

A.	PHA Information.																																
A.1	PHA Name: <u>Housing Authority of the City of Annapolis</u> PHA Code: <u>MD001</u> PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>07/2025</u> The Five-Year Period of the Plan (i.e. 2019-2023): <u>2025-2029</u> PHA Plan Submission Type: ☒ 5-Year Plan Submission ☐ Revised 5-Year Plan Submission Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans. ☐ PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below.) <table><thead><tr><th rowspan="2">Participating PHAs</th><th rowspan="2">PHA Code</th><th rowspan="2">Program(s) in the Consortia</th><th rowspan="2">Program(s) not in the Consortia</th><th colspan="2">No. of Units in Each Program</th></tr><tr><th>PH</th><th>HCV</th></tr></thead><tbody><tr><td>Lead PHA:</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr></tbody></table>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																							
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B.	Plan Elements. Required for <u>all</u> PHAs completing this form.																																
B.1	Mission. State the PHA’s mission for serving the needs of low-income, very low-income, and extremely low-income families in the PHA’s jurisdiction for the next five years. See TAB 1																																
B.2	Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low-income, very low-income, and extremely low-income families for the next five years. See TAB 2																																

B.3	Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. See TAB 3
B.4	Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA's goals, activities, objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. See TAB 4
C.	Other Document and/or Certification Requirements.
C.1	Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan. See TAB 5
C.2	Resident Advisory Board (RAB) Comments. (a) Did the RAB(s) have comments to the 5-Year PHA Plan? Y N ☐ ☐ (b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations. TBD
C.3	Certification by State or Local Officials. Form HUD-50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan. pending
C.4	Required Submission for HUD FO Review. (a) Did the public challenge any elements of the Plan? Y N ☐ ☐ (b) If yes, include Challenged Elements. TBD
D.	Affirmatively Furthering Fair Housing (AFFH).

D.1

Affirmatively Furthering Fair Housing. (Non-qualified PHAs are only required to complete this section on the Annual PHA Plan. All qualified PHAs must complete this section.)

Provide a statement of the PHA's strategies and actions to achieve fair housing goals outlined in an accepted Assessment of Fair Housing (AFH) consistent with 24 CFR § 5.154(d)(5). Use the chart provided below. (PHAs should add as many goals as necessary to overcome fair housing issues and contributing factors.) Until such time as the PHA is required to submit an AFH, the PHA is not obligated to complete this chart. The PHA will fulfill, nevertheless, the requirements at 24 CFR § 903.7(o) enacted prior to August 17, 2015. See Instructions for further detail on completing this item.

Fair Housing Goal:

Describe fair housing strategies and actions to achieve the goal

Overall goal: Improve the public's knowledge and awareness of the Federal Fair Housing Act, and related laws, regulations, and requirements to affirmatively further fair housing in the City.

- Improve voucher holders' knowledge of the Source of Income protection in fair housing law.
- Continue to collaborate regionally to address barriers and expand capacity to further housing choice for all protected classes

Fair Housing Goal:

Describe fair housing strategies and actions to achieve the goal

Overall goal: Promote and encourage the construction and development of additional affordable rental housing units in the area, especially for households whose income is less than 80% of the median income.

- Advocate for criteria in the Low Income Housing Tax Credit (LIHTC) program that increases affordable and accessible rental stock in areas of opportunity and also catalyzes revitalization;
- Continue use of CDBG funds and Housing Assistance Trust Fund for Housing Rehabilitation Program and Buyer Program. Leverage public financing to ensure satisfaction of the greatest need among the protected classes.

Fair Housing Goal:

Describe fair housing strategies and actions to achieve the goal

Overall goal: Invest in the preservation of the existing stock of affordable rental units.

- Pursue affordable financing to preserve the existing stock of affordable rental property.
- Continue and increase rental housing options through regional mobility efforts to enable choice among voucher holders, and expand affordable, accessible rental housing;

*The Housing Authority of the City of Annapolis participates in the Baltimore Metropolitan Council's [Analysis of Impediments to Fair Housing Choice](#), or AI, which is a planning process for local governments and public housing agencies (PHAs) to take meaningful actions to overcome historic patterns of segregation, promote fair housing choice, and foster inclusive communities that are free from discrimination. Please see [Regional Analysis of Impediments to Fair Housing](#) for more information."

Instructions for Preparation of Form HUD-50075-5Y - 5-Year PHA Plan for All PHAs

A. **PHA Information.** All PHAs must complete this section. (24 CFR § 903.4)

A.1 Include the full **PHA Name**, **PHA Code**, **PHA Fiscal Year Beginning** (MM/YYYY), **Five-Year Period** that the Plan covers, i.e. 2019-2023, **PHA Plan Submission Type**, and the **Availability of Information**, specific location(s) of all information relevant to the hearing and proposed PHA Plan.

PHA Consortia: Check box if submitting a Joint PHA Plan and complete the table.

B. Plan Elements.

- B.1 Mission.** State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years. ([24 CFR § 903.6\(a\)\(1\)](#))
- B.2 Goals and Objectives.** Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years. ([24 CFR § 903.6\(b\)\(1\)](#))
- B.3 Progress Report.** Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. ([24 CFR § 903.6\(b\)\(2\)](#))
- B.4 Violence Against Women Act (VAWA) Goals.** Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. ([24 CFR § 903.6\(a\)\(3\)](#)).

C. Other Document and/or Certification Requirements.

C.1 Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan. For modifications resulting from the Rental Assistance Demonstration (RAD) program, refer to the 'Sample PHA Plan Amendment' found in Notice PIH-2012-32, REV 2.

C.2 Resident Advisory Board (RAB) comments.

- (a) Did the public or RAB have comments?
- (b) If yes, submit comments as an attachment to the Plan and describe the analysis of the comments and the PHA's decision made on these recommendations. ([24 CFR § 903.17\(b\)](#), [24 CFR § 903.19](#))

C.3 Certification by State or Local Officials.

[Form HUD-50077-SL](#), *Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan*, must be submitted by the PHA as an electronic attachment to the PHA Plan.

C.4 Required Submission for HUD FO Review.

Challenged Elements.

- (a) Did the public challenge any elements of the Plan?
- (b) If yes, include such information as an attachment to the Annual PHA Plan or 5-Year PHA Plan with a description of any challenges to Plan elements, the source of the challenge, and the PHA's response to the public.

D. Affirmatively Furthering Fair Housing.

(Non-qualified PHAs are only required to complete this section on the Annual PHA Plan. All qualified PHAs must complete this section.)

D.1 Affirmatively Furthering Fair Housing. The PHA will use the answer blocks in item D.1 to provide a statement of its strategies and actions to implement each fair housing goal outlined in its accepted Assessment of Fair Housing (AFH) consistent with 24 CFR § 5.154(d)(5) that states, in relevant part: "To implement goals and priorities in an AFH, strategies and actions shall be included in program participants' ... PHA Plans (including any plans incorporated therein) Strategies and actions must affirmatively further fair housing" Use the chart provided to specify each fair housing goal from the PHA's AFH for which the PHA is the responsible program participant – whether the AFH was prepared solely by the PHA, jointly with one or more other PHAs, or in collaboration with a state or local jurisdiction – and specify the fair housing strategies and actions to be implemented by the PHA during the period covered by this PHA Plan. If there are more than three fair housing goals, add answer blocks as necessary.

Until such time as the PHA is required to submit an AFH, the PHA will not have to complete section D.; nevertheless, the PHA will address its obligation to affirmatively further fair housing in part by fulfilling the requirements at 24 CFR 903.7(o)(3) enacted prior to August 17, 2015, which means that it examines its own programs or proposed programs; identifies any impediments to fair housing choice within those programs; addresses those impediments in a reasonable fashion in view of the resources available; works with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement; and maintain records reflecting these analyses and actions. Furthermore, under Section 5A(d)(15) of the U.S. Housing Act of 1937, as amended, a PHA must submit a civil rights certification with its Annual PHA Plan, which is described at 24 CFR 903.7(o)(1) except for qualified PHAs who submit the Form HUD-50077-CR as a standalone document.

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced the 5-Year PHA Plan. The 5-Year PHA Plan provides the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families and the progress made in meeting the goals and objectives described in the previous 5-Year Plan.

Public reporting burden for this information collection is estimated to average 1.64 hours per year per response or 8.2 hours per response every five years, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Privacy Act Notice. The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

TAB 1: Mission. State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years.

HACA's mission is to provide quality and attainable housing in safe and attractive communities for families, individuals, the elderly, and persons with disabilities based upon need and income.

TAB 2: Goals and Objectives Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low-income, and extremely low-income families for the next five years.

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

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
-

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

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 arts 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 ages 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 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

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 custom, 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)

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

TAB 3: Progress Report Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

ACCOMPLISHED GOALS & OBJECTIVES: 2020-2024

Goal I: Revitalize and Enhance our Communities

- Improved 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
- Implemented Maryland Energy Administration Grants at Robinwood 120 units
- Completed Section 504 Plan for all properties. Identified and bring up to code all UFAS units for redeveloped properties at four sites
- Completed Construction of Newtowne Twenty (78 Units), now Wilbourne Estates under Section 18/PBV, and LIHTC programs
- Closed on Redevelopment of Morris H Blum with selected developer, which is under construction for substantial rehabilitation all 154 units under RAD/Section 18 and LIHTC.
- Begin internal Redevelopment planning for Robinwood and Bloomsbury Square and prepare RFP for development partner
- Created a non-profit organization, The Annapolis Housing and Community Redevelopment Cooperation to help facilitate community development and neighborhood revitalization
- Converted Annapolis Gardens and Obery Court to RAD
- Achieve approval of RAD and Section 18 Applications to begin Relocation and Construction Activities for Morris H Blum Senior Highrise
- Select Development Partner from RFP Respondents and Complete Funding applications for Robinwood Redevelopment
- Released RFP for development partner for Eastport Terrace/Harbour House
- Applied for and awarded CNI Planning Grant and created Transformation Plan for of Eastport Terrace/Harbour House Redevelopment.

Goal II: Continue to Improve Processes and Performance

- Working to obtain 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. HACA achieved Standard Performer Status in the HCVP program, our latest score was 74.
- Working to achieve 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
- Developed Annual Preventative Maintenance plan
- Working to reduce Public Housing Vacancy Rate to achieve an Occupancy Rate of 94% or higher
- Working to reduce average days to turn a unit by 20%
- Compliant with applicable local and federal inspection processes
- Obtained contracts with a quality contractor for every desired service
- Transitioned from Centralized to Site-Based and Contract Maintenance Services
- Working to achieve average Unit Turnaround of 30 Days or Less

Goal III: Promote Efficiency and Fiscal Responsibility

- Developed a Capital Fund Strategy to improve all identified HUD Real Estate Assessment Conditions deficiencies
- Created alternate Funding opportunities to support the overall operation of all programs
- Maintain a Balanced Budget and find additional revenue streams to create profitability

- Working to Reconcile and Reduce Outstanding Tenant Aged Account Receivables
- Conducted Public Housing Program Flat Rent Analysis and Annual Utility Allowances Review for all Programs
- Working to Increase rent collection to 90% or higher
- Working to Achieve 94% Voucher Utilization
- Reviewed Income Targeting Regulations
- Implemented emergency response policies and telework policies and procedures

Goal IV: Provide Enhanced Customer Service

- Achieved minimum participation levels in the ROSS Grants, Family Self Sufficiency and Homeownership programs
- Built partnerships with non-profits, governmental organizations, schools, and others who have services and programs which can benefit our clients
- Created a nonprofit organization to help raise funds for youth and human service programs
- Enhanced programs for teens and young adults
- Developed robust electronic communications with residents and the public
- Developed new clients through landlord fairs to create additional housing opportunities
- Continue to conduct briefings and orientations for every new program participant
- Promoted Renters Insurance Policy for all Public Housing Communities
- Implemented Integrated Pest Management Programs
- Conducted Good Neighbor and Housekeeping Programs
- Expanded Health Care and Wellness Programs throughout all HACA properties through Anne Arundel Medical Center
- Educated residents on rent statements and collections efforts
- Enhanced internal financial reporting across departments
- Continue Safe Communities partnership with the Annapolis Police Department, and add Police Substations
- Working to Increase attendance at each property's monthly Resident Council meeting to 10% of households

Goal V: Identify and Implement Technology to Provide More Efficient and Effective Service to the Public

- Deployed mobile devices for maintenance workers synchronized with Yardi Voyager to improve efficiency of work order creation and completion.
- Migrated from Yardi Visual Homes to Yardi Voyager, which will include multi-access online document storage and payment systems
- Converted all appropriate computer stations to laptop to increase telework capabilities
- Installed large-screen televisions, audio systems, and remote display controls to replace LCD projectors and screens
- Implemented online portals for Applicants, Tenants, and Landlords to provide self-service access to information and processes through Rent Café
- Implemented wifi on the HACA internal network for use by employees at all office locations

- Implemented wifi for guests at all office locations and rec centers
- Upgraded Windows Active Directory server to the current version
- Migrated to Sophos anti-virus/computer security software integrated with Sophos network and VPN devices
- Upgraded and expanded network infrastructure devices
- Developed the capability for televising and streaming public meetings, allowing attendees to participate in discussions.
- Completed a laptop replacement plan to keep staff resources current and efficient
- Continued integration of business processes with online functionality through the HACA website and mobile device applications
- Developed online training lesson plans covering Yardi Voyager software and professional processes for all job positions
- Provided kiosks with scanning and printing capabilities for Applicants and Residents at all offices

TAB 4 Violence Against Women Act (VAWA) Goals Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.

GOAL:

The Violence against Women Act (VAWA) provides special protections for victims of domestic violence, dating violence, sexual assault, stalking, and human trafficking who are applying for or receiving assistance under the public housing program. The PHA adopts the policies to help ensure that all actual and potential beneficiaries of its public housing program are aware of their rights under VAWA.

OBJECTIVES:

1. Maintain policies and procedures to prioritize lodging for child and adult victims of domestic violence, dating violence, sexual assault, stalking and human trafficking
2. Communicate VAWA goal effectively with Annapolis residents at large
3. Implement staff training on Violence Against Women

POLICIES:

1. Waitlist preferences in the HCV Administrative Plan and the ACOP provides highest priority for victims of domestic Violence.
2. Transfer preference in the ACOP provides the highest priority for victims of domestic violence.
3. Include VAWA information in Public Housing lease and HAP contracts
4. Materials describing domestic violence are posted in all management and resident services offices

Tab 5 Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.

SIGNIFICANT AMENDMENT AND SUBSTANTIAL DEVIATION/MODIFICATION

The Housing Authority of the City of Annapolis defines “Significant Amendments and Substantial Deviations/Modifications to the Plan” to the following documents, as:

5 – Year Plan

- An overall change in the direction of the Authority pertaining to the Authority’s Goals and Objectives. This includes changing the Authority’s Goals and Objectives.

Annual Plan

- An overall change in the direction of the Authority pertaining to the Authority’s Goals and Objectives. This includes changing the Authority’s Goals and Objectives.
- Changes to rent or admissions policies or organization of the waiting list;
- Any change or addition to demolition, disposition, designated housing, homeownership, conversion, or development activities identified in the current HUD-approved Annual or 5-Year Plans.

Capital Fund 5-Year Action Plan

- Additions of non-emergency work items (items not included in the current Annual Statement or CFP Five-Year Action Plan) when dollar amounts exceeds 10% of the Capital Fund Budget or the amount of replacement reserve funds that exceeds 10% of the annual Capital Fund Budget;

Exceptions:

- Changes under the above definitions that are required due to HUD regulations, federal statutes, state or local laws/ordinances, or as a result of a declared national or local emergency will not be considered substantial deviation or significant amendment/modification.
- Changes under the above definitions which are funded by any source other than federal funds will not require Plan amendment or modification.
- Changes to the Capital Fund Budget produced as a result of each approved RAD Conversion, regardless of whether the proposed Conversion will include use of additional Capital Funds;

- Changes to the construction and rehabilitation plan for each approved RAD conversion; and
- Changes to the financing structure for each approved RAD conversion.

REQUIREMENTS FOR SIGNIFICANT AMENDMENTS TO THE PHA PLAN

Any significant amendment or substantial deviation/modification to a PHA Plan is subject to the same requirement as the original PHA Plan (including time frames.) Following are the requirements:

- The Authority must provide for a review of the amendments/modifications by the public during a 45-day public review period;
- The Housing Authority must consult with the Resident Advisory Board (RAB);
- The Authority must ensure consistency with the Consolidated Plan of the jurisdiction(s);
- The Housing Authority may not adopt for the amendment or modification until the PHA has duly called a meeting of its Board of Commissioners. The meeting, at which the amendment or modification is adopted, must be open to the public;
- The Authority may not implement the amendment or modification until notification of the amendment or modification is provided to HUD and approved by HUD in accordance with HUD's plan review procedures.

Capital Fund Program - Five-Year Action Plan

INSERT CFP Plan here

5-Year PHA Plan (for All PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 03/31/2024
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA’s operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA’s mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. The **Form HUD-50075-5Y** is to be completed once every 5 PHA fiscal years by all PHAs.
