

# **Housing Authority of Baltimore City**

## **A Moving To Work Agency Annual Report for Fiscal Year 2017**

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## **I. Introduction and Overview**

On April 14, 2016, pursuant to Section 239 of title II, Division L of the 2016 Consolidated Appropriations Act (P.L. 114-113) the Housing Authority of Baltimore City's (HABC's) MTW Agreement with the U.S. Department of Housing and Urban Development (HUD) was modified and extended through June 30, 2028. HABC has been a full participant in the MTW program since 2005 and entered into its first ten-year Moving to Work Agreement (MTW Agreement) on December 24, 2008.

MTW is a national demonstration program authorized by Congress which gives HABC the flexibility to waive certain statutes and HUD regulations pertaining to the Public Housing and Housing Choice Voucher (HCV) programs. The MTW statutory objectives include the following:

- 1) Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- 2) Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and,
- 3) Increase housing choices for low-income families.

The MTW activities undertaken and/or planned by HABC are all designed to promote one or more of the statutory objectives.

This document is the MTW Annual Report for Fiscal Year 2017, which is the period from July 1, 2016 to June 30, 2017. HABC is required to prepare this Annual Report in conformance with the specifications of HUD Form 50900 "Elements for the Annual MTW Plan and Annual MTW Report". For purposes of this document and the required submission to HUD, an "MTW activity" is defined as any activity that requires MTW flexibility to waive statutory or regulatory requirements.

## A. Short-Term Goals and Objectives

HABC's goals for the current and future years of the MTW Demonstration include supporting neighborhood revitalization, reducing administrative costs and promoting resident economic self-sufficiency. During Fiscal Year 2017, HABC worked towards these overarching goals by undertaking a broad range of housing, capital improvement, resident services and development activities as described in this Report. Major MTW and non-MTW initiatives and objectives for the year included:

- Public Housing Occupancy – HABC achieved a 92% adjusted occupancy rate in its public housing developments at the end of the fiscal year. The average occupancy rate for the year was 93% or approximately 7,400 public housing families served.
- Leased Housing Program - HABC served 17,936 households in the leased housing program at the end of FY 2017. During this period, HABC continued to increase the number of households served through a number of special programs that includes 442 veterans housed under the Veterans Affairs Supportive Housing (VASH) program; 91 families housed using Family Unification Program (FUP) vouchers; and 37 families housed using the Category II non-elderly persons with a disability (NEDs II) vouchers.
- HCVP Multi-Year Recertifications (HCVP) – Under MTW, HCV households will continue to be recertified every two years while families who are solely on fixed incomes, will be recertified every three-years Non-MTW voucher families will continue to be recertified each year
- Public Housing Multi-Year Recertifications - Under MTW public housing households will continue to be recertified every two years while families who are solely on fixed incomes will be recertified every three-years. Families who have chosen a flat rent will continue to be recertified each year.
- HABC has obligated all accumulated Replacement Housing Factor Funds in grant years 2010 through 2014. Our projects include the new construction of scattered site handicap accessible units, the development of O'Donnell Heights, Phase I-B, RAD related work at McCulloh Homes and planning and predevelopment consulting services for Perkins Homes and Albemarle Square. HABC has spent approximately \$4.7 million in FY 2017 on these projects.
- HABC received HUD approval in a letter dated October 18, 2016 to accumulate FFY 2015, 2016 and 2017 Replacement Housing Factor Funds. The new obligation date was established for October 29, 2019. These funds, in the amount of approximately \$4.9 million, will be used in accordance with redevelopment methods that comply with the new Capital Fund rules involving the development and/or redevelopment of new affordable housing and RAD conversions HABC is currently planning to use a portion of these funds in the RAD conversion of Somerset Court Extension. Other available funding may be made available for the RAD conversion involving J. Van Story Branch and the development of replacement housing for Hollander Ridge. Planning fees for Perkins Homes and Gilmor Homes are also included.

- The Transitional Housing Program – This Program will allow HABC to partner with the Women’s Housing Coalition and other organizations to provide voucher subsidy to permanently house for up to twenty-five (25) homeless/hard-to-house families. Families will be able to achieve self-sufficiency through this program by obtaining a source of income, participating in job training programs and securing permanent housing.
- Portfolio Planning –HABC will continue its ongoing portfolio assessment including assessing capital needs, developing a capital spending plan and strategy, and identifying a framework for future development activity. In tandem, both traditional and non-traditional sources of funding will be assessed. (As part of our portfolio plan HABC will apply for a Choice Neighborhoods Initiative (CNI) Implementation Grant in FY 2017 for the redevelopment of Perkins Homes and Somerset Homes.
- The Rental Assistance Demonstration Program - In July 2013, the U.S. Department of Housing and Urban Development (HUD) released a revised version of the Rental Assistance Demonstration Program. The Program allows public housing subsidy to be replaced with Section 8 subsidy which can be combined with other resources such as Low Income Housing Tax Credits to raise needed capital for the renovation of public housing units. As such, the RAD program will bring over \$320 million in the next 3 years of new investment to the Housing Authority of Baltimore City (HABC). The majority of the renovation work will be focused on HABC’s mixed population buildings throughout the city that serve the elderly and the non-elderly disabled.

On December 24, 2013, HUD approved HABC's request for a portfolio award under RAD to cover 22 public housing developments (the "**RAD Projects**"), which will allow for the rehabilitation of the developments and the continued operation as affordable housing. HABC plans to convert 4,023 mixed-population units to RAD. Fifty-nine (59) mixed-population units will remain in HABC’s inventory.

On May 28, 2014, HABC created the Baltimore Affordable Housing Development, (BAHD) as a subsidiary to facilitate development activities, including the development projects approved by HUD for RAD, or other affordable housing development activities in Baltimore City. BAHD applied for and was awarded tax-exempt status under 501(c)(3) of the Internal Revenue Code.

In addition, HABC will be party to certain agreements governing the administration of the centralized waiting list to ensure that the RAD Projects are operated in accordance with the requirements of RAD and HABC.

In FY 2017 HABC moved forward with additional Phase II RAD projects for the following public housing sites which were projected to close during the second quarter of FY 2017 but are now expected to close during FY2018:

- Monument East
- Somerset Court Extension (On August 2, 2017 HUD approved the site and neighborhood standards for this project.
- Rosemont Tower

- J. Van Story Branch (West Twenty)
  - Arbor Oaks
  - Terraces Senior Building
  - Townes at the Terraces
  - Heritage Crossing
  - Ellerslie Apartments
  - Govans Manor
  - Hillside Park
  - Broadway Overlook
- Resident Services – HABC served over 7,117 residents through a wide array of self- sufficiency, personal development, youth and supportive service program offerings including a Targeted Unemployment Initiative which assists unemployed residents to obtain jobs through a comprehensive program of supportive services.
  - Project Based Vouchers –159 additional housing units were leased under HABC’s PBV program.

Capital Planning – HABC will continue its program of capital improvements and development activities. MTW Block grant funds were reallocated to handle major repairs required on vacant units. Other major capital work included vacancy renovation, window replacement, roof replacement, heating improvements, and site work at HABC’s family and scattered sites. Key’s Point Phase 1B is approximately 65% complete at the end of June 30, 2017. Development activities continue on the Hollander Ridge project with the commencement of the acquisition of approximately 28 units. HABC spent approximately \$33.4 million on MTW and Non-MTW capital projects in FY 2017. HABC has combined all current and prior year Capital funds, including RHF funds, into the MTW Block Grant.

- Portfolio Planning –HABC continues to review the changing conditions of its portfolio with the goal of developing a framework for future capital spending and development activity. Both traditional and non-traditional sources of funding will be assessed including identifying ways in which MTW flexibility can be used to leverage and support reinvestment in HABC developments. In FY 2018 HABC will hire a consultant to review and update the Portfolio-wide Capital and Development Strategic Plan that was prepared in 2014.

Playgrounds – HABC is collaborating with a national Non-Profit on the creation of new playgrounds at HABC public housing developments. The locations of the playgrounds will be identified taking into consideration key factors, including but not limited to, the most urgent need, the resources available, and the interest from the community. Through this initiative, community-build playground projects will be designed and built by the community to transform the physical play-space. These projects will be based on the principles of asset-based community development that recognizes local assets to be the primary building blocks of sustainable community development. Each project results in a new and exciting play-space in a high-need community. HABC’s first community build playground project was completed at McCulloh Homes, in late August, 2017.

In FY 2017, HABC continued to work closely with the Mayor's Office and other stakeholders to implement the Mayor's Ten Year Plan to End Homelessness. HABC will continue to play a major role in the planning and implementation of this comprehensive, multi-disciplinary long-term initiative. Though most of the initiatives implemented do not require HABC to use its MTW Authority, virtually all of HABC's program activities help to support the goals of preventing and reducing homelessness in the City by providing quality, affordable housing to extremely low income families who would be at risk of homelessness without HABC's resources. HABC's commitment to the Mayor's initiative includes the following targeted initiatives:

- Housing First Homeless Initiative – This initiative does not require MTW Authority as HABC provides up to 850 Housing Choice Vouchers to eligible chronically homeless households referred by the Mayor's Office of Human Services, Homeless Services Program (MOHS/HSP). Participants use their vouchers to find affordable permanent housing, while receiving supportive services from MOHS and other agencies. In July 2014, the amount of vouchers available to chronically homeless individuals and families increased from 500 to 650 vouchers. The number increased again in October 2015 to 750 vouchers, and a final increase took place in December 2015 setting aside 850 vouchers for chronically homeless households.

Two-hundred (200) of these vouchers are set-aside for the rolling Request for Proposals of Project-Based units designated to house the homeless. Out of these 200, one-hundred ninety two (192) vouchers have been awarded.

Two-hundred (200) vouchers have also been set-aside for the Request for Proposals of Project-Based units designated to house homeless veterans and their families. Out of this request, one-hundred eighty two (182) vouchers have been awarded.

- Re-Entry Program – This program links permanent housing with supportive services to assist up to 250 chronically homeless individuals and families with an ex-offender household member. Referrals are made to HABC by the Mayor's Office of Human Services, Homeless Services Program (MOHS/HSP). MTW Authority is not required for this initiative.
- The Thompson Settlement Agreement - In 1995 a class action entitled *Thompson v. HUD*, No. MJG 95-309, was filed in U.S. District Court for the District of Maryland against the Housing Authority of Baltimore City (HABC), the City of Baltimore and the U.S. Department of Housing and Urban Development (HUD). The plaintiffs alleged that African-American residents of and applicants for public housing and Section 8 vouchers had been discriminated against based upon their race. Certain parts of the case were settled by the parties through a Partial Consent Decree approved by the District Court in June 1996.

In November 2012, the District Court approved a final Settlement Agreement. The *Thompson* Settlement Agreement makes available up to 2,600 additional Housing Choice Vouchers from 2012 through 2018 ("*Thompson* Remedial Vouchers"), in addition to the 1,788 Housing Choice Vouchers already utilized under the *Thompson* Partial Consent Decree ("*Thompson* PCD-Leased Vouchers"). The Settlement Agreement also provides for the continuation of the *Thompson* Homeownership Voucher Program. The Baltimore Regional Housing Program administers the vouchers for the *Thompson* Remedial and Partial Consent Decree vouchers. As such, the use of MTW Authority is often used to promote the three (3) statutory objectives.

All *Thompson* Remedial, PCD-Leased, and Homeownership Vouchers must be used in Communities of Opportunity throughout the Baltimore metropolitan housing market as identified in the *Thompson* Settlement Agreement.

The Thompson Consent Decree included a provision that prohibited HABC from using public housing capital and operating funds to create public housing units in impacted areas in Baltimore City. The settlement of the Consent Decree has removed this prohibition and HABC is no longer prohibited from creating public housing units in these areas.

Required information on the programs under Thompson, ongoing and newly proposed MTW activities is incorporated into the remaining chapters of the Annual Plan.

- The Bailey Consent Decree - The plaintiffs in the *Bailey* case are persons with disabilities who are current or former residents of or applicants for HABC's housing programs. As of June 30, 2016, 724 of the required 756 UFAS units have been created and certified under the Bailey Consent Decree. An additional 32 UFAS units must be created.

In order to complete its obligations under *Bailey*, The Housing Authority of Baltimore City has identified a number of projects that create units that exceed the housing production requirements. For instance HABC has completed 16 of the remaining 32 UFAS compliant homes as new construction in the Scattered Sites inventory for persons with mobility impairments in order to meet the requirements of the Decree. The units will be located throughout various neighborhoods within Baltimore City.

Information on HABC's obligations under Bailey is incorporated into the remaining chapters of the Annual Report.

## **B. Long-Term Goals and Objectives**

In its initial request for MTW designation, HABC expressed the intention to implement a number of initiatives in both the HCV and public housing programs to support neighborhood revitalization, reduce administrative costs and promote resident economic self-sufficiency.

HABC is committed to creating new affordable housing opportunities for Baltimore City residents at a wide range of incomes, implementing policies that encourage self-sufficiency and streamlining systems and procedures to increase efficiency.

Commencing in late 2010, HABC began to conduct a portfolio wide asset review. In FY 2018 HABC will hire a consultant to review and update the Portfolio-wide Capital and Development Strategic Plan that began several years ago. The results of this process, will revise our framework for future investments and development activities. As part of this process, HABC is exploring ways in which MTW flexibility can help to support the agency's ability to leverage both traditional and nontraditional sources of funding.

HABC will also implement other MTW initiatives designed to simplify program administration and reduce costs;

- Streamlining income, deduction and rent calculation policies and procedures. Retrofitting vacant public housing units to allow accessibility by persons with disabilities;
- Replacing or renovating several public housing sites that have substantial unmet capital needs. Utilization of MTW funding, RAD and other development initiatives is an essential component of these efforts;

HABC will continue to pursue this long term vision – and identify new ways to utilize MTW flexibility in support of the MTW statutory objectives - over the ten-year term of the new MTW Agreement.

## II. General Housing Authority Operating Information

This section of the Annual Report provides required information on HABC's current inventory, projected leasing activities and waiting lists for both the Public Housing and HCV programs. It includes details on changes made to the housing stock during the fiscal year as a result of new development, and demolition and disposition efforts. Additional data regarding the general operation of HABC's programs can be found in Appendix G. Planned significant capital expenditures are also summarized in this section.

### A. Public Housing Inventory

*Public Housing Inventory Current Leasing* - All HABC public housing units are included in the MTW Block Grant. As of June 30, 2017, 8,402 units are under an Annual Contributions Contract (ACC) with the Department of Housing and Urban Development. At least 308 of the 8,402 units under the ACC were scheduled to convert to RAD in FY 2017, (Ellerslie Apartments; 117 units and Govans manor; 191 units) while 7,962<sup>[1]</sup> units were available for occupancy. As a total of 7,304 households currently reside in public housing – HABC's adjusted occupancy rate is 92%<sup>[2]</sup>.

*Projected leasing* - HABC's projected adjusted occupancy rate for the MTW public housing inventory and leasing as of June 30, 2017 was 97% and the projected total number of MTW public housing units to be leased as of June 30, 2017 was 7,005. HABC's number of occupied households was higher than anticipated due to a delay in the conversion of two properties under RAD; Govans Manor (191 Units); and Ellerslie Apartments (117); however the occupancy rate was lower than expected due to the RAD conversion of twelve (12) public housing sites in FY 2018. Vacant units were held off-line for the temporary relocation of existing residents.

In addition HABC sustained a lower than expected occupancy rate due to the agency's ongoing efforts to correct the status of vacant units in PIC. As of June 30, 2017, HABC had at least 308 vacant units in its public housing inventory that were scheduled for re-classification in PIC; 234 will be designated as undergoing modernization, and 74 units at O'Donnell Heights will be scheduled as approved for deprogramming.

*Demolition/Disposition of Public Housing Units* – During Fiscal Year 2017, HABC anticipated changes to its existing public housing inventory as a result of acquisition/development of units in the mixed finance portfolio and the demolition or disposition of obsolete units. Additionally, HABC's participation in the RAD program will result in the conversion of 4,023 units to Section 8. As of June 30, 2017 2,670 public housing units have undergone conversion to RAD. The charts below provide information on changes to the inventory in Fiscal Year 2017.

The matrix entitled “**New Housing Choice Vouchers That Were Project-Based During the Fiscal Year**”, identifies 159 project-based vouchers added to the HCVP inventory in FY 2017.

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<sup>[1]</sup>Available for occupancy figures exclude units that are vacant and exempt consistent with 24 CFR 901.5. These exempt units include units: a) undergoing or identified to undergo renovation and/or vacated due to consent decree mandated alterations; b) undergoing or identified to undergo modernization; c) approved for deprogramming (disposition or demolition); d) approved for non-dwelling purposes; e) lost due to reconfiguration

<sup>[2]</sup>Adjusted occupancy rate reflects the percentage of units that are available for occupancy that are actually occupied.

HABC projected a total of 1,839 RAD and non-viable, obsolete units to be dispositioned and/or demolished from the public housing inventory during FY 2017. During FY 2017 308 public housing units were converted to RAD. The remaining 1,291 RAD units and 234 public housing units plus 6 vacant lots are still in HABC’s inventory as of that date.

**B. Section 8/Housing Choice Voucher Inventory**

As of June 30, 2017, HABC’s existing Section 8 Housing Choice Voucher leased housing inventory includes 16,618 MTW units (13,038 regular program units; 3,580 Thompson units) and 1,318 non-MTW units. Table 1 shows projected leasing levels as of June 30, 2017 and actual leasing levels as of June 30, 2017.

Under its ACC, HABC’s has been able to provide over 13,000 households with assistance. As of June 30, 2017 HABC has contract authority under its ACC to issue 19,290 MTW vouchers (including VASH and Thompson); however, available HUD funding does not support this level of leasing for MTW vouchers. It is important to note that neither HABC nor any other HCV administering agency is funded based on 100% of the ACC funding levels. The FY2005 Consolidated Appropriations Act changed the method and formula for allocation of HAP funds. The number of ACC authorized vouchers reflects the maximum number of families which may be assisted if adequate funds are provided by HUD.

**Table 1:  
Housing Choice Voucher Program Inventory and FY 2016 Projected Leasing**

	<b>Projected Leased as of 06/30/17</b>	<b>Actual Leased as of 6/30/17</b>
MTW Tenant Based Vouchers (Non Consent Decree)	10,835	10,544
MTW Project Based Vouchers (Non Consent Decree)	1,400	1,252
MTW Tenant Based Vouchers - Bailey	850	813
MTW Project Based Vouchers – Bailey	415	429
<i>Sub-Total</i>	<i>13,500</i>	<i>13,038</i>
MTW PCD Vouchers – Thompson	1,764	1,731
MTW Remedial Vouchers – Thompson	1,328	1,849
<i>Sub-Total</i>	<i>3,092</i>	<i>3,580</i>
<b>TOTAL MTW VOUCHERS</b>	<b>16,592</b>	<b>16,618</b>
Non-MTW Section 8 Moderate Rehab	290	280
Non-MTW Section 8 New Construction/Substantial Rehab	596	596
Non-MTW VASH Vouchers	426	442
<i>Sub-Total</i>	<i>1,312</i>	<i>1,318</i>
<b>TOTAL ALL</b>	<b>17,904</b>	<b>17,936</b>

The total number of Bailey vouchers for non-elderly disabled (NED) households receiving assistance under the tenant-based program as of June 30, 2017 is 813. HABC has met its goal to provide assistance to Non-Elderly Disabled households as mandated under the Bailey Consent Decree.

HABC has also applied for and received special purpose vouchers in the following amounts: Family Unification Program Vouchers, 100; Non-Elderly Disabled Category II Vouchers, 40; Veterans Affairs Supportive Housing Vouchers, 476.

HABC will be working closely with its partners, providers, and property owners/managers to utilize the current wait list and to fill all vacancies in a timely manner.

## New Housing Choice Vouchers That Were Project-Based During the Fiscal Year”

Property Name	Anticipated Number of New Vouchers to be Project-Based	Actual Number of New Vouchers that were Project-Based	Description of Project
4227 Frederick Avenue	9	0	This nine-unit building located in the Irvington neighborhood will be designated for non-elderly persons with disabilities (NEDS). All nine will be one-bedroom units. As of 6/30/17 these units have not yet come under a contract. These units are no longer under a HAP Contract.
Mulberry at Park	11	19	This 68 unit building on the Westside of downtown Baltimore will have 19 project-based units. Eleven will be one-bedrooms units designated for NEDS and will be counted toward the total number of required project-based units under the Bailey Consent Decree; while the remaining 8 units will consist of 6 three-bedroom and 2 two-bedroom LTA-UFAS. HABC anticipates that the HAP will be signed by December 2017.
Bon Secours Gibbons	20	20	This 80 unit building in Morrell Park will have 20 based project-based vouchers. Twelve will be one-bedroom units for NEDS which will be counted toward the total number of required project-based units under the Bailey Consent Decree; while the remaining 8 units will consist of 4 three-bedroom and 4 two-bedroom LTA-UFAS units. The HAP Contract was signed 7/28/16,
City Arts 2	15	15	This 60-unit building in Greenmount West will have 15 project-based units. Twelve will be one-bedrooms units designated for NEDS which will be counted toward the total number of required project-based units under the Bailey Consent Decree; while the remaining 3 units will be three-bedrooms designated as LTA-UFAS. The HAP Contract was signed 2/24/17.
Barclay Rental – (North Barclay Green 3 Rental)	12	12	(57) units include forty five (45) family units and twelve (12) Section 8 project-based voucher units composed of nine (9) units set aside for persons who are defined by HUD as “chronically homeless” and three (3) long-term affordable Uniform Federally Accessible Standards (“UFAS”) units which will be counted toward the total number of required project-based units under the Bailey Consent Decree. The HAP Contract for 9 units was signed 7/29/16 and remainder on 08/08/17.
Orchard Ridge Rental V	16	16	This is new construction at the Orchard Ridge site in southeast Baltimore. Pennrose Properties, LLC will build 65 units. Sixteen of the units will be subsidized by PBV’s. Ten units will be one-bedrooms for non-elderly families with a disability, and 6 will be three-bedroom units for families that need the features of a UFAS unit. These 16 units will be counted toward the total number of required project-based units under the Bailey Consent Decree. HAP Contracts were executed 6/23/17 and 8/16/17.
Falstaff	3	3	This is a 16 unit building. Chai Developers will develop three units; 2 of which are one-bedrooms for NEDs and 1 three-bedroom unit for a family that needs the features of a UFAS unit. These 3 units will be counted toward the total number of required project-based units under the Bailey Consent Decree. The HAP Contract was executed 11/22/16.
20 E. Franklin Street	7	0	This is a 41-unit building in the Mt. Vernon neighborhood. Osprey Property Company will develop 7one-bedroom units for NEDs families which will be counted toward the total number of required project-based units under the Bailey Consent Decree. The AHAP was signed in April 2016 and the HAP Contract will be signed by December 2017.
1209 N. Rose Street	8	8	This 23 unit building located in the Berea neighborhood will have 5 two bedroom and 3 three bedroom for the homeless. The HAP was signed September 26, 2016.
Episcopal	12	12	This project in the Upton neighborhood will have 12 one bedroom

Housing Corporation Permanent Supportive Housing			units for the homeless. The AHAP was signed on 1/17/17.
Restoration Gardens II	42	42	This project in the Pen Lucy neighborhood will have 42 studio apartments for the homeless. The AHAP was signed 4/25/17.
Joe DiMaggio Scattered Sites	11	12	This project will have 5 two-bedroom units, 6 three-bedroom and 1 four- bedroom unit for the homeless. The HAP contract was signed March 20, 2017.
New Vision House of Hope	8	0	This project will have 8 units at various scattered sites for veterans.
Poppleton Center\West	8	0	This 261 mixed-income development will be constructed in the Poppleton neighborhood.
O'Donnell Heights (Key's Pointe Phase IB)	34	0	This is new construction at O'Donnell Heights renamed Key's Pointe, in southeast Baltimore. Joint Venture development partners, Michaels Development and Greater Baltimore AHC will build 68 residential rental units. Thirty-four of the units will be subsidized by PBVs. Thirty-four of the units will be made available to eligible current and former O'Donnell Heights residents ("Returning Residents"), four (4) of which are UFAS units and eleven of which will be one-bedrooms for non-elderly families with a disability. These 15 units will be counted toward the total number of required project-based units under the Bailey Consent Decree.

		<b>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</b>	<b>Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Year</b>
<b>Anticipated Total Number of New Vouchers to be Project-Based</b>	<b>Actual Total Number of New Vouchers that were Project-Based</b>	1,815 (Does not include Thompson Vouchers).	1,744?
194	159	<b>Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</b>	<b>Actual Total Number of Project-Based Vouchers Leased up or Issued to a Potential Tenant at the End of the Fiscal Year</b>
		1,893 (Does not include Thompson vouchers).	*1,681

**\*The difference between the actual number of project-based vouchers (PBV) committed at the end of the fiscal year and the actual number of PBV's leased at the end of the fiscal year is due to staff turnover and slower than anticipated construction and renovation schedules.**

**Other Changes to the Housing Stock that Occurred During the Fiscal Year**

**Public Housing Occupancy** – In FY 2017 HABC anticipated an increase in vacant units due to the RAD conversion of twelve (12) public housing developments. Vacant units were held off-line for the temporary relocation of existing residents. As anticipated vacancies increased for this reason. All 12 sites are expected to close in FY 2018.

To decrease the number of vacancies at non-RAD sites, HABC analyzed open positions for staff and repositioned its resources accordingly. HABC also obtained an estimate for each vacant unit and prioritized them according to cost. Those that cost the least will be completed first while those that require complete rehab will be brought back online by outside contractors or HABC's construction arm, HABC Co. Jobs such as painting and window replacements are scoped separately and contractors hired ahead of time to ensure a reduction in turnaround time. In addition mass interviews were conducted to obtain an adequate pool of eligible applicants. When conducting the interview staff asked applicants their preference in location. This strategy employs HABC's HUD-approved centrally administered location-based waiting list strategies.

## C. Housing Stock Information

### General Description of Actual Capital Fund Expenditures During the Plan Year

Year of Funding Award	Development Name	Description of Work	Original MTW Planned Spending July 1, 2016 - - June 30, 2017	MTW Actual Spending July 1, 2016 - June 30, 2017
FFY 14, 15, 16	Latrobe Homes	Erosion Control, Maintenance Shop Relocation and Improvements/Development of Training Facility, Preventive Maintenance of Heating System, Elevator Improvements in Community Building, Replace Lighting with LED Fixtures, Caulk, Expansion Joint Replacement and Repaint Parapet Wall Roof Decks, Gas Piping Survey and Mapping, Storm Water Mitigation, Vacancy Renovations	1,007,237	1,753,239
		<i>Extraordinary Vacancy Renovation work and Preventive Maintenance for the Heating System were added to the FY 17 Capital Plan. Maintenance Shop Improvements were completed in FY16. Development of the Training Facility and Gas Pipe Survey and Mapping will be completed in FY18. Energy Saving Light Fixtures will be installed under the next EPC Program. Storm Water Mitigation was delayed as funding was to be provided with private resources. Actual</i>		
FFY 14, 15, 16	McCulloh Homes	Replace Electrical Closet Doors, Replace Hollow Core Elevator Access Doors with Solid Core Doors and Frames, Vacancy Renovations, Install Isolation Valves/Traps/Strainers and Controls in Crawlspace, Site Work, Window Replacement, Master	575,000	2,497,590
		<i>Extraordinary Vacancy Renovation work and Installation Isolation Valves/Traps/Strainers and Controls in Crawlspace were added to the FY 17 Capital Plan. No Emergency Window Replacements. Master Planning was reprogrammed to conduct an authority-wide Portfolio Assessment update. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Perkins Homes	Site Modifications, Vacancy Renovation, Replace Lighting with LED Fixtures, Storm Water Mitigation, Replace Underground Sewer and Storm Water Piping	60,000	2,104,480
		<i>Extraordinary Vacancy Renovation work was added to the FY 17 Plan. Emergency Repairs were required to the Underground Sewer Lines and were also added to the Plan. Energy Saving Light Fixtures will be installed under the next EPC Program. Storm Water Mitigation was delayed pending availability of private resources. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Poe Homes	Wireless Electrical Submetering System, Site Modifications, Pipe Survey and Mapping, Security Cameras and Lighting	649,227	565,942

Year of Funding Award	Development Name	Description of Work	Original MTW Planned Spending July 1, 2016 - - June 30, 2017	MTW Actual Spending July 1, 2016 - June 30, 2017
		<b>Pipe Survey and Mapping will be completed in FY18. Actual expenses are reflected.</b>		
FFY 14, 15, 16	Douglass Homes	Site Modifications, Electrical Distribution Upgrades, Replace Kitchen Cabinets and Counters, Replace Bathroom Fixtures, Replace Interior Doors, Repair, Prep and Paint Interior Walls, Install Sump Pumps, Caulking Windows, Doors and Repaint Lintels at Maintenance Shop, Vacancy Renovation	4,601,380	895,793
		<b>Design issues delayed the construction of the Electrical Distribution System; work is scheduled to be completed in calendar year 2018. The installation of Sump Pumps will also be completed in calendar year 2018. Funding for the replacement of Kitchen Cabinets, Counters, Bathroom Fixtures, and Painting of Interior Walls was reprogrammed to the Agency's Vacancy Renovation Program. These items were completed under the vacancy renovation contracts. Actual expenses are reflected.</b>		
FFY 14, 15, 16	Gilmor Homes	Site Modifications, Replace Exposed Rebar, Renovations to Management and Maintenance Offices, Install Fencing, Replace Lighting with LED Fixtures, Install Heating Convector, Install Filtration System for Heating, Renovate Community Building, Storm Water Mitigation, Underground Storage Tank, Vacancy Renovations	1,475,000	4,846,791
		<b>Extraordinary Vacancy Renovation work and Installation of New Heating Convector were added to the FY 17 Capital Plan. Energy Saving Light Fixtures will be installed under the next EPC Program. Actual expenses are reflected.</b>		
FFY 14, 15, 16	O'Donnell Heights	Phase 1 B - 68 Rental Units - O'Donnell Heights Key's Point	4,726,973	4,621,551
		<b>Construction is approximately 65% complete. All work scheduled to be completed in FY 18. Actual expenses are reflected.</b>		
FFY 14, 15, 16	O'Donnell Heights	Emergency Repairs, Gas Pipe Survey and Mapping, Vacancy Renovation	135,000	493,556
		<b>Extraordinary Vacancy Renovation work added to the FY 17 Capital Plan. Gas Pipe Survey and Mapping has been deleted as a result of redevelopment efforts. Actual expenses are reflected.</b>		
FFY 14, 15, 16	Cherry Hill	Electrical Infrastructure, Site Modifications, Roof Replacement (MD 2-12 and MD 2-17), Install Filtration System for Heating, Replace Lighting with LED Fixtures, Tree Trimming, Erosion and Drainage Analysis, Preventive Maintenance of Heating System, Vacancy Renovation work, Install new Mulch at Playgrounds	3,857,240	2,815,172

Year of Funding Award	Development Name	Description of Work	Original MTW Planned Spending July 1, 2016 - - June 30, 2017	MTW Actual Spending July 1, 2016 - June 30, 2017
		<i>Extraordinary Vacancy Renovation work, Mulching at Playground Areas and Preventive Maintenance of Heating System were added to the FY 17 Capital Plan. Unanticipated delays occurred with the Roof Replacement; this will be completed in FY 18. Energy saving light fixtures will be installed under the next EPC program. Actual Expenditures are reflected.</i>		
FFY 14, 15, 16	Brooklyn Homes	Site Modifications, Replace Lighting with LED Fixtures, Replace Kitchen Cabinets and Counters, Vacancy Renovation Work	465,000	935,114
		<i>Funding for the replacement of Kitchen Cabinets and Counters was reprogrammed to the Agency's Vacancy Renovation Program. These items were completed under the vacancy renovation contracts. Actual expenses are reflected. Energy Saving Light Fixtures will be installed under the next EPC Program. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Mt. Winans/Westport	Replace Lighting with LED Fixtures, Erosion Control, Waterproof Basements, Vacancy Renovation work	342,350	228,306
		<i>Extraordinary Vacancy renovation work added to the FY 17 Capital Plan. Energy Saving Light Fixtures will be installed under the next EPC Program. Waterproofing work scheduled to be completed in FY 18. Actual expenses are reflected.</i>		
FFY 14, 15, 16	McCulloh Homes RAD	Design & Engineering for Boiler Plant at McCulloh Homes and RAD Conversion - Utility Separation (Management & Maintenance Office Relocation / Office Telecommunications)	-	165,115
		<i>As a result of the RAD conversion for this property, it was necessary to separate the utilities involving the high rise and low rise buildings. Work started in FY16 and completed in FY17. Actual expenditures are reflected.</i>		
FFY 14, 15, 16	Rosemont/Dukeland	Repair, Prep, and Paint Interior Walls, Replace Kitchen Cabinets and Counters, Replace Lighting with LED Fixtures, Replace Exterior Doors, Replace Exterior Handrails, Replace Furnaces, Replace Gas Piping, A & E Services for Flooring, Site Modifications, Renovate Tenant Council Space, Vacancy Renovation work	3,128,708	421,130

Year of Funding Award	Development Name	Description of Work	Original MTW Planned Spending July 1, 2016 - - June 30, 2017	MTW Actual Spending July 1, 2016 - - June 30, 2017
		<i>Funding for the replacement of Kitchen Cabinets, Counters, and Painting of Interior Walls was reprogrammed to the Agency's Vacancy Renovation Program. These items were completed under the vacancy renovation contracts. Site Modifications were originally planned to be completed in FY 16 but were actually completed in FY 17. Energy Saving Light Fixtures will be installed under the next EPC Program. Design issues have delayed the start of the Gas Pipe Replacement project. It is anticipated that this work will begin in FY 18. The replacement of Exterior Doors, Exterior Handrails, and Furnaces were reprogrammed to FY18.</i>		
FFY 14, 15, 16	Van Story Branch (West Twenty)	Modernization (RAD)	1,000,000	-
		<i>Funds were originally set aside to provide gap financing for the RAD conversion of this building. It was anticipated that needed elevator repairs would be completed under the RAD conversion. Delays in the closing for this building, are requiring HABC to take immediate action to repair the elevators. A contract has been let for these repairs. Work</i>		
FFY 14, 15, 16	Somerset Extension	Modernization (RAD), Repair Water Leak	2,277,420	120,423
		<i>These funds were set aside to provide gap financing for the RAD conversion of this property. The closing was delayed, but was approved by HUD in August of 2017. We anticipate a financial closing in FY 18. Emergency repairs were required to repair a water leak. Actual</i>		
FFY 14, 15, 16	Hollander Ridge	Redevelopment for Replacement Housing (potential RAD)	9,799,077	-
		<i>The redevelopment project incurred unexpected delays. Project will begin in FY 18.</i>		
FFY 14, 15, 16	Midtown	Replace Steel Doors, Replace Pad Mounted Condenser and Gas Water Heater	117,873	-
		<i>Work is expected to be completed in FY 18.</i>		
FFY 14, 15, 16	Uptown Apartment	Replace Pad Mounted Condenser and Gas Water Heater	67,490	-
		<i>Work is expected to be completed in FY 18.</i>		

Year of Funding Award	Development Name	Description of Work	Original MTW Planned Spending July 1, 2016 - June 30, 2017	MTW Actual Spending July 1, 2016 - June 30, 2017
FFY 14, 15, 16	Stricker Street	Replace Windows	50,655	-
		<b>Work is expected to be completed in FY 18.</b>		
FFY 14, 15, 16	Bailey -New Construction UFAS Units	Bailey - New Construction (3 UFAS Units)	1,300,000	861,076
		<b>Planned expenses overestimated. Work expected to be completed in FY 18. Actual expenses reflected.</b>		
FFY 14, 15, 16	Thompson 22	Weatherization	-	79,574
		<b>Work was substantially completed in FY 16 but some expenses were incurred in FY 17.</b>		
FFY 14, 15, 16	Scattered Sites	Roof Replacement, Vacancy Renovation, Basement Waterproofing, Window Replacement, Painting, Replace Lighting with LED Fixtures, Physical Needs Assessments, Replace Hollow Core Elevator Access Doors with Solid Core Doors and Frames, Site Modifications, Replace Circuit Breaker Panels	1,812,483	903,827
		<b>Roofing, Basement Waterproofing, Window Replacement, and Painting are annual on-going programs for the scattered site units. Some planned funding will be reprogrammed to FY 18 to address authority wide vacancy renovations. The next EPC program may address the installation of energy efficient lighting pending available funds. Work was completed on the replacement of elevator access doors at the scattered site UFAS units. Site Modifications and circuit breaker panels were also replaced at Spencer Gardens. Actual expenses are reflected.</b>		
FFY 14, 15, 16	Douglass, Dukeland, Oswego, Mt. Winans, Spencer Gardens, Carey House, Scattered Sites	Install New Programmable/Fixed Set-Point Thermostats for Apartments and EMCS Upgrades (ECM)	46,509	-
		<b>Work will be completed under the next EPC Program.</b>		
FFY 14, 15, 16	Central Office	Office Reconfiguration	-	97,196

Year of Funding Award	Development Name	Description of Work	Original MTW Planned Spending July 1, 2016 - - June 30, 2017	MTW Actual Spending July 1, 2016 - - June 30, 2017
		<i>Office renovations required as a result of changes in administration. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Authority-Wide	Kitchen Cabinets, Bathroom, Windows, Electrical, Mechanical, Non- Dwelling Structures, Vacancy Renovation (Contingency)	612,151	-
		<i>Funds were reprogrammed to the Agency's Vacancy Renovation Program and reallocated based on actual expenses per development.</i>		
FFY 14, 15, 16	Authority-Wide	Sub-metering Maintenance and Service	30,000	9,520
		<i>Planned expenses overstated. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Authority-Wide	Install Efficient Lighting in Tenant Apartments and Common Areas, Install Electric Sub meters for apartments, Install Low Flow Faucet Aerators in Tenant Apartments and Common Areas, Install Energy Star Refrigerators. Stoves and Water Heaters (ECM)		
		<i>Work will be completed under the next EPC Program.</i>		
FFY 14, 15, 16	AHI	Affordable Home Ownership (Baltimore Regional Housing Partnership)	2,977,975	646,239
		<i>Planned expenses overstated. Project will continue in FY18. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Authority-Wide	Consulting Fees - Environmental, Memberships and Dues, Training, RAD	405,381	742,110
		<i>Planned expenses understated. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Authority-Wide	ELA Program and Development of Non-Elderly Disabled Units, Vacancy Renovations of NED's units	-	92,494
		<i>Work was substantially completed in FY 16 but some expenses incurred in FY 17.</i>		
FFY 14, 15, 16	Authority-Wide	Management Improvements - IT Software and related costs	-	134,397

Year of Funding Award	Development Name	Description of Work	Original MTW Planned Spending July 1, 2016 - - June 30, 2017	MTW Actual Spending July 1, 2016 - - June 30, 2017
		<i>Work was substantially completed in FY 16 but some expenses incurred in FY 17.</i>		
FFY 14, 15, 16	AMP's	RAD Subsidy	1,633,530	516,417
		<i>Some Developments closed later than anticipated. Funds reprogrammed to FY18. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Central Office	Technical Salaries and Benefits	1,389,954	893,884
		<i>Planned expenses overstated. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Central Office	Non-Technical Salaries and Benefits	2,397,595	1,383,885
		<i>Planned expenses overstated. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Resident Services	Resident Meetings and Services	9,000	6,060
		<i>Planned expenses overstated. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Central Office	Legal Fees	-	141,004
		<i>Legal Fees were unanticipated for FY 17. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Central Office	Operating, Sundry, Equipment, Audit and Overhead Expenses	547,683	714,420
		<i>Planned expenses understated. Actual expenses are reflected.</i>		
FFY 14, 15, 16	Central Office	Debt Service-1st phase EPC	3,578,094	3,578,542
		<i>Actual expenses are reflected.</i>		
		<b>GRAND TOTAL</b>	<b>51,261,889</b>	<b>33,264,847</b>

## **504 Accessibility Improvements**

The consent decree entered in *Bailey, et al. v. HABC et al.*, Civil Action No. JFM-02-CV-225 and in *United States v. HABC*, Civil Action No. JFM-04-CV-03107 (the “Bailey Consent Decree”) on December 20, 2004 provides for HABC to create 756 UFAS and 75 near-UFAS units. As of 6/30/17, HABC had created 750 of the 756 UFAS compliant units and all of the 75 near UFAS compliant units required by the Bailey Consent Decree. HABC expects to certify an additional 8 units between now and the end of calendar year 2017.

- HABC will certify the remaining 6 units (3 in Orchard Ridge and 3 in a multi-family building located in the Barclay neighborhood) required under the Bailey consent decree prior to the end of CY 2017. HABC will also certify an additional two units in the scattered sites inventory.

In order to complete its obligations under *Bailey*, HABC has identified a number of projects that create units that exceed the housing production requirements. For instance HABC has completed 16 of the remaining 32 UFAS compliant homes as new construction in the Scattered Sites inventory for persons with mobility impairments in order to meet the requirements of the Decree. The units will be located throughout various neighborhoods within Baltimore City.

HABC will also continue to work with the Department’s Baltimore Office of Fair Housing and Equal Opportunity and the Baltimore Regional Working Group to determine the impact of the RAD conversions on HABC’s compliance with Section 504 in multifamily projects (Public Housing and PBRA).”

## **Infrastructure and Extraordinary Maintenance**

Major work completed in FY 2017 includes: the renovation and rehab of over 370 units at Latrobe, McCulloh, Perkins, Douglas, Gilmor, Cherry Hill, Westport, Brooklyn and Rosemont; sediment and erosion control/repairs at Brooklyn Homes, Latrobe Homes, McCulloh Homes, Perkins Homes, Poe Homes, Douglass Homes, Gilmor Homes, Cherry Hill Homes, Westport Homes , Rosemont Homes, Dukeland Homes, and Spencer Gardens, ; the installation of security cameras and security lighting at Poe Homes through the HUD 2015 Safety and Security Grant; urgent replacement of sewer and sanitary lines at Perkins Homes; repaired leaks at the management & maintenance office at Gilmor Homes; roof replacements and tree trimming for Cherry Hill Homes; the renovation of two properties at Rosemont and Dukeland, respectively, designated for use as Tenant Council Offices; the renovation of a scattered site unit at 1521 N. Broadway; the installation of windows and repair of porches and site work at Spencer Gardens; the repair and replacement of scattered site UFAS Unit lifts; HABC completed major design work of the upgrade of the electrical distribution system at Douglas Homes and construction will begin in the 2<sup>nd</sup> quarter of FY 2018; the renovation of approximately 300 units located at 11 family developments, as follows: Douglass, Latrobe, Perkins, Gilmor, Cherry hill, Brooklyn, Rosemont/Dukeland, Westport/Mt Winans and McCulloh; the replacement of sidewalks and erosion control at Latrobe, Cherry Hill and Gilmor; and the renovation of long term vacant scattered sites, including the renovation of 1435 Broadway with the monetary assistance of a state awarded Legacy Grant, the replacement of sidewalks and erosion control at Latrobe, Cherry Hill and Gilmor; HABC renovated the 3110 Reisterstown Road and stabilized fire units at various locations (1231 N. Greenmount, 1233 N. Greenmount , Westport Homes and Latrobe Homes); identified , abated and fixed leaks on distribution mains at Somerset Extension.

Major projects started in FY 2017 include: the modernization of the two residential and one maintenance elevators at J Van Story Branch; design and construction of the Latrobe Homes training facility; the implementation of a 3<sup>rd</sup> party utility billing system for resident billing to include the sites within the first EPC and adding on the sites from the second EPC once the project begins; building renovations at the Benton Building and at 709 E Eager St (including designing and constructing a parking lot for employees and program participants) due to staffing and reorganization efforts; various roofing, window replacement and basement waterproofing at various scattered sites; planning for the demolition of 74 units and the daycare center at O'Donnell Heights with the assistance of state demolition grant funding; playground replacement and refurbishment with the assistance and input of KABOOM playground specialists; addressing the deficiencies of approximately 13 ADA ramps at Brooklyn Homes; vacancy renovation and ceiling repairs at Rosemont Homes; purging and overhauling of the Duncanwood Archive facility; ;

### **Energy Performance Contracting**

HABC will continue Monitoring, Measurement and Verification efforts for the Phase I Energy Performance Contract (EPC) properties, (Latrobe, Cherry Hill, Gilmore, Westport and Brooklyn). An additional EPC Program is currently under review for the installation of conservation measures (lighting, water conservation fixtures, utility metering and system upgrades) at selected properties. A feasibility study was conducted for a second EPC. The proposal will be presented for approval by the Board Of Commissioner's to undertake EPC II in an amount between \$10MM and \$15MM for a period of two years of construction and 13 years loan term for a total of 15 years. If approved, the second EPC will commence in FY 2018.

### **Partnerships**

HABC has partnered with the Department of Housing and Community Development's Weatherization Assistance Program ("WEP") and the Parks & People Foundation ("P&P") through a Memorandum of Understanding ("MOU") which allows both WEP and P&P to perform energy and storm water management projects on HABC sites at no cost to HABC. Therefore, due to these MOU's HABC can work with both groups to secure grants that can be spent on HABC properties.

### **HABC Housing and Development**

Within its financial constraints, HABC plans to replace lost public housing units through the production of new homes for existing public housing residents and others with incomes that would qualify for public housing. In its redevelopment efforts, HABC will strive to create vibrant, mixed-income neighborhoods that will benefit both local residents and the wider community.

HABC's housing development initiatives accommodates four distinct strategies, which include MTW funds and proposed public and private leveraged funds. Each of the four strategies (Neighborhood Reinvestment, New Housing Production, Thompson Partial Consent Decree Production, and Bailey Consent Decree Housing Production) is summarized below. As these projects are all in the development or pre-development stages, the final unit numbers and development approach may vary from those presented below.

#### **Neighborhood Reinvestment**

Under the Neighborhood Reinvestment Program, HABC works with private development partners and Baltimore neighborhoods to re-capitalize the distressed scattered site public housing stock in strengthening neighborhood markets, linking their redevelopment to a larger program of market-rate

rental and for-sale production. The public housing component of these projects will result in a permanently affordable rental housing resource in improving neighborhoods, ensuring economic diversity. This program achieves the mixed-finance redevelopment of existing ACC (public housing) units. The narrative below describes FY 2017 goals and activities in this strategy area:

**Barclay** - HABC procured Telesis Baltimore Corporation as its development partner in the redevelopment of the Barclay neighborhood. Telesis completed a redevelopment plan calling for the new construction and rehabilitation of approximately 322 mixed-income housing units. All rental phases are now complete.

Homeownership Phase 1 and Phase 2 are now complete and the final phases of homeownership are in the planning stages.

### **New Housing Production Program**

HABC's New Housing Production Program for mixed-income, mixed finance development involves the complete transformation of distressed sites. In FY 2017, HABC will continue to sponsor significant mixed-income residential development at several locations across the City, resulting in a variety of housing choices for low-income households in the city.

**Orchard Ridge (formerly Claremont/Freedom)** - All rental phases are now complete. Twenty-eight 28 lots have been set aside for homeownership.

**O'Donnell Heights**— O'Donnell Heights was constructed in 1944 and included 900 public housing units. Of these, 596 have been demolished and 304 remain; however, HABC has received HUD approval to demolish an additional 74 units due to water supply line breaks resulting in storm water and groundwater infiltration into the units.

The plan for the 62-acre site is for the demolition of the remaining housing units and the creation of a 925-unit mixed income residential community to include the replacement of public housing units on site. In a letter dated July 5, 2017, HUD approved HABC's request to demolish 74 of the remaining 304 units along with a non-functioning Day Care Facility due to their poor physical condition and costly repairs, beyond routine maintenance. Plans are underway to start demolition during FY2018.

The redevelopment of O'Donnell Heights is to be completed in four main phases, some with sub-phases. Through a competitive Request for Qualifications, the team of Michaels Development Company and AHC Greater Baltimore was selected by HABC as the developer for the O'Donnell Heights redevelopment.

The developer has completed the first of two sub-phases, identified as Phase IA and IB. Phase 1A, renamed Key's Pointe, consists of 76 affordable residential rental units. Phase 1-B, consisting of 68 rental units closed during the 2<sup>nd</sup> quarter of FY2017 and includes a total of 68 newly constructed affordable rental units. HABC is providing 34 project-based vouchers for eligible current and former O'Donnell residents, non-elderly persons with disabilities and households needing the features of UFAS compliant units. The remaining 34 units will be affordable to households earning less than 60% of the area median income. HABC also provided a construction/permanent loan for Phase I-B from its Rental Housing Factor Funds in the amount of \$7,650,281. Planning for Phase 2 is underway.

***New Construction Scattered Site Units*** – HABC was obligated to provide approximately 60 UFAS compliant homes for persons with mobility impairments in order to meet the requirements of the Bailey Consent Decree. Thirty-seven of the units are located in various neighborhoods within Baltimore City. HABC awarded contracts to residential builders in four phases. Phase I (16 units) Phase II (13 UFAS units), Phase III (6 units) and Phase IV consisting of two units is expected to be completed in March, 2017. The last two units are expected to be certified before the end of the calendar year.

### **Other Development Activities**

***Choice Neighborhoods Initiative*** – HABC will apply for a Choice Neighborhoods Initiative (CNI) Implementation Grant in FY 2017 for the redevelopment of Perkins Homes..

***Rental Assistance Demonstration*** – HABC has applied to HUD under the Rental Assistance Demonstration (RAD) for the rehabilitation and conversion of twenty-four (24) public housing projects. The RAD program allows housing authorities to convert public housing funding associated with a development to housing choice voucher (HCV) funding and, at the same time, dispose of the property from the public housing inventory in order to use the funding for debt service payments. Staff will be working with third-party developers on development plans, financing applications. HABC has closed fifteen (15) sites: Bel Park Tower, Brentwood, Lakeview Tower, The Allendale, Bernard E Mason Sr., Apts, Hollins House, Primrose Place, Pleasant View Gardens Townhomes, McCulloh Hi-Rise, Chase, Pleasant View Gardens Senior, Ellerslie, Govans Manor, and Wyman House. HABC is working to bring an additional 2 projects to successful closing by the end of FY 2017. The projects in process are: Hillside Park, and Senior Terraces. The balance of HABCs RAD inventory will close in FY 2018.

HABC has a backlog of up to \$800 million of capital needs and an inadequate amount of capital funding. By converting a development to HCV funding and leveraging private debt and low income housing tax credits, it is possible to rehabilitate buildings for the long term without displacing any of the existing residents. The HCV subsidy would replace the ACC contract subsidy. Tenants' rights would be largely the same and tenants would have the benefit of receiving a tenant-based housing choice voucher after two year of occupancy in good standing at the tenant's option.

***Somerset Homes*** – On December 6, 2007, HUD approved the demolition of the Somerset Homes public housing development and the development was subsequently demolished in 2009 by Masco Contractors, Inc., which was awarded the demolition contract pursuant to a duly advertised Invitation for Bids.

In May 2010, HABC worked with the City of Baltimore's (the "City") Planning Department in conjunction with Urban Design Associates as the master planner, community organizations, and resident stakeholders to complete a comprehensive master plan for redeveloping the demolished Somerset Homes site owned by HABC and the Oldtown site owned by the City, which combined sites span approximately 17 acres from Monument Street to the north, Orleans Street to the south, Central Avenue to the east, and Ensor Street to the west. When redeveloped, the Somerset Homes site will provide housing opportunities for former Somerset Homes' public housing residents as well as moderate income and market-rate housing for rent and sale.

On April 17, 2014, the Baltimore Development Corporation (“**BDC**”), on behalf of the Mayor and City Council of Baltimore, and HABC released a joint Request for Proposals (“**RFP**”) for the Oldtown and Somerset Homes development sites. On August 15, 2014, one responsive development plan was received that envisioned the redevelopment of the two sites as a mixed-income, mixed-use neighborhood including retail, rental and homeownership housing, a neighborhood park, a community center, and a potential grocery store.

The master plan generally calls for a mixed-use and mixed-income housing development, as more specifically described below:

- ❖ 655 new rental residential units, 44% of which are affordable;
- ❖ 33 proposed rowhomes;
- ❖ 230,301 sf of retail space, with a targeted "mid-box-sized grocery anchor" to serve a broad spectrum of users;
- ❖ 1,035,910 sf of office space/commercial space;
- ❖ 71,248 sf of community space that includes a proposed recreation center, neighborhood playground and park; and
- ❖ 2,131 parking spaces

HABC applied for tax credits for the redevelopment of this site and will include Somerset Homes along with Perkins Homes in its application for the Choice Neighborhoods Implementation Grant.

**Cherry Hill 17** – Upon review of the study completed for this site, HABC is unable to pursue a redevelopment plan at this time.

**Hollander Ridge Scattered Sites**—Approximately \$18.85 million remains from the 1996 award of HOPE VI funds to HABC (the “HOPE VI Funds”) for the redevelopment of the former Hollander Ridge public housing development. In accordance with the Thompson Settlement Agreement, HABC intends to use these funds to acquire and rehabilitate properties that will be first offered as replacement housing to former Hollander Ridge residents, and then former or current O’Donnell Heights residents. Pursuant to the Thompson Settlement Agreement, HABC will also make available the equivalent of \$7,140,000 (“Replacement Funds”). The Replacement Funds are to be used in conjunction with the HOPE VI Funds to develop one or more scattered site projects totaling approximately 100 units, and no less than 90 units. The Replacement Funds may be from any available source including, but not limited to, low income housing tax credits, the State Partnership Rental Housing Program, other State housing funds, low income housing bond funds, private debt or equity, public housing funds or MTW funds. However, the Replacement Funds may not be taken from the HOPE VI Funds.

It is the intention of the parties that the units will first be subsidized with public housing operating subsidy and then the subsidy will convert to project-based rental assistance under the Rental Assistance Demonstration.

#### **Thompson Partial Consent Decree Production**

To meet the public housing unit production requirements of the *Thompson* Partial Consent Decree HABC is undertaking the following:

***Project-Based Development Program-*** Under the *Thompson* Settlement Agreement, BRHP is continuing the project based development program that was started under the *Thompson* partial consent decree. BRHP is implementing a project-based development program to create project based units in Opportunity areas. Subject to funding availability, BRHP is making pre-development funding and, if needed, subordinate secondary financing using the Urban Revitalization Demonstration Grant funds awarded for the Homeownership Demonstration Program (MD-06-URD-002-I294) available to pre-qualified developers and property owners who develop housing units and agree to enter into long term project-based voucher contracts. Under this initiative, BRHP created 17 new project-based units in communities of Opportunity in HABC's 2017 Fiscal Year.

### **Bailey Consent Decree Housing Production**

HABC was obligated to provide approximately 60 UFAS compliant homes for persons with mobility impairments in order to meet the requirements of the Bailey Consent Decree. Thirty-seven of the units are located in 0various neighborhoods within Baltimore City. HABC awarded contracts to residential builders in four phases. Phase I (16 units) Phase II (13 UFAS units), Phase III (6 units) and Phase IV consisting of two units is expected to be completed in March, 2017. The last two units are expected to be certified before the end of the calendar year.

### **Homeownership**

***Housing Choice Voucher Homeownership Program***-(HCVHP) - HABC's goal in FY 2017 was to assist an additional eight families by June 30, 2017 for a gross total of 101 families assisted under the HCVHP; however, HABC was not able to reach this goal. Only six (6) families purchased a home in FY 2017 for a gross total of 99 families assisted. Since a total of 20 families have been terminated from the Program (two in FY 2017), the number of assisted families in the Program as of June 30, 2017 = 79.

#### **Reasons for termination include:**

- 7 Families failed to recertify
- 6 Families were over-income
- 3 Deaths
- 3 Families voluntarily left the program
- 1 Family went through foreclosure

## Overview of Other Housing Units Owned and/or Managed By PHA at Fiscal Year End

Housing Program	Total Units	Overview of the Program
The Bailey LTA Program	246	<p>The Housing Authority of Baltimore City (“HABC”) established an initiative in 2010, referred to as the Long Term Affordable Project Based (“LTA”) Program, to create long term affordable units for persons with disabilities in compliance with the Bailey Consent Decree.</p> <p>The LTA program combines features of the Project Based Voucher program – such as the ability of owners to obtain long-term financing from banks and other private equity sources – with the resident protections and long-term affordability features of the Public Housing program.</p> <p>LTA units are subsidized through LTA Project Based contracts with minimum forty (40) year terms entered into between HABC and eligible property owners. LTA Project Based units are occupied by families on the public housing waiting list.</p>
The HABC LTA Program	23	<p>In FY 2014, HABC established the Long Term Affordable Project Based Program (“LTA-PB Program”). The LTA-PB Units shall be managed and operated primarily in accordance with the HUD regulations governing public housing units (e.g., 24 CFR Parts 5, 960, 966, and the like) (the “Public Housing Regulations”), even though the LTA-PB Units will be subsidized with project based voucher funds. The LTA-PB Units shall remain affordable for a minimum of forty (40) years.</p>
Total Other Housing Owned or Managed	269	

**Select Housing Program from:** Tax Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities or Other.

<p><b>If Other, please describe:</b> Market-rate rental units, HOPE VI Sites, Privately-Managed Sites and Tax Credit Sites using Project-Based Vouchers.(described in the New Housing Choice Vouchers That Were Project-Based During the Fiscal Year Table).</p>	<p><b>See Appendix E: Other HABC Housing</b></p>
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## D. Leasing Information

### Actual Number of Households Served at the End of the Fiscal Year

	Number of Households Served *	
	Planned	Actual
<b>Housing Program: HABC's Local Non-Traditional Programs</b>		
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs**	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs**	0	0
Port-In Vouchers (not absorbed)	200	261
<b>Total Projected and Actual Households Served</b>	<b>200</b>	<b>261</b>

\* Calculated by dividing the planned/actual number of unit months occupied leased by 12

\*\* In instances when a Local Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

	Unit Months Occupied/Leased****	
	Planned	Actual
<b>Housing Program: HABC's Local Non-Traditional Programs</b>		
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property Based Assistance Programs***	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs***	0	0
Port-In Vouchers (not absorbed)	2,400	3,132
<b>Total Projected and Actual Unit Months Occupied/Leased</b>	<b>2,400</b>	<b>3,132</b>

**The number of port-in vouchers was greater than anticipated.**

\*\*\* In instances when a Local-Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served

\*\*\*\*Unit Months Occupied/Leased is the total number of months the PHA has occupied/leased units according to unit category during the year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

## E. Households Served

### Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income\*

Fiscal Year:	2015	2016	2017
Total Number of Local, Non-Traditional MTW Households Assisted	*14	0	0
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	14	0	0
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	100%	100%	100%

HABC planned to use its MTW fund flexibility to provide subsidy for homeless families enrolled in the Journey Home Program which was an MTW activity approved by HUD in HABC's FY 2013 Annual Plan. The Program was subsequently placed on hold in June of FY 2014 and closed in FY 2016 due to recruitment and retention issues.

### Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

#### Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA entered MTW*	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW*	Non-MTW Adjustments to the Distribution of Household Sizes.	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	5,416	5,653		10,184	50.63%
2 People	1,737	1,751		3,771	18.75%
3 People	1,238	1,905		3,071	15.27%
4 People	655	861		1,766	8.78%
5 People	276	277		831	4.13%
6+ People	192	154		491	2.44%
Totals	9,514	10,600		20,114	100%

\*Historically, HUD has not required HABC to track this data and therefore HABC is unable to obtain a breakdown of household sizes when HABC entered MTW. FY 2014 data has been supplied above as a baseline.

Explanation for Baseline Adjustments to the Distribution of Household sizes Utilized	Due to the ongoing RAD conversion of over 4,000 mixed-population public housing units, HABC anticipates an adjustment to its baseline beginning in the FY 2017 Annual Report.
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### Mix of Family Sizes Served\*

	1 Person	2 People	3 People	4 People	5 People	6+ People	Totals
Baseline Percentages of Household Sizes to be Maintained	50.63%	18.75%	15.27%	8.78%	4.13%	2.44%	100%
Number of Households Served by Family Size this Fiscal Year	9,240	4,100	3,303	2,069	1,001	758	20,471
Percentages of Households Served by Household Size this Fiscal Year	45	20	16	10	5	4	100%
Percentage Change	*-5%	+1%	+2%	+1%	0%	+1%	

\*The decrease in the number and percentage of 1 person households is due to the RAD conversion of 2,670 units from HABC’s mixed-population inventory. As the conversion of public housing units to RAD is not related to any MTW initiative, the substantially the same test will not apply to the RAD units.

Justification and Explanation for Family Size Variations over 5% from the Baseline Percentages	
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\* Non-MTW adjustments to the distribution of “family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

\*\* The numbers in this row will be the same numbers in the chart above listed under the column “Baseline percentages of family sizes to be maintained.”

\*\*\* The methodology used to obtain these figures will be the same methodology used to determine the “Occupied number of Public Housing units by family size when the PHA entered MTW” and “Utilized number of Section 8 Vouchers by family size when the PHA entered MTW” in the table immediately above.

\*\*\*\* The “Percentages of families served by family size this fiscal year” will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

### **Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End**

#### **Housing Program**

Housing Choice Voucher Program
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#### **Description of Leasing Issue and Solutions**

Under its ACC, HABC’s HCVP-MTW funding limits the number of households for which assistance can be made available to no more than approximately 13,000 (this funding limitation does not affect Thompson-MTW, New Construction or Moderate Rehabilitation vouchers). Uncertainty concerning the level of available HAP funds provided to the HABC HCV Program for CY 2017 was a contributing factor in meeting projected utilization goals. HABC’s HCVP utilization decreased only through attrition and will continue to do so, unless
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The Public Housing Program	<p>there is a foreseeable increase in funding allocations.</p> <p><b>Public Housing Occupancy</b> – In FY 2017 HABC anticipated an increase in vacant units due to the RAD conversion of twelve (12) public housing developments. Vacant units were held off-line for the temporary relocation of existing residents. As anticipated, vacancies increased for this reason. All 12 sites are expected to close in FY 2018.</p> <p>To decrease the number of vacancies at non-RAD sites, HABC analyzed open positions for staff and repositioned its resources accordingly. HABC also obtained an estimate for each vacant unit and prioritized them according to cost. Those that cost the least will be completed first while those that require complete rehab will be brought back online by outside contractors or HABC's construction arm, HABC Co. Jobs such as painting and window replacements are scoped separately and contractors hired ahead of time to ensure a reduction in turnaround time. In addition mass interviews were conducted to obtain an adequate pool of eligible applicants. When conducting the interview staff asked applicants their preference in location. This strategy employs HABC's HUD-approved centrally administered location-based waiting list strategies.</p>
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**Number of Households Transitioned to Self-Sufficiency by Fiscal Year End\***

Approval for HABC's self-sufficiency program; *Sponsor-Based, Project-Based Transitional Housing* was received in August of 2016. Since that time HABC has been working with the Women's Housing coalition to implement this initiative. HABC anticipates that this activity will be fully implemented by the third quarter of FY 2018.

Activity Name/#	Number of Households Transitioned	Agency Definition of Self Sufficiency
N/A	0	N/A
Households Duplicated Across Activities/Definitions	0	0

Annual Total Number of Households Transitioned to Self Sufficiency	0
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**F. Waiting List Information**

HABC maintains its waiting list in conformance with the policies described in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and the Housing Choice Voucher Program Administrative Plan. Demographics on current waiting list households are included in Appendix G.

**The Public Housing Waiting List:**

During the second quarter of FY 2017 HABC completed an update of the Public Housing waiting list. Over 25,000 applications were successfully updated and 10,443 applicants registered on the applicant portal and are now able to report changes and verify their status online. No applications have been permanently withdrawn from the waiting list as a result of HABC's update activities.

To reach as many applicants as possible on the waiting list, HABC made contact with applicants via telephone, first class mail, and by utilizing all contact information listed on the application in an effort to allow applicants to remain on the waiting list.

The automation of an applicant's ability to update information on their application assisted HABC in its efforts to update the waiting list as over 10,000 applicants (HCVP and Public Housing) have used our web portal to add/remove family members and update their address information. Through the installation of kiosks and the internet, (to date, HABC has installed five (5) Kiosks at the Leasing and Admissions Office) new applicants are able to in complete their online pre-applications and maintain and update existing applications. The Public Housing waiting list remains open.

**The Housing Choice Voucher (HCV) Waiting List:**

The HCV Tenant-Based waiting list is closed. HCVP's Project-Based waiting list is open for eligible Senior's (1-bedroom units) and families (2-3 bedroom units) until December 31, 2016. HABC will reopen the HCV waiting list as necessary to ensure that there are adequate numbers of applicants for available vouchers over a twelve-month period.

**The Public Housing and Housing Choice Voucher Waiting List:**

When seeking housing assistance many families choose to apply for both the public housing and the HCV programs. The date and time of the application for one program does not necessarily share the date and time for the other; however to obtain a true and accurate count of the number of families on HABC's waiting lists, these families are counted separately from the public housing and HCV waiting lists.

Currently the HCV waiting list is closed while the public housing waiting list is open. At this time, families who want to apply for both public housing and the HCVP will only be allowed to apply for public housing.

**The Thompson Waiting List:**

Pursuant to the *Thompson* Settlement Agreement, the waiting list for *Thompson* Vouchers is maintained separately from any other waiting list for housing assistance, including HABC's waiting list. Application for, receipt of, or termination of a *Thompson* Voucher will not affect a family's standing on any other waiting list. A copy of the waiting list procedures for the *Thompson*-related programs is described in the Special Administrative Plan as Appendix II in the HABC HCV Administrative Plan. As of June 30, 2017, there were 13,065 families on the waiting list for the counseling program, and 953 families were enrolled in that program.

As of April 1, 2017 the waiting list for *Thompson* vouchers was closed.

## Wait list Information At Fiscal Year End

Housing Program(s)*	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Was the Wait List Open During the Fiscal Year?
Federal MTW Public Housing Units	Community Wide	25,728	Open	Yes
Federal MTW HCVP Units - Tenant Based	Community Wide	23,352	Closed	No
Federal MTW HCVP Units - Project Based	Site-Based (Project-Based, Moderate Rehab & PB Senior)	7,644	Partially Open: HCVP's Project-Based waiting list is open for eligible Senior's 62 years of age and older) until December 29, 2017.	Yes, partially
Public Housing & HCVP (Includes Tenant and Project-Based applicants).  The applicants on this waiting list have applied for both public housing and HCVP prior to the closing of the HCVP waiting list.	Merged	5,268	The public housing waiting list was open; the HCVP tenant-based waiting list was closed; and the project-based waiting list was partially open during the fiscal year	Public Housing: Yes HCVP Tenant-Based: No HCVP Project-Based: Yes, partially
Thompson Voucher Units	Program Specific	13,065	Closed	Yes. The waiting list was closed on April 1, 2017.

Demographics for the families on HABC's public housing and HCVP waiting lists are attached as Appendix J.

\* *Select Housing Program:* Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

\*\* *Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

\*\*\* **For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.**

Partially Open: HCVP's Project-Based waiting list is open for eligible Senior's (1-bedroom units) and families (2-3 bedroom units) until December 31, 2016.

**If local non-traditional, please describe:**


**If other waiting list type, please describe:**


**If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.**

**Narrative of Changes**

HABC plans to transition its PH waiting list to a centrally-administered location-based waiting list (CALBWL) system. HABC's approved ACOP has been revised to reflect implementation of CALBWL in public housing. On their pre-application, applicants will choose up to three (3) developments where they would like to live from within HABC's general family, scattered site and senior-preference RAD properties. Based on their selections, HABC will place the applicant on the waiting list(s) for their chosen development(s). An applicant also has the option to choose the first-available waiting list if they have no preference for location. Applicants who choose this option will be placed on the waiting lists for all developments where they are eligible.

The CALBWL will not include developments or particular dwelling units covered by the Bailey Consent Decree, as amended by the Supplemental Decree (the "Bailey Properties"). Listed below are Bailey Properties, including the type of waiting list that will be used to lease the particular dwelling units:

- Vacancies at the following RAD sites will be filled using a centralized mixed-population waiting list or the reasonable accommodations transfer list:

Allendale  
Bel Park Towers  
Bernard E. Mason  
The Brentwood  
Chase House  
Ellerslie  
Govans Manor  
Hollins House  
J. Van Story Branch  
Lakeview Tower and Lakeview Extension  
McCulloh High Rise  
Monument East  
Primrose Place  
Rosemont Towers  
Wyman House

- Vacancies for the following dwelling units will be filled using a centralized senior population waiting list or the reasonable accommodations transfer list:

Pleasant View Gardens Senior – 12 UFAS Accessible Units developed pursuant to the Bailey Consent Decree

Pleasant View Gardens Family – 13 UFAS Accessible Units developed pursuant to the Bailey Consent Decree and one-bedroom units converted under RAD

Senior Terraces Apartment Building - 4 UFAS Accessible Units developed pursuant to the Bailey Consent Decree

- Vacancies for the following dwelling units will be filled using a centralized family population waiting list or the reasonable accommodation transfer waiting list.

Arbor Oaks (4 UFAS Accessible Units developed pursuant to the Bailey Consent Decree)

Heritage Crossing (4 UFAS Accessible Units developed pursuant to the Bailey Consent Decree)

Hillside Park

Townes at the Terraces (11 UFAS Accessible Units developed pursuant to the Bailey Consent Decree)

The RAD owner may use the CALBWL after conversion under RAD at Broadway Overlook. However, vacancies in non-Bailey UFAS Accessible Units developed prior to conversion must be filled using a centralized family population waiting list or the reasonable accommodations transfer list.

**Other UFAS Accessible Units:**

Vacancies in the UFAS Accessible Units in public housing, scattered site housing, or privately owned or managed property developed under the Bailey Consent Decree that use the Long-Term Affordable (LTA) Criteria will not be filled using the CALBWL. Vacancies of these units must be filled from the centralized public housing waiting list or the reasonable accommodations transfer list.

In addition during the second quarter of FY 2017 HABC completed an update of the Public Housing waiting list. Over 25,000 applications were successfully updated and 10,443 applicants registered on the applicant portal and are now able to report changes and verify their status online. No applications have been permanently withdrawn from the waiting list as a result of HABC's update activities.

The automation of an applicant's ability to update information on their application assisted HABC in its efforts to update the waiting list as over 10,000 applicants (HCVP and Public Housing) have used our web portal to add/remove family members and update their address information. Through the installation of kiosks and the internet, (to date, HABC has installed five (5) Kiosks at the Leasing and Admissions Office) new applicants are able to in complete their online pre-applications and maintain and update existing applications.

### **III. Proposed MTW Activities**

Approval of proposed MTW activities is accomplished through the Annual Plan process. For the Annual Report, HUD requires that this section identify any MTW activities for FY 2075 that have already been proposed by HABC and approved by HUD.

***24. Sponsor-Based, Project-Based Transitional Housing (HABC Leased Housing)***

***25. Security Deposit Assistance (Thompson Leased Housing Program)***

## IV. Approved MTW Activities

### A. Implemented Activities

#### 1. *Public Housing Multi-Year Recertifications*

*Description/Update of MTW Activity:* HABC is responsible for reexamination and verification of household income, household composition and other eligibility data. The HABC will generally conduct a full reexamination of household income and composition for all fixed income households one time every twenty-four (24) months.

*Proposed Changes:* HABC will revise and expand its current public housing two year recertification initiative to: 1) include all households with employment or TANF as primary income sources in addition to all fixed income households; and, 2) Eliminate the current procedure by which income and family composition is verified between the regularly scheduled two year recertification dates.

*Approval and Implementation:* Approved in 2006 and implemented in 2011. HABC will implement the revised process upon approval of the FY 2015 Annual Plan.

*Changes to metrics, baselines, and benchmarks:* HABC will combine and measure bi-annuals and tri-annuals together and report them under a single set of metrics as demonstrated below. In addition, HABC has re-evaluated the baseline for this MTW activity. On an average it takes 2.5 hours to complete a recertification. With almost 10,000 households in public housing at the time HABC entered the MTW demonstration HABC now maintains that it took staff approximately 25,000 hours to complete all annual recertifications in a given year at a cost of \$638,750 per year.

#### Metrics:

<i>CE #1: Agency Cost Savings for Multi-Year Recertifications</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
*Total cost of task in dollars (decrease).	\$638,750	\$319,375	<p>\$409,400</p> <p>2,085 bi-annual and tri-annual recertifications completed. 2,085 X 2.5(hr.) X \$44.00/per hour = \$229,350 to do multi-year recertifications.</p> <p>(\$638,750 - \$229,350 = \$409,400 in savings)</p>	<p>Yes however, please note that this MTW activity is not yet fully implemented. HABC anticipates the amount of cost savings to decrease as more annual recertifications are converted to Bi and Tri-annuals.</p>

<b>CE #2: Staff Time Savings for Multi-Year Recertifications</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
*Total time to complete the task in staff hours (decrease).	25,000 hours	12,500 hours	19,787.5 hours saved.  2,085 Multi-year recertifications completed during FY 2017.  2,085 X 2.5 hr./per recertification = 5212.5 hours to complete.  25,000 – 5212.5 = 19,787.5 hours saved.	Yes, however, please note that this MTW activity is not yet fully implemented. HABC anticipates that the amount of time to complete this MTW activity will increase as more annual recertifications are converted to Bi and Tri-annuals.
<b>CE #3: Decrease in Error Rate for Multi-Year Recertifications</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	25% (includes minor to fatal errors)	20%	29%	No. See below.

\* Please note that this report reflects an increase in the salary and benefits of staff that complete recertifications from \$25.55/hour to \$44.00/per hour. Savings in the areas of “Total time to complete the task in staff hours” and “Total cost of task in dollars”, will be affected accordingly.

Explanation for Variance in Meeting the Benchmarks for CE#3: In FY 2017 HABC undertook a re-organization of administrative and office personnel in the public housing program. The re-organization required combining lower-level management and clerical staff positions to create a new position (Program Specialist) responsible for the entire recertification process. By merging these into one entry-level position HABC was able to hire new staff but also absorbed some of the former personnel pursuant to the provisions in a Collective Bargaining Agreement (CBA).

The hiring of new employees, turnover in personnel and current staff performing in newly created positions requires specialized training to enhance understanding of the recertification process and applicable rules and regulations. HABC is currently conducting training for all Program Specialists on the recertification process to reduce errors and increase productivity.

There were no hardship requests in FY 2017 as a result of this MTW activity.

### 3. Asset Self-Certification

*Description/Update of MTW Activity:* To streamline operations, HABC will allow residents to self-certify income from assets with total asset values per household of less than \$5,000.

*Changes to metrics, baselines, and benchmarks:* None

#### Metrics

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Households with assets \$5000 or less in FY 2011 = 1,105  Time needed to verify assets = .50  Average staff hourly wage: \$25.55 X 0.38 (benefits) = \$35.25  1,105 X .50 = 552.5 hours  552.5 X \$35.25 = \$19,476.00  Total cost for activity prior to implementation = \$19,476.00	\$10,000	Households with assets \$5000 or less in FY 2017 = 46  Time needed to verify asset = .25  Average staff hourly wage: \$30.77 X .43 (benefits) = \$44.00  46 X .25 = 11.5hours  11.5 X \$44 = \$506  Total savings for activity after implementation = \$18,552  (\$19,476 - \$506 = \$18,970)	Yes total agency cost savings = \$18,970); however please note the decrease in the number of families who have assets totaling \$5,000 and less.
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Households with assets in FY 2011: 1,105 Time to verify assets: .50 hours  Total time to complete the activity prior to implementation: 552.5 hours	300	Households with assets totaling \$5000 or less in FY 2017 = 46 Time to verify assets: <b>.25</b> hours Average staff hourly wage: \$30.77 X .43 (benefits) = \$44.00  46 X .25 = 11.5 hours  Total time saved when completing this activity after implementation = 531.5 (552.5 – 11.5 = 541 hours saved).	Yes total staff time savings = 541 hours; however please note the decrease in the number of families who have assets totaling \$5,000 and less.

<b>CE #3: Decrease in Error Rate</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	5%  (includes minor to fatal errors)	3%	0%	Yes.

There were no hardship requests in FY 2017 as a result of this MTW activity.

## **Leased Housing**

### **4. “CLOSED” (See Section D(14C). Risk-Based Inspections (Leased Housing)**

### **5. Multi-Year Recertifications**

*Description/Update of MTW Activity:* HABC is responsible for the annual recertification and verification of household income, household composition and other eligibility data. Using MTW authority, HABC will continue to conduct a recertification of household income and composition for all households one time every twenty-four (24) months instead of the required once a year. The 24-month recertification policy does not apply to:

- Residents living in MOD Rehab and MOD Rehab SRO units
- Residents with other vouchers that do not qualify based on HUD funding restrictions
- Residents with Homeownership vouchers
- Residents on with HUD awarded Special vouchers (Veterans Affairs Supportive Housing (VASH));

HABC has transitioned to a three-year recertification cycle for households that include elderly and/or disabled heads of households that are on fixed incomes. Due to a simultaneous software conversion, HABC was unable to implement this activity. HABC successfully notified elderly and/or disabled participants on fixed incomes in October 2013 that their recertification schedules would move to once every three years effective January 1, 2014.

After three months of several misrepresented households classified as three-year recertifications that should have remained on a two-year cycle, HCVP will have effectively implemented the three-year recertification cycle for all eligible senior/disabled households on fixed incomes by the end of the fiscal year.

All other families not listed above will remain on a two-year cycle.

*Changes to metrics, baselines, and benchmarks:* HABC has re-evaluated the baseline for this MTW activity. On an average it takes 2.5 hours to complete a recertification. With almost 11,000 households in the Housing Choice Voucher Program at the time HABC received its MTW designation HABC now maintains that it took staff approximately 27,500 hours to complete all annual recertifications in a given year at a cost of \$702,625 per year.

**Metrics:**

<b><i>CE #1: Agency Cost Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
*Total cost of task in dollars (decrease).	\$683,398	\$341,699	\$378,808  2,769 bi-annual and tri-annual recertifications completed.  2,769 X 2.5/hr. to complete X \$44.00/per hour = \$304,590 to complete multi-year recertifications.	Yes.
<b><i>CE #2: Staff Time Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
*Total time to complete the task in staff hours (decrease).	26,747.5 hours	13,373.75 hours	19,825 hours saved  2,769 bi-annual and tri-annual recertifications completed 2,769 X 2.5/hr. = 6,922.5 hours to complete bi-annual and tri-annual recertifications.  26,747.5 – 6922.5 = 19,825 hours saved	Yes.
<b><i>CE #3: Decrease in Error Rate</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	25%  (includes minor to fatal errors)	20%	17%	Yes.

\* Please note that this report reflects an increase in the salary and benefits of staff that complete recertifications from \$25.55/hour to \$44.00/per hour. Savings in the areas of “Total time to complete the task in staff hours” and “Total cost of task in dollars”, will be affected accordingly.

There were no hardship requests in FY 2017 as a result of this MTW activity.

***6. Leased Housing Limits on Project Based Vouchers and Increased Project Based Units in a Project or Building***

*Description/Update of MTW Activity:* HABC reserves the right to allocate up to 30% of its Tenant Based HCV funding for Project Based Vouchers. The HCV Administrative Plan was also modified to allow HABC to enter into Project-Based Voucher HAP contracts for greater than 25% of the units in a project/development regardless of the family or household type that will occupy the units provided that the household is eligible.

Currently, due to limitations in funding, HABC allocated 10% of its Tenant Based HCV funds to Project Based Vouchers in FY 2016, but anticipates increasing this allocation by waiving the per-building and per-project cap on future projects.

*Changes to metrics, baselines, and benchmarks:* None

### Metrics

<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for families with disabilities at or below 80% AMI as a result of this activity.	0	53 units	116 units	Yes.
<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of families with disabilities at or below 80% AMI that would lose assistance or need to move as a result of this activity.	0	0	0	N/A

**7. “CLOSED” (See Section D(6C). Project-Based Transitional Housing (Leased Housing)**

**8. Unit Sizes**

*Description/Update of MTW Activity:* The HCV Administrative Plan was modified to require participating families to select a unit size consistent with and not greater than the unit size listed on their voucher. Exceptions to this rule may be granted at the discretion of HABC where the voucher holder can demonstrate that a good faith and exhaustive effort has been made to find an appropriately sized unit or based on a reasonable accommodation request. This requirement has been modified to include current participants living in units where the unit size exceeds the voucher size.

At recertification, HABC will review with current participants the household composition and may require the family to move to the correct unit size. If the family chooses not to move, the payment standard will be adjusted to reflect the appropriate unit size.

*Changes to metrics, baselines, and benchmarks: None*

**Metrics:**

<b><i>CE #1: Agency Cost Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$142,007,01	\$139,982,01	\$141,697,05	No. There were not as many corrections in FY 2017. There was a 46% reduction in corrections therefore reducing the amount of savings; as well as an increase in payment standards.

<b><i>CE #2: Staff Time Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	0 hours	0	0	*Does not apply.

<b><i>CE #3: Decrease in Error Rate of Task Execution</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	0	0	0	*Does not apply.

<b><i>HC #1: Additional Units of Housing Made Available</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	11,817 units	11,871	13,220	Yes. Additional funding received for more vouchers, as well as an additional 29 units made available through this initiative.

\*HUD is requiring HABC track this metric. This metric does not accurately measure the success of this activity. HABC intended for this activity to save the agency money and it has no influence on staff time.

There were no hardship requests in FY 2017 as a result of this MTW activity.

**9. The Bailey Long –Term Affordable Project-Based Voucher Contract**

*Description/Update of MTW Activity:* As part of its Moving To Work (“MTW”) program, the Housing Authority of Baltimore City (“HABC”) established an initiative in 2010, referred to as the Long Term Affordable Project Based (“LTA”) Program, to create long term affordable units for persons with disabilities in compliance with the Bailey Consent Decree.

The LTA program combines features of the Project Based Voucher program – such as the ability of owners to obtain long-term financing from banks and other private equity sources – with the resident protections and long-term affordability features of the Public Housing program.

LTA units are subsidized through LTA Project Based contracts with minimum forty (40) year terms entered into between HABC and eligible property owners. LTA property owners are required to adopt the LTA Admissions & Continued Occupancy Criteria (“LTA Criteria”). Residents of LTA units will have rights and protections as set forth in the LTA Criteria and will enter into a lease with the project owner that is developed by HABC for the LTA units (the “LTA Lease”), which incorporates the regulatory requirements for a public housing lease and grievance procedures. LTA Project Based units are occupied by families on the public housing waiting list.

HABC will create a Housing Assistance Payment (HAP) contract to: increase the term of the contract to 40 years, consistent with the long term affordability period; and set forth what public housing rights, privileges and benefits must be afforded the NED residents in LTA units.

*Changes to metrics, baselines, and benchmarks:* None

**Metrics:**

<i>HC #5: Increase in Resident Mobility</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit as a result of the activity	0 units	243	246 Units	Yes.

**10. The HABC Long –Term Affordable Project-Based Voucher Contract**

*Description/Update of MTW Activity:* In FY 2014, HABC established the Long Term Affordable Project Based Program (“LTA-PB Program”). Under this Program, HABC created long term affordable project based units (“**Long Term Affordable Project Based Units**” or “**LTA-PB Units**”) in addition to the long term affordable units created for persons with disabilities pursuant to the Bailey Consent Decree which HUD previously approved under HABC’s MTW Agreement.

The LTA-PB Units shall be managed and operated primarily in accordance with the HUD regulations governing public housing units (e.g., 24 CFR Parts 5, 960, 966, and the like) (the “**Public Housing Regulations**”), even though the LTA-PB Units are subsidized with project based voucher funds. The LTA-PB Units shall remain affordable for a minimum of forty (40) years. The LTA-PB Program will provide to applicants for, and residents of, the LTA-PB Units most of the rights, privileges, and benefits that are provided under the public housing regulations. LTA Project Based units are occupied by families on the public housing waiting list.

LTA-PB property owners will be required to adopt the criteria for leasing and continued occupancy of the LTA-PB Units (“**LTA Criteria**”). HABC will require developers/owners of certain redeveloped public housing sites and/or certain project-based voucher sites to comply with the LTA Criteria.

*Changes to metrics, baselines, and benchmarks: None*

**Metrics:**

<i>HC #5: Increase in Resident Mobility</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit as a result of the activity	0 households	0	0 units	Yes

**11. “CLOSED” (See Section D(4C) Utility Allowances for Families Living in Larger Units than Voucher Size (HCVP)**

**Thompson Leased Housing Program**

**12. Exception Payment Standards**

*Description/Update of MTW Activity:* Payment Standards for the Thompson mobility program will be set between 90 and 135 percent of the HUD published Fair Market Rent. The payment standard will be set using a consistent methodology that compares the ratio of area median rent to the actual rent of the census tract. Implementation of exception payment standards is subject to funding availability.

*Proposed Changes:* As authorized by Section IV.G.2 of the *Thompson Settlement Agreement*, BRHP will set Payment Standards for the Baltimore Housing Mobility Program up to 135 percent of the HUD published FMR.

*Approval and Implementation:* 2007

*Changes to metrics, baselines, and benchmarks:* Under HUD’s revised MTW reporting requirements, HABC is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

**Metrics:**

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars	\$5,131.50 in FY 14*  *This activity was implemented in 2006 but the data was not tracked until 2014 when savings had already been realized.	\$2,750	\$2,750	Yes
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours. (decrease).	155.5 hours in FY 14*	80 hours	80 hours	Yes
<b>CE #5: Increase in Agency Rental Revenue</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Increase in tenant rent share	\$365.65	\$423.22	\$0	Yes
<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	525	712	Yes

There were no hardship requests in FY 2017 as a result of this MTW activity.

**13. Thompson Biennial Recertifications**

*Description/Update of MTW Activity:* Pursuant to HABC’s MTW authority, families participating in the Baltimore Housing Mobility Program must have their household composition and income re-determined at least once every 25 months.

*Proposed Changes:* None

*Approval and Implementation:* Approved in FY 2006 Plan and Implemented in 2007

*Changes to metrics, baselines, and benchmarks:* Under HUD’s revised MTW reporting requirements, HABC is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The Baseline below was set in CY 2009 prior to implementation of this activity. The Baseline below is based on 1,246 participants and an average specialist salary of \$25.00 per hour. The Benchmark below is based on 3,151 participants and an average specialist salary of \$25.25. The table below provides the revised information for this MTW activity.

**Metrics:**

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$23,350	\$28,425	<p><b>Recertifications completed in FY 2017:</b> 1,454</p> <p><b>Staff time per recertification:</b> 1.5 hours</p> <p><b>Average staff hourly salary:</b> \$25.25</p> <p><b>Total cost in FY 2017:</b> \$55,070.25 *Increase in recertifications is due to the program more than doubling in size since implementation.</p>	Yes. There were approximately 1,793 recertifications that were not required to be completed because of biennial scheduling. Those recertifications would have required 2,689 hours of staff time at a cost of \$67,910. Because the Program continues to grow in number of participants, the number of families requiring recertifications has increased.
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	934 hours	1,126	<p><b>Recertifications completed in FY 2017:</b> 1,454*</p> <p><b>Staff time per recertification:</b> 1.5</p> <p><b>Total staff time in FY 2017:</b> 2,181 hours</p> <p>*Increase in recertifications is due to the program</p>	Yes. There were approximately 1,793 recertifications that were not required to be completed because of biennial scheduling. Those recertifications would have required 2,689 hours of staff time at a cost of \$67,910. Because the Program continues to grow in number of participants, the

			more than doubling in size since implementation	number of families requiring recertifications has increased.
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	5% *This activity was implemented in 2007 but the data was never tracked until 2015.	5%	0%	Yes, the A-133 compliance audit completed by CliftonLarsenAllen for CY 2016 showed no errors or compliance issues for recertifications.

There were no hardship requests in FY 2017 as a result of this MTW activity.

**14. “CLOSED” (See Section D(15C). Risk-Based Inspections (Thompson))**

**15. HAP Contract Modifications – Floating Units**

*Description/Update of MTW Activity:* The Special Administrative Plan was modified to reflect previously approved activities that have not yet been implemented related to the Project Based Voucher program. This initiative allows floating units instead of identifying specific units in the HAP contract in the Project Based Voucher program.

*Proposed Changes:* None

*Approval and Implementation:* Approved in 2009 and implemented in 2010.

*Changes to metrics, baselines, and benchmarks:* Under HUD’s revised MTW reporting requirements, HABC is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The table below provides the revised information for this MTW activity.

**Metrics:**

<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	4	4	Yes

## 16. Asset Income for Thompson Participants

*Description/Update of MTW Activity:* HABC excludes all income from assets when the cash value of the asset is less than \$50,000. This initiative will reduce the time it takes to verify income. This rent simplification measure will increase efficiency without having any negative impact on increasing residents' rent.

*Proposed Changes:* None

*Approval and Implementation:* 2012

*Changes to metrics, baselines, and benchmarks:* Under HUD's revised MTW reporting requirements, HABC is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The Baseline below was set in CY 2009 prior to implementation of this activity. The Baseline below is based on 1,246 participants and an average specialist salary of \$25.25 per hour. The Benchmark below is based on 3,151 participants, none of whom have asset income from assets valued at more than \$50,000.

The table below provides the revised information for this MTW activity.

### Metrics:

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$23,795	\$18.94	<b>Participants with assets above \$50,000: 0</b>  <b>Staff time to verify assets: .75 hours</b>  <b>Average staff hourly salary: \$25.25</b>  <b>Total cost in FY 2017: \$0</b>	Yes, there were 21 families with assets less than \$50,000 that did not require verification
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	935 hours	.75 hours	<b>Participants with assets above \$50,000: 0</b>  <b>Staff time to verify assets: .75 hours</b>  <b>Total staff time in FY 2017: 0 hours</b>	Yes, there were 21 families with assets less than \$50,000 that did not require verification

<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease)	<1%	0%	0%	Yes, the A-133 compliance audit completed by CliftonLarsenAllen for CY 2016 showed no errors or compliance issues in tenant asset income exclusion.

There were no hardship requests in FY 2017 as a result of this MTW activity.

### **17. Adjusted Income for Thompson Participants**

*Description/Update of MTW Activity:* Pursuant to HABC’s MTW authority, the gross annual income of participants in the Baltimore Housing Mobility Program shall be reduced using a standard deduction. There will be a standard deduction for working families, disabled families and non-disabled families without wages. The deductions are:

- \$3,200 for households with wages
- \$1,200 for households without wages
- \$400 for any elderly or disabled family (to be combined with either of the above deductions)

*Proposed Changes:* None

*Approval and Implementation:* 2012

*Changes to metrics, baselines, and benchmarks:* Under HUD’s revised MTW reporting requirements, HABC is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The Baseline below was set in CY 2009 prior to implementation of this activity. The Baseline below is based on 1,246 participants (recertified annually) and an average specialist salary of \$25.45 per hour. The Benchmark below is based on 3,151 participants (recertified every two years) and an average specialist salary of \$25.25 per hour. The table below provides the revised information for this MTW activity.

### **Metrics:**

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$23,796	\$36,474	<b>Number of recertifications, new admissions, and interims in FY</b>	Yes, because the Program continues to grow in number of families served,

			<b>2017: 4,078</b> <b>Average hourly wage of specialist: \$25.25</b> <b>Time to process income calculations: .25 hours</b> <b>Total spent on activity after to implementation: \$25,742.38</b>	the baseline and benchmark were based upon a smaller number of families.
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	935 hours	1,125 hours	<b>Number of recertifications, new admissions, and interims in FY 2017: 4,078</b> <b>Time to process income calculations: .25 hours</b> <b>Total spent on activity after to implementation: 1,019.5 hours</b>	Yes, because the Program continues to grow in number of families served, the baseline and benchmark were based upon a smaller number of families.
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease)	8%	0%	0%	Yes, the A-133 compliance audit completed by CliftonLarsenAllen for CY 2016 showed no errors or compliance issues in tenant income calculations.
<b>CE #5: Increase in Agency Rental Revenue</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Increase in tenant rent share	\$0	\$0	\$0	Yes

There were no hardship requests in FY 2017 as a result of this MTW activity.

**18. Exclude Income from Full-Time Students and Adopted Household Members**

*Description/Update of MTW Activity:* The goal of this activity is to exclude all income from full time students and adoptive income sources because the program has adopted flat deductions, and most of the income from these sources is statutorily excluded, upon full implementation, zero (0) families will have any income, for the purposes of calculating the tenant rent, attributable to full time students and/or adoptive income.

As of January 15, 2015, there were 0 clients with adoptive income and 32 clients with full time student status that also had wages. The wages for all of the full time students were fully excluded.

*Proposed Changes: None*

*Approval and Implementation: 2014*

*Changes to metrics, baselines, and benchmarks:* Under HUD’s revised MTW reporting requirements, HABC is required to revise its MTW benchmarks, baseline, and metrics for consistency with the recently established HUD Standard Metrics. The Baseline below is based on 37 families who have income that is attributable to full time students and/or adoptive income, recertified annually at an average specialist salary of \$25.25 per hour. The Benchmark below is based on participants recertified every two years and an average specialist salary of \$25.25 per hour. The table below provides the revised information for this MTW activity.

**Metrics:**

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$534	\$0	Households qualified for this activity with a qualifying action in FY 2017: 32  Average hourly wage of staff: \$25.25  Time to calculate: .25 hour  Total cost in FY 2017: \$202.00	Yes, all households qualified for this income exclusion have been processed.

<i>CE #2: Staff Time Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	21 hours	0 hours	Households qualified for this activity with a qualifying action in FY 2017: 32  Time to calculate: .25 hour  Total spent on activity after to implementation: 8 hours	Yes, all households qualified for this income exclusion have been processed.
<i>CE #3: Decrease in Error Rate of Task Execution</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease)	<1%	<1%	0%	Yes, the A-133 compliance audit completed by CliftonLarsenAllen for CY 2016 showed no errors or compliance issues in tenant income calculations.
<i>CE #5: Increase in Agency Rental Revenue</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Increase in tenant rent share	\$0	\$0	\$0	Yes

There were no hardship requests in FY 2017 as a result of this MTW activity.

19. **“CLOSED”** (See Section D(11C). *Energy Conservation and Utility Allowances*)

20. **“CLOSED”** (See Section D(13C) *Limit on Interim recertifications (Leased Housing)*)

21. **“NOT IMPLEMENTED”** See Section B(II). *Amendments to the Project-Based Voucher Contract (Leased Housing)*

22. **“CLOSED”** See Section D(12C). *The Front Door Program (Leased Housing)*

23. **“CLOSED”** See Section D(7C). *Encouraging Leasing in Higher Opportunity Neighborhoods (Thompson Leased Housing)*

**24. Sponsor-Based, Project-Based Transitional Housing (HABC Leased Housing)**

*Description of MTW Activity:* Based on funding availability, the Transitional Housing Program will be modified to allow HABC to partner with the Women’s Housing Coalition and other organizations to provide permanent housing for up to twenty-five (25) homeless/hard-to-house families.

- All referred applications will be screened in accordance with HABC waiting list policies and eligibility criteria;
- HABC may create a special waiting list for the specific population.

HABC defines self-sufficiency as the ability to achieve economic independence, through employment that will allow individuals and/or families to become self-sufficient (not dependent on welfare assistance). Families will be able to achieve self-sufficiency through this program in the following areas:

- Obtaining a source of income;
- Participating in job training programs; and
- Securing permanent housing.

Voucher subsidies will be provided to the owner of the contract for all eligible participants. Program participants will be required to comply with all program rules and guidelines. Failure to comply will result in the termination of assistance and program participation.

*Proposed Changes:* None

*Approval and Implementation:* Approval for this MTW activity was received in August of 2016. Since that time HABC has been working with the Women’s Housing coalition to implement this initiative. HABC anticipates that this activity will be fully implemented by the third quarter of FY 2018.

*Changes to metrics, baselines, and benchmarks:* None

**Metrics:**

<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.

<b>SS #2: Increase in Household Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.

**SS #3: Increase in Positive Outcomes in Employment Status**

*Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.*

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category: (1)Employed Full- Time (2)Employed Part- Time (3)Enrolled in an Educational Program (4)Enrolled in Job Training Program (5)Unemployed (6)Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

**SS #5: Households Assisted by Services that Increase Self Sufficiency**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

**SS #7: Increase in Agency Rental Revenue**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.

**SS #8: Households Transitioned to Self Sufficiency**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

<b>HC #1: Additional Units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

<b>HC #3: Decrease in Wait List Time</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected average applicant time on wait list after implementation of the activity (in months).	Actual average applicant time on wait list after implementation of the activity (in months).	Whether the outcome meets or exceeds the benchmark.

<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

**25. Security Deposit Assistance (Thompson Leased Housing Program)**

*Description of MTW Activity:* As authorized in Section IV.B.5 of the *Thompson Settlement Agreement*, BRHP will use HAP funds for payment to landlords to cover a security deposit for Baltimore Housing Mobility Program participants leasing in a census tract designated “opportunity” by BRHP. Subject to funding availability, BRHP will offer each participant this Security Deposit Assistance on a one-time basis, and only if that participant has repaid the entire

balance of any previously grant-funded Security Deposit Assistance Loan, and is otherwise in good standing with BRHP. The Security Deposit Assistance will not exceed the equivalent of one-month's rent and BRHP will require a participant contribution towards the security deposit of between \$200 and \$500 dollars, which will be adjusted seasonally to encourage leasing in summer months.

BRHP anticipates that this activity will increase housing choice for program participants by removing a significant barrier to accessing quality housing in low-poverty, high-opportunity areas.

*Proposed Changes: None*

*Approval and Implementation: Approved 2017*

*Changes to Metrics, Baselines and Benchmarks: None*

<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving services aimed to increase housing choice (increase).</b>	<b>300</b>	<b>325</b>	<b>379</b>	<b>Yes</b>
<i>HC #5: Increase in Resident Mobility</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</b>	<b>300</b>	<b>325</b>	<b>379</b>	<b>Yes</b>

## **B. Not Yet Implemented**

### **1N *Project Based Voucher Amendments to the HAP Contract (Leased Housing)***

*Description/Update of MTW Activity:* HUD regulations at 24 CFR 983.206 (b) provide that “a HAP contract may be amended during the three-year period immediately following the execution date of the HAP contract to add additional PBV contract units in the same

building. An amendment to the HAP contract is subject to all PBV requirements (e.g., rents are reasonable), except that a new PBV request for proposals is not required. Using its MTW authority, HABC plans to waive this three-year restriction, which will allow HABC to amend the HAP contract at any time during the initial fifteen year term of the HAP contract and during any renewal term of the HAP contract. Under this proposal, HABC may exercise this option for all PBV units, including, but not limited to the Bailey LTA and PBV units and the non-Bailey LTA PB units.

*Approved: FY 2015 Annual Plan*

*Update on Implementation:* HABC anticipates that implementation of this activity will occur in FY 2017.

## **C. Activities on Hold**

### **1H. *Family Self Sufficiency (Public Housing)***

*Description of MTW Activity:* HABC established a combined Public Housing and HCV Family Self Sufficiency program. Program requirements varied from the existing regulatory framework in the following ways:

- 1) Elimination of mandated thresholds for number of participants in the HCVP program and expansion of the program to include public housing residents;
- 2) Enhanced program design to target the populations in need;
- 3) A focused on outcomes that included homeownership and unsubsidized economic independence;
- 4) Modification of the maximum contract period from five (5) to four (4) years; and
- 5) Revised procedures/regulations regarding the release of the escrow funds.

*Approved: FY 2006 Annual Plan*

*Placed on Hold: FY 2014*

*Status Update:* The FSS program that required MTW authority was placed on hold in FY 2014. HABC has reverted back to the traditional FSS program and does not need MTW authority to implement. HABC may choose to reactivate this activity in the future, but at this time has no definitive plans for reactivation.

### **2H. *MTW Homeownership Program – (Public Housing)***

*Description MTW Activity:* Using its MTW flexibility, HABC submitted a revised Section 32 Homeownership Plan, which was approved by HUD in 2009. Under the Plan, HABC will identify and rehabilitate various vacant scattered sites properties for homeownership sale to eligible residents.

*Proposed Changes:* Stricter guidelines imposed by lenders have reduced the number of public housing participants who are eligible to purchase a home, In addition, many public housing residents experience barriers when trying to purchase a home such as a poor credit history, lack of job history and retention and wariness in leaving the public housing rental program.

*Approval:* FY 2009 Annual Plan

*Placed on Hold:* FY 2014

*Status Update:* This activity was placed on hold in FY 2014 as HABC works to revise the program policies. HABC may choose to reactivate this activity in the future, but at this time has no definitive plans for reactivation.

### **3H. *Section 811 Supportive Housing (Leased Housing)***

*Description of MTW Activity:* HABC proposed combining MTW funds with 811 funds to create units for non-elderly persons with disabilities pursuant to the Bailey Consent Decree. HABC intends to make these funds available through a competitive process and will require developers to demonstrate through specified documentation that the project has a gap that cannot otherwise be addressed.

*Approved:* FY 2009 Annual Plan

*Placed on Hold:* FY 2014

*Status Update:* This activity was placed on hold in FY 2014 due to a lack of interest from developers. HABC may choose to reactivate this activity in the future, but at this time has no definitive plans for reactivation.

### **4H. *Project-Based Voucher Award Process (Leased Housing)***

*Description/Update of MTW Activity:* HABC will establish a rolling selection process based on threshold criteria established by HABC

*Approved:* FY 2014 Annual Plan

*Placed on Hold:* FY 2015

*Status Update:* This MTW activity was intended to facilitate the increase of units in HABC's project-based voucher inventory in order to comply with the Authority's obligations under the Bailey Consent Decree ("the Decree"). Since HABC was able to acquire most of the units it needs under the Decree, this activity has been placed on hold in FY 2015 but HABC may choose to reactivate it in the future.

### **5H. *Direct Homeownership Program (Thompson Vouchers)***

*Description MTW Activity:* The direct purchase second mortgage program is for applicants with incomes of no less than \$18,000 per year. Participants in this initiative do not receive a

Section 8 homeownership voucher. A soft second mortgage of HOME VI funds is available through this program.

*Approved:* FY 2012 Annual Plan

*Placed on Hold:* FY 2014

*Status Update:* This activity was placed on hold in FY 2014 due to a lack of participants.

**6H. *Energy Conservation Utility Allowance***

*Description of MTW Activity:* HABC provides utility allowances for households responsible for payment of utilities for water, electricity, gas, other heating, cooking fuels and sewage services. In an effort to reinforce energy conservation activities and reduce the cost of water/sewage utility allowances, HABC will encourage the completion of a water audit and use of low-flow toilets by HCV tenants and landlords/owners. HABC will conduct outreach to HCV landlords and tenants, where the household is responsible for payment of the water/sewer utility, to notify them of a locally funded opportunity to have a water audit conducted in their unit. Water audits will be conducted by the Department of Housing and Community Development, flow restrictors will be installed in the sink, the shower and water hook-up valves. Tenants will be provided with water conservation measures free of charge. Landlords/owners are required to repair any leaks identified during the water audit before the conservation efforts will be implemented.

Using its MTW authority, those HCV households that have participated in the water audit and had the flow restrictive devices installed will be eligible to have low-flow toilets purchased and installed, free of charge, by HABC. HABC will establish a conservation water/sewer utility allowance (UA) for households who take part in and complete the water audit. HABC will apply the conservation water/sewer UA to the household at their first regular recertification after the conservation activities have been completed. Participation in the audit is not mandatory, however owners and tenants are incentivized to complete the audit to receive new toilets and reduce their water/sewer bills. Cost savings for this MTW initiative will be fully realized upon full reimbursement of the capital expenditure and upon adjustment of applicable UAs.

*Approved:* FY 2016 Annual Plan

*Placed on Hold:* March 21, 2016

*Status Update:* The FY2016 MTW Annual Plan was approved on March 21, 2016. A major component of this activity included the Energy Conservation Audit which was to be performed by the City of Baltimore Department of Housing and Community Development (DHCD). Due to the uncertainty of funding for DHCD, HABC will not be able to implement this activity at this time. HABC will re-evaluate the activity in its entirety for implementation at a later date.

## **D. Closed Out Activities**

### **1C *Adoption of New Investment Policies for HABC (Fiscal Operations)***

In FY 2013, HABC proposed adopting new investment policies thereby increasing investment revenue and decreasing the federal expenditures necessary to carry out the federal program. For example, if the investment revenue is increased by \$100,000 due to a more favorable investment rate of return, this increased revenue can be used to offset the OPEB liability. This activity was closed as HABC decided not to implement it due to the terms of a General Depository Agreement with the State.

### **2C *Payment Standards at the 50<sup>th</sup> Percentile (Leased Housing)***

This activity was approved in FY 2009. HUD has adjusted the area Fair Market Rent (FMR) to the 50th percentile for HABC; therefore MTW authority is no longer required and this activity was closed out in FY 2011.

### **3C *TDC Limits (Public Housing)***

In FY 2009 HABC established a local Total Development Cost policy to acquire the 58 scattered site units under the Thompson Consent Decree. This activity was approved by HUD via a letter dated March 12, 2009. In January 2012 the last scattered site unit was acquired and this activity was subsequently closed out.

### **4C *Utility Allowances for Families Living in Larger Units than Voucher Size (Leased Housing)***

This MTW activity was implemented in FY2012. Under the 2014 Appropriations Act the rule on utility allowances changed to require that PHAs match the utility allowance payment to the actual unit size and not the voucher size. Based upon the 2014 Appropriations Act language HABC no longer needs to designate this activity as MTW.

This MTW activity was approved in the FY 2010 Annual Plan, but was incorporated into the FY 2015 unit size proposal at which time it was closed.

### **5C *Utility Allowances for Families Living in Larger Units than Voucher Size (Thompson Vouchers)***

This MTW activity was approved in the FY 2014 Annual Plan, but has been incorporated into the FY 2015 unit size proposal at which time the activity was closed.

### **6C *Project-Based or Transitional Housing (Leased Housing)***

This MTW activity was approved in the FY 2007-2008 Annual Plan. In 2014 The Collington House facility lost its eligibility to retain project-based vouchers and this program was closed out.

### **7C *Encouraging Leasing in Higher Opportunity Neighborhoods (Thompson Vouchers)***

This MTW activity was planned for implementation in FY 2015 however upon further consideration BRHP will not implement this activity and it was closed out in FY2016.

### **8C *Gilmor Self Sufficiency Initiative (Public Housing)***

*Description MTW Activity:* This activity simplified the rent policy for staff and residents; and encouraged employment, job retention, and wage progression. It also increased choices for HABC's clients by providing residents with an additional rent policy option; and applicants with a demonstration site with enhanced self-sufficiency services and a rent policy versus other available public housing sites.

*Status Update:* A lack of funds to provide employment counseling forced the closure of this program in FY 2014 and the activity was subsequently closed in FY 2015.

**9C *Rent Policy(Public Housing)***

*Description of MTW Activity:* HABC received HUD approval in FY 2012 to implement agency-wide the rent policy adopted for Gilmore Homes; however, due to lack of funding and the on-going revisions of the Gilmore Homes rent policies, this activity was first placed on hold, then subsequently closed in FY 2014.

*Status Update:* This activity was identical to the Gilmore Homes Demonstration Program and was implemented at the remainder of HABC's inventory however a shortage of funds to provide employment counseling forced the closure of this program in FY2015.

**10C *Journey Home (Leased Housing)***

*Description/Update of MTW Activity:* HABC will exercise its MTW fund flexibility in order to use MTW Block Grant Funds as housing subsidy for participants in the Journey Home Program.

*Status Update:* The Journey Home Program was put on hold effective June 2014 and subsequently closed in FY 2016 due to recruitment and retention issues. The program was shut down in May, and HABC suspended activity for new participants but continued to subsidize those already housed prior to May, 2014 until they completed the program.

**11C *The Front Door Program (Leased Housing)***

*Description/Update of MTW Activity:* HABC partnered with the Mayor's Office of Human Services/Homeless Services Program, Sarah's Hope (a shelter for the homeless); and St. Vincent De Paul to provide MTW Block Grant funds to the Front Door Program that will rapidly house 36 homeless families for up to one year using two distinct strategies. HABC will monitor each family's continuous occupancy for two-years after lease up.

*Status Update:* The contract ended December 31, 2014, six months into HABC's FY 2015. The contract has not been renewed, at which time the activity was put on hold for further evaluation then closed during FY 2015.

**12C *Rent Increase Determinations (Leased Housing)***

*Description/Update of MTW Activity:* This activity will increase cost effectiveness in Federal expenditures by keeping program spending within budgetary limits. Suspending rent increase adjustments will keep HCV program spending within budgetary limits. Exceeding available funding will force HABC to withdraw assistance from a number of families causing a hardship for those families and property owners.

*Status Update:* This MTW activity is intended to keep spending within budgetary limits. It was placed on hold in FY 2014 and subsequently closed in FY 2016.

**13C *Limit on Interim Recertifications (Leased Housing)***

*Description/Update of MTW Activity:* Currently HABC conducts regular recertifications on a biennial basis for all households with some exceptions, i.e. households with homeownership vouchers. HABC conducts regular recertifications every three (3) years for elderly and/or disabled households on fixed incomes. HABC existing policy on interim reexamination is such that households may report decreases in income/increases in unreimbursed expenses at any time (voluntary interim recertification) and HABC will, upon verification of the change, process an interim rent reduction. Conversely, households are required to report certain changes in household composition and increases in income (required interim recertifications). In such cases, HABC will process an interim rent increase three months from the date of the change or on the effective date of the recertification, whichever comes earlier.

*Status Update:* This activity was placed on hold in FY 2014 due to comments received from the public and closed out in FY2016.

**14C *Description/Update of MTW Activity: Risk-Based Inspections (HABC Leased Housing) -*** HABC moved to a Risk-Based inspection process in order to ensure that the highest housing quality standards are maintained and that HABC resources are utilized in an efficient and effective manner. Units, which consistently met annual inspection standards, were inspected every two (2) years. Units, which did not have such a track record, were inspected annually. HABC reserved the right to set and modify the inspection schedule for each unit and Special Inspections were scheduled at any time at HABC's discretion.

*Status Update:* Effective April 7, 2016 this activity was no longer considered an MTW Activity based on PIH Notice 2016-05 Streamlining Administrative Regulations, Attachment K, and 24 CFR § 982.406.

*Fiscal Year Activity Approved: FY 2006*

*Fiscal Year Activity Implemented: FY2015*

*Fiscal Year Activity Closed: FY 2016*

*Final Outcome:* Although HABC did not realize the savings it projected for the agency substantial savings were realized when looking at Staff Time Savings (2,516 hours).

*Lessons Learned:* Upon implementation of this activity immediate savings in the amount of time staff spent on scheduling and completing inspections was realized. Our schedulers have more time as does our administrative staff because the amount of time spent on customer service and correspondence between landlords, residents and HABC has decreased as did the actual number of inspections. In addition landlords began to take better care of the property

as they realized the benefits of bi-annual inspections which are time consuming and disruptive to the resident and management staff. HABC will continue this activity.

### HABC Risk Based Inspections Summary FY 2015

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$803,743	\$742,280	\$746,554	No. However, the agency did save \$57,189.
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	35,360 hours	32,656 hours	32,844 hours	No. However, the agency did save 2,516 hrs.

**15C** *Description/Update of MTW Activity:* Risk-Based Inspections (Thompson) - Pursuant to HABC’s MTW authority, units in the Baltimore Regional Housing Mobility Program are re-inspected at least once every 25 months. Owners and families are allowed to self-certify that non-emergency items identified as “fail” during an HQS inspection have been repaired. Only units located in the allowable (non-impacted) areas are eligible for this option. The fail items must be minor and determined to be non-emergency to be eligible for self-certification. The self-certification process will require the owner and tenant family to certify that the repairs have been made. A random sample of units that have been approved under the self-certification option will receive a quality control inspection.

*Status Update:* Effective April 7, 2016 this activity was no longer considered an MTW Activity based on PIH Notice 2016-05 Streamlining Administrative Regulations, Attachment K, and 24 CFR § 982.406.

*Fiscal Year Activity Approved: FY 2010*

*Fiscal Year Activity Implemented: FY2010*

*Fiscal Year Activity Closed: FY 2016*

*Final Outcome:* Substantial savings were realized when looking at the time it took staff to perform inspections and the cost to the agency. The BRHP will continue to utilize Risk-Based Inspections in order to realize cost savings and become more efficient in its operations.

*Lessons Learned:* The BRHP has found this to be an invaluable cost savings endeavor.

**Thompson Risk-Based Inspections Summary Table**

<b>Fiscal Year of Activity</b>	<b>No. of Inspections to be Completed Before MTW</b>	<b>No. of Inspections to be Completed After MTW</b>	<b>Cost of Inspections Before MTW (No. of Inspections X \$56.20)</b>	<b>Cost of Inspections After MTW (No. of Inspections X \$56.20)</b>	<b>Agency Savings on the Cost of Performing Inspections</b>	<b>No. of Staff Hours to Complete Inspections</b>	<b>No. of Staff Hours to Complete Inspections</b>	<b>Agency Savings on the Number of Hours Needed to Complete Inspections</b>
<b>Baseline: 2009</b>	739		\$41,531.80			1,108.50		
<b>2010</b>	1,901	1,081	\$ 106,836.20	\$60,752.20	\$ 46,084.00	2,851.50	1,621.50	1,230.00
<b>2011</b>	1,927	946	\$ 108,297.40	\$53,165.20	\$55,132.20	2,890.50	1,419	1,471.50
<b>2012</b>	2,191	772	\$ 123,134.20	\$43,386.40	\$ 79,747.80	3,286.50	1,158	2,128.50
<b>2013</b>	2,585	1,428	\$ 145,277.00	\$80,253.60	\$ 65,023.40	3,877.50	2,142	1,735.50
<b>2014</b>	3,459	2,191	\$ 194,395.80	\$ 123,134.20	\$71,261.60	5,188.50	3,286.50	1,902.00
<b>2015</b>	4,103	2,590	\$ 230,588.60	\$ 145,558.00	\$ 85,030.60	6,154.50	3,885	2,269.50

## V. MTW Sources and Uses of Funding

PHA's shall submit their audited and unaudited information in the prescribed FDS format through the Financial Assessment System – PHA (FASPHA) or its successor system.

### A. Single Fund Flexibility

The restated MTW Agreement allows HABC to combine public housing operating and capital funds (including development and replacement housing factor) provided under Section 9 and tenant-based voucher program funds provided under Section 8 of the 1937 Act into a single, authority-wide funding source. HABC uses this funding source to carry out the MTW program activities to provide flexibility in the design and administration of housing assistance to eligible families, to reduce cost and achieve greater cost effectiveness in federal expenditures.

Due to inadequate HUD funding for capital improvement needs, in FY 2017 HABC used 7,054,225 to pay for capital improvement activities. Also in FY17 \$5,157,713 in Public Housing Funds were used to supplement the Capital Fund program for vacancy renovation. Without the Single Fund flexibility, HABC could not have provided the needed capital improvements to its housing sites. These capital improvement activities improve HABC's residents' qualities of lives as windows were replaced, more accessible units were made available, heating and mechanical systems were upgraded, more units available for occupancy, etc.

### B. Local Asset Management Plan

#### V.2.Plan.Local Asset Management Plan

#### B. MTW Plan: Local Asset Management Plan

Is the PHA allocating costs within statute?

	or	<b>No</b>
<b>Yes</b>	or	

Is the PHA implementing a local asset management plan (LAMP)?

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

<b>Yes</b>	or	
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**PHAs should provide a brief summary of any changes in the Local Asset Management Plan in the body of the Plan.**

### **Changes to the Local Asset Management Plan:**

The FY 2017 LAMP represents year eight of HABC's indirect costs methodology, approved by HUD as part of its MTW annual plan.

The worksheet that is used to identify direct and indirect costs and to develop the anticipated indirect rate can be found in Appendix B. The specific approach is as follows:

- Identify the direct cost base (D) and our indirect cost pool (I);
- Separate between MTW and non-MTW programs;
- All hard costs (capital) and HAP payments to landlords are excluded from the direct cost calculations; and
- Develop two indirect cost rates (I/D): one for MTW and one for non-MTW.

The FY 2017 LAMP calculations are based on the HABC Fiscal Year 2015 Approved Consolidated Budget. Based on this budget and the attached schedule, the indirect cost rate for 2017 was 14.57% for MTW and 13.72% for non-MTW (see Attachment).

The LAMP Indirect Cost Rate is updated every year based on the expenditure level of the indirect departments such as the Central Office, while the direct costs such as maintenance, utilities, etc. have changed over the years. As a result, the Indirect Rate changes because the numerator (indirect) and the denominator (direct costs) have changed.

## **VI. Administrative**

### **A. Evaluations**

There are no current evaluations.

### **B. Appendices**

Appendix A: Certification of Compliance

Appendix B: Local Asset Management Cost Allocation and Indirect Costs

Appendix C: EPC Reporting Requirements

Appendix D: FY 2016 Audit Report

Appendix E: Other HABC Housing

Appendix F: Emergency & Safety Grant

Appendix G: General Information/MTW Sources & Uses of Funds

Appendix H: Non-MTW Related Information

Appendix I: Performance & Evaluation Reports

Appendix J: Waiting List Demographics