



CONTINUING ON OUR PATH TO SUCCESS

Accomplishments Report **2019***



A MESSAGE FROM CEO/PRESIDENT JANET ABRAHAMS



The Housing Authority of Baltimore City (HABC) is the nation's fifth largest public housing authority and currently serves approximately 19,660 households consisting of over 43,000 individuals, through our Public Housing and Housing Choice Voucher programs.

We provide other affordable housing opportunities to approximately 8,000 additional households through initiatives like the Rental Assistance Demonstration and the Baltimore Housing Mobility Program. Through these efforts, HABC serves approximately 20% of Baltimore City's entire rental market. Since joining HABC in 2017 as its Executive Director, one of my top priorities for the agency has been to establish ourselves as a key stakeholder in community development efforts throughout Baltimore and expand upon our efforts as the city's largest provider of affordable housing assistance for low-income families.

During my first year at HABC, we created HABC's new mission and vision as well as new goals known as the Four Cs of HABC – Community, Customer Service, Collaboration and Communication.

As I reflect on the progress that HABC staff and I have made in just over two years, I see how each of our initiatives exemplifies at least one of these goals and how the Four Cs have become an integral part of HABC. This report highlights some of our key accomplishments under the Four Cs during HABC's Fiscal Year 2019.

I look forward continuing to advance HABC's mission, vision and goals and providing HABC's community with even greater opportunities ahead.

*In mid-2019, HABC received approval from HUD to change its Fiscal Year to coincide with the Calendar Year. Therefore, the timeframe for this report is from July 1, 2018 through December 31, 2019.

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OUR MISSION:

To create and provide 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.

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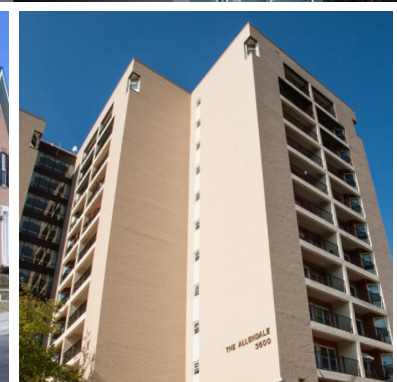
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Rental Assistance Demonstration (RAD) Conversions

In Fiscal Year (FY) 2019, **2,831** public housing units at **17** sites had been renovated through RAD with a total development cost of **\$508.4** million. RAD financing closed for conversion of J. Van Story Branch, Monument East, Broadway Homes and Heritage Crossing, totaling **653** units and **\$153** million in development cost, and these projects are under construction. RAD closings for Somerset Extension (**57** units, **\$17.4** million) and Rosemont Tower (**203** units, **\$38.6** million) also took place in late 2019. In total, these projects represent the preservation of **3,744** public housing units with a total development cost of over **\$717** million. An additional **2,078** units are planned for conversion under RAD in 2020 and subsequent years.



COMMUNITY

Improve the housing and quality of life for the people we serve.

Current RAD Conversions

Project Name	RAD Units	Total Development Cost
Allendale	164	\$27,552,358
Bernard E. Mason Apts.	223	\$38,538,000
Bel Park Tower	253	\$35,666,884
The Brentwood	150	\$27,911,223
Broadway Homes (Thompson 58)	58	\$12,966,259
Broadway Overlook	84	\$6,772,277
Chase House	189	\$35,986,589
The Ellerslie	117	\$28,134,605
Govans Manor	191	\$40,487,521
Heritage Crossing	75	\$19,785,096
Hillside Apts.	30	\$11,606,707
Hollins House	130	\$25,876,789
J. Van Story Branch Apts.	350	\$73,012,300
Lakeview Tower	302	\$43,840,300
McCulloh Extension	347	\$78,624,450
Monument East	170	\$47,239,867
Pleasant View Gardens Senior	110	\$17,195,631
Pleasant View Gardens Townhomes	201	\$36,200,638
Primrose Place	125	\$21,606,568
Rosemont Tower	203	\$38,560,762
Somerset Extension	57	\$17,405,873
Terraces Senior Apts.	47	\$1,110,637
Wyman House	168	\$31,306,276
TOTAL	3,744	\$717,387,610



Future RAD Conversions

Property Name	RAD Units
Arbor Oaks	62
Carey House	23
Dukeland	27
Hollander Ridge	94
Laurens House	36
McCulloh Homes	556
Oswego Mall	35
Perkins Homes	629
Poe Homes	286
The Rosemont	106
Shipley Hills	21
Townes at the Terraces	203
TOTAL	2,078



Choice Neighborhoods Grant Awards

HABC was awarded with the following two Choice Neighborhoods grants from the US Department of Housing and Urban Development (HUD):

Perkins Somerset Oldtown (PSO)

Implementation Grant – HABC and Baltimore City were awarded \$30 million to implement the PSO Transformation Plan, which includes the demolition and replacement of 629 units at Poe Homes with the construction of 1,345 new units of mixed-income housing in the PSO footprint. In addition to new housing,

the plan includes case management services, public safety initiatives, a new school, new parks, new retail and other amenities. The grant will leverage over \$850 million in investment for implementation of the plan.

Poe Homes Planning Grant

We were also awarded \$1.3 million from HUD to develop a plan over two years to improve quality of life at Poe Homes and surrounding neighborhoods. The planning process includes input from residents of Poe, community groups and other stakeholders, and a draft plan was submitted to HUD in March 2020.



Additional Noteworthy Funding Awards:

- **Additional Voucher Funding**

Our voucher program received a funding award of over **\$439,000** for 50 additional VASH vouchers to assist homeless veterans to obtain housing and other services. Our voucher program was also awarded funding in the amount of nearly **\$750,000** to administer 89 “Mainstream Vouchers” for nonelderly persons with disabilities.

- **2020 Census Grant**

Our Office of Resident Services was awarded a 2020 MD Census Grant in the amount of **\$163,182** for outreach efforts to facilitate responses to the Census from populations that have historically been undercounted.

- **Lead Based Paint Capital Fund Program Award**

HABC was awarded nearly **\$899,000** to make the Douglass Homes public housing development lead free and to perform lead paint risk reduction at various other sites.

- **Healthy Opportunities Program (HOP)**

HABC, along with the Baltimore Regional Housing Partnership, received a **\$100,000** planning grant to develop our new HOP initiative, which is a mobility program aimed at improving health outcomes for eligible voucher recipients.



Energy Performance Contract

In FY18, HABC entered into its second Energy Performance Contract (EPC), under which we will implement \$10 million of energy conservation and utility saving measures at 10 public housing developments. In 2019, HABC’s Engineering, Energy and Capital Improvement team oversaw infrastructure projects, such as electric and water submeter installation and other efforts that will increase utility efficiencies at our sites. By the end of 2019, lighting, water and furnace work at most developments was completed. The cost savings that result from the reduced energy consumption will fund the installation of these measures.

The Perkins Somerset Oldtown Transformation Plan Overview

The PSO Transformation Plan includes the redevelopment of Perkins Homes and the surrounding area into an integrated mixed-use, mixed income community. Implementation of the plan will produce critical economic stimulus for a historically distressed neighborhood and will substantially improve the quality of life for current residents while ensuring the preservation of affordable housing. The plan will be completed in nine phases over six years.

OVERVIEW:

- **Perkins Homes** – 629 units built in 1942; physical needs far exceed funding available to address them
- **Somerset** – former public housing site; demolished in 2008-2009
- **Oldtown** – former site of a vibrant pedestrian market; closed in 1996 and razed in 2002

PROGRESS:

Somerset Phase II

Fully funded and expected to close in third quarter 2020

- Awarded both 9% and 4% LIHTCs, making it the first ever twinning deal in the state of MD

Perkins Phase I & Somerset Phase III

- 4% LIHTC applications have been submitted

Oldtown:

- Proposals for the redevelopment of Oldtown Mall are in review.

OUTCOMES:

- **1,345** units of new housing, **70%** affordable, **\$464.5** Total Development Cost
- Coordinated PSO investment efforts that focus on People, Housing and Neighborhood include: new housing options; new school; full-service health care facilities; new grocery store and other retail; increased security and crime strategies; infrastructure improvements; new parks and expanded recreation center; employment opportunities.
- **\$850** million in investment will be leveraged



Somerset Phase I

(1234 McElderry)

- Fully funded
- Closed in June 2019 and is currently under construction

Relocation

- Relocation counseling and other services are being provided to all families at Perkins Homes
- HABC held a Relocation Kick-off and Resource Fair in May 2019, where we counseled over 250 residents on-site to ensure that households received the information and resources they need during this time of transition.





Gilmor Homes Partial Demolition

HABC received HUD approval to demolish six buildings at the Gilmor Homes public housing development. Due to major capital work needed at the site along with growing safety concerns, we determined that partial demolition was necessary. Relocation specialists worked with each household to determine their best options and assist with securing new housing. Relocation has been completed, and demolition via deconstruction of the buildings is scheduled to begin in early 2020. The goal of removing the six buildings is to improve safety and quality of life for residents in the development.



O'Donnell Heights/Key's Pointe Redevelopment Efforts

We celebrated the grand opening of Phase 1B of O'Donnell Heights, renamed Key's Pointe, which consists of 68 rental units. HABC provided 34 project-based vouchers for this phase of the project, and the remaining 34 units are affordable to households earning less than 60% of AMI. We are working with a consultant, along with City agencies, community groups and residents, to create a revitalization plan for the community so we can move forward with redevelopment.



Hollander Ridge

In mid-2019, HABC completed the acquisition of and 94 units to be rehabilitated in opportunity neighborhoods throughout Baltimore using \$18.85 million of HOPE VI funds that were originally designated for the redevelopment of the former Hollander Ridge site. The newly acquired properties will be replacement housing for both former Hollander Ridge residents and former residents of

O'Donnell Heights. HABC conducted an extensive outreach effort to contact former residents of both sites. By the end of 2019, twenty-six families had attended mobility counseling workshops provided by the Baltimore Regional Housing Partnership to prepare them for relocation into the Hollander Ridge units. We expect that all units will be completely renovated and leased by the end of 2020.

Homeownership

In 2019, nine households participating in our Housing Choice Voucher Program (HCVP) became first-time home buyers through HABC's homeownership program. The combined sales for these nine homes totaled \$1,328,900. The homeownership program allows eligible participants to convert the rental assistance they receive into mortgage assistance. Families in the homeownership program must meet certain qualification requirements, including over one year of continuous employment and completion of a homeownership counseling program through a HUD approved housing counseling agency. By assisting participants in making the transition from renters to homeowners, the program helps families achieve economic mobility and self-sufficiency.



Housing Choice Voucher Program Inventory Under Lease as of 12/1/19		Leased
MTW Tenant Based Vouchers (Non-Consent Decree)		8,586
MTW Project Based Vouchers (includes Bailey Consent Decree, Total Under Contract: 2226)		1,847
MTW Tenant Based Set-Asides		-
Bailey Consent Decree (850 vouchers)		735
Re-Entry (250 vouchers)		151
Lead (250 vouchers)		165
Housing First - Homeless (850 vouchers including PB Home RFP)		649
Homeless Project-Based RFP (awarded 192)		131
Veterans Project-Based RFP (awarded 182)		1
MTW Sub-Total		12,265
HUD Special Funding - Tenant Based Vouchers		-
Family Unification Program (FUP) (100 vouchers)		98
NED Category II (40 vouchers)		33
Rental Assistance Demonstration (48 RAD2 - Union Ave)		36
Mainstream Vouchers (89 vouchers)		42
Homeownership (includes 33 Thompson)		114
MTW & HUD Special Funding Sub-Total		12,588
Portability Vouchers (includes VASH port-ins)		114
MTW, HUD Special Funding and Portability Sub-Total		12,702
MTW Tenant Based Vouchers - Thompson Consent Decree		1,772
MTW Remedial (PB) Vouchers - Thompson Consent Decree		2,545
Sub-Total		4,317
TOTAL MTW INVENTORY		17,019
Non-MTW VASH Vouchers (Total Inv: 526)		481
Non-MTW Section 8 Moderate Rehab (Total Inv: 193)		97
MTW, HUD Special Funding, Portability & Non-MTW Sub-Total		578
TOTAL INVENTORY		17,597
Total for all MTW and VASH Vouchers (excludes Thompson, MOD and Portability Vouchers)		13,069



In FY19, HABC contracted to provide 222 new Project Based Vouchers (PBVs) for privately-owned sites, including:

Bon Secours New Shiloh Village Apartments – Provides affordable one-, two- and three- bedroom units to persons with disabilities and homeless families (19 PBVs).

Bennett House – Transitional shelter with single occupancy apartments and supportive services (25 PBVs).

L on Liberty – New construction providing units for non-elderly disabled households (14 PBVs).

North Avenue Gateway II – Newly developed, mixed-use community providing units for non-elderly disabled and homeless families (16 PBVs).

Paca House – New construction with units reserved for homeless families and veterans (82 PBVs).

Union Avenue/Buena Vista Apartments – Conveniently located apartment complex converted under RAD (48 PBVs).

Metro Heights at Mondawmin – Newly constructed, transit-oriented apartment building providing units to non-elderly disabled and homeless households (18 PBVs).



Number of landlords
participating in HCVP

2,777



Number of HCVP inspections
performed in FY19

52,842

CUSTOMER SERVICE

Increase efficiency, responsiveness and accountability in the services we provide to our internal and external clients

Customer Service Initiatives and Employee Training

A variety of customer service enhancement, staff recognition and training opportunities were provided through our Human Resources department, including:

- **“Beyond Customer Service”** – Training across the entire agency to explore ways to better serve our internal and external customers;
- **“Not All Superheroes Wear Capes!”** – Employee appreciation week to recognize our staff;
- **“Your Voice Matters”** – Employee engagement survey to give employees a voice and direct organizational growth;
- **UPCS/REAC Trainings** – Preparedness training provided to site management and maintenance staff for Uniform Physical Condition Standards (UPCS) and Real Estate Assessment Center (REAC) inspections, which are conducted annually on all HUD-assisted public housing and multifamily properties; and
- **Situational Awareness Training** – For employees to develop and implement action plans in case of an active shooter incident.



Monthly Community Meetings with Residents

HABC modified its Resident Pre-Board meeting into a Community Meeting that our Executive team attends and is held at different public housing sites each month. This gives HABC residents the chance to ask questions and discuss topics such as maintenance requests and public safety. The meetings provide a forum for our leadership team to hear directly from those we serve about issues specific to their sites.



Debit Cards for Utility Allowance Payments for HCVF Participants

Our Fiscal Operations division successfully converted the disbursement of utility allowance payments from paper checks to debit cards. These payments are made to approximately 2,500 participants. The switch to debit cards created efficiencies for the agency and is significantly more convenient for recipients who are now able to access their payments instantly rather than waiting to receive and process paper checks.



Mobile Work Order System

In early 2019, HABC rolled out a mobile work order system to all of our public housing sites. This system allows our maintenance teams to manage every step of the work order process from a mobile device. With these devices, maintenance workers are able to receive service requests and take photos of work performed, and residents can sign off electronically on completed work orders.

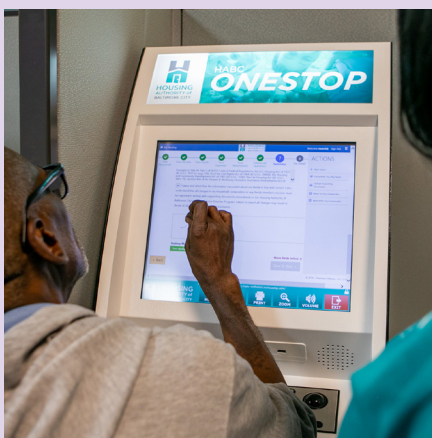
Productivity Reports and Program Dashboards

Our Management, Planning and Analysis department created numerous online dashboards to allow users to easily access and analyze information specific to their divisions. The dashboards provide everything from public housing vacancy and work order reports to leasing, productivity and compliance reports. These reports are a part of our enhanced quality control effort to provide more oversight to work that is performed in the field.



OneStop Self-Service Kiosks and MyHousing Portal for HCVP Participants

HABC implemented the MyHousing portal, which allows families to submit recertification and application documents online from any device. Participants can visit the self-service kiosks located in the HCVP office at their convenience instead of filling out paperwork and providing documents during a scheduled appointment. The kiosks can scan and store documents and also provide links to relevant websites such as HUD, Baltimore City Government, IRS and Social Services.





Housing Plus Pilot Program

In an effort to combat homelessness in Baltimore, HABC launched the Housing Plus Pilot Program in collaboration with our Office of Resident Services, 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 all of them have been fully leased. We are working with the City on funding options to reach 50 units for this program. This is a truly unique initiative to provide housing to homeless families.



COLLABORATION

Build upon our commitment to strong partnerships with residents, employees, government, nonprofit and business

ConnectHome

ConnectHome – Our Office of Resident Services partnered with T-Mobile under HUD's ConnectHome Initiative to help bridge the digital gap in some of Baltimore's low-income communities. Through this initiative, we gave away 500 free T-Mobile tablets to public housing residents and HCVP participants enrolled in Jobs Plus, PACE, My Goals or Family Self-Sufficiency workforce development programs, and HABC paid for two years of service.

Enhanced Internet Access at Public Housing Sites

Our Information Technology department partnered with Comcast to install fiber optics for internet connection at our public housing sites. This partnership eliminated the need for new routers at each site, which resulted in over \$103,000 in cost savings plus an additional \$8,600 in annual maintenance.

Public Housing Vacancy Reduction Efforts

Through an internal collaboration

that included asset managers, maintenance superintendents and executive staff, HABC developed and implemented strategies for turning units more quickly with the goal of reaching and maintaining a 97% occupancy rate across all of our sites. Through this exercise, we have made significant progress in increasing our overall occupancy rate at our family developments from 92.2% in August 2017 to 98.2% as of the end of 2019.

Enhanced Partnership with Baltimore City Police Department (BPD)

We entered into an agreement with BPD that provides HABC with direct access to certain law enforcement records once we have been alerted about events on our properties. Having direct access to records of criminal activities related to HABC properties provides us with information that agency staff would not have otherwise known about and allows us to take appropriate action. Through this agreement, HABC and BPD are collaborating to achieve the shared goal of safety in our communities.



Emergency Preparedness

HABC partnered with the University of Maryland Center for Health and Homeland Security to create an Emergency Response and Preparedness Plan which details activities related to preparation, response and recovery operations for any type of major emergency or disaster. Considerations for the most common hazards that HABC faces, such as long-term/widespread utility failure, and development-specific issues are included in the plan. A large group of HABC staff participated in the first in a series of ongoing table-top exercises designed to practice responding to various levels of emergencies. Coordination with City and State agencies and other partners is critical to the implementation of the plan and response to any loss of service to HABC properties.

Recycling Initiative at Brooklyn Homes

HABC joined forces with Wheelabrator Baltimore to expand its We Can Bmore recycling campaign to a new public housing pilot program which provides free recycling bins to members of the Brooklyn Homes community. The launch of the initiative at

Brooklyn Homes included a community clean-up event, a cookout, recruitment of recycling block captains and the beginning of recycling bin distribution. Wheelabrator Baltimore is also creating paid positions for community members to participate alongside volunteers in local canvassing and education efforts.

Healthy Elimination of All-pests Long-term (HEAL)

In 2017, HABC launched HEAL (Healthy Elimination of All-pests Long-term) to rid public housing of rodents, roaches and other pests, which are associated with health issues such as asthma. The program was implemented at 16 public housing developments, and partners include the HABC Resident Advisory Board, HUD and Baltimore City's Department of Public Works' Rat Rubout Program, the Health Department's Community Asthma Program and the City's Department of Housing and Community Development. In the last quarter of 2019, HEAL completed its 7th cycle of Rat Rubout services with a 90% decrease in active burrows that existed when the program began.





Highlights from HABC's Office of Resident Services

Office of Resident Services (ORS) coordinates and implements programs under four pillars of success – Economic Mobility, Youth Development, Senior Support and Personal Empowerment.

- **My Goals for Employment Success** – served **1,555** and successfully employed **23** public housing residents and HCVP participants.
- **Jobs Plus** – enrolled **86** new participants at Gilmore Homes.
- **People Accessing Continued Employment (PACE)** – assisted **84** program participants.
- **Family Self-Sufficiency (FSS)** – served **366** families, graduated **50** participants and distributed over **\$352,000** in escrows.
- **Youth Works** – employed a combined **135** HABC youth during the summers of 2018 and 2019 through the Hire 1 Youth program
- **Congregate Housing** – received **\$69,500** from Maryland Department of Aging to provide supportive services to the elderly residents at the Bernard E. Mason Apartments

Resident Services, Inc. (RSI) is a nonprofit instrumentality of the agency that seeks funding to support programs and initiatives for HABC families.

- **Gift of Love** – collected and distributed over **790** holiday gifts for families with children in public housing and HCVP.
- **Santa Claus Anonymous** – distributed gift cards to **2,500** children.
- **Rising Star Scholarship** – awarded six scholarships to college-bound HABC youth; received **\$17,000** in donations at the program's 10-year anniversary fundraiser.





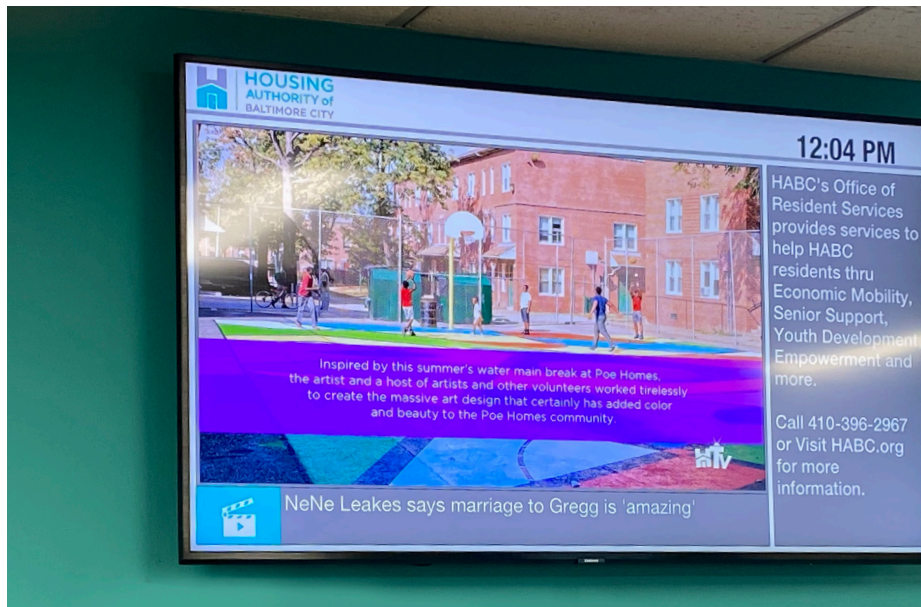
HABC Website

- Our website was completely redesigned to be more streamlined, informative and user-friendly. The new site is compatible with mobile devices and communicates a clear message about who we are and the services we provide.

Communications Efforts

Our Communications department has undertaken numerous efforts to improve our messaging to both internal and external stakeholders and to proactively tell HABC's story, including:

- **Television monitors** were installed at our public housing sites and HCVP offices for residents, program participants and staff to receive up to date information about important HABC related news.
- We launched our own YouTube channel, **HABC TV**, which is featured on the monitors.



COMMUNICATION

Create clear and consistent communications



Strategic Plan

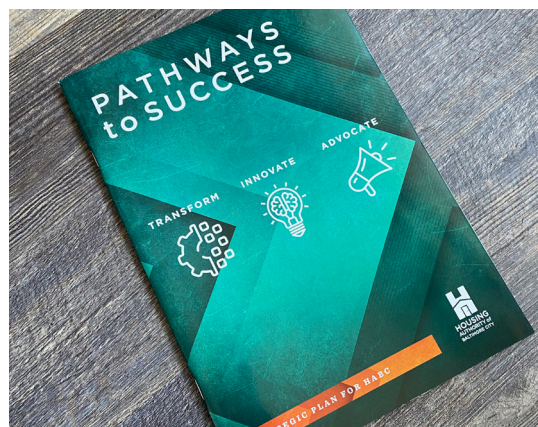
HABC created and is implementing a Strategic Plan called “Pathways to Success” for the agency, which will serve as a blueprint to advance our mission, vision and goals. The planning process included input from many stakeholders - HABC staff and Board of Commissioners, residents and program participants, City agencies and elected officials, community and advocacy groups, anchor institutions, philanthropic organizations, for- and nonprofit developers, and others. A series of focus groups, committee meetings and public meetings were held, and a final plan was adopted by our Board of Commissioners on September 17, 2019.

Recommendations in our Strategic Plan are organized into three priorities – **Transform, Innovate and Advocate**

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

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

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



PATHWAYS TO SUCCESS – 2019 TASKS

The following table provides a status report of tasks for 2019 that are outlined in the Strategic Plan.

Task	Status
Adopt the Strategic Plan as the definitive communications tool for the agency.	<ul style="list-style-type: none"> • Completed September 2019
Launch an aggressive campaign to ensure that residents, staff and partners are aware of HABC's priorities.	<ul style="list-style-type: none"> • Completed Phase I December 2019 • Planning to launch in subsequent phases Q2 2020
Develop a comprehensive supportive services plan that seamlessly integrates site specific plans; adopts unified measures of success, data collection and reporting processes; partnership agreements with service partners; and processes for ongoing assessment and plan refinement.	<ul style="list-style-type: none"> • Supportive services plan to address Service Coordination, Personal Empowerment and Workforce Development established in 2019 • Case management software used to track referrals, assessments and outcomes • Partnership agreements being assessed for changes needed in 2020
Reevaluate existing MTW plan strategies and priorities to ensure alignment with Strategic Plan priorities; submit revised MTW plan to HUD for approval; agree on single reporting protocol to avoid duplication.	<ul style="list-style-type: none"> • Currently preparing amendments for approved 2020 MTW plan • In process of preparing reporting protocol for 2020 • Working to align 2021 MTW Plan with Strategic Plan
Determine development site(s) and communities for next comprehensive and community-centered master planning.	<ul style="list-style-type: none"> • In progress • Will be finalized Q1 2020
Secure agreement with Baltimore City – DHCD and Mayor's Office – for priority sites to ensure alignment with City priorities for neighborhood revitalization.	<ul style="list-style-type: none"> • Continuing consultation with Baltimore City DHCD, Mayor's Office and others to align priority areas • Will revisit in Q2 2020
Secure agreement with the State of Maryland on how to proceed with a comprehensive master plan should the litigation surrounding McCulloh Homes be resolved quickly; agree on a planning framework.	<ul style="list-style-type: none"> • Engaged in talks with MD DGS as State moves to relocate employees from the State Center site • Will revisit redevelopment concepts in 2020
Complete comprehensive RAD portfolio assessment on all remaining public housing sites; determine RAD application/implementation strategy (portfolio application, individual site application, bundled applications, combination RAD/Section 18 applications, etc).	<ul style="list-style-type: none"> • In progress • Qualified developer pool set for next round of RAD • Continuing to assess Scattered Sites portfolio and aiming to finalize plan in Q1 2020
Submit request to Maryland CDA for RAD or CN set-aside in future QAPs.	<ul style="list-style-type: none"> • Completed for 2019 • Provided comments to CDA for 2020 QAP revisions

Complete comprehensive security assessment on all sites.

- 3 Sites Completed
- Identifying funding for 2020 assessment of additional sites
- Items implemented across sites in 2019: lighting surveys, brush clearing, updated loitering signage

Complete rollout of technology upgrades and automation.

- Ongoing
- IT Strategic Plan will be delivered in Q1 2020
- Fiscal Operations continues to automate accounting and financial practices
- Working on further technology enhancements to allow applicants, residents and property owners immediate access to information

Complete customer satisfaction survey (compare to 2018 Headlines from the Future).

- Employee Survey: Completed for 2019
- Resident Survey: Will begin in 2020

What gets measured gets done! Prepare and publish an Agency Report Card on Year 1 achievements, challenges and lessons learned; invite stakeholder input

- Will launch in Q2 2020

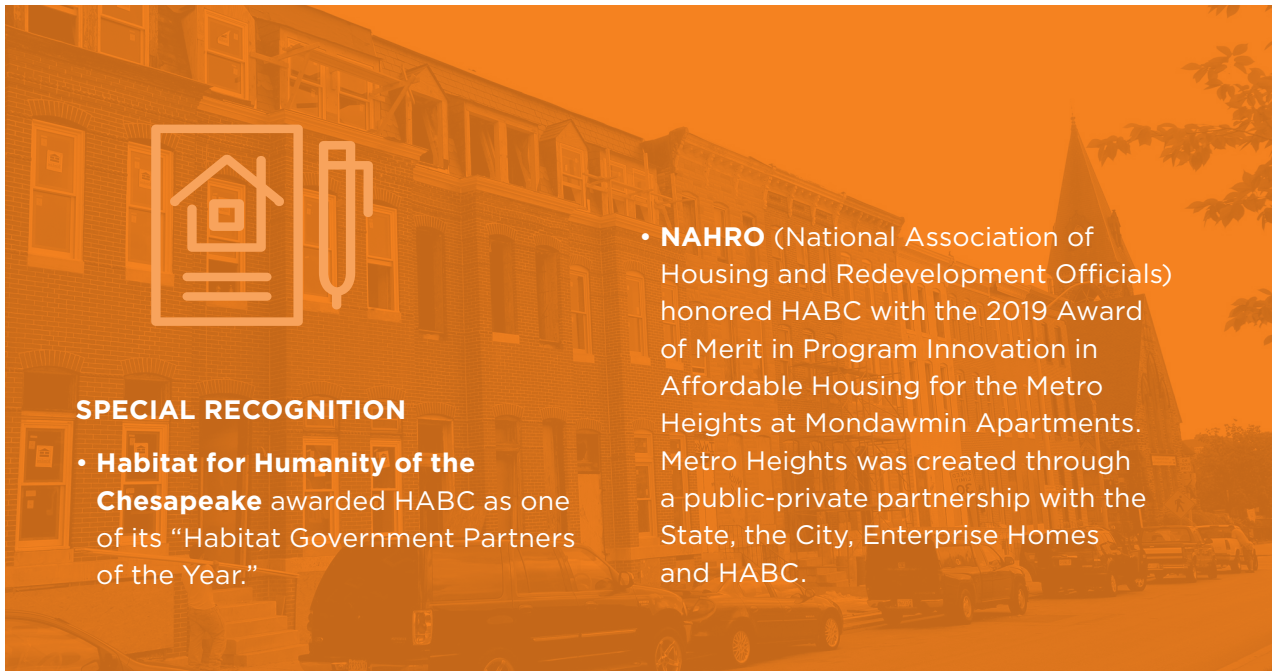
Develop Year 2 Implementation Plan.

- Implementation and Reporting plan and tools being developed
- Will be rolled out in Q1 2020

Complete the projects that have started!

- Completed projects are discussed throughout this report





BAHD

Baltimore Affordable Housing Development (BAHD) is an instrumentality of HABC that was created to undertake development initiatives. BAHD is a co-developer for every one of HABC’s RAD deals and has generated over \$13 million in developer fees from RAD transactions since 2015. Through BAHD, HABC intends to exercise its option to purchase (right of first refusal) certain mixed finance properties for which the tax credit compliance period is ending. The first two such properties that BAHD will acquire are Arbor Oaks (62 units) and Townes at the Terraces (203 units). Bringing these properties back into HABC’s inventory will allow them to be maintained as affordable housing.



OUR BOARD OF COMMISSIONERS:



Joseph Lee Smith
Chairman



Robin Carter
Vice Chair



Dr. Bowyer G. Freeman
Commissioner



Robin Truiett-Theodorson
Commissioner



Sharon Jones
Resident Commissioner

HABC'S RESIDENT ADVISORY BOARD (RAB), EXECUTIVE BOARD



Wallace Craig, RAB President, Rental Assistance Demonstration Committee Chair

Mary Leighton, RAB Vice-President | **Monique Johnson**, RAB Treasurer/Secretary

Mary Disharoom, Senior Citizens Committee Chair | **Hattie Rhames**, Maintenance Committee Chair

Larnell Robinson, Persons Against Drugs Chair | **Yvonne Robinson**, Social Services Committee Chair

EVENT TIMELINE



FY19 REVENUE AND EXPENSES



Revenue	
Tenant Revenue	\$33,658,603
Federal Funds	\$494,694,977
Fee Income	
Grant Funds	\$1,776,953
Investment Income	\$1,894,820
State and Local	\$10,719,836
Capital Assets	\$180,593
Other Income	\$12,817,502
Total	\$555,743,284
Expenses	
Management Fee	\$318,083
Administrative	\$68,991,700
Tenant Services	\$6,475,238
Utilities	\$24,456,836
Ordinary Maintenance	\$65,570,346
Protective Services	\$1,462,115
Insurance	\$5,645,256
Interest Amortization	\$2,911,737
Other General Expenses	\$6,879,004
Extraordinary Exp./Casualty Loss	\$2,541,172
Construction Hard Costs	\$28,530,053
Housing Assistance Payments	\$320,537,525
Depreciation	\$22,690,485
Allocated Overhead (in Admin in FY19)	\$(663)
Total	\$557,008,887



HOUSING AUTHORITY OF BALTIMORE CITY
417 East Fayette Street
Baltimore, MD, 21211