

Public Housing Transition Team

Mayor Michael John Pantelides, 2014 Citizen Advisory Transition Team

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Timeline Key	
ONGOING	Continuation of existing activity.
IMMEDIATE	Commencement within 3 months.
SHORT-TERM	Commencement within 3-12 months.
MEDIUM-TERM	Commencement within 1-2 years.
LONG-TERM	Commencement after 2 years.

Abbreviations Used

AAC	Anne Arundel County, Maryland
AACC	Anne Arundel Community College
AAWDC	Anne Arundel Workforce Development Corporation
ADOT	Annapolis Department of Transportation
APD	Annapolis Police Department
CDBG	Community Development Block Grant
HACA	Housing Authority of the City of Annapolis
MD	Maryland (i.e. State of)
RFP	Request for Proposal (i.e. bid)

HOUSING AUTHORITY OF CITY OF ANNAPOLIS ISSUES 1-3

Adopted October 27, 2014
Public Housing

HACA: ISSUE 1

HACA appears to be in serious financial condition with grim prospects for maintaining financial viability. HACA owes the City for unpaid reimbursements.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should conduct its own independent assessment of the financial health of HACA and collectability of unpaid reimbursements.	Finance Director	Immediate

HACA: ISSUE 2

The condition of HACA properties is in serious decline. The latest available HUD score for their physical condition is 25 out of 40. Residents say the condition and maintenance of their units are their biggest problems.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Per State code unless an exception is made, the City should begin inspecting HACA units under the City's rental licensing program that applies to all other rental housing in City.	DNEP Director	Immediate
2. The City has an obligation to protect health and safety of public housing residents, as they do other City renters, and should work with HACA to phase in City inspection of HACA properties.	DNEP Director	Immediate

HACA: ISSUE 2, CONTINUED

The condition of HACA properties is in serious decline. The latest available HUD score for their physical condition is 25 out of 40. Residents say the condition and maintenance of their units are their biggest problems.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
3. HACA should take on more responsibility from APD for banning list and policies (make stronger), and for lease enforcement, as well as rules for allowing residents to have “onsite” guests who are on the banned list.	City Manager	Immediate
4. HACA should check with its insurance company to make sure HACA is in compliance with all fire safety regulations, especially those for smoke alarms.	DNEP Director	Immediate

HACA: ISSUE 3

It is necessary for HACA to participate as promptly as possible in redeveloping their remaining six properties through public/private partnerships.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to replace or rehabilitate to the maximum degree possible all existing low income units, providing one for one replacement, and to consider collaboration with public/private partnerships.	Mayor	Medium-Term

OUTSIDE SERVICE PROVIDERS FOR HACCA ISSUES 4-9

Adopted October 27, 2014
Public Housing

OUTSIDE SERVICE PROVIDERS: ISSUE 4

HACA appears to have done a good job in recent years of generally increasing supportive services for its residents, but further improvement and expansion could be accomplished.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City and HACA should explore funding opportunities that exist for programs that help public housing residents.	City Manager	Medium-Term
2. The City could promote and endorse workshops to highlight the funding needs of HACA residents and emphasize City support for such services.	Mayor	Medium-Term

OUTSIDE SERVICE PROVIDERS: ISSUE 5

Some of the HACA residents who may need to use resident services are either not aware of them or choose not to use them. Case managers may help with this issue.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to transfer some funding from its administrative costs to support resident services and resident case managers.	Mayor	Medium-Term
2. The City should work with HACA to ask AAC to assign case managers specifically to HACA.	Mayor	Medium-Term
3. The City should encourage HACA to pursue all available private contributions and grants to fund case workers.	Mayor	Medium-Term

OUTSIDE SERVICE PROVIDERS: ISSUE 5, CONTINUED

Some of the HACA residents who may need to use resident services are either not aware of them or choose not to use them. Case managers may help with this issue.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
4. The City should encourage HACA to consider case workers to be either HACA employees or assigned by outside jurisdictions.	Mayor	Medium-Term

OUTSIDE SERVICE PROVIDERS: ISSUE 6

It appears there are many services on site and in the community. Perhaps HACA could do better job of providing information on them and encouraging participation.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to use technology to communicate better, such as the Internet or social media.	Mayor	Medium-Term
2. The City should encourage HACA to provide and post a public calendar monthly that lists daily services and activities available to each resident.	Mayor	Medium-Term
3. The City should encourage HACA to recruit volunteers to help with outreach to residents to supplement its own staff.	Mayor	Medium-Term

OUTSIDE SERVICE PROVIDERS: ISSUE 7

HACA needs to capitalize more on the potential for private contributions and public grants for resident services and volunteers to educate residents on those services.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to add a development officer to reach out and secure private funding, and foundation and public grants for HACA service programs.	Mayor	Medium-Term
2. The City should encourage HACA to consider private and foundation grants and contributions as a viable source, but a new and talented fundraising staff person would be needed by HACA.	Mayor	Medium-Term

OUTSIDE SERVICE PROVIDERS: ISSUE 8

HACA, and its staff, need to always provide first class support (responsive and helpful) for the groups and volunteers who work to help the residents.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to consider honoring and thanking these groups in some formal way each year, such as thank-you events or newsletter articles about these groups.	Mayor	Medium-Term

OUTSIDE SERVICE PROVIDERS: ISSUE 9

Community room space is reportedly scarce sometimes leaving willing groups with inadequate space for their on-site programs.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. As HACA properties are redeveloped, the City should encourage HACA to insist on generous community space being provided.	Mayor	Medium-Term
2. The City should provide as much space as possible in buildings it owns for services and office spaces for groups willing to give on-site services to HACA.	City Manager	Medium-Term

CITY PROVIDED SERVICES FOR HACCA ISSUE 10

Adopted October 27, 2014
Public Housing

CITY PROVIDED SERVICES: ISSUE 10

Interviews were conducted with the City to better understand what services are currently provided to HACA and where there could be improvement and cost saving.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to partner with AAWDC to explore ways to incentivize local businesses to provide vocational training and internships to HACA youth.	City Manager	Medium-Term
2. ADOT should conduct a survey of HACA residents to determine the need for transit services to areas with high job opportunities.	ADOT Director	Medium-Term
3. ADOT should explore economical ways of providing transportation for HACA residents.	ADOT Director	Medium-Term

CITY PROVIDED SERVICES: ISSUE 10, CONTINUED

Interviews were conducted with the City to better understand what services are currently provided to HACA and where there could be improvement and cost saving.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
4. The City should encourage HACA to explore any electric rate reductions it might get by joining the Baltimore Regulatory Commission.	Mayor	Medium-Term
5. The City should make Stanton Center more useable and accessible to HACA residents.	Recreation & Parks Director	Medium-Term

**ALTERNATIVE &
ADDITIONAL
SUPPORT SERVICES
ISSUES 11-14**

Adopted October 27, 2014
Public Housing

ALTERNATIVE & ADDITIONAL SUPPORT SERVICES: ISSUE 11

HACA should expand its efforts to bring partners to the communities that will offer job development, shadowing and internship opportunities for youth and adults.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to develop programming around specific partners willing to increase their corporate social responsibility geared towards the needs of residents.	Mayor	Medium-Term
2. The City should encourage HACA to develop and adopt a community program that will help meet the needs of residents and youths.	Mayor	Medium-Term

ALTERNATIVE & ADDITIONAL SUPPORT SERVICES: ISSUE 12

Anne Arundel Community College (AACC) and Anne Arundel Workforce Development Corporation (AAWDC).

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage a relationship between HACA and AAWDC to offer direct basic skills and workforce training locally.	Mayor	Medium-Term
2. The City should encourage HACA to continue to utilize AACC's outreach efforts to address literacy in the AAC.	Mayor	Medium-Term
3. The City should encourage HACA to continue to utilize AACC's established partnership with AAWDC that could benefit residents of HACA.	Mayor	Medium-Term

ALTERNATIVE & ADDITIONAL SUPPORT SERVICES: ISSUE 13

Bridging the Digital Divide Initiatives.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to be a proactive supporter of partnering with low cost service providers to initiate Wi-Fi spots in community areas.	Mayor	Medium-Term
2. The City should encourage HACA to continue community computer centers, but also work on making home-based computers available to allow parents to see and experience what their child is learning and to control that learning environment.	Mayor	Medium-Term

ALTERNATIVE & ADDITIONAL SUPPORT SERVICES: ISSUE 14

The condition of the properties suggests that with poor current conditions, ongoing deterioration and declining HUD maintenance funds, time is not on HACA's side. Redevelopment, even under favorable conditions, could take 10-15 years.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The City should encourage HACA to develop a comprehensive plan for when, how and in what order it will make the transition to a public/private approach for its remaining properties beyond the Newtowne 20 property.	Mayor	Medium-Term
2. The City should encourage HACA to write less prescriptive RFPs and be more realistic in what it asks.	Mayor	Medium-Term

ALTERNATIVE & ADDITIONAL SUPPORT SERVICES: ISSUE 14, CONTINUED

The condition of the properties suggests that with poor current conditions, ongoing deterioration and declining HUD maintenance funds, time is not on HACA's side. Redevelopment, even under favorable conditions, could take 10-15 years.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
3. The City should encourage HACA to attract and retain the best affordable rental housing developers putting forth viable proposals in order to implement a public/private approach.	Mayor	Medium-Term
4. The City should encourage HACA to get better advice to guide it through the complications of a public/private financing environment.	Mayor	Medium-Term

ALTERNATIVE & ADDITIONAL SUPPORT SERVICES: ISSUE 14, CONTINUED

The condition of the properties suggests that with poor current conditions, ongoing deterioration and declining HUD maintenance funds, time is not on HACA's side. Redevelopment, even under favorable conditions, could take 10-15 years.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
5. The City should encourage HACA to not overcomplicate the process of redevelopment (ex: changes in proposed City Ordinance O-3-14).	Mayor	Medium-Term
6. Instead of increasing number of low and moderate income units by 67% around Newtowne 20, the City should encourage HACA to ensure that none of existing ones are lost and any new ones should be in scattered areas in the City and AAC.	Mayor	Medium-Term

ALTERNATIVE & ADDITIONAL SUPPORT SERVICES: ISSUE 14, CONTINUED

The condition of the properties suggests that with poor current conditions, ongoing deterioration and declining HUD maintenance funds, time is not on HACA's side. Redevelopment, even under favorable conditions, could take 10-15 years.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
7. The City should encourage HACA to create extensive involvement and communication with residents effected by any public/private partnerships for redevelopment, including temporary/permanent relocation and help with returning to the redeveloped community.	Mayor	Medium-Term
ALSO SEE THE ECONOMIC DEVELOPMENT TRANSITION TEAM REPORT'S ISSUE NO. 3.		

OPERATIONS BETWEEN HACA AND THE CITY ISSUES 15-19

HACA-CITY OPERATIONS: ISSUE 15

Changes need to be made to HACA's enabling MD State legislation (i.e. Title 13).

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. Reduce the term of the Commissioners from the current five years to three years.	Mayor	Immediate
2. Increase the number of HACA residents required on the Board of Commissioners from the current two to three.	Mayor	Immediate
3. Change current requirement that one of the Commissioners is "a tenant of an Annapolis Authority property for seniors" to simply "a tenant who is a senior".	Mayor	Immediate

HACA-CITY OPERATIONS: ISSUE 15, CONTINUED

Changes need to be made to HACA's enabling MD State legislation (i.e. Title 13).

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
4. Require four of the seven Commissioners to have expertise in areas like affordable housing finance and development, construction/maintenance, property management, and business management.	Mayor	Immediate

HACA-CITY OPERATIONS: ISSUE 16

Until HACA's MD State legislation is amended per Issue 15, the following should take place in the short term:

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. City Housing and Community Development Committee should conduct an independent review of HACA's annual audit, its annual and 5-year plans, and its overall financial health.	Finance Director	Ongoing (present results to City Council by July 1 st of each year)
2. The City should appoint Commissioners who have expertise in areas like affordable housing finance and development, construction/maintenance, property management, and business management.	Mayor	Medium-Term

HACA-CITY OPERATIONS: ISSUE 17

There are concerns about the financial stability of HACA, and the possibility of HACA becoming insolvent within the next two years.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. HACA should pay the City any outstanding balance on its \$36,000 annual payment for APD support, and make future payments in a timely manner.	Finance Director	Ongoing
2. The City should immediately conduct an independent review of HACA's financial situation.	Finance Director	Immediate
3. The City and HACA should investigate feasibility of HACA using the City's refuse pickup contract to achieve reduced rates.	Public Works Director	Short-Term

HACA-CITY OPERATIONS: ISSUE 18

Application of normal City Code provisions for rental properties.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. City should pass a resolution that either explicitly exempts or does not exempt HACA from complying with City Code provisions normally required of other rental properties.	DNEP Director	Immediate
2. If HACA not exempted (which is recommended), City and HACA should develop and implement a plan for phasing in the inspection of all HACA units, including annual rental license payments from HACA to the City.	DNEP Director	Immediate

HACA-CITY OPERATIONS: ISSUE 19

Cooperative Agreements between HACA and the City.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
1. The Cooperative Agreements between HACA and the City should be revised to include all current agreements and practices, such as the policing agreement and clarifications on what services can or cannot be offset PILOT payments.	City Attorney	Short-Term
2. The Cooperative Agreements should then be amended going forward to represent all future agreements between HACA and the City.	City Attorney	Short-Term & Ongoing

HACA-CITY OPERATIONS: ISSUE 19, CONTINUED

Cooperative Agreements between HACA and the City.

<u>RECOMMENDATIONS</u>	<u>RESPONSIBLE PARTY</u>	<u>TIMELINE</u>
3. As part of the Cooperative Agreements, HACA should provide City each year with a copy of the appropriate HUD form that calculates a housing authority's required annual PILOT payment, as well as any required PILOT payments	Finance Director	Short-Term & Ongoing