

# REDEVELOPMENT AUTHORITY

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## MISSION AND SERVICES

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**Mission** - The Redevelopment Authority (RDA) will operate with a specific focus on infill development and the preservation of workforce/affordable housing near transit centers, on mixed-income, and mixed-use and mixed-tenure projects in targeted communities.

**Core Services** -

- Mixed use, infill development
- Mixed-income housing development
- Down payment and closing cost assistance for first time homebuyers

**Strategic Focus in FY 2018** -

The Authority's top priorities in FY 2018 are:

- Redevelop multiple infill sites - Glenarden Apartments, Maryland Park Drive, 4100 Rhode Island Avenue and Towne Square at Suitland Federal Center
- Increase homeownership opportunities for first time homeowners
- Advance and promote green building and sustainable development practices
- Promote community revitalization by providing grants that support small scale community led capital projects and the revitalization of commercial centers

## FY 2018 BUDGET SUMMARY

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The FY 2018 approved budget for the Redevelopment Authority is \$685,600, an increase of \$69,900 or 11.4% over the FY 2017 approved budget.

**Budgetary Changes** -

<b>FY 2017 APPROVED BUDGET</b>	<b>\$615,700</b>
<b>Increase Cost: Operating</b> - Increase due to funding for staff supporting the Pathways to Purchase Program funded by the Housing Investment Trust Fund	\$352,600
<b>Increase Cost: Operating</b> - Increase in administrative contractual services	\$28,700
<b>Increase Cost: Operating</b> - Increase in training budget to enhance the ability of staff to support the Authority's operational demands	\$3,000
<b>Increase Cost: Operating</b> - Increase in contracts cost for legal and auditing services	\$2,000
<b>Decrease Cost: Operating</b> - Decrease in board expenses	(\$2,700)
<b>Decrease Cost: Operating</b> - Reduction in funding for staff supported by the CDBG My HOME Homeownership assistance grant program	(\$313,700)
<b>FY 2018 APPROVED BUDGET</b>	<b>\$685,600</b>

## SERVICE DELIVERY PLAN AND PERFORMANCE

**Goal 1** - Develop mixed-use and mixed income infill developments to improve the County's tax base.

**Objective 1.1** - Accelerate the completion of infill projects in support of developing more mixed-income, mixed-use and mixed-tenure communities. Measured as the number of housing units completed.

Targets	Long Term Target Compared with Performance														
<p><b>Short term:</b> By FY 2018 – 147</p> <p><b>Intermediate term:</b> By FY 2020 - 180</p> <p><b>Long term:</b> By FY 2022 - 315</p>	<p>Long term target (FY 22): 315</p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Performance (Units Completed)</th> </tr> </thead> <tbody> <tr> <td>FY 2014 Actual</td> <td>0</td> </tr> <tr> <td>FY 2015 Actual</td> <td>0</td> </tr> <tr> <td>FY 2016 Actual</td> <td>0</td> </tr> <tr> <td>FY 2017 Estimated</td> <td>0</td> </tr> <tr> <td>FY 2018 Projected</td> <td>147</td> </tr> <tr> <td>Long term target (FY 22)</td> <td>315</td> </tr> </tbody> </table>	Fiscal Year	Performance (Units Completed)	FY 2014 Actual	0	FY 2015 Actual	0	FY 2016 Actual	0	FY 2017 Estimated	0	FY 2018 Projected	147	Long term target (FY 22)	315
Fiscal Year	Performance (Units Completed)														
FY 2014 Actual	0														
FY 2015 Actual	0														
FY 2016 Actual	0														
FY 2017 Estimated	0														
FY 2018 Projected	147														
Long term target (FY 22)	315														

### Trend and Analysis -

In FY 2018, the RDA and its development partners anticipate the completion of 3807 Rhode Island Avenue in Brentwood and the start of construction for the Glenarden Apartments, Maryland Park Drive, 4100 Rhode Island Avenue in Brentwood and the Towne Square at the Suitland Federal Center. Most of these projects will be completed in multiple phases over many years, therefore, new performance measures were developed to demonstrate completed units and completed commercial space rather than completed projects. This will better reflect the impact of the projects on a year to year basis.

**Performance Measures -**

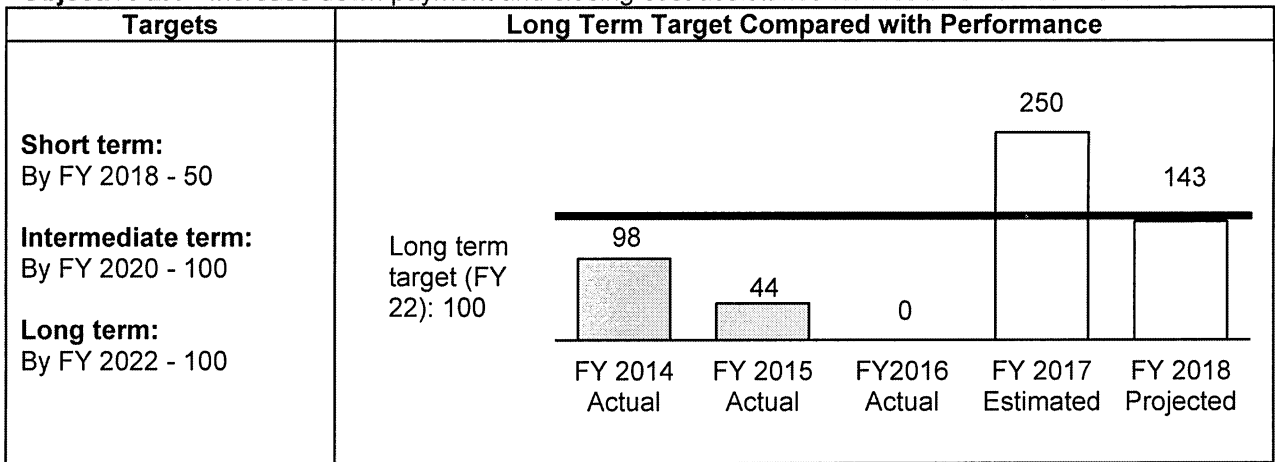
Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
<b>Resources (input)</b>					
Number of RDA employees	8	8	9	9	9
Number of RDA project managers	3	3	3	3	3
Total State funds received	\$0	\$475,000	\$0	\$0	\$0
Total local funds received (County PAYGO)	\$1,300,000	\$1,300,000	\$1,375,000	\$3,650,000	\$2,000,000
Number of properties held in inventory	5	7	7	3	3
<b>Workload, Demand and Production (output)</b>					
Number of RDA buildings demolished	1	1			
Total cost of property maintenance	\$59,334	\$80,444	\$123,000	\$150,000	\$150,000
<b>Quality</b>					
Average number of years to complete a multi-family or commercial project from acquisition to completion	6	6	6	6	6
<b>Impact (outcome)</b>					
County property taxes collected from RDA infill redevelopment projects					\$654,500
Number of local jobs created/retained as a result of RDA infill redevelopment projects					49
Number of housing units developed					147
Square footage of commercial and retail space developed					6,000

**Strategies to Accomplish the Objective -**

- **Strategy 1.1.1** - Monitor the executed development agreements with selected developers
- **Strategy 1.1.2** - Ensure that public financing is secured and leveraged with private financing for all projects
- **Strategy 1.1.3** - Obtain required zoning and regulatory approvals for all development plans
- **Strategy 1.1.4** - Complete necessary infrastructure and storm water management installations

**Goal 2** - Promote community revitalization and quality of life through various projects designed to promote homeownership, sustainable development and small scale community run projects.

**Objective 2.1** - Increase down payment and closing cost assistance for first-time homeowners.



**Trend and Analysis** - In FY 2018, the RDA will complete up to 143 down payment and closing cost assistance loans to first time homebuyers in the County through the Pathway to Purchase Program. This program provides assistance which includes down payment and/or mortgage principal reduction costs and/or closing costs.

To facilitate community revitalization and improve quality of life, the RDA has also begun working in the Fairmount Heights Net Zero Energy Home District to demonstrate green building techniques that both significantly reduce energy consumption and generates renewable energy on site, thus resulting in a net zero energy bill for the year. This project will help to advance the knowledge base in the County for constructing net zero energy homes. Currently, the project is planning to complete eight homes by FY 2020.

The RDA also offers grants to commercial property owners and County based nonprofits for projects related to neighborhood beautification, sustainability, blight eradication and commercial property physical upgrades. Historically the grant programs receive requests for funding which exceed the amount of available funding.

**Performance Measures -**

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
<b>Resources (input)</b>					
Number of RDA employees	8	8	9	9	9
Number of RDA project managers	3	3	3	3	3
Total State funds received	\$0	\$475,000	\$0	\$0	\$0
Total local funds received (County PAYGO)	\$1,300,000	\$1,300,000	\$1,375,000	\$3,650,000	\$2,000,000
<b>Workload, Demand and Production (output)</b>					
Community Impact Grant (CIG) Program grant funding issued				\$250,000	\$250,000
Commercial Revitalization Program grant funding issued					\$500,000
Number of net zero energy homes developed in the County (NEW)					
<b>Impact (outcome)</b>					
Number of first time homebuyer assistance loans closed	98	44	0	250	143
Deed and recordation taxes generated by down payment and closing cost assistance loans				\$227,400	\$227,400
Percentage of Community Impact Grant and Commercial Revitalization Grant expenditures that are with County based or Minority owned firms				35%	45%

FY 2015 Actuals have been restated.

**Strategies to Accomplish the Objective -**

- **Strategy 2.1.1** - Expand the outreach and visibility of the projects to encourage more participation
- **Strategy 2.1.2** - Secure dedicated and predictable funding sources, including gap funding, for the loans and all administrative expenses
- **Strategy 2.1.3** - Monitor the executed project plans with developers and others

**FY 2017 KEY ACCOMPLISHMENTS**

- Closed on 3807 Rhode Island Avenue.
- Started construction at 3807 Rhode Island Avenue and Singer Building (3300 Rhode Island Avenue).
- Obtained entitlement approval for the Maryland Park Drive project and 4100 Rhode Island Avenue project.
- Awarded \$250,000 in Community Impact Grants to County based non-profit organizations.

**Redevelopment Authority of Prince George's County  
FY 2018 Approved Budget**

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 ESTIMATED	FY 2018 APPROVED	CHANGE FY17 - FY18
<b>Beginning Fund Balance</b>	\$ 270,196	\$ 173,696	\$ 92,647	\$ 24,347	-86.0%
<b>Revenue</b>					
Intergovernmental Salary Contributions	\$ 1,015,834	\$ -	\$ -	\$ -	0.0%
County Grant	229,100	233,700	233,700	317,600	35.9%
Community Development Block Grant (CDBG) - My HOME Homeownership Assistance Program					
Operating Support	106,608	313,700	250,000	-	-100.0%
Housing Investment Trust Fund	-	-	-	352,600	100.0%
Appropriated Fund Balance	-	68,300	68,300	15,400	-77.5%
Miscellaneous	66,729	-	-	-	0.0%
<b>Total Revenue</b>	<b>\$ 1,418,271</b>	<b>\$ 615,700</b>	<b>\$ 552,000</b>	<b>\$ 685,600</b>	<b>11.4%</b>
<b>Expenses</b>					
<b>Board Expenses</b>					
Board Member Stipend	\$ 19,819	\$ 31,900	\$ 30,000	\$ 30,000	-6.0%
Board Meeting Expenses	241	2,800	2,000	2,000	-28.6%
Board Member Development	-	-	-	-	0.0%
<b>Total Board Expenses</b>	<b>\$ 20,060</b>	<b>\$ 34,700</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>	<b>-7.8%</b>
<b>Operating Expenses</b>					
Professional Services - Admin	\$ 216,013	\$ 104,000	\$ 105,000	\$ 106,000	1.9%
Staff Training	(204)	3,000	3,000	6,000	100.0%
Supplies/Expenses - Admin	7,863	30,000	30,000	30,000	0.0%
Contractual Services - Admin	48,799	130,300	132,000	159,000	22.0%
Administrative Staff and Operating Expenses - My HOME Homeownership Assistance Program/Other	88,106	313,700	250,000	-	-100.0%
Housing Investment Trust Fund Staffing Expenses	-	-	-	352,600	100.0%
Capital Outlay	160,087	-	-	-	0.0%
Redevelopment Division Staff & Fringe	1,015,834	-	-	-	0.0%
Other Expenses	39,262	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 1,575,760</b>	<b>\$ 581,000</b>	<b>\$ 520,000</b>	<b>\$ 653,600</b>	<b>12.5%</b>
<b>Total Expenses</b>	<b>\$ 1,595,820</b>	<b>\$ 615,700</b>	<b>\$ 552,000</b>	<b>\$ 685,600</b>	<b>11.4%</b>
<b>Ending Fund Balance</b>	<b>\$ 92,647</b>	<b>\$ 105,396</b>	<b>\$ 24,347</b>	<b>\$ 8,947</b>	<b>-91.5%</b>