

Tallahassee-Leon County Affordable Housing Workgroup Final Report

Introduction:

The Charge:

The County and City Commissions created the Tallahassee-Leon County Affordable Housing Workgroup (Workgroup) during their joint workshop held on October 27, 2016. At that time the two Commissions established the following “Guiding Principles” as a framework for the Workgroup to address affordable housing:

1. Holistic Approach to Affordable Housing – provides programs and services that enhance the quality of life for the family or individual.
2. Strong and Extensive Collaboration and Partnerships – plan and design affordable housing developments with partners to leverage funds, technical support, and best practices.
3. 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.

Utilizing the Guiding Principles, the County and City Commissions charged the Workgroup with developing a plan for the redevelopment of multi-family housing. The plan was directed to include the following:

1. Recommendations for the coordination and collaboration of local government, non-profit and for-profit resources.
2. A housing design that considers the needs of residents and enhances the overall community.
3. Recommendations for leveraging the financial resources of local, state and federal resources to address permanent supportive housing for the homeless population.
4. Consider engaging organizations that promote best practices in affordable housing models.
5. Recommendations for a structure that would sustain the collaborative effort of the Affordable Housing Workgroup.

The plan that follows is labeled and organized to follow the order of the charge above. An additional Recommendation (6) is at the end, which addresses dedicated revenue for affordable housing. The issue of bringing in additional affordable housing revenue beyond that for permanent supportive housing for the homeless population in item (3) was not expressly included in the Commissions’ charge, but the Workgroup believes it warrants a recommendation.

The Process:

The Workgroup met eight times starting in January 2017; Minutes from those meetings and materials from various presentations are included in Appendix C. County and City staff delivered a comprehensive notebook to all Workgroup Members, containing a summary of workgroup responsibilities, information on current City and County assistance, a summary of housing research and investigative housing-related trips conducted in 2016, and more. Initial meetings offered presentations on many affordable housing topics relevant to the Workgroup’s goals. In April, the Workgroup met with representatives from Purpose Built Communities and discussed how to apply recommendations to the Orange Avenue multifamily redevelopment project as the case study in the Workgroup’s report. The Workgroup also had four

meetings primarily focused on group discussion to identify recommendations. A survey was employed to obtain additional workgroup member input to inform the recommendations.

The recommendations presented in this report serve as the plan developed by the Workgroup that will foster greater collaboration and coordination of affordable housing in Tallahassee-Leon County. Additionally, the recommendations that follow seek to emphasize good design and best practices that address the need for quality affordable housing that improves the lives of its residents and support community redevelopment. The Guiding Principles established by the County and City Commissions were utilized to formulate the Workgroup's recommendations.

#1 – Recommendations for coordination and collaboration of local government, non-profit and for-profit resources.

The Workgroup employed the following approach to develop recommendations for this section: opportunities for collaboration and coordination of local government resources (i.e. Leon County and the City of Tallahassee planning and regulatory work); and opportunities for collaboration and coordination of local government, non-profits, and for profit resources (i.e. capital stack/multiple funding streams).

A. Streamline the process for the affordable housing developer to interact with all governmental entities needed to approve the affordable housing development, including, but not limited to, environmental review, permitting, and building inspections.

Several governmental entities are involved when affordable housing is constructed or repaired. The cost of housing development is reduced when all governmental entities meet together upfront to review the project. The developer may receive guidance and answers more quickly and confirm that all parties involved are in agreement. One workgroup member provided an example from his personal experience getting development approval for an affordable housing development. It required a road on the side of the property long enough to accommodate fire trucks. One department was requiring a paved road, while another would consider allowing for a gravel road. The cost difference for the two types of roads was substantial, and it demonstrates the need for a unified approach that involves all departments communicating with each other and the developer from the beginning of the project.

B. Offer flexibility in regulatory requirements for affordable housing projects, as appropriate for the circumstances.

An examination of regulatory requirements is a task for the Affordable Housing Advisory Committee, but there may be code requirements that have not been examined by the AHAC. One example for flexibility is in parking requirements. When an affordable housing development serves populations that have fewer cars, such as seniors or homeless, the required number of spaces should be reduced.

C. Task a member of staff in both the County and the City to act as advocate/ombudsman for affordable housing across governmental departments.

The City and County each currently have an ombudsman, but he/she is not specifically tasked with shepherding and trouble-shooting affordable housing developments. Workgroup members

talked about the importance of a person in both local governments with a pioneering spirit, who can convene stakeholders and encourage inter-departmental interaction.

D. Direct the Office of Economic Vitality to use its mapping and GPS resources to identify publicly owned properties which may be available for the development of affordable housing.

The staff of Office of Economic Vitality will create an overlay or otherwise filter the list to identify parcels that are near transit. Al Latimer from the Office of Economic Vitality confirmed this might be a project his office could support, considering that quality low cost housing is part of the strategy for reducing crime and increasing economic development.

E. The City and County should have a cohesive inclusionary housing policy that will result in a greater number of affordable housing units developed while continuing to further the objective of the inclusionary housing policy to create housing in areas of opportunity.

The County currently has no inclusionary housing ordinance. The consequence is that market rate developers are able to produce large scale housing developments in the County without any affordable housing units and then annex the property into the City. This exacerbates the affordable housing deficiency in the City. The City's Inclusionary Housing Ordinance is designed to promote the construction and equitable distribution of affordable housing within the City. The ordinance requires that new housing developments of 50 units or more that are built in designated census tracts must include affordable housing in the development. The adoption of a cohesive inclusionary policy for the City and County should continue to provide for increasing housing in areas of opportunity but should also promote a greater number of affordable homes for both homeownership and rental and provide for those homes to be affordable long term. Appendix B of this report includes the text of the ordinance and the city's implementation policy.

F. City and County AHACs should meet jointly at least once a year to identify opportunities for coordination on affordable housing policies and incentives as reflected in the respective jurisdiction's Local Assistance Plans (LHAP).

These committees should consider the following recommendations.

- 1. The County should adopt an inclusionary housing ordinance in coordination with the City to support expansion and equitable distribution of affordable housing in the community.**

The AHACs should consider a policy that will result in a greater number of affordable housing units developed and will further the objective of the inclusionary housing policy to create housing in areas of opportunity.

- 2. Work with staff to identify quality lands that the City or County may donate for nonprofit development.**

Currently, the County provides the Housing Finance Authority of Leon County the right of first refusal for County-owned property that are deemed appropriate for affordable housing development. Traditionally, the HFA has sold the properties and dedicated the proceeds for future affordable housing projects. The AHACs should consider the donation of County and City-owned properties to nonprofit development.

3. Propose a program for the City and County to engage large employers in the effort to produce more affordable housing.

The Workgroup considered collaborations with hospitals, universities, the school board, state government, and other large employers, that could leverage their relationships with lenders to encourage the lenders to contribute some additional benefit to the financing of affordable housing. Similarly, the City, County, and other large employers could work with their lender partners to establish a linked deposits program. Under this approach, the large employer's funds would be deposited in such a way as to support a housing development loan program with conditions that might include below-market interest rates, flexible terms, and careful targeting to specific credit needs. The AHAC should identify opportunities for large employers to provide purchase assistance to their employees. This employer-assisted purchase program should be implemented in coordination with a local agency already providing purchase assistance and homebuyer education.

4. Develop recommendations to link affordable housing development with public transit.

The availability of transportation can open opportunities for the development of affordable housing and provide greater employment opportunities for the workforce that is unable to afford a personal car, and relies upon public transportation to get to and from work.

G. Create the Tallahassee-Leon County Affordable Housing Leadership Council.

The Workgroup recommends the creation of the Tallahassee-Leon County Affordable Housing Leadership Council (Leadership Council) to serve as a structure that will promote the collaboration and coordination of affordable housing stakeholders in the community. The Leadership Council would be an independent nonprofit organization comprised of developers, real estate professionals, bankers, not-for-profit affordable housing organizations, affordable housing tenants/homeowners, and County and City Housing staff. The Leadership Council would also serve as an entity for networking and leveraging of affordable housing resources. The nonprofit incorporated entity envisioned by the Workgroup shares similarities with the Housing Leadership Council of Palm Beach County (website <http://www.hlcpbc.org/>), a coalition of business, civic and community leaders working to identify solutions for affordable housing shortage which could serve as a model. Several Workgroup members would work with the United Partners for Human Services (UPHS) in assessing interest and viability for the creation of the Leadership Council. City and County participation in the Leadership Council would encourage commitment from other stakeholders.

H. Increase awareness among the public, City, and County housing staff about the role of the Leon County HFA currently and work with the Leon County HFA to explore new initiatives that would benefit the community.

The Leon County HFA operates throughout the City and the County. It currently provides 4% tax credit bond financing for multifamily housing. An example of how the Leon County HFA can collaborate with the current effort to redevelop the Orange Avenue apartments is as follows. The redevelopment will most likely seek 9% tax credits from the FHFC, and even if successful, it is highly unlikely that 9% credits would be secured for the entire redevelopment. A combination of 9% and 4% credits is likely to be used for a phased redevelopment. A current example for this is with the Tampa Housing Authority redevelopment of public housing property into Encore. This redevelopment is a mixed income, mixed use project used 9% credits for some buildings and 4% credits for other buildings that are part of the same redevelopment plan.

The Hillsborough HFA provides a number of best practices that may serve our community needs well. For example, the Up and Out Program run by the Hillsborough HFA provides rental assistance for homeless families. Other opportunities exist for having a portion of the SHIP monies in the City used to supplement the down payment assistance program that Leon County HFA currently operates in conjunction with Escambia HFA, and is currently limited to \$7,500 per household.

I. Give priority to City and County infrastructure projects that support the development of affordable housing.

Good quality infrastructure such as roads, sidewalks, and central sewer are essential to the successful development of affordable housing. The City and County should give priority to capital improvement projects that would enhance the infrastructure needed in areas where affordable housing could be developed in concert with private sector investment. Infrastructure is needed both for new construction and to revitalize neighborhoods which currently have affordable housing single family or multifamily developments.

#2 – Housing design that considers the needs of residents and enhances the overall community.

A. Update the Criteria for Receiving City/County Support.

There is no single, universally used application for applying to receive City or County funds for affordable housing projects. The City and County should consider incorporating these recommended criteria in all applications used to select recipients of funding for affordable housing projects. Adopt the following criteria to help ensure the best distribution of City and County funds:

- 1) Establish an application mechanism to promote mixed income housing developments.
- 2) Reward applications that propose projects involving collaboration between housing developers and providers.

- a) Reward applications that highly leverage resources to increase the affordability of housing.
- b) Establish a priority of funding for a variety of housing types. Prioritize permanent housing above transitional housing or homeless shelters. Also provide definitions for housing types like homeownership, rental, and homeless household assistance.
- c) Prior to funding, the application process should involve activities of interagency communication between the Leon County Office of Human Services & Community Partnerships, the City of Tallahassee Community Housing & Human Services Department, and other relevant governmental entities.

B. Ensure that applications for affordable housing funding from the City or County include threshold requirements that emphasize good design.

Workgroup members identified several specific requirements:

- 1) Good design produces affordable housing that is indiscernible from market rate housing. The City and County should invest in long-term quality affordable housing. Applications should require that construction materials, appliances, and equipment will be of a quality that serves the residents and the neighborhood's interests in having quality affordable housing, in contrast to housing that just meets the minimum standards.
- 2) An application should define design features, construction specifications, and amenities for each housing type that must be included as a threshold for all applications. These threshold requirements could include elements of the Florida Green Building certification checklist, as well as universal design principles to optimize accessibility for people with disabilities and all other occupants. Consider if the accessibility standards in the Florida Housing Finance Corporation's applications should be adopted in local applications, with particular attention to cost benefit analysis.
- 3) Workgroup members acknowledged that designing for the community at large means addressing many types of affordable housing, including multi-family, homeownership maintenance, home buyer assistance, and homeless assistance. However, they suggested establishing a priority of which types of affordable housing are needed in the community, and at what amounts. Research the market demand for affordable housing in part by checking the Housing Finance Authority of Leon County's Housing Study. Also the Tallahassee Housing Authority has available statistics on the need for affordable housing.

C. Use a community land trust (CLT) for affordable housing development and stewardship.

A CLT refers to the vehicle of separating land from house for the purpose of transferring title to the house without selling the land. It also denotes an organization that holds title to the land and manages the ground leases on community land trust properties. Such affordable housing may be rented or sold to a low income buyer together with a 99 year leasehold interest in the land.

The CLT ensures that the home will be affordable and available for other low income households in the future. The terms of the 99 year ground lease place limitations on the resale

of the home, preventing resale to a household that is not eligible under the terms of the ground lease (which may provide that the home must be sold to very low, low, or moderate income households). The lease includes a “resale formula” that determines the maximum allowable price. In the typical ground lease, if a family member who inherits the CLT property is not income eligible, he or she may continue to live in the property but can only sell it to someone who is income eligible at the restricted resale price.

In addition to providing construction financing and SHIP down payment assistance to buyers of CLT homes, the City and County may support CLT activities by providing land on which the housing can be built, and ongoing administrative support to the CLT that is providing services which would otherwise fall upon the local government to perform. The Community Land Trust can be seeded with donated parcels of government owned land that are appropriate for affordable housing development, with affordable units scattered throughout the community. More information on CLTs is in Appendix E.

#3 – Consider engaging organizations that promote best practices in affordable housing models.

A. Form a partnership with the nonprofit consulting group Purpose Built Communities to help integrate the workgroup’s recommendations into the Orange Avenue public housing redevelopment project.

David Edwards and Kathleen Brownlee from Purpose Built Communities met with the Workgroup in April. Purpose Built Communities is a consulting group that provides its services for free to local neighborhood leaders interested in implementing the Purpose Built comprehensive community revitalization model in their community. Mr. Edwards gave a brief overview of the origins of the organization, which started in 1993 in Atlanta, GA and soon started work in New Orleans, LA. The affordable housing new construction work in these communities focused on implementing several strategies that provided a holistic approach to transforming the community, including:

- Mixed income housing of high standards.
- Ensuring that the size of the development was large enough to have a widespread impact on the neighborhood.
- The impact includes a high quality cradle to college educational pipe line through revitalizing or building schools and expanding educational support services.
- The impact also includes community wellness programs such as health centers, fitness centers, and urban gardening opportunities that are tailored to the community needs.

Mr. Edwards discussed some of the community successes from the Purpose Built Communities model, including:

- Substantial and measurable educational improvements for the neighborhood children.
- Attraction of businesses to the community.
- Increased home values in the community.

- Increases in access to retail options.
- Increases in resident incomes.

Purpose Built Communities currently has 16 up and running communities and is in conversation with 38 other communities. The prospective communities are in the preliminary phase, in which each community is under evaluation for its potential for success. This process can take anywhere from 18 months to 3 years or more.

Mr. Edwards emphasized that the continued success and sustainability of the redevelopment project hinges on the “Community Quarterback”, which is typically a non-profit organization that develops and implements the components of the Purpose Built Communities model and raises funds to support the neighborhood efforts. He stated that the Community Quarterback team must collaborate with high capacity local leaders who want to make sure the project is successful.

B. City, County, and housing developers should pursue philanthropy and corporate sponsorship to contribute to Orange Avenue re-development projects.

The recommendation should be applied to Orange Avenue re-development projects, as well as affordable housing initiatives community-wide. It involves identifying citizens and those in the business community who want to participate in corporate sponsorship opportunities. Sponsors can volunteer to help build or maintain playgrounds, a transit center, a community center in a multifamily property, or other components of an affordable housing development.

The City, County and business community should create a community based recognition program for local businesses that support low income housing, and homelessness issues. This could possibly be an activity of the entity encouraging collaboration between housing professionals, which is another recommendation of the workgroup. Additional tasks include:

- Establish a list of potential sponsors and pair them with development projects as they arise.
- Take information from sponsors on what types of projects they want to be involved in to help encourage the building of a long and healthy partnership between the sponsor/developer and property manager.

C. Fund the Orange Avenue/Meridian Place Making project in Blueprint 2020 in the first year of the new funding cycle.

One of the key issues with the redevelopment of the Orange Avenue corridor is the current flood plain designation. The Orange Avenue/Meridian Place Making project in Blueprint 2020 includes enclosure of the east-west ditch, enhancements to the storm water pond on the south side of Orange Avenue and the construction of the new Star Metro Station at Orange and Meridian.

The workgroup recommends that this project be funded in the first year of the new funding cycle for several reasons. First, a major infrastructure commitment in the South City area would be a clear sign that local government is supportive of the redevelopment of this area. Second, solving the flooding issues and then having FEMA reevaluate the flood plain will go a

long way toward attracting outside development money to the area. It is difficult to get commercial developers to build in a flood plain. The workgroup's review suggests that this project meets all criteria for priority ranking. This project is critical to the affordable housing development necessary to replace the Orange Avenue Apartment complex.

D. Agencies working in the area around the Orange Avenue public housing redevelopment project to improve or produce single family homeownership should be supported with financial assistance and incentives from local government and other funding sources.

This recommendation is to support and encourage a mix of single family homeownership along with affordable rental housing in this area.

#4 – Recommendations that promote the development of permanent supportive housing to help end homelessness.

A. The workgroup recommends to the Tallahassee Housing Authority that it reserve a portion of its Section 8 units and vouchers for Permanent Supportive Housing (PSH).

Permanent supportive housing is not needed by all homeless individuals and households. An explanation of permanent supportive housing is included in Appendix C. Using a nationally recognized tool – the USICH Supportive Housing Opportunities Planner (SHOP Tool) – and the Big Bend CoC's data, the number of PSH needed this year is 126. Assuming no changes in the system, next year 138 are needed and the following year 153. See the spreadsheet of calculations in Appendix C.

This tool recognizes the fact that the PIT is an undercount for several reasons, including the fact that some people needing PSH might be in jails, institutions, hospitals, etc. The tool also reflects other factors. For a full description of the tool, assumptions, and data, see <https://www.usich.gov/tools-for-action/supportive-housing-opportunities-planner-shop-tool>

All of the community PSH slots are full for individuals and there is very little movement in PSH so it is not likely that the current PSH slots would become available to the identified 81 individuals. The community needs additional units to meet the need for permanent supportive housing.

Note: Using the homelessness specific data, and this data only includes those that have entered the homeless system in the area and have been assessed through Coordinated Entry, there are 13 homeless families who were assessed and identified as most appropriate for PSH. The breakdown of family size among those 13 families is 3 households with 3 people in each household, 2 households with 2 people in each, 3 households with 4 persons in each, 1 household with 5 persons, and 4 households where the size of the household is unknown. Currently, there are between 13 and 15 units of PSH for families but there is little movement in that program and it is unlikely that the 13 families needing housing now will be able to move into PSH.

B. Utility providers and housing assistance providers should identify options/opportunities to solve a barrier for some renters transitioning out of homelessness who have large past unpaid utility bills.

This might include a payment plan that is implemented as part of permanent supportive housing case management. Some of this is prevention and might involve utility staff increasing their level of intervention for renters who are part of homeless-related housing initiatives, to help them avoid large bills. Capital Area Community Action Agency and other housing assistance agencies may be helpful in this effort.

C. To the maximum extent feasible, waive concurrency fees, building permit fees, and utility connection fees for affordable housing projects, provided those savings are passed onto the affordable housing residents.

When the development is PSH or other housing serving extremely low income populations it every concession offered by local government is needed, as there is a large gap between what the residents can pay and the cost of development. The caveat for this recommendation is in regard to waiving fees for affordable housing developers who are profit-driven. In that case, the entity waiving the fees should ensure that the cost savings from the concession will be assisting the development or the residents in the development, rather than increasing profit to the developer.

D. Provide education for landlords and case managers to reduce barriers for renting.

A recent example of this type of education included the Tallahassee Housing Authority's 2015 landlord symposium. The Florida Housing Coalition produced the Landlord Collaboration Guidebook which is accessed on line at <http://www.flhousing.org/wp-content/uploads/2012/03/Landlord-Collaboration-Guidebook-2016.pdf>. This is a resource that should be shared with any organization that helps people who are homeless move out of homelessness and into their own rental units. The recommendations are general enough to be used with a wide variety of housing interventions and programs, and for any demographic or subpopulation of homelessness. This guidance will help organizations offering various forms of assistance, including general housing guidance, rapid rehousing, and permanent supportive housing rental assistance or master leasing projects.

#5 – Recommendation for a structure to sustain the collaborative effort of the Affordable Housing Workgroup.

A. Assign ongoing Workgroup tasks to the newly created Tallahassee-Leon County Affordable Housing Leadership Council.

As noted in Section 1 above, the Workgroup recommends the creation of the Tallahassee-Leon County Affordable Housing Leadership Council (Leadership Council) to sustain and promote collaboration and coordination of affordable housing stakeholders. The Leadership Council would also serve as an entity for networking and leveraging of affordable housing resources. If this recommendation is accepted, the newly formed

Leadership Council could serve as the structure to sustain the collaborative effort of the Workgroup.

B. Alternatively, in the event that the Leadership Council is not created, the Workgroup recommends that the structure to sustain the collaborative effort of the Workgroup lie with the respective Leon County and City of Tallahassee AHACs.

Under this alternate recommendation, the City of Tallahassee Affordable Housing Advisory Committee (AHAC) and the Leon County AHAC would jointly meet to constitute the Tallahassee-Leon County Collaborative Affordable Housing Taskforce.

Staff by either the Leadership Council or the AHACs, the Tallahassee-Leon County Collaborative Affordable Housing Taskforce (Taskforce) should meet jointly at least one time per year for the dual purposes of:

1. Evaluating the implementation of the Affordable Housing Workgroup recommendations adopted by the City and County Commissions; and
2. Considering whether any of the incentive strategies adopted in only the City Local Housing Assistance Plan (LHAP) or only the County LHAP should be implemented in both jurisdictions.

The Taskforce will be jointly staffed in the same manner as the respective Affordable Housing Advisory Committees. AHAC staff will generate and deliver the Taskforce Report, respectively to the City and County Commissions, within 90 days from the initial annual meeting of the Taskforce.

Note: The Taskforce duties should not be so great as to require the AHACs to meet together for more than two or three additional times per year for this purpose.

#6 – Recommendation for Dedicated Revenue for Affordable Housing.

A. Increase funding for affordable housing with a new local dedicated source of revenue that is responsive to identified affordable housing needs.

The workgroup suggests several sources of revenue for consideration:

- 1) Local housing bonds backed by future tax revenues. General obligation bonds are an approach historically and frequently used in cities such as Seattle and San Francisco, and more currently in Miami, with the approval in July by the City Commission of a \$100 million dollar bond for affordable housing and economic development, subject to voter referendum.
- 2) Dedicated sales and property tax, such as “Penny for Pinellas” which currently provides local funds for affordable housing in Pinellas County, also subject to a voter referendum.
- 3) Economic Development sales tax extension funds.
- 4) Transient Occupancy Tax (TOT). Leon County currently has a 5% TOT; using a portion of the TOT for affordable housing or increasing the TOT for affordable housing.

- 5) Linkage Fee. – A linkage fee is an assessment for the impacts of commercial or industrial development, and infrequently, for high- end market rate residential development. The fee is deposited into a housing trust fund for others to use in building affordable housing. Cities such as Jupiter, Winter Park and Coconut Creek have implemented linkage fees in Florida. A linkage fee is assessed per square foot, and typically varies depending upon the use. A professional nexus study is used to determine the amount of linkage fees to charge on each type of development. A one page explanation of linkage fees is found in Appendix D.

B. The Workgroup recommends that the County and City AHACs explore the options presented for a local dedicated funding source for affordable housing.

The AHACs should include within this process, affordable housing stakeholders as well as representatives of the development, real estate, and banking community. The AHACs should work should include the available economic analysis that shows how investing in affordable housing provides positive outcomes and economic impacts. Information about the economic benefits of affordable housing are found in many places, including the Florida Public Policy Institute, the Florida Housing Finance Corporation, and the Florida Housing Coalition. In the event that the Leadership Council is adopted, this entity would also be using research about the economic benefits of affordable housing.

C. The Workgroup recommends that the AHACs consider how the City’s current housing trust fund might be used as the collection point for any local dedicated source of revenue.

The Affordable Housing Trust Fund (AHTF) was established by the City Commission in 1992 to provide City funding to support the City’s affordable housing objectives. The AHTF provides grants and loans to support projects which preserve or expand the City’s affordable housing inventory. Priority is given to projects which can leverage other public and private funding. All uses of the AHTF are approved by the City Commission.

D. The Workgroup recommends that the City and County prioritize securing full appropriation of the Sadowski state and local housing trust funds every year.

The Workgroup recognizes that the City and County already have a dedicated revenue source for affordable housing from the William E. Sadowski Affordable Housing Act. This legislation that passed in 1992 provides annual grants to the City and the County on a population based formula for the SHIP program. SHIP can be used for homeownership, rental, and ongoing rent subsidy for rapid rehousing homeless.

For the past fifteen years, the legislature has swept a portion of the Sadowski funds, and in particular, the SHIP funds away from affordable housing and into the general revenue fund. In the last legislative session, for example, approximately half the monies that were dedicated from the Sadowski Act to the SHIP program were swept by the legislature into the GR fund of the state. In FY 2017-18, Tallahassee is expected to receive \$825,065; Leon County is expected to receive \$426,361. Without the sweep, Tallahassee would have received approximately \$1.65 million and Leon County would have received \$852,700.

The projected revenue from the Sadowski Act in FY 2018-19 is even higher than in this fiscal year. Therefore, to increase funding for the City and County without having to raise taxes or issue general revenue bonds, the City and County should adopt a plan of advocacy that helps ensure that the SHIP funds are not swept by the legislature. The City and County hire lobbyists to advocate for a variety of interests during the Florida legislative session, and their lobbying contracts should explicitly state that the highest lobbying priority is to fully appropriate the Sadowski State and Local Government Housing Trust Fund monies for housing. This is the City and County's most significant dedicated revenue source for affordable housing production. In the event that the Leadership Council is adopted, this entity should also join in advocacy efforts.