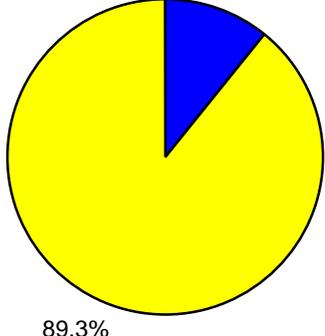


Housing and Community Development

38-07-Policy/Financial Management and Systems Support

Agency 38 - All Funds	TOTAL CAPS	Department of Housing and Community Development
Personnel Services	\$2,068,083	<p>CAPS Percentage of Agency Total</p>  <p>10.7%</p> <p>89.3%</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>■ Policy-Financial Management and Systems Support</p> <p>■ All Other Agency CAPS</p> </div>
Operating Expenses	\$4,470,467	
Recovered Costs	\$0	
Capital Equipment	\$210,000	
Other	\$0	
Total CAPS Cost:	\$6,748,550	
Federal Revenue	\$0	
State Revenue	\$0	
User Fee Revenue	\$0	
Other Revenue	\$4,317,989	
Total Revenue:	\$4,317,989	
Net CAPS Cost: *	\$2,430,561	
Positions/SYE involved in the delivery of this CAPS	30/30	

*The total Net CAPS Cost of \$2,430,561 includes an amount of \$2,441,644 provided from the General Fund and an amount of \$(11,083) from Fund 940, a non-appropriated Fund, representing revenue received for service fees provided by the FCRHA.

Housing and Community Development

The following table identifies the expenditure, revenue and position information from the various Department of Housing and Community Development Funds which comprise this CAPS.

Agency 38 - All Funds	Fund 001	Fund 940	Fund 949
Personnel Services	\$1,525,275	\$542,808	\$0
Operating Expenses	\$716,369	\$842,868	\$2,911,230
Recovered Costs	\$0	\$0	\$0
Capital Equipment	\$200,000	\$10,000	\$0
Other	\$0	\$0	\$0
Total CAPS Cost:	\$2,441,644	\$1,395,676	\$2,911,230
Federal Revenue	\$0	\$0	\$0
State Revenue	\$0	\$0	\$0
User Fee Revenue	\$0	\$0	\$0
Other Revenue	\$0	\$1,406,759	\$2,911,230
Total Revenue:	\$0	\$1,406,759	\$2,911,230
Net CAPS Cost:	\$2,441,644	\$(11,083)	\$0
Positions/SYE involved in the delivery of this CAPS	19/19	11/11	0/0

Housing and Community Development

► CAPS Summary

This activity encompasses a number of critical functions that are key to effective operation of both the Department of Housing and Community Development (HCD) and the Fairfax County Redevelopment and Housing Authority (FCRHA) including:

- Strategic planning and direction
- Computer network operations
- Public information
- Human resources administration (personnel, payroll, etc.)
- FCRHA secretary
- Financial management

These functions are covered by two of the agency's budget cost centers, Administration and Financial Management, with support from both the County General Fund (Fund 001) and the FCRHA Operating Fund (Fund 940).

The agency Director and Deputy Director provide strategic direction, administrative and policy guidance and coordination for all HCD programs and activities. Under their direction, other positions perform key support activities. The FCRHA Clerk maintains the FCRHA's records, coordinates the preparation of meeting agenda packages, prepares meeting minutes and provides administrative support for FCRHA meetings. Other positions manage the FCRHA office building, coordinate maintenance, security, telephone systems and office equipment and provide receptionist services. An increasing amount of time is devoted to human resources functions including processing all personnel actions for the agency, supervising payroll reporting, coordinating performance evaluations and pay-for-performance and providing information and guidance to staff on human resources procedures and requirements.

Public Information staff manage both external and internal communications. They respond to media and citizen information requests and provide information concerning HCD and the FCRHA through a variety of media including annual reports, public presentations, cable TV programs and program/marketing brochures. They also design and print hundreds of forms, applications, fact sheets, flyers, maps, etc. used by staff in the administration of HCD/FCRHA programs and coordinate the design and production of multiple newsletters for a variety of constituents such as FCRHA tenants, Section 8 landlords, and the Consolidated Community Funding Advisory Committee among others. They also provide content for the e-fordable Fairfax web site, the FCRHA/HCD web page and the internal HCD web-based newsletter.

The Information Systems and Services Division of HCD provides support for HCD computer systems and coordinates with the County Department of Information Technology to provide access to County systems. IT staff maintain and upgrade a 275 PC network with 8 servers and 300 users stationed at 10 different locations. They provide user support and coordinate training for both commercial software packages and specialized HCD systems. They also assess business needs and procure or design, test and implement new systems to serve these needs.

As a residential property manager, real estate developer and financing agency, as well as a governmental entity, the FCRHA and HCD have very complex financial management and reporting responsibilities utilizing both governmental and enterprise accounting and two different fiscal years. The Financial Management Division is responsible for financial planning,

Housing and Community Development

budgeting, accounting and reporting for all programs, projects and activities of HCD and FCRHA. This requires 21 funds (operating, capital and grant) on the County FAMIS system as well as three separate systems used to maintain accounts for over 1,800 households living in FCRHA housing, about 500 households in partnership properties, and over 2,800 households receiving Section 8 housing subsidies. The revised annual budget for all funds on FAMIS typically is over \$110 million. In addition, Finance staff supervises the work of an independent management company that maintains the financial records for five privately managed properties.

There are also two corporations, two limited liability companies and nine limited partnerships for which Finance staff has responsibility, either directly maintaining their records or supervising and reviewing the work of outside firms. These records are maintained on a separate fiscal year and the majority of transactions are not processed through the FAMIS system. They require separate accounting, and individual budgets, financial reports, audits and tax returns. The division must also meet multiple financial reporting requirements in addition to those of the County, including the U. S. Department of Housing and Urban Development, the Virginia Housing Development Authority, several private lenders and multiple investor partners.

As a real estate developer, the FCRHA or its affiliated partnerships are obligated for over \$80 million in debt secured by its properties that requires monthly tracking and processing of principal, interest, escrow and reserve payments. As a lender, the FCRHA has a portfolio of over \$12 million in loans to assist with home improvements or home purchases that must be serviced and over \$170 million in conduit debt issued to fund loans to other parties that must be monitored.

Fund 001: General Operating

Fund 001 provides support totaling \$2,441,644 in FY 2002 for a total of 19 positions at HCD that work in these areas. Ten positions and associated operating costs are in the Administrative Cost Center and nine are in the Financial Management Cost Center.

Fund 940, FCRHA General Operating

This fund accounts for the business activities of the FCRHA. Revenue received from monitoring and financing fees, development fees and other sources is reported in this fund and is used to support the programs and activities of the FCRHA. A total of \$1,395,676 in Fund 940 in FY 2002 supports six positions in the Administration Cost Center and five in Financial Management along with associated overhead costs and administrative expenses of the FCRHA.

Fund 949, FCRHA Internal Service Fund

This fund was established in FY 1998 to charge for goods and services that are shared among several housing funds. It is, in essence, a "clearing account" that permits costs to be paid from one source and then distributed to the appropriate projects and programs. These costs include items such as office supplies, telephones, postage, copying, insurance, and audits, which have been budgeted in and expensed from one of the HCD/FCRHA's funds, and then allocated out to other funds proportionate to their share of the costs. It also includes costs associated with the maintenance and operation of FCRHA housing developments such as service contracts for extermination, custodial work, elevator maintenance, grounds maintenance, etc. The fund allows one contract to be established for each vendor, as opposed to multiple contracts in various funds.

Housing and Community Development

The FY 2002 funding level for Fund 949 is \$2,911,230 for both expenditures and revenues. The net expenditures for the Department of Housing and Community Development (HCD) will not increase as a result of this fund. Reimbursed charges incurred on behalf of other HCD/FCRHA funds will be recorded as revenue. Budgeted annual revenue and expenses are equal.

► Method of Service Provision

This work is performed by 19 positions supported by Fund 001 and 11 positions supported by Fund 940. In addition, the work of private property management firms, accountants and auditors on behalf of the limited partnerships is paid by the partnerships.

Normal hours of operation extend from 8:00 a.m. to 5:00 p.m. Monday through Friday. HCD staff often works outside of these regular hours to meet with the Fairfax County Redevelopment and Housing Authority, the Board of Supervisors, non-profit agencies, and other citizen and/or community groups.

► Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of FCRHA, Committee, corporation meetings/agendas	61	40	37	51	55
Citizen Inquiry Assistance	NA	333	348	380	400
Media Inquiry Assistance	NA	133	139	150	150
Publications/marketing materials produced	NA	167	185	190	190
IT Requests Completed	1,517	1,128	1,401	1,564	1,800

► User Fee Information

The FCRHA receives compensation for its services to the limited partnerships of which it is the general partner. It also earns developer fees and financing fees for its services. This compensation is part of the revenue stream for Fund 940 which supports 11 of the positions in this area.