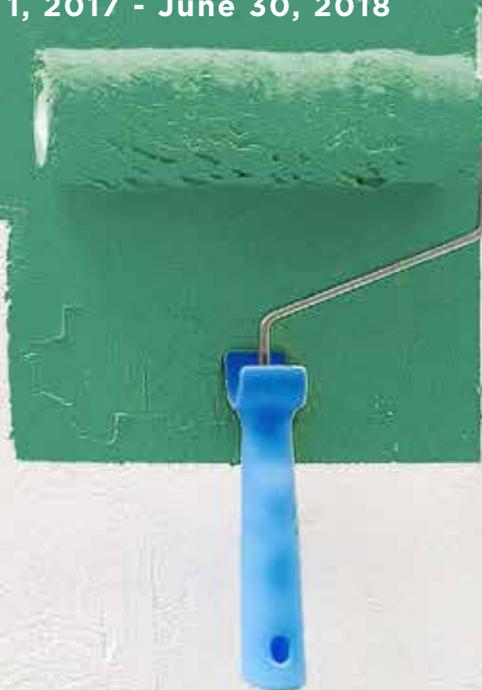




**HOUSING  
AUTHORITY of  
BALTIMORE CITY**

## **A New Mission, New Vision, New Goals**

Fiscal Year 2018 Annual Report | July 1, 2017 - June 30, 2018



**COMMUNITY | CUSTOMER SERVICE | COLLABORATION | COMMUNICATION**



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### OUR MISSION:

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

### OUR VISION:

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



# BALTIMORE CITY: OUR CHALLENGES WITHIN

Baltimore City, like many of America's older industrial cities, has experienced major economic and demographic changes over the last 50-plus years. Decades of disinvestment and population decrease in the city have resulted in vacant and abandoned properties, neighborhood decline and weakened housing markets, as well as increased poverty and unemployment rates. In addition, almost half of the entire housing stock in Baltimore is nearly 80 years old or older.

By comparison, just over 10% of the housing in Maryland and in the country as a whole was built in or before 1939. However, depopulation, abandonment and disinvestment are not uniformly distributed throughout the city. Consequently, market strength varies widely, sometimes within just a few blocks. Community development efforts in Baltimore over the years have focused on identifying and building upon emerging mar-

kets, eliminating pockets of blight, preserving housing affordability and supporting redevelopment efforts that create housing opportunities for people of all income levels. Using these strategies, Baltimore continues to make progress in its effort to move forward, prioritizing investment in neighborhoods that have experienced years of neglect and creating new prospects for residents that will allow the city to thrive.

The Housing Authority of Baltimore City (HABC) was established in 1937 to provide federally funded affordable housing opportunities and related services to Baltimore's low-income residents. Serving nearly 20,000 households through its Public Housing and Housing Choice Voucher programs, HABC is in the top ten largest public housing authorities in the country and is Baltimore City's largest provider of deeply affordable housing.

The agency is staffed by approximately 730 employees and its Fiscal Year (FY) 2018 capital and operating budget combined was approximately \$341.6 million. HABC is a designated Moving to Work (MTW) agency, which is a program that provides public housing authorities with the flexibility to use innovative, locally designed strategies to increase self-sufficiency and improve housing choice for low-income families.

HABC works in close collaboration with City agencies, local nonprofits, private developers and many other partners to revitalize Baltimore's neighborhoods and improve the quality of life in the city's communities.



## A MESSAGE FROM MAYOR PUGH

www.BaltimoreCity.gov

As Mayor, I am committed to moving Baltimore forward by pursuing the priorities that promise an enhanced quality of life for all of our citizens. When I took office in December 2016, one of my first charges was to separate the Housing Authority of Baltimore City (HABC) and the Baltimore City Department of Housing & Community Development (DHCD) from the umbrella organization formerly known as Baltimore Housing. The first step to implementing this change was to hire a new Executive Director for HABC. In July 2017, our search was over. HABC's Board of Commissioners and I had found the right person for the job - Janet Abrahams.

Under Executive Director Abrahams' leadership, HABC has flourished as a stand-alone powerhouse complete with its new mission, vision, goals and brand. Over the past year, the agency has tirelessly implemented new programs and initiatives to fulfill its goals. Several months ago, I stood alongside Executive Director Abrahams to announce the award of

a \$30 million Choice Neighborhoods grant from the U.S. Department of Housing and Urban Development (HUD) to transform the Perkins Somers Oldtown community. When the project is complete, we will have new housing, new schools and parks, new community centers, new shops and grocery stores, new streets and a host of new services to uplift residents - both former and new. I am proud to be a partner in this major endeavor to revitalize the area.

This is just one of many examples of HABC's success. With Executive Director Abrahams' commitment to maintaining, creating and preserving affordable housing opportunities and building communities of choice, I am confident that Baltimore will reach its full potential. Thank you Executive Director Abrahams and HABC for all you do to make a positive difference in our communities and more importantly in the lives of Baltimore's low-income and vulnerable residents.

Catherine E. Pugh  
Baltimore City Mayor



## A MESSAGE FROM THE RESIDENT ADVISORY BOARD

For 50 years, members of the HABC Resident Advisory Board (RAB) have dedicated their time and voices to enhance the lives of thousands of families who live in our public housing communities. Over the years, we have worked hard to achieve communities that are comfortable for our residents through our collaboration with the staff at HABC.

While it has not always been easy, the truth is that we have been on this journey of growth together. Our goal has always been to foster open communication between public housing residents and HABC. Therefore, we are glad to partner with Executive Director Janet Abrahams and her team to fulfill the "4Cs of HABC - communication, community, customer service and collaboration." Through our collective efforts, we are enhancing the lives of residents and building the future of public housing.

Congratulations to Executive Director Abrahams and the staff at HABC for their commitment to achieving the agency's mission, vision and goals.

Ella Broadway  
RAB President

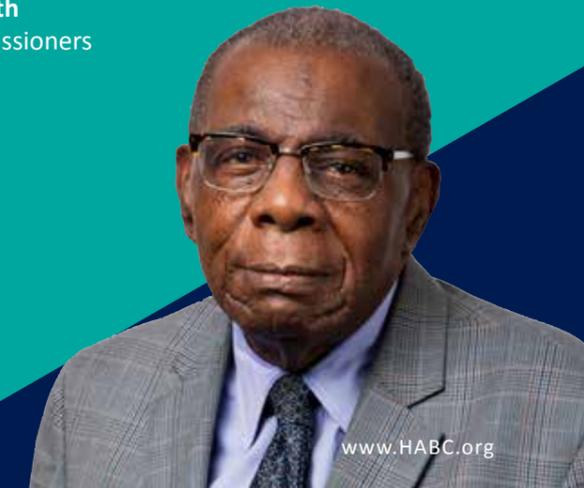


## HABC BOARD ACKNOWLEDGEMENT

In July 2017, HABC began operating under the leadership of Janet Abrahams. Executive Director Abrahams got right to work from day one, implementing new initiatives to enhance HABC's programs and services for residents of public housing and participants in the Housing Choice Voucher Program. In that time, the agency has been on the highway to success, fulfilling goal after goal. Specifics on how the agency is embracing new initiatives and meeting the 4Cs of HABC are highlighted in this report.

I am confident that the good news shared on the following pages will encourage continued collaboration on the pathway to creating, affordable housing opportunities in sustainable neighborhoods. Congratulations to Executive Director Abrahams and her team for a job well done.

Chairman Joseph Smith  
HABC Board of Commissioners





# A MESSAGE FROM JANET ABRAHAM, HABC'S EXECUTIVE DIRECTOR



I began my role as Executive Director of the Housing Authority of Baltimore City (HABC) in July 2017. Since then, HABC staff and I have been hard at work implementing new goals and initiatives to enhance the programs and services that we provide through our Public Housing and Housing Choice Voucher programs. The following report highlights HABC's Fiscal Year 2018 accomplishments and shows how each department within the agency has contributed to moving HABC forward and advancing our mission. Some of our key achievements over the past year include the following:

**"... HABC staff and I have been hard at work implementing new goals and initiatives to enhance the programs and services that we provide..."**

*Janet Abrahams, Executive Director*

### **Deconsolidation of Baltimore Housing**

For over 15 years, HABC and Baltimore City's Department of Housing and Community Development operated as two agencies with one leader under the name of Baltimore Housing. When Mayor Catherine Pugh took office, she determined that it would be best to separate the agencies from under Baltimore Housing so that each could be structured independently and carry out their own community building efforts. One of my first directives was to implement this deconsolidation, which entailed addressing the agency's organizational structure, dividing certain shared staff and services and reconfiguring office space, among other considerations.

### **Establishing New Mission, Vision and Goals**

The past year has been one of many changes for HABC, and also one with many opportunities to focus on our priorities and goals. With new leadership in place and HABC's transition away from the entity known as Baltimore Housing, there was a need to establish our own identity and brand as well as a new mission and vision for the agency. HABC's new mission is to create and provide quality affordable housing opportunities in sustainable neighborhoods for the people we serve.

**The 4 Cs of HABC** – Community, Customer Service, Collaboration and Communication – were established to represent our priorities and set the standards for how we conduct business and provide services.

### **Strategic Planning Process**

In early 2018, we began the process of developing a Strategic Plan for HABC. The plan will serve as the agency's blueprint to advance our mission and will include short and long-term strategies for addressing HABC's housing portfolio and moving forward with key programs and initiatives. The process has included input from many stakeholders through a series of focus groups and other meetings, and a final plan is expected to be completed in the coming months.

### **Recognizing and Investing in Our Staff**

Staff engagement is a top priority in the day to day operations of HABC. In March 2018, we hosted an all-staff meeting, during which the agency's 700+ employees learned about our priorities moving forward and had an

opportunity to bring forth any questions or concerns in an open Q&A session. I began hosting Coffee with the ED on a regular basis to recognize staff members for their years of service and to get to know employees on a more personal level. The agency has held numerous training sessions to help our staff achieve their professional goals, and management retreats have taken place throughout the year to focus on teamwork, communication and accountability.

### **Creation and Preservation of Affordable Housing**

Throughout the year, HABC has celebrated the completion of RAD renovations at the Brentwood, the Bernard E. Mason Apartments and the Eilerslie Apartments, and more RAD projects are in the pipeline. In November 2017, HABC and the City of Baltimore submitted a proposal for

a \$30 million Choice Neighborhoods Implementation grant to transform the Perkins Somerset Oldtown communities. I was thrilled to announce this July that we were awarded the grant and implementation of the six-year transformation plan is underway! I am very excited to take the next step with our federal, state and local partners in this major redevelopment project. The Perkins Somerset Oldtown transformation will replace distressed public housing with high quality housing for people from all income levels and create new education, recreation and economic opportunities that will connect residents to the tools they need to achieve their personal goals.

I would like to take a moment to acknowledge HABC's Board of Commissioners: Chairman Joseph Smith, Vice Chair Robin Carter, Commission-

er Boyer Freeman and Resident Commissioner Sharon Jones. Their support and dedication, along with the tireless efforts of our Resident Advisory Board, have been instrumental in guiding us on our path towards carrying out HABC's mission. I am so proud of the tremendous progress we have made in such a short time with HABC stakeholders, including our staff, residents and program participants, at the heart of all of our efforts. As HABC's Executive Director, I look forward to our continued collaboration in revitalizing our communities and enhancing the lives of those we serve.

Yours truly,  
  
**Janet Abrahams**  
Executive Director



# THE 4 Cs OF HABC

www.HABC.org/Communications  
Email: communications@habc.org



## COMMUNITY

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



## CUSTOMER SERVICE

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



## COLLABORATION

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



## COMMUNICATION

Create clear and consistent communication.

# HABC'S TIMELINE

2017

2018

2018

**McCulloh Homes Playground Build with Kaboom**  
August 26



**15th Annual Resident Services & Resident Leaders Conference**  
September 20



**Bernard E. Mason Ribbon Cutting Celebration**  
September 28



**HABC Hosts Internet Essentials Event**  
October 12



**Resident Appreciation Banquet**  
December 2

**HABC's All-Staff Meeting & Strategic Plan**  
March 29



**HABC's New Brand & Identity Launch**  
April 29



**New Rent Payment System Announcement**  
June 1

**Ellerslie Ribbon Cutting**  
May 29

**Bike Share Ribbon Cutting HABC, DOT Perkins Community**  
June 23

**Deconsolidation of Baltimore Housing**  
July



**Rising Star Scholarship Golf Tournament**  
September 8



**HABC/Telesis RAD Brentwood Renovations**  
September 26



**HABC New Mission, 4 Cs & Strategy Announcement**  
October 1

**HABC Launches HEAL Pest Control Initiative & Campaign**  
November 1



**HABC Safety/Security Plan Announcement For Gilmore Homes**  
January 17

**HABC selected as CNI Grant Finalist**  
April 17

**Coffee with the ED (Executive Director)**  
June 1

**KaBoom Playground at Douglass Homes with Kaboom and the Baltimore Ravens**  
June 6





# PUBLIC HOUSING OPERATIONS

www.HABC.org/PublicHousing  
Email: habc.hao@habc.org

As of June 30, 2018, HABC's public housing inventory consisted of 8,234 units, serving 7,051 households and a total of 15,774 residents. In FY18, HABC invested approximately \$38 million towards capital improvements, such as electrical upgrades, walkway repairs, roof replacements and utility work at various public housing sites.

HABC also entered into its second Energy Performance Contract (EPC) to implement over \$10 million of energy conservation and utility saving measures at the following 10 public housing sites: Douglass Homes; Poe Homes; Dukeland; Rosemont; Oswego Mall; McCulloh Homes; Laurens House; Mount Winans; Albert Spencer Gardens; and Carey House.

In FY18, the agency filled 93% of its vacant positions in the field to ensure that requests for repairs are addressed in a timely manner and that units are sufficiently maintained and prepared for occupancy. A variety of new training courses have been offered, and an enhanced skills assessment for new hires has been implemented. With our sites appropriately staffed, HABC has achieved an average response time of 15 days for non-emergency service requests, surpassing our goal of 20 days.

Along with routine maintenance and capital improvements, HABC has made safety and security enhancements at several of our sites, including the following:

- Received grant to install over \$250,000 worth of new closed circuit television (CCTV) cameras, fiber and lighting to the Brooklyn Homes development;
- Extended our agreement with the City to maintain 182 CCTV cameras at Gilmore Homes, Latrobe Homes, McCulloh Homes, Perkins Homes, Cherry Hill Homes and Pleasant View Gardens through June 2019; and
- Replaced security doors and exit/emergency lighting at Gilmore Homes walk up buildings.

To improve the safety of our residents and employees at all of our sites, HABC implemented an Emergency Alert Notification System. The system is a cloud based platform that delivers communications to a network of staff both in the field and at the central offices, which keeps them informed and connected during emergency situations.

In June 2018, HABC submitted an application to HUD for the approval to demolish six buildings in the Gilmore Homes development.

Due to major capital work that is needed at the site along with growing safety concerns, HABC determined that partial demolition was the best option. HABC began its outreach efforts to residents and other interested parties regarding this decision in late 2017. Prior to demolition, a relocation specialist will be available to each household for one-on-one relocation counseling and assistance with securing new housing. Plans for repurposing the land will include input from residents and the greater community.

In late 2016, HUD promulgated a new rule requiring all public housing authorities to implement a smoke-free policy by July 30, 2018. The policy prohibits smoking on all HABC-owned property including, but not limited to, residential units, common areas, management and administrative offices, maintenance offices, playgrounds and basketball courts and storage areas. The intent behind the policy is to improve indoor air quality, lower maintenance costs, reduce the risk of catastrophic fires and to benefit the health of our public housing residents and staff. For over a year prior to the implementation deadline, HABC staff worked with our Resident Advisory Board to draft the policy and conduct outreach to spread awareness about

the new rule. HABC held a series of meetings with residents to explain and answer questions about the requirements and to provide resources for smoking cessation programs.

In addition to its conventional public housing sites, HABC owns various scattered site public housing throughout the city. A physical needs assessment for each of these sites was completed in January 2018, which will be used to identify properties that HABC will keep in its inventory and those that will be considered for potential demolition or disposition. We expect to have this viability assessment completed in late 2018, and the results will be incorporated into our Strategic Plan.

### Public Housing Program Stats as of June 30, 2018

STATS	TOTAL
Number of Units Available for Occupancy	7,597
Number of Occupied Units	7,051
Public Housing Occupancy Rate	92.8%
Rent Collection	96.6%
Number of Long Term Vacant Units Back Online	366
Number of Work Order Requests Received	28,998
Number of Work Orders Completed	28,401
Percentage of Work Orders Completed	97.9%
Average Response Time for Non-Emergency Service Requests	15 days
Average Response Time for Emergency Service Requests	1 day

# COMMUNITY



# HABC's 4 Cs AT WORK



## COMMUNITY

**Robert Henry Singletary**  
Perkins Homes Resident of 26 years

**“Community is important to me. All my life I’ve been working with Senior Citizens, it’s my way of giving back, but there are also a few younger residents interested in the way we lived.”**

HABC: A New Mission, New Vision, New Goals



## CUSTOMER SERVICE

**Ursel Cherry Tucker**  
29 Years of Service  
HABC Claims Specialist  
Housing Operations

**“I love working with people! I always have a smile when I’m working with them. Serving our clients and helping solve their issues, makes me feel really good. I still have a tenant that calls me just to say I love you!”**



## COLLABORATION

**Brian Greenan**  
15 months of service  
HABC Development Manager  
Planning & Development

**“There’s a lot of dedicated people that help me do my job every day. I get their input enthusiasm and their every day. It’s a collaboration.”**



## COMMUNICATION

**Jean E. Cannon**  
Bernard E. Mason Resident of 18 years  
Congregate Housing Program

**“I’m a people person. I reach out to people. If I see them going in a way that they shouldn’t be, then I talk to them. Each one teach one.”**

www.HABC.org



# HOUSING CHOICE VOUCHER PROGRAM

www.HABC.org/HCV  
Email: HCVP@habc.org

The Housing Choice Voucher Program (HCVP) is a federally funded, locally administered rental assistance program that helps low-income families to afford decent and safe housing in the private market. Over 3,000 landlords in Baltimore participate in the voucher program.

Notable accomplishments that the HCVP team made in FY18 include the following:

- Created an online portal for landlords to access and view information about their properties, tenants and payments;
- Created an online portal for HCVP applicants on the waiting list to update their information online instead of in person;

- Received and award of 50 additional VASH vouchers to assist homeless veterans and their families obtain housing and other services;
- Submitted application to HUD for 450 "Mainstream" housing vouchers for nonelderly persons with disabilities;
- Opened the project based waiting list for seniors and held several housing fairs to assist with matching seniors to units and landlords; and
- Executed a new contract for project based vouchers for Restoration Gardens II, which is dedicated to serving youth that are aging out of foster care and are homeless or at risk of being homeless.

The following is a breakdown of the program's inventory as of June 30, 2018:

Housing Choice Voucher Program Inventory	
MTW Tenant Based Vouchers (Non-Consent Decree)	8,564
MTW Project Based Vouchers (Total Under Contract: 2118)	1,742
Homeless Project-Based RFP (192 vouchers)	83
Homeless Veterans Project-Based RFP (182 vouchers)	0
MTW Tenant Based Set-Asides	
Bailey Consent Decree (850 vouchers)	798
Re-Entry (250 vouchers)	190
Lead (250 vouchers)	179
Housing First - Homeless (850 vouchers: Homeless Project-Based RFP)	692
Non-MTW Tenant Based - HUD Special Funding (w/MTW Flexibility)	
Family Unification Program (FUP) (100 vouchers)	93
NED Category II (40 vouchers)	37
Homeownership (includes 35 Thompson)	112
<b>Sub-Total:</b>	<b>12,490</b>
Portability Vouchers (includes VASH port-ins)	273
<b>Sub-Total:</b>	<b>12,763</b>
MTW Tenant Based Vouchers - Thompson Consent Decree*	1,642
MTW Remedial Vouchers - Thompson Consent Decree*	2,268
<b>Sub-Total:</b>	<b>3,910</b>
<b>TOTAL MTW INVENTORY:</b>	<b>16,673</b>
Non-MTW VASH Vouchers	428
Non-MTW Section 8 Moderate Rehab	216
Non-MTW Section 8 New Construction/Substantial Rehab	0
<b>Sub-Total:</b>	<b>644</b>
<b>TOTAL INVENTORY:</b>	<b>17,317</b>



Featured: HABC's newly constructed Metro Heights in North West Baltimore City.



# RESIDENT SERVICES

www.HABC.org/ResidentServices  
Email: residentservices@habc.org

HABC's Office of Resident Services (ORS) coordinates and implements a vast array of programs and services for our public housing residents and HCVP program participants. The office was re-organized, and a new director was hired in December of 2017. New goals for the office were established, and priorities were set on initiatives that focus on the following four pillars to success:

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

ORS engages with numerous partners, and in FY18 the following key programs, events and services were provided:

- Built new playgrounds at McCulloh Homes and Douglass Homes in partnership with KaBOOM! and with the help of hundreds of volunteers;
- Hosted a city-wide youth health fair with over 110 attendees to provide health and wellness education and resources for youth ages 14-21 years;

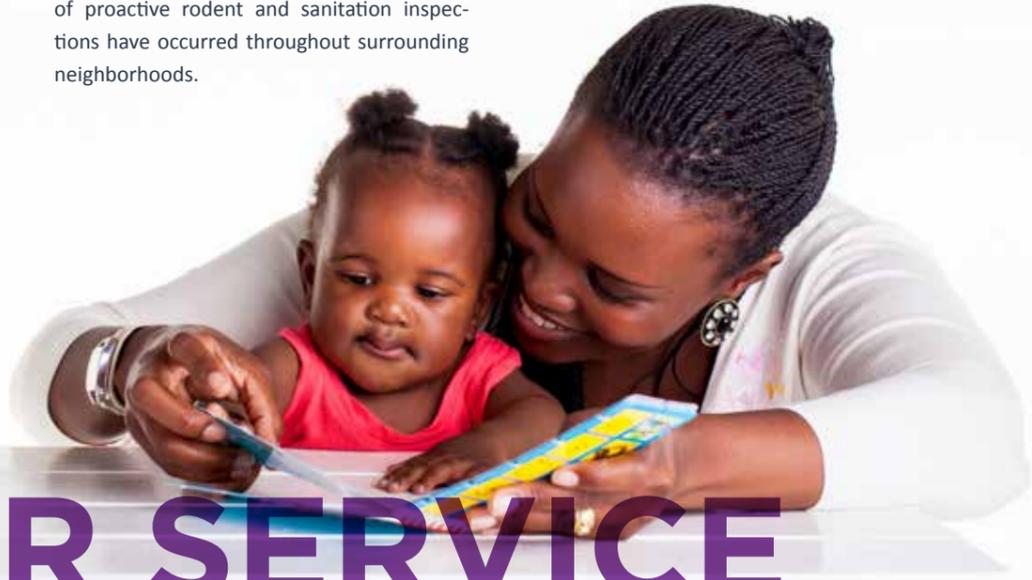
- Employed 104 of our youth at HABC for the summer through the Hire 1 Youth Employment Partnership;
- Served 466 families through HABC's Family Self Sufficiency Program, which helps families achieve economic independence through training services. Financial incentives are provided to successful program graduates. Graduated 45 participants in FY18 and distributed over \$275,000 in escrows;
- Launched the Raising a Reader pilot at three sites (Cherry Hill, Brooklyn and Westport) with the Family League to promote early literacy practices; and
- Enrolled 140 Gilmore Homes residents in the Jobs Plus workforce development and family support program.

Resident Services Inc. (RSI) is an instrumentality of the agency that seeks collaborative funding opportunities to support ongoing and new programs and initiatives for all HABC families. In FY18, RSI held its 6th annual youth summit to provide youth ages 6-18 years with a full day of free empowerment and life skills

workshops, motivational speakers and other educational activities to cover such topics as conflict resolution, money management, health, nutrition and fitness.

HABC has implemented initiatives that specifically focus on improving the health and quality of life of our residents. In November 2017, the Healthy Elimination of All pests Long-term (HEAL) campaign was launched in partnership with City agencies in an effort to rid public housing and the surrounding neighborhoods of rodent and insect infestation. Through HEAL, there has been an 83% decrease in the number of rat burrows at our public housing developments and hundreds of proactive rodent and sanitation inspections have occurred throughout surrounding neighborhoods.

HABC also manages an asthma initiative at O'Donnell Heights, which provides home visits, cleaning supplies, health worker services and medical coordination to families who enroll in the program. HABC has focused its efforts on maintenance aimed at reducing asthma triggers such as pest control to reduce allergens from rodents and insects. A third-party evaluation of the initiative is currently underway, which will analyze the success of the program.



# CUSTOMER SERVICE



# PLANNING & DEVELOPMENT

www.HABC.org/Planninganddevelopment  
Email: planninganddevelopment@habc.org

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

HABC began the process of converting over one third of its public housing portfolio under the RAD program in 2015, which makes it possible to raise substantial amounts of capital from investors to rehabilitate deteriorating public housing sites. Since then, nearly 2,000 public housing units at 11 sites have undergone major renovations during RAD Phases I and II. At the completion of these two phases, HABC expects to have leveraged a total of over \$350 million in investment to rehabilitate more than 4,000 units.

In April 2017, HABC's RAD program received an award for Excellence in Project Design and Creativity from the Maryland Department of Housing and Community Development. In June 2018, the Hollins House RAD project

received an honorable mention from the Affordable Housing Tax Credit Coalition at the Tax Credit Excellence Awards.

Other redevelopment efforts in FY18 include the completion Phase 1B of O'Donnell Heights, renamed Key's Pointe, which consists of 68 rental units. HABC provided 34 project based vouchers for this phase of the project, and the remaining 34 rental units are affordable to households earning less than 60% of the AMI.

In November 2017, HABC submitted an application for, and was subsequently awarded, a \$30 million Choice Neighborhoods Initiative (CNI) grant from HUD to leverage the redevelopment of 629 public housing units at Perkins Homes. The Perkins Somerset Oldtown (PSO) Transformation Plan will integrate this housing into the footprint of the neighborhood and includes a coordinated and targeted neighborhood strategy that combines infrastructure improvements, economic development and public safety strategies. There is also a comprehensive human services plan that supports families to increase economic self-sufficiency and improve educational out-

comes over the long term.

Additionally, HABC submitted an application for a Choice Neighborhoods Planning grant to HUD in June 2018. If awarded, this grant will provide funding for the creation of a transformation plan for the Poe Homes public housing site, which will include redevelopment activity in the nearby Poppleton and Hollins Market areas.

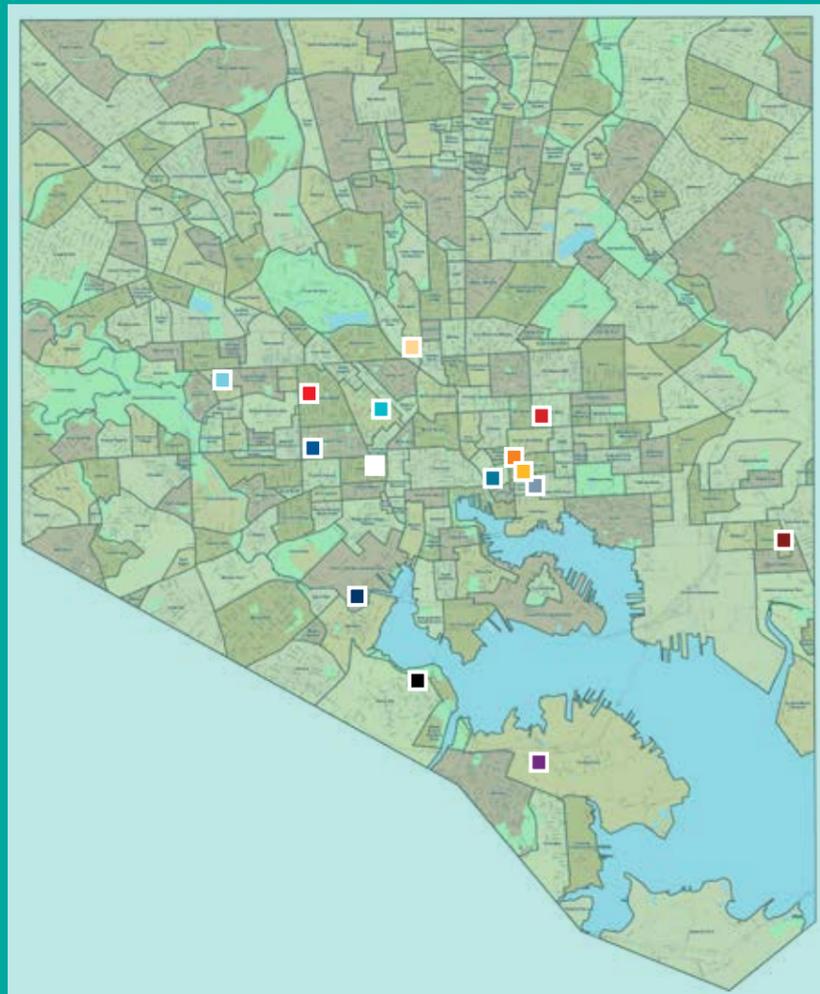
The following tables represent RAD properties in which construction was completed or financing was closed in FY18.

Completed RAD Projects FY2018			
Project	Developer	Units	Investment
Bernard E. Mason Apartments	PHIRL	225	\$15.5 Million
Lakeview Tower	Landex	302	\$37.8 Million
Pleasant View Gardens Townhomes	Michaels	110	\$5.6 Million
Pleasant View Gardens Townhomes	Michaels	201	\$12.8 Million
The Ellersie	Telesis	117	\$10.3 Million
Wyman House	Pennrose	168	\$11.7 Million
<b>Total</b>		<b>1,121 Units</b>	<b>\$93.7 Million</b>

Completed RAD Projects FY2018			
Project	Developer	Units	Investment
Broadway Overlook	Landex	84	\$2 Million
Hillside	Landex	30	\$6.4 Million
Lexington Terraces	CSI	47	\$249 Thousand
<b>Total</b>		<b>161 Units</b>	<b>\$8.649 Million</b>



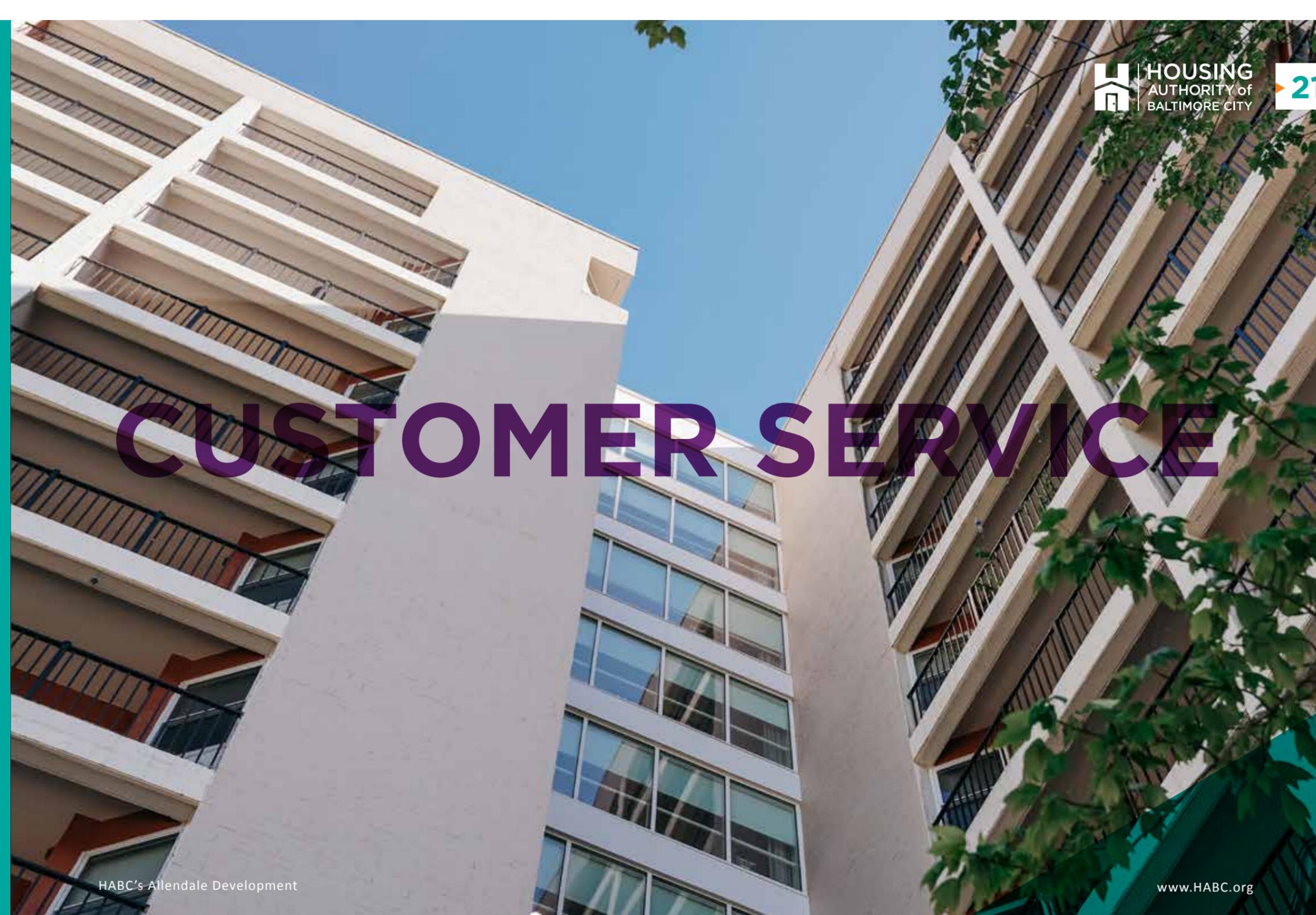
# HABC OWNED PUBLIC HOUSING SITES:



- Brooklyn Homes
- Cherry Hill Homes
- Douglass Homes
- Dukeland/Rosemont
- Gilmore Homes
- J. Van Story Branch Apartments\*
- Latrobe Homes
- McCulloh Homes
- Monument East\*
- O'Donnell Heights
- Perkins Homes
- Poe Homes (privately managed)
- Rosemont Tower
- Somerset Extension\*
- Westport Homes

In addition to these properties, HABC owns and operates over 1,200 scattered site public housing units located throughout Baltimore City.

\*Financing for RAD conversion expected to close in late 2018 or early 2019



# CUSTOMER SERVICE



# FISCAL OPERATIONS

www.HABC.org/FiscalOperations  
Email: fiscaloperations@habc.org

HABC's Fiscal Operations division implemented a safety net budgeting model to address the continued cuts to our federal funding and the overall downsizing of the agency's portfolio. As a result of this exercise, the central office was able to cut its departmental FY19 budgets by 14%. This will be a continuous process going forward. Additionally, the budget software was upgraded, which allowed budgets to be prepared by the individual public housing sites as opposed to the central office.

Other efforts that Fiscal Operations carried out in FY18 to streamline processes and help fulfill HABC's paper reduction goals include:

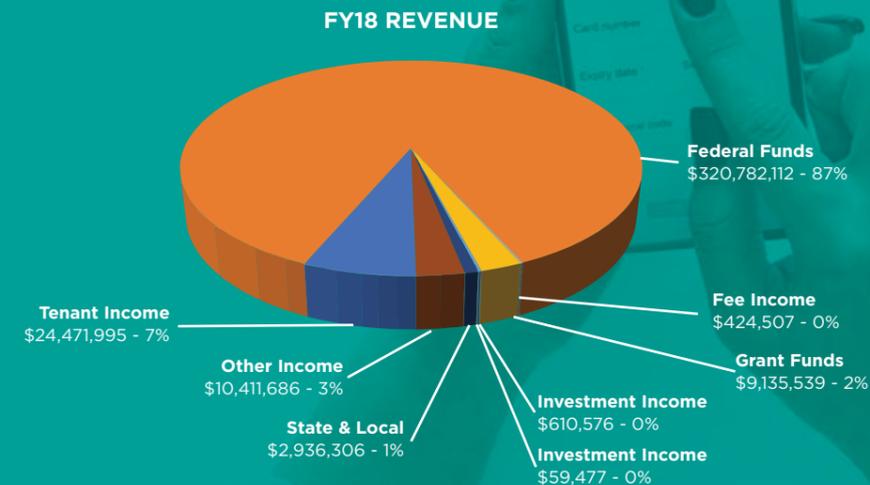
- Eliminated the manual paper filing of invoices and remittances by attaching invoices to transactions;
- Transferred payment of employee reimbursements from Accounts Payable to Payroll, which separated employees from vendors in the system and allowed payments to be processed bi-weekly within the payroll, effectively decreasing employee wait time for reimbursements;

- Converted HCVP landlords to direct deposit as opposed to issuing paper checks for rent payments;
- Automated the invoice processing for HD Supply company, eliminating the need for paper invoices;
- Converted all forms to form fill with electronic signature ability; and
- Began migrating documents to a new electronic record retention system.

The table on the right represents just some of the numerous initiatives implemented by Fiscal Operations in FY18 to create efficiencies within the agency and maximize program performance.

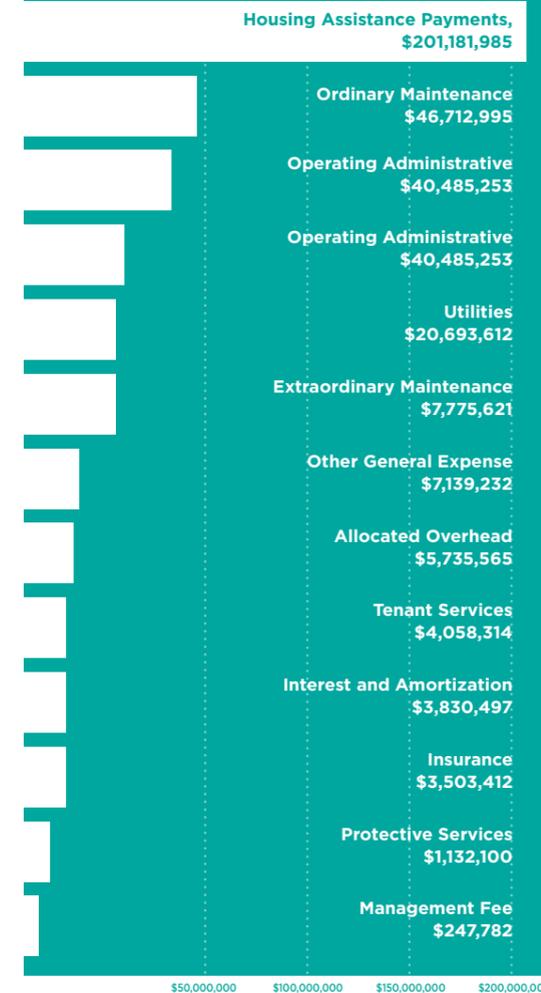
These measures alone have resulted in an annual cost savings of over \$72,000 and will save HABC more than \$360,000 over the next five years. Fiscal Operations will continue to explore ways to streamline and automate processes for improved productivity, and other HABC departments will undertake comparable initiatives to realize even further cost savings.

INITIATIVES IMPLEMENTED			
ACTIVITY	MONTHLY EFFORT BEFORE	MONTHLY EFFORT AFTER	MONTHLY SAVINGS
Improved rent statement process flow	6.5 hours	2.5 hours	4 hours
Electronic filing for accounts payable (eliminating manual processes)	40 hours	0 hours	40 hours
Electronic filing for journal entries (eliminating manual paper processes)	32 hours	0 hours	32 hours
Automating bank reconciliations in Great Plains accounting software	22.5 hours	3 hours	19.5 hours
Electronic payments to HCVP landlords (eliminating paper checks)	7.5 hours	0.5 hours	7 hours
<b>TOTAL</b>	<b>108.5 hours</b>	<b>6 hours</b>	<b>102.5 hours</b>



# HABC'S FISCAL FRAMEWORK

## FY18 EXPENSES



## MTW & NON-MTW FUNDS

FDS Line Item	MTW	NON-MTW	TOTAL
Total Tenant Revenue	\$22,888,717	\$1,583,278	\$24,471,995
HUD HABC Operating Grants	\$286,610,033	\$15,065,334	\$301,675,367
Capital Grants	\$19,106,745	\$0	\$19,106,745
Total Fee Revenue	\$139,334	\$285,173	\$474,507
Other Government Grants	\$0	\$9,135,539	\$9,135,539
Interest Income	\$545,854	\$64,722	\$610,576
Gain/Loss: Capital Assets Sale	\$44,605	\$14,872	\$59,477
Other Income	\$10,296,362	\$3,051,630	\$13,347,992
Total Revenue	\$339,631,650	\$29,200,548	\$368,832,198

FDS Line Item Name	Actual	Actual	Actual
Management Fee Expense	\$139,334	\$108,448	\$247,782
Allocated Overhead	\$3,902,285	\$1,833,280	\$5,735,565
Total Tenant Services	\$2,308,999	\$1,749,315	\$4,058,314
Total Utilities	\$20,428,412	\$265,200	\$20,693,612
Labor	\$0.00	\$0.00	\$0.00
Total Ordinary Maintenance	\$39,798,382	\$6,914,613	\$46,712,995
Total Protective Services	\$1,091,720	\$40,380	\$1,132,100
Total Insurance Premiums	\$2,893,904	\$609,508	\$3,503,412
Total Other General Expenses	\$6,566,932	\$578,560	\$7,145,492
Total Interest/Amortization	\$3,830,497	\$0.00	\$3,830,497
Total Extra Maintenance	\$531,249	\$7,244,372	\$7,775,621
Housing Assistance Payments	\$194,371,960	\$6,810,025	\$201,181,985
Depreciation Expenses	\$22,255,141	\$640,896	\$22,896,037
Other Expenses - Capital/Dev	(\$6,260)	\$0.00	(\$6,260)

**Total Expenses**    **\$334,691,519**    **\$30,700,886**    **\$365,392,405**

## SOURCES & USES

Revenue	
Tenant Income	\$24,471,995
Federal Funds	\$320,782,112
Fee Income	\$424,507
Grant Funds	\$9,135,539
Investment Income	\$610,576
Capital Assets Sale Gain/Loss	\$59,477
State and Local	\$2,936,306
Other Income	\$10,411,686
<b>Total Revenue</b>	<b>\$368,832,198</b>

Expenses	
Management Fee	\$247,782
Protective Services	\$1,132,100
Insurance	\$3,503,412
Interest and Amortization	\$3,830,497
Tenant Services	\$4,058,314
Allocated Overhead	\$5,735,565
Other General Expense	\$7,139,232
Extraordinary Maintenance	\$7,775,621
Utilities	\$20,693,612
Depreciation	\$22,896,037
Operating Administrative	\$40,485,253
Ordinary Maintenance	\$46,712,995
Housing Assistance Payments	\$201,181,985
<b>Total Expenses</b>	<b>\$365,392,405</b>



# FAIR HOUSING & EQUAL OPPORTUNITY

[www.HABC.org/FHEO](http://www.HABC.org/FHEO)

Email: [fheo@habc.org](mailto:fheo@habc.org)



EQUAL HOUSING OPPORTUNITY

The Office of Fair Housing and Equal Opportunity (FHEO) Enforcement is responsible for HABC's compliance with the civil rights laws that prohibit discrimination in housing and for overseeing compliance with the Bailey Consent Decree and the Thompson Settlement Agreement. The office responds to the hundreds of requests that HABC receives from its applicants, public housing residents

and voucher program participants for reasonable accommodations to address disabilities.

FHEO conducted several trainings throughout the year on HABC's reasonable accommodation policy and procedures to HCVP staff, asset managers and maintenance staff as well as managers of the privately managed, long-term affordable and RAD sites. The trainings

provided information necessary to ensure that staff knows and follows the policy and procedures in compliance with the laws that protect persons with disabilities.

In FY18 FHEO established a plan and procedures to improve language access to HABC's programs and activities by persons with limited English proficiency (LEP). Although

HABC has made language interpretation and translation services available for a number of years, this new initiative provides HABC staff with the necessary steps for accessing these services. Staff in each HABC office was trained on the LEP plan and procedures.

## COMMUNICATION

Featured: Executive Director Janet Abrahams fields a resident's question during a properties tour



# HUMAN RESOURCES

[www.HABC.org/HumanResources](http://www.HABC.org/HumanResources)

Email: [humanresources@habc.org](mailto:humanresources@habc.org)

HABC's Human Resources (HR) division administers a variety of programs and services to support the mission of the agency by attracting, developing and retaining a skilled and diverse workforce. In FY18, the HR team organized a number of training sessions, including specialized skills training for our maintenance staff as well as a brown bag series that covered a variety of professional development topics. HR also spearheaded employee recognition efforts throughout the year, such as an Administrative Professionals Day event in April and an all-agency Employee Appreciation week in June. HR's accom-

plishments in FY18 include the following:

- Hosted a 2018 Health Benefits Fair, resulting in a 74% enrollment rate;
- Held a Maintenance Job Fair that yielded over 150 applicants and hired 20% of those applicants;
- Launched a quarterly Employee Engagement survey to obtain feedback from our staff about how HABC can increase job satisfaction and make employment with the agency a more rewarding experience, achieved an 85% participation rate;

- Created and issued new ID badges to all HABC staff to reflect the agency's new brand; and
- Held several agency-wide training sessions, including:
  - o Sexual Harassment Training - 681 participants
  - o Fair Housing Training - 670 participants
  - o Customer Service Training - 619 participants.

In addition, HR took steps in FY18 to address the health, safety and productivity of our staff. The department oversaw a change in insurance carriers and implemented a feature in ADP that allows staff to make changes to their policies online. A workplace safety assessment was performed, and we will be implementing the recommendations of the report in the coming months. HR also began the process of developing an HABC Employee Handbook and updating many of the agency's policies and procedures.

## COLLABORATION

Featured: HABC Staff at the City Hall Lawn Pavilion





# LEGAL AFFAIRS

www.HABC.org/FHEO  
Email: fheo@habc.org

Through the Office of Legal Affairs (OLA), the General Counsel serves as the chief legal advisor to HABC to ensure that the agency is in compliance with all applicable local, state and federal regulations. The areas that OLA oversees include lease enforcement, transactions and employment. In 2018, HABC began negotiating a Memorandum of Understanding (MOU) with the Baltimore City Police Department (BPD) to obtain access to police records, which will provide OLA with information about criminal activity that occurs in our public housing developments and/or involving our public housing residents. The MOU provides for a paralegal in OLA to be assigned

to BPD for certain hours each week to access the police records pertaining to HABC properties. We expect that this arrangement will be fully implemented soon. In addition, OLA conducted lease enforcement training for HABC's public housing asset managers and staff to provide them with a better understanding of the lease provisions and the tools they need to work with residents to ensure that these provisions are being followed. OLA also established a document retention policy for the entire agency that outlines procedures and timelines for each division to maintain relevant documents.



# COLLABORATION



# STAYING AHEAD OF THE CURVE TECHNOLOGY ENHANCEMENTS IMPLEMENTED



### Social Media

HABC retooled its social media platforms (Facebook, Twitter, YouTube) and expanded all social and digital promotions, while introducing new campaigns and features.



### Connect Home

HABC will collaborate with Comcast to provide valuable and affordable online access for residents.



### Newsletters & Email Platform

The Office of Communications increased agency communication and updates to staff and stakeholders by redesigning its digital format, which included Emails, EBlasts and Electronic Newsletters.



### Microsoft Office 365

The Office of Information Technology updated HABC's computer systems to Office 365, increasing efficiency and providing staff with new software to expand messaging, document production and cloud-based archival.



### Emergency Alert System

Notification system for office and property staff alerting them of specific agency emergencies via cell phone.



### SharePoint

HABC introduced an Agency-wide assignment and accountability software to streamline operation.



### ADP Employee System

To better serve the staff and employees of HABC, the Office of Human Resources collaborated with ADP, an online payroll, tax, time/attendance and human resources management software system.

## TECH INITIATIVES IN DEVELOPMENT



### Digital Signage & Monitors

To keep our residents informed and updated at all times, HABC will develop a Digital Video Promotion System and a Branded channel (HABCtv) that will broadcast to each property.



### New HABC Website

HABC took down the old web model and will redesign it from the ground up. It will be replaced with a new streamlined mobile-friendly website.



### Mobile Work Order System

HABC will develop a mobile work order system for all HABC public housing sites. This will allow our maintenance teams to manage steps of the work order process from a mobile device.



### Paperless Adaptation

HABC will convert to paperless operation. Agency staff will train and practice digital archival and portable document file techniques. Forms and other materials will undergo conversion to a digital format.



### Kiosks

HABC will develop a payment and money processing portal using kiosks to assist with rent and other resident related payments.



### HABC's Asset Management Software

HABC will develop new tracking and accountability software to track, record and manage key HABC operational data, stats and more to help streamline agency functions.

The Information Technology (IT) division plays a critical role in the planning, design and operation of HABC's information technology systems. In FY18, IT collaborated with HABC's Operations division on the development and implementation of several new tech initiatives, including the emergency alert notification system, the online rental payment system and the HCVP landlord portal, all discussed previously in this report. The IT team also created efficiencies within its own department and throughout HABC as a whole by implementing the following initiatives:

- Migration of HABC's email and Microsoft Office Suite to Office 365, a cloud based service which provides enhanced security features and 24/7 accessibility even if the central office loses network connectivity due to emergency or other circumstances;

- Upgrade of old operating system to Windows 10;
- Increased network bandwidth, allowing HABC's applications, email and Internet to operate with greater speed to alleviate congestion on the network and to better prepare the system for future applications;
- New call management system for the IT help desk which monitors for quality assurance, runs reports to determine peak call times and trends, tracks call statistics and records calls for training and quality control.



HABC's Office of Communications took on several major initiatives in FY18. After decades of being coupled with the City's Department of Housing and Community Development (DHCD) under the umbrella of Baltimore Housing, HABC needed to create a new brand and image to reflect that it is an independent agency. With input from staff and residents, our Communications department designed a completely updated look for the agency, including a new logo and color palette. The new identity was created to characterize HABC as a leading provider of affordable housing in Baltimore, enhance public perception, reinforce our commitment to our mission and support the agency's goals, known as the Four Cs of HABC.

In a related effort, Communications separated the former Baltimore Housing website into two portals on the same server for both HABC and DHCD. The team also increased the agency's activity on social media and created web pages dedicated to some of our key initiatives like the PSO Transformation Plan and the development of HABC's Strategic Plan. The Communications team is currently developing a completely new website for HABC.

As part of an agency-wide effort to ensure clear and consistent communication and reduce paper consumption, the department launched several digital communication tools, including quarterly electronic news-

letters to reach a variety of stakeholders. In addition, the "Executive Director's Corner" was created to update HABC staff about information communicated to the HABC Board of Commissioners each month.

In addition to these initiatives, Communications played a key role in the following efforts:

- Created work space brand design for the Office of Resident Services' new office location;
- Developed "IT on the Move" and "Strengthening the Bottom Line" campaigns to educate staff about the work of our IT and Finance departments;
- Created and distributed Sexual Harassment Awareness materials to inform staff, public housing residents and HCVP participants about the agency's position on sexual harassment;
- Coordinated and/or promoted numerous events such as the KaBOOM! playground builds at McCulloh Homes and Douglass Homes, RAD ribbon cuttings at The Brentwood and The Etherslie Apartments and Residents Services Inc.'s Youth Summit and Rising Star Scholarship Golf Tournament; and
- Collaborated with HABC's Resident Advisory Board (RAB) to develop a marketing campaign, promote RAB events and coordinated RAB's participation in HUD's RADblast, a series of photo essays documenting the resident experience with RAD conversions.

HABC is on Social Media.  
Checkout us out & follow us at:





# LOOKING AHEAD AT WHAT'S TO COME

The accomplishments described in this report are key examples of the significant progress that HABC has made in the last year, but we know that our work is not done. We are committed to keeping up the momentum, building upon our current efforts and establishing new goals. The activities below are some of the priority initiatives that HABC will undertake in the upcoming year.

### Strategic Plan

HABC will finalize, publish and begin implementing our five year Strategic Plan, which will serve as the agency's blueprint for asset positioning, organizational structure, program management and other initiatives.

### RAD Closings and Completions

In the coming months, HABC anticipates that construction will be completed at Govans Manor, McCulloh Extension, Broadway Overlook and Hillside (652 total units). In addition financing is expected to close for Monument East, J Van Story Branch Apartments, Somerset Extension, Heritage Crossing and Broadway 58 (711 total units).

### RAD Phase III

HABC will submit applications to HUD for further RAD conversions of several of its public housing sites. The nine sites that HABC plans

to include in the next RAD phase are: Carey House; The Dukeland; Laurens House; McCulloh Homes; Perkins Homes; Poe Homes; Oswego Mall; The Rosemont; and Shipley Hills.

### Perkins Somerset Oldtown (PSO) Transformation

HABC will begin implementing Phase I of the PSO plan. The first building, Somerset Phase I (104 total units), is expected to close and start construction in late 2018 or early 2019. Urban Strategies will be providing case management services, and HABC will carry out a comprehensive relocation effort for all affected residents.

### Partial Demolition of Gilmore Homes

Subject to HUD approval, HABC expects to begin the demolition of the six walk-up buildings discussed previously in this report in the spring of 2019. HABC will work with all households residing in the walk-ups at the time the demolition application is approved to ensure that they are relocated according to their individual needs and preferences.

### Housing Plus Initiative

In collaboration with Baltimore City and the Mayor's Office of Human Services, HABC will launch a pilot program to rehabilitate 14

vacant public housing units and make them available for eligible homeless households. Support services will be provided, and we hope to secure additional resources to rehabilitate up to 50 units for this program.

### Online Recertifications

HABC will implement a process that will allow HCVP participants and public housing residents to electronically verify household income, household composition and other program eligibility data that is regularly required for review. The online recertification process will be more convenient and efficient for HABC staff, residents and program participants.

### Centrally Administered Location Based Waiting List

HABC will undertake a robust outreach effort to contact applicants on our public housing waiting list, which we will then update with current information. After that, we will implement a centrally administered location based waiting list, which will allow applicants to choose their preference of up to three public housing sites or opt for the first available unit based on the date and time of their application submission.

### Mobile Work Order System

HABC will introduce a mobile work order system to all of our public housing sites. This will allow our maintenance teams to manage every step of the work order process from a mobile device. With these devices, maintenance workers will be able to receive service requests and take photos of work performed, and residents will be able to sign off electronically on completed work orders. The system will improve customer service while saving time and paper.

### Quality Control

HABC is committed to improving our service delivery. To ensure we are fulfilling our obligations to our residents and meeting HUD requirements, HABC will enhance its Quality Control division to provide more oversight on work that is being performed in the field. Daily productivity reports will allow for performance monitoring at all of our public housing sites and will provide statistics on leasing, move-outs, unit turn-around, utilities and work order status.

### Streamlining Processes

In addition to the efficiencies discussed previously under Fiscal Operations, all departments will streamline processes to realize significant cost savings over the next five years.



# LOOKING AHEAD AT WHAT'S TO COME

HABC's IT department will continue to collaborate with all divisions to implement new systems and upgrades that will provide our staff with the most up to date tools to meet their technology needs. HABC will continue our efforts to reduce paper use throughout the agency and will introduce new document storage software, which will significantly decrease the space and staff time that it takes to maintain paper filing systems.

### Updated Protocols

HABC has been working to revise and create internal policies and procedures that are currently lacking or outdated. We will create an HABC Employee Handbook and implement updates to many of our policies, including those related to professional development and training requests, electronic communications, health and safety, use of HABC-owned vehicles and other equipment, employee leave and many more.

### Management Training

At HABC, we believe that our managers set the example for our approach to carrying out the agency's mission, vision and goals.

To ensure that our staff has the guidance and tools they need for their professional development, our Human Resources department has developed a training curriculum designed specifically for HABC staff in management positions. Over a series of courses, managers will learn how to effectively motivate and inspire their staff, give and receive constructive feedback and improve accountability.

### New Website

To further improve communication and increase transparency, HABC will soon be launching a brand new website. The new site is being designed so that it is more informative, more engaging and easier to navigate from any device. It will be updated regularly to ensure that it contains the most recent information. In addition to the new site, HABC will be working on enhancing its communication strategies, both internally and externally. We want to ensure that clear and consistent information is being disseminated and that the agency at all levels remains committed to the Four Cs of HABC – Community, Customer Service, Collaboration and Communication.





## OUR PARTNERS IN PROGRESS



HABC graciously gives its sincere thanks and appreciation to each and every one of our Stakeholders, particularly

**The City of Baltimore,**

**The US Department of Housing & Urban Development and  
The State of Maryland Department of Housing & Community Development**

We'd also like to thank all of our sponsors, supporters, incredible staff, vendors, service providers and countless others, large and small, who have worked diligently alongside the Housing Authority of Baltimore City helping us make great things happen in Baltimore.



COMMUNITY | CUSTOMER SERVICE | COLLABORATION | COMMUNICATION

[www.HABC.org](http://www.HABC.org)

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