



10400 Detrick Avenue
Kensington, MD 20895-2484
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ADMINISTRATIVE AND REGULATORY COMMITTEE

**May 20, 2024
4:00 p.m.**

Livestream: <https://youtube.com/live/4lXxL4kaHX8?feature=share>

The public is invited to attend HOC's May 20, 2024 Administrative and Regulatory Committee meeting in-person. HOC's Board of Commissioners and staff will continue to participate through a hybrid model (a combination of in-person online participation).

Approval of Minutes:

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Action Items:

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Minutes

HOUSING OPPORTUNITIES COMMISSION OF MONTGOMERY COUNTY

10400 Detrick Avenue
Kensington, Maryland 20895
(240) 627-9425

Administrative and Regulatory Committee Minutes

April 15, 2024

For the official record of the Housing Opportunities Commission of Montgomery County, an open meeting of the Administrative and Regulatory Committee was conducted via a hybrid platform (a combination of in-person and online platform/teleconference) on Monday, April 15, 2024 with moderator functions occurring at 10400 Detrick Avenue, Kensington, Maryland beginning at 4:00 p.m. There was a livestream of the meeting held on YouTube, available for viewing [here](#). Those in attendance were:

Present

Frances Kelleher, Chair

Attending via Zoom

Linda Croom – Commissioner (joined at 4:26 pm)

Absent

Pamela Byrd- Commissioner

Also Attending

Chelsea Andrews, President/Executive Director
Kayrine Brown, Senior Executive Vice President
Aisha Memon, Senior Vice President, Legal Affairs / General Counsel
Ken Silverman

Also attending via Zoom

IT Support

Aries"AJ" Cruz
Irma Rodriguez

Commission Support

Morgan Tucker
Contessa Webster

Commissioner Kelleher provided opening remarks. Commissioner Kelleher introduced President Andrews to provide an update on state legislative engagement while waiting for Commissioner Croom to join via Zoom.

Discussion/Action Items

1. State Legislative Session Wrap Up

President Andrews provided a brief overview and introduced Vice President, Government Affairs, Ken Silverman, to provide a report to the Committee on the outcomes of the legislative session, including how the specific priorities HOC put forth were addressed.

Ken Silverman provided a detailed presentation on the final outcomes of the current housing legislation package, addressing the impact of these bills on the county and HOC. The Administrative and Regulatory Committee provided comments and highlighted the importance of these bills across the entire housing development industry.

Approval of Minutes

Commissioner Kelleher formally opened the Administrative and Regulatory meeting once Commissioner Croom arrived. The minutes of the February 13, 2024 meeting were approved as submitted with a motion by Commissioner Croom, and seconded by Commissioner Kelleher. Affirmative votes were cast by Commissioners Kelleher and Croom. Commissioner Byrd was necessarily absent and did not participate in the vote.

Commissioner Kelleher adjourned the meeting at 4:36pm.

Respectfully submitted,

Chelsea Andrews
Secretary-Treasurer

Housing Opportunities Commission of Montgomery County

**ADMINISTRATIVE REGULATORY COMMITTEE
HOC WAITLIST MANAGEMENT UPDATE**

CHELSEA J. ANDREWS, PRESIDENT/EXECUTIVE DIRECTOR

DARCEL COX, VICE PRESIDENT OF COMPLIANCE

May 20, 2024

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EXECUTIVE SUMMARY

- HOC has embarked on a collaborative effort to update its affordable housing waitlist management policies, practices, and system. HOC is currently consulting with Du and Associates on housing management related topics, including waitlist management. Du and Associates (“Du”) evaluated several topics, focusing on HOC’s Housing Choice Voucher (“HCV”), Project Based Voucher (“PBV”) and Project Based Rental Assistance (“PBRA”) waitlists.
- Du’s engagement involves: (i) review of current application and methods by which applications are received, (ii) HOC’s policy for updating and monitoring the waitlists, including software solutions, (iii) review of current centralized waitlists, (iv) recommendations for centralized or site-based waitlists, as well as recommendations related to application, policy and/or documentation changes, and (v) waitlist management practices in relation to HOC’s Administrative Plan.

EXECUTIVE SUMMARY (cont'd)

- The goal of this effort is to increase efficiency of waitlist management, while maintaining compliance with all applicable regulations. HOC seeks a waitlist management system and practices, that will allow HOC to house applicants on its waitlists in an equitable and efficient manner. This will allow HOC to maximize affordable housing opportunities.
- As part of this effort, Staff herein present and update the Commission on its progress, recommendations from Du and Associates, which Staff support, and solicit Commission feedback on policy recommendations.

HOC WAITLIST HISTORY

- **2015:** HOC developed and implemented the general electronic Housing Path waitlist
 - One-Stop-Shop for all housing programs.
 - Open continuously/self-managing.
 - Single waitlist for all programs.
- **2020:** HOC implemented multiple waitlists for its programs and some specific properties
 - Two types of waitlists: Housing Programs and Site-Based Lists (specific properties-primarily Project Based Rental Assistance).
 - During the conversion, all individuals on the single waitlist were added to each new waitlist.

CURRENT WAITLIST STRUCTURE

- HOC's Housing Path waitlist currently includes two types of waitlists:
 - **Housing Programs (11):** Includes separate lists for HCV (tenant-based) and PBV (project-based).
 - **Site-Based Lists (12):** Primarily for properties with multifamily Section 8-PBRA.
- **Selection from Housing Program waitlists:**
 - Applicants are selected based on any preferences (see next slide) and then in order of date/time stamp.
 - All properties, including the HOC managed Scattered Sites Portfolio select applicants from the existing housing program lists.
- **Selection from Site-Based waitlists:**
 - These lists apply to specific properties that have Section 8 PBRA assistance.
 - Applicants are selected based on any preferences (primarily elderly) and then date/time stamp.

CURRENT WAITLIST STRUCTURE (cont'd)

- Waitlist Preferences:
 - **Live/Work in Montgomery County:** HCV/PBV, Rent Supplement.
 - **Elderly-62+:** Arcola Tower, Bauer Park, Waverly House, Residences on the Lane, Leggett, Victory Haven, Waverly House, Rent Supplement, some PBV properties.
 - **Disability Related:** HCV and Rent Supplement.
 - **Homeless:** HCV and Rent Supplement.
 - **Domestic Violence (VAWA):** Rent Supplement.
 - **Veteran:** HCV.

NOTE: The HCV program includes groups of HUD-allocated vouchers that include some of the preferences above, but these vouchers are not selected from the waitlist in typical order, but are directly referred to HOC by qualified agencies (Mo. Co. DHHS, Veterans Administration, etc.). These applicants come pre-qualified for the preferences by these agencies.

CURRENT WAITLIST SELECTION PROCEDURES

- **Waitlist Selection: Housing Program Lists**
 - **Subsidy Programs:** These programs are subsidized by the federal or local government and tenants pay 30% of adjusted income. The portion of the tenant's rent fluctuates with household income.
 - Tenant-Based (HCV and Rent Supplement): Applicants are selected from the top of the list in order of date/time stamp.
 - Project-Based (PBV and PBRA): Applicants are also selected in order from the top of the list in order of date/time stamp.

CURRENT WAITLIST SELECTION PROCEDURES (cont'd)

- **Waitlist Selection: Housing Program Lists Continued**
 - **Affordable or Income/Rent Restricted Programs:** These programs are not subsidized, but rents are capped at specific program limits.
 - Applicants are selected from the corresponding housing program waitlist based on the affordable housing programs at each property.
 - Applicants are selected based on any applicable preference, date/time stamp, and household size in relation to the occupancy standards for the specific bedroom size available.
 - Property staff responsible for selecting applicants have access to only the program(s) applicable to their property(s).
 - Multiple properties and staff are selecting from one program-specific list.

CURRENT WAITLIST SELECTION PROCEDURES (cont'd)

- **Waitlist Selection: Site-Based Lists**

- **Site-Based Lists:** All of HOC's site-based lists have Section 8 Multifamily PBRA tied to them. The subsidies at these properties are tied to specific units.
 - **PBRA:** Applicants are selected from the top of the list in order of date/time stamp. These waitlists are programmed to pull applicants with any applicable preferences to the top first.
 - Subsidies are tied to the specific unit, so applicants are filtered based on household composition and available bedroom size.
 - Note: Filters are set to include the largest number of people qualified for a particular bedroom size to prevent exclusion.

CURRENT WAITLIST STATISTICS as of May 2024

		PROGRAM	NUMBER OF APPLICANTS
<p>Total Individual Applicants: 39,225</p> <p>Housing Choice Voucher=6.5 years</p>		Housing Choice Voucher (tenant-based)	29,913
		Project Based Voucher	18,878
		HOME Investment Partnership	16,165
		Housing Initiative Fund	18,842
		Low Income Housing Tax Credit	19,392
		Moderately Priced Dwelling Unit	18,723
		Project Based Rental Assistance	16,842
		Rent Supplement	22,365
		VPC One/Two	14,986
		Workforce Housing	17,109
		State Partnership	17,158

CURRENT WAITLIST STATISTICS (cont'd)

SITE	NUMBER OF APPLICANTS
Arcola Towers	15,782
Bauer Park	15,730
Chelsea Towers	17,253
Magruder's Discovery	15,479
Paint Branch	16,391
RAD 6	17,148
Residences on the Lane	8,991
VPC One/Two	14,986
Workforce Housing	17,109
The Leggett	7,399
Victory Haven	9,345



Du and Associates Waitlist Recommendations

DU AND ASSOCIATES: General Waitlist Recommendations

- Strongly opposed to singular waitlist.
- Maintain use of multiple waitlists and create additional lists.
 - Each property should have its own list.
 - Scattered Sites: Broken down into separate regional lists: Current zones below.
 - Zone 1: Gaithersburg, Germantown, Montgomery Village.
 - Zone 2: Burtonsville, Olney, Sandy Spring.
 - Zone 3: Kensington, Silver Spring, Wheaton.
 - Zone 4: Bethesda, Potomac, Rockville.
 - Zone 5: Boyds, Clarksburg, Damascus.

DU AND ASSOCIATES: General Waitlist Recommendations (cont'd)

- Allow applicants to select multiple lists with the following parameters:
 - Applicant reviews each waitlist one at a time, including detailed description (to include subsidy vs. non-subsidy).
 - Remove the “Select All” button. If we decide not to implement, move it to the bottom.
 - Only include/show waitlists that applicants qualify for based on their household information, including occupancy standards.
 - Location Preferences: Additional site-based lists may eliminate the need for this.
 - Scattered Sites would be broken down into regions, using the current five zones (see previous slide).

DU AND ASSOCIATES: General Waitlist Recommendations (cont'd)

Project Based Voucher:

- Recommend Multiple Site Based Lists for efficiency. If not implemented for each property with PBVs, should create separate elderly vs. non-elderly waitlists.
- *HOC Response: The PBV waitlist has many properties and there is the potential for a property to cancel their contract, leaving a waitlist of applicants that have to be transitioned to a waitlist with an existing contract. Additionally, splitting the PBV waitlist into elderly vs. non-elderly could allow for situations where applicants may apply to one and miss out on other opportunities.*

DU AND ASSOCIATES: Waitlist Management/Migration Recommendations

- Upon segregation of the single waitlist to multi-waitlist, all applicants were placed on each newly implemented list.
- If/when converting from Housing Path to Yardi: Contact all active applicants to notify of transition and require to update applications by a certain date:
 - Recommended industry standard of 60 days.
 - To keep original application dates for pre-existing and/or related waitlists.
 - If new lists added, order based on current date/time of application.
 - Send reminders in multiple intervals.
 - Notify applicants that if applications are not updated after the 60-day period, they will be removed from the waitlist.
- If applicants do not income qualify, they should be notified of ineligibility and removed from corresponding waitlists.
 - Issue public notice that HOC is closing waitlists, through the Yardi migration.
 - Strongly discourage allowing people to apply and make adjustments to applications during this process.

DU AND ASSOCIATES: Waitlist Management/Migration Recommendations (cont'd)

- **Post-Conversion:** Recommend opening and closing the site-based lists when we have a sufficient amount of applicants.
 - HOC should review the waitlists annually to ensure pools are sufficient for a 24-month period.
 - Will require property-by-property analysis.
- **Clarify policies on unit/offer turn-downs:**
 - HCV (tenant-based) = one turndown
 - Current process outlined in the Admin Plan
 - HCV(project-based) = two turndowns
 - Current process outlined in the Admin Plan
 - If applicants do not income qualify, they should be notified of ineligibility and removed from corresponding waitlists.
 - Issue public notice that HOC is closing waitlists, through the Yardi migration.
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CURRENT WAITLIST CHALLENGES

Below are some of the challenges HOC has associated with current waitlist management practices to date:

- **Waitlist Duplication:**
 - Past transitions resulted in adding all applicants into multiple lists.
 - The many applicants choose the option to “select all” without knowing the level of subsidy, area, program type, etc.
 - The above items have contributed greatly to high selection to lease-up rates.
- General program waitlists require giving access to multiple staff both HOC and third-party management agents.
- Integrating the Housing Path waitlist with the Yardi system, which is used for all HOC customers.
- Configuring waitlist selections, so that they do not affect other opportunities for customers.
 - Example: Jane Doe is selected from the LIHTC program list for one property, which results in an inactive application status for other potential LIHTC property opportunities.
 - Applicants can also get selected multiple times for the same opportunities if put back on the waitlist.
- Tracking and updating applicant statuses is still a manual process.

SUMMARY AND POLICY RECOMMENDATIONS

ISSUES FOR CONSIDERATION

- Staff seeks the Commission's input on waitlist structure:
 - Maintaining a site-based structure or moving to a singular waitlist structure
 - Removal of program specific waitlist and adding additional site-based waitlist.
- Staff seeks the Commission's input on policies for opening and closing the waitlist after migration based on Du and Associates recommendation to close when lists reach a point of saturation and re-open when it is determined they need to replenish the applicant pool for a given list.
 - The current policy/concept is to keep a continuously open, self-maintaining waitlist(s).

SUMMARY AND POLICY RECOMMENDATIONS (cont'd)

- Staff seeks the Commission's input on policies for removing applicants from the waitlist:
 - With the exception of HCV, staff will remove applicants from all other waitlists upon being housed.
 - If the customer is awarded a HCV, applicants will be removed from all other waitlists.
- Staff seeks the Commission's input on policies for notifying existing applicants of new property waitlist.
- What other concerns would the Commission wish to have HOC address regarding waitlist structure, management, and migration?

SUMMARY AND POLICY RECOMMENDATIONS (cont'd)

TIMEFRAME:

- For discussion at the Administrative and Regulatory Committee on Monday, May 20, 2024 and formal discussion at a Commission Meeting in Fall '24.

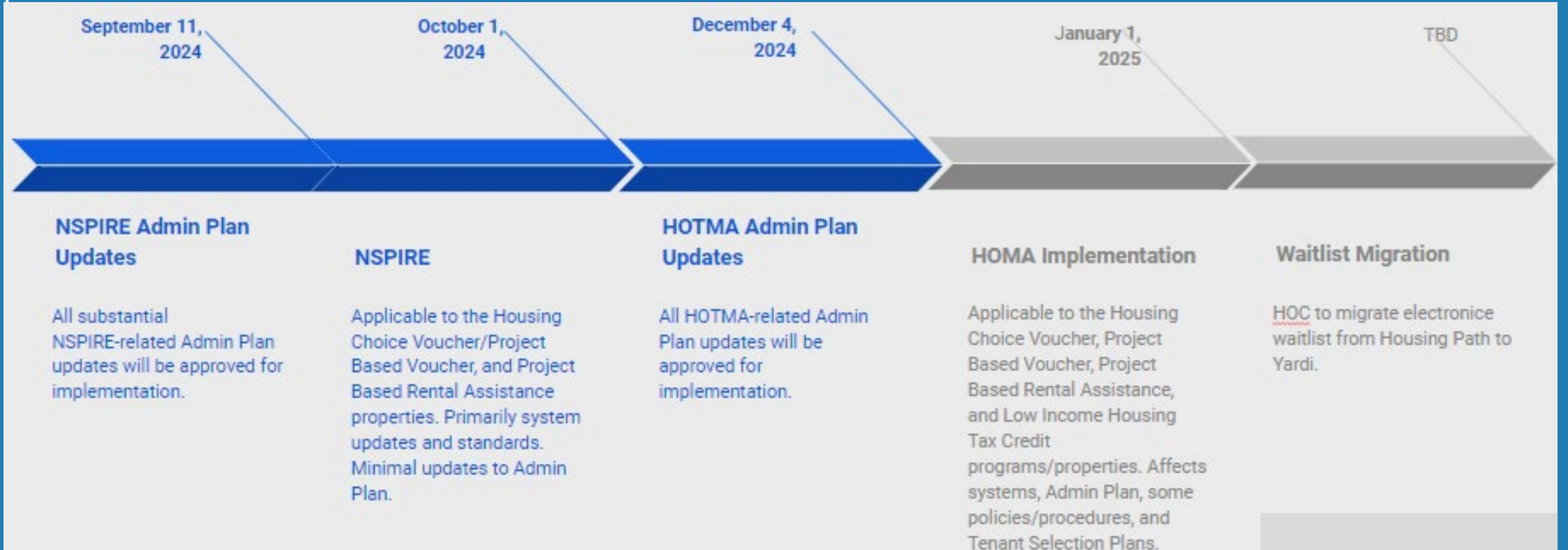
BUDGET/FISCAL IMPACT:

- There is no immediate direct impact on HOC's operating budget.

STAFF RECOMMENDATION AND COMMISSION ACTION NEEDED:

- With the exception of the recommendation related to PBV waitlists, highlighted on slide 17, staff agrees with the recommendations provided by Du and Associates, as outlined above, and is seeking input and feedback from the Administrative and Regulatory Committee and ultimately the Commission on updating HOC's waitlist management practices.

TIMELINE FOR IMPLEMENTATION – NSPIRE, HOTMA, WAITLIST



QUESTIONS?

Chelsea J. Andrews
President

Darcel Cox
VP, Compliance

