

**HOUSING AUTHORITY OF BALTIMORE  
CITY**

**Moving To Work Program  
Annual Plan for Fiscal Year 2014**



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## **I. Introduction and Overview**

The Housing Authority of Baltimore City (HABC) entered into a ten-year Moving to Work Agreement (MTW Agreement) with the US Department of Housing and Urban Development (HUD) effective as of December 24, 2008. Through a previous agreement between HUD and HABC, HABC has been a full participant in the MTW program since 2005.

MTW is a national demonstration program authorized by Congress which gives HABC the flexibility to waive certain statutes and HUD regulations pertaining to the Public Housing and Housing Choice Voucher (HCV) programs. The MTW statutory objectives include the following:

- 1) Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- 2) Give 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.

The MTW activities undertaken and/or planned by HABC are all designed to promote one or more of the statutory objectives.

This document is the MTW Annual Plan for Fiscal Year 2014, which is the period from July 1, 2013 to June 30, 2014. HABC is required to prepare this Annual Plan in conformance with the specifications of HUD Form 50900 “Elements for the Annual MTW Plan and Annual MTW Report”. For purposes of this document and the required submission to HUD, an “MTW activity” is defined as any activity that requires MTW flexibility to waive statutory or regulatory requirements.

In order to provide the public and HUD with a more detailed view of HABC’s overall plans and strategies, this Annual Plan includes discussions of both MTW activities and other activities which do not specifically require MTW authority to implement. It also references and details proposed changes to both the HCV Administrative Plan and the public housing ACOP (Admissions & Continued Occupancy Policies).

HABC made the Fiscal Year 2014 MTW Annual Plan available for public review and comment. Copies of these documents were available at HABC’s main offices, the Enoch Pratt Free Library and on the website at [www.baltimorehousing.org](http://www.baltimorehousing.org) beginning February 21, 2013. A public hearing was held on March 25, 2013 at 201 N. Aisquith Street, Baltimore MD 21202. HABC reviewed and considered all comments that were received, no later than March 25, 2013.

### **Overview of FY 2014 Objectives and Activities**

*As of the publication date of this Annual Plan, (February 21, 2013), Congress has not finalized calendar year 2013 funding for critical programs administered by HABC including the Public Housing Operating Fund and Housing Choice Voucher Program. Published reports indicate the potential for significant cutbacks to HABC and Public Housing Authorities nationwide. Thus,*

*the programs and initiatives described herein may need to be modified based on final funding decisions.*

HABC's goals for the current and future years of the MTW Demonstration include supporting neighborhood revitalization, reducing administrative costs and promoting resident economic self-sufficiency. During Fiscal Year 2014, HABC intends to work towards these overarching goals by undertaking a broad range of housing, capital improvement, resident services and development activities as described in this Plan. Major initiatives and objectives for the year ahead include:

- Public Housing Occupancy – HABC projects that it will achieve a 97% adjusted occupancy rate in its public housing developments.
- Leased Housing Lease Ups – HABC projects that it will have a total of 15,911 units under lease including Thompson and all other programs.

Capital Planning – HABC will continue its program of capital improvements and development activities. A major highlight includes the continuation of the façade restoration program, including window and balcony door replacements at HABC's mixed-population buildings. HABC projects MTW and Non-MTW capital expenditures of approximately \$52.5 million in the coming year. HABC has combined all current and prior year Capital funds, including RHF funds, into the MTW Block Grant.

- HABC submitted a letter to HUD, dated December 7, 2011, requesting approval to accumulate up to five years of first and second increment Replacement Housing Factor (RHF) grants (FFY 10 through FFY 14), totaling approximately \$21.1 million to develop mixed finance public housing replacement units in Baltimore City. HABC needs to accumulate these resources in order to have adequate funds to develop the units.

This letter will be amended to clarify that the Replacement Housing Funds will be used to develop affordable housing which may result in Project Based Vouchers or other affordable housing options. A copy of the December 7, 2011 letter and the amended letter dated June 28, 2013 are included as Appendix M. \_\_\_\_

- Portfolio Planning – HABC will continue its ongoing portfolio assessment including assessing capital needs, developing a capital spending plan and strategy, and identifying a framework for future development activity. In tandem, both traditional and non-traditional sources of funding will be assessed including identifying ways in which MTW flexibility can be used to leverage and support reinvestment in HABC developments. HABC is currently exploring redevelopment options of existing inventory related to Rental Demonstration and Choice Neighborhood Programs.
- Resident Services – HABC plans to serve over 6,000 households through a wide array of self sufficiency, personal development and supportive service program offerings including a Targeted Unemployment Initiative which assists unemployed residents to obtain jobs through a comprehensive program of supportive services.

Other FY 2014 objectives which utilize HABC's MTW flexibility and which promote one or more of the MTW statutory objectives will include:

- Gilmor Demonstration – HABC will continue the Gilmor pilot which incorporates modified rent policies, work and savings incentives and enhanced self-sufficiency services.
- Risk-Based Inspections – HABC will continue to analyze data and trends in annual inspections to determine the best implementation method for the Risk Based Inspection process and will complete implementation planning for a risk-based inspection program of leased Housing Choice Voucher units in FY 2014. Currently, the HCVP is attempting to measure certain trends as accurately as possible given the current system software. The new software, once installed and operational, will provide the HCVP with the appropriate tools necessary to measure trends properly. Implementation will be delayed until the installation of the new system software is complete. Expected installation will occur in 2014.
- Three-Year Recertifications (HCVP) – Under MTW, HCV households will continue to be recertified every two years; however, HABC will transition elderly and/or disabled families on fixed incomes to a three year recertification schedule. All other families will remain on a two-year cycle except for the Non-MTW voucher families noted. (VASH, some NEDS vouchers).
- Two-Year Recertifications (PH) - HABC will revise and expand its current public housing two year recertification initiative to: 1) include all households with employment or TANF as primary income sources in addition to all fixed income households; and, 2) Eliminate the current procedure by which income and family composition is verified between the regularly scheduled two year recertification dates.
- Family Self Sufficiency – HABC will continue to implement FSS activities that provide supportive services and family savings for both public housing and HCV residents.  
Project Based Vouchers – An estimated 89 additional housing units will be leased under HABC's PBV program.

In FY 2014, HABC will continue to work closely with the Mayor's Office and other stakeholders to implement the Journey Home, Baltimore's Ten Year Plan to End Homelessness. HABC will continue to play a major role in the planning and implementation of this comprehensive, multi-disciplinary long-term initiative. Virtually all of HABC's program activities help to support the goals of preventing and reducing homelessness in the City by providing quality, affordable housing to extremely low income families who would be at risk of homelessness without HABC's resources. HABC's commitment to the Mayor's initiative includes the following targeted initiatives:

- Housing First Homeless Initiative – HABC provides up to 500 Housing Choice Vouchers to eligible chronically homeless households referred by Baltimore Homeless Services (BHS). Participants use their vouchers to find affordable permanent housing, while receiving supportive services from BHS and other agencies.

- Re-Entry Program – This program links permanent housing with supportive services to assist up to 200 chronically homeless individuals and families with an ex-offender household member. Referrals are made to HABC by the Mayor’s Office of Criminal Justice and Baltimore Homeless services.
- Journey Home – The Journey Home assists up to 75 homeless households. It provides a six month step-down housing subsidy after the first three months for participants in the Shelter Based Employment Program operated by the Mayor’s Office of Employment Development in partnership with three City emergency shelters. Housing Specialists work with clients to find eligible housing units and ensure that timely housing payments are made to property owners. Shelters provide up to six months of case management. HABC has contributed a lump sum to provide housing subsidy for these families. In FY 2014, HABC plans to expand this effort and will increase the amount of subsidy to serve up to an additional 60 homeless families for a nine month period during which housing and supportive services will be targeted to help families achieve housing stability.
- Eviction Prevention – In Failure to Pay (“FTP”) court cases HABC has implemented an eviction prevention program prior to the family’s right to redeem the property is foreclosed upon. This program assists existing HABC residents with meeting their lease responsibilities and avoiding eviction action. This initiative continues to have a significant impact in preventing homelessness by reducing the number of HABC families evicted for lease violations or non-payment.
- Memorandum of Understanding (“MOU”) – In Breach of Lease (“BOL”) court actions HABC may enter into an MOU with the family found to be in non-compliance with the HABC Dwelling Lease. The MOU will set forth the conditions under which the family will cure the non-compliance and remain in the unit.

Required information on ongoing and newly proposed MTW activities is incorporated into the remaining chapters of the Annual Plan.

### **A. The Thompson Consent Decree**

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 the Housing Authority of Baltimore City (HABC), the City of Baltimore and the U.S. Department of Housing and Urban Development (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 by the parties through a Partial Consent Decree approved by the District Court in June 1996.

In November 2012, the District Court approved a final Settlement Agreement. Under the Settlement Agreement, HUD will continue the successful Baltimore Regional Housing Mobility Program launched under the *Thompson* Partial Consent Decree, which has provided Housing Choice Vouchers and high-quality housing mobility counseling to assist families who



have voluntarily chosen to move from areas of concentrated poverty in Baltimore City to Communities of Opportunity (neighborhoods with better schools, lower crime, and more job opportunities) in Baltimore City and throughout the Baltimore Region.

The *Thompson* Settlement Agreement 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. All *Thompson* Remedial, PCD-Leased, and Homeownership Vouchers must be used in Communities of Opportunity throughout the Baltimore metropolitan housing market as identified in the *Thompson* Settlement Agreement. Funding for the vouchers is provided by HUD as is the cost of an administrator to oversee the program (Baltimore Regional Housing Mobility Program).

A Special Administrative Plan has been developed to address all aspects of the Baltimore Regional Housing Mobility Program. A copy of The Special Administrative Plan is included as Appendix II in HABC’s Housing Choice Voucher Administrative Plan. All units will be administered as Housing Choice Vouchers consistent with the *Thompson* Settlement Agreement, and is included as a part of the Housing Authority of Baltimore City (HABC) Moving to Work (MTW) demonstration program.

The Thompson Consent Decree included a provision that prohibited HABC from using public housing capital and operating funds to create public housing units in impacted areas in Baltimore City. The settlement of the Consent Decree has removed this prohibition and HABC is no longer prohibited from creating public housing units in these areas.

## **B. Long-Term MTW Plan**

In its initial request for MTW designation, HABC expressed the intention to implement a number of initiatives in both the HCV and public housing programs to support neighborhood revitalization, reduce administrative costs and promote resident economic self-sufficiency.

HABC is committed to creating new affordable housing opportunities for City residents at a wide range of incomes. Within its financial constraints, HABC plans to replace lost public housing units through the production of new homes for existing public housing residents and others with incomes that would qualify for public housing. In its redevelopment efforts, HABC will strive to create vibrant, mixed-income neighborhoods that will benefit both local residents and the wider community.

By making funds available to the public housing program utilizing MTW authority and an aggressive strategy for vacancy renovations/modernizations, HABC has been able to increase the number of households housed in public housing by 709 households between June 2006 and March 2013. In addition, as HABC nears completion of major renovation efforts to bring long-term vacant and uninhabitable units back on line, resources shifted back to the Housing Choice Voucher program which has resulted in serving 1,322 more households during the same period (Excludes Substantial Rehab, New Construction, VASH and Thompson Tenant and Project Based Vouchers).

Commencing in late 2010, HABC began to conduct a portfolio wide asset review. The results of this process, which is continuing into FY 14, will provide a roadmap and framework for future investments and development activities. As part of this process, HABC is exploring ways in which MTW flexibility can help to support the agency's ability to leverage both traditional and non-traditional sources of funding.

Other proposed long-term MTW initiatives include:

- Reducing the frequency of recertifications as a way to lower administrative costs, promote household savings, and minimize the burden imposed by this process on resident households. As noted in the Plan, HABC has implemented this initiative for Housing Choice Voucher participants, and for Public Housing residents. Over the term of the MTW Agreement, HABC will also implement other MTW initiatives designed to simplify program administration and reduce costs;
- Implementing modified Project Based leasing programs to support City-sponsored targeted neighborhood revitalization. HABC has begun to implement an ambitious Project Based Voucher program that incorporates MTW flexibility and expands housing choice for program participants, as described herein. Utilization of Project Based resources is a key component of HABC's neighborhood reinvestment, new housing production, and Bailey Consent Decree production initiatives;
- Pursuant to MTW authority, HABC will modify its Long-Term Affordable (LTA) Program to promote the long term affordability of units. Under this initiative, HABC will enter into LTA Project Based contracts with developers/owners for some or all units to be developed on distressed former public housing sites, in rehabilitated or existing units in tax credit developments and through other development methods. LTA contracts will be for a minimum forty (40) year term. The LTA 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.

HABC will also implement other MTW initiatives designed to simplify program administration and reduce costs;

- Streamlining income, deduction and rent calculation policies and procedures. Retrofitting vacant public housing units to allow accessibility by persons with disabilities;
- Replacing or renovating several public housing sites that have substantial unmet capital needs. Utilization of MTW funding and development flexibility is an essential component of these efforts;
- The rent policy adopted for Gilmore Homes was adopted agency wide and was implemented in June 2012; however, due to lack of funding, the agency wide rent policy

initiative does not include a supportive services component. If HABC is able to obtain funding to provide services similar to the Gilmor pilot, such services will be added to improve self-sufficiency outcomes.

- Establishing flexible homeownership initiatives that combine vouchers, soft second mortgages and family economic self-sufficiency components.
- Using MTW flexibility to fund housing subsidy for homeless families entering into an employment program.

HABC will continue to pursue this long term vision – and identify new ways to utilize MTW flexibility in support of the MTW statutory objectives - over the ten-year term of the new MTW Agreement.

## II. General Operating Information

This section of the Annual Plan provides required information on HABC's current inventory, projected leasing activities and waiting lists for both the Public Housing and HCV programs. It includes details on planned changes to the housing stock as a result of new development, demolition and disposition efforts. Additional data regarding the general operation of HABC's programs can be found in Appendix I. Planned significant capital expenditures are also summarized in this section.

### A. Public Housing Inventory

All HABC public housing units are included in the MTW Block Grant. As of March 31, 2013, 15,215 units are under an Annual Contributions Contract (ACC) with the Department of Housing and Urban Development, 10,807<sup>1</sup> of which are available for occupancy. As a total of 10,277 households currently reside in public housing – HABC's adjusted occupancy rate is 95%<sup>2</sup>. Because of the MTW Agreement requirement to submit the Annual Plan 75 days prior to the end of the fiscal year, the numbers provided as of March 2013 serve as a proxy for its anticipated inventory at the beginning of the year.

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<sup>1</sup>Available for occupancy figures exclude units that are vacant and exempt consistent with 24 CFR 901.5. These exempt units include units: a) undergoing or identified to undergo renovation and/or vacated due to consent decree mandated alterations; b) undergoing or identified to undergo modernization; c) approved for deprogramming (disposition or demolition); d) approved for non-dwelling purposes; e) lost due to reconfiguration

<sup>2</sup> Adjusted occupancy rate reflects the percentage of units that are available for occupancy that are actually occupied.

**Table 1:  
New ACC Public Housing Units for FY 2014**

Planned New Public Housing Units to be Added During the Fiscal Year										
AMP Name and Number	Bedroom Size						Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5			6 +	Fully Accessible
MD002 000/121 Barclay Scat. UFAS				26		2	28	Disabled	28	X
MD002 000/TBD Hollander Ridge		10	10	25	5		50	General	50	X
								Type Noted *	X	X
								Type Noted *	X	X
<b>Total Public Housing Units to be Added</b>							<b>78</b>			

\* **Select Population Type from:** Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe: **Description of "other" population type served**

During Fiscal Year 2014, HABC anticipates changes to its existing public housing inventory as a result of acquisition/development of units in the mixed finance portfolio and the demolition or disposition of obsolete units. Table 1 identifies 78 public housing (ACC) units projected to be added to the public housing inventory in FY 2014. In addition, HABC will bring back online fifty (50) long-term vacant Scattered Sites units funded by the MTW Block Grant.

There are 50 ACC public housing units to be acquired under the Revised Hollander Ridge Revitalization Plan which was approved by HUD on September 24, 2012 in the FY2013 MTW Annual Plan. To date, HABC has not yet requested a project number for these units. Pursuant to Fair Housing Laws, five-percent (5%) of the units acquired under the Hollander Ridge Revitalization Plan will be 504 compliant. Once the units have been acquired and an assessment completed, HABC will determine which units will be modified to comply with UFAS.

**Table 2:  
Public Housing Units for Disposition/Demolition in FY 2014**

<b>Planned Public Housing Units to be Removed During the Fiscal Year</b>		
<b>PIC Dev. # / AMP and PIC Dev. Name</b>	<b>Number of Units to be Removed</b>	<b>Explanation for Removal</b>
MD002 000/121 Barclay	15	Disposed of to a developer for the construction of homeownership units
MD002 /200-204 Scattered Sites	86	Long-term vacant units of distressed obsolete housing; 86 units will be conveyed to the City of Baltimore, and; one unit will be disposed of to Johns Hopkins University
<b>Total Number of Units to be Removed</b>	<b>101</b>	

HABC projects that a total of 101 non-viable and obsolete units will be dispositioned and/or demolished from the public housing inventory during FY 2014 as depicted in Table 2.

***B. Section 8/Housing Choice Voucher Program Inventory***

As of March 31, 2013, HABC’s existing Section 8 Housing Choice Voucher leased housing inventory includes 13,708 MTW units (11,565 regular program units; 2,143 Thompson units) and 1,117 non-MTW units. By the end of the current fiscal year, these figures are projected to increase to 14,000; 11,700 total regular program units; 2,300 Thompson units and 1,141 non-MTW units respectively. Table 3 shows leasing levels as of March 31, 2013 and projected leasing levels as of June 30, 2013. For MTW vouchers, from June 2012 to March 2013, including Thompson voucher activity, there was a net increase of 364 HCV leased households (HABC leased 96 more units under the regular program and leased 268 more units under Thompson).

Under its ACC, HABC’s funding limits the number of households for which assistance could be made available to no more than approximately 12,000. As of March 2013, HABC has contract authority under the ACC to issue 18,579 MTW vouchers (excluding Thompson), and a total of

1,239 non-MTW vouchers; however, available HUD funding does not support this level of leasing for MTW vouchers. It is important to note that neither the HABC nor any other HCV administering agency is funded based on 100% of the ACC funding levels. The FY2005 Consolidated Appropriations Act changed the method and formula for allocation of HAP funds. The number of ACC authorized vouchers reflects the maximum number of families which may be assisted if adequate funds are provided by HUD.

**Table 3:  
Housing Choice Voucher Program Inventory and FY 2013 Projected Leasing**

	<b>Actual Leased as of 3/31/13</b>	<b>Projected Leased as of 6/30/13</b>
MTW Tenant Based Vouchers (Non Consent Decree)	9,248	9,302
MTW Project Based Vouchers (Non Consent Decree)	1,066	1,118
MTW Tenant Based Vouchers - Bailey*	930	930
MTW Project Based Vouchers – Bailey	321	350
<i>Sub-Total</i>	<i>11,565</i>	<i>11,700</i>
MTW Tenant Based Vouchers – Thompson	2,015	2,150
MTW Project Based Vouchers – Thompson	128	150
<i>Sub-Total</i>	<i>2,143</i>	<i>2,300</i>
<b>TOTAL MTW VOUCHERS</b>	<b>13,708</b>	<b>14,000</b>
Non-MTW Section 8 Moderate Rehab	327	340
Non-MTW Section 8 New Construction/Substantial Rehab	596	596
Non-MTW VASH Vouchers	194	205
<i>Sub-Total</i>	<i>1,117</i>	<i>1,141</i>
<b>TOTAL ALL</b>	<b>14,825</b>	<b>15,141</b>

The total number of Bailey vouchers for non- elderly disabled (NED) households receiving assistance under the tenant-based program as of 3/31/13 is 930. HABC is obligated to provide assistance to 850 Non-Elderly Disabled households as under the Bailey Consent Decree.

HABC has also applied for and received special purpose vouchers in the following amounts: Family Unification Program Vouchers, 100; Non-Elderly Disabled Category II Vouchers, 40; Veterans Affairs Supportive Housing Vouchers, 225.

### **C. Capital Expenditures**

In Fiscal Year 2014, HABC will implement a wide range of capital investments at existing public housing sites and continue its ambitious program of citywide housing development activities. HABC projects it will expend a total of approximately \$52.5 million on capital activities in the coming year.

HABC has provided an update to the Asset Management Table in Appendix B which describes the current status of each public housing site, outlines certain risk factors that will be monitored over the life of the MTW Demonstration, and describes possible outcomes of these risks. It is designed to serve as the conceptual basis for current and future years' planning. As a result of our preliminary findings in HABC's portfolio wide asset review, we have updated the Asset

Management table to identify sites where redevelopment, conversion, homeownership, management improvements and other activities may take place in the future; however, it is subject to periodic change based on priorities and available resources.

HABC notes that Housing Choice Voucher funds have been made available for capital activities to renovate long-term vacant units, to modify units for handicap accessibility and to improve physical conditions to ensure long term viability of existing inventory. Prior year allocations of Housing Choice Voucher funds are being utilized to complete planned activities in FY 14. Additional funds may also be made available in FY 14 for work items included in HABC's Long Term Capital Plan that contribute to the long term viability of our existing portfolio.

Additionally, other properties in HABC's portfolio which are not currently listed may, in the future, require MTW capital expenditures. HABC may elect to undertake these capital projects in FY 2014. It should be noted that some expenditures may take place in FY 2014 as a result of projects planned for and begun in FY 2012 and FY 2013, but completed and paid for in 2014.

HABC has let a number of contracts that were started in FY 2012 but will not be fully expended until FY 2015. These commitments are required in order to ensure that HABC meets its Consent Decree and MTW obligations and benchmarks.

Pursuant to the MTW Agreement, as mentioned above, HABC has combined all current and prior year Capital funds, including RHF funds, into the MTW Block Grant, with the exception of the Security and Safety Grant activities that will be carried out in accordance with all HUD regulations, including 24 CFR 905.951, 24 CFR 968, and other requirements applicable to the Capital Fund Program.

Appendix J includes the Capital Safety and Security Grants awarded for improvements at Gilmor Homes and Cherry Hill Homes.

As required by the MTW Agreement, HABC has not identified any activities as part of the MTW Capital Budget that represent planned significant expenditures greater than 30% of HABC's total MTW Capital Budget for FY 2014.



**Table 4:  
Capital Spending Plan**

<b>Year of Funding Award</b>	<b>AMP No.</b>	<b>Devel Name</b>	<b>Description of Work</b>	<b>Original MTW Anticipated Spending July 1, 2013 - - June 30, 2014</b>
FFY 11, 12 and 13	1	Latrobe Homes	Handicap Accessibility Modifications, Decentralized Heating System	1,419,492
FFY 11, 12 and 13	3	Perkins Homes	Concrete /Cement Repair to unit porches and sidewalk; Erosion Repairs, Handicap Accessability Modifications	109,281
FFY 11, 12 and 13	5	Douglas Homes	Replace Roof (Maintenance Bldg)	14,250
FFY 11, 12 and 13	6	Gilmor Homes	Clear Clogged Storm Drains Utilizing Excavation, Energy Conservation Measures	228,000
FFY 11, 12 and 13	9	O'Donnell Heights	Development of 76 Low Income Housing Tax Credit and Section 8 Units	10,478,610
FFY 11, 12 and 13	11	Cherry Hill Homes	Install New Heating /Cooling System at Community Bldg/Day Care Ctr. , and Gas Pipe Modernization Project	3,681,375
FFY 11, 12 and 13	21	Brooklyn Homes	Handicap Accessibility Modifications and Window Repair/Replacement	216,128
FFY 11, 12 and 13	23	McCulloh Homes, Ext.	Clear Clogged Storm Drains and Repair/Replace Water Risers as Needed	175,000
FFY 11, 12 and 13	29	Mt. Winans	Demolition of 88 Non-Viable Units	792,000
FFY 11, 12, 13	31	Dukeland	Gas Pipe Replacement	40,000
FFY 11, 12 and 13	31	Rosemont	Gas Pipe Replacement, Clear Clogged Storm Drain and Erosion Control	240,000

Year of Funding Award	AMP No.	Devel Name	Description of Work	Original MTW Anticipated Spending July 1, 2013 - - June 30, 2014
FFY 11, 12 and 13	33	Lakeview Towers Ext	Replace Water Risers	186,593
FFY 11, 12 and 13	41	Van Story Branch (formerly the West Twenty)	Exterior Waterproofing & Tuck-pointing and Window and Balcony Door Replacement	2,320,957
FFY 11, 12 and 13	42	Somerset Extension	Roof Repairs/Replacement	210,000
FFY 11, 12 and 13	43	Monument East	Replace Water Risers	90,000
FFY 11, 12 and 13	44	Wyman House	Summer Boilers	250,000
FFY 11, 12 and 13	46	Chase House	Exterior Waterproofing & Tuck-pointing and Window and Balcony Door Replacement	4,870,000
FFY 11, 12 and 13	54	Bel-Park Tower	Install Summer Boilers, Replace Water Risers as Needed, Clear Clogged Storm Drains	900,000
FFY 11, 12 and 13	56	Brentwood	Replace Water Risers	190,000
FFY 11, 12 and 13	71	Primrose Place	Replace Balcony Doors	409,500
FFY 11, 12 and 13	200	Scattered Sites	Roof Replacement	41,841
FFY 11, 12 and 13	200, 201, 202 and 203	Scattered Sites	Roof Replacement	300,000
FFY 2000	TBD	Hollander Ridge	Hollander Replacement Housing	3,437,500
FFY 11, 12 and 13	999	Authority-Wide	Landscaping - Plants and Shrubs for HABC Properties, Cathodic Protection	126,270

Year of Funding Award	AMP No.	Devel Name	Description of Work	Original MTW Anticipated Spending July 1, 2013 - - June 30, 2014
			for Gas Mains	
FFY 11, 12 and 13	797	City Wide	Development of Non-Elderly Disabled Units	678,685
FFY 11, 12 and 13	797	City Wide	Enhanced Leasing Assistance Program	360,000
FFY 11, 12 and 13	546	Scattered Sites	New Construction UFAS Units - (Bailey Consent Decree)	2,829,595
FFY 11, 12 and 13	Auth Wide	AMP's	Technical Salaries and Benefits	2,530,473
FFY 11, 12 and 13	Auth Wide	AMP's	A & E and Environmental	2,253,764
			<b>Subtotal - Construction Costs and Associated Expenses</b>	<b>39,379,315</b>
FFY 11, 12 and 13	Auth Wide	AMP's	Administration and Management Improvements	997,767
FFY 11, 12 and 13	Auth Wide	AMP's	Legal Fees	119,806
FFY 11, 12 and 13	Auth Wide	AMP's	Resident Services	25,725
FFY 11, 12 and 13	Auth Wide	AMP's	Non-Technical Salaries	2,219,379
FFY 11, 12 and 13	Auth Wide	AMP's	General Expenses	114,695
			<b>Subtotal - Management, Administrative and Associated Capital Expenses</b>	<b>3,477,372</b>
FFY 11, 12 and 13	N/A	N/A	Debt service	9,670,088

Year of Funding Award	AMP No.	Devel Name	Description of Work	Original MTW Anticipated Spending July 1, 2013 - - June 30, 2014
			<b>Subtotal - Debt Service for Capital Fund Bond Issuance and Energy Performance Contract Loan</b>	<b>9,670,088</b>
			<b>GRAND TOTAL</b>	<b>\$ 52,526,775</b>

#### 504 Accessibility Improvements

In FY 2014, HABC will continue to: (i) modify existing units and sites to meet UFAS regulations; (ii) modify units to meet reasonable accommodation and immediate need requests; and (iii) modify common areas to meet UFAS regulations for providing public housing choices for low-income persons with disabilities. .

To date 640 of 756 UFAS units have been created and certified under the Bailey Consent Decree. . To meet HABC’s obligations of 756 UFAS units under the Bailey Consent Decree, an additional 116 UFAS units must be created. The remainder will be created by the end of CY 2015:

- 41 UFAS units are under construction and are expected to be certified in CY 2013;
- Construction has also started on 7 UFAS units located within existing developments, and will be completed in the first half of FY 2014; and
- 38 UFAS units will be created by building on vacant lots that are owned by the City or HABC.
- 17 UFAS units to be created by LIHTC and HOME projects
- 13 Remaining UFAS units to be constructed

#### Security Camera Systems

Over the past few years, HABC installed Close Circuit Television (“CCTV”) camera systems, which are a series of permanently mounted cameras, throughout HABC developments to monitor the exterior of several family developments. In FY years, 2011 and 2012, HABC through a

Safety and Security Grant installed an additional 11 exterior CCTV cameras at Gilmor, increasing Gilmor's cameras from 20 to 31 and HABC's overall CCTV cameras from 167 to 178. These fixed exterior security cameras are currently installed at six family housing sites (Latrobe, Gilmor, Perkins, McCulloh, Pleasantview Gardens and Cherry Hill.) In FY 2013, the Baltimore City Police Department (BCPD) will continue to monitor the 178 exterior cameras and HABC has issued maintenance contracts with the City to insure their viability. In FY 2012 HABC was awarded a second Capital Safety and Security Grant. The funds will be used at Cherry Hill to replace approximately 4 outdated CCTV cameras; install approximately 3 new cameras to overcome some camera high crime dark areas; and upgrade approximately 16 cameras to Gunshot Technology ("GST") if the GST is proven to be plausible. If it is not, additional security lighting and/or CCTV cameras will be installed. This grant is obligated and will be completed in FY 2014.

The mixed-pop buildings contain 257 CCTV cameras that are monitored by the building monitors. A feasibility study is underway to determine how to better manage the mixed-pop building's cameras and entrances. The results of these findings, depending upon funding, may be implemented in FY 2014.

The CCTV system has been effective, resulting in the reduction of crime in the family developments—especially drug-related crimes—as well as increasing success in prosecutions and lease enforcement. Because the CCTV system has an expandable infrastructure, HABC is pursuing the addition of CCTV equipment at other family developments as new funding sources are identified.

HABC has also installed fourteen (14) PODSS at various developments. PODSS are "flashing blue light", mobile-mounted exterior cameras that are easily relocated as needed. Strategic deployment of these camera units has been successful at interrupting and reducing criminal activity in targeted areas. The PODSS are outdated and studies are underway to determine if they can be updated, replaced or removed. The results of these findings, depending upon funding, may be implemented in FY 2014.

### **Infrastructure and Extraordinary Maintenance**

Major work scheduled for FY 2014 includes: the upgrade of the heating infrastructure system at Latrobe and Cherry Hill; the installation of a new HVAC system at the Community Room at Cherry Hill; the replacement of damaged water risers at various mixed population buildings; the replacement of the façade, windows and balcony doors at Chase House and the installation of new balcony doors at Primrose Place; the replacement of roofs at Somerset Court Extension, Douglas Maintenance Shop and various scattered sites; the replacement of gas pipes at Rosemont and Dukeland; the investigation and repair of drainage and erosion problems at various sites; the replacement of summer boilers at Wyman House and Bel-Park Towers; and the continuation of HABC's environmental program that includes the continued testing for lead based paint and abatement of asbestos as required and removal of underground fuel oil tanks when required.

HABC continues work on the façade restoration work at Van Story Branch. Recent delays in window deliveries will extend the project completion into FY 14.

In FY 2014, HABC may: (i) continue to develop master plans which note physical areas of concern and a course of action to rectify them (landscaping, egress, hazards, etc.); (ii) address some concrete walkway issues; (iii) perform major renovations at various developments and a portion of the scattered site inventory to further reduce vacancies; (v) complete long term vacant units; and (vi) begin plans to eliminate erosion problems.

### **Energy Service Company (ESCO)**

HABC has currently obligated approximately 100% of its Phase I Energy Performance Contract (EPC) and is in the process of developing a Phase II EPC Program. HABC will complete the installation of energy conservation measures (ECM's) at the 5 EPC developments (Latrobe, Cherry Hill, Gilmor, Westport and Brooklyn); complete the installation of the energy management control systems; and implement excessive consumption charges and utility allowances at the five (5) Phase 1 sites.

In FY 2014, depending upon financing availability HABC may begin the implementation of a Phase II EPC Program in late FY 14. The Phase II EPC program will involve various HABC's mixed-population buildings, a senior building and a number of family sites.

### **D. Neighborhood Development Activities and Expenditures**

HABC's housing development accommodates four distinct strategies, which include MTW funds and proposed public and private leveraged funds.. Each of the four strategies (Neighborhood Reinvestment, New Housing Production, Thompson Partial Consent Decree Production, and Bailey Consent Decree Housing Production) is summarized below. As these projects are all in the development or pre-development stages, the final unit numbers and development approach may vary from those presented below.

#### **Neighborhood Reinvestment**

Under the Neighborhood Reinvestment Program, HABC works with private development partners and Baltimore neighborhoods to re-capitalize the distressed scattered site public housing stock in strengthening neighborhood markets, linking their redevelopment to a larger program of market-rate rental and for-sale production. The public housing component of these projects will result in a permanently affordable rental housing resource in improving neighborhoods, ensuring economic diversity. This program achieves the mixed-finance redevelopment of existing ACC (public housing) units. The narrative below describes FY 2014 goals and activities in this strategy area:

**Barclay** - HABC procured Telesis as its development partner in the redevelopment of the Barclay neighborhood. Telesis completed a redevelopment plan calling for the new construction and rehabilitation of approximately 322 mixed-income housing units. The first rental phase of 72 affordable units has been completed. The first affordable homeownership phase consisting of 20 rehabilitated units will be completed in FY 2013 and sold to families making 120% of AMI. Construction of an additional 15 homeownership units will commence in FY 2013 and will be completed in FY 2014.

Construction of Phase 2 of the project has begun and will be completed in FY 2014. This phase includes the demolition of the entire 400 block of E. 20<sup>th</sup> Street and the new construction of 69 affordable rental units on this site. The new units will be in a townhouse style design and will also include a small community center. A total of 11 units are being produced to provide housing opportunities for non-elderly persons with disabilities and 8 additional units are being produced for households that need accessible unit features.

Phase 2 will also include the construction of a small park surrounded by 30 homeownership units on the 300 block of E. 20<sup>th</sup> Street. Construction of the park is expected to begin and be completed in FY 2014. Construction of the homes is expected to commence in FY 2014, with construction being completed in FY 2015. Fifteen former public housing units will be disposed of to the developer for this phase of the project.

In addition, properties included in Phase 3 of the project along the 1900 and 2000 blocks of Greenmount Avenue will be demolished in FY 2013. Clearance of this site will enhance the adjacent Phase 2 site. The site will be greened as an interim use during FY 2014.

***Johnston Square*** - Johnston Square is a part of a larger transformation that is taking place over a broad swath of the Central City beginning in EBDI and continuing to Barclay. The development strategy for Johnston Square is built from a strong base of assets including: existing concentrations of homeownership, prominent green and open spaces, St. Frances Academy, and nearby redevelopment activities such as Barclay, Oliver/Preston Place, and City Arts.

***Mi Casa, Inc.*** will develop 30 units of affordable homeownership in the 700-800 blocks of E. Preston Street using Neighborhood Stabilization Program 2 funds. Phase II consisting of 12 units will be completed in FY2013 and Phase III consisting of 18 units began construction and will complete at the end of FY 2014.

### **New Housing Production Program**

HABC's New Housing Production Program for mixed-income, mixed finance development involves the complete transformation of distressed sites. In FY 2013, HABC will continue to sponsor significant mixed-income residential development at several locations across the City, resulting in a variety of housing choices for low-income households in the city.

***Uplands*** – The City of Baltimore acquired the 52-acre Uplands Apartments site from HUD in January 2004 through a foreclosure auction with the intent of developing a new mixed income neighborhood. Baltimore City's Housing and Community Development agency (HCD) completed a Master Plan that calls for the development of 1,146 new units, of which 611 mixed income units will be located on the 52-acre site. An additional 150 market rate units will be located on the Westside Skills Center parking lot and the "Triangle" parcels that were acquired and incorporated in the development parcel. .

The developer applied for and received a LIHTC allocation for the first rental phase of the project, consisting of 104 units. Sixteen of these units will be dedicated to non-elderly persons with disabilities (NEDs) and 12 for units that meet the Uniform Federal Accessibility Standards (UFAS), six (6) of which will be designated as long term affordable UFAS under HABC's

Bailey Consent Decree. The construction of the first rental phase is complete and should be fully occupied by the third quarter of FY2013.

HABC is providing 62 Project Based Vouchers (PBV) for the returning residents, NEDS and UFAS units. A Settlement Agreement between the former Uplands residents and the City of Baltimore was reached and approved by the US District Court. The agreement requires 74% of the homes to be rented and sold to families with incomes at or below 115% of the AMI and 26% of the homes to be rented and sold at market rates. The first homeownership phase is under construction and consists of approximately 30 units, which are projected for completion in FY14.

***Orchard Ridge (formerly Claremont/Freedom)*** – In FY2014 HABC expects that Habitat for Humanity of the Chesapeake will complete the construction of the 30 remaining affordable homeownership units in Phase I. Habitat completed 13 of the 30 units in December 2012 with the remaining 17 units to be completed by July 2013.

Pennrose Development has submitted a proposal for Orchard Ridge Phase IV to construct 64 rental units located on the vacant parcels within the community. The new units will provide one, two, and three bedroom affordable townhouses and stacked units to individuals and families with incomes up to 60% of the AMI. Pennrose is seeking tax credit and HOME funds to subsidize the construction costs. The financial closing is planned for April 2013 with construction to commence immediately following the closing. Total development cost for Phase IV is estimated to be \$13.1 million.

***O'Donnell Heights*** – O'Donnell Heights was constructed in 1942 and included 900 public housing units. Of these, 596 have been demolished over the last several years and 304 remain on-line. The current plan for the 62-acre site is for the demolition of the remaining housing units and the creation of a 925-unit mixed income residential community to include the replacement of public housing units on site. The redevelopment of O'Donnell Heights is to be completed in multiple phases over the next 10 years.

Phase I of the redevelopment includes 144 rental and 7 homeownership units to be completed in two sub-phases, phases I-A and I-B. In a letter dated August 16, 2012, HUD approved the disposition of approximately 9.1 acres, encompassing the 144-unit rental portion of the Phase I site area. The development team of Michaels Development Company and Greater Baltimore AHC is moving forward with the Phase I-A, having received an award from the Maryland Department of Housing and Community Development for Rental Housing Production Program funds and 9% low income housing tax credits. Phase I-A consists of 76 residential units, including one manager's unit. Of the 75 rental units, 39 will be deeply affordable through the issuance of project based vouchers and 36 rental units that will be affordable to households earning less than 50% of the AMI. Twenty-seven of the project based voucher units will be made available to eligible current and former O'Donnell Heights residents ("Returning Residents"), of which 4 are UFAS units and need to be offered to residents on the Reasonable Accommodation Transfer Waiting List who need the features of a UFAS unit. In order to allow Returning Residents to get priority for the 27 project based units, HABC will create a preference on the Public Housing Waiting List and the Reasonable Accommodations Transfer Waiting List for the Returning Residents. Construction of Phase I-A is to begin before the end of the 2<sup>nd</sup> quarter FY2013 and is to be completed by the end of 2<sup>nd</sup> quarter FY2014. The second part of



Phase I, identified as Phase I-B in the disposition approval, will be part of a LIHTC application in FY2014.

In FY2014, HABC plans to submit a disposition application to HUD for the 0.3 acres included in Phase I for the seven homeownership units and the 27 acres identified as Phase II in the O'Donnell master plan.

### **Thompson Partial Consent Decree Production**

To meet the public housing unit production requirements of the Thompson Partial Consent Decree HABC is undertaking the following:

***Homeownership Demonstration Program*** – Metropolitan Baltimore Quadel (MBQ) has implemented the Thompson Homeownership Demonstration Program, which was created pursuant to the Partial Consent Decree. Funding for this program was carved out of the Lafayette HOPE VI Grant to create 168 homeownership opportunities, if feasible, in non-impacted Areas. To date, 41 families have purchased a home through this program. During FY 2014 HABC anticipates another 10 families will become homeowners through MBQ.

***Project-Based Development Program*** - Additionally, under the Thompson partial consent Decree, MBQ is implementing a project based development program to create project based units in non-impacted areas. Subject to funding availability, MBQ is making pre-development 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. Under this initiative, MBQ has placed 20 units in the Hilltop development project under AHAP. MBQ's goal is to create up to 120 scattered site project based units in addition to the units in the Hilltop development project during fiscal years 2013 and 2014.

### **Bailey Consent Decree Housing Production**

In order to meet its obligations under the Bailey Consent Decree, HABC may devote Housing Choice Voucher (HCV) funds available as part of the MTW Block Grant to the production of units that will benefit from Project Based HCV vouchers, ACC payments, or that otherwise meet the requirements of the Bailey Consent Decree. In previous years, HABC has offered up to \$30,000 per NED unit of "gap financing" for new construction or rehabilitation projects that could not meet funding requirements through conventional means. The funds were for NED units that met the requirements of the Bailey Consent Decree. It also offered up to \$10,000 per NED unit for existing projects that set aside units that met the Bailey requirements. HABC may make such offers again or may use various other options, including payments, loans or grants to cover costs of converting units to meet UFAS requirements and providing financial incentives to developers to reserve units for non-elderly disabled residents. Sources of funding for such payments, loans, grants and incentives could include City funds, HCV funds, and other discretionary funds available to HABC.

***Incentives for NED and UFAS Units*** – Developers seeking support from HABC and Baltimore City for LIHTC must agree to set aside at least 15% of the LIHTC units for non-elderly persons with disabilities (NED) in order to obtain that support. Developers proposing new construction or rehabilitation and who receive certain federal capital funds must make at least 5% of the units

UFAS compliant. In FY 2009 as an incentive to developers to create more than the units already required for non-elderly persons with disabilities and more than the required UFAS compliant units, HABC began offering, via HCD's request for proposals (RFP) associated with LIHTC support and HOME funds, capital funds to developers who agree to create in excess of 15% of the LIHTC units for non-elderly persons for disabilities and/or in excess of the 5% of the units as UFAS compliant. The offer was also made by HABC to developers and apartment unit owners that would take Project Based HCVs and participate in either the NEDs or UFAS programs. In order to maximize the effectiveness of the RFP, HABC may expand upon the current offer in FY 2014 with additional funding, may amend the offer in other ways, or may cancel the offer entirely.

The State, however, is in the process of reviewing its Qualified Allocation Plan (QAP), which governs the issuance of LIHTC. It is possible that the new QAP will not require local government support of LIHTC developments. This could impact HABC's ability to require NED and UFAS units in LIHTC developments. Currently, the new QAP is still in process. HABC will take what steps that it can in order to continue to obtain Bailey Consent Decree units through the LIHTC process.

***Housing for Persons with Disabilities*** – HABC will offer to combine capital funds made available from HCV or public housing funds with other subsidies, including but not limited to Section 811 funds, Shelter Plus Care vouchers and Supportive Housing Program funds to create units for non-elderly persons with disabilities pursuant to the Bailey Consent Decree. The funds are being made available under HABC's RFP described above. HABC may amend this offer as circumstances change or may cancel it entirely.

***New Construction Scattered Site Units*** –HABC intends to construct approximately 60 UFAS compliant homes for persons with mobility impairments in order to meet the requirements of the Bailey Consent Decree. To that end, HABC has awarded contracts to residential builders to begin Phase I development for 28 UFAS units. Construction is planned to be completed in August 2013. HABC will issue a second Request for Proposals for Phase II development in January 2013. Phase II consist of 14 lots located in various neighborhoods within Baltimore City. HABC will continue its effort to identify lots for UFAS units in FY2014.

### **Other Development Activities**

HABC is considering development of a number of other sites. Activities on these sites in FY 2014 could include master planning, the issuance of RFPs or RFQs, the execution of Land Disposition or Master Development Agreements, the provision of MTW funds to developers, demolition, site clearance, and remediation, and other pre-development and development work. :

***Choice Neighborhoods Initiative*** – HABC is considering applying for a Choice Neighborhoods Initiative planning grant in FY 2014. Potential community sites include, but are not necessarily limited to, Cherry Hill, McCulloh Homes, Somerset Homes, and Gilmore Homes. The planning grant would be used to refine existing plans for physical redevelopment, coordinate with service providers, government agencies and others to create a network of partners to meet the grant requirements, and to lay the groundwork for an implementation grant request.

***Rental Assistance Demonstration*** – HABC may apply to HUD under the Rental Assistance Demonstration (RAD) for the rehabilitation and conversion of one or more public housing projects. The RAD program allows housing authorities to convert public housing funding associated with a development to housing choice voucher (HCV) funding and, at the same time, dispose of the property from the public housing inventory in order to use the funding for debt service payments.

HABC has a backlog of up to \$800 million of capital needs and an inadequate amount of capital funding. By converting a development to HCV funding and leveraging private debt and low income housing tax credits, it might be possible to rehabilitate the building for the long term without displacing any of the existing residents. The HCV subsidy would replace the ACC contract subsidy. Tenants' rights would be largely the same and tenants would have the benefit of receiving a tenant-based housing choice voucher after one year of occupancy in good standing at the tenant's option. HABC is considering several projects for possible RAD conversion, including, but not limited to J. Van Story Branch, Lakeview Towers, Wyman House, and Somerset Courts.

***Somerset*** – HABC has worked with the City of Baltimore's Planning Department, community organizations, as well as, resident stakeholders to develop a Master Plan for the redevelopment of the Orleans to Fayette Street corridor (the "Old Town Mall" area). The redevelopment area includes the distressed Somerset Homes site along with the 8.3 acres of land adjacent to the Somerset site that is owned by the City. A final master plan was completed in FY 2010 and HABC commenced planning efforts for the redevelopment of the Somerset site and the adjacent property in FY 2011. In FY 2014, HABC intends to offer a Joint Request For Proposals with the Baltimore Development Corporation (BDC), the entity in control of the adjacent 8.3 acres of City-owned property. BDC is the City's economic development arm. HABC expects that the combination of the two parcels would allow for a more attractive development opportunity with synergies for a mixed income, mixed use development. HABC plans to submit a Disposition Application to HUD in FY 2014 to dispose of the Somerset Homes site to the selected developer.

The Old Town Mall Master Plan generally calls for affordable housing units and HABC expects to replace the former Somerset units with a mix of affordable and market rate housing. It is the goal of this mixed-finance development to provide one-third of the units as public housing units along with some commercial retail.

***Hollander Ridge HOPE VI Funding*** – Approximately \$18.85 million of HOPE VI funds that were originally designated for the redevelopment of the Hollander Ridge site are available. HABC intends to use these funds to acquire and rehabilitate properties that will be replacement housing for both former Hollander Ridge residents and former or current O'Donnell Heights residents. The properties will be scattered-site units in areas of Baltimore City identified in the Thompson Settlement Agreement.

In satisfaction of the Thompson Settlement Agreement, HABC will also make available the equivalent of \$7,140,000 ("Replacement Funds"). The Replacement Funds may be used in conjunction with FY 1996 HOPE VI Funds originally awarded to HABC for Hollander Ridge ("HOPE VI Funds") to develop one or more scattered site projects totaling approximately 100 units. The Replacement Funds may be from any available source including, but not limited to, low income housing tax credits, the State Partnership Rental Housing Program, other State

housing funds, low income housing bond funds, private debt or equity, public housing funds or MTW funds. However, the Replacement Funds may not be taken from the HOPE VI Funds.

Plans for this acquisition project include augmenting the Hollander Ridge funds with low income housing tax credits or other moneys to expand the scope of the project. HABC has had discussions with both the O'Donnell Heights Tenant Council and the ACLU regarding this plan. HABC anticipates selecting a development team to carry out the project in FY 2013, and that the team will acquire and rehabilitate approximately 50 units for this project in FY 2014. The project may also include an additional ten one-bedroom units for the same population, which may have different funding sources, including operating subsidy through the Housing Choice Voucher program.

***The Towns at the Terraces*** – HABC may begin development activities for the balance of undeveloped land in the Towns at the Terraces. At completion, the project left a large, vacant parcel bordering on Martin Luther King Jr. Drive surrounded by new townhouses. HABC may hold charettes or conduct a planning process, issue a Request for Qualifications or a Request for Proposals in connection with the site, conduct land use, environmental, or other studies, solicit and contract for a market study, undertake remediation activities, or in general perform any other activities it deems necessary in connection with the development of the site.

***Other Developments*** – HABC may use its public housing or Housing Choice Voucher resources for other developments throughout the City as opportunities arise.

### **Homeownership Programs**

In addition to the Thompson Homeownership Demonstration Program and various homeownership activities planned or underway as part of HABC development efforts as discussed above, HABC will continue to implement two programs to encourage first-time homeownership by eligible low-income households:

***MTW Homeownership Program*** – Using its MTW flexibility, HABC submitted a revised MTW Homeownership Plan, which was approved by HUD in 2009. While stricter guidelines imposed by lenders have reduced the number of public housing participants who are eligible to purchase a home, HABC will continue its efforts to assist new homeowners. Under the Plan, HABC will identify and rehabilitate various vacant scattered sites properties for homeownership sale to eligible residents.

During FY 2014, HABC will re-evaluate this program to make it more accessible to public housing families in FY 2015.

***Housing Choice Voucher Homeownership Program*** – As of December 31, 2012, 72 homes have been purchased by participants in the Housing Choice Voucher Homeownership Program (HCVHP) with 63 participants still in the program. HABC's goal in FY 2014 is to assist an additional eight (8) families so that the projected total number of homes purchased under the HCVHP will be 80 by June 30, 2014. Continuing uncertainty regarding the housing market and availability of mortgages could significantly impact this goal.

## **E. Leasing Information - Planned**

### ***Public Housing Projected Leasing***

HABC's projected adjusted occupancy rate for MTW public housing inventory and leasing as of June 30, 2014 is 97.0%. The total number of MTW public housing units to be leased as of June 30, 2014 is 10,515. HABC anticipates that its adjusted occupancy rate will slightly decrease from last year (from 97.2% to 97%) primarily because of the uncertainty in allocations of funding to the housing operations division, and future appropriations. In addition, HABC anticipates the number of move-outs to increase and is planning for a higher number of transfers due to its commitments under the Bailey Consent Decree.

### ***Section 8/Housing Choice Voucher Program Projected Leasing***

Table 5 provides a summary of HABC's Tenant-based and Project-based MTW Housing Choice Voucher programs including current leasing rates and projected leasing through June 30, 2014. Also included are non-MTW units under the VASH, Moderate Rehab, and Substantial Rehab and New Construction programs.

**Table 5:  
Housing Choice Voucher Program FY 2014 Projected Leasing**

	<b>Projected Leased as of 6/30/13</b>	<b>Projected Leased as of 6/30/14</b>
MTW Tenant Based Vouchers (Non Consent Decree)	9,168	9,485
MTW Project Based Vouchers (Non Consent Decree)	1,118	1,160
MTW Tenant Based Vouchers – Bailey	930	850
MTW Project Based Vouchers – Bailey	350	365
<i>Family Unification Program (FUP)</i>	94	100
<i>Non-Elderly &amp; Disabled, Category II (NEDs Cat II)</i>	40	40
<i>Sub-Total</i>	<i>11,700</i>	<i>12,000</i>
MTW Tenant Based Vouchers – Thompson	2,150	2,550
MTW Project Based Vouchers – Thompson	150	200
<i>Sub-Total</i>	<i>2,300</i>	<i>2,750</i>
<b>TOTAL MTW VOUCHERS</b>	<b>14,000</b>	<b>14,750</b>
Non-MTW Section 8 Moderate Rehab	340	340
Non-MTW Section 8 New Construction/Substantial Rehab	596	596
Non-MTW VASH Vouchers	205	225
<i>Sub-Total</i>	<i>1,141</i>	<i>1,161</i>
<b>TOTAL ALL</b>	<b>15,141</b>	<b>15,911</b>

Under its ACC, HABC's funding limits the number of households for which assistance can be made available to no more than approximately 12,000. The requirement for additional project-based units under the Bailey Consent Decree will require a decrease in tenant-based voucher holders or an increase in funding or both.

Uncertainty concerning the level of available HAP funding to be provided to HABC for CY 2013 and 2014 is an additional contributing factor in determining projected utilization. HABC anticipates that its leasing rate will decrease primarily due to budgeting concerns and the effects of the sequestration and future appropriations. In addition, the requirement for additional project-based units under the Bailey Consent Decree will require a decrease in tenant-based voucher holders or an increase in funding or both.

In FY 2014, pending availability of funds, HABC anticipates adding a total of 89 new project-based units to its inventory:

- Columbus School – 8 units dedicated to non-elderly persons with disabilities
- Fells Point Station – 14 Units of which 8 are regular project-based units; and 6 units are dedicated to non-elderly persons with disabilities
- Barclay – 15 Units (Phase 2) 4 units are regular project-based units; and 11 units dedicated to non-elderly persons with disabilities
- O'Donnell – 43 Units (Phase 1A) 31 units will be regular project-based units; and 12 units will be dedicated to non-elderly persons with disabilities
- 4227 Frederick – 9 units will be designated to non-elderly persons with disabilities.

As shown above, 46 of the 89 project-based units projected to be added to HABC's inventory in FY 2014 will be dedicated to non-elderly persons with a disability.

## ***F. Waiting List Information***

HABC maintains its waiting list in conformance with the policies described in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and the Housing Choice Voucher Program Administrative Plan. As of March 31, 2013, there are a total of 37,134 applicants for HABC's programs including: 26,668 public housing-only applicants; 7,551 HCV-only applicants; and, 2,915 applicants on both the public housing and HCV waiting lists. Demographics on current waiting list households are included in Appendix H.

**The Housing Choice Voucher Waiting List:** The HCV tenant-based waiting list is currently closed; however the Project Based wait list for non-elderly disabled persons is open and the Public Housing waiting list also remains open. By the end of FY 2013, HABC will have completed a partial update of the Public Housing waiting list. It is expected that a significant number of households may not respond to HABC's correspondence, thus potentially reducing the overall number of waiting list applicants. HABC will reopen the HCV waiting list as necessary to ensure that there are adequate numbers of applicants for available vouchers over a twelve-month period.

The HCVP Administrative Plan is also being revised to add an admission preference for persons who are displaced due to public action, such as demolition, revitalization or relocation efforts by the City and/or HABC. This preference will apply only to new waiting list households that are in need of assistance due to public action by the City or by HABC. This admission preference will not apply to the Thompson waiting list.

**The Thompson Waiting List:** Pursuant to the *Thompson* Settlement Agreement, the waiting list for *Thompson* Vouchers is maintained separately from any other waiting list for housing assistance, including HABC's waiting list. Application for, receipt of, or termination of a *Thompson* Voucher will not affect a family's standing on any other waiting list. A copy of the waiting list procedures for the *Thompson*-related programs is described in the Special Administrative Plan as Appendix II in the HABC HCV Administrative Plan. As of March 13, 2013, there were no families waiting for *Thompson* Vouchers, because all applicants who complete the pre-placement counseling program operated by MBQ and determined to be eligible for the *Thompson* Voucher program are issued a *Thompson* voucher. As of the same date, 897 families were waiting for enrollment in the pre-placement counseling program and 1,111 families were enrolled in that program.

**Units Created for Non-elderly Persons with Disabilities:** HABC may require that units created for non-elderly persons with disabilities and subsidized by funding other than the use of Housing Choice Vouchers, (such as Section 811 funds, Shelter Plus Care vouchers and Supportive Housing Program grants), be tenanted only by non-elderly persons with disabilities with active applications on HABC's HCVP waiting list. In these cases, property management of included units will request and receive referrals from HABC and will be required to offer tenancy to persons meeting site eligibility requirements in the order in which names appear on the referred list.

For the purposes of meeting its obligations under the Bailey Consent Decree these units will be counted toward the total number of required project-based units. An HABC-referred person who accepts an offer of tenancy at one of the included units will have his/her HCVP application placed in an inactive status for a minimum of one year from the date of occupancy of the unit. At the end of that period, the applicant may request reactivation of his/her application. HABC will then reactivate the application with its original application date. While this change to our waiting list policy and procedures does not require any additional MTW flexibilities, it was included in Volume 2 of the FY 2011 Annual Plan (the HCV Administrative Plan), Chapter 20.

**Local Preferences** In FY 2012 HABC created a local preference for the Public Housing program to admit Housing Choice tenant-based voucher participants who qualify for a two bedroom or larger public housing unit. Public housing UFAS units were not made available for leasing under this preference.

The preference specifically targeted all tenant-based voucher participants who qualify for two or more bedrooms and had leased their current unit for more than one (1) year. Priority was given to those tenant based voucher participants who were required to move: (a) due to Housing Quality Standards violations attributed to the landlord or (b) due to the landlord's decision not to renew the lease. In FY 2014 HABC will delete this local preference for the Public Housing waiting list.

### III. Proposed MTW Activities

This section of the MTW Annual Plan provides information on new MTW activities proposed for FY 2014.

#### A. Leased Housing MTW Activities

As summarized in Table 6, HABC proposes to implement a new MTW Activity within the Housing Choice Voucher Program (HCVP).

*Project Based Voucher Award Process* – Under HUD regulations 24 CFR 983.51, housing authorities are required to award project based housing choice vouchers (PBHCV) under a competitive process. Using its MTW authority, HABC plans to award PBV's through an ongoing competitive process based on minimum threshold requirements. HABC will accept applications on a rolling basis.

Under the new initiative, HABC will issue a NOFA for PBHCVs and allow applications on a rolling basis, until a specified end date, or, at HABC's discretion, until it decides to close the NOFA. Applications will be reviewed for completeness and for compliance with the threshold standards set forth in the NOFA.

Standards for review may include, but would not necessarily be limited to:

- Experience of the developer with the proposed project type;
- Experience of the owner and, if the project involves construction, certain key partners, such as the contractor and architect with similar developments;
- Experience of the management entity with similar developments;
- Location of the development- HABC would prefer to house families in units based on locations in better neighborhoods as defined by the City of Baltimore's Market Typology Map at <http://www.baltimorecity.gov/Government/AgenciesDepartments/Planning/MasterPlans/MapsPublications/HousingMarketTypology.aspx>;
- Proposed occupancy of the units – family, senior, or special needs (including but not limited to the disabled, non-elderly disabled, homeless, veterans, at-risk youth and other vulnerable populations);
- Compliance with HABC programmatic requirements as may be deemed necessary by HABC, such as the Bailey Consent Decree, redevelopment of HABC sites, homeless units, etc.;
- Experience of the development team with the particular population to be served;
- Experience of the development team with and proposal for services to be provided to the particular population;
- Density of the proposed project, including the number of PBHCV units in an individual census block or tract, the number of special needs residents within the building or area, and other similar factors. The maximum density of vouchers will depend on the following factors:



- The number of units in the building
- The number that will be project based housing choice vouchers (In general, smaller buildings (10 units or less) will be project-based while larger buildings (50 units or greater) no more than 25% of the units may be project based.
- The special need being served; and
- Whether the owner or developer is a not-for-profit entity.

*Local Subsidy Program for the Homeless – Front Door Program.* HABC will partner with the Mayor’s Office of Human Services/Homeless Services Program, Sarah’s Hope (a shelter for the homeless); and St. Vincent De Paul and will provide MTW Block Grant funds to the Front Door Program that will rapidly house 60 homeless families for nine months until they become self-sufficient using two distinct strategies.

1. The Front Door Program (FDP) will employ two distinct strategies to rapidly re-house homeless families, depending on the client’s household configuration, their needs, and their eligibility for various services:

**Shelter + Rapid Re-housing:** For families admitted to Sarah’s Hope, a shelter stay of 90 to 120 days is targeted, during which time families receive comprehensive, stabilization services, including intensive case management to address mental health, addiction, child care and school enrollment, as well as other barriers to employment and long term sustainability. They also: participate in classes in life skills and family finances, parenting skills, and employment readiness; receive employment counseling and referrals for employment or employment training; and access housing and financial counseling to ensure the sustainability of a housing placement.

Families are also assisted in setting up a savings account and encouraged to fund the account during the entire period of services. Once each client’s goals are met, a determination is made as to the type of housing that is most appropriate to meet the needs of the family.

A certain number of families (estimated at 16 per year) that meet specific eligibility requirements access transitional housing at St. Vincent de Paul’s Cottage Avenue Community, or a similar program. A second group (estimated at 10 per year) meeting the chronically homeless eligibility requirements receive housing vouchers and up to 30 months of case management. The balance of the families (estimated at 22 per year) is provided with medium term rental assistance combined with intensive case management. For the latter group, a market rate unit is identified with the family in a location that is appropriate and preferred by the family. A lease is executed in the clients’ name, with St. Vincent de Paul serving as guarantor. Families are provided with financial assistance to address arrearages, pay the security deposit, and purchase furnishings for their unit. The amount of rental assistance is on a gradually declining scale equal to a 100% subsidy of the rent for 6 months, followed by 50% subsidy for 3 months, followed by 25% subsidy for 3 months, with intensive case management and housing support for up to 12 months after placement. After 12 months of sustainability, the families take full responsibility for the lease (SVDP role as guarantor ceases) and the family pays the full market rent.

**Shelter Diversion + Rapid Re-housing:** For families with teenage boys age 13 and older, or with adult males, who are required to be served under the Hearth Act, but who cannot stay at Sarah’s Hope due to the shelter’s congregate, dorm living arrangement, will be the priority for a shelter diversion strategy.

The number of families to be served using this strategy is estimated at 12 per year. These referrals are coordinated through DSS HESU. Under this strategy, scattered-site “*shelter diversion units*” are offered. Instead of staying at Sarah’s Hope, these families stay temporarily (less than 30 days) in motels, while case management and housing staff work intensively with them to place them quickly into permanent housing. They access immediate financial assistance to address arrearages, pay the security deposit, and purchase furnishings, and are fast-tracked into a housing unit in their name within 30 days, with SVDP as guarantor on the lease.

Once placed in housing, families receive medium term rental assistance combined with intensive case management services. Families served using the shelter diversion strategy will be eligible to participate in classes in life skills and family finances, parenting skills, and employment readiness; receive employment counseling and referrals for employment or employment training; access housing and financial counseling to ensure the sustainability of a housing placement, and any other services offered at Sarah’s Hope, though the location of their housing may make ongoing participation impractical or not desirable. Families are also assisted in setting up a savings account and encouraged to fund the account during the entire period of services.

The amount of rental assistance for these families is on a gradually declining scale equal to a 100% subsidy of the rent for 8 months, followed by 50% subsidy for 3 months, followed by 25% subsidy for 3 months, with intensive case management and housing support for up to 15 months after placement. After 15 months of sustainability, the families take full responsibility for the lease (SVDP role as guarantor ceases) and the family pays the full market rent.

2. **Total Number to be Served:** 60 families per year
  - a. Shelter Stay + Rapid Re-housing: 48 families per year
  - b. Shelter Diversion + Rapid Re-housing: 12 families per year

3. **Key Measurables:**
  - a. Length of Shelter Stay
  - b. Number of Families placed in housing
  - c. Number and % of Families sustaining housing at 6 months
  - d. Number and % of Families sustaining housing at 12 months
  - e. Number and % of Families sustaining housing at 18 months
  - f. Number and % of Families sustaining housing at 24 months
  - g. Number and % of families returning to Baltimore City shelter system.

The maximum funding for the program will be the equivalent of 8 vouchers (approximately \$81,600) and 50% of the funding will be distributed to the sponsor upon execution of the Memorandum of Agreement. The sponsor will identify families for rapid referral. Initial participants will be assisted through an upfront mobilization payment of 50% (approximately

\$40,800) since it would be time consuming to respond to individual requisitions for each family. The balance will be distributed in yet to be established periodic payments contingent upon the rental success of the program.

The exact number of families served and costs cannot be projected since individual rents will vary. We have established a high water mark of 60 families (dependent upon the level of funding and services from not-for-profits and/or other local service providers). Although we are projecting a high success rate (at least 75% of the families to maintain occupancy for two years and beyond), we cannot predict program attrition, or partially successful occupancies (less than two years).

HABC will monitor housed families for at least two years to ensure the MTW contributions will be significantly less than similar families under conventional HCVP, HAP contract guidelines. During the life of the Front Door Program, the use of MTW funding should equate to HCVP UML's for families served on a monthly basis. This should apply for each family that receives housing when the family remains housed for a cost that is equal to or less than the cost of a HABC voucher.

- **Transition Period.** When the Program is finalized participants will be referred from Sarah's Hope once they complete classes in life skills, family finances, parenting skills, and employment readiness; receive employment counseling and referrals for employment or employment training; and access housing and financial counseling to ensure the sustainability of a housing placement.
- **Impact Analysis.** This initiative is subject to availability of funding and if successful will re-house 60 homeless families and transition them back to self-sufficiency by using two strategies that include housing 48 families for the Shelter Stay & Rapid Re-Housing option and 12 families for the Shelter Diversion strategy for a total of 60 families.
- **Hardship Policy.** Retention case managers will closely monitor participants. In the event the participant loses his or her employment, he/she will be referred to one of the Emergency Solutions Grant Program's eviction prevention providers to receive counseling, case management, and eviction prevention assistance or other support services.
- **Board Adoption and Public Hearing.** This policy was adopted by HABC's Board of Commissioners as part of the FY14 MTW Annual Plan. The Board Resolution attached as Appendix A in the Plan. The public hearing for the Annual Plan also served as the Public Hearing for the Local Subsidy Program. The policy was presented to residents as well as the Resident Advisory Board at several meetings prior to the Public Hearing.

As summarized in Table 6, HABC proposes to implement several new MTW Activities within the Special Mobility HCVP.

*Special Mobility HCVP Income Exclusion:* MBQ will exclude from the calculation of tenant rent all income from full time students and adoptive income, as described in Section 2 of the Administrative Plan for the Baltimore Regional Housing Mobility Program.

- **Hardship Policy.** The removal of an income source will not increase the Total Tenant Payment or tenant rent.
- **Impact Analysis.** MBQ projects that this policy will result in a minimal increase in HAP, but will reduce Admin costs by reducing the time required to process the income for the files.
- **Transition Period.** The policy will not result in higher rents; therefore, there is no need for a transition period. The new policy will be implemented upon admission to the program and at the time of the residents' annual recertifications.
- **Board Adoption and Public Hearing.** This policy was adopted by HABC's Board of Commissioners as part of the FY14 MTW Annual Plan. The Board Resolution is attached as Appendix A in the Plan. The public hearing for the Annual Plan also served as the Public Hearing for this Rent Policy. The policy was presented to residents as well as the Resident Advisory Board at several meetings prior to the Public Hearing.

*Special Mobility HCVP Utility Allowance Calculation Based on Voucher Size.* The utility allowance used to calculate gross rent will be based on the lesser of the bedroom size as authorized on the family's voucher or the actual size of the unit in which the family lives.

- **Transition Period.** This initiative will be implemented upon admission to the program, when moving to another unit and upon recertification.
- **Impact Analysis.** This rent policy will promote the statutory objective of efficiently allocating subsidy resources by lowering Housing Assistance Payments for families who choose to live in units larger than the subsidy standards for the bedroom size as authorized on the family's voucher. MBQ will measure the HAP savings and estimate the number of households who may be assisted or continue assistance with those savings. MBQ projects that this policy will result in lower average contract rent costs.
- **Hardship Policy.** For existing participants, the hardship policy will only be applied at recertification. To qualify for consideration for a hardship exception to the policy, the participating family must experience a decrease in utility allowance that is greater than \$75 per month, and make a written request within ten (10) days of the notice of the recertification results.
- Participating families with less than a \$75 per month decrease in utility allowance that also include one or more members with a disability may also claim a hardship. Disabled families will be required to prove that treatment of the disability requires increased utility consumption. Examples may include, but are not limited to a medical need for equipment or apparatus that is powered by electricity, the need for air conditioning because of an existing respiratory disability, etc. Additional verification may be required to confirm that the care/treatment of the disability requires increased utility consumption.

- Upon approval of a request for a hardship exemption, the utility allowance will be calculated in accordance with the unit size listed on the voucher until the next regularly scheduled recertification, or the family moves to an appropriately sized unit whichever is first (Program participants are on a two-year recertification cycle). At that time, the utility allowance will be calculated in accordance with the actual unit size. This is a one-time exemption after which the family will not be able to claim a hardship under this initiative.
- The utility allowance for families that include a person or persons with a disability and who have been approved for a hardship exemption will not be subject to the one-time exemption rule stated above. Once a disabled family has been approved for a hardship exemption, the utility allowance will be based on the unit size listed on the voucher as long as a disabled person is a member of the household and/or the need for a reasonable accommodation exists.
- Upon admission to the Program, or upon a move to another unit, families will be advised that MBQ will only pay utility costs consistent with the unit size on their voucher. Families may choose a unit size larger than that listed on their voucher but MBQ will not increase the utility allowance, nor will the family be eligible for a hardship exemption.
- **Board Adoption and Public Hearing.** This policy was adopted by HABC's Board of Commissioners as part of the FY12 MTW Annual Plan Board Resolution attached as Appendix A in the Plan. The public hearing for the Annual Plan also served as the Public Hearing for the Rent Policy. The policy was presented to residents as well as the Resident Advisory Board at several meetings prior to the Public Hearing.

**Table 6:  
Proposed MTW Activities for Leased Housing**

Activity	Statutory Objective	Projected Impact	Baseline and Benchmarks	Data Collection Process	MTW Authorization	Hardship Policy
Project-Based Voucher Award Process – HABC will establish a rolling selection process based on threshold criteria established by HABC	This activity will improve efficiency and reduce cost in federal programs by simplifying program administration.	Reduce processing time for selecting and finalizing HAP and/or AHAP contracts for Project Based Voucher contracts	Current average processing time for PBV application: 90-120 days  Proposed average processing time using streamlined system: 60-90 days	Internal data that tracks processing of PBV applications	Attachment C, section D.7(b)	N/A
<p><b>The Front Door Program</b> A Local Subsidy Program for the Homeless; HCVP will partner with the Mayor’s Office of Human Services/Homeless Services Program creating this program to rapidly house 60 homeless families by December 31, 2014)</p>	This activity will help increase housing choices for low-income and homeless families and also provide economic self-sufficiency incentives to homeless families by enrolling them in a life skills and employment readiness programs.	This initiative subject to funding availability will allow 60 formerly homeless families to obtain housing.	The baseline = 0 The benchmark: Of the 60 families assisted the number of families who participate in the Program and remain housed for more than 24 months. Such families will be compared to the number of families who return to the Baltimore City Shelter System. HABC will use these numbers to infer the efficacy of housing programs with wrap-around services. If 75% or more of the families assisted remain housed for more than 24 months the program will be deemed successful; 50%, somewhat successful; less than 50%, the program will be deemed unsuccessful. HABC will also measure the number of months a family remains housed	Reports will be submitted quarterly by the Mayor’s Office of Human Services/Homeless Services Program to include the number and percentage of clients participating that secured housing and remained housed for , 6, 12, 18 and 24 months; the number and percentage who return to the Baltimore City Shelter System, the rental/subsidy amounts, and locations of units, landlord info; balance of sub-grant; and reasons why families that secured and remained housed left the Program.	<p><u>MTW Agreement</u>, Attachment C, sections B1b(iii), 1b(viii); and section B2. <u>MTW Agreement</u>, Attachment D, “Single Fund Budget with Full Flexibility”, and full compliance with PIH 2011-45 when invoking such authorization.</p>	Retention case managers will closely monitor participants. In the event the participant loses his or her employment, he or she will be referred to one of the Emergency Solutions Grant Program’s eviction prevention providers to receive counseling, case management, and eviction prevention assistance or other support services.

Activity	Statutory Objective	Projected Impact	Baseline and Benchmarks	Data Collection Process	MTW Authorization	Hardship Policy
			and whether or not the cost is more, less or equal to HABC's cost of a voucher for the same time period.			
MBQ will exclude all income from full time students and adoptive income.	To reduce cost and achieve greater cost effectiveness in Federal expenditures.	MBQ projects that this policy will result in a minimal increase in HAP, but will reduce Admin costs by reducing the time required to process the income for the files.	29 families (1.5%) have income that is attributable to full time students and/or adoptive income. Because the program has adopted flat deductions, and most of the income from these sources is statutorily excluded, the goal of this activity is to exclude all income from full time students and adoptive income sources because the offsets contemplated by the statute is already factored into the standard deduction. Upon full implementation, zero (0) families will have any income, for the purposes of calculating the tenant rent, attributable to full time students and/or adoptive income.	Internal reports will be used to measure outcomes.	<u>MTW Agreement, Attachment C (D)(2)(a)</u>	N/A since MBQ is reducing the income used for calculations.

Activity	Statutory Objective	Projected Impact	Baseline and Benchmarks	Data Collection Process	MTW Authorization	Hardship Policy
<p>MBQ will use the smaller of the utility allowance that corresponds to the family's voucher size or the family's unit size rather than just using the unit size.</p>	<p>To reduce cost and achieve greater cost effectiveness in Federal expenditures.</p>	<p>MBQ projects that this policy will result in lower average contract rent costs,</p>	<p>530 families<sup>3</sup> were living in units that exceed the subsidy standards for the bedroom size as authorized on the family's voucher. The average monthly utility allowance was \$53.58 higher for the over housed families. Monthly HAP savings are estimated at \$28,399.94 (\$340,799.28 annual).</p> <p>Baseline: HAP costs of \$340,799.28 annually attributable to over housed families</p> <p>Benchmark: No additional HAP costs attributable to over housed families</p>	<p>Internal reports will be used to measure outcomes.</p>	<p>MTW Agreement, Attachment C, paragraph D(2)(a)</p>	<p>See "Hardship Policy pages36-37.</p>

<sup>3</sup> 530 were identified as living in a unit that was larger than their voucher size on July 15, 2013.



## IV. Ongoing MTW Activities

In addition to utilization of MTW Block Grant flexibility to support critical capital and development efforts and the proposed new activities discussed in Chapter V, HABC continues to implement a wide array of MTW activities in support of HABC’s mission and the national MTW statutory objectives. For MTW activities approved prior to 2010, HABC developed benchmarks and metrics as part of the FY 2010 Annual Report process.

Table 7 summarizes previously approved, ongoing MTW activities in the public housing program.

**Table 7:  
Ongoing MTW Activities for Public Housing**

<b>MTW Plan Year</b>	<b>Activity</b>	<b>Description</b>	<b>Planned Changes</b>	<b>Status</b>
2006	Two Year Recertifications	HABC is responsible for reexamination and verification of household income, household composition and other eligibility data. The HABC will generally conduct a full reexamination of household income and composition for all fixed income households one time every twenty-four (24) months.	HABC will revise and expand its current public housing two year recertification initiative to: 1) include all households with employment or TANF as primary income sources in addition to all fixed income households; and, 2) Eliminate the current procedure by which income and family composition is verified between the regularly scheduled two year recertification dates.	Implemented as of 2011. HABC will implement the revised process upon approval of the FY 2014 Annual Plan.
2006	Family Self Sufficiency	HABC established a combined Public Housing and HCV Family Self Sufficiency program. Program requirements vary from the existing regulatory framework: 1) eliminated mandated thresholds for number of participants in the HCVP program and expanding the program to include public housing residents; 2) enhanced program design to target the populations in need;	None	Implemented as of 2006

<b>MTW Plan Year</b>	<b>Activity</b>	<b>Description</b>	<b>Planned Changes</b>	<b>Status</b>
		3) focused outcomes toward homeownership and unsubsidized economic independence; 4) changed the maximum contract period from five (5) to four (4) years; and developed new procedures/regulations regarding the release of the escrow funds. In addition, to maximize program effectiveness a caseload limit was set for staff to client ratio of 1:75.		
2009	Homeownership Plan	HABC modified its existing Section 32 Homeownership Plan. It incorporates a number of features that differ from the standard Section 32 homeownership requirements including, but not limited to: HABC's plan does not place a firm cap on the percentage of adjusted income that is considered "affordable" for homeownership purposes; HABC extends the recapture period for net sales appreciation to a total of 10 years using a declining scale; and, HABC's plan is open in terms of timetable and the number of scattered site units to be covered under the Plan, i.e. potentially over time, all scattered site units could be eligible for homeownership for qualified households.	None	Implemented as of 2009
2009	TDC Limits	HABC has established a local Total Development Cost policy for the Thompson 58 scattered site acquisition program.	None	Completed
2010	Gilmor Self-Sufficiency Initiative	This activity simplified the rent policy for staff and residents; and encouraged employment, job retention, and wage progression. It also increased choices for HABC's clients by providing residents with an additional rent policy option; and applicants with a demonstration site with enhanced self-sufficiency services and a rent policy versus other available public housing sites.	None	Implemented as of 2010
2011	Asset Self-Certification	To streamline operations, HABC will allow residents to self-certify income from assets with total asset values per household of less than \$5,000.	None	Implemented as of 2011
2012	Rent Policy	The rent policy adopted for Gilmor Homes was adopted agency wide and will be implemented by June 2014; however, due to lack of funding, the agency wide rent policy initiative does not include a services component. If HABC is able to obtain funding to provide services similar to the Gilmor pilot, such services will be added to improve self-sufficiency outcomes.	None	To be Implemented by June 2014

Table 8 summarizes previously approved, ongoing MTW activities in the leased housing program. ,

***Changes to the Local Subsidy Program for the Homeless – Journey Home Program.*** Last year, this activity was approved by HUD. Since then several changes to the provisions of the program have been incorporated. Due to the nature and scope of the changes, an explanation is provided here as opposed to Table 8. HCVP will partner with the Mayor’s Office of Human Services/Homeless Services Program; United Way of Central Maryland (UWCM); and Associated Catholic Charities to create this program to house and transition 75 formerly homeless families into self-sufficiency.

UWCM will submit to HABC quarterly reports that will provide pro-forma financial statements showing sub-grant spending and anticipated spending for prior and future months. HABC will evaluate the success rate of the reported data on families served vs. cost of equivalent HABC HAP.

Associated Catholic Charities (ACC) will provide job readiness and placement services to 75 families from the Weinberg Housing Resource Center (a housing shelter). The families will participate in the ACC’s Work4Success (W4S) program, a five-day job readiness training program.

Upon completion of the W4S, the client will meet with a Placement Manager who will assess the client’s employability for temporary or permanent employment and assist the client in finding such employment. Clients must attend all five (5) classes, meet all class standards, and attend all group and individual placement sessions.

ACC will lease units with landlords in Baltimore City, place eligible families into these sites and provide rental subsidy on a sliding scale for nine (9) months.

Month	Housing Pays:	Client Saves:
1	100%	40%
2	100%	40%
3	100%	40%
4	50%	30%
5	25%	20%
6	15%	10%

Approximately eight (8) weeks after becoming employed, the family will be able to move into a subsidized unit. The goal is for all families to transition in place and take over the lease from ACC.

In addition to a Placement Manager each family will also be assisted by a Case Manager from the Housing Resource Center, a Job Retention/Follow-up Case Manager and a Housing Specialist. Retention case managers will closely monitor participants. In the event the participant loses his or her employment, he or she will be referred to one of the Emergency

Solutions Grant Program’s eviction prevention providers to receive counseling, case management, and eviction prevention assistance or other support services.

**Table 8:  
Ongoing MTW Activities for Leased Housing**

MTW Plan Year	Activity	Description	Planned Changes	Status
2006	Risk Based Inspections	<p>HABC is moving to a Risk-Based inspection process in order to ensure that the highest housing quality standards are maintained and that HABC resources are utilized in an efficient and effective manner. Units, which have consistently met annual inspection standards, will be inspected every two (2) years. Units, which do not have such a track record, will be inspected annually. HABC reserves the right to set and modify the inspection schedule for each unit. Special inspections may be scheduled at any time at HABC’s discretion.</p> <p>HABC will be conducting a pilot program in CY 2013 on Project-Based sites (locations to be determined) before implementing this initiative for the entire inventory. HABC reserves the right to set and modify the inspection schedule for each unit.</p>	Implementation of the pilot program is in the planning phase; expected implementation in CY 2013.	In planning stage
2006	Multi-Year Recertifications	<p><u>Two-Year Recertifications:</u> HABC is responsible for reexamination and verification of household income, household composition and other eligibility data. The HABC will conduct a reexamination of household income and composition for all households one time every twenty-four (24) months. The 24-month reexamination policy does <u>not</u> apply to:</p> <ul style="list-style-type: none"> <li>• Residents living in Mod Rehab and Mod Rehab SRO units</li> <li>• Residents with other vouchers that do not qualify based on HUD funding restrictions.</li> <li>• Residents with Homeownership vouchers</li> <li>• Residents with HUD Awarded Special vouchers (Veterans Affairs Supportive Housing (VASH).</li> </ul> <p><u>Three-Year Recertifications:</u> HABC will transition elderly and/or disabled families on fixed incomes to a three year recertification schedule. All other families will remain on a two-year cycle except for the Non-MTW voucher families noted. (VASH, vouchers) are excluded from this MTW initiative).</p>	HABC will transition elderly and/or disabled families on fixed incomes to a three year recertification schedule. All other families will remain on a two-year cycle except for the Non-MTW voucher families noted. (VASH, vouchers) are excluded from this MTW initiative).	Implemented in 2007. Three year recertifications will be implemented in FY 2014 for elderly and/or disabled families on fixed incomes.
2006	Limits on Project Based Vouchers	HABC reserves the right to allocate up to 30% of its Tenant Based HCV funding for Project Based Vouchers and also to waive the per-building and per-project cap on the percentage of units, which may be designated as project-based units.	None	Implemented in 2006
2007-2008	Project-Based Transitional Housing	As provided under the MTW Agreement HABC is authorized to waive certain provisions of 24 CFR 983.53 in order to pay Project Based Voucher assistance for units in a transitional housing facility. Such authorization increases housing choices for low-income families.	None	Implemented in FY 2011

MTW Plan Year	Activity	Description	Planned Changes	Status
2009	Payment Standards at the 50th percentile	HUD has adjusted the area Fair Market Rent (FMR) to the 50 <sup>th</sup> percentile, therefore this activity is no longer operational.	None	This activity is not currently in use.
2010	Unit sizes	The HCV Administrative Plan was modified to require participating 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 the appropriate unit size.	Implemented in 2010
2010	Increased Project Based Units in a Project or Building	<p>The HCV Administrative Plan was modified to allow HABC to enter into Project-Based 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 households must be eligible.</p> <p>The HCV Administrative Plan was modified to allow HABC to enter into Project-Based Voucher HAP contracts for greater than 25% of the units in a building regardless of the family or household type that will occupy the units provided that the households must be eligible</p>	None	Implemented in 2010
2010	A Long-Term Affordable Project-Based Voucher Contract	<p>As part of its Moving To Work (“MTW”) program, the Housing Authority of Baltimore City (“HABC”) established an initiative in 2010, referred to as the Long Term Affordable Project Based (“LTA”) Program, to create long term affordable units for persons with disabilities in compliance with the Bailey Consent Decree</p> <p>The LTA 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.</p> <p>LTA units are subsidized through LTA Project Based contracts with minimum forty (40) year terms entered into between HABC and eligible property owners. LTA property owners are required to adopt the LTA Admissions &amp; Continued Occupancy Criteria (“LTA Criteria. Residents of LTA 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 LTA units (the “LTA</p>	None	Implemented in 2010

MTW Plan Year	Activity	Description	Planned Changes	Status
		Lease”), which incorporates the regulatory requirements for a public housing lease and grievance procedures.  HABC will create a Housing Assistance Payment (HAP contract to: increase 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 NED residents in LTA units.		
2011	Rent Increase Determinations	This activity will increase cost effectiveness in Federal expenditures by keeping program spending within budgetary limits. Suspending rent increase adjustments will keep HCV program spending within budgetary limits. Exceeding available funding will force HABC to withdraw assistance from a number of families causing a hardship for those families and property owners.	None	This activity is not currently in use.
2012	Utility Allowances for families living in larger units than voucher size.	The HCVP implemented changes in the use of its utility allowance table to calculate gross rents. The utility table used will be the lesser of the actual unit size or the voucher unit size. This change will apply to the tenant-based voucher program and the HCVP Homeownership program.	None	Implemented in FY 2012

Table 9 summarizes previously approved, MTW activities for HABC’s Local Investment Policies

**Table 9:  
MTW Activities for Local Investment Policies**

MTW Plan Year	Activity	Description	Planned Changes	Status
2013	Adoption of New Investment Policies for HABC	By increasing investment revenue HABC would decrease some of the federal expenditures necessary to carry out the federal programs. For example, if the investment revenue is increased by \$100,000 due to a more favorable investment rate of return, this increased revenue can be used to offset the OPEB liability.	Deleted	HABC has decided not to implement this MTW activity due to the terms of a General Depository Agreement with the State.

Table 10 summarizes previously approved, ongoing MTW activities in the leased housing program for Thompson.

**Table 10:  
Ongoing MTW Activities for the Thompson Leased Housing Program**

<b>MTW Plan Year</b>	<b>Activity</b>	<b>Description</b>	<b>Planned Changes</b>	<b>Status</b>
2006-08	Special Admin Plan	To facilitate the activities required under the Thompson Partial Consent Decree, several MTW-related activities have been incorporated into the Special Administrative Plan. As such, these apply to the units administered by MBQ: <ul style="list-style-type: none"> <li>• Implementation of exception payment standards subject to funding availability</li> <li>• Verification of eligibility allowable up to 180 days before issuance of voucher or tenant enters into project-based lease</li> <li>• Recertifications conducted every 24-months</li> <li>• Implementation of risk-based inspections</li> </ul>	None	Implemented 2006-2008
2009	Special Admin Plan	The Special Administrative Plan was modified to reflect previously approved activities that have not yet been implemented related to the Project Based Voucher program: <ul style="list-style-type: none"> <li>• Allow floating units instead of identifying specific units in the HAP contract</li> </ul>	None	Implemented in FY 2010
2012	Special Admin Plan: Exclude all assets from income when the cash value of the asset is less than \$50,000.	Counting income from assets at \$50,000 and over for residents will reduce the time it takes to verify income and reduce the burden and cost to residents whose institutions charge them a fee for asset verifications. This rent simplification measure will increase efficiency without having any negative impact on increasing residents' rent.	None	Implemented in FY 2012
2012	Special Admin Plan: Definition of Adjusted Income: Create a standard expense deduction for working families. There will be no minimum wage level to qualify	All residents who have wages listed as an income source will receive a higher level of deductions. This is to encourage residents to obtain and keep employment. This deduction level can be obtained as soon as the resident reports to MBQ that he or she is now receiving wages. In addition to the \$2,000 or \$6,000 deductions, families classified as elderly or disabled will receive an additional \$400 deduction. The additional deduction is further consideration to prevent a hardship for these families. The standard deduction policy was carefully analyzed to assure that there were no disparate impacts on any one particular subset of the program	An annual review of the standard deductions will occur to ensure that tenant total payments remain at an average of 25% of the tenant's gross annual income.	Implemented in FY 2012

2012	Special Admin Plan: Ability to admit current Direct Homeowners into the Section 8 Direct Homeownership Program	<p>There are two (2) homeownership options for eligible members to the Special Mobility Program. The first option is called the “Direct Homeownership Program” and provides second mortgage assistance to first time homebuyers who were current or former residents of HABC public housing at the time of the home purchase. In addition to a second mortgage, participants in the Direct Homeownership Program receive pre and post purchase counseling.</p> <p>The second homeownership option is the Section 8 Homeownership option. In addition to the services offered to participants of the Direct Homeownership Program, the Section 8 Homeownership Program offers a monthly mortgage assistance payment funded by the HCV program.</p> <p>The definition of Continued Assistance will be expanded to include participants in the Direct Homeownership Program in order to provide a safety net to those who may become income eligible for the HCV program and to avoid possible foreclosure.</p>	None	Implemented in FY 2012
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Table 11 summarizes previously approved, ongoing MTW activities for local, non-traditional programs.

**Table 11:  
Ongoing MTW Activities for Local Non-Traditional Programs**

<b>MTW Plan Year</b>	<b>Activity</b>	<b>Description</b>	<b>Planned Changes</b>	<b>Status</b>
2013	The Journey Home Program A Local Subsidy Program for the Homeless;	Under this Local Subsidy Program for Homeless Families HABC provides MTW Block Grant funds for a one-time lump sum contribution to The Journey Home Program; a Baltimore City Program created to obtain employment and permanent housing for 75 homeless families by 2018.	See page 43.	Implementing in CY 2013
2009	Section 811 Supportive Housing	HABC may combine MTW funds with 811 funds to create units for non-elderly persons with disabilities pursuant to the Bailey Consent Decree. HABC will make these funds available through a competitive process and will require developers to demonstrate through specified documentation that the project has a gap that cannot otherwise be addressed.	None	Implemented in FY 2009.



## V. MTW Sources and Uses of Funding

This section of the Annual Plan describes HABC's planned sources and uses of MTW, State and Local funds. Planned sources and uses for other HUD, other federal and other Non-MTW funds are described in Chapter III. This financial plan is compiled based on current information and HUD's anticipated funding level as of February 2013. It is subject to revision as conditions and/or assumptions change.

### C. Planned Sources and Uses of MTW Funding

HABC's Moving-to-Work (MTW) Block Grant includes three major funding sources:

- Low Income Public Housing (LIPH)
- Section 8 Housing Choice Voucher (HCV)
- Capital Fund Program (CFP) /Replacement Housing Factor Fund (RHFF)

Table 12 and the following notes provide information on planned sources of MTW funds for the fiscal year ending June 30, 2014.

**Table 12:  
FY 2014 Planned Sources of MTW Funds**

<b>Sources</b>	
<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
Total Tenant Revenue	\$ 30,327,819
HUD PHA Operating Grants	\$ 248,611,476
Capital Grants	\$ 7,666,537
Interest Income	\$ 48,080
Other Income	\$ 2,738,245
<b>Total Sources of Funds</b>	<b>\$ 289,392,157</b>
Gain or Loss on Sale of Capital Assets	\$ (2,600,000)
<b>Total Revenue</b>	<b>\$ 286,792,157</b>

#### Notes to Sources:

1. Tenant Revenue is planned at a 97% occupancy rate. Total Tenant Revenue also includes estimated income billable from various tenant transactions such as warrant, court and maintenance costs anticipated during FY 2014.
2. HABC's Total Operating Grants of \$248,611,476 from HUD include the following funding estimates:
  - Section 8 HCV Housing Assistance Payments (HAP) subsidies in the amount of \$158,576,468 (\$118,667,207 for Regular HABC Vouchers, \$39,909,261 for Partial Consent Decree and Remedial Vouchers) are planned at the level based on changes as published in HUD's Notice PIH 2011-67 (HA) dated December 9, 2011. Disbursement of funding is based on data reported in the

Voucher Management System (VMS). Remaining authorized funds not disbursed to HABC would be withheld in HUD's account.

- Ongoing Administrative Fee Earned in the amount of \$9,657,679 (\$8,278,300 for Regular HABC Vouchers, \$1,379,379 for Partial Consent Decree and Remedial Vouchers) is calculated based on current rates with an estimated .3 % increase and a proration at 68.5%.
  - Public Housing Subsidies of \$72,102,656 are budgeted based on 78.52% funding proration for the fiscal year ending June 30, 2014.
  - Capital Fund soft costs in the amount of \$8,274,673 are estimated for administering the planned capital improvement and operating activities.
3. Capital Grants – Hard Costs funding is based on planned capital improvement and construction activities as described in the Capital Improvement Plan.
  4. Interest Income is based on a short-term interest rate on the estimated average daily cash balance.
  5. Other Income is related to vending machines, roof top antenna income, and lease income from the public housing program. It also includes Fraud Recovery for the recovery of funds from the Section 8 HCV program.
  6. Gain or Loss on Sale of Capital Assets is based on an estimated disposal of 100 Scattered Site units with an estimated average cost of \$26,000 per unit.

Table 13 and the following notes provide information on planned uses of MTW funds for FY 2014.

**Table 13:  
FY 2014 Planned Uses of MTW Funds**

<b>Uses</b>	
<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
<b>Administrative</b>	\$ 34,085,002
<b>Management Fee Expense</b>	\$ 577,716
<b>Allocated Overhead</b>	\$ (1,256,906)
<b>Tenant Services</b>	\$ 2,756,791
<b>Utilities</b>	\$ 23,496,466
<b>Ordinary Maintenance</b>	\$ 36,855,999
<b>Protective Services</b>	\$ 4,323,330
<b>Insurance Premiums</b>	\$ 2,196,068
<b>Other General Expenses</b>	\$ 17,014,338
<b>Interest Expense</b>	\$ 3,133,167
<b>Extraordinary Maintenance / Casualty Loss</b>	\$ 1,000,000
<b>Housing Assistance Payments</b>	\$ 159,508,776
<b>Total Uses of Funds Before Hard Cost</b>	<b>\$ 283,690,747</b>
<b>Hard Cost</b>	\$ 18,920,347
<b>Total Uses of Funds Before Depreciation</b>	<b>\$ 302,611,094</b>
<b>Depreciation Expense</b>	\$ 25,000,000
<b>Total Expenses</b>	<b>\$ 327,611,094</b>

HABC's projected total MTW uses of funds is \$302,611,094 for the fiscal year ending June 30, 2014. Uses of funding exceed sources of funding by \$13,218,937, which will be supplemented

by prior years HAP and operating reserves that include \$7.4 million capital improvement activities, \$1.3 million HCV current year HAP and operating activities, \$3.5 million UFAS units as discussed in the capital improvement plan, and approximately \$1 million for the Energy Department that administers the Energy Performance Contract.

Please note, that in order to use RHF Funds to develop affordable housing HABC may need to add an MTW activity to its Plan allowing for the use of local, non-traditional flexibility.

## Notes to Uses:

1. Administrative expenses include salaries and benefits for administrative and CFP/RHFF 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.
2. Management Fees Expense includes fees for Privately Managed Sites and Enhanced Leasing contract in accordance with the Bailey Consent Decree.
3. Allocated Overhead is calculated based on HUD's approved Local Asset Management Program since FY 2010. The proposed updated cost allocation calculations for FY 2014 are included in Appendix C.
4. 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.
5. Utilities include expenses for water, electricity, gas, steam and fuel consumed by the Housing Authority AMPs. Utility rates are level with the exception of steam which has a 1.26% increase. HABC continues to exercise prudent procurement actions to achieve favorable utility rates. Utility consumptions are adjusted based on addition or demolition activities planned for the fiscal year. In addition, applicable utility savings as a result of the Energy Performance Contract (EPC) has also been factored into the projected utility costs. Also included are payments of the EPC debt service, energy audit and other utility related equipment.
6. 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.
7. Protective Services includes salaries, benefits and other related costs of building monitors and lease enforcement personnel assigned to public housing developments.
8. Insurance Premiums are budgeted for properties, general liability, worker's compensation, automobiles, commercial crime, EDP data and media, boiler and machinery for the MTW activities.
9. Other General Expenses include compensated absences, collection losses for uncollected rent, a \$6.5 million Debt Service Repayment from the Capital Fund Program to repay the State Capital Anticipation Loan Proceeds, as well as the annual Other Post Employment Benefits (OPEB) Cost as required under GASB Statement No. 45.
10. Interest Expense is budgeted for interest associated with the EPC Debt Service.
11. Extraordinary Maintenance is planned for unforeseen break down of heating systems, boilers, chillers, etc. Casualty Loss is estimated for unforeseen repairs and losses at public housing units that are not covered by insurance carriers.
12. Housing Assistance Payments (HAPs) include rent subsidies paid to landlords and utility assistance paid to tenants under the Section 8 HCV program. Section 8 HCV HAP expenditures are budgeted in the amount of \$159,508.776 (\$119,599,515 for Regular HABC Vouchers, \$29,492,787 for Partial Consent Decree Vouchers and 10,416,474 for Remedial Vouchers). The Plaintiffs of the Thompson Consent Decree

- have created a non-profit corporation, Baltimore Regional Housing Partnership (BRHP) to serve as Administrator and therefore, the HAP amount for Thompson consent decree vouchers in FY 2014 is reported as a pass through to BRHP.
13. Construction (Hard) Costs in FY 2014 are planned for capital improvement activities including 504 UFAS and ADA Compliance, security and safety projects, marketability and viability of existing portfolio, improvement of major systems, infrastructure, extraordinary maintenance, and creation of economically diverse stable neighborhoods using the mixed finance development approach by leveraging the MTW Block Grant. Also, major construction projects and estimated expenses for FY 14 include Waterproofing and Tuck pointing at Chase House, 504 UFAS Modifications at various locations, piping modifications at Cherry Hill. Capital Improvement activities are discussed in more detail in Chapters II and III.
  14. Depreciation Expense is estimated for the costs of tangible fixed assets allocated over their useful lives. Depreciation expense is based on the Authority's fixed asset records and depreciation methods.

#### D. Planned Sources and Uses of State and Local Funds

Programs that are included in the State and Local Funds category include the following funding sources:

- City of Baltimore - Housing and Community Development (HCD) pass-through reimbursable expenses
- Various Resident Services Grants
- State Funding for O'Donnell Heights Redevelopment

Table 14 and the following notes provide information on planned sources of State and Local Funds for FY 2014.

**Table 14:  
FY 2014 Planned Sources of State and Local Funds**

FDS Line Item Name	Dollar Amount
Capital Grants	\$ 11,270,610
Other Government Grants	\$ 277,592
Other Income	\$ 6,556,006
<b>Total Revenue (Total Sources)</b>	<b>\$ 18,104,208</b>

#### Notes to Sources:

- a. Capital Grants include State Funding Tax Credit for O'Donnell Heights.
- b. Other Government Grants include the Department of Social Services and the Maryland State Department of Education to provide funding for the Family Self-Sufficiency for public housing residents and payment for the Congregate Housing program.
- c. Other Income includes pass-through activities for expenditures in which HABC receives instantaneous reimbursements from the City of Baltimore. In addition, it also includes City's funding for activities being provided by HABC's force-labor department (HABC0).

Table 15 and the following notes provide information on planned uses of State and Local Funds for FY 2014.

**Table 15:  
FY 2014 Planned Uses of State and Local Funds**

<b>Uses</b>	
<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
Administrative	\$ 3,304,828
Allocated Overhead	\$ 714,560
Tenant Services	\$ 306,495
Ordinary Maintenance	\$ 2,146,875
Insurance Premiums	\$ 95,385
Other General Expenses	\$ 265,455
<b>Total Uses of Funds Before Hard Cost</b>	<b>\$ 6,833,598</b>
Hard Cost	\$ 11,270,610
<b>Total Uses of Funds Before Depreciation</b>	<b>\$ 18,104,208</b>
Depreciation Expense	\$ 55,000
<b>Total Expenses</b>	<b>\$ 18,159,208</b>

**Notes to Uses:**

1. Administrative expenses are primarily for salaries and benefits of the pass-through activities from the City of Baltimore. HABC receives instantaneous reimbursements from the City for these activities.
2. Allocated Overhead is calculated based on HUD’s approved Local Asset Management Program since FY 2010. The proposed updated cost allocation calculations for FY 2014 are included in Appendix C.
3. Tenant Services expenses are related to staffing and program costs to support the Family Self-Sufficiency program services to residents for job placement and case management.
4. Ordinary Maintenance expenses are related to City’s funded (non-capitalized) activities being provided by HABC's force-labor department (HABCco).
5. Insurance Premiums are budgeted for general liability, worker’s compensation, and automobiles for the State and Local activities.
6. General Expenses include the applicable portions of compensating absence and the annual Other Post Employment Benefits (OPEB) cost for the State and Local activities.
7. Hard Cost is for some development costs of 76 units in O’Donnell Heights funded by the State Tax Credit.
8. Depreciation Expense is estimated for the costs of tangible fixed assets allocated over their useful lives. Depreciation expense is based on the Authority’s fixed asset records and depreciation methods.

**E. Planned Sources and Uses of Central Office Cost Center**

This section is not applicable to HABC.

## **F. Local Asset Management Plan**

HUD had approved HABC's Local Asset Management Program as part of the Annual Plan submission since FY 2010. Proposed updated cost allocation calculations for FY 2014 are included in Appendix C.

## **G. Single Fund Flexibility**

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

The following activities will take place in FY 2014 using single fund flexibility concept:

- Due to inadequate funding for capital activities, HABC plans to use the prior year's HCV HAP Fund to supplement various capital improvements as detailed in the FY 2014 Capital Spending Plan using single fund flexibility concept.
- HABC continues to use the prior year's MTW Fund for renovation and development of UFAS units to meet the 504 accessibility requirements using single fund flexibility concept.

## VI. Non-MTW Related Information

This section of the Annual Plan provides information on HABC's planned sources and uses of non-MTW HUD funds. As required by the MTW Agreement, information on HABC's planned sources and uses for MTW, State and Local funds is included in Chapter VII. This financial plan is compiled based on current information and HUD's anticipated funding level as of February 2013. It is subject to revision as conditions and/or assumptions change. This section also includes a summary of HABC's planned non-MTW activities, i.e. activities that do not specifically require use of MTW Agreement authority in order to be implemented.

### A. Planned Sources and Uses of Other HUD Funds Excluding HOPE VI

This category of Other HUD funds excluding HOPE VI are for the following funding sources:

- Other Section 8 Programs include the Section 8 Veterans Affairs Supportive Housing (VASH), Moderate Rehabilitation, Substantial Rehabilitation and New Construction programs
- Family Self Sufficiency Coordinator (FSS)
- Resident Opportunity Self Sufficiency (ROSS)

Table 16 and the following notes provide information on planned sources of Other HUD funds.

Table 16:  
**FY 2014 Planned Sources of Other HUD Funds excluding HOPE VI**

<b>Sources</b>	
<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
HUD PHA Operating Grants	\$ 10,215,229
Interest Income	\$ 1,989
Other Government Grants	\$ 619,401
Other Income	\$ 9,000
<b>Total Sources of Funds</b>	<b>\$ 10,845,619</b>

#### Notes to Sources:

1. Total Operating Grants in the amount of \$10,343,529 includes the following funding:
  - Housing Assistance Payments (HAP) subsidies are planned for Other Section 8 programs in the amount of \$9,527,960.
  - Ongoing Administrative Fees Earned in the amount of \$687,269 is calculated in accordance with the current fee level for Other Section 8 programs.
2. Interest Income is based on a short-term interest rate on estimated average daily cash balance for Other Section 8 programs.
3. Other Government Grants include ROSS grant amounts for the FY 2014 activities from previous awarded grants in the amount of \$275,361 and FSS Coordinator Grant for Section 8 participants in the amount of \$344,040.



4. Other Income is related to reimbursement of Audit costs from HUD for Other Section 8 programs.

Table 17 and the following notes provide information on planned uses of other HUD funds.

**Table 17:  
FY 2014 Planned Uses of Other HUD Funds excluding HOPE VI**

Uses	
FDS Line Item Name	Dollar Amount
Administrative	\$ 790,411
Allocated Overhead	\$ 110,295
Tenant Services	\$ 211,861
Protective Services	\$ 2,656
Other General Expenses	\$ 62,892
Housing Assistance Payments	\$ 9,656,260
<b>Total Expenses (Total Uses)</b>	<b>\$ 10,834,375</b>

HABC's projected total uses of Other HUD Funds are \$10,834,375 for the fiscal year ending June 30, 2014. Sources exceed the Uses of funding by \$11,244 resulting in a small operating surplus from Other Section 8 program.

**Notes to Uses:**

1. Administrative expenses include salaries and benefits to administer Other Section 8 programs. Also included in this expense category are office supplies, telephone, postage, and other computer materials and contracts.
2. Allocated Overhead is calculated based on HUD's approved Local Asset Management Program since FY 2010. The proposed updated cost allocation calculations for FY 2014 are included in Appendix C.
3. Tenant Services include salaries and benefits of employees directly working for the ROSS grants and the Section 8 FSS Coordinator program. It also includes other materials and services as required by the grant agreements.
4. Other General Expenses include applicable insurance premiums for workers compensation in the Other Section 8 programs and ROSS grants.
5. Housing Assistance Payments (HAPs) include rent subsidies paid to landlords and utility assistance paid to tenants of Other Section 8 programs.

**B. Planned Sources and Uses of Other Non-MTW Funds**

Additional Non-MTW funding sources include the following:

- Energy Performance Contract (EPC)
- HOPE VI
- Other business activities, which include Partnership Rental Housing Programs (PRHP) market rate units, HABC's forced account (HABCco) and a resident service grant (Our House-Friends of the Family).

Table 18 and the following notes provide information on planned sources of these additional Non-MTW funds.

**Table 18:  
FY 2014 Planned Sources of Other Non-MTW Activities**

<b>Sources</b>	
<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
Total Tenant Revenue	\$ 1,308,614
HUD PHA Operating Grants	\$ 209,809
Capital Grants	\$ 9,188,357
Other Gov't Grants	\$ 243,861
Other Income	\$ 1,561,069
<b>Total Revenue (Total Sources)</b>	<b>\$ 12,511,710</b>

**Notes to Sources:**

1. Total Tenant Revenue is for PRHP market rate units managed by HABC's privatized firms.
2. HUD Operating Grants include HOPE VI soft costs for administrative and management improvements for the Affordable Home Initiative (AHI).
3. Capital Grant is for the Hard Cost funding being budgeted for planned EPC Construction and HOPE VI development activities.
4. Other Government Grants include funding for the Our House – Friends of the Family program.
5. Other Revenue is for HABC's construction and maintenance activities.

Table 19 and the following notes provide information on planned uses of other Non-MTW funds.

**Table 19:  
FY 2014 Planned Uses of Other Non-MTW Activities**

<b>Uses</b>	
<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
Administrative	\$ 1,218,119
Allocated Overhead	\$ 432,051
Tenant Services	\$ 238,061
Utilities	\$ 171,522
Ordinary Maintenance	\$ 661,038
Protective Services	\$ 12,035
Other General Expenses	\$ 1,431,626
<b>Total Uses of Funds Before Hard Cost</b>	<b>\$ 4,164,452</b>
Hard Cost	\$ 9,188,357
<b>Total Uses of Funds Before Depreciation</b>	<b>\$ 13,352,809</b>
Depreciation Expense	\$ 575,000
<b>Total Expenses</b>	<b>\$ 13,927,809</b>

HABC's projected total uses of Other Non-MTW Funds are \$13,352,809 for the fiscal year ending June 30, 2014. Uses exceed the Sources of funding by \$841,099 resulting in an operating deficit from HABC's forced-account construction and maintenance activities in the amount of

\$641,102 and \$200,000 use of program income reserves for the Planning and Development operating costs.

#### **Notes to Uses:**

1. Administrative expenses include salaries and benefits for HABCo and the PRHP market rate units. Also included in this expense category are office supplies, telephone, postage, and other computer materials and contracts.
2. Allocated Overhead is calculated based on HUD's approved Local Asset Management Program since FY 2010. The proposed updated cost allocation calculations for FY 2014 are included in Appendix C.
3. Tenant Services include salaries and benefits of the Our House program.
4. Utilities include expenses for water, electricity, and gas consumed by market rate units in the PRHP.
5. Ordinary Maintenance includes salaries and benefits of maintenance workers, material and contracts for routine maintenance of PRHP units.
6. Insurance Premiums are budgeted for general liability, worker's compensation, and automobiles for Other Non-MTW activities.
7. Other General Expenses include the applicable portions of compensating absence and the annual Other Post Employment Benefits (OPEB) cost for Other Non-MTW activities.
8. Hard Costs include planned construction activities of the EPC program, which involves energy conservation measures (ECM) and energy reduction capital improvements. These activities are for five selected developments - Gilmore, Cherry Hill, Latrobe, Westport and Brooklyn Homes. Planned work includes decentralization of heating system at Latrobe Homes, piping modernization projects at Cherry Hill Homes, and improvement of local controls, energy efficient lighting, water conservation and tenant metering at the five housing sites. Also included in Hard Costs are HOPE VI initiatives for Affordable Homeownership through the AHI program.
9. Depreciation Expense is estimated for the costs of tangible fixed assets allocated over their useful lives. Depreciation expense is based on the Authority's fixed asset records and depreciation methods.

### **C. Public Housing**

HABC's Housing Operations Division has established five broad objectives for the Public Housing program, which are to:

- Maximize Occupancy
- Continuously Improve Customer Service
- Maximize Rent Collection
- Preserve Public Housing Physical Assets
- Provide a Safe Residential Environment for Residents and Neighbors

A brief discussion of FY 2014 plans and issues for each of these objectives follows:

### **Maximize Occupancy**

HABC will achieve a 97% adjusted occupancy rate during FY 2014. Occupancy on June 30, 2014 is projected to equal or exceed 97%.

### **Improve Customer Service**

HABC will continue to respond promptly and efficiently to work order requests. In FY 2014:

- 99% of emergency work orders will be abated within 24 hours
- More than 97% of routine work orders will be completed within 30 days
- The average number of days to respond to and complete a routine work order will be less than 7 days.

### **Maximize Rent Collections**

In FY 2014, HABC will equal or exceed a rent collection rate of 97%. Recent success in obtaining high rent collection rates has resulted in big reductions in evictions for nonpayment of rent. HABC has implemented a number of initiatives to increase rent collection and will continue to explore additional initiatives, including:

- “Lockbox” for residents to mail their rent in pre-addressed stamped envelopes.
- Enhanced communication with residents, including pro-active rent conferences and regular written communication.
- Pre- and post-occupancy meetings stressing the need to pay rent and related costs as a matter of priority.
- Stricter lease enforcement with respect to rent payment, including an automated Failure to Pay application and implementation of Maryland’s “No Right of Redemption” statutes.
- HABC has implemented and will continue to expand the implementation of automatic debits from bank accounts of residents who choose this option.

### **Preservation of Viable Housing Assets**

In addition to capital improvements detailed in this plan, HABC will achieve the following in FY 2014:

- 100% of all units will be inspected at least once.
- 100% of all systems inspections will be completed.

HABC will continue to outsource the inspections of all units, sites, and common areas to ensure thorough inspections and effect long-term operating cost savings by improved preventive maintenance.

### **Safety and Security**

HABC has implemented a variety of initiatives and means to increase resident safety. The Lease Enforcement Unit, Security Cameras (including CCTV), and the Building Monitor Program for high-rise buildings represents key investments and commitments to resident safety:

*The Office of the Inspector General (OIG)* – Effective April 1, 2013, the OIG has assumed the duties formerly carried out by the Lease Enforcement Unit (LEU). The OIG will work in partnership with the Baltimore City Police Department (BPD) and other law enforcement

agencies to investigate lease violations resulting from criminal activity in public housing and HCV units.

Through a variety of investigative resources, OIG investigators will be able to conduct research and analyze cases to determine if HUD regulations and applicable laws were violated, and provide the proof required to support such non-compliance. The OIG:

- Initiates contacts with Federal, State and local officials related to matters under investigation.
- Conducts interviews with tenants, suspects, witnesses and informants in case development, delivers subpoenas and reviews police information for evidence.
- Testifies before courts, and grievance hearings on facts related to cases under investigation.
- Supports the objectives of the Office of Legal Affairs, Lease Enforcement Attorneys.
- Plans and conducts special operations to reduce crime and identify suspects. Established a tip line as a means to obtain information on criminal activity in public housing.
- Provides assistance in the relocation of victims and witnesses of crime in public housing.
- Provides investigative service to Fair Housing regarding the criminal history of tenants who request a Reasonable Accommodations transfer.

The OIG will receive weekly crime statistics from BPD, known as Project Rankings, categorized by crime type and public housing developments.

In FY 2014, the OIG will continue to conduct building checks at HABC's mixed population developments, consisting of vertical patrols and interaction with residents to establish better relationships with the police department and the OIG. Further, during FY 2014 OIG will continue to conduct crime prevention awareness meetings at housing developments to inform residents of ways to avoid becoming a crime victim. The OIG 0 TIPLINE for residents to report non-emergency incidents such as: illegal occupancy, nuisance activity, and unsecured vacant units is 410-396-0111.

The OIG will also continue to work in partnership with Housing Operations staff, residents, and BPD to identify and implement strategies designed to improve security in public housing.

The OIG also has a working relationship with the following law enforcement and crime prevention agencies:

#### **Allied Agencies and Organizations**

- Baltimore Police Department (BDP)
- Resident Advisory Board
- HABC Office of Inspector General
- HUD Office of Inspector General
- Baltimore City States Attorney's Office
- Maryland State Parole and Probation
- Mayor's Office of Criminal Justice

- Middle Atlantic Great Lakes Organized Crime Law Enforcement Network (MAGLOCLLEN)
- Baltimore City School Police
- Governor's Office on Crime Prevention
- HABC Office Of Legal Affairs
- Sheriffs Office of Baltimore City
- Baltimore Executive Security Team (B.E.S.T.)
- Domestic Violence Coordinating Committee
- The Drug Enforcement Agency
- 

*Camera Monitoring Systems* – In FY 2013, HABC in collaboration with the BCPD and Baltimore City will continue to monitor and maintain its CCTV system. The CCTV system is a series of permanently mounted cameras that monitor the exterior of some of HABC's family developments. In FY 2012, HABC through a Safety and Security Grant installed an additional 11 exterior CCTV cameras at Gilmore, increasing Gilmore's cameras from 20 to 31 and HABC's overall CCTV cameras from 167 to 178 fixed exterior security cameras at six family housing sites (Latrobe, Gilmore, Perkins, McCulloh, PVG and Cherry Hill.). The cameras are monitored by the BCPD. In FY 2012, HABC also installed 16 new interior security cameras at various mixed population buildings bringing its overall count from 239 interior security cameras within nineteen (19) of its mid-and high-rise mixed population buildings to 255.

The CCTV system has been effective, resulting in the reduction of crime in the family developments—especially drug-related crimes—as well as increasing success in prosecutions and lease enforcement. Because the CCTV system has an expandable infrastructure, HABC is pursuing the addition of CCTV equipment at other family developments as new funding sources are identified.

HABC has also installed fourteen (14) PODSS at various developments. PODSS are “flashing blue light”, mobile-mounted exterior cameras that are easily relocated as needed. Strategic deployment of these camera units has been successful at interrupting and reducing criminal activity in targeted areas.

These efforts have been complemented by revised building rules and procedures affecting visitors to the buildings to achieve greater effectiveness in controlling access to the buildings and to discourage any behavior and activity that pose a threat to residents and visitors. Refinement of these procedures may continue as needed.

*Building Monitor Program* - All mixed-population high rises are staffed with a building monitor, whose primary responsibility is to control access into and out of the buildings. This is a 24-hour, 7 days-a-week operation. In addition to being strategically located to ensure that only residents and authorized staff and visitors are allowed to enter the buildings, staff in this program monitors the security cameras installed in and around their buildings. All residents are required to show their HABC-issued photo IDs when they enter their buildings. Visitors are required to leave their IDs with the monitor and retrieve them upon departure.

## **D. Housing Choice Voucher Program**

HABC's Leased Housing Division has established four objectives for the Leased Housing programs, which are to:

- Maximize Occupancy
- Expand Housing Choice
- Improve the quality of leased housing units
- Efficiently allocate subsidy resources

A brief discussion of FY 2014 plans for each of these objectives follows:

### **Maximize Occupancy**

As detailed in Chapter II, HABC projects that occupancy of MTW leased housing units will increase by 750 households in FY 2014 relative to the projected June 2013 leasing levels (HABC projects that it will lease 300 more MTW households under the regular program and 450 more MTW households under Thompson). The number of households assisted is directly related to available federal funding levels. Given the uncertainty of funding available for FY 2013 and 2014, the number of households assisted may vary from current projections.

### **Expand Housing Choice**

In FY 2014, HABC will continue initiatives to increase housing choice by program participants including:

- Increasing the number of Project Based Vouchers (PBV) committed and/or in use by 89 units relative to the June 2013 projected PBV levels.
- Utilizing HUD-published 50<sup>th</sup> percentile rents to establish payment standards
- Encouraging voucher holders to find units outside areas of poverty or minority concentration, and to avail themselves of mobility counseling programs

### **Improve the Quality of Leased Housing Units**

HABC will continue its policy of completing pre-contract HQS inspections on 100% of new units; of conducting annual HQS inspections on 100% of leased units, as well as performing pre-contract HQS inspections on 100% of proposed units. HABC will transition to a risk-based inspection model as defined in prior MTW Annual Plans. (See Chapter VI discussion.)

### **Efficiently Allocated Limited Subsidy Resources**

HABC will continue to conduct a careful analysis of all proposed rents at initial occupancy, upon receipt of a rent increase request and throughout the term of the HAP agreement.

### **HCVP Administrative Plan**

The HCVP Administrative Plan describes the policies used by HABC in the administration of its HCV Tenant Based and Project Based programs, including MTW-authorized and all other policies. The Administrative Plan describes HABC's HCV policies, except for those adopted pursuant to the Special Administrative Plan for the Thompson Partial Consent Decree (see below). The MTW authorizations in the HCV Administrative Plan may also be utilized if elected in the Thompson Special Administrative Plan. Appendix E provides a summary of

proposed changes to the HCV Administrative Plan for Fiscal Year 2014.

### **Administrative Plan for Thompson Partial Consent Decree and Related Activities**

HABC is currently and will continue to contract services to administer its obligations for the Special Housing Choice Voucher Mobility Program under the Thompson partial consent decree and related activities. Policies for this program are described in the HABC Administrative Plan for Thompson v. HUD Section 8 Programs, and any proposed changes to the Administrative Plan for Thompson are summarized in Appendix F.

## **E. Resident Services**

The Office of Resident Services, (ORS) continues to creatively explore avenues to provide opportunities for self-sufficiency and to improve the overall quality of life for public housing and Housing Choice Voucher program families. During FY 2014, the emphasis for service will be economic self-sufficiency, services to the senior and disabled populations and service to the youth. In this tough economy, resource development and expanded partnerships continue to be a challenge; however, ORS has been successful in utilizing its partners and resources to achieve success.

In spite of reductions in the number of PACE job development staff, employment services were provided to more than 1,800 residents. PACE utilized strategies such as Section 3, agreements with employers contracted with HABC to hire residents and the Ticket to Work, legislation that promotes the disabled to enter the work force to achieve economic self-sufficiency for housing residents. PACE's stellar reputation for matching residents with the right employers and jobs and the provision of job retention services has resulted in residents continuing to find employment in spite of challenging economic times.

In the context of these many challenges, HABC continued to explore ways to encourage our residents to seek and retain employment. The pilot rent reform initiative which showed success and promise in increasing the income at our Gilmor Homes development was expanded authority-wide to provide the opportunity for employment incentives to all residents. Though internal supports for employment services to residents were reduced due to lost funding, this year ORS will restructure its department for more efficient operation in service delivery and to increase staff for added employment service support to residents under the new rent policy.

Along with an increased emphasis on self-sufficiency, ORS will continue to provide supportive services to address issues in family living and promote family stability. Critical partnerships with many in the community who help with crisis intervention, food services, health care, eviction prevention and a host of other services will continue and address the needs of families at our public housing developments.

Existing programs and special initiatives will continue as resources allow. These programs include a partnership with the city for youth training and employment, an expanded state funded parenting program with the Our House Family Support Center, the Boys and Girls Clubs and



other expanded youth initiatives. The remaining child care center, Dr. Emerson Julian Child Care Center transitioned its operations under the auspices of RSI in FY 2013.

Proposed program targets under self-sufficiency and supportive services for FY 2014 are as follows:

**Table 20:  
Residents Served in Self-Sufficiency Programs FY 2014**

Service Program Area	Projected # Residents Served
Family Self-Sufficiency	525
Job Training Services	60
Employment Services	965
Job Placements	200
Resident Training and Technical Assistance	75
<b>Totals</b>	<b>1825</b>

**Table 21:  
Residents Served in Support Service Programs FY 2014**

Service/Program Area	Projected # Residents Served
Crisis Intervention/Service Coordination	2500
Child Daycare Program	65
Our House Family Support Center	200
Pre and Post Occupancy	750
Building Communities Initiative	220
Mega Resource Center	300
<b>Totals</b>	<b>4035</b>

### **Pre and Post Occupancy**

The Pre and Post Occupancy Program continues to successfully provide residents an introduction to housing and the information needed for them to maintain their units and be good neighbors. The workshop assists new and existing public housing residents in understanding the responsibilities of their lease, complying with the community service requirement, becoming self-reliant in the upkeep and maintenance of their units and being informed on the resources and programs that exist within their communities and Baltimore City. In FY 2014, ORS proposes to serve 750 residents through this training initiative.

### **Building Communities Initiative**

Designed to address the growing challenge of the social integration of seniors and residents with disabilities in our mixed population sites, the Building Communities Initiative has begun to show some success. The program model has been strengthened to include core team members from several HABC departments and outside partners who come together to handle the issues presented for the site.

The core component of the program continues to be the community boards consisting of both populations designed to intervene and negotiate conflict between the two groups as well as to develop programs and activities that promote safe and friendly environments. Greater coordination and focus was placed on developing solutions to this problem using a special task force involving, ORS, Housing Operations, Lease Enforcement and the Desk Monitor Supervisor working in close cooperation with the community board. Special attention was focused on the two most troubled – Bel-Park Towers and J. Van Story Branch Apartments. A model was developed from this collaboration that will be used at the other sites. While twelve boards have been developed to date, it has been an ongoing challenge keeping the boards operational. The goal this year is to maintain these boards in an active status using the new model.

The second component of this initiative is the Adopt-A-Resident (AAR). AAR is designed to provide companionship and personal care assistance to the seniors and disabled residents. Volunteers are recruited to assist residents in the common areas of the buildings. The program was also expanded to include educational and informational workshops, as well as social and recreational activities. In FY 2014, the goal will be to recruit 20 additional volunteers.

### **Youth Services**

During FY2013, eight youth leadership clubs were established at various developments. During FY2014 two additional clubs will be developed. All clubs will receive enhanced support for the training of youth leaders and to encourage growth and sustainability. A second youth summit will be planned and implemented. The partnership with the Boys and Girls Club of Metropolitan Baltimore, Living Classrooms and the Carmello Anthony Foundation for on-site youth programs will continue at O'Donnell Heights, Westport/Mt. Winans and Pleasant View Gardens.

### **Rising Star Scholarship Program**

The Rising Star Scholarship Program – a partnership between Resident Services, Inc. and the Resident Advisory Board is expanding its fund raising activities this year. The program which provides scholarships to graduating seniors who plan to attend college will launch its first Golf Tournament which will be an annual fund raising event to set up an endowment for the scholarship program. Each year for the past three years, five (5)- \$1,000 scholarships have been provided. During FY2013, 10 scholarships were awarded. Plans for FY2014 will be to award

scholarships, create an endowment for the program and amend other program requirements to strengthen the scholarships for the participating youth.

### **Resource Development**

The success of RSI to date has laid the groundwork for improved resource development outreach in the years to come. Since its inception three years ago, Resident Services Inc. alone has brought in over \$1.5 million in grant funding and is administering over \$1.9 million in program funding awarded and under contract. These funding amounts do not include grants awarded to HABC. With this success, RSI has established itself as a credible non-profit increasing the opportunity for greater access to grant and funding opportunities. In FY 2013, through combined efforts and partnerships, HABC received an additional \$3 million in resources for service delivery. These funds help to fill critical gaps in needed service delivery. This year RSI will be strengthening its marketing and public relations strategy to help improve the resource development outcomes. The goal will be \$2 million.

### **Self-Sufficiency and Supportive Service Programs**

Self-sufficiency and Supportive Service Programs are they key operational areas for the HABC ORS. Though program funding for self-sufficiency has been reduced, key programs like Family Self-Sufficiency and PACE will continue. It is hopeful that the ORS restructuring will increase PACE staffing to bring more support to the HABC authority-wide rent reform initiative. An increase in PACE staffing will allow the Program to concentrate on the employment needs of the senior and non elderly disabled populations, some of whom will be Ticket to Work participants. The Social Security Administration (SSA) Ticket to Work Program targets beneficiaries of SSI and/or SSDI who are seeking employment and are between the ages of 18 and 64. PACE will coordinate and provide appropriate services to help the beneficiaries find and maintain employment. The Section 3 will be another employment area of concentration for PACE. Section 3 jobs are created when private companies are awarded contracts by Baltimore Housing to complete projects related to housing rehabilitation, construction, development, operation and modernization expenditures As Section 3 jobs become available, the PACE Program is contacted and then provides the companies with qualified applicants Follow-up services will continue beyond initial placement for all participants. Crisis intervention, service coordination, Our House Family Support Center, literacy training, computer training will continue as key components under supportive services.

### **Training and Technical Assistance for Resident Organizations**

Building the capacity for the HABC Resident Advisory Board and the HABC Resident Councils to function as professional community-based organizations and to assist them with resource development activities will continue to be key goals for HABC. During FY 2012, ORS assisted eleven resident councils in receiving over \$489,000 in grant funding. These councils are now operating programs with technical assistance support from ORS to implement services in their communities that help improve the overall quality of life. Next year ORS will continue to work with the RAB to implement leadership training and apply for eligible grants, as well as explore ways to foster the development of highly functioning and capable resident organizations that promote self-sufficiency at the organizational and community levels.

## **F. Information Technology**

In support of the MTW Annual Plan, HABC's Information Technology Department will undertake and/or complete the following initiatives in FY 2014:

HABC has issued an RFP and selected a vendor and product to replace its current computer system with a new Housing Management Enterprise System (HMES). An HMES is a complete suite of software that will offer an integrated solution to our Agency's day-to-day management. It allows you to maximize your ability to manage Housing Choice Vouchers, conventional Low-Rent Public Housing, Project-Based leased housing, and many special state and locally subsidized programs. The following is a sample list of integrated housing management modules:

- Waiting Lists
- Housing Choice Voucher Program
- Rent Reasonableness
- Affordable Housing (50059, TRACS)
- Public Housing & Property Management
- Work Orders
- Utility Billing
- Handheld Inspections

HABC has found the product to be superior in functionality and forward-thinking technology to help streamline our daily business processes, improve productivity and promote cost efficiency in all operations.

We are currently negotiating with the vendor to enter into a contract.

HABC will procure and implement an Interactive Voice Response system (IVR) to accomplish the following tasks:

- Allow HABC to interact with our Waitlist clients to verify identifiable information such as name, address and phone number.
- Allow HABC to conduct surveys, and polls to collect certain information about our customer service to our residents.

The feasibility of installing a Kiosk for the Applications Department will also be evaluated. This is to explore the effectiveness of our clients using a Kiosk to self-serve their Waitlist applications.

HABC will also evaluate the feasibility of installing and implementing Virtual Desktops. Virtual desktops are attractive due to their cost, reliability, flexibility and security. If your desktop malfunctions, there's no need to purchase another, just turn on another machine, login and keep working.

## VII. Administrative

HABC will continue to monitor and evaluate MTW activities during FY 2014. At this point, HABC does not intend to use external evaluators for new or ongoing MTW initiatives. Internal reports will be generated on a periodic basis to assess performance against proposed targets. Quarterly internal reviews will be conducted with program staff and management to review and evaluate results and, if necessary, to modify proposed strategies to improve results. Annual evaluation results will be reported as appropriate by HABC in the MTW Annual Report.

The following section of the Plan provide a series of appendixes including materials required by HUD pursuant to the MTW Agreement and other information provided by HABC to inform HUD and the public of its MTW activities. The following is a list of appendixes:

Appendix A: Board Resolution Adopting the Annual MTW Plan & Certification of Compliance

Appendix B: Asset Management Table

Appendix C: FY 2012 Proposed Cost Allocation Methodology & Local Asset Management Plan

Appendix D: Certifications (Previously submitted electronically to HUD)

- HUD-50071 – Certification of Payments to Influence Federal Transactions
- SF-424 – Application for Federal Assistance
- HUD-52723 – Operating Fund Calculation of Operating Subsidy

Appendix E: Summary of Proposed Changes to the HCV Administrative Plan

Appendix F: Summary of Proposed Changes to the Thompson Special Admin Plan

Appendix G: Summary of Proposed Changes to the Admissions & Continued Occupancy Plan

Appendix H: Waiting List Demographics

Appendix I: General Operating Information

Appendix J: Emergency Safety & Security Grant

Appendix K: Changes to Annual Plan Due to Comments Received

Appendix L: Documentation of Public Meeting

Appendix M: RHF Fund Uses

Appendix N: Other HABC UNITS