



Housing Trust Funds



Potential Funding Sources Recently Explored by ICF International

Taxes

- Sales
- Parcel
- Real Estate Transfer
- Hotel
- Property

Fees

- Linkage
- Inclusionary Zoning
- Document
- Recording
- Building Permit

Bonds

- General Obligation
- Revenue

The Challenge: Affordable Housing

The ability to develop and preserve housing that is affordable to residents in your community depends more and more on subsidies provided by both the public and private sectors. Local and state funds have become an important source of subsidy as the Federal government has reduced its direct financial support of affordable housing.

One Approach: Housing Trust Funds

Hundreds of communities have created housing trust funds as a way to increase, coordinate, and manage financial resources for affordable housing.

ICF International has the expertise and experience to assist you in the research, analysis, and community mobilization necessary to create and operate a housing trust fund.

ICF offers the following services related to housing trust funds:

- Analyzing the community's housing needs
- Determining the financial gap to meet the need
- Identifying existing local funding sources
- Identifying non- local funding sources
- Identifying and analyze potential new revenue sources
- Developing community consensus and support
- Developing practical, workable policies and programs to implement the trust fund

Housing Trust Funds Defined

- Established by a Public Action
- Receive Revenues from a Dedicated Source of Public Funding
- Invest Resources in Safe, Affordable Housing

Proven Success of Trust Funds

- More than 275 Housing Trust Funds Established
- More than \$750 Million Provided Annually to Meet Local Housing Needs
- Over 650 Housing Units Assisted Annually with Housing Trust Funds

Featured Solutions

Identifying Revenue Sources

East Bay, CA. ICF worked with East Bay Housing Organizations, a coalition of affordable housing advocates, to identify potential revenue sources for a new county-wide trust fund. We explored more than 30 possible sources, identifying 10 as the most promising

Designing Programs

Fresno, CA. ICF is working with the City of Fresno to modify its homeowner rehabilitation program to increase homeowner participation and make the program more responsive to the changing economy.

Developing Consensus

Santa Clara County, CA. ICF organized and facilitated a Housing Summit sponsored by Santa Clara County and Silicon Valley Manufacturing Group. The purpose of the Summit was to develop strategies to increase affordable housing in the County. This collaborative process resulted in the publication of specific initiatives and the creation of the Santa Clara County Trust Fund.

Creating a Trust Fund

San Mateo County, CA. ICF worked with San Mateo County and Peninsula Interfaith Action to examine the feasibility of creating a San Mateo Housing Trust Fund. The report has been accepted by the Board of Supervisors and the program, initially funded with \$3 million, while additional revenue sources are explored.

Accessing Our Services

ICF International can help agencies work within existing procurement policies to obtain our services. If necessary, we can help you refine needs and issues, develop a scope of work, and provide a proposal to facilitate the process. ICF also may be able to leverage local funds by tapping into existing federal resources for training and technical assistance.

About Our Services

ICF's Housing and Community Development team provides training, technical assistance, management consulting, and program evaluation for local, state, and federal organizations and government agencies, including the U.S. Department of Housing and Urban Development (HUD) and the U.S. Department of Agriculture's (USDA) Rural Housing Service. We also work with nonprofit organizations and private business enterprises. ICF's Housing and Community Development team can:

- **Prepare and deliver training.** We offer a standard catalogue of existing courses on topics such as the Community Development and Block Grant (CDBG) Program, the Home Investment Partnerships (HOME) Program, financial management, performance measurement, and program monitoring. In addition, we work with clients to develop and deliver workshops that are customized to their individual needs.
- **Design and redesign housing programs.** From designing innovative homebuyer programs to restructuring rehabilitation programs, we help communities spend their CDBG and HOME dollars effectively.
- **Develop marketing materials.** We help communities define their products and publicize their initiatives through brochures, Web site design, and promotional materials.
- **Prepare procedures manuals, handbooks, and publications.** We help keep grantees up-to-date and staff informed through clear, well-written program guidance.
- **Restructure management systems.** Our staff can assess your organization and help streamline operations and improve management to achieve performance objectives.
- **Evaluate program effectiveness.** ICF works with federal and local organizations to determine the outcomes and benefits of various funding programs.

About ICF International

ICF International (www.icfi.com) partners with government and commercial clients to deliver consulting services and technology solutions in defense, energy, environment, homeland security, social programs, and transportation. Combining passion for our work with industry expertise and innovative analytics, we deliver compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF International has been serving government at all levels, major corporations, and multilateral institutions. More than 1,600 employees serve these clients worldwide.

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