

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

Applicability. The Form HUD-50075-SM is to be completed annually by **Small PHAs**. PHAs that meet the definition of a Standard PHA, Troubled PHA, High Performer 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 the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, and that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceed 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 exceed 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	<div><div>PHA Name: <u>Housing Authority of the City of Stamford</u>PHA Code: <u>CT007</u></div><div>PHA Type: <input checked="" type="checkbox"/> Small</div><div>PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>07/2025</u></div><div>PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above)</div><div>Number of Public Housing (PH) Units <u>249</u>Number of Housing Choice Vouchers (HCVs) <u>1632</u></div><div>Total Combined <u>1881</u></div><div>PHA Plan Submission Type: <input checked="" type="checkbox"/> Annual Submission<input type="checkbox"/> Revised Annual Submission</div><div>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 of 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 website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</div><div>How the public can access this PHA Plan: The Plan will be available at the following locations: Charter Oak Communities, Main Office, 22 Clinton Avenue, Stamford CT 06901 Charter Oak Communities website www.charteroakcommunities.org Copies may be also be requested by calling 203 977-1400</div><div><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</div><table><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></table></div>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV
Participating PHAs	PHA Code					Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program	
		PH	HCV						

B.	Plan Elements Submitted with 5-Year PHA Plans. Required elements for Small PHAs completing this document in years in which the 5-Year Plan is also due. This section does not need to be completed for years when a Small PHA is not submitting its 5-Year Plan. See sub-section below for required elements in all other years (Years 1-4).
B.1	<p>Revision of Existing PHA Plan Elements. (a) Have the following PHA Plan elements been revised by the PHA since its last Five-Year PHA Plan submission?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Statement of Housing Needs and Strategy for Addressing Housing Needs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Financial Resources.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Rent Determination.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Homeownership Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Substantial Deviation.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Significant Amendment/Modification</p> <p>(b) If the PHA answered yes for any element, describe the revisions for each element(s):</p> <p>Significant Amendment/Modification The below outlines significant amendments and/or modifications that have been carried over from prior year's plans. While they have been previously noted, except for #7, they are activities that are currently pending and will be ongoing. High priorities include conversion of LIPH Program units under the Rental Assistance Demonstration (RAD)/Section 18 Blend program during 2025 to convert the remaining units at Stamford Manor and close-out the LIPH Program and terminate the LIPH Annual Contribution Contract (ACC). 1. A decision to request a voluntary conversion of public housing to Housing Choice Vouchers. 2. Actions to reposition any remaining federal property under the Rental Assistance Demonstration (RAD)/Section 18 Blend program or through a refinancing that requires disposition under Section 18 of the 1937 Housing Act to be implemented. 3. Seeking to use Faircloth subsidies to convert a housing development to a RAD Program property. 4. Revisions to the ACOP & Admin Plan to implement new program requirements and options under the Housing Opportunities through Modernization Act (HOTMA). 5. Revisions to screening standards for both LIPH and HCV Programs considering any changes in Connecticut Law or best practices concerning criminal background screening. 6. Decisions to open a waiting list for a specific period. 7. Revisions to legal policies regarding pre-termination notices in accordance with updated federal regulations.</p> <p>(c) The PHA must submit its Deconcentration Policy for Field Office Review.</p>
B.2	<p>New Activities. (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 type="checkbox"/> <input checked="" type="checkbox"/> Hope VI or Choice Neighborhoods.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Mixed Finance Modernization or Development.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Demolition and/or Disposition.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Conversion of Public Housing to Tenant Based Assistance.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Conversion of Public Housing to Project-Based Rental Assistance or Project-Based Vouchers under RAD.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Project Based Vouchers.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Units with Approved Vacancies for Modernization.</p> <p><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>Project Based Vouchers. The Housing Authority of the City of Stamford d/b/a Charter Oak Communities anticipates continued use of Project-based Section 8 (PBV) in support of its redevelopment and preservation activities. Current plans anticipate the use of 19 PBV at Oak Park Phase 1 in support of ongoing efforts to expand affordable housing opportunities. (Project is funded and under construction.)</p> <p>Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants). Housing Authority of the City of Stamford d/b/a Charter Oak Communities intends to perform required activities to implement the Emergency Safety & Security Grants by the end of the current fiscal year.</p>
B.3	<p>Progress Report. Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year Plan. Refer to attachment.</p>
B.4	<p>Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved. Refer to attachment.</p>

B.5	<p>Most Recent Fiscal Year Audit.</p> <p>(a) Were there any findings in the most recent FY Audit? Y <input type="checkbox"/> N <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>
	<p>Plan Elements Submitted All Other Years (Years 1-4). Required elements for all other fiscal years. This section does not need to be completed in years when a Small PHA is submitting its 5-Year PHA Plan.</p>
B.1	<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? Y <input type="checkbox"/> N <input type="checkbox"/></p> <p><input type="checkbox"/> <input type="checkbox"/> Hope VI or Choice Neighborhoods.</p> <p><input type="checkbox"/> <input type="checkbox"/> Mixed Finance Modernization or Development.</p> <p><input type="checkbox"/> <input type="checkbox"/> Demolition and/or Disposition.</p> <p><input type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Tenant-Based Assistance.</p> <p><input type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Project-Based Assistance under RAD.</p> <p><input type="checkbox"/> <input type="checkbox"/> Project Based Vouchers.</p> <p><input type="checkbox"/> <input type="checkbox"/> Units with Approved Vacancies for Modernization.</p> <p><input 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.</p> <p>(c) If using Project-Based Vouchers, provide the projected number of project-based units, general locations, and describe how project-basing would be consistent with the PHA Plan.</p> <p>(d) The PHA must submit its Deconcentration Policy for Field Office Review.</p>
B.2	<p>Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved.</p>
C	<p>Other Document or Certification Requirements for Annual Plan Submissions. Required in all submission years.</p>
C.1	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) have comments to the PHA Plan? Y <input type="checkbox"/> N <input checked="" type="checkbox"/></p> <p>(b) 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>
C.2	<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>
C.3	<p>Civil Rights Certification/ Certification Listing Policies and Programs that the PHA has Revised since Submission of its Last Annual Plan.</p> <p><i>Form HUD-50077-CRT-SM, PHA Certifications of Compliance with PHA Plan, Civil Rights, and Related Laws and Regulations Including PHA Plan Elements that Have Changed,</i> must be submitted by the PHA as an electronic attachment to the PHA Plan</p>
C.4	<p>Challenged Elements. If any element of the PHA Plan is challenged, a PHA must include such information as an attachment with a description of any challenges to Plan elements, the source of the challenge, and the PHA's response to the public.</p> <p>(a) Did the public challenge any elements of the Plan? Y <input type="checkbox"/> N <input checked="" type="checkbox"/></p> <p>If yes, include Challenged Elements.</p>
D.	<p>Affirmatively Furthering Fair Housing (AFFH).</p>
D.1	<p>Affirmatively Furthering Fair Housing.</p> <p>Provide a statement of the PHA's strategies and actions to achieve fair housing goals outlined in an accepted Assessment of Fair Housing (AFH) consistent with 24 CFR § 5.154(d)(5). Use the chart provided below. (PHAs should add as many goals as necessary to overcome fair housing issues and contributing factors.) Until such time as the PHA is required to submit an AFH, the PHA is not obligated to complete this chart. The PHA will fulfill, nevertheless, the requirements at 24 CFR § 903.7(o) enacted prior to August 17, 2015. See Instructions for further detail on completing this item.</p>

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. 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.

Public reporting burden for this information collection is estimated to average 7.02 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.

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Charter Oak Communities
Strategic Goals and Outcomes FY 2025

Strategic Goal	Actions	Outcome
Finance		
Evolve the business impact of superior financial reporting and analyses by incorporating industry benchmarks and other measurements to access operational and financial indicators that support organizational sustainability and growth initiatives. Enhance organizational short-term and long-term planning for operational and capital budgets to promote and facilitate a more collaborative and engaged planning and monitoring process at all levels of the organization.	<ul style="list-style-type: none"> > Started the implementation of the Budgeting Software solution (BizView). > Test the budget system and process with the FY 2024 budget for selected Tax Credit Properties. > Developed the Finance Board Liaison role to be a conduit between the Board of Commissioners and the operating departments and their associated committees. The goal is to facilitate communication, and support Board-level financial information for decision-making. 	Providing board and organizational staff relevant and timely information for decision making and understanding. Building a more holistic approach to budgeting and financial planning will support our need to make strategic resource-based decisions and improve the outcome of those decisions.
Mature the COC Investment Program collaborating with an Investment Consultant to improve consistent overall investment returns.	<ul style="list-style-type: none"> > Invested idle cash in compliance with Adopted Investment Policy, generating good results on investment returns. > Developing Board-level quarterly and annual investment reporting, reviewing the Investment Policy for possible updates and having quarterly Investment Committee meetings to review performance and returns against established benchmarks. 	To earn (at least) consistent market rate investment income on a portion of our idle cash by moving to a more active investment approach using the expertise of an Investment Consultant.
Aligned with MIS goals across departments, create a strategy to evaluate, plan and deploy modernized and secure technology solution (to replace HAB) that harnesses new information delivery models and improves our business operations (with MRI or other provider).	<ul style="list-style-type: none"> > Established a Senior Staff Committee tasked with oversight of the enterprise-wide MIS system upgrade. > We have completed the system evaluation process and have selected Yardi as our provider. Implementation to begin in March 2024, with completion planned for 12 - 14 months. 	Modernize the enterprise-wide financial system - increase staff efficiencies through automation, system integration and improve overall compliance and accuracy of financial data and transactions.
Information Technology		
Aligned with MIS goals in Property Management, to enhance Resident-Management Integration and organizational capacity, process and benefits to establish a modernized and secure IT infrastructure that harnesses new information delivery models. Assess opportunities and challenges for residents to obtain online access. Aligned with MIS goals across departments, create a strategy to evaluate, plan and deploy modernized and secure technology solution (to replace HAB) that harnesses new information delivery models and improves our business operations (with MRI or other provider(s)).	<ul style="list-style-type: none"> > Established a Senior Staff Committee tasked with oversight of the enterprise-wide MIS system upgrade. > We have completed the system evaluation process and have selected Yardi as our provider. Implementation to begin in March 2024, with completion planned for 12 - 14 months. 	Modernize the enterprise-wide system by implementing MRI - increase staff efficiencies through automation, system integration and improve accuracy and security of data and transactions, and improve the customer experience.
Continue to develop a modernized and secure IT infrastructure that harnesses new information delivery models to enhance voice, network, data and video capabilities, providing secure platforms for communication and business critical data and IT assets.	<ul style="list-style-type: none"> > In collaboration with Whittlesey, we have reviewed and updated all current applicable IT policies and added several new policies that are now incorporated into the overall Written Information Security Policy (WISP). The development of the WISP was an important recommended improvement highlighted in the 2021 Cyber Security Assessment Report. The WISP was adopted via resolution by our Board of Commissioners in March 2023. > Completed the install of Nextgen firewall infrastructure from Palo Alto Networks across entire perimeter of COC's network. Engaged Board IT Liaison to review project scope and viability and provided an executive summary to Board of Commissions. > Deployed enterprise wide hardware and software inventory management and monitoring system to better control the management of COC technology assets. 	Evaluation, communication and remediation of IT risk areas will lead to system or process improvements that may result in cost savings, enhanced communication channels, and will increase performance and systemwide security.
Stabilize cyber preparedness and awareness programs supporting a "Security First" culture. Use data to provide real-time awareness training and incident mitigation for high-risk employees and processes	<ul style="list-style-type: none"> > A new assessment was performed Q3 of 2023 with remediation efforts underway. > Completed activities and education for October 2023 Cyber Security Awareness Month. The month is packed with lots of learning activities, guest speakers and a creative and engaging culminating event at the end of Cyber Security month. > Planning for the release of the new IT policies with staff training for Q1 2024. 	By establishing cyber resilience across the organization, staff will strengthen COC and be more prepared for new sophisticated cyber threats in real-time.
Risk Management		
Maintain a stable insurance program year over year, ensuring compliance with lender-regulator coverage requirements while striving for cost effective options	<ul style="list-style-type: none"> >Complied with several carrier preventative risk control recommendations (including cyber recommendations, emergency pull cords and water leak monitoring) with the hopeful outcome of stable renewal pricing. > Completed Policy renewal process complete - including marketing and meetings with insurance carriers to maintain our best -in-class status with our providers. > Utilized USI to market and select a new provider of workers compensation insurance, for an annual savings of \$15K and the creation of a strategic partnership with a specialized best-in-class provider in the CT housing industry. 	By actively participating in the insurance renewal process with our consultants, we are better equipped to understand risks that can be managed through insurance, ensure the right coverages and understand policy limitations so we can protect COC and Rippowam Corporation from unnecessary risk.

Incorporate Internal Reviews of applicable Risk Management Policies; utilize insurance consultant and Loss Control Support Team to assist in assessment of policies and procedures to mitigate risk for COC and Ripp Corp	> Revamped and relaunched the Employee Safety Committee with guidance from our workers comp and insurance consultant.	Maintain an active and effective Safety Committee that proactively addresses and recommends activities that improve the safety and security of our residents and employees and reduces known risks to the organization.
Human Resources		
Develop new performance appraisals in the ADP Performance Management Module. Annual and new hire performance reviews are completed. Ongoing rollout and company integration with operations and others of new performance reviews in the ADP Module.	Human Resources attended some department meetings to further explain the process and encouraged collaboration with the manager and employees, as well as provided one-on-one training with managers. HR also encouraged senior management to complete Part One of the process.	Part One of this process should have been done in 22Q3; however, due to significant staffing turnover and challenges, a few areas have not been able to complete this part. Once staffing stabilizes, Human Resources will work with senior management on getting current with performance appraisals in ADP.
All audited employees' personnel files were sent to a third-party, Docufree, to scan them into ADP. Ongoing auditing of electronic files.	1) All hard copy personnel files were scanned into online personnel files in ADP 2) A process was created to ensure, on a go forward basis, that appropriate documents are scanned into employee files in a timely, accurate manner.	The employees' files support the online file initiative. Having all employees' documents in a central location expedites document retrieval when in the office as well as when working remotely. Ensuring all documents are in the files is a best practice, as well as to ensure security and compliance.
Research, recommend and update benefit options that result in cost savings for employees and COC, while not compromising the needs of the employees.	1) Researched different benefit options that resulted in cost savings 2) Ensured benefits did not compromise the employees' needs. 3) Changed short & long term disability, Life Insurance and AD&D carriers for both cost savings and efficiencies.	In addition to minimal cost savings, new carriers report and respond in a timely manner to human resources and, when applicable, employees.
Decrease the cost of the workers' compensation expense while taking into consideration claims, rates, related legal expenses and education.	1) Worked with USI to get cost comparisons on workers' compensation benefits 2) Reviewed information and determined the best fit for COC was Workers 'Compensation Trust.	In addition to cost savings, Workers' Compensation Trust has already proven to be a partner with COC. Safety training courses, at no cost, have been identified and scheduled. Under the guidance of Trust, we created a new employee safety committee that supports all areas of the organization. Trust has specialists on their staff that can proactively support and prevent. We are now shifting, with their guidance to proactive education and employee accountability.
Create and implement a Diversity, Equity and Inclusion (DE&I) Plan where everyone feels heard, included and safe. HR to focus on DEI Plan. Recruitment and retention have been our priorities.	Human Resources to continue to identify, via surveys and 1:1 meetings, initiatives (work experiences) that will continue to drive a diverse workforce so that we continue fostering feelings of inclusion for diverse talent, which is our entire workforce.	The strength of our Diversity, Equity and Inclusion (DEI) will continue to be embedded into our organization's culture. The outcome is a positive, productive, educated and competitive workplace.
Property Management		
Develop an enhanced professional development plan for employees to support programmatic growth and expertise, while also providing an enriched customer service centered environment. Create training programs to onboard new staff and familiarize them with all departments to maximize collaboration and efficiency, staff retention, and service to residents.	Developed curriculum for new employees that includes a combination of online and live training sessions. These trainings include LIPH, State, and/or LIHTC certifications, an overview of our Information System (HAB), and trainings on HUD Online systems such as PIC and EIV.	These sessions provide a strong foundation for new employees as they are introduced to COC and are provided an in-depth technical training for programs within their portfolio.
Complete a thorough review of the Admissions and Continued Occupancy Plan (ACOP) with the Property Management Team and identify policy and procedural revisions to support best practices, allow for streamlining opportunities, and enhance overall portfolio performance.	Completed ACOP update. Conducted public comment period in August 2023 and conducted two public hearings in September 2023.	Comply with the regulatory compliance process to ensure participants are well informed and are provided the opportunity to submit public comments.
Prepare for the conversion of the Low Income Public Housing (LIPH) Program to the Project Based RAD Program.	Conducted resident meetings and outreach to inform residents of the Rental Assistance Demonstration (RAD) Program and the conversion process. Prepared management documents and processes for the transition of LIPH residents to RAD residents.	Comply with the regulatory compliance process to ensure residents are well informed and are provided the opportunity to submit public comments.
Maintenance		
Update resident charge list to reflect current repair cost of supplies and labor. Review will be conducted on a by-property/program basis.	Current charges and market prices have been reviewed and scheduled a public notice period as required by federal regulation before final update.	Updating the resident charge list is necessary to ensure that maintenance charges are aligned with current pricing. Residents are provided with this document on move in and these charges are applied throughout their tenancy and upon vacating. It is important that residents have a clear understanding of all charges for which they may be liable based on damages beyond normal wear and tear. The public comment period will allowed residents to share questions and concerns.
Housing Choice Voucher		
Continue to develop an enhanced professional development plan for employees to support programmatic growth and expertise, while also providing an enriched customer service centered environment.	Members of the HCV Team attended five online webinars conducted by 3rd party vendors - HOTMA Summit, PBV RAD, HCV Portability, HCV Rent Calculation updated from HOTMA, and NSPIRE. New team members also obtained the Nan McKay certifications	Enhancing the onboarding process and supporting ongoing professional development sets the foundation for success. Well trained employees will ensure we are meeting high performance standards in the most efficient manner, and will also provide a more enriched customer service experience. By ensuring employees have the resources need to carryout their critical functions accurately and timely. This supports a positive work culture which support recruitment and retention.
Prepare for the conversion of the Low Income Public Housing (LIPH) Program to the Project Based RAD Program.	HCV Staff attended a PBV RAD Certification training in August 2023. Additionally, the HCV Team is actively working with Rippowam Corporation and Property Management to transition properties out of Low-Income Public Housing to the Project Based Rental Assistance Demonstration Program. In addition, the HCV Team conducted outreach and resident briefings to assist the LIPH residents with the conversion process, as roles and responsibilities were defined amongst the Property Management and HCV Teams.	Comply with the regulatory compliance process to ensure residents are well informed and are provided the opportunity to submit public comments. While also ensuring team members understand and comply with the RAD conversion process. By continuing to provide resident support and outreach, we strive for more successful resident outcomes.

Complete a thorough review of the Administrative Plan with the HCV Team and identify policy and procedural revisions to support best practices, allow for streamlining opportunities, and enhance overall program management.	Completed Administrative Plan update. Conducted public comment period in August 2023 and conducted two public hearings in September 2023.	Comply with the regulatory compliance process to ensure participants are well informed and are provided the opportunity to submit public comments.
Procurement		
Digitize new contracts within 30-days of execution and 15-days of contract change in shared drive for full accessibility by all for streamlined contract management and improved audit preparation.	Completed scanning and uploading all contracts within the 15 to 30-day mark.	Digitizing and storing contracts on the shared drive, will allow full accessibility and assist with contract compliance. Additionally, this process will alleviate the burden associated with contract tracking during audit periods.
Resident Services and Engagement		
Recruit a new resident board member.	Conducted resident outreach advising them of the upcoming opportunity to serve as a board member. Continued to gauge interest and host meetings until a final candidate was identified and approved.	Comply with board requirements, while also providing a voice and presentation for our residents on the COC Board.
Increase participation in Individual Needs Assessments (INA) to align resident goals with needs and to improve opportunities for self-sufficiency.	Family Centers developed goals for RSC's to conduct assessments, especially for families that have never engaged in services or had an INA evaluation.	The INA is an important tool to assist us with the development of program and services, while also accessing relevant resources.
Support and assist in the formation of active Resident Associations at various communities.	After providing Informational material to Stamford Manor and Post House residents on how to develop a resident association, it was noted that no residents were willing to take on a resident leadership role.	While residents have expressed ongoing interest for more information to strengthen their communities, increase engagement, and enhance resident and management relations, the residents did not execute a plan to develop a resident association. COC will continue to encourage resident engagement.
Business Enterprise		
Increase outreach with real estate developers and private property management companies to promote COC management of below-market rate (BMR) units, while continuing outreach with the City of Stamford for city-wide management and consolidated services.	Added 99 units to our BMR portfolio and added an additional business partner.	Continue to promote COC's entrepreneurial services to ensure management of the BMR program remains feasible and profitable.
Dovetail SIP		
Utilize the resources and reputational value of the Vita partnership as a Provider Network, Learning Exchange and Program Incubator to provide support for addressing Stamford's complex community challenges in the areas of Health and Wellness, Basic Needs and Equity and Opportunity.	Implemented Vita Forums, expert panel discussions to inform members on issues and local responses to issues of strategic interest: Housing Stability, Economic Security, Behavioral Health and Food Insecurity; Initiated structured Public Advocacy Project where entire Vita Partnership advocates for select member initiatives (legislation, policy, programs, grants) based upon key Position Statements created by Innovation Teams and vetted by members.	Provided expert-level information to Vita membership on issues of mutual interest from multiple social sectors; Organized Vita membership to provide enhanced public advocacy effort, amplified by collective impact.
Through Vita Partnership, provide backbone support and connection with community provider resources to grow and strengthen the Cradle to Career initiative.	Continued to support SC2C through innovative, community-wide initiative to address child and adolescent mental health (YMHA) and making gains in economic stability/mobility through collective action.	Mobilized multiple sectors of the community through a strength-based approach to viewing/supporting mental health as key determiner of educational achievement.
Support and strengthen key Vita initiatives - Pathways to Employment Growth, Community Health Improvement Plan and the Stamford Youth Mental Health Alliance - and assist in achieving their goals.	Assisted partner, Family Centers, in implementing Pathways to Economic Growth as an outgrowth of Equitable Economic Recovery plan; Continued to manage Stamford Youth Mental Health Alliance as a multi-partner initiative encompassing prevention, communication and improvements to clinical care; Participate as a member of Stamford Health's Governance Committee for Community Health Improvement Plan.	Provided informed, direct support in the design and implementation of cross-sector initiatives, helping to 'normalize' collaboration as an effective approach to solving complex social challenges.
While continuing to grow programming and facilities at Fairgate Farm, increase its acceptance among the broader Stamford community and establish sustainable financial footing.	Promoted Fairgate Farm Sustainability Plan to build on existing program assets and develop new programs to broaden the appeal and increase participation in Farm activities; Started identifying new board members to guide Plan and focus on fundraising; Obtained grant funding from USDA for significant expansion of production and distribution; Implemented community education project funded by CT DoAg; Increased educational and wellness programming; Installed major food waste composting facility in partnership with City of Stamford; Partnered with CT Food Rescue for community food distribution program.	Fairgate Farm increased in volunteer participation and the Market has proven profitable; Increased focus on sustainability will ensure the long-term viability of this valuable community asset.
Begin the evolution of Dovetail: SIP into a semi-autonomous social enterprise, sponsored by Charter Oak Communities but embraced by the Stamford community as a unique platform for social innovation.	Promoted Dovetail as the framework for COC's multiple social enterprises, including Fairgate Farm, Vita, Community Task Force, and other initiatives with specialization in fiscal management, fundraising, data management/analysis, communication and partnerships; Established Dovetail as fiduciary for Stamford Youth Mental Health Alliance in applying/processing more than a dozen philanthropic contributions.	Dovetail continues to gain notoriety as driving force behind COC/Vita's community initiatives; Separate "brand" provides helpful arms-length relationship to COC that preserves independence of collaborative initiatives that optimizes community-level and service provider support.
Administration		
Assist Board members in identifying the best form(s) of communication that utilizes their time more efficiently, assists with recruitment and onboarding and supports effective engagement.	Stayed up-to-date with staff members on agendas, resolutions, reports and other materials to develop monthly Board package; consulted with Board chair and ED on Board Discussion items and any special requests; Assembled, edited and prepared monthly Board meeting minutes and indexes for COC and all affiliate boards of directors	Supported Board members and staff for transparency and accountability to foster trust and keep them engaged.
Continually improve Board member capacity to be knowledgeable, accessible and prepared for Board meetings through refinements to Board Paq and other means.	Uploaded BoardPaq materials monthly and confirmed accuracy; communicated content with staff and Board members, communicated with IT for accuracy of Board information on COC website, informed town clerk of minutes, meeting information, etc.	Effectively communicated and engaged with Board members and staff to improve access to essential information.

Identify Board member interest, and help overcome challenges, in their engagement with community initiatives and building external relationships.	Proposed and scheduled meetings and special events with Board members and senior staff; Coordinated with Board members for availability of meeting dates.	Enabled the Board to fulfill its role in promoting COCs' mission and local impact and to identify opportunities and challenges related to the betterment of the community by scheduling members for Congressman Himes at LHT, Oak Park Redevelopment Project Announcement with the Mayor, COTY Dinner, B1C Breakfast.
Research and obtain/implement appropriate corporate records management system with the functionality to facilitate compliance, ready access and capacity to management corporate formalities (e.g., public notices, minutes, directorships, etc.)	Managed monthly FOIA requirements with the City on maintaining Board records, minutes, notices, board term appointments, etc.; maintained current corporate by-laws, annual reports, articles of incorporation and other permanent documents for HA entities, affiliated corporations and associated entities; managed State filings and regular reporting of corporate status, etc.; assisted Ripp Corp with implementation of practices needed to ensure compliance and good standing status.	Formalized management and handling of corporate documents, records, directorships and reporting requirements to ensure transparency of COC and Ripp Corp entities business related activities and to maintain trust in the community; regularly upload Board recordings and meeting minutes to the COC website.
Real Estate Development		
Complete predevelopment tasks for Phase 1 of the Oak Park redevelopment. Close financing, complete demolition of existing buildings and infrastructure, and commence construction.	Renovation and reoccupancy completed. Project is complete	Residents are benefitting from a safer and more comfortable building due to all new major building systems.
Submit funding applications for Phase 2 of the Oak Park redevelopment, including tax credits, Community Investment Fund, and Affordable Housing Trust Fund. Procure construction manager, preliminary selection of primary lender and syndicator	Obtained all financial commitments, obtained all land use approvals, procured construction manager and full development team, completed temporary relocation and fencing of Phase 1 area.	Seeking demolition permits and conducting pre-closing activities. Anticipate spring start.
Commence and complete at Stamford Manor, including repairs to two stairways, as well as repairs to concrete walkways at each residential floor.	Procured architect and engineer, obtained detailed cost estimates.	Anticipate start of work spring/summer 2024
Commence and complete repairs at four initial RAD conversion sites. Obtain physical needs assessments and cost estimates for extensuive repairs and improvements at Stamford Manor. Plan for RAD/Blend conversion of Stamford Manor and submit conversion application to HUD. Commence full range of predevelopment activities for comprehensive renovation funded with tax credits and other sources.	Completed on RAD conversion (Fairgate). In pre-closing phase for remaining four sites. Procured contractor to perform repairs.	Anticipate closing two sites first quarter 2024, two more second quarter. Repairs to commence shortly after closing.
Complete siding replacement and related repairs at Clinton Manor. Update appraisal and construction cost estimate for second elevator at Quintard Manor. Determine condition of existing elevator and either delay or proceed with construction of second elevator.	Completed design and procured contractor and financing for Clinton Manor siding replacement. Completed plans and specs for Quintard Manor elevator and stairs, and received initial financing commitment.	Anticipate start of Clinton Manor work April 2024. Anticipate start of Quintard Manor work third quarter of 2024.
Asset Management		
Commission and complete comprehensive physical needs assessments at all developments that have not been recently studied. Create long-term repair and maintenance schedules for each site and ensure sufficient replacement reserve deposits to fund full scope of work when called for.	Completed limited partner exits from all three sites, admitted new replacement limited partners owned by Rippowam Corp, and executed revised and simplified partnership agreements.	Fairgate, Post House and Taylor Street are now wholly owned by Rippowam Corp. No longer required to seek outside investor approval for annual budgets, capital repairs and improvements, refinancing, etc.
Board Development		
Engaged board members to strengthen their contributions in meeting Stamford's housing challenges through participation in internal (Board/Staff) committees and community initiatives.	Board members have a high level of attendance at committee and board meetings. Several participate in strategic planning initiatives and are active in responding to other needs. Some board members serve on external boards and committees within the city of Stamford.	Board members are more informed and able to engage effectively at Committee and Board meetings. Information is readily available for incoming Advisory Board members.
Implemented roles of Board Liaison to serve as point of contact, advisor and expert resource in Finance, Information Technology and Real Estate Development.	Liaisons have become engaged in multiple priorities within their focus areas including investment management, fiduciary controls and migration to new management information system.	Liaisons have improved the connectivity between the Board and staff and have provided expertise in addressing critical operational functions.
Created a palpable sense, among Commissioners and Senior Staff, that all are part of the same team, improving interactivity, both in and out of formal meetings, and enhanced collaboration.	Staff members feel that Board members view them as professional colleagues, advisors and helpful 'sounding boards', both within and outside of formal board/committee meetings.	Integration of Board and staff members in addressing high level management, policy and strategic matters has improved members' understanding, buy-in and, perhaps, level of confidence in their respective decisions.

Housing Authority of the City of Stamford d/b/a Charter Oak Communities (COC)
Summary of Project-Based Voucher (PBV) Utilization
Pursuant to 24 CFR 983

Development	PBV Contract Units	PBV Units Leased	Comments
Clinton Manor	44	44	COC owned /supportive services/near-elderly
Quintard Manor	30	29	COC owned /supportive services/near-elderly
Post House	50	47	COC owned/supportive services
Taylor St	10	9	COC owned/supportive services
Palmer Sq	32	30	COC owned/supportive services
Westwood	35	30	COC owned/supportive services
Greenfield	15	14	COC owned/supportive services
Summer Pl	24	22	COC owned /supportive services/near-elderly
Park 215	24	19	COC owned/supportive services
Lawnhill Terrace P3	8	8	COC owned/supportive services
Lawnhill Terrace P4	13	13	COC owned/supportive services
*Oak Park	19	0	Under AHAP/HAP execution and voucher utilization is undetermined at this time. Proposed late CY2025 lease-up.
Total PBV	304	265	
Development	PBV RAD Contract Units	PBV RAD Units Leased	Comments
PBV RAD Fairgate	33	32	COC owned/supportive services (PBV RAD Contract Units included in HCV ACC below)
PBV RAD Sheridan Mews	8	7	COC owned/supportive services (Year 1 - PBV RAD Contract Units not in HCV ACC below)
PBV RAD Ursula Park TH	32	32	COC owned/supportive services (Year 1 - PBV RAD Contract Units not in HCV ACC below)
PBV RAD CT Avenue	12	12	COC owned/supportive services (Year 1 - PBV RAD Contract Units not in HCV ACC below)
PBV RAD Lawn Avenue	20	20	COC owned/supportive services (Year 1 - PBV RAD Contract Units not in HCV ACC below)
PBV RAD Stamford Manor	215	0	Streamlined Conversion/Target 2026-2027
Total PBV RAD	320	103	<i>Notice PIH 2019-23 RAD PBV: Conversion units and their associated authorized units are exempt from the authorized cap.</i>
PBV Utilization			
UMA ACC	1,632		
20% of ACC	326		
Current PBV Units under Contract (and AHAP)	304		
Current PBV Units under Contract %	19%		
UMA ACC	1,632		
*Current PBV Units Leased	265		
ACC UML vs PBV UML	16%		
<i>*Leased as of 2/2025</i>			

Part I: Summary					
PHA Name: Housing Authority of the City of Stamford		Grant Type and Number Capital Fund Program Grant No. CT26P00750124 Replacement Housing Factor Grant No. Date of CFFP:		FFY of Grant: 2025 FFY of Grant Approval:	
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (Revision No:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ⁽¹⁾	
		Original	Revised ⁽²⁾	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	\$202,000.00			
3	1408 Management Improvement	\$16,000.00			
4	1410 Administration	\$101,000.00			
5	1480 General Capital Activity	\$691,065.00			
6	1492 MovingToWorkDemonstration				
7	1501 Collater Exp / Debt Srvc				
8	1503 RAD-CFP				
9	1504 Rad Investment Activity				
10	1505 RAD-CPT				
11	1509 Preparing for, Preventing and Responding to Coronavirus (1509)				

(1) To be completed for the Performance and Evaluation Report
(2) To be completed for the Performance and Evaluation Report or a Revised Annual Statement
(3) PHAs with under 250 units in management may use 100% of CFP Grants for operations
(4) RHF funds shall be include here

Part I: Summary					
PHA Name: Housing Authority of the City of Stamford		Grant Type and Number Capital Fund Program Grant No. CT26P00750124 Replacement Housing Factor Grant No. Date of CFFP:		FFY of Grant: 2025 FFY of Grant Approval:	
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (Revision No:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ⁽¹⁾	
		Original	Revised ⁽²⁾	Obligated	Expended
12	9000 Debt Reserves				
13	9001 Bond Debt Obligation				
14	9002 Loan Debt Obligation				
15	null null				
16	RESERVED				
17	RESERVED				
18a	RESERVED				
18ba	RESERVED				
19	RESERVED				
20	RESERVED				
21	Amount of Annual Grant: (sum of lines 2-20)	\$1,010,065.00			

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Part I: Summary					
PHA Name: Housing Authority of the City of Stamford		Grant Type and Number Capital Fund Program Grant No. CT26P00750124 Replacement Housing Factor Grant No. Date of CFFP:		FFY of Grant: 2025 FFY of Grant Approval:	
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (Revision No:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ⁽¹⁾	
		Original	Revised ⁽²⁾	Obligated	Expended
22	Amount of line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 Activities				
24	Amount of line 21 Related to Security - Soft Costs				
25	Amount of line 21 Related to Security - Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				

Signature of Executive Director /S/ MX9854	Date 08/01/2024	Signature of Public Housing Director	Date
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Part II: Supporting Pages								
PHA Name: Housing Authority of the City of Stamford		Grant Type and Number Capital Fund Program Grant No. CT26P00750124 Replacement Housing Factor Grant No. CFFP(Yes/No):				Federal FFY of Grant: 2025		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost ⁽²⁾		Status of Work
				Original	Revised ⁽¹⁾	Funds Obligated	Funds Expended	
Not associated with any specific development	Operations (Operations (1406)) Description : Operations costs	1406		\$202,000.00				
Not associated with any specific development	Management Improvements (Management Improvement (1408)) Description : Software upgrade	1408		\$16,000.00				
Not associated with any specific development	Administration (Administration (1410)) Description : Administration costs	1410		\$101,000.00				

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(2) To be completed for the Performance and Evaluation Report

Part II: Supporting Pages								
PHA Name: Housing Authority of the City of Stamford		Grant Type and Number Capital Fund Program Grant No. CT26P00750124 Replacement Housing Factor Grant No. CFFP(Yes/No):				Federal FFY of Grant: 2025		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost ⁽²⁾		Status of Work
				Original	Revised ⁽¹⁾	Funds Obligated	Funds Expended	
Not associated with any specific development	Fees and Costs (Contract Administration (1480)) Description : A & E Fees and Consultant costs	1480		\$70,000.00				
CT007000002 - STAMFORD MANOR	Concrete Stairway Improvements (Dwelling Unit-Exterior (1480)) Description : Repair/replace deteriorated concrete stairways to each wing of building	1480		\$591,065.00				
Not associated with any specific development	Contingency (Contract Administration (1480)) Description : Contingency for work items	1480		\$30,000.00				

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Part II: Supporting Pages								
PHA Name: Housing Authority of the City of Stamford		Grant Type and Number Capital Fund Program Grant No. CT26P00750124 Replacement Housing Factor Grant No. CFFP(Yes/No):				Federal FFY of Grant: 2025		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost ⁽²⁾		Status of Work
				Original	Revised ⁽¹⁾	Funds Obligated	Funds Expended	
	Total:			\$1,010,065.00				

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Capital Fund Program—Five-Year Action Plan

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
Expires 4/30/2011

Part I: Summary						
PHA Name/Number Housing Authority of the City of Stamford CT-7		Locality (City/County & State) Stamford, Connecticut		<input checked="" type="checkbox"/> Original 5-Year Plan Revision No:		
A.	Development Number and Name	Work Statement for Year 1 FFY: 2025	Work Statement for Year 2 FFY: 2026	Work Statement for Year 3 FFY: 2027	Work Statement for Year 4 FFY: 2028	Work Statement for Year 5 FFY: 2029
B.	Physical Improvements Subtotal	Annual Statement	591,065	591,065	591,065	591,065
C.	Management Improvements		16,000	16,000	16,000	16,000
D.	PHA-Wide Non-dwelling Structures and Equipment					
E.	Administration		101,000	101,000	101,000	101,000
F.	Other		100,000	100,000	100,000	100,000
G.	Operations		202,000	202,000	202,000	202,000
H.	Demolition		0	0	0	0
I.	Development		0	0	0	0
J.	Capital Fund Financing – Debt Service		0	0	0	0
K.	Total CFP Funds		1,010,065	1,010,065	1,010,065	1,010,065
L.	Total Non-CFP Funds		0	0	0	0
M.	Grand Total		1,010,065	1,010,065	1,010,065	1,010,065

Part I: Summary (Continuation)[illegible]

Part II: Supporting Pages – Physical Needs Work Statement(s)

Work Statement for Year 1 FFY 2025	Work Statement for Year Two FFY 2026			Work Statement for Year: Three FFY 2027		
	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost
See	AMP 2			AMP 2		
Annual	Stamford Manor			Stamford Manor		
Statement						
	Hot Water Storage Tanks		60,000	Replace Sump Pumps		21,000
	Replace Sprinkler Piping		80,000	Replace Base-Mount Pumps		18,000
	Install Vacuum Breakers		4,000	Replace Electric Heating Units		15,000
	Replace Sprinkler Heads		54,000	Replace Electrical Switchgear (Main blg)		80,000
	Install Nitrogen System		72,000	Replace Electrical Switchgear (Wing)		50,000
	Install Water Treatment Sys		35,000	Replace Common Panelboards		50,000
	Prep & Paint Natural Gas Piping		2,500	Concrete Stairway Replcm		100,000
	Replace Dryer Receptacles		8,000	Replace Fire Pump		72,000
	Replace Common Ext. Lighting		42,000	Replace Elevator Motor		100,000
	Replace Fire Alarm Control Panel		60,000	Window Replacement		85,065
	Replace Fire Alarm Common Areas		90,000			
	Window Replacement		83,565			
	Subtotal of Estimated Cost		\$591,065	Subtotal of Estimated Cost		\$591,065

Capital Fund Program—Five-Year Action Plan

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
Expires 4/30/2011

Part II: Supporting Pages – Physical Needs Work Statement(s)

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