



HOWARD COUNTY HOUSING

GOALS 2012-2014

Mission: *“Howard County Housing’s mission is to provide safe, quality, affordable, and sustainable housing opportunities for low- and moderate-income families who live or work in Howard County and to assist them in moving toward economic independence. Howard County Housing will pursue this mission through open, efficient, innovative, and accountable processes.”*

Principles:

- Housing integration	- Superior design
- Sustainability	- Universal design
- Long-term viability	- Economic self-sufficiency

New Projects:

- **Hilltop Phase II:** Plan, finance, and construct the redevelopment of Ellicott Terrace Apartments and the existing Roger Carter Recreation Center into 75 mixed income units.
- **Greenwood Phase II:** Plan, finance and construct 25-30 new energy-efficient, universally-designed, affordably-priced single-family homes on Jones Road in Jessup.
- **Small Efficiency Apartments (SEA):** Identify and acquire land on Route 1 for a new facility to shelter up to 30 homeless individuals and house a new Day Resource Center. Seek funding sources for construction and operation of the facility.
- **Condo acquisition/lease-purchase program:** Devise and implement a program and obtain financing to acquire condominium units in at-risk condo communities; lease the units to low/moderate income buyers with an option to purchase within 1-5 years.
- **Scattered site acquisitions:** Utilize County land bank capital project funds to acquire foreclosure and short sale properties to add to the Commission’s low-income scattered site rental housing stock.

- Master Lease Program: Devise and implement a program that will preserve affordable rental units in multi-family properties that are being marketed for sale by offering to master lease vacant units at a discounted rent. Sublease the units to low/moderate income renters.
- Morningside Park renovations: Complete renovations at the 60-unit Morningside Park senior rental community; establish a long-term capital improvements plan.
- Orchard Crossing Townhome renovations: Plan and complete energy-efficiency renovations at the 36-unit Orchard Crossing Townhomes community; establish a long-term capital improvement plan.
- RFP for Ellicott Gardens II: Solicit proposals from development teams to develop the 3-care parcel adjacent to Ellicott Gardens.
- Potential redevelopments: Identify existing multi-family communities in need of redevelopment and devise a strategy for acquisition and financing.

Legislation:

- Downtown Columbia Affordable Housing Fund: Assist in the drafting of the County legislation to create the Downtown Columbia Affordable Housing Fund to ensure that the Fund is effectively used to provide quality, integrated affordable housing in the new downtown.
- General Plan: Assist in the drafting and review of the County's new General Plan to ensure that it is consistent with Housing's Strategic Plan. In particular, seek to encourage the expansion of the MIHU Program.
- State Financing Programs: Seek and support State legislation or regulatory changes that will provide the Commission greater access to State and federal housing financing resources, such as:
 - Revise the Partnership Rental Housing Program to eliminate conflicts with Low Income Housing Tax Credit rules.
 - Revise the State criteria for selecting 9% tax credit deals in order to promote mixed-income projects.

New Policies:

- Public Housing conversion: Seek approval from HUD to convert the Commission's 50 Public Housing units to a project-based voucher system.
- Rent structure: Convert from an income-based rent structure to unit-based rents for all for Commission-owned properties.

- Analysis of Impediments: Help to direct and monitor the County's efforts to implement the recommendations of the Analysis to Impediments to Fair Housing Choice.
- Admissions and Continuing Occupancy Policy: Develop and implement a uniform ACOP for all Commission-owned properties.

Budget:

- Revenues: Seek additional revenue sources for affordable housing programs such as an increased allocation of transfer taxes or fees in lieu of MIHU obligations in single-family zoning districts.
- Settlement Downpayment Loan Program: Seek funding of the SDLP program in at least sufficient amounts to provide the assistance anticipated to be needed by MIHU buyers.
- Rehabilitation Loan Program: Seek to restore funding for the existing Rehabilitation Loan Program to provide revitalization assistance for declining neighborhoods.
- Acquisition/Rehab Program: Devise a program to revitalize declining neighborhoods by financing the acquisition and rehabilitation of existing homes.

Organization:

- Commission staffing: Review the current staffing structure and evaluate the potential for efficiency and cost savings if the Commission were to hire its employees directly.
- Housing Choice Voucher Program: Analyze and evaluate the organization of the Housing Choice Voucher Program to determine if greater efficiencies can be achieved.
- Research capability: Increase Housing's ability to research and assess the need for affordable housing in the County, including tracking areas of concentration in accordance with the AI.
- HOME Program Specialist: Hire a HOME program specialist to comply with the increased reporting and monitoring requirements of the HOME program.

Administrative:

- Annual reports: Develop and submit to the County annual reports for the agency and for the MIHU program.
- Process and procedures manuals: Develop written internal procedures for all operations within the agency.

- Information Technology: Work with the County's IT Department to install County broadband in all Commission multi-family properties.
- Recordkeeping: Identify and organize existing project development files. Create a file management system.
- YARDI: Evaluate the YARDI software to determine if its effectiveness for our operations and if it is being used effectively. Provide training where needed.
- Websites: Update and improve the information contained on the agency's websites.
- Continuing education: Seek out training opportunities for staff, including administrative support staff.