

FY 2025 PHA GOALS AND OBJECTIVES:

Goal I: Revitalize and Enhance our Properties

- Improve the Physical Conditions and Marketability of each Community and coordinate services that promote self-sufficiency to improve the income base for HACA and/or to prepare residents to move out of public housing and federal assisted programs dependency
- Achieve Excellent Site Curb Appeal for each Community
- Identify and bring up to code all UFAS units as redevelopment occurs
- Completed Substantial Rehabilitation of Morris H. Blum
- Plan Redevelopment of Robinwood and Bloomsbury Square with selected developer, and complete all related Redevelopment applications, including RAD and Section 18 for those sites
- Select development partner and begin internal redevelopment planning for Eastport Terrace and Harbour House with selected partner
- Review and finalize rehabilitation and financing plan, with development partner, for Bloomsbury Square and concept plan for Robinwood; start rehabilitation of Bloomsbury Square
- Utilize our non-profit organization to help facilitate community development and neighborhood revitalization

Progress Report for Goal I

- Continually improving the Physical Conditions and Marketability of each Community and coordinate services that promote self-sufficiency to improve the income base for HACA and/or to prepare residents to move out of public housing and federal assisted programs dependency
- Improved Site Curb Appeal for each Community
- Identified and brought up to code all UFAS units as redevelopment occurs, namely for Morris H. Blum
- 98% Completed Substantial Rehabilitation of Morris H. Blum
- Planned Redevelopment of Robinwood and Bloomsbury Square with selected developer and received 9% LIHTC award for Robinwood. Completed all LIHTC related Redevelopment applications for both sites
- Selected development partner, Genesis and began internal redevelopment planning for Eastport Terrace and Harbour House with selected partner
- Reviewed and finalized rehabilitation and financing plan, with development partner, Community Housing Partners (CHP) for Bloomsbury Square and created concept plan for Robinwood and Bloomsbury Square
- Utilize our non-profit organization to help facilitate community development and supported tenant council projects.

Goal II: Continue to Improve Processes and Performance

- Achieve Standard Performer status under the Public Housing Assessment System, and improve score by five points
- Maintain Standard Performer status under the Section Eight Management Assessment System, and improve score by three points
- Maintain employee retention rate above 80% by providing competitive salary, attractive employee benefits package, a positive workplace culture, and robust training to all staff relevant to their functional area.
- Continue to achieve Unmodified Audit Opinion
- Develop and implement Annual Preventative Maintenance plan
- Reduce Public Housing Vacancy Rate to achieve an Occupancy Rate of 94% or higher
- Reduce average days to turn a unit by 20%
- Comply with applicable local and federal inspection processes
- Obtain contracts with a quality contractor for every desired service

Progress Report for Goal II

- Working towards achieving Standard Performer status under the Public Housing Assessment System
- Implementing Correction Action to achieve Standard Performer status under the Section Eight Management Assessment System
- Continued to offer competitive salaries, an attractive employee benefits package, a positive workplace culture, and robust training opportunities aligned with staff functional areas. While these efforts remain in place, the employee retention rate did not meet the 80 percent target in 2025. As of year-end, the Authority's retention rate was **76.3%**. Management has identified workforce stability as a priority area and will continue to focus on retention strategies in 2026.
- Continue to achieve Unmodified Audit Opinion - Successfully maintained **Unmodified Audit Opinions since 2021**, reflecting sound financial management practices, compliance with applicable accounting standards, and effective coordination with external auditors.
- Developed and implemented Annual Preventative Maintenance plan with Allegiance Management
- Reduce Public Housing Vacancy Rate to achieve an Occupancy Rate of 94% or higher
Achieved consistent occupancy rate of 90% and higher. Hired third-party Allegiance Management to assist in improving property management functions, including occupancy, achieved 90% occupancy rate.
- Reduce average days to turn a unit by 20% - In progress. Hired third-party Bayview Consulting for construction management services to assist in improving monitoring vacant unit turns.
- Complied with applicable local and federal inspection processes
- Obtained contracts with a quality contractor for every desired service

Goal III: Promote Efficiency and Fiscal Responsibility

- Develop a Capital Fund Strategy to improve all identified HUD Real Estate

Assessment Conditions deficiencies

- Create alternate Funding opportunities to support the overall operation of all programs
- Maintain a Balance Budget and find additional revenue streams to create profitability
- Reconcile and Reduce Outstanding Tenant Aged Account Receivables to 80% of 2019 level
- Conduct Public Housing Program Flat Rent Analysis and Annual Utility Allowances Review for all Programs
- Increase rent collection to 90% or higher
- Achieve 95% Voucher Utilization
- Review Income Targeting Regulations

Progress Report for Goal III

-Developed a Capital Fund Strategy to improve all identified HUD Real Estate Assessment Conditions deficiencies. Initiated a capital planning framework aligned with HUD REAC inspection results and physical condition needs. Priority capital items were identified and sequenced based on available Capital Fund resources. While a fully integrated long-term strategy is still under development, 2025 efforts established the foundation for a more strategic, data-driven capital improvement plan.

-Create alternate Funding opportunities to support the overall operation of all programs Actively pursued and leveraged non-HUD funding sources through strategic partnerships with the City of Annapolis, Anne Arundel County, and the State of Maryland. These partnerships resulted in grant funding and financial support to supplement HUD program resources and support agency operations, stabilization efforts, and service delivery. Management continues to evaluate additional federal, state, and local funding opportunities to diversify revenue streams and reduce reliance on HUD funding alone.

-Maintained a balanced operating budget through disciplined financial management, expenditure controls, and ongoing budget monitoring. While operating margins remained constrained, management continued to assess opportunities for enhanced revenues, cost recovery, and operational efficiencies to strengthen long-term financial sustainability.

-Reconcile and Reduce Outstanding Tenant Aged Account Receivables to 80% of 2019 level. Improved tracking, reconciliation, and analysis of tenant accounts receivable. Although the 80 percent reduction target was not fully achieved in 2025, enhanced reporting and management focus positioned the Authority to implement stronger collection and resolution strategies in 2026

-Conducted Public Housing Program Flat Rent Analysis and Annual Utility Allowances Review for all Programs

-Increase rent collection to 90% or higher

Rent collection performance showed incremental improvement during 2025 but did not reach the 90 percent target. Contributing factors included legacy receivables and resident

financial challenges. Strengthening rent collection remains a high-priority operational and financial objective.

-Achieve 95% Voucher Utilization

Achieved and exceeded the utilization goal, reaching a Housing Choice Voucher utilization rate of 97% in 2025. This reflects improved leasing activity, strengthened recertification processes, and focused program management, positioning the Authority to sustain high utilization levels going forward.

-Review Income Targeting Regulations – in progress

Goal IV: Promote Self Sufficiency and Customer Satisfaction

-Enhance programs for teens and young adults; HACA continues to partner with the Banneker Douglas Museum (BGCAA) to provide after school programming for middle school students interested in the arts. Various mediums of art are offered in photography, oil painting, mixed media and digital art to name a few. The BGCAA also provides after school programming to elementary students aged 6-12 yrs old, two days a week.

-Continue partnership with the YWCA to facilitate a Head Start program at the Eastport Community Center; HACA continues to work with the Y to plan and develop a robust start program for ages birth to 5 yrs old. Programming is expected to begin in 2025.

-Continue County-based Safe Communities Program by continuing to partner with local partners as they work to reduce violence in HACA communities by providing programming and mentorship to at risk youth and young adults.

-Conduct good neighbor and housekeeping programs with residents; HACA created a cleaning supply program in the fall of 2023 to ensure all households in need of cleaning supplies had adequate materials available to maintain a clean and safe living environment. Supplies are distributed to HACA communities and residents are free to pick up the supplies as needed

Progress Report for Goal IV

-Enhanced programs for teens and young adults; partnered with the Banneker Douglas Museum (BGCAA) to provide after school programming for middle school students interested in the arts. Various mediums of art are offered in photography, oil painting, mixed media and digital art to name a few. The BGCAA also provided after school programming to elementary students aged 6-12 yrs old, two days a week.

-Continue partnership with the YWCA to facilitate a Head Start program at the Eastport Community Center; HACA continues to work with the Y to plan and develop a robust Head Start program for ages of birth to 5 yrs old. Programming began in Fall 2025.

-Continued County-based Safe Communities Program by continuing to partner with local partners as they work to reduce violence in HACA communities by providing programming and mentorship to at risk youth and young adults.

-Conduct good neighbor and housekeeping programs with residents; HACA created a cleaning supply program in the fall of 2023 to ensure all households in need of cleaning

supplies had adequate materials available to maintain a clean and safe living environment. Supplies are consistently distributed to HACA communities and residents are free to pick up the supplies as needed

Goal V: Identify and Implement Technology to Increase Efficiency and Effectiveness

- Implement single-sign-on between all major business systems (i.e., Yardi, Office365, Active Directory, VPN)
- Continue integration of Yardi on-line client-focused solutions with PHA processes (e.g., lease signing, HAP agreement processing)
- Implement on-demand, secure email processing
- Develop replacement program for aging laptops within planned redevelopment schedule
- Develop and conduct Rent Café training for residents
- Continue refinement of job-based definitions of I.T. configuration
- Continue implementation of customs, online training sessions within Yardi Aspire
- Review and refine kiosk configuration to better meet customer needs
- Implement a structured business document submission and implementation plan
- Rollout HACA Intranet Site
- Begin end user hardware updates (i.e., laptops, tablets, and cell phones)

Progress Report for Goal V

- Implemented single-sign-on DUO system for agency software
- Continuing Continue integration of Yardi on-line client-focused solutions with PHA processes (e.g., lease signing, HAP agreement processing)
- Developed replacement program for aging laptops within planned redevelopment schedule
- Continued refinement of job-based definitions of I.T. configuration
- Continued implementation of customs, online training sessions within Yardi Aspire
- Review and refine kiosk configuration to better meet customer needs
- Implement a structured business document submission and implementation plan
- Began end user hardware updates (i.e., laptops, tablets, and cell phones)

FY 2026 PHA GOALS AND OBJECTIVES:

Goal I: Revitalize and Enhance our Properties

- Improve the Physical Conditions and Marketability of each Community and coordinate services that promote self-sufficiency to improve the income base for HACA and/or to prepare residents to move out of public housing and federal assisted programs dependency
- Maintain Excellent Site Curb Appeal for each Community
- continue rehabilitation of Bloomsbury Square

- Finalize Phase I redevelopment/rehabilitation development agreement/plan for Robinwood; secure financing for Phase I
- Achieve approval of RAD and Section 18 Applications to begin Relocation and Construction Activities for Robinwood
- Begin CNI Implementation Application and Transformation Plan activities for Eastport Terrace/Harbour House Redevelopment
- Utilize our non-profit organization to help facilitate community development and neighborhood revitalization

Goal II: Continue to Improve Processes and Performance

- Maintain Standard Performer status under the Public Housing Assessment System, and improve score by five points
- Maintain Standard Performer status under the Section Eight Management Assessment System, and improve score by five points
- Maintain employee retention rate above 80% by providing competitive salary, attractive employee benefits package, a positive workplace culture, and robust training to all staff relevant to their functional area.
- Continue to achieve Unmodified Audit Opinion
- Effectively manage Annual Preventative Maintenance Plan
- Reduce public housing Vacancy Rate to achieve an occupancy Rate of 95% or higher
- Reduce average days to turn a unit by 20%
- Comply with applicable local and federal inspection processes
- Obtain contracts with quality contractors for every desired service

Goal III: Promote Efficiency and Fiscal Responsibility

- Develop a Capital Fund Strategy to improve all identified HUD Real Estate Assessment Conditions deficiencies
- Create alternate Funding opportunities to support the overall operation of all programs
- Maintain a Balance Budget and secure additional revenue streams to create profitability
- Reconcile and Reduce Outstanding Tenant Aged Account Receivables to 60% of 2019 level
- Conduct Public Housing Program Flat Rent Analysis and Annual Utility Allowances Review for all Programs
- Increase rent collection to 94% or higher
- Achieve 95% Voucher Utilization
- Create fiscal diversification strategy for development non-profit

Goal IV: Promote Self Sufficiency and Customer Satisfaction

- Exceed minimum participation levels in the ROSS Grants, Family Self Sufficiency, and Homeownership programs
- Build partnerships with non-profits, government organizations, schools, and

- others who have services and programs which can benefit our clients
- Develop new clients through landlord fairs to create additional housing opportunities
- Implement Integrated Pest Management Programs
- Implement a Mandatory Good Neighbor and Housekeeping Program
- Continue to expand Health Care and Wellness Programs throughout all HACA properties through Anne Arundel Medical Center
- Expand temporary worker program to include Wellness and Resident Services
- Streamline utility payments to clients
- Continue Safe Communities partnership with the Annapolis Police Department
- Maintain attendance at 10% of households at each property's monthly Resident Council meeting

Goal V: Identify and Implement Technology to Increase Efficiency and Effectiveness

- Develop and implement a plan for cloud-based I.T. resources to remove reliance on central office architecture (e.g., Active Directory, File Server)
- Continue end user hardware updates (i.e., laptops, tablets, and cell phones)
- Implement scan to personal drives from Xerox printers
- Develop electronic versions of all paper-based forms we are currently using for integration into RentCafe
- Develop and implement a plan for increased integration with Microsoft products; e.g., OneDrive, SharePoint, Teams
- Continue refinement of job-based definitions of I.T. configuration
- Investigate options for digitization of historical, paper-based client files
- Update I.T. policies as related to distributed office environments, security, and file retention
- Develop a library of HACA-specific business process documentation

FY 2027 PHA GOALS AND OBJECTIVES:

Goal I: Revitalize and Enhance our Properties

- Improve the Physical Conditions and Marketability of each Community and coordinate services that promote self-sufficiency to improve the income base for HACA and/or to prepare residents to move out of public housing and federal assisted programs dependency
- Maintain Excellent Site Curb Appeal for each Community
- complete rehabilitation of Bloomsbury Square
- Continue Relocation and Redevelopment of Robinwood and begin construction
- Secure financing for the next phase of Robinwood
- Finalize CNI Implementation Application and planning activities for Eastport Terrace/Harbour House
- Finalize financing for first phase of redevelopment of Harbour House/Eastport Terrace and start construction

- Relocation of residents for the first phase redevelopment of Harbour House/Eastport Terrace
- Utilize our non-profit organization to help facilitate community development and neighborhood revitalization

Goal II: Continue to Improve Processes and Performance

- Maintain Standard Performer status under the Public Housing Assessment System, and improve score by five points
- Maintain Standard Performer status under the Section Eight Management Assessment System, and improve score by five points
- Maintain employee retention rate above 80% by providing competitive salary, attractive employee benefits package, a positive workplace culture, and robust training to all staff relevant to their functional area.
- Continue to achieve Unmodified Audit Opinion
- Effectively manage Annual Preventative Maintenance Plan
- Reduce public housing Vacancy Rate to achieve an occupancy rate of 96% or higher
- Reduce average days to turn a unit by 20%
- Comply with applicable local and federal inspection processes
- Obtain contracts with quality contractors for every desired service

Goal III: Promote Efficiency and Fiscal Responsibility

- Develop a Capital Fund Strategy to improve all identified HUD Real Estate Assessment Conditions deficiencies
- Create alternate Funding opportunities to support the overall operation of all programs
- Maintain a Balance Budget and utilize additional revenue streams to increase profitability
- Reconcile and Reduce Outstanding Tenant Aged Account Receivables to 40% of 2019 level
- Conduct Public Housing Program Flat Rent Analysis and Annual Utility Allowances Review for all Programs
- Increase rent collection to 97% or higher
- Achieve 96% Voucher Utilization

Goal IV: Promote Self Sufficiency and Customer Satisfaction

- Exceed minimum participation levels in the ROSS Grants, Family Self Sufficiency, and Homeownership programs
- Build partnerships with non-profits, governmental organizations, schools, and others who have services and programs which can benefit our clients
- Maintain good relationships with landlords and continue to develop new contacts
- Implement Integrated Pest Management Programs
- Continue Mandatory Good Neighbor and Housekeeping Program

- Continue temporary worker program to include Wellness and Resident Services
- Create a program to improve resident community service opportunities
- Continue Safe Communities partnership with the Annapolis Police Department
- Maintain attendance at 10% of households at each property's monthly Resident Council meeting

Goal V: Identify and Implement Technology to Increase Efficiency and Effectiveness

- Retire Visual Homes
- Remove reliance on centralized I.T. infrastructure needs, move all capabilities to desktop and cloud-based solutions
- Implement a broader role-based roll-out of online meeting solutions; e.g., Zoom
- Develop and implement a Yardi Voyager-based rental license tracking system
- Continue end user hardware updates (i.e., laptops, tablets, and cell phones)
- Investigate alternatives to use of large Xerox printers as our office needs distribute (potentially)
- Investigate internet connectivity alternatives and backups as our offices distribute (potentially)
- Investigate replacement of desk phones with alternative solutions as our offices distribute (potentially)

FY 2028 PHA GOALS AND OBJECTIVES:

Goal I: Revitalize and Enhance our Properties

- Maintain the Physical Conditions and Marketability of each Community and coordinate services that promote self-sufficiency to improve the income base for HACA and/or to prepare residents to move out of public housing and federal assisted programs
- Maintain Excellent Site Curb Appeal for each Community
- Complete construction of Robinwood and begin lease-up
- Complete Funding applications for Eastport Terrace/Harbour House Redevelopment and perform related closings
- Relocate tenants and start demolition of first phase of Harbour House/Eastport Terrace
- Start construction of Phase I of Harbour House/Eastport Terrace
- Relocate housing authority's headquarters to a new location locally
- Utilize our non-profit organization to help facilitate community development and neighborhood revitalization

Goal II: Continue to Improve Processes and Performance

- Maintain Standard Performer status under the Public Housing Assessment System, and improve score by five points

- Achieve High Performer status under the Section Eight Management Assessment System
- Maintain employee retention rate above 80% by providing competitive salary, attractive employee benefits package, a positive workplace culture, and robust training to all staff relevant to their functional area.
- Continue to achieve Unmodified Audit Opinion
- Effectively manage Annual Preventative Maintenance Plan
- Reduce public housing Vacancy Rate to achieve an occupancy rate of 97% or higher
- Reduce average days to turn a unit by 20%
- Comply with applicable local and federal inspection processes
- Obtain contracts with quality contractors for every desired service

Goal III: Promote Efficiency and Fiscal Responsibility

- Develop a Capital Fund Strategy to improve all identified HUD Real Estate Assessment Conditions deficiencies
- Create alternate Funding opportunities to support the overall operation of all programs
- Maintain a Balance Budget and utilize additional revenue streams to increase profitability
- Reconcile and Reduce Outstanding Tenant Aged Account Receivables to 20% of 2019 level
- Conduct Public Housing Program Flat Rent Analysis and Annual Utility Allowances Review for all Programs
- Maintain rent collection at 97% or higher
- Achieve 97% Voucher Utilization

Goal IV: Promote Self Sufficiency and Customer Satisfaction

- Exceed minimum participation levels in the ROSS Grants, Family Self Sufficiency, and Homeownership programs
- Build partnerships with non-profits, governmental organizations, schools, and others who have services and programs which can benefit our clients
- Maintain good relationships with landlords and continue to develop new contacts
- Manage Integrated Pest Management Programs
- Maintain Mandatory Good Neighbor and Housekeeping Program
- Continue program to improve resident community service opportunities
- Continue Safe Communities partnership with the Annapolis Police Department
- Maintain attendance at 10% of households at each property's monthly Resident Council meeting

Goal V: Identify and Implement Technology to Increase Efficiency and Effectiveness

- Implement plan for replacement of printers, internet connectivity, phone service, fax services
- Continue end user hardware updates (i.e., laptops, tablets, and cell phones)
- Investigate consolidation of mobile devices and laptops
- Investigate options for on-demand office space solutions
- Develop and implement replacement strategy of large-scale postage machine
- Refine internal customer support plans as office space changes

FY 2029 PHA GOALS AND OBJECTIVES:

Goal I: Revitalize and Enhance our Properties

- Maintain the Physical Conditions and Marketability of each Community and coordinate services that promote self-sufficiency to improve the income base for HACA and/or to prepare residents to move out of public housing and federal assisted programs
- Maintain Excellent Site Curb Appeal for each Community
- Complete lease-up of Robinwood
- Complete Phase I construction of Harbour House/Eastport Terrace and start lease-up
- Close financing of Phase II construction of Harbour House/Eastport Terrace
- Start Relocation of tenants and Demolition of Phase II of Eastport Terrace/Harbour House
- Utilize our non-profit organization to help facilitate community development and neighborhood revitalization

Goal II: Continue to Improve Processes and Performance

- Achieve High Performer status under the Public Housing Assessment System
- Maintain High Performer status under the Section Eight Management Assessment System
- Maintain employee retention rate above 80% by providing competitive salary, attractive employee benefits package, a positive workplace culture, and robust training to all staff relevant to their functional area.
- Continue to achieve Unmodified Audit Opinion
- Effectively manage Annual Preventative Maintenance Plan
- Reduce public housing Vacancy Rate to achieve an occupancy rate of 97% or higher
- Maintain average Unit Turnaround of 30 Days or Less
- Comply with applicable local and federal inspection processes
- Obtain contracts with quality contractors for every desired service

Goal III: Promote Efficiency and Fiscal Responsibility

- Develop a Capital Fund Strategy to improve all identified HUD Real Estate Assessment Conditions deficiencies
- Create alternate Funding opportunities to support the overall operation of all programs

- Maintain a Balance Budget and utilize additional revenue streams to maintain profitability
- Reconcile and Eliminate Outstanding Tenant Aged Account Receivables
- Conduct Public Housing Program Flat Rent Analysis and Annual Utility Allowances Review for all Programs
- Maintain rent collection at 97% or higher
- Maintain 97% Voucher Utilization

Goal IV: Promote Self Sufficiency and Customer Satisfaction

- Exceed minimum participation levels in the ROSS Grants, Family Self Sufficiency, and Homeownership programs
- Build partnerships with non-profits, governmental organizations, schools, and others who have services and programs which can benefit our clients
- Maintain good relationships with landlords and continue to develop new contacts
- Manage Integrated Pest Management Programs
- Maintain Mandatory Good Neighbor and Housekeeping Program
- Continue program to improve resident community service opportunities
- Continue Safe Communities partnership with the Annapolis Police Department
- Maintain attendance at 10% of households at each property's monthly Resident Council meeting

Goal V: Identify and Implement Technology to Increase Efficiency and Effectiveness

- Continue end user hardware updates (i.e., laptops, tablets, and cell phones)
- Develop Yardi Voyager-based reasonable accommodation tracking system
- Develop and implement a migration plan for end user hardware consolidation