

The Moving To Work ANNUAL REPORT

FY2020

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HABC
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TABLE OF CONTENTS

I.	Introduction and Overview	1
A.	Background on the MTW Demonstration.....	1
B.	MTW Long-Term Goals and Objectives	1
C.	MTW Goals and Objectives for Fiscal Year 2020	3
II.	General Housing Authority Operating Information	10
A.	Housing Stock Information	10
i.	Actual New Project-Based Vouchers.....	10
ii.	Existing Project-Based Vouchers.....	11
iii.	Actual Other Changes to MTW Housing Stock in the Plan Year	18
iv.	General Description of Actual Capital Expenditures During the Plan Year.....	25
B.	Leasing Information	35
i.	Actual Number of Households Served	35
ii.	Any Actual Issues Related to Leasing.....	37
C.	Waiting List Information	38
i.	Waiting List Information	38
ii.	Actual Changes to the Waiting List in the Plan Year	39
D.	Information on Statutory Objectives and Requirements	40
i.	75% of Families Assisted Are Very Low Income.....	40
ii.	Maintain Comparable Mix	40
iii.	Number of Households Transitioned to Self-Sufficiency in the Plan Year.....	42
III.	Proposed MTW Activities.....	43
IV.	Approved MTW Activities	44
A.	Implemented Activities.....	44
Activity #2006-01:	Streamlined Recertification Process.....	44
Activity #2006-02:	Enhanced Project Based Voucher Program	49
Activity #2006-03:	Thompson Biennial Recertifications	53
Activity #2006-04:	Family Self-Sufficiency Program Enhancements	56
Activity #2007-01:	Mobility Program Enhancements/Thompson	61
Activity #2009-01:	MTW Homeownership Program.....	64
Activity #2010-01:	Unit Sizes.....	66

Activity #2010-02: Bailey Long-Term Affordable Project-Based Voucher Contract	69
Activity #2010-03: Thompson Risk Based Inspections.....	71
Activity #2012-01: Rent Simplification -Thompson	73
Activity #2014-01: HABC Long-Term Affordable Project-Based Voucher Contract.....	77
Activity #2017-01: Sponsor-Based Project-Based Transitional Housing.....	79
Activity #2019-01: Rent Simplification.....	82
Activity #2019-02: Local Fair Market Rent.....	86
Activity #2020-01: Housing Quality Standards (HQS) Modifications & Enhancements	88
Activity #2020-02: Healthy Opportunities Program	92
Activity #2020-03: Local Forms	95
Activity #2020-04: Modified Rent Reasonableness Policy.....	97
Activity #2020-05: Bailey 10 Total Development Cost Limit Policy	100
B. Not Yet Implemented Activities.....	104
C. MTW Activities on Hold	105
D. Closed-Out MTW Activities.....	106
Activity 2018-01: Landlord Payment Methods and Electronic Communications	106
V. Sources and Uses of MTW Funds.....	113
A. Actual Sources and Uses of MTW Funds in FY 2020	113
i. Actual Sources of MTW Funds	113
ii. Actual Uses of MTW Funds	114
ii. Description of Actual Use of MTW Single Fund Flexibility.....	116
B. Local Asset Management Plan (LAMP)	116
VI. Administrative.....	118
A. Reviews, Audits and Inspections.....	118
B. Evaluation Results	118
C. Certification of MTW Statutory Requirements.....	118
D. MTW Energy Performance Contract (EPC) Flexibility Data.....	118
VII. Exhibits.....	118
Appendix A: Certification of MTW Statutory Requirements	119
Appendix B: HABC Owned and HABC Non-Owned Housing	120
Appendix C: Waiting List Demographics	123
Appendix D: LAMP	124
Appendix E: Energy Performance Contracting Data	131

I. Introduction and Overview

This Moving to Work (MTW) Annual Report provides information on the initiatives and strategies undertaken by the Housing Authority of Baltimore City (HABC) under the MTW Demonstration Program in Fiscal Year 2020, which covers the period from January 1, 2020 through December 31, 2020.

HABC has been a participant in the MTW Program since 2005. The current MTW Agreement between HABC and the US Department of Housing and Urban Development (HUD), which defines the terms and conditions of HABC's participation, including the Annual Plan requirements, extends through December 31, 2028.

A. Background on the MTW Demonstration

MTW is a demonstration program authorized by Congress, which provides HABC and other participating Public Housing Authorities (PHAs) with both funding and programmatic flexibility, subject to approval by HUD in the MTW Annual Plan process. MTW designation provides HABC with the ability to test and implement locally-determined solutions that address Baltimore City's housing problems and priorities. MTW funding flexibility includes the establishment of a flexible MTW Block Grant, which allows HABC's three primary revenue sources (HUD Public Housing Operating Subsidy, Capital Fund and Section 8 Housing Assistance Payments) to be used interchangeably for any authorized purpose as specified in the MTW Agreement.

MTW programmatic flexibility allows HABC to waive certain HUD regulations and statutory provisions of the US Housing Act of 1937 to promote one or more of the following MTW statutory objectives:

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

For purposes of this Annual Report, an "MTW activity" is defined as any activity that requires MTW flexibility to waive statutory or regulatory requirements. The MTW activities undertaken by HABC in Fiscal Year 2020 were all designed to promote one or more of the MTW statutory objectives.

B. MTW Long-Term Goals and Objectives

The year 2020 was full of unexpected challenges and circumstances that made it necessary for HABC to adjust our normal business practices. In addition to the flexibilities we are able to utilize under MTW, the numerous waivers to certain requirements provided by HUD through the CARES Act allowed HABC to implement temporary policies and practices in response to the COVID-19 pandemic. In late 2019, HABC finalized an Emergency Response and Preparedness Plan that details activities related to preparation, response and recovery for any type of major emergency or disaster. In the wake of COVID-19, HABC was able to use recommendations and strategies from this plan to adapt our operations with as little disruptions as possible. HABC took a number of measures to ensure the health and safety of our staff, residents, program participants and communities, including, but not limited to:

- Closed offices to the public; installed drop boxes at sites and HCVP office to collect necessary paperwork; handled applicant briefings and interim requests either virtually or by phone; allowed for self-certification of income; continued with most HQS inspections, but allowed landlord and tenant certification in certain situations.
- Launched numerous safety awareness campaigns; installed social distancing reminders throughout housing sites; kept communities informed through distribution of COVID-19 guidelines and FAQs.
- Created a Return to Work Playbook for the gradual reopening of our offices; procured all necessary PPE in accordance with CDC guidelines; introduced a new software app for employees to check in daily and report any potential symptoms related to the virus.
- Provided nearly 300 emergency preparedness kits to residents; distributed 4,000 reusable masks to our RAD sites; delivered over 40,000 meals to more than 1,500 public housing residents; made regular wellness calls to our most vulnerable populations.

While much of the year was spent responding to the pandemic, the HABC team never lost sight of all the other efforts we put forth every day to strengthen and serve our communities. Throughout 2020, HABC continued with the implementation of our 10-year Strategic Plan, “Pathways to Success,” which provides a framework and sets forth action items designed to support our mission, vision and goals. The plan outlines broad objectives as well as targeted strategies under which to administer our programs, address our portfolio and move forward as an agency. These priorities and objectives are organized under three areas, (1) Transform, (2) Innovate, and (3) Advocate, and are reflected in all of our key initiatives.

Specific strategic priorities that HABC focused on in 2020 and will continue to advance are the following:

- Addressing capital needs in our public housing portfolio and exploring repositioning opportunities; maintaining a manageable scattered sites inventory, rehabilitating certain

scattered sites for our homeownership program and disposing of nonviable properties for other rehabilitation and/or redevelopment efforts.

- Increasing voucher utilization through a recently completed housing market analysis that will help us determine rent reasonableness and allow HABC to increase payment standards and incentivize landlords to rent to program participants in opportunity areas.
- Continuing to implement our RAD program and major redevelopment initiatives such as the Perkins Somerset Oldtown (PSO) Transformation Plan, Poe Homes, O'Donnell Heights/Keys Pointe; exploring more redevelopment opportunities for other public housing sites.
- Keeping our focus on the people we serve; building on our efforts to provide our residents and program participants with increased access to jobs, education, supportive services and economic mobility.

C. MTW Goals and Objectives for Fiscal Year 2020

Outlined below is a summary of HABC program results and accomplishments for FY 2020 all of which utilize MTW Block Grant and/or programmatic flexibility:

Public Housing Occupancy – HABC achieved a 94% adjusted occupancy rate¹ in its public housing developments.

Voucher Utilization – In FY 2020, on average, 17,356 units were under lease each month, including Thompson and all other programs.

Project-Based Voucher Utilization –In FY 2020, 18 new PBV units were either committed or issued/leased, representing four (4) new PBV developments. In total, by the end of FY 2020, 2,399 PBV units were committed/leased including HABC and Thompson PBV units. HABC focused on entering into PBV contracts for developments that were in high opportunity neighborhoods.

Project-Based Voucher Utilization (Thompson) - Under the *Thompson* Settlement Agreement, the Baltimore Regional Housing Partnership (BRHP) continued enhancing the project-based development program that was started under the *Thompson* partial consent decree. BRHP's project-based development program has created project based units in Opportunity areas. Subject to funding availability, BRHP provided predevelopment funding and, if needed, subordinate secondary financing using the Urban Revitalization Demonstration Grant funds

¹ The adjusted occupancy rate reflects the percentage of units that are available for occupancy that are actually occupied and excludes units that are vacant and exempt consistent with 24 CFR 902.22. These exempt units include units: a) undergoing renovation and/or vacated due to consent decree mandated alterations; b) undergoing modernization; c) approved for deprogramming (disposition or demolition); d) approved for non-dwelling purposes; e) lost due to reconfiguration.

awarded for the Homeownership Demonstration Program (MD-06-URD-002-I294) available to pre-qualified developers and property owners who develop housing units and agree to enter into long term project-based voucher contracts

Capital Program – HABC implemented capital improvements at existing housing developments and scattered sites using MTW Block Grant funds (see Table 7). In FY 2020, HABC spent approximately \$30.1 million on capital projects.

Development Program – In FY 2020, HABC continued to undertake development activities designed to support the revitalization of Baltimore neighborhoods and replace distressed and obsolete public housing developments. As part of the revitalization of Hollander Ridge, HABC previously acquired 94 scattered site units in Baltimore City. COVID-19 caused the initial financial closing to be delayed until April 2020. HABC, however, was able to secure an early start waiver which allowed the developer to commence construction in January 2020. Further COVID-19 construction related delays have caused the project's completion date to be extended to March 2021. As such, the PIC number and the creation of the actual new Hollander Ridge public housing units will not be created until March 2021, the date of full availability, DOFA.

Rental Assistance Demonstration Program (RAD) – Under the RAD program, HABC has secured HUD approval to convert 35 sites for a total of 5,797 public housing units to project-based rental assistance. As of the end of 2020, HABC completed 23 RAD transactions totaling 3,745 units converted from public housing to project based rental assistance. Conversion through RAD generates new capital resources, preserves existing affordable housing resources, ensures long-term affordability and improves the quality of life for residents. While each converted development has a new ownership structure including a new management and maintenance team, HABC continues to have an ownership role (through its affiliates) and ongoing roles related to admissions, transfers and compliance monitoring. HABC continued its consultation with local and citywide resident organizations prior to submission of RAD applications.

Resident Services – In FY 2020 HABC's Office of Resident Services (ORS), continued to serve its public housing residents through a wide array of self-sufficiency, personal development and supportive service program offerings, including its Family Self-Sufficiency and Homeownership programs. While COVID-19 impacted the ability to serve HABC families, ORS Service Coordinators were able to enroll 2,300 people in order to connect them with much needed resources during the pandemic.

New MTW Activities – HABC proposed five new MTW activities in FY 2020 – (1) Housing Quality Standards Modifications (HQS) and Enhancements; (2) Healthy Opportunities Program (HOP); (3) Local Forms; (4) Modified Rent Reasonableness (RR) Policy; and Bailey 10 Total Development Cost Limit. Outlined below is a summary of the progress made for each of these activities.

- Housing Quality Standards Modifications (HQS) and Enhancements:** To streamline the number of reinspections for HCV units, in FY 2020 HABC worked on planning efforts to charge reinspection fees for units which are not ready for a scheduled inspection and units which fail a 2nd reinspection. In FY 2020 HABC identified a vendor who will manage the charge and payments for these fees. The reinspection charge system will likely be implemented in FY 2021. In FY 2020 HABC prepared an HQS Owner Guide to assist owners in better understanding the key requirements for passing HQS inspections.
- Healthy Opportunities Program (HOP):** The HOP program is a mobility program designed around the collaboration between housing and health care providers, who will work together to provide stable, affordable and healthy housing in opportunity areas to ultimately improve participants' health outcomes and overall quality of life. In FY 2020 HABC identified the partner to assist with identification of HOP eligible families and completed a market analysis to identify neighborhoods of opportunity. Planned enrollment was delayed due to the limitations placed on outreach as a result of the COVID-19 pandemic. It is anticipated that enrollment will begin in FY 2021 with a target enrollment of 50 families. HABC will provide up to 150 vouchers for this program.
- Local Forms:** The local forms activity was developed to provide HABC with the flexibility to streamline and update HUD forms for consistency with HABC MTW policies and to provide more "user friendly" forms for participants. In FY 2020, HABC prepared and implemented an amendment to the Family Self-Sufficiency Contract of Participation to reflect HABC MTW FSS policies. In FY 2021 HABC will prepare local versions of the HUD Privacy Act form and other leasing forms.
- Modified Rent Reasonableness (RR) Policy:** HABC has established a modified rent reasonableness policy to better reflect market conditions and streamline the process for determining reasonable rent. HABC engaged an independent consultant to conduct a housing market analysis which was completed in FY 2020. It is anticipated that the modified RR policy will be fully implemented in FY 2021.
- Bailey 10 Total Development Cost:** As part of the Bailey Consent and Bailey Supplemental Consent Decrees, HABC was required to produce ten one-bedroom units for non-elderly persons with disabilities. HABC used MTW flexibility to increase the Total Development Cost (TDC) budget over HUD's current TDC limit. The increase was needed to reflect current development costs in the city as well as to reflect the local market. In FY 2020 two units were identified and placed under contract. Buyers were identified and qualified for financing and closing is anticipated in FY 2021. HABC also anticipates that the

remaining eight units will be acquired and sold in FY 2021. Efforts on this initiative were delayed due to the COVID-19 pandemic.

Family Self-Sufficiency (FSS) Program Enhancements – In FY 2020, HABC implemented further enhancements to its FSS program. Specifically, HABC developed and implemented a system of financial incentives for completing interim goals. For example, HABC implemented a \$500 cash incentive for completing a vocational certification. These incentives encourage enrollment and maintain participation in FSS. In FY 2020 twenty-one incentives were provided to FSS participants.

MTW Homeownership Program – In FY 2020, HABC reactivated and revised its MTW Homeownership Program, which utilizes scattered sites units in revitalization areas for homeownership. HABC identified six scattered site properties that will be renovated and offered for sale through its MTW Homeownership Program. Three families have already applied and been accepted into the program and are in the process of securing financing. It is anticipated that an additional three families will apply and qualify for the remaining three units in FY 2021. In FY 2020 HABC began working on the rehab plan for the six identified units including a cost analysis; however, due to the limitations under COVID-19, there were no closings in FY 2020 and only six units were identified.

Homelessness Prevention Initiatives – The Housing First Homeless Initiative does not require MTW Authority as HABC provides up to 850 Housing Choice Vouchers to eligible chronically homeless households referred by the Mayor’s Office of Human Services, Homeless Services Program (MOHS/HSP). Participants use their vouchers to find affordable permanent housing while receiving supportive services through MOHS and partner agencies. In FY 2020 the MOU was signed between HABC and the Mayor’s Office of Homeless Services. Eight hundred and forty-five of the eight hundred and fifty vouchers allocated to this program were leased in FY 2020.

The Homeless and Veterans Set Asides – Project-Based Homeless Program - HABC has awarded 192 vouchers for Project-Based units designated to house the homeless. These homeless designated vouchers are included in the 850 vouchers that have been set aside for the Housing First initiative. In FY 2020, referrals were received from the Mayor’s Office of Homeless Services resulting in provision of housing under the project-based homeless program to 174 previously homeless individuals and their families.

Project-Based Homeless Veterans - In addition to the project-based homeless vouchers, HABC has awarded 182 vouchers for Project-Based units designated to house homeless veterans and their families. In FY 2020, 19 eligible referrals were received from the Mayor’s Office of Homeless Services resulting in provision of housing under the project-based veterans’ program to 19 previously homeless veterans and their families.

Where construction of the PB units was delayed due to the COVID-19 pandemic, HABC anticipates that upon completion of the PB units all housing opportunities slated under this program will be fully utilized.

The Re-Entry Program – This program links permanent housing with supportive services to assist up to 250 (pending execution of a new MOU) homeless individuals and families with an ex-offender household member. Referrals are made to HABC by the Mayor’s Office of Homeless Services. MTW Authority is not required for this initiative. The MOU in FY 2020 covered housing opportunities for up to 200 homeless individuals with ex-offender status. By the end of FY 2020 154 of those housing opportunities were provided to targeted families. Outreach and referrals for this program were limited by the constraints of COVID-19.

Analysis of Impediments to Fair Housing – HABC participated in a Baltimore regional analysis of impediments to fair housing (AI) as evidenced by a Memorandum of Understanding (MOU) to develop a 2019 Regional AI that became effective on June 27, 2018. The Baltimore regional AI, in which HABC participated, was concluded in June 2020. The City of Baltimore Fair Housing Action Plan that resulted from the AI included the following items in which HABC will participate:

1. With Baltimore City, continuing to use HOME funds, Low Income Housing Tax Credits and other Baltimore City and HABC resources in the production of affordable wheelchair accessible units in excess of the minimum number required by federal regulations;
2. With Baltimore City, continuing to foster homeownership opportunities for under-represented households;
3. Implementing a Healthy Opportunities Program, a mobility program that will assist families and children who are already participants in HABC’s voucher program where one or more family members has a medical condition that is exacerbated by environmental factors;
4. Assisting persons with disabilities in leasing units with the 27 Mainstream vouchers HABC received under the CARES Act.

Approved MTW Activities – HABC continued to implement and modify an array of previously approved MTW activities that impact the Public Housing and Leased Housing programs, including those related to the Thompson and Bailey cases, as further described in Section IV of the Annual Plan.

Notes on Thompson and Bailey Settlements

There are two long-standing legal cases that continue to have a significant impact on HABC's MTW activities and initiatives:

1. In 1995 a class action entitled *Thompson v. HUD*, No. MJG 95-309, was filed in U.S. District Court for the District of Maryland against HABC, the City of Baltimore and HUD. The plaintiffs alleged that African-American residents of and applicants for public housing and Section 8 vouchers had been discriminated against based upon their race. Certain parts of the case were settled in 1996 through a Partial Consent Decree. In November 2012, a Final Thompson Settlement Agreement was approved by the Court that makes available up to 2,600 additional Housing Choice Vouchers from 2012 through 2018 ("Thompson Remedial Vouchers"), in addition to the 1,788 Housing Choice Vouchers already utilized under the Thompson Partial Consent Decree ("Thompson PCD-Leased Vouchers"). The Settlement Agreement also provides for the continuation of the Thompson Homeownership Voucher Program. The Baltimore Regional Housing Partnership (BRHP) administers the vouchers for the Thompson Remedial and Partial Consent Decree vouchers. MTW flexibility continues to be utilized to support Thompson activities, and is referenced accordingly in the MTW Annual Plan.
2. The *Bailey Consent Decree* resolved a lawsuit brought on behalf of persons with disabilities (NEDs) who are current or former residents of or applicants for HABC's housing programs. Among other requirements, the Bailey Consent Decree requires HABC to create and have certified 756 housing units that meet the Uniform Federal Accessibility Standards (UFAS) and to create 600 units for non-elderly persons with disabilities. Information on HABC's obligations under Bailey and the use of MTW flexibility to address these obligations is incorporated into the remaining portions of the Annual Plan.

II. General Housing Authority Operating Information

A. Housing Stock Information

HABC is the fifth largest Public Housing Authority in the United States and serves low-income households through its Public Housing and Housing Choice Voucher programs, both of which are supported with MTW Block Grant funds.

This section of the Annual Report provides information on HABC’s current inventory, leasing activities and waiting lists for both the Public Housing and HCV programs. It includes details on actual public housing capital expenditures and changes to the housing stock as a result of new development, demolition and disposition efforts and conversion of public housing units to long-term project-based assistance under the Rental Assistance Demonstration Program.

i. Actual New Project-Based Vouchers

HABC entered into either an Agreement to Enter into a Housing Assistance Payments (AHAP) or Housing Assistance Payments (HAP) Contracts for 18 units at 4 new project-based developments in FY 2020, as shown in Table 1. Note that public housing units to be converted to Project Based Rental Assistance (PBRA) under the RAD program are not included on this table.

Table 1: New Project-Based Vouchers

Property Name	Number of Vouchers to be Project-Based		Actual Status at End of FY 2020	RAD	Description of Project
	Planned	Actual			
1234 McElderry Street (Somerset Phase I)	50	0	N/A	No	New construction of 50 units to be project-based and located in the Somerset/Old-town neighborhood areas of Baltimore City.
22 Light Street Apartments	0	2	Committed	No	New construction of 40 units in Downtown Baltimore of which 2 will be project-based units.
Flamingo Apartments	0	1	Committed	No	New construction of 47 units in Hampden Baltimore of which 1 will be a project-based unit.
Scattered Sites – Fort 700 (Thompson)	20	5	Leased	No	Scattered site units in high-opportunity areas throughout the region.
Red Maple Place (Thompson)	10	0	N/A	No	New construction of 56 units in Towson, 10 of which will have BRHP project-based units.
Homes at Fountain Green (Thompson)	0	10	Committed	No	New construction in Harford County, of which 10 units will be BRHP project-based units. Project is currently at 97%

					construction completion and leasing will begin in coming month
Total Planned New Project-Based Vouchers	80	18			

Describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

- 1234 McElderry Street was not included in the FY 2019 report; however, the project was under AHAP in FY 2019. The project is now included in the existing PBV table below.
- 22 Light Street and Flamingo Apartments were not planned; however, HABC entered into AHAPs for both of these development in FY 2020.
- The scattered site planned PBVs were less than planned as a result of COVID-19 related delays.
- Red Maple Place was not under AHAP in FY 2020 as a result of community opposition issues, which BRHP will continue to address.
- Homes at Fountain Green was not included in the FY 2020 plan; however, an AHAP was entered into in FY 2020.

ii. Existing Project-Based Vouchers

Table 2 includes the PBV units where at least an AHAP was in place by the beginning of FY 2020, including information on actual unit counts as of December 31, 2020.

Table 2: Existing Project-Based Vouchers

Property Name	Number of Project-Based Vouchers		Actual Status at End of FY 2020	RAD?	Description of Project
	Planned	Actual			
18 W. Read St., Inc.	10	10	Leased/Issued	No	10 1bd NED units at 18 W. Read St.
214 E. Biddle St.	5	5	Leased/Issued	No	5 1bd NED units at 214 E. Biddle St.
2301 N. Charles St., Inc.	7	7	Leased/Issued	No	2 efficiencies and 5 1bd NED/UFAS units at 2301 N. Charles St.
1234 McElderry Street	0	50	Committed	No	New construction of 50 units to be project-based and located in the Somerset/Old-town neighborhood areas of Baltimore City.

Property Name	Number of Project-Based Vouchers		Actual Status at End of FY 2020	RAD?	Description of Project
	Planned	Actual			
Alcott Place	28	28	Leased/Issued	No	28 1bd units at 2702 Keyworth Ave.
Artaban Ashburton Apartments	14	14	Leased/Issued	No	14 1bd NED units at 5906 Park Heights Ave.
Ashland Commons	12	12	Leased/Issued	No	12 1bd (8-NED) units at 1715 E Eager St.
Barclay	19	19	Leased/Issued	No	1 1bd, 1 2bd, and 17 3bd (1-NED, 4-UFAS) units at 2106-2234 Barclay St.
Barclay II (North Barclay Green)	15	15	Leased/Issued	No	11 1bd NED and 4 2bd UFAS units at 341 E. 20 th St.
Barrister Court	8	7	Leased/Issued	No	1 efficiency, 5 1bd, and 1 2bd UFAS unit at 1300 Washington Blvd.
Belvieu Gardens	10	10	Leased/Issued	No	10 1bd NED units at 3915-3921 Belvieu Ave.
Bellevue Manchester	8	8	Leased/Issued	No	8 1bd units at 342 Bloom St.
Bennett House	25	25	Leased/Issued	No	24 SROs and 1 1bd unit at 14 E Franklin St. designated to provide supportive services to low-income residents
Bon Secours – Gibbons	20	20	Leased/Issued	No	12 1bd NEDs, 4 2bd and 4 3bd UFAS units at 900 Desoto Rd.
Bon Secours – New Shiloh	19	19	Leased/Issued	No	16 1bd (11-NED), 2 2bd and 1 3bd units at 1930 Windsor Ave. (8-PB Homeless)
Brexton Chase	7	7	Leased/Issued	No	7 1bd NED units at 241 W. Chase St.
Brick by Brick	2	2	Leased/Issued	No	2 1bd NED units at 903 Gorsuch Ave.
Butchers Row	9	9	Leased/Issued	No	3 1bd, 2 2bd, and 4 3bd units at E. Baltimore St.
Calvert Street Properties	18	18	Leased/Issued	No	18 1bd NED units at 1625 N. Calvert St.
Calverton House	14	14	Leased/Issued	No	13 SROs and 1 efficiency at 119 E. 25 th St.
Chapel Green	20	20	Leased/Issued	No	8 1bd NED units and 12 3bd (4-UFAS) units at Chase, Wolfe, and Washington Streets
Cherry Hill Senior Housing	50	50	Leased/Issued	No	48 1bd NED units and 2 2bd UFAS units at 901 Cherry Hill Rd.
Cherrydale	32	32	Leased/Issued	No	32 1bd NED units at 1118 Cherry Hill Rd.

Property Name	Number of Project-Based Vouchers		Actual Status at End of FY 2020	RAD?	Description of Project
	Planned	Actual			
City Arts	11	11	Leased/Issued	No	11 1bd NED units at 440 E. Oliver St.
City Arts II	15	15	Leased/Issued	No	12 1bd NED and 3 2bd UFAS units at 1700 Greenmount Ave.
Clare Court Apartments	15	15	Leased/Issued	No	5 1bd, 7 2bd and 3 4bd (7-NED, and 3-UFAS) units at 3725 Ellerslie Ave.
Clarks Lane	6	6	Leased/Issued	No	6 1bd NED units at 3901 Clarks Ln.
Clarksview, LLC	8	8	Leased/Issued	No	8 1bd NED units at 3701-3711 Clarks Ln.
Coel-Grant Higgs	57	57	Leased/Issued	No	32 efficiencies and 25 1bd (6-UFAS) units at 1700 N Gay St.
Coleman Manor	49	49	Leased/Issued	No	49 1bd (8-NED, 5-UFAS) units at Walbrook Ave.
Columbus School Apts.	8	8	Leased/Issued	No	8 1bd units at 2000 E North Ave
Community Housing	5	6	Leased/Issued	No	6 units (all NED) scattered site units
Dayspring	18	18	Leased/Issued	No	17 2bd and 1 3bd transitional units at 1125 Patterson Park
DiMaggio Scattered Sites	23	23	Leased/Issued	No	8 2bd, 10 3bd, 4 4bd, and 1 5bd units designated for chronically homeless households at scattered sites
Dominion Properties	7	7	Leased/Issued	No	3 1bd NED units and 4 3bd units at 1617 Dukeland Ave., 6 th St., Hilton and Monument Streets
Dorchester Apts.	10	10	Leased/Issued	No	10 1bd NED units at 4300 Liberty Heights Ave.
Druid Hill LTD	12	12	Leased/Issued	No	10 2 bd and 2 3bd units at 1621 Druid Hill Ave.
Druid House	19	19	Leased/Issued	No	8 2bd and 11 3bd units at McCulloh St.
Epiphany House	33	33	Leased/Issued	No	33 efficiencies at 5610 York Rd.
Fallstaff Apts.	4	4	Leased/Issued	No	2 1bd NED units, 1 2bd and 1 3bd (1-UFAS) units at 3800-3810 Fallstaff Rd.
Fells Point Station	14	14	Leased/Issued	No	11 1bd and 3 2bd (6-NED, 8-UFAS) units at 1621 Bank St.
Franklin Flats	7	7	Leased/Issued	No	7 1bd NED units at 20 E. Franklin St.

Property Name	Number of Project-Based Vouchers		Actual Status at End of FY 2020	RAD?	Description of Project
	Planned	Actual			
Greenmount & Chase	19	19	Committed	No	New Construction of 60 units located in the Johnston Square neighborhood at Greenmount Ave., Chase and Proctor Streets, of which 19 will be project based
Greens at Irvington Mews	20	20	Leased/Issued	No	20 1bd NED units at 4300 Frederick Ave.
Harry & Jeannette Weinberg Place	88	88	Leased/Issued	No	85 efficiencies and 3 1bd units at 2500 W. Belvedere Ave.
Holden Hall	14	14	Leased/Issued	No	14 SRO units at 761 W. Hamburg St.
Indecco	9	9	Leased/Issued	No	2 efficiencies and 7 1bd units at 940 S. Lakewood Ave.
Independence Place	21	21	Leased/Issued	No	11 1bd and 10 2bd units designated for chronically homeless households at 4101½ Old York Rd.
Irvington Woods	57	57	Leased/Issued	No	11 1bd NED and 46 2bd units at 4102-4126 Potter St.
JByrd	3	3	Leased/Issued	No	3 1bd NED units at Windsor Mill Rd.
Jenkins House	22	22	Leased/Issued	No	20 SRO and 2 1bd units at 2226 Maryland Ave.
John Manley House	5	5	Leased/Issued	No	5 1bd NED units at 5304 Harford Rd.
Keys Pointe – Phase 1B	34	34	Leased/Issued	No	19 1bd, 8 2bd, 4 3bd and 3 4bd (11-NED, 4-UFAS) units at Cardiff, Jarmon, Hornell, Boston and Gallop Streets
L On Liberty	0	14	Leased/Issued	No	14 1bd NED units located at 216 N Liberty St
Lillian Jones Apts.	22	22	Leased/Issued	No	14 1bd NED, 2-2bd and 6-3bd UFAS units at 1303 Greenmount Ave.
M on Madison	23	23	Leased/Issued	No	23 1bd NED units at 301 W. Madison St.
Marian House	8	8	Leased/Issued	No	4 SRO and 4 3bd units at 949 Gorsuch Ave.
Marian House II	5	5	Leased/Issued	No	5 1bd (3-NED, 2-UFAS) units at 932 Gorsuch Ave.
Mary Harvin Center	8	8	Leased/Issued	No	8 1bd units at 1600 N. Chester St.

Property Name	Number of Project-Based Vouchers		Actual Status at End of FY 2020	RAD?	Description of Project
	Planned	Actual			
Metro Heights at Mondawmin	18	18	Leased/Issued	No	13 1 bd, 2 2bd and 3 3 bd (10-NED, 1-UFAS) units, some designated for chronically homeless households at 2700 Reisterstown Rd.
Milford Station	6	6	Leased/Issued	No	6 1bd NED units at 3900 W. Northern Pkwy.
Moravia	60	60	Leased/Issued	No	57 1bd and 3 2bd units (9-NED, 6-UFAS) at 6050 Moravia Park Dr.
Mount Royal Apts.	5	5	Leased/Issued	No	5 1bd units at 1512 W. Mt. Royal Ave.
Mulberry at Park Apts.	19	19	Leased/Issued	No	11 1bd NED units, 2 2bd and 6 3bd UFAS units at 211 W. Mulberry St.
Newington	6	0	Leased/Issued	No	3 2bd and 3 3bd units at scattered sites
North Barclay Green III	12	12	Leased/Issued	No	9 1bd units and 3 3bd UFAS units at E. 21 st St. and Greenmount Ave.
North Avenue Gateway	16	16	Leased/Issued	No	11 1bd NED units and 5 2bd units at 3001-3003 W. North Ave.
North Avenue Gateway II	16	16	Leased/Issued	No	16 units: 1 bd NED units and 2bd units at 3001-3003 W. North Ave.
Oaks at Liberty	45	45	Leased/Issued	No	45 1bd units at 3501 Howard Park Ave.
O'Donnell Heights	42	42	Leased/Issued	No	16 1bd (12-NED) units, 12 2bd units, 13 3bd units, and 1 4bd unit (4-UFAS)
Orchard Ridge I-V	197	197	Leased/Issued	No	119 1bd units, 42 2bd units, 32 3bd units, 3 4bd units and 1 5bd unit (52-NED, 27-UFAS) at Orchard Ridge Blvd., Green Rose and Maple Shade Dr.
Paca House	30	82	Leased/Issued	No	30 efficiencies at 116 N. Paca St.
Parktown-Cason Arms	12	12	Leased/Issued	No	8 1bd NED units and 4 2bd UFAS units at 4637 Park Heights Ave.
Penn North	15	15	Leased/Issued	No	14 1bd NED units and 1 3bd UFAS unit at 2600 Pennsylvania Ave.
Penn Square II	15	15	Leased/Issued	No	12 1bd NED and 3 3bd UFAS units at 2600 Pennsylvania Ave.

Property Name	Number of Project-Based Vouchers		Actual Status at End of FY 2020	RAD?	Description of Project
	Planned	Actual			
Parkwood	3	3	Leased/Issued	No	3 1bd NED units at scattered sites
Poppleton II	15	15	Leased/Issued	No	11 1bd NED units and 4 3bd UFAS units at 838 W. Fairmount Ave.
Poppleton III	10	10	Leased/Issued	No	7 1bd NED units, 1 2bd UFAS and 2 3bd UFAS units at 866 W. Fayette St.
Pratt Street	35	35	Leased/Issued	No	27 2bd and 8 3bd units at 1700 W Pratt St. – transitional housing
Restoration Gardens	43	43	Leased/Issued	No	40 efficiencies and 3 1bd units designated for homeless youth at 3701 Cottage Ave.
Restoration Gardens II	42	42	Leased/Issued	No	42 efficiencies (3-UFAS units) designated for homeless youth at 4201 York Rd.
Seminole Apartments	6	6	Leased/Issued	No	6 1bd NED units at 4300 Seminole Ct.
Sharon Towers	10	10	Leased/Issued	No	10 2bd units at 4-6 N. Carey St.
Sharp Leadenhall	4	4	Leased/Issued	No	4 1bd units (3-UFAS) at Race and West Streets
Sojourner at Argyle Apartments	12	12	Leased/Issued	No	12 1bd (2-UFAS) units designated for chronically homeless households at 1411 Argyle St.
Somerset Extension	0	7	Committed	No	New construction of 7 units at 1400 East Monument Street.
St. Stephens	15	15	Leased/Issued	No	15 1bd NED units at 3900 Roland Ave.
St. Vincent DePaul	9	9	Leased/Issued	No	8 2bd and 1 3bd units at Ulman Ave.
St. Vincent DePaul	5	5	Leased/Issued	No	1 3bd and 4 4bd units designated for chronically homeless households at Bond St. and Cottage Ave.
Symphony Home at Purdue	6	6	Leased/Issued	No	6 1bd units at 5683 Purdue Ave.
Union Ave. – Buena Vista Apartments	48	48	Leased/Issued	Yes	15 1 bd and 33 2 bd units converted through Rental Assistance Demonstration (RAD-2) at 1420-1436 Union Ave.

Property Name	Number of Project-Based Vouchers		Actual Status at End of FY 2020	RAD?	Description of Project
	Planned	Actual			
Uplands	62	62	Leased/Issued	No	24 1bd, 31 2bd, and 7 3bd units (16-NED, 6-UFAS) at 4520 Scarlet Oak Ln.
Walbrook Mills	0	1	Leased/Issued	No	1 3bd PB-UFAS unit at 2636 North Ave
Wayland Village	45	45	Leased/Issued	No	45 1bd (14-NED) units at 3020 Garrison Blvd.
Weinberg Family Center – 1209 Rose	8	8	Leased/Issued	No	5 2bd and 3 3bd units designated for chronically homeless households at 1209 N. Rose St.
Weinberg Family Center – Guadenzia at Park Heights	18	18	Leased/Issued	No	14 2bd and 4 3bd units designated for chronically homeless households at 4613 Park Heights Ave
Weinberg Manor East	75	75	Leased/Issued	No	10 SRO, 41 efficiencies, and 24 1bd units (10-NED, 5-UFAS) at 3601 Fords Ln.
Weinberg Manor South	14	14	Leased/Issued	No	14 1bd NED units at 3617 Fords Ln.
Westminster House	163	163	Leased/Issued	No	103 efficiencies, 55 1bd, and 5 2bd units at 524 N. Charles St.
Berger Square (Thompson)	0	10	Leased/Issued	No	A project located in Odenton in Anne Arundel County, near transit, employment centers near Fort Meade and Arundel Mills, and close to the MARC station.
Burgess Mills (Thompson)	0	20	Leased/Issued	No	A 198 unit mixed-income project located in Ellicott City in Howard County.
Scattered Sites - Pilatus Opportunity Fund (Thompson)	0	30	Leased/Issued	No	Scattered site units in high-opportunity areas throughout the region.
Scattered Sites - Harford Home Rentals (Thompson)	0	10	Leased/Issued	No	Scattered site units in high-opportunity areas throughout the region.
Total	2,193	2,381			

Describe differences between the Planned and Actual Existing Number of Vouchers Project-Based

- 1234 McElderry Street was not included in the FY 2019 report; however, the project was under AHAP in FY 2019 - 50 units. It was entered as a FY 2020 planned PBV; however, the project was under AHAP in FY 2019.

- Barrister Court: One unit was removed from the contract.
- Community Housing: The unit count was corrected to reflect one additional unit.
- L On Liberty: Contract was incorrectly omitted from the plan; however 14 units were under contract prior to the start of FY 2020.
- Newington: Six units were planned; however the contract was terminated as of 6-2020.
- Paca House: Original contract for 30 units was terminated. Development was renovated and 82 units were put under contract in 2019.
- Somerset Extension: Seven units were under AHAP in late 2019; however, they were not included in the plan as existing PBVs.
- Walbrook Mills: Contract was incorrectly omitted from the plan; however, 1 unit was under contract in FY 2020.
- The following Thompson PBV projects were omitted from the FY 2020 plan; however, these developments were either committed, or leased/issued on or before 1/1/2020.
 - Burgess Mills: 20 units
 - Berger Square: 10 units
 - Scattered Sites-Pilatus Opp Fund: 30 units
 - Scattered Sites – Hartford Home Rentals: 10 units

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

Public Housing

This section of the report includes information on changes to the public housing inventory in FY 2020, including capital expenditures, the status on development activities for sites where redevelopment, conversion, homeownership, demolition, disposition and management improvements took place in FY 2020. Please note that HABC is near completion of its asset review of the scattered sites inventory. HABC’s asset review of its scattered sites inventory continues to provide a roadmap and framework for demolition and/or disposition of obsolete units.

Table 3 below provides a summary of HABC’s actual public housing inventory as of the end of FY 2020. The public housing inventory can be expected to vary from year to year as a result of public housing units being converted to long-term project-based rental assistance under the Rental Assistance Demonstration program and other factors. See Appendix B for a listing of HABC Owned ACC units, HABC Owned Non-ACC units, RAD/Long-Term Affordable Units Non-HABC Owned units, Long-Term Affordable Bailey and Non-Bailey Units.

Table 3: Public Housing Inventory

	Units as of 12/31/2020
MTW Public Housing Units	6,465

As shown on Table 4, HABC did not add any new units to the public housing inventory in FY 2020. While new units were planned, the information below describes the actions undertaken in FY 2020 regarding new public housing units.

- By the end of FY 2019 HABC acquired 94 units as part of the revised Hollander Ridge Revitalization Plan pursuant to the Thompson Settlement Agreement; however, COVID-19 caused initial closings to be delayed until April 2020. HABC was able to secure an early start waiver, which allowed the developer to commence construction in January 2020. COVID-19 also caused construction-related delays that resulted in the project’s completion date to be extended to March 2021.
- Pursuant to the Bailey Supplemental Decree, HABC planned to acquire 10 units for NEDs in neighborhoods identified in the Bailey Supplemental Decree. HABC did not acquire any of the ten units in FY 2020, so as not to compete with similar Hollander Ridge Hope VI project unit acquisitions. In addition, current list price for units and the anticipated cost of renovation exceed the Total Development cost (TDC) approved for this project. In order to meet the requirements of the Bailey Consent Decree and produce 10 one-bedroom units, HABC sought and received HUD approval for a waiver increasing the TDC limits for this project. It is anticipated that all 10 acquisitions will be completed in FY 2021.

Table 4: Actual New Public Housing Units in FY 2020

AMP Name and Number	# of UFAS Units								Total Units	Population Type	Fully Accessible	Adaptable
	Bedroom Size											
	0	1	2	3	4	5	6+					
Scattered Sites	0	0	0	0	0	0	0		0	0	0	0

Total Public Housing Units Added: 0

Demolition or Disposition of Public Housing Units

As shown on Table 5, HABC demolished and/or disposed of 210 units in FY 2020.

- 132 non-viable and obsolete units at Gilmore Homes were demolished in FY 2020;
- 60 units were converted from public housing to project-based rental assistance under the RAD program;
- 18 non-viable scattered site units which were previously listed in the FY 2016 or FY 2019 MTW Annual Plans were disposed of to the City of Baltimore.

Table 5: Public Housing Units/Lots Removed in FY 2020

PIC Dev.#/AMP and PIC Dev. Name	Number of Units Removed	Explanation for Removal
MD002/0006 Gilmore Homes	132	The demolition of the 132 obsolete, non-viable units at Gilmore Homes was completed in FY 2020.
MD002/0042 Somerset Extension	60	RAD conversion. Closing occurred on 12/24/2020; project construction expected to be completed in the 2Q of 2021.
MD002/0200 Scattered Sites	1	1009 Valley Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City in November 2020.
MD002/0200 Scattered Sites	1	3830 Park Heights Avenue - Physically obsolete. Included in FY 2016 MTW Annual Plan which was approved by HUD on 03/27/16. Disposition application approved by HUD on 10/27/16. Sold to Baltimore City April 2020.
MD002/0202 Scattered Sites	1	646 N. Fulton Avenue - Physically obsolete. Included in FY 2016 MTW Annual Plan which was approved by HUD on 03/27/16. Disposition application approved by HUD on 10/27/16. Sold to Baltimore City April 2020
MD002/0202 Scattered Sites	1	1320 N. Carey Street – Sold to Baltimore City June 2020.
MD002/0203 Scattered Sites	1	3114 Woodland Avenue Street - Physically obsolete. Included in FY 2019 MTW Annual Plan

PIC Dev.#/AMP and PIC Dev. Name	Number of Units Removed	Explanation for Removal
		which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	2	121 N. Carrollton Avenue Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	123 N. Carrollton Avenue Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	125 N. Carrollton Avenue Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	2	331 N. Carrollton Avenue Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	1115 W. Mulberry Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	1119 W. Mulberry Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	1121 W. Mulberry Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which

PIC Dev.#/AMP and PIC Dev. Name	Number of Units Removed	Explanation for Removal
		was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	1123 W. Mulberry Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	1125 W. Mulberry Street - Physically obsolete. Included in FY 2019 MTW Annual Plan which was approved by HUD on 04/12/19. Disposition application approved by HUD on 12/04/19. Sold to Baltimore City November 2020.
MD002/0203 Scattered Sites	1	1953 Edmondson Street – Physically obsolete. Included in FY 2016 MTW Annual Plan which was approved by HUD on 10/27/15. Disposition application approved by HUD on 10/27/16. Sold to Baltimore City April 2020.
MDD002/0203 Scattered Sites	1	5102 Litchfield Avenue - Physically obsolete. Included in FY 2016 MTW Annual Plan which was approved by HUD on 03/27/16. Disposition application approved by HUD on 10/27/16. Sold to Baltimore City April 2020.
Total Number of Units Removed	210	

Rental Assistance Demonstration Program

As of the end of FY 2020, HABC is still in the process of converting a significant portion of its public housing portfolio to long-term Project Based and/or Project Based Rental Assistance (PBRA) under the Rental Assistance Demonstration (RAD) program. To date, HABC has received approval from HUD to convert 35 sites for a total of 5,797 ACC units under the RAD program. As of December 31, 2020, HABC has completed 23 RAD transactions with a total of 3,745 units converted from public housing to project-based rental assistance. Hollander Ridge is one of the approved site transactions and under this initiative HABC has acquired and will rehab 94 units using the Hollander Ridge HOPE VI funds. These units will initially be public housing units, but are

ultimately intended for conversion to PBRA under RAD; however that conversion did not take place in FY 2020.

To maximize the positive impact of RAD conversions, while ensuring the protection of tenant rights and long-term affordability, converted public housing developments are sold to private ownership entities in which an HABC affiliate retains an ownership interest. HABC’s development affiliate retains control of the land under a ground lease with the private ownership entities. By statute, the new owners are required to maintain the units for the same population and all current residents will have the choice to return to the same property upon completion of significant renovations or remain in HABC’s conventional Public Housing Program. All future residents will come from HABC’s public housing reasonable accommodation and applicant waiting lists.

In addition to tenant protections required under RAD, as part of the RAD conversion process, HABC utilized its MTW authority to obtain a waiver from HUD to apply its Long-Term Affordability (LTA) criteria to the RAD units.

Table 6 provides a list of public housing developments that have already undergone RAD PBRA conversions.

Table 6: Completed RAD Conversions by December 31, 2020

Property Name	No. of Units Converted to PBRA	RAD Conversion Type	Dated Closed or Projected to Close	Major Milestone/Status	RAD Significant Amendment Submission Date*	RAD Significant Amendment Approval Date
Allendale	164	PBRA	11/15	Submitted to HUD for certification of completion	5/12/15	10/27/15
BE Mason	223	PBRA	11/15	Under review for HUD certification of completion	5/12/15	10/27/15
Bel Park Tower	253	PBRA	11/15	Submitted to HUD for certification of completion	5/12/15	10/27/15
Brentwood	150	PBRA	12/15	Under review for HUD certification of completion	5/12/15	10/27/15
Broadway Overlook	84	PBRA	8/17	Submitted to HUD for certification of completion	10/26/16	01/26/17
Chase House	189	PBRA	12/16	Submitted to HUD for certification of completion	5/12/15	10/27/15
Ellerslie	117	PBRA	2/17	Under review for HUD certification of	10/26/16	01/26/17

Property Name	No. of Units Converted to PBRA	RAD Conversion Type	Dated Closed or Projected to Close	Major Milestone/Status	RAD Significant Amendment Submission Date*	RAD Significant Amendment Approval Date
				completion		
Govans Manor	191	PBRA	11/16	Under review for HUD certification of completion	10/26/16	01/26/17
Hillside Park	30	PBRA	12/17	Submitted to HUD for certification of completion	12/1/17	6/29/18
Hollins House	130	PBRA	11/15	Under review for HUD certification of completion	5/12/15	10/27/15
Lakeview Tower	302	PBRA	11/15	Submitted to HUD for certification of completion	5/12/15	10/27/15
McCulloh Extension	347**	PBRA	11/16	Under review for HUD certification of completion	5/12/15	10/27/15
Primrose Place	125	PBRA	2/16	Under review for HUD certification of completion	5/12/15	10/27/15
Pleasant View Gardens Senior	110	PBRA	7/16	Submitted to HUD for certification of completion	5/12/15	10/27/15
Pleasant View Gardens Townhomes	201	PBRA	9/16	Submitted to HUD for certification of completion	5/12/15	10/27/15
Senior Townes at the Terraces	47	PBRA	11/17	Submitted to HUD for certification of completion	10/26/16	01/26/17
Wyman House	168	PBRA	12/15	Under review for HUD certification of completion	5/12/15	10/27/15
Heritage Crossing	75	PBRA	11/18	Construction completed September 2019	12/1/17	6/29/18
J. Van Story Branch Apts	350***	PBRA	11/18	Construction completed 12/30/2020.	12/1/17	6/29/18
Monument East	170	PBRA	10/18	Construction completed February 2020.	12/1/17	6/29/18

Property Name	No. of Units Converted to PBRA	RAD Conversion Type	Dated Closed or Projected to Close	Major Milestone/Status	RAD Significant Amendment Submission Date*	RAD Significant Amendment Approval Date
Rosemont Tower	203	PBRA	9/19	Projected completion May 2021	12/1/17	6/29/18
Scattered Sites (Thompson 58/Broadway Homes)	58	PBRA	5/19	Construction completed October 2020	04/12/17	12/27/17
Somerset Extension	58	PBRA	12/20	Projected completion of construction June 2021	12/1/17	6/29/18
Total	3,745					

**Date reflects submission of the latest revision to the applicable Plan which was subsequently approved by HUD.*

*** 2 dwelling units were lost due to conversion to laundry facilities*

**** 7 dwelling units lost due to addition of an elevator and laundry facilities*

iv. General Description of Actual Capital Expenditures During the Plan Year

HABC implemented a wide range of capital investments at existing public housing sites and continued its program of citywide housing development activities as summarized on Table 7. Additional discussion of capital plan, energy, infrastructure and extraordinary maintenance issues and initiatives is included below. As summarized in Table 7, HABC expended a total of approximately \$30.1 million on capital-related activities in FY 2020. Pursuant to the MTW Agreement, HABC has combined all current and prior year Capital Funds, including RHF funds, into the MTW Block Grant that will be carried out in accordance with all HUD regulations, including 24 CFR Part 905, and other requirements applicable to the Capital Fund Program.

The COVID 19 pandemic had a significant impact on implementation and completion of work. Work on some planned projects was delayed or suspended in consideration of the safety of residents, staff, and workers due to the virus. There were also delays experienced in delivery and availability of materials and equipment due to manufacturing and logistics issues. Contractor availability and their associated staffing experienced the same safety considerations as Authority staff which delayed contracting and implementation of a number of projects

Table 7: Actual Capital Expenditures During the Plan Year

No.	Development Name	Description of Work	FY 2020 Actual \$ Expenditures
1	Latrobe Homes	Domestic Hot Water Replacement, Window Repairs/Replacement and Door Caulking, EMCS, Repairs to Heating System, Office Renovations, Management Office Building Roof Restoration, Replace Street and Building Signage, Vacancy Renovations, Scrape and Paint Concrete Foundations, Steps, Canopies, Handrails and Clothes Poles.	721,194
2	McCulloh Homes	Renovate Tenant Council Space, Install Low Flow Faucet Aerators in Tenant Apartments and Common Areas, Replacement of Gas Line Piping, Installation of Heaters and Hot Water Heaters, Electric Meters & Tenant Surcharges	624,693
3	Perkins Homes	Blocking of Doors and Windows, Office Conversion, Demolition, Relocation	2,234,064
4	Poe Homes	A/C Replacement at Community Center, Installation of Domestic Water Valves (Emergency), Install Domestic Hot Water Heater, Plumbing & Gas, Electrical Work Contracts	763,154
5	Douglass Homes	Window and Security Screens, Office Renovations, Roof Overlay at Community Center, Radiator and Piping Replacement, Electrical Work Contracts, Fixed Set-Point Thermostats/Thermostat Radiator Control Valves	1,921,577
6	Gilmor Homes	Window Replacement, Demolition of 132 Walk Up Units, Heating Repairs at Loop 35, Salvage and Reinstall Convectors, 504 Modifications	5,499,007
9	O'Donnell Heights	Repairs to HABC owned Roadway and Sidewalk Work	180,462
11	Cherry Hill Homes	Windows Repairs/Replacement, Emergency Repairs of Leaking Pipe in Crawlspace (Building 113), Vacancy Renovation in 9 Units for HVAC System Replacement	171,555
21	Brooklyn Homes	Repairs to HABC Owned Alleys and Roads and Sidewalks, Citi Watch Camera Installation	583,830
22	Westport	Repair Chimneys at Dwelling Units, Installation of Heaters and Hot Water Heaters	223,636
31	Rosemont/Dukeland	Entrance Wall Removal/Replacement, Gas Distribution Systems, Electrical Work Contracts, Heating & Air Conditioning, Plumbing & Gas	471,236
42	Somerset Extension	RAD Subsidy	188,786
45	Hollander Ridge	Relocation	80,745
103	Midtown	Roof Replacement, Limited Lead Recertification, Vacancy Renovation	162,205

No.	Development Name	Description of Work	FY 2020 Actual \$ Expenditures
108	Upton/Uptown	Roof Replacement, Limited Lead Recertification, Vacancy Renovation	165,844
109	Stricker Street	Vacancy Renovation, Limited Lead Recertification	480,237
122	NEDs	Incentives for Non-Elderly Disabled Units	6,997
200, 201, 202, 203, 204	Scattered Sites (including Laurens House, Carey House, Shipley Hills, Spencer Gardens and Oswego Mall)	"Vacancy Renovations, Roofing Replacement, Fence Repairs, Replace Street and Building Signage, Limited Lead Recertification, Parking Lot Expansion, Electrical Work, Plumbing & Gas	2,404,935
442	Duncanwood	Security Upgrades - Cameras and Access Control System, Replace Fencing, Replace Signs	73,646
799	AHI	Affordable Home Ownership (BRHP)	625,407
Variou s	AMP's	Accruals for Construction Contracts	311,816
Variou s	Latrobe, Poe Homes, Gilmor Homes, Cherry Hill Homes, Brooklyn Homes, Westport/ Mt. Winans	Sub Metering Maintenance and Service	7,300
AMPs	Authority-Wide	A & E and Environmental Consulting Fees	2,591,884
AMPs	Authority-Wide	Legal, Planning, Information Technology and Utility Consulting Fees, etc.	1,775,265
AMPs	Authority-Wide	Technical Salaries and Benefits	1,183,305
Central Office	Central Office	Non-Technical Salaries and Benefits	1,211,434
Central Office	Central Office	Admin and Operating Costs, Overhead, Sundry and Audit Fees	894,317
Central Office	Central Office	Debt Service - 1st and 2nd Phase EPC	4,579,090
		TOTAL	30,137,621

504 Accessibility Improvements

In FY 2020, HABC continued to: (i) maintain viable existing units that comply with the Uniform Federal Accessibility Standards (UFAS), common areas and accessible routes to ensure continued compliance with UFAS and the 2010 ADA standards; and, (ii) modify units to meet reasonable accommodation and immediate need requests. As of December 31, 2019, HABC had created and certified more than the 756 UFAS required by the Bailey Consent Decree.

HABC will create an additional four three-bedroom units that are compliant with UFAS to replace four three-bedroom units being demolished at Gilmor Homes. HABC is planning to replace these

units through LIHTC projects in Baltimore City and these UFAS units will exceed the 5% UFAS unit requirement for each LIHTC project.

Infrastructure and Extraordinary Maintenance

In FY 2020, HABC gathered information noting physical areas of concern at various developments and developed a course of action to rectify them (landscaping, paving, hazards, etc.). Additionally, HABC performed major renovations at various developments and a significant portion of the scattered site inventory to further reduce vacancies. This process required HABC to (i) study the conditions of its scattered sites portfolio to determine long range planning goals; (ii) investigate and repair drainage and erosion problems at various sites; addressing trip hazards; and (iii) implement its environmental program that includes the continued testing for lead based paint and abatement of asbestos as required. HABC continues to maintain, repair or replaced 504 ramps at various locations as necessary to be in compliance with the ADA.

Major activities completed by HABC in FY 2020 include the following: the demolition of 132 units at Gilmore; Additional significant work completed in FY 2020 includes: vacant unit renovations and/or office/tenant council space renovations at Latrobe, McCulloh, Douglass, Gilmore, Cherry Hill, Westport, Brooklyn and various scattered sites. Other completed work includes painting of the interior of units, construction and finishes as well as kitchen and bathroom upgrades at these HABC family developments and targeted scattered sites. Windows are an ongoing capital constraint for the agency. HABC completed the repair and/or replacement as necessary of windows at Latrobe Homes and complete window replacement at Douglass Homes and various scattered sites. As part of the Green Physical Needs Assessments, HABC has completed a needs assessment for the scattered site inventory. HABC assessed the viability of numerous units based on condition, neighborhood, typology, and redevelopment opportunities, including affordable homeownership, RAD, mixed financed, etc. Decisions will be made to keep the units in HABC's inventory or dispose of them for one of the opportunities previously mentioned.

HABC continuously conducts environmental, electrical, mechanical, and architectural studies for aged infrastructure at its developments. In FY 2020, HABC completed replacement of the electrical distribution system at Douglass Homes and conducted a preliminary evaluation at O'Donnell for consideration of repair/replacement. Additionally, external lighting upgrades were completed at the family developments. These studies often result in various levels of electrical system work depending on the extent of the work and available funding.

Additionally, major project work that began in FY 2020 and is still underway to be completed in FY 2021 includes the planning for the greenspace after the demolition of 132 units at Gilmore Homes; the renovation of various scattered sites; lease hold improvement at the Benton Building

and the design and construction of a parking lot for employees and program participants at 709 E Eager St. due to staffing and reorganization efforts.

HABC is committed to continuing work on the investigation and repair of drainage and site erosion problems at various sites to include installing and/or repairing fencing as needed. Tree maintenance, remediation and trimming will be performed as needed. HABC assessed foundation construction to address water infiltration, flooding and run off at various developments as needed such as Brooklyn Homes, Latrobe Homes, McCulloh Homes, Poe Homes, Douglass Homes, Gilmor Homes, Cherry Hill Homes, and Westport Homes. The agency executed the replacement of several water, sewer, and sanitary lines at various developments (Gilmor Homes, O'Donnell Heights, and Cherry Hill Homes) as issues arose.

Ongoing major system needs are distribution piping systems along with boiler room upgrades and heating/energy management systems assessment/replacement at all sites. Heating and hot water system work was completed at several family developments, including Latrobe Homes, McCulloh Homes, Perkins Homes, Poe Homes, Douglass Homes, Gilmor Homes, Cherry Hill Homes, Dukeland Homes and Rosemont Homes. In a number of instances sump pumps have had to be replaced or installed to address chronic flooding issues from natural drainage issues or equipment failure. The Energy Management Control System (EMCS) is an extremely useful tool to monitor the performance of equipment at various developments and address issues before or as they are occurring. This system has been maintained and/or upgraded at various sites, including Gilmor Homes, Douglass Homes, Cherry Hill and Latrobe Homes.

HABC successfully applied for and was awarded the HUD Lead Based Paint Grant in August 2019 in the amount of \$898,750. This grant continues to support HABC's environmental program for continued lead based paint clearance testing at Douglass Homes, Westport Homes, Brooklyn Homes, Latrobe Homes, O'Donnell Heights and McCulloh Homes. In addition, the grant allows for a special project to make Douglass Homes lead free. HABC will also continue abatement of asbestos as required. HABC has maintained compliance with EPA requirements for training and certification of staff. HABC, along with various consultants and regulatory guidance, has created routine gas, lead, UST, mold, and asbestos awareness training and updates the training requirements as required by the various regulatory agencies. HABC monitors and updates its gas piping infrastructure as required by the Maryland Public Service Commission and has implemented gas piping replacement projects and mapping at various locations. As part of the monitoring and compliance obligations HABC replaced gas piping at various locations and installed cathodic protection equipment as required by the Maryland Public Service Commission. HABC started the replacement of the gas distribution system at Rosemont Homes to be completed in FY 2021. HABC has tested for lead-based paint, addressed the abatement of

asbestos as required, and responded to other environmental concerns such as water testing at Poe Homes.

[Special Construction and Demolition/Disposition of Public Housing Units](#)

HABC completed the demolition of 132 units at Gilmore Homes. Approximately \$1.05 million in state funds (Project C.O.R.E.) were awarded to HABC for this activity.

HABC also received HUD approval to demolish 132 “walk-up” units at Gilmore Homes. The demolition contract was signed in June of 2019 and the process to demolish the buildings began in July and included: kick-off informational meetings with the residents; relocating residents in the targeted buildings; stripping/blocking/boarding/fencing buildings; project design and planning; re-routing of existing utilities; and securing various permits. The physical building deconstruction and utility re-design work was substantially completed in 2020. Site stabilization continues and is anticipated to be completed Spring of 2021.

[Energy Performance Contracting & Resident Billing / Metering](#)

HABC continues to monitor, measure and verify efforts for the Phase I Energy Performance Contracting (EPC) properties (Latrobe, Cherry Hill, Gilmore, Westport and Brooklyn). A second EPC Program of approximately \$10.1 million began for the installation of conservation measures, including lighting, water conservation fixtures, utility metering and infrastructure and/or heating/hot water system upgrades at selected properties (Douglass Homes, Poe Homes, Dukeland Homes, Rosemont Homes, Oswego Mall, McCulloh Homes Low Rise, McCulloh Homes Townhomes (122), Laurens House, Mt Winans, Spencer Gardens, and Carey House) was started. The second EPC was planned for a total of 15 years, inclusive of two years of construction and ECM installation. Due to unanticipated delays in executing the final loan documents, design, construction and ECM installation began in the first half of 2019. In addition, HABC decided to RAD seven out of the ten properties and remove them from the EPC 2 program. Rosemont Homes, Oswego Mall, Dukeland Homes, Laurens House, Carey House, Spencer Gardens and Poe Homes were removed from the Phase 2 EPC due to RAD conversions and/or redevelopment. Scattered site units were substituted in the EPC 2 to account for the removal of the RAD sites. Due to this removal and substitution the construction was extended to April 2021. COVID 19 and accessibility to units has hampered the construction schedule further into the latter part of 2021 and an additional extension is required.

Currently approximately 75% of the original EPC 2 work is complete and installed. This includes the renegotiated steam tariff rates to incorporate savings for Douglass Homes; efficient water fixtures (toilets, faucets, aerators, shower heads) installations and/or replacements at all sites; exterior lighting at various sites; replacement of domestic hot water generator tanks and piping connections at McCulloh Homes; installation of gas fired furnaces at Rosemont Homes;

installation of fixed set point thermostats at all sites; replacement of radiator control valves and steam traps at Douglass Homes. Work that is underway and due to be completed in 2021 includes the implementation of utility meters and/or software (electric, gas and water where applicable) and the replacement of the gas infrastructure at McCulloh Homes. Now that the additional scattered site replacement units have been identified, the energy conservation measures to be installed to finalize the EPC 2 project is being planned and scheduled for implementation.

The Energy Department addresses and manages the Resident Billing & Metering Program. HABC solicited and contracted with a third-party utility billing company to handle resident excessive consumption charges in early FY 2018. The company has increased efforts to support billing and reporting efforts for the first EPC sites. They are in the process of instituting the same process for the EPC 2 properties once the sub-metering infrastructure is installed and/or upgraded. HABC's Energy Department oversees this company in close collaboration with other agency departments. Additionally, the Energy Department ensures all Utility Allowances & Excessive Consumption Charges (ECC) updates are performed for the developments under the EPC program. Section 8 Utility Allowances updates were reviewed and updated in FY 2020.

Energy Information Kiosks remain in operation at three locations: Benton Building, Latrobe and Cherry Hill Homes. Residents also have access to the Energy Hotline and Energy email for residents to communicate questions, issues and concerns to a central location.

[Safety & Security Initiatives](#)

In 2006, the City established "Citiwatch", a program between the Mayor's Office of Neighborhood Safety and Engagement (MONSE), Baltimore City Information & Technology (BCIT) and the Baltimore Police Department (BPD) Homeland Security Division to provide state-of-the-art CCTV cameras throughout the City of Baltimore to assist police and other governmental agencies with public safety. Pursuant to an intergovernmental agreement, HABC established a partnership with the City in 2014 for the City to install, repair, maintain and replace HABC's closed circuit cameras or similar communication devices located at certain HABC developments.

HABC continues its partnership with MONSE, BCIT and BPD-Homeland Security Division. Through this collaboration HABC performs ongoing reviews for the useful life and operation of camera equipment at Cherry Hill, Gilmor, Latrobe, McCulloh, Perkins and Poe Homes. Camera maintenance, safety and security concerns, and safety grants are some of the work performed as a result of these partnerships. The maintenance agreement for 173 cameras at 6 original locations (Gilmor, Latrobe, McCulloh, Perkins, Cherry Hill and Poe Homes) was extended through June 2021.

This partnership also seeks opportunities to apply for private and governmental grants for the implementation of new cameras and security lighting at all sites. HABC submitted an award to

the Department of Housing and Urban Development for the Safety and Security Grant for Douglass Homes to install fiber and six (6) cameras in under this partnership. We are waiting to hear about the grant award to undertake this project. An additional camera was installed as requested at Brooklyn Homes using capital funds. Fiber installations, additional cameras and end of useful life upgrades are continuously evaluated for possible implementation at all sites to increase data connectivity/reliability and camera operations. The Benton Building upgrades have been completed with installation of monitors and live feed infrastructure to facilitate the real time viewing and monitoring of these sites at an HABC central location. The Security Operations Manager position will be filled in 2021 and the office located within the Benton Building.

Facilities & Real Estate

The Living Classrooms Foundation occupies the Youth Development Center at Pleasant View Gardens under a lease with HABC and provides development activities and early childhood services to youth.

HABC continuously assesses and, as needed, renovates HABC facilities across the various developments and its Duncanwood Maintenance and Storage Facility. There is ongoing management of leased space at Benton Building and the West Pratt Street or Mount Clare Junction facilities. HABC leases the space at Duncanwood and will oversee any major changes or upgrades to the archive system as well as a disaster recovery/emergency response system at this location.

Development Initiatives

HABC utilizes MTW Block Grant and other public and private leveraged funds to support the preservation and revitalization of existing public housing communities, and the development of new affordable units. A summary of non-RAD activities and other major ongoing and planned development initiatives follows. The discussion of planned unit counts, timetables, development financing and other details is preliminary and subject to change.

The following are the highlights of development activities and statuses for FY 2020.

O'Donnell Heights

The redevelopment of O'Donnell Heights is proceeding in phases. The developer has completed the first phase, consisting of two sub-phases, identified as Phase 1A and 1B. Renamed Key's Pointe, Phase 1 includes 144 affordable units. The six single-family lots that were included in

Phase 1 are being considered for future homeownership and will be submitted for disposition to HUD in FY 2021.

Planning for Phase 2, consisting of 27 vacant acres, is underway and will incorporate recommendations from a neighborhood revitalization plan completed by Design Collectives and approved by the Baltimore City Planning Commission in June of 2020 for O'Donnell Heights and three adjacent communities. The completion of the revitalization plan will strengthen the developer's future application to be submitted in the next State round for 9% LIHTC as points are given to developments located in communities with an existing revitalization plan. A disposition application for part or all of the Phase 2 site area will also be submitted to HUD in FY 2021.

Bailey Supplemental Decree Units

Ten additional units for non-elderly persons with a disability will be created through the acquisition and rehabilitation of existing units in neighborhoods identified in the Bailey Supplemental Decree. The initial start of acquisitions was delayed until September 2019, so as not to compete with similar Hollander Ridge Hope VI project unit acquisitions. In addition, current list price for units and the anticipated cost of renovation exceed the Total Development cost (TDC) approved for this project. In order to meet the requirements of the Bailey Consent Decree and produce 10 one-bedroom units, HABC sought and received HUD approval for a waiver increasing the TDC limits for this project. It is anticipated that all 10 acquisitions will be completed in FY 2021.

Thompson Settlement Agreement

Under the *Thompson* Settlement Agreement, BRHP is continuing the project-based development program that was started under the *Thompson* partial consent decree. BRHP has implemented a project-based development program to create project-based units in Opportunity areas.

Other Thompson related development initiatives are described in the Hollander Ridge initiative below.

Hollander Ridge HOPE VI Project

By June 30, 2019, HABC had acquired all of the 94 scattered site units in Baltimore City as identified in Thompson Settlement Agreement. COVID-19 caused initial closings to be delayed until April 2020. HABC; however, was able to secure an early start waiver which allowed the developer to commence construction in January 2020. COVID-19 also caused construction related delays resulting in the project's completion date to be extended to March 2021.

It is projected that HUD will approve the conversion to project-based assistance under RAD in the Fall of 2021. At least 5% of the units acquired under the Hollander Ridge Revitalization Plan meet federal accessibility requirements for wheelchair users, and HABC also required the developer to make 2% of the Hollander Ridge units hearing/vision compliant. Steven Winters Associates will certify that all accessible units meet all accessibility requirements. HABC has determined the following units are wheelchair accessible: 3000 Rockwood; 4705 Kernwood; 5507 Belleville; 6600 Fairdel; and 7706 Daniels. The hearing/vision units are: 623 South Port; and 4406 Buchanan.

Approximately \$18.85 million of HOPE VI funds that were originally designated for the redevelopment of the Hollander Ridge site will be used for replacement housing for both former Hollander Ridge residents and former or current O'Donnell Heights residents.

Perkins Somerset and Oldtown Transformation Plan

HABC was awarded a Choice Neighborhoods Implementation Grant in July 2018 for Perkins Homes. This redevelopment effort integrates the Oldtown and Somerset Homes Master Plans with the Perkins Transformation Plan to create a single seamless plan; the Perkins-Somerset-Oldtown (PSO) Transformation Plan. HABC received HUD approval in FY 2019 for the disposition of the 8.64 acres of vacant land that was the former site of the Somerset Homes public housing development. An application for the Perkins Homes disposition will be submitted in FY 2021, if required.

The housing component is being phased with housing units built on the original Perkins Homes site, the Somerset Homes site and on two non-HABC owned sites (an adjacent vacant City owned parcel and school site to be conveyed to BAHD). The PSO Transformation Plan includes the demolition of the existing 629 Perkins Homes public housing units and the creation of at least 1,346 units of mixed income housing with potentially an additional 536 units located in two 80/20 buildings. HABC received HUD approval in FY 2018 to convert all 629 public housing units at Perkins Homes under the Rental Assistance Demonstration (RAD) in connection with a multi-phased replacement housing project. A total of 652 replacement units are planned across the nine construction phases which will be subsidized with a combination of project-based RAD and project-based vouchers. HABC is providing 50 project-based vouchers for Somerset Phase 1. HABC intends to replace all of the UFAS units at Perkins that are certified under the Bailey Consent Decree. In addition, the developer will provide a minimum of 7% mobility UFAS units and 2% hearing/vision UFAS unit as per the PSO Choice award, as required by law.

The Somerset Homes site is being redeveloped in four phases. Phase 1, consisting of 1.521 acres was conveyed to 1234 McElderry LLC on June 27th, 2019 thru a long-term ground lease. Somerset Phase 2, originally planned to close end of FY 2019, is now expected to close 2nd Q of FY 2021 as the developer and the State housing agency work through the structuring of the first LIHTC

twinning deal in Maryland. The redevelopment of Somerset Homes will also include the construction of a new community park with amphitheater, a grocery store, and a network of new public streets resulting in a more pedestrian friendly walkable community.

The Perkins site will be redeveloped in five phases. Demolition of 214 units at Perkins is anticipated in FY 2021, subject to demolition approval by HUD. Competitive applications for the 2019 Spring State of Maryland 9% LIHTC funding round were submitted for both the first phase of development at Perkins and 3rd phase at Somerset but were unsuccessful. Working with the State, the developers resubmitted 4% LIHTC applications for both Somerset Phase 3 and Perkins Phase 1, which are projected to close in FY 2021. Current schedule projects Somerset 3 closing 2ndQ 2021 and Perkins Ph 1, 3rd Q 2021. Both Perkins Ph 2 and Somerset Ph 4 were awarded 9% LIHTC in January 2021, and current schedule projects 2022 & 2023 closings, respectively. It is further projected that Perkins Phases 3 -5 will submit 9% applications in the next CDA Spring round, currently projected in 2022.

B. Leasing Information

i. Actual Number of Households Served

Table 8 provides information on MTW units only. All of HABC’s public housing units are considered part of MTW. However, within the Housing Choice Voucher (HCV) program all vouchers administered by HABC or BRHP (Thompson) are included except for Special Purpose Vouchers specifically excluded under the MTW Agreement

Table 8: Actual Number of Households Served in FY 2020

Number of Households Served Through:	Number of Units Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units	74,052	74,149	6,171	6,179
MTW Housing Choice Vouchers (HCV) Utilized*	160,860	156,288	13,405	13,024
MTW Thompson Housing Choice Vouchers**	52,530	51,989	4,378	4,332
Local, Non-Traditional: Tenant-Based	N/A	N/A	N/A	N/A
Local, Non-Traditional: Property-Based	N/A	N/A	N/A	N/A

Number of Households Served Through:	Number of Units Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
Local, Non-Traditional: Homeownership	N/A	N/A	N/A	N/A
Planned/Actual Total Households Served	287,442	282,426	23,954	23,535

**Includes MTW TBVs (Non-Consent Decree), MTW PBVs (Non-Consent Decree), MTW TBVs Bailey and MTW PBVs Bailey*

***Includes MTW PCD Thompson Vouchers, MTW Remedial Thompson Vouchers and MTW Homeownership Thompson Vouchers*

Describe any differences between the planned and actual households served

HCV: In FY2020 MTW Annual Plan, HCV included VASH, FUP, and NEDs II in its planned HCV number; the special programs should have been deducted from the planned 13,405. In addition, the global pandemic impacted HABC’s ability to issue and lease vouchers during FY 2020 which accounted for the difference between planned and actual households served.

Thompson: The global pandemic impacted BRHP’s ability to issue and lease vouchers during FY 2020 which accounted for the difference between planned and actual households served.

Table 9: Actual Number of Non-MTW Households Served in FY 2020

Number of Households Served Through:	Number of Unit Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
NEDs II	456	408	38	34
VASH	6,180	6,096	515	508
FUP	1,164	1,140	97	95
Section 8 Mod/Rehab	2,316	1,152	193	96
Planned/Actual Non-MTW Households Served	10,116	8,796	843	733

Table 10: Local, Non-Traditional Housing Programs

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Units Occupied/Leased		Number of Households Served	
		Planned	Actual	Planned	Actual
Tenant-Based	N/A	N/A	N/A	N/A	N/A
Property-Based	N/A	N/A	N/A	N/A	N/A
Homeownership	N/A	N/A	N/A	N/A	N/A
Planned/Actual Households Served – Local, Non-Traditional Programs		N/A	N/A	N/A	N/A

ii. Any Actual Issues Related to Leasing

Table 11 provides a summary of issues that could impact HABC’s projected leasing activity, along with potential solutions.

Table 11: Actual Issues Related to Leasing

Housing Program	Description Leasing Issues
MTW Public Housing	<p>While HABC met planned leasing goals, the global pandemic created challenges related to eligibility and screening and leasing. To address these challenges, HABC implemented the following measures:</p> <ul style="list-style-type: none"> • HABC began performing virtual eligibility/phone interviews • HABC installed a drop box to applicants to drop off required documentation • HABC created an eligibility link to email the required documents needed to determine eligibility requirements • HABC purchased laptops for staff to telework from home • HABC issued cell phones to staff to performed eligibility interviews and respond to applicant inquires

Housing Program	Description Leasing Issues
	<ul style="list-style-type: none"> HABC installed safety partitions and signage based on CDC requirements
MTW Housing Choice Voucher	In FY 2020, there was a decrease in the actual number of households served due to the COVID-19 pandemic which resulted in uncertainty from HUD regarding funding levels for 2020. HABC did not receive final ACC funding levels for 2020 until March 26, 2020. Once the ACC was received and the CARES Act waivers were in place, HABC resumed eligibility determinations. There were also Covid-related delays in voucher issuance and inspections. Voucher issuance and inspection processing started to rebound in the 2 nd and third quarters of FY 2020.
Local Non-Traditional	N/A

C. Waiting List Information

i. Waiting List Information

HABC maintains its waiting list in conformance with the policies described in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and the Housing Choice Voucher Program (HCVP) Administrative Plan. Table 12 provides a summary of required waiting list information.

Pursuant to the *Thompson* Settlement Agreement, the waiting list for *Thompson* Vouchers is maintained separately from any other HABC managed waiting lists. Application for, receipt of, or termination of a *Thompson* Voucher will not affect a family’s standing on any other waiting list.

Table 12: Waiting List Information

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Open During the Plan Year
Federal MTW Housing Choice Voucher Units: Tenant-Based	Community Wide	19,263	Closed	No
Federal MTW Housing Choice Voucher Units: Project-Based	Site-Based	6,573	Partially Open	Open for seniors only

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Open During the Plan Year
RAD Choice Mobility	Program Specific	228	Open	N/A
Federal MTW Public Housing Units	Community Wide	13,595	Closed	N/A
Thompson Vouchers **	Program Specific	13,814	Closed	No

**HABC purged the public housing waiting list in FY 2019; therefore, the number of households on the waiting list has decreased significantly.*

***The waiting list for Thompson PCD and Remedial Vouchers is maintained by BRHP and is separate from any other HABC waiting list. Application for, receipt of, or termination of a Thompson Voucher will not affect a family's standing on any other HABC waiting list.*

Describe any duplication of applicants across waiting lists:

Applicants may apply to more than one waiting list, i.e. public housing and HCV; therefore, there may be duplication across waiting lists.

ii. Actual Changes to the Waiting List in the Plan Year

Waiting List Name	Description of Actual Changes to the Waiting List
Public Housing	<p>In FY 2020, HABC completed the final stages of purging the LIPH Centralized waiting list. HABC began this process in January 2019, to allow applicants up to one year to notify the agency of their interest in the program. In January 2020, HABC withdrew all applicants who didn't respond to the HABC notifications. The waiting list was closed on December 20, 2019.</p> <p>HABC had planned on implementing their centrally administered location based waiting lists (CALBWL) in FY 2020; however, due to software programming delays as well as delays due to the COVID-19 pandemic, the LBWL policies did not get implemented. HABC is working with the software vendor to complete testing to ensure that programming is consistent with selection policies and is looking to begin implementation of LBWLs in FY 2021.</p>
HCVLP Waiting List – Project Based	<p>In October 2020, HABC opened the Project Based Waiting list for seniors only in order to provide sufficient number of applicants for the PB developments which have units designated for seniors.</p>

Waiting List Name	Description of Actual Changes to the Waiting List
RAD Choice Mobility	In FY 2020, HABC set aside 200 vouchers for the RAD Choice Mobility option. As of 12/31/2020, HCVP issued 143 vouchers to participants exercising the Choice Mobility option. Of the 143 vouchers issued, 44 leased units, 6 were withdrawn and 93 were still searching for units.

D. Information on Statutory Objectives and Requirements

Under the MTW Agreement between HABC and HUD, HABC is required to meet certain statutory objectives and other requirements, and to report on them in the MTW Annual Report. The tables below provide the required information.

i. 75% of Families Assisted Are Very Low Income

In FY 2020, within the Public Housing and HCV programs, approximately 98% of households served were very low income, i.e. households with incomes at or below 50% of Area Median Income. HUD verifies this data through HABC’s electronic submissions under HUD’s PIC system. Table 13 is required by HUD; however, as noted, HABC did not operate any local, non-traditional programs in FY 2020.

Table 13: Local Non-Traditional Households and Income Levels

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80% - 50% Area Median Income	0
49% - 30% Area Median Income	0
Below 30% Area Median Income	0
Total Local, Non-Traditional Households Admitted	0

ii. Maintain Comparable Mix

Table 14: Baseline Mix of Family Sizes Served

BASELINE MIX OF FAMILIES SERVED UPON ENTRY TO MTW					
Family Size	Occupied Number of Public Housing units	Utilized HCVs	Non-MTW Adjustments	Baseline Mix Number	Baseline Mix Percentage
1 Person	5371	5764	0	11,135	50%
2 Person	1908	2295	0	4203	19%
3 Person	1350	1849	0	3199	14%
4 Person	826	1275	0	2101	9%
5 Person	413	629	0	1042	5%
6+ Person	288	490	0	778	3%
TOTAL	10156	12302	0	22458	1

Describe the justification for any “Non-MTW Adjustments” given above:

N/A

Table 15: Mix of MTW Family Sizes Served in FY 2020

Family Size	Baseline Mix Percentage	Number of MTW Households Served in Plan Year	Percentage of MTW Households Served in Plan Year *	Percentage Change from Baseline Year to Current Plan Year
1 Person	50%	7849	44%	-6%
2 Person	19%	4182	23%	4%
3 Person	14%	2787	16%	2%
4 Person	9%	1659	9%	0%
5 Person	5%	792	5%	0%
6+ Person	3%	577	3%	0%
TOTAL		17,846		

*Percentages were rounded

Describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

Units which converted under RAD to PBRA included a number of 1 BR units which accounts for the reduction in the percentage of one person families.

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

HUD requires information on households transitioned to self-sufficiency for any MTW activities that report on HUD’s standard metric SS #8. Table 16 below provides the HUD-required information.

Table 16: Transition to Self Sufficiency

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency	MTW PHA Local Definition of Self Sufficiency
Activity 2017-01: Sponsor-Based - Project-Based Transitional Housing	0	Self-sufficiency is defined as a family that obtains employment or participates in job training, has secured permanent housing and is welfare-free.
Activity 2006-04 Family Self Sufficiency Program Enhancements	17	Self-sufficiency is defined at graduation from the FSS program.
	0	Household duplicated across MTW Activities
	17	Total Households Transitioned to Self Sufficiency

III. Proposed MTW Activities

All proposed activities that were granted approval by HUD are reported in the section on Approved Activities.

IV. Approved MTW Activities

This section of the MTW Annual Plan summarizes and provides a status update on MTW activities that have been previously approved by HUD and implemented by HABC. As required, this section also includes summary information on MTW activities that have not been implemented, have been closed out, or activities placed on hold by HABC.

A. Implemented Activities

Activity #2006-01: Streamlined Recertification Process (Formerly Multi-Year Recertifications)

Plan Year Approved, Implemented, Amended

- HCV Program:
 - Two-year recertifications approved FY 2006 and implemented FY 2007.
 - Three- year recertifications implemented FY 2014.
 - Limit on Interim recertifications and verification threshold approved in FY 2020 and implemented in FY 2020.

- Public Housing:
 - Two-year recertifications approved FY 2006 and implemented FY 2011. Placed on hold FY 2014 and reactivated FY 2016.
 - Verification threshold approved and implemented in FY 2020.

Description/Update of MTW Activity

HABC is responsible for reexamination and verification of household income, household composition and other eligibility data. HABC will conduct a reexamination of household income and composition for all Public Housing and HCV families once every 24 months except under the circumstances outlined below:

Triennial Recertification

- PH Families on Flat Rent (with annual updates to verify family composition)
- PH and HCV Families with 100% Fixed Income

Annual Recertification

- PH families reporting zero income or minimal income. Minimal income is defined as less than \$2,000 in household gross income annually
- Residents living in Mod Rehab and Mod Rehab SRO units
- Residents with other vouchers that do not qualify based on HUD funding restrictions
- Residents with Homeownership vouchers
- Residents with HUD Awarded Special vouchers (Veterans Affairs Supportive Housing (VASH)).

Impact

In FY 2020, the streamlined recertification activity continued; however, as a result of the COVID-19 pandemic, regular recertifications were delayed and the HCV limit on voluntary interim recertifications was temporarily lifted.

Hardship

HABC has a hardship policy whereby families, whose loss of income represents a reduction in gross annual income and where the loss of income is beyond the family's control, can request an exemption to the limit on interim recertifications to allow for an additional interim recertification.

In FY 2020, in response to the COVID-19 pandemic, HABC temporarily lifted the limit on interim recertifications.

Actual Non-Significant Changes

Interim Recertification

In FY 2020, HABC implemented the policy limiting the number of voluntary interim recertifications between regular recertifications as outlined below for the HCV program only. Required interim recertifications do not count against the limit on voluntary interim recertifications, i.e. interim recertifications required for changes in family composition. Elderly/disabled families and families in the FSS program are exempt from the limit on interim recertifications.

- One voluntary interim recertification between annual recertifications for families with an annual recertification frequency
- Two voluntary interim recertifications between biennial recertifications for families on a biennial recertification frequency
- Three voluntary interim recertifications between triennial recertifications for families on a triennial recertification frequency.

Additionally, HABC began to conduct annual recertifications for PH families reporting minimal income. Minimal income is defined as less than \$2,000 in household gross income annually.

Under the streamlined recertification activity, HABC extended the threshold for the age of documents when received by HABC from 60 days to 120 days for the Public Housing Program only.

Actual Changes to Metrics/Data Collection

There were no changes to metrics or data collection.

Actual Significant Changes

No significant changes were made to this activity in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

Benchmarks for interim recertifications were achieved not as a result of lifting of the limit on interim recertifications all related to the COVID-19 pandemic.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline*	Benchmark**	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	Biennial and Triennial			
	PH: \$1,107,590 HCV: \$1,134,696	PH: \$237,391 3,086 biennial and triennial recertifications completed** 3,086 X 2.5 hours/recert X \$30.77/ hour = \$237,391 HCV: \$515,644 6,703 biennial and triennial	PH: \$199,390 2,592 biennial and triennial recertifications completed 2,592 X 2.5 hours/recert X \$30.77/ hour = \$199,390 HCV: \$281,330 3,657 biennial and triennial	Yes

		recertifications completed 6,703 X 2.5 hours/recert = 16,758 hours X \$30.77/ hour = \$515,644	recertifications completed 3,657 X 2.5 hours/recert = 9,143 hours X \$30.77/ hour = \$281,330	
Limit on Interims				
	HCV: Interims performed: 3,231 Time per interim: 45 min. Hourly wage: \$18.78 HCV cost on interims: \$45,509	HCV: Interims performed: 969 Time per interim: 45 min. Hourly wage: \$30.77 HCV cost spent on interims: \$22,362	HCV: Interims performed: 1,528 Time per interim: 45 min. Hourly wage: \$30.77 HCV cost spent on interims: \$35,262	No
*The baseline reflects pre-RAD conversions and therefore represents more households. **The benchmark represents 50% of planned households served.				
CE #2: Staff Time Savings				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Biennial and Triennial				
Total time to complete the task in staff hours (decrease)	PH: 23,920 hours HCV: 27,715 hours	PH: 7,715 hours 3,086 biennial and triennial recertifications completed X 2.5 hours/recert = 7,715 hours HCV: 16,758 hours	PH: 6,480 hours 2,592 biennial and triennial recertifications completed X 2.5 hours/recert = 6,480 hours HCV: 9,143 hours	Yes

		6,703 biennial and triennial recertifications completed X 2.5 hours/recert = 16,758 hours	3,657 biennial and triennial recertifications completed X 2.5 hours/recert = 9,143 hours	
Limit on Interims*				
	HCV interims: 3,231 Time per interim: 45 min. HCV time on interims: 2,423 hours	HCV: interims: 969 Time per interim: 45 min. HCV time spent on interims: 727 hours	HCV: interims: 1,528 Time per interim: 45 min. HCV time spent on interims: 1,146 hours	No
*Assumed 2/3 of the interims completed were for voluntary purposes, i.e. change in income and the remaining 1/3 were for required purposes.				

Activity #2006-02: Enhanced Project Based Voucher Program (Includes former activity: #2019-03 Project-Based Voucher Amendments to the HAP Contract)

Plan Year Approved, Implemented, Amended

- Percentage of Voucher Allocation: Approved and implemented FY 2006
- Floating Units and Per-Building and Per-Project Cap Waiver: Approved and implemented FY 2010
- Amendments to PB HAP Contracts (waiver of three-year restriction): Approved FY 2015 and implemented FY 2019
- Amount and Distribution of HCV Homeownership Assistance: Approved and implemented FY 2006
- Amendments to PB HAP Contracts for Target Populations: Approved and implemented in FY 2019
- Waiver of Independent Entity for HABC owner units: Approved and implemented in FY 2020

Description/Update of MTW Activity

HABC operates a PB component under its Housing Choice Voucher Program. Through its PB voucher program, HABC partners with for-profit and nonprofit housing providers to expand the supply of affordable housing to low-income families. To meet the evolving needs of the agency and the participants served, HABC has enhanced and expanded its existing PB program to include the components outlined below. The Enhanced PB Program components apply to all PB units, including, but not limited to the Thompson PB units, Bailey LTA and PB units and the non-Bailey LTA PB units.

- **Percentage of Voucher Allocation:** HABC reserves the right to allocate up to 30% of its Tenant Based HCV funding for PB vouchers.
- **Project Cap:** HABC may enter into PB Voucher HAP contracts for greater than 25% of the units in a project/development regardless of the family or household type that will occupy the units provided that the household is eligible. Units subsidized with PB vouchers under this MTW initiative are placed under a HAP contract upon turnover.
- **Floating Units:** HABC will allow for floating units instead of identifying specific units in the HAP contract in the PB program.

- **Amendments to PB HAP Contracts:** Using its MTW authority, HABC has waived the three-year restriction on amending HAP contracts. HABC may amend the HAP contract at any time during the initial term of the HAP contract and during any renewal term of the HAP contract. HABC may exercise this option for all PBV units, including, but not limited to the Bailey LTA and PB units and the non-Bailey LTA PB units.

HABC may amend PBV HAP contracts executed as a result of awarding vouchers for target populations. The amendment sets forth the following provisions as part of the PBV HAP Contract:

1. Subject to funding availability, owners may obtain applicants directly from the Mayor's Office of Human Services (MOHS) or other designated service providers for the chronically homeless and veterans or other such targeted population and refer such applicants to HABC to determine eligibility for receiving a voucher subsidy. All referrals will be placed on a waiting list maintained by HABC. HABC has been awarded 192 PBVs for the chronically homeless and 182 PBVs for veterans.
2. Owners are required to maintain the designated unit for the term of the PBV HAP contract. In the event the owner fails to lease a designated unit to an approved applicant, such failure will be considered a default under the PBV HAP Contract. If the default is not cured within 60 calendar days, HABC can remove the unit from the HAP contract, or recapture the amount of HAP paid for the period of time the tenant was occupying such unit in violation of the terms of the PBV HAP contract.

Impact

In FY 2020 there were 28 new referrals from the MOHS for PB homeless/veteran bringing the total number of participants referred from the MOHS to 174. Nineteen of the 28 referrals met eligibility requirements and successfully leased units. Project construction of the remaining PB units was delayed in FY 2020 as a result of the COVID-19 pandemic and as such the number of referrals was limited to available units. HABC anticipates that upon completion of the PB units, referrals and leasing will meet targeted benchmarks.

Where other PBV units were concerned, in FY 2020 there were 4 new PBV contracts representing 18 new PBV units. Delays as a result of COVID-19 and community opposition impacted the number of planned new PBV for FY 2020.

Hardship

In hardship cases, the tenant, if otherwise eligible, can be relocated to another unit of the appropriate size when one becomes available. The owner will be responsible for relocation costs.

Actual Non-Significant Changes

- In FY 2020 HABC waived the requirement for an independent entity to approve AHAP/HAP contract terms, renewals of HAP contracts, rent determinations and inspection of HABC owned units.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks

Benchmarks were not achieved largely due to the construction related delays in new PBV projects as a result of the COVID-19 pandemic. Additionally, one project that was planned for FY 2020 was actually under AHAP in FY 2019 and was recategorized as an existing PBV.

Metrics

<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of this activity (increase).	Implemented in FY 2019	297 units	18 units	No
<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move	0 households	297 units	18 units	No
<i>HC #5: Increase in Resident Mobility (Agency Specific Metric – MOHS only)*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better	65 households	374 households	174 households	No

unit and/or neighborhood of opportunity as a result of the activity (increase).				
<i>HC #7: Households Assisted by Services that Increase Housing Choice (Agency Specific Metric- MOHs only)*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	65 households	374 households	174 households	No
<i>*Metrics reflect the portion of the activity related to referrals from the MOHS.</i>				

Activity #2006-03: Thompson Biennial Recertifications

Plan Year Approved, Implemented, Amended

Approved FY 2006 and implemented FY 2007.

Description/Update of MTW Activity

Pursuant to HABC's MTW authority, families participating in the Baltimore Housing Mobility Program as administered by the Baltimore Regional Housing Partnership (BRHP) have their household composition and income re-determined at least once every 25 months. BRHP's current policy allows residents to request an interim change at any point during the recertification cycle for loss of income.

Impact

In FY 2020 BRHP maintained its biennial recertification frequency and implemented a change to the verification policy related to the age of verification documents upon receipt. COVID-19 presented a number of challenges in FY 2020. Operational changes included a newly developed website with ability to submit required forms and supporting documentation, remote signing of documents using DocuSign, adoption of several flexibilities provided under CARES Act waivers, and a record number of interim recertifications submitted and processed.

Hardship Policy

BRHP's maintained its current policy which allows residents to request an interim change at any point during the recertification cycle for loss of income. There were no hardship requests in FY 2020.

Actual Non-Significant Changes

In FY 2020, the threshold for the age of documents received by BRHP was extended from 60 days to 120 days.

Actual Changes to Metrics/Data Collection

There were no changes to metrics or data collection methods in FY 2020.

Actual Significant Changes

There were no significant changes made to this activity in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

The Increase in recertifications is due to the program more than doubling in size since implementation, benchmarks will be updated in the next plan to reflect program size.

Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$23,350	\$28,425	Recertifications completed in FY 2020: 2,222 Staff time per recertification: 1.5 hours Average staff hourly salary: \$28.51 Total cost in FY 2020: \$95,024 *Increase in recertifications is due to the program more than doubling in size since implementation	No
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	934 hours	1,126	Recertifications completed in FY 2020: 2,222 Staff time per recertification:	No

			1.5 hours Total staff time in FY 2020: 3,333 *Increase in recertifications is due to the program more than doubling in size since implementation	
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	5% *This activity was implemented in 2007; however, the data was not tracked until 2015.	5%	0%	Yes

Activity #2006-04: Family Self-Sufficiency Program Enhancements

Plan Year Approved, Implemented, Amended

Approved FY 2006, placed on hold in 2014, reactivated and amended in FY 2020.

Description/Update of MTW Activity

HABC has established a combined Public Housing and HCV Family Self Sufficiency (FSS) Program. The FSS Program provides services to Public Housing and Housing Choice Voucher Program families. The MTW FSS program activity provides HABC with greater flexibility in designing an FSS Program that is responsive to the needs of its participating families. Specifically, HABC encourages families to enroll and maintain participation in FSS through the use of goal incentives. These goal incentives award families for reaching interim goals such as completing education and training programs, opening bank accounts and participating in budget and financial management workshops. Other features of the MTW FSS Program include:

- Elimination of mandated thresholds for number of participants in the HCVP program and expansion of the program to include public housing residents;
- Enhanced program design to target the populations in need;
- A focus on outcomes that includes homeownership and unsubsidized economic independence; and,
- Revised procedures/regulations regarding the release of the escrow funds.

Impact

In FY 2020, outreach and enrollment in the FSS program dropped as a result of the limitations imposed by the COVID-19 pandemic. While 258 FSS families were served in FY 2020 by the end of the fiscal year 221 families remained. Seventeen (17) families graduated from FSS in FY 2020 and one of the graduating families qualified for the Homeownership program and purchased a home. In spite of the pandemic related obstacles, the average escrow payout in FY 2020 was approximately \$7,765 indicating that graduating families had experienced substantial increases in earned income over their five year participation periods.

Among the FSS success stories in FY 2020, one participant graduated, maintained full-time employment, enrolled in a job training program, completed homeownership counseling, opened

a savings account and finally purchased a home. This is an example of the full breadth of accomplishments which can be realized through FSS.

Another FSS participant learned how to properly budget her finances and purchased a car through the Vehicles for Change program. This same participant, in addition to being employed, is volunteering through Americorps/Volunteer Maryland and is working with HABC to develop the first ever volunteer program with HABC. In her continued effort at betterment, she is graduating from Baltimore City Community College and will transfer to Morgan State to obtain a degree in Social Work. She has improved her own life as well as the lives of others.

Also in FY 2020, HABC implemented a program of financial incentives for completion of interim goals as well as a requirement for all FSS participants to open a bank account. The following table includes the data on incentives paid in FY 2020.

Incentive Description	Number of Incentives Provided in FY 2020
<ul style="list-style-type: none"> Obtain an education or vocational certification: \$500 (max of \$1,000) 	0
<ul style="list-style-type: none"> Open a bank account with an accredited financial institution within the first year of program participation: \$50 	2
<ul style="list-style-type: none"> Complete the budgeting series “Your Money, Your Goals” within the first year of program participation: \$50 	3
<ul style="list-style-type: none"> Complete an interim contract goal (other than education/vocation): \$100 (max \$200) 	16
<ul style="list-style-type: none"> Complete Career Development Boot Camp within the first year of program participation: \$100 	0

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

In FY 2020 HABC added the requirement for FSS participants to open a bank account within the first year of participation in the program. All escrow payments are now made via direct deposit into the established account.

Also in FY 2020, HABC implemented a system of financial incentives for completion of interim goals. Incentive payments are paid at the completion of the FSS contract of participation and are contingent on the same requirements related to eligibility for release of escrow funds. HABC retains authority to make interim disbursements in the event that enrollment in the specified activity is contingent upon receipt of the FSS incentive payment. Incentives include the following:

- Obtain an education or vocational certification: \$500 (max of \$1,000)
- Open a bank account with an accredited financial institution within the first year of program participation: \$50
- Complete the budgeting series “Your Money, Your Goals” within the first year of program participation: \$50
- Complete an interim contract goal (other than education/vocation): \$100 (max \$200)
- Complete Career Development Boot Camp within the first year of program participation: \$100

HABC will continue to review the impact of the financial incentives and may modify, add or remove incentives to support the goals of the program and/or to address financial constraints.

Actual Changes to Metrics/Data Collection

HABC added SS #5, SS #6, SS #7 and SS #8 to the metrics collected for this activity. The baseline, benchmark and outcomes all reflect FY 2020 year end FSS data.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

The FSS program outcomes for FY 2020 were impacted by the COVID-19 pandemic. Specifically, outreach was difficult given social distancing and enrollment of new participants was down by more than 30%. Participants had difficulty enrolling in training and education and employment opportunities were limited. HABC anticipates that outcomes will improve as the COVID-19 restrictions and outlook improve.

Metrics

SS #1: Increase in Household Income*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase)	\$13,908	\$14,227	HCV: \$20,037 PH: \$22,495	Yes
<i>*Baseline represents average earned income for households with earned income in FY 2019. Benchmark indicates an increase of 2.3% growth.</i>				
SS #2: Increase in Household Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of escrow of households affected by this policy in dollars (increase)	\$4,099	\$4,193	\$4,678	Yes
<i>*Baseline reflects average escrow for households with escrow at the end of FY 2019.</i>				
SS #3: Increase in Positive Outcomes in Employment Status*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	202	224 56%	132 60%	No
Employed PT or FT	164	176 44%	89 40%	No
Enrolled in Education	10	11 3%	7 3%	Yes
Enrolled in Job Training	30	33 8%	6 3%	No
<i>*Baseline reflects households enrolled in FSS during FY 2019.</i>				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease)	34	37 9%	26 12%	No
<i>*Baseline represents FSS households receiving TANF benefits at the end of FY 2019.</i>				
SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to	0	400	258	No

increase self-sufficiency (increase).				
<i>*Baselines were established in FY 2020 report.</i>				
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$956	\$956	\$956	Yes
<i>*Baselines were established in FY 2020 report. Equals Average HAP to Owner</i>				
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline **	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$280	\$280	\$280	Yes
<i>*Represents Tenant Rent to Owner. **Baselines were established in FY 2020 report.</i>				
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline**	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	17	17	Yes
<i>*Self-sufficiency is defined as graduation from the FSS program.</i>				

Activity #2007-01: Mobility Program Enhancements/Thompson *(Formerly Exception Payment Standards and Security Deposit Assistance)*

Plan Year Approved, Implemented, Amended

- Exception Payment Standards: Approved and implemented FY 2007
- Security Deposit Assistance: Approved and implemented FY 2017
- Incentive Payments to Landlords: Approved FY 2019

Description/Update of MTW Activity

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

Additionally, as authorized in Section IV.B.5 of the Thompson Settlement Agreement, BRHP will use HAP funds for payment to landlords to cover a security deposit for Baltimore Housing Mobility Program participants leasing in a census tract designated “opportunity” by BRHP. Subject to funding availability, BRHP will offer each participant this Security Deposit Assistance on a one-time basis, and only if that participant has repaid the entire balance of any previously grant-funded Security Deposit Assistance Loan and is otherwise in good standing with BRHP. The Security Deposit Assistance will not exceed the equivalent of one-month’s rent, and BRHP will require a participant contribution towards the security deposit of between \$200 and \$500 dollars, which will be adjusted seasonally to encourage leasing in summer months.

Further, BRHP expanded the assistance to Mobility Program participants to include one-time incentive payments to landlords’, one-time apartment application fees and/or moving costs for families with a Thompson voucher, and ongoing counseling fees associated with the pre- and post-move counseling programs for the Mobility Program. This provision has not yet been implemented; however, BRHP may utilize this flexibility in the future.

Impact

As of FY 2020 security deposit assistance and moving costs were provided to program participants. Owner incentives and payment of application fees were not implemented in FY 2020; however, BRHP plans to implement and provide these important activity components in

FY 2021. As a result of the challenges faced due to the COVID-19 pandemic, there were fewer moves to opportunity neighborhoods in FY 2020.

Hardship Policy

There is no adverse impact to households by applying a higher payment standard for moves to an opportunity area and/or providing security deposit assistance.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

Due to COVID-19, fewer initial moves occurred in 2020, meaning fewer total moves to neighborhoods of opportunity and fewer families receiving security deposit assistance.

Metrics

CE #1: Agency Cost Savings – Payment Standards				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$5,131.50 in FY 2014*	\$2,750	\$2,820	No
<i>*The data for the Payment Standards portion of the activity was not tracked until 2014 when savings had already been realized.</i>				
CE #2: Staff Time Savings – Payment Standards				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	155.5 hours in FY 2014*	80 hours	60 hours	Yes
<i>*The data for the Payment Standards portion of the activity was not tracked until 2014 when savings had already been realized.</i>				

CE #5: Increase in Agency Rental Revenue – Payment Standards*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total household contributions towards housing assistance (increase).	\$365.65	\$423.22	\$465	Yes
<i>*Metric represents average TTP</i>				
HC #5: Increase in Resident Mobility – Payment Standards & Security Deposit				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Payment Standards: 0 Security Deposit Assistance: 300	Payment Standards: 525 Security Deposit Assistance: 325	Payment Standards: 460 Security Deposit Assistance: 172	No
HC #7: Households Assisted by Services that Increase Housing Choice – Security Deposit				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	300	325	172	No

Activity #2009-01: MTW Homeownership Program

Plan Year Approved, Implemented, Amended

This activity was approved in FY 2009, placed on hold in FY 2014, and was reactivated and amended in FY 2020.

Description/Update of MTW Activity

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

In FY 2020, HABC worked with the City of Baltimore to develop a revitalization plan and identify scattered site units in areas selected for revitalization. Pending selection of the units, where applicable, demo/dispo applications will be submitted to HUD for review. Upon approval, HABC will commence with development of the scattered site homeownership properties, which will be available to homeownership eligible HCV and PH families.

Impact

In FY 2020, HABC identified six scattered site properties which will be renovated and offered for sale through its MTW Homeownership program. Three families have already applied and been accepted into the program and are in the process of securing financing. It is anticipated that an additional three families will apply and qualify for the remaining three units in FY 2021. In FY 2020 HABC began working on the rehab plan for the six identified units including a cost analysis; however, due to the limitations under COVID-19, there were no closings in FY 2020 and only six units were identified.

Hardship Policy:

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

There were no changes to metric or data collection in FY 2020 outside of what was included in the FY 2020 MTW Plan.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC did not meet its desired benchmarks for this activity in FY 2020 as a result of the limitations placed under the COVID-19 pandemic. These limitations affected outreach to participants as well as HABC’s ability to locate and review unit statuses for inclusion in the MTW Homeownership program.

Metrics

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	3 households	9 households	0 households	No
<i>HC #6: Increase in Homeownership Opportunities</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of this activity (increase)	3 households	9 households	0 households	No
<i>HC #7: Number of Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase)*	366 households	400 households	221 households	No
<i>*Represents total number of households participating in FSS.</i>				

Activity #2010-01: Unit Sizes

Plan Year Approved, Implemented, Amended

Approved and implemented FY 2010.

Description/Update of MTW Activity

Under this initiative, HABC requires participating HCVP families to select a unit size consistent with and not greater than the unit size listed on their voucher. This policy applies to all new admissions and moves. HABC does not require households who are in an existing unit and experience a decrease in family size to move. However, the payment standard will be adjusted to reflect (1) the lower of the actual unit size or (2) authorized voucher size for families who are over-housed at their next recertification.

HABC will grant reasonable accommodations and may waive the requirement in cases where a household has exhausted all housing search efforts and is unable to locate a unit not greater than the unit size listed on their voucher. Exceptions to this rule may be granted as a reasonable accommodation.

Impact

In FY 2020 HABC continued to implement this activity and require that households lease units that are consistent with their voucher size. HABC received 32 requests for larger units as a result of reasonable accommodations and approved all of those requests. There were no requests for larger units outside of reasonable accommodations.

Hardship Policy

Exceptions to this rule may be granted at the discretion of HABC where the voucher holder can demonstrate that a good faith and exhaustive effort have been made to find an appropriately sized unit or based on a reasonable accommodation request. In FY 2020 no requests were received outside of Reasonable Accommodation requests for larger unit size exceptions.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC achieved the benchmarks set for this activity.

Metrics

CE #1: Agency Cost Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$142,007,010	\$139,982,010	\$129,658,284	Yes
<i>*Represents total HAP expenditures</i>				
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?*
Total time to complete the task in staff hours (decrease).	0 hours	0	0	N/A
<i>*HUD is requiring HABC to track this metric. This metric does not accurately measure the success of this activity. HABC intended for this activity to save the Agency money and it has no influence on staff time.</i>				
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?*
Average error rate in completing a task as a percentage (decrease).	0	0	0	N/A
<i>*HUD is requiring HABC to track this metric. This metric does not accurately measure the success of this activity. HABC intended for this activity to save the Agency money and it has no influence on error rates</i>				
HC #1: Additional Units of Housing Made Available*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below	11,817 units	11,871	13,024	Yes

80% AMI as a result of the activity (increase).				
<i>*Represents households assisted.</i>				

Activity #2010-02: Bailey Long-Term Affordable Project-Based Voucher Contract

Plan Year Approved, Implemented, Amended

Approved and implemented FY 2010.

Description/Update of MTW Activity

As part of its MTW program, HABC established an initiative in 2010, referred to as the Bailey Long-Term Affordable Project Based Voucher (Bailey LTA PBV) Program, to create long-term affordable units for persons with disabilities in compliance with the Bailey Consent Decree.

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

LTA units are subsidized through Bailey LTA PBV contracts with minimum 40-year terms entered into between HABC and eligible property owners. LTA property owners are required to adopt the LTA Admissions & Continued Occupancy Criteria (LTA Criteria). Residents of Bailey LTA PBV Program units will have rights and protections as set forth in the LTA Criteria and will enter into a lease with the project owner that is developed by HABC for the Bailey LTA PBV Program units, which incorporates the regulatory requirements for a public housing lease and grievance procedures. Bailey LTA PBV Program NED units are occupied by NEDs on HABC's public housing waiting list. The Bailey LTA PBV Program UFAS units are occupied by families on HABC's reasonable accommodation transfer waiting list and HABC's public housing waiting list who need the features of the UFAS units.

HABC created an amendment to the HAP contract that sets forth requirements for the Bailey LTA PB units. The amendment increased the term of the contract to 40 years, consistent with the long-term affordability period and set forth what public housing rights, privileges and benefits must be afforded the residents in Bailey LTA PBV program units.

Impact

In FY 2020, there were 29 Bailey LTA PBV program units which were under AHAP, 19 at Greenmount and Chase, 7 at Somerset Extension, 1 at Flamingo Apartments and 2 at Light Street. Each of these units, upon completion, will provide much needed affordable units for persons with disabilities.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made to this activity in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made to this activity in FY 2020.

Actual Significant Changes

No significant changes were made to this activity in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC achieved the benchmark set for this activity.

Metrics

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit as a result of the activity (increase).	0 units	261	274	Yes

Activity #2010-03: Thompson Risk Based Inspections

Plan Year Approved, Implemented, Amended

Approved and implemented FY 2010.

Description/Update of MTW Activity

Pursuant to HABC's MTW authority, units in the BRHP Program are re-inspected at least once every 25 months. Owners and families are allowed to self-certify that non-emergency items identified as "fail" during an HQS inspection have been repaired. Only units located in the allowable (non-impacted) areas are eligible for this option. The fail items must be minor and determined to be non-emergency to be eligible for self-certification. The self-certification process will require the owner and tenant family to certify that the repairs have been made. A random sample of units that have been approved under the self-certification option will receive a quality control inspection.

Impact

In FY 2020, BRHP completed 1,698 inspections which resulted in staff time savings and greater inspection efficiencies.

Hardship Policy

There are no adverse impacts to households by having inspections completed every 25 months. Households can request complaint inspections at any time.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

Benchmarks were updated to reflect the current program size.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC achieved the benchmarks set for this activity.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$70,031	\$104,135 Inspections completed: 2,150 Staff time per inspection: 1.5 Average staff hourly salary: \$32.29	\$82,243 Inspections completed: 1,698 Staff time per inspection: 1.5 Average staff hourly salary: \$32.29	Yes
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	1,869 hours	Inspections completed: 2,150 Staff time per inspection: 1.5 Total time savings Hours: 3,225	Inspections completed: 1,698 Staff time per inspection: 1.5 Total time savings Hours: 2,547	Yes

Activity #2012-01: Rent Simplification -Thompson

Plan Year Approved, Implemented, Amended

- Adjusted Income and Asset Income: Approved and implemented FY 2012
- FT Student and Adoption Assistance Exclusion: Approved and implemented FY 2014

Description/Update of MTW Activity

Pursuant to HABC's MTW authority, for participants in the BRHP mobility program, HABC has implemented several rent simplification activities that support economic self-sufficiency and cost effectiveness in Federal expenditures. Rent simplification includes the following:

- **Modified Deductions:** The gross annual income shall be reduced using the standard deductions outlined below. There will be a standard deduction for working families, elderly families, disabled families and non-disabled families without wages. The deductions below replace all other regulatory deductions. The deductions are:
 - \$3,200 for households with wages
 - \$1,200 for households without wages
 - \$400 for any elderly or disabled family (to be combined with either of the above deductions)
- **Exclusion of FT Student & Adoption Assistance Payments:** The definition of annual income is modified to exclude all earned income from full-time adult students, other than the head of household, co-head and spouse as well as exclude all adoption assistance payments.
- **Asset Income Exclusion and Self-Certification:** HABC also excludes all income from assets when the cash value of the asset is less than \$50,000. Additionally, for households where the cash value of the assets is less than \$50,000, BRHP will allow self-certification of asset value and income. This initiative will reduce the time it takes to verify income. This rent simplification measure will increase efficiency without having any negative impact on increasing residents' rent.

HABC will apply its financial hardship policies to households who demonstrate hardship due to application of these policies.

Impact

In FY 2020 BRHP implemented changes to its policies related to asset income calculation for families with assets in excess of \$50,000 as well as its policy on offering a hardship to families who felt that the exclusion of deductions posed a financial hardship. There were no families that requested this hardship in FY 2020. The seasonal income policy was also implemented in FY 2020 which resulted in a more effective way for staff to verify and calculate seasonal income.

Hardship Policy

HABC applies its financial hardship policies to households who demonstrate hardship due to application of these policies. In FY 2020 there were no requests for hardship.

Actual Non-Significant Changes

In FY 2020, the following non-significant changes were made to this activity:

- BRHP calculates asset income by taking the market/face value of the family's assets and multiplying that value by the established passbook savings rate when the market/face value of the family's assets is in excess of \$50,000. This policy was implemented in FY 2020.
- In FY 2020, the hardship policy was extended so that families may request the use of regulatory deductions and exclusions if adjusted income would be lower than adjusted income calculated using BRHP standard deductions. The request must be made within 14 calendar days of the notification of the change in family rent share.
- BRHP will calculate seasonal income using the past four quarters of income as reported by Enterprise Income Verification's (EIV) Income Report, tax returns or other applicable third-party methods of verification. Income may also include off-season employment and/or unemployment.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

The outcome for cost savings and time savings related to adjusted income is related to the increased number of interim transactions as a result of the COVID-19 pandemic.

Metrics

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Asset Income: \$23,795	Asset Income: \$0	Asset Income: \$0	Yes
	Adjusted Income: \$23,796	Adjusted Income: \$28,406	Adjusted Income \$39,372	No
	FT Student and Adoption Assistance Exclusion: \$534	FT Student and Adoption Assistance Exclusion: \$0	5,523 actions processed @ .25 hours each = 1,381 hours @ \$28.51/hour FT Student and Adoption Assistance Exclusion: \$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Asset Income: 935 hours	Asset Income: 0 hours	Asset Income: 0 hours	Yes
	Adjusted Income: 935 hours	Adjusted Income: 1,125 hours	Adjusted Income: 1,380 hours	No
	FT Student and Adoption Assistance Exclusion: 21 hours	FT Student and Adoption Assistance Exclusion: 0 hours	FT Student and Adoption Assistance Exclusion: 0 hours	Yes

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Asset Income: <1% Adjusted Income: 8% FT Student and Adoption Assistance Exclusion: <1%	Asset Income: 0% Adjusted Income: 0% FT Student and Adoption Assistance Exclusion: <1%	Asset Income: 0% Adjusted Income: 0% FT Student and Adoption Assistance Exclusion: 0%	Yes
CE #5: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total household contributions towards housing assistance (increase).	\$470	\$470	\$465	No
<i>* Baseline and Benchmark first established in FY 2019. HABC uses average TTP for this metric.</i>				

Activity #2014-01: HABC Long-Term Affordable Project-Based Voucher Contract

Plan Year Approved, Implemented, Amended

Approved and implemented FY 2014.

Description/Update of MTW Activity

In FY 2014, HABC established the Long-Term Affordable Project Based Program (LTA-PB Program). Under this Program, HABC created long-term affordable project-based units at newly constructed or redeveloped sites where the source of funding for housing assistance is project-based vouchers.

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

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

Impact

HABC completed the LTA designation of these units in 2016. Since that time, no other LTA units have been created under this MTW initiative.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made to this activity in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made to this activity in FY 2020.

Actual Significant Changes

No significant changes were made to this activity in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

Benchmarks for this activity were met.

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	23	23	Yes

Activity #2017-01: Sponsor-Based Project-Based Transitional Housing

Plan Year Approved, Implemented, Amended

Approved FY 2017; implemented FY 2019.

Description/Update of MTW Activity

The Transitional Housing Program allows HABC to partner with the Women's Housing Coalition and other organizations to provide permanent housing for up to 25 homeless/hard-to-house families.

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

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

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

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

Impact

HABC executed the HAP contract for these units effective June 1, 2019. In FY 2020, all 25 vouchers were fully utilized, meeting HABC's benchmark to provide assistance to this vulnerable population. HABC worked closely with the Women's Housing Coalition to ensure full utilization of these vouchers.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

Applicants for these units are chronically homeless and are overcoming mental/physical barriers before entering the workforce or any training environment.

Metrics

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	25	25	Yes
<i>SS #8: Households Transitioned to Self Sufficiency*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric.	0	25	0	No
<i>*Self-sufficiency is defined as a family that obtains employment or participates in job training, has secured permanent housing and is welfare-free.</i>				
<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	25	25	Yes
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Activity #2019-01: Rent Simplification

Plan Year Approved, Implemented, Amended

- Approved FY 2019; planned implementation end of 3rd quarter 2019.
- Medical Expense and Seasonal Income: Approved and implemented in FY 2020.

Description/Update of MTW Activity

The Rent Simplification activity applies to both the Public Housing and Housing Choice Voucher programs and includes the following:

- *Exclusion of all FT Student Earned Income* – Under Rent Simplification, HABC excludes all full-time student earned income for adult full-time students, other than the head of household, co-head and spouse. HABC will continue to apply a dependent deduction to adult full-time students. Additionally, as HABC is excluding 100% of earned income for adult full-time students, HABC will only verify full-time student status; however, HABC will not conduct verification of full-time student earned income.
- *Self-Certification of Asset Value and Income and Exclusion of Asset Income* – HABC established \$50,000 as the threshold for self-certification of asset value and income. When the market/face value of assets is over \$50,000, HABC will apply regulatory verification requirements. Additionally, HABC excludes income from assets where the market/face value of the asset is up to \$50,000. When the market/face value of a family's assets is in excess of \$50,000, HABC will calculate asset income by taking the market/face value of the family's assets and multiplying that value by the established passbook savings rate.

Impact

In FY 2020 HABC implemented the MTW policies related to the calculation of medical expenses and seasonal income. Both changes resulted in administrative efficiencies and streamlined the documentation required of participants to calculate these expense and income sources. Additionally, there were 618 families with assets under \$50,000 and 10 families with assets valued at \$50,000 or more. Both HABC and participants continued to derive benefits from the MTW asset income policy.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

In FY 2020, HABC adopted and implemented the following two policies:

- HABC calculates medical expenses for eligible participants using past paid, unreimbursed expenses in addition to prospective medical insurance premiums. Over the counter medications will not qualify for a deduction unless accompanied by a prescription and paid receipts. This change will alleviate the need to try to determine anticipated medical procedures and expenses, which cannot be accurately forecasted; however, there is no change to the amount and type of medical expenses which can be deducted; and,
- HABC calculates seasonal income using the past four quarters of income as reported by the Enterprise Income Verification's (EIV) Income Report, tax returns or other applicable third-party methods of verification. Income may also include off-season employment and/or unemployment.

Actual Changes to Metrics/Data Collection

Benchmark was updated to reflect the current hourly rate.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC outcomes were consistent with the benchmarks and reflect the volume of households with assets and with adult FT students.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Number of Adult FT Students with Earned Income & Households with Assets: 1,563	Number of Adult FT Students with Earned Income & Households with Assets: 1,563	Number of Adult FT Students with Earned Income & Households with Assets:	Yes The savings reflect the number of households with assets

	<p>Time per FT Student and Household with Assets - Verification & Calculation: .5 hours</p> <p>Average Hourly Staff Rate: \$30.77</p> <p>Total Cost of Activity Prior to Implementation: \$24,047</p>	<p>Time per FT Student and Households with Assets - Verification & Calculation: 0 hours</p> <p>Average Hourly Staff Rate: \$30.77</p> <p>Anticipated Total Cost of Activity: \$0</p> <p>Savings: \$24,047</p>	<p>1,361</p> <p>Time per FT Student with earned income and Households with Assets - Verification & Calculation: 0 hours</p> <p>Average Hourly Staff Rate: \$30.77</p> <p>Total Cost of Activity: \$0</p> <p>Savings: \$20,924</p>	and FT Students
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CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	<p>Number of Adult FT Students with Earned Income & Households with Assets: 1,563</p> <p>Time per FT Student and Household with Assets - Verification & Calculation: .5 hours</p> <p>Total Time Spent on Activity Prior to Implementation 781.5</p>	<p>Number of Adult FT Students with Earned Income & Households with Assets: 1,563</p> <p>Time per FT Student and Households with Assets - Verification & Calculation: 0 hours</p> <p>Anticipated Total Time Spent on Activity: 0 hours</p>	<p>Number of Adult FT Students with Earned Income & Households with Assets: 1,361</p> <p>Time per FT Student and Households with Assets - Verification & Calculation: 0 hours</p> <p>Anticipated Total Time</p>	Yes

		Savings: 781.5 hours	Spent on Activity: 0 hours	
			Savings: 680 hours	
<i>CE #3: Decrease in Error Rate of Task Execution</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	5%	2%	2%	Yes

Activity #2019-02: Local Fair Market Rent

Plan Year Approved, Implemented, Amended

Approved FY 2019 and implemented in FY 2020.

Description/Update of MTW Activity

This activity was implemented for both HABC's Leased Housing Program and the Baltimore Housing Mobility Program operated by the BRHP. BRHP administers the vouchers for the Thompson Remedial and Partial Consent Decree vouchers. MTW flexibility continues to be utilized to support Thompson activities and Attachment C, section B.2 of the MTW Agreement authorizes HABC to partner with non-profit entities such as BRHP to implement some or all MTW activities.

HABC and BRHP established payment standards based on the 50th percentile FMRs. In combination with BRHP's ongoing housing mobility and HCVP's housing search efforts, continuation of the existing policy will promote expansion of housing choice for voucher holders and minimize any negative impacts to existing voucher holders and property owners. Annually, HABC and BRHP will adjust the Fair Market Rent and associated payment standards based on the most recently published 50th Percentile Rent Estimates.

HUD previously approved this activity as part of the FY 2009 MTW Annual Plan. Subsequently, HUD approved 50th percentile FMRs for the metropolitan Baltimore area at which time HABC removed this activity. With the advent of SAFMRs, the 50th percentile FMR for Baltimore was removed and the activity was re-proposed. As noted above, HABC and BRHP have utilized the 50th percentile FMRs to establish payment standards since FY 2009. Therefore, continuation of this policy has not changed existing rent policies and did not result in hardships to voucher holders.

Impact

HABC implemented this activity in FY 2020 and used this MTW flexibility to identify and assist participants in leasing units in opportunity areas and to promote expansion of housing choice. In FY 2020, 673 BRHP families moved and out of those, 460 BRHP families moved to opportunity areas, including new admissions and moves. In FY 2020, 196 HCV families moved to opportunity areas. Since program inception both HCV and BRHP families have moved to high opportunity

neighborhoods and have benefitted from the increased payment standard and its related positive impact on housing choice.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

All benchmarks were achieved in FY 2020.

Metrics

<i>HC #7: Households Assisted by Services that Increase Housing Choice*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	478	120	673	Yes
<i>*Represents Thompson units only. Leased Housing families are not part of Mobility program services, but are able to access the 50% percentile FMR.</i>				
<i>HC #5: Increase in Resident Mobility*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	664	166	460	Yes
<i>*Represents Thompson units only. Leased Housing families are not part of Mobility program services, but are able to access the 50% percentile FMR</i>				

Activity #2020-01: Housing Quality Standards (HQS) Modifications & Enhancements

Plan Year Approved, Implemented, Amended

Approved FY 2020; implementation planned for FY 2021.

Description /Update of MTW Activity

Using MTW flexibility, HABC developed a charge system for owner inspection fees. It is burdensome and costly for HABC to inspect units multiple times. Accordingly, HABC has established a \$75 fee to owners for reinspection. From time to time, HABC may review and modify the reinspection fee to reflect changes in the cost of re-inspections. Outlined below are the circumstances under which reinspection fees are charged. This activity applies to the tenant-based and project-based programs.

1. An owner notifies HABC that a deficiency cited in previous re-inspection has been repaired or the allotted time for repairs has elapsed and under either circumstance the previously cited deficiency(ies) has/have not been corrected. Under this circumstance, HABC will require the owner to pay a reinspection fee prior to conducting a second reinspection. An example of this provisions is as follows:
 - A unit fails its regular inspection on March 5: No inspection fee.
 - A reinspection on April 4 reveals that the previously cited deficiencies have not been corrected: No inspection fee; however, HAP is abated.
 - On April 30, the owner notifies HABC that the previously cited deficiencies have been corrected. Prior to HABC conducting a second reinspection, HABC will charge, and the owner must pay, a reinspection fee.
 - Reinspection fees will be charged for each additional reinspection until the unit receives a pass rating.
2. For a unit not currently under HAP contract and where an HQS inspection has been scheduled, HABC will charge the owner for a reinspection if the unit is not ready for inspection, e.g. plumbing fixtures or appliances are not connected, the unit is under construction, disconnected or illegal utilities, excessive violations or the owner fails to provide access to the unit.

3. For a unit not currently under HAP contract, HABC will provide owners with a self-inspection checklist as part of the Request for Tenancy Approval (RFTA). The checklist will include guidance that upon inspection by HABC, if the unit fails inspection, HABC will schedule a reinspection. There will be no fee for the first reinspection. If the unit fails at the first reinspection, HABC will charge the owner a reinspection fee for the second reinspection if the family wishes to continue the process of leasing that unit. The reinspection fee must be paid in full prior to HABC conducting a second reinspection of the unit. An example of this provision is as follows:
 - Completed RFTA and inspection checklist are submitted by an owner on April 4.
 - HABC inspects the unit on April 10, and the unit fails inspection.
 - HABC will give the owner 15 days to correct the deficiency and conduct the first reinspection without charge to the owner.
 - If at that first reinspection, the unit fails for deficiencies found on the initial inspection that have not been corrected, HABC will issue the tenant a new RFTA.
 - On April 30, the owner notifies HABC that the family is still interested in the unit and requests a second reinspection, advising that the deficiency has been corrected. HABC will confirm with the family that they are still interested.
 - HABC will not reschedule the reinspection until the owner pays the reinspection fee.
 - Upon receipt of payment for the reinspection fee, HABC reschedules the second reinspection for May 3.

It is important to note that owners will be charged a fee for repeated RFTA submissions for the same unit if that unit has failed an inspection within the prior 60 days. If there have been no inspections within the last 60 days, the RFTA will be treated as new, and the inspection process will start over as an initial inspection.

The reinspection fee will not apply to:

- Deficiencies caused by the participant family;
- An instance in which an inspector was unable to gain access to a unit currently under HAP contract; or,
- New deficiencies identified during a reinspection. If new deficiencies are uncovered during reinspection, HABC will follow established procedures to address these newly identified deficiencies.

Impact

In FY 2020, HABC identified a vendor to process, track and collect the reinspection fees. Additionally, HABC worked on procedures and work flows to guide staff on applying the reinspection fee policy. It is anticipated that planning will be completed, and the reinspection fee policy implemented in the 2nd quarter of FY 2021. HABC also prepared an HQS Owner Guide which includes important information about key requirements for passing HQS inspections. In this way, owners have information needed to prepare their units prior to inspection which will presumably result in a reduction in failed inspections.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

As only planning for this activity took place in FY 2020, HABC cannot report on outcomes.

Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	Number of first initial inspection fails + second annual fails: 6,069 Total first inspection time: 6,069 * 1.65	Number of first inspection fails: 5,462 Total first inspection time: 5,462 * 1.65 hours per inspection 9,012	N/A	N/A

	hours per inspection = 10,014 hours Total first inspection costs: 10,014 * \$19.70 = \$197,276	hours Total first inspection costs: 9,012 * \$19.70 = \$177,536		
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CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark*	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease)	Number of first initial inspection fails + second annual fails: 6,069 Total first inspection time: 6,069 * 1.65 hours per inspection = 10,014 hours	Number of first inspection fails: 5,462 Total first inspection time: 5,462 * 1.65 hours per inspection = 9,012 hours	N/A	N/A

**HABC anticipates that implementation of a reinspection fee may result in a reduction in the number of reinspections.*

CE #3: Decrease in Error Rate of Task Execution*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	0%	0%	N/A	N/A

**HABC does not anticipate that implementation of a reinspection fee will result in a reduced error rate related to compliance with HQS; however, this metric is required by HUD for HQS related activities.*

Activity #2020-02: Healthy Opportunities Program

Plan Year Approved, Implemented, Amended

Approved FY 2020; planned implementation in FY 2021.

Description /Update of MTW Activity

HABC partners with the Baltimore City Health Department and other local organizations on the Healthy Opportunities Program (HOP). The initiative is a mobility program designed around the collaboration between housing and health-care providers, who will work together to provide stable, affordable and healthy housing in opportunity areas to ultimately improve participants' health outcomes and overall quality of life. HABC works with its partners to identify existing HCV families with children in which one or more family members has a medical condition, such as asthma, that is exacerbated by environmental factors.

Participating families are provided mobility counseling, which include assistance in identifying a healthy environment based on participant needs. Participants may also be provided incentives to move within opportunity areas, such as higher payment standards and security deposit/first month's rent assistance. HOP will assist no more than 150 families at any given time. Support and counseling are provided to families during the housing search and up to 12 months after the effective date of the move. Upon successful completion of the program, HOP families will maintain their Housing Choice vouchers, as long as they remain in compliance with program rules and regulations. HABC will evaluate the results of the program and may select new HOP participants upon turnover.

Only participants who complete mobility counseling and move to an opportunity area are eligible for the higher payment standard and/or security deposit/first month's rent assistance.

Standard MTW policies and applicable regulatory requirements apply to participants of the program. Finally, HABC may identify additional partner agencies as program needs dictate.

Impact

In FY 2020 HABC identified applicable partners to assist with identification of potential HOP participants; however, participants were not selected, and services were not provided as a result of the COVID-19 related limitations. HABC's third party provider completed the housing market

analysis and has identified areas of opportunity so that HOP participants can be assisted in locating units in these neighborhoods. While HABC planned to begin enrolling participants in FY 2020, the COVID-19 pandemic prevented this activity from moving into its implementation phase. Implementation is currently scheduled to begin in the 3rd quarter of 2021.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

HABC increased the voucher allocation for this activity from 50 vouchers to 150 vouchers. Once enrollment begins, HABC hopes to assist and lease at least 50 families in the first year of implementation.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC was not able to identify and assist households for these vouchers in FY 2020 as a result of the COVID-19 pandemic.

Metrics

<i>HC #1: Additional Units of Housing Made Available*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% of AMI as a result of the activity (increase)	0	0	N/A	N/A
<i>*HUD is requiring the use of this metric; however, HABC does not believe it is applicable in the context of this MTW activity, as the program will be not be developing new affordable housing.</i>				
<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	0	50	0	No
<i>HC #7: Households</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase)	0	50	0	No

Activity #2020-03: Local Forms

Plan Year Approved, Implemented, Amended

Approved and implemented in FY 2020.

Description/Update of MTW Activity

Under this initiative, HABC creates local versions of forms, as needed, to streamline processing, utilize “plain language”, address MTW policies and address local housing market features. HABC plans to develop local versions of the Project-Based Voucher (PBV) Housing Assistance Payment (HAP) contract, the Family Self-Sufficiency (FSS) Contract of Participation and Individual Training and Services Plan, the Request for Tenancy Addendum, the Tenant Based HAP Contract, and the Privacy Act Notice. Where the Privacy Act Notice is concerned, HABC will extend the expiration from 15 months to 36 months to accommodate the biennial and triennial recertification cycles. Any changes to the HAP form are submitted to HUD for review and include language noting that funding for the contract is subject to the availability of appropriations and other required provisions identified by HUD. Development of any local form will meet all applicable HUD requirements.

Impact

In FY 2020 HABC updated the FSS COP to include an MTW addendum to reflect HABC’s MTW FSS policies. The other forms slated for modification were not completed in FY 2020; however, HABC still plans to complete local versions of these forms.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC achieved the benchmarks set for this activity.

Metrics

CE #1: Agency Cost Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	Not Tracked	.5 hour/form X \$30.77/hour \$15.39 per form	\$3,385 110 hours x \$30.77 = \$3,385	Yes
<p><i>*HABC is required to report on this metric; however, it is difficult to identify cost savings when development of various local forms will each generate different savings. Accordingly, HABC will use an average of .5 hour per new form and multiply that time by the approximate volume of utilization for each form.</i></p>				
CE #2: Staff Time Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease)	Not Tracked	.5 hour per form	110 hours 221 FSS COPs Addendums x .5 hours/form = 110 hours	Yes
<p><i>*HABC is required to report on this metric; however, it is difficult to identify time savings when development of various local forms will each generate different time savings. Accordingly, HABC will use an average of .5 hour per new form and multiply that time by the approximate volume of utilization for each form.</i></p>				

Activity #2020-04: Modified Rent Reasonableness Policy

Plan Year Approved, Implemented, Amended

Approved FY 2020; partial implementation in FY 2020.

Description/Update of MTW Activity

HABC has established a modified rent reasonableness policy to better reflect market conditions and streamline the process for determining reasonable rent. HABC engaged an independent consultant to conduct a housing market analysis. The analysis:

- Identified submarkets within the City of Baltimore using factors such as poverty and crime rates, school quality, employment opportunities, access to transportation and income statistics. In establishing submarkets, areas of poverty and opportunity will also be identified based on the factors above;
- Collected data on verified rents for unassisted units, by bedroom size, for each identified submarket; and,
- Established rent ranges based on data collected, which includes a low rent, high rent and average rent by bedroom size by identified submarket.

HABC utilizes the rent ranges, by submarket and by bedroom size, to determine rent reasonableness. Additionally, depending on the applicable rent ranges in opportunity submarkets, HABC may increase the payment standards for opportunity submarkets to an amount no greater than 135% of FMR where dictated by the rent study and any subsequent updates to the rent study. HABC will amend the activity for HUD approval prior to implementing a payment standard if higher than 135%.

HABC may also apply payment standard caps when and if funding restrictions arise. To ensure rents remain reasonable and consistent with market rate rents, HABC will update the market analysis every two years.

Impact

The market study was completed late in FY 2020 and HABC has not yet used the rent range by submarket tables for reasonable rent; however, the rent ranges have been used to assist in

defining rents for opportunity areas. It is anticipated that this activity will be fully implemented in FY 2021.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

HABC did not utilize the rent range tables in FY 2020, and as such, the outcomes for this activity cannot be reported.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	Time to determine rent reasonableness: .5 Number of rent requests, new admissions and moves: 3,749* Staff hourly rate: \$30.77 Total Cost: \$57,678	Time to determine rent reasonableness: .25 Number of rent requests, new admissions and moves: 3,749* Staff hourly rate: \$30.77 Total Cost: \$28,839	TBD	TBD
<i>*FY 2018 data was used to establish the baseline and benchmark.</i>				

CE #2: Staff Time Savings

Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease)	Time to determine rent reasonableness: .5 Number of rent requests, new admissions and moves: 3,749* Total Time: 1,875	Time to determine rent reasonableness: .25 Number of rent requests, new admissions and moves: 3,749* Total Time: 937	TBD	TBD

**FY 2018 data was used to establish the baseline and benchmark.*

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	<5%	<3%	0%	Yes

Activity #2020-05: Bailey 10 Total Development Cost Limit Policy

Approved and implemented FY 2020.

Description/Update of MTW Activity

In FY 2009, HABC developed a Cost Limit Policy for the acquisition and remodeling of 58 scattered site public housing rental units in non-impacted areas in Baltimore City and its surrounding counties as part of the 58 Unit Program, an obligation under the Thompson Partial Consent Decree. This MTW activity was approved by HUD in a letter dated March 12, 2009, but later closed once all 58 units were acquired.

The Bailey Consent Decree as amended by the Bailey Supplemental Consent Decree in 2015, requires that HABC produce ten (10) one-bedroom units (“Bailey 10”) for non-elderly persons with disabilities through the acquisition of units in designated areas of opportunity in Baltimore City that meet certain required neighborhood characteristics. Many of these requirements are consistent with the criteria for the acquisition and rehabilitation of units for the Hollander Ridge Scattered Site Project (“Hollander Ridge”).

HABC submitted its development proposal for the Bailey 10 to HUD by letter dated April 2, 2018. In the development proposal, HABC cited MLS listings for one-bedroom units “requiring minimal to moderate renovation listed for between \$100,000 and \$150,000”. The development budget submitted to HUD included an average acquisition and rehab cost estimate of \$157,000 per unit. Associated soft costs added another \$23,000 per unit resulting in a total per unit TDC of \$180,043. HUD approved HABC’s development proposal for the Bailey 10 in a letter dated April 23, 2018 (the “HUD Letter”).

In searching for units to satisfy the Bailey 10 requirement, HABC has discovered that the acquisition and rehabilitation costs will likely exceed the proposed costs set forth in the initial budget and, in some cases, will likely exceed the HUD TDC. The neighborhoods in which the Bailey 10 may be located are comparable to the type of neighborhoods in which the Hollander Ridge units were acquired. Therefore, the costs for the acquisition and renovation of the Hollander Ridge nineteen one-bedroom units are reasonable predictors of the costs expected for the Bailey 10.

The nineteen one-bedroom Hollander units were purchased between May 2018 and May 2019. The purchase price for these units ranged from \$150,000 to \$215,000, with an average price of

\$172,079. The estimated cost to renovate these units ranged from \$9,842 to \$61,330 with an average cost of \$33,784. Soft costs associated with the average cost of acquisition and rehabilitation, such as consultants, fees, settlement costs, contingencies, and the like, are expected to add 20% (\$41,173 on average per unit) to the TDC. Based on this formula, which reflects costs in the local market, the total development cost is estimated at \$247,035 per unit.

The 2019 HUD TDC for a one-bedroom row house unit in Baltimore is \$186,292. HABC proposes a per unit TDC of \$247,035 in order to produce the Bailey 10, which represents a 33% increase over HUD's current TDC limits.

Impact

In FY 2020 HABC began the search and acquisition process for the Bailey 10 units which are targeted for non-elderly persons with disabilities. Two units were placed under contract with approved buyers identified. The search and acquisition process was delayed due to COVID-19 related limitations; however, all ten units are anticipated to be identified and purchased in FY 2021 with each of the units located in opportunity neighborhoods.

Hardship Policy

Not applicable. This activity has no adverse impact on participants.

Actual Non-Significant Changes

No non-significant changes were made in FY 2020.

Actual Changes to Metrics/Data Collection

No changes to metrics or data collection were made in FY 2020.

Actual Significant Changes

No significant changes were made in FY 2020.

Challenges in Achieving Benchmarks and Possible Strategies

The search and acquisition process for the Bailey 10 units was delayed as a result of the COVID-19 precautions and limitations. It is anticipated that the remaining 8 units will be identified, purchased and transferred to eligible participants in FY 2021.

Metrics

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of this activity (increase).	0	10	2	No
HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	10	2	No
HC #3: Decrease in Wait List Time*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	N/A	N/A	N/A	N/A
<i>*This metric is not applicable to this activity. This activity does not create a preference for NEDs on the wait list. As eligible families rise to the top of the list, they will be housed in one of the units.</i>				
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	0	10	2	No
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result	0	10	0	No

of the activity (increase).				
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B. Not Yet Implemented Activities

There are no activities to report, which have been approved and not yet implemented.

C. MTW Activities on Hold

There are no activities on hold.

D. Closed-Out MTW Activities

The following activity was closed out in FY 2020.

Activity 2018-01: Landlord Payment Methods and Electronic Communications

1. Plan Year Approved and Implemented

Activity 2018-01 was approved in FY 2018; however it was never fully implemented.

2. Activity Description

Under this activity all HCV landlord/owners were required to receive all communications from HABC electronically and receive HAP payments via direct deposit only. The activity gave HABC the authority to charge owners an administrative fee equal to 1% of the HAP in the event the landlord/owner opts out of the electronic delivery/direct deposit requirement and/or continues to receive paper communications from HABC in any given month.

3. Plan Year Closed Out

HABC closed out Activity 2018-01 in FY 2020.

4. Reason Why Activity was Closed Out

Approximately 98% of all owners receive payments through direct deposit and it was not necessary to develop a charge and collection system for only 2% of owners. Where communications are concerned, HABC has developed an owner portal and expanded the functionality so that more owners use the portal to send and receive communication to and from HABC.

5. Final Outcomes and Lessons Learned

HABC understands that the vast majority of owners utilize the technology provided and levying charges was not necessary to yield the required results.

6. Statutory exceptions outside of MTW that would have provided additional benefit

Not Applicable.

7. Summary table of outcomes from each year of the activity

As this activity was never fully implemented, there are no outcomes to report.

The following table summarizes previously approved MTW activities that HABC has completed, discontinued, combined with an existing MTW activity or determined do not require MTW authority to implement.

Table 17: Closed-Out MTW Activities

Activity	Plan Year Approved and Implemented	Close Out Year	Reason for Close Out
Risk-Based Inspections (Activity #2006-05)	Approved: FY 2006 Implemented: FY 2014	FY 2019	HABC implemented a Risk-Based inspection process in order to ensure that the highest housing quality standards are maintained and that HABC resources are utilized in an efficient and effective manner. Units that have consistently met annual inspection standards, will be inspected every two years. Units which do not have such a track record are inspected annually. HABC closed out this activity due to the 2014 Appropriations Act that allows HABC to transition to a biennial inspection schedule without MTW authority.
Project-Based for Transitional Housing (Activity #2007-02)	FY 2007/2008	FY 2014	HABC provided PB vouchers to the Collington House facility that is a transitional housing program. In 2014, the Collington House facility lost its eligibility to retain project-based vouchers and this program was closed out.
Payment Standards at the 50 th Percentile (Activity #2009-03)	FY 2009	FY 2011	HUD had adjusted the area Fair Market Rent (FMR) to the 50 th percentile for HABC; therefore, MTW authority was no longer required and this activity was closed out in FY 2011. Please note that this activity was re-proposed in the FY 2019 Plan as the 50 th percentile FMR was being phased out. At the time the activity was closed, use of the 50 th percentile FMR was provided by HUD, and MTW authority was not needed.
HAP Contract Modifications (Activity #2009-05)	Approved: FY 2009 Implemented: FY 2010	FY 2019	Using MTW authority, HABC will allow for floating units instead of identifying specific units in the HAP contract in the Project-Based Voucher program. This previously HUD approved activity was closed out and combined with other previously HUD approved Project- Based Program activities. The combined activity is now called the Enhanced Project-Based Voucher Program (Activity #2006-02).
Utility Allowance for Families Living in Larger Units than Voucher Size (Activity #2010-04)	Approved: FY 2010 Implemented: FY 2012	FY 2014	Under the 2014 Appropriations Act, the rule on utility allowances changed to require that PHAs match the utility allowance payment to the actual unit size and not the voucher size. This MTW activity, approved in FY 2010, was incorporated into the Unit Size activity and implemented in FY 2012. Based upon the 2014 Appropriations Act language, HABC no longer needs to designate this activity as MTW.

Activity	Plan Year Approved and Implemented	Close Out Year	Reason for Close Out
Gilmor Self Sufficiency Initiative (Activity #2010-05)	FY 2010	FY 2017	This activity simplified the rent policy for staff and residents, and encouraged employment, job retention and wage progression. A shortage of funds to provide employment counseling forced the closure of this program in FY 2015, and the activity was closed out in FY 2017 when HABC became the recipient of a \$2.5 million Jobs Plus grant that provides employment counseling to public housing residents that otherwise could not be provided under MTW.
Rent Increase Determinations (Activity #2011-01)	FY 2011	FY 2016	This activity increased cost effectiveness in Federal expenditures by keeping program spending within budgetary limits. Suspending rent increase adjustments helped keep HCV Program spending within budgetary limits. Exceeding available funding had the potential to force HABC to withdraw assistance from a number of families causing a hardship for those families and property owners. This MTW activity was intended to keep spending within budgetary limits. It was closed out in FY 2016 since HABC was able to maintain budgetary limits without imposing suspension of rent increases to owners.
Asset Self-Certification (Activity #2011-02)	FY 2011	FY 2019	To streamline operations, HABC allowed residents to self-certify income from assets with total asset values per household of less than \$5,000. The Asset Self-Certification activity was approved by HUD in FY 2011. HABC closed out this activity and re-proposed it in FY 2019 as part of the Rent Simplification activity. This action allows HABC to report on all Rent Simplification activity features under one activity.
Rent Policy (Activity #2012-03)	FY 2012	FY 2015	HABC received HUD approval in FY 2012 to implement an Agency-wide rent policy adopted for Gilmor Homes; however, due to lack of funding and the on-going revisions of the Gilmor Homes rent policies, this activity was placed on hold in FY 2014. This activity was identical to the Gilmor Homes Demonstration Program and was implemented at the remaining HABC sites. A shortage of funds to provide employment counseling forced the closure of this program in FY 2015.

Activity	Plan Year Approved and Implemented	Close Out Year	Reason for Close Out
Adjusted Income for Thompson Participants (Activity #2012-04)	FY 2012	FY 2019	<p>Pursuant to HABC’s MTW authority, for participants in the Baltimore Housing Mobility Program, gross annual income was reduced using standard deductions. This activity was approved and implemented in FY 2012. There is a standard deduction for working families, disabled families and non-disabled families without wages. The deductions replace all other regulatory deductions. The deductions are:</p> <ul style="list-style-type: none"> • \$3,200 for households with wages • \$1,200 for households without wages • \$400 for any elderly or disabled family (to be combined with either of the above deductions) <p>This activity was closed out in FY 2019 and combined with other previously HUD approved rent simplification activities for the Thompson units. The combined activity is now call Rent Simplification – Thompson (Activity #2012-01).</p>
Adoption of New Investment Policies for HABC (Activity #2013-01)	Approved: FY 2013 Not Implemented	FY 2015	<p>In FY 2013, HABC proposed adopting new investment policies, thereby increasing investment revenue and decreasing the federal expenditures necessary to carry out the federal program. For example, if the investment revenue is increased by \$100,000 due to a more favorable investment rate of return, this increased revenue can be used to offset the OPEB liability. HABC decided not to implement this activity due to the terms of a General Depository Agreement with the State. This activity was never implemented.</p>
Journey Home (Activity #2013-02)	FY 2013	FY 2017	<p>Under this activity, HABC exercised its MTW fund flexibility in order to use MTW Block Grant Funds as housing subsidy for participants in the Journey Home Program. The Journey Home Program was closed in FY 2016 and the activity was closed out in FY 2017.</p>
Exclude Income from Full-Time Students and Adopted Household Members (Activity #2014-02)	FY 2014	FY 2019	<p>Using MTW authority, HABC modified the definition of annual income by excluding FT student earned income and adoption assistance income for families living in Thompson units. These exclusions were part of an effort to support economic self-sufficiency as well as to streamline program administration. As 100% of the income from these two sources is excluded, third party verification of income is not required. This activity was</p>

Activity	Plan Year Approved and Implemented	Close Out Year	Reason for Close Out
			approved and implemented in FY 2014. This activity was closed out in FY 2019 and combined with other previously HUD approved rent simplification activities for the Thompson units. The combined activity is now called Rent Simplification – Thompson (Activity #2012- 01).
Encouraging Leasing in Higher Opportunity Neighborhoods (Activity #2015-01)	Approved: FY 2015 Not Implemented	FY 2016	Using its MTW authority, the Baltimore Regional Mobility Program required families to select units that are consistent with and not larger than the dwelling unit size listed on their voucher. This policy applied to new admissions as well as to participating households who requested program moves. HABC, on a case-by-case basis, made exceptions to this policy as a reasonable accommodation. This MTW activity was planned for implementation in FY 2015. However, upon further consideration, BRHP decided not to implement this activity and it was closed out in FY 2016.
Energy Conservation Utility Allowance (Activity #2015-02)	FY 2015	FY 2016	HABC provides a Utility Allowance to households responsible for payment of utilities for water, electricity, gas, other heating, cooking fuels and sewage services. In an effort to reinforce energy conservation activities and reduce the cost of water/sewage utility allowances, HABC will encourage the completion of a water audit and use of low-flow toilets by HCV tenants and landlords/owners. This MTW activity was placed on hold due to comments from the public and closed out in FY 2016.
The Front Door Program (Activity #2015-03)	FY 2015	FY 2017	HABC partnered with the Mayor’s Office of Human Services/Homeless Services Program, Sarah’s Hope (a shelter for the homeless) and St. Vincent De Paul to provide MTW Block Grant funds to the Front Door Program to rapidly house 36 homeless families for up to one year using two distinct strategies. The contract ended December 31, 2014, six months into HABC’s FY 2015, and was not renewed, which resulted in closure of the activity.
Project Based Voucher Amendments to the HAP Contract (Leased Housing) (Activity #2015-04)	FY 2015	FY 2019	Using its MTW authority, HABC waived the three-year contract amendment restriction, which will allow HABC to amend the HAP contract at any time during the initial term of the HAP contract and during any renewal term of the HAP contract. Under this activity, HABC may exercise this option for all PBV units, including, but not limited to the Bailey LTA and PBV units and the non- Bailey LTA PB

Activity	Plan Year Approved and Implemented	Close Out Year	Reason for Close Out
			units. This activity was previously on hold and was approved in FY 2015. HABC closed out this activity and combined it with other previously HUD approved Project Based program activities. The combined activity is now called the Enhanced Project-Based Voucher Program (Activity #2006-02).
Security Deposit Assistance (Activity #2017-02)	FY 2017	FY 2019	Under this activity, BRHP will use HAP funds for payment to landlords to cover a security deposit for Baltimore Housing Mobility Program participants leasing in a census tract designated “opportunity” by BRHP. Subject to funding availability, BRHP will offer each participant this Security Deposit Assistance on a one-time basis, and only if that participant has repaid the entire balance of any previously grant-funded Security Deposit Assistance Loan and is otherwise in good standing with BRHP. The Security Deposit Assistance will not exceed the equivalent of one-month’s rent and BRHP will require a participant contribution towards the security deposit of between \$200 and \$500 dollars, which will be adjusted seasonally to encourage leasing in summer months. This activity was approved and implemented in FY 2017. HABC closed out this activity and combined it with other previously HUD approved Mobility Program Enhancement activities. HABC also modified this activity in FY 2019 under the previously approved Mobility Enhancement activity.
Section 811 Supportive Housing (Activity 2009-02)	Never Implemented	2019	HABC proposed combining MTW funds with 811 funds to create units for non-elderly persons with disabilities pursuant to the Bailey Consent Decree. HABC intended to make these funds available through a competitive process under which developers would be required to demonstrate through specified documentation that the project had a gap that could not otherwise be addressed. HABC was not able to implement this activity due to a lack of interest from developers. As such, there are no final outcomes. Gauging developer interest and including developers in the planning stages of such an activity may have yielded better outcomes.
Direct Homeownership Program (Activity 2012-02)	2012	2019	The direct purchase second mortgage program was intended for applicants with incomes of no less than \$18,000 per year. Participants in this initiative would not receive a Section 8 homeownership voucher. A soft second

Activity	Plan Year Approved and Implemented	Close Out Year	Reason for Close Out
			mortgage of HOME VI funds would also be available. The activity was closed out due to lack of participation. The direct purchase second mortgage program was targeted to applicants with incomes of no less than \$18,000 per year. Participants in this initiative would not receive a Section 8 homeownership voucher. A soft second mortgage of HOME VI funds was to be made available through this program.
Project-Based Voucher Amendments to the HAP Contract (Activity 2019-03)	2019	2019	HABC did not close this activity out; rather, it was combined with Activity 2006-02: Enhanced Project Based Voucher Program. The amendment allows PB referrals from the Mayor's Office of Human Services for homeless and veterans and other targeted populations and requires the owner to maintain the designated unit for the term of the PBV contract.

V. Sources and Uses of MTW Funds

This section of the Annual Report describes HABC’s actual sources and uses of MTW Block Grant funds.

A. Actual Sources and Uses of MTW Funds in FY 2020

HABC’s MTW Block Grant includes three major funding sources:

- Low Income Public Housing (LIPH)
- Section 8 Housing Choice Voucher (HCV)
- Capital Fund Program (CFP) / Demolition or Disposition Transitional Funding (DDT), formerly known as the Replacement Housing Factor Fund (RHFF)

i. Actual Sources of MTW Funds

Table 18: Actual Sources of MTW Funding for FY 2020

FDS Line Item Number	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$ 18,048,708
70600	HUD PHA Operating Grants	\$ 309,716,382
70610	Capital Grants	\$ 18,505,420
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	-
71100+72000	Interest Income	\$ 912,863
71600	Gain or Loss on Sale of Capital Assets	\$ 360,735
71200+71300+71310+71400+71500	Other Income	\$ 2,723,366
70000	Total Revenue	\$350,267,474

Notes to Sources:

- **Total Tenant Revenue** - Total Tenant Revenue includes income billable from various tenant transactions such as warrants, court and maintenance costs during FY 2020.
- **HUD HABC Operating Grants:**
 - Section 8 HCV Housing Assistance Payments (HAP) subsidies
 - Ongoing Administrative Fee Earned for Regular HABC Vouchers, Partial Consent Decree and Remedial Vouchers
 - Public Housing Subsidies
 - Capital Fund soft costs are estimated for administering the planned capital improvement and operating activities.

- **Capital Grants**- Funding for capital improvement and construction activities as described in the Capital Improvement Plan.
- **Total Fee Revenue** - HABC does not report Fee Revenue as HABC has adopted a Local Asset Management Plan since FY 2010.
- **Interest Income** – Interest income includes revenue received from bank-related and investment income.
- **Other Income** - Vending machines, excess utilities, and lease income from the public housing program. It also includes Fraud Recovery for the recovery of funds from the Section 8 HCV program.

ii. Actual Uses of MTW Funds

Table 19: Actual Uses of MTW Funding for FY 2020

FDS Line Item Number	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating – Administrative	\$ 30,785,122
91300+91310+92000	Management Fee Expense	\$ 12,558
91810	Allocated Overhead	\$ (557,948)
92500 (92100+92200+92300+92400)	Total Tenant Services	\$ 1,104,794
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$ 17,260,521
93500+93700	Labor	-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$ 28,715,631
95000 (95100+95200+95300+95500)	Total Protective Services	\$ 492,369
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$ 2,719,652
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$ 17,811,908
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$ 2,881,510
97100+97200	Total Extraordinary Maintenance	\$ 1,476,147
97300+97350	Housing Assistance Payments + HAP Portability-In	\$ 213,772,392
97400	Depreciation Expense	\$ 20,032,259

FDS Line Item Number	FDS Line Item Name	Dollar Amount
97500+97600+97700+97800	All Other Expenses	-
90000	Total Expenses	\$336,506,915

Notes on Use of Funds:

- **Operating – Administrative** - Administrative expenses include salaries and benefits for administrative and CFP/DDT programs staff. Also included are salaries and benefits for Housing Management staff at the Asset Management Project (AMP) levels as well as program staffs for the Section 8 HCV program. In addition, this category also includes operating expenses such as office rent, telephone, computer materials and contracts, postage and supplies for all programs.
- **Management Fee Expenses** - Management Fees expense includes fees for HABC's Privately Managed Sites by outside management firms.
- **Allocated Overhead** - Allocated Overhead is calculated based on HUD's approved Local Asset Management Program since FY 2010.
- **Tenant Services** - Tenant Services includes salaries, benefits, materials and supplies used to support tenant councils and the Resident Advisory Board, and to provide direct services to residents of public housing.
- **Utilities** - Utilities include expenses for water, electricity, gas, steam and fuel consumed by HABC's AMPs. HABC continues to exercise prudent procurement actions to achieve favorable utility rates. Utility consumptions are adjusted based on addition or demolition activities occurring in the fiscal year. In addition, applicable utility savings as a result of the Energy Performance Contract (EPC) were incorporated into the actual utility costs.
- **Ordinary Maintenance** - Ordinary Maintenance includes salaries and benefits of maintenance workers and crews assigned to public housing units. It also includes maintenance materials and maintenance contracts used for ordinary maintenance operations. This category also includes outside contract costs to privatized firms, which manage some of HABC's public housing and affordable housing units.
- **Protective Services** - Protective Services includes salaries, benefits and other related costs of building monitors assigned to public housing developments and outside security contracts for the developments.
- **Insurance Premiums** - Insurance Premiums include coverages for properties, general liability, worker's compensation, automobiles, commercial crime, EDP and media, boiler and machinery for the MTW activities.
- **Other General Expenses** - Other General Expenses include compensated absences, collection losses for uncollected rent and Payment in Lieu of Taxes (PILOT).
- **Interest Expense and Amortization Cost** - Interest Expense is for interest associated with the EPC Debt Service.

- **Extraordinary Maintenance** - Extraordinary Maintenance includes costs for unforeseen break down of heating systems, boilers, chillers, etc. This line also includes Casualty Loss for unforeseen repairs and losses at public housing units not covered by insurance carriers.
- **Housing Assistance Payments + HAP Port-Ins** - Housing Assistance Payments (HAPs) include rent subsidies paid to landlords and utility assistance paid to tenants under the Section 8 HCV program. It also includes Section 8 HCV HAP expenditures for Regular HABC Vouchers, Partial Consent Decree Vouchers and Remedial Vouchers. The Plaintiffs of the Thompson Consent Decree have created a non-profit corporation, Baltimore Regional Housing Partnership (BRHP) to serve as Administrator beginning January 2014 and therefore, the HAP amount for Thompson consent decree and remedial vouchers in FY 2019 is reported as a pass-through from HABC to BRHP.
- **Depreciation Expenses** - Depreciation Expense is the costs of tangible fixed assets allocated over their useful lives. Depreciation expense is based on HABC’s fixed asset records and depreciation methods.
- **All Other Expenses** – Capital and Development

ii. Description of Actual Use of MTW Single Fund Flexibility

The MTW Agreement allows HABC to combine public housing operating and capital funds including DDT provided under Section 9, and HCV’s tenant-based voucher program funds provided under Section 8 of the 1937 Act into a single, authority-wide block grant funding source. HABC uses this combined funding source to carry out MTW program activities in support of MTW statutory objectives to achieve greater costs effectiveness and to increase housing choices for low-income families.

Due to inadequate HUD funding for capital improvement needs, HABC used the Single Fund flexibility to pay for vacancy renovations. Without the Single Fund flexibility, HABC could not have provided the needed improvements to its housing sites. The vacancy renovation enabled more units available for occupancy.

B. Local Asset Management Plan (LAMP)

The LAMP included in Appendix D reflects the local asset management policy implemented by HABC in FY 2020.

<i>i. Did the MTW PHA allocate costs within statute in the Plan Year?</i>	No
---	----

<i>ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?</i>	Yes
<i>iii. Did the MTW PHA provide a LAMP in the appendix?</i>	Yes
The LAMP Indirect Cost Rate is updated every year based on the expenditure level of the indirect departments such as the Central Office, while the direct costs such as maintenance, utilities, etc. have changed over the years. As a result, the Indirect Rate changes because the numerator (indirect) and the denominator (direct costs) have changed over the years	

VI. Administrative

A. Reviews, Audits and Inspections

HABC did not have any HUD reviews, audits or physical inspection issues that required the agency to take action during FY 2020.

B. Evaluation Results

Not applicable. HABC utilizes internal resources to measure and evaluate MTW activities.

C. Certification of MTW Statutory Requirements

HABC certifies that, in Fiscal Year 2020, it continued to meet the three statutory objectives of the MTW program. The certification required by HUD is included in Appendix A.

D. MTW Energy Performance Contract (EPC) Flexibility Data

See Appendix E

VII. Exhibits

Appendix A: Certification of MTW Statutory Requirements

Appendix B: HABC Owned and HABC Non-Owned Housing

Appendix C: Waiting List Demographics

Appendix D: LAMP

Appendix E: Energy Performance Contracting Data

Appendix A: Certification of MTW Statutory Requirements

Robin Carter
Chairwoman, Board of Commissioners
Janet Abrahams
President / Chief Executive Officer



APPENDIX A Certification of Compliance FY 2020 Annual Report

I, Janet Abrahams, Chief Executive Officer, hereby provide this certification on behalf of the Housing Authority of Baltimore City (HABC) in submitting the FY 2020 MTW Annual Report. I hereby certify that HABC has met the following three statutory requirements as set forth under its Moving to Work Agreement: 1) assuring that at least 75 percent of the families assisted by HABC are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the public housing and Section 8 funds not been combined; and 3) maintaining a comparable mix of families (by family size) served, as would have been provided had the MTW funds not been used under the demonstration.

A handwritten signature in black ink, appearing to read "Janet Abrahams".

Janet Abrahams,
Chief Executive Officer

3/24/2021

Date

Appendix B: HABC Owned and HABC Non-Owned Housing

HABC-Owned ACC Units*

Development	Total Units	Total ACC Units	ACC 0 BR's	ACC 1 BR's	ACC 2 BR's	ACC 3 BR's	ACC 4 BR's	ACC 5 BR's	ACC 6 BR's
Albemarle Square	327	130		11	31	80	8		
Arbor Oaks (Mt. Pleasant)	212	62		26	36				
Monastery Gardens Apartments	37	11		2	5	4			
Montpelier's Choice (PH)*	39	13		1	6	6			
Townes at The Terraces	203	203			78	110	15		
Westhills Square	108	11		2	8	1			
Barclay Townhomes	72	53		39	5	5	2	2	
CHM*	14	14			4	6	3		1
Midtown Apartments*	35	35		7	17	11			
Renaissance at Reservoir Hill	64	40		12	9	13	5		1
Sharp-Leadenhall	31	23		2	7	7	7		
St. Ambrose	30	30		1	1	24	4		
Stricker Street Apartments*	25	25		4	7	2	12		
Uptown Apartments*	37	37		4	25	3	5		
	1234	687	0	111	239	272	61	2	2

HABC Owned Non-ACC Units

Non-ACC Developments	Total Units	ACC 0 BR's	ACC 1 BR's	ACC 2 BR's	ACC 3 BR's	ACC 4 BR's	ACC 5 BR's	ACC 6 BR's
Barister Court	32	5	21	6				
Indecco Apts	45	12	33					
Invington Place	41	6	35					
Maxwell III	20			4	13	2	1	
Montpelier's Choice	26		8	9	9			
Norman Lohn House	12		3	9				
Somerset Chase	22			2	20			
West Lexington	44			3	41			
	242	23	100	33	83	2	1	0

RAD/Long-Term Affordable Units Non-HABC Owned

LTA-RAD Development	Total Units	0 BR's	1 BR's	2 BR's	3 BR's	4 BR's	5 BR's	6 BR's	Settlement Date
The Allendale	164		164						11/6/2015
Bel-Park Tower	253	134	119						11/20/2015
Bernard E. Mason	223		223						11/13/2015
The Brentwood	150	86	64						12/18/2015
Lakeview Towers	302	195	107						11/20/2015
Hollins House	130		130						11/30/2015
Wyman House	168	112	56						12/11/2015
Primrose Place	125		125						2/5/2016
Pleasant View Family	201		11	130	50	10			7/28/2016
Pleasant View Senior	110		110						9/9/2016
McCulloh HighRise	347	132	199	16					11/18/2016
Govans Apartments	191	102	89						11/30/2016
Chase House	189	109	80						12/29/2016
Ellerslie Apartments	117	70	47						2/3/2017
Broadway Overlook	84		22	12	39	11			8/11/2017
Hillside Park	30		1	29					11/30/2017
Terrace Garden Cooperative	47		46	1					12/18/2017
Monument East	170	51	119						8/31/2018
Heritage Crossing	75		6	22	39	8			11/30/2018
J Van Story Branch	350	206	144						11/29/2018
Homes of Arundel (Thompson 58)	58	2	1	7	40	8			5/31/2019
Rosemont Tower	203		203						11/22/2019
Somerset Extension	64		13	17	23	11			12/24/2019
	3751	1199	2079	234	191	48	0	0	

Long-Term Affordable Units for Bailey Consent Decree (Non-HABC Owned)

LTA-Bailey Development	Total Units	0 BR's	1 BR's	2 BR's	3 BR's	4 BR's	5 BR's	6 BR's
Barclay	33		22	5	6			
Bon Secours Gibbons	8			4	4			
Chapel Green	10		8		2			
Fells Point Station	8			3	5			
Lillian Jones	8			2	6			
Moravia Park	9		9					
Orchard Ridge	93		69	14	7	2	1	

Long-Term Affordable Units for Bailey Consent Decree (Non-HABC Owned)

LTA-Bailey Development	Total Units	0 BR's	1 BR's	2 BR's	3 BR's	4 BR's	5 BR's	6 BR's
Penn Square	16		12		4			
Poppleton	14		7	1	6			
North Avenue Gateway	5			5				
Reservoir Hill	15		11	3	1			
Sharp Leadenhall	5		5					
Uplands	6			4	2			
Key's Pointe Bailey Units 1A	16		12	1	2	1		
Key's Pointe Bailey Units 1B	15		11	1	2	1		
*Key's Pointe (Non-Bailey Units)	23		2	10	11			
Chai Fallstaff	1				1			
City Arts II	3			3				
Mulberry at Park	8			2	6			
Walbrook Mill Apartments	1				1			
TOTAL	297	0	168	58	66	4	1	0

*Non-Bailey Units

Appendix C: Waiting List Demographics

BEDROOM	LIPH		S8		Both		Total	%
	Total	%	Total	%	Total	%		
0	4	0%	20,191	72%	1	0%	20,195	48%
1	9,575	68%	2,946	10%	1,139	51%	12,521	30%
2	2,515	18%	3,735	13%	597	27%	6,250	15%
3	1,645	12%	1,236	4%	439	20%	2,881	7%
4	229	2%	72	0%	56	3%	301	1%
5	16	0%	9	0%	1	0%	25	0%
6	1	0%	0	0%	0	0%	1	0%
Total *	13,985	100%	28,189	100%	2,233	100%	42,174	100%

RACE	LIPH		S8		Both		Total	%
	Total	%	Total	%	Total	%		
American Indian/Alaska Native	40	0%	150	1%	6	0%	190	0%
Asian	25	0%	61	0%	2	0%	86	0%
Black/African American	12,883	93%	25,561	93%	2,088	94%	38,444	93%
Native Hawaiian/Other Pacific Islander	78	1%	78	0%	11	0%	156	0%
Other	119	1%	172	1%	8	0%	291	1%
White	730	5%	1,537	6%	99	4%	2,267	5%
Total **	13,875	100%	27,559	100%	2,214	100%	41,434	100%

HH TYPE	LIPH		S8		Both		Total	%
	Total	%	Total	%	Total	%		
Elderly	1,229	9%	1,883	7%	200	9%	3,112	8%
NonElderly Disabled	5,241	38%	5,179	19%	747	34%	10,420	25%
Other	7,405	53%	20,497	74%	1,267	57%	27,902	67%
Total **	13,875	100%	27,559	100%	2,214	100%	41,434	100%

ETHNICITY	LIPH		S8		Both		Total	%
	Total	%	Total	%	Total	%		
Hispanic or Latino	150	1%	476	2%	18	1%	626	2%
Not Hispanic or Latino	13,618	98%	26,998	98%	2,195	99%	40,616	98%
Other	107	1%	85	0%	1	0%	192	0%
Total **	13,875	100%	27,559	100%	2,214	100%	41,434	100%

INCOME	LIPH		S8		Both		Total	%
	Total	%	Total	%	Total	%		
Below 30%	13,209	95%	26,196	95%	2,101	95%	39,405	95%
30% to 50%	592	4%	1,143	4%	104	5%	1,735	4%
50% to 80%	68	0%	193	1%	8	0%	261	1%
Over 80%	6	0%	27	0%	1	0%	33	0%
Total **	13,875	100%	27,559	100%	2,214	100%	41,434	100%

Appendix D: LAMP

HABC CY20 Indirect Cost Rate Explanation, a component of HABC's Local Asset management Plan

This cost allocation plan and process for Calendar Year 2020 represents year nine of HABC's local asset management plan allowed and approved as a component of its MTW participation.

Cost Allocation Approach

This indirect rate calculation is modeled directly on the past few years' methodology. Consistent with the OMB Circular A-87 cost principles, HABC has identified and segregated all its costs into a direct cost pool and an indirect cost pool. The basic principle to determine whether costs should be treated as direct or indirect is whether the cost can be directly attributed to one program or to multiple programs. Those costs that can generally be attributed to supporting one program are included as direct. Included in the direct pool are:

- All public housing development (or AMP) site direct costs;
- All central frontline costs (both operating and capital), including Resident Services, Work Orders, Leasing, Legal, and the like;
- All Central Maintenance crews, whose work will be direct costed to the maximum extent;
- All HCVP department expenses;
- All Modernization and Development expenses;
- All City direct expenses;
- All partnership housing program direct expenses.

The above direct cost services have been carefully reviewed and found to support specific unique programs, whether it be public housing, Section 8, or direct City programs.

Those costs that cannot be easily attributed to supporting one program are treated as indirect costs under the indirect cost pool. Indirect costs include:

- Most central office departments, including Executive, Finance, Human Resources, Information Technology, and the like;

The above indirect cost services have been carefully reviewed and found to support multiple programs, and as such must be treated as indirect, and allocated out in proportion to the direct services they support.

The worksheet used to identify direct and indirect costs and to develop the anticipated indirect rate is attached to this narrative as **Attachment A**.

The specific approach is as follows:

- Identify the direct cost base (D) and our indirect cost pool (I);
- Separate them out MTW and non-MTW;
- Develop two indirect cost rates (I/D), one for MTW and one for non-MTW, which are used to allocate indirect costs to the direct programs;
- Excluded from the direct cost base are all hard costs (capital), and HAP payments to landlords.

All costs used in this analysis are from the HABC Fiscal Year 2019 Approved Consolidated Budget. Based on this budget and the attached schedule, **the indirect cost rate for CY2020 will be 16.28% for MTW and 10.67% for non-MTW (see Attachment A for detail).**

HABC Proposed Cost Allocation Methodology - FY 2020
Calculation of Indirect Cost Rate
Version 1 – Preliminary
Attachment A

	OFR										
<i>Direct</i>	<i>Treatment</i>	FY18	FY19	Change	Share	MTW	Non-MTW	OH Limit	OH shortfall	Comments	Proof
Sites PVT	Dir	6,789,951	7,506,819	11%	7%	7,506,819					-
Sites (CFP hard- includes ECI)	Dir	26,553,485	17,794,513	-33%	0%	17,794,513					-
Sites (CFP soft - includes ECI)	Dir	1,170,840	1,221,835	4%	1%	1,221,835					-
Sites - Spec/Non-routine	Dir	-	1,100,000		0%	1,100,000					-
EPC Costs (Hard)	Dir	4,525,390	4,465,781	-1%	0%	-	4,465,781				-
EPC Soft	Frontline	741,519	800,711	8%	1%	660,164	140,547				-
Crews	COCC	2,254,288	2,583,968	15%	2%	2,583,968					-
HCVP HAP	Dir	156,754,032	226,134,903	44%	0%	218,531,120	7,603,783				0
HCVP Admin	Dir	9,090,845	9,366,619	3%	9%	9,040,261	326,358				-
Development Hard/HOPE VI	Dir	10,846,606	9,102,080	-16%	0%	-	9,102,080				-
Development Soft	Mixed	-	1,045,433		0%						1,045,433
DHCD Hard	Dir	-	1,661,227		0%	-	1,661,227				-
DHCD Soft	Mixed	-	-		0%	-	-			Excluded, no OH charge	-
RAB	Dir	182,583	191,118	5%	0%	191,118	-				-
Res Serv - LIPH	Frontline	1,688,843	1,667,810	-1%	2%	1,667,810					-
Res Serv - Grants	Frontline	2,262,063	3,200,613	41%	3%		3,200,613	-	501,776	Likely charge to AMPs	-
F&A Frontline		-	-		0%		-				-
HABCO Hard	Dir	-	-		0%	-	-				-

	OFR										
<u>Direct</u>	<u>Treatment</u>	<u>FY18</u>	<u>FY19</u>	<u>Change</u>	<u>Share</u>	<u>MTW</u>	<u>Non-MTW</u>	<u>OH Limit</u>	<u>OH shortfall</u>	<u>Comments</u>	<u>Proof</u>
HABCO Soft	Frontline	1,444,772	1,331,327	-8%	1%	-	1,331,327				-
Hsg. Applic.	Frontline	1,118,073	1,336,314	20%	1%	1,336,314					-
Hsg. Ops. (dir)	Frontline	2,792,598	2,858,471	2%	3%	2,858,471					-
Homnrshp	Frontline	38,745	-	-100%	0%						-
Legal, Lease enforcement	Frontline	-	-		0%						-
Relocation	Frontline	99,818	-	-100%	0%						-
Work Order Ctr.	Frontline	-	-		0%	-					-
Fund 113	Dir	1,755,603	1,751,755	0%	2%	-	1,751,755				-
Undesignated/Legacy	Frontline	2,425,753	870,400	-64%	1%	870,400					-
Legal FL	Frontline	127,088	-	-100%	0%						-
Less AMP/FL planned cuts	FL/Dir		(1,782,452)			(1,782,452)					-
										7,584,277	-
Subtotal Direct		294,449,614	356,201,883	21%	88.0%	325,572,978	29,583,472	355,156,450			1,045,433

<u>Less: Non-Relevant Expenses</u>	<u>FY 18</u>	<u>FY19</u>	<u>Change</u>	<u>Share</u>	<u>MTW</u>	<u>Non-MTW</u>	<u>OH Limit</u>	<u>OH Shortfall</u>	<u>Comments</u>	<u>Proof</u>
Hard Cost (Devel, HABCO)	41,925,481	31,362,374	-25%		17,794,513	13,567,861				-
HAP	156,754,032	226,134,903	44%		218,531,120	7,603,783				0
Debt Service					-					-
DHCD Hard cost		1,661,227			-	1,661,227				-
RAD Deduct (out in 20)*	4,100,000	6,500,000	59%		<u>6,500,000</u>	<u>-</u>				-
Subtotal Direct	91,670,101	90,543,379	-1%		82,747,345	6,750,601	89,497,946			1,045,433
					91%	7%			Total Program Cost	
			Change		MTW Direct	Non-MTW Dir	MTW Indir	Non-MTW Ind	(Direct + Indirect)	
Low Rent	75,204,459	71,825,085	-4%		73,607,537	-	12,041,600	-	85,649,137	
CFP/RHF	1,170,840	1,221,835	4%		1,221,835	-	191,553	-	1,413,388	
HCVP	9,090,845	9,366,619	3%		9,040,261	326,358	1,417,287	59,088	10,842,995	
Devel	-	1,045,433			-	-	-	-	-	
HABCO	1,444,772	1,331,327	-8%			1,331,327		241,042	1,572,370	
DHCD	-	-				-	-	-	-	
Grants	2,262,063	3,200,613	41%			3,200,613	-	-	3,200,613	
EPC	741,519	800,711	8%		660,164	140,547	107,500	25,447	933,658	
Biz Activities	1,755,603	1,751,755	0%			1,751,755	-	317,162	2,068,917	
	91,670,101	90,543,379	-1%		84,529,797	6,750,601	13,757,941	642,739	105,681,079	
					(1,782,452)					

<i>Indirect</i>		FY 18	FY19	Change	Share		-	
Admin Services	COCC	370,588	314,351	-15%	0.4%			
Audits	COCC	142,710	-	-100%	0.1%			
Budgets	COCC	368,410	532,145	44%	0.3%			
CAO	COCC		306,343					
CFO	COCC	1,506,390	529,102	-65%	0.9%			
Agency Wide	COCC				0.0%			
Communications	COCC	546,632	755,059	38%	0.4%			
Dep Exec Director/COO	COCC	585,782	608,307	4%	0.3%			
Executive Director	COCC	846,709	1,006,655	19%	0.6%			
Facilities/Bldg. Support	COCC	1,184,308	1,058,794	-11%	1.4%			
FHEO	COCC	725,255	687,237	-5%	0.6%			
Finance & Accounting	COCC	1,592,724	1,697,596	7%	1.5%			
HousingStat	COCC	-	-		0.0%			
Human Resources	COCC	1,285,841	1,514,947	18%	1.7%			
IT	COCC	1,909,070	2,075,803	9%	2.3%			
Inspector General	COCC	530,536	504,100	-5%	0.5%			
Legal - attorneys	COCC	1,305,443	1,606,747	23%	1.2%			
MPA			707,555		0.0%			
P&D	COCC	662,808		-100%	0.0%			
Procurement	COCC	569,288	582,450	2%	0.6%			
Legacy costs	COCC				0.0%			
5% Salary Addback	COCC							

Anticipated cuts COCC	COCC		(292,250)					
Subtotal Indirect		14,132,494	14,194,941	0%	12.0%	12,972,718	1,222,223	14,194,941
Indirect Rate		15.4%	15.68%					
Program totals (Dir + Ind)		105,802,595	104,738,320	-1%				
						91%	9%	
Indirect Cost Rate (I/D) - blended					15.68%	15.68%	18.11%	
TOTAL		308,582,108	370,396,824	20%	100%	338,545,696	30,805,695	
						308%	28%	
<i>Reallocation of non-allocable overhead</i>						501,776	(501,776)	
Total Indirect Charges		14,132,494	14,194,941	0%	14.63%	13,474,494	720,447	
Total Program Indirect Rate						16.28%	10.67%	

Tot Exp. per FY18 Sources and Uses File		311,558,770	372,712,010	
Overall Proof		308,582,108	370,396,824	
Anticipated cuts			(2,074,702)	
Variance		2,976,662	240,484	
Final Variance		2,976,662		0.00%
Anticipated cuts				
<i>Note -</i>				
RAD Deducts include budgets included in FY19 figures that should drop out in FY20, including Somerset, Mon East, Rosemont, Van Story, and Heritage.				

Source files included:

FY19 sources and uses on the desktop and FY19 LIPH I&E on the desktop and various COCC dept pdf files Rob emailed me on Feb 15, 2019
 In addition to the LIPH I&E, there is \$660,164 for EPC soft costs, and \$1,650,000 for nonroutine AMP costs that are added in to tie back to the sources and uses file.

Appendix E: Energy Performance Contracting Data

PERIOD ENDING July 1, 2018-June 30, 2019

The FY 2020 numbers are gathered and analyzed after the submission date of this report. Accordingly, FY 2020 data will be reported in the FY 2021 report.

	Brooklyn AMP 21 485	Latrobe AMP 001 672	Westport AMP 022 200	Cherry Hill AMP 011 1281	Gilmor AMP 006 545	Subtotal 3183	Notes
Is the project ESCo or Self - developed?	Self-Developed	Self-Developed	Self-Developed	Self-Developed	Self-Developed		
What are the number of rehabilitated units in the energy project?	485	672	200	1281	545 (savings adjusted for 91.8% occupancy due to start of the demolition project for 132 units)	3183	
What are the number of rehabilitated AMPS in the energy project?	1	1	1	1	1	5	
What is Total Investment? (\$MM)	\$4.68	\$26.0	\$2.57	\$34.6	\$6.6	\$74.75	
What is Total financed? (\$MM)	\$2.08	\$20.5	\$1.37	\$24.1	\$2.96	\$51.15	
What is Debt Service? (Annual)	\$189,534	\$1,385,608	\$83,945	\$1,779,340	\$284,090	\$3,722,517	
What are Projected savings? (Source: Independent Utility Analyst Consultant & IGEA)	\$ 464,819	\$ 1,088,704	\$ 175,049	\$ 1,731,401	\$ 431,291	\$ 3,891,264	

	Brooklyn AMP 21 485	Latrobe AMP 001 672	Westport AMP 022 200	Cherry Hill AMP 011 1281	Gilmor AMP 006 545	Subtotal 3183	Notes
What are Actual Savings? (Source: 3rd party Annual Measurement and Verification report- FYE 19)	\$396,379	\$1,210,535	\$179,371	\$1,800,478	\$321,201	\$3,907,964	
What is the Investment per unit? (\$MM)	\$9,649	\$38,690	\$12,850	\$27,010	\$12,110	\$23,484	Average
What is the Finance per unit?	\$4,289	\$30,506	\$6,850	\$18,813	\$5,431	\$16,070	Average
What is the Savings per unit?	\$817	\$1,801	\$897	\$1,406	\$589	\$1,228	
What is the Savings per project (AMP)?	\$396,379	\$1,210,535	\$179,371	\$1,800,478	\$321,201	\$3,907,964	
What is the Term of the contract?	20 years	20 years	20 years	20 years	20 years		
What date was the Request for Proposal issued?	12/22/2003	12/22/2003	12/22/2003	12/22/2003	12/22/2003		
What was Date audit executed?	5/12/2006	5/12/2006	5/12/2006	5/12/2006	5/12/2006		
What was Date Energy Services agreement executed?	N/A	N/A	N/A	N/A	N/A		HABC is acting as the ESCO. Thus there is no ESA.
What was Date Repayment starts?	4/15/2010	4/15/2010	4/15/2010	4/15/2010	4/15/2010		
What Types of	Energy efficient	Energy	Energy	Energy	Energy		

	Brooklyn AMP 21 485	Latrobe AMP 001 672	Westport AMP 022 200	Cherry Hill AMP 011 1281	Gilmor AMP 006 545	Subtotal 3183	Notes
Energy Conservation Measures were installed at each AMP site?	lighting and appliances; water conservation; new thermostats; tenant metering	efficient lighting; water conservation; decentralized & updated heating system; new radiator controls; new electrical distribution system; tenant metering	efficient lighting water conservation; new thermostats; new electrical distribution system; tenant metering	efficient lighting; water conservation; new heating system distribution piping; new radiators & controls; tenant metering; gas distribution/ service line & meter replacements	efficient lighting; water conservation; new thermostats; new boiler burners; new heating distribution control valves; new energy management control system; tenant access to metering information		