



# Housing and Community Affairs

## RECOMMENDED FY22 BUDGET

\$61,695,819

## FULL TIME EQUIVALENTS

101.20

 ASEEM NIGAM, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Housing and Community Affairs (DHCA) is to 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.

## BUDGET OVERVIEW



The total recommended FY22 Operating Budget for the Department of Housing and Community Affairs is \$61,695,819, an increase of \$8,645,646 or 16.30 percent from the FY21 Approved Budget of \$53,050,173. Personnel Costs comprise 19.60 percent of the budget for 107 full-time position(s) and no part-time position(s), and a total of 101.20 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 80.40 percent of the FY22 budget.

DHCA expects the total signed agreements for affordable housing projects through the Payment in lieu of Taxes (PILOT) program to abate \$20.0 million in taxes in FY22.


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

## COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

-  **An Affordable, Welcoming County for a Lifetime**
-  **A Greener County**
-  **Effective, Sustainable Government**

## INITIATIVES

-  Provide the highest level of affordable housing funding in the County's history by investing \$89.1 million in affordable housing. This includes \$61.1 million in the Montgomery Housing Initiative (MHI) Fund, \$22 million in the Affordable Housing

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Acquisition and Preservation CIP project, and \$6 million for the new Affordable Housing Opportunity Fund. This increases dedicated funding and 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 "Housing First" programs, and creation of mixed-income housing. Since FY08, \$1.14 billion has been invested in support of affordable housing, leveraging \$2.21 billion in non-County funding.

- ★ Continue to protect lower-income residents of the Route 29/Castle Boulevard and Purple Line corridors from rent increases by working with nonprofits to identify and preserve at-risk naturally-occurring affordable housing (NOAH) and actively engaging purchasers with Rental Agreements to preserve affordable rents.
- ★ Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Twelve developments, including three senior and eight family projects, have already been identified with another project up for consideration. These developments would preserve or produce over 1,150 total and 899 affordable units.
- ★ Boost economic growth by funding the Countywide Facade Improvement Program which will revitalize commercial areas throughout Montgomery County with a focus on older commercial property. The objective is to provide support to small business and encourage private investment. Improvements will include gateway signage, pedestrian lighting, connectivity, streetscape elements, plant material installation, acquisition of long term facade and center signage easements, and other amenities. DHCA will initially focus on five targeted commercial areas including Montgomery Village, Hillandale, Downtown Wheaton, the Glenmont, and Layhill Shopping Centers. This program may also be expanded to other areas of the County.
- ★ Collaborate with Health and Human Services (HHS), and the Housing Opportunities Commission (HOC) to provide rental assistance programs to the residents who need it the most. Over 5,550 households are projected to be assisted in FY22. A renewed focus will be on eviction prevention, including targeted assistance and financial literacy seminars in areas experiencing high evictions.
- ★ Continue to receive funding from Federal grants (i.e., Community Development Block Grant - CDBG, the HOME Investment Partnership Grant, and the Emergency Solutions Grant), which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Continued a paperless Energy Efficiency program with streamlined, efficient guidelines and requirements that provides energy-efficient home improvements to income-eligible homeowners.
- ★ Continued efforts to improve data quality by leveraging external services (e.g. for street address validation) as well as other County data repositories. Work is also being carried out to consolidate data repositories across DHCA's core systems to minimize data maintenance work, improve integration, and support drilling across data models.
- ★ Developed data models and dashboards to support the department's on-going Business Intelligence initiative.
- ★ Committed to using cloud-based services in accordance to the County's own vision. The department is already leveraging the County's Azure file storage instance. DHCA's IT team is also exploring Amazon Web Services (AWS) Elastic Cloud to support its application development's activities.
- ★ Planning the deployment of a new Internet-facing affordable housing search application called 'Rental Guide'. The Rental Guide leverages the most recent web application development standards providing users with an intuitive and efficient interface. The application emphasizes speed, accuracy, and responsiveness.

## PROGRAM CONTACTS

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Contact Tim Goetzinger of the Department of Housing and Community Affairs at 240.777.3728 or Pofen Salem of the Office of

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY21 estimates reflect funding based on the FY21 Approved Budget. The FY22 and FY23 figures are performance targets based on the FY22 Recommended Budget and funding for comparable service levels in FY23.

## PROGRAM DESCRIPTIONS

### Administration

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

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Asset Management - Loan repayments billed / received <sup>1</sup>	\$14,169,659	\$21,218,393	\$15,000,000	\$15,450,000	\$15,913,500
Department MC311 Service Requests (SR)	22,247	20,925	21,553	22,199	22,865
Department MC311 Service Request success rate	87.3%	87.1%	89.7%	92.4%	95.2%
NACo Awards earned	5	1	2	2	3

<sup>1</sup> FY20 spike in loan repayments includes several large refinancing payoffs.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>2,002,830</b>	<b>13.20</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	376,883	0.50
<b>FY22 Recommended</b>	<b>2,379,713</b>	<b>13.70</b>

### Affordable 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 housing programs provide funding to replace and rehabilitate single-family housing units, and provide energy efficiency solutions and savings. Also, this program is responsible for the Work Force Housing Program.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Affordable Housing Program - Number of MC311 Service Requests	889	1,654	1,704	1,755	1,807
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	98.7%	100.0%	100.0%	100.0%	100.0%
Number of affordable housing units produced and available for occupancy (at no cost to the County)	373	79	300	315	324
Number of housing units improved/rehabilitated	212	248	235	240	247

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>1,014,654</b>	<b>10.50</b>
Decrease Cost: Partial Lapse of Vacant Positions	(94,369)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	47,154	0.00
<b>FY22 Recommended</b>	<b>967,439</b>	<b>10.50</b>

## ☀ Common Ownership Community Program

The Common Ownership Community (COC) program ensures fair and equitable relations between the governing bodies of homeowner associations, condominium associations, and cooperatives, and the individuals living within these common ownership communities, and encourages the maintenance and improvement of housing. Activities include 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 Common Ownership Communities.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
COC Program Customer Service - Number of MC311 Service Requests	775	757	780	803	827
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	99.1%	99.5%	100.0%	100.0%	100.0%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	45.0%	40.0%	45.0%	45.0%	45.0%

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>707,176</b>	<b>4.15</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,921	0.00
<b>FY22 Recommended</b>	<b>712,097</b>	<b>4.15</b>

## ☀ 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 Solutions 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of contracts awarded and monitored	43	48	47	43	43
Funding awarded to CDBG public service contracts <sup>1</sup>	\$532,000	\$600,000	\$618,000	\$636,540	\$655,636
CDBG public service contract compliance rate	100%	100%	100%	100%	100%
CDBG public service contract non-housing beneficiaries <sup>2</sup>	4,369	6,382	4,176	4,301	4,430

<sup>1</sup> FY19 spike includes funding for two medical providing assistance to homeless/AIDS patients and other health services.

<sup>2</sup> DHCA partners with the Community Development Advisory Committee, which provides funding recommendations for public service contracts. The beneficiaries of these contracts fluctuate annually based on the type of services provided.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>7,219,168</b>	<b>5.70</b>
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - Social Emotional Learning	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Mansfield Kaseman Health Clinic	45,000	0.00
Add: Community Development Block Grant: EveryMind, Inc. - Stabilizing Adults through Situational Support	45,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Beyond the Table	45,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Eye Clinic	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Assessment Center Rapid Exit Specialist	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Play and Learn	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - IT Job Training	45,000	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expanding Family Planning Options for Uninsured, Low-Income Women	43,500	0.00
Add: Community Development Block Grant: Latin American Youth Center, Inc. - Mental Health Assistance	42,500	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Homework Club	42,500	0.00
Add: Community Development Block Grant: Vietnamese Literary and Artistic Club of the Washington Metropolitan Area - Healthcare Program	40,000	0.00
Add: Community Development Block Grant: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Services	40,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County (MD), Inc. - Mental Health Promotion for Low-Income Latinx Residents	31,500	0.00
Add: Community Development Block Grant: ECDC Enterprise Development Group, Inc. - Small Business Loan Program	30,000	0.00
Increase Cost: Takoma Park Code Enforcement Contract	12,848	0.00
Re-align: Convert Asset Manager Position from Part-time to Full-time	0	0.50
Decrease Cost: CDBG Grant Adjustments	(630,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(142,914)	(0.50)
<b>FY22 Recommended</b>	<b>7,089,102</b>	<b>5.70</b>

## Housing Administration

This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, and landlord tenant mediation. This program was formerly included as part of Housing Development and Loan Programs.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Affordable housing units produced in the production pipeline	847	577	313	323	332
Number of affordable housing units in the preservation pipeline	58	58	558	368	379
Cost per unit of affordable housing units preserved	10,810	7,069	7,356	7,359	7,359
Cost per unit of affordable housing units produced <sup>1</sup>	60,546	24,801	58,839	58,824	58,824
Percent of affordable units created or preserved serving households under 50% AMI <sup>2</sup>	13.0%	42.7%	30.0%	35.0%	37.5%

<sup>1</sup> Average cost per unit fluctuates with the type of project financed.

<sup>2</sup> DHCA's underwriting criteria was recently updated to reflect a goal of providing a certain attainable and consistent level of affordable housing for very low income households.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>477,986</b>	<b>3.95</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,865)	0.00
<b>FY22 Recommended</b>	<b>469,121</b>	<b>3.95</b>

## 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; Chapter 48, *Solid Wastes*; and Chapter 58, *Weeds*, 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Housing Code Enforcement inspections <sup>1</sup>	38,789	28,253	29,101	40,000	41,200
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests <sup>2</sup>	8,997	6,888	7,095	7,307	7,527
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	69.6%	61.5%	63.4%	65.3%	67.2%
Code Enforcement - Number of violations per unit	1.16	1.64	1.69	1.50	1.35
Code Enforcement - Average severity of violations per unit	1.58	1.27	1.25	1.24	1.23

<sup>1</sup> Per the requirements of Bill 19-15, beginning FY18 DHCA began an intensive two-year housing code enforcement initiative.

<sup>2</sup> 7,527

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>4,538,429</b>	<b>38.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	56,961	0.00
<b>FY22 Recommended</b>	<b>4,595,390</b>	<b>38.50</b>

## 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Landlord Tenant meditations	724	686	700	725	750
Landlord Tenant Affairs Program - Number of MC311 Service Requests	6,927	7,053	7,265	7,483	7,707
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.1%	99.6%	100.0%	100.0%	100.0%
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	98.0%	97.0%	98.0%	98.5%	99.0%
Number of evictions prevented due to Landlord & Tenant Affairs' intervention	469	402	500	515	530

<b>FY22 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY21 Approved</b>	<b>1,416,964</b>	<b>8.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,950)	0.00
<b>FY22 Recommended</b>	<b>1,412,014</b>	<b>8.00</b>

## Licensing and Registration

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

<b>Program Performance Measures</b>	<b>Actual FY19</b>	<b>Actual FY20</b>	<b>Estimated FY21</b>	<b>Target FY22</b>	<b>Target FY23</b>
Licensing and Registration Program - Number of MC311 Service Requests	4,645	4,564	4,701	4,842	4,987
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	99.9%	100.0%	100.0%	100.0%	100.0%
Number of rental licenses issued	107,283	114,365	117,796	121,330	124,970

<b>FY22 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY21 Approved</b>	<b>423,086</b>	<b>3.20</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,170	0.00
<b>FY22 Recommended</b>	<b>456,256</b>	<b>3.20</b>

## Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the HOC, 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; and
- 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.

<b>Program Performance Measures</b>	<b>Actual FY19</b>	<b>Actual FY20</b>	<b>Estimated FY21</b>	<b>Target FY22</b>	<b>Target FY23</b>
Number of affordable housing units preserved and available for occupancy (County funded)	6,019	5,946	6,197	6,381	6,572
Number of affordable housing units produced and available for occupancy (County funded) <sup>1</sup>	403	546	650	668	688
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	4.54	4.25	4.38	4.51	4.64

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total affordable housing units produced	1,623	1,202	1,263	1,306	1,345
Total affordable housing units preserved <sup>2</sup>	6,077	6,004	7,129	7,142	7,357

<sup>1</sup> Out year projections may fluctuate based on current pipeline activity and certain assumptions on preservation / production strategies.

<sup>2</sup> Preservation increases projected in FY18-20 due to increases in MHI rental assistance funding.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>33,391,815</b>	<b>6.90</b>
Enhance: Affordable Housing Projects Based on Land Sale Proceeds Contributed to the HIF	6,797,750	0.00
Enhance: Affordable Housing Initiative	5,528,784	0.00
Enhance: Pay Debt Service for HOC Housing Production Fund Using the FY21 Desingated General Fund Reserve for Affordable Housing	3,400,000	0.00
Enhance: Estimated Contributions from HOC Housing Production Fund to Support Additional Projects	1,770,833	0.00
Reduce: Operating Expenses to Reflect Adjusted Revenue Estimates	(362,396)	0.00
Reduce: Operating Expenses to Reflect Adjusted Debt Service Transfer for Housing CIP	(2,391,300)	0.00
Reduce: Rental Assistance Program Due to Revenue Shortfall	(2,964,421)	0.00
Decrease Cost: Committed County Payment Transfer to Debt Service Fund for HOC Housing Production Fund	(3,400,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(13,417)	0.00
<b>FY22 Recommended</b>	<b>41,757,648</b>	<b>6.90</b>

## 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Focused Neighborhood Assistance Activity (expenditures) <sup>1</sup>	\$398,421	\$903,822	\$930,937	\$958,865	\$987,631
Facade Program - Private dollars leveraged	\$0	\$0	\$395,000	\$200,000	\$206,000
Focused Neighborhood Assistance Active projects	4	5	4	3	3
Focused Neighborhood Assistance beneficiaries <sup>2</sup>	179	191	642	81	81
Facade Program - Number of businesses benefited	0	0	1	2	2

<sup>1</sup> FY20 activity includes four active projects (Kimberly Place Balconies and Drainage, Montclair Manor and Montgomery Village). FY21 assumes activity at Kimberly Place Balconies and Wedgewood. FY22 assumes activity is only for Kimberly Place Balconies.

<sup>2</sup> FY20 activity includes four active projects (Kimberly Place Balconies and Drainage, Montclair Manor and Montgomery Village). FY21 assumes activity at Kimberly Place Balconies and Wedgewood. FY22 assumes activity is only for Kimberly Place Balconies.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>1,858,065</b>	<b>6.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,026)	0.00
<b>FY22 Recommended</b>	<b>1,857,039</b>	<b>6.60</b>



## BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,898,200	5,349,182	4,839,859	5,567,030	4.1 %
Employee Benefits	1,763,137	1,726,475	1,706,530	1,674,106	-3.0 %
<b>County General Fund Personnel Costs</b>	<b>6,661,337</b>	<b>7,075,657</b>	<b>6,546,389</b>	<b>7,241,136</b>	<b>2.3 %</b>
Operating Expenses	1,375,728	1,564,564	1,511,805	1,629,793	4.2 %
<b>County General Fund Expenditures</b>	<b>8,037,065</b>	<b>8,640,221</b>	<b>8,058,194</b>	<b>8,870,929</b>	<b>2.7 %</b>
<b>PERSONNEL</b>					
Full-Time	106	106	106	107	0.9 %
Part-Time	1	1	1	0	-100.0 %
FTEs	62.65	62.65	62.65	62.65	—
<b>REVENUES</b>					
Board of Appeals Fees	(250)	8,624	8,624	8,000	-7.2 %
Common Ownership Community Fees	698,354	717,500	717,500	722,500	0.7 %
Fire Code Enforcement Permits	(64)	0	0	0	—
Landlord-Tenant Fees	6,526,974	6,998,040	6,998,040	7,119,750	1.7 %
Miscellaneous Revenues	(11,405)	6,500	6,500	6,500	—
Other Charges/Fees	(1,868)	74,250	74,250	74,350	0.1 %
Other Fines/Forfeitures	48,283	40,000	40,000	40,000	—
Other Licenses/Permits	0	492,000	492,000	492,000	—
<b>County General Fund Revenues</b>	<b>7,260,024</b>	<b>8,336,914</b>	<b>8,336,914</b>	<b>8,463,100</b>	<b>1.5 %</b>
<b>MONTGOMERY HOUSING INITIATIVE</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,465,123	1,803,173	1,870,206	1,849,048	2.5 %
Employee Benefits	523,375	540,863	370,116	517,828	-4.3 %
<b>Montgomery Housing Initiative Personnel Costs</b>	<b>1,988,498</b>	<b>2,344,036</b>	<b>2,240,322</b>	<b>2,366,876</b>	<b>1.0 %</b>
Operating Expenses	31,607,929	32,335,841	31,922,178	40,715,091	25.9 %
<b>Montgomery Housing Initiative Expenditures</b>	<b>33,596,427</b>	<b>34,679,877</b>	<b>34,162,500</b>	<b>43,081,967</b>	<b>24.2 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	17.05	17.05	17.05	17.05	—
<b>REVENUES</b>					
Asset Management Fee	82,802	70,200	70,200	70,200	—
Commitment Fee	0	200,000	200,000	200,000	—
HOC Contributions	0	0	0	1,770,833	—
Investment Income	4,451,950	1,939,470	1,000,000	1,000,000	-48.4 %

## BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Land Sale Proceeds	0	0	0	6,797,750	—
Loan Payments	5,144,402	2,900,000	2,900,000	3,100,000	6.9 %
MHI Transfer Tax	17,600	100,000	100,000	100,000	—
Miscellaneous Revenues	(43,112)	75,006	75,006	75,006	—
MPDU Alternative Payments	0	360,000	360,000	360,000	—
MPDU Revenues	2,271,423	1,610,000	1,970,000	1,970,000	22.4 %
Other Financing Sources	11,396	52,050	52,050	49,650	-4.6 %
Recordation Tax	18,388,868	17,717,608	14,068,216	14,753,187	-16.7 %
<b>Montgomery Housing Initiative Revenues</b>	<b>30,325,329</b>	<b>25,024,334</b>	<b>20,795,472</b>	<b>30,246,626</b>	<b>20.9 %</b>

### GRANT FUND - MCG

#### EXPENDITURES

Salaries and Wages	1,412,298	1,788,640	1,788,640	1,930,057	7.9 %
Employee Benefits	481,675	531,848	531,848	551,984	3.8 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>1,893,973</b>	<b>2,320,488</b>	<b>2,320,488</b>	<b>2,482,041</b>	<b>7.0 %</b>
Operating Expenses	7,362,083	7,409,587	7,409,587	7,260,882	-2.0 %
<b>Grant Fund - MCG Expenditures</b>	<b>9,256,056</b>	<b>9,730,075</b>	<b>9,730,075</b>	<b>9,742,923</b>	<b>0.1 %</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21.00	21.00	21.00	21.50	2.4 %

#### REVENUES

Federal Grants	6,767,897	7,462,246	7,462,246	7,462,246	—
Investment Income	229,719	0	0	0	—
Loan Payments	500,259	2,000,000	2,000,000	2,000,000	—
Other Intergovernmental	322,506	267,829	267,829	280,677	4.8 %
State Grants	69,594	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>7,889,975</b>	<b>9,730,075</b>	<b>9,730,075</b>	<b>9,742,923</b>	<b>0.1 %</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>50,889,548</b>	<b>53,050,173</b>	<b>51,950,769</b>	<b>61,695,819</b>	<b>16.3 %</b>
<b>Total Full-Time Positions</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>107</b>	<b>0.9 %</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>-100.0 %</b>
<b>Total FTEs</b>	<b>100.70</b>	<b>100.70</b>	<b>100.70</b>	<b>101.20</b>	<b>0.5 %</b>
<b>Total Revenues</b>	<b>45,475,328</b>	<b>43,091,323</b>	<b>38,862,461</b>	<b>48,452,649</b>	<b>12.4 %</b>

### FY22 RECOMMENDED CHANGES

	Expenditures		FTEs	
<b>COUNTY GENERAL FUND</b>				

**FY22 RECOMMENDED CHANGES**

	Expenditures	FTEs
<b>FY21 ORIGINAL APPROPRIATION</b>	<b>8,640,221</b>	<b>62.65</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	202,289	0.00
Increase Cost: FY22 Compensation Adjustment	108,769	0.00
Increase Cost: Motor Pool Adjustment	65,302	0.00
Decrease Cost: Print and Mail Adjustment	(73)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(4,597)	0.00
Decrease Cost: Retirement Adjustment	(46,613)	0.00
Decrease Cost: Partial Lapse of Vacant Positions [Affordable Housing Programs]	(94,369)	0.00
<b>FY22 RECOMMENDED</b>	<b>8,870,929</b>	<b>62.65</b>

**MONTGOMERY HOUSING INITIATIVE**

<b>FY21 ORIGINAL APPROPRIATION</b>	<b>34,679,877</b>	<b>17.05</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Affordable Housing Projects Based on Land Sale Proceeds Contributed to the HIF [Multi-Family Housing Programs]	6,797,750	0.00
Enhance: Affordable Housing Initiative [Multi-Family Housing Programs]	5,528,784	0.00
Enhance: Pay Debt Service for HOC Housing Production Fund Using the FY21 Desingated General Fund Reserve for Affordable Housing [Multi-Family Housing Programs]	3,400,000	0.00
Enhance: Estimated Contributions from HOC Housing Production Fund to Support Additional Projects [Multi-Family Housing Programs]	1,770,833	0.00
Reduce: Operating Expenses to Reflect Adjusted Revenue Estimates [Multi-Family Housing Programs]	(362,396)	0.00
Reduce: Operating Expenses to Reflect Adjusted Debt Service Transfer for Housing CIP [Multi-Family Housing Programs]	(2,391,300)	0.00
Reduce: Rental Assistance Program Due to Revenue Shortfall [Multi-Family Housing Programs]	(2,964,421)	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	41,248	0.00
Increase Cost: FY22 Compensation Adjustment	22,079	0.00
Decrease Cost: Retirement Adjustment	(18,617)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(21,870)	0.00
Decrease Cost: Committed County Payment Transfer to Debt Service Fund for HOC Housing Production Fund [Multi-Family Housing Programs]	(3,400,000)	0.00
<b>FY22 RECOMMENDED</b>	<b>43,081,967</b>	<b>17.05</b>

**GRANT FUND - MCG**

<b>FY21 ORIGINAL APPROPRIATION</b>	<b>9,730,075</b>	<b>21.00</b>
<b><u>Federal/State Programs</u></b>		
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Beyond the Table	45,000	0.00

## FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Eye Clinic	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Assessment Center Rapid Exit Specialist	45,000	0.00
Add: Community Development Block Grant: EveryMind, Inc. - Stabilizing Adults through Situational Support	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - IT Job Training	45,000	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - Social Emotional Learning	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Mansfield Kaseman Health Clinic	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Play and Learn	45,000	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expanding Family Planning Options for Uninsured, Low-Income Women	43,500	0.00
Add: Community Development Block Grant: Latin American Youth Center, Inc. - Mental Health Assistance	42,500	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Homework Club	42,500	0.00
Add: Community Development Block Grant: Vietnamese Literary and Artistic Club of the Washington Metropolitan Area - Healthcare Program	40,000	0.00
Add: Community Development Block Grant: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Services	40,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County (MD), Inc. - Mental Health Promotion for Low-Income Latinx Residents	31,500	0.00
Add: Community Development Block Grant: ECDC Enterprise Development Group, Inc. - Small Business Loan Program	30,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Takoma Park Code Enforcement Contract [Grants Administration - Federal Programs]	12,848	0.00
Re-align: Convert Asset Manager Position from Part-time to Full-time [Grants Administration - Federal Programs]	0	0.50
Decrease Cost: CDBG Grant Adjustments [Grants Administration - Federal Programs]	(630,000)	0.00
<b>FY22 RECOMMENDED</b>	<b>9,742,923</b>	<b>21.50</b>

## PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	2,002,830	13.20	2,379,713	13.70
Affordable Housing Programs	1,014,654	10.50	967,439	10.50
Common Ownership Community Program	707,176	4.15	712,097	4.15
Grants Administration - Federal Programs	7,219,168	5.70	7,089,102	5.70
Housing Administration	477,986	3.95	469,121	3.95
Housing Code Enforcement	4,538,429	38.50	4,595,390	38.50
Landlord-Tenant Mediation	1,416,964	8.00	1,412,014	8.00
Licensing and Registration	423,086	3.20	456,256	3.20
Multi-Family Housing Programs	33,391,815	6.90	41,757,648	6.90
Neighborhood Revitalization	1,858,065	6.60	1,857,039	6.60

## PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
<b>Total</b>	<b>53,050,173</b>	<b>100.70</b>	<b>61,695,819</b>	<b>101.20</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total\$	FY21 FTEs	FY22 Total\$	FY22 FTEs
<b>COUNTY GENERAL FUND</b>					
Permitting Services	Permitting Services	129,922	1.00	101,627	1.00
Recycling and Resource Management	Solid Waste Disposal	664,094	5.50	691,391	5.50
CIP	Capital Fund	192,592	1.70	203,663	1.70
<b>Total</b>		<b>986,608</b>	<b>8.20</b>	<b>996,681</b>	<b>8.20</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY22 Recommended</b>	<b>8,871</b>	<b>8,871</b>	<b>8,871</b>	<b>8,871</b>	<b>8,871</b>	<b>8,871</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>	<b>164</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>8,871</b>	<b>9,034</b>	<b>9,034</b>	<b>9,034</b>	<b>9,034</b>	<b>9,034</b>
<b>MONTGOMERY HOUSING INITIATIVE</b>						
<b>EXPENDITURES</b>						
<b>FY22 Recommended</b>	<b>43,082</b>	<b>43,082</b>	<b>43,082</b>	<b>43,082</b>	<b>43,082</b>	<b>43,082</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>43,082</b>	<b>43,122</b>	<b>43,122</b>	<b>43,122</b>	<b>43,122</b>	<b>43,122</b>

**FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN**

**Montgomery Housing Initiative**

FISCAL PROJECTIONS	FY21 ESTIMATE	FY22 REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	18.64%	19.18%	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.3%	1.6%	2.0%	2.4%	2.4%	2.4%	2.4%
Investment Income Yield	0.2%	0.1%	0.4%	0.4%	0.4%	0.4%	0.4%
<b>BEGINNING FUND BALANCE</b>	<b>29,438,536</b>	<b>20,635,425</b>	<b>1,330,000</b>	<b>512,458</b>	<b>323,646</b>	<b>669,217</b>	<b>1,144,487</b>
<b>REVENUES</b>							
Taxes	14,168,216	14,853,187	15,687,110	16,857,444	17,605,446	20,040,563	21,583,480
Charges For Services	70,200	70,200	71,597	73,330	75,119	76,952	78,830
Miscellaneous	6,557,056	15,323,239	9,252,236	9,259,516	9,205,006	9,205,006	9,205,006
<b>Subtotal Revenues</b>	<b>20,795,472</b>	<b>30,246,626</b>	<b>25,010,943</b>	<b>26,190,290</b>	<b>26,885,571</b>	<b>29,322,521</b>	<b>30,867,316</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Transfers To Debt Service Fund	9,727,880	11,568,462	6,960,648	5,706,248	4,362,348	3,054,948	3,058,248
MHI - Property Acquisition Fund	(10,121,700)	(16,718,400)	(17,918,500)	(19,172,900)	(20,516,800)	(21,824,200)	(21,820,900)
MHI - HOC Housing Production Fund	(9,621,700)	(13,318,400)	(14,518,500)	(15,772,900)	(17,116,800)	(18,424,200)	(18,420,900)
Transfers To The General Fund	(462,465)	(453,967)	(461,681)	(461,681)	(461,681)	(461,681)	(461,681)
Indirect Costs	(462,465)	(453,967)	(461,681)	(461,681)	(461,681)	(461,681)	(461,681)
Transfers From The General Fund	20,312,045	28,740,829	25,340,829	25,340,829	25,340,829	25,340,829	25,340,829
From General Fund	19,812,045	25,340,829	25,340,829	25,340,829	25,340,829	25,340,829	25,340,829
From Designated General Fund Reserve for Affordable Housing	500,000	3,400,000	0	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>59,961,888</b>	<b>62,450,513</b>	<b>33,301,591</b>	<b>32,408,996</b>	<b>31,571,565</b>	<b>33,046,686</b>	<b>35,070,051</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(5,878,951)	(2,769,776)	(2,769,776)	(2,769,776)	(2,769,776)	(2,769,776)	(2,769,776)
Debt Service: Other (Non-Tax Funds only)	(52,050)	(49,650)	(47,230)	(54,510)	0	0	0
Labor Agreement	n/a	0	(40,222)	(40,222)	(40,222)	(40,222)	(40,222)
Rental Assistance Program (RAP)	(14,068,216)	(14,753,187)	(15,687,110)	(16,857,444)	(17,605,446)	(20,040,563)	(21,583,480)
Affordable Housing Loans	(1,205,743)	(12,551,814)	(639,135)	739,542	2,470,636	3,905,902	4,035,975
HHS Housing Programs	(9,706,200)	(9,706,200)	(9,701,380)	(9,708,660)	(9,706,200)	(9,706,200)	(9,706,200)
Neighborhoods to Call Home	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)
Homeownership Assistance Program	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(34,162,500)</b>	<b>(43,081,967)</b>	<b>(32,136,193)</b>	<b>(31,942,410)</b>	<b>(30,902,348)</b>	<b>(31,902,199)</b>	<b>(33,315,043)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(5,163,963)</b>	<b>(18,038,546)</b>	<b>(652,940)</b>	<b>(142,940)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(39,326,463)</b>	<b>(61,120,513)</b>	<b>(32,789,133)</b>	<b>(32,085,350)</b>	<b>(30,902,348)</b>	<b>(31,902,199)</b>	<b>(33,315,043)</b>
<b>YEAR END FUND BALANCE</b>	<b>20,635,425</b>	<b>1,330,000</b>	<b>512,458</b>	<b>323,646</b>	<b>669,217</b>	<b>1,144,487</b>	<b>1,755,008</b>
Affordable Housing and Acquisition and Preservation CIP Project #P760100	(22,000,000)	(22,000,000)	(22,000,000)	(22,000,000)	(22,000,000)	(22,000,000)	(22,000,000)
Affordable Housing Opportunity Fund CIP Project #P762101	(8,000,000)	(6,000,000)					
<b>TOTAL ALLOCATION IN AFFORDABLE HOUSING (MHI Fund + CIP Projects)</b>	<b>(69,326,463)</b>	<b>(89,120,513)</b>	<b>(54,789,133)</b>	<b>(54,085,350)</b>	<b>(52,902,348)</b>	<b>(53,902,199)</b>	<b>(55,315,043)</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>34.4%</b>	<b>2.1%</b>	<b>1.5%</b>	<b>1.0%</b>	<b>2.1%</b>	<b>3.5%</b>	<b>5.0%</b>

**Assumptions:**

1. A total of \$89.1 million will be allocated in affordable housing, including expenditures of \$61.1 million reflected in this fund, \$22 million for the Affordable Housing Acquisition and Preservation CIP Project #760100, and \$6 million for Affordable Housing Opportunity Fund CIP Project #762101. The CIP fund assumes the issuance of \$13.25 million of debt, \$8.75 million in estimated loan repayments, and \$6 million funded with Recordation Tax Premium in FY22. The funding provided a continued high level of support for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents and mixed-income housing and a variety of services for permanent supportive housing and community development.
2. A supplemental request for the new Affordable Housing Opportunity Fund CIP was submitted to the Council in December 2020 for approval. The funding will be used to address the urgent challenge of preservation and development of affordable housing in areas at risk of rent escalation to higher market rents, including County transit corridors.
3. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) of the equivalent to 2.5% of actual General Fund property taxes from two years prior to the upcoming fiscal year for the purpose of maintaining and expanding the supply of affordable housing. However, the actual transfer from the General Fund will be determined each year based on the availability of resources.

**Notes:**

1. 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.
2. The Executive recommends an additional \$5.5 million to be transferred from the General Fund to the MHI fund, compared to \$19.8 million approved for FY21. A combination totaling \$25.3 million transferred from the General Fund, the additional \$6.8 million collected from land sale proceeds, and the projected \$1.77 million contributed by the interest payments generated from HOC Housing Production Fund will reach beyond the 2.5% policy goal.
3. Operating budget includes personnel costs, contracts for homeownership education, and miscellaneous expenses for consultants, technology upgrades and monitoring.

**AFFORDABLE HOUSING SUPPORT SUMMARY**

Funding Sources	Total County Resources (FY08 - FY20)	Avg Resources FY08-FY20	FY21 CC Approved	FY22 CE Recommended Budget	Projected Creation / Preservation of Affordable Housing (FY22)	Notes
<b>Operating Budget Expenditures</b>						
DHCA - MHI Operating Budget	363,841,684	27,987,822	34,679,877	43,081,967		
DHCA - MHI Debt Service (interest only)	32,057,564	2,465,966	4,546,700	5,544,445		
HHS - General Fund - Housing Programs	123,892,804	9,530,216	13,115,387	13,115,387	2,000	Clients Served
HOC - Non-Departmental Account	80,298,796	6,176,830	6,824,693	6,895,693		
<b>Total Operating Budget</b>	<b>600,090,848</b>	<b>46,160,834</b>	<b>59,166,657</b>	<b>68,637,492</b>		
<b>Affordable Housing Acquisition and Preservation Project (CIP)</b>						
MHI	4,775,000	397,917				
HIF Revolving Loan Program	161,490,000	12,422,308	13,293,000	8,751,000		
Loan Repayment Proceeds (actual)	54,990,507	4,230,039	8,707,000	13,249,000		
G.O. Bonds	-	-				
Recordation Tax Premium	4,540,000	648,571				
<b>DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total</b>	<b>225,795,507</b>	<b>17,698,835</b>	<b>22,000,000</b>	<b>22,000,000</b>		
<b>Affordable Housing Opportunity Fund (CIP)</b>						
DHCA - Payment in Lieu of Taxes (Non-HOC PILOTS)	152,386,214	11,722,016	19,070,508	20,024,034	7,758	Incl. MHI & CIPS. Pending Council's action on a supplemental request of \$8M in FY21 and \$6M in FY22.
DHCA - Payment in Lieu of Taxes (HOC PILOTS)	115,866,506	8,912,808	9,570,344	10,000,000	300	In support of operating cost for Non-profits and Senior housing
DGS - Discounted Land Value	49,493,163	9,898,633	-	6,797,750	50	
<b>Total Affordable Housing Support</b>	<b>1,143,632,238</b>	<b>94,393,127</b>	<b>109,807,509</b>	<b>126,661,526</b>	<b>10,108</b>	Units Captured in DHCA

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