

5-Year PHA Plan (for All PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 02/29/2016
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

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

A.	PHA Information.																																
A.1	<p>PHA Name: <u>Housing Authority of the City of Bridgeport d/b/a Park City Communities (PCC)</u> PHA Code: <u>CT001</u> PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>10/2020</u> PHA Plan Submission Type: <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p>Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1" data-bbox="191 877 1446 1507"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) in the Consortia</th> <th rowspan="2">Program(s) not in the Consortia</th> <th colspan="2">No. of Units in Each Program</th> </tr> <tr> <th>PH</th> <th>HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																							
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B.	5-Year Plan. Required for <u>all</u> PHAs completing this form.																																
B.1	<p>Mission. State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years.</p> <p>The Mission Statement of the PCC as stated on its website is: Park City Communities (PCC) is committed to providing quality housing of choice, empowering residents to their highest level of self-sufficiency, and forming public and private partnerships to help revitalize our neighborhoods.</p> <p>The Value Statement for the PCC as stated on its website is: Park City Communities is a compassionate and resident-driven organization dedicated to improving people's lives.</p>																																

B.2

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

The recently hired Executive Director, in an effort to engage the PCC Staff (Department Directors) and the Board of Commissioners, utilized a Strategic Planning process to review the existing FY (2015-2019) Goals and Objectives (many of which are no longer applicable), and prepare a revised list of measurable and quantifiable, Goals and Objectives for FY 2020-2024. The collaborative effort was designed to provide feedback from the previous five (5) years and elicit “buy in” to create a formidable plan of action, on which to direct the efforts of the PCC to becoming a “flagship” agency in the city of Bridgeport. The Goals and Objectives for FY 2020-2024 are as follows:

Goal 1: To improve agency oversight management and tracking of critical functions and indicators including compliance with HUD rules and regulations.

Objective 1: Develop a balanced operating budget, in collaboration with appropriate staff and stakeholders. Maintain fiscal oversight and accountability to ensure annual expenditures will not exceed program revenue received, or generated, for each fiscal year. Accomplish these objectives through the implementation of management strategies designed to increase occupancy, rent collection, and improved vacant unit turn-around time.

Objective 2: Continue and improve oversight and management of the Capital Fund program through process implementation, to ensure that expenditures, obligations, redistribution, and reporting on the Capital Grant funds currently available to the Authority are done in compliance with HUD rules and regulations.

Objective 3: Continue to improve the oversight, management and administrative capacity of the Authority’s Resident Selection and Waiting List functions through the development and implementation of a Blended Occupancy Management model that consolidates administration functions of both the conventional public housing and Housing Choice Voucher (HCV) Programs through the continued implementation of Standard Operation Procedures.

Objective 4: Build, or expand internal capacity in grant writer and funds generation to assist the Authority with its’ submission of applications for the following grant-funded programs including, but not limited to; Rental Assistance Demonstration (RAD), Choice Neighborhood Initiatives (CNI), Low Income Housing Tax Credits, Family Self-Sufficiency, Affordable Homeownership, and other Resident Service programs.

Objective 5: To establish agency-wide and department-specific training systems by leveraging internal knowledge and external resources in the market and budgeting appropriately to enhance staff understanding and knowledge of policy, procedures, and regulatory assessments.

Objective 6: Provide the Board of Commissioners with an Agency-wide Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.

Objective 7: To increase the Authority’s annual revenue received through the development of instrumentalities, affiliates and/or foundations, public and private partnerships, and private initiatives.

Objective 8: Continue and to improve and further develop the established Section 3 program focused on workforce development and the creation of employment opportunities for residents served by Park City Communities.

Goal 2: Expand and Sustain the Supply of Housing of Choice.

Objective 1: Solicit an independent housing consultant to, and/or build internal capacity to assist PCC in evaluating and analyzing public housing conversion options, including a detailed feasibility study and a master plan process for modernizing each development.

Objective 2: Continue to determine the long-term viability of each development to establish a clear vision for current repositioning of PCC’s real-estate portfolio and to shape future redevelopment strategies.

Objective 3: Establish and implement site specific preventative maintenance plans.

Objective 4: Continue to utilize Capital Fund Program (CFP) grant funds to modernize and improve the units, common areas, property curb appeal, exterior and building systems at each development to improve the quality of life for our residents.

Objective 5: Through vacancy reduction and improved unit-turnaround time, increase public housing occupancy to 98% by December 31, 2020.

Objective 6: Continue to move forward the multi-phased redevelopment of Marina Village by working with the City of Bridgeport, the State, federal governmental agencies including HUD selected co-developers to submit specific project phases for site plan approval and federal, state and local funding as funding opportunities are made available.

Objective 7: Increase the number accessible units to five percent and ensure public facilities and common areas are Section 504 and ADA compliant.

Objective 8: Attract and secure private sector participation in the development of affordable housing by leveraging private and other public funds including, Choice Neighborhood Initiative (CNI), Rental Assistance Demonstration (RAD) and Housing Choice Project-Based Vouchers, to create additional housing opportunities.

- Complete the remaining Low-Income Public Housing (LIPH) and Project-Based Voucher (PBV) Father Panik Village (FPV) replacement housing units.
- Continue to move forward the multi-phased redevelopment of Marina Village by working with the City of Bridgeport, the State, federal governmental agencies including HUD and the two selected co-developers to submit specific project phases for site plan approval and federal, state and local funding as funding opportunities are made available.
- Examine the feasibility of using Choice Neighborhood grant, mixed-finance, and RAD to renovate Greene Homes, PT Barnum, Trumbull Gardens, Fireside and Harborview Towers and if feasible submit Choice Neighborhood Implementation (CNI) Grants and RAD applications to HUD.

Objective 9: Acquisition of properties for existing home rehabilitation and neighborhood revitalization that will be offered to qualified individuals as Housing Choice Voucher Affordable Homeownership Opportunities, Family Supportive Services or other local or state homeownership programs.

Objective 10: Increase and maintain Housing Choice Voucher (HCV) voucher utilization rate to at least 97 percent (97%) by September 30, 2020.

Objective 11: Provide voucher mobility counseling.

Objective 12: Conduct outreach efforts to current HCV landlords as a means to bridge existing communication gaps and to usher in consistent and effective solutions to arising issues. Additionally, PCC will host informational sessions with potential HCV landlords and interested community parties to increase familiarity with the program and expand housing opportunities for HCV participants.

Objective 13: Provide homeownership training programs to LIPH and HCV residents and program participants in partnership with local financial institutions, credit counselors, and down-payment assistance providers to increase self-sufficiency in our service populations.

Objective 14: Use Housing Choice Project-based Voucher (PBV) Programs assistance in conjunction with public housing revitalization efforts to increase supply of affordable housing units.

Goal 3: Improve the Quality and Safety of the Living Environment.

Objective 1: Continue to partner with the Bridgeport Police Department in implementing community policing strategies and where determined necessary, install police substations, security cameras and alarm systems to improve the security and safety at PCC properties.

Objective 2: Work with public safety stakeholders, resident, and business communities to aggressively pursue and implement outreach strategies for community policing, such as police foot patrols, police and youth interaction programs and community watch groups to increase security around PCC properties.

Objective 3: De-concentrate poverty at LIPH developments by admitting households with a range of incomes, adding other ancillary non-residential uses, and creating mixed-income, mixed-use communities.

- Implement mixed income strategies to de-concentrate poverty in family housing development sites.
- Introduce resident-focused business strategies in our communities which will serve to encourage the elevation of community behavior and attract potential renters at the higher end of the income spectrum.

Objective 4: Continue to reduce turnaround time to re-lease vacant units to less than 15 days.

Objective 5: Develop relationships with the communities surrounding our family and elderly/disabled development sites.

Objective 6: Work with Housing Managers to identify key neighborhood stakeholders for each PCC property.

Objective 7: Partner with the City of Bridgeport's Department of Public Works to develop neighborhood beautification projects, community gardens, and removal of graffiti.

Goal 4: Improve the Usability of the Living Environment.

Objective 1: Negotiate better rates with vendors through hosted collaboratives.

Objective 2: Improve interior and exterior development lighting to increase visibility in all developments. (completed).

- Assess present quality of lighting and visibility throughout developments and create a security plan to upgrade security measures including cameras and security alarm systems to all developments and buildings.

Objective 3: Implement maintenance and property management energy conservation measures.

Objective 4: Provide resident training on energy conservation and Energy Star products.

Objective 5: Ensure all new Mixed-Finance and redevelopment projects meet or exceed current federal and state energy efficiency requirements.

Objective 6: Install recycling centers at all development sites. Work to develop an incentivized program that utilizes proceeds generated from conservation efforts to resident initiatives.

Objective 7: Increase availability of sports and other extracurricular activities for residents, including modernizing development resident centers ensuring they have computer labs, community libraries, and human capital development programs.

Goal 5: Promote Household Self-Sufficiency and Asset Development.

Objective 1: Create and establish partnerships with technology companies to increase resident proficiency and access to technology and internet.

- Continue to collaborate with community partners to provide services to the residents of PCC; (PT. Barnum, CF Greene Homes, Harbor View Towers, Fireside Apt., Trumbull Gardens, Scattered Sites I & II, Franklin & Eleanor, and Albion).
- Create "community partner work groups" to organize potential external partnerships and initiatives.
- Advertise information about available resident services to increase participation.
- Target training programs for PCC residents.

Objective 2: Identify resources and create partnerships for employment training grants and opportunities.

- Provide technology training and education to section 3 resident employees.
- Create a Grants.gov profile and refine search parameters to include opportunities that funding partners might also pursue.
- Identify grants that the City of Bridgeport is pursuing and grants that the City has secured and partner with the City.
- Identify and reach out to City and County programs that can provide services to PCC residents.
- Collaborate with community partners, such as the Work Place, to engage public housing residents. Encourage the use of community space and computer labs to deliver workshops or hold meetings.

Objective 3: Promote training certification and degree programs, including GED preparation, for residents.

- Assist in the organization and facilitation of career workshops for residents.
- Advertise information about available resident services to increase participation.
- Identify educational resources to provide to PCC residents.
- Partner with local educational institutions, Bridgeport Public School System, Fairfield University, University of Bridgeport, Sacred Heart, and Housatonic Community College to provide affordable and accessible training programs and certifications.
- Target training programs for PCC residents.

Objective 4: Provide job search workshops for residents.

- Assist in the organization and facilitation of career workshops for residents.
- Establish community outreach to advertise information about available resident services to increase participation.
- Target career training programs for PCC residents such utilizing The Workplace for inventory of corporations and businesses that provide job training, have corporate outreach programs, or offer free capacity-building opportunities for residents.

Objective 5: Provide or partner with supportive services to increase self-sufficiency for elderly or families with disabilities.

- Contact Health & Human Services (HHS) agencies like South West Community Health Center, specifically Administration on Aging to discuss what programs are available to elderly residents and/or families with disabilities.
- Create programs and initiatives which support sustainable living for our residents who suffer from mental health conditions.

Objective 6: Identify and implement programs with community-based partners that can promote self-sufficiency, including first time homeownership opportunities for low income families.

- Create a community-based work group to organize and develop partnerships and sustainable initiatives.
- Identify and connect residents with service providers who can facilitate readiness programs.

Objective 7: Utilize Section 3 goals and the PCC (30%) resident hire policy to provide more employment opportunities for public housing residents.

- The PCC and community stakeholders will establish outreach and orientation programs to educate residents, businesses, and community partners in the value of the Section 3 program and its' importance in neighborhood stabilization and community development strategies.
- Target resident owned businesses that are eligible for PCC small procurement contracts.
- Develop a Resident Volunteer Program for those residents interested in volunteering with PCC.
- Incorporate the Section 3 program into the Community Services Program.
- Educate all residents and enforce the Community Services Program by monitoring monthly reporting and establish a plan for residents required to perform Community Service as pertains to satisfying applicable, HUD requirements.
- Partner with the local high schools and other educational institutions to create internship and mentoring programs that encourage public housing youth and adults to pursue careers such as architecture, engineering, information technology, facility maintenance, program administration, secretarial work, receptionist, and construction management.

Objective 8: Develop and establish a pilot Resident Management Corporation (RMC) to empower residents and improve management functions.

- Assist the residents with establishing an RMC pursuant to 24 CFR Part 964, Subpart C.
- Provide technical assistance to residents pursuant to HUD regulations.
- Negotiate a resident management contract with an RMC.
- Obtain training for the RMC on management, budgeting, and grant writing.

Goal 6: Promote Equal Opportunity and Affirmatively Further Fair Housing.

Objective 1: Continue progress toward satisfaction of the Consent Order to create a housing authority responsive to the needs of disabled households. The PCC will hire a Disability Coordinator to administrate, monitor and oversee the program. The Coordinator will work collaboratively with public housing and planning and development to ensure all agencies fair housing requirements are met.

- The PCC will continue to retrofit existing units and sites for full compliance with the UFAS and to offer residents reasonable accommodations.
- The PCC will also continue its progress in satisfaction of specific administrative improvements cited in the Agreement in order to serve the disabled population more effectively. The PCC will complete its application for Capital Fund Financing Program funding to complete its obligations per the Agreement.

Objective 2: Incorporate and ensure all new development plans are consistent with the goals and provisions of the Pequonnock Settlement Agreement, Father Panik Village Settlement Agreement, and Matyasovsky Consent Decrees.

Objective 3: Comply with the Matyasovsky Consent Decree in providing fair and equal housing opportunities for disabled households at Fireside Apartments.

Objective 4: Maintain the HUD-approved elderly-only and disabled-only designated housing plans in the tenant selection at the former Park City Hospital (now named, respectively, The Eleanor and The Franklin):

- Eleanor (one bedroom)
 - Elderly only
 - Congregate elderly only
- Franklin
 - Homeless/disabled only
 - PHA (all eligible LIPH households)
- Merton House (two and three bedrooms)
 - Homeless/disabled family units
 - Father Panik Village Project-based vouchers
 - Applicants are selected from the Public Housing waiting list through approved landlords and PCC owned units.
 - Tenant-based Vouchers
 - Applicants are selected from LIPH waiting list for Pequonnock Replacement vouchers

Objective 5: Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status, and disability.

Objective 6: Undertake affirmative measures to provide a suitable living environment for families living in assisted housing regardless of race, color, religion, national origin, sex, familial status, and disability.

Objective 7: Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.

Objective 8: Continue to respond to residents and applicants relating to possible discrimination-based incidents and the implementation of procedures for addressing allegations of incidents with a perceived or actual discriminatory dimension.

Objective 9: Continue to investigate allegations of discrimination based on sexual orientation.

Objective 10: Educate staff, landlords, tenants, and vendors on affirmative action and other laws regarding discrimination.

- Determine if published policies are current and available to all staff.
- Educate all PCC staff on policies.
- Determine if policies need to be clarified in order for employees to determine acceptable behaviors related to equal opportunity.
- Implement process for periodically reviewing equal opportunity policies.

Objective 11: Implement the Limited English Proficiency Plan (LEP) that will guide the PCC in providing language services to clients whose native language is not English.

Goal 7: Improve and Deliver Quality Customer Service.

Objective 1: Implement accountability measures and encourage leadership qualities in every employee letting them know they have the ability to make a difference in the quality of the environment we work in and the quality of the environment our residents live in.

- Agency wide customer service training.
- Establish a customers' bill of rights and train all employees on their obligations to the customer.
- Establish a customer service satisfaction survey reporting system.
 - Web-based suggestion box and also the call center customer service survey and suggestion box reporting system.

Objective 2: Provide and practice customer service maxims for PCC employees.

- Assist in the planning and facilitation of staff customer service training.
- Establish needs, expectations, and performance measurements on customer service.

Goal 8: Become a "High Performing" Agency by Improving Operations in All Areas.

Objective 1: Conduct monthly and quarterly management meetings with PCC staff to assess progress on individual goals and strategies.

Objective 2: Require all department heads and agency managers to provide the executive staff with quarterly and monthly reports of key projects, department progress reports, and FASS, PHAS scoring data.

Objective 3: Provide outreach to rent delinquent residents by Resident Services and Housing Managers.

Objective 4: Educate residents regarding rent payment obligations and rent payment technique.

Objective 5: Assist residents with identifying community resources to keep up with rent and utility payments.

Objective 6: Combine Asset Management Properties (AMPs) where appropriate to streamline the delivery of site-based management services (i.e., combine Presidential Village with Scattered Sites 1).

Goal 9: Develop Business Opportunities to Increase Non-federal Funds.

Objective 1: Identify and pursue non-federal revenue generating business opportunities.

Goal 10: Encourage Greater Resident Involvement in PCC Planning and Operations.

Objective 1: Improve resident relations with the Resident Advisory Board (RAB). The Executive Director will meet monthly with the RAB members to discuss and share information regarding the state of the housing authority, Board agenda items and planning and development objectives.

Objective 2: Assist local Resident Councils to operate efficiently and effectively and provide technical assistance to become better board members or send Council members to resident training activities conducted by other housing organizations.

Objective 3: Encourage residents to participate in at least three (3) local Council meetings and one (1) RAB meeting. Resident Council and RAB meetings are integrated into PCC's self-sufficiency program.

Objective 4: Ensure RAB and Council members attend the Board of Commissioner meetings by providing transportation to and from Board meetings.

Objective 5: Continue the operation of after-school programs for the benefit of LIPH resident children and families at all family complexes.

Objective 6: Support resident programs occurring at development sites by providing adequate space and utilities for a reasonable amount of rent when available.

Objective 7: Support other resident initiatives that provide programs and services to the youths of PCC, including existing City-sponsored programs and making applications to participate in additional programs, such as Family Unification as well as other State, City, and local agency initiatives.

Objective 8: Work with Housing Choice Voucher (HCV) tenants to form a Tenant Association and have the HCV Tenant Association represented on the PCC Board of Commissioners.

UTILIZATION OF A SURVEY: The Executive Director, to further engage the Board of Commissioners in "setting the benchmarks" for the PCC, utilized a survey designed to ascertain perceptions and elicit responses on a variety of subject areas conducive for progress evaluation. The Survey and Responses are as follows:

- 1. Do you perceive the Goals and Objectives listed in the current (FY 2014-2019) Five-Year Plan will be relevant to address the needs of the community to include the city of Bridgeport, within the upcoming five (5) years? Yes. Park City Communities Board of Commissioners believe the current goals and objectives are extremely relevant and appropriate to address the needs of current and future residents of our communities.**
- 2. Please provide your reason(s) why or why not, and any additional comments. Yes, it will be relevant to the needs of the community as this community will be moving away from the traditional housing model. Public housing as we know it is being transformed by market forces, thus necessitating a whole new approach for renters and homeowners to operate in that environment. In accessing affordability in comparable communities, Bridgeport maintains as one of the last affordable municipalities in Fairfield County. Consequently, residents who reside in surrounding communities with higher cost of living indexes are moving into Bridgeport in search of more affordable housing.**
- 3. Do you perceive there is a significant gap between the "demand and supply" of affordable rental housing in the City of Bridgeport and if so, does the PCC have a responsibility to address the needs gap, and why? There is a significant gap in creating affordable housing as state, federal and corporate financial instruments are constrained due to outside events beyond the control of those parties. Like localities across the nation, Bridgeport suffers from a lack of affordable housing stock in our market. Additionally, PCC specifically suffers from functional obsolescence, capital back log, poverty concentration and over-crowding issues. Therefore, it is particularly critical that PCC perform as a progressive catalyst in the creation of permeant affordable housing options.**

4. **When considering the Goals and Objectives of the PCC where would you rank the importance of each of these programs and services. The ranking of these programs reflects the current community and fiscal demands that PCC must abide by.**

- a. Low-Income Public Housing (LIPH) **4, 4**
- b. Housing Choice Voucher (HCV) **1, 2**
- c. Project-Based Assistance **2, 1**
- d. Mixed-Finance Development **3, 3**
- e. Homeownership Options **6, 7**
- f. Resident Services **5, 6**
- g. Marketing Strategies, **7, 5**
- h. Functionally Obsolete Housing Stock **8, 8**

5. **Identify the most important external factors / issues / opportunities / threats that will impact PCC and its clients in the next five (5) years.** The major threat that PCC faces is the lack of access to capital to carry out its functions. The inability to initiate projects in a timely basis that will generate revenue that stabilizes monetary streams and underwrites the remainder of classic housing authority properties and supportive housing. **Funding gaps and the lack of a diversified portfolio are the greatest external challenges facing PCC. However, opportunities exist as well. Bridgeport has a history steeped in industrial use. As the city moves continues to move away from heavy industry and towards the revival of entertainment and residential use, PCC can position itself as a driver of housing choice and opportunity. Through redevelopment efforts, infill and adaptive reuse projects PCC can maximize on collective impact through collaboration and partnership.**

6. **Identify the single, greatest internal strength of the PCC?** The greatest strength of PCC is the acreage of owned, existing facilities, vacant parcels, and its ability to purchase additional properties for development. **The PCC is the second largest landholder in the city. In addition to site control of vacant parcels, the PCC also has ownership of existing unused facilities in prime locations. In addition to substantial inventory, PCC new team members have expanded internal capacity and the agency is now better positioned to navigate local, state, and federal bureaucracies to move projects along.**

7. **If you could unilaterally determine a "shoot for the moon" game-changing idea for the PCC, what would it be?** **Incorporation of mixed-use, mixed-financed development as the primary driver for portfolio repositioning. In addition, the production diversified income streams using LLC/LLP modeling in for-profit business ventures. Use of public/private partnership modeling as a means to attract investment partners, philanthropic donors, and equity investors.**

8. **Add any additional comments you have about the programs, services or facilities provided by the PCC.** – **None currently.**

B.3

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

The PCC has made considerable progress in meeting its Mission, Goals and Objectives listed in the previous Five-Year Plan for (2015-2019). Although the PCC has been engaged with HUD in a Recovery Agreement since 2015 and a Voluntary Compliance Agreement (VCA) since 2006, considerable progress has also been completed in addressing all of the tasks defined and required by the regulatory agreements.

To summarize, the most significant PCC accomplishments include the following tasks:

- Coordinated on a Project Plan that is being prepared for submission to HUD that will address how (1.2 Million of Father Panik settlement funds) that had been recaptured by HUD will be spent.
- Significantly increased the number of Repayment Agreements resulting in an increase in collections.
- Conducted Uniform Physical Condition and Standards (UPCS) inspection of all units.
- Purged Low Income Public Housing (LIPH) and Housing Choice Voucher (HCV) waiting lists.
- Addressed Audit Findings listed in the FY 2018 Audit reports and continued to implement procedures for more effective, administration of the PCC.
- Continued to address LIPH reasonable accommodation and transfer requests.
- Continued to facilitate monthly meetings between the Resident Advisory Board (RAB) and Executive Director to discuss the PCC activities and issues. These meetings serve to facilitate an effective partnership between the PCC and resident leadership.
- Audited financial statements for FY 2018 were submitted to HUD on schedule.
- Continued to implement an Inventory Control Policy with staff training.
- Continued the partnerships with two (2) local non-profit Agencies (the Workplace, and Southwest Health Care) focusing on human capital development, in the Greater Bridgeport Area.
- Continued to review the percentages of Capital Fund Program (CFP) Grants expended on Operations, Management Improvements, and Administration. The Performance and Evaluation (P/E) reports will be updated and reconciled as needed.
- An Executive Summary is provided by the Planning/Development & Modernization Departments to the Board of Commissioners at each monthly Board Meeting.
- The Asset Management Department continues to work to improve its vacant unit turnaround time and to raise its occupancy rate. The goal is to have units ready within fifteen (15) days of the vacancy, and to gain new occupancy within five (5) days of unit readiness. By reducing vacancy turnaround time, the goal of 96% occupancy should be easier to maintain. The PCC reduced the average costs of unit turnaround by 50%.
- The Purchasing and Procurement Department has trained all staff on the Procurement Policies and Procedures. The Department has executed Agency-wide contracts to include, Preventative Maintenance.
- The Asset Management and Legal staff are striving to reduce Tenant Accounts Receivables (TARs) to closeout (end of the month) at 95% collected, at a minimum.
- The PCC continues to increase lease-up percentages.
- The Asset Management Department has established a monthly reporting system that requires all Asset Managers to report to the Director of Asset Management the status of occupancy, vacancies, evictions, and Tenant Accounts Receivables (TARs) at each multi-family site. The Director of Asset Management will review and verify the bi-weekly reports and provide a summary to the Executive Director and Board of Commissioners on a monthly basis.
- The HCV Department continues to implement tracking tools. These reports are provided to the Board of Commissioners at the monthly board meeting.
- The PCC continued to implement procedures for tracking SEMAP indicators using a monthly scorecard. These procedures should ensure SEMAP sampling is conducted on a rolling basis that will assist in ensuring SEMAP is submitted to HUD on a timely basis. We have a bi-weekly meeting with HUD to report on progress in the performing indicators.
- Continued to implement a plan to address deferred maintenance concerns and reduce unit vacancies.

<p>B.4</p>	<p>Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.</p> <p><u>Violence Against Women Act (VAWA)</u></p> <p>The PCC Board adopted an amended VAWA Policy as per regulation in October 2017. The revised Policy was incorporated into the Admissions and Occupancy Plan and into the Housing Choice Voucher Administrative Plan. All VAWA residents and HCV tenants will be classified as emergency transfers under the ACOP and HCV Administrative Plan. The purpose of the VAWA Policy is to implement the applicable provisions of the Violence Against Women and Department of Justice Reauthorization Act of 2005 (Pub. L. 109-162) and more generally to set forth PCC's policies and procedures regarding domestic violence, dating violence, sexual assault or stalking, as hereinafter defined.</p> <p>The Policy is gender-neutral, and its protections are available to males who are victims of domestic violence, dating violence, sexual assault or stalking as well as female victims of such violence. The Policy has the following principal goals and objectives:</p> <ul style="list-style-type: none"> • To maintain compliance with all applicable legal requirements imposed by VAWA; • To ensure the physical safety of victims of actual or threatened domestic violence, dating violence, sexual assault or stalking who are assisted by the PCC; • To provide and maintaining housing opportunities for victims of domestic violence dating violence, or stalking; • To create and maintaining collaborative arrangements between the PCC, law enforcement authorities, victim service providers, and others to promote the safety and well-being of victims of actual and threatened domestic violence, dating violence, sexual assault or stalking, who are assisted by the PCC; and • To take appropriate action in response to an incident or incidents of domestic violence, dating violence, or sexual assault, or stalking, affecting individuals assisted by PCC.
<p>B.5</p>	<p>Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.</p> <p>The PCC is complying with HUD's default definition of substantial deviation or significant amendment to the Five - Year (5 year) Plan, which is as follows:</p> <ul style="list-style-type: none"> ✓ Changes to the rent, or admissions policies or organization of the wait list; ✓ Additions to non-emergency work items or change in the use of the replacement reserve funds under the Capital Fund Program; and ✓ Any changes regarding demolition, designation, homeownership programs, or conversion activities.

<p>B.6</p>	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?</p> <p>Y N <input type="checkbox"/> <input type="checkbox"/> WILL BE PROVIDED AS AN ATTACHMENT PRIOR TO THE SUBMITTAL OF THE PLAN TO HUD</p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p> <p>The Resident Comments to review, or comments from the Public hearing are included as Attachment B.6 (b) for Resident Advisory Board Comments and the List of Resident Advisory Board Members WILL BE PROVIDED AS AN ATTACHMENT PRIOR TO THE SUBMITTAL OF THE PLAN TO HUD</p>
<p>B.7</p>	<p>Certification by State or Local Officials.</p> <p>Form HUD 50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan. WILL BE PROVIDED AS AN ATTACHMENT PRIOR TO THE SUBMITTAL OF THE PLAN TO HUD</p>