

**Board of County Commissioners  
Leon County, Florida**

**Tallahassee City Commission**

**Joint County / City Workshop  
on  
Affordable Housing**

**October 27, 2016  
9:30 a.m. – 11:30 a.m.**

**City Commission Chamber  
City Hall, 2<sup>nd</sup> Floor**

# Notes for Workshop



## Joint Workshop Item

October 27, 2016

<b>SUBJECT/TITLE:</b> Report on Affordable Housing Efforts in Tallahassee-Leon County	
<b>County Administrator/City Manager Approval:</b>	Vincent S. Long, County Administrator Ricardo Fernandez, City Manager
<b>Department Review:</b>	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Raoul Lavin, Assistant City Manager
<b>Lead Staff:</b>	Shington Lamy, Director, Office of Human Services & Community Partnerships Michael Parker, Director, City of Tallahassee Community Housing & Human Services Lamarr Kemp, Director, Leon County Housing Services

### **Statement of Issue:**

This item provides a report on affordable housing programs and initiatives currently being provided by the City, County, non-profit and private sector and explores opportunities to better collaborate on collective efforts to realize more holistic, innovative affordable housing options that meet the needs of our citizens and enhance our community.

### **Background:**

On March 23, 2016 the City Commission conducted a workshop on affordable housing. At that meeting, the City Commission requested a joint workshop with the County Commission to discuss the state of affordable housing in the community and explore collaborative strategies to address affordable housing needs. On May 10, 2016, the County Commission ratified actions taken during its April, 2016 budget workshop and directed staff to schedule a joint workshop with the City to discuss affordable housing.

### **Fiscal Impact:**

This item has no fiscal item.

**Recommended Actions:**

Option 1: Accept the report on affordable housing efforts in Tallahassee-Leon County.

Option 2: Maintain the City of Tallahassee and Leon County's existing housing programs which primarily focus on promoting and expanding homeownership as well as preserving the existing affordable housing inventory through housing rehabilitation.

Option 3: Establish the Tallahassee-Leon County Affordable Housing Workgroup to be staffed jointly by County and City staff for an initial 150 days and comprised of representatives from the Leon County Housing Finance Authority, Tallahassee Housing Authority, Beatitude Foundation, Tallahassee Lenders' Consortium, Big Bend Continuum of Care, Big Bend Homeless Coalition, Ability 1st, Bethel Community Development Corporation, Habitat for Humanity of the Big Bend, Tallahassee Urban League and County and City housing staff. Also, the City and County Commissions respectively shall appoint an affordable housing consumer and an affordable housing developer.

Option 4: Establish the following "Guiding Principles" as a framework for the Workgroup to address affordable housing:

- a. Holistic Approach to Affordable Housing – provides programs and services that enhance the quality of life for the family or individual.
- b. Strong and Extensive Collaboration and Partnerships – plan and design affordable housing developments with partners to leverage funds, technical support, and best practices.
- c. Capital Stack/Multiple Funding Streams – utilize multiple financing sources, including public funds, tax credits, bonds, grants, sales tax programs, and private donations to fund affordable housing projects.

Option 5: Direct the Tallahassee-Leon County Affordable Housing Workgroup to develop a plan for the redevelopment of a multi-family housing unit that provides the following:

- a. Recommendations for the coordination and collaboration of local government, non-profit and for-profit resources.
- b. A housing design that considers the needs of residents and enhances the overall community.
- c. Recommendations for leveraging the financial resources of local, state and federal resources to address permanent support housing for the homeless population.
- d. Consider engaging organizations that promote best practices in affordable housing models, such as Purpose Built Communities and others.
- e. Recommendations for a structure that would sustain the collaborative effort of the Affordable Housing Workgroup.

## **Analysis**

This analysis provides an assessment of the long term benefits of a community-wide investment in affordable housing and offers data to support this assessment. This analysis will also provide an overview of available community resources, including the City and County's existing housing programs and those administered by community partners. The analysis will also briefly summarize an affordable housing tour funded through a Knight Foundation Grant that afforded local stakeholders an opportunity to see various affordable housing models that could be replicated. Finally, the analysis concludes with options and recommendations intended to foster greater collaboration and coordination of the community-wide affordable housing efforts using best practices and leveraging financial resources to stimulate and revitalize the Tallahassee-Leon County affordable housing market.

### **Benefits of Affordable Housing**

Access to safe, affordable housing is a critical element when measuring the quality of life and economic vitality of a community. According to the National Law Review (Affordable Housing is an Economic Development Benefit, February 26, 2015):

Households that pay less from their paychecks for housing costs can afford to spend more on other items, including groceries, clothing and health care. They can also afford to save more for emergencies or for major purchases such as a car or education. This provides these households with greater economic stability because it is easier to avoid living from paycheck to paycheck. They are less likely to face eviction or the stress of moving from place to place because they fall short of rental or housing payments. Persons who live in affordable housing tend to be more stable, long-term employees because they do not need to move so often and face difficulties coming to work regularly. Businesses benefit by having a stable employee population because it reduces employee turnover and related costs in training new employees.

Also, according to a 2014 study prepared for the California Department of Housing and Community Development and others regarding the benefits of affordable housing, states "This research suggests that access to affordable housing can improve education outcomes, increase health and wellbeing, boost economic activity, and can lower social service costs for the state and local governments, among other benefits."

Affordable housing revitalizes distressed neighborhoods and promotes economic and social integration while building sustainable communities. The National Association of Home Builders estimates that each 100 units of affordable housing development generate the following:

- 80 direct and indirect jobs related to construction;
- 42 induced jobs from spending of locally earned wages;
- 30 jobs that support the ongoing consumer activity of the new development's residents;
- approximately \$827,000 in one-time local tax/fee revenue; and
- local wage and business earnings of \$2 million annually.

#### Current Affordable Housing Data for Tallahassee-Leon County

As a part of the City's March 23th workshop, statistical data was presented to demonstrate the affordable housing needs in the community. The data provided an inventory of housing in Tallahassee-Leon County (Attachment #1). The primary sources of data used for this item are the Florida Housing Data Clearinghouse with estimates and projections from the Shimberg Center for Housing Studies based on 2010 Census and population projections by the Bureau of Economic and Business Research and the American Community Survey Information available through American Fact Finder.

When this data was first reviewed in the earlier City workshop, it was noted that the data did not account for the impact of student housing on the overall rental housing market. This is important as student housing makes up a significant portion of the housing inventory and also skews the data on the number of rental households which have incomes of 80% or less of area median income.

When not adjusted, the earlier housing data indicated that approximately 60% of the rental households in the City are "cost burdened" meaning they are paying more than 30% of their incomes for housing. Further analysis determined that approximately 39% of these were student households. Therefore, out of the 44,026 rental households in the City, 13,820 or 31% are low-income non-student rental households which are cost burdened and is the indicator of our affordable rental housing need. The adjusted housing data is provided in Attachment #2.

Based on the 2014 homeownership information from the Florida Housing Data Clearinghouse there were an estimated 76,340 households in Tallahassee, with 32,314 owners and 44,026 renters. Based on this data, the City of Tallahassee has a homeownership rate of approximately 42%, the unincorporated areas of Leon County have a homeownership rate of 81.9%. Therefore, Leon County has an overall homeownership rate of 54.8%. This is lower than the overall state homeownership rate which is 67.7%.

The percentage of homeownership is typically viewed as an indicator of the level of access to homeownership. The assumption is that a high ratio of renters to homeowners is an indication that there are significant barriers to homeownership. However, if a community has a high level of transitory residents, such as students, then that assumption may not be correct. As noted above, the number of rental units within the City is heavily influenced by student housing. If the student housing households are removed from rental to ownership calculation then the homeownership rate for Leon County is adjusted to approximately 62.7% which is much closer to the statewide average of 67.7%.

Using the data sources referenced above, it is estimated that there are 51,870 renter households in Leon County. Approximately, 85% (44,026) of these rental households are located in the City. Approximately 30% (13,415) of these 44,026 rental households are student rental households. Based on this analysis there are approximately 30,611 non-student renter households within the City. There are 31,262 rental households within the City which have incomes that are 80% or less of AMI. Approximately, 38% (11,976) of these rental households are students and 62% (19,286) are non-student low income rental households.

Using the U.S. Department of Housing and Urban and Development (HUD) criteria, a household is considered cost burdened, if more than 30% of the household's income is used for mortgage costs or gross rent (includes utilities). Using the housing data adjusted to remove student rental households, there are 19,286 low income renter households in the City. Approximately 72% (13,820) of these low-income renter households pay 30% or more of their income towards housing and are considered cost burdened.

There are approximately 32,314 homeowner households in the City, and 5,612 of those households are low-income (80% or less AMI). Students have a less significant impact in this category as they represent approximately 7% (404) of the low-income homeowner households. Approximately 54% (2,827) of the 5,208 non-student low-income homeowner households pay 30% or more of their income toward housing costs and are considered cost burdened.

The purpose of identifying the student housing impact on the community's affordable housing data is to provide a clear picture of the target populations which should be the focus of a local affordable housing strategy. It is also important to show that our community's affordable housing challenges are comparable to other cities and counties within the state. A recent analysis of the impact of college students on poverty data, demonstrated that in Tallahassee, removing students from the poverty data reduced the reported poverty rate from 32.4% to 20.9%. There is a similar pattern in the affordable housing data. Affordable housing goals and performance benchmarks must be developed based on accurate data.

Although the above analysis provides a snapshot into households that are cost burdened, it does not consider the current affordable housing inventory, the need or the demand. This item recognizes that a more thorough analysis is necessary to assess the community's true affordable housing condition and how to best use the available resources.

#### Overview of the Available Community Resources and Partners

Currently the available community resources dedicated to affordable housing, including those offered by City and County governments and community partner agencies, target both general and special populations. It is important to note that the City and County's respective programs and services have primarily focused on preserving, enhancing and promoting homeownership for the following reasons:

1. Homeownership is an important tool in neighborhood redevelopment. Increasing homeownership provides a foundation for community building. Homeowners typically feel more vested in the community and can serve as the basis for building neighborhood groups and associations.
2. There are public funds available exclusively for affordable rental housing such as Section 8 vouchers and Low Income Housing Tax Credits. The City and County resources compliment this by focusing on homeownership which provides a pathway for low-income renters to move into homeownership.

3. A significant portion of the City and County's resources come from the State Housing Initiatives Partnership Program (SHIP). SHIP rules mandate that 65% of their funds must be used to support homeownership.

#### *City of Tallahassee*

The City dedicates the largest portion of its affordable housing resources to preserve the existing affordable housing stock through the rehabilitation of owner occupied housing (Attachment #3). The City has four housing rehabilitation programs: Emergency Home Repair, Owner-Occupied Housing Rehabilitation, Accessibility Rehabilitation and Code Enforcement Rehabilitation. In addition, the City currently supports a down payment assistance program operated by the Tallahassee Lenders' Consortium. The City has budgeted funds to assist with the development of new affordable housing units through new construction and/or acquisition and repair of existing vacant housing stock.

The City is a HUD "entitlement community" and therefore receives annual allocations from several federal grant sources. These allocations are based on various factors such as total population, levels of need as expressed by low income population and the amount of federal funding approved for the HUD programs. Table 1 reflects the HUD grant funds the City received in the current fiscal year.

**Table 1. City of Tallahassee FY 17 HUD Funding**

<b>HUD Funding Source</b>	<b>Amount</b>
Community Development Block Grant (CDBG)	\$1,796,115
HOME Investment Partnerships Program (HOME)	\$782,981
Emergency Shelter Grant	\$159,582

The City was also awarded funding in FY 2016/17 from the State Housing Initiatives Partnership Program (SHIP), administered through the Florida Housing Finance Corporation, in the amount of \$1,490,450 for affordable housing projects.

The City also maintains the "Affordable Housing Trust Fund" which is administered by the City Department of Community Housing and Human Services and is a local source of funding for affordable housing rehabilitation and new affordable housing development. The current available fund balance in the Trust Fund is \$1,310,963.

#### *Leon County*

Leon County's Housing Services is dedicated to promoting, sustaining and expanding affordable homeownership through housing rehabilitation, housing replacement, down payment and closing costs assistance, and foreclosure prevention. These services are provided to residents in the unincorporated areas of Leon County. The programs and services administered by the County are funded solely with revenues offered through SHIP, CDBG and the Leon County Housing Finance Authority (HFA). HFA funds are used to fund first mortgage loans, down payment assistance to residents for owner occupied, single and multi-family housing units, emergency housing repair and the annual Home Expo event. Table 2 reflects the County's FY 2017 funding.



**Table 2. Leon County FY 17 Funding**

<b>Funding Source</b>	<b>Amount</b>
Community Development Block Grant (CDBG)	\$750,000*
SHIP	\$614,721

*\*one-time funding awarded in February, 2016 to be utilized within 3 years*

The County's SHIP and CDBG funds are utilized entirely for housing projects in the unincorporated area. Presently, more than 400 residents in the unincorporated area are on a waiting list to use these funds.

Because the unincorporated area is not considered an "entitlement community," Leon County does not receive annual funding from HUD and as a result, must compete for grant funding. In February 2016, Leon County was one of only twelve communities to be awarded a competitive HUD-CDBG award for housing rehabilitation (out of forty communities).

#### *Leon County Housing Finance Authority*

The Leon County Housing Finance Authority (HFA) is a dependent, special district established by the Board to create more financing options for affordable housing (Attachment #4). The seven members of the HFA are appointed by the Board. Currently, Leon County Housing Services provides staff support to the HFA.

In accordance with Florida Statute, the HFA is authorized to use its funds in both the City and in the unincorporated areas of the County. Their primary revenue sources are mortgage backed securities fees, bond issuance fees and land sales. The HFA encourages investment by private enterprise and stimulates construction and rehabilitation of housing through use of public financing. The HFA is authorized to issue and sell bonds upon approval of the County Commission.

Through an Interlocal Agreement approved by the Board, the HFA currently partners with the Escambia County Housing Finance Authority to provide first mortgage loans and down payment assistance to Leon County residents for owner occupied single and multi-family housing units. Since 2013, this partnership has provided more than \$26 million in first mortgage loans and \$870,000 in down payment assistance to Leon County residents.

Additionally, the HFA and Leon County partner to provide local financial assistance for developers seeking Low Income Housing Tax Credits (LIHTC). The County approves local financial assistance for the Low Income Housing Tax Credit and the HFA provides the funding.

The HFA continues to strengthen its operations. In the past year they have hired a financial advisor and legal counsel to assist them in their mission to address affordable housing needs in the community. The County Commission recently revised its Real Estate Policy to provide the HFA first right-of-refusal of county-owned properties that could be redeveloped for affordable housing or sold and use the proceeds to support these efforts. As staff to the HFA, the County continues to work with the HFA to identify opportunities to enhance their affordable housing efforts.

*Florida Housing Finance Corporation*

The Florida Housing Finance Corporation (FHFC) is a major funding source for affordable housing throughout the State. As previously mentioned, the FHFC administers the SHIP Program which is a significant source of funding for the City and the County's housing programs.

Additionally, the FHFC also distributes Low Income Housing Tax Credit (LIHTC) funds through a competitive process. The LIHTC program is a major resource for affordable rental housing developments. Developers seeking LIHTC funds must first demonstrate that they have partnered with a local government to be eligible for this financial assistance. The City and County have supported a number of affordable rental development projects using LIHTC program funds.

Currently there are three LIHTC funded projects. Two of which are located within the City. Brookstone and Casanas Village are set to begin construction later this year: Brookstone is an affordable senior housing project that will provide 118 housing units in the community. Casanas Village is an 88 unit mixed income development project that will offer 79 affordable rental and nine market rate units. Both projects received a pledge from the City to provide a minimum of \$37,500 in local government assistance to assist in their application for LIHTC funding.

The third LIHTC funded project, Kenwood Place, is located in the unincorporated area of the County. Construction is set to begin on this project within the next 60 days. Kenwood Place is another affordable housing project dedicated to seniors. Located at the corner of Tennessee Street and Capital Circle Southwest, this project will provide 112 affordable housing units. Utilizing funds provided by the HFA, Leon County has committed \$37,500 in local government assistance in support of the developer's application for LIHTC funding.

*Tallahassee Community Redevelopment Agency*

The goal of the Tallahassee CRA is to create and implement strategies that use a combination of public and private resources to facilitate redevelopment that enhances the built environment and strengthens local economic conditions within each redevelopment district. To meet this goal the Tallahassee CRA seeks projects that help reduce or eliminate the continuation and/or spread of blight. Individual projects and policies are supported based on the specific conditions and needs identified within the Greater Frenchtown/Southside Community Redevelopment Plan and the Downtown Community Redevelopment Plan. Areas where the Tallahassee CRA concentrates redevelopment efforts includes, but is not limited to commercial development, mixed-use development, neighborhood and housing improvements (with a focus on affordable housing), infrastructure, transportation, and support for promotional and special events. In FY 2016/17 the CRA allocated \$150,000 to support affordable housing programs. Funds are provided through grants and/or loans based on the funding gap of the proposed project, the projected Return on Investment and the community benefit.

The Tallahassee CRA has two distinct redevelopment areas. The Greater Frenchtown/Southside Community Redevelopment Area, established in June 2000, and the Downtown District Redevelopment Area, established in June 2004. The Greater Frenchtown/Southside CRA

produced the Goodbread Hills Affordable Housing Project; a 45 townhome and 48 garden-style apartment development completed in 2007.

#### *Tallahassee Housing Authority*

The Tallahassee Housing Authority (THA) is a quasi-governmental agency comprised of seven members appointed by the Mayor. THA provides affordable rental housing to low income tenants. The THA is comprised of 634 affordable apartment units and also owns and operates 41 single family homes dedicated as affordable rental units. The apartments are located in four developments (Orange Avenue, Springfield, Goodbread Hills and Pinewood Place). The single family homes are located in various areas of the community. THA tenants generally pay 30% of their adjusted income to rent these units.

THA has indicated that the Orange Avenue and Springfield rental developments are dated and lack the modern infrastructure and amenities available in today's new construction market. The age and condition of these apartment units has resulted in creating a blighted community. Blighted communities in general have been associated with high crime, failing schools and a lack of healthy lifestyles among the area residents.

The THA recently issued a Request for Qualifications (RFQ) for master planning services related to the planning and redevelopment of its Orange Avenue Apartments. Presently, the 29+ acre Orange Avenue public housing site is composed of 200 public housing units located in 119 buildings built between 1971 and 1972. The THA has stated that the structures are obsolete and no longer demonstrate long-term physical and social viability as decent, safe and affordable housing. The RFQ is scheduled to close on October 31, 2016.

Additionally, THA distributes and manages 1,835 Section 8 vouchers which provide rent subsidies to low income tenants. Section 8 voucher holders are required to pay 30% of their adjusted income toward rental costs. The THA provides the balance of the rental costs to the landlord based on rental rates established by HUD. The Section 8 Program is oversubscribed and there is currently a waiting list for this program.

#### *Big Bend Continuum of Care*

The Big Bend Continuum of Care (CoC) is an integral part of the Tallahassee-Leon County affordable housing landscape. It serves as a membership planning and oversight body for the eight-county region of the Big Bend of Florida, which includes Franklin, Gadsden, Jefferson, Leon, Liberty, Madison, Taylor, and Wakulla. The CoC also coordinates the submittal of state and federal grant applications for funding to support homeless programs.

As required, the Big Bend CoC recently produced its 2016 Housing Inventory that provides a point-in-time listing of provider programs within the CoC. Agencies listed in the Inventory provide beds and housing units dedicated to the homeless (Attachment #5). The inventory is categorized by five program types: (1) Emergency Shelter; (2) Transitional Housing; (3) Rapid Re-housing; (4) Safe Haven; and (5) Permanent Supportive Housing.

There are currently seven permanent supportive housing programs in Tallahassee-Leon County; four are operated by the Big Bend Homeless Coalition, two are operated by Ability 1<sup>st</sup>, and one

is operated by the Veteran's Administration. Based on the Housing Inventory, the majority of the permanent supportive housing reported a utilization rate of 100% or higher in 2016. This data indicates that there is a demand and need for permanent supportive housing programs for the homeless population in Leon County.

*Beatitude Foundation, Inc.*

The Beatitude Foundation is a private independent foundation and another resource that assists in addressing emergency housing and other support services for the homeless population in the community. In 2014, the City County, and the Big Bend United Way (United Way) made financial commitments for the construction of the Kearney Center. The Kearney Center, which opened in April 2015, is a 24-hour comprehensive emergency service center that serves as a point of entry for the homelessness by coordinating services and responding to immediate needs until appropriate permanent housing can be arranged. The Kearney Center typically provides overnight shelter to 270 people and serves 600 meals a day.

The County and the United Way committed to provide \$1,000,000 (\$500,000 each) over five years. The City committed \$200,000 to the Kearney Center and provided the property (valued at about \$300,000) where the Kearney Center is located. Currently, the Kearney Center receives roughly \$425,000 from CHSP and United Way annually.

In May 2016, the City and County received a funding request from the Beatitude Foundation (Beatitude), for one-time funding in the amount of \$1.5 million each (\$3 million total) for capital cost associated with constructing and/or acquiring 100 new affordable housing units. As noted in the proposal, the Beatitude would match the City and County's contributions 1:1 with private sector cash and as a result, the total potential funding for the Beatitude's 100 new affordable housing units could be \$6 million.

The Beatitude has stated that the minimal income generated by the proposed affordable housing units would be sufficient to support the future operational, maintenance, and long term costs associated with the new housing units. Therefore, the request is strictly for construction and/or acquiring costs of the new units. As written in the funding request, by creating 100 new affordable housing units in the County, Beatitude seeks to:

1. Provide affordable housing clusters primarily for families and those with special needs.
2. Employ professional case managers with an average 1:20 client ratio who will provide wrap around, supportive services to those in residence at the housing clusters.
3. Provide onsite services to residents such as health care support, transportation, nutritious meals, employment assistance, and onsite work opportunities.
4. Provision for security of residents as well as surrounding neighborhoods to eliminate any possible adverse effects on the community.

At its June 14, 2016 Budget Workshop, the County Commission directed staff to include the Beatitude funding request for discussion during this joint workshop on affordable housing. The City Commission directed City staff to consider the funding request as part the CHSP process.

The County and City have not taken any further action regarding the request prior to the joint workshop. The Beatitude proposal presents a holistic approach of addressing affordable housing. It is similar to a number of projects that were observed during tours of affordable housing developments conducted by the County earlier this year. Beatitude's proposal presents another opportunity to collaborate and coordinate resources to address permanent supportive housing in Tallahassee-Leon County.

#### Leon County Affordable Housing Tours

On December 4, 2015, the County was notified of a grant award in the amount of \$10,000 through the Knight Foundation's Knight Cities Challenge Grant to conduct site visits in six southeastern cities of successful affordable housing projects. The tours were conducted over the course of three trips to the following cities:

- New Orleans and Baton Rouge, Louisiana
- Atlanta and Athens, Georgia
- St. Petersburg and Tampa, Florida

A Task Force comprised of County Commissioners, representatives from the Leon County Affordable Housing Advisory Committee, the City of Tallahassee Affordable Housing Advisory Committee, the HFA, the THA, Tallahassee-Leon County Planning Department and the County's Housing Services Division. On October 18, 2016 County staff provided the County Commission an agenda item with a summary report on the housing tour. Overall, the affordable housing projects demonstrated the following common themes:

- a. Holistic Approach to Affordable Housing – provides programs and services that enhance the quality of life for the family or individual.
- b. Strong and Extensive Collaboration and Partnerships – plan and design affordable housing developments with partners to leverage funds, technical support, and best practices.
- c. Capital Stack/Multiple Funding Streams – utilize multiple financing sources, including public funds, tax credits, bonds, grants, sales tax programs, and private resources.

Most of the projects replaced dated and dilapidated homes and public housing buildings with brand new state-of-art developments. In Atlanta and New Orleans, the Purpose Built Communities developments were overwhelming identified by the members of the Task Force as the most impressive and ideal approach to address affordable housing.

Purpose Built Communities is a non-profit consulting firm that provides guidance on best practices to address concerns of long standing and complex community issues that have resulted in inter-generational poverty, unsafe environments, high crime, poor health, and failing schools. While there are numerous aspects to the Purpose Built Communities Model, the main concept incorporates three key best practices to tackle these concerns:

1. Mixed-income housing;
2. An education strategy that would engage the youth from cradle-to-college; and,
3. Easy access to resources that support the community's health and wellness.

In Atlanta, this model was reflected in the Villages of East Lake development project which replaced a 650 public housing apartment unit with 542 townhomes, duplexes, and garden apartments. This led to a revitalization of the community. Prior to the Village of East Lake the crime rate was 18 times higher than the national average and less than a third of the students in the neighborhood graduated from high school. Since then violent crime has been reduced by 95% and the high school graduation rate is 90%.

Using the three best practices referenced above, residents of The Villages of East Lake community now have safe and quality housing that incorporates mixed income levels; a charter school that replaced failing and dilapidated schools; educational support services that focus on early learning, after school programs and college preparation; and, amenities that highlight community wellness such as a full service YMCA, golf course, and a grocery store.

The model was replicated in New Orleans where a non-profit partnered with the Housing Authority of New Orleans, and a private developer partnered to build the Columbia Parc development replacing the infamous St. Bernard Housing Projects which was known for its high crime and poverty rates with a mixed-income housing development that offers residents apartment and townhomes. The development also includes an education and wellness component.

The Purpose Built Communities projects were realized when the local governments, not-for-profits, and private sector collaborated and coordinated resources that leveraged funding and support services that build affordable housing and communities.

During the Task Force's visit to the Atlanta/Athens area, the representatives of Purpose Built Communities expressed a willingness to visit County and City stakeholders to discuss the potential for developing a model tailored to the community's needs. Purpose Built Communities does not charge a fee for its consultation; however, the organization does require a formal invitation from the interested community prior to offering its assistance.

#### Local Housing Tour

Following the six-city site visit, the County conducted a tour of local affordable housing projects. The tour demonstrated the depth of commitment in the community to address affordable housing. The projects included single family homes and multi-family units within the City and unincorporated area for low-income residents, veterans, and the homeless population. During the tour, it was shared that the local stakeholders have considerable waiting lists which further demonstrates the need and demand for affordable housing in the community. The tour reinforced the need for greater collaboration of community resources in order to meet the needs of affordable housing.

#### Conclusion

In summary, affordable housing is a critical component to the quality of life. In our community, the data shows that approximately 54% of the non-student low-income homeowner households are burdened by housing costs. Leon County and the City of Tallahassee's existing housing programs fulfill a vital function in preserving, enhancing, and promoting homeownership in the community. The on-going success and continued need for these programs is exemplified by the

existing waiting lists for the programs. Complementing the City and County programs are many not-for-profit entities which include large scale public housing units, like those maintained by the THA. However, given the aging nature of the THA housing units, these developments do not meet the current needs or expectations of the residents or enhance the community. As a result, the opportunity exists for greater collaboration and coordination with affordable housing stakeholders to explore best practices, share ideas, leverage funding and combine resources to meet the needs and revitalize communities. The following recommendations would provide steps in which greater collaboration and coordination could be realized and the potential efforts that could improve affordable housing in the community.

#### **Maintain the City of Tallahassee and Leon County's Existing Housing Programs**

As previously mentioned, the City and County's respective programs and services have primarily focused on homeownership. Homeownership is one of the best indicators for positive economic outcome. Therefore, staff recommends that City and County maintain its existing housing programs continued efforts of preserving and enhancing on homeownership.

#### **Establish the Tallahassee-Leon County Affordable Housing Workgroup**

While homeownership remains a priority, there is evidence to support the need for additional affordable rental housing in the community. The local housing tour showed many successful affordable housing projects in Tallahassee-Leon County. There is an opportunity for greater collaboration and coordination to develop a community-wide plan on affordable housing.

As previously stated, there are a number of groups and organization throughout the community that share in the City and County's affordable housing goals. These groups have knowledge and resources to contribute to the community-wide efforts. Staff recommends that the City and County Commissions establish a joint affordable housing workgroup staffed jointly by City and County staff.

The recommended Workgroup membership would include representatives from the Leon County Housing Finance Authority, Tallahassee Housing Authority, Beatitude Foundation, Tallahassee Lenders' Consortium, Big Bend Continuum of Care, Big Bend Homeless Coalition, Ability 1st, Bethel Community Development Corporation, Habitat for Humanity of the Big Bend, Tallahassee Urban League and County and City housing staff. Also, the City and County Commissions respectively shall appoint an affordable housing consumer and an affordable housing developer.

In order to ensure a focused and mission-driven process, staff recommends that the Workgroup be tasked to develop a plan using best practices and principles established by the City and County Commissions and provide an initial plan to the Joint Commission within 150 days.

Additionally, direct the Tallahassee-Leon County Affordable Housing Workgroup to develop a plan for the redevelopment of a multi-family housing unit that provides the following:

- a. Recommendations for the coordination and collaboration of local government, non-profit and for-profit resources.

- b. A housing design that considers the needs of residents and enhances the overall community.
- c. Recommendations for leveraging the financial resources of local, state and federal resources to address permanent support housing for the homeless population.
- d. Consider engaging organizations that promote best practices in affordable housing models, such as Purpose Built Communities and others.
- e. Recommendations for a structure that would sustain the collaborative effort of the Affordable Housing Workgroup.

### **Establish Guiding Principles**

In addition to the Purpose Built Communities Model, the Task Force observed that the successful projects visited during the tours shared one or more common themes in the planning and execution of each development. Staff recommends that the common themes serve as “Guiding Principles” for developing a community-wide plan for affordable housing. They are as follows:

- a. Holistic Approach to Affordable Housing – provides programs and services that enhance the quality of life for the family or individual.
- b. Strong and Extensive Collaboration and Partnerships – plan and design affordable housing developments with partners to leverage funds, technical support, and best practices.
- c. Capital Stack/Multiple Funding Streams – utilize multiple financing sources, including public funds, tax credits, bonds, grants, sales tax programs, and private resources.

### **OPTIONS:**

1. Accept the report on affordable housing efforts in Tallahassee-Leon County.
2. Maintain the City of Tallahassee and Leon County’s existing Housing Programs which primarily focus on promoting and expanding homeownership as well as preserving the existing affordable housing inventory through housing rehabilitation.
3. Establish the Tallahassee-Leon County Affordable Housing Workgroup to be staffed jointly by County and City staff for an initial 150 days and comprised of representatives from the Leon County Housing Finance Authority, Tallahassee Housing Authority, Beatitude Foundation, Tallahassee Lenders’ Consortium, Big Bend Continuum of Care, Big Bend Homeless Coalition, Ability 1st, Bethel Community Development Corporation, Habitat for Humanity of the Big Bend, Tallahassee Urban League and County and City housing staff. Also, the City and County Commissions respectively shall appoint an affordable housing consumer and an affordable housing developer.
4. Establish the following “Guiding Principles” as a framework for the Workgroup to address affordable housing:
  - a. Holistic Approach to Affordable Housing – provides programs and services that enhance the quality of life for the family or individual.



- b. Strong and Extensive Collaboration and Partnerships – plan and design affordable housing developments with partners to leverage funds, technical support, and best practices.
  - c. Capital Stack/Multiple Funding Streams – utilize multiple financing sources, including public funds, tax credits, bonds, grants, sales tax programs, and private donations to fund affordable housing projects.
- 5. Direct the Tallahassee-Leon County Affordable Housing Workgroup to develop a plan for the redevelopment of a multi-family housing unit that provides the following:
  - a. Recommendations for the coordination and collaboration of local government, non-profit and for-profit resources.
  - b. A housing design that considers the needs of residents and enhances the overall community.
  - c. Recommendations for leveraging the financial resources of local, state and federal resources to address permanent support housing for the homeless population.
  - d. Consider engaging organizations that promote best practices in affordable housing models, such as Purpose Built Communities and others.
  - e. Recommendations for a structure that would sustain the collaborative effort of the Affordable Housing Workgroup.
- 6. Board/City Commission Direction.

Attachments:

- 1. City of Tallahassee Housing Inventory Data
- 2. Adjusted Housing Data
- 3. Allocation of City Grant Resources
- 4. Leon County Housing Finance Authority Description
- 5. Big Bend Continuum of Care 2016 Housing Inventory Chart

# Attachment 1

## A. Assisted Housing Inventory

Inventory of Federally-, State- and Locally- Assisted Rental Housing									
Development Name	Street Address	City	Zip Code	County	Total Units	Assisted Units	Occupancy Status	Housing Program(s)	Population or Target Area
Augustine Club	2001 Old Saint Augustine Road	Tallahassee	32301	Leon	222	170	Ready for Occupancy	State Bonds	Family
Bethel Towers	324 N Martin Luther King Jr Blvd	Tallahassee	32301	Leon	60	59	Ready for Occupancy	Rental Assistance/HUD,Section 202 Capital Advance	Elderly
Briarwood Apartments Phase II	4495 Shelfer Rd	Tallahassee	32310	Leon	63	63	Ready for Occupancy	Refi Section 221(d)(4) MR,Rental Assistance/HUD	Family
Briarwood Garden	1021 Idlewild Dr	Tallahassee	32311	Leon	64	64	Ready for Occupancy	Rental Assistance/RD,Section 515	Family
Briarwood Manor Apartments	4495 Shelfer Rd	Tallahassee	32310	Leon	92	37	Ready for Occupancy	Rental Assistance/HUD,Section 236	Family
Brookstone I	Not Avail	Tallahassee	32311	Leon	108	108	Not Ready for Occupancy	Extremely Low Income,SAIL	Elderly,Family
Casa Calderon	800 W Virginia St	Tallahassee	32304	Leon	112	111	Ready for Occupancy	Rental Assistance/HUD,Section 207/223(f)	Elderly
Casanas Village at Frenchtown Square	W. Georgia Street & Old Bainbridge Road	Tallahassee	not avail	Leon	88	80	Not Ready for Occupancy	Housing Credits 9%,SAIL	Family,Link
Cypress Pointe - Tallahassee	1555 Delaney Drive	Tallahassee	32308	Leon	352	269	Ready for Occupancy	State Bonds	Family
Georgia Belle Apartments	301 E Carolina St	Tallahassee	32301	Leon	150	100	Ready for Occupancy	Rental Assistance/HUD,Section 202 Direct Loan	Elderly
Gibb Mabry Village	2441 Roberts Ave	Tallahassee	32310	Leon	40	39	Ready for Occupancy	Rental Assistance/HUD,Section 202 Direct Loan	Persons with Disabilities
Gibb Oakridge Village	274 Ross Rd	Tallahassee	32310	Leon	40	39	Ready for Occupancy	Rental Assistance/HUD,Section 202 Direct Loan	Persons with Disabilities
Glen Oaks	2074 Midyette Rd.	Tallahassee	32301	Leon	256	256	Ready for Occupancy	Housing Credits 4%,State HOME	Family
Goodbread Hills	950 Edgehill Circle	Tallahassee	32303	Leon	93	93	Ready for Occupancy	Housing Credits 9%	Family
Griffin Heights Apartments	1010 Basin St	Tallahassee	32304	Leon	100	100	Ready for Occupancy	Housing Credits 4%,Rental Assistance/HUD,Section 221(d)(4) MKT,State Bonds	Family
Hickory Hill	2315 Jackson Bluff Rd	Tallahassee	32304	Leon	128	128	Ready for Occupancy	Housing Credits 9%	Family
Home Place At Balkin	1790 Balkin Road	Tallahassee	32305	Leon	9		Not Ready for Occupancy	Legislative Appropriation	Homeless
Jamestown Woods	3150 Windsong Drive	Tallahassee	32308	Leon	150	150	Ready for Occupancy	Housing Credits 9%,SAIL	Elderly,Family
Kenwood Place	W Tennessee SE of Capital Circle SW	Tallahassee	32304	Leon	112	112	Not Ready for Occupancy	Housing Credits 9%	Elderly,Family
Lake Ella Manor	1433 N Adams St	Tallahassee	32303	Leon	73	72	Ready for Occupancy	Rental Assistance/HUD,Section 202 Direct Loan	Elderly
Lakes At San Marcos	4768 Woodville Hwy	Tallahassee	32305	Leon	312	234	Ready for Occupancy	Housing Credits 4%,Local Bonds	Family
Leon Arms	2502b Holton St	Tallahassee	32310	Leon	100	100	Ready for Occupancy	Rental Assistance/HUD,Section 207/223(f)	Family
Magnolia Terrace	509 E Magnolia Dr	Tallahassee	32301	Leon	108	108	Ready for Occupancy	Rental Assistance/HUD	Family
Miccosukee Hills Apts Phase II	3201 Miccosukee Road	Tallahassee	32308	Leon	44	44	Ready for Occupancy	Rental Assistance/RD,Section 515	Elderly
Miccosukee Hills Apts, Phase I	3201 Miccosukee Road	Tallahassee	32308	Leon	62	61	Ready for Occupancy	Rental Assistance/RD,Section 515	Elderly
Miracle Village	1208 Birmingham Street	Tallahassee	32304	Leon	45	44	Ready for Occupancy	Rental Assistance/HUD,Section 202 Capital Advance	Elderly
Mission Hills Apartments	2425 W Mission Rd	Tallahassee	32304	Leon	112	112	Ready for Occupancy	Rental Assistance/HUD,Section 207/223(f)	Family
Oak Pointe	1747 Capital Circle Ne	Tallahassee	32308	Leon	184	184	Ready for Occupancy	Housing Credits 9%	Family
Oakridge Townhouses	274 Ross Road	Tallahassee	32310	Leon	60	60	Ready for Occupancy	Rental Assistance/RD,Section 515	Elderly
Orange Ave Apts	910 Sebring Ct Apt 1	Tallahassee	32301	Leon	200	200	Ready for Occupancy	Public Housing	Elderly,Family
Palmetto Apartments	1561 Blountstown St	Tallahassee	32304	Leon	52	52	Ready for Occupancy	Refi Section 221(d)(4) MR,Rental Assistance/HUD	Family
Pinewood Place	3286 Woodbriar Ln	Tallahassee	32303	Leon	149	147	Ready for Occupancy	Public Housing	Elderly,Family
Plantations At Killearn	2305 Killearn Center Blvd.	Tallahassee	32308	Leon	184	141	Ready for Occupancy	State Bonds	Family
Refuge House	Address Protected	Tallahassee	32316	Leon	10	0	Ready for Occupancy	Demonstration Project	Persons with Disabilities
Rockbrook Garden	1021 Idlewild Drive	Tallahassee	32311	Leon	72	71	Ready for Occupancy	Rental Assistance/RD,Section 515	Family
Savannah Sound	1950 North Point Blvd	Tallahassee	32308	Leon	160	160	Ready for Occupancy	Housing Credits 9%	Family
Springfield Apts	1700 Joe Louis St Apt 1	Tallahassee	32304	Leon	195	190	Ready for Occupancy	Public Housing	Elderly,Family
Springwood - Tallahassee	2660 Old Bainbridge Rd	Tallahassee	32303	Leon	113	113	Ready for Occupancy	Housing Credits 9%	Family
Sunrise Place Apartments	2525 Texas St	Tallahassee	32301	Leon	99	99	Ready for Occupancy	Housing Credits 4%,Rental Assistance/HUD,SAIL,State Bonds	Family
Villa Dylan	400 Hayden Road	Tallahassee	32304	Leon	112	0	Ready for Occupancy	Federal Deposit Insurance Corporation	Family

Notes:  
 (1) Total units in the development.  
 (2) Total number of units with rent and/or income restrictions.  
 (3) For HUD and LHFA developments, this is the approximate year that the development was originally constructed; for FHFC developments, this is the funding year of the earliest program that currently assists a property, which may be the year of new construction or year of rehabilitation; data for RHS developments are not available.

**Tallahassee Rental Data Adjusted For Student Households (2014)**

<b>Number Rental Households Adjusted For Students</b>		
	<b>#</b>	<b>%</b>
Student Households	13,415	30.5%
Non-Student Households	30,611	69.5%
<b>TOTAL</b>	<b>44,026</b>	<b>100.0%</b>
<b>Low Income Rental Households Adjusted For Students</b>		
	<b>#</b>	<b>%</b>
Student Households	11,976	38.3%
Non-Student Households	19,286	61.7%
<b>TOTAL</b>	<b>31,262</b>	<b>100.0%</b>
<b>Low Income Cost Burdened Rental Households Adjusted for Students</b>		
	<b>#</b>	<b>%</b>
Student Households	8,714	38.7%
Non-Student Households	13,820	61.3%
<b>TOTAL</b>	<b>22,534</b>	<b>100.0%</b>

## Allocation of City Grant Resources

	CDBG 2017	HOME 2017	SHIP 2017	ESG 2017	TOTAL 2016/2017
<b>Anticipated Revenue</b>					
<b>Total Revenue</b>	\$1,796,115.54	\$782,981.85	\$1,490,450.36	\$159,582.00	<b>\$4,229,129.75</b>
<b>Administrative and Public Service Expenditures</b>					
<b>Total Administration</b>	\$355,213.40	\$70,172.20	\$125,234.60	\$0.00	<b>\$550,620.20</b>
Public Services @ 15%	\$266,410.05				<b>\$266,410.05</b>
<b>Public Facility Expenditures</b>					
<b>Total Public Facilities</b>	\$500,000.00	\$0.00	\$0.00	\$0.00	<b>\$500,000.00</b>
<b>Housing Rehabilitation Expenditures</b>					
<b>Total Rehabilitation</b>	\$25,000.00	\$407,551.35	\$1,012,500.00	\$0.00	<b>\$1,445,051.35</b>
<b>Housing Acquisition and Construction Expenditures</b>					
<b>Total Acquisition</b>	<b>\$53,492.09</b>	<b>\$305,258.30</b>	<b>\$352,715.76</b>	<b>\$0.00</b>	<b>\$711,466.15</b>
<b>Neighborhood Revitalization Expenditures</b>					
<b>Total Neighborhood Revitalization</b>	\$596,000.00				<b>\$596,000.00</b>
<b>Emergency Solutions Grant Expenditures</b>					
<b>Total Emergency Shelter Grant</b>				\$159,582.00	<b>\$159,582.00</b>
<b>Total Expenditures</b>	<b>\$1,796,115.54</b>	<b>\$782,981.85</b>	<b>\$1,490,450.36</b>	<b>\$159,582.00</b>	<b>\$4,229,129.75</b>

## **REPORT AND DISCUSSION**

### **HOUSING FINANCE AUTHORITY OF LEON COUNTY**

#### **BACKGROUND:**

On June 10, 1980, the Board of County Commissioners (BOCC) established the Housing Finance Authority of Leon County (HFA) by adopting Ordinance No. 80-39 pursuant to the Florida Housing Finance Authority law., Chapter 159, Part IV, Florida Statutes. The HFA is a seven member, dependent special district. A dependent Special District, as defined in Section 189.012(2), is a special district that meets at least one of the following criteria: (a) the membership of its governing body is identical to that of the governing body of a single county or a single municipality; (b) all members of its governing body are appointed by the governing body of a single county or a single municipality; (c) during their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality; (d) the district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality. The HFA of Leon County is deemed to be a dependent special district because it satisfies the criteria contained in (b), (c), and (d).

The HFA of Leon County exists for the purpose of addressing affordable housing needs in Leon County, Florida by stimulating the construction and rehabilitation of housing through the use of public financing. The HFA of Leon County is empowered to alleviate the shortage of affordable residential housing and to provide capital for investment in such facilities for low, moderate or middle income families and persons anywhere within Leon County through the issuance of its mortgage revenue bonds.

A seven-member volunteer board is appointed by the BOCC and governs the Authority.

#### **Programs and Services**

The mission of the HFA is to consider opportunities that increase the availability of affordable housing in Leon County. This includes financing for owner-occupied single-family and multi-family housing units (townhouses and condominiums) and the sale of tax exempt and taxable bonds once approved by the BOCC.

#### **Bond issues**

The HFA of Leon County may issue tax exempt single-family mortgage revenue bonds to provide funds for below market rate mortgages to homebuyers.

Since its creation, the HFA has issued or joined with other counties to issue single-family mortgage revenue bonds. The HFA currently continues its long term partnership with Escambia

County Housing Finance Authority to issue single family mortgage revenue bonds. From 2013 to present, there have been 250 loans made representing \$28.5 million of mortgages in Leon County.

The HFA of Leon County has issued multifamily bonds to finance the construction or acquisition and rehabilitation of apartment complexes. Because the interest paid to the investors who buy these bonds is exempt from federal income tax, the interest rate on the mortgage to the developer is generally lower than conventional interest rates. More importantly, tax-exempt bonds bring automatic federal Housing Credits to each deal—providing private sector equity investment that makes the transaction economically feasible.

By federal law, developments financed through the issuance of tax-exempt bonds include a requirement that a certain percentage of units be set aside for specific percentage levels of the local area median income. The development is also required to remain affordable for a specific period of time.

The HFA encourages investment by private enterprise and stimulates construction and rehabilitation of housing through use of public financing. The HFA is authorized to issue and sell bonds, but first must seek approval of the BOCC.

#### **ANALYSIS:**

Over the last year, the HFA of Leon County has been working with its Financial Advisor to seek more funding for its established programs. It is important to note that the HFA funding must be self-generated, because no funds are received for its activities from Leon County. While putting new processes in place, the HFA continued their activities which served the citizens of Leon County:

#### **Notable Successes:**

1. Contribution of Local Government Funds to Leverage State and Local funds
2. Funded Emergency Repairs
3. Coordinated efforts and structured a procedure working with County staff for property disposition
4. Developed a system for tracking outstanding single family second mortgages
5. Renegotiated agreement with Escambia County HFA which resulted in ongoing payments to the HFA as loans are repaid by homeowners
6. Reviewed organization structure and activities resulting Procedures and Process put in place with amended conduit policies
7. Identified and captured a financial statement specific to the HFA
8. Provided data and comments to Florida Housing Finance Corporation to address “Limited Development Areas (LDA)” that opened areas that had been “redlined” for housing in Leon County
9. Compliance with the new Special Districts requirements.

**1. Contribution of Local Government Funds to Leverage State and Local funds**

Last year the HFA was able to make a contribution of \$37,500 (required for participation of an applicant for state and federal resources) that enabled an applicant for Florida Housing Finance Corporation funds to successfully compete for Housing Credit funds. The property, \$18.7 million Kenwood Place Apartments, will provide 112 units of Senior housing units to be completed in March 2017 in Leon County.

**2. Funded Emergency Repairs for 10 Low-Income Homeowners**

HFA of Leon County has an ongoing program that funds small-scale emergency repairs that cannot be handled by other county funding sources or cannot move through the county process quick enough. An example might be a roof repair, or air conditioner replacement in the summer for an elderly homeowner. There is a limit on available funds per event. The HFA Board has providing funding to this effort as needs are identified.

**3. Coordinated efforts and structured a procedure working with County staff for property disposition**

The BOCC has the ability to dispose of properties for the purpose of affordable housing. Working with County staff, the board and financial advisors created a process for property disposition to be utilized for affordable housing countywide. The county real estate division were able to update their real estate policies which has resulted in additional properties being added to the list. The coordination of the County staff and the HFA Board and financial advisors have resulted in the first property sale which proceeds will be used to fund affordable housing activities.

**4. Developed a system for tracking outstanding mortgages**

From 1996-2006, soft second mortgage loans were made by the HFA to enable and assist first time homebuyers. Due to various changes in County and HFA staff, these were not tracked and captured in an organized and trackable system. The financial advisors, working with County staff, have been able to create and ongoing and trackable system. With this system, funds have recovered and a tracking system is in place for the \$693,000 of outstanding loans.

**5. Renegotiated Existing Agreement with Single Family Program Issuer, Escambia County HFA**

When Financial Advisors were engaged to review existing opportunities for bringing more funds into HFA of Leon County, it resulted in ongoing payments to the HFA as loans are repaid by homeowners. The Financial advisors renegotiated an existing agreement with HFA of Escambia County. With funds identified from Florida Housing Finance Corporation and available after this agreement was signed, there was a windfall to Escambia County for loans made within Leon County. After this was identified, HFA of Escambia County agreed to provide those funds to HFA of Leon County as loans were repaid.

**6. Reviewed organization structure and activities resulting in:**

- a. Implementation of Special District requirements
- b. Liability insurance for Board members
- c. Creation of committees internally to handle more complex issues

**7. Procedures and Process put in place with amended conduit policies**

Creation and implementation of multifamily processes and guidelines in regard to local HFA tax exempt bond transactions that insure the consistency with Florida Housing Finance Corporation funding requirements

**8. Identified and captured a financial statement specific to the HFA**

The HFA's budget and financial statements have been provided to the HFA Board as information within the BOCC budget. This has not given them the information they need in order to track and monitor their funds and expenditures. With the assistance of County staff, the financial advisors now present monthly statements that are reconciled monthly allowing for current data. This has been critical to decision making for this HFA Board which in the end will benefit the county citizens

**9. Provided data and comments to Florida Housing Finance Corporation to address "Limited Development Areas (LDA)" that opened areas that had been "redlined" for housing in Leon County**

Within the FHFC process for issuing both Federal and State resources each year is an analysis of need for each community. In addition, they consider previously funded properties as well as those in the "pipeline". If a market or community is identified as an LDA, it virtually eliminates the possibility to a property to be funded. FHFC allows comments from local communities that may be more familiar with the specifics of a market than their data may show the data they have access to usual lags by a few years. The financial advisors were able to review their data, update that information based on local conditions and were successful in opening up areas of need with Leon County which



in turn led two properties critical to addressing affordable housing needs within the city and county.

#### **10. Compliance with the new Special Districts requirements**

Effective October 1, a new Florida law impacting Special Districts, of which the HFA is one, went into effect. This amended the statute that governs Special Districts—detailing requirements for their websites including availability for standalone website that can be reached directly and not through a county government website. New information required as of October 1, are requirements that: The HFA post a list of its regularly scheduled public meetings at least 7 days before each meeting or workshop, the agenda of the event, along with any meeting materials available in an electronic format, excluding confidential and exempt information. The information must remain on the website for at least 1 year after the event. This will require the County staff to receive these materials 9 days in advance of the meeting to insure compliance. This is currently being implemented.

#### **Future Plans for the Leon HFA:**

The HFA of Leon County has and will continue to work with County staff and implement public purpose priorities set by the BOCC. Currently they have provided input into any changes in the LHAP plans, provide valuable feedback concerning multifamily activities on a state and federal level incorporating needed changes into their system in order to best position the county for federal and state affordable housing funds (Housing Tax Credits, tax exempt bonds, and SAIL), serve as a sounding board for county wide affordable housing issues.

The HFA is not an advisory committee. It receives no funds from the County. Lamar Kemp acts as the staff contact and carries out some of the functions needed for the HFA. Other County staff that participate but are not dedicated to and therefore the HFA activities are served “as time allows” such as Dan Rigo in legal, as well as an accounting staff person for budget purposes and to provided needed information, and part of an administrative person that sets up meetings for the HFA. The HFA has retained a Financial Advisor who serves as functional “staff” to direct and provide professional guidance.

HFA Ordinance creation amendment: OMB is conducting research of other HFA structures, written policy, procedures, ordinances, and enabling resolution that would culminate into a BOCC Agenda Item that includes the research results and the revised ordinance. In progress with a target date of either November 22, 2016, or December 13, 2016 (both dates are scheduled BOCC meeting dates).

This would come as a recommendation to come to the BOCC to allow for similar HFA's powers and activities to be permitted by the HFA of Leon County in order to facilitate a more streamlined and responsive organization including both procurement and budget approval. In addition, requiring an annual report from the HFA to the BOOC which will include future goals and projected activities for the coming year leaving room for unanticipated opportunities.

Without these changes, it is difficult to function in a very efficient manner. Many times the issues that arise need a very quick response. Without that ability opportunities slip by and are unrealized. Past examples have included responses concerning a need for legal counsel, a need for immediate budgetary information, and a need to meet statutory requirements.

Big Bend Continuum of Care  
2016 Housing Inventory Chart

Year	Proj. Type	Organization Name	Project Name	Inventory Type	TH Unit Type	Bed Type	McKinney-Vento	Veteran Beds HH w/ Children	Youth Beds HH w/ Children	CH Beds HH w/ Children	Veteran Beds HH w/o Children	Youth Beds HH w/o Children	CH Beds HH w/o Children	CH Beds HH w/ only Children	Year-Round Beds	% of HMIS Beds HH with Children	% of HMIS Beds HH without Children	% of HMIS Beds HH w/ only Children	Total Seasonal Beds	Overflow Beds	HMIS Overflow Beds	PIT Count	Total Beds	Utilization Rate
2016	PSH	Ability 1st	A Place Called Home	C			Yes	0	0	0	0	0	45	0	45	100%						47	45	104%
2016	PSH	Ability 1st	A Place Called Home for Families	C			Yes	0	0	39	0	0	0	0	39	100%						29	39	74%
2016	RRH	Big Bend Homeless Coalition	Advocates for Veterans Housing - RRH - SSVF	N			No	17	11		28	0			45	100%	100%					45	45	100%
2016	PSH	Big Bend Homeless Coalition	Home Place at Balkin	C			No	0	0	0	0	0	9	0	9		100%					4	9	44%
2016	PSH	Big Bend Homeless Coalition	Home Plate	C			Yes	0	0	0	0	0	65	0	65		100%					65	65	100%
2016	PSH	Big Bend Homeless Coalition	Home Plate High Needs	N			Yes	0	0	0	0	0	7	0	7		100%					7	7	100%
2016	PSH	Big Bend Homeless Coalition	Home Plate Plus 3 Expansion	C			Yes	0	0	0	0	0	3	0	3		100%					3	3	100%
2016	PSH	Big Bend Homeless Coalition	HomePlace at Balkin 2	U			No	0	0	0	0	0	9	0	9								9	
2016	ES	Big Bend Homeless Coalition	HOPE Community Emergency Shelter for Single Women	C		Facility-based beds	No	0	0		0	0			18		100%		0	0	0	18	18	100%
2016	ES	Big Bend Homeless Coalition	HOPE Family Emergency Shelter - FES	C		Facility-based beds	No	0	0		0	0			129	100%			0	15	15	142	144	99%
2016	TH	Brehon Institute for Family Services	Brehon House	C	Single		No	0	0		0	0			6	100%						5	6	83%
2016	ES	Capital City Youth Services	Someplace Else	C		Facility-based beds	No	0	0		0	0			18			100%	0	0	0	7	18	39%
2016	TH	Capital City Youth Services	Transitional House	C	Single		No	0	0		0	0			6			100%				6	6	100%
2016	TH	Care Tallahassee	CARE Transitional Housing for Men	C	Single		No				0	0			33							24	33	73%
2016	ES	CESC, Inc.	Kearney Center Emergency Shelter for Singles	C		Facility-based beds	No				0	0			242		100%		49	29	29	316	320	99%
2016	ES	CESC, Inc.	Westgate Emergency Bunk House - Double Bunks	C		Facility-based beds	No	0	0		0	0			24				0	0	0	7	24	29%
2016	ES	CESC, Inc.	Westgate Emergency Bunk House - Single Beds	N		Facility-based beds	No				0	0			16							6	16	38%
2016	TH	ECHO	Echo Transitional House at Westgate	C	Single		No	0	0		0	0			28	100%	100%					16	28	57%
2016	RRH	Family Endeavors	Family Endeavors SSVF - RRH	C			No	5	3		13	0			18	100%	100%					18	18	100%
2016	OPH	Good News Outreach	Maryland Oaks	C			No	0	0		0	0			140	100%						135	140	96%
2016	TH	Good News Outreach	Mercy House	C	Single		No	0	0		0	0			11		100%					8	11	73%
2016	OPH	Good News Outreach	Mission Oaks	C			No	0	0		0	0			25		100%					24	25	96%
2016	TH	Good Samaritan Network	Chelsea House	C	Single		No	0	0		0	0			8		100%					8	8	100%
2016	ES	Good Samaritan Network	Good Samaritan Inn	N		Facility-based beds	No	0	0		0	0			0				30			25	30	83%
2016	OPH	Good Samaritan Network	Good Samaritan Permanent Housing at Westgate	N			No	0	0		0	0			12							9	12	75%
2016	TH	Hope House, Inc.	Hope House Rescue Mission	N	Single		No	0	0		0	0			8							4	8	50%
2016	OPH	Lutheran Social Services	French Quarter	C			No	0	0		0	0			11		100%					11	11	100%
2016	TH	Lutheran Social Services	InnBetween	C	Multiple		No	0	0		0	0			19	100%						17	19	89%
2016	TH	Refuge House	360 Program	C	Single		No	0	0		0	0			15							9	15	60%
2016	ES	Refuge House	Emergency Shelter	C		Facility-based beds	No	0	0		0	0			26				0	0	0	23	26	88%
2016	TH	Refuge House	Extended Stay Wing	C	Single		No	0	0		0	0			13							8	13	62%
2016	ES	Refuge House	Taylor County Shelter	C		Facility-based beds	No	0	0		0	0			17				0	0	0	11	17	65%
2016	TH	Refuge House	Town Homes Transitional	C	Single		No	0	0		0	0			17							9	17	53%
2016	OPH	Tallahassee Housing Authority	Vouchers for PSH Graduates	N			No	0	0		0	0			25	100%	100%					25	25	100%
2016	PSH	Veteran's Administration	BBHC HomeFront VASH Project	C			No	0	0	0	50	0	0	0	50		100%					49	50	98%
2016	PSH	Veteran's Administration	VASH Vouchers	C			No	80	0	0	99	0	0	0	179							175	179	98%
2016	TH	Volunteers of America	GPD-Tallahassee Veterans Village	C	Single		No	0	0		52	0			52		100%					52	52	100%
								Sum : 102	Sum : 14	Sum : 39	Sum : 242	Sum : 0	Sum : 138	Sum : 0	Sum : 1388				Sum : 79	Sum : 44	Sum : 44	Sum : 1367		