



Brandon M. Scott
Mayor

25-0027R

Informational Hearing Home Repair Assistance for Older Adults

PREPARED BY
Department of Housing and Community Development

October 16, 2025

Agenda

1. Office of Integrated Client Services
2. ORS FY26 Q1 Progress
3. ORS Pipeline
4. ORS Qualitative Updates

Office of Integrated Client Services



Brandon M. Scott
Mayor

Homeownership & Housing Preservation Management



BALTIMORE CITY
DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT

DIVISION OF HOMEOWNERSHIP & HOUSING PRESERVATION PROGRAMS

•NICOLE HART
DEPUTY COMMISSIONER

•BROOKE PALUZZI
ASSISTANT COMMISSIONER
HOME CONSTRUCTION SERVICES

OFFICE OF HOMEOWNER
REHABILITATION SERVICES

OFFICE OF HOMEOWNER
REHABILITATION SERVICES

OFFICE OF
THE LEAD HAZARD REDUCTION PROGRAM

OFFICE OF
WEATHERIZATION & SUSTAINABILITY

•TOMMY WILLIAMS
ASSISTANT COMMISSIONER
CONSTITUENT SERVICES

OFFICE OF
INTEGRATED CLIENT SERVICES

OFFICE OF HOMEOWNERSHIP
&
LOAN SERVICING

OFFICE OF TAX SALE
&
CONSUMER AFFAIRS

OFFICE OF
SUMMER FOOD SERVICES



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Mayor

Office of Integrated Client Services



BALTIMORE CITY DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

DIVISION OF HOMEOWNERSHIP & HOUSING PRESERVATION
OFFICE OF INTEGRATED CLIENT SERVICES

SHANNEL MANIGO, DIRECTOR

NEIGHBORHOOD
HUMAN SERVICES LIAISON
ED GRIFFIN

DIRECTOR OF ADMINISTRATION
CUSTOMER SERVICE/OPERATIONS
VACANT-INTERVIEWS COMPLETED

SOCIAL SERVICES
COORDINATOR SUPERVISOR
LIGHT INTAKE & ASSESSMENT UNIT
VACANT-REFERENCE STAGE

OMBUDSMAN SUPERVISOR
CRISIS & OMBUDSMAN SERVICES
SHANEKIA SYE, OMBUDSMAN SUPERVISOR

OFFICE SUPERVISOR
CUSTOMER SERVICE/OPERATIONS
DOMINIQUE SPENCER

SENIOR SOCIAL SERVICES
COORDINATORS (3)
INTERVIEWS- 10/3/2025
2 SELECTED

OMBUDSMAN (4)
EMERGENCY RESPONSE
URGENT HOUSING CONCERNS
NO VACANCIES

OFFICE SUPPORT SPECIALIST II (2)
INTERVIEWS-09/25/2025
1 VACANCY- 1 SELECTED

SOCIAL SERVICES COORDINATORS (3)
INTERVIEWS- 10/1/2025
1 SELECTED

HUMAN SERVICES WORKER (1)
EMERGENCY RESPONSE
URGENT HOUSING CONCERNS
HOUSING FINANCIAL ASSISTANCE
NO VACANCIES

OFFICE SUPPORT SPECIALIST III (4)
INTERVIEW DATE TBD- 16 CANDIDATES
3 VACANCIES- 1 FILLED

LIGHT Intake & Assessment Pipeline *as of 10/09/2025*

	TOTAL FY 21-FY25 *FY21 includes data input of paper applications	First Quarter FY26 (07/01-09/30/2025)	Total	HUBS TOTAL FY 21-FY25 *FY21 includes data input of paper applications	HUBS First Quarter FY26 (07/01-09/30/2025)	HUBS TOTAL
Pre-Applications	4832	487	5319	2731	266	2997
Applications (Doc Collection)	1134	46	1180	879	22	901
Applications Completed	1078		1078	919		919

Homeownership & Housing Preservation Customer Service Corrective Action Plan

This summary outlines a corrective action plan aimed at improving customer service, phone system efficiency, staffing capacity, and technology functionality within the Division of Homeownership & Housing Preservation.

Goal 1: Improve Customer Service

- Re-organize customer and client services programs to streamline services and increase efficiency.
- Increase telephone answer rate by 20% within 6 months through enhanced training and technology upgrades.
- Decrease high-level inquiries for service updates by removing duplicates and creating an auto-notification system for wait list updates.
- Expected outcomes include improved metrics, clearer staff expectations, and reduced complaints.
- Improve written outreach and informational graphics, flyers and customer manuals.

Goal 2: Improve Phone System

- Upgrade the phone system to ensure 95% of calls are answered or returned within one business day.
- Collaborate with BCIT for system upgrades, including call metrics tracking.
- Monitor call logs weekly to reduce wait times and improve service delivery.

Goal 3: Increase Staffing Capacity

- Expand workforce capacity by hiring at least 11 additional staff by December 2025 and cross-training existing staff.
- Re-align work schedules to optimize coverage and reduce service delays.
- Work in collaboration with MOCFS for pilot program w/ Human Services Workers to complete applications in CAP Center.

Goal 4: Improve Technology

- Evaluate Neighborly for improved functionality within 60 days to enhance employee and customer experience.
- Focus on system updates and standardized reporting to improve service delivery and data metrics.
- Work in collaboration with BCIT/311 to re-design current Service Request for home repair services

Homeownership & Housing Preservation Customer Service Corrective Action Plan- Draft Infographics

LIGHT Intake & Assessment Unit

Central point Intake for Office of Rehabilitation, Weatherization & Lead Hazard Reduction Program



STEP 1

WAITLIST

Cases are prioritized by BVCRI, "emergency", older adults, school-aged, and persons with a disability



STEP 2 LIGHT ASSESSMENT

SSC assist with completion of application and request needed documents



STEP 3

DOCUMENT COLLECTION

The amount of time this takes is solely based on customer



STEP 4 Certification

LIGHT Intake Process Completed

Pre-Application

Customers or Organizations are able to complete the application directly in the Neighborly Portal. This is also completed on initial phone call received requesting services

Intake & Assessment

Case is assigned to a Coordinator for complete intake and assessment. Based on assessment results customer is notified of all potential referrals for repair and wrap around programs

Document Collection

Coordinator works with customer to collect all mandatory documents to complete application. May require a home visit to assist with older adults or persons with a disability

Application Certification

Application Certifier reviews application and documents for accuracy and compliance. Once application is certified it is forwarded to the appropriate repair program(s).

Next steps are identified in the workflows of the respective repair programs

Homeownership & Housing Preservation Customer Service Corre

Office of Rehabilitation

Healthy & Safety Home Repairs



STEP 1

WAITLIST

Cases are prioritized by VRPG, "emergency", older adults, school-aged, and persons with a disability



STEP 2 FINANCIAL SCREENING

Underwriting -LITE



STEP 3

SCOPE & BIDDING

The Home Repair process begins



STEP 4

CONSTRUCTION & PAYMENT

The work is happening and contractors get paid

Waitlist

Cases are received from LIGHT Intake and Assessment and assigned to next steps in priority order

Financial Screening

- Funding Source Determined
- Property & Judgement Report pulled
- Documents updated as dictated by finding source, if needed

Scope & Bidding

- Assigned to Rehabilitation Technician to inspect & build scope of work
- Receive Bids from Contractors and Select Qualified Contractor
- Commit Funding to project & sign contracts

Construction & Payment

- Work Started
- Inspections Completed
- Contractors Paid

Case is identified as complete and all payments are reconciled

Homeownership & Housing Preservation Customer Service Corrective Action Plan- Draft Infographics

LIGHT Intake to Office Of Rehabilitation

PROCESS FROM WAITLIST TO PAYMENT



Homeownership & Housing Preservation Publications

Lead Hazard Reduction Flyer

Keep Your Home Lead-Safe

Baltimore City Lead Hazard Reduction Program



Resources for Baltimore families | Inspections • Repair • Support

What We Do

Our team helps Baltimore City families by providing:

- Free certified lead inspections/ Risk Assessments
- Repairs to remove lead hazards (such as lead paint or dust)
- Temporary relocation support (if needed during repairs)
- Indoor Healthy Homes improvements (ex. Moisture, pests, trip hazards)

Who Can Qualify

You may be eligible if:

- Your home was built before 1978
- A child under 6 lives or visits often and/or pregnant women present
- You live in Baltimore City
- You meet household income limits
- Not sure if you are eligible? Contact us, we will walk you through it.

How It Works

1. Contact us - call, email, or web form
2. Get a free inspection - We check for lead hazards
3. Repairs & Support - We make your home safer

No catch. No hassle. Period.



SCAN ME



DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT



DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

FOR MORE INFORMATION VISIT bit.ly/BmoreLHRP

Lead Hazard Reduction Brochure

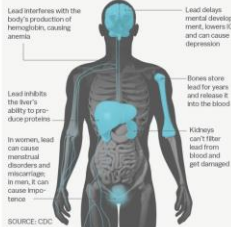
For additional resources contact:

Baltimore City Department of Housing & Community Development
Lead Hazard Reduction Program
417 E. Fayette Street, Suite 1125
Baltimore, Maryland 21202
443-984-1613

Baltimore City Health Department
Childhood Lead Poisoning Prevention Program
7 East Redwood Street, 2nd Floor
Baltimore, Maryland 21202
410-984-2460

Maryland and Department of the Environment
Lead Poisoning Prevention Program
1800 Washington Boulevard
Baltimore, Maryland 21230
410-537-3825

Green & Healthy Home Initiative
2714 Hudson Street
Baltimore, Maryland 21224
410-534-6447



SOURCE: CDC

For more information contact:

Baltimore City Department of Housing & Community Development
Lead Hazard Reduction Program
417 E. Fayette Street, Suite 1125
Baltimore, Maryland 21202
443-984-1613



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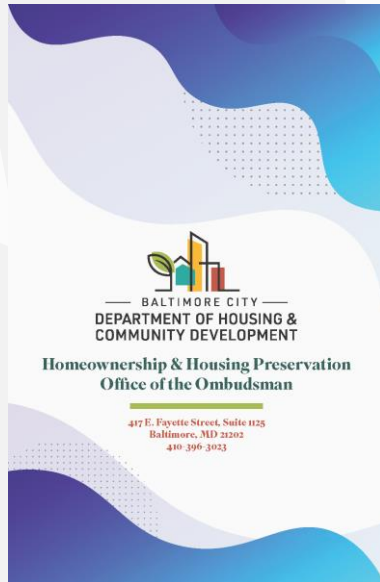
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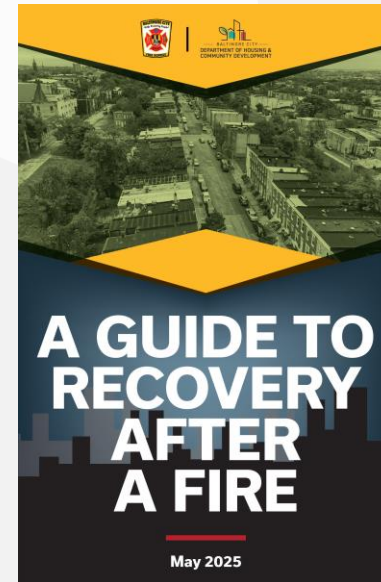
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Homeownership & Housing Preservation Publications

Ombudsman Services Handbook

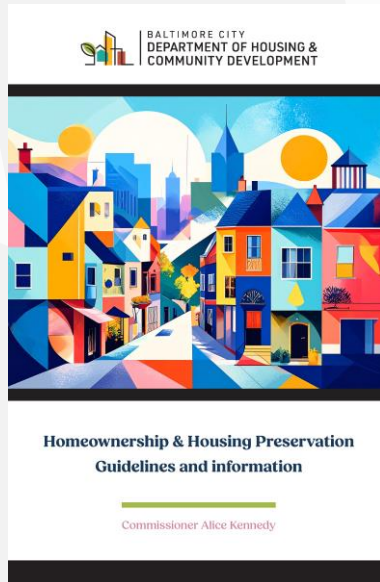


Crisis Services Brochure (Draft)

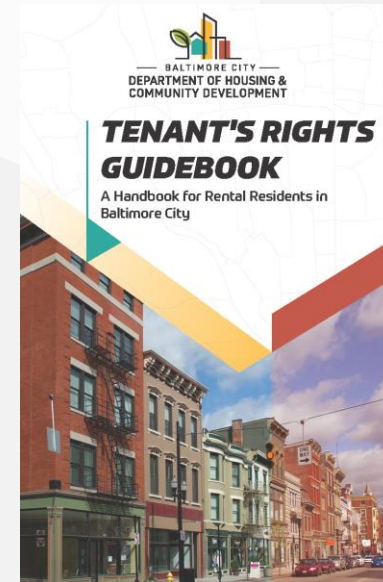


Homeownership & Housing Preservation Publications

Homeowner Handbook for Repair Programs (DRAFT)



Tenant's Rights Handbook



Homeownership & Housing Preservation Publications

LIGHT Flyer- English

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The LIGHT Intake & Assessment Unit provides a one-stop shop to access the services of Baltimore Housing and Community Development's Division of Homeownership & Housing Preservation. You can apply for any of the three grant and loan programs listed below with a single LIGHT Pre-application.

When you do, you'll be screened for more than sixty other programs and benefits offered by public and nonprofit agencies. Then, a LIGHT case manager will help connect you to and coordinate the services for which you are eligible, and which match your needs.

Service Eligibility Requirements

WEATHERIZATION

Energy efficiency improvements that lower utility bills and make homes safer and more comfortable.

- Attic insulation
- Caulking/sealing
- Weather stripping doors/windows
- Heating system tune-up/repair
- Pipe wraps
- Light bulbs

HUD FY25 80% "80% FIP"	
1	\$12,000
2	\$24,000
3	\$36,000
4	\$48,000
5	\$112,000
6	\$120,000
7	\$120,000
8	\$120,000
9*	\$120,000
10*	\$120,000
Each additional person	AM: \$12,000

LEAD HAZARD REDUCTION

Lead remediation for eligible owner and tenant occupied properties. Household must include a program worker or child age under 6.

- Door and window treatment and replacement
- Floor replacement
- Paint removal, stabilization and repainting
- Heating system tune-up/repair
- Other measures to reduce the risk of lead paint

Baltimore Occupied		Baltimore Occupied	
1	\$12,000	1	\$12,000
2	\$24,000	2	\$24,000
3	\$36,000	3	\$36,000
4	\$48,000	4	\$48,000
5	\$112,000	5	\$112,000
6	\$120,000	6	\$120,000
7	\$120,000	7	\$120,000
8	\$120,000	8	\$120,000

HOUSING REHABILITATION

Repairs that address emergencies, code violations, and health and safety issues for owner-occupied properties.

- Roof repair
- Water and sewer line repair
- Furnace replacement
- Electrical repair
- Disability accessibility
- Plumbing repair

HUD FY25 80% AMI	
1	\$12,000
2	\$24,000
3	\$36,000
4	\$104,000
5	\$112,000
6	\$120,000
7	\$120,000
8	\$120,000

For an application or questions please contact the LIGHT Intake & Assessment Unit at 410-396-3023 <https://dhcd.baltimorecity.gov/hu/light>

LIGHT Flyer-Spanish

BALTIMORE CITY
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La Unidad de Evaluación y Admisión de LIGHT proporciona un único punto de acceso para los servicios de la División de Propiedad y Preservación de Vivienda del Departamento de Vivienda y Desarrollo Comunitario de Baltimore. Puede presentar su solicitud para cualquiera de los tres programas de subvenciones y préstamos que se enumeran a continuación con una única solicitud previa de LIGHT. Cuando lo haga, será evaluado para otros más de sesenta programas y beneficios que ofrecen organismos públicos y sin fines de lucro. Luego, un administrador de casos de LIGHT lo ayudará a comunicarse y coordinar los servicios para los cuales sea elegible y que se adapten a sus necesidades.

Requisitos de elegibilidad para el servicio

Climatización

Mejoras de eficiencia energética que reducen las facturas de servicios públicos para que las viviendas sean más seguras y cómodas.

- Aislamiento del ático
- Caulados/ sellado de aire
- Buñuelos para puertas/ventanas
- Mantenimiento/ reparación del sistema de calefacción
- Envolturas de pipas
- Bombillas

HUD FY25 80% "80% FIP"	
1	\$12,000
2	\$24,000
3	\$36,000
4	\$48,000
5	\$112,000
6	\$120,000
7	\$120,000
8	\$120,000
9*	\$120,000
10*	\$120,000
Cada persona adicional	Adicional: \$12,000

Reducción del riesgo por plomo

Remediación de plomo para propietarios e inquilinos elegibles. Propiedades ocupadas. Una mejor ambientación o un menor de 6 años deben ser parte del núcleo familiar.

- Tratamiento y reemplazo de puertas y ventanas
- Tratamiento de suelos
- Eliminación de pintura, estabilización y repintado
- Mantenimiento/ reparación del sistema de calefacción
- Otras medidas para reducir el riesgo de pintura con plomo

Depende por el propietario		Depende por inquilinos	
1	\$12,000	1	\$12,000
2	\$24,000	2	\$24,000
3	\$36,000	3	\$36,000
4	\$48,000	4	\$48,000
5	\$112,000	5	\$112,000
6	\$120,000	6	\$120,000
7	\$120,000	7	\$120,000
8	\$120,000	8	\$120,000

Rehabilitación de vivienda

Reparaciones que aborden emergencias, violaciones de códigos y problemas de salud y seguridad para propiedades ocupadas por sus propietarios.

- Reparación de techos
- Reparación de conductos de agua y alcantarillas
- Reemplazo de calentadores
- Reparación eléctrica
- Accesibilidad para personas con discapacidades
- Reparación de tuberías

HUD FY25 80% AMI	
1	\$12,000
2	\$24,000
3	\$36,000
4	\$104,000
5	\$112,000
6	\$120,000
7	\$120,000
8	\$120,000

Para presentar una solicitud o realizar preguntas, comuníquese con la Unidad de Evaluación y Admisión de LIGHT al 410-396-3023 <https://dhcd.baltimorecity.gov/hu/light>

2. ORS FY26 Q1 Progress



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ORS Progress FY26 Q1

Office of Rehabilitation

Health & Safety Home Repairs

Fiscal Year 2026- Quarter 1 (July 1, 2025-September 30, 2025)

Waitlist

- 37 clients completed their LIGHT application & been referred to ORS.
- They were added to the waitlist or “activated” as priority cases.

Financial Screening

- 60 Cases “Activated” (taken off the waitlist and completed the financial eligibility screening process)**

Scope & Bidding

- 46 Projects Funded
- \$1,408,969.12.00 Committed
- 25 Contracts signed and contractors provided with “Orders to Proceed”

Construction & Payment

- 47 Projects Completed
- \$711,567 in invoices for work processed

WAITLIST

STEP 1

Cases are prioritized by VRPG, “emergency”, older adults, school-aged, and persons with a disability

2. ORS Pipeline



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ORS Progress- Total Pipeline as of 10/10/2025

Office of Rehabilitation

Healthy & Safety Home Repairs
Total Pipeline as of 10/10/2025

Waitlist

- 95 clients on the waitlist

WAITLIST

STEP 1

Cases are prioritized by VRPG, "emergency", older adults, school-aged, and persons with a disability



Financial Screening

- 7 are undergoing financial eligibility screening

FINANCIAL SCREENING

STEP 2

Underwriting -LITE



Scope & Bidding

- 135 projects are in scope development
- 13 clients are waiting to be contacted by their Rehab Tech
- 32 projects are actively receiving bids and moving towards contract signing

SCOPE & BIDDING

STEP 3

The Home Repair process begins



Construction & Payment

- 104 Construction & Payment
- 56 Have Orders to Proceed
- 17 are completed and waiting on final inspections or invoices

CONSTRUCTION & PAYMENT

STEP 4

The work is happening and contractors get paid



- **361** total **"active"** ORS clients
- There are **six** full time Rehabilitation Technicians
- A rehab tech usually has an **"active"** case load between **40-75** clients at any given time

2. ORS Qualitative Updates



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AHTF HUBS Subgrants

DHCD is issuing four AHTF subgrants to the HUBS Leadership Team to the total of \$1.4 million

- These subgrants will include 10% for operating costs
- Subgrants are currently being drafted and reviewed and should be issued before the end of the calendar year

No Heat Emergency Triage

ORS is implementing a "No Heat Emergency Triage" protocol* this winter (11/1/25-3/31/26).

- Eligible clients will move to a "fast lane" for HVAC replacement only
- HVAC Contractors will be given a not-to-exceed amount and dispatched within 72 hours of referral from LIGHT
- Contractors will be required to abide by normal ORS requirements (permits & inspections).

*Participation is subject to funding eligibility. Not all funding sources ORS utilizes will be eligible for this protocol.

4. Resolution Questions



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Resolution Question #1

The number and type of home repair projects conducted by these programs each year since 2015

FISCAL YEAR	TOTAL CASES	Older Adult
15	248	117*
16	165	N/A*
17	205	N/A*
18	165	81*
19	159	N/A*
20	158	75*
21	130	60*
22	92	40*
23	75	54
24	133	103
25	185	139
TOTALS	1711	669*

**Years where "Older Adult" was defined as 62 years or older.
All other year's older adult is defined as 55 years or older.*

Resolution Question #2

The amount of funding that was allocated from the American Rescue Plan Act and other City sources, both operating and capital

ARPA – HUBS

Subgrants provided directly to the HUBS Collaborative Members:

Leadership Team (Repair Program Nonprofits)

Rebuilding Together Baltimore - 412,500.00

Neighborhood Housing Services - 412,500.00

Green & Healthy Homes Initiative - 412,500.00

Civic Works - 412,500.00

Resolution Question #2 (cont.)

The amount of funding that was allocated from the American Rescue Plan Act and other City sources, both operating and capital

HUBS Sites (Orgs with a Case Manager)

St Ambrose Housing Aid Center- 300,000.00

Banner Neighborhoods - 300,000.00

Meals on Wheels of Central MD - 300,000.00

Keswick Multi Care Center - 300,000.00

CHAI, INC - 300,000.00

\$5,361,470.73 (updated 10/14/25) has been spent of ARPA-HUBS. This funding is dedicated to serving older adults 55+. Over 1.26 million of this total has been spent on 57 HUBS partner cases. DHCD is currently working with MORP to reconcile balances to confirm available spend to be encumbered on current cases in queue.

Resolution Question #2 (cont.)

The amount of funding that was allocated from the American Rescue Plan Act and other City sources, both operating and capital

Affordable Housing Trust Fund: Since 2021 \$8,280,838.87 has been spent from the AHTF for seniors 55+ 50% AMI or below. Nearly \$4 million of this total has been spent on 248 HUBS partner cases.

DHCD FY25 CIP budget: \$500,000 was committed to the internal “Housing Upgrades to Benefit Seniors” initiative to provide supplemental grant dollars to low-income older adults. So far \$163,356 has been spent over ten properties with the remainder encumbered.

The Critical Repair Program is additional grant funding utilized by all age groups across all three repair programs in the Division of Homeownership & Housing Preservation. In FY25 1,344,890 was spent from this program for critical home repair.

Resolution Question #2 (cont.)

The amount of funding that was allocated from the American Rescue Plan Act and other City sources, both operating and capital

Older Adult Funding Utilized by ORS

\$700,000 in CDBG funding was spent by the Office of Rehabilitation Services in FY25. \$200,000 of that was exclusive to older adults 62+ older.

Operating Funds: The Office of Rehabilitation Services operating budget is funded in its entirety by Community Development Block Grant dollars. For FY25 1,669,643 was budgeted for all operating costs. These costs cover both older adult and all-ages home repair.

Resolution Question #3

Understanding the path forward to move 1,425 Older Adult (55+) clients off the waitlist.*

- Moving clients from the waitlist into the LIGHT intake pipeline depends on several workstreams: including HHP's existing cases, emergency services to address health and safety issues
- As of 7/19/2025 there are 101 clients who have been referred to the Office of Rehabilitation Services from the waitlist who are qualified via the LIGHT intake assessment and pending assignment to a Rehabilitation Technician.
- Wait times will vary by two primary factors:
 1. severity of repairs needed and
 2. order of the referral received

We anticipate serving everyone on the current waitlist will take at least one year.

**This waitlist is accurate as of 7/21/2025.*

Resolution Question #4

The timeline for a home repair request from intake to completion and whether this timeline aligns with best practices

Metric by Median	DAYS	Approx Months	Approx. Years
Pre-App Submit to Application Completed	216	7.10	N/A
Light Referred to Contact by ORS	38	1.25	N/A
1st Contact by ORS to Order to Proceed	196	6.44	N/A
Order to Proceed to Invoice	74	2.43	N/A
From Pre App to Invoice	524	17.21	1.43
Aging: Open Cases	333	10.94	0.91

Resolution Question #4 (cont.)

The timeline for a home repair request from intake to completion and whether this timeline aligns with best practices

Please note that this data is for the Office of Rehabilitation Services only and does not include Lead Hazard Remediation Program or the Weatherization Assistance Program.

Data is pulled from the Neighborly Software system for all clients with a subprogram selection of “Rehab”. Outliers (clients referred to through non-traditional means) were identified prior to aggregating

649 Cases were included in the final sample size.

Resolution Question #5

Existing obstacles to assisting homeowners to help repair their homes

Internal

Clear communication with homeowners is a common challenge as the home repair process can be complex and non-linear. ORS uses every touchpoint as an opportunity to explain next steps and set realistic expectations, however, confusion about the process can still occur.

The infographic contained within the ***LIGHT Intake & Assessment*** presentation is presently in draft form and will be finalized for dissemination to relevant City agencies and community partner organizations. Upon finalization, the infographic will function as an informational and process management tool designed to assist older adult participants in identifying their current stage within the program workflow and to promote clarity and consistency in expectations during the onboarding phase, specifically within **Pre-Application – Step 1**.

Resolution Question #5 (cont.)

Existing obstacles to assisting homeowners to help repair their homes

External

Some obstacles are external and will always present challenges no matter how proactive we are.

- Homeowner contractor selection
- Reverse mortgages and predatory lenders
- Tangled titles and complicated estates
- Active Bankruptcy
- Properties where repairs required are beyond the capabilities of this office

5. Closing Remarks



Brandon M. Scott
Mayor

QUESTIONS



Brandon M. Scott
Mayor