

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

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

<b>A.</b>	<b>PHA Information.</b>														
<b>A.1</b>	<p><b>PHA Name:</b> Housing Authority of the Town of West Hartford      <b>PHA Code:</b> CT039  <b>PHA Plan for Fiscal Year Beginning:</b> (MM/YYYY): 01/2025  <b>The Five-Year Period of the Plan (i.e., 2019-2023):</b> 2025-2029  <b>Plan Submission Type</b>   <input checked="" type="checkbox"/> 5-Year Plan Submission   <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p><b>Availability of Information.</b> 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 the 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><b>How the public can access this PHA Plan:</b> A hard copy of the Plan is available at the WHHA offices at 80 Shield Street West Hartford, CT 06110. An electronic copy of the Plan is available on the WHHA website at <a href="http://www.whhousing.org">www.whhousing.org</a>.</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="162 1081 1534 1144"> <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> </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						
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<b>B.</b>	<b>Plan Elements. Required for all PHAs completing this form.</b>														
<b>B.1</b>	<p><b>Mission.</b> 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>See attachment document for Mission.</p>														
<b>B.2</b>	<p><b>Goals and Objectives.</b> 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.</p> <p>See attachment document for Goals and Objectives.</p>														
<b>B.3</b>	<p><b>Progress Report.</b> Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.</p> <p>See attachment document for Progress Report.</p>														
<b>B.4</b>	<p><b>Violence Against Women Act (VAWA) Goals.</b> 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>														

	See attachment document for Violence Against Women Act (VAWA) Goals			
<b>C.</b>	<b>Other Document and/or Certification Requirements.</b>			
<b>C.1</b>	<p><b>Significant Amendment or Modification.</b> Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.</p> <p><b>This is not applicable - no significant amendments or modifications</b></p>			
<b>C.2</b>	<p><b>Resident Advisory Board (RAB) Comments.</b></p> <p>(a) Did the RAB(s) have comments to the 5-Year 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 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>			
<b>C.3</b>	<p><b>Certification by State or Local Officials.</b></p> <p>Form HUD-50077-SL, Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>			
<b>C.4</b>	<p><b>Required Submission for HUD FO Review.</b></p> <p>(a) Did the public challenge any elements of the Plan?          Y <input type="checkbox"/> N <input checked="" type="checkbox"/></p> <p>(b) If yes, include Challenged Elements.</p>			
<b>D.</b>	<b>Affirmatively Furthering Fair Housing (AFFH).</b>			
<b>D.1</b>	<p><b>Affirmatively Furthering Fair Housing.</b> (Non-qualified PHAs are only required to complete this section on the Annual PHA Plan. All qualified PHAs must complete this section.)</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> <table border="1"> <tr> <td> <p><b>Fair Housing Goal: Assist whenever possible in revitalizing neighborhoods in concentrated areas of poverty by creating and dedicating affordable housing opportunities.</b></p> <p><i>Describe fair housing strategies and actions to achieve the goal</i></p> <p>Work with affordable housing developers to encourage use of Low-Income Housing Tax Credits (LIHTC) for new construction or preservation in deconcentrated areas. This helps to increase the mix of incomes in neighborhoods where households may have incomes lower than the LIHTC residents.</p> </td> </tr> <tr> <td> <p><b>Fair Housing Goal: Provide households with access to equal housing opportunities.</b></p> <p><i>Describe fair housing strategies and actions to achieve the goal</i></p> <p>The PHA has and will continue to seek opportunities to Project Base vouchers in new and/or revitalized construction, in an effort to afford low-income households an opportunity to equal</p> </td> </tr> <tr> <td> <p><b>Fair Housing Goal: Increase low-income household access to resource rich neighborhoods</b></p> <p><i>Describe fair housing strategies and actions to achieve the goal</i></p> </td> </tr> </table>	<p><b>Fair Housing Goal: Assist whenever possible in revitalizing neighborhoods in concentrated areas of poverty by creating and dedicating affordable housing opportunities.</b></p> <p><i>Describe fair housing strategies and actions to achieve the goal</i></p> <p>Work with affordable housing developers to encourage use of Low-Income Housing Tax Credits (LIHTC) for new construction or preservation in deconcentrated areas. This helps to increase the mix of incomes in neighborhoods where households may have incomes lower than the LIHTC residents.</p>	<p><b>Fair Housing Goal: Provide households with access to equal housing opportunities.</b></p> <p><i>Describe fair housing strategies and actions to achieve the goal</i></p> <p>The PHA has and will continue to seek opportunities to Project Base vouchers in new and/or revitalized construction, in an effort to afford low-income households an opportunity to equal</p>	<p><b>Fair Housing Goal: Increase low-income household access to resource rich neighborhoods</b></p> <p><i>Describe fair housing strategies and actions to achieve the goal</i></p>
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**In prior years, the PHA implemented Small Area Fair Market Rents (SAFMR) and established payment standards at 100% of the SAFMR's. In addition to this, as of August 2022, the PHA chose to adopt HUD's waiver to increase payment standards to 120% and have applied for a continuance of this waiver in 2024 and 2025. This has provided households the ability to afford housing in high opportunity areas, where they may not have had that option in the past.**

**Form identification:** CT039-Housing Authority of the Town of West Hartford form HUD-50075-5Y (Form ID - 1457) printed by Jill Corrado in HUD Secure Systems/Public Housing Portal at 11/12/2024 12:59PM EST

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.

The mission of the West Hartford Housing Authority is to create, preserve, revitalize and pursue affordable housing and community development opportunities in West Hartford. We aim to serve a diverse mix of households and help residents maintain their independence by managing affordable, quality housing and providing housing assistance services.

We seek to do the following:

- Expand housing options for a continuum of household income ranges and ages.
- Maintain and expand our internal organizational capabilities and increase our financial independence.
- Continue to foster sustainable community connections in West Hartford and be seen as a “go-to” property development advisor and problem solver for small to mid-sized housing authorities and/or communities across the state.
- Promote access to services that enhance and enable residents to achieve self-sufficiency.
- Continue to foster a sense of community and pride for residents in where they live.
- Promote real estate development opportunities that foster access for our residents to jobs, shopping, medical care and entertainment.
- Utilize our Moving to Work designation to create operational efficiencies, increase the financial independence of our voucher holders and increase housing choice.

**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.

**Expand Housing Opportunities (Voucher Administration)**

Apply for additional vouchers, to the extent they are available

Actively review SAFMR's (in connection with review of two-year tool) to provide best Payment Standards allowable for voucher holders to gain flexibility in the use of their vouchers and reduce rent burden.

Conduct outreach efforts to attract potential new landlords

Continue to grow project-based voucher program to the extent possible

Continue to advertise the need for rental units and encourage the participation of landlords through landlord forums, emails blast, social media and our website.

Provide landlord incentives through our designation as an MTW Agency (waiver request to be made)

Provide extended time limit to voucher holders searching for a unit

Provide all landlords with landlord briefings

Continue to promote leasing in high opportunity zip codes under SAFMR's

**Expand Housing Opportunities (Development)**

Acquire or development new, or renovated units

Implement innovative approaches to support the creation of additional affordable housing opportunities for West Hartford through strategic partnering.

Creation of a Land Trust to provide tax incentive donations of residential and brownfield properties by local owners for conversion to housing.

**Improve Cost Efficiency and Participant Satisfaction (Voucher Administration)**

Utilize website to allow for more efficient staff time and increase user satisfaction. This could include video tutorials, flowcharts with action steps, information on wait list openings

Consider creating videos for initial briefings, FSS, lease compliance, recertification

Streamline annual recertification to allow for biennial recertifications

Continue to perform unit inspections on a biennial schedule

**Improve Cost Efficiency, Tenant Satisfaction and Quality of Life of Tenants (Managed Properties)**

Utilize websites to allow for more efficient staff time and increase user satisfaction. This could include videos of units, flowcharts with action steps, information on wait list openings.

Partnership with WHPD to increase presence of monitoring and perform security risk assessments at each managed property

Increase tenant satisfaction through excellent customer service, lease enforcement and upkeep of buildings, grounds and units. Monitor such through the use of tenant surveys. Review and analyze results to create goals for future success.

Continue with management walkthroughs of the managed buildings to create engagement from the top down, using a team approach.

Create sense of community among tenants through continual involvement of Resident Services Coordinators through communication, involvement with residents, hosting of social gatherings, etc.

Promote existing Family Self-Sufficiency program to Housing Choice and Project Based participants

**Promote Self-Sufficiency**

Provide or attract supportive services to improve assistance

Provide or attract supportive services to increase independence for the elderly or families with disabilities

Develop a newsletter, email blast or social media posting to highlight achievements of program participants who become self-sufficient or meet their FSS goals.

Host financial literacy or credit 101 workshops with local Banks

Provide a referral base for community resources

Continued partnership with Town Dept of Social Services

**Attract, Retain and Develop Qualified Staff**

Foster workplace environment where employees feel supported and encouraged to pursue on-going professional development

Provide access to training programs and certifications for all employees

Promote diversity, equity and inclusion.

Continue to provide online and in-house employee development

**Increase Public Awareness of Agency and Affordable Housing**

Promote housing programs through new landlord trainings

Promote initiatives through comprehensive communications program

Pursue opportunities for collaboration and partnership with local organizations and entities.

**Excellence in the Administration of Programs (Voucher)**

Continue to provide excellent customer service and set goals to monitor success.

Provide customer service training to all employees who are public facing

Create a tenant survey for program participants to express their concerns with services and to improve housing needs in the community

Continue to assess opportunities for innovative ideas to make our staff more accessible to the public, but in a more efficient manner.

Utilize software program to allow tenants self service for recertifications

Organize and revamp the Resident Advisory Board.

**Excellence in the Administration of Programs (Managed Properties)**

Maintain 95% or better occupancy/utilization rate for each managed property.

Continue to provide excellent customer service and set goals to monitor success.

Provide customer service training to all employees who are public facing

Continue to assess opportunities for innovative ideas to become more efficient in our daily activities

Utilize software program to allow tenants to utilize self service for recertifications, rent payments, work orders

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.

**A: ASSET MANAGEMENT:** *“Asset Management” covers systems and organizational capacity to oversee real estate assets. This includes regulator compliance, customer service, property management and related systems that support these functions such as Information Technology, staff expertise and the creation of new or revised administrative policies.*

**Goal #1: Improve Facilities Management Systems to support Site- based Management and Property Planning**

**Objective #1:** Assess current maintenance work order system through the “lens” of a Facilities Management paradigm to better align day to day maintenance activities and planning for capital improvements.

**Progress Report:** WHHA switched software providers and are still learning and gaining efficiencies with our new system. It is our goal to fully integrate the work order system in our software in 2025. Management is currently assessing staffing levels especially in looking towards growth.

**Objective #2:** Identify several existing software products that support facilities management data needs and reporting.

**Progress Report:** WHHA switched software providers to a system with much more robust features than the previous software with respect to facilities management data. This objective is considered to have been met.

**Objective #3:** Update work order coding system to facilitate detailed monthly and annual internal reporting on a property-by-property basis. Ninety percent (90%) of all maintenance activity should be documented through the work order system including unit turnover.

**Progress Report:** WHHA switched software providers and are still learning and gaining efficiencies with our new system. It is our goal to fully integrate the work order system in our software to better track areas of need in terms of staffing levels and capital needs in the near term.

**Objective #4:** Develop property inspectional systems that promote a goal of 80% of all work orders being generated through the inspection protocols preventive maintenance schedules.

**Progress Report:** WHHA switched software providers and are still gaining efficiencies with our new system. Preventive maintenance schedules are being worked on in the new software system for automation, and preventive maintenance is currently being performed on an ongoing basis by staff and tracked manually.

**Objective #5:** Tie Work Order system to project-based budgets and other financial information to established capacity to job cost work orders and develop management analytics.

**Progress Report:** WHHA switched software providers and are still learning and gaining efficiencies with our new system. It is our goal to fully integrate the work order system in our software to better track areas of need in terms of staffing levels and capital needs in the near term.

**Objective #6:** Have Capital Needs Assessment (CNAs) prepared for each property by a 3rd party to be updated every five (5) years. The CNA is to be a replacement reserve analysis adjusted for actual modernization and observed conditions.

**Progress Report:** WHHA is performing semi-annual property walkthroughs attended by management, facilities staff, property management staff and resident services coordinator staff in order to assess physical condition of the properties, to ensure consistent policies and procedures, to assess risks at each location and aid in the preparation of an internal capital needs assessment for each building. External capital needs have not yet been prepared, as the housing stock is still relatively new in age, however these will be completed for certain buildings, based on age, in the near term.

**Objective #7 :** Use Work Order and CNA information for facilities planning and budgeting requirements.

**Progress Report:** This is currently done by management level staff, in coordination with property staff, facilities staff and the semi-annual property walkthroughs. We will continue to refine our new software system to allow for a more automated process.

**Objective #8 :** Develop measurable property goals (i.e. turnover costs per unit) and objective as part of the budget development/management process challenge and gauge effectiveness of the budget planning process and budget execution.

**Progress Report:** This is still in process.

**Goal #2: Review Occupancy Management and Related Compliance Requirements**

**Objective #1:** Review current income recertification process to determine if there are methods to streamline administrative procedures and maintain compliance for income restricted units for properties under management.

**Progress Report: This is a continual process as we strive to become more efficient and effective in our every day operations by thinking outside the box and utilizing technology to our benefit.**

**Objective #2:** Conduct an in-depth review of property specific tenant selection plans to determine current compliance with tenant selection, affirmative marketing.

**Progress Report: This review has been done, yet is also a continual process in terms of ensuring compliance on an ongoing basis.**

**Objective #3 :** Update marketing plans for each property that capitalizes on its unique attributes as well as minimizes the challenges in marketing of properties. Partner with other entities where possible to enhance and coordinate marketing efforts. Provide staff training on fundamentals of marketing part of the plan to evolve the portfolio.

**Progress Report: This is a continual process in order to stay up to date on market trends.**

**Objective #4 :** Paperless Resident Record Management System – Review and assess solutions that would be most suitable and beneficial for WHH operation. The intent of the solution is to integrate resident documents and data into workflow processes that allow for creation, retention and management of electronic resident records in a manner consistent with all pertinent rules and regulations. This solution shall also provide improved information sharing and inter-departmental coordination for easy retrieval and reporting capabilities.

**Progress Report: This is still in process.**

**Goal #3: Maintain security and public safety systems at the highest levels permitted by available funding**

**Objective #1:** Baseline current security systems and identify hardware improvements that would enhance security.

**Progress Report: This is complete.**

**Objective #2:** Develop property specific security plans. Engage West Hartford Police Department in security plan.

**Progress Report: This is a continual process. West Hartford Police are aiding by doing site visits to help identify risks and safety protocols.**

**Objective #3:** Evaluate and refine effectiveness of security plan and supporting surveillance systems.

**Progress Report: This is a continual process.**

**Objective #4:** Evaluate effectiveness of security; continue to evaluate and refine security plan.

**Progress Report: This is a continual process.**

**B. LEASED HOUSING PROGRAMS:** *“Leased Housing Programs” refer to the use of either tenant-based rental subsidies pursuant to 24 CFR 982 or project-based rental subsidies pursuant to 24 CFR 983.*

**Objective #1:** Continue to utilize project-based Housing Choice Vouchers for supporting development efforts including family, supportive and facilities.

**Progress Report: WHHA has continued to grow it’s HCV and PBV programs in order to serve more people. We note that adopting payment standards set at 120% of the SAFMR has resulted in a greater success in lease up for tenants in our area.**

**During 2024, we expect to execute an AHAP for 15 project based units at a ground up development. These units are expected to come online in 2026. There are another 15 units under a separate AHAP executed in 2023 for units under construction, with an anticipate completion in 2025.**

**Objective #2 :** Continue to enhance and utilize the HCVP 2 Year Model to maximize voucher utilization while remaining within budget authority levels.

**Progress Report: This is a continual process. Our new software program has a replica of the 2 Year Tool embedded in the software, which makes using the tool that much more effective and efficient.**

**Objective #3:** Enhance and enforce the tracking of zero-income households to comply with HUD requirements and to minimize the overpayment of Assistance Payments. This initiative will also assist in identifying and reducing fraud abuse.

**Progress Report: This is a continual process whereby we can identify zero-income households. Our new software contains reporting for this purpose.**



**Objective #4 :** Reorganize staffing assignments to improve processing and equitable caseloads as it relates to project-based vouchers and the growing portability program.

**Progress Report:** This is a continual process for WHHA as we grow and expand our operations, while balancing admin fee earned and costs such as salaries and benefits.

**Objective #5 :** Increase landlord and participant outreach by conducting periodic workshops for landlords involved in failed Housing Quality inspections in an effort to streamline the inspection process and reduce the administrative burden associated with re-inspection and recertification.

**Progress Report:** In past years, we have hosted workshops for landlords specifically related to HQS inspections. We intend to continue that process as needed and especially as inspection standards change.

**Objective #6:** Develop an enhanced resident file review system that will ensure compliance, identify areas of opportunity, and improve program outcomes.

**Progress Report:** This is a continual process in which the program Director performs periodic quality control reviews in order to ensure compliance and identify areas of improvement.

**Objective #7:** Conduct an in-depth review of program governance documents, including the Administrative Plan to ensure current practices are following policies. Update policies as needed.

**Progress Report:** This is a continual process that is reviewed on an annual basis. Policies are updated as needed.

**Objective #8:** Continue implementation of objectives described above.

**Progress Report:** This is a continual process.

C. SUPPORTIVE & RESIDENT SERVICES: *“Supportive & Resident Services” covers all Authority initiatives that cover household-based economic development efforts such as the Family Self-Sufficiency Program or services targeted to specific sub-populations to assist them in maintaining their residency or ability to be program participants.*

**Objective #1:** Partner with multiple West Hartford-area organizations to align and focus resources on WHHA and analogous local populations. This alignment will leverage individual (i.e. ‘siloes’) interventions and produce a ‘multiplier’ effect. The result will be improved capacity to measure outcomes and sustainability.

**Progress Report:** This is a continual process as we continue to meet with area organizations related to our mission.

**Objective #2:** Continue to be a catalyst for resident initiatives at all WHHA managed communities.

**Progress Report:** Resident coordinator staff are located at each managed property in order to connect residents with service providers in the area, to work in connection with these agencies for the betterment of our residents and to generally assist residents with whatever they may need.

**Objective #3:** Conduct collaborative workshops with Resident Service Coordinators (RSC) and Property Management team to exchange knowledge of and practices in order for the RSC’s to better serve residents.

**Progress Report:** This is done on a continual basis with internal meetings between staff and management to ensure consistent policies and procedures as well as the sharing of ideas.

**Objective #4:** Develop a monitoring and evaluation plan. Using a variety of tools such as surveys, resident assessments, and community-level data information will be used to improve and refine services and programs.

**Progress Report:** This is in process as we refine our resident surveys and assess responses received.

**Objective #5 :** Continue implementation of objectives described above.

**Progress Report:** This is a continual process.

D. ORGANIZATIONAL ADMINISTRATION: *“Organizational Administration” references initiatives which deal with human capital, financial management, information technology, risk services, purchasing, risk management and any other strategic administrative functions which enhance or improve the operations and the positioning of the Authority.*

**Objective #1:** Fully implement a document retention policy and continue its implementation Authority-wide including the disposal/archiving of historically stored documents.

**Progress Report:** This is a continual process.

**Objective #2:** Collaborate with our Insurance Consultant to implement a robust insurance program that will streamline and centralize policies and while reducing risk across the portfolio. Provide staff with training on insurance coverages and limits to ensure claims are processed appropriately.

**Progress Report:** This is a continual process as we work with our risk management consultant on a regular basis to identify risks, mitigate much as possible and ensure coverage levels and named insureds.

**Objective #3:** Review and update the WHHA adopted Investment Policy as appropriate.

**Progress Report:** Policy was adopted many years ago, will need to revisit in the near term.

**Objective #4:** Complete the implementation of ACH payments for vendors, reducing payment times and administrative processing costs while improving relations.

**Progress Report:** Not yet addressed, still assessing viability.

**Objective #5:** Review existing purchasing & procurement systems to distinguish between WHHA purchasing & procurement requirements and require 3<sup>rd</sup> party management contracts.

**Progress Report:** This is a continual review process as we add managed properties to our portfolio and as HUD procurement policies change.

**Objective #6:** Review strategies to address legacy cost issues such as the consequence of participation in the State of Connecticut Municipal Employee System (MERS).

**Progress Report:** This has been reviewed but WHHA's options are limited. The State of CT has made some legislative and Plan benefit changes that have helped to reduce the impact on the employer.

**Objective #7:** Implement an improved software system that better supports our management system.

**Progress Report:** A full software conversion was completed in previous years.

**Objective #8:** Continue to refine the new performance appraisals and evaluations to make them goal specific and objectively measurable.

**Progress Report:** This is a continual process as we adapt and refine.

**Objective #9:** Conduct a formal Cyber Security Assessment and action plan to resolve any findings or comments to reduce cyber security risk factors.

**Progress Report:** Cyber Security is an area of attention at WHHA. Our IT consultants perform risk assessments on a regular basis and we often change our policies to reflect changing times as well as requirements of our insurance carrier.

E. ENTREPRENEURIAL ACTIVITIES: *"Entrepreneurial Activities" include income generating actions (i.e. fee-for-service) and the creation of entities that serve societal needs, leveraging the core competencies, reputation, and relations of the parent entity.*

**Objective #1:** Determine feasibility of forming new corporation(s) to produce development-related fee-for-services to third parties in and out of West Hartford to initiate activities.

**Progress Report:** This has been reviewed in the past but no company has been set up.

**Objective #2:** Identify innovative approaches to leverage the asset value and subsidy opportunities to create more affordable housing opportunities in Hartford, including Housing Choice Vouchers, Moving to Work, State Policy Advocacy, etc.

**Progress Report:** This is a continual process and we intend to apply for any new funding. During 2023, we applied for Moving to Work designations which were designated as such in 2024.

**Objective #3:** Assess the feasibility of implementing a Land Trust to provide tax incentivized donations of residential and "brownfield" properties by which Residential single-family homes could be retained or sold as appropriate with disposition proceeds used for housing purposes. Brownfield properties that have potential for redevelopment and conversion to housing or mixed-use purposes.

**Progress Report:** This has not been established.

**Objective #4:** Develop a Business Plan servicing 3<sup>rd</sup> party property owners in the Town of West Hartford and regionally to manage the marketing, management of housing or mixed-use properties.

**Progress Report:** This is a continual review of feasibility based on staffing capacity and organizational need.

**Objective #5** : Implement innovative approaches to support the creation of additional affordable housing opportunities for West Hartford through partnering.

**Progress Report:** This is a continual process based on staffing capacity and organizational need.

**B.4**

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

In accordance with the requirements of the Violence Against Women Act (VAWA), the WHHA has established goals, objectives, activities, services, policies and programs to serve the needs of applicants, participants and tenants for VAWA protections as victims of domestic violence, dating violence, sexual assault, or stalking:

1. Goals and Objectives: The WHHA goal is all applicants, tenants and participants understand their rights to protection through the Violence Against Women Act (VAWA). The objective is for the WHHA to provide educational material to all applicants, tenants and participants. The WHHA serves the needs victims of domestic violence, dating violence, sexual assault or stalking through education on VAWA protections.

2. Activities and Services: The WHHA activity that enables the WHHA to serve the needs of victims of domestic violence, dating violence, sexual assault or stalking is to provide all applicants, participants and tenants with the VAWA Notice of Occupancy and Certification Form. In addition to information on the rights to VAWA protection, the Notice includes local and national resources for victims.

Other activities include the implementation of policies that allow victims of domestic violence, dating violence, sexual assault or stalking, the ability to transfer from their existing unit, and exercise portability through the Emergency Transfer procedure and refer victims to social service and law enforcement agencies with expertise in domestic violence and other VAWA crimes.

WHHA activities ensure that victims are not denied assistance, evicted or terminated from housing assistance for being a victim – or being affiliated with a victim - of domestic violence, dating violence, sexual assault or stalking.

3. Policies and Programs: The WHHA has established policies and procedures to serve the needs of victims of domestic violence, dating violence, sexual assault or stalking. These policies and procedures implement VAWA protections. These include Violence Against Women Act (VAWA) Procedures, Violence Against Women Act (VAWA) Emergency Transfer Plan, and Screening and Eviction Policy.

The WHHA has developed a prevention program, the Emergency Transfer Plan, that complies with VAWA. For families renting units owned or managed by the WHHA, agency staff will work closely with local law enforcement to address any and all crime-related problems in a proactive manner.



**Certification by State or Local  
Official of PHA Plans Consistency  
with the Consolidated Plan or  
State Consolidated Plan  
(All PHAs)**

U. S Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 3/31/2024

**Certification by State or Local Official of PHA Plans  
Consistency with the Consolidated Plan or State Consolidated Plan**

I, RICHARD C. LEDWITH,  
*Official's Name*

the TOWN MANAGER  
*Official's Title*

certify that the 5-Year PHA Plan for fiscal years **2025-2029** and/or Annual PHA Plan for fiscal year **2025** of the WEST HARTFORD HOUSING AUTHORITY is consistent with the  
*PHA Name*

Consolidated Plan or State Consolidated Plan including the Analysis of Impediments (AI) to Fair Housing Choice or Assessment of Fair Housing (AFH) as applicable to the

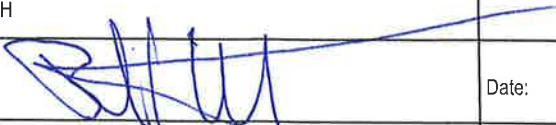
TOWN OF WEST HARTFORD  
*Local Jurisdiction Name*

pursuant to 24 CFR Part 91 and 24 CFR § 903.15.

Provide a description of how the PHA Plan's contents are consistent with the Consolidated Plan or State Consolidated Plan.

The West Hartford Housing Authority supports the West Hartford Five-Year Consolidated Plan by providing and increasing the supply of quality, affordable and ADA compliant rental housing opportunities for residents who are low income, elderly or disabled.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official: RICHARD C. LEDWITH	Title: TOWN MANAGER
Signature: 	Date: 8/23/2024

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. This information is collected to ensure consistency with the consolidated plan or state consolidated plan.

Public reporting burden for this information collection is estimated to average 0.16 hours per year 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.