


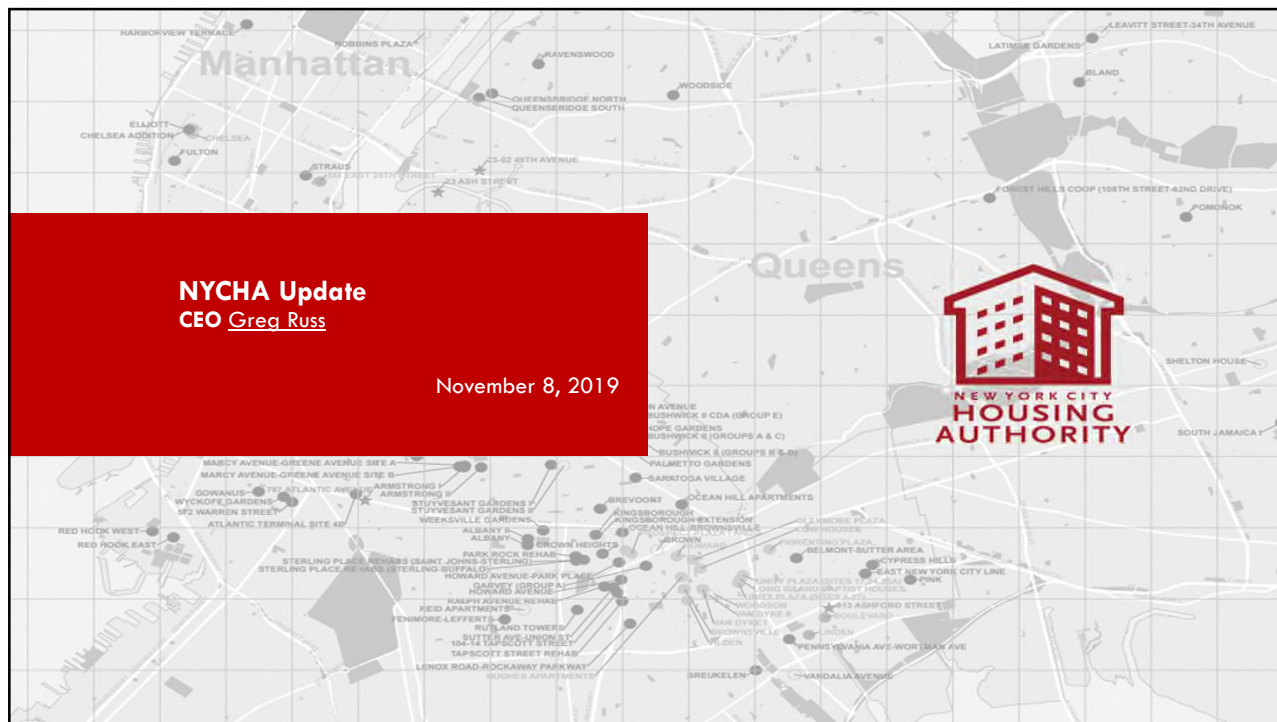
Ballard Spahr
LLP

Helps Build the Nation 

National Housing Symposium
Making the Connection

NOVEMBER 8, 2019





Major Terms of HUD Agreement

Re-organize to improve service

- NYC-funded consultant to study NYCHA and make recommendations – October
- Monitor and NYCHA to develop Organizational Plan for restructuring – April/May

NYCHA established three new departments to institutionalize compliance

- Compliance
- Environmental Health & Safety
- Quality Assurance

NYCHA must take actions and meet standards in several areas

- Lead-Based Paint
- Mold
- Heat
- Elevators
- Pests
- PHAs/Annual Inspections

Action Plan Status

NYCHA must develop, and the Monitor must approve, action plans for each compliance area. The partnership with the Monitor has forced NYCHA to create targeted focus groups to improve operations in each of these areas. All Action Plans are still in progress of drafting or approval.

- **Lead-Based Paint** – Address lead hazards in child-under-six units, Certify Compliance with Lead Safe Housing Rules, Remediation, etc.
 - **Status:** NYCHA is focused on XRF testing and visual assessment compliance.
- **Mold** – Remediate root causes within 7 days for simple repairs or 15 days for complex repairs, etc.
 - **Status:** It now takes around 5 days to inspect for mold instead of 30 days. The Mold Busters protocol was rolled out portfolio-wide four months ahead of schedule. Over 2,500 employees have been trained in the new protocol, which is already working – only 4% of apartments treated under our new method experience a recurrence of mold. Under the old protocol, it was 30%.
- **Heat** – Heating shortages resolved within an average of 12 hours, 85% within 24 hours and none longer than 48 hours, etc.
 - **Status:** Completed extensive summer inspection and repair work to prepare for heat season. 18 mobile boilers already staged at critical developments, 6 more mobile boilers in the store yard ready for mobilization, and 71 other mobile boilers are in use already to facilitate Capital Projects. Action Plan pending approval by the Monitor.

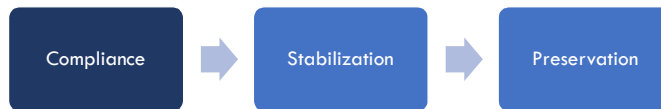
Action Plan Status

NYCHA must develop, and the Monitor must approve, action plans for each compliance area. The partnership with the Monitor has forced NYCHA to create targeted focus groups to improve operations in each of these areas. All Action Plans are still in progress of drafting or approval.

- **Elevators** – 70% of buildings will have no more than one no-service condition per year and have no more than 8 unplanned outages, etc.
 - **Status:** On track to meet requirements; we will be hiring an additional 40 teams to enable full completion of preventative maintenance and shortage outage duration. Action Plan pending approval by the Monitor.
- **Pests/Waste** - Establish Integrated Pest Management and ensure daily garbage pick-up, etc.
 - **Status:** All exterminators and some maintenance workers are trained in Integrated Pest Management (IPM). NYCHA and Monitor are working on revised action plan.
- **PHAS/Annual Inspections** – Ensure no deceptive inspection practices during PHAs and allow maintenance workers to perform minor repairs during annual apartment inspections, etc.
 - **Status:** PHAs training has begun. Action Plan pending approval by the Monitor.

NYCHA Now: Compliance

NYCHA must organize for immediate compliance with the HUD Agreement



Compliance with all Federal, State, and Local regulations must be integral in all operations.

NYCHA must clearly demonstrate to the Federal Monitor and to residents its capacity to repair and maintain apartments and restore resident trust in the delivery of basic services.

NYCHA Now: Stabilization – Property Management

Create “line of sight” accountability by re-orienting our organizational structure to property-based management.



Residents and local managers make better informed decisions that are tailored to the needs of the development. NYCHA will place management authority in the hands of neighborhood-based asset management teams.

NYCHA Now: Preservation

For the long-term, we must have a comprehensive capital and social investment plan that will rehabilitate every single NYCHA building and provide new support for families.



*For the long term, NYCHA will engage the input of residents to prepare a **Comprehensive Capital and Social Investment Plan**, which will offer portfolio-wide strategies to address physical needs and promote economic opportunity, education, and the health of our residents.*

NYCHA Now: Resources & Potential Strategies

If significant federal contributions do not materialize, NYCHA will need to **invent a pathway** for reinvestment. NYCHA must raise **private capital** while also increasing organizational **capacity to spend** funding

Potential Strategies:

- Reduce operating costs to leverage debt
- Secure additional tenant protection vouchers (TPVs) to leverage private capital and protect tenants during stabilization
- Raise working capital from philanthropy
- Establish an Agency Construction Manager to advise on capital planning
- Change approach to procurement of parts & materials by focusing on supply chain of manufacturers
- Adopt competitive negotiation or competition with negotiation procurement strategies to engage vendors more quickly
- Regulatory and statutory changes may be necessary to facilitate specific strategies

NYCHA Now: Resources & Potential Strategies

NYCHA and HUD will need to think creatively to use existing structures to invent new paradigms for public housing. A “swiss army knife” of tools will enable NYCHA to become more **nimble** and achieve **successful outcomes**.

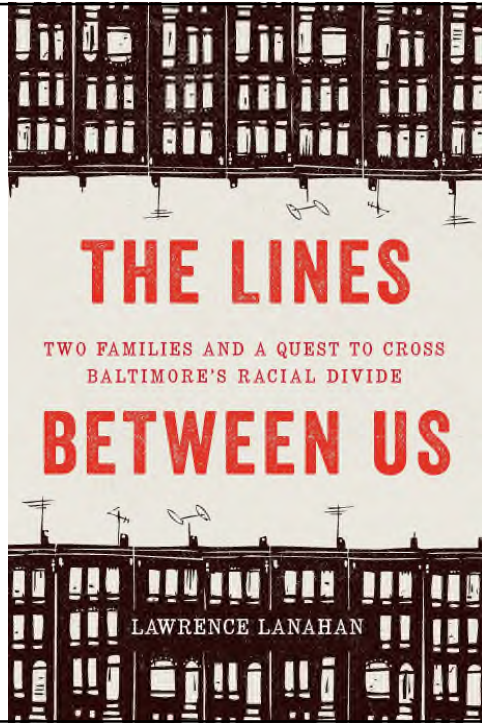
Imagine a world where we add a new section to the Housing Act, section 9 (p) which could allow for the following:

- Provide for release of the DOT and substitute LURA to allow leverage and borrowing;
- Pool both S8 and S9 funds for purposes of preservation of existing PH units, including interim uses of pooled funds for leverage of other public or private funds prior to attaching or reattaching either S8 or S9 funds to current or former public housing units;
- Capitalize on unit capacity under Faircloth to draw down subsidy for purposes of borrowing or leverage to preserve existing units.
- Permit hybrid subsidy arrangements with S8 and S9 funds combined or layered to permit full recapitalization and repair of the PH property.
 - After capitalization, hybrid subsidy units may be operated as either S8 PBVs or PH as declared in the revitalization plan for the property.
 - Property revitalization plans that use combined subsidy approaches may also include portions or all of the units at the property processed under S18 and or S30 mortgage options.
- Recapitalization plans may be submitted in conjunction with the Agency’s Annual Plan or as a separate amendment to the Agency’s Annual Plan.

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Q+A

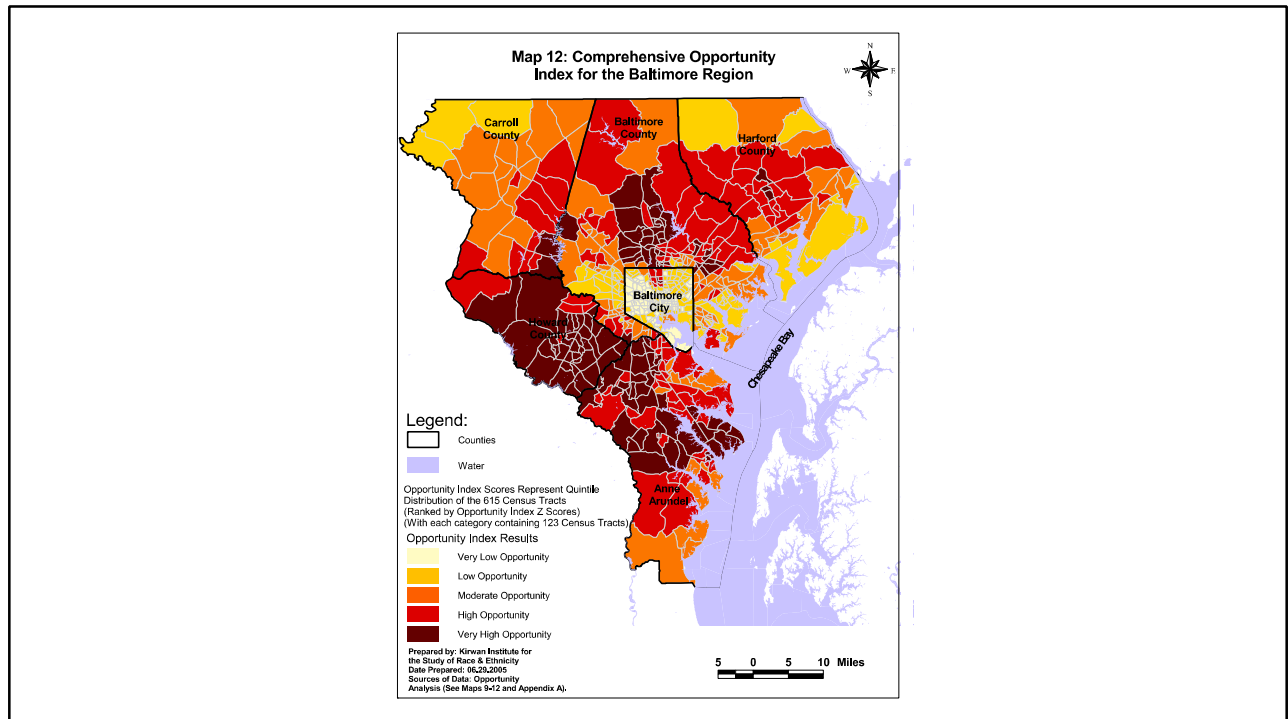
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THE LINES BETWEEN US



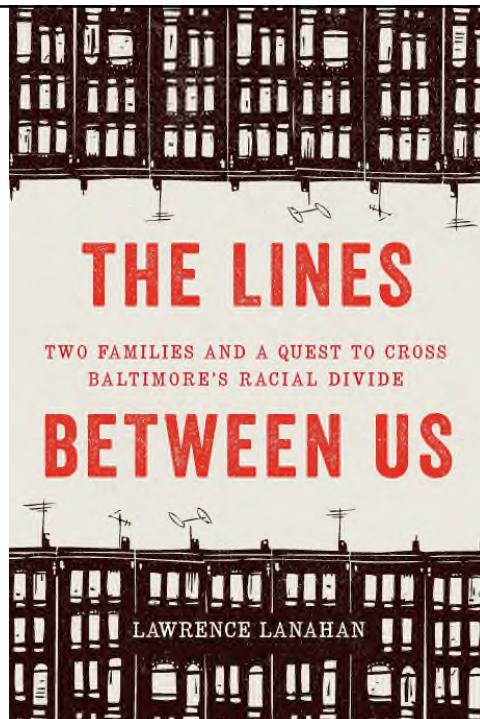
U.S.

Who gets to live where?: The battle over affordable housing

The Supreme Court is to hear a case involving the low-income housing tax credit as state and local opposition simmers

January 18, 2015 5:00AM ET

by [Lawrence Lanahan](#)





Mark and Betty



Nicole



Barbara



Mark and Betty



Nicole



Barbara

SAVING SANDTOWN
More than houses

1989



SAVING SANDTOWN
More than houses

2013

November 2013
Volume 26, Number 8

The Abell Report

What we think about, and what we'd like you to think about

Published as a community service by The Abell Foundation

**Sandtown-Winchester—Baltimore's Daring Experiment In
Urban Renewal: 20 Years Later, What Are the Lessons Learned?**

New Homes, New Neighborhoods, New Schools:

A Progress Report on the
Baltimore Housing Mobility Program

By Lora Engdahl
October 2009



ESSAY

HOW DO WE GET WHITE PEOPLE OUT OF THEIR 'RACIALLY CONCENTRATED AREAS OF AFFLUENCE'?

Integrating West Baltimore's Sandtown Neighborhood Required Sacrifice From White
Newcomers as Well as Black Residents

DENSITY DOUBLE-CROSS
Political action


2011


Bill 56-11

DENSITY DOUBLE-CROSS
Political action

2015

Bill 82-14

 Affordable Housing in Anne Arundel County



Anne Arundel County does not have any local fair housing protections. Bill 55-19 will change that.

Find out more information on our plans for fair and affordable housing at bit.ly/aacohousing







Flickr/Wonderlane/Creative Commons





The Boos home in the early 1940s, prior to the construction of Levittown. Levitt & Sons purchased 4,000 acres of potato farms from the Town of Hempstead in 1946, which would later be used to build 17,447 Levitt homes between 1947–51. The land was relatively cheap because the potato fields had been affected by the Golden Nematode, an insect from Europe that destroyed much of the crops at the time. (Credit: Howard Boos)



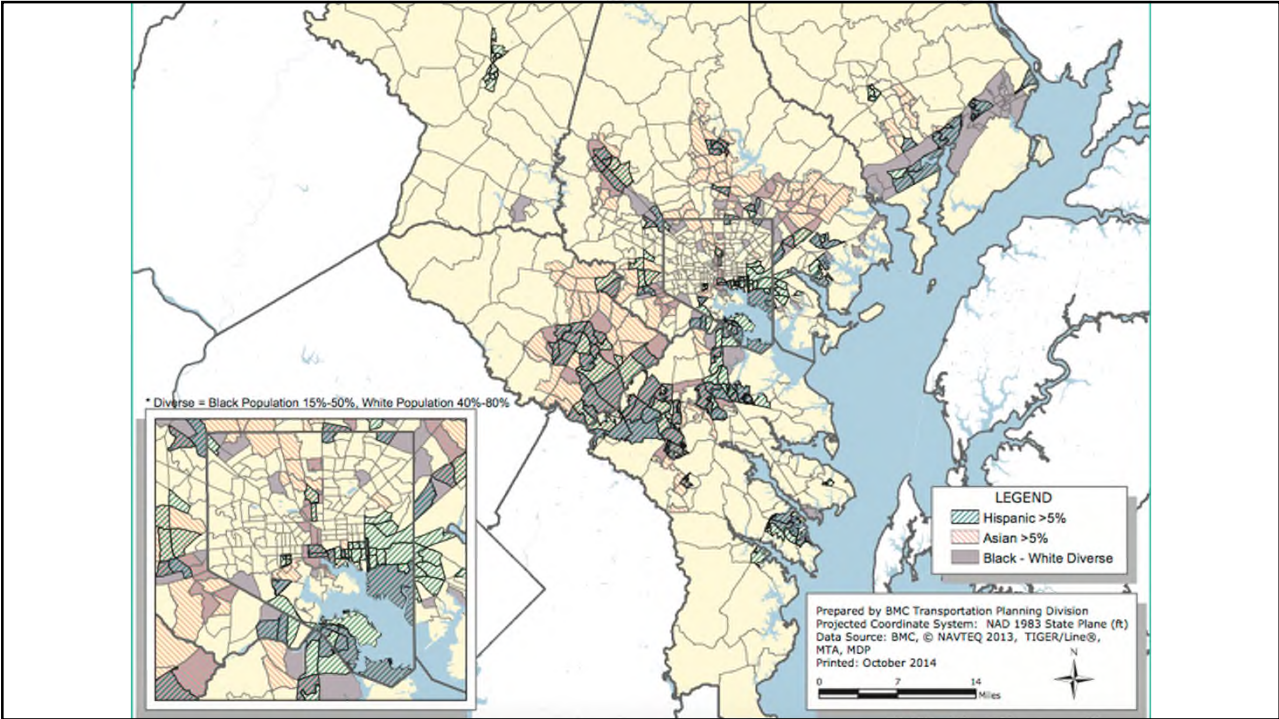


minneapolis | 2040

**Fair Development, Race Equity
and Baltimore's Affordable
Housing Trust Fund**

RISE. RECLAIM. REBUILD!





Support for Proposals to Reduce Segregation in Schools, by Race and Party ID

	Magnet schools % Favor	Low-income housing % Favor	Redrawing district boundaries % Favor
National adults	79	66	60
Whites	76	58	54
Blacks	86	81	74
Hispanics	88	83	75
Republicans	72	43	37
Independents	80	66	61
Democrats	84	83	78

July 15-31, 2019

GALLUP

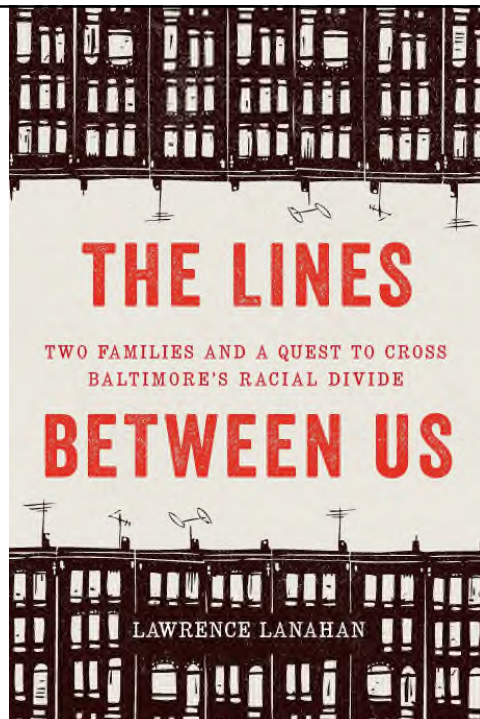




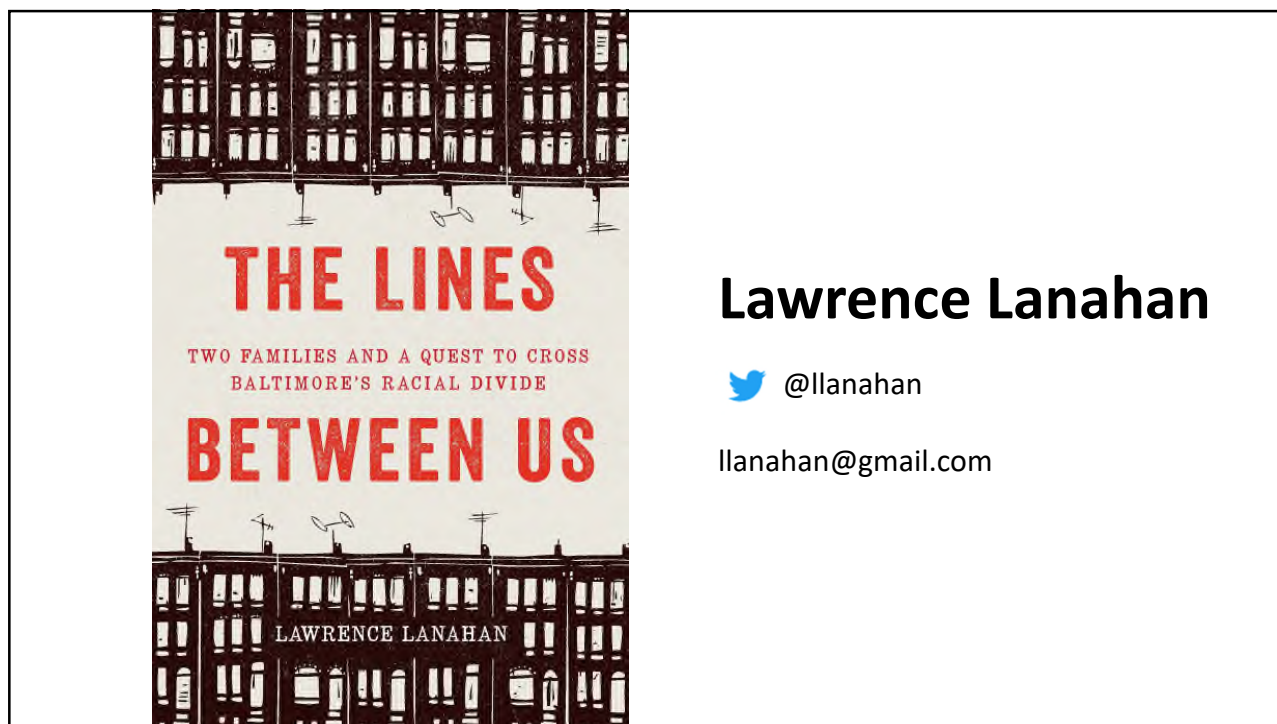
**INVESTIGATION OF THE
BALTIMORE CITY POLICE
DEPARTMENT**



**U.S. DEPARTMENT OF JUSTICE
CIVIL RIGHTS DIVISION**







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Perkins Somerset Oldtown Transformation Plan

Ballard Spahr National Housing Symposium – Baltimore Case Study Panel

Presented by: Janet Abrahams, HABC, President/CEO

November 8, 2019

Perkins Somerset Oldtown Plan Overview

In July, 2018, HABC was awarded a \$30 million Choice Neighborhoods grant from HUD to implement the Perkins-Somerset-Oldtown (PSO) Transformation Plan.

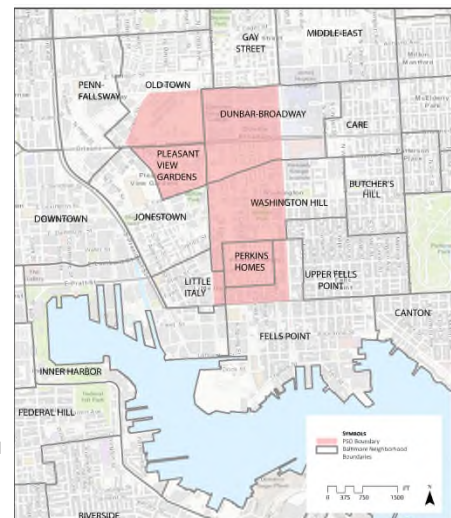
- Perkins Homes – 629 units built in 1942; physical needs far exceed funding available to address them
- Somerset – former public housing site; demolished in 2008-2009
- Oldtown – former site of a vibrant pedestrian market; closed in 1996 and razed in 2002

The Plan Includes:

- Demolition of Perkins Homes
- 1,345 replacement units; 70% affordable housing
- Will be completed in nine phases over six years.

Financing:

- Phases I & II – fully funded; Somerset Phase I – currently under construction
- Somerset Phase II – closing expected in first quarter of 2020; awarded 9% (\$13.9 million) and 4% (\$9.1 million) LIHTC – *first ever twinning deal in the state of MD*
- Perkins Phase I & Somerset Phase III – 4% LIHTC will be submitted
- Perkins Phase II, III & IV & Somerset Phase IV – twinning applications will be submitted



Perkins Somerset Oldtown Plan – Future Outcomes

- New housing options
- New school
- Full service health care facilities
- New retail; grocery store and improved access to healthy food
- Increased security; strategies to address crime
- Infrastructure improvements; increased lighting, improved streets
- Expanded recreation center; new parks and improved pool
- Employment opportunities



60

Perkins Homes - Present



61

Perkins Homes - Future



VIEW SOUTH



Somerset/Oldtown - Present



Somerset/Oldtown - Future



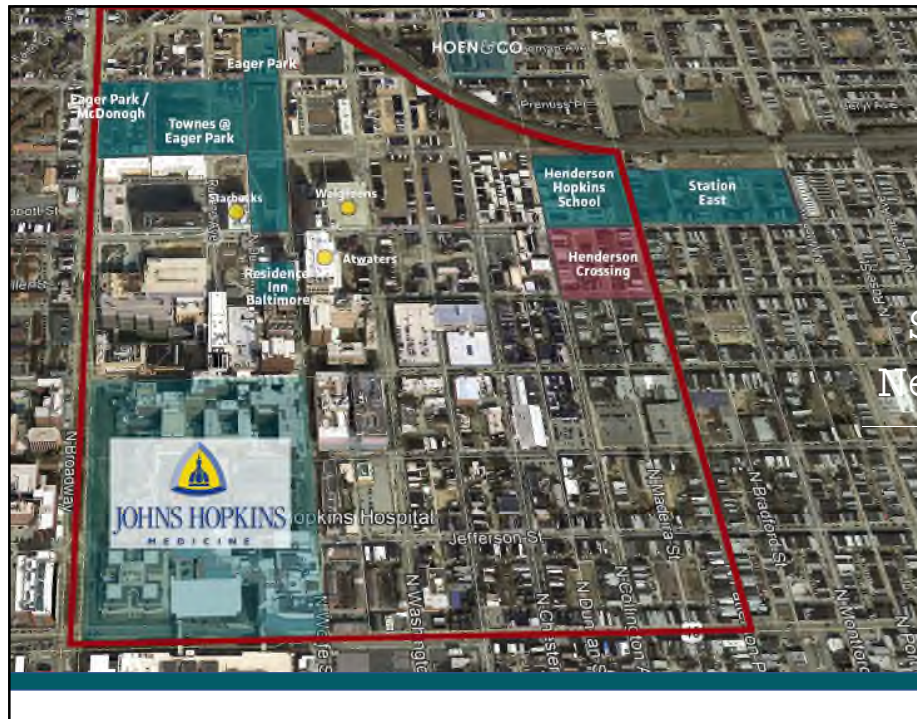
For More Information Visit:
www.habc.org



Henderson CROSSING

Ballard Spahr Housing Symposium

November 8, 2019



Henderson CROSSING

- ~55 for-sale homes
- 20% affordable at 80% of AMI
- Certified historic preservation with some new construction
- Avg. Sales Price (market-rate): ~\$275,000
- Avg. Sales Price (market-rate): ~\$210,000
- Total development cost per unit: ~\$280,000
- Profitability derived from subsidies (State historic tax credit, C.O.R.E., etc.)
- End buyer incentives result in a mortgage of ~\$220,000 on market-rate and no cash at closing

E.B.D.I.

Center for Neighborhood Innovation



HOEN & CO



Existing Conditions

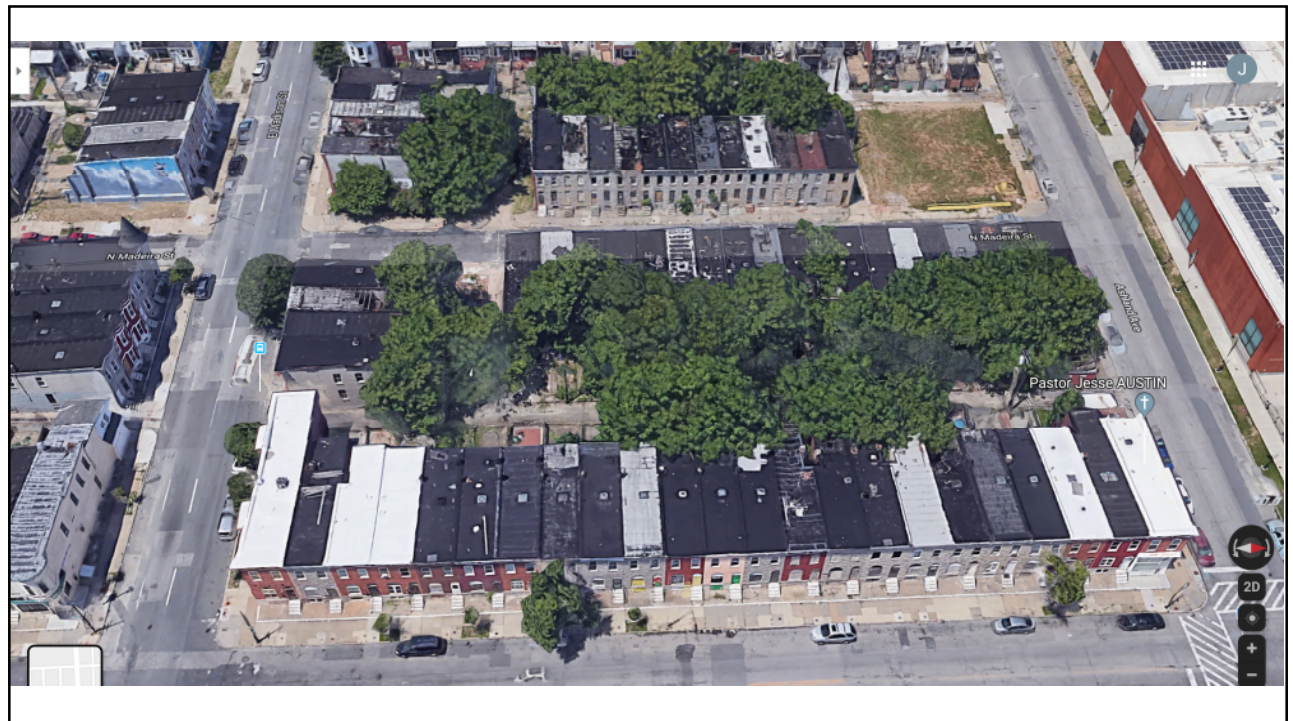


Henderson
CROSSING



Architect Project Rendering

Henderson
CROSSING



End Buyer Incentives

Sources	
Mortgage	\$ 216,015
JHU LNYW	\$ 17,000
Trolley Tour	\$ 5,000
V2V	\$ 10,000
Seller Assistance	\$ 10,000
WF Lift	\$ 15,000
Total	\$ 273,015
Uses	
Sales Price	\$ 259,900
Estimated Closing Costs	\$ 13,115
Total	\$ 273,015

HOMEBUYER ASSISTANCE AND CREDIT PROGRAMS

[Johns Hopkins Live Near Your Work Program](#) - \$17,000 / down payment and closing costs

[Vacants to Value Program](#) —\$10,000 / down payment and closing cost assistance when buying formerly vacant, renovated houses.

[Buying into Baltimore](#) — Live Baltimore offers \$5,000 / down payment and closing costs. Buyer required to attend home buying workshops.

[Live Near Your Work](#) — A program offered by the City of Baltimore that matches participating employers up to \$2,500

[Community Development Block Grant](#) — For first time home buyers with total family income at or below 80% of the area median income.

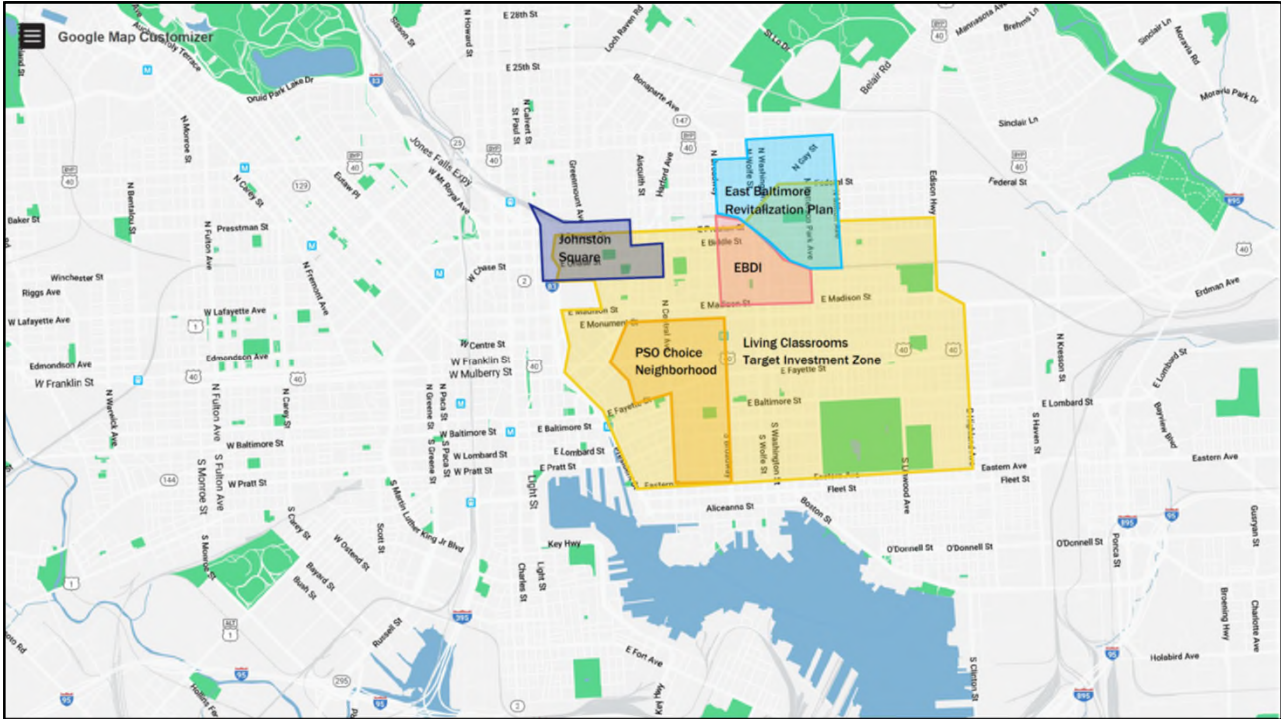
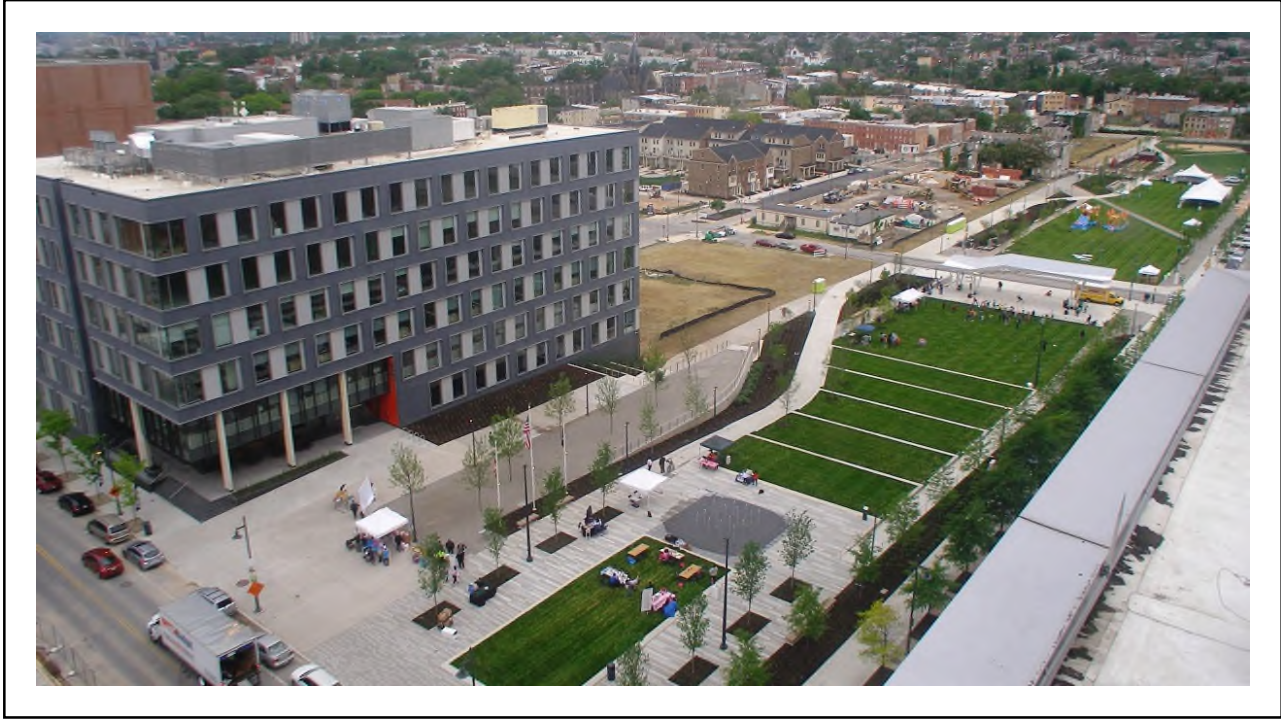
[Baltimore City Employee Homeownership Program](#) — City employees with 6 months experience are eligible for \$5,000 in down payment and closing cost assistance when purchasing first home. Houses up to \$417,000 are eligible with no annual income limits.

[Historic Tax Credits](#) — A city-offered incentive program that freezes property tax at the current assessed value and prevents increases for 10 years, saving owners thousands of dollars. (CHAP)

[Maryland CDA Programs](#) — Mortgages, down payment, and closing cost assistance available through State of Maryland approved mortgage lenders.

Anderson
CROSSING







SPIKES Industries, LLC.

PRESENTATION PRESENTED BY:

HARRY T. SPIKES II

Project Legacy

Project Legacy is the creation of a green space and fitness Park in the Collington Square community located in East Baltimore near the historic Israel Baptist church.

The address of the park is 21226, 21228, and 21230 Mura Street. The block and lot numbers are 1534-062, 061, 060. The property is all most 30 yards long and 10 yards wide.

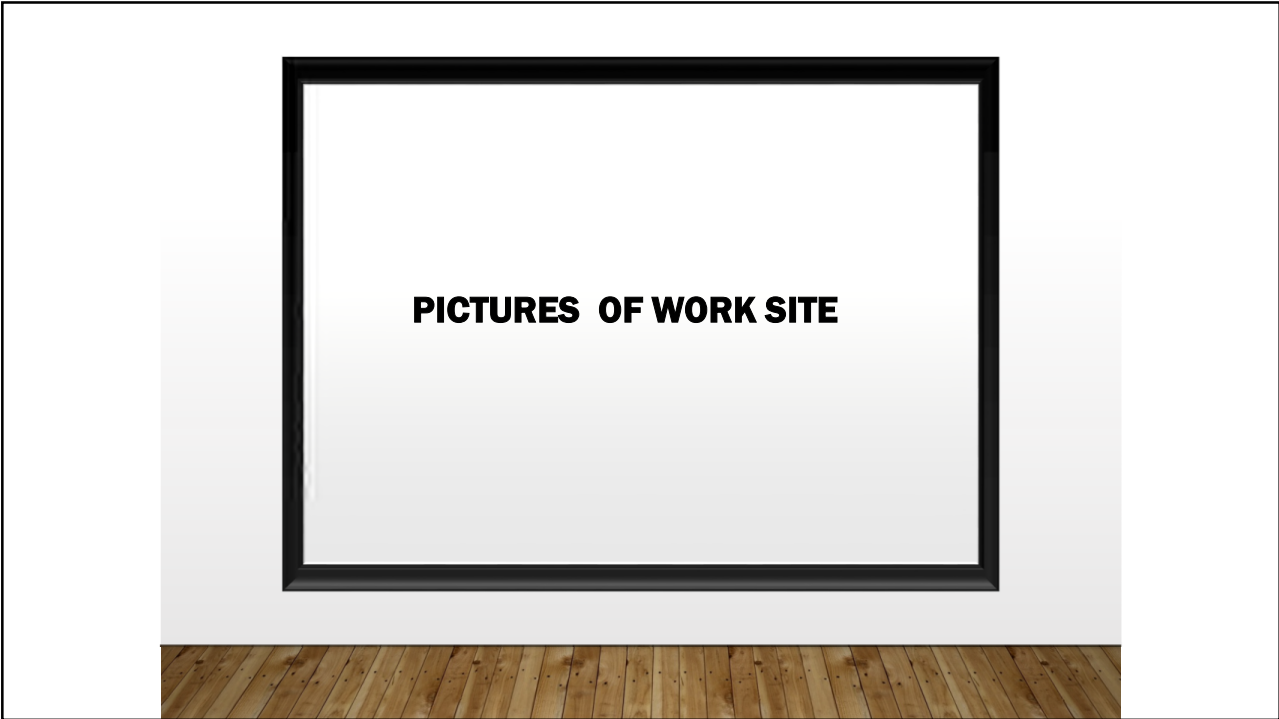
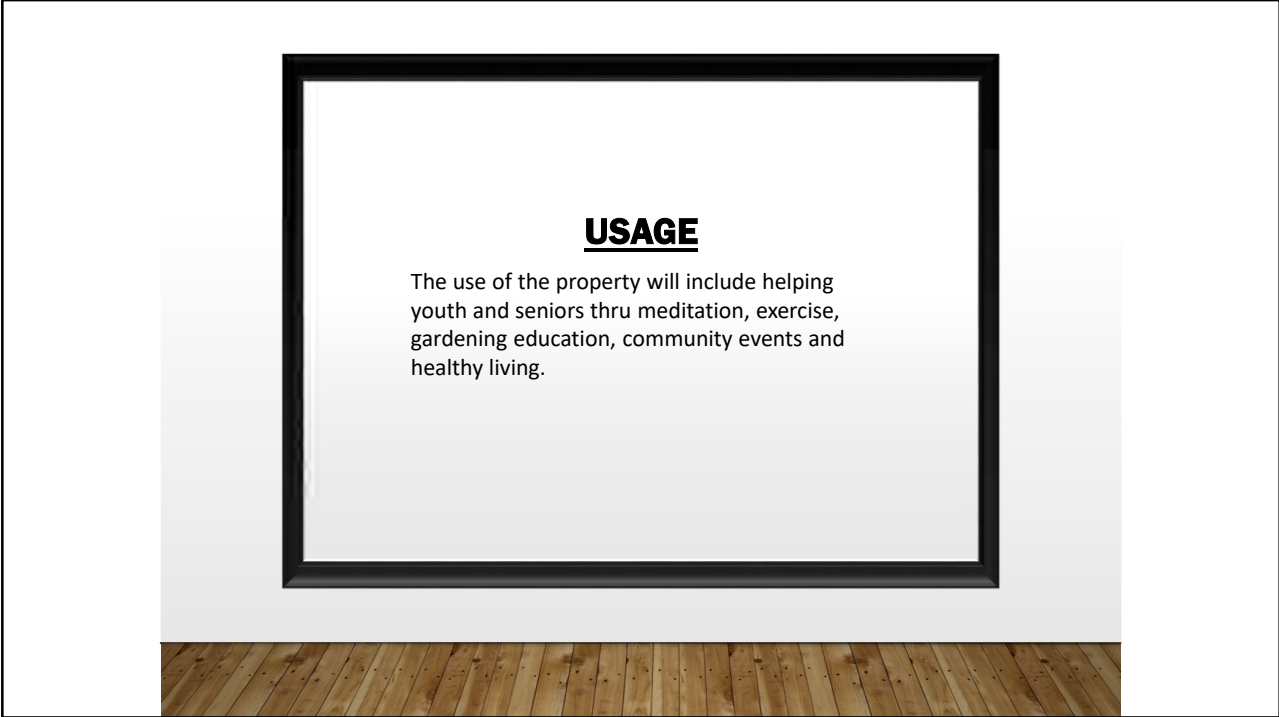
SOCIAL CHALLENGES

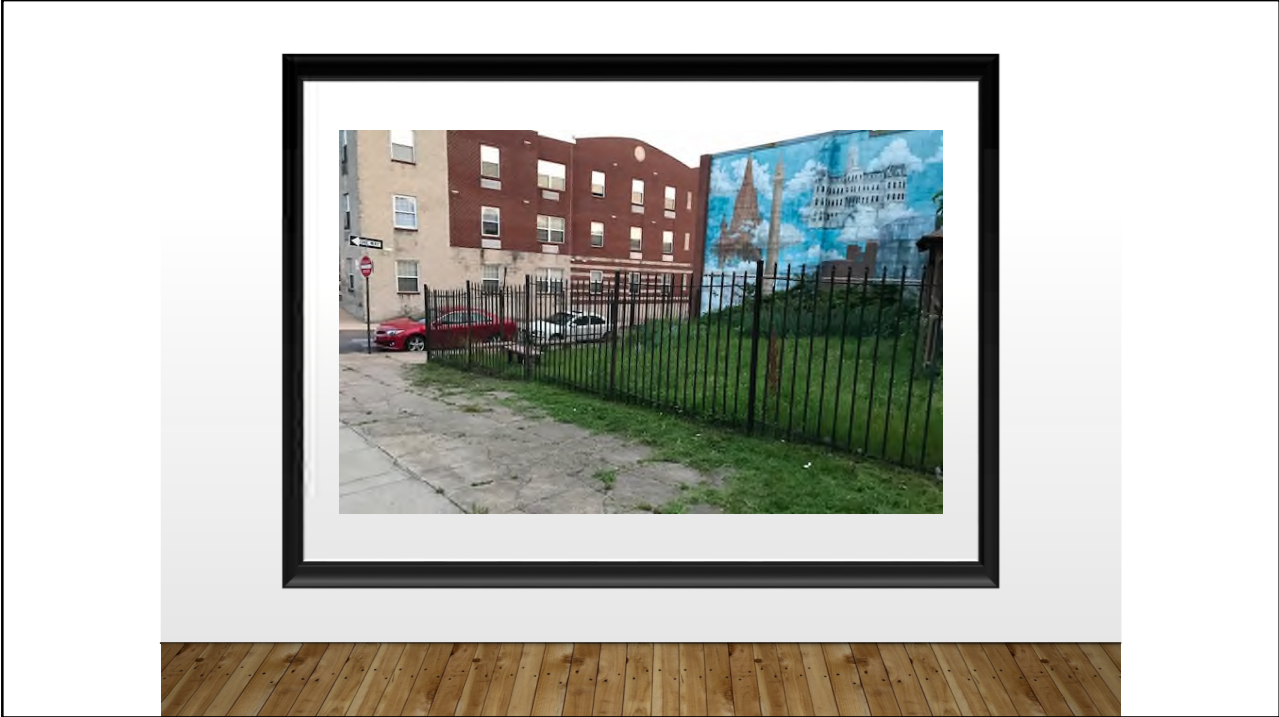
Many of our youth have and are experiencing many social challenges such as the absence of mentorship, positive friendships, healthy living and respect for one's environment.

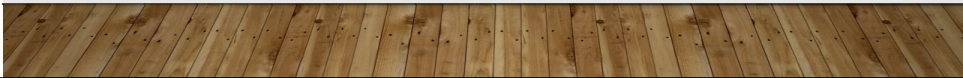
Community heroes' such as Mr. and Mrs. Bruce, have spent several years making the Collington Square community safer and greater. However, we must continue their work and continue to build strong communities.

OBJECTIVE

To provide a safe green space and fitness park for youth and seniors in the Collington Square community.







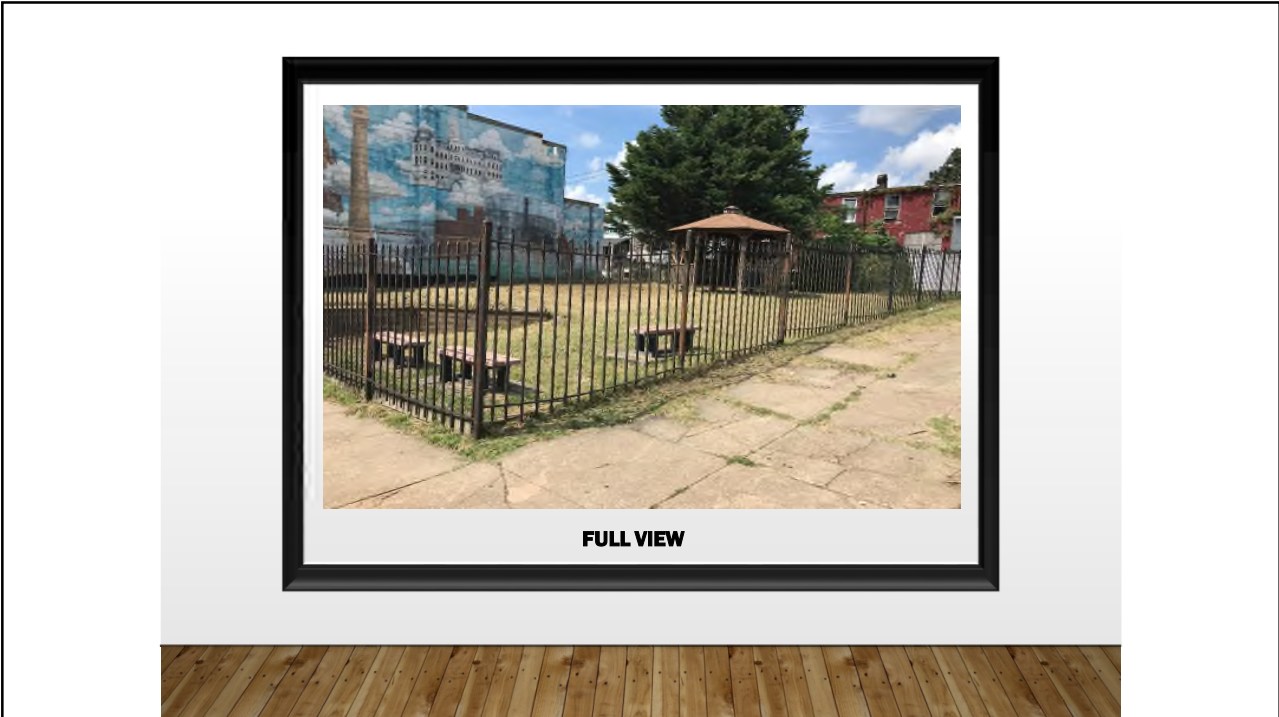








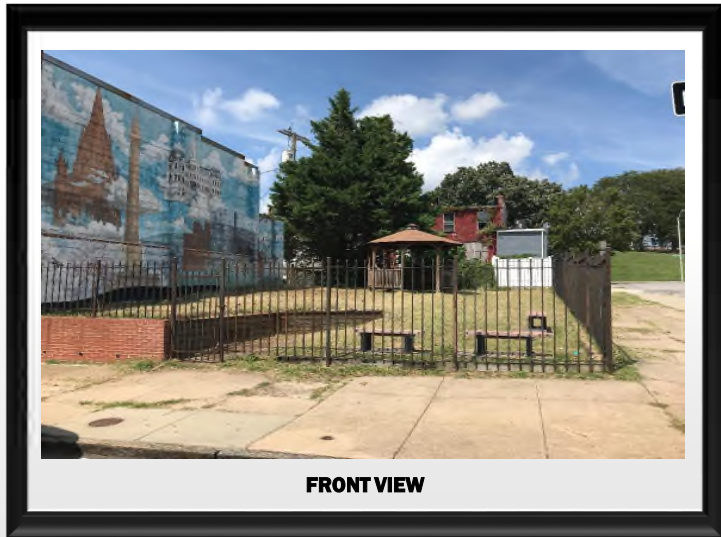
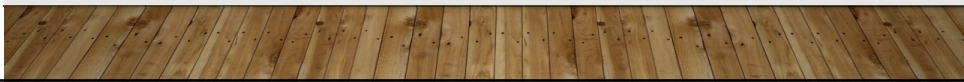
PARK CLEANED



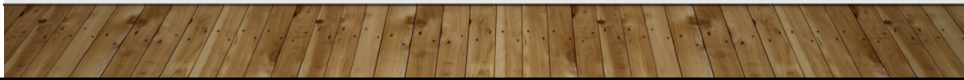
FULL VIEW

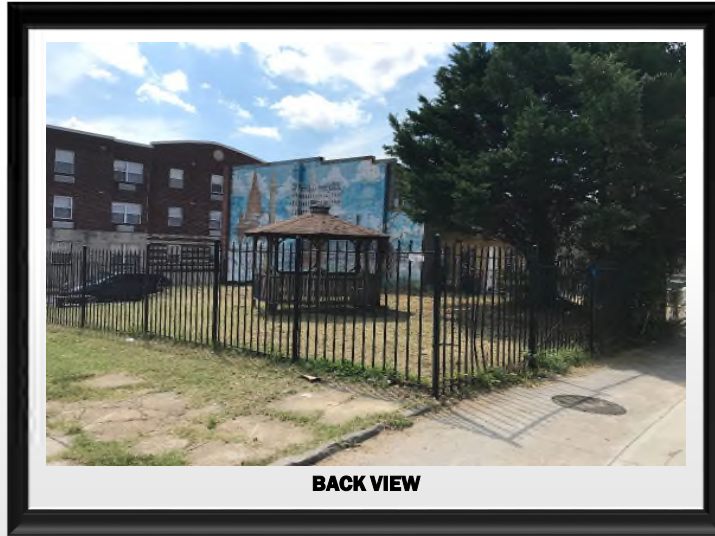


SIDE VIEW

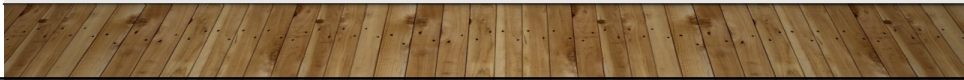


FRONT VIEW





BACK VIEW

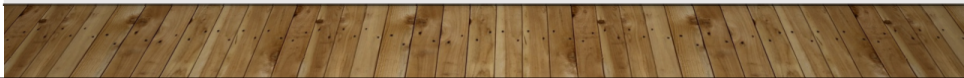


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