

Annual PHA Plan (Standard PHAs and Troubled PHAs)

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

OMB No. 2577-0226
Expires: 02/29/2016

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.

Wi002

Applicability. Form HUD-50075-ST is to be completed annually by **STANDARD PHAs** or **TROUBLED PHAs**. PHAs that meet the definition of a High Performer PHA, Small PHA, HCV-Only PHA or Qualified PHA do not need to submit this form.

Definitions.

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both of the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, or at risk of being designated as troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceeds 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceeds 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined, and is not PHAS or SEMAP troubled.

A. PHA Information.

A.1 **PHA Name:** Housing Authority of the City of Milwaukee **PHA Code:** WI002
PHA Type: Standard PHA Troubled PHA
PHA Plan for Fiscal Year Beginning: (MM/YYYY): 01/2020
PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above)
Number of Public Housing (PH) Units 2913 (check # should be less after RAD conversions) Number of Housing Choice Vouchers (HCVs) 6438 Total Combined Units/Vouchers 9351
PHA Plan Submission Type: Annual Submission Revised Annual Submission

Availability of Information. PHAs must have the elements listed below in sections B and C 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. 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 website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.

The Housing Authority of the City of Milwaukee has posted a copy of its 2020 Agency Plan on its website, <http://www.hacm.org/> for public review, in addition a copy is located at 809 N. Broadway 3rd Floor Milwaukee, WI 53206

PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)

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:					

B. Annual Plan Elements						
B.1	<p>Revision of PHA Plan Elements.</p> <p>(a) Have the following PHA Plan elements been revised by the PHA?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Statement of Housing Needs and Strategy for Addressing Housing Needs <input checked="" type="checkbox"/> <input type="checkbox"/> Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions. <input type="checkbox"/> <input checked="" type="checkbox"/> Financial Resources. <input type="checkbox"/> <input checked="" type="checkbox"/> Rent Determination. <input type="checkbox"/> <input checked="" type="checkbox"/> Operation and Management. <input type="checkbox"/> <input checked="" type="checkbox"/> Grievance Procedures. <input type="checkbox"/> <input checked="" type="checkbox"/> Homeownership Programs. <input type="checkbox"/> <input checked="" type="checkbox"/> Community Service and Self-Sufficiency Programs. <input type="checkbox"/> <input checked="" type="checkbox"/> Safety and Crime Prevention. <input type="checkbox"/> <input checked="" type="checkbox"/> Pet Policy. <input type="checkbox"/> <input checked="" type="checkbox"/> Asset Management. <input type="checkbox"/> <input checked="" type="checkbox"/> Substantial Deviation. <input type="checkbox"/> <input checked="" type="checkbox"/> Significant Amendment/Modification</p> <p>(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):</p> <p>Description of revisions begins on page 20.</p> <p>(c) The PHA must submit its Deconcentration Policy for Field Office review.</p>					
B.2	<p>New Activities.</p> <p>(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?</p> <p>Y N</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Hope VI or Choice Neighborhoods. <input checked="" type="checkbox"/> <input type="checkbox"/> Mixed Finance Modernization or Development. <input checked="" type="checkbox"/> <input type="checkbox"/> Demolition and/or Disposition. <input type="checkbox"/> <input checked="" type="checkbox"/> Designated Housing for Elderly and/or Disabled Families. <input type="checkbox"/> <input checked="" type="checkbox"/> Conversion of Public Housing to Tenant-Based Assistance. <input checked="" type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Project-Based Assistance under RAD. <input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Over-Income Families. <input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Police Officers. <input checked="" type="checkbox"/> <input type="checkbox"/> Non-Smoking Policies. <input checked="" type="checkbox"/> <input type="checkbox"/> Project-Based Vouchers. <input checked="" type="checkbox"/> <input type="checkbox"/> Language Access Plan <input checked="" type="checkbox"/> <input type="checkbox"/> Units with Approved Vacancies for Modernization. <input checked="" type="checkbox"/> <input type="checkbox"/> Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).</p> <p>(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project based units and general locations, and describe how project basing would be consistent with the PHA Plan.</p> <p>Description of new activities planned for 2017 begins on page 19.</p>					
B.3	<p>Civil Rights Certification.</p> <p>Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan. Attachment A</p>					

B.4	<p>Most Recent Fiscal Year Audit.</p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y N <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>
B.5	<p>Progress Report.</p> <p>Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan.</p>
B.6	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the PHA Plan?</p> <p>Y N <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>(c) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p> <p>Attachment</p>
B.7	<p>Certification by State or Local Officials.</p> <p><i>Form HUD 50077-SL, 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.</p> <p>Attachment</p>
B.8	<p>Troubled PHA.</p> <p>(a) Does the PHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in place?</p> <p>Y N N/A <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>
C.	<p>Statement of Capital Improvements. Required for all PHAs completing this form that administer public housing and receive funding from the Capital Fund Program (CFP).</p>
C.1	<p>Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan (HUD-50075.2) and the date that it was approved by HUD.</p> <p>See HUD Form-50075.2 approved by HUD on January 15, 2016.</p>

Attachment

B. Annual Plan Elements

B.1(a) PHA Plan Elements.

Statement of Housing Needs and Strategy for Addressing Housing Needs

HACM will continue to focus on finding ways to meet the affordable housing needs of City of Milwaukee residents: families, elderly, disabled and minorities with disproportionate housing needs. In the area of shortage of affordable housing, HACM will work to maximize the number of affordable units available by reducing turnover time for vacant housing units and minimize the number of units offline due to routine maintenance or renovation work and will seek to replace units lost to the inventory through mixed finance development and Section 8 replacement housing resources. HACM will work to maintain Section 8 lease up rates by establishing payment standards that are beneficial to families in the City, by effectively screening applicants to increase owner acceptance of the program and by marketing the Section 8 program to owners, particularly those outside areas of minority and poverty concentration. HACM will participate in the Consolidated Plan development process to ensure coordination with broader community strategies. HACM will also attempt to increase the number of affordable units by applying for Section 8 vouchers as they become available, by leveraging resources in the community through the creation of mixed finance housing and through other non-public housing or Section 8-based assistance. HACM will continue to work with the Continuum of Care in addressing the housing needs of Milwaukee's homeless residents. HACM will continue to employ admissions preferences aimed at families with hardships and adopt rent policies that support and encourage work. In an effort to meet the growing needs of families with disabilities, HACM will carry out modifications based on a Section 504 Needs Assessment, will apply for special purpose vouchers that target families with disabilities and will continue its work with Independence First to expand homeownership opportunities for families with disabilities. HACM will also conduct activities that affirmatively further fair housing by marketing to racial and ethnic minorities with disproportionate housing needs, counseling Section 8 tenants as to location of units outside of areas of poverty or minority concentration and marketing the Section 8 program to owners outside of areas of poverty and minority concentration.

Housing Needs of Families on the Waiting List			
Waiting list type: (select one)			
<input type="checkbox"/> Section 8 tenant-based assistance			
<input checked="" type="checkbox"/> Public Housing (Family)			
<input type="checkbox"/> Combined Section 8 and Public Housing			
<input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional)			
If used, identify which development/sub jurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	7,118		200-300
Extremely low income <=30% AMI	5,488	77.1%	
Very low income (>30% but <=50% AMI)	1,261	17.7%	
Low income (>50% but <80% AMI)	369	5.2%	
Families with children	2,529	35.5%	
Elderly families (62+)	184	2.0%	
Near Elderly families (50-61)	622	7.1%	
Families with Disabilities	734	7.9%	
Race - White	485	6.8%	
Race – African American	6,329	88.9%	
Race – Native American	38	0.5%	
Race – Asian	21	0.3%	
Race – Pacific Islander	14	0.2%	
Race – Multiple	143	2.0%	
Race – Not Available	88	1.2%	
Ethnicity – Hispanic	360	5.1%	
Ethnicity – Not Hispanic	6,758	94.9%	

Housing Needs of Families on the Waiting List

Characteristics by Bedroom Size (Public Housing Only)			
1BR	4,589	64.5%	
2 BR	1,472	20.7%	
3 BR	586	8.2%	
4 BR	379	5.3%	
5 BR	84	1.2%	
5+ BR	8	0.1%	
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
If yes:			
HOW LONG HAS IT BEEN CLOSED (# OF MONTHS)? 8			
Does the PHA expect to reopen the list in the PHA Plan year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
Does the PHA permit specific categories of families onto the waiting list, even if generally closed?			
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (See ACOP)			

Housing Needs of Families on the Waiting List

Waiting list type: (select one)			
<input type="checkbox"/>	Section 8 tenant-based assistance		
<input checked="" type="checkbox"/>	Public Housing (Elderly/Disabled)		
<input type="checkbox"/>	Combined Section 8 and Public Housing		
<input type="checkbox"/>	Public Housing Site-Based or sub-jurisdictional waiting list (optional)		
If used, identify which development/sub jurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	1004	100%	200-300
Extremely low income <=30% AMI	912	90.8%	
Very low income (>30% but <=50% AMI)	81	8.1%	
Low income (>50% but <80% AMI)	11	1.1%	
Families with children	0	0.0%	
Elderly families (62+)	95	9.5%	
Near-elderly families (50-61 years)	313	66.2%	
Families with Disabilities	391	82.7%	
Race – White	234	23.3%	
Race – African American	705	70.2%	
Race – Native American	6	0.6%	
Race - Asian	6	0.6%	
Race – Pacific Islander	3	0.3%	
Race – Multiple	0	0.0%	
Race – Not Available	50	5.0%	
Ethnicity – Hispanic	85	8.5%	
Ethnicity – Not Hispanic	919	91.5%	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	1003	99.9%	
2 BR	1	0.1%	
3 BR	N/A		
4 BR	N/A		

Housing Needs of Families on the Waiting List

5 BR	N/A		
5+ BR	N/A		
Is the waiting list closed (select one)? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
If yes:			
HOW LONG HAS IT BEEN CLOSED (# OF MONTHS)?			
Does the PHA expect to reopen the list in the PHA Plan year? <input type="checkbox"/> No <input type="checkbox"/> Yes			
Does the PHA permit specific categories of families onto the waiting list, even if generally closed?			
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (See ACOP)			

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

Section 8 tenant-based assistance

Public Housing

Combined Section 8 and Public Housing

Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	101	600	600
Extremely low income <=30% AMI	92	91	
Very low income (>30% but <=50% AMI)	9	9	
Low income (>50% but <80% AMI)	-	-	
Families with children	68	67	
Elderly families	8	8	
Families with Disabilities	24	24	
Race/ethnicity-White	9	9	
Race/ethnicity-AA	92	92	
Race/ethnicity-Amer Indian	-	-	
Race/ethnicity-Asian	-	-	
Characteristics by Bedroom Size (Public Housing Only)			
1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
If yes: Lottery done on 2015 registrations in July 2019 data still being data entered			
How long has it been closed (# of months)? 48 months			
Does the PHA expect to reopen the list in the PHA Plan year? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
- Public Housing
- Project-Based Section 8 Site-Based Cherry Court**
- Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	124		
Extremely low income <=30% AMI	114		
Very low income (>30% but <=50% AMI)	9		
Low income (>50% but <80% AMI)	1		
Families with children	4		
Elderly families	10		
Families with Disabilities	95		
Race/ethnicity-White	15		
Race/ethnicity-AA	109		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	-		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**

How long has it been closed (# of months) 18 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based Highland Gardens
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	231		
Extremely low income <=30% AMI	207		
Very low income (>30% but <=50% AMI)	16		
Low income (>50% but <80% AMI)	8		
Families with children	7		
Elderly families	23		
Families with Disabilities	188		
Race/ethnicity-White	24		
Race/ethnicity-AA	206		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	1		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**

How long has it been closed (# of months) 18 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Housing Needs of Families on the Waiting List

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based Westlawn Gardens
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	468		
Extremely low income <=30% AMI	399		
Very low income (>30% but <=50% AMI)	54		
Low income (>50% but <80% AMI)	15		
Families with children	132		
Elderly families	48		
Families with Disabilities	244		
Race/ethnicity-White	30		
Race/ethnicity-AA	437		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	1		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**

How long has it been closed (# of months) 18 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based Lapham Park
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	17		
Extremely low income <=30% AMI	15		
Very low income (>30% but <=50% AMI)	2		
Low income (>50% but <80% AMI)	-		
Families with children	-		
Elderly families	4		
Families with Disabilities	13		
Race/ethnicity-White	-		
Race/ethnicity-AA	17		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	-		

Characteristics by Bedroom Size (Public Housing Only)			
1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes
 If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**
 How long has it been closed (# of months) 18 months
 Does the PHA expect to reopen the list in the PHA Plan year? No Yes
 Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No
 Yes

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based McAuley Apts
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	79		
Extremely low income <=30% AMI	75		
Very low income (>30% but <=50% AMI)	3		
Low income (>50% but <80% AMI)	1		
Families with children	-		
Elderly families	26		
Families with Disabilities	45		
Race/ethnicity-White	22		
Race/ethnicity-AA	57		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	-		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes:

How long has it been closed (# of months) 8 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based Olga Village
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	103		
Extremely low income <=30% AMI	89		
Very low income (>30% but <=50% AMI)	11		
Low income (>50% but <80% AMI)	3		
Families with children	-		
Elderly families	9		
Families with Disabilities	74		
Race/ethnicity-White	22		
Race/ethnicity-AA	79		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	2		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**

How long has it been closed (# of months) 20 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based Convent Hill
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	144		
Extremely low income <=30% AMI	117		
Very low income (>30% but <=50% AMI)	18		
Low income (>50% but <80% AMI)	9		
Families with children	-		
Elderly families	13		
Families with Disabilities	94		
Race/ethnicity-White	30		
Race/ethnicity-AA	114		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	-		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**

How long has it been closed (# of months) 20 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based Scattered Sites
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	107		
Extremely low income <=30% AMI	86		
Very low income (>30% but <=50% AMI)	15		
Low income (>50% but <80% AMI)	6		
Families with children	107		
Elderly families	-		
Families with Disabilities	9		
Race/ethnicity-White	5		
Race/ethnicity-AA	102		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	-		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**

How long has it been closed (# of months) 20 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Housing Needs of Families on the Waiting List

Waiting list type: (select one)

- Section 8 tenant-based assistance
 Public Housing
 Project-Based Section 8 Site-Based Holton Terrace
 Public Housing Site-Based or sub-jurisdictional waiting list (optional)

If used, identify which development/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	24		
Extremely low income <=30% AMI	19		
Very low income (>30% but <=50% AMI)	5		
Low income (>50% but <80% AMI)	-		
Families with children	-		
Elderly families	2		
Families with Disabilities	20		
Race/ethnicity-White	-		
Race/ethnicity-AA	24		
Race/ethnicity-Amer Indian	-		
Race/ethnicity-Asian	-		

Characteristics by
Bedroom Size (Public
Housing Only)

1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? No Yes

If yes: **Lottery done on 2015 registrations in July 2019 data still being data entered**

How long has it been closed (# of months) 1 months

Does the PHA expect to reopen the list in the PHA Plan year? No Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No

Yes

Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.

Detailed language regarding deconcentration and policies that govern eligibility, selection and admissions for both the low rent and Section 8 programs can be found in the Admissions and Continued Occupancy Policy (ACOP) and the Section 8 Administrative Plan. Both documents are available upon request at all administrative offices and housing development locations and on our website at www.hacm.org.

Financial Resources

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2014 grants)		
a) Public Housing Operating Fund (estimate)	5,987,046	
b) Public Housing Capital Fund (estimate)		
c) HOPE VI Revitalization		
d) HOPE VI Demolition		
e) Annual Contributions for Section 8 Tenant-Based Assistance	36,837,481	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)		
g) Resident Opportunity and Self-Sufficiency Grants		
h) Community Development Block Grant	300,000	
i) Recovery Act Capital Funds- Elderly/Persons with Disabilities		
Other Federal Grants (list below)		
2015 CNI Grant	13,504,667	
2014 RHF	1,690,168	
2015 RHF	1,463,082	
2016 RHF	1,260,220	
2. Prior Year Federal Grants (unobligated funds only) (list below)		
CFP 2019	5,382,113	
CFP 2018	4,656,896	
CFP 2017	70,896	
CFP 2016	540,654	
3. Public Housing Dwelling Rental Income	9,972,364	
4. Other income (list below)		
Section 32 Sales	3,000	Homeownership
Investment	3,816	Operations
Miscellaneous	943,735	Operations
5. Non-federal sources (list below)		
HACM-owned Housing	7,774,400	Operations
Investment	132,005	Operations
Miscellaneous	1,550,400	Operations
Total resources	\$48,948,416	

Rent Determination.

Detailed language regarding rent determination for both the low rent and Section 8 programs can be found in the Admissions and Continued Occupancy Policy (ACOP) and the Section 8 Administrative Plan. Both documents are

available upon request at all administrative offices and housing development locations.

Operation and Management.

The following is a list of HACM's public housing management and maintenance policy documents, manuals and handbooks that contain HACM's rules, standards, and policies that govern maintenance and management of public housing, and the polices governing Section 8 management:

- HACM Admissions and Continued Occupancy Policy
- HACM Section 8 Administrative Plan
- HACM Rent Assistance Program Office Policies
- HACM Employee Handbook
- HACM Procurement Policy
- HACM Snow Plan
- HACM Eviction Resource Guide
- HACM Emergency Preparedness Handbook
- HACM Pest Control Extermination Notice to Residents
- HACM Resident Handbook

Grievance Procedures.

HACM's Grievance Procedure is provided to assure that any Housing Authority resident has the opportunity for a hearing if that resident disputes within a reasonable time any HACM action or failure to act which involves that resident's lease with the HACM or any HACM regulations which adversely affect that individual resident's rights, duties, welfare, or status. The policy document is available upon request at all administrative offices and housing development locations. The Section 8 Rent Assistance Program gives participant families an opportunity for an informal hearing to consider whether RAP decisions relating to the individual circumstances of a participant family are in accordance with the law, HUD regulations, and RAP policies. The informal hearing is detailed in Section 22 of the Section 8 Administrative Plan.

Homeownership Programs.

HACM currently has approval to administer a homeownership program under the Section 32 Homeownership Program dated June 28, 2006 for the sale of 50 units: 25 units from its Scattered Site inventory of units from AMP#WI002000010P, WI002000016P, WI002000060P, WI002000061P and WI002000063P and 25 units that would be newly constructed or acquired for rehabilitation and sale. As of 7/31/2017, HACM has sold 25 Scattered Site units and acquired/rehabilitated 25 units, of which 25 have been sold. In August 2008, HUD approved an amendment to the plan to include sale of an additional 40 units. As of 7/31/2018, 13 of those units had been sold. HACM has set a goal of selling 5 homes under the homeownership program in 2018. HACM currently has several hundred participants in its program. Participants must be a first time home buyer, must have earned income of at least \$15,000/year, must attend homeownership counseling classes and must not owe child support or any state or local

authority. Additional information regarding the homeownership program is provided in the Term Sheet that is available at all administrative offices and housing development offices.

HACM also administers a Section 8(y) Homeownership Program. Similar eligibility criteria exist, with an additional requirement that participants maintain minimum earned income requirements in order to continue mortgage subsidy. Since December 11, 2001, 248 vouchers have been converted from rental to ownership. HACM expects to convert 10 vouchers in 2020. Participants must maintain an earned income level of \$15,000 per year in order to continue receiving mortgage subsidy.

Community Service and Self-Sufficiency Programs.

HACM has more than 30 years' experience in building innovative and award-winning partnerships with economic development and supportive service agencies. HACM's approach to community and supportive services programming has produced positive results for residents.

HACM's programming has received numerous awards and recognition from a wide variety of organizations in recent years, including:

- The "Innovations in American Government Award" from the Ford Foundation and Harvard University's JFK School of Government, for HACM's service-enriched programming at the Lapham Park elderly high-rise in 2000 (finalist) and for the Central City Cyberschool in 2001 (semi-finalist);
- Three Awards of Merit from NAHRO for HACM's family self-sufficiency program, its drug abatement partnership with local police, and the Lapham Park high-rise programming;
- "Best Practice Awards" from the U.S. Departments of Housing and Urban Development and Health and Human Services, for its enhanced services to elderly residents and its self-sufficiency programming at Hillside Terrace;
- The 2004 National Social Advocacy Award from the American Planning Association and the 2007 Award for Municipal Excellence (Gold) for large cities from the National League of Cities for HACM's Lapham Park elderly high-rise programming; and
- The 2005 World Leadership Award in the category of "Housing" presented in a ceremony at the Royal Courts of Justice in London, UK.
- The 2015 Bright Ideas recognition from the Ash Center for Democratic Governance and Innovation at the J.F. Kennedy School of Government, Harvard University, for the HACM Education Initiative.

HACM partners with a number of community organizations to provide services for residents that assist and support them and their families. Services that are available for public housing residents include:

Day Care: HACM has three licensed day care/Head Start providers on-site in our public housing family developments (Tomorrow's Future Early Childhood Center at Hillside, Day Care Services for Children at Parklawn, and Silver Spring Neighborhood Center at Westlawn Gardens).

Youth Services: Youth-serving agencies are on-site in three developments (a Boys & Girls Club at Hillside, a YMCA at Parklawn, and the Silver Spring Neighborhood Center at Westlawn Gardens). These agencies provide a comprehensive array of recreational, educational and leadership programs for youth, both after-school and during the summer.

Education: HACM has two schools on-site in family public housing developments. The Central City Cyberschool is a public charter school (chartered by the City of Milwaukee) that serves up to 400 students in grades K4 to 8th grade and is located at the Parklawn development. For the 2019-20 school year, the Cyberschool is also starting a high school program in Parklawn. Attached to the Silver Spring Neighborhood Center (SSNC) in Westlawn Gardens, the Browning Elementary School is a Milwaukee Public School (MPS) that serves children in grades K4 through the 5th grade.

HACM Educational Initiative: Since 2005, the HACM Education Initiative has sought to improve school attendance and educational achievement among youth in two public housing developments: Highland Homes and

Scattered Sites. The Education Specialist works with the children to ensure they attend school every day, links them to community learning centers and tutoring programs, and helps reduce barriers to their success in school. The Education Specialist also works one-on-one with parents to develop an educational achievement plan for each child.

Adult Education: HACM partners with community organizations to provide GED preparation and adult basic education training on-site in two developments. Milwaukee Area Technical College (MATC) provides GED and adult basic skills training at Hillside and at Westlawn Gardens through the Silver Spring Neighborhood Center. HACM also partners with the Adult Learning Center for adult basic education, located two blocks from the Townhomes at Carver Park development.

Scholarships: Public housing residents are eligible to apply for scholarships for higher education of up to \$2000 per year from HACM.

Employment/Economic Self-Sufficiency: HACM's programs in economic self-sufficiency will be discussed in more detail in (2) below.

Healthcare: HACM currently has two health clinics located in public housing developments. Located on the 2nd floor of the Hillside Family Resource Center, the Westside Healthcare Association's Hillside clinic is a federally qualified health center that provides a variety of health care services to low-income families and individuals in Milwaukee. The University of Wisconsin-Milwaukee School of Nursing operates a clinic in the Silver Spring Neighborhood Center at Westlawn. Services at both clinics are available to residents on a sliding fee scale.

Services for Seniors and Persons with Disabilities: Since 1993, HACM has partnered with a nonprofit organization to serve residents in our highrise developments that are designated for seniors and persons with disabilities. Formerly, it was SET Ministry from 1993 to 2017, then UNISON from 2017-2018, and now Lutheran Social Services of Wisconsin and Upper Michigan (LSS) provides service coordination services. Every year, more than 1,300 residents in Milwaukee's public housing are assisted by social workers that assist residents by assessing their needs, assessing eligibility for programs and services that are needed by the resident, and linking the resident into those services.

Senior Meal Program: For seniors 60 and older, the Milwaukee County Department on Aging has 27 meal sites that serve a hot lunch Monday through Friday at 11:30 a.m. Four meal sites are currently located in HACM highrise developments in their community rooms (Arlington Court, College Court, Convent Hill and Lapham Park).

Neighborhood Network Centers: HACM currently has six Neighborhood Network Centers (community computer centers) located at:

Townhomes at Carver Park	650 W. Reservoir Ave.
Hillside Terrace	1452 N. 7 th Street
Highland Gardens	1818 W. Juneau Ave.
Cherry Court	1525 N. 24 th Street
Westlawn Gardens (in Silver Spring Neighborhood Center)	5460 N. 64 th Street
Convent Hill	455 E. Ogden Ave.

Each Neighborhood Network Center offers a differing variety of programs, including: adult basic skills education and GED preparation; computer skills classes (basic computer skills, how to use Microsoft Word, Excel, PowerPoint, how to use email and/or the internet); assistance in job search; and other adult and youth programming. In addition, there are times scheduled for open labs when seniors, adults and youth can use the lab as they wish. There are monthly schedules of classes and activities for each Neighborhood Network Center.

FSS program: HACM has a current Public Housing Family Self Sufficiency program (FSS) to serve up to 50 public housing households and a Housing Choice Voucher FSS program to serve up to 100 households. The FSS Case Manager work with these participants to review the program goals and requirements, sign the participation contract, and develop and implement their individualized plan. Increases in earned income that impact rent may result in the rent increase deposited into an FSS escrow account for the resident. The FSS Case Managers work with any residents who request assistance or are referred by their managers. They will first conduct an individualized assessment to help a resident identify their interests, skills, goals, barriers, and needs. The resident and the Case Manager will then plot out a strategy to help the resident find a job or obtain a better job. The Case Manager will also refer the resident to other services available in the community that are needed to help them with job search, such as G.E.D. preparation courses, driver's education, resume assistance, interview skills, job training, and other skills to help employability

Choice Neighborhood Case Managers: HACM currently has six case managers for the Westlawn Gardens CNI grant. These case managers assist CNI households before, during and after relocation in all supportive service needs of the household, related to education, employment and healthcare. They first conduct an individualized assessment to help a resident identify their interests, skills, goals, barriers, and needs. The resident and the Case Manager will then plot out a strategy to help the resident find a job or obtain a better job. The Case Manager will also refer the resident to other services available in the community that are needed to help them with job search, such as G.E.D. preparation courses, driver's education, resume assistance, interview skills, job training, and other skills to help employability. The case managers will also assist their families with the children's education, ensuring children are attending school, graduate high school and are connected to resources to assist them in their education.

TANF Agencies: HACM case managers work closely with the TANF agencies in Milwaukee (W-2 agencies in Wisconsin) that serve residents eligible for such services: ROSS Innovative Employment Solutions, America Works of Wisconsin, UMOS and Maximus.

Employ Milwaukee: HACM is a close partner with Employ Milwaukee, the local workforce investment agency, and has a Memorandum of Agreement with the agency. Residents are referred to and utilize the One-Stop Job Centers operated by Employ Milwaukee and also take advantage of job training opportunities if the residents are eligible for WIOA training (Workforce Innovation and Opportunity Act).

Section 3: In compliance with regulations, HACM makes every effort to hire internally and to require contractors to hire public housing residents and other Section 3 persons to the greatest extent feasible. In addition, HACM ensures that prime contractors awarded Section 3 covered contracts subcontract with Section 3 business entities to the greatest extent feasible. In January 2014, HACM created a Section 3 Coordinator position to assist in ensuring compliance with the Section 3 regulations.

In August 2014, HACM entered into a Voluntary Compliance Agreement (VCA) with the U.S. Department of Housing and Urban Development (HUD) regarding Section 3. HUD and HACM entered into this VCA for the purpose of improving HACM's policies, procedures and compliance with Section 3. As part of the VCA, HACM developed a revised Section 3 Plan. In late 2018, HACM completed its VCA agreement with HUD.

HACM helps to link public housing residents and other Section 3 persons with training and employment opportunities whenever possible and does significant outreach to residents to notify them about the availability of such opportunities, through monthly resident meetings, quarterly resident employment newsletters, and through their case managers. HACM leverages training through community resources, such as the Employ Milwaukee (WIOA training), Wisconsin Regional Training Partnership, Milwaukee Area Technical College, and the Milwaukee Community Service Corps. The training provided by these agencies helps residents compete successfully for employment in the building trades.

Youthbuild: Working with the Milwaukee Builds program of Employ Milwaukee (formerly the Milwaukee Area Workforce Investment Board), HACM trains a crew of YouthBuild participants in the construction trades with a focus on young adults living in public housing or in the rent assistance program. Through YouthBuild, members can

receive hands-on construction training and work on preparing for their GED. The average number of participants trained by HACM per year is 10-12 participants.

HACM also partners with the two other YouthBuild training programs in Milwaukee (Northcott and Milwaukee Christian Center) by referring other interested residents to their programs. In addition, HACM has had a long-term partnership with the Milwaukee Community Services Corps (MCSC), which provides training and job opportunities for young adults ages 18-24 who are interested in construction work but lack job experience. MCSC was established in 1991 as an Urban Corps Expansion Site and has HUD Step-Up designation. HACM has worked closely with MCSC since 1992 to provide training and job opportunities for at-risk young adults.

Job Training: After the assessment by the Resident Employment Case Manager, HACM may refer residents to job training through a number of community agencies, including but not limited to: Employ Milwaukee (WIA training), Wisconsin Regional Training Partnership (WRTP)/Big Step, Milwaukee Area Technical College (MATC), 4Cs (Child care training), and other training programs.

@Promise Program: HACM also operates a program to train residents in administrative skills through a program called the @ Promise Program, administered by HACM's Human Resources Department. Selected residents attend a short-term job skills boot camp training and afterwards are hired by HACM for a two-year part-time job. At the same time, they are offered financial assistance towards their college degree or an Administrative Specialist Associates Degree.

Financial Literacy program/Individual Development Accounts (IDAs): Since 1989, Wisconsin Women's Business Initiative Corporation (WWBIC) has been offering quality business education, technical assistance, and access to capital to women, minorities, and low-income individuals pursuing entrepreneurship and business development as a means of self-sufficiency and economic independence. WWBIC trains, counsels, advises and mentors start-up entrepreneurs, small businesses and micro-businesses throughout Wisconsin. WWBIC offers a number of classes on how to start a business, and WWBIC has also been a leader in microcredit in Wisconsin, helping to provide access to capital to women, people of color and low income individuals.

WWBIC also offers other programs, such as their personal money management program, Make Your Money Talk, a six-session series covering such topics as creating a personal budget, developing a savings plan, and dealing with past and future credit. Graduates of the program can open an Individual Development Account (IDA), a special savings account where WWBIC will match the participant's savings \$8 for every \$1 saved, with a maximum account level of \$500 in actual participant savings and total with match of \$4,500. The IDA's can be used to start a small business, purchase a first home, or further a person's education.

Lease Addendum: In HACM's HOPE VI developments (Hillside Terrace, Parklawn, Townhomes at Carver Park, Highland Homes, and Scattered Sites) and at Westlawn Gardens, residents sign a lease addendum that requires them: (1) unless disabled, to have a self-sufficiency plan and work with HACM staff to achieve the goals outlined in the plan; (2) to attend at least 6 of the 12 resident council meetings each year, and (3) cooperate with HACM in assessing and addressing the educational achievements and needs of their children.

To the greatest extent possible and practical, the HACM will provide names and contacts at agencies that can provide opportunities for residents, including disabled, to fulfill their Community Service obligations (according the QHWRA, a disabled person who is otherwise able to be gainfully employed is not necessarily exempt from the Community Service requirement). HACM will also provide in-house opportunities for volunteer work or self sufficiency programs. HACM will provide the family with exemption verification forms and recording/certification documentation forms and a copy of the policy at initial application and at lease execution. HACM will make the final determination as to whether or not a family member is exempt from the Community Service requirement. Residents may use the grievance procedure if they disagree with the determination.

At least thirty (30) days prior to annual re-examination and/or lease expiration, HACM will begin reviewing the exempt or non-exempt status and compliance of family members. If a family member is found to be noncompliant, HACM will enter into an agreement with the noncompliant member and the head of household to make up the

deficient hours over the next twelve (12) month period. If, at the next annual re-examination, the family member still is not compliant, the lease will not be renewed and the entire family will have to vacate, unless the noncompliant member agrees to move out of the unit. The family may use the grievance procedure to protest the lease termination.

Safety and Crime Prevention.

Annually, the Housing Authority's Public Safety section responded to about 10,000 calls for service from residents. While the majority of these calls were responding to alarms (building alarms, fire and smoke alarms, and medical pull-cord alarms in our developments) or for quality of life issues (noise, neighbor disputes, vandalism, etc.), these calls also included a number of complaints about drugs, gun offenses, loitering/prowling, and battery and/or domestic violence.

To reduce crime and maintain safety in public housing developments, the Housing Authority of the City of Milwaukee (HACM) created a Public Safety section in the early 1990s. The mission of HACM's Public Safety is to enhance the quality of life for residents living in public housing, by working cooperatively with residents, staff, the public and other law enforcement agencies to preserve the peace, reduce crime and provide for a safe, drug-free environment in which to live, work and raise families.

The Public Safety Department has a staff of 20 full-time employees who provide service 24 hours, 365 days a year. Public Safety Dispatchers staff a communication center 24 hours a day. In addition to fielding calls for Public Safety, the Communication Center answers calls for emergency maintenance and other Housing Authority services. In 2016, the Public Safety Department responded to more than 10,000 calls for service, including building and fire/smoke alarms. Public Safety Specialists patrol developments on foot, bicycles, and marked motor vehicles. Specialists also monitor building surveillance equipment and respond to medical and burglar alarms. Public Safety staff works closely with residents to ensure their safety concerns are addressed. Public Safety Officers attend each of the monthly Resident Organization meetings, and officers have daily contact with Housing Authority managers and residents. Residents, managers, and Public Safety Officers discuss any crime and safety concerns within their developments. Crime prevention measures and intervention strategies are discussed and implemented. Residents are encouraged to call Public Safety to report problems or suspicious activities as soon as they are observed.

In collaboration with the City Attorney's Office and the Milwaukee Police Department (MPD), Public Safety has closed hundreds of drug houses operating in public housing developments. Public Safety has issued more than 200 currently active "no trespassing orders" to individuals which bars them from all Housing Authority property. These no-trespass orders are issued to all persons evicted from public housing and is an effective deterrent in excluding known drug dealers and users from public housing.

Public Safety works closely with MPD's vice squad on drug activity at the housing developments. Staff respond to drug complaints from residents and investigate the complaint. If Public Safety staff can substantiate the complaint, they will obtain "intelligence" for MPD so that a search warrant can be obtained. The intelligence gathered by the investigators include physical descriptions of the drug dealers, aliases used, hours of operation, level of sophistication of the operation, weapons used, descriptions of cars (dealers and customers), types of customers, and types of drugs sold. MPD uses this information to obtain a search warrant, and search warrants are executed jointly between MPD and Public Safety. At the time the warrants are executed, MPD secures the units, makes the arrests and secures all the evidence. Public Safety enters the unit once the unit has been secured, photographs all the evidence seized, and documents all persons who are arrested, and immediately serves them with a no trespass notice, banning them from *all* of HACM's developments and property. This information is then used to begin "One Strike, You're Out" eviction proceedings which removes illegal drug users and dealers from public housing occupancy. This initiative received a City of Milwaukee, Innovation in City Government award in 1998, and was selected as a 1998 Merit Award winner by the National Association of Housing and Redevelopment Officials.

The vast majority of Public Safety's work is responding to service calls from residents. Public Safety tracks all service calls received, aggregating them into key indicators which provide a standard measure of residents' concerns. These service call indicators provide feedback about concerns that are being address and which are escalating, requiring other interventions. The quality of life problems that are precursors to drug, gang and serious criminal activity are unabated noise complaints, loitering, disorderly conduct, panhandling, vandalism and trespassing. Public Safety

responds aggressively to these complaints so that quality of life issues do not escalate into the more serious problems of domestic violence, prostitution, drug activity, gang activity and robberies.

Public Safety is responsible for patrolling the interior of the high-rise developments, parking lots, common areas and community buildings. High visibility of Public Safety is maintained through uniforms and marked vehicles which provide a visual deterrent to criminal behavior. Saturated patrols are used to patrol crime “hot spots.” In 1999, Public Safety received the authority to issue city of Milwaukee parking tickets to vehicles parked illegally on HACM property. This added authority permits HACM to enforce parking regulations by keeping nuisance vehicles out of parking lots, and keeping fire lanes open for emergency vehicles.

The Chief of Public Safety is responsible for coordinating HACM’s Public Safety efforts with those of other law enforcement agencies. As such, the Chief of Public Safety meets and communicates regularly with the Milwaukee Police Department, shares intelligence information relative to drug and gang activity, and is involved in the coordination of the execution of search warrants.

In addition, Public Safety staff meets regularly with the Milwaukee Police Department and other area law enforcement agencies to exchange information and work cooperatively to provide a safe, secure, and enjoyable environment for all residents. Public Safety staff attend monthly meetings with Police officials and Probation & Parole staff at each district. The Chief of Public Safety is a member of the Homicide Review Commission which meets monthly and was created by Mayor Barrett to try and find ways to reduce homicides. The Chief of Public Safety is also a member of the Milwaukee County Law Enforcement Executives Association (MCLEEA) which meets monthly. The primary purpose of MCLEEA is to foster cooperation among Law Enforcement Administrators within Milwaukee County.

The Housing Authority’s Public Safety staff has an excellent working relationship with other law enforcement agencies and has signed Memorandums of Agreement (MOAs) with the Milwaukee Police Department (MPD), Milwaukee Sheriff’s Department, U.S. Attorney General’s Office Department of Justice Eastern District of Wisconsin, the Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), U.S. Marshal Service, and the State of Wisconsin Department of Corrections – Probation and Parole.

The Violence Against Women Act (VAWA) requires PHAs to describe any goals, objectives, policies, or programs that enable the PHA to serve the needs of victims of domestic violence, dating violence, sexual assault, or stalking.

The Housing Authority of the City of Milwaukee (HACM) is committed to full compliance with the Violence Against Women Act (VAWA) (1994, 2005 Reauthorization, 2008 Conforming Amendments, and 2013 Reauthorization). It is our objective to work with others to prevent the types of victimization covered by VAWA to the greatest extent possible and to affirmatively further fair housing.

After the 2005 Reauthorization of VAWA, HACM staff and legal counsel consulted with victim advocates in the drafting, revising, and implementation of policy language changes. At that time, HACM worked with advocates from Task Force on Family Violence, American Civil Liberties Union and Legal Action of Wisconsin to incorporate the provisions of VAWA into its Low Rent lease, Admissions and Continued Occupancy Policy (ACOP), Resident Handbook and Section 8 Administrative Plan. The HACM Board of Commissioners adopted the provisions of VAWA at its September 19, 2007 meeting.

HACM has continued to review and update its provisions related to VAWA in both the ACOP and the Section 8 Administrative Plan, based on changes in law and regulations. In 2018, changes were made to adopt an Emergency Transfer Policy” and to make related changes in both ACOP and the Section 8 Administrative Plan.

In addition to the review and amendment of VAWA language in our policies, HACM also recently made modifications to the Notice of Occupancy Rights under VAWA , and will continue to offer the Notice, along with the certification form and the “You Are Not Alone” pamphlet put out by the Milwaukee Commission on Domestic Violence and Sexual Assault or similar information, to all applicants at the time of eligibility and suitability review for housing, to those who are denied assistance, at the time an individual is admitted, and with any notification of

eviction or notice of termination of assistance. Additionally, HACM sends a notice regarding VAWA rights to all property owners participating in the Housing Choice Voucher program.

HACM also has a Social Worker and Case Managers on staff and also works with a nonprofit service provider (SET Ministry) in a number of its developments for seniors or persons with disabilities. Each of these individuals offers case management services to those in need, and they occasionally work with victims of domestic violence, dating violence, sexual assault, or stalking. HACM collaborates and makes referrals to a number of public and nonprofit agencies that provide activities, services and programs to assist and support victims of domestic violence (many of them listed in the “You Are Not Alone” brochure), including 24-hour crisis help lines, shelters, counseling services, child abuse services, and medical and legal support. HACM also is a sponsor of the Milwaukee Fatherhood Initiative, which addresses domestic violence in some of its trainings to fathers such as “Nurturing Fathers.”

During 2015, HACM provided updated training for staff and various partners, including: those responsible for determining an applicant’s eligibility for housing; those at the housing developments responsible for overseeing resident continued occupancy; Housing Choice Voucher staff; social workers and case managers; and public safety staff involved in intervention. The training will educate staff on the provisions of VAWA; how to obtain information needed from the applicant/resident who is seeking protection under VAWA; and on resources and services available in the Milwaukee area for victims of such violence. Resident Advisory Board members and other key resident leaders will also receive training on how to help victims get connected with services when an actual or threatened domestic abuse incident occurs. In 2017, HACM trained property managers and others managers on updated VAWA forms and policies.

Pet Policy

Residents of low income housing developments that are exclusively for the elderly, handicapped, or disabled persons are permitted to keep pets with written permission from HACM. The privilege may be revoked at any time subject to HACM’s grievance procedure if the animal becomes destructive, a nuisance, or a health or safety hazard to the other residents. Dogs and cats are permitted only in the single-family scattered site homes. Details of the HACM pet policy are available at all administrative offices and housing development offices.

Asset Management

The HACM will continue to maintain compliance with the Asset Based Management regulations. The continued underfunding in operating subsidy resulted in an operating deficit for most of the AMP units. We will continue to evaluate the impact of the Resiliency Plan implemented in 2015 on the delivery of services and the long-term fiscal sustainability of the AMPs. Automated information systems are in place to provide executive management and property managers with online-real time reports that can be used to effectively manage the AMPs. In addition, management will continue to conduct operational reviews in some of our core business processes to increase efficiency and reduce operating cost.

The HACM will continue to use 20% Capital fund Program (CFP) to supplement operating subsidy and will request waiver to use CFP to pay for public safety operations. CFP will also be used for comprehensive employee training and development, eligible resident services activities, eligible resident self-sufficiency programs, and continued implementation of Section 3 opportunities. HACM expects to use CFP and other private and federal grants for construction of new units, major rehabilitation, energy efficiency, and to address long-term deferred maintenance items on the properties. In conjunction with the planned conversion under the Rental Administration Demonstration (RAD) program, HACM will evaluate the fiscal and physical viability of each AMP under the Public Housing Portfolio for effective repositioning.

Substantial Deviation/Significant Amendment

HACM may amend or modify any policy, rule, regulation, or other aspect of the 5-year and/or Annual Plan.

The Quality Housing and Work Responsibility Act of 1998 does not require an annual update of the 5-Year Plan, but does require that public housing authorities explain any “substantial deviation” from the 5-Year Plans in their Annual Plans. A substantial deviation can include:

- a) A change or changes to the 5-year goals or objectives that are substantial but do not rise to the level of a “significant amendment” (such as the modification or elimination of a specific objective or minor program while retaining the overall strategic goal and accomplishing it through other objectives).
- b) Additions of a Capital Fund project or non-emergency work items that are not included in the current Annual Statement or 5-year Action Plan in an amount less than \$1,000,000;
- c) Or changes in the use of replacement reserve funds under the Capital Fund program in an amount less than \$1,000,000;

As part of the Rental Assistance Demonstration (RAD), the Housing Authority of the City of Milwaukee is redefining the definition of a substantial deviation from the PHA Plan to exclude the following RAD-specific items:

- a) The decision to convert to either Project Based Rental Assistance or Project Based Voucher Assistance;
- b) 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;
- c) Changes to the construction and rehabilitation plan for each approved RAD conversion; and
- d) Changes to the financing structure for each approved RAD conversion.

A “significant amendment or modification” to its 5-Year plan and/or Annual Plan is a change in policy that significantly and materially alters HACM’s stated mission, goals, objectives and activities as stated in the Plan. If a change is considered a significant amendment or modification to the 5-Year Plan or to the Annual Plan, it must undergo a public process that includes consultation with the Resident Advisory Board; public notice and public comment period; a public hearing, and approval by HACM’s Board of Commissioners; and submission to and approval by HUD.

Significant amendments are defined as including the following:

- a) A change that materially revises the agency’s mission, goals, or objectives;
- b) Material changes to rent or admissions policies or organization of the waiting list;
- c) Additions of a Capital Fund project or non-emergency work items that are not included in the current Annual Statement or 5-year Action Plan in an amount equal to or greater than \$1,000,000, excluding projects arising out of federally-declared major disasters; acts of God beyond the control of the Authority, such as earthquakes, fires, and storm damage; civil unrest; or other unforeseen significant event;
- d) Changes in the use of replacement reserve funds under the Capital Fund program in an amount equal to or greater than \$1,000,000;

- e) Material changes in regard to demolition, disposition, designation, or conversion activities;
- f) Any other event or activity that the Authority’s Board of Commissioners determines to be a significant amendment to the approved 5-Year Plan or Annual Plan.

B.1(b) Describe the revisions for each revised element(s).

Statement of Housing Needs and Strategy for Addressing Housing Needs – no change

Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions:

HACM made a number of changes to its Admissions and Continued Occupancy Policy (ACOP) and Section 8 Administrative Plan as a result of regulatory changes as follows:

1. Incorporated changes to the **ACOP** (Section 15.9) to implement the provisions of PIH Notice 2018-19 Housing Opportunity through Modernization Act of 2016 (HOTMA)—Implementation of Minimum Heating Standards in Public Housing Properties
2. Incorporated changes to the **ACOP** (Section 17A) to implement the provisions of PIH Notice 2019-11 Final Implementation of Public Housing Over-Income Limit under the Housing Opportunity through Modernization Act of 2016 (HOTMA)
3. Made some changes to the language in the “Assignment of Bedroom Size” section of the **ACOP** (Section 10.1) and of the **Administrative Plan** (Section 12.3) to make the assignment of bedroom sizes more consistent between the public housing and rent assistance programs.
4. Added language regarding “Special Programs” to the **ACOP** (Section 10.1 under Tenant Selection and Assignment Plan/Preferences” to allow the Housing Authority to collaborate with Milwaukee Area Technical College regarding a special set-aside of 20 units at Hillside to accommodate the needs of applicants with special circumstances that make it difficult to be admitted to public housing (in this case, students in their programs that are homeless or housing insecure).

Financial Resources – no change

Rent Determination – no change

Operation and Management – no change

Grievance Procedures – no change

Homeownership Programs – no change

Community Service and Self-Sufficiency Programs – no significant change

Safety and Crime Prevention – no change

Pet Policy – no change

Asset Management – no change

Substantial Deviation/Significant Amendment/Modification: No change

B.1(c) The PHA must submit its Deconcentration Policy for Field Office review.

It is HACM's policy to make its best efforts to provide for deconcentration of poverty and encourage income mixing by bringing higher income families into lower income developments and lower income families into higher income developments. Toward this end, HACM will skip families on the waiting list to reach other families with a lower or higher income. HACM will accomplish this in a uniform and non-discriminating manner.

HACM will affirmatively market its housing to all eligible income groups.

Each year during development of the Agency Plan, HACM will analyze the income levels of families residing in each of the developments subject to deconcentration and the income levels of the families on the waiting list. Based on this analysis, we will determine the level of marketing strategies and deconcentration incentives to implement.

B.2(a) New Activities

Does the PHA intent to undertake any new activities related to the following in the PHA's current Fiscal Year?

B.2(b) Describe New Activities

HACM intends to apply for a Choice Neighborhoods Implementation grant in 2019 and/or 2020 subject to eligibility determination. The target public housing development from which the boundaries of the Choice Neighborhood planning will be based are unknown at this time, but may include any of the following:

Arlington Court	WI002000013
Becher Court	WI002000018
College Court	WI002000011
Holton Terrace	WI002000008
Lincoln Court	WI002000019
Locust Court	WI002000015
Merrill Park	WI002000091
Mitchell Court	WI002000017
Riverview	WI002000062
Scattered Sites – Group A (North & West)	WI002000016
Scattered Sites – Group B (Milwaukee)	WI002000010
Scattered Sites – Group C (South)	WI002000061

HACM also intends on applying for the special 2019 HUD Supplemental Choice Neighborhood Implementation grant of up to \$5 million.

Demolition and/or Disposition:

In September 2015, HACM received a \$30 million Choice Neighborhood Initiative grant to transform Westlawn and the surrounding neighborhood. On February 23, 2016 HACM submitted Inventory Removal request #DDA0007307 to demolish the 394 units in Westlawn West (AMP#WI002000070). This application is currently in “Submitted” status in PIC. HACM is in the process of submitting an inventory removal request for the disposition of the land in Westlawn West (WI002000070).

On May 9, 2016 HACM received notification that our applications for conversion of assistance under the Rental Assistance Demonstration program had been accepted for the following 13 properties(AMPs):

- Parklawn (WI002000007)
- Scat Sites (WI002000010)
- College Court (WI002000011)
- Mitchell Court (WI002000017)
- Becher Court (WI002000018)
- Lincoln Court (WI002000019)
- Highland Garden (WI002000049)
- Scat Site (WI002000061)
- Cherry Court (WI002000064)
- Convent Hill (WI002000065)
- Olga Village (WI002000068)
- Westlawn Garden (WI002000071)
- Merrill Park (WI002000091)

On June 9, 2016, in accordance with the RAD/CHAP portfolio award, HACM submitted applications in the Inventory Removal module in PIC for these 13 properties.

Designated Housing for Elderly and/or Disabled Families – no new activities

Conversion of Public Housing to Tenant-Based Assistance – no new activities

Conversion of Public Housing to Project-Based Assistance under RAD:

As of 9/30/2019 HACM has RAD CHAP for the following properties:

AMP	Property	Office Address	Units	Type
WI002000046	CARVER PARK, LLC	1901 N. 6 th Ave.	51	PBV
WI002000018	BECHER COURT	1802 W. Becher St.	118	PBV
WI002000091	MERRILL PARK	222 N. 33 rd St.	120	PBV
WI002000060	SCATTERED SITES - HHOMES	1818 W. Juneau Ave.	56	PBV
WI002000063	SCATTERED SITES-CHERRY	1525 N. 24 th St.	70	PBV
WI002000016	SCATTERED SITES N & WEST	5003 W. Lisbon Ave.	144	PBV
WI002000070	WESTLAWN	6419 W. Custer Ave.	394	PBV

HACM may submit RAD Applications in the future for the following AMPs:

AMP	Property	Office Address	Units	Type
WI002000013	ARLINGTON COURT	1633 N. Arlington Pl.	230	PBV
WI002000017	MITCHELL COURT	2600 W. National Ave.	100	PBV
WI002000007	PARKLAWN	4434 W. Marion St.	380	PBV
WI002000062	RIVERVIEW	1300 E. Kane Place	180	PBV
WI002000010	SCATTERED SITES - DEMO	5003 W. Lisbon Ave.	61	PBV
WI002000016	SCATTERED SITES N & WEST	5003 W. Lisbon Ave.	144	PBV
WI002000061	SCATTERED SITES- SOUTH	P.O. Box 772	64	PBV
WI002000011	COLLEGE COURT	3334 W. Highland Blvd.	251	PBV
WI002000001	HILLSIDE	1419 N. 8 th St.	470	PBV
WI002000019	LINCOLN COURT	2325 S. Howell Ave.	110	PBV
WI002000015	LOCUST COURT	1350 E. Locust St.	230	PBV
WI002000017	MITCHELL COURT	2600 W. National Ave.	100	PBV

Occupancy by Over-income Families – no new activities

Occupancy by Police Officers – no new activities

Non-Smoking Policies:

In accordance with HUD’s final rule on “Instituting Smoke-Free Public Housing” and HUD Notice PIH 2017-3, HACM instituted a new non-smoking policy in 2018 prior to HUD’s deadline of July 31, 2018. The new policy was developed, approved and distributed with an effective date of July 1, 2018.

Project-Based Vouchers:

Consistent with HACM’s plan to increase affordable housing units, HACM may use Housing Choice Voucher units for project basing on units owned by the Authority, in joint venture with private developers or solely for other private developers intending to create new affordable housing units. HACM will follow applicable regulations in the issuance of these vouchers.

Units with Approved Vacancies for Modernization:

In accordance with 24 CFR §990.145(a)(1), HACM received approval from the local HUD office in a letter dated March 4, 2016 to place 154 units across 12 different elderly/mixed population and family developments into the Undergoing Modernization sub-category. HACM anticipates it will make a similar request in 2019.

Other Capital Grant Programs (i.e. Capital Fund Community Facilities Grants or Emergency Safety and Security Grants):

The Housing Authority may apply for an Emergency Safety and Security Grant.

B.3 Civil Rights Certification Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulations--Attachment B*

B.4 Most Recent Fiscal Year Audit

No findings in the most recent Fiscal Year Audit (2017)

B.5 Progress Report.

Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan.

Status of 2017-2019 Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years.

In 2016, HACM formalized its strategic planning process. As a result of this process, management started repositioning its resources to maximize and sustain a mission driven operations and resilient organization. This included continued evaluation of the Central Office Cost operations, Section 8, Low Rent Public Housing, and Homeownership Programs, and effective deployment of development and community/supportive services, to provide affordable housing and services for HACM's residents. Management will continue to implement the strategies and initiatives identified in the Strategic Plan. HACM has identified the three strategic organizational goals to accomplish its mission.

Strategic Goal 1. Maximize the household being served and its economic diversity

- 1.1 Whenever feasible, submit applications for 9% and 4% Low Income Housing Tax Credits to finance new construction of replacement units at Westlawn development and rehabilitation of any other Asset Management Projects (AMPS) including scattered sites.
Status: HACM will continue to submit for future phases of Westlawn Development and for the AMPs identified in the RAD conversion program. WG Scattered Site (Phase I) and Victory Manor (Phase 2a) were completed and occupied in early 2019. HACM received a 9% allocation for Westlawn Renaissance III (Phase 2b) of the Westlawn Development/CNI project. Construction started in Sept. 2018 for Phase 2b. Additional low income housing tax credits awarded include:
 - Holton Terrace (9% tax credits)
 - Westlawn Renaissance VI (\$2,165,457 of 4% Federal and \$1,400,000 of 4% state tax credits)
 - Merrill Park (\$899,840 of 9% tax credits)
 - Becher Court (\$649,865 of 9% tax credits).
- 1.2 Submit funding application(s) for the Affordable Housing Program (AHP) grant to supplement funding for construction or rehabilitation activities whenever feasible.
Status: No awards were received in 2018 or 2019. HACM has submitted applications that are pending and HACM will continue applying for this program when feasible.
- 1.3 Implement CNI grant at Westlawn.
Status: The Westlawn CNI Transformation Plan continues to be implemented. Redevelopment continues as funding is identified, case management of residents continues, and relocation back to the target site of Westlawn is done as housing units are completed.
- 1.4 Implement Rental Assistance Demonstration (RAD) conversion on AMPs that are deemed feasible for conversion in 2017-2019.
Status: HACM continues to implement portfolio repositioning through the RAD program. Scattered Site Tax Credit 1 (24 units) closed in October 2018, Scattered Site Tax Credit 2 (12 units) closed in November 18, Westlawn CNI Phase 2b (84 units) closed in May 2019 and Holton Terrace (120 units) closed in July 2019. Additionally, HACM intends to move forward with mixed finance conversion and RAD closing for Merrill Park (120 units) and Becher Court (120 units). The team is evaluating the financing structure for the remaining CHAPs and potential applications for the remaining public housing portfolio.
- 1.5 Submit any required development proposal for replacement housing units (within the Faircloth limit) through acquisition/rehab or new construction, which may include a partnership(s) with any City Departments, the

Redevelopment Authority, or any private sector entities to address abandoned and foreclosed properties or any economic development projects.

Status: None were submitted in 2018 or 2019. Management will continue to evaluate feasibility of submission for 2020.

- 1.6 Submit grants, or other applications in response to a Notice of Funding Availability (NOFA) that will support the achievement of this strategic goal. Redevelopment sites(s) to be determined on the basis of need, opportunity, and the amount of assistance available.
Status: Ongoing
- 1.7 Secure capital through the Capital Fund Financing Program (CFFP) if RAD is not feasible.
Status: Ongoing evaluation.
- 1.8 Continue to apply for VASH vouchers and implement the VA supportive housing (VASH) vouchers, project-based VASH vouchers as necessary to support the development of supportive rental housing for disabled veterans.
Status: HACM received VASH Vouchers for the Soldiers Home Development and will continue to evaluate future opportunities as presented.
- 1.9 Continue to participate in the City's Continuum of Care.
Status: Ongoing
- 1.10 Continue to work with Neighborhood Stabilization Program (NSP) utilizing NSP sales proceeds to acquire/rehab foreclosed properties for rent/sale.
Status: Ongoing, specifically targeting the CNI neighborhood.
- 1.11 Submit an application for Moving-To-Work or its successor program.
Status: Ongoing. HUD has not formalized the application yet, but HACM will evaluate when program is available.
- 1.12 Provide support to facilitate a "Purpose Built"-like community at Westlawn or on any feasible location where a HACM project is or will be located.
Status: Ongoing
- 1.13 Evaluate feasibility of increasing project-based Section 8 vouchers in partnership with private developers.
Status: Ongoing
- 1.14 Improve the marketing and the system/software for maintaining the Project Based Waitlist.
Status: Ongoing. HACM will be implementing a new software system, Yardi Voyager.
- 1.15 Work with the City of Milwaukee on a regional plan to Affirmatively Further Fair Housing.
Status: Ongoing.
- 1.16 Streamline leasing and intake operations to achieve and maintain 98% occupancy rates
Status: Ongoing. An occupancy team was created to improve and streamline the occupancy process.
- 1.17 Open the public housing family waitlist during 2017.
Status: Over 8,400 online applications for family public housing were taken during the period from September 11, 2017 to November 10, 2017.
- 1.18 Open Section 8 Tenant Based Waiting List.
Status: During 2019, HACM continues to select additional applications from 2015 through a lottery process as needed.

Strategic Goal 2: Implement Programs for Long-term Self Sufficiency

- 2.1 Continue to implement Asset Based Property Management and attain fiscal sustainability of each AMP specifically in the areas of: performance management, staffing allocation, budgetary controls, maintenance practices, and fee for services engagements.
Status: Complete, but will continue to monitor implementation.
- 2.2 Evaluate the fiscal and operational effectiveness of the current private property management contract and consider changes if necessary.
Status: Completed, but will continue to evaluate current and future contracts.
- 2.3 Continue to evaluate the sustainability of Public Safety operations in light of the new CFP regulations and apply for a waiver to continue using capital funds to pay for public safety whenever available.
Status: HACM will continue to evaluate. Operations are currently being sustained with the approval of HUD waiver request.
- 2.4 Continue to develop and/or expand Mixed-Income housing.
Status: Ongoing
- 2.5 Implement cost effective energy improvements including replacement of eligible vehicles, appliances, and toilets (in one of the high rises in partnership with MMSD) and/or recommendations in the energy audit.
Status: Ongoing
- 2.6 In conjunction with the RAD conversion, refocus use of capital funds to address deferred maintenance and unit rehabilitation to reduce operating maintenance cost over the long-term and provide decent quality housing to residents.
Status: Ongoing.
- 2.7 Continue to reposition scattered sites inventory in conjunction with the Section 32 Homeownership program and RAD paying particular attention to existing residents on flat rent.
Status: Ongoing
- 2.8 Continue to support 8(y) Homeownership program by improving case management and collaboration with the Family Self Sufficiency program.
Status: Ongoing
- 2.9 Continue partnerships and MOU's with the City of Milwaukee and local community based organizations to provide services for public housing residents and rental assistance/Section 8 participants.
Status: Ongoing
- 2.10 Continue to provide staff support to the Supportive Housing Commission.
Status: Ongoing
- 2.11 Continue to participate on the Special Joint Committee on the Redevelopment of Abandoned and Foreclosed Properties.
Status: Complete, but will assess new opportunities if available and economically feasible.
- 2.12 Continue to offer the "Make Your Money Talk" program, which includes Individual Development Accounts for eligible participants, in partnership with the Wisconsin Women's Business Initiative Corporation.
Status: Ongoing

- 2.13 Continue the HACM Educational Initiative and seek additional funding to support its continuation and expansion.
Status: Ongoing
- 2.14 Continue HACM’s educational scholarship program and award an estimated 20 scholarships.
Status: Ongoing
- 2.15 Implement programs that will promote and facilitate resident training and employment to improve Section 3 outcomes and processes.
Status: Ongoing; The @ Promise Program was implemented to in support of the Section 3 program.
- 2.16 Evaluate the feasibility of setting up an endowment fund that will support and finance HACM resident businesses and endeavors that will improve their self-sufficiency.
Status: Ongoing
- 2.17 Establish HACM affiliates and/or instrumentalities to further HACM’s Real Estate Development activities and Community Supportive Services
Status: Launched Travaux, Inc. The company will serve as HACM’s real estate development, General Contractor arm and will develop capacity in managing Low Income Housing Tax Credit financed Properties. Continue to evaluate other opportunities to serve Community Supportive Services with a goal of incorporating an instrumentality during 2019.
- 2.18 Develop and improve internal capacity to manage tax credit properties.
Status: Ongoing

Strategic Goal 3. Implement Programs to become a “High Performer” Public Housing Authority

- 3.1 Obtain High Performer status on the Public Housing Assessment System.
Status: HACM has been identified as a standard performer but continues efforts to attain high performer status.
- 3.2 Maintain High Performer status on the Section 8 Management Assessment Program.
Status: HACM maintained “High Performer” status with a SEMAP score of 97%
- 3.3 Evaluate, purchase, and implement new enterprise software (Public Housing, Section 8, Project Management, and Financial Systems) whenever feasible.
Status: Selected the YARDI software system and HACM went live in August 2019.
- 3.4 Continually evaluate HACMs existing business and organizational structure to further fiscal sustainability and operational efficiencies.
Status: Ongoing

2020 Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years.

In 2016, HACM formalized its strategic planning process. As a result of this process, management started repositioning its resources to maximize and sustain a mission driven operations and resilient organization. This included continued evaluation of the Central Office Cost operations, Section 8, Low Rent Public Housing, and Homeownership Programs, and effective deployment of development and community/supportive services, to provide affordable housing and services for HACM’s residents. Management will continue to implement the strategies and initiatives identified in the Strategic Plan. HACM has identified the three strategic organizational goals to accomplish its mission for 2016-2020.

Strategic Goal 1. Maximize the households being served and its economic diversity

- 1.1 Whenever feasible, submit applications for 9% and 4% Low Income Housing Tax Credits to finance new construction of replacement units at Westlawn development and rehabilitation of any other Asset Management Projects (AMPS).
- 1.2 Submit funding application(s) for the Affordable Housing Program (AHP) grant to supplement funding for construction or rehabilitation activities whenever feasible.
- 1.3 Continue to implement CNI grant at Westlawn.
- 1.4 Implement Rental Assistance Demonstration (RAD) conversion on AMPs that are deemed feasible for conversion in 2020.
- 1.5 Submit any required development proposal for replacement housing units (within the Faircloth limit) through acquisition/rehab or new construction, which may include a partnership(s) with any City Departments, the Redevelopment Authority, or any private sector entities to address abandoned and foreclosed properties or any economic development projects.
- 1.6 Submit grants, or other applications in response to a Notice of Funding Availability (NOFA) that will support the achievement of this strategic goal. Redevelopment sites(s) to be determined on the basis of need, opportunity, and the amount of assistance available.
- 1.7 Secure capital through the Capital Fund Financing Program (CFFP) if RAD is not feasible.
- 1.8 Continue to apply for VASH vouchers and implement the VA supportive housing (VASH) vouchers, project-based VASH vouchers as necessary to support the development of supportive rental housing for disabled veterans.
- 1.9 Continue to participate in the City’s Continuum of Care.
- 1.10 Continue to work with Neighborhood Stabilization Program (NSP) utilizing NSP sales proceeds to acquire/rehab foreclosed properties for rent/sale.
- 1.11 Submit an application for Moving-To-Work or its successor program.
- 1.12 Provide support to facilitate a “Purpose Built”-like community at Westlawn or on any feasible location where a HACM project is or will be located.
- 1.13 Evaluate feasibility of increasing project-based Section 8 vouchers in partnership with private developers.
- 1.14 Improve the marketing and the system/software for maintaining the Project Based Waitlist.

- 1.15 Continue to work with the City of Milwaukee on a regional plan to Affirmatively Further Fair Housing.
- 1.16 Streamline leasing and intake operations to achieve and maintain 98% occupancy rates
- 1.17 Open the public housing family waitlist if necessary
- 1.18. Open the Housing Choice Voucher tenant-based waiting list and project-based voucher waiting lists, as needed during 2020
- 1.19 Work to further the choice mobility of Housing Choice Voucher participants by working in partnership with partners such as the Metropolitan Milwaukee Fair Housing Council, Milwaukee County Housing Authority, and Waukesha County Housing Authority to apply for a HUD mobility demonstration grant, if available.
- 1.20 Continue to review feasibility of using other HUD repositioning tools (RAD, Section 32 homeownership, Section 18 disposition, etc.) to assist in preservation and redevelopment of public housing.

Strategic Goal 2: Implement Programs for Long-term Self Sufficiency

- 2.1 Continue to implement Asset Based Property Management and attain fiscal sustainability of each AMP specifically in the areas of: performance management, staffing allocation, budgetary controls, maintenance practices, and fee for services engagements.
- 2.2 Evaluate the fiscal and operational effectiveness of the current private property management contract and consider changes if necessary.
- 2.3 Continue to evaluate the sustainability of Public Safety operations in light of the new CFP regulations and apply for a waiver to continue using capital funds to pay for public safety whenever available.
- 2.4 Continue to develop and/or expand Mixed Income housing.
- 2.5 Implement cost effective energy improvements including replacement of eligible vehicles, appliances, and toilets (in one of the high rises in partnership with MMSD) and/or recommendations in the energy audit.
- 2.6 In conjunction with the RAD conversion, refocus use of capital funds to address deferred maintenance and unit rehabilitation to reduce operating maintenance cost over the long-term and provide decent quality housing to residents.
- 2.7 Continue to reposition scattered sites inventory in conjunction with the Section 32 Homeownership program and RAD paying particular attention to existing residents on flat rent.
- 2.8 Continue to support 8(y) Homeownership program by improving case management and collaboration with the Family Self Sufficiency program.
- 2.9 Continue partnerships and MOU's with the City of Milwaukee and local community based organizations to provide services for public housing residents and rental assistance/Section 8 participants.
- 2.10 Continue to provide staff support to the Supportive Housing Commission.
- 2.11 Continue to participate on the Special Joint Committee on the Redevelopment of Abandoned and Foreclosed Properties.
- 2.12 Continue to offer the "Make Your Money Talk" program, which includes Individual Development Accounts for eligible participants, in partnership with the Wisconsin Women's Business Initiative Corporation.

- 2.13 Continue the HACM Educational Initiative and seek additional funding to support its continuation and expansion.
- 2.14 Continue HACM’s educational scholarship program and award an estimated 20 scholarships.
- 2.15 Implement programs that will promote and facilitate resident training and employment to improve Section 3 outcomes and processes.
- 2.16 Evaluate the feasibility of setting up an endowment fund that will support and finance HACM resident businesses and endeavors that will improve their self-sufficiency.
- 2.17 Continue to improve the capacity of HACM affiliates and/or instrumentalities to further HACM’s Real Estate Development/Real Estate management activities (Travaux) as well as HACM’s Community and Supportive Services.
- 2.18 Develop and improve capacity to manage tax credit properties.

Strategic Goal 3. Implement Programs to become a “High Performer” Public Housing Authority

- 3.1 Improve our status in the Public Housing Assessment System with a goal of achieving a high performer status.
- 3.2 Maintain High Performer status on the Section 8 Management Assessment Program.
- 3.3 Continue to implement the new YARDI software that has been acquired, (Public Housing, Section 8, Project Management, and Financial Systems) , including implementation of the RentCafe portal modules.
- 3.4 Continually evaluate HACMs existing business and organizational structure to further fiscal sustainability and operational efficiencies.

B.6(c) Resident Advisory Board (RAB) Comments. Attachment B

B.7 Certification by State or Local Officials. Form HUD-50077-SL, *Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan* Attachment C

B.8 Troubled PHA.

HACM is not a troubled PHA.

C. Statement of Capital Improvements. Required for PHAs completing this form that administer public housing and receive funding from the Capital Fund Program (CFP).

C.1 Capital Improvements. Include a reference here to the most recent HUD-approved 5-year Action Plan (HUD 50075.2) and the date that it was approved by HUD.

See HUD Form-50075.2 approved by HUD on 01/15/2016.

Attached to this plan:

Certification HUD-50077-CR **Attachment A**

RAB Comments **Attachment B**

Certification HUD-50077-SL **Attachment C**

Certification HUD-50077- **Attachment D**

2018 CFP Rev #1 Annual 6-30-19 **Attachment E**

2017 CFP Rev #1 Annual 6-30-19 **Attachment F**

2016 CFP Rev #1 Annual 6-30-19 **Attachment G**

2017 RHF #1 Annual 06-30-19 **Attachment H**

2017 RHF#1 Annual 06-30-19 **Attachment I** Page 33 of 36 form HUD-50075-ST (12/2014)

2016 RHF #1 Annual 6-30-19 **Attachment J**
2016 RHF #2 Annual 6-30-19 **Attachment K**
2015 RHF #1 Annual 6-30-19 **Attachment L**
2015 RHF #2 Annual 6-30-19 **Attachment M**
2014 RHF #2 Annual 6-30-19 **Attachment N**
2013 RHF #2 Annual 6-30-19 **Attachment O**

Instructions for Preparation of Form HUD-50075-ST Annual PHA Plan for Standard and Troubled PHAs

A. PHA Information. All PHAs must complete this section.

A.1 Include the full **PHA Name, PHA Code, PHA Type, PHA Fiscal Year Beginning (MM/YYYY), PHA Inventory, Number of Public Housing Units and or Housing Choice Vouchers (HCVs), PHA Plan Submission Type,** and the **Availability of Information,** specific location(s) of all information relevant to the public hearing and proposed PHA Plan. ([24 CFR §903.23\(4\)\(e\)](#))

PHA Consortia: Check box if submitting a Joint PHA Plan and complete the table. ([24 CFR §943.128\(a\)](#))

B. Annual Plan. All PHAs must complete this section.

B.1 Revision of PHA Plan Elements. PHAs must:

Identify specifically which plan elements listed below that have been revised by the PHA. To specify which elements have been revised, mark the “yes” box. If an element has not been revised, mark “no.” ([24 CFR §903.7](#))

Statement of Housing Needs and Strategy for Addressing Housing Needs. Provide a statement addressing the housing needs of low-income, very low-income and extremely low-income families and a brief description of the PHA’s strategy for addressing the housing needs of families who reside in the jurisdiction served by the PHA. The statement must identify the housing needs of (i) families with incomes below 30 percent of area median income (extremely low-income), (ii) elderly families and families with disabilities, and (iii) households of various races and ethnic groups residing in the jurisdiction or on the waiting list based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data.

The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location. (24 CFR §903.7(a)(1)) Provide a description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. (24 CFR §903.7(a)(2)(ii))

Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions. PHAs must submit a Deconcentration Policy for Field Office review. For additional guidance on what a PHA must do to deconcentrate poverty in its development and comply with fair housing requirements, see 24 CFR 903.2. (24 CFR §903.23(b)) Describe the PHA's admissions policy for deconcentration of poverty and income mixing of lower-income families in public housing. The Deconcentration Policy must describe the PHA's policy for bringing higher income tenants into lower income developments and lower income tenants into higher income developments. The deconcentration requirements apply to general occupancy and family public housing developments. Refer to 24 CFR §903.2(b)(2) for developments not subject to deconcentration of poverty and income mixing requirements. (24 CFR §903.7(b)) Describe the PHA's procedures for maintain waiting lists for admission to public housing and address any site-based waiting lists. (24 CFR §903.7(b)). A statement of the PHA's policies that govern resident or tenant eligibility, selection and admission including admission preferences for both public housing and HCV. (24 CFR §903.7(b)) Describe the unit assignment policies for public housing. (24 CFR §903.7(b))

Financial Resources. A statement of financial resources, including a listing by general categories, of the PHA's anticipated resources, such as PHA operating, capital and other anticipated Federal resources available to the PHA, as well as tenant rents and other income available to support public housing or tenant-based assistance. The statement also should include the non-Federal sources of funds supporting each Federal program, and state the planned use for the resources. (24 CFR §903.7(c))

Rent Determination. A statement of the policies of the PHA governing rents charged for public housing and HCV dwelling units, including applicable public housing flat rents, minimum rents, voucher family rent contributions, and payment standard policies. (24 CFR §903.7(d))

Operation and Management. A statement of the rules, standards, and policies of the PHA governing maintenance and management of housing owned, assisted, or operated by the public housing agency (which shall include measures necessary for the prevention or eradication of pest infestation, including cockroaches), and management of the PHA and programs of the PHA. (24 CFR §903.7(e))

Grievance Procedures. A description of the grievance and informal hearing and review procedures that the PHA makes available to its residents and applicants. (24 CFR §903.7(f))

Homeownership Programs. A description of any Section 5h, Section 32, Section 8y, or HOPE I public housing or Housing Choice Voucher (HCV) homeownership programs (including project number and unit count) administered by the agency or for which the PHA has applied or will apply for approval. (24 CFR §903.7(k))

Community Service and Self Sufficiency Programs. Describe how the PHA will comply with the requirements of community service and treatment of income changes resulting from welfare program requirements. (24 CFR §903.7(l)) A description of: **1)** Any programs relating to services and amenities provided or offered to assisted families; and **2)** Any policies or programs of the PHA for the enhancement of the economic and social self-sufficiency of assisted families, including programs under Section 3 and FSS. (24 CFR §903.7(l))

Safety and Crime Prevention. Describe the PHA's plan for safety and crime prevention to ensure the safety of the public housing residents. The statement must provide development-by-development or jurisdiction wide-basis: (i) A description of the need for measures to ensure the safety of public housing residents; (ii) A description of any crime prevention activities conducted or to be conducted by the PHA; and (iii) A description of the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities. (24 CFR §903.7(m)) A description of: **1)** Any activities, services, or programs provided or offered by an agency, either directly or in partnership with other service providers, to child or adult victims of domestic violence, dating violence, sexual assault, or stalking; **2)** Any activities, services, or programs provided or offered by a PHA that helps child and adult victims of domestic violence, dating violence, sexual assault, or stalking, to obtain or maintain housing; and **3)** Any activities, services, or programs provided or offered by a public housing agency to prevent domestic violence, dating violence, sexual assault, and stalking, or to enhance victim safety in assisted families. (24 CFR §903.7(m)(5))

Pet Policy. Describe the PHA's policies and requirements pertaining to the ownership of pets in public housing. (24 CFR §903.7(n))

Asset Management. State how the agency will carry out its asset management functions with respect to the public housing inventory of the agency, including how the agency will plan for the long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs for such inventory. (24 CFR §903.7(q))

Substantial Deviation. PHA must provide its criteria for determining a "substantial deviation" to its 5-Year Plan. (24 CFR §903.7(r)(2)(i))

Significant Amendment/Modification. PHA must provide its criteria for determining a "Significant Amendment or Modification" to its 5-Year and Annual Plan. Should the PHA fail to define 'significant amendment/modification', HUD will consider the following to be 'significant amendments or modifications': a) changes to rent or admissions policies or organization of the waiting list; b) additions of non-emergency CFP work items (items not included in the current CFP Annual Statement or CFP 5-Year Action Plan) or change in use of replacement reserve funds under the Capital Fund; or c) any change with regard to demolition or disposition, designation, homeownership programs or conversion activities. See guidance on HUD's website at: <http://www.hud.gov/offices/pih/programs/ph/hope6/index.cfm>. (Notice PIH 1999-51. (24 CFR §903.7(r)(2)(ii))

If any boxes are marked "yes", describe the revision(s) to those element(s) in the space provided.

B.2 New Activities. If the PHA intends to undertake any new activities related to these elements in the current Fiscal Year, mark "yes" for those elements, and describe the activities to be undertaken in the space provided. If the PHA does not plan to undertake these activities, mark "no."

Hope VI or Choice Neighborhoods. **1)** A description of any housing (including project number (if known) and unit count) for which the PHA will apply for HOPE VI or Choice Neighborhoods; and **2)** A timetable for the submission of applications or proposals. The application and approval process for Hope VI or Choice Neighborhoods is a separate process. See guidance on HUD's website at: <http://www.hud.gov/offices/pih/programs/ph/hope6/index.cfm>. (Notice PIH 2010-30)

Mixed Finance Modernization or Development. 1) A description of any housing (including project number (if known) and unit count) for which the PHA will apply for Mixed Finance Modernization or Development; and 2) A timetable for the submission of applications or proposals. The application and approval process for Mixed Finance Modernization or Development is a separate process. See guidance on HUD's website at:

<http://www.hud.gov/offices/pih/programs/ph/hopec6/index.cfm>. (Notice PIH 2010-30)

Demolition and/or Disposition. Describe any public housing projects owned by the PHA and subject to ACCs (including project number and unit numbers [or addresses]), and the number of affected units along with their sizes and accessibility features) for which the PHA will apply or is currently pending for demolition or disposition; and (2) A timetable for the demolition or disposition. This statement must be submitted to the extent that approved and/or pending demolition and/or disposition has changed as described in the PHA's last Annual and/or 5-Year PHA Plan submission. The application and approval process for demolition and/or disposition is a separate process. See guidance on HUD's website at:

http://www.hud.gov/offices/pih/centers/sac/demo_dispo/index.cfm. (24 CFR §903.7(h))

Designated Housing for Elderly and Disabled Families. Describe any public housing projects owned, assisted or operated by the PHA (or portions thereof), in the upcoming fiscal year, that the PHA has continually operated as, has designated, or will apply for designation for occupancy by elderly and/or disabled families only. Include the following information: 1) development name and number; 2) designation type; 3) application status; 4) date the designation was approved, submitted, or planned for submission, and; 5) the number of units affected. **Note:** The application and approval process for such designations is separate from the PHA Plan process, and PHA Plan approval does not constitute HUD approval of any designation. (24 CFR §903.7(i)(C))

Conversion of Public Housing. Describe any public housing building(s) (including project number and unit count) owned by the PHA that the PHA is required to convert or plans to voluntarily convert to tenant-based assistance; 2) An analysis of the projects or buildings required to be converted; and 3) A statement of the amount of assistance received to be used for rental assistance or other housing assistance in connection with such conversion. See guidance on HUD's website at:

<http://www.hud.gov/offices/pih/centers/sac/conversion.cfm>. (24 CFR §903.7(j))

Conversion of Public Housing. Describe any public housing building(s) (including project number and unit count) owned by the PHA that the PHA plans to voluntarily convert to project-based assistance under RAD. See additional guidance on HUD's website at: [Notice PIH 2012-32](#)

Occupancy by Over-Income Families. A PHA that owns or operates fewer than two hundred fifty (250) public housing units, may lease a unit in a public housing development to an over-income family (a family whose annual income exceeds the limit for a low income family at the time of initial occupancy), if all the following conditions are satisfied: (1) There are no eligible low income families on the PHA waiting list or applying for public housing assistance when the unit is leased to an over-income family; (2) The PHA has publicized availability of the unit for rental to eligible low income families, including publishing public notice of such availability in a newspaper of general circulation in the jurisdiction at least thirty days before offering the unit to an over-income family; (3) The over-income family rents the unit on a month-to-month basis for a rent that is not less than the PHA's cost to operate the unit; (4) The lease to the over-income family provides that the family agrees to vacate the unit when needed for rental to an eligible family; and (5) The PHA gives the over-income family at least thirty days notice to vacate the unit when the unit is needed for rental to an eligible family. The PHA may incorporate information on occupancy by over-income families into its PHA Plan statement of deconcentration and other policies that govern eligibility, selection, and admissions. See additional guidance on HUD's website at: [Notice PIH 2011-7](#). (24 CFR 960.503) (24 CFR 903.7(b))

Occupancy by Police Officers. The PHA may allow police officers who would not otherwise be eligible for occupancy in public housing, to reside in a public housing dwelling unit. The PHA must include the number and location of the units to be occupied by police officers, and the terms and conditions of their tenancies; and a statement that such occupancy is needed to increase security for public housing residents. A "police officer" means a person determined by the PHA to be, during the period of residence of that person in public housing, employed on a full-time basis as a duly licensed professional police officer by a Federal, State or local government or by any agency of these governments. An officer of an accredited police force of a housing agency may qualify. The PHA may incorporate information on occupancy by police officers into its PHA Plan statement of deconcentration and other policies that govern eligibility, selection, and admissions. See additional guidance on HUD's website at: [Notice PIH 2011-7](#). (24 CFR 960.505) (24 CFR 903.7(b))

Non-Smoking Policies. The PHA may implement non-smoking policies in its public housing program and incorporate this into its PHA Plan statement of operation and management and the rules and standards that will apply to its projects. See additional guidance on HUD's website at: [Notice PIH 2009-21](#). (24 CFR §903.7(e))

Project-Based Vouchers. Describe any plans to use Housing Choice Vouchers (HCVs) for new project-based vouchers, which must comply with PBV goals, civil rights requirements, Housing Quality Standards (HQS) and deconcentration standards, as stated in 983.57(b)(1) and set forth in the PHA Plan statement of deconcentration and other policies that govern eligibility, selection, and admissions. If using project-based vouchers, provide the projected number of project-based units and general locations, and describe how project-basing would be consistent with the PHA Plan. (24 CFR §903.7(b))

Units with Approved Vacancies for Modernization. The PHA must include a statement related to units with approved vacancies that are undergoing modernization in accordance with [24 CFR §990.145\(a\)\(1\)](#).

Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

For all activities that the PHA plans to undertake in the current Fiscal Year, provide a description of the activity in the space provided.

B.3 Civil Rights Certification. Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulation*, must be submitted by the PHA as an electronic attachment to the PHA Plan. This includes all certifications relating to Civil Rights and related regulations. A PHA will be considered in compliance with the AFFH Certification if: it can document that it examines its programs and proposed programs to identify any impediments to fair housing choice within those programs; addresses those impediments in a reasonable fashion in view of the resources available; works with the local jurisdiction to implement any of the jurisdiction's initiatives to affirmatively further fair housing; and assures that the annual plan is consistent with any applicable Consolidated Plan for its jurisdiction. (24 CFR §903.7(o))

B.4 Most Recent Fiscal Year Audit. If the results of the most recent fiscal year audit for the PHA included any findings, mark "yes" and describe those findings in the space provided. (24 CFR §903.7(p))

- B.5 Progress Report.** For all Annual Plans following submission of the first Annual Plan, a PHA must include a brief statement of the PHA's progress in meeting the mission and goals described in the 5-Year PHA Plan. (24 CFR §903.7(r)(1))
- B.6 Resident Advisory Board (RAB) comments.** If the RAB provided comments to the annual plan, mark "yes," submit the 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 §903.13(c), 24 CFR §903.19)
- B.7 Certification by State of 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. (24 CFR §903.15). Note: A PHA may request to change its fiscal year to better coordinate its planning with planning done under the Consolidated Plan process by State or local officials as applicable.
- B.8 Troubled PHA.** If the PHA is designated troubled, and has a current MOA, improvement plan, or recovery plan in place, mark "yes," and describe that plan. If the PHA is troubled, but does not have any of these items, mark "no." If the PHA is not troubled, mark "N/A." (24 CFR §903.9)

C. Statement of Capital Improvements. PHAs that receive funding from the Capital Fund Program (CFP) must complete this section. (24 CFR 903.7 (g))

- C.1 Capital Improvements.** In order to comply with this requirement, the PHA must reference the most recent HUD approved Capital Fund 5 Year Action Plan. PHAs can reference the form by including the following language in Section C. 8.0 of the PHA Plan Template: "See HUD Form- 50075.2 approved by HUD on XX/XX/XXXX."

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 and Annual PHA Plan.

Public reporting burden for this information collection is estimated to average 9.2 hours per response, 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.