)	(7,172,800)	(7,172,800)	(7,172,800)	(7,172,800)	(7,172,800)
Neighborhoods to Call Home	(466,420)	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)
Special Needs and Nonprofit Housing	0	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)
Subtotal P5P Oper Budget Approp / Exp's	(15,818,430)	(15,365,760)	(24,601,360)	(27,099,320)	(28,197,220)	(28,997,220)	(29,697,220)
OTHER CLAIMS ON FUND BALANCE	0	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(15,818,430)	(15,365,760)	(24,601,360)	(27,099,320)	(28,197,220)	(28,997,220)	(29,697,220)
YEAR END FUND BALANCE	5,189,990	0	500,000	664,080	618,880	638,050	791,550
TOTAL INVESTMENT							
TOTAL USE OF RESOURCES	(15,818,430)	(15,365,760)	(24,601,360)	(27,099,320)	(28,197,220)	(28,997,220)	(29,697,220)
Affordable Housing Acquisition and Preservation CIP Project # 760100	(17,800,000)	(31,669,085)	(2,872,399)	(1,072,399)	(7,160,000)	(300,000)	(300,000)
TOTAL INVESTMENT IN AFFORDABLE HOUSING (MHI Fund + CIP Project)	(33,618,430)	(47,034,845)	(27,473,759)	(28,171,719)	(35,357,220)	(29,297,220)	(29,997,220)

Assumptions:

- Maintains the County Executive's commitment to affordable housing. In addition to expenditures reflected in this fund, the Affordable Housing Acquisition and Preservation CIP Project #760100 includes the issuance of \$25 million of debt in FY12 in addition to \$6.7 million in estimated loan repayments in FY12 to provide continued high level of support for the Housing Initiative Fund Property Acquisition Revolving Program created in FY09.
- Montgomery County Executive Order 136-01 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year. The actual transfer from the General Fund will be determined each year based on the availability of resources.

Notes:

- These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.