



PRINCE GEORGE'S COUNTY GOVERNMENT  
OFFICE OF MANAGEMENT AND BUDGET



Aisha N. Braveboy  
County Executive

MEMORANDUM

**DATE:** March 25, 2026

**TO:** Sylvia Singleton  
Senior Legislative Budget Officer

**THRU:** Angela Fair-Baker, Director *afb*  
Office of Management and Budget

**FROM:** Nicole G. Garrett, Acting Interim Executive Director  
Housing Authority of Prince George's County

**RE:** First Round FY 2027 Proposed Budget Responses

*We are submitting a request for budgetary information to facilitate an efficient and effective budget review and reporting process. Please respond to the questions and complete the following tables with the appropriate information. In some cases, we have populated the tables with available known data. In instances where the tables need to be re-sized or modified to accommodate additional information, please feel free to do so.*

**DOCUMENT REQUESTS**

1. Please provide the following Documents:
  - a. A copy of the most recent Annual Report of the Housing Authority of Prince George's County (HAPGC).  
**See Attachment A.**
  - b. A copy of HAPGC's most recent audited financial statements, including any management letters issued.  
**See Attachment B.**
  - c. A copy of the most recent organizational chart, and a schedule of employees/positions proposed for FY 2027. For each of the Organization's divisions, please include a list of incumbents and vacant positions, including respective position titles, and related compensation. Please identify and explain any proposed new positions or any position that will be materially changed in any manner.  
**See Attachment C.**

- d. A list of the organization's grants and/or sponsors applied for, received, pending, and denied, including an update of each status and the services provided.

**See Attachment D.**

- e. Please provide a list of the Organization's current Board of Directors, including vacancies/ex-officio members (if any), and the dates of their respective terms.

**See Attachment E.**

### **OVERALL BUDGET**

1. Does the Department expect that a supplemental budget request may be necessary for FY 2026?

**No, the Department does not expect a supplemental budget request may be necessary for FY 2026.**

- a. If so, how much does the Department expect to request?

**Not Applicable.**

- b. Please identify the specific factors, conditions, and trends that may necessitate the need for supplemental appropriation for FY 2026.

**Not Applicable.**

2. Identify and quantify any known or anticipated operational or fiscal impacts that the proposed Maryland State budget or other action taken or being considered by the Maryland General Assembly may have on the Department's programs and operations.

**There are no known anticipated operational or fiscal impacts.**

3. Identify and quantify any known or anticipated operational or fiscal impacts that the proposed federal changes or other action taken or being considered by the federal government may have on the Department's programs and operations.

**There are no known anticipated operational or fiscal impacts.**

4. Does the Department have any federal, State, or County legal requirements that must be funded? If so, please identify each requirement and the total dollar amount.

**The Department does not have any federal, State or County legal requirements that must be funded.**

5. What is the plan for maintaining continuity of funding for the most essential services, considering anticipated financial shortfalls over the next two (2) fiscal years?

**The Housing Authority is 100% funded by the federal government through the U.S. Department of Housing and Urban Development. If funding is cut, essential services will be maintained to the best of HAPGC's ability with funds held in HAPGC-controlled accounts. HAPGC will seek funding through other potential private grant funding sources to continue housing subsidy services. If program rules allow, HAPGC will raise the rental amounts charged to tenants to ensure critical services can be provided to our public housing residents.**

6. Does the agency anticipate any future financial shortfalls or reductions in grant funding? If so, what are they?

**HAPGC does not anticipate any future shortfalls or reductions in grant funding.**

7. Please provide the amount and detailed plan of distribution of the administrative fee received from HUD will be used now that the Authority is a stand-alone agency.

<b>HCV Admin Expenses</b>	
<b>Expense</b>	<b>Amount</b>
Administrative Salaries	5,607,887.00
Employee Benefit Contribution	2,140,801.00
Auditing Fees	102,700.00
Temporary Services	120,000.00
Office Expense	55,000.00
Staff Training	30,000.00
Legal Expenses	40,000.00
Other Administrative Expenses	851,927.00
Ordinary maintenance	430,414.00
General Operating Expenses	75,000.00
<b>Total</b>	<b>9,453,729.00</b>

**COMPENSATION**

Staffing

8. Please complete the following table on FY 2026 authorized and actual staffing levels:

FY 2026 Authorized and Actual Staffing Levels									
	Full-Time			Part-Time			Limited Term		
	Authorized	Filled Positions	Vacancies	Authorized	Filled Positions	Vacancies	Authorized	Filled Positions	Vacancies
<b>Housing Authority</b>									
	77	50	27	0			2	1	1
<b>Total</b>	<b>77</b>	<b>50</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>
YTD as of: 3/2026									

9. Please discuss the Authority’s FY 2026 attrition rate and provide the following information:

- a. To date, how many people have resigned from the Authority in FY 2026?  
**Two (2) employees have resigned in FY26**
- b. To date, what is the attrition rate in FY 2026?  
**2.53% attrition rate**
- c. What positions and/or position classification and grades are the most affected by attrition?  
**Community Development Assistant 3A (Rental Specialist)**
- d. What program operations have been most affected by attrition? How has this been translated into output?  
**The Housing Choice Voucher (HCV) Program is often affected by staff attrition, which can increase HCV caseloads for remaining team members.**
- e. Please discuss any changes or efforts related to recruitment. What were recruitment outcomes?  
**We have taken the initiative to enhance our recruitment strategy by incorporating temporary staff and contractors. This approach served as a bridge until we successfully completed our overall operational restructuring and the efforts to hire and onboard full-time employees. Moreover, we have successfully converted several temporary workers and contractors with now HAPGC experience into full-time employees as employment opportunities have become available.**
- f. How many positions were advertised through the OHRM system in FY 2026?  
**There were 14 positions advertised through the OHRM system in FY 2026.**

g. When was the last time a position was filled?

**Five positions were filled with internal promotions and new hires on March 9, 2026.**

h. What is the Authority's current hiring strategy for FY 2027?

**By enhancing communication with the Office of Management and Budget (OMB) and the Office of Human Resources Management (OHRM), we will ensure accurate information and prompt processing of recruitment documentation. We are also implementing a streamlined internal recruitment process to achieve a time-to-fill rate of 40 days or less.**

10. Please identify staff members currently assigned to the Authority from other County agencies. Complete the table below for each position.

Assignments From Other Agencies to the Department							
Name	Title	Grade	Salary	Function	Agency Employee is Assigned From	Date Assigned	Assignment likely to continue in FY 2027 (Y/N)
Charlene Wills	Attorney V	G33	\$191,000	Lawyer	Office of Law		Y

11. Does the Authority anticipate accruing a salary lapse in FY 2026? If so, how much?

**Not Applicable.**

12. Are all positions included in the FY 2027 Proposed Budget fully funded? If not, please explain.

**Yes, all positions included in the FY 2027 Proposed Budget are fully funded.**

13. For each vacant position, please complete the table by identifying the position title, position number, grade, salary information, date the vacancy or creation of position occurred, organizational assignment, the status of recruitment efforts, and funding source (General Fund (GF), Internal Service (IS), Enterprise Fund (EF), or Grants) for FY 2026.

**See Attachment F.**

**OPERATING EXPENSES**

14. Please provide a breakdown of FY 2025 actuals, approved and estimated FY 2026, and proposed FY 2027 operating expenses. Please add or remove categories as necessary.

**See Attachment G.**

15. FY 2026 and FY 2027 Contracts: Please provide the information requested in the table below for **all** the Authority's FY 2025 currently executed and planned and not yet executed, and **all** planned contracts for FY 2027 General Funds and Grant Funds. Please identify Minority Business Enterprise (MBE) or County Based Business (CBB).

**See Attachment H.**

16. Multi-year and Personal Services Contracts: Please provide the information requested in the table below for **all** Authority's anticipated FY 2027 multi-year contracts over \$500,000 and personal services contracts over \$100,000 required to be approved by the County Council, in HAPGC accordance with Section 819 of the County Charter, attached as an exhibit to the proposed Budget Bill.

N/A

Multi-Year and Personal Service Contracts						
Vendor/Contractor Name	1 = MBE 2 = CBB 3 = CBSB 4 = CLB Unknown	Summary of Contract Services	Contract Term (Beginning - Ending Dates)	Total Contract Amount	Contract Status: Executed (E), Planned Not Executed (PE)	Funding Source: General Fund (GF), Grants (GR), Other Fund (OF)

**INFORMATION TECHNOLOGY**

17. Please complete the following chart and identify the Authority's key IT initiatives, including the project name, summary for the purposes and benefits associated with each project, initiation year, estimated completion date, total project cost, amount of funding spent to date, and proposed FY 2027 funding amount.

IT Initiative							
	Project Name	Summary of Project Purpose and Benefits	Year Initiated	Estimated Completion Date	Total Project Cost	Amt of funding spent to date	Proposed FY 2027 Funding Amount
1	Telephone System	Implement telephone software to track calls received, improve auto	2025	2025	36,000	0	36,000
2	HCV Voucher Waitlist Management Software	Implement new HCV Waitlist Management Software	2025	2025	5,000	0	5,000
3		Total			41,000	-	41,000

## **FACILITIES**

18. Has the Authority acquired new facilities, relocated facilities in FY 2026 or have plans to in FY 2027? If so, please identify the reason for the changes and provide details on all contractual and operating costs related to the change.

N/A

## **WORKLOAD AND PROGRAM IMPACT**

19. Are HAPGC's planned FY 2026 program goals and objectives being achieved?
- a. Please summarize HAPGC's major program successes and achievements realized in FY 2026, to date.
    1. **Aggressive Collection of Overpaid Subsidies: HAPGC's efforts to recover overpaid subsidies related to fraud or non-compliance has identified over \$440k owed to HAPGC, of which \$239K has been collected to date; thereby, enforcing program integrity and strengthening accountability in the administration of the Housing Choice Voucher Program.**
    2. **Clearing of the (old) Waitlist: For the first time in over five (5) years, HAPGC has performed a full update, and subsequently a purge, of the old Housing Choice Voucher waitlist, sending notifications to over 770 families to confirm their continued interest and eligibility. This achievement allows HAPGC to clear outdated records, ensure accuracy, and maintain program compliance that allows HAPGC to more accurately access the needs of current applicants in the management and administration of federal resources. This achievement also restores integrity to our waitlist administration while laying the foundation for reopening the program waitlist to applicants currently needing assistance.**

**3. Reopening of the Housing Choice Voucher Program & Project Based Voucher Program Waitlists and Expanded Assistance Opportunities: For the first time in ten (10) years, HAPGC reopened both the Housing Choice Voucher Program and Project Based Voucher Program waitlists in December 2025 and March 2026 respectively. Through these concerted efforts, HAPGC provides strategic and operational benefits that directly support HAPGC's mission, funding optimization, and long-term program sustainability. This achievement expands access to affordable housing and provides a critical resource for low-moderate income families in need.**

- b. Have any unforeseen issues or obstacles developed that have impeded planned progress? If so, please identify the issues and obstacles, and discuss ongoing or planned actions to address them.

**The most pressing issue currently impacting the program is maintaining optimal voucher utilization as this dynamic is a critical indicator of HAPGC's ability to fully expend allocated funding and sustain maximum program impact.**

**1. Rental Market Constraints: Continued increases in rental rates and limited unit availability have made it more difficult for voucher holders to secure housing within affordable limits and required timeframes. This has contributed to longer search periods and slower utilization of vouchers.**

- **HAPGC adjusted payment standards to enhance "spending authority" when searching for viable units and this adjustment improves the participants' ability to compete for available units.**
- **HAPGC has amended policies to allow for program flexibilities that better aligns subsidy levels with current market conditions.**

**2. Increased Applicant Volume Following Waitlist Reopening: The reopening of the HCV and PBV waitlists, while a critical success in expanding access, has resulted in a substantial increase in application volume and administrative processing demands; thereby, temporarily impacting staff capacity and processing timelines with competing priorities related to eligibility processing, compliance requirements, and customer service.**

- **Efforts are being made to evaluate internal processes to improve efficiency in application processing and leasing activities with a focus on reducing bottlenecks.**
  - **Workload distribution is being assessed with consideration for cross-training, prioritization of critical functions, and potential staffing adjustments to better align resources with program demand.**
3. **Landlord Participation and Unit Readiness: Ongoing challenges with landlord engagement and units meeting minimum safety and sanitary guidelines have contributed to delays in unit approval and lease execution.**
- **Targeted landlord outreach and engagement efforts are underway to expand landlord participation, including education on program benefits and streamlined communication to improve owner experience.**
- c. Does HAPGC foresee additional potential obstacles that could further inhibit FY 2027 planned program performance and operations? If so, please identify the potential obstacles and discuss possible options to address them.

**A potential obstacle that may impact program performance and operational effectiveness is maintaining adequate staffing levels to support current and expanding program demands. As workload continues to increase—driven by utilization efforts, waitlist management, and new program implementation, staff capacity remains a critical factor in sustaining timely and efficient operations.**

- **Workload Assessment and Resource Alignment: ongoing evaluation of staff workload and task distribution to ensure resources are focused on high-impact functions.**
- **Cross-Training and Operational Flexibility: Expanding staff skillsets across functional areas to create greater operational flexibility and reduce bottlenecks during peak workload periods.**
- **Process Streamlining and Efficiency Improvements: Reviewing internal workflows to identify opportunities to reduce redundancies, improve turnaround times, and leverage technology where feasible.**
- **Recruitment Strategic Staffing Considerations: Ensure hiring for additional staffing, temporary support, or reallocation of existing positions to align with program priorities and emerging demands.**

20. Please provide an explanation for any significant changes to any grant programs within the Authority.

**HAPGC has experienced notable enhancements to its program portfolio through the award of new grant funding that will expand both service capacity and program impact.**

- **Family Self-Sufficiency (FSS) Program Grant Award:** The recent award of the Family Self-Sufficiency (FSS) grant represents a significant investment in promoting economic mobility and long-term independence among participating families. This funding will support the expansion and strengthening of coordinated case management services, enabling participants to set and achieve goals related to employment, education, and financial stability. The program is expected to enhance participant outcomes while aligning with broader organizational objectives focused on self-sufficiency and reduced dependency on housing assistance over time.
- **State of Maryland – Statewide Voucher Program:** HAPGC has also been awarded funding from the State of Maryland to implement a new Statewide Voucher Program, anticipated to launch within the current year. This program will provide time-limited rental assistance to eligible households currently on the waitlist, serving as an interim resource while they await permanent voucher availability. This initiative represents a strategic expansion of housing support by providing immediate relief to households experiencing housing instability, reducing prolonged wait times without assistance, and potentially mitigating homelessness and housing insecurity among vulnerable populations.

21. Could you please provide an update on the Authority's goal of repositioning the program from public housing to vouchers?

The Authority's goal of repositioning continues to move or is delayed with an inability to secure financing. After the Financial Institute review of the Housing Authority's financial statements, they are requesting an explanation and verification of the OPEB and Pension liability amount that is reported. The Housing Authority is working with Prince George's County Office of Finance to get the supporting information to confirm the accuracy of the report to prevent any further delays in securing financing.

The Housing Authority has re-issued a formal Request for Interest (RFI) to identify, qualify, and procure the best candidate to serve as a lead development partner and project guarantor with the Housing Authority.

The RFI was sent directly to the previously approved bench of preferred developers. There were no respondents to the initial circulation of the RFI. The Housing Authority staff is modifying the RFI request and plans on re-issuing to a broader field to ensure the selected development partner brings the financial strength, experience, and ability to execute the Cottage City Towers redevelopment.

Where does the current housing portfolio stand?

**This question requires clarification from Council staff.**

22. Please break down the number and categories of Authority vouchers.

<b>Voucher Type</b>	<b>Total</b>
Project based vouchers	218
Tenant based vouchers	5,768
<b>Total</b>	<b>5,986</b>
<b>Voucher Type Categories</b>	
Homeownership	0
Family Unification	476
Portable Voucher	0
Veteran's Affair Support Housing (VASH)	215
All Other Vouchers	5,295
<b>Total</b>	<b>5,986</b>

23. What is the current Housing Choice Voucher Program voucher utilization rate? What has positively or negatively impacted this rate?

**The Housing Authority's Housing Choice Voucher Program voucher utilization rate is 94%.**

**Factors Positively Impacting Utilization**

- **Aggressive Voucher Issuance Strategies:**  
 Increased issuance levels have helped offset lower success rates in the current rental market, ensuring a steady pipeline of participants actively searching for housing.
- **Reopening and Management of the Waitlist:**  
 The successful clearing and reopening of the waitlist has provided a refreshed pool of applicants, improving the Authority's ability to maintain leasing activity and reduce downtime between participants.
- **Enhanced Payment Standards and Policy Flexibility:**  
 Adjustments to payment standards, along with the use of interim policy flexibility, have improved the purchasing power of vouchers and increased participants' ability to secure units.

- **Focused Staff Efforts on Leasing and Utilization:** Targeted prioritization of leasing activities, inspections, and eligibility processing has supported continued progress toward utilization goals despite external challenges.

#### **Factors Negatively Impacting Utilization**

- **Rental Market Constraints:** Rising rents limited affordable housing inventory, and increased competition have reduced voucher success rates and extended housing search times.
- **Voucher Attrition and Expirations:** A higher number of vouchers expires without successful lease-up due to market barriers, requiring reissuing and creating delays in utilization.
- **Landlord Participation Challenges:** Limited landlord participation limits housing options for participants, particularly in higher-opportunity neighborhoods.
- **Processing and Leasing Delays:** Unit inspection timelines, necessary repairs to meet Housing Quality Standards (HQS), and administrative processing times can delay lease execution.
- **Staffing Capacity Pressures:** Increased workload associated with higher issuance levels, waitlist management, and new program initiatives can impact processing speed and overall output.

24. How many landlords were recruited in FY 2025 and FY 2026? What is the recruitment goal for FY 2027?

**FY 2025: 163**

**FY 2026: 210**

**FY 2027: 250**

25. With regard to the opening of the Housing Choice Voucher waitlist from December 1, 2025, to December 5, 2025, please discuss the following:

- a. Prior to opening the waitlist for new applicants, how many applicants were on the waitlist?

**There were 774 applicants on the waitlist.**

- b. How many applications did the Authority receive?

**The number of applications received was 47K+.**

- c. Please describe the lottery system related to which applicants would be chosen to join the waitlist? How many applicants were selected to join the waitlist?

**The lottery system for waiting list management avails a randomized and unbiased computer-generated selection process that is a regulatory sound approach to eliminate any perception of manual or subjective selection and ensures neutrality and equity. The (new) waiting list was generated with 6,000 families.**

- d. How long is the current waitlist?

**The current waitlist has 5,500 applications as of 03.18.25.**

- e. What is the average wait time for those approved for the waitlist?

**This data is not yet available.**

- f. Does the Authority anticipate increasing the number of housing choice vouchers it maintains? If so, how many vouchers are planned for FY 2027?

**HAPGC does not have the discretion to increase voucher allocations at will; the voucher authority is determined by federal funding allocations from the US Dept of Housing & Urban Development.**

26. What changes have been made to the housing program waitlist, if any? How many applicants were removed from the waitlist in FY 2026? What were the major reasons for the reduction in the waitlist?

**There have been no substantive changes to the methodology for waiting list management except the inclusion of the highest preference being assigned to current Emergency Housing Voucher (EHV) Program participants who may lose assistance when the funding sunsets in 2026. (This was by special directive from HUD per PIH Notice 2025-19).**

- a. If a resident is removed from the waitlist due to non-response, are they able to be re-added? What is the current policy surrounding this?

**No, they may not be re-added. Reference: 24 CFR 982.204 (c) & HAPGC Administrative Plan, Chapter 4 Waiting List Management.**