

# ACCOMPLISHMENTS

January 2020 - December 2020

**RESPOND | RETURN | REASSURE | REINVENT**



**HOUSING**  
AUTHORITY of  
BALTIMORE CITY



# A SPECIAL MESSAGE FROM OUR CEO



**“DESPITE THE CHALLENGES  
THE YEAR BROUGHT, HABC  
DID NOT LOSE SIGHT OF  
THE PRIORITIES AND GOALS  
WE HAVE PUT INTO PLACE  
IN OUR EFFORT TO  
STRENGTHEN AND SERVE  
OUR COMMUNITIES.”**

Dear Friends,

The year 2020 was full of challenging circumstances and uncertainty brought on by the COVID-19 pandemic. This made it necessary for HABC to adjust our normal business practices and implement new policies and protocols in response to the global health crisis. As we continue to adapt, several key objectives have emerged under which HABC will administer our programs and carry out our key initiatives. Everyone on the HABC team played a vital role in carrying out the agency’s efforts to:

## **RESPOND | RETURN | REASSURE | REINVENT**

I would like to take this opportunity to express my heartfelt appreciation to the entire HABC staff for stepping up to the task. Those on the frontline in particular, including our Public Housing maintenance workers and site staff, our Office of Resident Services and our Housing Choice Voucher Program staff all went the distance to assist those in need of housing and other support. Despite the challenges the year brought, HABC did not lose sight of the priorities and goals we have put into place in our effort to strengthen and serve our communities. I am so proud of my entire team for their hard work and dedication in 2020, and I look forward to the progress we will make in the year ahead.

Onward,  
Janet Abrahams  
President | CEO

A handwritten signature in black ink, appearing to read 'Janet', written over a light blue background.







Like other housing authorities across the nation, HABC took significant measures to keep our staff, residents and program participants safe and healthy. Listed below are a few examples of the many efforts we made to ensure the safety of our communities while following best practices with minimal disruption.

## REGULAR CHECK-IN CALLS



- Solution oriented discussions on approaches to staff and resident safety, supply distribution and operational protocols.
- Engaged our management firms to ensure these same protocols were being implemented at our privately-owned/RAD sites.

OVER  
**12,000**  
WELLNESS  
CALLS

Made to vulnerable HABC communities.

## STAFF AND VISITOR SAFETY



- Equipped staff with necessary tools for remote work; conducted meetings and events using virtual platforms.
- Closed offices to limit in-person; installed mail drop boxes at community management offices; later reopened by appointment only.
- Created the Return to Work Playbook. Human Resources developed a phased approach and circulated policies and protocols for the gradual reopening process for HABC sites and central offices.
- Procured all necessary PPE in accordance with CDC guidelines to properly equip staff and reconfigure office spaces; distributed face coverings, hand sanitizer, wipes, and thermometers to all staff.
- Designed and posted COVID-19 signage throughout HABC offices to encourage following distancing and other health and safety protocols.
- Facilitated routine meetings with each Union to gain feedback about safety and to offer pertinent COVID-19 and workforce related developments.
- Introduced software app for employees to check in daily on their devices to identify, track and manage potential COVID-19 symptoms and risks.





## AWARENESS INITIATIVES



- Expanded website with a COVID-19 landing page to provide information platform for residents and staff.
- Distributed 750 COVID-19 and social distancing awareness signs to HABC properties; signage was installed in areas such as playgrounds, basketball courts and elsewhere throughout the developments.
- Launched best practices campaigns including how to make a mask and “Everybody is At Risk” to present facts about how COVID-19 can affect our communities and what residents can do to prevent the spread of the virus.

## RESIDENT HEALTH AND WELLNESS



- Designed and distributed magnets to residents demonstrating the correct use and wear of facial coverings.
- Provided 299 emergency preparedness kits to residents, which included rain poncho, first aid kit, flashlight, cloth face mask, whistle, hand sanitizer, no-touch door opener, Family Disaster Plan and COVID-19 guidelines.

### THANK YOU CLPHA!

Council of Large Public Housing Authorities (CLPHA) gifted reusable masks which we provided to all RAD properties.

**DISTRIBUTED  
4,000  
MASKS**

**40,788  
MEALS**

Provided to more than 1,500 residents at our public housing sites.

**“TO CREATE AND PROVIDE QUALITY AFFORDABLE HOUSING OPPORTUNITIES IN SUSTAINABLE NEIGHBORHOODS FOR THE PEOPLE WE SERVE”**

The pandemic may have changed the ways in which we carry out this charge, but our commitment to it has not waived. The rest of this report highlights HABC’s key accomplishments and initiatives.





Resuming normal operations while prioritizing safe and efficient work practices | Providing assistance to residents as they navigate the new normal | Adhering to HABC's mission, goals and core values

## PUBLIC HOUSING



### 13,700+ ASSISTED

**FOCUS: TO PROVIDE DECENT, SAFE AND AFFORDABLE HOUSING AND RELATED SUPPORTIVE SERVICES**

It is with great passion and sincerity that we assist Baltimore residents through HABC's Public Housing Program. HABC is working to address our public housing portfolio to ensure that capital needs are met.

### \$3.7M+ IN CAPITAL INVESTMENTS

**FOCUS: TO REHABILITATE AND LEASE 126 PREVIOUSLY VACANT UNITS**

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. In the last year, rehabilitation and leasing has been completed or is in process for 126 previously vacant units that we will retain with a total capital investment of \$3.7 million. Properties that cannot be sustained in our inventory will either be sold to the City or bundled and auctioned to private investors for redevelopment. We also created a list of properties that will be bundled and auctioned starting for rehabilitation.

## HOUSING CHOICE VOUCHER PROGRAM

At year end, HABC's Housing Choice Voucher Program (HCVP) had over 13,600 tenant-based vouchers leased, including 154 Re-Entry, 95 Mainstream, 685 Housing First vouchers. Our HCVP office also worked with an independent consultant to complete a housing market analysis in 2020 to implement a modified rent reasonableness policy. The analysis identifies submarkets within Baltimore based on factors such as employment opportunities, income statistics, school quality and access to transportation. The results of the study will be used to determine rent reasonableness, and HABC may increase payment standards to incentivize landlords to rent to program participants in areas of opportunity.





## RESIDENT SERVICES



In addition to the remarkable efforts to provide residents with urgent assistance during the pandemic, HABC's Office of Resident Services (ORS) continued to serve our communities through its programs such as Family Self-Sufficiency, which paid out over \$132,000 in escrow to participants and received a \$504,000 renewal grant from HUD in 2020, and Jobs Plus, which was extended to September 2021.

Another major initiative that ORS carried out was through the award of 2020 MD Census Grant in the amount of \$163,182 to facilitate responses to the Census from populations that have historically been undercounted. As a result of ORS's outreach, 3,801 households completed the 2020 Census.

## PERKINS SOMERSET OLDTOWN (PSO)



With the award of a \$30 million Choice Neighborhoods grant from HUD to HABC and Baltimore City, the implementation of the PSO Transformation Plan is well underway. The nine-phased housing plan includes the demolition and replacement of 629 units at Perkins Homes with the construction of 1,350 new Choice Neighborhoods mixed-income housing. In addition to new housing, the plan provides for case management services, public safety initiatives, access to healthcare and other amenities. The grant will leverage over \$1 billion in investment.

In 2020, legislation was passed for the City's first Community Benefits TIF in the amount of \$105 million, which will generate approximately \$76 million of net proceeds to support development of mixed-income housing, infrastructure improvements, a new school, two new parks and job creation. HABC has partnered with the Baltimore Neighborhood Indicators Alliance to introduce the PSO dashboard. To keep track of the progress over the implementation period of the PSO Transformation plan visit [www.habc.org](http://www.habc.org).





## TRANSFORM POE

HABC worked with residents, community organizations and other stakeholders to create a redevelopment plan for the Poppleton/Hollins Market area with a focus on the Poe Homes public housing site. This was made possible through an award of a \$1.3 million Choice Neighborhoods planning grant from HUD. In 2020 HABC submitted the “Transform Poe” plan to HUD, and we are currently awaiting feedback with hopes to move forward with implementation soon.

**\$1.3M** CHOICE NEIGHBORHOODS GRANT



## RENTAL ASSISTANCE DEMONSTRATION (RAD)



RAD has enabled HABC to preserve thousands of affordable units and generate investment in the renovation of numerous public housing sites, which would not have been possible without the program.

**3,745 UNITS** RAD Conversions to Date

**\$730.8 Million** Total Development Cost\*

**2,078 UNITS** Planned Future Conversions

\*The previous Total Development Cost estimate for HABC's current RAD projects has increased by \$13 million due to unexpected costs at Rosemont Tower.





## HOLLANDER RIDGE

HABC completed its obligation to acquire 94 units to be rehabilitated in opportunity neighborhoods throughout Baltimore. Families will receive mobility counseling before moving. As of December 2020, construction has been completed for 55 units and 40 are occupied.

## O'DONNELL HEIGHTS/KEYS POINTE



Redevelopment of the O'Donnell Heights public housing site will resume under a new Neighborhood Revitalization Plan which was completed in 2020 through a joint effort between HABC and the Baltimore City Department of Planning. The new plan replaces the former Master Plan and includes three adjacent communities.

## MANAGEMENT INCUBATOR

All HABC staff in management positions on every level have been participating in the "Management Incubator," which is a year-long program aimed at enhancing leadership skills. Participants were divided into cohorts that meet once a month to take part in a facilitated discussion about topics such as communication skills, professional development of others, collaboration and relationship building. Since the onset of COVID-19, the sessions have moved to an online platform and have been a valuable learning experience.





Establishing simple and competent systems to support staff and residents during this crisis | Keeping all invested parties apprised of our plans and initiatives | Enhancing our communication and support efforts

## SOURCES AND USES BUDGET

TENANT REVENUE	21,663,368
HUD GRANTS	343,509,378
OTHER GOV'T GRANTS	7,068,787
INVESTMENT INCOME	524,598
OTHER REVENUE	17,550,748
<b>167 TOTAL REVENUE</b>	<b>390,316,879</b>

170 ADMINISTRATIVE	44,917,445
180 TENANT SERVICES	8,076,738
185 UTILITIES	17,440,702
190 UTILITY OTHER	23,335
195 ORDINARY MAINTENANCE & OPERATIONS	37,181,609
200 PROTECTIVE SERVICES	598,287
205 GENERAL EXPENSES	13,101,506
<b>207 TOTAL OTHER EXPENSES</b>	<b>121,316,288</b>

210 EXTRAORDINARY MAINTENANCE	449,544
215 CASUALTY LOSS	604,095
220 HOUSING ASSISTANCE PAYMENTS	233,920,312
230 OPERATING TRANSFER OUT	0
HARD COST	34,420,581
<b>330 TOTAL EXPENSES</b>	<b>390,710,819</b>
<b>350 (SURPLUS) / DEFICIT</b>	<b>(393,940)</b>
TRANSFER FROM RESERVES	393,940
<b>350 (SURPLUS) / DEFICIT</b>	<b>(0)</b>





HABC President | CEO Janet Abrahams, shares insight during an interview with HUD to help other Housing Authorities understand the costs and benefits of repositioning.

## January - March



Newly elected Resident Advisory Board (RAB) gets sworn in at inauguration



HABC residents partner with the City to work collectively to establish equitable food policies

COVID awareness campaign EveryBody Is At Risk launches

Meal deliveries to residents



## April - June

## July - September



emocha daily health check in launches



Phase 1 of PSO hits the front page of Baltimore Sun

Waste Water Environmental Testing Begins

Journey to community signage begins



## October - December





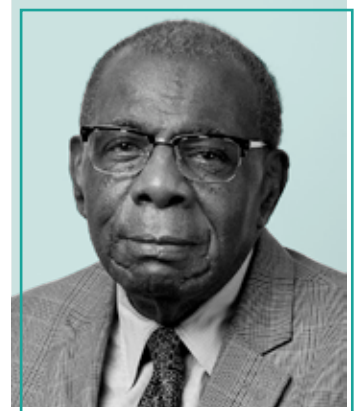
In December 2020, HABC's Board of Commissioners elected Commissioner Robin Carter as its new Chairperson and Commissioner Bowyer Freeman as Vice Chair. We are incredibly grateful to our former Chair, Joseph Smith for his leadership and dedication to HABC. We are also happy that he will continue to serve on our Board. Commissioner Carter formerly served as the Board's Vice Chair and is committed to moving HABC forward as an agency. We are eager to work with Chair Carter and all of HABC's Board members to advance our mission, vision and goals.



Robin Carter  
Chair



Dr. Bowyer Freeman  
Vice Chair



Joseph Lee Smith  
Commissioner

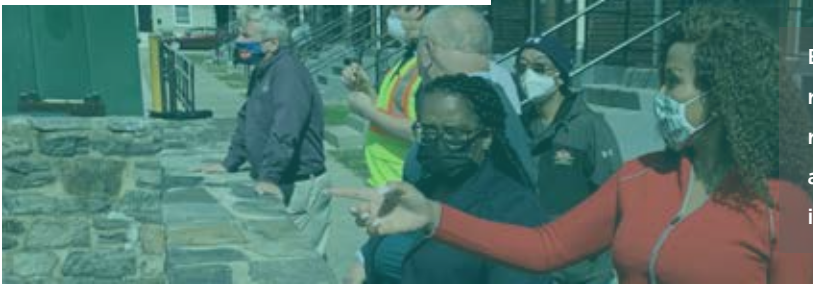


Robin Truiett-Theodorsen  
Commissioner



Sharon Jones  
Resident Commissioner





Establishing safe workplace spaces for real collaboration |  
 redefine the way HABC does business and responds to  
 residents | Streamlining processes and enhancing remote  
 access to our programs and services | Transforming and  
 integrating community revitalization efforts

HABC's Resident Advisory Board (RAB) plays an important role to HABC by voicing resident ideas and concerns and serving the needs of individual public housing developments as well as those of HABC's entire tenant population.



#### HABC'S CURRENT RAB EXECUTIVE BOARD CONSISTS OF THE FOLLOWING MEMBERS:

- **Wallace Craig** | President of Resident Advisory Board (RAB),  
Chair of Rental Assistance Demonstration Committee
- **Mary Leighton** | Vice President of RAB
- **Cheryl Harrison-Jackson** | Interim Executive Director-RAB
- **Larnell Robinson** | Chair, Persons Against Drugs
- **Hattie Rhames** | Chair, Maintenance Committee
- **Yvonne Robinson** | Chair, Social Services Committee
- **Monique Johnson** | Treasurer | Secretary of RAB
- **Anthony Williams** | Chair, Policy Committee
- **Mary Disharoom** | Chair, Senior Citizen Committee





HABC continues to implement its Strategic Plan, “Pathways to Success,” and priorities outlined within it – Transform, Innovate and Advocate. All of the accomplishments mentioned in this report have been a part of furthering the goals discussed in the plan.

#### ADDITIONAL ONGOING TASKS IDENTIFIED IN THE PLAN THAT WERE COMPLETED IN 2020 INCLUDE THE FOLLOWING:

- ✓ Launch aggressive campaign to ensure that residents, staff and partners are aware of HABC’s priorities
- ✓ Develop comprehensive supportive services plan
- ✓ Re-evaluate existing MTW plan strategies and priorities to ensure alignment with Strategic Plan priorities
- ✓ Determine development site(s) and communities for next comprehensive and community-centered master planning
- ✓ Secure agreement with Baltimore City’s DHCD for priority sites to ensure alignment with City priorities for Neighborhood Revitalization
- ✓ Complete comprehensive RAD portfolio assessment on all remaining public housing sites
- ✓ Develop Year 2 Implementation Plan

#### IN 2021, HABC WILL USE THE STRATEGIES DETAILED IN PATHWAYS TO SUCCESS TO FOCUS ON THE FOLLOWING KEY OBJECTIVES:

- Operate More Efficiently
- Expand Housing Choice and Reach of Assistance
- Create Ladders of Opportunity to Help HABC Residents Succeed
- Create or Leverage Partnerships that Align with HABC’s Core Mission and Values
- Advocate for Dedicated Supportive Services Financing
- Advocate for Focused Baltimore City Investments in Neighborhoods that Dually Align with HABC Priorities and Baltimore City Economic and Community Revitalization Efforts
- Recruit and Build a Network of Local and Regional “Champions” that Support Housing and Community Development Initiatives for Baltimore City





## SCOPE

Our Annual Accomplishments report for 2020 focuses on the goals in our strategic plan and our mission to create and provide quality affordable housing opportunities in sustainable neighborhoods.

## REPORTING FISCAL YEAR

The Housing Authority of Baltimore City Fiscal Year  
January 1, 2020 through December 31, 2020

## PREVIOUS REPORTS

HABC has produced an accomplishments report since 2018. Previous reports are available on our website at [www.habc.org](http://www.habc.org).

## INFORMATION INTEGRITY

The information in this report has been authenticated through trusted sources serving under HABC's leadership. Our internal subject matter experts are stewards of high professional acumen and integrity.

## STATEMENT OF GRATITUDE

HABC wishes to extend its deepest gratitude to the staff, residents, program participants and all of our other partners and stakeholders for their meaningful contributions to the agency's mission in 2020. Without you, our work would not be possible.

We look forward to another year of collaboration  
and an even better 2021!

## STAY CONNECTED

Follow us on social media or log on to  
[www.habc.org](http://www.habc.org) for the most up to date information.

