



HOUSING
AUTHORITY of
BALTIMORE CITY

Annual Report

FY2019



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Moving to Work Annual Report - Fiscal Year 2019

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I. Introduction and Overview

This document is the Housing Authority of Baltimore City’s (HABC) Moving to Work (MTW) Annual Report for Fiscal Year 2019, which is the period from July 1, 2018 to December 31, 2019. HABC is required to prepare this Annual Report in conformance with the requirements of the US Department of Housing and Urban Development (HUD) Form 50900 “Elements for the Annual MTW Plan and Annual MTW Report”.

A. Background on the Moving To Work Demonstration

HABC has been a participant in the MTW program since 2005. The current MTW Agreement between HABC and HUD, which defines the terms and conditions of HABC’s participation including the Annual Plan and Report requirements, extends through June 30, 2028.

MTW is a demonstration program authorized by Congress, which provides HABC and the current thirty-nine (39) 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 Plan, an “MTW activity” is defined as any activity that requires MTW flexibility to waive statutory or regulatory requirements. The MTW activities to be undertaken by HABC in Fiscal Year 2019 are all designed to promote one or more of the MTW statutory objectives.

B. MTW Long-Term Goals and Objectives

In 2019, HABC completed a series of major organizational reviews and planning activities including publication of the new “Pathways to Success” Strategic Plan. The Strategic Plan, which was developed in consultation with a broad array of stakeholders, serves as a roadmap for agency priorities and initiatives over the coming years, focusing on achieving “the 4 Cs of HABC”:

- *Community* – Improving the housing and quality of life for the people served by the agency.
- *Customer Service* – Increasing efficiency, responsiveness and accountability in the services provided to internal and external clients.
- *Collaboration* – Building upon HABC’s commitment to strong partnerships with residents, employees, government, nonprofit and business communities.
- *Communication* – Creating clear and consistent communications.

Organized around the broad priority areas of Transform, Innovate and Advocate, the Plan identifies a series of specific objectives and sixty (60) related strategies that will be implemented over a ten-year period. Success measures for each objective area are established and will be monitored and reported on by HABC over the coming years.

A key component of the planning process involved a review of MTW activities to date, and an exploration of new opportunities to utilize MTW funding and programmatic flexibility over the long-term to address the enormous funding and operational challenges facing HABC. The priorities, objectives and strategies are reflected in the FY 2020 MTW Annual Plan and will help guide future MTW planning and implementation efforts.

The Strategic Plan can be accessed at <https://www.habc.org/habc-information/about-us/strategic-plan/>

C. MTW Goals and Objectives for Fiscal Year 2019

In addition to completing the organizational review, portfolio assessment and strategic planning process activities noted above, HABC’s major goals and objectives for Fiscal Year 2019 include the following. All of these activities utilize MTW Block Grant and/or programmatic flexibility:

Public Housing Occupancy – HABC achieved a 96.3% adjusted occupancy rate¹ in its public housing developments and scattered site properties.

Voucher Utilization – HABC assisted approximately 17,651 households each month including Thompson and all other programs.

Project Based Voucher Utilization – In FY 2019, 2,364 housing units were under AHAP or HAP contract in the Project Based Voucher (PBV) program, including 346 units at 12 new developments.

Capital Program – HABC implemented capital improvements at existing housing developments and scattered sites using MTW Block Grant funds. In FY 2019, HABC spent approximately \$54.2 million on capital projects as further described in the Capital Expenditures section of this report.

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.

Development Program – In FY 2019, 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 acquired 94 scattered site units in Baltimore City. In FY 2019, HABC was awarded a Choice Neighborhoods Implementation Grant to support the Perkins Somerset and Oldtown Transformation Plan. On September 10, 2018, HABC announced that the agency received a \$1.3M Choice Neighborhoods Planning Grant from HUD to develop a transformation plan for Poe Homes and the Poppleton/Hollins Market neighborhood. Further development updates can be found in the section of this report on Development Initiatives.

Rental Assistance Demonstration Program – 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 2019, HABC completed 23 RAD transactions totaling 3,744 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 will continue 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 – HABC 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.

Rent Simplification: HABC proposed three new MTW activities in FY 2019 – Rent Simplification, Project-Based Voucher Amendments to the HAP Contract, and Local Fair Market Rent. Under Rent Simplification, HABC simplified certain income calculations and fully excluded full-time student income. This activity served to enhance economic self-sufficiency for families and improve administrative efficiency for HABC.

Enhanced Project Based Voucher Program: HABC continued to strengthen its PBV program using the flexibilities covered in its Enhanced PBV program. Specifically, HABC amended HAP contracts to designate units for homeless and veteran families referred by the Mayor’s Office of Human Services, allowed for units under contract to “float” and was able to exceed project caps allowing for increased numbers of PBV units available for lease.

Local Fair Market Rent: HABC maintained use of the 50th percentile Fair Market Rent to calculate payment standards. Using the 50th percentile FMR as the baseline for payment standards provided greater housing choice for low-income families.

Rent Simplification: In FY 2019, HABC implemented its rent simplification activity, which resulted in positive impacts to participant self-sufficiency and HABC administrative efficiency. HABC began excluding all earned income from adult full-time students as well as excluding income from assets where the asset value is up to \$50,000.

Analysis of Impediments to Fair Housing (“AI”) – HABC participated in the Baltimore regional AI. Root Policy Research was hired to conduct the study and prepare a draft report and a number of Stakeholder Work Group meetings were held on issues including, but not limited to, affordable housing, transportation, education, health inequities and issues pertaining to persons with disabilities.

In addition, the regional public housing authorities, including HABC, distributed a survey to Housing Voucher Program applicants and participants. Other community outreach was also conducted. Root Policy used the information gathered through these and other efforts to start drafting the AI report, which was still being drafted as of December 31, 2019.

Approved MTW Activities – HABC implemented new and maintained an array of approved MTW activities that impact the Public Housing and Leased Housing programs, including those related to the Thompson and Bailey cases.

Notes on Thompson and Bailey Settlements

There are two long-standing legal cases that 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 chapters of the Annual Plan.

II. General 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 346 units at 12 new project-based developments in FY 2019, 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: Actual New Project Based Vouchers in FY 2019

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year*	RAD?	Description of Project
	Planned	Actual			
Somerset Homes–Phase I 1234 McElderry	50	50	Committed	No	Public housing replacement units as part of the Perkins Somerset Oldtown Transformation Plan.
Mount Winans/AHG	65	0		No	New construction on land owned by City for veterans housing.
Somerset Extension	7	34	Committed	No	These 7 PBV units are designated for non-elderly persons with disabilities. Part of redevelopment of Somerset Extension, which will include 57 additional RAD units.
Metro at Mondawmin	18	18	Leased/Issued	No	Part of a proposed 70-unit affordable rental development to be developed by Enterprise Housing Corporation in the Liberty Square neighborhood of West Baltimore. Of the 18 PBV units, 11 are designated for NEDs and 7 for a homeless preference.
Bon Secours/New Shiloh	19	19	Leased/Issued	No	Part of a 73-unit affordable development developed by Bon Secours Unity Properties, New Shiloh CDC and development consultant, Enterprise Homes. Of the 19 PBV

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year*	RAD?	Description of Project
	Planned	Actual			
					units, 11 are designated for NEDs and 8 for a homeless preference.
North Avenue Gateway II	10	16	Leased/Issued	No	Part of a 65-unit family development located on the 300 block of West North Avenue. Ten (10) of the units are designated for NEDs and 6 are targeted for homeless families.
L on Liberty	14	14	Leased/Issued	No	Part of a 71-unit development located at Park Avenue and Liberty Street. All 14 of the vouchers are designated for NEDs.
Paca House	82	82	Leased/Issued	No	New construction for veterans developed on North Paca Street by Somerset Development Company. Sixty-three (63) units are reserved for veterans and 19 for homeless families.
Marian House	6	0		N/A	Homeless housing.
Greenmount & Chase	15	19	Committed	No	Part of a 60-unit mixed-income development located on the 700 block of East Chase Street. Of the 15 PBV units, 2 are designated for NEDs, 2 will be UFAS (wheelchair accessible) units and 4 for a homeless preference.
Walbrook Mills	11	1	Committed	No	Site located at 2636 Walbrook Avenue and developed by Osprey Property Company and Coppin Heights CDC. One unit will be UFAS (wheelchair accessible) unit.
Four Ten Loft Apts	0	20	Committed	No	Designated for homeless preference
Bennett House	0	25	Leased/Issued	No	14 East Franklin Street designated for homeless preference with supportive services
Union Ave (Buena Vista Apts)	0	48	Leased/Issued	Yes	48 units located at 1420-1436 Union Ave. Formerly Mod-Rehab and converted to PBV via RAD.
TOTAL	297	346			

*Committed or Leased/Issued

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

In FY 2019, 297 new PBV units were planned and 346 new PBV units were actually committed or leased/issued. The difference between planned and actual is a as a result of the following:

- Mount Winans: 65 PBV units were planned; however, the project was not yet under AHAP in FY 2019

- Somerset Extension: 7 PBV units were planned and 34 were put under contract as part of the redevelopment of Somerset Extension
- North Avenue Gateway II: 10 PBV units were planned and 16 went under contract, 10 of which are for NED families and 6 of which are targeted for homeless families.
- Marian House: 6 PBV were planned for FY 2019; however, they were placed under HAP contract in FY 2018 and were included in the FY 2018 MTW report.
- Greenmount & Chase: 15 PBV units were planned; however, 19 were placed under AHAP. 2 of the units are designated for NED families, 2 of the units will be UFAS (wheelchair accessible) units and 4 of the units are designated for homeless families.
- Walbrook Mills: 11 PBV units were planned; however, only 1 unit was included in the AHAP. This unit will be a UFAS (wheelchair accessible) unit.
- The following projects were not included in the FY 2019 Plan; however, they were either committed or leased/issued in FY 2019 and account for 93 new PBV units:
 - Four Ten Loft Apts
 - Bennett House
 - Union Ave (Buena Vista)

ii. Actual Existing Project-Based Vouchers

Table 2 includes those tenant-based vouchers where at least an AHAP was in place by the beginning of FY 2019, including information on actual unit counts as of December 31, 2019.

Table 2: Actual Existing Project Based Vouchers in FY 2019

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
18 W Read St, Inc.	10	10	Leased/Issued	No	10 one-bedroom NED units located at 18 N Read St.
214 E Biddle Street	5	5	Leased/Issued	No	5 one-bedroom NED units located at 214 E Biddle Street.
2301 N Charles St, Inc.	7	7	Leased/Issued	No	2 efficiencies and 5 one-bedroom units (NED and UFAS) located at 2301 N Charles St.
Alcott Place	28	28	Leased/Issued	No	28 one-bedroom units located at 2702 Keyworth Avenue.
Artaban Ashburton Apartments	14	14	Leased/Issued	No	14 one-bedroom NED units located at 5906 Park Heights Avenue.
Ashland Commons	12	12	Leased/Issued	No	12 one-bedroom units (8 NEDs) located at 1715 East Eager Street.
Barclay I	15	15	Leased/Issued	No	15 units (7 LTA NED 1-bedroom units and 8 LTA UFAS units) located at 2106-2234 Barclay St.
Barclay II (or North Barclay Green)	15	15	Leased/Issued	No	15 units (11 1-bedroom NED units and 4 LTA UFAS units – 4-2bd) located at 341 E 20 th and the 400 block of 20 th Street.
Barclay III (or North Barclay Green III)	12	12	Leased/Issued	No	12 units (9-1bd and 3 LTA UFAS units – 3-3bd) located at the 400 block of East 21 st Street and at 19202026 Greenmount Avenue.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
Barrister Court	8	8	Leased/Issued	No	8 units (2-eff, 5-1bd, 1-2bd) located at 1300 Washington Blvd.
Belvieu Gardens	10	10	Leased/Issued	No	10 one-bedroom units (NEDs) located at Belvieu Avenue.
Bellevue Manchester	8	8	Leased/Issued	No	8 one-bedroom units located at 342 Bloom Street.
Bon Secours Gibbons	20	20	Leased/Issued	No	20 units (12 NED and 8 LTA UFAS (4-2bd, and 4-3bd) located at 900 Desoto Road.
Brexton Chase	7	7	Leased/Issued	No	7 one-bedroom (NED) units located at 241 West Chase Street.
Brick by Brick	2	2	Leased/Issued	No	2 one-bedroom (NED) units located at 903 Gorsuch Avenue.
Butchers Row	9	9	Leased/Issued	No	9 units (3-1bd, 2-2bd, and 4-3bd) located on East Baltimore Street.
Calvert Street Properties	18	18	Leased/Issued	No	18 units (NED) located at 1625 N Calvert Street.
Calverton House	14	14	Leased/Issued	No	14 units (13 SRO and 1-eff) located at 119 East 25 th Street.
Chapel Green	20	20	Leased/Issued	No	20 units (8-1bd and 12-3bd (of these 20, 6 are LTA NED 1-bedroom units and 4 are LTA UFAS units – 2 1-bedroom & 2 3-bedroom)) located on Chase, Wolfe and Washington Streets (scattered sites).
Cherry Hill Senior Housing	50	50	Leased/Issued	No	50 units (PBV UFAS, 48-1bd and 2-2bd) located at 901 Cherry Hill Road.
Cherrydale	32	32	Leased/Issued	No	32 one-bedroom NED units located at 1118 Cherry Hill Road.
City Arts	12	12	Leased/Issued	No	12 one-bedroom PBV NED units located at 400 East Oliver Street.
City Arts II	15	15	Leased/Issued	No	15 units (12 one-bedroom NED units and 3 2-BR UFAS units) located at 1700 Greenmount Avenue.
Clare Court	5	5	Leased/Issued	No	5 one-bedroom units for NEDs.
Clarks Lane	6	6	Leased/Issued	No	6 one-bedroom units NED units located at 3901 Clarks Lane.
Clarksvie LLC	8	8	Leased/Issued	No	8 one-bedroom units NED units located at 3701-3711 Clarks Lane.
Coel-Grant Higgs	57	57	Leased/Issued	No	57 units (32-eff, 25-1bd – 6 UFAS) located at 1700 North Gay Street.
Coleman Manor	49	49	Leased/Issued	No	49 one-bedroom units (8 NED and 5 PBV UFAS) located at Walbrook Avenue.
Columbus School Apartments	8	8	Leased/Issued	No	8 one-bedroom NED units located at 2000 East North Avenue.
Community Housing Association	5	5	Leased/Issued	No	5 units (1-eff, 1-1bd, 1-2bd, and 2-3bd) located at scattered sites throughout Baltimore.
Dayspring	18	18	Leased/Issued	No	18 units (17-2bd, and 1-3bd) located at 1125 Patterson Park Avenue designated as transitional housing.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
DiMaggio Scattered Sites	11	11	Leased/Issued	No	11 units (2-2bd, 5-3bd, 3-4bd, and 1-5bd) located at scattered sites designated for the homeless population.
DiMaggio Scattered Sites II	12	12	Leased/Issued	No	12 units (6-2bd, 5-3bd, and 1-4bd) located at scattered sites designated for the homeless population.
Dominion Properties	7	7	Leased/Issued	No	7 units (3 NEDs, 3-1bd, 4-3bd) located at scattered sites.
Dorchester Apartments	10	10	Leased/Issued	No	10 one-bedroom NED units located at 4300 Liberty Heights Avenue.
Druid Hill LTD	12	12	Leased/Issued	No	12 units (10-2bd and 2-3bd) located at 1621 Druid Hill Avenue.
Druid House	19	19	Leased/Issued	No	19 units (8-2bd and 11-3bd) located on McCulloh Street.
Epiphany House	33	33	Leased/Issued	No	33 units (efficiencies) located at 5610 York Road.
Fallstaff Apartments	4	4	Leased/Issued	No	4 units (2 1-bedroom NED unit and 1 LTA UFAS unit (3 BR) and 1 PBV UFAS unit (2-BR) located at 3800-3810 Fallstaff Road.
Fells Point Station	14	14	Leased/Issued	No	14 units (6 1-bedroom NED units and 8 LTA UFAS units 4 1-BR & 4 2-BR) located at 1621 Bank Street.
Franklin Flats	7	7	Leased/Issued	No	7 one-bedroom NED units located at 20 Franklin Street developed by Osprey Property Company, LLC.
Greens at Irvington Mews	20	20	Leased/Issued	No	20 one-bedroom NED units located at 4300 Frederick Avenue.
Harry & Jeanette Weinberg Place	88	88	Leased/Issued	No	88 units (85-eff and 3-1bd) located at 2500 West Belvedere Avenue.
Holden Hall	14	14	Leased/Issued	No	14 SRO units located at 761 West Hamburg Street.
Indecoo	9	9	Leased/Issued	No	9 units (2-eff and 7-1bd) located at 940 South Lakewood Avenue.
Irvington Woods	57	57	Leased/Issued	No	57 units (11 1bd NED units and 46-2bd) located at 4102-4126 Potter Street.
JByrd	3	3	Leased/Issued	No	3 one-bedroom (NED) units located on Windsor Mill Road.
Jenkins House	22	22	Leased/Issued	No	22 units (20 SRO and 2-eff) located at 2226 Maryland Avenue.
John Manley House	5	5	Leased/Issued	No	5 one-bedroom NED units located at 5304 Harford Road.
Lillian Jones Apartments	22	22	Leased/Issued	No	22 units (14 one-bedroom NED units, 8 LTA UFAS units –2-2bd, and 6-3bd) located at 1303 Greenmount Avenue.
M on Madison	23	23	Leased/Issued	No	23 one-bedroom NED units located at 301 West Madison Street.
Marian House	8	8	Leased/Issued	No	8 units (4 SRO, 4-3bd) located at 949 Gorsuch Avenue.
Marian House II (Serenity Place)	5	5	Leased/Issued	No	5 one-bedroom (NED and UFAS) units located at 932 Gorsuch Avenue.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
Marian House (Independence Place)	21	21	Leased/Issued	No	21 units located at 4101 ½ York Rd with PBVs designated for the homeless populations
Mary Harvin Center*	0	8	Leased/Issued	No	8 one-bedroom units located at 1600 North Chester Street.
Milford Station	6	6	Leased/Issued	No	6 one-bedroom NED units located at 3900 West Northern Parkway.
Moravia	60	60	Leased/Issued	No	60 units (57-1bd and 3-2bd) located at 6050 Moravia Park Drive. Of the 60 units, 9 are LTA 1-bedroom NED units & 6 are PBV UFAS units.
Mount Royal Apartments	5	5	Leased/Issued	No	5 one-bedroom units located at 1512 West Mount Royal Avenue.
Mulberry at Park Apartments	19	19	Leased/Issued	No	19 units (11 PBV 1-bedroom NED units & 8 LTA UFAS units – 2-2bd, and 6-3bd) located at 211 W Mulberry Street.
Newington	6	6	Leased/Issued	No	6 units (3-2bd and 3-3bd) located at scattered sites.
North Avenue Gateway	16	16	Leased/Issued	No	16 units (11-1bd NED units, 5-2bd) located at 30013003 West North Avenue.
Oaks at Liberty *	0	45	Leased/Issued	No	45 one-bedroom units located at 3501 Howard Park Avenue
O'Donnell Heights* Key's Pointe Ph 1A	39	39	Leased/Issued	No	39 units (14-1bd, 11-2bd, 13-3bd and 1-4bd) located at O'Donnell Road. Of the 39 units, 12 are LTA NED units and 4 are LTA UFAS units – 1 2-bd, 2 2-bd, 1 4bd.
O'Donnell Heights – Key's Pointe Ph 1B	34	34	Leased/Issued	No	34 units (1-4 BR units). Of the 34 units, 11 are LTA NED units and 4 are LTA UFAS units – 1 2-bd, 2 3-bd, 1 4-bd.
Orchard Ridge I-V	197	197	Leased/Issued	No	There are a total of 63 LTA NED units & 24 PBV NED units and 30 LTA UFAS units in OR I – V as follows: Orchard Ridge I – 16 LTA NED units & 10 LTA UFAS units; Orchard Ridge II—16 LTA NED units & 8 LTA UFAS units; Orchard Ridge III – 31 LTA NED units & 4 LTA UFAS units; Orchard Ridge IV – 14 PBV NED units & 6 LTA UFAS units; Orchard Ridge V – 10 PBV NED units and 2 LTA UFAS units.
Paca House	82	0	Terminated HAP	No	30-eff units located at 116 North Paca Street in Baltimore. All units renovated and signed under new HAP Contract.
Parktown-Cason Arms	12	12	Leased/Issued	No	12 units (8-1bd NED units and 4 2bd PBV UFAS units) located at 4637 Park Heights Avenue.
Penn North	15	15	Leased/Issued	No	15 units (14-1bd NED units, and 1-3bd UFAS) located at 2600 Pennsylvania Avenue.
Penn Square II	15	15	Leased/Issued	No	15 units (12-1bd NED units and 3-3bd UFAS) located at 2600 Pennsylvania Avenue.

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
People Encouraging People (PEP) Parkwood	3	3	Leased/Issued	No	3 one-bedroom NED units located at scattered sites.
Poppleton II	15	15	Leased/Issued	No	15 units (11-1bd NEDs and 4-3bd UFAS) located at 838 West Fairmount Avenue.
Poppleton III	10	10	Leased/Issued	No	10 units (7-1bd NED units & 3 LTA UFAS units – 1-2bd and 2-3bd) located at 866 West Fayette Street.
Pratt Street	35	35	Leased/Issued	No	35 units (27-2bd and 8-3bd) located at 1700 West Pratt Street; transitional housing that converted to permanent housing in 2017.
Restoration Gardens	43	43	Leased/Issued	No	43 units (40-eff and 3-1bd) located at 3701 Cottage Avenue designated to youth aging out of foster care.
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 one-bedroom NED units located at 4300 Seminole Court.
Sharon Towers	10	10	Leased/Issued	No	10 two-bedroom units located at 4-6 North Carey Street.
Sharp Leadenhall	4	4	Leased/Issued	No	4 one-bedroom NED units (3 are also UFAS units) located at Race and West Street.
Sojourner @ Argyle	12	12	Leased/Issued	No	12 one-bedroom (2-UFAS) units designated for chronically homeless households at 1411 Argyle St
St. Stephens	15	15	Leased/Issued	No	15 one-bedroom NED units located at 3900 Roland Avenue.
St. Vincent DePaul	9	9	Leased/Issued	No	9 units (8-2bd and 1-3bd) located on Ulman Avenue.
St. Vincent DePaul	5	5	Leased/Issued	No	5 units located Cottage Ave and Bond St with PBVs designated for homeless preference.
Symphony Homes at Purdue	6	6	Leased/Issued	No	6 one-bedroom NED units located at 5683 Purdue Avenue.
Uplands *	0	62	Leased/Issued	No	62 units (24-1bd, 31-2bd, and 7-3bd) located at 4520 Scarlet Oak Lane. Of the 62 units, 16 are 1-bedroom NED units and 6 are LTA UFAS units – 4 2-bd & 2 3-bd.–
Wayland Village	45	45	Leased/Issued	No	45 one-bedroom units located at 3020 Garrison Blvd. Of these 45 units, 14 are 1-bedroom NED units.
Weinberg Family Center (1209 Rose)	8	8	Leased/Issued	No	8 units (5-2bd and 3-3bd) located at 1209 North Rose Street.
Weinberg Family Center (Guadenzia)	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	75 units (10 SRO NEDs, 41-eff, and 24-1bd with 5 PBV UFAS) located at 3601

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
					Fords Lane; 36 of which will be set aside for NEDS.
Weinberg Manor South	14	14	Leased/Issued	No	14 one-bedroom NED units located at 3617 Fords Lane.
Westminster House Apartments	163	163	Leased/Issued	No	163 units (106-eff, 51-1bd and 6-2bd) located at 524 North Charles Street.
	1,943	2,018			

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

Table 2 was not part of the FY 2019 Plan as the Plan was submitted prior to the implementation of the revisions to HUD Form 50900. The FY 2019 Plan included Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year which was 2,240 and which included the 297 planned new PBV units. As such, actual existing PBV units total 1,943 plus 297 new PBV units equals the 2,240 planned PBV units.

*Oaks at Liberty: 45 units, O'Donnell Heights: 42 units, Uplands: 62 units and Mary Harvin Center: 8 units were inadvertently left out of the total planned units in the FY 2019 Plan; however, the correct number of units are reflected in the actual unit count on Table 2.

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 2019, including capital expenditures, the status on development activities for sites where redevelopment, conversion, homeownership, demolition, disposition and management improvements took place in FY 2019. Please note that HABC is near completion of its asset review of the scattered sites inventory. The results of this process will provide a roadmap and framework for future 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 2019. 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 12/31/2019
MTW Public Housing Units	6,723

As shown on Table 4, HABC added 59 replacement units to the public housing inventory in FY 2019 including:

- A total of 94 scattered sites units were acquired during fiscal year 2019 as part of the revised Hollander Ridge Revitalization Plan pursuant to the Thompson Settlement Agreement, which requires HABC to acquire up to 100 scattered sites units.
- Pursuant to the Bailey Supplemental Decree, HABC plans 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 2019 because the decision was made to first complete the acquisition of the Hollander Ridge units, which includes 19 one-bedroom units for NEDs. One of the 10 units will be fully accessible.

Table 4: Actual New Public Housing Units in FY 2019

# of UFAS Units													
AMP Name and Number	Bedroom Size								Total Units	Population Type	Fully Accessible	Adaptable	
	0	1	2	3	4	5	6+						
MD002/TBD Hollander Ridge Replacement	0	16	21	17	5	0	0			59	General population	2	0

Total Public Housing Units Added: 59

Demolition or Disposition of Public Housing Units

As shown on Table 5, HABC demolished and/or disposed of 998 units in FY 2019 including:

- 913 units at six developments that were converted from public housing project-based rental assistance under the RAD program;
- 11 non-viable scattered site units which were previously listed in the FY 2018 MTW Annual Plan were disposed of to the City of Baltimore;
- In a letter dated September 5, 2018, HUD approved the disposition of 8.64 acres of vacant land (the former site of Somerset Homes public housing development), to be redeveloped in phases. Phase 1, consisting of 1.521 acres was conveyed to 1234 McElderry LLC on June 27th, 2019 thru a long-term ground lease with BAHD.
- 74 vacant units and a day care center at O'Donnell Heights were demolished in FY 2019.

HABC received HUD approval to demolish 132 obsolete and non-viable units at Gilmor Homes; however, demolition of these units will occur in FY 2020.

Table 5: Public Housing Units/Lots Removed in FY 2019

PIC Dev.#/AMP and PIC Dev. Name	Number of Units Removed	Explanation for Removal
MD002/Various Scattered Sites Units	6	Obsolete, non-viable scattered site units
MD002/0103 Midtown Scattered Sites	1	Obsolete, non-viable scattered site units
MD002/0108 Upton Scattered Sites	4	Obsolete, non-viable scattered site units
MD002/0009 O'Donnell Heights	-	HABC planned to sell 6 lots at O'Donnell Heights to build "for-sale" housing; however, the disposition application to HUD has not yet been submitted
MD002/0009 O'Donnell Heights	74	HUD approval received, and demolition occurred in FY 2019.
MD002/0042 Somerset Extension	57	RAD conversion
MD/002/0010 Somerset Homes	-	1.52 acres of vacant land
MD002/0070 Rosemont Towers	203	Converted to RAD PBRA in FY 2019
MD002/0041 J. Van Story Branch	350	Converted to RAD PBRA in FY 2019
MD002/0111 Heritage Crossing	75	Converted to RAD PBRA in FY 2019
MD002/0118 Homes for Arundel	58	Converted to RAD PBRA in FY 2019
MS002?0043 Monument East	170	Converted to RAD PBRA in FY 2019
Total Number of Units Removed		998

Rental Assistance Demonstration Program

HABC is 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, 2019, HABC has completed 23 RAD transactions with a total of 3,744 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.

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
RAD Conversions Closed by December 31, 2019**

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	Submitted to HUD for 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	Submitted to HUD for 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	Submitted to HUD for certification of completion	10/26/16	01/26/17
Govans Manor	191	PBRA	11/16	Submitted to HUD for 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	Submitted to HUD for 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

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
McCulloh Extension	347**	PBRA	11/16	Submitted to HUD for certification of completion	5/12/15	10/27/15
Primrose Place	125	PBRA	2/16	Submitted to HUD for 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	Submitted to HUD for certification of completion	5/12/15	10/27/15
Heritage Crossing	75	PBRA	11/18	Submitted to HUD for certification of completion	12/1/17	6/29/18
J. Van Story Branch Apts	350***	PBRA	11/18	Projected completion of construction November 2020	12/1/17	6/29/18
Monument East	170	PBRA	10/18	Projected completion of construction March 2020	12/1/17	6/29/18
Rosemont Tower	203	PBRA	9/19	Projected completion of construction February 2021	12/1/17	6/29/18
Scattered Sites (Thompson 58/Broadway Homes)	58	PBRA	5/19	Projected completion of construction August 2020	04/12/17	12/27/17
Somerset Extension	57	PBRA	9/19	Projected completion of construction January 2021	12/1/17	6/29/18
Total	3,744					

*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 All Actual Capital Expenditures During the Plan Year

HABC implemented a wide range of capital projects at existing public housing sites and continued its program of citywide housing development activities. These projects ranged from capital improvements, energy and utility upgrades, infrastructure repair and replacement and extraordinary maintenance issues and initiatives. As reflected in Table 7, HABC spent approximately \$54 million on capital-related activities in FY 2019. In some instances actual projects, timetables and expenditures may have changed based upon various factors. HABC

modified some of the planned capital expenditures during the Plan year based on changing priorities, emergency conditions and other factors.

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.

Table 7: Actual Capital Fund Expenditures in FY 2019

No.	Development Name	Description of Work	FY 2019 Actual Expenditures
1	Latrobe Homes	Replace Rectifiers, Replace Domestic Hot Water, Replace Window and Door Caulking, and Vacancy Renovations	1,669,262
2	McCulloh Homes	Replace Rectifiers, Replace Domestic Hot Water, Renovate Tenant Council Space Site Work Improvements, Renovate Maintenance Workspace (Renovate Basement and Crawl Space Area), Install LED Lighting, Replace Steam Generator Tanks, Replace Steam Condensate Sets	1,365,158
3	Perkins Homes	Install Sump Pumps/Condensate pumps; Emergency Repairs; Development Consultant	590,395
4	Poe Homes	Replace Rectifiers; Install Domestic Hot Water Heaters; Site Work and Unit Improvements; Install Low Flow Faucet Aerators in Tenant Apartments and Common Areas, Install Exterior Efficient Lighting, Upgrade Electric Sub metering system for apartments	277,908
5	Douglass Homes	Upgrade Electrical Distribution System, Install Sump Pumps, Repair Playground, Replace Rectifiers, Install BGE Conduit, Install Windows and Security Screens, Vacancy Renovations, Install electric panels; Repair Traps for Radiator Control Valves	4,112,282
6	Gilmor Homes	Install Additional Lighting and Signs, Vacancy Renovation, Replace/Repair Windows, Replace Rectifiers, Install Security Doors, Demolition of 132 Walk Up Units, CMU Blocking at Window and Door Openings, Heating Repairs, Replace UFAS Kitchens, Repairs to Boiler, Install New Keytrac System, Site Work, and Relocation Activities	1,825,476
9	O'Donnell Heights	Install Temporary Play Area and Repair Basketball Court, Replace Rectifiers, Emergency Installation of Water Connection, Housed Emergency Generators, Replace Water Main Line, Demolition of 74 Units and Relocation Activities	1,211,582
11	Cherry Hill	Site Work, Replace Roof at Developments 2-12 and 2-17, Vacancy Renovations, Install New Windows and Screens at Development 2-11, Repair Basketball Court and Playground, Replace/Install Sump Pumps, Replace Rectifiers, Emergency Replacement to Gas Line, Housed Emergency Generators	3,362,388
21	Brooklyn Homes	Replace Rectifiers; funded emergency Generators, Vacancy Renovations, Install Security Cameras and Lights	535,379

No.	Development Name	Description of Work	FY 2019 Actual Expenditures
22	Mt. Winans/ Westport	Westport Homes Community Room Floor Repair and Site Work Improvements Reprogrammed. Funded Emergency Generator at Westport.	340,325
31	Dukeland/ Rosemont	Vacancy Renovations, Replace Exterior Doors, Replace HVAC - Gas Furnaces, Repair Natural Gas Piping Systems	1,610,946
41	J Van Story Branch	Elevator Modernization Elevator Modernization carried over from FY18. RAD Conversion Improvements through Gap Funding. Actual Expenses are reflected.	18,173
42	Somerset Court Extension	RAD Conversion Improvements RAD Conversion Improvements through Gap Funding. Actual Expenses are reflected.	700,802
45	Hollander Ridge	Replacement Housing – up to 100 Units	10,127,313
103	Midtown	Replace Steel Doors, Paint Exterior, Replace Roofing, Vacancy Renovation	163,491
108	Uptown Apartment	Paint Exterior, Vacancy Renovation	74,726
109	Stricker Street	Paint Exterior, Vacancy Renovation, Replace Roof, and Replace Windows	141,048
122	NEDs	Incentives for Non-Elderly Disabled Units	228,713
200, 201, 202, 203 (including Laurens House, Carey House, Shipley Hills and Oswego Mall)	Scattered Sites	Roofing, Basement Waterproofing, Window Replacement, and Vacancy Renovations are annual on-going programs for the scattered site units.	6,061,669
AHI	AHI	Affordable Home Ownership (BRHP)	527,436
Various	J. Van Story Branch (West Twenty), Somerset Extension, Monument East, Rosemont Towers	RAD Subsidy	248,789
Various	Van Story Branch (West Twenty), Somerset Extension	RAD Gap Funding	4,900,000
Various	Latrobe, Poe Homes, Gilmor Homes, Cherry Hill Homes, Brooklyn Homes, Westport/ Mt. Winans	Sub Metering Maintenance and Service	6,690
AMPS	Authority-Wide	Improvements to Non-Dwelling Management and Maintenance Workspaces	128,921
AMPs	Authority-Wide	A & E and Environmental Consulting Fees	1,040, 272
AMPs	Authority-Wide	Legal, Planning, Information Technology and Utility Consulting Fees, etc.	1,493,948
Central Office	Central Office	Technical Salaries and Benefits	2,590,209
Central Office	Central Office	Non-Technical Salaries and Benefits	3,345,596
Central Office	Central Office	Resident Meetings and Training	12,358
Central Office	Central Office	Admin and Operating Costs, Overhead, Sundry and Audit Fees	737,472
Central Office	Central Office	Debt Service-1st Phase EPC	5,081,676

No.	Development Name	Description of Work	FY 2019 Actual Expenditures
Central Office	Central Office	Debt Service-2nd Phase EPC	664,581
		TOTAL	54,154,712

504 Accessibility Improvements

In FY 2019, 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 2019, HABC gathered information noting physical areas of concern at various developments and developed a course of action to rectify them (landscaping, egress, 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; address trip hazards; and (iii) implement its environmental program that includes the continued testing for lead based paint and abatement of asbestos as required. HABC maintained, repaired or replaced 504 ramps at various locations.

Major activities completed by HABC in FY 2019 include the following: the demolition of 74 units and the daycare center at O'Donnell Heights.; playground replacement and refurbishment at Westport Homes through HABC's partnership with KABOOM playground specialists; the modernization of the two residential and one maintenance elevators at J Van Story Branch and renovation of 32 scattered site units. Additional significant work completed in FY 2019 includes: vacant unit renovations and/or office/tenant council space renovations at Latrobe, McCulloh, Douglass, Gilmor, Cherry Hill, Westport, Brooklyn and various scattered sites. Other completed work includes painting interior 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 window replacement at Latrobe Homes and various scattered sites. Basement water proofing was completed in various scattered sites units as needed. 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 and developments. In FY 2019, HABC replaced the electrical distribution system at Douglass Homes and conducted a preliminary evaluation at Poe Homes for consideration. 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 2019 and is still underway to be completed in FY 2020 includes the demolition of 132 units at Gilmor 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; and the renovation of the office space and community center at Douglass Homes.

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, Perkins 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 (Perkins, 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 install to address chronic flooding issues from natural drainage issues or equipment failure. 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 will support HABC's environmental program for continued testing for lead based paint at Douglass Homes, Westport Homes, Brooklyn Homes, Latrobe Homes, O'Donnell Heights and McCulloh Homes Low Rise. 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. HABC, along with various consultants and regulatory guidance, has created routine gas, lead, UST, mold, asbestos as well as training updates and monitoring; 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 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 74 units and a defunct daycare facility at O'Donnell Heights. Approximately \$1.05 million in state funds (Project C.O.R.E.) were awarded to HABC for this activity. In addition to the demolition of the 74 units and the daycare facility, HABC constructed a playfield and refurbished a basketball court for this community.

HABC also received HUD approval to demolish 132 “walk-up” units at Gilmor Homes. The demolition contract was signed in June of 2019 and the process to demolish the buildings began in July to include: 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 will be completed in FY 2020.

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, Gilmor, 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). The second EPC is 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. It will take some time to remove and substitute new units and identify energy conservation measures to preserve the second EPC. Once this process is complete it is estimated that construction will take an additional year.

Currently approximately 50% 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 2020 includes the implementation of utility meters and/or software (electric, gas and water where applicable); and the replacement of the gas infrastructure at Rosemont Homes and parts of McCulloh Homes.

Once the additional replacement units are identified, the energy conservation measures will be designed, implemented and/or installed to finalize the EPC 2 project.

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 2019.

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.

Partnerships

A playground was built at Westport Homes in collaboration with KABOOM, a nationally recognized playground specialist. HABC collaborates continuously with Baltimore Gas & Electric to identify the list of properties, which are mostly scattered sites, for meter upgrade/removal/inspection or maintenance or theft of energy cases. HABC continues to evaluate and/or propose projects with various partners including the Weatherization Assistance Program and the Parks & People Foundation.

Safety & Security Initiatives

In 2006, the City established "Citiwatch", a program between the Mayor's Office of Criminal Justice (MOCJ), the Mayor's Office of Information & Technology (MOIT) 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 MOCJ, MOIT and BPD-Homeland Security Division. Through this collaboration HABC performs ongoing reviews for the useful life and operation of camera equipment and gunshot technology 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 2020.

This partnership also seeks opportunities to apply for private and governmental grants for the implementation of new cameras and security lighting at all sites. The Department of Housing

Safety and Security Grant awarded to HABC for Brooklyn Homes was completed for fiber installation and six (6) cameras in FY 2019 under this partnership. The work includes installations to key areas around Brooklyn Homes as part of the crime fighting and deterrent strategy. 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 included the installation of monitors and live feed infrastructure to facilitate the real time viewing and monitoring of these sites at an HABC central location.

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 at Duncanwood. 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.

Outlined below are highlights of development activities and statuses for FY 2019.

O'Donnell Heights

The O'Donnell Heights public housing development was constructed in 1942 and included 900 public housing units. Of the original unit count, 670 have been demolished and 230 remain. Seventy-four units and a former daycare building were demolished in FY 2019.

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 144affordable 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 2020.

Planning for Phase 2, consisting of 27 vacant acres, is underway and will incorporate recommendations from a neighborhood revitalization plan currently being undertaken jointly by HABC and Baltimore City Planning Department for O'Donnell Heights and three adjacent communities. The completion of the revitalization plan will strengthen the developer's application

to the State 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 2020.

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 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 is seeking a waiver from HUD increasing the TDC limits for this project.

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 is implementing a project-based development program to create project-based units in Opportunity areas. Subject to funding availability, BRHP is making predevelopment funding and, if needed, subordinate secondary financing using the Urban Revitalization Demonstration Grant funds 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. In HABC's 2018 Fiscal Year, BRHP opened a new procurement process for the Project-Based Development Program, and 15 units were created and closed in 2019.

Hollander Ridge HOPE VI Project

HABC has acquired 94 scattered site units in Baltimore City as identified in Thompson Settlement Agreement. The properties will be renovated and then they will become public housing rental units until HUD approves the conversion to project-based assistance under RAD. At least 5% of the units acquired under the Hollander Ridge Revitalization Plan will meet federal accessibility requirements for wheelchair users, and HABC will also require the developer to make 2% of the Hollander Ridge units hearing/vision compliant. Once an assessment is completed, HABC will determine which units will be wheelchair accessible.

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

Pursuant to the *Thompson Settlement Agreement*, HABC will also make available \$7.14 million in "replacement funds" that may be used in conjunction with HOPE VI Funds to develop one or

more scattered site projects. Replacement funds may be from any available source except the HOPE VI Funds.

Perkins Somerset and Oldtown Transformation Plan

HABC was awarded a Choice Neighborhoods Implementation Grant in the first quarter of FY 2019 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 follow in FY 2020.

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 HABC). The PSO Transformation Plan includes the demolition of the existing 629 Perkins Homes public housing units and the creation of 1,345 units of mixed income housing with potentially an additional 536 units located in two 80/20 buildings. HABC received HUD approval in FY 2019 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 rental assistance 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 3rd Q of FY 2020 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 also includes the construction of a new community park, a grocery store, amphitheater, 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 the first 100 units at Perkins will get 3rd Q2020, 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 currently under review by the State. Current schedule projects Somerset 3 closing 4th Q 2020 and Perkins Ph 1, 1st Q 2021.

B. Leasing Information

i. Actual Number of Households Served

Table 8 provides information on the households served by HABC as of the end of FY 2019. 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 MTW Households Served at End of FY 2019

Number of Households Served Through:	Number of Unit Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	76,944	80,676	6,412	6,723
MTW Voucher (HCV) Units Utilized*	158,400	151,716	13,200	12,643
MTW Thompson Housing Choice Vouchers**	51,732	51,624	4,311	4,302
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
Local, Non-Traditional: Homeownership	N/A	N/A	N/A	N/A
Planned/Actual Totals	287,076	284,016	23,923	23,668

*Includes 1,172 vouchers covered under the Bailey Consent Decree.

** Includes Thompson PCD, Remedial and Homeownership Vouchers

Describe any differences between the planned and actual households served:

The main difference in HCV planned vs. actual households served was due to the delay in receipt of funding levels in 2019, which impacted voucher issuance until May of 2019. An expanded explanation can be found in Table 12. All other planned and actual leasing was consistent.

Table 9: Actual Number of Non-MTW Households Served at End of FY 2019

Planned Number of Households Served Through:	Planned Number of Unit Months Occupied/Leased	Actual Number of Unit Months Occupied/Leased	Planned Number of Households to Be Served	Actual Number of Households to Be Served
NEDs II	456	396	38	33
FUP	1,164	1,188	97	99
VASH*	6,180	5,760	515	480
Section 8 Mod/Rehab	2,316	1,128	193	94
Total Number of Non-MTW Households Served	10,116	8,472	843	706

Table 10: Local, Non-Traditional Housing Programs

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased		Number of Households Served	
		Planned	Actual	Planned	Actual
Tenant-Based	N/A	0	0	0	0
Property-Based	N/A	0	0	0	0
Homeownership	N/A	0	0	0	0
	Planned/Actual Totals	0	0	0	0

Table 11: Local, Non-Traditional Service Programs

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
0	0	0

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

Table 12 provides a summary of issues that impacted HABC's leasing activity, along with solutions.

Table 12: Issues/Solutions Related to Leasing

Housing Program	Description of Actual Leasing Issues and Solutions
Public Housing	There were no leasing issues experienced in the Public Housing program in FY 2019.
MTW Housing Choice Voucher	In FY2019, there was a decrease in the planned number of households served due to uncertainty in funding from HUD during the government shutdown in 2018 into 2019 (projections for FY 2019 were made prior to this unanticipated shutdown). HABC did not receive final ACC designating funding levels for 2019 until April 2019, causing major delays in efforts to increase utilization. Once the ACC was received, HABC resumed eligibility determinations in May 2019, and voucher issuance for new voucher holders resumed in June 2019; this delay resulted in leasing delays, which began increasing in October 2019. In April 2018, one of the biggest Mod-Rehab sites (MCVET) took almost 30% of their contract units (close to 100 units) offline reducing the total number of Mod-Rehab contract units to be leased. This accounts for the difference between the actual number of units under lease and the number planned.

Housing Program	Description of Actual Leasing Issues and Solutions
	HABC continues to work with the VAMC to obtain referrals for VASH vouchers. There is high turnover among VASH participants and keeping the vouchers leased is sometimes a challenge.
Local, Non-Traditional	N/A

C. Waiting List Information

i. Actual Waiting List Information

HABC maintains its waiting lists in conformance with the policies described in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and the Housing Choice Voucher Program Administrative Plan. Table 13 provides a summary of required wait list information. See Appendix C for a demographic breakdown of HABC's Federal PH and HCV waiting lists.

Table 13: Waiting List Information

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During the Plan Year
Federal MTW Housing Choice Voucher Units: Tenant-Based	Community Wide	20,571	Closed	No
Federal MTW Housing Choice Voucher Units: Project-Based	Site-Based	6,988	Closed	No
Federal MTW Public Housing Units	Community Wide	13,875	Closed	The public housing waiting list was closed on December 20, 2019
Federal MTW Public Housing & HCVP Units	Merged	2,214	Closed	No
Thompson Vouchers	Program Specific	13,814	Closed	No

Describe any duplication of applicants across waiting lists

Applicants may be listed on more than one waiting list if they applied for multiple programs.

ii. Actual Changes to waiting lists in the Plan year

Waiting List Name	Description of Actual Changes to Waiting List
Public Housing Waiting List	In FY 2019 HABC completed the first part of the Public Housing waiting list update to begin the process to transition its PH waiting list to a centrally-administered location-based waiting list

	(CALBWL) system. Part two of the transition to CALBWL began in FY 2019 with software modifications, workplan development and development of narrative materials to assist applicants with development selections. Additionally, as HABC has a waiting list with enough applicants to fill PH vacant units for over five years, HABC closed the public housing waiting list on December 20, 2019. Please note that the policies related to CALBWL had been previously approved and no further revisions were made in FY 2019.
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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 2019, within the Public Housing Program, approximately 97% of households served were very low income, i.e. households with incomes at or below 50% of Area Median Income. Additionally, within the HCV program, 97% of households served were very low income. HUD verifies this data through HABC's electronic submissions under HUD's PIC system. Table 14 is required by HUD; however, as noted, HABC did not operate any local, non-traditional programs in FY 2019.

Table 14: 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 15: 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%

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
TOTAL	10156	12302	0	22458	1

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

N/A

Table 16: Mix of MTW Family Sizes Served in FY 2019

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%	7768	44%	-6%
2 Person	19%	4201	24%	-5%
3 Person	14%	2797	16%	-2%
4 Person	9%	1677	9%	0%
5 Person	5%	799	4%	-1%
6+ Person	3%	591	3%	0%
TOTAL		17,833	100%	

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

The difference between the percentage of 1 person families from the baseline is due to the units which were converted under RAD to Project Based Rental Assistance (PBRA) and which are no longer accounted for in HABC’s MTW inventory.

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 17 below provides the HUD-required information.

Table 17: 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	6	Self-sufficiency is defined as a family that obtains employment or participates in job training, has secured permanent housing and is welfare-free.
	6	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

A. Implemented Activities

Activity 2006-01: Multi-Year Recertifications

Approval and Implementation: HCV Program: Two-year recertifications were approved in FY 2006 and implemented in 2007. Three-year recertifications were implemented in 2014. Public Housing: Approved in 2006 and implemented in 2011. Placed on hold FY 2014; reactivated in FY 2016.

Description/Impact/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
 - PH and HCV Families with 100% Fixed Income
- Annual Recertification
 - PH and HCV Families reporting zero income
 - 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)).

Families may request an interim recertification if needed pursuant to HABC's current policy.

A positive impact was realized administratively for HABC as well as financially for families on fixed incomes. As the increases in fixed incomes from year to year are generally less than 2%, having rents remain constant during a three-year period provides time savings for HABC and cost savings for families.

Hardship Policy: Current HABC policy allows residents to request an interim change at any point during the recertification cycle for loss of income and HABC has no plans to change the policy.

Actual Non-Significant Changes: In FY 2019, HABC began conducting recertifications every three years for Public Housing and HCV families when 100% of the family income was from fixed income sources, i.e. SS, SSI and Pension. This policy was already in effect for Housing Choice Voucher elderly and disabled families.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines; however, the benchmark for CE #1 was revised to reflect hourly rates, including the applicable benefit rate.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: HABC met all benchmarks 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).	PH: \$1,107,590 HCV: \$1,134,696	PH: \$242,984 Assumes 3,828 recertifications to be completed HCV: \$427,904 Assumes 6,736 recertifications to be completed	PH: \$165,927 2,612 biennial and triennial recertifications completed. 2,612 X 2.5(hr.) = 6,530 hours X \$25.41/per hour = \$165,927 to do multi-year recertifications. HCV: \$298,390 4,697 biennial and triennial recertifications completed. 4,697 X 2.5(hr.) = 11,743 hours X \$25.41/per hour = \$298,390 to do multi-year recertifications.	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).	PH: 23,920 HCV: 27,715 hours	PH: 9,563 hours HCV: 16,840 hours	PH: 6,530 hours HCV: 11,743 hours	Yes

<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).	PH: 25% (includes minor to fatal errors)	PH: 20%	PH: 0%	Yes
	HCV: 25% (includes minor to fatal errors)	HCV: 20%	HCV: 0%	Yes

Activity 2006-02: Enhanced Project Based Voucher Program

(Formerly Limits on Project Based (PB) Vouchers, Increased PB Units in a Project or Building, and HAP Contract Modifications – Floating Units and Amendments to PB HAP Contracts)

Approval and Implementation: 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; Amendments to PB HAP Contracts for Target Populations: Approval FY 2015, Implemented in FY 2019.

Description/Impact/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 non-profit 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 plans to waive 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. Under this proposal, 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.
- **Amendments to PB HAP Contracts:** Subject to funding availability, the amendment allows the Owner to obtain applicants directly from the Mayor's Office of Human Services (MOHS) or other designated service provider 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. 192 PBVs for the chronically homeless and 182 PBVs for veterans have been awarded. The amendment requires the Owner 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.

Hardship: Relocation of tenant, if otherwise eligible, to another unit of the appropriate size when one becomes available; Owner will be responsible for relocation costs.

The amendments to the HAP contract portion of this activity impacted 13 previously awarded PBV contracts and allowed HABC to amend the contracts and designate units for homeless families and veterans referred by the MOHS. Specifically, in FY 2019, 171 units were under contract for homeless families and 19 units were under contract for veterans. As of the end of FY 2019, of the 190 units under contract, 184 have been leased.

Using the flexibilities in HABC's Enhanced PBV Program, a total of three hundred forty-six (346) new PBV units were added to HABC's PBV portfolio representing 12 new PBV developments. By the end of the fiscal year, HABC's PBV portfolio included 2,364 PBV units representing 101 PBV developments.

Actual Non-Significant Changes: In FY 2019, HABC combined the previously approved PB activities on Limits on Project Based Vouchers and Increased Project Based Units in a Project or Building and HAP Contract Modifications – Floating Units Project Based Program activities under this Enhanced Project Based Program activity. Additionally, HABC also added the previously approved and “on-hold” activity related to Amendments to PB HAP Contracts to this Enhanced PB program activity.

Actual Changes to Metrics/Data Collection: The benchmarks for HC #1 and HC #4 were updated to reflect the planned new PBV housing units for FY 2019.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: HABC exceeded the benchmarks for HC #1 and HC #4, adding more PBV units in FY 2019 than were originally planned. The benchmarks for HC #5 and HC #7 were not achieved as this portion of the activity was approved late in the fiscal year and as such identification of projects where contracts could be amended to target specific households and receiving referrals to fill the units was delayed. It is anticipated that the remaining units will be under contract and leased by the end of FY 2020.

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	346 units	Yes

<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	346 units	Yes
<i>HC #5: Increase in Resident Mobility (Agency Specific Metric)*</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).	65 households	374 households	184 households	No
<i>HC #7: Households Assisted by Services that Increase Housing Choice (Agency Specific Metric)*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	65 households	374 households	184 households	No

*Metrics reflect the portion of the activity related to referrals from the MOHS.

Activity 2006-03: Thompson Biennial Recertifications

Approval and Implementation: Approved in FY 2006; Implemented in 2007

Description/Impact/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.

Hardship Policy: BRHP's current policy allows residents to request an interim change at any point during the recertification cycle for loss of income and HABC has no plans to change the policy.

Actual Non-Significant Changes: No non-significant changes were made to this activity in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: Because the Program continues to grow in number of participants, the number of families requiring recertifications has increased. Additionally, there were more recertifications in 2019 than in the prior year because of the balance of recertifications on the odd and even years. There were approximately 1,600 recertifications that were required to be completed because of biennial scheduling.

Metrics:

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$23,350	\$28,425	Recertifications completed in FY 2019: 1,911 Staff time per recertification: 1.5 hours Average staff hourly salary: \$27.68 Total cost in FY 2019: \$79,345 *Increase in recertifications is due to the	No.

			program more than doubling in size since implementation	
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 2019: 1,911 Staff time per recertification: 1.5 hours Total staff time in FY 2019: 2,866 hours *Increase in recertifications is due to the program more than doubling in size since implementation	No
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 2007-01: Mobility Program Enhancements

(Formerly Exception Payment Standards and Security Deposit Assistance)

Approval and Implementation: Exception Payment Standards Approval and Implementation: 2007; Security Deposit Assistance Approval and Implementation: 2017.

Description/Impact/Update of MTW Activity: Payment Standards for the Thompson mobility program are set between 90 and 135 percent of the HUD published Fair Market Rent. The payment standards are 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.

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: In FY 2019 HABC combined the previously HUD approved activity Security Deposit Assistance with the Mobility Program Enhancements (aka Exception Payment Standards) activity. Security deposit assistance and exception payment standards were in place in FY 2019. BRHP worked on implementation of the additional supports outlined below; however, implementation of these expanded program activities did not take place in FY 2019:

- 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.

Leasing was completed for new families in FY 2019 and the program is now at full utilization.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: HABC met all benchmarks for this activity.

Metrics:

<i>CE #1: Agency Cost Savings – Payment Standards</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$5,131.50 in FY 2014*	\$2,750	\$2,750	Yes
*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</i>				
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	80 hours	Yes
*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*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total household contributions towards housing assistance (increase).	\$365.65	\$423.22	\$470	Yes
*Metric represents average TTP				
<i>HC #5: Increase in Resident Mobility – Payment Standards & Security Deposit</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).	Payment Standards: 0 Security Deposit Assistance: 300	Payment Standards: 525 Security Deposit Assistance: 325	Payment Standards: 637 Security Deposit Assistance: 374	Yes
<i>HC #7: Households Assisted by Services that Increase Housing Choice – Security Deposit</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	300	325	374	Yes

Activity 2010-01: Unit Sizes

Approval and Implementation: 2010

Description/Impact/Update of MTW Activity: Under this initiative, HABC requires participating HCV families to select a unit size consistent with and not greater than the unit size listed on their voucher. 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 has been made to find an appropriately sized unit or based on a reasonable accommodation request. This requirement has been modified to include current participants living in units where the unit size exceeds the voucher size.

At recertification, HABC will review with current participants the household composition and may require the family to move to the correct unit size. If the family chooses not to move, the payment standard will be adjusted to reflect (1) the lower of the actual unit size or (2) authorized voucher size.

In FY 2019, 1,334 families were living in units which were larger than their authorized voucher size. Three hundred and sixty-nine (369) of those families received a reasonable accommodation payment standard. Also, in FY 2019, 181 families moved to appropriately sized unit which resulted in a decrease in payment standard and family share, providing benefit to both the family and HABC.

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.

Actual Non-Significant Changes: No non-significant changes were made to this activity in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies:

Metrics: HABC met all benchmarks for this activity.

CE #1: Agency Cost Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$142,007,01	\$139,982,010	122,475,216	Yes
*Represents total HAP expenditures				

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	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).	0	0	0	Yes*
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 the activity (increase).	11,817 units	11,871	11,554	Yes

*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.

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

Approval and Implementation: 2010

Description/Impact/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 Housing Assistance Payment (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.

Hardship Policy: Not applicable. There are no adverse outcomes to this activity.

Actual Non-Significant Changes: No non-significant changes were made to this activity in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: HABC achieved the benchmarks 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	273	Yes

Activity 2010-03: Thompson Risk Based Inspections

Approval and Implementation: 2010

Description/Impact/Update of MTW Activity: Pursuant to HABC’s MTW authority, units in the BRHP Program will be 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.

In FY 2019, HABC worked on development of tracking mechanisms and QC sampling related to tenant and owner self-certification of non-emergency repairs. Implementation of this portion of the activity is planned for FY 2020.

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 to this activity in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: As the program continues to grow in size, the number of inspections and costs increase; however, the savings are still realized through the 25 month inspection frequency.

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	\$70,840	Inspections completed in FY 2019: 1,909 Staff time per inspection: 1.5 Average staff hourly salary: \$31.35	No

			Total cost in FY 2019: \$89,771	
<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	1,771 hours	Inspections completed in FY 2019: 1,909 Staff time per inspection: 1.5 Total time savings in FY 2019: 2,864 hours	No

Activity 2012-01: Rent Simplification - Thompson

(Formerly Asset Income, Adjusted Income and FT Student Adoption Assistance Exclusion for Thompson Participants)

Approval and Implementation: Adjusted Income and Asset Income: 2012; FT Student and Adoption Assistance Exclusion: 2014.

Description/Impact/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, 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.

Hardship Policy: HABC applies its financial hardship policies to households who demonstrate hardship due to application of these policies.

Actual Non-Significant Changes: In FY 2019, HABC combined the three previously HUD approved income and rent related activities (Asset Income, Adjusted Income & Full-Time Student/Adoption Assistance Exclusion) for the Thompson units into one Rent Simplification activity. All portions of the rent simplification activity were implemented in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: HABC achieved all 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).	Asset Income: \$23,795	Asset Income: \$0	Asset Income: \$0	Yes
	Adjusted Income: \$23,796	Adjusted Income: \$28,406	Adjusted Income \$29,202	
	FT Student and Adoption Assistance Exclusion: \$534	FT Student and Adoption Assistance Exclusion: \$0	FT Student and Adoption Assistance Exclusion: \$0	
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: 1,055 hours	
	FT Student and Adoption Assistance Exclusion: 21 hours	FT Student and Adoption Assistance Exclusion: 0 hours	FT Student and Adoption Assistance Exclusion: 0 hours	
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%	Asset Income: 0%	Asset Income: 0%	Yes
	Adjusted Income: 8%	Adjusted Income: 0%	Adjusted Income: 0%	
	FT Student and Adoption Assistance Exclusion: <1%	FT Student and Adoption Assistance Exclusion: <1%	FT Student and Adoption Assistance Exclusion: 0%	

<i>CE #5: Increase in Agency Rental Revenue*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total household contributions towards housing assistance (increase).	\$470	\$470	\$470	Yes
* Baseline and Benchmark first established in FY 2019. HABC uses average TTP for this metric.				

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

Approval and Implementation: 2014

Description/Impact/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.

Hardship Policy: Not applicable. There are no adverse outcomes to this activity.

Actual Non-Significant Changes: No non-significant changes were made to this activity in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines; however, the benchmark was updated to reflect the LTA designated units at the start of the fiscal year as there were no planned additions to these designated units in FY 2019.

Actual Significant Changes: No significant changes were made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: HABC completed the LTA designation of these units in 2016. Since that time, no other LTA units have been created under this MTW initiative.

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).	0 households	23	23	Yes

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

Approval and Implementation: Approved FY 2017; Implemented FY 2019.

Description/Impact/Update of MTW Activity: The Transitional Housing Program allows HABC to partner with the Women's Housing Coalition (WHC) and other organizations to provide permanent housing for up to twenty-five (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; or
- Participating in job training programs; and
- Securing permanent housing.

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

In June 2019, HABC entered into a PBV HAP contract with the Women's Housing Coalition for 25 units. All units were leased by June 2019. Currently, there is no waiting list needed for the units on this program; however, HABC will continue to monitor referrals to determine if a waiting list is needed.

While all 25 units were leased, there are some success stories which stand out regarding this program as outlined below:

- "To me WHC has been the greatest experience of my life. And I've had some good experiences and I've had some bad; this is the greatest. It helped me plant my feet and it gave me stability. I've grown a lot and I've learned a lot."
- "Women's Housing Coalition gave me my life back, they really did. With the structure with letting me see that I can be someone. I'm not just a homeless older lady, I am somebody. That's what WHC brought back to me."
- "The WHC is helping me to communicate with other people."
- "When I came here I had barely nothing and now I have a whole room full of stuff and my own apartment is coming. I get teary eyed just thinking about it. WHC helped me as much as they can, which I'm very grateful for. It's time for me to move on because somebody else needs to experience what I experienced, and I hope it's a good experience for them like it was for me."

- “I finally heard back from WHC that I was accepted into the program and I could move out of the lodge. It became my goal to go to WHC and be motivated to get my own place. WHC has helped me keep that motivation and have something to work toward.”

Hardship Policy: Not applicable. There are no adverse outcomes to this activity.

Actual Non-Significant Changes: No non-significant changes to this activity were made in FY 2019.

Actual Changes to Metrics/Data Collection: HABC corrected the benchmarks for this activity to accurately reflect planned utilization.

Actual Significant Changes: No significant changes to this activity were made in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: The number of households transitioned to self-sufficiency was not what was anticipated as a result of the delayed implementation of this activity, which took place late in the fiscal year after HUD approval of the MTW Plan.

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	6	No
*Self-sufficiency is defined as a family that obtains employment or participates in job training, has secured permanent housing and is welfare-free.				
<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

Activity 2018-01: Landlord Payment Methods and Electronic Communications

Approval and Implementation: Approved FY 2018; Implemented FY 2019.

Description/Impact/Update of MTW Activity: Historically, HABC has communicated with landlords in a variety of formats, including email, fax, US mail and phone. Housing Assistance Payments (HAP) have been delivered via direct deposit or sent by check via US mail. The time and cost to prepare, print, and mail landlord/owner notices, payments, inspection results and other communications is administratively and financially burdensome. Therefore, under this activity HABC planned to implement the requirement that all HCV landlords/owners receive all communications from HABC electronically. Additionally, HABC requires landlords/owners to receive HAP payments via direct deposit and planned to charge owners who did not receive payments via direct deposit.

In the event that a landlord/owner opted out of the electronic delivery/direct deposit requirement, using its MTW authority, HABC had planned to charge the owner an administrative fee equal to 1% of the HAP. However, under no circumstances would the administrative fee be deducted from a landlord's HAP. With the implementation of this new surcharge, landlords would be required to show proper identification and to submit payment in order to receive their check. Payment would then be made by check or cash.

HABC also planned to implement a second tier in this administrative fee structure: an additional 1% fee was to be assessed for paper copies of letters, notices, reports, etc. for each month that these communications were requested. Landlords were to be notified and billed of such assessments through HABC's Accounts Receivable division.

Hardship Policy: Not applicable. There are no adverse outcomes to this activity.

Actual Non-Significant Changes: In FY 2019 HABC did require direct deposit but did not implement the fee assessment to owners who did not use direct deposit. HABC did not implement the system to charge owners who did not receive HABC communications electronically. As the vast majority (98.7%) of owners receive HAP via direct deposit and because implementation of the fee for not using electronic communication is not imminently planned, HABC put this activity on hold in the FY 2020 Plan.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: No significant changes to this activity were made in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: The benchmarks for this activity were not achieved as HABC did not implement the charge for owners who did not communicate electronically with HABC. This activity was put on hold in the FY 2020 Plan.

Metrics:

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Dollars saved as a result of this activity (decrease).	\$854,294 (72,000 communications to landlords)	\$136,380 (72,000 electronic communications to landlords) HABC may re-establish benchmark upon final implementation of this activity.	\$0	No
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Staff hours saved as a result of this activity (decrease).	36,000 hours (72,000 communications @ 30 min. per communication)	6,000 hours (72,000 communications @ 5 min. per communication) 83% reduction HABC may re-establish benchmark upon final implementation of this activity.	0 hours	No

Activity 2019-01: Rent Simplification

Approval and Implementation: Approved FY 2019; Implemented FY 2019.

Description/Impact/Update of MTW Activity: The Rent Simplification activity encompasses both the Public Housing and Housing Choice Voucher programs and includes the following:

- Exclusion of all FT Student Earned Income for adult household members other than the head, co-head and/or spouse;
- Elimination of the requirement to verify FT student income when the income is fully excluded. FT student status will continue to be verified;
- Self-Certification of Asset Value and Income when the market/face value of the family assets is up to \$50,000;
- Exclusion of asset income when the market/face value of the family's assets are up to \$50,000; and,
- When the market/face value of the family's assets are greater than \$50,000, HABC will calculate the asset income by multiplying the face value of the asset by the current passbook savings rate adopted by HABC, thus eliminating the need to determine disposition costs.

Implementation of the rent simplification activity did not begin until April of 2019 when HABC received final HUD approval on the changes. All of the above rent simplification policies have now been implemented. Six hundred and seventy-seven (677) households had assets which were up to \$50,000 and fifteen (15) households had assets which were over \$50,000.

Hardship Policy: Not applicable. There are no adverse outcomes to this activity.

Actual Non-Significant Changes: There were no non-significant changes made to this activity in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines. The benchmark for CI #1 was updated to reflect the current hourly rate.

Actual Significant Changes: There were no significant changes made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: All benchmarks were met.

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: 833	Yes

	Time per FT Student and Household with Assets - Verification & Calculation: .5 hours Average Hourly Staff Rate: \$30.77 Total Cost of Activity Prior to Implementation: \$24,047	Time per FT Student and Households with Assets - Verification & Calculation: 0 hours Average Hourly Staff Rate: \$25.61 Anticipated Total Cost of Activity in FY 2019: \$0 Savings: \$24,047	Time per FT Student with earned income and Households with Assets - Verification & Calculation: 0 hours Average Hourly Staff Rate: \$25.61 Total Cost of Activity in FY 2019: \$0 Savings: \$24,047	
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).	Number of Adult FT Students with Earned Income & Households with Assets: 1,563 Time per FT Student and Household with Assets - Verification & Calculation: .5 hours Total Time Spent on Activity Prior to Implementation 781.5	Number of Adult FT Students with Earned Income & Households with Assets: 1,563 Time per FT Student and Households with Assets - Verification & Calculation: 0 hours Anticipated Total Time Spent on Activity in FY 2019: 0 hours Savings: 781.5 hours	Number of Adult FT Students with Earned Income & Households with Assets: 833 Time per FT Student and Households with Assets - Verification & Calculation: 0 hours Anticipated Total Time Spent on Activity in FY 2019: 0 hours Savings: 781.5 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)	5%	2%	0%	Yes

Activity 2019-02: Local Fair Market Rent

Approval and Implementation: Approved in FY 2019; Implemented 2019.

Description/Impact/Update of MTW Activity: Subject to funding availability, this activity modifies how Fair Market Rent calculations are conducted in both HABC's Leased Housing Program and the Baltimore Housing Mobility Program operated by the Baltimore Regional Housing Partnership (BRHP). The Baltimore Regional Housing Partnership (BRHP) administers the vouchers for the Thompson Remedial and Partial Consent Decree vouchers.

Utilizing MTW flexibility, HABC and BRHP have established payment standards based on the 50th percentile FMRs. In combination with BRHP's ongoing housing mobility and HCVP's housing search efforts, this activity promotes 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.

Through use of the 50th percentile rent estimates as the basis for payment standards, BRHP families are able to access neighborhoods throughout the region without experiencing significant rent burdens. Six hundred and thirty-seven (637) families moved to opportunity areas in 2019. Lower payment standards would have decreased the number of successful moves to those areas as well as decrease the geographic dispersion of those families.

In FY 2019, in addition to the families in the BRHP's Mobility program who are reported in the metrics below, there were 95 HABC HCV families who moved to opportunity zones. As approval for this activity did not occur under the latter portion of the year, it is anticipated that in FY 2020 additional HCV families will move to opportunity zones.

Hardship Policy: Not applicable. There are no adverse outcomes to this activity.

Actual Non-Significant Changes: There were no non-significant changes made to this activity in FY 2019.

Actual Changes to Metrics/Data Collection: No changes have been made to baselines and benchmarks.

Actual Significant Changes: There were no significant changes made to this activity in FY 2019.

Challenges in Achieving Benchmarks and Possible Strategies: HABC achieved the benchmarks set for this activity.

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	637	Yes
*Represents Thompson units only. Leased Housing families are not part of Mobility program services, but are able to access the 50% percentile FMR				
<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	637	Yes
*Represents Thompson units only. Leased Housing families are not part of Mobility program services, but are able to access the 50% percentile FMR				

B. Not Yet Implemented

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

C. Activities on Hold

Activity 2006-04: MTW Family Self Sufficiency

Description of MTW Activity: HABC established a combined Public Housing and HCV Family Self Sufficiency program. Program requirements varied from the existing regulatory framework in the following ways:

- 1) Elimination of mandated thresholds for number of participants in the HCVP program and expansion of the program to include public housing residents;
- 2) Enhanced program design to target the populations in need;
- 3) A focus on outcomes that included homeownership and unsubsidized economic independence;
- 4) Modification of the maximum contract period from five (5) to four (4) years; and
- 5) Revised procedures/regulations regarding the release of the escrow funds.

Approved: FY 2006 Annual Plan

Placed on Hold: FY 2014

Status Update: The MTW FSS program was placed on hold in FY 2014 and reactivated in FY 2020. Subsequent outcomes will be included in the FY 2020 report. Planning for the 2020 implementation was completed in FY 2019.

Activity 2009-01: MTW Homeownership Program

Description 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.

Stricter guidelines imposed by lenders have reduced the number of public housing participants who are eligible to purchase a home. In addition, many public housing residents experience barriers when trying to purchase a home such as a poor credit history, lack of job history and retention and being wary of leaving the public housing rental program.

Approved: FY 2009 Annual Plan

Placed on Hold: FY 2014

Status Update: This activity was placed on hold in FY 2014 and was reactivated in the FY 2020 Plan. Subsequent outcomes will be included in the FY 2020 report. Further planning for the 2020 implementation was completed in FY 2019. Additionally, HABC may modify this activity in FY 2021, and as applicable, will include any modifications in the FY 2021 plan.

D. Closed Out Activities

Table 18 provides a summary of previously approved MTW activities that HABC has completed, discontinued, or determined do not require MTW authority to implement:

Table 18: Summary of Previously Closed Out Activities

No	Activity	Plan Year	Close Out Year	Reason for Close Out
1.	Activity 2009-04: TDC Limits	FY 2009	FY 2012	In January 2012, the last scattered site unit was acquired and this activity has been closed out.
2.	Activity 2007-02: Project-Based for Transitional Housing	FY 2007	FY 2014	In 2014, the Collington House facility lost its eligibility to retain project-based vouchers and this program was closed out.
3.	Activity 2006-05: Risk Based Inspections	FY 2006	FY 2016	Biennial Inspections were approved by HUD as an HABC activity in FY 2006. HABC closed out this activity due to the 2014 Appropriations Act that allows HABC to transition to a biennial inspection schedule without MTW authority.
4.	Activity 2010-04: Utility Allowance for Families Living in Larger Units than Voucher Size	FY 2010	FY 2014	Based upon the 2014 Appropriations Act language HABC no longer needs to designate this activity as MTW.
5.	Activity 2010-05: Gilmor Self Sufficiency Initiative	FY 2010	FY 2015	In FY 2017, 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
6.	Activity 2012-03: Rent Policy	FY 2012	FY 2015	A shortage of funds to provide employment counseling forced the closure of this program in FY 2015.
7.	Activity 2015-03: The Front Door Program	FY 2015	FY 2015	The contract ended December 31, 2014, six months into HABC's FY 2015 and was not renewed, which resulted in closure of the activity.
8.	Activity 2011-01: Rent Increase Determinations	FY 2011	FY 2016	HABC was able to maintain budgetary limits without imposing suspension of rent increases to owners.
9.	Activity 2013-02: Journey Home	FY 2013	FY 2016	Journey Home Program was closed since there were no active participants whose housing assistance was funded by HABC.

No	Activity	Plan Year	Close Out Year	Reason for Close Out
10.	Activity 2015-01: Encouraging Leasing in Higher Opportunity Neighborhoods	FY 2015	FY 2016	This MTW activity was planned for implementation in FY 2015. However, upon further consideration, BRHP decided not to implement this activity.
11.	Activity 2015-02: Energy Conservation Utility Allowance	FY 2015	FY 2016	This MTW activity was placed on "Hold" in FY 2014 due to comments from the public and subsequently closed in FY 2016.
12.	Activity 2009-03: Payment Standards at the 50 th Percentile	FY 2009	FY 2019*	At the time, the activity was closed, use of the 50 th percentile FMR was provided by HUD and MTW authority was not needed. This activity was modified and re-proposed in FY 2019 under the Local Fair Market Rent activity.
13.	Activity 2009-05: HAP Contract Modifications	FY 2009	FY 2019*	This previously HUD approved activity is closed and combined with other previously HUD approved Project Based program activities. The combined activity is now called the Enhanced Project Based Voucher Program.
14.	Activity 2011-02: Asset Self- Certification	FY 2011	FY 2019*	HABC closed out this activity and re-proposed it in FY 2019 as part of the Rent Simplification activity. This action will allow HABC to report on all Rent Simplification activity features under one activity.
15.	Activity 2012-04: Adjusted Income for Thompson Participants	FY 2012	FY 2019*	This previously HUD approved activity was closed 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
16.	Activity 2014-02: Exclude Income from Full-Time Students and Adopted Household Members	FY 2014	FY 2019*	This previously HUD approved activity was closed and combined with other previously HUD approved rent simplification activities for the Thompson units. The combined activity is now called Rent Simplification –Thompson.
17.	Activity 2013-01: Adoption of New Investment Policies for HABC	FY 2013	Never implemented	HABC decided not to implement this activity due to the terms of a General Depository Agreement with the State. This activity was never implemented.

*Represents activities which were combined with current existing MTW activities; however, the activity under which they were initially proposed has been closed.

Activities Closed-Out in FY 2019

Activity 2009-02: Section 811 Supportive Housing

1. Plan Year Approved and Implemented

Activity 2009-02 was approved in FY 2009 and was placed on hold in FY 2014. Implementation did not occur.

2. Activity Description

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.

3. Plan Year Closed Out

HABC closed out Activity 2009-02 in FY 2019.

4. Reason Why Activity was Closed Out

This activity was placed on hold in FY 2014 due to a lack of interest from developers.

5. Final Outcomes and Lessons Learned

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.

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 implemented, there are no outcomes to report.

Activity 2012-02: Direct Homeownership Program

1. Plan Year Approved and Implemented

Activity 2012-02 was approved in FY 2012 at which time planning was undertaken for implementation. The activity was placed on hold in FY 2014.

2. Activity Description

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 mortgage of HOME VI funds would also be available.

3. Plan Year Closed Out

HABC closed out Activity 2012-02 in FY 2019.

4. Reason Why Activity was Closed out

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.

5. Final Outcomes and Lessons Learned

As the activity was never fully implemented there are no outcomes to report. Developing marketing plans and identifying targeted households might have assisted HABC in recruiting families for this program.

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 the activity was never fully implemented there are no outcomes to report.

Activity 2017-02: Security Deposit Assistance

1. Plan Year Approved and Implemented

Activity 2017-02 was approved and implemented in FY 2017.

2. Activity Description

Under this activity, BRHP used 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 offered each participant this Security Deposit Assistance on a one-time basis, and only if that participant had 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 was not to exceed the equivalent of one-month’s rent and BRHP required a participant contribution towards the security deposit of between \$200 and \$500 dollars, adjusted seasonally to encourage leasing in summer months.

3. Plan Year Closed Out

HABC did not close this activity out; rather, it was combined with Activity 2007-01, Mobility Program Enhancements.

4. Reason Why Activity was Closed Out

This activity was not closed out but was modified and combined with other previously HUD approved Mobility Program Enhancement activities in the FY 2019 Plan.

5. Final Outcomes and Lessons Learned

This activity was modified and combined with another MTW Mobility activity and remains an important component of HABC’s Mobility program. Outcomes continue to be reported for this activity under Activity 2007-01, Mobility Program Enhancements.

- 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

Outcomes for this activity are reported with the metrics in Activity 2007-01, Mobility Program Enhancements.

Activity 2019-03: Project-Based Voucher Amendments to the HAP Contract

1. Plan Year Approved and Implemented

Activity 2019-03 was approved and implemented in FY 2019.

2. Activity Description

Under this activity, HABC amends Project-Based Voucher (“PBV”) HAP Contracts that are executed as a result of awarding vouchers for targeted populations. The amendment sets forth the following provisions as part of the PBV HAP Contract:

1. Subject to funding availability, the amendment allows the Owner to obtain applicants directly from the Mayor’s Office of Human Services (MOHS) or other designated service provider 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. 192 PBVs for the chronically homeless and 182 PBVs for veterans have been awarded.
2. The amendment requires the Owner 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.

3. Plan Year Closed Out

HABC did not close this activity out; rather, it was combined with Activity 2006-02: Enhanced Project Based Voucher Program.

4. Reason Why Activity was Closed Out

This activity was not closed out but was combined with the features of Activity 2006-02: Enhanced Project Based Voucher Program.

5. Final Outcomes and Lessons Learned

As HABC simply combined this activity with another existing PBV activity, the experiences and lessons learned are ongoing.

- 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

Outcomes for this activity are reported with the metrics in Activity 2006-02: Enhanced Project Based Voucher Program.

V. Sources and Uses of MTW Funds

As required, HABC submits unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the HUD Financial Assessment System. For informational purposes, the FDS for FY 2019 is shown below.

A. Actual Sources and Uses of MTW Funds in FY 2019

i. Actual Sources of MTW Funds in the Plan Year

Table 19: Sources of MTW Funding for FY 2019

Below are the actual revenue and expenses for HABC for the **18 month** fiscal period from July 2018 through December 31, 2019. These figures differ from the original 12 month budget submitted in the FY 2019 Annual Plan as the Plan only included expenditures for a 12 month period and this report reflects the conversion of the HABC fiscal year to a January through December format.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	31,349,011
70600	HUD PHA Operating Grants	441,096,202
70610	Capital Grants	27,749,682
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	149,385
71100+72000	Interest Income	1,500,072
71600	Gain or Loss on Sale of Capital Assets	180,593
71200+71300+71310+71400+71500	Other Income	5,429,933
70000	Total Revenue	\$507,454,878

- **Total Tenant Revenue** - Total Tenant Revenue includes income billable from various tenant transactions such as warrant, court and maintenance costs during FY 2019.
- **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 in the Plan Year

Table 20: Uses of MTW Funding for FY 2019

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating – Administrative	62,504,596
91300+91310+92000	Management Fee Expense	149,385
91810	Allocated Overhead	(448,134)
92500(92100+92200+92300+92400)	Total Tenant Services	2,948,986
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	24,151,942
93500+93700	Labor	0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	54,907,978
95000 (95100+95200+95300+95500)	Total Protective Services	1,410,746
96100 (96110+96120+96130+96140)	Total Insurance Premiums	4,369,767
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	6,167,381
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	2,911,736
97100+97200	Total Extraordinary Maintenance	2,208,889
97300+97350	Housing Assistance Payments + HAP Portability-In	311,440,606
97400	Depreciation Expense	22,091,206
97500+97600+97700+97800	All Other Expenses	4,562,728
90000	Total Expenses	\$499,377,812

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount

- **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

iii. Describe Actual Use of Single Fund Flexibility

Due to inadequate HUD funding for capital improvement needs, HABC used the Single Fund flexibility to pay for capital improvements and vacancy renovations. Without the Single Fund flexibility, HABC could not have provided the needed capital improvements to its housing sites. Capital improvements enhance the quality of life for HABC's residents' as windows are replaced, more accessible units made available, heating and mechanical systems were upgraded, and more units are made available for occupancy.

B. Local Asset Management Plan (LAMP)

i. Did the MTW PHA allocate costs within statute in the Plan Year?	No
ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?	Yes
iii. Did the MTW PHA provide a LAMP in the appendix?	Yes

Update on Implementation of the LAMP:

The LAMP included in Appendix D reflects the local asset management policy implemented by HABC in FY 2019

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 2019.

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 2019, it continued to meet the three statutory objectives of the MTW program. The certification required by HUD is included as an 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

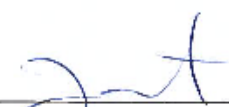
Appendix A: Certification of Conformance with MTW Statutory Requirements

Joseph L. Smith
Chairman, Board of Commissioners
Janet Abrahams
President/Chief Executive Officer



APPENDIX A Certification of Compliance FY 2019 Annual Report

I, Janet Abrahams, President/Chief Executive Officer, hereby provide this certification on behalf of the Housing Authority of Baltimore City (HABC) in submitting the FY 2019 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.



Janet Abrahams
President/Chief Executive Officer

3/13/2020

Date:

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Appendix B: HABC Owned & Non-Owned Housing

HABC Owned ACC Units*

Development	Total Units	Total ACC Units	ACC 0 BR	ACC 1 BR	ACC 2 BR	ACC 3 BR	ACC 4 BR	ACC 5 BR	ACC 6 BR
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	ACC 1 BR	ACC 2 BR	ACC 3 BR	ACC 4 BR	ACC 5 BR	ACC 6 BR
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	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR	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

LTA-RAD Development	Total Units	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR	Settlement Date
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	1 BR	2 BR	3 BR	4 BR	5 BR	6 BR
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	
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			
TOTAL	296	0	168	58	65	4	1	0

Appendix C: Waiting List Demographics

RACE	LIPH		S8		Merged PH & HCV		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		Merged PH & HCV		Total	%
	Total	%	Total	%	Total	%		
Elderly	1,229	9%	1,883	7%	200	9%	3,112	8%
Non-Elderly 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		Merged PH & HCV		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		Merged PH & HCV		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%

APPLICANT SERVED (HOUSEHOLDS)	LIPH		S8		Merged PH & HCV		Total	%
	Total	%	Total	%	Total	%		
1	7,975	57%	15,796	57%	822	37%	23,771	57%
2	3,266	24%	5,942	22%	696	31%	9,208	22%
3	1,439	10%	3,151	11%	363	16%	4,590	11%
4	733	5%	1,609	6%	214	10%	2,342	6%
5	297	2%	709	3%	85	4%	1,006	2%
6	115	1%	257	1%	25	1%	372	1%
7	41	0%	68	0%	8	0%	109	0%
8	6	0%	18	0%	0	0%	24	0%
9	1	0%	6	0%	0	0%	7	0%
10	1	0%	3	0%	1	0%	4	0%
11	1	0%	0	0%	0	0%	1	0%
Total	13,875	100%	27,559	100%	2,214	100%	41,434	100%

Appendix D. Local Asset Management Plan

	OFR	Calculation of Indirect Cost Rate FY 2019														
Direct	Treatment	FY15	FY16	FY17	FY18	Change	Share	MTW	Non-MTW	OH Limit	OH shortfall	Comments	Proof	Sites Total	Ind Dept	
Sites (LIPH)	Dir	54,645,981	65,498,228	59,957,533	61,786,719	-6%	57%	61,786,719					-			
Sites PVT	Dir	7,442,742	8,875,155	7,542,780	6,789,951	-23%	6%	6,789,951					-			
Sites (CFP hard-includes ECI)	Dir	18,599,073	22,888,814		26,553,485	-100%	0%	26,553,485					-			
Sites (CFP soft - includes ECI)	Dir	7,844,818	4,981,813	1,856,453	1,170,840	-76%	1%	1,170,840					-			
Sites - Special Projects	Dir	-	-		-		0%	-					-			
EPC Costs (Hard)	Dir	-	-		4,525,390		0%	-	4,525,390				-			
EPC Soft	Frontline	-	896,086	732,467	741,519		1%	645,578	95,941				-			
Crews	COCC	8,971,578	3,859,816	2,445,344	2,254,288	-42%	2%	2,254,288	-				-			
HCVP HAP	Dir	175,166,852	193,733,380		156,754,032	-100%	0%	145,876,244	10,877,788				-			
HCVP Admin	Dir	12,769,045	13,037,765	8,341,700	9,090,845	-30%	8%	8,126,993	963,852				-			
Development Hard/HOPE VI	Dir	26,869,179	9,329,477		10,846,606	-100%	0%	-	10,846,606				-			
Development Soft	Mixed	750,541	2,266,490	870,211	-	-100%	0%	-	-				-			
DHCD Hard	Dir	2,023,359	-	-	-		0%	-	-				-			
DHCD Soft	Mixed	7,215,366	5,853,709	5,600,841	-	-100%	0%	-	-				-			
RAB	Dir	208,282	179,544	188,119	182,583	2%	0%	182,583	-				-			
Res Serv - LIPH	Frontline	3,585,517	2,222,291	1,746,255	1,688,843	-24%	2%	1,688,843	-				-			
Res Serv - Grants	Frontline	1,204,272	1,823,823	1,208,096	2,262,063	24%	2%	-	2,262,063	-	348,735	Likely charge to AMPs	-			
F&A Frontline	-	-	-	-	-		0%	-	-				-			
HABCO Hard	Dir	-	-	-	-		0%	-	-				-			
HABCO Soft	Frontline	1,347,268	1,289,418	1,177,689	1,444,772	12%	1%	-	1,444,772				-			
Hsg. Applic.	Frontline	1,005,798	1,031,279	1,129,682	1,118,073	8%	1%	1,118,073	-				-			
Hsg. Ops. (dir)	Frontline	3,205,427	3,012,560	3,234,875	2,792,598	-7%	3%	2,792,598	-				-			
Homnrsdp	Frontline	-	36,394	-	38,745		0%	38,745	-				-			
Legal, Lease enforcement	Frontline	-	-	-	-		0%	-	-				-			
Relocation	Frontline	316,701	557,597	525,902	99,818	-82%	0%	99,818	-				-			
Work Order Ctr.	Frontline	291,683	271,484	-	-	-100%	0%	-	-				-			
Fund 113	Dir	1,578,053	1,677,909	1,795,439	1,755,603	5%	2%	-	1,755,603				-			
Undesignated/Legacy	Frontline	2,531,214	1,000,000	953,621	2,425,753	143%	2%	2,425,753	-				-			
Legal FL	Frontline	4,954,860	-	-	127,088		0%	127,088	-				-			
Subtotal Direct		342,527,608	344,323,032	99,307,007	294,449,614	-72%	87.9%	261,677,599	32,772,015	294,449,614		3,118,073	-			
								89%	11%				(1)			
Less: Non-Relevant Expenses																
Hard Cost (Devel, HABCO)		45,468,252	32,218,291	-	41,925,481	-100%		26,553,485	15,371,996				-			
HAP		175,166,852	193,733,380	-	156,754,032	-100%		145,876,244	10,877,788				-			
Debt Service		6,517,069	-					-	-				-			
DHCD Hard cost		2,023,359	-			-		-	-				-			
RAD Deduct (out in 18) *		2,221,698	4,100,000	6,468,044	4,100,000			4,100,000	-				-			
Subtotal Direct		111,130,377	114,271,361	92,838,964	91,670,101	-20%		85,147,870	6,522,231	91,670,101			-			

		Total Direct	Total Direct			Change		MTW Direct	Non-MTW Dir	MTW Indir	Non-MTW Ind	(Direct + Indirect)
Low Rent		84,938,084	82,444,348	71,256,068	75,204,459	-9%		75,204,459	-	11,942,772	-	87,147,231
CFP/RHF		1,327,749	4,981,813	1,856,453	1,170,840	-76%		1,170,840	-	180,505	-	1,351,345
HCVF		12,769,045	13,037,765	8,341,700	9,090,845	-30%		8,126,993	963,852	1,252,913	148,594	10,492,352
Devel		750,541	2,266,490	870,211	-	-100%		-	-	-	-	-
HABCO		1,347,268	1,289,418	1,177,689	1,444,772	12%		1,444,772	-	-	222,736	1,667,508
DHCD		7,215,366	5,853,709	5,600,841	-	-100%		-	-	-	-	-
Grants		1,204,272	1,823,823	1,208,096	2,262,063	24%		2,262,063	-	-	-	2,262,063
EPC		-	896,086	732,467	741,519	-17%		645,578	-	102,171	-	747,749
Biz Activities		1,578,053	1,677,909	1,795,439	1,755,603	5%		1,755,603	-	-	270,656	2,026,259
		111,130,377	114,271,361	92,838,964	91,670,101	-20%		85,147,870	6,426,290	13,478,361	641,986	105,694,507
Indirect		-	-	-	-	-		-	95,941	-	-	-
Admin Services	COCC	441,529	456,013	479,364	370,588	5%	0.4%					
Audits	COCC	239,145	153,103	137,473	142,710	-10%	0.1%					
Budgets	COCC	439,399	436,284	370,544	368,410	-15%	0.3%					
CFO	COCC	1,709,969	1,962,112	958,957	1,506,390	-51%	0.9%					
Agency Wide	COCC	-	-	-	-	-	0.0%					
Communications	COCC	340,130	448,886	465,812	546,632	4%	0.4%					
Dep Exec Director	COCC	508,145	411,656	281,624	585,782	-32%	0.3%					
Executive Director	COCC	539,811	506,256	612,040	846,709	21%	0.6%					
Facilities/Bldg. Support	COCC	1,556,507	1,476,723	1,549,578	1,184,308	5%	1.4%					
FHEO	COCC	646,708	719,982	670,268	725,255	-7%	0.6%					
Finance & Accounting	COCC	1,705,047	1,553,468	1,665,510	1,592,724	7%	1.5%					
HousingStat	COCC	-	-	-	-	-	0.0%					
Human Resources	COCC	1,443,834	1,555,132	1,909,232	1,285,841	23%	1.8%					
IT	COCC	1,619,223	2,699,237	2,566,399	1,909,070	-5%	2.4%					
Inspector General	COCC	859,896	551,192	577,366	530,536	5%	0.5%					
Legal - attorneys	COCC	1,382,829	1,257,617	1,329,779	1,305,443	6%	1.2%					
P&D	COCC	-	-	-	662,808	-	-					
Procurement	COCC	625,422	604,850	616,347	569,288	2%	0.6%					
Legacy costs	COCC	-	-	-	-	-	0.0%					
5% Salary Addback	COCC	-	-	-	-	-	-					
Anticipated cuts COCC	COCC	-	-	-	-	-	-					
Subtotal Indirect		14,057,593	14,792,510	13,190,293	14,132,494	-11%	12.1%	13,126,982	1,005,512	14,132,494		
Indirect Rate		12.6%	12.9%	14.2%	15.42%							
Program totals (Dir + Ind)		125,187,971	129,063,871	106,029,257	105,802,595							
Indirect Cost Rate (I/D) - blended							15.42%	15.42%	15.42%			
TOTAL		356,585,201	359,115,542	112,497,300	308,582,108	1%	100%	274,804,581	33,777,527			
Reallocation of non-allocable overhead								253%	31%			
								348,735	(348,735)			

Total Program Indirect Rate								15.83%	10.07%
Tot Exp. per FY18 Sources and Uses File	356,566,659	358,029,042	113,497,300	308,616,253					
Overall Proof	356,585,201	359,115,542	112,497,300	308,582,108					
Variance	(18,542)	(1,086,500)	1,000,000	34,145					
				34,145	0.01%				
Note									

HABC FY19 Indirect Cost Rate Explanation, A component of HABC's Local Asset Management Plan

This cost allocation plan and process for Fiscal 2019 represents year ten 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 HABC's past several years' methodology. Consistent with the OMB Circular at 2 CFR 200 (formerly A-87 indirect 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 soft cost expenses;
- All relevant 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 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 2018 Approved Consolidated Budget. Based on this budget and the attached schedule, the indirect cost rate for 2019 will be

15.83% for MTW programs, and 10.07% for non-MTW programs. The MTW rate represents an increase over recent years, which is largely attributable to HABC's very large reduction in operating size as a result of RAD conversions. HABC is moving to reduce its indirect cost departments to keep up with this large direct cost drop. This effort is underway but will take some time.

Appendix E: Energy Performance Contracting Data

	Brooklyn AMP 21	Latrobe AMP 001	Westport AMP 022	Cherry Hill AMP 011	Gilmor AMP 006	Subtotal	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	676	200	1281	571	3213	
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)	\$188,049	\$1,374,755	\$73,153	\$1,765,406	\$281,863	\$3,683,226	

	Brooklyn AMP 21	Latrobe AMP 001	Westport AMP 022	Cherry Hill AMP 011	Gilmor AMP 006	Subtotal	Notes
What are Projected savings? (Source: Independent Utility Analyst Consultant & IGEA)	\$513,971	\$883,411	\$152,448	\$1,936,700	\$355,234	\$3,841,764	
What are Actual Savings? (Source: 3rd party Annual Measurement and Verification report-FYE 19)	\$393,350	\$1,183,951	\$178,173	\$1,808,556	\$348,728	\$3,912,758	Savings are preliminary and may be updated once additional utility information is received.
What is the Investment per unit?	\$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?	\$811	\$1,762	\$891	\$1,412	\$640	\$1,229	Average

	Brooklyn AMP 21	Latrobe AMP 001	Westport AMP 022	Cherry Hill AMP 011	Gilmor AMP 006	Subtotal	Notes
What is the Savings per project (AMP)?	\$393,350	\$1,183,951	\$178,173	\$1,808,556	\$348,728	\$3,912,758	
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 Conservation Measures were installed at each AMP site?	Energy efficient lighting and appliances; water conservation; new thermostats;	Energy efficient lighting; water conservation; decentralized & updated heating system; new	Energy efficient lighting water conservation; new thermostats; new electrical distribution	Energy efficient lighting; water conservation; new heating system distribution piping; new	Energy efficient lighting; water conservation; new thermostats; new boiler burners; new		

	Brooklyn AMP 21	Latrobe AMP 001	Westport AMP 022	Cherry Hill AMP 011	Gilmor AMP 006	Subtotal	Notes
	tenant metering	radiator controls; new electrical distribution system; tenant metering	system; tenant metering	radiators &controls; tenant metering; gas distribution/ service line & meter replacements	heating distribution control valves; new energy management control system; tenant access to metering information		