

# ANNUAL REPORT

June 30, 2022



## The Housing Authority of The City of Waterbury

THE HOUSING AUTHORITY OF THE CITY OF WATERBURY (WHA), A MUNICIPAL CORPORATION  
FOUNDED UNDER CONNECTICUT STATE LAW IN 1946.





# HOUSING AUTHORITY OF THE CITY OF WATERBURY

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CHRISTIAN D'ORSO  
Executive Director

VINCENT SICA  
Deputy Director

BOARD OF COMMISSIONERS  
Nicholas Tetreault, Chairman  
Dr. Robert Porzio, Vice Chairman  
Brian McNellis, Treasurer  
Joseph Thomas, Assistant Treasurer  
Alice Trotman, Resident Commissioner

Honorable Board of Commissioners  
Housing Authority of the City of Waterbury  
2 Lakewood Road  
Waterbury, CT 06704

**Re: Fiscal Year 2022 Annual Report**

Dear Commissioners,

On behalf of the entire staff of the Waterbury Housing Authority, I am happy to share with you the Annual Report for Fiscal Year 22 which covers the period of July 1, 2021 through June 30, 2022.

The report summarizes the highlights of the work that was done in FY22, a pivotal year as we emerged from the COVID pandemic, which not only changed so many aspects of our lives, but also how we operate as an agency.

As you will note from the included activities, we have streamlined operations to more efficiently assist our tenants, landlords, and vendors; we have made, and continue to make, substantial investments in quality of life projects to improve the lives of our families; and we are moving forward with projects and initiatives that will create new affordable housing opportunities for Waterbury residents.

The staff and I would like to thank you all for your guidance and support which have made this possible. We look forward to the challenges and opportunities ahead as we continue our work together in FY23 to achieve the objective of furthering our mission and commitment to affordable housing, operating with integrity and mutual accountability, and creating opportunities for improved quality of life for those we serve.

Should you have any questions please do not hesitate to contact me.

Sincerely,

Christian D'Orso  
Executive Director

# SUMMARY

## HOUSING AUTHORITY OF THE CITY OF WATERBURY BACKGROUND

The Housing Authority of the City of Waterbury (WHA), a municipal corporation founded under Connecticut state law in 1946, was founded to provide affordable housing in Waterbury for families who lack the means to purchase or rent housing at market prices. The WHA is a federally funded independent agency which operates under the direction of a Board of Commissioners appointed by the Mayor.

Our mission is to provide safe, quality, affordable housing for low and moderate income persons; to deliver these services with integrity and mutual accountability; and to create healthy living environments which serve as catalysts for the transformation from dependency to economic self-sufficiency.

The WHA prioritizes the development of, and the furtherance of, stakeholder relationships in the greater Waterbury area. By partnering with municipal, business, and community based organizations, we maximize federal, state and municipal resources and leverage opportunities to improve Waterbury's affordable housing stock and the quality of life of those who reside in it.

The agency remains committed to maintaining financial independence; improving our operating efficiency and effectiveness; participating in the rehabilitation and redevelopment of our urban neighborhoods and contributing to an improved socio-economic environment within the City of Waterbury.

WHA employs a staff of 37 dedicated and seasoned professionals who manage the day to day responsibilities of making a difference in the lives of our clients.

## EXECUTIVE SUMMARY FY21 PROGRAM HIGHLIGHTS

- The FY21 Audit confirmed the solid financial health of WHA:
  - Net position of \$22,069,908
  - Operating revenue continues to be strong as a result of excess revenue over expenses and continued due diligence regarding receivable collections
  - No issues of non-compliance, material weakness, deficiencies or questionable costs
- 735 public housing units are owned and managed by the WHA with 100% occupancy
- The WHA was selected as a HUD NSPIRE demonstration housing authority, allowing us a first look at HUD's new inspection protocol and affording us insight and input into the new process which will go into effect nationwide in 2023
- Amended the 5H Home Ownership program to shorten the loan forgiveness period to fifteen (15) years thus releasing all participant liens, providing freedom to the homeowners to sell, refinance, or utilize their equity in other beneficial ways.
- Completed several quality of life projects for our tenants including interior upgrades to common and community areas at the Bergin Building, exterior upgrades and boiler conversion at the Berkeley Heights Rec Center, and the replacement of all roofs and gutters at our scattered sites developments
- Continued our commitment to energy efficiency by replacing all eligible outdated refrigerators with energy star efficient appliances, in addition to converting the outdated oil burning boiler to a high efficiency gas boiler at the Berkeley Heights Rec Center
- To ensure the safety of our tenants, we commissioned radon and carbon monoxide assessments of all properties and installed radon mitigation and CO detection in all applicable areas
- Completed technological and IT upgrades to improve performance and eliminate disruption of services: cloud based software, laptops with docking stations to improve remote work capabilities, conversion of paper records to electronic files, and redesign and upgrading of our website for increased tenant, landlord, and vendor functionality
- Public housing served 2,026 tenants within the City of Waterbury
- The Housing Choice Voucher Programs served 850 individuals including 1,170 senior citizens and disabled persons
- Housing Choice Voucher Program wait list has 967 applications
- 627 property inspections completed. Though Covid-19 sidelined the usual inspection process, the maintenance department remained in full force and addressed emergency issues as they developed
- In March 2020, the President signed the Coronavirus Aid, Relief and Economic Security (CARES) Act which provided additional funding to prevent, prepare for, and respond to the national impacts of the coronavirus pandemic. The Department of Housing and Urban Development allocated substantial financial resources to housing authorities across the country to assist in mitigating the spread of infection and allow us to continue the mission of providing decent, safe, and affordable housing while ensuring our nation stays healthy, safe and strong. WHA received \$907,914 to support the safety and health of tenants, landlords and staff. Improvements to operations include:
  - Technology infrastructure upgrades to improve the customer experience
  - Transaction windows and rent drop boxes at all property management offices
  - Automatic doors in common areas
  - Touchless access controls for entryways and lavatory facilities
  - Upgraded call-for-aid systems
  - Sanitizing services, hardware and material
  - Redesigned workspace to ensure social distancing and implement safety protocols

# PROGRAMS

WHA's Low Income Public Housing program includes 106 buildings at 20 separate locations covering about 70 acres throughout the city. These properties are maintained by a staff directed by the Supervisor of Maintenance in concert with property management staff. Work order completion has averaged 2 days.

The Housing Choice Voucher programs provide housing assistance for approximately 2,200+ households and make it possible for many residents with low incomes to choose where they want to live. Vouchers are awarded to individuals (tenant based vouchers) and to privately owned housing (project based vouchers).

The Section 8 Moderate Rehabilitation and Single Room Occupancy HCV programs provide project based rental assistance for low-income families. Assistance is limited to properties previously rehabilitated pursuant to a housing assistance payment (HAP) contract between an owner and the WHA. Under the contract, the owner receives a subsidy equal to the difference between an approved contract rent and the tenant's share of the rent determined under HUD-Section 8 regulations.





# PHAS

## PUBLIC HOUSING ASSESSMENT SYSTEM

HUD utilizes the PHAS (Public Housing Assessment System) to assess WHA's performance in managing its programs. A centralized system collects individual subsystem scores using various indicators and produces a composite PHAS score. PHAS is based on four categories: Physical Condition, Financial Condition, Management Operations and Capital Fund Program. Scores are generated for each group of public housing developments or Asset Management Projects (AMP). AMP scores are weighted by how many units are in the AMP and then combined into the agency-wide score. The total score is used to determine WHA's status under PHAS. In FY17, the WHA achieved HUD "High Performance" status with a score of 91. We have maintained "High Performance" status since with the following scores: for FY18 a score of 90, for FY19 a score of 94. Due to the COVID-19 pandemic, HUD did not issue PHA scores for FY20 and 21 but instead carried forward the most recent PHAS score on record. WHA's most recent score on record was 94: High Performer. For FY22, HUD continued to carry forward PHAS scores; the WHA remains a High Performer.

SCORE	STATUS
>90	High Performer
61-89%	Standard Performer
>60	Troubled

PHAS INDICATOR	COMPONENTS OF SCORE	2020 / 2021 SCORES
<b>Physical</b>	<p>HUD's Uniform Physical Condition Standards (UPCS) is the inspection protocol intended to assure uniformity and objectivity in the evaluation of the physical condition of HUD properties. Major inspection areas are:</p> <ul style="list-style-type: none"> <li>• Site</li> <li>• Building Exterior</li> <li>• Building Systems</li> <li>• Common Areas</li> <li>• Unit</li> </ul>	36
<b>Financial</b>	<p>HUD's Uniform Financial Standards are based on the scores as determined by the following sub-indicators: liquidity and current assets; adequacy of the financial reserves &amp; ability to meet regular debt obligations.</p>	24
<b>Management</b>	<p>Management Scores are based on occupancy (available units occupied) and Resident Accounts Receivable. The formula measures resident accounts receivable against resident revenue (i.e. rent paid) and overall accounts payable which measures total vendor accounts payable, both current and past due against total monthly operating expenses.</p>	24
<b>Capital Fund</b>	<p>Capital Fund program assessment examines the period of time it takes WHA to obligate the funds provided to it from the Capital Fund program. The requirement is that WHA obligate 90% or more of CFP funds as quickly as possible, and no later than 2 years after funds become available. CFP funds provide the resources to complete capital improvements to public housing stock thus meeting HUD's Strategic Plan goal to "Meet the Need for Quality Affordable Rental Homes."</p>	10

# PUBLIC HOUSING

## THE WATERBURY HOUSING AUTHORITY OWNS AND OPERATES 18 PUBLIC HOUSING COMPLEXES:

- Berkeley Heights
- Pearl Lake Road Apartments
- Springbrook Apartments
- Austin Road Apartments
- West Clay Apartments
- 454-462 Baldwin Street
- 540 Baldwin Street
- Oak Terrace
- Bergin Building
- Truman Apartments
- Hamden Avenue
- 206-226 Orange Street
- 368 -374 West Grove Street
- 26-32 & 36-42 Catherine Avenue
- FD Roosevelt Apartments
- Kelly Apartments
- 45 Bishop Street
- 63 Willow Street
- 50-64 Bishop Street

## PUBLIC HOUSING DEMOGRAPHICS

### Number Served

Households .....	735
Individuals.....	2,025

### Head of Households

Female.....	602
Male.....	133

Families with children .....518

Average Income .....\$17,379

Households with employment income.....326

Households with extremely low income .....663

Households with no income.....75

Minority Households.....398

Non-minority Households.....337

Elderly / Disabled families .....259

Average Age .....47





PHYSICAL

FINANCIAL

MANAGEMENT

CAPITAL FUND



# HOUSING INVENTORY

PROPERTY	ADDRESS	# OF UNITS	EFFICIENCIES	1 BEDROOM	2 BEDROOM	3 BEDROOM
Berkeley Heights Apartments	Long Hill Rd	300		17	123	85
Pearl Lake Road Apartments	Pearl Lake Rd	39				33
Springbrook Apartments	Springbrook Rd	56			12	22
Austin Road Apartments	Austin Rd	36				36
West Clay St Apartments	10 W. Clay St	21				21
454-462 Baldwin Street		9				7
Oak Terrace Apartments	Bliss & Elmer St, Oakville Ave	54			6	42
Bergin Apartments	70 Lakewood Rd	76	6	70		
Truman Apartments	1765 N. Main St	80			8	35
Hamden Avenue Apartments	163 Hamden Ave	10				9
206-226 Orange Street		5				5
50-64 Bishop Street		8				8
368-374 West Grove Street		4				4
36-32 & 36-42 Catherine Avenue		8				8
63 Willow Street		4			4	
Roosevelt Apartments	Kearney Dr	48	26	22		
45 Bishop Street	Fairmont St	1				1
Kelly Apartments		30	22	8		
Total:		789	54	118	149	312



## PHYSICAL

## FINANCIAL

## MANAGEMENT

## CAPITAL FUND

4 BEDROOM	5 BEDROOM	VACANT UNITS AS OF 6/30/20	UNITS OFF-LINE	DESCRIPTION	PROPERTY
28			46	Family housing	Berkeley Heights Apartments
3	3			Family housing	Pearl Lake Road Apartments
18	4			Family housing	Springbrook Apartments
				Family housing	Austin Road Apartments
				Family housing	West Clay St Apartments
2				Family housing	454-462 Baldwin Street
6				Family housing	Oak Terrace Apartments
				Elderly housing	Bergin Apartments
22	7		8	Family housing	Truman Apartments
1				Family housing	Hamden Avenue Apartments
				Family housing	206-226 Orange Street
				Family housing	50-64 Bishop Street
				Family housing	368-374 West Grove Street
				Family housing	36-32 & 36-42 Catherine Avenue
				Family housing	63 Willow Street
				Elderly housing	Roosevelt Apartments
				Family housing	45 Bishop Street
				Elderly housing	Kelly Apartments
80	14	0	62		Total

# MANAGEMENT

	2020/2021	2021/2022
Total # of units (PH)	735	735
PH Occupancy	100%	100%
Work Orders	3,752	4,004
% Work Orders Completed	93%	99%
TAR Ratio-Tenant Accounts Receivable	\$78,703*	\$33,563*
Turnaround time- Vacant units	31 days	31 days
PH Wait List	1,324	1,021
HC Vouchers issued	246	302
HCV Wait list #	967	878
HCV Inspections	627	2,243
HCV Recertification's	2,167	2,212

## \*IMPACT OF COVID-19 ON TENANT ACCOUNTS RECEIVABLE

The COVID-19 pandemic brought about a sharp spike in outstanding tenant balances. The increase in unemployment and the Eviction Moratorium and extensions impacted Tenant Accounts Receivables negatively. Work began immediately, and continues, to set up repayment plans with residents and reinstate pre-pandemic TAR balances.

PHYSICAL

FINANCIAL

MANAGEMENT

CAPITAL FUND

# VOUCHER PROGRAM

## HOUSING CHOICE VOUCHER PROGRAMS

The Housing Authority served more than 2,200 households in the HCV (Section 8) Program:

- Housing choice voucher program: Participants choose from a list of pre-qualified rental units. The voucher travels with the tenant if the tenant moves
- Project based voucher program: Vouchers are awarded to a housing partner. The voucher stays with the unit if the tenant moves
- Since 2015 we have maintained HUD “High Performer” status for the management and operation of the Housing Choice Voucher Programs

## HCV PROGRAM DEMOGRAPHICS

Number Served	
Households .....	2,260
Individuals .....	4,349
Head of Households	
Female .....	1,733
Male .....	527
Families with children .....	1,733
Average Income .....	\$15,533
Households with employment income .....	1,499
Households with extremely low income .....	2,152
Households with no income .....	354
Minority Households .....	1,072
Non-minority Households .....	1,188
Elderly / Disabled families .....	504
Average Age .....	50
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Veterans referred for vouchers .....	25

PHYSICAL

FINANCIAL

MANAGEMENT

CAPITAL FUND



# HOUSING CHOICE VOUCHER PROGRAM HIGHLIGHTS

**WHA's** HCV PROGRAM  
**ACHIEVED "HIGH  
PERFORMER" STATUS** UNDER HUD'S SECTION  
8 MANAGEMENT ASSESSMENT PROGRAM FOR  
THE SEVENTH CONSECUTIVE YEAR.

**246** NEW FAMILIES  
SERVED THIS YEAR

# CAPITAL INITIATIVES COMPLETED IN FY22

## \$3 million in HUD Capital Funds enabled the WHA to undertake the following projects:

- Work was completed on the Scattered Sites Roof Replacement Project which saw the replacement of all roofs and gutters at our six (6) scattered sites properties
- In association with the Eversource Multifamily Initiative Program, 300 older model refrigerators throughout our developments were replaced with energy star efficient models
- Following PHA-Wide radon testing, radon mitigation systems were installed at Roosevelt Apts. and Oak Terrace
- Work was completed on the conversion of the outdated oil burning boiler at the Berkeley Heights Rec Center to a new energy efficiency gas burning boiler
- Work was completed on the Bergin Building Interior Upgrades Project which saw the total renovation of the first floor common areas, community room, offices, mail room, and laundry facility
- Work was completed on the Exterior Painting & Sidewalk Replacement Project at the Berkeley Heights Rec Center
- Work began on the demolition of the 20+ year vacant buildings 374 & 73 at Berkeley Heights

### CARES ACT FUNDING

In May of 2020, the WHA received additional funds from HUD through the CARES Act to assist in addressing the COVID-19 pandemic in public housing. In an effort improve the health and safety of our tenants and employees the following projects were completed:

- Transaction windows at all property management offices
- Rent drop boxes at the main office and all management offices
- Touchless bathroom fixtures in all common areas
- Touchless automatic common doors in all common areas
- New call for aid system at Franklin D. Roosevelt senior complex
- Administrative Office upgrades which partitioned open areas in Section 8 and Finance Offices
- UV light filters in HVAC systems
- Purchase of six (6) One Stop Resident Self-Service Kiosks



# ENERGY IMPROVEMENTS & FY23 PLANNED PROJECTS

PHYSICAL

FINANCIAL

MANAGEMENT

CAPITAL FUND

## ENERGY EFFICIENT IMPROVEMENTS:

The WHA has partnered with Eversource to receive incentives for energy efficiency upgrades offered under their Multifamily Initiative.

The following energy efficiency projects were completed or initiated in FY 22:

- Gas service was ran to the Berkeley Heights Rec Center and a high efficiency gas boiler was installed to replace the older, inefficient, oil burning boiler.
- Replacement of older, inefficient refrigerators with new energy star rated models in all developments PHA-Wide

## PLANNED MAINTENANCE AND CAPITAL IMPROVEMENTS FY 23

- Completion of steel entry stair repairs at Berkeley Heights
- Demolition of Buildings 374 and 73 at Berkeley Heights
- Demolition of Building 1813 at Truman Apartments
- Demolition and replacement of playscape at Berkeley Heights
- Replacement of damaged concrete entry stoops at Pearl Lake Apts.
- Kitchen, bathroom, and steel entry door replacement at all units at Kelly Apts.
- Replacement of sunroom windows at the Bergin Building



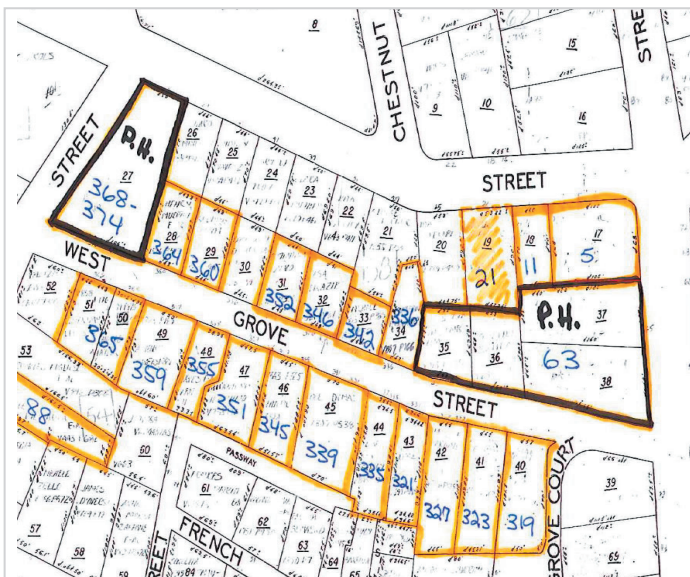


# DEVELOPMENT



## THE WILLIAM BEGG BUILDING

The Begg Building is a seven (7) story high-rise building owned by the WHA. Constructed in 1971, it was part of the WHA's state housing portfolio, which is no longer active. The building was closed in 2010 due to escalating maintenance costs and increasing tenant issues. The building has been vacant since. Due to the unavailability of funds, the need for a full interior and exterior renovation along with excessive environmental hazard abatement costs, the WHA is seeking to engage a developer that will renovate the building to provide safe, decent, and affordable housing and improve the aesthetic of the building to support the revitalization of the surrounding neighborhood. To accomplish this, in FY22 the WHA will issue an RFP for the disposition of the property, in conjunction with city officials, the Brooklyn Neighborhood Association, and other community stakeholders



## WEST GROVE DEVELOPMENT

The stabilization and redevelopment of the West Grove Street / Willow Street neighborhood: The WHA owns 21 parcels on the north and south side of West Grove Street, 88 Sperry Street; and 5, 11, and 21 Johnson Street. The WHA was awarded CDBG funds to demolish 3 of the 10 remaining structures and additional funding applications have been submitted for the demolition of the final 7 structures. The WHA continues to seek out and apply for funding for the development of up to fifty (50) new units of affordable housing on this site and intends to submit a 9% LIHTC application to CHFA in January of 2023

# FINANCIAL INFORMATION

PHYSICAL

FINANCIAL

MANAGEMENT

CAPITAL FUND

## REVENUE SOURCES

- Capital Fund Revenue
- Fee Revenue
- HAP Subsidy Revenue
- Operating Subsidy
- Other Revenue
- Tenant Revenue

## EXPENDITURES

- Administration
- Debt Service
- Housing Assistance Payments
- Insurance
- Maintenance
- Other General Expenses
- Protective Services
- Utilities
- Prevention, preparation for and response to Covid-19



	CONSOLIDATED BUDGET	PUBLIC HOUSING PROGRAM	CAPITAL FUND PROGRAM	HOUSING CHOICE VOUCHER PROGRAM	OTHER S8 PROGRAMS	CENTRAL OFFICE COST CENTER
Total Revenue	\$37,579,827	\$10,494,195	\$1,384,461	\$21,139,593	\$2,162,282	\$21,399,296
Total Operating Expenses	\$11,383,780	\$7,008,279	0	\$2,114,206	\$354,497	\$1,906,798
Excess Revenue over Operating Expenses	\$24,811,586	\$3,485,916	0	\$19,025,387	\$1,807,785	\$492,498
Total Expenses	\$34,716,828	\$85,266,860	\$1,384,461	\$20,695,971	\$2,247,049	\$1,942,487
Deprecation and HAP payments	\$21,948,587	\$1,258,581	0	\$18,581,765	\$2,072,552	\$35,689
Excess (Deficiency) of Revenue over (under) Expenses	\$2,862,99	\$2,227,335	0	\$443,622	(264,767)	\$456,809

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# 2022/2023 OBJECTIVES

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## PROGRAMS

### Public Housing:

- Improve tenant accounts receivable balance
- Maintain fast unit turn around
- Improve security at public housing complexes
- Increase curb appeal on PH campuses

### Resident Engagement:

- Resume resident social events at PH complexes
- Continue to partner with WPD on community outreach events

### Housing Choice Voucher Program:

- Address landlord deficiencies in Housing Quality Standard Violations
- Increase landlord participation by implementing quarterly landlord engagement sessions
- Increase marketing and outreach to improve participation in the Family Self Sufficiency Program

### • Capital Fund Program:

- Completion of steel entry stair repairs at Berkeley Heights
- Demolition of Buildings 374 and 73 at Berkeley Heights
- Demolition of Building 1813 at Truman Apartments
- Demolition and replacement of playscape at Berkeley Heights
- Replacement of damaged concrete entry stoops at Pearl Lake Apts.
- Kitchen, bathroom, and steel entry door replacement at all units at Kelly Apts.
- Replacement of sunroom windows at the Bergin Building

## DEVELOPMENT

- Work with our repositioning and development consultant to submit repositioning applications to the Department of Housing & Urban Development
- Submit a Section 18 application for the Truman Apartments
- Issue a Request for Proposal for the disposition of the Begg Building
- Continue with the demolition of blighted structures in the West Grove St. area
- Apply for 9% LIHTC and other funding for the construction of new housing in the West Grove Street area



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# BOARD OF COMMISSIONERS AND STAFF

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## WATERBURY HOUSING AUTHORITY BOARD OF COMMISSIONERS

**Nicholas Tetreault**, Chairman

**Dr. Robert Porzio**, Vice Chairman

**Brian McNellis**, Treasurer

**Joseph Thomas**, Assistant Treasurer

**Alice Trotman**, Resident Commissioner

## MANAGEMENT STAFF

**Christian D'Orso**, Executive Director

**Kathleen Noble**, Executive Assistant/Human Resources

**Jennifer Yager**, Comptroller

**Dana Serra**, Director of Leased Housing Programs

## WATERBURY HOUSING AUTHORITY STAFF

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Sean Cremins

Lori Cronin

Diana Cruz

Sergio Davila

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