



**Office of Housing  
Proposed FY2011 Budget  
(excerpt from Citywide FY2011 Budget)**

# Office of Housing

**Mission Statement:** The mission of the Office of Housing is to preserve and expand decent, safe and affordable housing opportunities for City residents, primarily low & moderate-income families; to monitor compliance with fair housing laws and requirements for relocation assistance to tenants displaced by condominium conversions; to facilitate compliance with state and local laws affecting landlord tenant rights & responsibilities; and to encourage residential and commercial revitalization.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed	% Change 2010-2011
Personnel	\$1,649,802	\$1,664,672	\$1,727,569	3.8%
Non-Personnel	7,604,754	5,988,493	6,605,410	10.3%
Capital Goods Outlay	0	2,200	2,200	0.0%
<b>Total Expenditures</b>	<b><u>\$9,254,556</u></b>	<b><u>\$7,655,365</u></b>	<b><u>\$8,335,179</u></b>	<b>8.9%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	1,411,220	1,946,390	2,060,957	5.9%
Special Revenue Carryover*	1,082,813	325,743	287,299	-11.8%
Special Revenue Program Income	754,857	475,000	450,000	-5.3%
Housing Trust Fund	836,386	1,467,160	223,960	-84.7%
Housing Trust Fund Carryover*	1,155,165	1,135,000	2,307,939	103.3%
Affordable Housing Bonds & Dedicated Revenue Carryover**	1,032,403	0	1,385,801	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$6,272,843</u></b>	<b><u>\$5,349,293</u></b>	<b><u>\$6,715,956</u></b>	<b>25.5%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$2,981,713</u></b>	<b><u>\$2,306,072</u></b>	<b><u>\$1,619,223</u></b>	<b>-29.8%</b>

\*Carryover monies are shown in the FY 2010 Approved and FY 2011 Proposed Budgets, to provide more accurate information on expenditures from year to year. Carryover monies are included for Special Revenue Fund (CDBG and HOME grants, Homeownership Fair vendor fees), Housing Trust Fund, and Affordable Housing Bonds and Dedicated Revenue.

\*\*FY 2011 figure includes \$1.17M in prior year dedicated tax revenues proposed for allocation to support ARHA replacement units, plus \$213,000 in prior year tax revenues previously approved for the Housing Master Plan.

### Highlights

- In FY 2011, the proposed General Fund budget for Housing is decreasing by \$686,849, or 29.8%. The largest driver of this decrease is the reduction of \$502,060 of the real estate tax dedicated for affordable housing initiatives. \$270,000 is still available which may be needed to eventually pay debt service on \$3.1 million that would be added to \$3.3 million currently available to the Office of Housing (up to a maximum of \$6.4 million total with the actual cost to be determined based on the site/units selected) for costs associated with the eventually-needed 16 replacement units from the James Bland public housing site. The remainder of the decrease comes from expenditure reductions and shifting eligible General Fund costs to CDBG grants.
- FY 2011 total personnel costs are increasing by \$62,897, or 3.8%. This increase is due to a step increase and increased benefit costs.

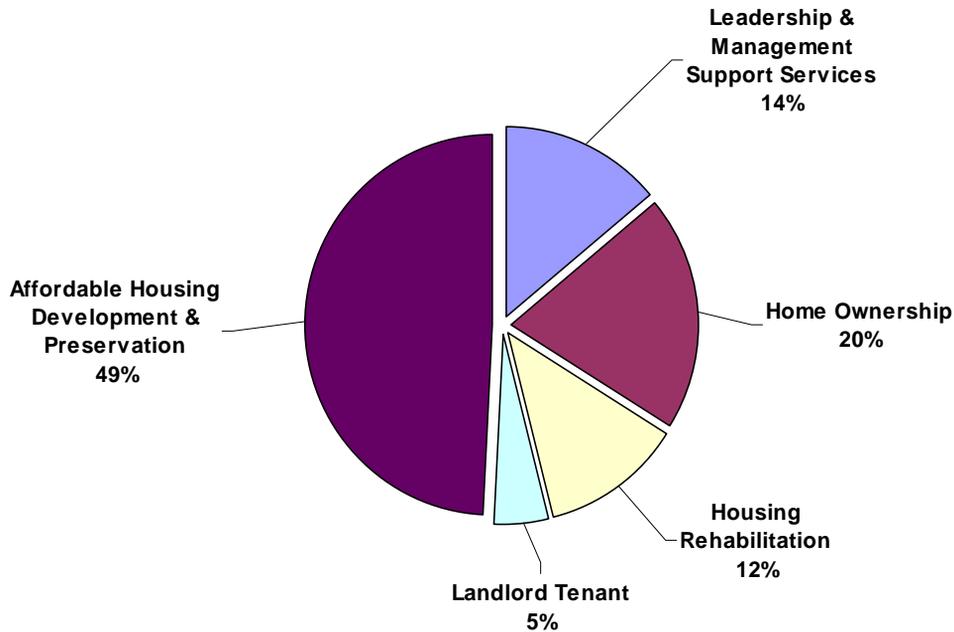
## Highlights, continued

- FY 2011 total non-personnel costs increase by \$616,917, or 10.3%. This increase occurs due to an increase in grants and costs associated with the funds set aside for the planned provision of 16 replacement units for the James Bland project but is offset by decreases in the Housing Trust Fund.
- The CDBG and HOME federal grant revenues do not reflect possible increases in those revenues.
- Homeownership assistance in FY 2010 is projected to drop from \$2.3 million to \$1.6 million due to a drop in supporting revenues such as developer-paid Housing Trust Fund contributions.

## Selected Performance Measures

Selected Performance Measures	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
# of participants served in home buyer training and education opportunities	344	350	350
Total # of households receiving homeownership loans	93	42	32
Total # of home rehabilitation loan or grants obligated	10	13	13
# landlord tenant disputes mediated	1124	1,000	1,000
% of tenant issues successfully resolved	97%	95%	95%
# of affordable units pledged by developers	143	N/A	10
# of Lending projects financed (counted at City loan approval)	1	N/A	2

### FY 2011 Proposed Expenditures by Program



# Office of Housing

## Activity Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed	% Change 2010-2011
Leadership & Management Support Services*	\$843,948	\$872,127	\$1,167,801	33.9%
Home Ownership	\$3,782,832	\$2,288,278	\$1,646,212	-28.1%
Housing Rehabilitation	\$739,138	\$1,051,524	\$1,039,613	-1.1%
Landlord Tenant	\$340,522	\$371,943	\$377,320	1.4%
Affordable Housing Development & Preservation	\$3,548,117	\$3,071,493	\$4,104,233	33.6%
<b>Total Expenditures</b>	<b>\$9,254,556</b>	<b>\$7,655,365</b>	<b>\$8,335,179</b>	<b>8.9%</b>

\*FY 2011 figure includes Housing Master Plan.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed	% Change 2010-2011
Leadership & Management Support Services	5.8	5.3	5.4	0.9%
Home Ownership	4.2	4.2	4.2	-1.2%
Housing Rehabilitation	2.2	2.2	2.3	2.3%
Landlord Tenant Relations	3.9	3.3	3.4	1.5%
Affordable Housing Development & Preservation	1.9	2.0	1.9	-5.0%
<b>Total full time equivalents (FTE's)</b>	<b>18.0</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0%</b>

### Housing Programs and Activities

<p><b>Leadership &amp; Mgmt Support Services</b>                      Leadership &amp; General Management                      Grant &amp; Financial Management</p> <p><b>Home Ownership</b>                      Lending &amp; Loan Management                      Counseling &amp; Training                      Sales &amp; Marketing</p> <p><b>Housing Rehabilitation</b>                      Financing &amp; Loan/Grant Management                      Counseling &amp; Training                      Sales &amp; Marketing</p> <p><b>Landlord Tenant Relations</b>                      Landlord Tenant Mediation &amp; Education                      Fair Housing Enforcement &amp; Education</p>	<p><b>Affordable Housing Development &amp; Preservation</b>                      Securing &amp; Fostering Affordable Unit Development                      Lending</p>
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### Dept Info

<p><b>Department Contact Info</b>                      703.746.4990  <a href="http://alexandriava.gov/housing/">http://alexandriava.gov/housing/</a></p> <p><b>Department Head</b>                      Mildrilyn Davis, Director                      703.746.4990                      Mildrilyn.Davis@alexandriava.gov</p> <p><b>Department Staff</b>                      Helen McIlvaine, Deputy Director                      Melodie Seau, Division Chief, Landlord-Tenant Relations                      Shane Cochran, Division Chief, Program Implementation                      Eric Keeler, Division Chief, Program Administration                      David Swartz, Fiscal Officer</p>
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# Office of Housing

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively, and to work effectively with members of the public and with state and regional bodies to heighten awareness of Alexandria's housing goals, in order to advance the realization of the City's affordable housing goals.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
% of All Funds Budget	9.1%	11.4%	14.0%
Total Expenditures	\$843,948	\$872,127	\$1,167,801
Less Special Revenues	241,227	315,246	341,667
Less Other Revenues, Including Carryover	22,439	0	223,000
Net General Fund Expenditures	\$580,282	\$556,881	\$603,134
Program Outcomes			
% of activities achieving target service levels	80%	100%	100%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to ensure the efficient administration of departmental activities, provide support to City-appointed citizen bodies, provide input to regional or statewide housing bodies, and inform the public about housing issues and Office of Housing programs.	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
Expenditures <sup>1</sup>	\$437,314	\$439,610	\$690,921
FTE's	1.8	1.6	1.6
# of departmental FTEs supported	17.0	17.0	17.0
# of activities managed	10	10	10
# educational presentations made	18	22	18

<sup>1</sup> FY 2011 expenditures include Housing Master Plan.

GRANT AND FINANCIAL MANAGEMENT – The goal of the Grant and Financial Management Activity is to secure, monitor, and report on federal, state and local funds for housing and community development activities in order to provide adequate funding for housing programs.			
Expenditures	\$406,635	\$432,517	\$476,880
FTE's	4.0	3.8	3.8
\$ amount of federal funds received	\$2,063,890	\$2,063,890	\$2,177,468
# of federal applications and reports produced	14	11	12
% funding sources administered within budget	100%	100%	100%

# Office of Housing

## Home Ownership Program

The goal of the Homeownership Program is to provide financing, training, and counseling in order to make home ownership possible for low and moderate income Alexandria residents and workers.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
% of All Funds Budget	40.9%	29.9%	19.8%
Total Expenditures	\$3,782,832	\$2,288,278	\$1,646,212
Less Special Revenues	\$1,131,462	\$710,651	\$755,754
Less Other Revenues, Including Carry over	\$2,112,862	\$1,218,000	\$509,240
Net General Fund Expenditures	\$538,508	\$359,627	\$381,218
<b>Program Outcomes</b>			
% of lender-ready applicants receiving City loan assistance	29%	64%	25%

### Activity Data

LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
Expenditures	\$3,513,229	\$2,007,333	\$1,419,803
FTE's	3.3	3.3	3.3
Total # of households receiving homeownership loans	93	42	32
Cost per household receiving homeownership loan	\$37,777	\$47,794	\$44,369
% of loans closed within 60 days of receipt of loan package	100%	100%	100%

COUNSELING & TRAINING – The goal of the Counseling and Training Activity is to provide home buyer training and education opportunities to low and moderate income Alexandria workers and residents in order to improve their readiness for home ownership.			
Expenditures	\$117,346	\$167,145	\$113,712
FTE's	0.4	0.4	0.4
# of participants served in home buyer training and education opportunities	344	350	350
Cost per participant served	\$341	\$478	\$325
% of prescreened applicants completing home buyer training curriculum	61%	79%	40%

SALES AND MARKETING – The goal of the Sales and Marketing Activity is to place eligible buyers in committed long term affordable units in order for the community to remain economically diverse.			
Expenditures	\$152,256	\$113,801	\$112,698
FTE's	0.5	0.5	0.5
# of sales units placed under contract (including resale)	0	2	2
Cost per unit under contract	\$0	\$56,900	\$56,349
% of units under contract within 6 months of listing	100%	100%	100%

# Office of Housing

## Housing Rehabilitation Program

The goal of the Housing Rehabilitation Program is to provide finance, consulting and project management in order to improve the quality of the City's existing housing stock and maintain accessible, decent, safe and sanitary housing for low income City residents.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
% of All Funds Budget	8.0%	13.7%	12.5%
Total Expenditures	\$739,138	\$1,051,524	\$1,039,613
Less Special Revenues	\$0	\$547,781	\$597,613
Less Other Revenues, Including Carry over	\$739,138	\$503,743	\$442,000
Net General Fund Expenditures	\$0	\$0	\$0
<b>Program Outcomes</b>			
% of applicants with improved housing conditions	100%	100%	100%

### Activity Data

FINANCING & LOAN/GRANT MANAGEMENT – The goal of Financing and Loan/Grant Management is to provide home rehabilitation loans to low income Alexandria home owners to improve the condition or accessibility of their housing. Accessibility improvements are available to Alexandria renters.	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
Expenditures <sup>1</sup>	\$739,138	\$1,051,524	\$1,039,613
FTE's	2.2	2.3	2.3
Total # of home rehabilitation loan or grants obligated	10	13	13
Total # of home rehabilitation loan subordinated	1	4	4
Cost per loan transaction	\$67,194	\$61,854	\$61,154
% of non-lead based projects completed within 6 months of contract execution	100%	100%	100%
% of lead based projects completed within 9 months of contract execution	100%	100%	100%

<sup>1</sup> FY 2009 Actual Expenditures include \$35,000 in Housing Trust Fund monies granted to Rebuilding Together Alexandria (RTA) for their activities in FY 2009. These funds are allocated from the General Housing Trust Fund, which is budgeted each year under the activity "Affordable Housing Development and Preservation: Lending".

# Office of Housing

## Landlord Tenant Relations Program

The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
% of All Funds Budget	3.7%	4.9%	4.5%
Total Expenditures	\$340,522	\$371,943	\$377,320
Less Special Revenues	\$38,531	\$52,712	\$43,884
Less Other Revenues, Including Carry over	5,869	0	5,000
Net General Fund Expenditures	\$296,122	\$319,231	\$328,436
Program Outcomes			
% of tenant issues successfully resolved	97%	95%	95%

### Activity Data

LANDLORD TENANT MEDIATION & EDUCATION – The goal of Landlord Tenant Mediation and Education is to provide information and mediation to landlords and tenants based on legal rights and responsibilities, and to provide oversight of condominium conversions in order to enhance the understanding of landlord and tenant rights and responsibilities, resolve disputes satisfactorily, and ensure compliance with state and local laws regarding condominium conversion.	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
Expenditures	\$266,509	\$287,308	\$295,592
FTE's	3.1	2.6	2.6
# landlord tenant disputes mediated	1,124	1,000	1,000
# of clients served for information and referral	4,804	4,000	4,000
Program cost per 1,000 Alexandria rental units	\$8,416	\$9,073	\$9,334
FAIR HOUSING ENFORCEMENT & EDUCATION – The goal of Fair Housing Enforcement and Education is to eliminate housing discrimination through testing, training of housing industry professionals and educating consumers regarding their fair housing rights.			
Expenditures	\$74,012	\$84,635	\$81,728
FTE's	0.8	0.8	0.8
# testing reports completed	1	1	1
Cost per housing unit in the City	\$471	\$539	\$521
% positive evaluation by participants of training	100%	100%	100%

# Office of Housing

## Affordable Housing Development & Preservation Program

The goal of Affordable Housing Development and Preservation is produce and preserve a range of permanent affordable housing types for low and moderate income Alexandria workers and residents in order to promote a diverse and vibrant community.

Program Totals	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
% of All Funds Budget	38.3%	40.1%	49.2%
Total Expenditures	\$3,548,117	\$3,071,493	\$4,104,233
Less Special Revenues	0	320,000	322,039
Less Other Revenues, Including Carry over	1,981,315	1,681,160	3,475,759
Net General Fund Expenditures	\$1,566,802	\$1,070,333	\$306,435
<b>Program Outcomes</b>			
% of all residential/mixed-use development activity resulting in committed affordable units	50%	33%	33%

### Activity Data

SECURING & FOSTERING AFFORDABLE UNIT DEVELOPMENT – The goal of Securing and Fostering Affordable Unit Development is to work with private developers to facilitate commitments of funds for affordable housing and/or commitments of on-site affordable units in new developments, and to provide affordable housing developers technical assistance, project oversight, and construction supervision, as required, to ensure that all available financial resources are leveraged to maximize opportunities for quality affordable housing production.	FY 2009 Actual	FY 2010 Approved	FY 2011 Proposed
Expenditures <sup>1</sup>	\$467,856	\$265,515	\$270,957
FTE's	1.3	1.3	1.3
# of affordable units pledged by developers	143	N/A	10
# of units resulting from technical assistance provided by the City <sup>2</sup>	134	N/A	44
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	143	N/A	54
\$ contributed to Housing Trust Fund by developers	\$2,597,828	\$1,272,000	\$200,000
% of affordable units of total units developed	100%	100%	100%

<sup>1</sup> FY 2009 expenditure includes the Potomac Yard Development Housing Trust Fund contribution made directly for the development of The Station at Potomac

<sup>2</sup> Counted at loan settlement

LENDING – The goal of Lending is to provide City-secured funds to non profit development organizations and private developers to subsidize the costs of producing and/or preserving affordable rental or special needs housing.			
Expenditures <sup>1</sup>	\$3,080,261	\$2,805,978	\$3,833,276
FTE's	0.7	0.7	0.7
# of projects financed	1	N/A	2
# of units committed <sup>2</sup>	28	N/A	36
Average loan amount committed per unit financed	\$1,661	N/A	\$188,888
% of loans approved or denied within 60 days of application	100%	100%	100%

<sup>1</sup> FY 2009 expenditures include \$1.59M for loans approved in prior years (Beasley Square, Beverly Park, and balance of Quaker Hill) and \$1.49M for new loans (Glebe Park and Community Lodgings).

<sup>2</sup> Counted at City loan approval

# Office of Housing

## Summary of Budget Changes

### Expenditure Reductions

Activity	Expenditure Reductions	FTE's	FY 2011 Proposed
<b>Affordable Housing/ Lending</b>	<i>Reduction in Dedicated Real Estate Tax for Affordable Housing</i>	<b>0.0</b>	<b>(\$502,060)</b>
Reduction of \$502,060 in funds intended to support affordable housing development/preservation projects or to pay debt service on projects.			
<b>Affordable Housing/ Lending</b>	<i>Transfer to Non-Departmental</i>	<b>0.0</b>	<b>(\$270,000)</b>
\$270,000 from dedicated real estate revenues for the Office of Housing to potentially pay debt service on \$3.1 million, that might be added to \$3.3 million currently available to the Office of Housing (\$6.4 million total) for costs associated with eventual replacement of 16 units for James Bland public housing.			
<b>Various</b>	<i>Professional Services</i>	<b>0.0</b>	<b>(\$4,766)</b>
Based on the reduction of available monies for preservation/development projects, the department has less need for professional services and contracts.			

# Office of Housing

## FY 2011 Housing Program Sources and Uses

Program Activity (Uses)  Funding (Sources)	Home Ownership			Housing Rehab.	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Mgmt Support Services		Totals
	Lending & Loan Management	Counseling & Training	Sales & Marketing	Financing & Loan/Grant Management	Landlord Tenant Mediation & Education	Fair Housing Enforcement & Education	Securing & Fostering Affordable Development	Lending	Leadership & General Management	Grant & Financial Management	
<b>CDBG</b>											
New Grant	229,187	0	0	597,613	0	43,884	0	0	72,109	184,513	1,127,306
Program Income	150,000	0	0	200,000	0	0	0	0	0	0	350,000
Carryover	0	0	0	239,000	0	5,000	0	0	0	10,000	254,000
	379,187			1,036,613		48,884			72,109	194,513	1,731,306
	<b>7 HAP Loans</b>			<b>10 HRLP Loans 1 RAMP</b>		<b>1 Testing Round</b>					
<b>HOME</b>											
New Grant	523,117	0	0	0	0	0	0	320,000	51,027	34,018	928,162
Program Income	100,000	0	0	0	0	0	0	0	0	0	100,000
	623,117							320,000	51,027	34,018	1,028,162
	<b>19 HAP Loans (w/ General Fund below)</b>							<b>1 Project Financed</b>			
<b>GENERAL FUND</b>											
New	125,220	12,522	112,698	0	295,592	32,844	270,957	35,478	354,785	248,349	1,488,444
New HOME Match	130,779	0	0	0	0	0	0	0	0	0	130,779
	255,999	12,522	112,698		295,592	32,844	270,957	35,478	354,785	248,349	1,619,223
	<b>Admin Support for HAP, MIHP, and EHIP</b>	<b>Admin Support for Counseling &amp; Fair</b>	<b>2 units placed under contract</b>		<b>1,000 disputes mediated &amp; 4,000 clients served</b>		<b>10 Pledged Units Completed</b>				
<b>Housing Trust Fund</b>											
New	161,500	0	0	0	0	0	0	35,000	0	0	196,500
Carryover	0	97,740	0	3,000	0	0	0	2,127,199	0	0	2,227,939
HOME Match (Carryover)	0	0	0	0	0	0	0	80,000	0	0	80,000
Reserved for FY 2012 HOME Match	0	0	0	0	0	0	0	27,460	0	0	27,460
	161,500	97,740		3,000				2,234,659			2,531,899
	<b>4 MIHP Loans 4 EHIP Loans</b>	<b>350 Clients Served</b>		<b>2 Mini- RAMP Grants</b>				<b>1 Project Financed</b>			
<b>OTHER NON-FED</b>											
New	0	3,450	0	0	0	0	0	0	0	0	3,450
Dedicated Revenue Carryover	0	0	0	0	0	0	0	1,172,801	213,000	0	1,385,801
Carryover	0	0	0	0	0	0	0	31,600	0	0	31,600
Reserved for FY 2012 HOME Match	0	0	0	0	0	0	0	3,738	0	0	3,738
		3,450						1,208,139	213,000		1,424,589
		<b>Homeowner- ship Fair</b>						<b>Same Project (1) as Above</b>			
<b>ALL FUNDS</b>	<b>1,419,803</b>	<b>113,712</b>	<b>112,698</b>	<b>1,039,613</b>	<b>295,592</b>	<b>81,728</b>	<b>270,957</b>	<b>3,798,276</b>	<b>690,921</b>	<b>476,880</b>	<b>8,335,179</b>

# Office of Housing

## Miscellaneous Information

Proposed Housing Trust Fund (HTF) expenditures include a new allocation of up to \$104,857 in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- \$47,740 for Homeownership Counseling Services
- \$57,117 for HOME Match for the Housing Opportunities Fund

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2011 will be used to supplement the following ongoing programs:

- \$120,000 for the Moderate Income Homeownership Program
- \$41,500 for the Employee Homeownership Incentive Program

•**Note:** HTF resources are not expected to be sufficient to support an HTF allocation to the Housing Opportunities Fund (HOF) in FY 2011.

The FY 2011 Housing Opportunities Fund (HOF) includes \$200,000 for the Alexandria Housing Development Corporation (AHDC), with the understanding that up to \$50,000 of any monies remaining from AHDC's FY 2010 budget will be added to this figure.

The Office of Housing budget includes \$3.3 million for costs related to the planned eventual 16 replacement units in connection with ARHA's redevelopment of its James Bland property, to be augmented with up to \$3.1 million in bonds (\$6.4 million maximum). The actual cost is to be determined. While the estimated carryover monies from the formula Housing Trust Fund contribution (\$1,351,437) are considerably less than the amount needed, the Office of Housing, in order to minimize the amount needed in general obligation bonds and future debt service, will augment this with its remaining dedicated tax revenues (\$1,172,801), plus \$775,762 in additional Housing Trust Fund, Housing Opportunities Fund, and other monies.