

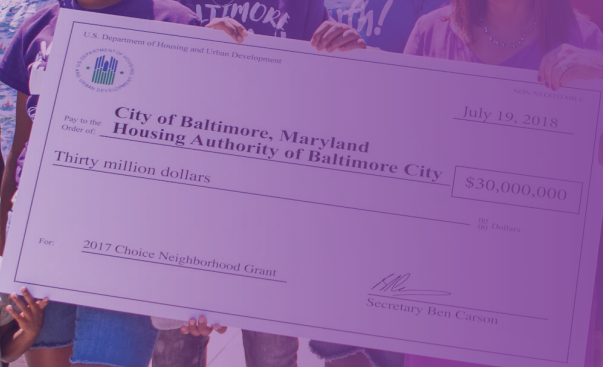


A LOOK BACK

2017-2024



HOUSING
AUTHORITY of
BALTIMORE CITY







Agency Photo

2019 Group Shot

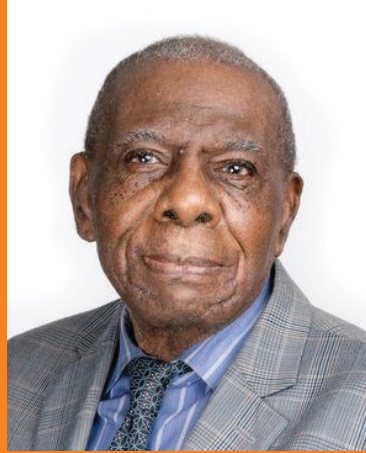
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OUR BOARD OF COMMISSIONERS



Robin Carter
CHAIRPERSON



Joseph L. Smith
COMMISSIONER



Robin Truiett-Theodorson
COMMISSIONER



Marianne Navarro
COMMISSIONER



Crystal Branch
RESIDENT COMMISSIONER



Robin Carter

HABC Board Chair
2020 to Present

Our President and her team have listened and proven that they understand the mission to provide healthy, safe, thriving housing communities.

Our efforts to remove the stigma of the “Housing Projects” and replace dated properties and vacant lots with “Sustainable Communities” have been successful. This transformation has taken place through a collaboration among the Resident Advisory Board, HABC residents, staff, federal, state, local officials, and other stakeholders to create a functioning strategic plan with proven outcomes that are being accomplished.

It is my pleasure to see HABC continue building partnerships and seeking out opportunities to provide quality affordable housing throughout Baltimore City.

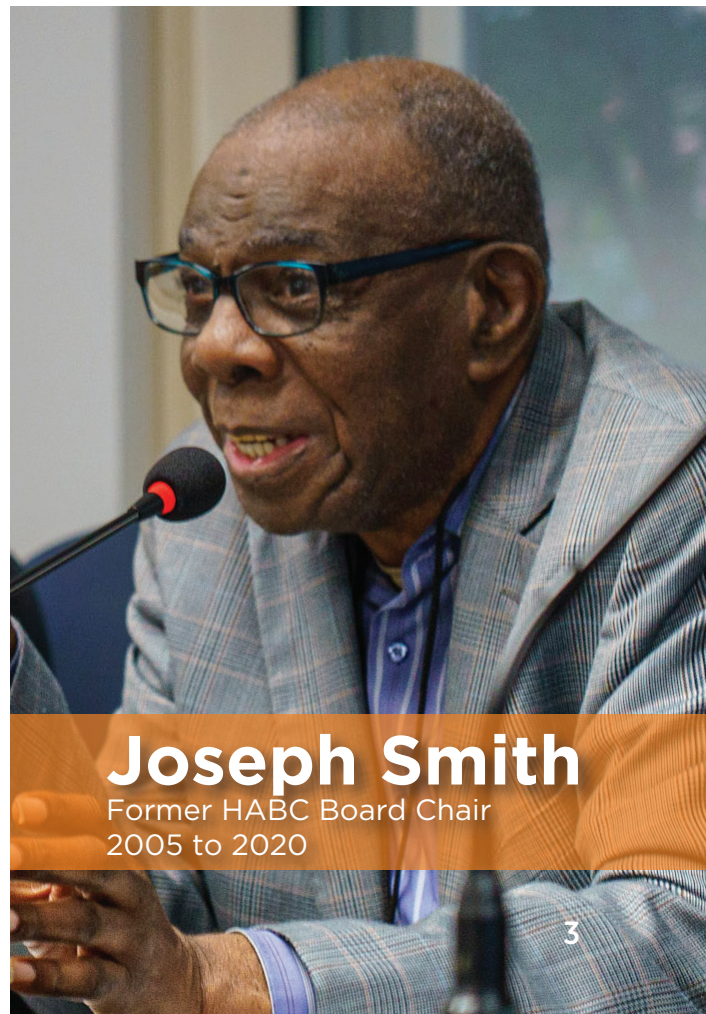
- *Robin Carter*

MESSAGES FROM OUR BOARD!

Since Janet Abrahams came on board as President, HABC has been enhanced as an agency and has become a catalyst for change in Baltimore’s historically underserved communities. From redevelopment to Resident Services, HABC works to improve the quality of life for our residents and help strengthen the city and its neighborhoods as a whole.

The Perkins Somerset Oldtown Transformation and the Rental Assistance Demonstration are just two examples of HABC’s efforts to create and preserve affordable housing through redevelopment initiatives. The agency’s work through Baltimore Affordable Housing Development, Inc. has enhanced these efforts and has made great strides to increase its capacity to provide housing opportunities and ensure long-term affordability. For all of this work, HABC deserves a round of applause!

- *Joseph Smith*



Joseph Smith

Former HABC Board Chair
2005 to 2020

MESSAGE FROM OUR **PRESIDENT & CEO**

Dear Friends,

I am extremely pleased to present this lookback of HABC's accomplishments and to see how far the agency has come in recent years. Before I joined HABC, it had been operating alongside Baltimore City's Department of Housing and Community Development with one leader under the name of Baltimore Housing for over 15 years. One of my first charges was to deconsolidate the two agencies, transition HABC into its own identity, and establish a new mission, vision and goals. From there, the 4 Cs of HABC – Community, Customer Service, Collaboration and Communication – were established to represent our priorities and set the standards for our work.

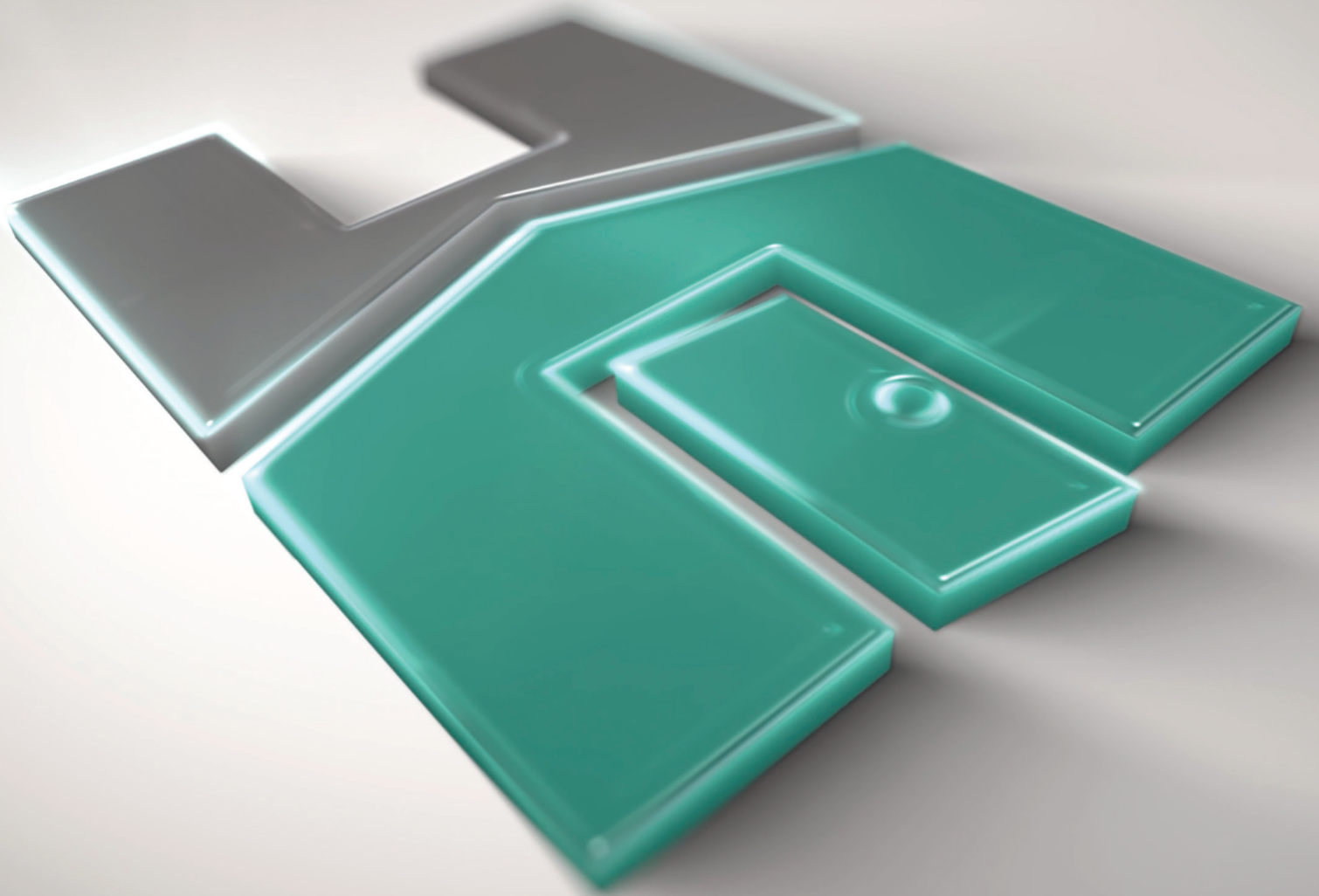
Since then, my team and I have made tremendous progress in establishing HABC as a key stakeholder in community development initiatives throughout Baltimore and expanding upon our efforts as the city's largest provider of affordable housing and related services to assist low-income individuals and families. Our 10-year Strategic Plan was introduced in 2019 and is already over 70% complete! I invite you to share this look-back with us and see how HABC has been transforming the communities we serve and the agency itself from within. We're doing this through signature redevelopment initiatives, improved program strategies, increased efficiencies, updated processes and technology, enhanced work culture and core values, uniquely tailored for our residents and so much more.

I am so grateful to the entire HABC staff and to all of our partners for their hard work and dedication to our mission of providing quality affordable housing opportunities in sustainable neighborhoods for the people we serve.



Janet Abrahams | President & CEO
Housing Authority of Baltimore City





“Promises **Made.**
Promises **Kept.**”

In 2019, HABC introduced its 10-year **Strategic Plan** called “*Pathways to Success*,” which serves as a blueprint for accomplishing the agency’s priorities and goals. The planning process included input from many stakeholders – HABC staff, Board of Commissioners, residents, program participants, City agencies, elected officials, community members, advocacy groups, anchor institutions, philanthropic organizations, for and nonprofit developers and others.

Recommendations in our Strategic Plan were organized into the three priorities of Transform, Innovate and Advocate. HABC later added a fourth called “Sustain” to outline our approach towards day-to-day operations.

STRAT

SUSTAIN

HABC will sustain a level of satisfaction for both our employees and residents and administer our programs with a better understanding of maintaining decent and sanitary conditions in our current affordable housing programs.

PL



ADVOCATE

HABC will advocate for long-term sustainability and redevelopment of public housing to successfully provide affordable housing opportunities over time.

STRATEGIC PRIORITIES

S A Y I T

INNOVATE

HABC will innovate the way it connects residents to housing and supportive services by consolidating services and partnerships to ensure success.

STRATEGIC PLAN

TRANSFORM

HABC will transform the way it does business to proactively plan for a sustainable future for the affordable housing it provides.

Today, the implementation of "*Pathways to Success*" is well underway, with over 70% of the recommendations in the Plan completed. HABC's Management, Analysis and Planning (MAP) division has taken the lead in tracking our progress and developed a Strategic Plan dashboard which can be found on our **website** and shows the status of implementation. habc.org/strategic-plan-dashboard



COMMS INNOVATIVE APPROACHES!

The Office of Communications created the framework from scratch for the **Strategic Dashboard**. This resulted in a series of ongoing videos showing the progress from each facet of our strategic priorities.



← **LEARN MORE**

PUBLIC HOUSING

HABC offers safe, decent, and affordable housing to eligible low-income families and individuals through our **Public Housing** program. HABC owns and operates over 6,600 public housing units throughout Baltimore City. Our Public Housing Operations team includes Admissions and Leasing, Resident Services, Engineering and Capital Improvements, Private Management, Security Operations and Maintenance.

In 2018, HABC filled 93% of its vacant positions in the field to ensure that requests for repairs are addressed in a timely manner and that units are sufficiently maintained and prepared for occupancy. A variety of new maintenance training courses were created, and the skill assessment for new hires has been enhanced.

In addition, HABC asset managers, maintenance superintendents and executive staff worked in collaboration to develop vacancy reduction strategies with the goal of reaching and maintaining a 97% occupancy rate across all of our sites.

6,609 Public Housing Units as of December 31, 2023

\$121 MILLION
in Capital Improvements 2018-2023

Increased Occupancy Rates

92.8% in 2018 **97.1%** in 2023

\$8.9 MILLION
of energy conservation and utility saving measures at 7 sites

Admission and Leasing

29,812 applications were accepted in just two weeks when the waiting list opened in August 2023

46K+ Average # of Work Orders completed per year

Non-emergency Work Order average response time went from **9 days** in 2018 to **3 days** in 2023

100% Emergency Work Order response within 24 hours



HABC ON → THE MOVE

In July of 2023, HABC's Housing Operations team procured a 15-seat mobility bus to transport groups of staff, residents and a variety of stakeholders to special events, property tours and other visits.



**COMMS
INNOVATIVE
APPROACHES!**

In 2021, (during COVID) **\$400 million** was allocated to the state of Maryland to create awareness of the **Emergency Rental Assistance Program**. We received **\$4.1 million** in relief funding to assist **1,455** residents in total. The office of communications eagerly embraced this opportunity to inform HABC residents during an expanded mobile truck campaign informing of this opportunity and eligibility requirements.

SCATTERED SITES

In early 2020, HABC submitted a plan to HUD to manage our **Scattered Sites** inventory. After performing a viability assessment of all 1,190 scattered site units, we developed strategies that can be applied to individual properties based on factors such as physical condition, estimated rehabilitation cost and neighborhood conditions. Properties that cannot be sustained in our inventory are being sold to the City or bundled and auctioned for redevelopment.

378 total number scattered sites rehabbed 2018-2023

\$20.2 MILLION
in rehab invest for scattered sites



Brittany Dawkins

Asa Jones

Anthony Jones

Papi

Brenda Dawkins

MEET BRENDA DAWKINS

HABC would like to give a special mention to Cherry Hill Homes resident Brenda Dawkins. Ms. Dawkins raised her daughter, who is now a hair salon owner, in Cherry Hill and has served her community as a dedicated crossing guard since 2009. On weekday mornings and afternoons, she can be found helping students cross the street on their way to and from school. Ms. Dawkins is recognized for her service to Cherry Hill families and says she is grateful to the HABC staff at Cherry Hill, who have provided her with assistance and resources throughout the years.

SAFETY & SECURITY INITIATIVES

Safety and Security in our communities is a top priority. HABC has implemented a variety of safety-related practices, protocols and services to enhance our security efforts throughout our public housing developments and our offices.

Emergency Alert Notification System

Implemented in 2018 to deliver text and email updates to staff in the field and at the central offices to keep them informed and connected during emergency situations as they occur.

Emergency Response and Preparedness Plan

HABC created this plan in 2019 to guide the agency's preparation, response and recovery operations for various types of major emergencies or disasters.

Gilmor Homes

6 walk-up buildings with 132 units at Gilmor Homes were demolished in 2020 to de-densify the site and address safety concerns.

Security Operations Team

In 2021, HABC created a Security Operations Manager position to implement additional safety strategies. In 2023, our internal Security Operations team was restructured and expanded to include a Vice President of Security Operations. Since its creation this team has been able to:

- Build upon our partnership with the Baltimore City Police Department to gain quicker, more detailed access to crime reports
- Enhance our access to CCTV camera systems
- Create safety plans through environmental design & leverage relationships with our vendors to properly camouflage wires, cord mounts and other devices
- Train staff on a variety of safety protocols, including active shooter training

Security Services Program

In 2022, HABC implemented a pilot program to provide contracted security services at four family developments, which was expanded in 2023 to implement these services at all of our sites.

132 UNITS
DEMOLISHED
TO DE-DENSIFY

— **GILMOR HOMES** —

181 CCTV cameras in operation
(as of December 31, 2023)

\$250,000
received for exterior lighting
emergency exit lighting installations

\$500,000 (2018-2023)
safety and security grants received

\$1.3 MILLION
received for window security
screens replaced/installed

HOUSING CHOICE VOUCHER PROGRAM

The **Housing Choice Voucher Program** (HCVP) enables participants to find housing in the private market that suits their needs. In addition to the vouchers leased in the tenant-based program, HABC provides vouchers to vulnerable populations that are at particular risk of homelessness through set asides and specially funded vouchers such as Re-Entry, Housing First, the Family Unification Program and Mainstream vouchers.

NEARLY 28K

applications received and accepted when Tenant-Based Waiting List was opened in 2023

200 Participants

provided with Security Deposit Assistance



18,994 Vouchers

leased as of December 31, 2023

2,645

 participating landlords

498

moves to
opportunity areas

103

Mainstream
Vouchers

278

Emergency Housing
Vouchers; 93% leased

Over 1,300+

homeless set-aside vouchers including Homeless, Re-Entry, EHV, etc.



Support for Applicants

Over the past five years, HCVP has implemented several new policies to address challenges that applicants may face in finding suitable housing. The search term was extended from 60 to 90 days.

Landlord Outreach & Resources

Our HCVP department holds monthly briefing sessions for new and existing landlords to answer questions and keep them up to date on program requirements and processes. In addition, HCVP created Housing Quality Standards (HQS) Guidebook and a virtual New Owner Briefing presentation which are both posted online.

HABC launched a new Landlord Leasing Incentive Activity in 2023, which includes for the following:

- Incentives for new-owners; new units to the program in general, in opportunity areas, newly constructed and/or accessible; and substantially rehabilitated units.
- Security deposit assistance
- HABC plans to launch new Vacancy and Damage Loss Payments in 2024.

2023 Leasing Incentive Program Launch

135

new owners

133

new units in opportunity areas

Other New Activities

Since 2018, HCVP has implemented several new and innovative programs using HABC's Moving to Work (MTW) flexibilities, including the following:

Local Fair Market Rents

Establishes payment standards using the 50th percentile Fair Market Rents (FMRs). With higher payment standards, HCVP can provide affordable housing in higher opportunity areas.

Healthy Opportunities Program (HOP)

Provides stable, affordable and healthy housing in opportunity areas for existing HCV families with children who have medical conditions exacerbated by environmental factors to ultimately improve participants' health outcomes and overall quality of life.

Modified Rent Reasonableness and Rent Cap Policies

Utilizes a modified rent reasonableness policy to reflect market conditions and streamline the process for determining reasonable rent. Under this activity, 16 submarkets were identified where rent ranges could be applied, and areas were defined within Baltimore City that have higher opportunities for HCV participants.

Student Housing Initiative

This program is intended to provide housing stability for eligible low-income college students. In November of 2023, HABC executed a Memorandum of Understanding with Coppin State University for 10 Student Housing vouchers. This is a pilot program that we hope to expand in future years.

OFFICE OF RESIDENT SERVICES

HABC's **Office of Resident Services** (ORS) coordinates and implements a vast array of programs and services for our public housing residents and HCVP program participants. In 2018, new goals for HABC's Office of Resident Services (ORS) were established, and priorities were set on initiatives that focus on the following four pillars to success:

1. Economic Mobility;
2. Personal Empowerment;
3. Youth Development; and
4. Senior Support.

Over the years, ORS has successfully delivered countless programs and services for our public housing residents and HCVP program participants. These programs include Family Self-Sufficiency (FSS), People Accessing Continued Employment (PACE) Adult Education Classes, Tenant Readiness Training, Congregate Housing Services Program (CHSP), and more. Other opportunities that ORS provides to our households include reading readiness programs; Early Head Start, Boys and Girls Clubs and other youth programs; back to school events and device give-aways; senior resource fairs; support services for aging in place; and welcome kits as well as access to furniture and household items for new residents.



FSS (2018-2023)

688

total participants

147

graduates

\$1,144,363

distributed in escrow

Jobs Plus Program (Gilmor)

263

total participants

ORS Outreach/\$163,182 Grant

3,801

households completed
2020 Census





Housing Plus Pilot Program

In an effort to combat homelessness in Baltimore, HABC launched the Housing Plus Pilot Program in 2019 through a collaboration with ORS, the Mayor's Office of Homeless Services, the City's Department of Housing and Community Development and Healthcare for the Homeless. The program is designed to renovate existing public housing units to provide stable housing as well as comprehensive case management and wraparound services that will enable families to work towards self-sufficiency. Under the pilot, 14 units were renovated and leased, and 36 more units have been added to this truly unique program for homeless families.

Resident Services Inc.

Resident Services Inc. (RSI) is an HABC instrumentality that seeks collaborative funding opportunities to support ongoing and new programs and initiatives for all HABC families, including:

Rising Star Scholarship

Need and merit-based scholarships to students in public housing or HCVP households who have been accepted into accredited institutions of higher learning or trade schools.

Gift Of Love

HABC staff, friends and community partners contribute to provide holiday gifts to children in HABC families.

Bedtime In A Box/Project 1902

Makes bedtime a time of learning for public housing youth ages 0-5 by providing kits filled with storybooks, alphabet tub toys, toothbrushes, toothpaste and towels.

Career Closet

Provides new or gently used business attire needed for interviews and/or new employment.

Emergency Preparedness Resources

Annual event to inform families how to be prepared for emergencies and provide toolkits that include a first aid kit, flashlights, blankets, emergency packaged meals and other useful resources.

\$148K

awarded to

29

scholarship recipients
2018-2023

76

families on average
receive presents through
Gift of Love per year

909

Bedtime in a Box Kits have
been provided to date

350

emergency preparedness
kits distributed per year.

HOME OWNERSHIP

HABC's **Homeownership Program** provides low-income families with the resources and support they need to achieve and sustain homeownership. Over the past 5 years the program has experienced significant growth, has expanded its reach of services, and has earned the recognition of ranking within the top 20 programs among Public Housing Authorities nationwide. Initiatives that have contributed to this growth are described below.

HCVP Homeownership Program

- Expanded eligibility criteria by revising income guidelines for HCVP families to allow retired households to access the program.
- Decelerated Assistance Program to help families gradually adjust to making full mortgage payments by extending their participation term for an additional 5 years.

Scattered Sites Program

- Offers a unique opportunity for Public Housing residents in scattered sites to purchase their homes with an HABC match contribution towards down payment or closing costs.

Homebuyer Readiness Training

- This training was launched in 2023 to provide personalized guidance and support to help clients overcome obstacles that stand in the way of homeownership, including direct assistance and coaching to address employment, credit issues, financial planning and more.

Expanded Community Outreach

- HABC partners with local nonprofit Community Development Corporations to host a variety of events including resource fairs, homeownership workshops and community tours.

HABC holds an annual Homeownership Celebration brunch to recognize residents' milestones and the continued support of our community partners.



150 FAMILIES

enrolled in Homebuyer
Readiness Program

44

Public Housing and HCVP families
have achieved homeownership
from 2018-2023

Over

\$8.2 MILLION+

in real estate transactions

\$1.2 MILLION+

in closing cost assistance provided

COVID-19 RESPONSE

In 2020, the **COVID-19** pandemic brought on challenging circumstances that made it necessary for HABC to implement new policies and practices in response to the global health crisis. Throughout the pandemic, HABC remained committed to protecting the health and safety of our staff and the communities we serve. Using an all hands on deck approach, HABC's Office of Resident Services delivered significant support and resources, including the following:

1,120

residents vaccinated for Covid-19 at **56** onsite vaccine clinics

659

households tested at 35 onsite testing events

350

home test kits delivered to public housing residents

780

safety kits provided to seniors and persons with disabilities in congregate living environments

OVER 40,000

meals distributed at our public housing sites

Sewer Sentinel Initiative

HABC partnered with the Maryland Department of the Environment in an initiative to test for elevated Covid-19 levels in wastewater within our communities. The coordinated effort was critical in detecting possible outbreaks within our developments and allowed us to target prevention efforts. The program became a model for testing and detection in other cities.



Scan to
watch the
**Full
Video!**



COMMS INNOVATIVE APPROACHES!

In addition to the informed series of videos created for awareness and education of the COVID pandemic to mitigate the spread in our communities, our federal partners requested a video presentation to inform global leaders attending the virtual **International Wastewater Surveillance Symposium** sponsored by the Water Research Foundation in 2020. This was observed and celebrated at an international conference.

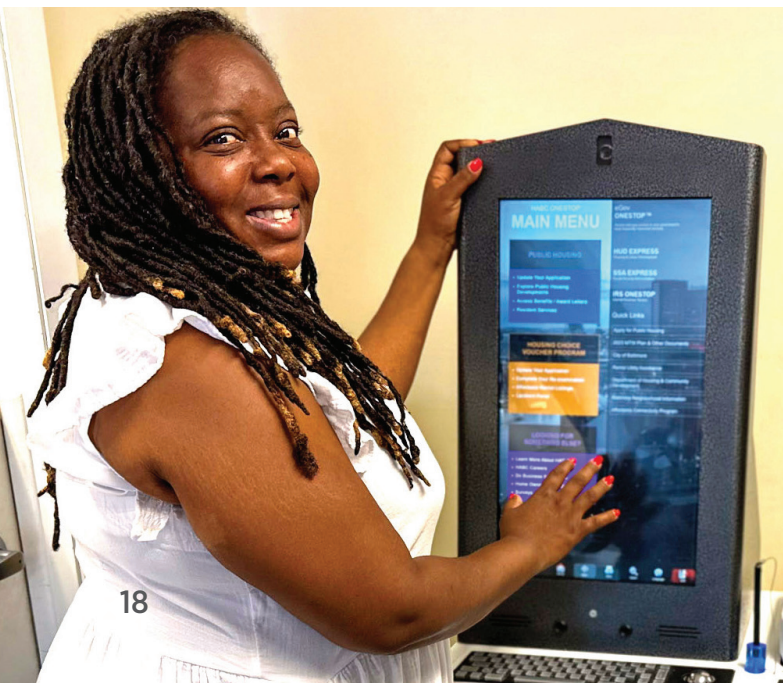
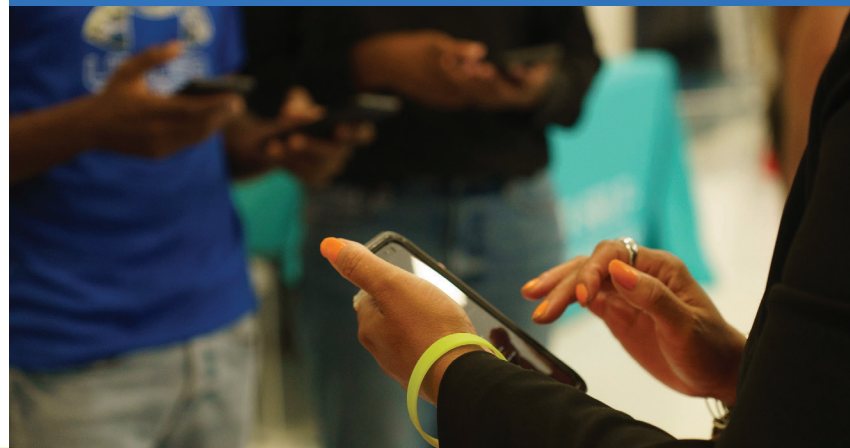


DIGITAL KIOSKS

HABC staff has played a crucial role in helping our clients acclimate to using kiosks by providing hands-on assistance and personalized guidance. The kiosks are user friendly but in instances that any client needs assistance staff are available on-site to offer real-time support, answer questions, and troubleshoot any technical issues that arise, thereby facilitating a smooth transition to utilizing the kiosks. This proactive approach has helped bridge the digital divide and has ensured that all are able to effectively utilize the kiosks for their housing needs including:

- Completing annual recertifications
- Updating housing application info while on the waiting list
- Access benefit information (Social Security Administration, Veteran Affairs, Department of Social Services, Department of Labor: Unemployment)
- Create work orders (LIPH only)
- Access HABC policies and reports
- Pay rent and excess utilities (LIPH only)

Scan to watch our video titled, "**This is US!**" that shows our paperless efforts!




**COMMS
INNOVATIVE
APPROACHES!**

People are visual learners! Our team produced a video introducing a better understanding of the Housing Choice Voucher Program. This video continues to help guide our residents successfully!

PLANNING & DEVELOPMENT

The Office of **Planning and Development** oversees HABC's major redevelopment initiatives, including the Rental Assistance Demonstration (RAD) program. Planning and Development also helps to facilitate other affordable housing projects to provide housing opportunities for people of all income levels in a wide variety of communities.

Rental Assistance Demonstration

HABC began the process of converting over one third of its public housing portfolio under the RAD program in 2015, which makes it possible to raise substantial amounts of capital from investors to rehabilitate deteriorating public housing sites.

4,046

UNITS
CONVERTED

28

total RAD
closings



TOTAL INVESTMENT
\$949 MILLION

Hollander Ridge

In 2019, HABC completed the acquisition of 94 units in opportunity neighborhoods throughout Baltimore using redevelopment funds for the former Hollander Ridge public housing site. The rehabilitation was completed in 2021, and all units were converted to RAD.

94 UNITS
CONVERTED

Rosemont Low-Rise





In 2018, HABC, along with the City of Baltimore, was awarded a \$30 million Choice Neighborhoods Implementation grant from HUD for the **Perkins, Somerset, Oldtown** (PSO) Transformation Plan. This integrated the former Oldtown and Somerset redevelopment master plans with the Perkins Transformation Plan to create a single seamless redevelopment effort unlike any other underway in Baltimore City. The PSO Transformation Plan will create a new mixed-use, mixed-income community that will produce a critical economic stimulus for a historically distressed neighborhood, substantially improve the quality of life and mobility of current and future residents and ensure the preservation of quality affordable housing in Baltimore City. A supplemental \$10 million was awarded in 2023!

People, Housing, Neighborhood – Future Outcomes

- New housing choices
- New 21st Century City Springs Elementary/Middle School
- New retail, grocery store
- Access to supportive services
- Employment opportunities
- Infrastructure improvements
- Increased security, strategies to address crime
- Renovated and expanded Chick Webb Recreation Center, new parks, improved pool



\$1 BILLION

IN INVESTMENTS



Developed by Mission First and
The Henson Development Company



CHECK OUT OUR PROGRESS!			
Phase	Total Units	Tax Credit Awards	Status
Somerset 1	104	9%	Complete
Somerset 2	192	4% & 9%	Complete
Somerset 3	72	4%	Complete
Somerset 4	190	4% & 9%	In Financing
Perkins 1	103	4%	Complete
Perkins 2	156	4% & 9%	Under Construction
Perkins 3	152	4%	Under Construction
Perkins 4	154	4% & 9%	In Financing
Perkins 5	231	4%	In Financing



Developed by
McCormack Baron Salazar

\$16.9 MILLION
AWARDED in American Rescue
Plan Act funding! (ARPA)

Developed by Mission First and
The Henson Development Company

PSO Plan Overview

Demolition of 629 obsolete public housing units at Perkins Homes which will be replaced with 1,354 units of mixed-income housing within the 244-acre transformation zone

- **Perkins Homes** – 629 public housing units built in 1942; physical needs far exceeded available funding to address them
 - All residents relocated as of July 2021
 - All buildings at Perkins demolished as of the first quarter of 2023
- **Somerset** – former public housing site was demolished in 2008-2009
- **Oldtown** – former site of a once vibrant pedestrian market, a portion of which was closed in 1996 and razed in 2002

The 244-acre PSO footprint combines portions of 5 neighborhoods

- 5,939 residents; 2,122 households
- 89% renters
- 60% poverty rate



COMMS INNOVATIVE APPROACHES!

We have been documenting our Perkins, Somerset, Oldtown transformation since 2017. We've already started putting it together and now it's time for you to get a **SNEAK PEEK! (SHHHH)**





“
COMMUNITY!
LIKE IT'S
SUPPOSED
TO BE!
”

MEET SABRINA HARMAN

I like living in Brooklyn Homes because it's quiet, it's peaceful, and we have security. We have programs being implemented for our youth, so they have something to do. Brooklyn Homes means community, friendship, fun, and laughter – community like it's supposed to be. To be a good neighbor you must be friendly, kind and help those in need because if you don't, then we're not a community.

📍 **Brooklyn Homes**

O'DONNELL HEIGHTS

The **O'Donnell Heights** public housing development was constructed in 1942 and included 900 public housing units. Of the original unit count, 670 have been demolished and 230 public housing units remain. The redevelopment of O'Donnell Heights is proceeding in four main phases, some with sub-phases and includes over 800 residential units.

20
18

Phases 1A and 1B completed in 2018: 144 units; Renamed Key's Pointe

20
19

HABC funded a consultant to oversee and develop Broening Manor, Graceland Park, Medford and O'Donnell Heights Revitalization Plan

20
20

Neighborhood Revitalization Plan for this footprint was approved by the City's Planning Commissioner

20
21

Master Developer Agreement with development partner executed for Phase 2

20
22

\$500k in state funding awarded to Baltimore City Recreation and Parks for the design of a new central park

20
23

LIHTC application submission and award received for 60-unit Phase 2A from State of Maryland DHCD



AWARDED
\$2.9 MILLION
IN ARPA FUNDING
FOR PHASE 2A

TRANSFORM POE

Transform Poe is the comprehensive plan for a new mixed-income community that includes the demolition and one for one replacement of the public housing units at Poe Homes. The redevelopment plan focuses on the Poe Homes public housing site and nearby neighborhoods. It includes both a Housing Plan and Action Activities. HABC is in the process of strategically acquiring properties throughout the redevelopment area.

- Poe Homes Now – 288 public housing units, 7 acres
- Poe Homes Future – 578 mixed-income units throughout expanded footprint
- 2 year community planning process
- Demolition application approved by HUD in 2023
- Resident relocation is underway
- Groundbreaking for Phase 1 is expected in 2025

Action Activities are capital improvement projects in areas near Poe Homes. HABC received \$950,000 to complete five activities:

- ✓ Residential facade/Aging in Place for existing eligible resident homeowners
- ✓ Improved vendor stalls at Hollins Market
- ✓ New food retail and grocery store
- ✓ Outdoor lighting improvements
- New splash pad at Greater Model Park (*in progress*)



HABC will convey a portion of its adjoining property to the Edgar Allen Poe House and Museum for museum expansion and improvements which include a gift shop and visitor center.

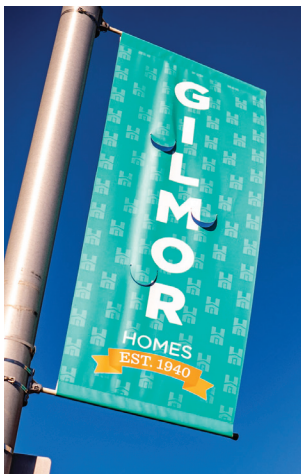
Poe Homes Future

578 mixed-income units throughout expanded footprint



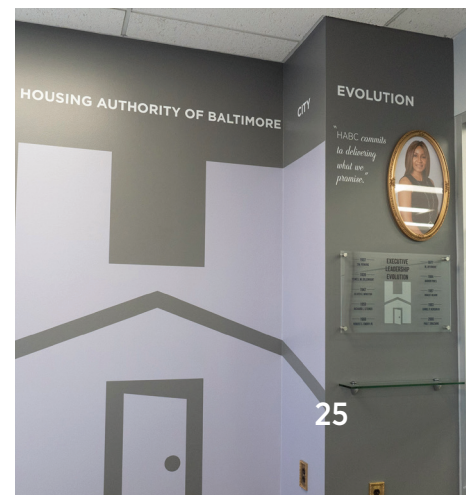
\$1.3 MILLION

Choice Neighborhoods
Planning Grant Award



HEY! WHAT'S YOUR SIGN?

HABC has invested more than **\$250,000** in signage to beautify the look of our properties, employee spaces and agency novelties. These signs not only enhance the look of the agency but reminds our stakeholders what HABC's mission and vision continues to be. Branding our properties and agency items allows HABC to stand out and reminds onlookers that affordable housing is and will always be the focal point.



BALTIMORE AFFORDABLE HOUSING DEVELOPMENT

Baltimore Affordable Housing Development

(BAHD) is the instrumentality that HABC created to undertake development projects and expand housing options to serve more families. BAHD has been a co-developer in all of HABC's RAD conversions and has five additional projects under construction. BAHD has also acquired general and limited partnership interests in five development projects that have ended their tax credit compliance period. The goal is for BAHD to be a sole developer on projects and to increase BAHD's capacity to acquire assets and maintain the long-term affordability of housing for our residents.



28 RAD
transactions
generated
\$23.8
MILLION
in DEVELOPER
FEES for BAHD

Current BAHD Co-Developer Projects

Somerset 2	100 Units
Somerset 3	36 Units
Perkins 1	48 Units
Perkins 2	76 Units
Perkins 3	71 Units
Rosemont Low-rise	106 Units
Total	437 Units

BAHD Acquisitions

Arbor Oaks	62 Units
Townes at the Terraces	202 Units
Albemarle Square (Flaghouse I & II)	130 Units
Sharp Leadenhall	31 Units
Total	425 Units

OFFICE OF LEGAL AFFAIRS

HABC's **Office of Legal Affairs** (OLA) provides in house legal services to HABC in the areas of Lease Enforcement, transactions, employment matters, and internal Investigations. OLA advises the agency to ensure compliance with applicable federal, state and local laws. OLA has provided the following significant legal services to HABC, including:

- Negotiated MOU with Baltimore City Police Department which allows HABC to obtain police records to support investigations and breach of lease actions due to criminal activity.
- Handled the settlements of 162 scattered site properties resulting in \$4.5 million in sales proceeds for HABC.
- Created a new lease for public housing and the "Practical Guide to Lease Enforcement" to provide asset management staff with information and instruction regarding landlord-tenant issues.
- Investigated and closed over 5,000 complaints of violations related to the public housing lease, HCVP family obligations and/or employee misconduct.
- Provided legal advice and assistance for development transactions that included 8 RAD conversions, 6 new construction projects for the PSO Transformation Plan, and the acquisition of ownership interests in 4 mixed-financed projects.
- Significantly reduced administrative burden by replacing HABC's obsolete and labor intensive rent court document printing and filing system through outsourcing.



FACILITATED
162
SCATTERED
SITES SALES
WITH
\$4.55
MILLION
IN PROCEEDS

OFFICE OF FAIR HOUSING

The **Office of Fair Housing** (OFH) is responsible for HABC's compliance with the civil rights laws that prohibit discrimination in housing and for overseeing compliance with the Bailey Consent Decree and the Thompson Settlement Agreement. OFH also participates in regional fair housing collaborations, including local stakeholder action plans. Efforts that OFH has completed since 2018 or are ongoing include:

- Created Limited English Proficiency (LEP) Plan.
- Trains HABC employees and private management staff on Fair Housing, Disability Rights and HABC's Reasonable Accommodations Policy and Procedures (on average, 16 trainings per year, with a combined attendance of over 200).
- Processes over 300 Reasonable Accommodation (RA) Requests from public housing residents, and HCVP participants per year.
- Implemented a Reasonable Accommodation Request Management database.
- Biannual reports of HABC's compliance with the Bailey Consent Decree, including the creation of housing units that meet the Uniform Federal Accessibility Standards (UFAS) and project-based voucher units for non-elderly persons with disabilities.
- Continues to participate in regional collaborations and stakeholder action plans, through the Mayor's Office of Equity and Civil Rights and the Baltimore Metropolitan Council, including updating the 2020 Analysis of Impediments to Fair Housing.
- All OFH staff received Fair Housing Specialist Certifications in 2023



300+

REASONABLE
ACCOMMODATIONS
PROCESSED! per year

200+

total attendees for



16 TRAININGS

on average per year



FISCAL OPERATIONS

HABC's **Fiscal Operations** department has implemented several initiatives to create efficiencies within the agency and maximize program performance. During the past five years, some key accomplishments include:

- **Bonfire eProcurement System**

Implemented in 2020, this system transitioned HABC's antiquated procurement process to an online platform, which has improved compliance and increased transparency. 258 procurements have gone through the new online system.

- **Clean Audit and Compliance Review**

After a number of years with audit findings, HABC successfully completed the 2022 Financial Single audit with no findings. HABC's Procurement Department also passed HUD's 2023 Compliance Review with no findings or observations.

- **Disparity Study/Minority & Women Owned Business Enterprises (MWBE)**

HABC worked in collaboration with the City of Baltimore to conduct a study to determine whether there was a disparity in the utilization of MBE and WBE versus non-MWBE contract activities. As a result of the study, HABC implemented a new MWBE policy that sets targeted goals of 25% MBE and 10% WBE participation across all formal procurements.

- **Retirement Plan Enhancements**

HABC's pension Committee worked to revise the agency's retirement plan by improving the annuity value in the Minimum Retirement Benefit for grandfathered employees and increase contributions to non-grandfathered employees.

- **BAHD Financial Management**

HABC's Fiscal department developed financial management policies and procedures for BAHD and has successfully planned, accounted for and reported on BAHD activities, growing the reserves and receiving clean audits.

- **Water & Sewer Billing**

Identified over \$6.2 million in billing and meter errors for two HABC properties and, after two years of negotiations, received a waiver of \$4.2 million in total costs.

- **New Vehicle/Fleet Purchases**

HABC had an analysis performed on each of the 240 vehicles in its fleet to provide recommendations on right sizing and replacement based on age, mileage and condition. As a result of this study, HABC procured 71 new vehicles in 2023 and implemented recommendations to improve fleet performance and reduce overall costs.

258 PROCUREMENTS
THROUGH THE NEW ONLINE SYSTEM



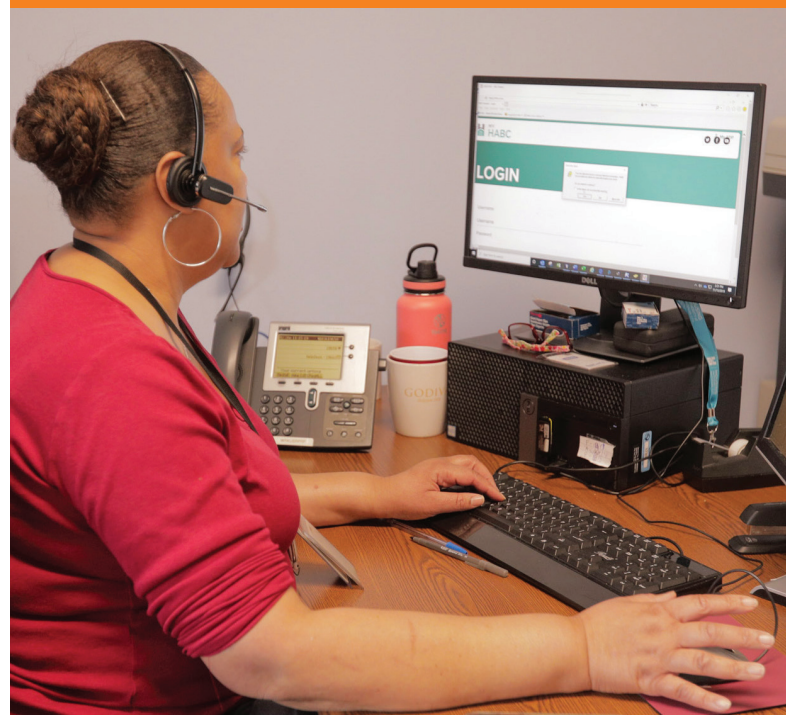
INFORMATION TECHNOLOGY

The **Information Technology** (IT) division plays a critical role in the planning, design, and operation of HABC's information technology systems. IT regularly collaborates with multiple departments within the agency to implement new tech initiatives, such as the emergency alert notification system, the online rental payment system and the HCVP landlord portal. Since 2018, the IT team has and continues to implement initiatives that create efficiencies and advance the agency, such as the following:

- Launched "IT on the Move" outreach campaign to educate HABC staff about IT related resources, software applications and projects.
 - Worked with an outside consulting firm to perform an information technology needs assessment.
 - Established the IT Governance Committee to review and approve all proposed technology projects.
 - Procured 120 laptop computers for staff in the wake of COVID-19 and established remote access within 7 days to ensure zero disruption to daily operations.
 - Developed a business continuity plan for the department in the event of a large-scale emergency or disaster.
 - Contracted with web-based call management system that allows users to handle calls and voice messages remotely through their computers.
 - Upgraded and refreshed existing hardware, including laptop and desktop computers, throughout the agency.
- Implemented a new call management system for the IT help desk which identifies peak call times and trends and records calls for training and quality control.
 - Designed a Helpdesk ticketing system to streamline IT service requests.

Significantly enhanced the security of HABC's data and network through:

- ✓ Upgraded spam protection.
- ✓ Use of comprehensive threat and vulnerability software account access.
- ✓ Monitoring of unusual account access.
- ✓ Migration of email and financial systems to cloud platform.
- ✓ Instituted multi-factor authentication for all remote network access.
- ✓ Ongoing staff trainings on how to detect and avoid fraudulent practices and phishing scams.



AUTOMATED & PAPERLESS PROCESSES

HABC has taken numerous steps to significantly reduce the use of paper and streamline our processes for efficiency and convenience. Our IT and MAP teams have collaborated with numerous other departments in developing automated solutions to daily operations.

- Installed One-Stop service kiosks at central offices and public housing sites.
- Created 'MyHousing' portal for families to submit recertification and application documents online from any device.
- Posted online interim requests.
- Completed scanning of all paper files.
- Converted landlord payments to direct deposit and utility allowance disbursements from paper check to debit cards.
- Replaced manual entry of resident information in the public housing lease by auto-populating it from the HUD 50058 family report.
- Added electronic signature for HAP and leasing documents.
- Automated internal recruitment and personnel forms.
- Created web-based work order system, which allows for online management of service requests and send SMS text messages to residents regarding the status of their work orders.
- Automated requisition, purchasing and invoice system.
- Implemented e-procurement system.
- Online productivity reports and dashboards.
- Replaced printed and bound information provided monthly to the Board of Commissioners with electronic materials and reports.
- Implemented SignNow across the agency which allows staff to dispatch documents electronically for signature within the agency and to landlords and tenants.

Management Analysis and Planning (MAP)

In addition to overseeing the progress of our Strategic Plan, HABC's MAP department works to provide convenient internal access to and ensure the integrity of agency information.

- Created comprehensive dashboards in Power BI to monitor a number of reports such as:
 - Public housing inventory, occupancy rates and related stats.
 - Rent collection and Tenant Accounts Receivables.
 - Work orders and response time.
 - HCVP utilization.

MAP also created a Quality Control (QC) division inspects public housing and HCVP files for compliance with HUD requirements.

150 FILES
reviewed per month for quality assurance

HUMAN RESOURCES

HABC's **Human Resources** (HR) division administers a variety of programs and services to support the mission of the agency by attracting, developing, and retaining a skilled and diverse workforce. From 2018-2023, HR has successfully overseen several key initiatives to strengthen and build the agency, such as:

- Annual employee recognition events such as Employee Appreciation Week, Administrative Professionals Day, and All-Staff Celebrations.
- Enhanced utilization of ADP software to electronically manage benefits, performance evaluations, payroll and more.
- Developed and implemented new recruitment strategies, including participation in numerous job fairs, enhanced use of job search sites and city-wide hiring campaigns and to attract top talent.
- Provided intensive management skills and other training across the agency.
- Developed policies and protocols during the COVID-19 pandemic, including a telework policy and hybrid work schedule.
- Implemented Compensation Study performed by external vendor to ensure that HABC offers competitive salaries to retain and attract quality staff.
- Spearheaded the agency's Diversity, Equity and Inclusion study, held trainings and presented findings at management staff retreats.
- Negotiated contracts with the Local Unions 2979, 4007 and 647 that extend for three years instead of the traditional one-year agreements.



HABC has approximately

**650
EMPLOYEES**





“
I THINK IT'S A
PRETTY GOOD
NEIGHBORHOOD!
”

MEET TIMOTHY WILLIAMS

It's a challenge being a single dad but I'm able to tackle it because of HABC. I like my community because you don't see a lot of harmful activity and there's a lot of homeowners and commercial buildings. The area is perfect for my kids to go outside and play. I think it's a pretty good neighborhood.

📍 **Scattered Sites**

COMMS SPOTLIGHT

Today, when it comes to HABC, if you saw it, read it, heard it, shared it, retweeted or liked it, you already know our work. The HABC **Communications** department is a lean group of information gurus dedicated to getting the word out and keeping it out there. Our mission is to promote and explain the programs of HABC with the community we serve and to the world.

The old question goes, “if a tree falls in the forest but nobody hears it, does it make a sound?”

In our world, that falling tree is the equivalent of life-saving programs like safe drinking water, affordable housing, disease prevention and control. Baltimore is our forest. Our work in support of HABC is ongoing, but over the past few years, we’ve had some big projects that stood out, to include this publication.



ALMOST
2000+
VIDEOS

MORE THAN
500K+
PEOPLE REACHED

OVER
1 MILLION
PAGE VIEWS IN 24'

NEARLY
100K
IMPRESSIONS



Launched Advertising to help promote to
**OUR RESIDENTS ON A LARGER SCALE
 THROUGHOUT BALTIMORE!**



Animated
**DIGITAL
 AVATAR**



Digital
KIOSKS
 around
 Baltimore

Softball
SWAG
 (Jerseys, foam
 fingers, etc.)



habc.org/
COMMUNICATIONS
 come through!



Event
SWAG
 sunglasses,
 fans, shirts
 and more



Digital
BILLBOARD
 Campaigns

RESIDENT ADVISORY BOARD



HABC encourages active resident participation through our **RAB** and Tenant Council and provides training and engagement opportunities for our resident leaders such as:

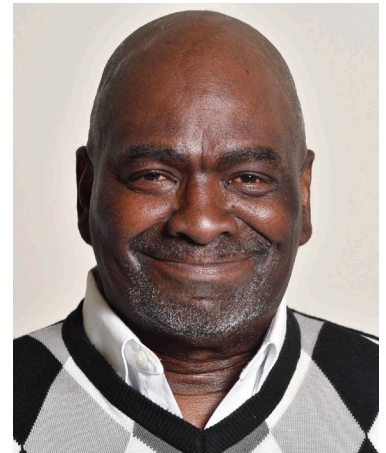
- RAB Executive Board Leadership Conference participation
- 10-week training on Tenant Council President/RAB Officer skills
- Sexual Harassment and Civility training

We are also preparing to host the 2025 RAB Conference here in Baltimore!

HABC'S RAB EXECUTIVE BOARD



Levern K. Perrin
PRESIDENT



Larnell Robinson
TREASURER



Belinda Blue
VICE PRESIDENT



Shanaye Freeman
SECRETARY





“
TO BE A
GOOD
NEIGHBOR
**YOU MUST BE
FRIENDLY!**
”

MEET MARTHA E. SCOTT

My name is Martha E. Scott and I live in Douglass Homes. I'm just a people person. I love people, I like talking with people, making people feel good especially about themselves. Some people have low self-esteem about themselves and if they're depressed, they say when I come around I make them I make them happy. If I can help somebody my living won't be in vain.

📍 **Douglass Homes**



OUR MISSION

To create and provide
quality affordable housing
opportunities in sustainable
neighborhoods for the
people we serve.





OUR VISION



To create diverse and **vibrant communities**; to provide opportunities for self-sufficiency; and to build pathways for strong partnerships.



“Promises
Made.

Promises
Kept.,

2021



Follow us on our
Social Channels!



bmorehabc



bmorehabc



officialhabc

www.habc.org