



H. A. W. C.

Housing Authority of Washington County
319 East Antietam Street, 2nd Floor
P. O. Box 2944, Hagerstown, MD 21741-2944
Telephone/TTY: 301-791-3168
Fax: 301-791-2755
www.hawcmd.org or www.facebook.com/hawcmd.org

Richard S. Keesecker
Board Chair

Tracy Salvagno
Board Vice Chair

James W. Brown
Board Member

Judith E. Ferro
Board Member

Mark Goldsmith
Board Member

Tim O'Rourke
Board Member

Robert Coblentz
Board Member

Richard Willson
Executive Director

The Housing Authority of Washington County Management Plan

The Housing Authority of Washington County (the Authority), is a public corporation established by act of the Board of County Commissioners of Washington County, Maryland under State law. The Authority was established to better access federal and state programs that fund assisted housing initiatives. In 1985 the Authority adopted a mission statement that broadened the agency focus, and in 2009 the mission statement was amended to read, "Providing decent, safe, affordable housing solutions that strengthen our community by focusing on local needs".

The Authority Board sets policy for the administration of public housing, rental assistance and other programs created to carry out the agency mission. The Authority develops rental housing projects in cooperation with the Board of County Commissioners, who review and approve all projects proposed by the Authority. The Housing Authority of Washington County qualifies for a number of programs that can benefit the community, including those funded by the Department of Housing and Urban Development (HUD) and the Maryland Department of Housing and Community Development.

The Authority's board of seven commissioners are appointed by the Board of County Commissioners. The Authority hires an Executive Director to whom they delegate the hiring of such additional staff as may be necessary to carry forth the programs of the agency.

Contents

This Management Plan includes organizational flow charts, a narrative description of key management responsibilities and the Authority's current Strategic Plan.

	<u>Item</u>	<u>Page</u>
1.	Strategic Plan	<u>4</u>
2.	Interrelationship of the Housing Authority, major funding agencies and the County	<u>11</u>
3.	Organizational chart for Housing Authority Commissioners . . .	<u>12</u>
4.	Organizational chart for staff	<u>13</u>
5.	Programs administered in the Authority	<u>16</u>



Housing Authority History

When the Housing Authority of Washington County (H.A.W.C.) was formed in 1978, the primary funding source for low income senior housing was the Low-rent Indian and Public Housing program, better known merely as “public housing.” Loans for affordable housing development were also available through the U.S. Department of Agriculture; and although the Authority initially sought funding for what was to have been its first project in Williamsport, Maryland from USDA, it was not until twenty years later that HAWC first obtained USDA funding for a rental project, Monterey House in Hancock.

The Section 8 Rental Assistance program affords qualified families the opportunity to obtain HAWC help with paying rent on a decent, safe unit of their own choosing. The income limits for public housing and for Section 8 are set at 50% of the median income in the Hagerstown, Maryland standard metropolitan statistical area (SMSA). In public housing we perform tenant screening. In the Section 8 program, landlords are responsible for screening prospective tenants. The earliest form of Section 8 assistance was called the Certificate. With a certificate landlord rents were capped by HUD established standards, security deposits were limited to a family’s affordability and housing agencies were involved in payment of damage and vacancy claims to make up for the initial limitation on the security deposit. The Certificate form of assistance gained the program a bad name in many markets as landlords spread horror stories about bad tenants and disastrous move-out experiences. Vouchers were first authorized by Congress in the mid-1980s introducing the concept of allowing a landlord to collect a “normal” security deposit, underlining the landlord responsibility to choose tenants wisely. In 1999 the Certificate and Voucher programs were merged into today’s Housing Choice Voucher program, using the more successful Voucher program as the model. HAWC operated Section 8 assistance first as a subcontractor of the State of Maryland; and, then once a track record had been established, through contracts directly with HUD. When the Authority develops units that do not have a form of rental subsidy, HAWC can, as a landlord, accept the rental voucher of a Section 8 participant that is looking for a place to use their assistance. Projects developed with funding from the State of Maryland, where HAWC must rent to persons of limited income, the Section 8 assistance can make a significant contribution to a project’s cash flow, allowing the Section 8 participant to be able to afford a “market” rent.

In the early 1990's HAWC was awarded HUD funding to create 25 units of housing for families needing 3 or 4-bedroom units. HUD was interested in the development of one family housing site, but the HAWC Commissioners were equally determined “not to build a project.” HAWC prevailed on HUD to allow the purchase and rehabilitation of existing “starter” homes in scattered locations. In the Authority’s scattered program, families that can arrange the financing have the opportunity to purchase the unit from HAWC at market price.

By the mid-1990s Congress had stopped appropriating money for the development of low-rent public housing, and HAWC turned to a new Maryland program, the Partnership Rental Housing Program. Under “Partnership” the State of Maryland

could provide a capital grant for an affordable housing project if the local government would contribute the land and manage the project so that rents would cover management and maintenance. Partnership was used as the funding vehicle to build Boonsboro's Schoolhouse Manor elderly housing.

Partnership was next sought to fund elderly housing in Hancock, Maryland. HAWC was fortunate to secure USDA funding for part of the development when Partnership dollars ran short. HAWC was doubly fortunate that USDA committed to providing rental assistance for all 24 of the one-bedroom units at Monterey House, since the lower incomes in the western end of our County would have made it difficult to meet the Partnership criteria of meeting all project expenses based solely on tenant-paid rent.

During the application process for HAWC's next housing development venture, 36 units of senior housing to expand rental resources in Williamsport, the State ran out of Partnership funding. Instead, a combination of federal HOME funding and a limited pool of special funds controlled by the state housing finance agency, the Community Development Administration, made it possible to get the Springfield Manor project to closing. With H.A.W.C.'s experience at Schoolhouse Manor, it was realized that most of the residents of Springfield would qualify for Section 8 assistance and come to the top of that program's waiting list in a relatively short period of time. This ability to demonstrate a rent potential close to "market" was key in gaining funding approvals.

The Authority's administrative framework and capacity to successfully manage rental properties have enabled several ventures that solidify partnerships in the local community and generate additional revenue to support the core mission: meeting affordable housing needs. HAWC has undertaken the management of the tax-credit financed, privately owned 120-unit elderly complex, Francis Murphy Senior Apartments. In addition HAWC provides bi-weekly payroll services for the Washington County Department of Social Services' contractual workforce.

In April, 2009, HAWC partnered with Washington County government to apply for federal Neighborhood Stabilization Program (NSP) funding via the State of Maryland's Neighborhood Conservation Initiative (NCI). With a grant of \$516,500, the Authority purchased three single-family starter homes to add to the Scattered Site Rent-to-Own program. Realizing that the slow real estate market presented a rather unique opportunity to help workforce housing families become home owners, the Authority issued a tax-exempt bond in 2010 to finance the purchase of an additional dozen workforce housing homes. Qualified moderate income families earning between 80 and 120% of local median income will resolve credit issues and save toward closing costs in a 5-year transition period.

It is our expectation that future ventures to build affordable homes will rely on multiple funding sources, requiring the creative use of all existing resources combined with the routine raising of gap-filling resources from new partners.

Housing Authority of Washington County

Strategic Plan 2009 - 2014

Vision: HAWC is a valued community partner that helps families graduate from rental assistance, and insures that all Washington County citizens have safe, well-maintained dwellings they can afford.

Mission: Provide decent, safe, affordable housing solutions that strengthen our community by focusing on local needs.

Table of Key Outcomes and Strategies:

I.	Outcome: <u>No one paying more for housing than they can afford</u>	<u>5</u>
	A. Obtain more Voucher funding	<u>5</u>
	B. Develop affordable units in areas of greatest need	<u>5</u>
	C. Influence local policies that affect housing cost and affordability	<u>5</u>
	D. Maximize the utilization of existing resources	<u>5</u>
II.	Outcome: <u>Families receiving rental assistance become self-sufficient</u>	<u>6</u>
	A. Promote participation in the FSS program	<u>6</u>
	B. Promote good housekeeping	<u>6</u>
	C. Teach the importance of timely and clear communications by modeling the behavior we expect from tenants	<u>6</u>
	D. Encourage families to depend on wages for income	<u>6</u>
III.	Outcome: <u>Units we manage meet livability and safety standards</u>	<u>7</u>
	A. Include resident safety items in the Authority's Preventive Maintenance program	<u>7</u>
	B. Include safety-language in leases and tenant handbooks	<u>7</u>
	C. Provide staff training in the housing codes applicable to the homes we own or manage	<u>7</u>
IV.	Outcome: <u>Community respect and support for HAWC housing efforts</u>	<u>7</u>
	A. Establish preferences for who we serve consistent with local values	<u>7</u>
	B. Ensure equal opportunity and affirmatively further fair housing practices.	<u>7</u>
	C. Improve marketability of units	<u>7</u>
	D. Provide service that is timely, efficient, dependable and respectful	<u>8</u>
	E. Emphasize tenant integrity to keep the current incidence of documented tenant abuse of programs at or below 1%	<u>9</u>
	F. Recruit and retain landlords willing to accept Section 8 by providing clear and helpful information	<u>9</u>
	G. Maintain the highest scores every time we are rated by outside agencies	<u>9</u>
	H. Provide clear, helpful information for our customers and our community	<u>10</u>
	I. Keep written procedures up to date	<u>10</u>
	J. Develop and practice a marketing strategy that puts the Housing Authority name before the community in a clear, favorable and consistent fashion	<u>10</u>

I. **Outcome: No one paying more for housing than they can afford**^{1 2}

A. **Obtain more Voucher funding**

1. Meet with each Congressional representative at least once a year providing the following information:
 - a. Human interest stories from families coming to the top of the waiting list
 - b. Statistical information on the waiting list, and
 - c. Updates on HAWC efforts to meet housing needs.
2. Offer our Congressional letters as press releases and as letters to the Editor to encourage expressions of community support
3. Participate on the MAHRA legislative committee

B. **Develop affordable units in areas of greatest need**

1. Complement local government efforts to plan for growth by targeting development to appropriately zoned urban growth areas
2. Seek County funding to offset County-imposed development fees
3. Create communities with the widest range of income levels feasible
4. Use competitions for Project-Based Section 8 assistance to leverage private sector production of affordable units in targeted areas
5. Design and build 3-story elevator buildings to minimize the impact of the cost of land on housing for seniors
6. Expand the stock of single family starter homes in our rental inventory so that more families can take advantage of the opportunity to work toward ownership of the unit they rent
7. Create a balance of both family and elderly communities when the appropriate resources are available

C. **Influence local policies that affect housing cost and affordability**

1. Study and prioritize recommendations made by others that address housing cost and affordability.
2. Partner with community groups that support similar advocacy goals
3. Make policy advocacy part of every form of agency outreach
4. Meet with the Board of County Commissioners at least annually to discuss program activities, housing policy recommendations and objectives beginning in 2011
5. Partner with units of local government to build for-sale Workforce Homes to demonstrate how affordable sustainable housing can be integrated into existing neighborhoods
6. Increase communication with elected officials of Washington County's incorporated communities by inviting them to Board meetings held in our senior communities.

D. **Maximize the utilization of existing resources**

1. Keep the Section 8 rental assistance program 99% leased
 - a. Use historical data to identify trends in leasing behavior
 - b. Model leasing performance for the coming 24 month period to determine how many vouchers to issue each month
2. Continue to hold the vacancy rate in units we own or manage to less than 3%

¹ No household earning \leq 50% of median income should pay $>$ 35% of income for housing (rent plus utilities or mortgage payment plus taxes, insurance and utilities), and no household earning between 50 and 120% of median should pay $>$ 50% of income for housing.

² **Key measures:** US Census (SF3 - table H71 and related CHAS tables); and applications for subsidized housing programs

- a. Treat customers with courtesy and respect
- b. Keep units in like-new condition
- c. Maintain or shorten the average unit turnaround time
3. Make sure existing resource are targeted to local residents in greatest need by maintaining a preference system that serves applicants in the following (descending) order:
 - a. Victims of domestic violence
 - b. Elderly, disabled, working or enrolled in an accredited education or job training program
 - c. Families living in substandard housing or paying over 50% of income for housing
 - d. To families where the head or spouse is a veteran
4. Deposit funds electronically within 2 business days of receipt
5. Draw down subsidies monthly before the 5th
6. Expenditures from the Capital Fund greater than \$10,000 will be drawn down within five business days of the check date

II. **Outcome: Families receiving rental assistance become self-sufficient**³

- A. Promote participation in the FSS program
 1. Offer FSS to families in all programs
 2. Make FSS a prerequisite for participation in the Section 8 Homeownership Program
 3. Create brochures for the homeownership programs to clarify expectations and provide to each household at move-in
 4. Monitor the performance of the FSS contractor
- B. Promote good housekeeping
 1. Help clients to care for units by providing housekeeping standards
 2. Provide feedback on housekeeping directly to the tenant
 3. Make good housekeeping part of the Section 8 Statement of Family Obligations
 4. Inspect units more frequently that score less than a "1" on housekeeping⁴
- C. Teach the importance of timely and clear communications by modeling the behavior we expect from tenants
 1. Provide tenants 30-day notices for all rent changes in all programs
 - a. Complete verifications in 45 days so that recertifications can be completed in 60 days.
 - b. Complete Section 8 recertifications in 60 days so that a 30-day notice can be provided to the tenant and their landlord
 2. Incorporate the 30-day notice concept into lease enforcement letters and actions where we manage the rentals
 3. Give tenants 30 days to take possession of units we offer for rent so that the tenant can provide their existing landlord with a proper 30-day notice.
 4. Enforce leases in a clear and progressive fashion following this progression of steps in all but the most severe cases
 - a. Document the lease violation thoroughly
 - b. Begin with verbal communication/reminders of our expectations
 - c. Send a letter that reiterates the verbal warning and outlining the action we will be forced to take if the lease violation continues
 - d. Hold meeting with the Executive Director, the Property Manager and the tenant

³ **Key measures:** Families enrolled in FSS with growing escrow balances; and FSS graduates that become stable homeowners

⁴ The Housekeeping Inspection form we used is located on the web at

- e. Send the promised lease termination letter providing a 60-day notice to quit in all but the most extreme circumstances
- D. Encourage families to depend on wages for income
- 1. Retain the waiting list priority given for working families
 - 2. Ignore increases in income of less than \$100 per month until the next annual recertification
 - 3. Create tangible rewards for economic independence
 - a. In the Neighborhood Conservation Initiative (NCI) Program, relax handbook restrictions as income increases
 - b. Include savings plan in Rent-to-Own program will establish the practice of saving

III. **Outcome: Units we manage meet livability and safety standards**⁵

- A. Include resident safety items in the Authority's Preventive Maintenance program
- 1. Check sidewalk joints in May every year
 - a. Mill or replace all pavement with tripping hazards exceeding ½ inch
 - b. Fill/re-caulk all cracks that show separation
 - 2. Visit every unit and replace smoke detector batteries annually following the day-light savings time rollover.
- B. Include safety-language in leases and tenant handbooks
- 1. Make tampering with smoke detectors a material breach of the lease
 - 2. Encourage tenants to take responsibility for each others' safety by reporting burned out site lights, reporting suspicious activity to the police, etc.
- C. Provide staff training in the housing codes applicable to the homes we own or manage

IV. **Outcome: Community respect and support for HAWC housing efforts**⁶

- A. Establish preferences for who we serve consistent with local values
- 1. Reward families that depend on wages as their source of income.
 - 2. Be fair by giving the elderly and the disabled the same consideration.
 - 3. Always give priority to persons who live or work in our jurisdiction.
 - 4. Maintain preferences on waiting list for persons with financial hardships in order to soften the financial burden on those with greatest need.
 - 5. Honor those who have attained veteran status.
 - 6. Protect those who are victims of spousal abuse.
 - 7. Give FSS families the first opportunity to fill vacancies in scattered houses.
- B. Ensure equal opportunity and affirmatively further fair housing practices.

⁵ **Key measures:** Incident reports filed by staff; and work requests from tenants in HAWC properties

⁶ **Key measures:** The number of landlords that refuse to accept Section 8 should be zero; The number of clients accused of program abuse should be zero; and our rating and ranking by outside agencies should be perfect.

1. Provide Fair Housing training annually in April
2. Authority staff will be proactive by
 - a. Intervening in all cases where an individual resident's quiet enjoyment of their home is threatened by issues relating to race, color, religion, national origin, sex, familial status or disability.
 - b. Staff will respond to requests for accessible housing or accommodations without regard to race, color, religion, national origin, sex, familial status or disability.

C. Improve marketability of units

1. Keep the units we own or manage in "like-new" condition
 - a. Maintain professional landscape appearance
 - (1) Keep grass neatly mowed and edge lawn areas every fall
 - (2) Check gutters and align splash blocks every spring
 - (3) Edge lawn areas every fall
 - b. Use paint charts to measure degree of soil and keep painted surfaces fresh and clean accordingly
 - c. Develop and implement a curb-appeal exterior check list and incorporate it into the annual inspection process
2. Make physical improvements to the units, for example:⁷
 - a. Carpet
 - b. Walk-in showers
 - c. Washers and dryers
 - d. Pocket doors
 - e. Internet accessibility
 - f. Ice makers in refrigerators
 - g. Microwave range hoods
 - h. Upgraded counter tops

D. Provide service that is timely, efficient, dependable and respectful

1. Benchmark Service Delivery
 - a. Work orders - Complete resident generated routine work orders in 3 days
 - b. Verifications - Complete verifications so customers can have time to plan

⁷ While the Authority believes that federally provided rental assistance will continue to be available to our residents, the level of capital funding in the low-rent public housing program has been at 85% of need in recent years and the appropriations to cover administrative funding have only covered 82.5% of our eligibility. Less than adequate funding creates a level of uncertainty for agencies whose property assets depend on federal outlays, and thus HUD has recommended that housing agencies position their inventory so that it can compete in the local rental market. While available funding may dictate that these physical improvements can only be made gradually, these categories of improvements were specifically selected to address the expectations of persons in the 45-60 year old cohort who will be our next wave of residents.

- c. Security deposits - Return Security Deposits within 45 days of the move out
 - d. Meet financial obligations in a timely and efficient manner
 - (1) Utilize direct deposit for Section 8 landlord checks
 - (a) Fiscal Clerk to establish an annual schedule of check processing dates that enables the ACH file to be processed by the bank by the first of every month
 - (b) Section 8 Coordinator to establish cut-off dates for transactions so that the pre-check reports are available to the Fiscal Clerk on time
 - (2) Promote use of direct deposit for tenant rents
 - (3) Pay invoices on time
 - (a) Avoid late fees
 - (b) Obtain vendor early payment discounts
 - e. Applications Processing
2. Provide opportunities for customers to rate our service
 3. Remain mindful of customer viewpoints by making human relations skill training an ongoing focus

E. Emphasize tenant integrity to keep the current incidence of documented tenant abuse of programs at or below 1%

1. Encourage customers to report suspected abuse
 - a. Provide clear and easy to use reporting forms and fill them out for customers that need assistance
 - b. Place complaint forms in landlord information packets and on the tenant page of the agency web site
 - c. Investigate signed complaints and be on the lookout for independent verification of information in unsigned complaints
2. Seek to enter into repayment agreements when documented program abuse has resulted in an overpayment of rental assistance
3. Use the court system to garnish wages when clients do not enter agreements or fail to make regular repayments
4. Publicize progress made in and the results of our pursuit of program abuse
 - a. To internal customers by maintaining a chart for all reported instances of program abuse and posting it in a prominent but non-public area of the office
 - b. To external customers no less than once a year through statistical reporting of the results of internal fraud investigations

F. Recruit and retain landlords willing to accept Section 8 by providing clear and helpful information

1. Create a landlord web portal that provides information on payments made and to-be-made as well as inspection results

2. Provide sample lease language, tenant policies like housekeeping standards, and program information landlords need to take full and efficient advantage of the Section 8 Rental Assistance Program
3. Seek feedback from landlords on a routine basis
4. Do an "exit" interview when landlords withdraw units from the program
5. Check landlord references on every applicant to increase the usefulness of information we have on hand should a landlord ask us to share our knowledge
6. Conduct outreach efforts to potential Section 8 landlords and join the Washington County Landlord Association

G. Maintain the highest scores every time we are rated by outside agencies

1. Goal - SEMAP score of 100%
 - a. Schedule and complete a 5% quality control sample every quarter
 - b. Review every HAP contract for completeness and accuracy
 - c. Exceed the HUD 90% goal for obtaining 3rd party verification for all sources of income by attaining this level of assurance on 98% of the cases we process
2. Goal - Receive the highest rating possible on reviews by the department of Housing and Urban Development, Community Development Administration, Rural Development, Low Income Housing Tax Credit, etc.
 - a. All financial dashboard criteria will meet or exceed HUD established benchmarks
 - b. All physical inspections score over 96%
 - c. Conduct regular inspections
 - (1) Inspect all units annually
 - (2) Inspect all units 30 days after a new pet is added
 - (3) Required maintenance orientation for new occupants within 60 days of move-in
 - (4) Replace batteries in smoke detectors annually when daylight savings time goes into effect
3. Obtain clean financial audits
 - a. Free of findings
 - b. No management letters
 - c. Less than five audit adjustments
 - d. No programmatic non-compliance

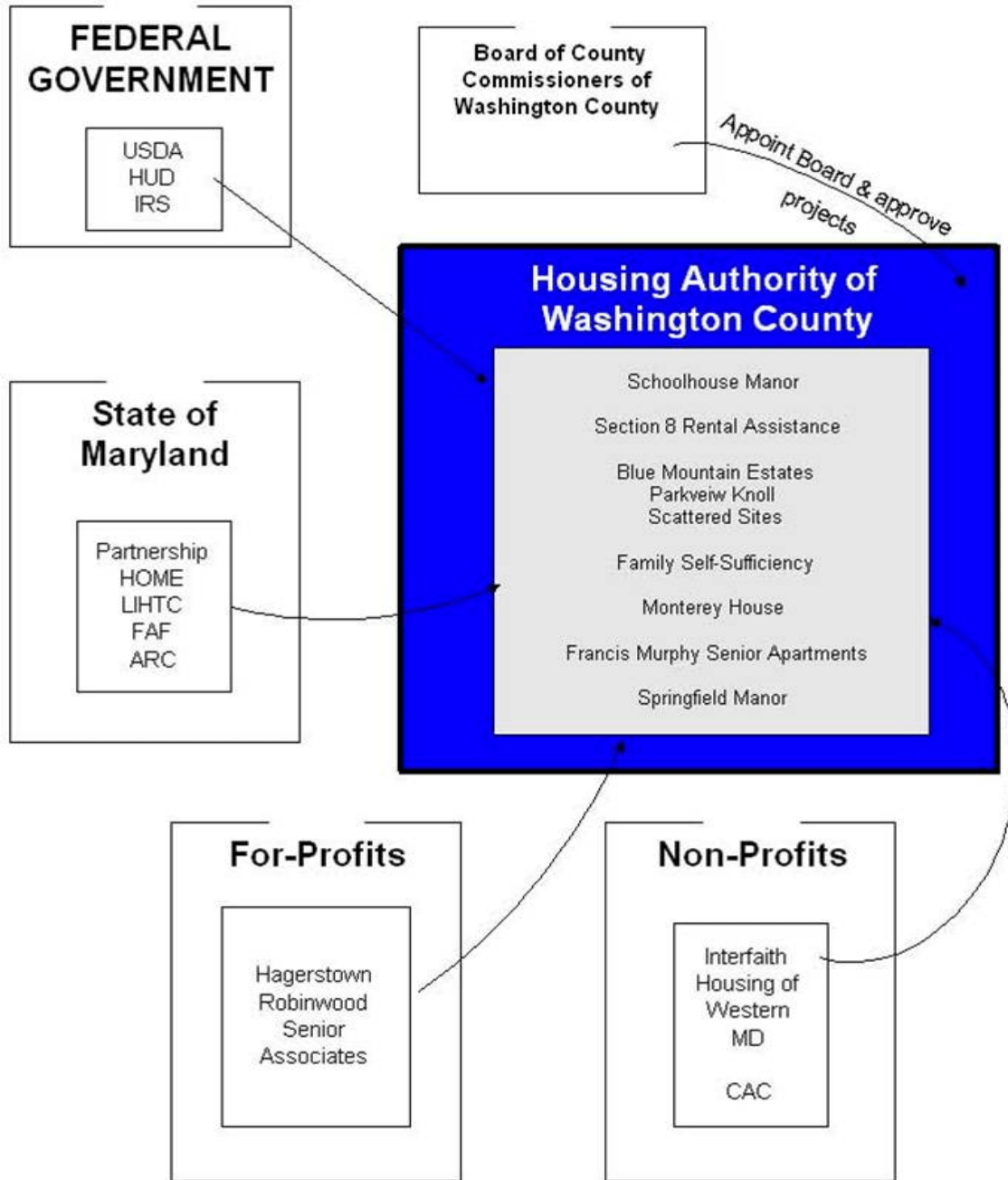
H. Provide clear, helpful information for our customers and our community

1. Provide new residents with a directory of services
2. Publish a regular newsletter which highlights services available
3. Make sure our staff are aware of services offered by other community agencies
4. Expand website to provide readily available information for customers, community and staff
5. Create and provide up-to-date brochures for each of our communities

- I. **Keep written procedures up to date**
 - 1. Ensure consistent program administration
 - 2. Facilitate the training of new staff
- J. **Develop and practice a marketing strategy that puts the Housing Authority name before the community in a clear, favorable and consistent fashion**
 - 1. Use one logo across all media
 - 2. Use style sheets for all communications
 - 3. Use signage and promotional items (clothing, refrigerator magnets, window stickers) to increase public exposure
 - 4. Assign one staff member the responsibility for monitoring consistency in name-use
 - 5. Do press releases for every new Board appointee, ribbon cuttings, open houses and other events
 - 6. Prepare an annual agency report to be used for marketing purposes
 - 7. Work closely with other housing authorities and agencies to align goals, values and services

External Partners

March, 2010

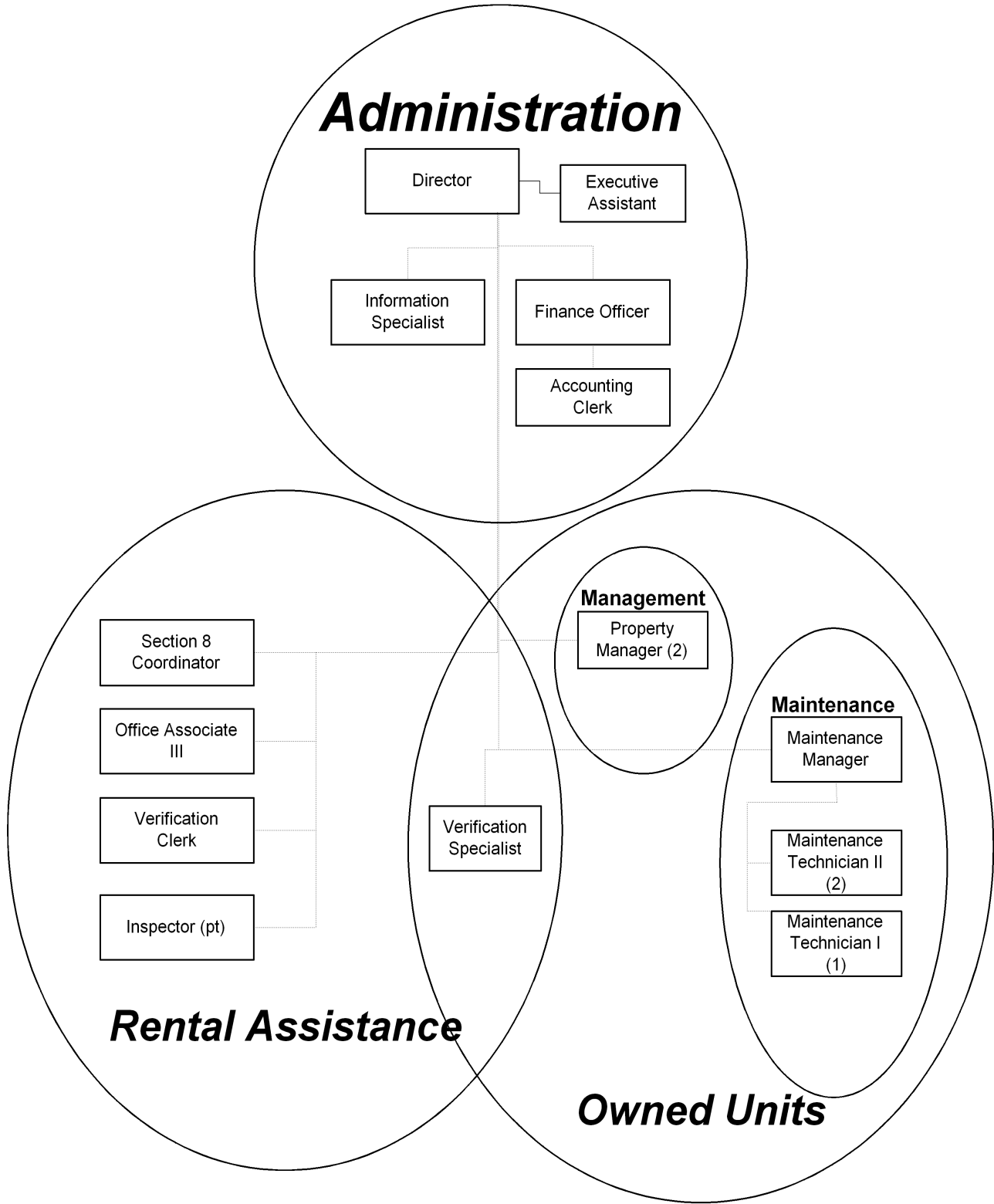


Housing Authority of Washington County

Board of Commissioners

October, 2011

<p>Richard Keesecker Chair and Assistant Grievance Officer Term: 12/01/2008 to 11/30/2013 <i>(Town of Boonsboro)</i></p>	<p>Tracy Salvagno Vice Chair and Grievance Officer Term: 8/19/2008 to 8/31/2013 <i>(Town of Hancock)</i></p>
<p>Judith E. Ferro Commissioner Term: 9/1/2009 to 8/31/2014 <i>(Town of Smithsburg)</i></p>	<p>James Brown Commissioner Term: 4/1/2008 to 4/30/2013 <i>(Town of Williamsport)</i></p>
<p>Mark Goldsmith Commissioner Term: 3/25/2008 to 4/30/2013</p>	<p>Robert Coblentz Commissioner Term: 7/19/2011 to 8/30/2014</p>
<p>Tim O'Rourke Commissioner Term: 9/1/2009 to 8/31/2014</p>	



March, 2011

The Management Job

The management job consists of planning, development, administration, operations and fiscal control. The responsibilities of the Executive Director and the Housing Authority Commissioners with respect to each of these areas are as follows:

1. Planning. The Authority tracks data on housing needs within the community, educating elected officials and the public with respect to housing needs, and proposing ways available public resources can best be used to meet the housing needs of limited income Washington County Citizens. The planning function includes anticipating the effect of county, state and federal policies on the housing conditions of lower income Washington County citizens.
2. Development. New projects are typically conceived by staff and the Board in conjunction with elected county or municipal officials. Since few federal or state programs cover all costs, Washington County's willingness to contribute land and planning monies for housing projects is significant in determining the kinds of housing efforts that are feasible.
3. Administration. The administrative function incorporates public relations, adherence to federal and state regulatory requirements and the efficient use of resources. The Housing Authority Commissioners approve all policies and rules developed by staff for the rental assistance programs and employ and oversee an Executive Director. The Executive Director reports to the Board of Housing Authority Commissioners and hires staff within the spending authority of an annual budget approved by the Commissioners. Authority staff routinely solicit feedback from program participants and colleagues in the housing industry to improve the products they deliver.
4. Operations. The Housing Authority operates seven housing projects worth more than \$24,000,000. The Authority performs or contracts for the routine and preventive maintenance of the 300 rental units it owns or manages with the objective of keeping each in "like-new" condition. The Authority also administers approximately 500 units of Section 8 rental assistance. Annually more than \$2.1 million is paid to local landlords as a portion of rent on behalf of eligible low income households. 92% of the funding for these operational efforts comes through the Department of Housing and Urban Development (HUD). The chart on page 7 provides further detail on the specific programs operated by the Authority .
5. Fiscal Control. The Authority manages payroll, purchasing, and insurance programs using software that integrates the payable and receivable functions with the management of the assisted housing programs. Inventory, work orders and preventive maintenance are likewise tied into the general ledger, providing excellent program reporting and control. Each year the Authority adopts an annual plan that incorporates administrative, programmatic and financial goals that emerge from a public process in which program consumers are involved. With the adoption of the annual plan, appropriate revisions to the Authority's five-year capital spending program are made. Authority commissioners review budget performance in all program areas against actual costs on a quarterly basis.

From its creation in 1978 through 1999, the Authority operated as a department within Washington County government. In 2000 the Authority became an independent agency of Washington County government, taking over responsibility for payroll-related functions and phasing out County provided services including provision of legal counsel and County payment for postage, vehicle insurance and computer services. This was made possible as new housing developments added to the financial resources available.

Responsibilities of the Board of County Commissioners with respect to Housing Activities:

The Board of County Commissioners (BOCC) approves each proposed housing project as provided in the Housing Authority's Articles of Organization. The BOCC appoints the seven Housing Authority Commissioners for staggered terms of five years. Four of the positions are filled based on recommendations from the mayors and councils from incorporated towns in which the Authority has built housing projects, the others serve in an "at-large" capacity.

Responsibilities of the Housing Authority Commissioners:

The Housing Authority Commissioners meet monthly to set policy for all Housing Authority operations, monitor program performance and promote the goals and mission of the Authority in the community. The Chairperson or the Vice-Chair co-signs all checks in excess of \$10,000 on Authority accounts with the Secretary Treasurer or Assistant Secretary Treasurer. The Chair signs all resolutions adopted by the Housing Authority. Annually the Housing Authority adopts a maintenance wage rate schedule and forwards the adopted schedule to HUD. (See page [12](#) for an organizational chart showing the Housing Authority Commissioners.)

The Housing Authority Commissioners delegate responsibility for day-to-day operations of the Housing Authority to the Executive Director, within the context of policies and procedures adopted from time to time by the Housing Authority Commissioners. The Executive Director serves as the Authority's Secretary Treasurer. The Board designates a senior member of the staff as its Assistant Secretary Treasurer.

Code of Conduct:

The HAWC Code of Conduct establishes standards for employee and Commissioner conduct that will assure the highest level of public service. It is an integral part of our emphasis on building community respect and support for our mission.

Compliance with any ethical standard rests primarily on personal integrity. As an organization we encourage personal integrity by adopting policies and procedures that remind and encourage ethical behavior in all aspects of our personal and professional conduct.

At the beginning of every fiscal year, HAWC Board members and employees complete a Conflict of Interest survey in accordance with HAWC policy #30. In addition program-specific language is incorporated into the admission and occupancy policies for each of our rental communities.

Housing Authority Programs

Activity	Fiscal Impact	Funding Source	Notes
Blue Mountain Estates (28 unit elderly) Smithsburg, MD	\$190,902 (58%) from tenant rents, \$190,977 from HUD subsidy, and \$8,254,919 in property value	U.S.Department of Housing and Urban Development (HUD)	Built in 1982
Parkview Knoll (28 unit elderly) Williamsport, MD			Built in 1984
Scattered Site Family (22 3-Br & 2 4-Br units)			Houses purchased 1990-1992 and fully rehabilitated
Rental Assistance (Section 8) approx. 500 units	\$238,943 in fees plus rent payments of \$2,146,172	HUD	Some residents of Schoolhouse Manor, and Francis Murphy Senior Apartments receive rental assistance administered by the Authority
Schoolhouse Manor (32 unit elderly) Boonsboro, MD	\$158,842 from rents and a value of \$1,686,200	Maryland Department of Housing & Community Development (DHCD)	Built in 1994
Monterey House (24 unit elderly) Hancock, MD	\$59,370 (32%) from tenant rents, \$124,009 from USDA subsidy and a value of \$2,183,000	DHCD and Rural Development division of the US Department of Agriculture	Built in 2001
Francis Murphy Senior Apartments (120 unit elderly) Hagerstown, MD	\$71,895 in management fees paid to the Authority	DHCD loans and Tax Credits	Phase I Built in 2002 Phase II Built in 2004
Springfield Manor (36 unit elderly) Williamsport, MD	\$199,710 in tenant rents expected and a projected value of \$2,574,737	DHCD provided loan and federal HOME funding	Built in 2004

(Adopted March 10, 1994, with revisions on 8/1/97, 1/13/2000, 1/3/2001, 12/12/2003, 9/1/2006, 1/12/2007, 11/24/2008 and 2/11/2010, and filed electronically at R:\PHA\Housing Authority\Management Plan\Housing Authority Management plan- 10-20-2011.wpd)