

MEMORANDUM

March 3, 2011

TO: Planning, Housing, and Economic Development Committee

FROM: Linda McMillan, Senior Legislative Analyst *LMC*

SUBJECT: **Organizational Reform Commission's** recommendation regarding Housing – Task Force on a Montgomery Housing and Redevelopment Department (“Blending HOC and DHCA”)

**Background**

In its report to the Council dated January 31, 2011, the ORC made one recommendation regarding the restructuring of the Department of Housing and Community Affairs and the Housing Opportunities Commission.

**#10 Establish a Task Force on a Montgomery Housing and Redevelopment Department, to begin the process of blending the Housing Opportunities Commission and the Department of Housing and Community Affairs.**

The full recommendation from the ORC is attached at ©1-2. In its summary table ORC noted that cost savings were not quantifiable at this time; implementation would be “long-term”; and there should not be an impact on affordable housing clients.

**Executive's response**

In a memorandum to the Council President dated February 21, 2011, the Executive provided his response to each of the 28 recommendations in the ORC report. The Executive **supports** recommendation #10 stating he supports immediate action to begin the process of consolidating the non-federally supported functions of HOC with corresponding or related function of DHCA.

*The Executive's full recommendation follows:*

## **10. Establish a Task Force on a Montgomery Housing and Redevelopment Department to begin the process of blending HOC and DHCA.**

County Executive's Position: **Support**

I support immediate action to begin the process of consolidating the non-federally supported functions of HOC with corresponding or related functions of DHCA. This action should produce more effective coordination and an enhanced impact on the County's efforts to provide and preserve affordable housing for the residents of the County. I believe this action will also realize mid-to long-range savings and operational efficiencies.

It is anticipated that the resulting organizational structure will be designed in a fashion to: (1) maintain within the corporate organization of HOC, administration of the federal programs (public housing and voucher program); (2) retain, without modification, the existing bond and other indebtedness of HOC; and (3) retain local housing finance agency functions.

My staff and I have begun conversations with HOC relating to implementation of this ORC recommendation.

Action Steps:

- Pursue agreement from HOC to a single leadership structure, i.e. Executive Director.
- Development and execution of a Memorandum of Understanding between the County and HOC agreeing to the above steps and a plan and process for moving forward.
- Establishment of a joint task force to develop a complete reorganization plan and timetable for same. The reorganization plan will address the specific areas identified in the ORC report in addition to other areas deemed appropriate. The plan should be completed within six months.
- Immediate and ongoing identification and assessment of legal issues, e.g.: determining what can be accomplished administratively and what requires legislative change at the local or state level.
- Clarify roles and responsibilities of the Executive Director relative to the County Executive and the governing board of HOC (which is appointed by County Executive and confirmed by County Council.)
- While it is not anticipated that these changes will result in major changes to the workforce, I recognize the potential anxiety of the 475 person workforce of the two agencies, and that it is important to address the concerns of that workforce quickly.
- Since HOC is currently overcrowded and located in a county owned facility and the county does not have available facilities for this size workforce, plans must be developed that recognize that there will be no co-location in the near future.
- An immediate assessment by both organizations of overlapping, closely

related, or complementary functions.

- Conduct an in depth analysis of the potential savings associated with suggested changes.

### **Council staff Analysis and Recommendation**

Both the ORC and the Executive call for a Task Force to create a reorganization plan that would “blend” some components of DHCA and HOC. The ORC recommendation says that this would be done “in order to reduce costs and bring about cross-cutting synergies.” The Executive says this “action should produce more effective coordination and an enhanced impact on the County’s efforts to provide and preserve affordable housing for the residents of the County.” He also believes that there will be mid to long-range savings and operational efficiencies. That said; the ORC was unable to estimate any specific savings and the Executive notes in his last bullet point that the Task Force will conduct an in-depth analysis of the potential savings associated with the suggested changes. Therefore, it is possible that these savings could be \$0 or substantial depending on what is “blended.”

**Council staff recommends that the Council endorse a modified version of the Executive’s recommendation which would create a work group that would determine whether there are benefits to a unified administrative structure, but would not be tied to the conclusion that seems to have been reached by the ORC and the Executive that there should be a single Executive Director.** (Council staff is concerned that the Executive’s first action step is get agreement from HOC to a single leadership structure.) **The work group should also discuss whether there are ways to consolidate functions (without any organizational change) that would result in cost savings. The work group should be jointly named by the Executive and the Council and in addition to DHCA, HOC, and the County Attorney, there should also be representation from the Department of Health and Human Services, the County Council, and non-profit housing providers/affordable housing advocates.** Council staff suggests a “work group” rather than “Task Force” to allow a more informal appointment and reporting process.

In making this recommendation, Council staff notes the following:

- The Housing Opportunities Commission is not a tax-supported agency. However, it does receive county funding through the Non-Departmental Account (about \$5.8 million) and from the CIP and Housing Initiative Fund. The total FY11 budget for HOC is about \$215 million. Of this amount, only about 8% can be used at the discretion of HOC with the remainder restricted for specific programs and purposes (©8-11).
- While the savings from any “blending” or other efficiency efforts will likely be very small in comparison to the overall HOC budget, this does not mean that they should not be looked for. The Council has reduced the county dollars needed to fund the Rental Assistance Program, Rent Supplement Program, and Housing Initiative Program because of budget constraints, if net savings of \$500,000 could be identified this could provide a \$300 dollar a month subsidy to almost 140 households.

- Prior to the ORC final recommendation and Executive's current recommendation, DHCA, HOC, and DHHS provided information on why they should not be consolidated. This paper was previously provided to the PHED Committee as a part of the packet on OLO Report 2010-9 and is attached at ©3-7.
- Jumping to a conclusion that the organizational structure must change to find additional savings or efficiencies before a work group has any chance to look at the issue could be disruptive to HOC and may impact the information they must include in any bond issue. The Executive states that the "resulting organizational structure" will retain without modification the existing bond and other indebtedness of HOC and that HOC will retain local housing finance agency functions.
- There are common functions among the housing agencies/departments in the County. For example, as noted in OLO Report 2010-9, both DHCA and HOC perform inspections. In addition, both HOC and DHHS administer rent subsidy programs and DHHS and HOC provide case management services to some clients that are receiving housing subsidies. Could functions be consolidated to find savings without changing the organizational structure of HOC or County Government?
- There are advantages to having a level of organizational independence between DHCA and HOC. For example, DHCA may be called in to address code enforcement complaints at an HOC property. Currently, HOC applies to and is reviewed by DHCA just like any other affordable housing provider for funding from the Housing Initiative Fund. Might this change if there is a common administration? How would County Government's role change in the decision process for affordable housing developments, the purchase of scattered site MPDUs for rental programs, and the allocation of vouchers or other State or Federal subsidies if there is a consolidated administration?
- There are two identified examples of consolidated agencies. The first, mentioned by ORC, is the Sacramento Housing and Redevelopment Authority. The SHRA is a Joint Powers Agency created by the City and County of Sacramento, California. The SHRA serves as the Housing Authority for both the City and County and, as the redevelopment agency, also issues the Consolidated Plans and receives Community Development Block Grant and HOME funds. Overview information on SHRA is at ©12-15. Second, Baltimore City has restructured its Housing Authority and Department of Housing and Community Development to "operate as one agency to the maximum extent possible." The name of the combined agency is Baltimore Housing. Overview information on Baltimore Housing is at ©16-17. A work group could look at these and any other examples of combined agencies to see if there are advantages to their structures and whether such structures would be allowed under County or State law.

## Housing

### Statement of the Issue

ORC members met with the directors of the County's Department of Housing and Community Affairs, the Housing Opportunities Commission, and the Department of Health and Human Services. The directors presented a joint paper entitled *Why All of HOC's, DHCA's and HHS's Housing Related Programs Should Not Be Consolidated Into One Department*. We appreciate the time that the department directors spent with us, as well as their diligence in preparation of the paper expressing their strongly held views.

### Discussion of the Issue and Recommendations

- 1) HHS – as noted in the aforementioned paper – refers to itself as a “social service provider,” not a “housing developer, financier or manager.” We agree and therefore do not believe that HHS should be part of any consolidation or restructuring proposals related to housing programs.
- 2) We also agree that there are *fundamental differences* in the missions and operations of HOC and DHCA. HOC is what most communities around the country call their public housing authority. Chartered by the state and empowered to be the recipient of millions of dollars annually in federal public housing capital and operating funds, along with federal vouchers and certificates to subsidize the rental payments of low-income individuals, the mission of the HOC is to provide affordable housing and supportive services for low- and moderate-income families and individuals throughout Montgomery County. The principal mission of DHCA is facilitating and overseeing affordable housing preservation and development with the public and non-profit sectors.
- 3) Although they deal with different types of housing and support it in different ways, function under different statutes, and have different sets of relationships with the federal and state governments, both agencies deal with *housing in Montgomery County*. Given this common thread, there ought to be a basis for some commingling of resources and effort.
- 4) Any such effort to combine these entities would have to protect the integrity and viability of any securities or instruments vital to the operation of either institution. Some amendment to state statutes would be required.
- 5) There is an effective model that sheds some light on overall viability of combining some functions. In 1981, the City and County of Sacramento created the Sacramento Housing and Redevelopment Agency (SHRA), which combined the staffs of their individual Public Housing Authorities (PHAs) with their Housing and Community Affairs divisions. SHRA, which now operates under one executive director, functions as the PHA and HCA agency for the City and County.

- *The ORC does not recommend the full integration of HOC and DHCA into a single department. Rather, we recommend that County officials begin a process of “blending” the two agencies, in order to reduce costs and bring about cross-cutting synergies. Specifically, we recommend that:*
- 1) The Executive establish a *Task Force on a Montgomery Housing and Redevelopment Department*, composed of the directors of HOC and DHCA, and the County Attorney;
  - 2) The Task Force should develop a reorganization plan within six months for the creation of MHRD, which would operate much like a “holding company” for the two agencies. The plan should include a timetable for implementation.
  - 3) Elements of this reorganization plan should include:
    - a) Resource-sharing for functions such as administration, human resources, legal services, and information technology;
    - b) Co-location of personnel where possible; and
    - c) Gradual integration of the management structure so that over a period of several years, a common structure is put in place.
  - 4) Assumed within this process is the ongoing integrity of a stand-alone public housing authority with its own appointed commissioners, as well as methods for protection of the integrity of the financial tools vital to the current HOC mission and legal protections for each agency.

WHY ALL OF HOC'S, DHCA'S AND HHS' HOUSING RELATED PROGRAMS  
SHOULD NOT BE CONSOLIDATED INTO ONE DEPARTMENT

A Joint Response from  
Rick Nelson, Director, DHCA  
Uma Ahluwalia, Director, HHS  
Annie Alston, Executive Director, HOC

DHCA, HHS and HOC are pleased to reply to the Organization Reform Commission's question asking why all housing-related programs should not be consolidated into a single department within county government. It is the fundamental question; therefore, the discussion below explains the roles of the three entities and the origin of HOC in state law rendering it separate from the other two county departments.

DHCA, HHS and HOC agree that there are several reasons why it would not advance the purpose of the Commission to combine the programs. Briefly, those reasons are (1) each department/agency has specialized functions and would require implementation of legislative and regulatory changes to authorize consolidation, (2) the current system works very well, (3) locating housing ownership/management programs within county government could subject those activities to political pressures, (4) consolidation offers little if any opportunity to save money. A fuller discussion of these reasons follows.

- Each entity has specialty areas.
  - **DHCA** has responsibility for facilitating and overseeing affordable housing preservation and development with the private and non-profit sector. DHCA's job involves balancing competing interests from the perspective of what is good for the county overall with respect to creating and preserving affordable housing. Among the ways that DHCA performs this task are providing gap or subordinate funding and allocating opportunities. In the realm of opportunities for example, DHCA and HOC share a right of first refusal for multifamily properties when they are either sold or converted to condominiums. DHCA can take the lead, however, and can determine who gets the opportunity to purchase the property. In another scenario, troubled properties come to DHCA's attention. In attempting to preserve the housing at affordable levels, DHCA attempts to find solutions, one of which might be for another entity to purchase the property.

DHCA also allocates funding for the development and preservation of affordable housing. These funding decisions are made strategically to support the county's

housing goals. In addition to the county's housing trust fund, the Housing Initiative Fund, DHCA also allocates federal funding that is dispensed through local governments, such as CDBG and HOME funds.

If DHCA also were a developer or a property owner and was therefore one 'of the players,' its ability to evaluate competing proposals and requests for money without bias could be compromised. Impartiality is a real issue and also one of appearances with potential effects on public sector credibility. There can be a great deal of money at stake. Regardless of the source of funds, the same potential exists for issues of fairness, impartiality and credibility.

On a fundamental level, the county does not want to get into the business of owning and developing housing.

- **HHS** has a unique role in supporting low-income, vulnerable households including those who are at-risk of losing housing and/or have become homeless. It is the source of last resort for social services for county residents who are most at risk, such as the elderly, the disabled, and those with multiple barriers to obtaining or retaining housing. HHS' mode of operation is not that of a housing developer, manager, or financier, but as a social service provider. HHS's programs serve populations that cannot be served by HOC or DHCA and who often need assistance from a variety of HHS programs including Income Support, Public Health, Child Welfare Services and Behavioral Health Services. The current structure enables HHS to ensure the integration of needed services, which is cost effective to administer and leads to better outcomes for clients. Changing this structure would require another entity to develop new social service expertise and would create barriers for linking needy clients to the full range of services they may need.
  
- **HOC:** The Housing Opportunities Commission of Montgomery County (HOC) is a public body corporate and politic duly organized under Division II of the Housing and Community Development Article of the Annotated Code of Maryland, as amended, known as the Housing Authorities Law. It is not an agency of the county government although its powers may only be exercised in that geographical area. It has its own sovereignty; it may sue and be sued in its own name, contract, issue bonds, and acquire and own property. This is an important distinction in that HOC was created pursuant to state law, while HHS and DHCA are cabinet level departments within the county government. Pursuant to provisions in the law, HOC may be viewed as three functional businesses: 1) the Housing Finance Agency of Montgomery County, 2) the

Public Housing Authority of Montgomery County and, 3) as owner, developer, and manager of housing in Montgomery County.

As the Housing Finance Agency, HOC has, over its 30-year history and pursuant to its authority, issued over three billion dollars in tax-exempt and taxable securities to fund its single family and multifamily housing programs and currently has over one billion of outstanding bonds for the same. HOC uses the proceeds of each bond issue to purchase single family mortgages for first time home buyers and fund multifamily mortgages for developments that provide housing to households of eligible income. This large business unit, though it provides funding for housing programs, could not be easily folded into the county under one broad housing program. It would require major state legislation.

As the Public Housing Authority, HOC administers the federal government's two deep rental subsidy programs, Public Housing and Housing Choice Vouchers. Public Housing is assigned to the authorities under federal law and HUD regulations. While the Housing Choice Voucher Program could be operated by another agency, here too, the functions could not be easily folded into a broad county housing department, nor would it be practical. Funding of these programs is passed through to the beneficiaries and could not be redirected elsewhere; therefore, the opportunity for efficiencies or cost savings does not exist.

Finally, HOC owns, manages and develops housing, both affordable and market (in mixed-income properties). Because it owns and/or manages housing developments for low and moderate income families and individuals HOC, like private sector managers, provides services, including social services, to all of its residential communities. HOC's social services functions are purely for the benefit of its residents and clients. If HOC did not provide them, the work would fall to HHS and other county departments.

Most of the properties owned by HOC outside the public housing program are financed with mortgages obtained through the issuance of tax-exempt bonds or from funds provided by private lenders. Some of the developments are owned by limited partnerships or single purpose entities in which HOC is the controlling party. The county normally does not utilize mortgage financing and would not usually enter into partnership roles which often require guarantees that might lead to exposure of county assets.

The existing structure has been successful as evidenced by the level of HOC's expertise in these areas and the close and productive working relationships between HOC and both DHCA and HHS. More importantly, however, the aforementioned functions cannot be carried out by the county under current law.

- The current system works very well. The three organizations have developed a very good system of collaboration which precludes significant overlap.

The county's Office of Legislative Oversight (OLO) took a close look at exactly this question just last spring. OLO found only one area of duplication, housing inspections. Even though there are good reasons why both DHCA and HOC conduct housing inspections, the agencies have worked toward coordination of the function. The outcome is that now, less than six months after OLO released its report, DHCA and HOC have agreed to inspect to a single standard, Chapter 26 of the county code, and all inspections will therefore provide the same level of information to both organizations. Duplication and overlap of inspections should be sharply reduced.

Otherwise, what OLO found was that the three organizations, DHCA, HHS and HOC, had programs with similar names but that they didn't duplicate one another and they didn't overlap. OLO also found that the three agencies coordinate and collaborate well for the benefit of their clients and residents.

- Locating housing agency/authority functions within county government leaves them subject to political pressures that can interfere with effective placement and management. Only a very small percentage of the 3,300 housing agencies nationwide are located within the framework of local government. Experience has proven that collaboration and cooperation along with independence is the model that works best. Again, the track record suggests that change here has the potential to create issues rather than to create efficiencies and save money.
- Consolidation offers little if any opportunity to save money. Where would savings come from? Programs, services and functions now provided by DHCA, HHS and HOC would have to continue. Which programs, services or functions would be eliminated by consolidation? Of the \$215 million of HOC's operating budget, 41% come from federal and state grants and are passed through directly for tenant subsidy and services. Twenty-five percent (25%) come from tenant income from the properties and are used to operate and maintain the properties and pay debt service. Seventeen percent (17%)

is generated from investments, most of which is restricted. Finally, 12% come from miscellaneous HOC activities. All told, 96% of the budget is funded from HOC's activities and government grants and each source has its own restrictions that dictate the use of these funds. Only four percent comes from Montgomery County. If DHCA were to absorb HOC, it is unclear why the functions now performed by HOC would be less costly to county.

We hope we have answered the question of consolidation of the three organizations and that you will agree that continued collaboration among and not combination of the three groups achieves the highest efficiencies for the county as it works to implement its housing programs. Any thoughts of combining HOC with HHS and DHCA is impractical and require changes in the law without any clear financial benefits to the county.



**HOUSING  
OPPORTUNITIES  
COMMISSION**  
OF MONTGOMERY COUNTY, MD

# Fact Sheet

August 2010

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Roberto Piñero, Vice Chair  
Norman Dreyfuss, Chair Pro Tem  
Jean Banks  
Norman Cohen  
Pamela Lindstrom  
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**MISSION:**

To provide affordable housing and supportive services

**EXECUTIVE STAFF:**

Annie Alston, Executive Director  
Kayrine Brown, Director of Mortgage Finance  
Maryann Dillon, Director of Real Estate Development  
Lillian Durham, Director of Resident Services  
L. Scott Ewart, Director of Information Technology  
Joy Flood, Director of Housing Resources  
Les Kaplan, Director of the Office of Community Partnerships  
Tedi S. Osias, Director of Legislative and Public Affairs  
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*MetroPointe, Wheaton, MD*

**ROLE IN OUR COMMUNITY:**

Provides Full-Service Affordable Housing  
Provides Traditional Public Housing  
Develops Real Estate  
Provides Mortgage Finance Assistance  
Provides Resident Support Services  
Manages Rental Property

**NUMBER OF EMPLOYEES:**

370 full-time / 14 part-time

**FY 2011 BUDGET:**

\$215.5 million

**FEDERAL ASSISTED HOUSING PORTFOLIO:**

1,547 Public Housing Units  
5,946 Housing Choice Vouchers (Section 8)

**WAITING LISTS:**

16,702 (Housing Choice Vouchers)  
14,224 (Public Housing)

**HOC Housing Unit Summary**

Units Owned by HOC	4,591
Units Managed by HOC	2,149
<b>HOC's "Owned" Portfolio</b>	<b>6,740</b>
HUD Housing Choice Vouchers	5,946
Transitional Housing	151
Specialized Programs	335
<b>HOC Leased/Administered</b>	<b>6,432</b>
Privately Owned Multi-Family/HOC Financed	7,400
Single Family Financing - MPP	1,325
Closing Cost Loans	702
<b>HOC Financed</b>	<b>9,427</b>

**Total Units Owned, Managed,  
Administered or Financed: 22,559**

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# Housing Programs

August 2010

## **Opportunity Housing**

A broad range of non-federally funded subsidized mixed-income housing types owned by HOC and located throughout the County.

## **Housing Choice Voucher (HCV) Program**

Formerly known as Section 8, low-income households are able to rent units in the private sector and pay approximately 30% of adjusted income for rent. Federal subsidies pay the difference directly to the landlord.

## **Public Housing**

Federally subsidized housing owned and managed by HOC, public housing serves families, elderly and non-elderly disabled individuals. As of March 2005, HOC owned 1,547 units of public housing.

## **Housing Resource Service (HRS)**

Provides up-to-date information on available housing programs and services. HRS can be reached by calling HOC's main number and choosing option "1" on the voicemail menu, or e-mail can be sent to: [hrc@hocmc.org](mailto:hrc@hocmc.org).

## **Section 236 Housing**

This federal program, which ended in 1978, subsidized multifamily building mortgages down to 1%, which is much below market rates. Residents pay either a basic rent or 30% of income, whichever is higher. Because of the basic rent requirement, these properties assist those of moderate income, rather than very low income. HOC manages Bauer Park, Leafy House and Town Center for the elderly and Camp Hill Square, Georgian Court, Stewartown Homes and The Willows for families.

## **Low Income Housing Tax Credit Partnerships**

Investors are partners with HOC and purchase housing that is rented to low and moderate income households. Rents vary but are near 30% of income.

## **HOC Partnerships with Health and Human Services (HHS)**

HOC and HHS provide housing and services for people with special needs.

## **Supportive Housing Program**

Grant funds from the federal government provide supportive services and transitional housing to homeless individuals and families.

## **Scattered Sites**

HOC owns and manages 1,745 scattered site units, which are individual units located throughout the County. Most often, they are townhouses purchased through the Moderately Priced Dwelling Unit (MPDU) program operated by the County's Department of Housing and Community Affairs. The MPDU law requires that any development of more than 35 units must include 12-15% moderately priced units. One-third of these are offered for sale to HOC.

Over the years, HOC has acquired units using funding from public housing, the State Partnership Rental Housing Program, Low Income Tax Credits, the McHome program and other sources.

## **MultiFamily Mortgage Financing**

HOC provides low interest mortgage financing to private and non-profit developers by issuing tax-exempt bonds. A percentage of these units is set aside for low and moderate income households.

## **Single Family Mortgage Program**

HOC provides low interest loans to first-time homebuyers by issuing tax-exempt mortgage revenue bonds.

## **Purchase Assistance**

HOC offers purchase assistance, up to 3% of the sales price, as established by HOC, for qualified homebuyers using the HOC Reduced Rate First Trust Mortgage Program. The assistance can be used to cover down payment, closing costs or other pre-paid expenses.

## **HOC Homeownership Program**

HOC provides low interest mortgage loans to assist families living in subsidized or rental housing to purchase homes.

## **Family Self-Sufficiency Program (FSS)**

This program assists families in public housing and the HCV program to achieve economic self-sufficiency over a five-to-seven year period and to end dependency on welfare assistance. 451 households participate in this program.

## **American Dream Downpayment Initiative (ADDI)**

Offers current HOC public housing or housing choice voucher residents, who are first-time homebuyers, a grant of between \$1,000-\$10,000. The funds are used for downpayment assistance on Montgomery County properties.

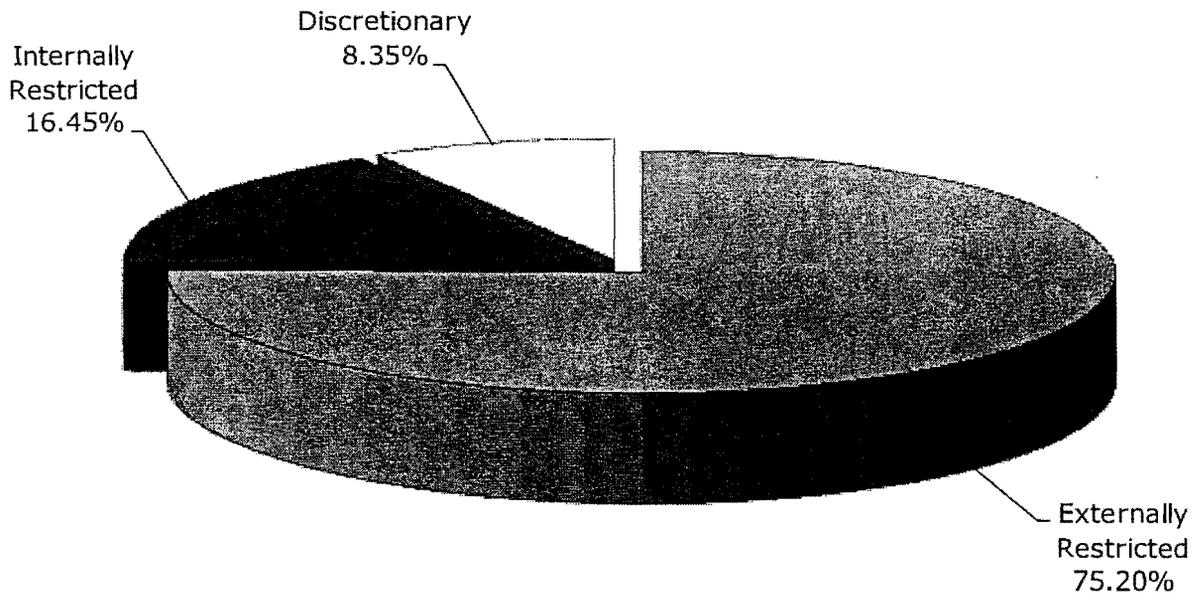
# Total Agency—Revenue and Expense Statement

Total Revenue and Expense Statement	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Adopted Budget
<b>Operating Income</b>				
Tenant Income	46,279,913	49,192,290	53,061,850	54,225,860
Non-Dwelling Rental Income	1,204,495	1,981,919	1,246,490	889,390
Federal Grant	79,758,706	81,287,238	81,516,750	88,040,440
State Grant	91,916	95,895	107,690	98,620
County Grant	7,368,612	8,094,664	9,666,560	8,619,730
Management Fees	13,033,919	13,511,746	15,752,040	15,746,710
Miscellaneous Income	256,346	451,111	327,630	355,990
<b>TOTAL OPERATING INCOME</b>	<b>\$147,993,907</b>	<b>\$154,614,863</b>	<b>\$161,679,010</b>	<b>\$167,976,740</b>
<b>Operating Expenses</b>				
Personnel Expenses	30,804,167	33,281,387	34,572,870	34,363,290
Operating Expenses - Fees	13,481,753	14,531,545	16,494,600	15,916,760
Operating Expenses - Administrative	5,609,845	6,124,811	3,940,940	5,504,320
Tenant Services Expenses	2,885,116	3,155,922	4,586,880	3,938,640
Protective Services Expenses	756,657	868,397	852,290	819,480
Utilities Expenses	5,309,333	5,626,520	6,183,110	6,065,780
Insurance and Tax Expenses	1,066,791	927,593	898,870	1,190,160
Maintenance Expenses	5,697,233	5,989,136	6,350,640	6,773,830
Housing Assistance Payments (HAP)	62,504,281	67,065,310	65,163,690	71,224,890
<b>TOTAL OPERATING EXPENSES</b>	<b>\$128,115,176</b>	<b>\$137,570,621</b>	<b>\$139,043,890</b>	<b>\$145,797,150</b>
<b>NET OPERATING INCOME</b>	<b>\$19,878,731</b>	<b>\$17,044,242</b>	<b>\$22,635,120</b>	<b>\$22,179,590</b>
<b>Non-Operating Income</b>				
Investment Interest Income	39,920,939	37,416,400	37,862,980	38,202,190
FHA Risk Sharing Insurance	589,891	625,729	537,440	560,250
Transfer Between Funds	10,441,722	13,388,268	6,017,630	8,743,210
<b>TOTAL NON-OPERATING INCOME</b>	<b>\$50,952,552</b>	<b>\$51,430,397</b>	<b>\$44,418,050</b>	<b>\$47,505,650</b>
<b>Non-Operating Expenses</b>				
Interest Payment	40,673,956	40,944,155	41,677,250	41,869,270
Mortgage Insurance	573,447	657,793	701,240	681,280
Principal Payment	5,388,168	5,755,018	6,185,890	6,134,320
Operating and Replacement Reserves	10,461,536	4,851,289	6,948,140	7,714,120
Restricted Cash Flow	2,776,002	6,354,128	4,481,340	3,837,400
Development Corporation Fees	1,379,128	1,062,263	1,791,280	3,257,500
Miscellaneous Bond Financing Expenses	1,118,793	759,843	1,087,440	1,054,910
FHA Risk Sharing Insurance	589,891	625,729	537,440	560,250
Transfer Out Between Funds	6,951,789	6,696,114	3,643,150	4,576,190
<b>TOTAL NON-OPERATING EXPENSES</b>	<b>\$69,912,710</b>	<b>\$67,706,332</b>	<b>\$67,053,170</b>	<b>\$69,685,240</b>
<b>NET NON-OPERATING ADJUSTMENTS</b>	<b>(\$18,960,158)</b>	<b>(\$16,275,935)</b>	<b>(\$22,635,120)</b>	<b>(\$22,179,590)</b>
<b>NET CASH FLOW</b>	<b>\$918,573</b>	<b>\$768,307</b>	<b>\$0</b>	<b>\$0</b>

10

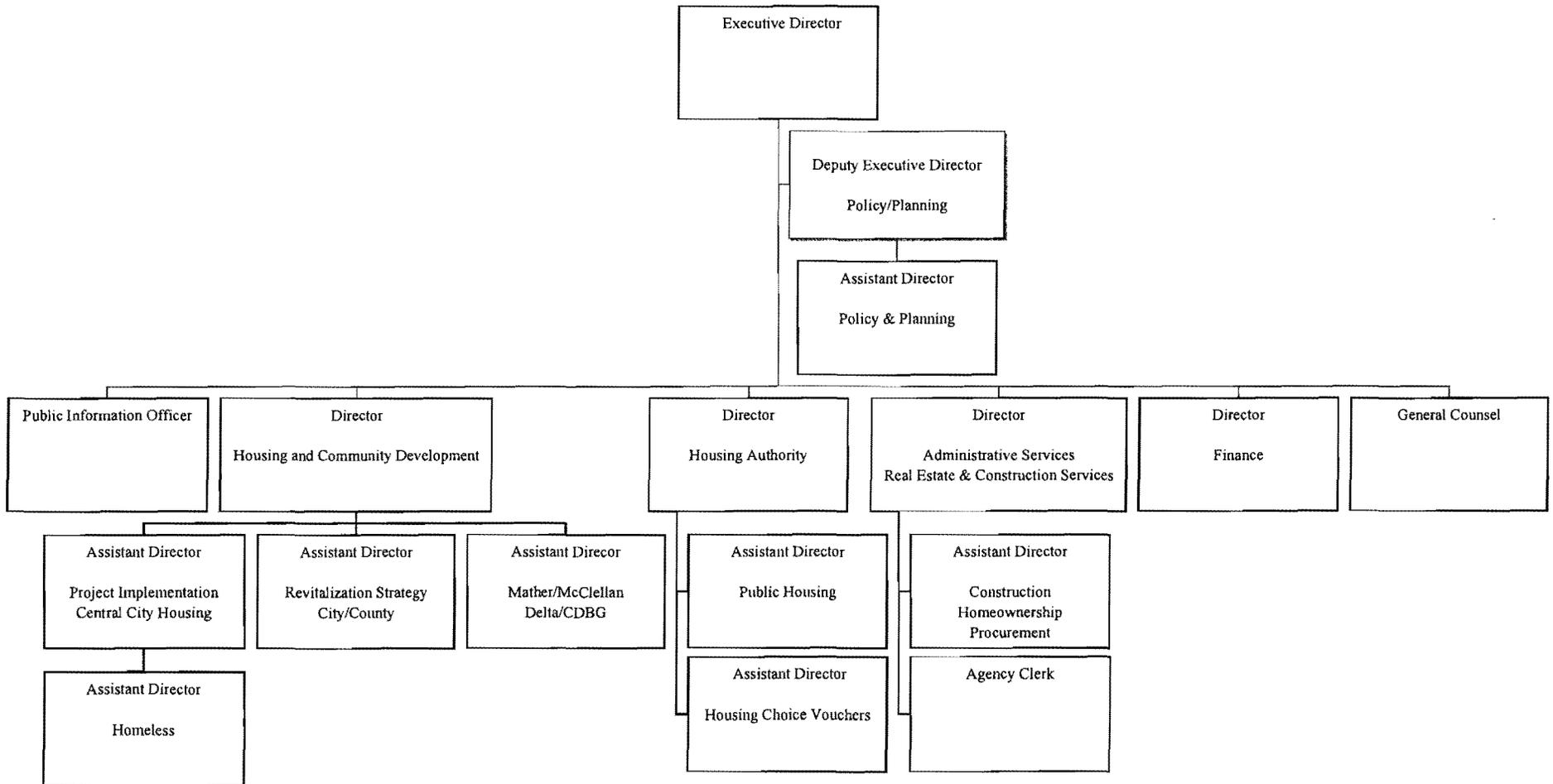
# FY 2011 Revenue Restrictions

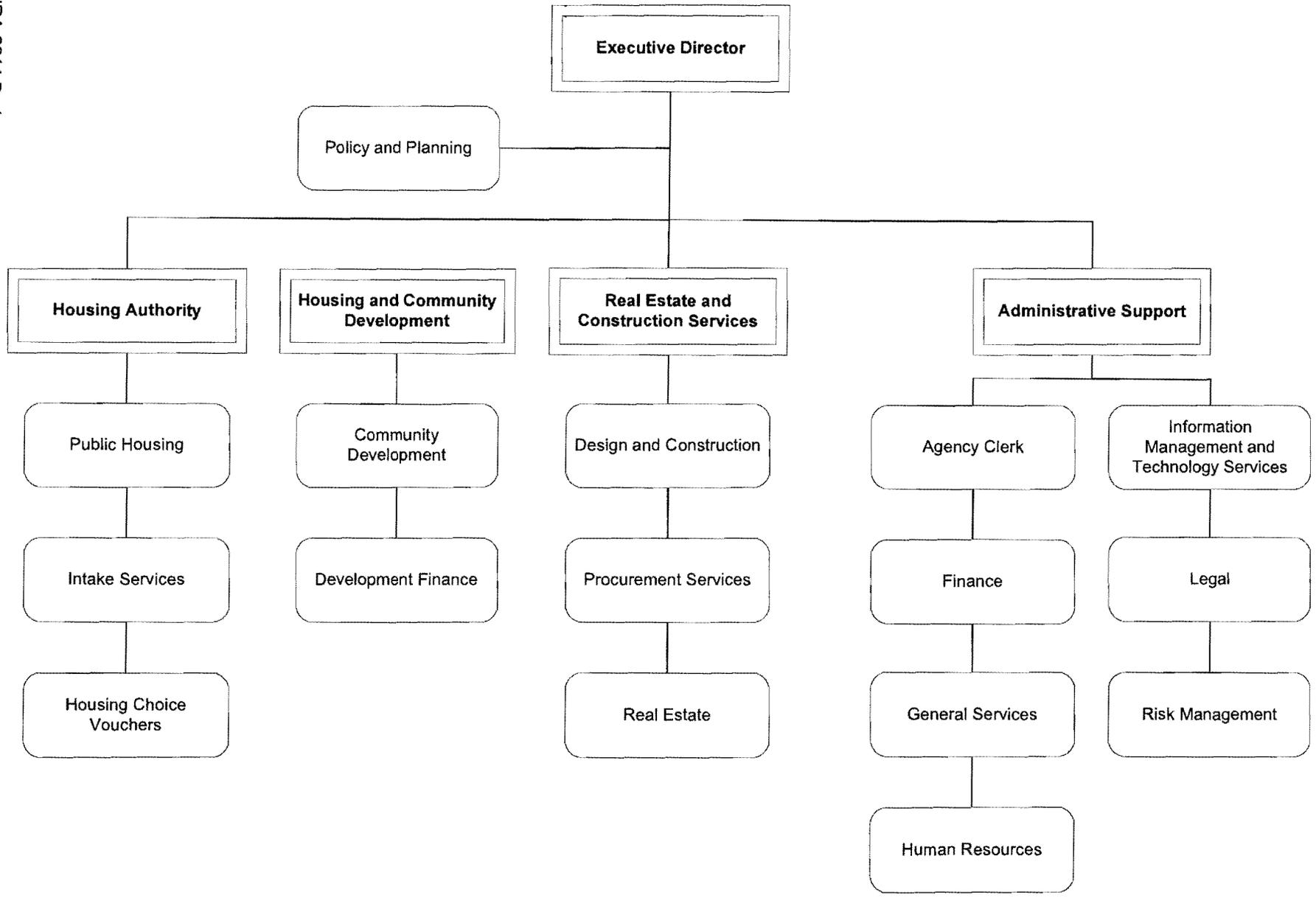
Revenue Restriction (Showing externally placed restrictions)	FY 11 Adopted Budget			
	Externally Restricted	Internally Restricted	Discretionary	Total
<b>Operating Income</b>				
Property Related Income	18,825,180	35,034,460	1,255,610	55,115,250
Federal Grant	88,040,440			88,040,440
State Grant	98,620			98,620
County Grant	8,619,730			8,619,730
Management Fees		416,700	15,330,010	15,746,710
Miscellaneous Income	252,240		103,750	355,990
<b>TOTAL OPERATING INCOME</b>	<b>\$115,836,210</b>	<b>\$35,451,160</b>	<b>\$16,689,370</b>	<b>\$167,976,740</b>
<b>Non-Operating Income</b>				
Interest Income	38,202,190			38,202,190
FHA Risk Sharing	560,250			560,250
Transfer Between Funds	7,453,210		1,290,000	8,743,210
<b>TOTAL NON-OPERATING INCOME</b>	<b>\$46,215,650</b>	<b>\$0</b>	<b>\$1,290,000</b>	<b>\$47,505,650</b>
<b>TOTAL - ALL REVENUE SOURCES</b>	<b>\$162,051,860</b>	<b>\$35,451,160</b>	<b>\$17,979,370</b>	<b>\$215,482,390</b>



11

# Sacramento Housing and Redevelopment Agency 2010

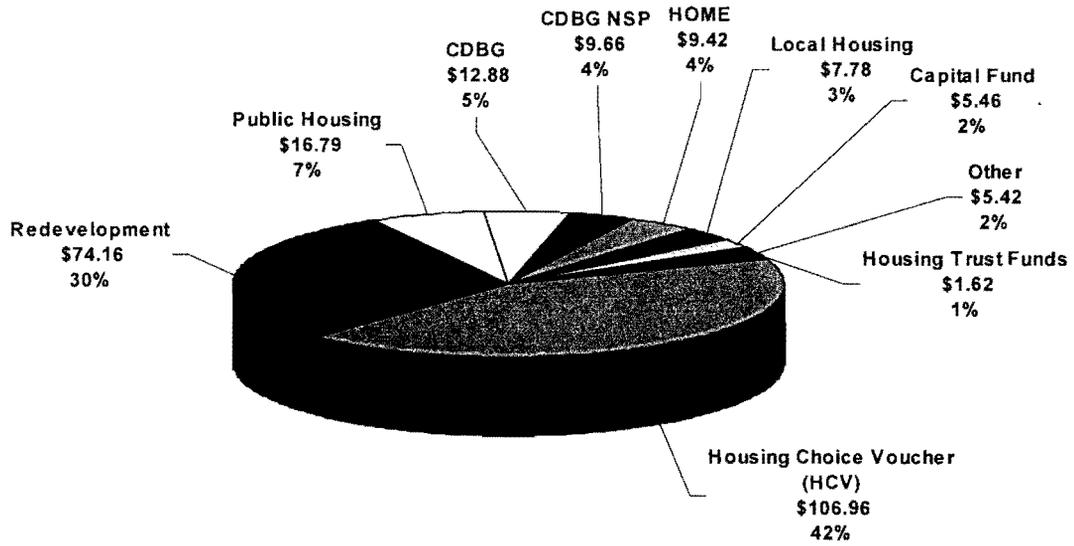




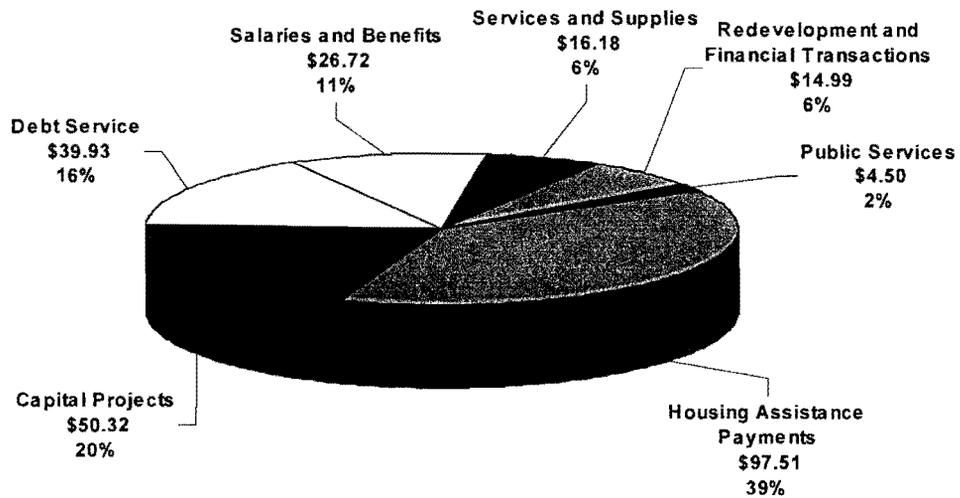
# SHRA 2011 BUDGET

## \$250,140,585

**Appropriations By Resource**  
(Dollars in Millions)



**Appropriations By Category**  
(Dollars in Millions)



# SHRA

## Summary of Full Time Equivalent (FTE) Positions By Department

Department	2009 Approved Budget	2010 Approved Budget	2011 Approved Budget
Executive Director	4.50	5.50	4.00
Legal	3.50	4.50	5.00
Human Resources	6.00	6.00	6.00
Risk Management	1.00	1.00	1.00
Finance	16.00	16.00	16.00
IMTS	10.00	10.00	10.00
General Services	0.00	1.00	1.00
Agency Clerk	4.50	2.50	2.50
Subtotal Administrative Support	<u>45.50</u>	<u>46.50</u>	<u>45.50</u>
Public Housing	93.18	92.20	92.40
Public Housing Intake	4.31	4.14	4.50
Subtotal Public Housing	<u>97.49</u>	<u>96.34</u>	<u>96.90</u>
Housing Choice Vouchers	54.82	56.80	56.60
Housing Choice Vouchers Intake	2.69	2.86	2.50
Subtotal Housing Choice Vouchers	<u>57.51</u>	<u>59.66</u>	<u>59.10</u>
Community Development	27.00	22.00	22.00
Development Finance	21.00	22.00	27.00
Policy and Planning	2.00	3.00	4.00
Subtotal Housing and Community Development	<u>50.00</u>	<u>47.00</u>	<u>53.00</u>
RE & CS Administration	2.50	2.50	3.50
Procurement Services	8.00	10.00	10.00
Construction and Design Services	15.00	10.57	11.47
Real Estate Services	6.00	4.00	4.00
Public Housing Design and Construction Services	0.00	6.43	5.53
Loan Processing	6.00	5.00	0.00
Subtotal Real Estate and Construction Services	<u>37.50</u>	<u>38.50</u>	<u>34.50</u>
Community Social Services	3.00	3.00	2.00
<b>Total</b>	<u><u>291.00</u></u>	<u><u>291.00</u></u>	<u><u>291.00</u></u>

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- Housing Choice Voucher Program +
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## About Us

### Two Agencies, One Name

The Housing Authority of Baltimore City (HABC) was established in 1937 to provide federally-funded public housing programs and related services for Baltimore's low-income residents. HABC is the fifth largest public housing authority in the country, with more than 1,000 employees and an annual budget of approximately \$300 million. The Agency currently serves over 20,000 residents in more than 10,000 housing units. HABC's portfolio includes 28 family developments, 17 mixed population buildings, 2 senior buildings and scattered sites throughout the City. Baltimore's Housing Choice Voucher program provides an additional 12,000 families with rental housing subsidies each year.



## BALTIMORE HOUSING

The Baltimore City Department of Housing and Community Development (HCD) was created in 1968 to consolidate local community development efforts with housing and building code enforcement. With just over 500 employees, HCD strengthens City neighborhoods by attracting investors, developers and home buyers. Through the administration of CDBG, HOME, City bond funds, and other creative financing mechanisms, the Department finances and guides strategic development projects to meet housing and neighborhood needs. To hold property owners accountable and keep neighborhoods safe, HCD monitors construction and building activity and enforces the City's housing and building codes. The Department also provides a host of valuable community services at six Community Action Centers citywide, administers the Head Start program, operates three day care centers, and administers a host of energy assistance programs to residents in need.

During the past few years, HABC and HCD have essentially been restructured to operate as one agency to the maximum extent possible. A new organizational structure unifies the neighborhood building and community support functions of the two agencies yet maintains the financial, legal and programmatic integrity of both. This new collaboration, known as Baltimore Housing, coordinates planning and development efforts, eliminates redundancy, and fosters program accountability.

### Relevant Links

- Our Leadership Team
- Plans and Reports
- Careers at Baltimore Housing

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- Developers
- Jobseekers
- Contractors
- Homebuyers
- Landlords
- Residents

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Mayor Stephanie Rawlings-Blake

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## Our Leadership Team



HABC

Stephanie Rawlings-Blake  
MAYOR

BOARD OF COMMISSIONERS



PAUL T. GRAZIANO  
HOUSING COMMISSIONER

MOORE



MICHAEL BRAVERMAN  
DEPUTY COMMISSIONER  
CODE ENFORCEMENT



REGINALD SCRIBER  
DEPUTY COMMISSIONER  
COMMUNITY SERVICES



AMY WILKINSON  
ASSOCIATE EXEC. DIRECTOR  
FHEO ENFORCEMENT



RAINBOW LIN  
CHIEF FINANCIAL OFFICER



JAN GOSLEE  
GENERAL COUNSEL



NIKOL NABORS-JACKSON  
CHIEF OF STAFF



STEPHEN JANES  
ASSISTANT COMMISSIONER  
RESEARCH & COMPLIANCE

Departments & Services

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