

Priority # 1

TRANSFORM

HABC will transform the way it does business to proactively plan for a sustainable future for the affordable housing it provides. These transformation strategies will encompass a variety of strategies that will increase efficiency, diversify business operations, leverage HABC's existing assets and tools, expand housing choice, and build capacity to provide good internal and external customer service. HABC will also actively seek out opportunities to leverage development at HABC sites as a tool for catalyzing neighborhood revitalization that stabilizes communities and maintain and grow affordable housing.

Current Reality:

Given declining federal revenue, significant deferred capital costs for an aging portfolio, growing demand for quality affordable housing options in the city, and reduction in portfolio, HABC is left with the most challenging sites in its portfolio, while simultaneously serving among the city's most vulnerable families. Therefore, HABC needs to proactively plan for a sustainable future for the next generation and beyond.



Objective **Operate More Efficiently**

1.1

- Strategies**
- 1 Upgrade business infrastructure and technology to enhance data collection, track performance and deliverables, and improve overall business management including rent collection and maintenance
 - 2 Reduce costs and achieve greater cost effectiveness
 - 3 Collaborate with public safety organizations to develop and implement comprehensive security plan to mitigate crime and safety challenges which cause loss of revenue from prolonged vacancies, and reluctance by residents, staff and contractors to live or work at challenging sites

- Success Measures**
- Number and type of technology upgrades made
 - Amount of net savings realized
 - Collaboration with public safety organizations
 - Public safety plan

Timeline Year 1 - 3

Objective **Diversify Business Operations**

1.2

- Strategies**
- 1 Use non-traditional and entrepreneurial business models and creative financing tools to generate revenue
 - 2 Develop housing in thriving and emerging neighborhoods that allow for integration of unsubsidized units, which can allow greater cross-subsidization of affordable units
 - 3 Expand supportive services offerings beyond HUD grant-funded programs
 - 4 Expand housing offerings beyond traditional public housing and housing choice vouchers to include VASH, Mainstream, Family Unification Program, unsubsidized housing and other federally or state-supported housing initiatives
 - 5 Grow HABC's portfolio by acquiring and preserving LIHTC expiring use properties and market-rate affordable units in emerging and stable neighborhoods to help expand and diversify the portfolio in a cost-effective way

- Success Measures**
- New lines of business
 - New revenue streams
 - Number of units acquired in stable and thriving neighborhoods
 - Type of units developed in stable and thriving neighborhoods

Timeline Year 1 - 5

Objective**Leverage HABC's Existing Assets & Tools****1.3****Strategies**

- 1 Reposition Baltimore Affordable Housing Development (BAHD) to be a more robust developer to assist HABC expand housing options to serve more families, including targeted homeownership
- 2 Re-examine ownership options for all future development transactions
- 3 Re-evaluate Moving to Work (MTW) designation to test new and innovative solutions to providing both housing and supportive services

Success Measures

- Transactions with revenue generating options for BAHD and/or HABC
- Revenue generated from development transactions
- Number of units under Asset Management
- Revamped MTW Plan approved by HUD
- Number of transactions with BAHD as developer or co-developer

Timeline

Year 1 - 5

Objective**Expand Housing Choice and Reach of Assistance****1.4****Strategies**

- 1 Review ways to maximize budget authority to improve voucher utilization
- 2 Identify and target submarkets within Baltimore City where higher payment standards can incentivize landlords and improve landlord participation in the voucher program
- 3 Develop pilot mobility program for current HCVP households to address health issues
- 4 Leverage MTW designation to provide incentives for landlord participation and to expand housing choice
- 5 Create pathways for residents to move into more thriving neighborhoods and prepare residents for long-term housing success

Success Measures

- Pilot to expand voucher program into targeted submarkets (continue and increase if successful)
- Adopted mobility program
- Number of participating landlords
- Diversity of neighborhoods with participating landlords
- Number of residents living in more thriving neighborhoods

Timeline

Year 1 - 3

Objective Build Capacity to Expand Culture of Customer Service

1.5

- Strategies**
- 1 Educate staff, tenants and external stakeholders and customers on HABC's abilities (what it can and cannot do), especially considering the recent separation from the city
 - 2 Engage residents around major development and changes; provide residents with access to training and capacity building opportunities so they can meaningfully engage with HABC
 - 3 Develop and deploy a marketing, communications and outreach plan
 - 4 Communicate HABC's plans consistently and clearly
 - 5 Provide opportunities for resident and stakeholder engagement, but clarify opportunities for input v. decision-making to ensure clarity of expectations

Success Measures

- A public relations and marketing strategy
- Written internal and external communications plans
- Resident and community feedback mechanism
- Number of opportunities for resident and community engagement
- Results from resident and customer satisfaction survey evidence changed perception

Timeline

Year 1 - 5



Transform Poe

Objective
1.6

Leverage Development Opportunities at HABC Sites as a Tool for Catalytic Neighborhood Revitalization

Strategies

- 1 Use selective demolition and reconfiguration methods at Gilmore, Latrobe, Brooklyn (Now)
- 2 Develop neighborhood transformation plans for sites currently in thriving, stable and emerging to maximize market potential and public/private investment at Perkins Homes, Poe Homes and McCulloh Homes (Now)
- 3 Seek opportunities and form partnerships as market and development opportunities emerge at Cherry Hill, Douglass Homes, Mt. Winans and Westport (Over time).
- 4 Dispose of challenging scattered sites to mission-oriented neighborhood-based organizations (Now)
- 5 Divest of high value sites in stable and emerging neighborhoods to BAHD for redevelopment and sale as home ownership or rental properties (Now)
- 6 Establish a homeownership scattered site disposition program; divest of some units to eligible HABC residents (priority) then sell to other eligible Baltimore City residents (Now)
- 7 Convert Rosemont, Oswego, Shipley, and Dukeland sites via RAD; retain ownership via BAHD
- 8 Reposition State-funded/non-ACC properties via conversion to ACC and then RAD; retain ownership (subject HABC's Faircloth limit) via BAHD
- 9 Reevaluate stalled development plans at O'Donnell Heights and develop a new master plan for the neighborhood that transitions the development from 100% very low income to a mixed income community
- 10 For development plans in emerging, stable and thriving neighborhoods, replace existing units while simultaneously introducing mixed-income opportunities (subject to demand, financing and market conditions. The redevelopment of McCulloh homes is tied to efforts to redevelop the State Center complex)
- 11 Evaluate HABC's vacant land holdings to determine optimal redevelopment strategy

Success Measures

- HUD approved demolitions plans
- Number of units demolished
- Number of community-supported neighborhood transformation plans
- HUD approved disposition plans for scattered site units
- HUD approved homeownership plan for scattered site units
- MOU with community-based organizations to redevelop certain scattered site units
- Vacant lot development strategy

Timeline

Year 1 -10