FY 2026 PHA GOALS AND OBJECTIVES PROGRESS REPORT

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

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. Entered partnerships with the State of Maryland to provide workforce development programs and computer training for residents.

-Improved Site Curb Appeal for each Community – Hired McDonough Landscaping to address foliage, plant flowers, maintain shrubbery, grass cutting and landscaping maintenance. HACA Grounds persons clean common areas and hallways daily.

-Identified and brought up to code all UFAS units as redevelopment occurs, namely for Morris H. Blum through redevelopment (150 Units)

-100% 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, preparing for LIHTC application for July 2026.

-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. Facilitated in tenant council and RAB Elections.

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

Progress Report for Goal II

-Working towards achieving Standard Performer status under the Public Housing Assessment System by Hiring qualified property management team and consultants. Allegiance Management and Bayview Construction Consulting services. Performed annual UCPS Inspections in preparation for NSPIRE Inspections with third-party inspectors.
-Implementing Correction Action to achieve Standard Performer status under the Section Eight Management Assessment System. Reviewing SEMAP Indicators monthly.
-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 and higher.
-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. HACA communicates

weekly with City of Annapolis Inspections Team. HUD has not performed NSPIRE inspections in 2025 or 2026.
-Obtained contracts with a quality contractors for every desired service including unit turns, fire safety, HVAC, moisture remediation, rehabilitation of unit.

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

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, 2025-2026 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 2025-2026 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

-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

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

-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 related to distributed office environments, security, and file retention
-Develop a library of HACA-specific business process documentation

Progress Report for Goal V

- Implemented single-sign-on DUO system for agency business systems, e.g., network, email, Voyager, VPN.
- Continued integration of online portal processes to engage customers, increase responsiveness, and reduce reliance on access to personnel, e.g., utilization of portal-based recertification and applicant intake workflows
- Implemented a process to ensure that letter and email notifications from the various workflows are standardized
- Completed staff computer replacements and modernization, i.e., new hardware, current operating system software, implementation of monitoring and technical support software
- Completed staff cell phone replacement to ensure that the devices support increasing

online activity
- Updated job-based definitions of I.T. configuration to more efficiently and reliably maintain appropriate levels of access and authority in an increasingly flexible work environment
- Added new process documentation for user management, business processes, and email standardization to HACA's process library, e.g., configuring new user laptops and initial application set up, configuration of flexible function-based email addresses, conducting screenings of applicants and residents