Elm City Communities
Housing Authority of New Haven

2019 MOVING TO WORK ANNUAL REPORT

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ECC/HANH families began moving into Mill River Crossing, the former Farnam Courts public housing community, in FY18. The newly-developed mixed-use, mixed-income community of 205 rental units was redeveloped through the Rental Assistance Demonstration (RAD) program and includes commercial and community space with an outdoor park.

Making a Difference…

Mayor
Toni Harp

Board of Commissioners
Erik Clemons, Chairman
Matthew Short, Commissioner
William Kilpatrick, Commissioner
Waleska Candelaria, Commissioner
Foluke Morris, Commissioner

President
Karen DuBois-Walton, Ph.D.

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I. INTRODUCTION

In 2001, the Elm City Communities/The Housing Authority of the City of New Haven (ECC/HANH) was awarded Moving to Work (MTW) status as part of the federal MTW Demonstration Program. ECC/HANH is one of thirty-nine housing authorities nationwide selected for participation in the MTW Demonstration Program. During ECC/HANH's MTW term, in lieu of the standard PHA Annual Plan and Five-Year Plan documents, ECC/HANH is required to develop and submit to HUD MTW annual plans and reports that articulate ECC/HANH's key policies, objectives, strategies, impact and outcomes for administration of its federal housing programs to most effectively address local needs, in accordance with the terms of ECC/HANH's MTW Agreement.

This FY19 MTW Annual Report (October 1, 2018 to September 30, 2019) states ECC/HANH's MTW progress toward achieving goals and objectives outlined in the FY19 MTW Annual Plan.

What Is Moving to Work?

Congress established the MTW Demonstration Program in 1996. The MTW Demonstration Program is a pilot project that provides greater flexibility to HUD and to MTW PHAs to design and test innovative local approaches for housing assistance programs that more effectively address the housing needs of low-income families. The purpose of the MTW program, as established by Congress, is to identify innovative local approaches for providing and administering housing assistance that accomplish three primary goals:

1. To reduce costs and achieve greater cost effectiveness in federal expenditures.
2. To give incentives to families with children where the head of household is: working, seeking work, or preparing to work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient.
3. To increase housing choice for low-income families.

Through the MTW program, MTW agencies may request exemptions or waivers from existing regulations to pursue strategies that may result in more effective operations and services for low-income families, according to local needs and conditions. The MTW program also provides greater budget flexibility, as MTW agencies may pool funding from several HUD programs to allocate resources according to local determinations of the most effective use of funds to address local needs.

Additionally, the MTW program provides greater flexibility in planning and reporting. MTW agencies may be exempted from routine program measures, such as HUD's Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP), if these measures do not accurately reflect the agency's performance. ECC/HANH has elected exemption from PHAS and SEMAP reporting.

ECC/HANH Participation in MTW

ECC/HANH's MTW program and flexibility is limited to the following HUD programs:

- Public Housing Operating Fund
- Public Housing Capital Fund
- Section 8 (HCV) Program

According to the MTW Agreement, ECC/HANH's MTW program does not include HUD grant funds committed to specific grant purposes, namely:

- ECC/HANH's HOPE VI grants for Monterey Place
- ECC/HANH's HOPE VI grants for Quinnipiac Terrace/Riverview
- Rental Assistance Demonstration (RAD) Grants
- Any future HOPE VI Revitalization grants
- Other competitive grant funds awarded for specific purposes

These grant funded programs committed to specific purposes require ECC/HANH to provide periodic reports to HUD. Although these grant funded programs are not included in ECC/HANH's MTW program, ECC/HANH has included information, where relevant, regarding these grant funded programs in this MTW Annual Report for FY19.

RESIDENT SPOTLIGHT

Sada Marshall, 40, has her sights set on owning a cleaning business. As a Housing Choice Voucher (HCV) recipient and a participant in the Resident-Owned Business (ROB) program, Sada sees this as an opportunity to move to self-sufficiency and relinquish her voucher to serve another low-income family. As a single mother of two children, ages 6 and 3, Sada notes that she has "been really thankful for the help" offered by the HCV program and has been renting with the same leasing agency for over 9 years. Sada has recently established her limited liability company (LLC) and plans to open Sadie's Cleaning Business, which will allow her to eventually train and hire employees and fulfill her dream of offering flexible employment opportunities to other single mothers like herself. Sada started with the ROB program shortly after starting with the Family Self-Sufficiency (FSS) Homebuyers program, where she has learned key steps to re-establishing her credit and increasing her savings to work toward homeownership. She notes that "working with the staff for the Resident Owned Business program has been amazing. I've learned a lot about business, and it's given me a lot of confidence. They're giving out great advice and I'm grateful all the way around."

ECC/HANH's original MTW Agreement with HUD became effective retroactively on October 1, 2000. The initial seven-year term of ECC/HANH's MTW status expired on September 30, 2008. HUD proposed a new, revised MTW Agreement that would provide MTW status for 10 years. ECC/HANH executed the Amended and Restated Moving to Work Agreement on May 2, 2008. The Amended and Restated MTW Agreement governs ECC/HANH's MTW status through 2018. ECC/HANH made the agreement available for public review and comment for a 30-day period and conducted a public hearing at the end of the review period. The public hearing was conducted on February 25, 2008. The ECC/HANH Board of Commissioners approved the Amended and Restated MTW Agreement through Resolution No. 02-22/08-R on February 26, 2008.

ECC/HANH's redevelopment plans require flexible use of Section 8 and 9 funds to develop affordable housing for families at or below 80% of area median income (AMI); therefore, ECC/HANH has executed the Second Amendment to its Restated and Amended Moving to Work Agreement with HUD that clarifies such authority. On April 15, 2016 HUD communicated its intention to extend MTW agreements for an additional 10 years beyond the current extension date or until 2028.

ECC/HANH's MTW program is the product of an extensive planning process, conducted initially from 1998-2000, to establish long-term plans for improving our agency's operations and for transforming our public housing stock. During 2006-2007, ECC/HANH engaged in a planning process to update and reinvigorate our agency's plans. ECC/HANH developed a Three-Year Strategic Plan from FY07 to FY09. During 2009-2010, ECC/HANH again engaged in a planning process to re-evaluate and provide continuity to the original Three-Year Strategic plan. In 2015 ECC/HANH updated its strategic plan and issued the Strategic Plan for 2015-2018. In FY2018 and FY2019, ECC/HANH has introduced the strategic planning process of developing agency playbooks and has continued to update its playbook regularly.

SHORT TERM GOALS

DELIVER COST EFFECTIVE SOLUTIONS

1. Expand the rent simplification model
2. Invest in technology to add additional functionality – e.g., online housing applications; self-service access for applicants, residents and landlords; web-based payments to vendors and landlords
3. Provide services to local public housing agencies
4. Invest in energy efficiency through an energy service company
5. Complete RAD conversion opportunities within housing portfolio

EXPAND HOUSING CHOICE

1. Complete revitalization of West Rock community through Rockview and Ribicoff Cottages redevelopment
2. Increase market-rate homeownership opportunities in West Rock
3. Partner with local government and non-profit entities to increase the supply of affordable housing
4. Complete planning and redevelopment of Farnam Court/Fair Haven and Westville Manor
5. Continue modernization and capital investment in current housing portfolio
6. Continue progress toward meeting goal of 10% Uniform Federal Accessibility Standards (UFAS) compliant units agency-wide

HELP FAMILIES REACH SELF-SUFFICIECNY

1. Fully implement MTW CARES initiative to move families toward self-sufficiency with program evaluation and documentation of impact findings
2. Support residents' entrepreneurial endeavors
3. Offer cost-effective training programs with increasing resident participation
4. Partner with local school system to support student academic progress and educational attainment

DELIVER COST EFFECTIVE SOLUTIONS

1. Streamline administrative functions in public housing and HCV program operations through transition to a paperless documentation system and electronic files
2. Continue progress of streamlined administration of HCV program with a Housing Quality Standards (HQS) self-certification program for model landlords
3. Explore regional provision of housing authority services on a fee-for-service basis
4. Complete disposition and/or conversion of remaining non-performing assets
5. Continue investment in technology to reduce administrative burden and create model wired and wireless communities
6. Continue investment in energy efficiency initiatives

EXPAND HOUSING CHOICE

1. Complete final revitalization effort of HANH's public housing stock through revitalization/redevelopment or disposition of remaining poor-performing assets
2. Address housing crisis experienced by population of formerly incarcerated individuals by assisting with housing choices for individuals who engage in a comprehensive service approach to re-entry
3. Develop homeownership options at West Rock and Quinnipiac Terrace
4. Promote housing opportunities in the public housing and HCV program for income-eligible work-able families
5. Use housing choice vouchers to promote development of mixed-income, mixed-finance housing opportunities in non-HANH developments

HELP FAMLIES REACH SELF-SUFFICIENCY

1. Develop transitional models of assistance that move families toward self-sufficiency and away from subsidized housing in progressive steps
2. Expand resident-owned business initiative to increase the number of ECC/HANH contracts executed with business enterprises and support these businesses to successfully compete for other external contracts
3. Expand cost-effective training programs and increase resident participation
4. Expand supportive services program – especially critical for effective management of Elderly/Disabled developments – to support families as they move toward self-sufficiency
5. Partner with local school system to support student academic progress and educational attainment

OVERVIEW OF MTW INITIATIVES						
Label	**Description**	**Cost Effective**	**Expand Housing Choice**	**Increase Self-Sufficiency**	**FY Approved**	**Status**
1.1	Development of Mixed-Use Development of 122 Wilmot Road		✓		2009	Closed[1]
1.2	Local Total Development Cost (TDC) Limits	✓	✓		2009	Ongoing
1.3	Fungibility of MTW Funds	✓			2012	Ongoing
1.4 & 1.10	Defining Income Eligibility for the Project-Based Voucher Programs	✓	✓		2012	Ongoing
1.5	HCV Preference and Set-Aside for Victims of Foreclosures		✓		2009	Ongoing
1.6	Deconcentration of Poverty (Promote Expanded Housing Opportunities for HCV and PBV Programs)		✓		2008	Ongoing
1.7	Tenant-Based Vouchers for Supportive Housing for the Homeless		✓	✓	2010	Ongoing
1.8	Farnam Court Transformation Plan		✓		2011	Ongoing
1.9	Increase the Allowed Percentage of Project Based Voucher (PBV) Units from 75 Percent to 100 Percent in a Mixed-Finance Development	✓	✓		2012	Moved[2]
1.10	Income Skewing for PBVs in Mixed Finance	✓			2012	Moved[3]
1.11	Increase the Percentage of Housing Choice Voucher Budget Authority for the Agency that is Permitted to Project-Base from 20 Percent up to 25 Percent		✓		2013	Ongoing
1.12	Development of Replacement Public Housing Units with MTW Block Grant Funds		✓		2013	Ongoing
1.13	Creation of a Commercial Business Venture at 122 Wilmot Road	✓			2013	Closed[4]
1.14	Redevelopment of 99 Edgewood Avenue (Dwight Gardens)		✓		2013	Closed[5]

[1] Project completed
[2] Moved to "MTW Initiatives Requiring Funding Flexibility Only"
[3] Moved to join Initiative 1.4
[4] Project completed
[5] Project not being pursued

OVERVIEW OF MTW INITIATIVES						
Label	**Description**	**Cost Effective**	**Expand Housing Choice**	**Increase Self-Sufficiency**	**FY Approved**	**Status**
1.15-1.17	RAD Finance Development for Rockview Phase II Rental & Westville Manor Transformation Plan		✓		2014	Ongoing
1.16	Crawford Manor Transformation Plan		✓		2014	On Hold
2.1	Family Self-Sufficiency Program			✓	2007	Ongoing
2.2	Incremental Earned Income Exclusion			✓	2008	Ongoing
2.3	CARES (Caring About Resident Economic Self-Sufficiency)			✓	2012	Ongoing
2.4	Teacher in Residence			✓	2015	Ongoing
3.1	Rent Simplification	✓			2007	Ongoing
3.2	UPCS Inspections	✓			2008	Closed[6]
3.3	Revised HQS Inspection Protocol	✓			2011	Closed[7]
3.4	Mandatory Direct Deposit for Housing Choice Voucher Landlords	✓			FY10	Closed[8]
3.5	HCV Rent Simplification/Cost Stabilization Measures	✓			FY14	Ongoing
4.8	Fulton Park Modernization		✓		FY11	Ongoing
4.9	LIPH Income Targeting: Marketing Initiatives for Higher Income Eligible Families	✓			FY08	Closed
3.6	Expanded Jurisdiction		✓		FY19	Ongoing

6 Initiative no longer requires MTW flexibility
7 Initiative was revised and relaunched as item 3.5
8 Initiative does not require MTW flexibility

OVERVIEW OF MTW INITIATIVES						
3.7	Non-traditional Supportive Housing Program		✓	✓	FY19	Ongoing

OVERVIEW OF MTW INITIATIVES REQUIRING FUNDING FLEXIBILITY ONLY[9]

Label	Description	Cost Effective	Expand Housing Choice	Increase Self-Sufficiency	FY Approved	Status
3.9F	Project Modernization – Various Projects		✓			Ongoing
3.10F	Vacancy Reduction – Various Projects		✓		2008	Ongoing
4.1F	Resident-Owned Business Development			✓	2009	Ongoing
4.2F	SEHOP Capital Improvement Program			✓	2010	Ongoing
4.3F	Prison/Community Reentry			✓	2009	Ongoing
4.4F	Resident Services for Elderly/Disabled			✓	2005	Ongoing
4.5F	Cap on Project-Based Units in a Project	✓	✓		2010	Closed
4.6F	Creation of New Instrumentality Entities to Support ECC/HANH Goals and Strategic Planning activities	✓			2019	Moved[10]
4.7F	REACH	✓		✓	FY19	Ongoing

[9] Per HUD request in the FY20 MTW Plan, the MTW Initiatives Requiring MTW Flexibility Only have been numbered and labeled in accordance with the categorizations of the ongoing initiatives (Cost Effective, Expand Housing Choice, Increase Self-Sufficiency). These initiatives are also labeled with the letter "F" to indicate that they require MTW Flexibility Only.
[10] Moved to "MTW Initiatives Requiring Funding Flexibility Only"

II. General Operating Information

(II) GENERAL OPERATING INFORMATION
ANNUAL MTW REPORT

A. HOUSING STOCK INFORMATION

i. Actual New Project Based Vouchers

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an Agreement to enter a Housing Assistance Payment (AHAP) was in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR	RAD?	DESCRIPTION OF PROJECT
	Planned	Actual			
CT004000015 Fairmont Heights	98	0		Yes	converted ACC units
CT004000011 McQueeney	149	0		Yes	converted ACC units
CT004000012 Winslow Celentano	64	0		Yes	converted ACC units
CT004000013 Robert T. Wolfe	93	0		N/A	converted ACC units
CT004000015 Ruoppolo Manor	103	0		Yes	converted ACC units
CT004000014 Farnam Courts	88	0		Yes	converted ACC units
Waverly Townhouses	51	51		Yes	converted ACC units
Scattered Sites	19	19		Yes	converted ACC units
CT004000001 Westville Manor	62	0		Yes	17 converted ACC units

727 | 70 | **Planned/Actual Total Vouchers Newly Project-Based**

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

The following update details the status of ECC/HANH's progress to complete RAD conversions:

- RAD group 2, consisting of Waverly Townhomes and scattered sites projects Stanley Justice Landing, and Fulton Park, closed in April 2019 and is currently under construction.
- Farnam Courts Phase 2 received 4% and 9% LIHTC awards as well as state capital funding. This development will be bifurcated into a 36 unit 4% LIHTC phase and a 52 unit 9% LIHTC phase. All funding for both phases has been obtained and closings are is anticipated in the first quarter of 2020.
- RAD Group 3, consisting of McQueeney and Celentano Towers has obtained all necessary funding and is scheduled to close in the first quarter of CY2020.
- RAD Group 4, consisting of Fairmont and Ruoppolo Manor, has also obtained all necessary funding and is scheduled to close in the first quarter of CY2020.
- The 62 replacement units for Westville Manor are being constructed at Rockview Phase 2. This project closed in June 2019 with construction completion by August 2020.
- Robert T Wolfe is currently on hold.

ii. Actual Existing Project Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Expanded Jurisdiction (PBV)	**19**	Committed	No	New Initiative Expanded Jurisdiction FY19 Plan
PBV Fellowship I	**18**	Leased	No	New PBV units
PBV Fellowship II	**5**	Leased	No	100% Supportive Housing
PBV Also Cornerstone (Continuum of Care)	**4**	leased	No	100% Supportive Housing units
PBV Norton Court (Continuum of Care)	**12**	Leased	No	100% Supportive Housing
PBV Cedar Hill	**4**	Leased	No	100% Supportive Housing
PBV West Village	**15**	Leased	No	100% Supportive Housing
PBV QT Phase 1	**23**	Leased	No	100% Supportive Housing Single Room Occupancy
PBV QT Phase 2	**23**	Leased	No	81 LIHTC PBV units
PBV QT Phase 3	**16**	Leased	No	79 LIHTC PBV units
PBV Eastview Phase I	**49**	Leased	No	33 LIHTC PBV units
Chatham/Eastview	**2**	Leased	Yes	102 RAD/PBV units
PBV Brookside Phase I Rental	**51**	Leased	No	2 RAD/PBV units
PBV Brookside Phase 2 Rental	**51**	Leased	No	LIHTC PBV units
PBV Rockview Phase I Rental	**47**	Leased	No	LIHTC PBV units
PBV New Rowe Building	**32**	Leased	No	LIHTC PBV units
PBV 122 Wilmot Road	**13**	Leased	No	LIHTC PBV units
PBV Park Ridge	**60**	Leased	No	LIHTC PBV units
PBV Frank Nasti Existing	**8**	Leased	No	Elderly/Disabled Housing
PBV CUHO Existing	**16**	Leased	No	Scattered Site PBV families
PBV CUHO New Construction	**5**	Leased	No	Scattered Sites PBV units' families
PBV Shartenburg	**20**	Leased	No	Scattered Sites PBV units Families
Mutual Housing Association New Construction	**20**	Leased	No	20 PBV units for the City initiative 360 State-Families
PBV Mutual Housing Assoc. (Neighborhood Works/New Horizon)	**9**	Leased	No	8 rehabilitation / 12 new construction affordable housing - 45.5% of units are PBV
PBV Mutual Housing Existing	**15**	Leased	No	9 PBV units
PBV Casa Otonal	**12**	Leased	No	PBV units
PBV Christian Community Action	**17**	Committed	No	Elderly/Disabled
Live Work Learn Play Downtown Redevelopment	**19**	Committed	No	PBV units

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Downtown Revitalization	**55**	Committed	No	PBV for Neighborhood Revitalization
RAD 122 Wilmot Road	**34**	Leased	Yes	PBVs outside of the New Haven Area
RAD Eastview Phase I	**53**	Leased	Yes	Support the redevelopment of the 9th Sq
RAD Ribicoff (Twin Brook)– 9%	**44**	Leased	Yes	RAD/PBV
RAD Ribicoff (Twin Brook) -4%	**51**	Leased	Yes	102 units – 48% of units are PBV; remaining 53 ACC units converted to RAD PBV
RAD Fair Haven/ Farnam	**55**	Leased	Yes	44 units of RAD converted ACC units – 80% PBV
RAD Monterey Place- Edith B Johnson	**95**	Leased	Yes	51 units of RAD converted ACC units
RAD Monterey Place- William Griffin	**4**	Leased	Yes	55 units of RAD converted ACC units and 2 PBVs
RAD Monterey Place 1	**42**	Leased	Yes	95 units of RAD converted ACC units
RAD Monterey Place 2	**7**	Leased	Yes	RAD converted ACC units
RAD Monterey Place 3	**45**	Leased	Yes	RAD converted ACC units
RAD Monterey Place 4	**42**	Leased	Yes	RAD converted ACC units
RAD Monterey Place 5	**17**	Leased	Yes	RAD converted ACC units
RAD Monterey Place 2R	**28**	Leased	Yes	RAD converted ACC units
RAD Prescott Bush	**56**	Leased	Yes	RAD Converted ACC units
RAD Waverly Townhouses	**51**	Partial Leased/Partial Committed	Yes	RAD converted ACC units
RAD CB Motley	**45**	Leased	Yes	RAD converted ACC units
RAD Newhall Gardens	**26**	Leased	Yes	RAD converted ACC units
RAD Katherine Harvey Terrace	**17**	Leased	Yes	RAD converted ACC units
RAD Fulton Park	**12**	Partial Leased/Partial Committed	Yes	RAD converted ACC units
RAD Chamberlain Court (Justice Landing)	**7**	Committed	Yes	RAD converted ACC units
RAD Farnam Onsite I	**86**	Leased	Yes	RAD converted ACC units
Homelessness/Imminent Danger of Homelessness Formerly Foreclosure (PBV)	**40**	Leased	No	Supportive Housing Efforts

2,154	1,497	**Planned/Actual Total Existing Project-Based Vouchers**

Please describe differences between the planned and Actual Existing Number of Vouchers Project-Based:

- During FY19, 70 units were project based under the RAD Group 2 portfolio (Waverly Townhomes, scattered sites projects Stanley Justice Landing, and Fulton Park). The closing for this project occurred in April 2019 and is currently under construction. An updated list of RAD has been included in the FY20 plan. Other commitments are moving forward at a delayed pace due to financing and development plan changes.

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

Examples of the types of other changes can include (but are not limited to): units held offline due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR
In preparation for the RAD conversion of an LIPH development. LIPH dwelling units will be not be re-occupied within 90 days of the RAD closing date. Those vacant units will be used for swing units for relocation purposes during the construction phase of the RAD. LIPH vacant units in non RAD Project sites are used as swing units and/or master lease for Rad relocation purposes. These RAD relocations are temporary and are returned to LIPH for re-occupancy . LIPH has created a Homeownership Program with 4 scattered site homes (6 units) where a contractor will rehabilitate the house and sell to ECC/HANH qualified resident.

iv. GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR

The following plan for the FY20 includes recent receipt of CFP 2019 funds.
ECC/HANH's goal through its MTW status is to provide housing of choice in the most cost-effective method possible. Given the funding limitations, our plan is to address the urgent operational needs within the LIPH portfolio remaining post-RAD conversion. Our ongoing objectives remain:

- Remediate Life-Health, Safety, Security and Code non-compliance property conditions
- Provide Project results which will save on Operational support- or provide energy savings
- Improve Accessibility
- Reduce vacancies
- Provide best use of CFP funds in coordination with ECC/HANH Operations and The Glendower Group, ECC/HANH's development entity.

During FY20, ECC/HANH will continue to execute projects that support these goals and improve the remaining portfolio. Properties that are planned for future redevelopment efforts have not been prioritized for CFP projects; however, if there is a Life, Health and Safety challenge, we have considered the needs across the entire portfolio. Several work items in the FY 2020 MTW Plan are continuation/implementation of MTW 2019 Plan projects that were not fully completed by the end of FY 2019. In FY 2020, work is planned at Crawford Manor, McConaughy Terrace, Essex Townhouse, Robert Wolfe, Scattered Sites and McQueeney commercial, common areas. Funds have also been earmarked for Agency wide services and obligations. During FY 2019, A&E and Environmental services proposals were solicited from current Indefinite Quantities Contract firms and task orders issued.

1. **Crawford Manor ADA Storefront and Entry Access System Upgrades**
   - This project will bring the entryway into ADA compliance. The current entry does not provide adequate turnaround area or pull-side clearance. Due to the lack of accessibility, the door is often propped open. The need for a secure entry is critical and will provide residents in the Elderly and Disabled community with the much-needed sense of security. Project design initiated during FY19.

2. **Crawford Manor Fire Alarm Panel and Fire Pump Replacement**
   - The existing Fire Alarm panel and fire pump are at end of useful life. Alarm system now requires including addressing features for smoke alarms. This critical equipment needs to be replaced to ensure safety for residents in the 15-story apartment tower. Project design initiated during FY19.

3. **McConaughy Terrace Sewer Replacement, in Phases**
   - In FY19, project moved forward with Phase 2 of the underground investigation of existing sewer lines. Goal is to prioritize repairs, and to perform targeted critical repairs. In FY20, ECC/HANH will meet with local utilities to plan a more comprehensive approach to repairs in the neighborhood. This project will begin to address the ongoing and challenging project of upgrading crushed clay pipe in a large family development site built in 1948. We already have evidence of cracked storm and sanitary connections. There are often sewage back-ups or periodic flooding on and off our site in an area where the sanitary and storm sewers are still connected. This is a health hazard which we understand will take a significant investment to correct. We will identify the lineal footages to replace and repair on our property and start the work with local utilities to plan a neighborhood upgrade in City-wide sewer services.

   - This project will set the stage for the phasing and address some current critical problems. McConaughy is home to approximately 200 families. Not only will the sewer repairs reduce the number of hazardous sewage back-ups on the lawns and in the units, we may also end flooding and ponding in other areas. This is a natural investment in a property we have already committed to with multiple large projects in the past 10 years: Reroofing and Siding 45 buildings, Replacement Windows, Phased Furnace and Domestic Hot Water Heater Replacement, Vacancy Rehabilitation and Asbestos Abatement. This is our largest family development in the west of New Haven. In the absence of a comprehensive renovation, ECC/HANH is pledged to make this development Housing of Choice. The location and access to many amenities, the Merritt Parkway and bus lines make this an excellent community to invest in.

4. **McConaughy Driveways, Parking Lots and Catch Basin Repair**
   - Just as a lawn sets off the exterior improvements to a home, paving the parking lots and driveways is the next step in improving the site. In FY19, ECC initiated an updated site survey and project design. The SOW will focus on the area’s most in need of repair, including the resetting of in driveway catch basins. This project has long been deferred due to lack of funding availability. These repairs should see an improvement in our REAC scores at the property.

5. **McConaughy Continuation of Furnace & Hot Water Heater Replacement; Interior/Building/Site Upgrades**
    - In FY19, ECC/HANH initiated furnace & hot water heater replacement project to complete equipment replacement in the 135 units not included in prior upgrades. 67 apartments completed in prior funding years. ECC/HANH expects to achieve substantial completion of equipment replacement prior to the beginning of 2019-2020 heating season, with minor carryover into FY20. Anticipated outcome: improve energy efficiency and resident comfort with fewer heat-related work orders. This project is also bringing the chimneys up to code with chimney liners to improve draft, efficiency and reduce the incidence of smoke fume infiltration into the unit.

6. **Lead Testing by Certified Inspector/Lead Abatement**
    - PHAs are mandated to provide lead-safe housing. The Goal is to identify risks to children under six and develop a plan for remediation, if required, in properties with construction completion dates from prior to1900-1978. The overall scope of work throughout the portfolio is budgeted above $1M. ECC is targeting the units with the most likely positive readings as the Scattered Site portfolio has the greatest number of houses built before 1978, the date after which lead was prohibited in residential paint. ECC/HANH received a Lead Paint grant for McConaughy, Essex, Scattered Sites West and Scattered Sites East. Inspections-risk assessments initiated in FY19 and abatement plans developed. Our Agency has focused much effort on youth building. This is all based on a healthy child, which is the goal of this effort.

7. **Scattered Sites East & West: Replacement of Domestic Hot Water and Heating Ventilation and Air Conditioning Systems**
    - Goals: 1. Replace antiquated inefficient oil-fired furnaces and boilers with gas-fired systems in one- and 2-family homes. This will save utility costs, Operations repair time and the inconvenience of running out of fuel and associated restart charges. 2. Replace antiquated gas systems with energy-efficient new gas-fired systems. Some systems are at or near end of Estimated Useful Life. 3. Replace any antiquated electric heating and hot water systems with more energy-efficient systems. Project design initiated during FY19.

8. **Scattered Site Multifamily Cornell Scott Ridge: Paving and Parking Lots**
    - Paving is beyond its useful life. Improvements will affect vehicular traffic, drainage, erosion and overall curb appeal. In FY19, ECC/HANH initiated an updated site survey and project design.

9. **Essex Townhouses Heating System**
    - Boiler room upgrade. Project design initiated in FY19.

10. **Wolfe: Skylight Replacement, Associated Abatement and Repairs**
    - ECC/HANH is planning for funding of major renovations at Robert T. Wolfe. In the interim, ECC/HANH has identified a more immediate need to replace the leaking skylight, roof section, including hazardous materials abatement, and make related repairs. The skylight is above the community room and is affecting use of this room. Project design initiated in FY19.

11. **Crawford Interior/Building Upgrades**
    - Non-RAD conversion development. Units need kitchen and bathroom upgrade; interior doors, walls, ceilings; appliances; windows, lighting, etc. Backlog of unfunded needs.

12. **McConaughy Interior/Building/Site Upgrades**

- Non-RAD conversion development. Units need kitchen and bathroom upgrade; interior doors, walls, ceilings; appliances; fences, sidewalks, lighting, building exterior repairs, etc. Backlog of unfunded needs.

13. Scattered Sites West Interior/Building/Site Upgrades
- Non-RAD conversion development. Units need kitchen and bathroom upgrade; interior doors, walls, ceilings; appliances; fences, sidewalks, lighting, building exterior repairs, etc. Backlog of unfunded needs.

14. Scattered Sites East Interior/Building/Site Upgrades
- Non-RAD conversion development. Units need kitchen and bathroom upgrade; interior doors, walls, ceilings; appliances; fences, sidewalks, lighting, building exterior repairs, etc. Backlog of unfunded needs.

15. Scattered Sites Multifamily Interior/Building/Site Upgrades
- Non-RAD conversion development. Units need kitchen and bathroom upgrade; interior doors, walls, ceilings; appliances; fences, sidewalks, lighting, building exterior repairs, etc. Backlog of unfunded needs.

16. Essex Interior/Building/Site Upgrades
- Non-RAD conversion development. Units need kitchen and bathroom upgrade; interior doors, walls, ceilings; appliances; fences, sidewalks, lighting, building exterior repairs, etc. Backlog of unfunded needs.

17. McQueeney Commercial, Common Area Spaces, Floors 1, 2 & 3
- Upgrades to offices and common areas spaces not eligible for inclusion in RAD conversion development.

The following are agency wide funding projects:

18. Agency Wide Vacancy Reduction
- Funds are allocated for abatement costs and vacancy reduction efforts that may occur during FY20.

19. Two (2) types of contracts in Architecture Engineering and Environmental indefinite quantity services form the backbone of our Planning & Modernization and Glendower Design team.
- **Indefinite Quantity Contract (IQC) Architectural & Engineering Consulting Services**
- **IQC Environmental Consulting Services**

20. Administration Salaries & Benefits (CFP only)
- Staff salaries and benefits in support of CFP FY2020 activities.

21. CFFP Bond Debt
- ECC/HANH leveraged CFP funds for development of Brookside Phase 1 Rental. Bond Debt is paid from Capital Fund allocations in accordance with HUD repayment schedule.

22. RAD Group 2 Development Investment Costs
- CFP funds budgeted toward RAD Group 2 (Waverly, Stanley Justice & Fulton Park) redevelopment in the amount of $285,151 to be expended during FY2020.

23. **RAD Group 3 First Year Funding**
    - As required by HUD, CFP formula funds in the amount of $328,693 are to be allocated at closing for RAD Group 3 (McQueeney and Winslow-Celentano) for anticipated 9 months (January through September) of calendar year 2020 starting from Housing Assistance Payment (HAP) contract effective date of 1-1-2020. October through December amount will be paid in FY2021.

24. **RAD Group 4 First Year Funding**
    - As required by HUD, CFP formula funds in the amount of $ 213,013 are to be allocated at closing for RAD Group 4 (Fairmont and Ruoppolo) for anticipated 6 months (April through September) of calendar year 2020 starting from Housing Assistance Payment (HAP) contract effective date of 4-1-2020. October through December amount will be paid in FY2021.

Long-term outcomes of the planned FY20 work will reflect the MTW Short Term Strategic plan goals to further increases in Housing of Choice and Accessibility, to ensure Organizational Sustainability through development of housing through the Glendower Group, Inc. and ensure Cost Effectiveness through reducing Total Development Costs and replacement of obsolete building systems.

ECC/HANH's Reference to most Recent HUD-approved Five-Year Plan: Form 50075.2, FY2018-2022 Rev. 1, HUD-approved as last modified in HUD EPIC portal 3-29-19.

Please see Appendix 7 for table of General Description of all Actual Capital Expenditures during the Plan Year.

B. LEASING INFORMATION

A. Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED		NUMBER OF HOUSEHOLDS SERVED	
	Planned	**Actual**	**Planned**	**Actual**
MTW Public Housing Units Leased	11,340	17,292	945	1,441
MTW Housing Choice Vouchers (HCV) Utilized	54,780	54,780	4,565	4,565
Local, Non-Traditional: Tenant-Based	N/A	#	#	#
Local, Non-Traditional: Property-Based	N/A	#	#	#
Local, Non-Traditional: Homeownership	N/A	#	#	#
Planned/Actual Totals	66,120	72,072	5,510	6,006

Please describe any differences between the planned and actual households served:

The planned number of units for LIPH was based on the number of units ECC/HANH expected to have by the end of the fiscal year based on:

- expected completion of development projects
- 95% to 98% occupancy rate
- historical average number of new admissions
- historical average number end of participations

Although the Agency ended FY 2019 with an occupancy rate of 88% and EOPs were exceedingly higher than the number of new admissions, ECC/HANH housed 492 more households than initially planned. ECC/HANH had an average of 36 new admissions and an average of 60 end of participations during the FY. The biggest impact on the difference between planned and actual households to be removed from LIPH was related to the actual number of development projects. ECC/HANH anticipated having 727 LIPH units convert to RAD of which only 70 converted during the FY. In reviewing the numbers provided previously for the number of households served in HCV, it was determined that the number reported was not accurate. As a result, the report was updated to reflect the actuals for the FY.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned	Actual	Planned	Actual
Tenant-Based	N/A	#	#	#	#
Property-Based	N/A	#	#	#	#
Homeownership	N/A	#	#	#	#
	Planned/Actual Totals				

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
N/A	#	#

B. Discussion of Any Actual Issues/Solutions Related to Leasing

Discussion of any actual issues and solutions utilized in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	LIPH suffered from low occupancy percentages for several reasons. Due to the proposed RAD conversion of 413 Elderly/Disabled dwelling units in FY19, ECC/HANH strategically did not re-occupy 39 vacant dwelling units within the RAD identified developments. The Farnam Courts development has been completely vacated for development purposes, leaving 92 vacant units that will be demolished as of 2019. The total number of vacant units in the development process has heavily impacted leasing functions. The RAD process has limited the re-occupancy and increased the end of participation numbers, leaving LIPH with poor move-in/move-out averages. ECC/HANH has focused on the non-RAD portfolio to reduce the number of vacant dwelling units. ECC/HANH is actively turning units to obtain a goal of 96% occupancy.
MTW Housing Choice Voucher	HCV did not have leasing issues during FY19 as anticipated.
Local, Non-Traditional	N/A

C. WAITING LIST INFORMATION

i. Actual Waiting List Information

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
MTW Public Housing	Site Based	4,461	Partially Open	No
MTW Housing Choice Voucher	Program Specific	2,560	Partially Open	No

Please describe any duplication of applicants across waiting lists:

Applicants can apply for more than one program within ECC/HANH. Numbers provided for each waitlist are not duplicated, these are the actual number of applicants for each program.

ii. Actual Changes to Waiting List in the Plan Year

Please describe any actual changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
N/A	N/A
N/A	N/A

D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

i. 75% of Families Assisted Are Very Low Income

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low-income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-Based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	N/A
49%-30% Area Median Income	N/A
Below 30% Area Median Income	N/A
Total Local, Non-Traditional Households Admitted	**N/A**

ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS *	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	852	693	0	1545	32%
2 Person	435	726	0	1161	24%
3 Person	327	637	0	964	20%
4 Person	180	445	0	625	13%
5 Person	89	204	0	293	6%
6+ Person	87	152	0	239	5%
TOTAL	**1970**	**2857**	**0**	**4827**	**100%**

* *"Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below.*

Please describe the justification for any "Non-MTW Adjustments" given above:

N/A

MIX OF FAMILY SIZES SERVED 2019				
FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	32%	2,448	41%	27%
2 Person	24%	1,374	23%	-5%
3 Person	20%	1,061	18%	-12%
4 Person	13%	613	10%	-21%
5 Person	6%	314	5%	-13%
6+ Person	5%	196	3%	-35%
TOTAL	**100%**	**6,006**	**100%**	0%

** *The "Baseline Mix Percentage" figures given in the "Mix of Family Sizes Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.*

^ *The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.*

^^ *The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages* *will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.*

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

Since baseline, ECC/HANH's portfolio has had several changes as a result of redevelopment efforts prior to RAD and more recently as a result of ongoing RAD conversion efforts. As can be seen, depending on the agency's development projects each year, the number of families served per member size can either increase or decrease. During FY18 & FY19, ECC/HANH saw an increase in 1-person households served. This can be attributed to the return to occupancy of elderly/disabled units that had been taken offline for modernization and redevelopment, and the inclusion of one-bedroom units in newly redeveloped family developments. Additionally, voucher authority continues to increase slightly each year as a result of RAD conversions, causing one-member households to continue to increase. One-member household have more than doubled in the Housing Choice Voucher program since baseline. Generally, the number of households served per family size continues to grow, however the percentage comparison is lower because the total number of units under ECC/HANH's portfolio is much greater. During FY19, ECC/HANH served approximately 24% more families than in the baseline year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
CARES	7	Number of Households to receive zero subsidy at the end of year 6.
Prison Community Reentry	3	Live Independently and be lease compliant[11]
Resident Services Elderly/Disabled	96	Graduation from the Program
	0	**(*Households Duplicated Across MTW Activities*)**
	106	**Total Households Transitioned to Self-Sufficiency**

** Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.*

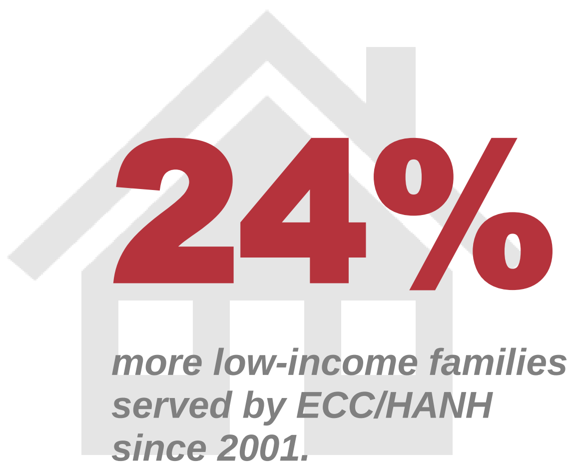
[11] Includes graduates from reentry programs in HCV

Who We Serve

ECC/HANH serves 6,006 families through its Low-Income Public Housing (LIPH) and Housing Choice Voucher (HCV) programs. During the 2001 baseline year, ECC/HANH served a total of 4,827 families. Current numbers reflect an increase of approximately 24% (1,179 families), indicating that MTW status has allowed ECC/HANH to greatly increase the number of families served.

The vast majority of the families served by ECC/HANH can be categorized as Extremely Low Income (ELI). ELI households make up 84% of LIPH and 76% of HCV families. Households are predominantly composed of 1 to 3 persons, with 86% of LIPH and 79% of HCV households ranging from 1-person to 3-person families. 31% percent of LIPH families and 40% of HCV families earn wages. Only a small percentage of families report no income, accounting for 5% of LIPH and 3% of HCV households. This has not changed significantly over the last year.

A table on the following page summarizes the population demographics.



ECC/HANH Population Demographics – End of FY19					
	LIPH		**HCV**		**Total**
	#	%	#	%	
Total Households	1,441	24%	4,565	76%	6,006
Total Individuals	3,093	22%	10,750	78%	13,843
Households with Extremely Low Income	1,204	84%	3457	76%	4,661
Households with Very Low Income	156	11%	809	18%	965
Households with Low Income	32	2%	200	4%	232
Households above Low Income	49	3%	135	3%	184
Households with No Income	74	5%	152	3%	226
Households with Employment Income	485	34%	1,833	40%	2,318
Households with Public Assistance	563	39%	289	6%	852
Households with Social Security	786	55%	2,013	44%	2,799
Households with Other Income	307	21%	510	11%	817
Minority households	929	64%	2,670	58%	3,599
Non-minority	512	36%	1,931	42%	2,443
Elderly families	329	23%	1,205	26%	1534
Disabled families	765	53%	1,790	39%	2555
1 member	654	45%	1,794	39%	2448
2 members	324	22%	1,050	23%	1374
3 members	228	16%	833	18%	1061
4 members	128	9%	485	11%	613
5 members	68	5%	246	5%	314
6 members	21	1%	100	2%	121
7 members	16	1%	31	1%	47
8+ members	2	0%	26	1%	28
	LIPH		**HCV**		
Average Income	$14,602.00		$16,905.00		
Average TTP	$330.00		$404.00		

RESIDENT SPOTLIGHT

Bernardo Falcon, 52, has a dream of opening his own immigration law firm. As an immigrant from Peru, and now a naturalized citizen, Bernardo understands the challenges that immigrants and their families face in the United States. Through the Caring About Resident Economic Self-Sufficiency (CARES) program, Bernardo has been able to pursue this dream step-by-step. Since enrolling in CARES, Bernardo has completed his associate degree, bachelor's degree, and eventually enrolled in a law degree. Bernardo is now pursuing a masters in immigration law to prepare himself to one day open his own firm. In the meantime, Bernardo works at a law firm and offers tax preparation services. "With the CARES program I saw the chance to support myself and my children, and to better my education," Bernardo says. The CARES program has been a great support not just for Bernardo, but also for his children, who have been able to use savings from rent deductions to be able to pursue their college degrees while living with their father. Even with the time limitations of the CARES program, Bernardo sees this as a critical way to move toward economic independence for his family. "For me, welfare of any kind is just a push, a way of helping out, so that you can start working by yourself."

Bernardo has also been able to take advantage of the programming offered through the Family Self- Sufficiency (FSS) Homebuyers program to prepare himself for homeownership. He says, "The FSS meetings are really interesting because you learn how to budget your money, how to manage your credit, and there's always something to learn. It's also a great way to learn about down payment assistance and other homeownership opportunities. There are so many programs that can assist you and FSS shows you the way to do it."

Low-Income Public Housing (LIPH)

At the end of FY19, ECC/HANH had a total 1,634 public housing units. This total included:

- 826 site-based family units (41% of LIPH stock)
- 637 elderly/disabled units (8% of LIPH stock)
- 171 scattered site units (10% of LIPH stock)

Of the total LIPH units, post RAD-conversion, 19 units will remain approved as vacancies for units offline. These will be held for the following uses: Officers in Residence, Teachers in Residence, Asset Management offices, Tenant Resident Council offices/food banks.

During FY19, ECC/HANH planned to remove 736 units from the LIPH portfolio. Only 71 were removed. Plans to remove units are still underway and dependent on the redevelopment plans under ECC/HANH's Planning and Development Department and the Glendower group. Although ECC/HANH is decreasing the LIPH stock, it is important to note that the RAD stock has increased. The increase in RAD units means that residents are not losing housing opportunities, and as noted previously, twenty four percent more families are now served through ECC/HANH's affordable housing programs than before ECC/HANH was granted MTW status.

The following table details in the LIPH portfolio at the end of FY19.

Low-Income Public Housing Portfolio FYE 2019						
Development Name	**Type**	**Units beginning FY 19**	**Planned Units to Add**	**Planned Units to Remove During FY 19**	**Actual Units Removed during FY19**	**Actual Units at FYE19**
Val Macri	Elderly /Disabled	17	0	0	0	17
Fairmon Heights	Elderly /Disabled	98	0	98	0	98
Crawford Manor	Elderly /Disabled	109	0	0	0	109
McQueeney Towers	Elderly /Disabled	150	0	150	0	150
Winslow-Celentano	Elderly /Disabled	65	0	65	0	65
Robert T Wolfe	Elderly /Disabled	93	0	93	0	93
Ruoppolo Manor	Elderly /Disabled	105	0	105	0	105
Valley Townhouses	Family	40	0	0	0	40
Farnam Courts	Family	92	0	92	0	92
Westville Manor	Family	151	0	62	0	151
McConaughy Terrace	Family	201	0	0	0	201
Waverly Townhouses	Family	52	0	52	52	0
Quinnipiac Terrace I	Family	58	0	0	0	58
Quinnipiac Terrace II	Family	56	0	0	0	56
Quinnipiac Terrace III	Family	17	0	0	0	17
Essex Townhouses	Family	35	0	0	0	35
New Rowe	Family	46	0	0	0	46
Brookside Phase I	Family	50	0	0	0	50
Brookside Phase II	Family	50	0	0	0	50
Rockview Phase I	Family	30	0	0	0	30
Scattered Site-Multi Family	Scattered Sites	115	0	19	19	96
Scattered Site West	Scattered Sites	23	0	0	0	23
Scattered Site East	Scattered Sites	52	0	0	0	52
	Total	**1,705**	**0**	**736**	**71**	**1,634**

Housing Choice Voucher

At the end of FY19, ECC/HANH had a total voucher count of 5,544. During the course of the year, ECC/HANH was able to RAD 70 LIPH units, bringing the total RAD count to 817.

Summary	Planned Vouchers at End of FY19

Summary	Planned Vouchers at End of FY19
MTW Vouchers	4,481
Enhanced Vouchers	81
RAD Vouchers (prior year's total)	747
New RAD Vouchers for FY19	70
SRO	80
VASH Vouchers	85
Total ECC/HANH Voucher Pool	5,544
Total Projected Voucher Allocation	5,544
Actual Vouchers Utilized	4,847
Utilization Rate	87%

ECC/HANH MTW Activities Summary	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY 2019	Actual Number of Vouchers Utilized	Percent of Vouchers Utilized
MTW Tenant Based Vouchers	Portable tenant-based assistance	3,122	0	0	0	0	3,122	3,003	96%
Temporary Relocation Vouchers	70 RAD II & 52 Farnam	52	0	0	0	70	122	55	45%
Expanding	Support mobility and	430	0	0	0	0	430	255	59%
PBV Efforts to	Allocation to homeless	58	0	0	0	0	58	52	90%
PBV Housing	Project Based Voucher	563	0	0	0	0	563	438	78%
RAD	Conversion of LIPH	747	0	0	824	70	817	747	91%
PBV Supportive	Subsidies for	203	17	17	0	0	186	133	72%
Enhanced	Dwight Gardens	11	0	0	0	0	11	11	100%
Enhanced	Seabury	0	0	0	0	70	70	0	0%
Mod Rehab-Single Room Occupancy	80 SRO Vouchers	80	0	0	0	0	80	80	100%
HUD VASH	85 Veterans Supportive Housing	85	0	0	0	0	85	73	86%
TOTALS		**5,351**	**17**	**17**	**824**	**210**	**5,544**	**4,847**	**87%**

Temporary Relocation Vouchers	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY 2019	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
Farnam Emergency Relocation		52	0	0	0	0	52	34	65%
RAD 2 Relocation		0				70	70	21	30%
Temporary Relocation Vouchers		**52**	**0**	**0**	**0**	**70**	**122**	**55**	**45%**

PBV Efforts to End Homelessness	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY19	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
PBV Fellowship I	100% Supportive Housing	18	0		0		18	15	83%
PBV Fellowship II	100% Supportive Housing	5	0		0		5	5	100%
PBV Also Cornerstone (Continuum of Care)	100% Supportive Housing	4	0		0		4	3	75%
PBV Norton Court (Continuum of Care)	100% Supportive Housing	12	0		0		12	11	92%
PBV Cedar Hill	100% Supportive	4	0		0		4	3	75%
PBV West Village	52 Howe St. – 100%	15	0		0		15	15	100%
PBV Efforts to End Homeless Subtotal		**58**	**0**	**0**	**0**	**0**	**58**	**52**	**90%**

Expanding Housing Choice	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY 2019	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
Expanded Jurisdiction (PBV)	New Initiative 2019	19	0	0	0	0	19	0	0%
CARES (SEHOP)	5 Vouchers set aside for CARES participants	5	0		0		5	2	40%
Section Eight Home Ownership Program (SEHOP)	50 Vouchers set aside for LIPH & HCV Homeownership Program	50	0		0		50	25	50%
West Rock Homeownership Phase 1	5 new homeownership Vouchers	2	0		0		2	0	0%
Tenant Protection	266 vouchers for CSS	242	0		0		242	228	94%
RAD IIA Relocation	Support relocation of	70	0		0		70	0	0%
RAD IIB Tenant	Support relocation of	32	0		0		32	0	0%
State and Local	New Activity	10	0		0	0	10	0	0%
Expanding Housing Choice Subtotal		**430**	**0**	**0**	**0**	**0**	**430**	**255**	**59%**

PBV Housing Redevelopment	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY19	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
PBV QT Phase 1	81 Vouchers – 28% of Vouchers PBV	23	0		0		23	23	100%
PBV QT Phase 2	79 Vouchers – 29% of Vouchers PBV	23	0		0		23	22	96%
PBV QT Phase 3	33 rental Vouchers 48% are PBV	16	0		0		16	15	94%
PBV Eastview Phase I	102 Vouchers – 48% of Vouchers are PBV	49	0		0		49	44	90%
Chatham/Eastview	2 PBV	2	0	0	0	0	2	2	100%
PBV Brookside Phase I Rental	100 affordable rental mixed - 50% of Vouchers are PBV	51	0		0		51	45	88%
PBV Brookside Phase 2 Rental	51 PBV for affordable housing for families in 1 to 4-bedroom Vouchers	51	0		0		51	47	92%
PBV Rockview Phase I Rental	47 Vouchers for affordable housing, 61% of Vouchers are PBV	47	0		0		47	45	96%
PBV New Rowe Building	104 affordable mixed use, mixed finance development 31% of Vouchers are PBV	32	0		0		32	31	97%
PBV 122 Wilmot Road	13 PBV for affordable	13	0		0		13	13	100%
PBV Park Ridge	100% Elderly/disabled housing	60	0		0		60	60	100%

PBV Housing Redevelopment	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY19	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
PBV Frank Nasti Existing	Scattered Site PBV-Families	8	0		0		8	8	100%
PBV CUHO Existing	Scattered site PBV Vouchers for families	16	0		0		16	11	69%
PBV CUHO New Construction	Affordable 8-unit rental housing development-Families	5	0		0		5	5	100%
PBV Shartenburg	20 PBV Vouchers for the City initiative 360 State-Families	20	0	0	0		20	17	85%
Mutual Housing Association New Construction	8 rehabilitation / 12 new construction affordable housing - 45.5% of Vouchers are PBV	20	0	0	0		20	18	90%
PBV Mutual Housing Assoc. (Neighborhood Works/New Horizon)	10 MHA PBV Vouchers	9	0	0	0	0	9	8	89%
PBV Mutual Housing Existing		15	0	0	0	0	15	12	80%
PBV Casa Otonal		12	0	0	0		12	12	100%
PBV Christian		17	0	0	0		17	0	0%
Live Learn Play		19	0	0	0	0	19	0	0%
Residences at Ninth Square	Support the redevelopment of 9th Square Development	55	0	0	0		55	0	0%
PBV Housing Redevelopment Subtotal		**563**	**0**	**0**	**0**	**0**	**563**	**438**	**78%**

RAD Conversion	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY19	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
RAD 122 Wilmot Road	34 PBV	34	0		0	0	34	33	97%
RAD Eastview Phase I	102 Vouchers – 48% of Vouchers are PBV; remaining 53 ACC Vouchers converted to RAD PBV	53			0	0	53	50	94%
RAD Ribicoff (Twin Brook) – 9%	44 Vouchers of RAD converted ACC Vouchers – 80% PBV; 11 market rate Vouchers	44	0		0	0	44	43	98%
RAD Ribicoff (Twin Brook) - 4%	51 Vouchers of RAD converted ACC Vouchers	51	0		0	0	51	50	98%
RAD Fair	55 Vouchers of RAD	55	0		0	0	55	54	98%
RAD Monterey Place- Edith B Johnson	95 Vouchers of RAD converted ACC Vouchers	95	0		0	0	95	93	98%
RAD Monterey Place- William Griffin	4 Vouchers of RAD converted ACC Vouchers	4	0		0	0	4	4	100%
RAD Monterey Place 1	42 Vouchers of RAD converted ACC Vouchers	42	0		0	0	42	41	98%

RAD Conversion	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY19	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
RAD Monterey Place 2	7 Vouchers of RAD converted ACC Vouchers	7	0		0	0	7	6	86%
RAD Monterey	45 Vouchers of RAD	45	0		0	0	45	44	98%
RAD Monterey Place 4	42 Vouchers of RAD converted ACC Vouchers	42	0		0	0	42	41	98%
RAD Monterey Place 5	17 Vouchers of RAD converted ACC	17	0		0	0	17	17	100%
RAD Monterey Place 2R	28 Vouchers of RAD converted ACC	28	0		0	0	28	27	96%
RAD McQueeney Towers	150 Vouchers of converted ACC Vouchers	0	0		149	0	0	0	0%
RAD Fairmont Heights	98 Vouchers of converted ACC Vouchers	0	0		98	0	0	0	0%
RAD Matthew Ruoppolo Manor	105 Vouchers of converted ACC Vouchers	0	0		103	0	0	0	0%
RAD Winslow Celentano	65 Vouchers of converted ACC Vouchers	0	0		64	0	0	0	0%
RAD Robert T. Wolfe	93 Vouchers of converted ACC	0	0		93	0	0	0	0%
RAD Prescott	56 Vouchers of	56	0		0	0	56	55	0%

RAD Conversion	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY19	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
RAD Waverly Townhouses	52 Vouchers of converted ACC	0	0		51	51	51	18	0%
RAD Valley Townhouses	40 Vouchers of converted ACC	0	0		0	0	0	0	0%
RAD CB Motley	45 Vouchers of converted ACC	45	0		0	0	45	42	93%
RAD Newhall Gardens	26 Vouchers of converted ACC	26	0		0	0	26	25	96%
RAD Katherine Harvey Terrace	17 Vouchers of converted ACC	17	0		0	0	17	16	94%
RAD Fulton Park	12 Vouchers of converted ACC	0	0		0	12	12	2	17%
RAD Chamberlain Court (Justice Landing)	7 Vouchers of converted ACC	0	0		0	7	7	0	0%
Westville Manor	62 Vouchers of converted ACC	0	0		62	0	0	0	0%
Scattered Site Multi-Family	115 Vouchers of converted ACC	0	0		115	0	0	0	0%
RAD Chamberlain Court (Justice Landing)	1 Vouchers of converted ACC	0	0		1	0	0	0	0%

RAD Conversion	Description	2019 Voucher Baseline	Planned Vouchers to be Removed	Actual Vouchers Removed	Planned Vouchers to be Added	Actual Vouchers Added	Actual Vouchers at end of FY19	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
RAD Farnam Onsite I	86 Vouchers converted ACC	86			0	0	86	86	100%
RAD Farnam Onsite II		0			88	0	0	0	0%
RAD Conversion Subtotal		**747**	**0**	**0**	**824**	**70**	**817**	**747**	**91%**

TBV Supportive Housing Efforts	Description	2019 Voucher Baseline	Planned Units to be Removed	Actual Units Removed	Planned Units to be Added	Actual Units Added	Actual Units at end of FY 2019	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
Tenant Based DHMAS Supportive – Housing First	Supportive Housing	10	0		0	0	**10**	9	90%
DMHAS Mental Health Transformation Grant – FUSE	Supportive Housing	10	0		0	0	**10**	7	70%
Family Options – Homeless	Supportive Housing	15	0		0	0	**15**	10	67%
Permanent Enrichment	Supportive Housing	10	0		0	0	**10**	7	70%
Foreclosure Protection	Foreclosure Protection	17	17	17	0	0	**0**	0	0%
Family Unification Supportive Housing	DCF Family	20	0		0	0	**20**	15	75%
Homelessness/Imminent Danger of Homelessness	(Formerly Foreclosure PBV)	40	0		0	0	**40**	25	63%
Supportive Housing/Homelessness Prevention l	Supportive Housing/Homelessness Prevention	51	0		0	0	**51**	32	63%
Project Longevity	20 vouchers for city initiative targeting homeless former offenders	20	0		0	0	**20**	18	90%
Re-entry Fresh Start	10 vouchers for re-entry applicants through City Fresh Start	10	0	0	0	0	**10**	10	100%
Supportive Housing Efforts Subtotal		**203**	**17**	**17**	**0**	**0**	**186**	**133**	**72%**

IV. Approved MTW Activities

ONGOING ACTIVITIES

Initiative 1.2 – Local Total Development Cost (TDC) Limits

Approved in FY09 and implemented in FY10.

Cost Effective

Housing Choice

Description and Status

This initiative was approved in FY08 and implemented in FY09. This activity establishes Total Development Costs (TDC) and Housing Construction Costs (HCC) for ECC/HANH that are separate from HUD's standard limits, in order to better reflect local real estate market conditions. ECC/HANH has determined that HUD's standard TDC and HCC limits do not reflect the local marketplace conditions for development and redevelopment activities for New Haven based on two factors: location and design standards.

Location: HUD's TDC and HCC cost limit reflects a national industry average. However, construction costs in New Haven, with its proximity to the New York City construction market, are higher than the national average. Although higher costs can be challenging to accommodate, ECC/HANH uses higher quality building products to:

- remain marketable and competitive in the local rental market
- reduce maintenance cost
- increase durability
- enhance the quality of life of the residents

ECC/HANH prepared a TDC and HCC schedule, which reflects construction and development costs in New Haven. ECC/HANH first submitted its revised alternate TDC and HCC schedule as part of the Appendix to the FY09 Annual MTW Report. The alternate HCC and TDC uses historical data from recent ECC/HANH mixed-income developments by building type and bedroom size, in addition to current RS Means Building Cost Data by building type, gross square footage, and applicable hard costs. The data further confirmed that New Haven MSA construction costs are on par with those of Fairfield County (in Connecticut), similar to that of the New York City market. Given these costs, the data showed that it is necessary to use an alternate HCC and TDC. ECC/HANH used the approved FY09 TDC and HCC limits for the Rockview Phase I Redevelopment. During FY12, ECC/HANH submitted revised TDC and HCC limits.

Design Standards: ECC/HANH's design standards include higher quality materials for long-term viability and durability. Using higher quality materials for development and redevelopment activities results in higher construction costs but also increases the quality, marketability, and sustainability of units, improves energy efficiency, and reduces the number of requests for emergency work orders. By using higher quality materials, ECC/HANH also anticipates faster lease ups and fewer unit turnovers.

HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark*	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 units (frozen 2001 base)	Decrease of 5% from previous year (limited to de minimus reduction)	2019: 1,634 units 2018: 1,705 units 2017: 1,849 units 2016: 2,310 units 2015: 2,447 units	Yes

			2014: 2,447 units 2013: 2,613 units	

* Prior to FY16, the benchmark was 2,529 units. However, ECC/HANH is reducing the number of LIPH units being converted to RAD, therefore the benchmark was updated accordingly.

Internal Metric #6: Utility Expense Per Unit ****				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Reduction of utility expenses per unit, pre and post redevelopment – Electric	Valley Waverly: $900 per unit/ per month in 2012	5% reduction; Electric utility expenses would reach approximately $858.33 per unit	Refer to Appendix 10, Electricity Utility Costs Per Unit Per Month.	Yes
Reduction of utility expenses per unit, pre and post redevelopment – Gas	Valley Waverly: $60.83 per unit/ per month in 2012	5% reduction; Gas utility expenses would reach approximately $65.83 per unit	Refer to Appendix 10, Gas Utility Costs Per Unit Per Month.	Yes

TOTAL DEVELOPMENT COST BY DEVELOPMENT AND UNIT										
Development Name	Year Converted	LIPH Units	PBV Units	Total # of Assisted Units	# of Market Rate Units	Total # of Units	HUD TDC (2013) ~	ECC HANH TDC ~	TDC	TDC Per Unit
Eastview Terrace Phase 1	2009	53	49	102	0	102	$259,210	$351,621	$32,289,891	$316,567.56
Quinnipiac Terrace 3	2010	17	16	33	0	33	$259,210	$351,621	$9,384,480	$284,378.18
William T. Rowe	2010	46	32	78	26	104	$313,133	$428,328	$24,987,375	$240,263.22
Brookside Phase I	2011	50	50	100	0	100	$259,210	$351,621	$30,198,639	$301,986.39
Brookside Phase II	2012	50	51	101	0	101	$259,210	$351,621	$20,014,054	$198,158.95
Wilmot Crossing	2012	0	47	47	0	47	$313,133	$428,328	$13,109,292	$278,921.11
Rockview Phase I	2013	30	47	77	0	77	$259,210	$351,621	$21,790,445	$282,992.79
Ribicoff 9%	2014	0	44	44	11	55	$313,133	$428,328	$14,517,329	$263,951.44
Ribicoff 4%	2014	0	51	51	0	51	$259,210	$351,621	$13,457,150	$263,865.69
Farnam Courts-Fair Haven	2015	0	57	57	0	57	$259,210	$351,621	$19,203,991	$336,912.12
Farnam Court Phase I onsite	2016	0	86	86	8	94	$313,133	$428,328	$27,436,148	$291,873.91
Rockview Phase 2**	2019	0	62	62	16	78	$298,901	$405,464	$22,736,473	$291,493.24
Farnam Courts-Phase 2*	2020	0	88	88	23	111	$259,210	$351,621	$33,394,964	$300,855.53
Westville Manor*	TBD	0	87	87	22	109	$313,133	$405,464	$41,420,000	$380,000.00
Total		360	856	1216	45	1261				

*- Proposed, ** Under Construction, ~2013 TDC used for 3-bedroom

Impact

ECC/HANH's MTW flexibility has allowed for an extensive redevelopment approach that has utilized the alternative TDC initiative to support the design and development of quality, energy efficient housing of choice that meets market demand and local standards. This is bolstered by the critical flexibility provided by the initiative, including the ability to leverage non-MTW funds through applications for competitive funding rounds. Each of the properties identified above included LIHTC that in turn allowed for the leverage of private financing. Of the past 14 redevelopments, 8 of 14 required use of the local TDC. TDCs ranges from $198k to $380k per unit. Those that exceed HUD TDC limits exceeded by between $4700 and $78k. At no time did we exceed the HUD approved alternate TDC limits.

During FY19 the local TDCs were used as follows. ECC/HANH received all necessary funding commitments to proceed to the completion of Farnam Phase 2. Phase 2 will be bifurcated into a 4% LIHTC phase (45 total units, including 36 RAD units) and a 9% LIHTC Phase (66 total units, including 51 RAD units). ECC/HANH was successful in obtaining both 4% and 9% LIHTC through the Connecticut Department of Housing Competitive Housing Assistance for Multifamily Properties (CHAMP) funding round. ECC/HANH's 9% LIHTC application was also the highest scoring application under the CHAMP 9% LIHTC public housing set-aside. It is anticipated that both projects will begin construction during FY20. Ultimately, the TDC initiative allowed ECC/HANH to best structure these applications for very competitive state funding. The success of these applications demonstrates that this initiative provides the opportunities necessary to obtain redevelopment funding.

The ability to use TDCs that represent the local cost of construction provides for: increased housing quality, more marketable units, a reduction in maintenance cost, and enhanced housing choice and quality of life for residents. Without TDC schedule limits, ECC/HANH would not otherwise be able to redevelop quality sustainable affordable housing due to high construction costs in the area. Although the higher TDC limits enable the construction of high-quality housing, this flexibility does not require the expenditure of higher MTW assistance. As is demonstrated in the leveraged funds chart (see Initiative 1.12) the funds leveraged through MTW range from a ratio of 3:1 to as high as 18:1. ECC/HANH has accomplished this leverage through an ambitious and rigorous process to assure that all non-MTW resources are leveraged to the greatest extent possible.

ECC/HANH has been undergoing a concerted effort to convert LIPH units to RAD. Because of the subsequent decrease in LIPH units, ECC/HANH did not meet their original benchmark for "Units of Housing Preserved" and does not expect to meet the benchmark in the future. Therefore, a new benchmark was developed as of FY16 (decrease of 5% from previous year). ECC/HANH met all the benchmarks because of using a local TDC such as leveraged dollars, increase in REAC scores, decrease in work orders, and reduction of utility cost.

ECC/HANH anticipates changing the metrics to further detail the impact of this initiative. In the FY19 plan, ECC/HANH proposed to update the baseline for HC#2 to include the total number for units at sites developed. ECC/HANH also proposed to remove the CE #4 Increase in Resources Leveraged. This metric has since been removed.

In addition, the internal metrics #2 have been reevaluated in comparison with the rest of portfolio. The following internal metrics (#2 REAC and #3 Average Work Order) will be featured in the Appendix, as there are several other initiatives who report on the same data. This will minimize the number of repeated tables throughout the document. Internal metric #6 has also been moved to the appendix, and internal metrics #7 and #8 have been discontinued.

This initiative meets the statutory objectives of cost effectiveness and increasing housing choice.

Redevelopment Metrics				
Internal Metric #2: REAC Scores				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
REAC scores	REAC score of 80 for ECC/HANH's developments (those reflecting alternate TDCs)	10% increase. REAC scores would reach 88.	Refer to Appendix 8: ECC/HANH Development REAC Scores for specific data points.	Yes
Internal Metric #3: Average work order				
Work orders per property	N/A	Brookside Phase I: 1,000 (10 work/year) Brookside Phase II: 1,000 QT1: 560 QT2: 580 QT3: 170 Eastview: 1,020	Refer to Appendix 9: Work Orders, FY09 to FY19 for specific data points.	Yes

Challenges or Changes

There were no challenges or changes for FY19.

Initiative 1.4 and 1.10 – Defining Income Eligibility for the Project Based Voucher Programs

Cost Effective

Housing Choice

Approved in FY12 and implemented in FY13.

Description and Status

To be eligible to receive assistance under the Project-Based Voucher (PBV) program, a family must meet the following income limits under Section 8(o) (4) of the Housing Act of 1937. Recipients of PBV program assistance must be:

- a very low-income family;
- a family previously assisted under this title;
- a low-income family that meets eligibility criteria specified by the public housing agency;

- a family that qualifies to receive a voucher in connection with a homeownership program approved under Title IV of the Cranston-Gonzalez National Affordable Housing Act; or
- a family that qualifies to receive a voucher under section 223 or 226 of the Low-Income Housing Preservation and Resident Homeownership Act of 1990.

The PBV program promotes housing choice in developing communities with housing options for a wide range of incomes, and also reduces the cost of the program. ECC/HANH used the flexibility granted under Attachment C, Section C(3)(a) of the MTW Agreement to establish PBV program eligibility criteria under its Administrative Plan. The eligibility criteria require that:

- No less than 40 percent of the project-based vouchers awarded in any year to be awarded to families with incomes at or below 30 percent of the Area Median Income (AMI), adjusted for family size.
- ECC/HANH will award up to 15 percent of the PBV's allocated for any mixed finance project to families with incomes between 50 and 80 percent of AMI for Brookside Phase 1 Rental.
- 45 percent of PBV may be allocated to families with income between 50 and 80 percent AMI for Brookside Phase 2 Rental mixed finance development.

This initiative includes the developments listed in the following chart.

Income Eligibility for Project Based Voucher Program in Mixed-Finance Developments

Development	Units at or below 30% of AMI	Percent	Units at 31-49% of AMI	Percent	Units at 50-80% of AMI	Percent	Total Units
Brookside I	20	45%	13	30%	11	25%	50
Brookside II	15	36%	19	45%	8	19%	51
Rockview	16	36%	20	45%	8	18%	47
Total	**51**	**39%**	**52**	**40%**	**27**	**21%**	**148**

Impact

Since its implementation in FY13, this initiative has been expected to both increase housing choice and cost effectiveness at the three developments listed above: Brookside I, Brookside II, and Rockview.

Outcomes

HUD-Required Metrics

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 units (frozen 2001 base)	Decrease of 5% from previous year	2019: 1,634 units 2018: 1,705 units 2017: 1,849 units 2016: 2,310 units 2015: 2,447 units 2014: 2,447 units 2013: 2,613 units	Yes

Internal Metrics

Internal Metric #9: Income eligibility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at below 30% Area Median Income (AMI)	N/A	No less than 40% of the PBVs awarded in any year will be awarded to families with incomes at or below 30% of the area median income, adjusted for family size.	2019: • 0% of new PBV households at Brookside Phase I families were at or below the 30% AMI. • 45% of all households are at or below 30% AMI. • 0% of new PBV households at Brookside Phase II were at or below 30% AMI. • 36% of all households are at or below 30% AMI. • 39% of families in applicable developments have incomes below 30% AMI (see above Income Eligibility table for more information) 2018: • 44% of families in Brookside Phase I have income below 30% AMI • 43% of families in Brookside Phase II have income below 30% AMI • 61% of families in applicable developments have incomes below 30% AMI (see above Income Eligibility table for more information) 2017: • 0% of families in Brookside Phase I have incomes below 30% AMI • 0% of families in Brookside Phase II have incomes below 30% AMI • 23% of families in applicable developments have incomes below 30% AMI (see above Income Eligibility table for more information) 2016: • 72% of families in Brookside Phase I have incomes below 30% AMI • 74% of families in Brookside Phase II have incomes below 30% AMI 2014:	Partial

			• 66% of families in Brookside Phase I have incomes below 30% AMI • 48% of families in Brookside Phase II have incomes below 30% AMI 2013: • 49% of families in Brookside Phase I have incomes below 25% AMI • 50% of families in Brookside Phase II have incomes below 25% AMI	

Redevelopment Metrics (continued)

Internal Metric #9: Income eligibility (continued)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households between 50% AMI and 80% Area Median Income (AMI)	N/A	15% of the PBVs may be allocated to families with incomes between 50 and 80% of AMI at Brookside Phase I rental 45% of PBV may be allocated to families with incomes between 50 and 80% AMI at Brookside Phase II rental	2019: • 100% of new PBV households at Brookside Phase I families were between 50% & 80% AMI. • 25% of total households were between the 50% to 80% AMI. • 100% of new PBV households at Brookside Phase II were between 50% & 80% AMI. • 19% of total households were between the 50% & 80% AMI. • 21% of families in applicable developments have incomes between 50% & 80% AMI. 2018: • 8% of families in Brookside Phase I have income between 50% & 80% AMI • 18% of families in Brookside Phase II have income between 50% & 80% of AMI • 9% of families in applicable developments have incomes above 50% AMI 2017: • 15% of families in Brookside Phase I have incomes above 50% AMI • 41% of families in Brookside Phase II have incomes above 50% AMI • 20% of families in applicable developments have incomes above 50% AMI	Partial

			2016: • 2% of families in Brookside Phase I have incomes above 50% AMI • 0% of families in Brookside Phase II have incomes above 50% AMI 2014 • 6% of families in Brookside Phase I have incomes above 50% AMI • 24% of families in Brookside Phase II have incomes above 50% AMI 2013 • 1% of families in Brookside Phase I have incomes above 50% AMI • 21% of families in Brookside Phase II have incomes between 50% and 80% AMI (see above Income Eligibility table for more information)	

Challenges or Changes

In the 2019 plan, ECC/HANH proposed to discontinue CE #4, Increasing leveraged funds is not a goal of this initiative. Rather, this initiative aims to decrease maintenance costs and increase durability of units and the quality of life of residents. This initiative meets the statutory objectives of cost effectiveness and increasing housing choice.

Initiative – 1.6 Deconcentration of Poverty (promoting expanded housing opportunities for HCV and PBV program)

Housing Choice

Approved in FY08 and implemented in FY09.

Description and Status

Under ECC/HANH's MTW Agreement with HUD, ECC/HANH is authorized to develop its own leased housing program through exceptions to the standard HCV program. This authority is granted for the purposes of creating a successful program with stable landlords, high-quality properties, and mixed-income neighborhoods. This includes establishing reasonable policies for setting rents and subsidy levels for tenant-based assistance.

During FY08, ECC/HANH began to implement MTW Rent Standards to allow higher payment standards. To quality, a rental unit must meet one of the following criteria:

- wheelchair accessible
- large bedroom size (4 bedrooms or larger)
- located in a neighborhood with low concentrations of poverty
- located in new development projects that include significant public investment to promote neighborhood revitalization
- located in mixed-income housing that promotes deconcentration of poverty

In addition, ECC/HANH approved budget-based rent increases for landlords who make major capital improvements in their property, including accessibility modifications. Requests for MTW rent standards are reviewed on a case-by-case basis. Under no circumstances may ECC/HANH approve an MTW rent standard above 150% of Fair Market Rent without prior HUD approval. ECC/HANH reexamines its MTW rent standards monthly to ensure that ECC/HANH does not exceed 120% of the fair market rents (FMR) in the mean rent standard, which includes HAP payments to landlords, HAP RAD Payments, tenant rent payments to landlords, and any utility allowance amounts.

Impact

The deconcentration initiative expands housing choice for low-income families that would have difficulty accessing housing without the use of a housing voucher in "non-impacted areas." Non-impacted areas are also referred to as "neighborhoods of choice," characterized by a low concentration of poverty.

Since the initiative began in FY09, 225 HCV participants have leased up in non-impacted neighborhoods in New Haven, representing six percent of all ECC/HANH households receiving tenant-based rental assistance (3,591). Five percent of ECC/HANH's total tenant-based voucher households (4,875) reside in non-impacted neighborhoods in New Haven. During FY19, 18 HCV participants moved into areas of lower poverty.

In FY19, 31 families participated in mobility counseling services. A total of 58 units were shown, and five units resulted in lease-up. Of the five lease-ups, none were in a non-impacted neighborhood. ECC/HANH recognizes the continued challenge of helping families to lease in non-impacted areas and will address this in FY20. More detail is provided in the Challenges and Changes section to follow.

ECC/HANH continues to share information and resources on choice mobility with participants in the Housing Choice Voucher program. During HCV briefings, families are advised of opportunities to move to non-impacted neighborhoods, including porting to another jurisdiction or looking for housing in areas in which they have shown an interest in living. During the HCV briefing, a handout is provided, and participants are referred to mobility counseling services, provided by contracted realtor, for assistance in their search for housing in non-impacted areas as well as to assist HCV participants in finding accessible units. Property owners with apartments in non-impacted areas are also encouraged to advertise their units in the ECC/HANH apartment listing.

With an average household income of $17,594, families who live in non-impacted areas have a seven percent higher income as compared to the entire ECC/HANH HCV-assisted population, at $16,288. Because families that reside in non-impacted neighborhoods have higher household incomes on average, the average housing assistance payment in non-impacted neighborhoods is three percent lower than other areas. However, the average contract rent in non-impacted neighborhoods ($1,231) is three percent higher than average contract rents in areas outside of non-impacted neighborhoods ($1,194).

Outcomes

HUD-Required Metrics

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Annual number of incremental households leased-up in low poverty areas* because of the activity	0 (2008)	10	2019: 18 2018: 16 2017: 10 2016: 9 2015: 14 2014: 11 2013: 10 2012: 7 2011: 7 2010: 13	Yes
Annual number of incremental households with exception rents approved due to bedroom size issue because of the activity	0 (2008)	1**	2019: 0 2018: 0 2017: 1 2016: 0 2015: 2 2014: 0 2013: 0 2012: 0 2011: 1 2010: 7 2009: 1	Yes
Annual number of incremental households with exception rents approved due to an accessibility issue because of the activity	0 (2008)	10***	2019: 0 2018: 0 2017: 2 2016: 2 2015: 1 2014: 2 2013: 0 2012: 0 2011: 0 2010: 1 2009: 2	No

** Low poverty areas include the following U.S. Census Tracts: 1401, 1410, 1411, and 1428*
*** This benchmark is new as of FY17 but will be reevaluated in FY19*

Challenges or Changes

In spite of the availability of mobility counseling services, many families have not chosen to relocate to low poverty or non-impacted areas. Additionally, ECC/HANH was not tracking port out to other areas of high or very high opportunity. With new data, we will be able to track if families are moving to other areas of opportunity.

Some of the challenges that families face when considered a move to a non-impacted area include: lack of access to transportation and child care options, or insufficient funds to use for application fees and security deposits. In response to these challenges, for FY20, ECC/HANH anticipates the following enhancements to the deconcentration initiative, enabled through the MTW status:

- Mobility Counseling offered through the Glendower Group with a focus on educating and incentivizing families on rental options in non-impacted areas
- Application fee assistance (paid for up to 3 applications with an anticipated cost of $30 per application or $90 per family)
- Security deposit assistance (up to one month of contract rent or assistance with payment of past utility debts that would prevent a family from securing utilities in their own name, up to the voucher payment standard for family size)
- Incentive fee for new property owners participating in HCV (based on census tract and size of the unit)

- Incentive fee for property owners in the HAP contract length ((for PBV units-subject to availability, fees based on the number of years agreed to in the HAP Contract, with up to $2200 for five to nine years, and up to $3300 for 10 or more years)

A more detailed outline of updates to this initiative can be found in the FY20 plan.

In the 2019 Plan, ECC/HANH noted that HC#5 would be reviewed to determine continued use during FY19. Although no changes to the metrics have been made, ECC/HANH continues to review the metrics and plans to update them in the coming plan or reports. This initiative meets the statutory objective of increasing housing choice.

Housing Choice

Initiative 1.7 – Tenant-Based Vouchers for Supportive Housing for the Homeless

Approved in FY10 and implemented in FY11.

Self-Sufficiency

Description and Status

ECC/HANH has strategically allocated housing choice voucher resources to support the goal of ending homelessness in New Haven. ECC/HANH partners with the City of New Haven, Continuum of Care agencies (COC), shelters, regional entities, and transitional and permanent housing providers to identify chronically homeless individuals and families who could be served by the ECC/HANH voucher program. Additionally, ECC/HANH, in partnership with the City of New Haven, is providing housing assistance to formerly incarcerated individuals to help prevent recidivism through the Project Longevity and Re-Entry Fresh Start programs.

ECC/HANH has entered into a Memoranda of Understanding (MOU) with community organizations that provide housing and supportive services to homeless individuals and families. These organizations assess and prioritize referrals to ECC/HANH to provide housing vouchers to the most vulnerable and chronically homeless individuals and families.

At the end of FY19 ECC/HANH had 186 tenant-based vouchers allocated to serve individuals or families that meet one or more of the following criteria:

- chronically homeless individuals
- formerly incarcerated individuals
- homeless families
- families receiving services from Child Protective Services

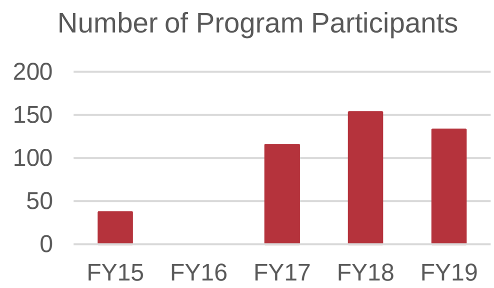
The chart below details ECC/HANH's use of housing vouchers to end homelessness in New Haven.

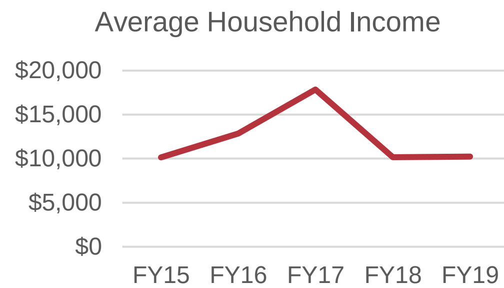
TBV Supportive Housing Efforts	Description	2019 Voucher Baseline	Planned Units to be Removed	Actual Units Removed	Planned Units to be Added	Actual Units Added	Actual Units at end of FY 2019	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
Tenant Based DHMAS Supportive – Housing First	Supportive Housing	10	0		0	0	**10**	9	90%
DMHAS Mental Health Transformation Grant – FUSE	Supportive Housing	10	0		0	0	**10**	7	70%
Family Options – Homeless	Supportive Housing	15	0		0	0	**15**	10	67%
Permanent Enrichment	Supportive Housing	10	0		0	0	**10**	7	70%
Foreclosure Protection	Foreclosure Protection	17	17	17	0	0	**0**	0	0%
Family Unification Supportive Housing	DCF Family	20	0		0	0	**20**	15	75%
Homelessness/Imminent Danger of Homelessness	(Formerly Foreclosure PBV)	40	0		0	0	**40**	25	63%
Supportive Housing/Homelessness Prevention l	Supportive Housing/Homelessness Prevention	51	0		0	0	**51**	32	63%
Project Longevity	20 vouchers for city initiative targeting homeless former offenders	20	0		0	0	**20**	18	90%
Re-entry Fresh Start	10 vouchers for re-entry applicants through City Fresh Start	10	0	0	0	0	**10**	10	100%

TBV Supportive Housing Efforts	Description	2019 Voucher Baseline	Planned Units to be Removed	Actual Units Removed	Planned Units to be Added	Actual Units Added	Actual Units at end of FY 2019	Actual Number of Vouchers Utilized	Percentage of Vouchers Utilized
Supportive Housing Efforts Subtotal		**203**	**17**	**17**	**0**	**0**	**186**	**133**	**72%**

Impact

This initiative expands housing services to one of the most vulnerable populations served by ECC/HANH. At the end of FY19, 72% of vouchers allocated to this initiative were leased to homeless individuals and families. The remaining vouchers were allocated, but not utilized. ECC/HANH is currently working on a plan to ensure that all vouchers are utilized continuously. The total average income for all participants at the end of FY19 was $10,147, with no significant increase since FY18. 76% of households are work-able, with an average income of $10,178. 24% of households are Elderly/Disabled, with an average income of $10,114.





Outcomes

HUD-Required Metrics

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average total household income for households affected by this policy in dollars	$12,643 (2013)	Steady increase in average household income	2019: $10,147 2018: $10,164 2017: $17,852 2016: $12,854 2015: $10,145 2014: $12,599	No
SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Percentage of homeless households enrolled in program receiving supportive services	0 (2010)	100% receiving supportive services	2019: 100% 2018: 100% 2017: 100% 2016: 100% 2015: 100% 2014: 100% 2013: 100% 2012: 100% 2011: 100%	Yes, all families receive supportive services from referral agencies except Foreclosure families; ECC/HANH will increase outreach to these families for FSS activities

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Additional permanent housing made available to homeless families	0 (2010)	10	2019: 25 2018: 30 2017: 56 2016: 42 2015: 14 2014: 7 2013: 5 2012: 10 2011: 7	Yes

Challenges or Changes

Although the program achieves the goal of providing stable housing to individuals and families experiencing homelessness, there continues to be a need for vouchers for the homeless population. In response, ECC/HANH is forming additional partnerships with homeless advocates.

Helping families to increase income is also proving to be a challenge. ECC/HANH is in the process of engaging the staff at partner organizations associated with this program and the individuals and families receiving vouchers in order to connect them to additional self-sufficiency activities geared toward helping work-able families increase household income. ECC/HANH is also looking how best to assist the Elderly/Disabled families participating in this program, as increasing income is not necessarily a relevant goal for families who are on fixed incomes. Rather, assisting families with living independently, accessing programs and resources, and remaining stably housed.

ECC/HANH does not anticipate any changes to this initiative or metrics in FY20 but will review the possibility of adding additional internal metrics in coming plans and reports to better tell the story of self-sufficiency for Elderly/Disabled families. This initiative meets the statutory objective of increasing housing choice.

Initiative 1.8 – Farnam Courts Transformation Plan

Approved in FY11 and implemented in FY12.

Housing Choice

Description and Status

As part of the transformation plan, ECC/HANH is proposing not only the redevelopment of the housing units at Farnam Court, but also the transformation of the surrounding community. The Farnam Court transformation is intended to build a community that supports the long-term economic sustainability of ECC/HANH residents and promotes economic development along the Grand Avenue and Mill River corridor. Ultimately, the project will reconnect the Farnam Court neighborhood with the Grand Ave corridor, the vital Downtown and Wooster Square neighborhood, and the Mill River neighborhood, an area with job opportunities.

The development's current design is energy inefficient, has substandard urban design standards, and has contributed to ongoing crime issues in the area. Farnam Court is surrounded by areas that are thriving or undergoing transformation. The redesign of this property can better link the development to its surroundings, helping to create access and opportunity for residents. Farnam Court has been approved for conversion of the ACC units under the Rental Assistance Demonstration Program award.

Through collaboration with other community partners, including the City of New Haven, the Economic Development Corporation, the Board of Education, the Authority anticipates many critical changes to the development. The Authority has conducted a community planning process regarding the redevelopment of this obsolete 240-unit housing development. Following this engagement, ECC/HANH plans to: redesign the infrastructure to create more traffic flow through the community, redesign the housing units to be more spacious, introduce market rate units, and remove social and economic barriers that individuals and families are facing by providing supportive services and creating accessing to opportunities. New opportunities may include: improved access to jobs, high quality early learning programs, public assets, public transportation, and high-quality public schools and education programs.

Farnam Courts Transformation will replace 240 units of housing originally built in the 1940s and most recently improved in the 1980s. The redevelopment will occur in phases resulting in 228 replacement units and additional market rate units. The redevelopment includes new roads, streets, infrastructure, and utilities funded through a $8 million capital investment from the City of New Haven.

This initiative will involve multiple development sites and phases:

- Farnam offsite – Fair Haven consists of 57 units financed through 9% Low-Income Housing Tax Credits. The 57 units exist on two sites located in the Fair Haven neighborhood, an area undergoing significant reinvestment. The Chatham site includes 32 assisted units through the Rental Assistance Demonstration (RAD) program. The Eastview Terrace Phase II site includes 23 RAD assisted units and two Project Based Assisted units. This development is completed and fully occupied.
- Farnam Court Phase I – onsite will involve the demolition of 148 units. These will be replaced with two mid-rise 5 story buildings housing 94 units (86 PBV assisted and 8 market rate units) situated on 1.1 acres. These buildings will also house 7,400 square feet of commercial and community/program space. The community space will support a comprehensive economic self-sufficiency program. This project is financed through LIHTC 4% Bonds, a $4 million Connecticut CHAMP award, HUD MTW flexible funds, City of New Haven capital dollars, and private equity. This development is completed and fully occupied.
- Farnam Court Phase II- on site will include the demolition of the remaining 92 units and construction of 111 units (87 RAD assisted and 24 market rate units) and a 3,600 square foot community center and park.

Under ECC/HANH's MTW Agreement with HUD, ECC/HANH is authorized to develop its own Leased Housing Program through exceptions to the standard HCV program. ECC/HANH will apply local TDC design standards, PBV income tiering, and MTW Rent Standards that allow ECC/HANH to approve exception rents. Under no circumstances may ECC/HANH approve an MTW Rent Standard above 150% FMR without prior HUD approval. ECC/HANH will reexamine its MTW Rent Standards monthly to ensure that ECC/HANH does not exceed 120% of the FMRs in the mean Rent Standard, which includes HAP payments to landlords, tenant rent payments to landlords, and any utility allowance amounts.

The following actions have been completed to date:

- Farnam Offsite Completed – Fair Haven consists of 57 units financed through 9% Low Income Housing Tax Credits. The 57 units exists on two sites located in the Fair Haven neighborhood, an area undergoing significant re-investment. The Chatham site includes 32 assisted units (Rental Assistance Demonstration Program). The Eastview Terrace Phase II site includes 23 RAD assisted units and two Project Based Assisted units. This development is completed and fully occupied.
- Farnam Court Phase I Completed – The first on-site phase included the demolition of 148 units. These were be replaced with 2 mid-rise 5 story buildings housing 94 units --86 assisted and 8 market rate units situated on 1.1 acres. Additionally, these buildings house 7,400 square feet of commercial and community/program space. The community space will support a vibrant comprehensive economic self-sufficiency program. This project was financed through LIHTC 4% Bonds, a $4 million State of CT

CHAMP award, HUD MTW flexible funds, City of New Haven capital dollars and private equity. This development is completed and fully occupied.

During FY19, ECC/HANH received all necessary funding commitments to proceed to the completion of Phase 2. Phase 2 will be bifurcated into a 4% LIHTC phase (45 total units, including 36 RAD units) and a 9% LIHTC Phase (66 total units, including 51 RAD units). ECC/HANH was successful in obtaining both 4% and 9% LIHTC through the Connecticut Department of Housing Competitive Housing Assistance for Multifamily Properties (CHAMP) funding round. ECC/HANH's 9% LIHTC application was also the highest scoring application under the CHAMP 9% LIHTC public housing set-aside. It is anticipated that both projects will begin construction during FY20. The Phase 2 9% LIHTC phase will also include the construction of a community building and public park.

The impact of the completed project is expected to promote housing choice for low-income families by increasing occupancy, reducing density, creating a more marketable and sustainable housing development, reducing crime, and stimulating economic development of the surrounding neighborhood with new businesses and a renewed sense of community. All of these factors are expected to improve the quality of life for current and future residents. Additionally, with a transformed place to call home, ECC/HANH anticipates an increase in participation in self-sufficiency programs, an increase that has been observed at other redevelopment efforts within the ECC/HANH portfolio.

This initiative will result in the replacement of an aging and economically disadvantaged housing development with a resident-oriented, mixed-income, and mixed-use community, achieving the initiative's goal to transform an obsolete and unsustainable housing complex. The vibrant mixed-income, mixed-use development will maintain affordable housing opportunities for residents and offer new amenities through the creation of a central park with a community building. Through the combination of additional initiatives including TDC and the replacement of public housing units with MTW block grant funds, the Farnam Courts Transformation initiative demonstrates how MTW flexibility provides synergistic opportunities to meet initiative goals.

Outcomes

HUD-Required Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline***	**Benchmark***	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	240 units	57 units at Fair Haven 94 units at Farnam Courts Phase I 111 units at Farnam Courts Phase II	57 Units completed (55 RAD and 2 PBV units completed at Fair Haven) 94 Units completed (86 RAD and 8 Market units completed at Farnam Courts I) 87 RAD units pending financial closing at Farnam Courts Phase 2A and 2B	Yes, redevelopment efforts on target for completion

Internal Metrics

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Internal Metric #6: Utility expenses per unit**				
Reduction of utility expenses per unit, pre and post redevelopment – Electric	Valley Waverly: $900 per unit/ per month in 2012	5% reduction Electric utility expenses would reach approximately $858.33 per unit	2017: $124.57 per unit/per month at Fair Haven	Yes
Reduction of utility expenses per unit, pre and post redevelopment – Gas	Valley Waverly: $60.83 per unit/ per month in 2012	5% reduction Gas utility expenses would reach approximately $65.83 per unit	2017: $31.17 per unit/ per month at Fair Haven	Yes
Internal Metric #7: Crime Rate**				
Crime rate statistics, pre and post redevelopment	Quinnipiac major crimes in FY03: 13 West Rock (122 Wilmot, Brookside I and II) major crimes in FY05: 47	10% reduction in number of major crimes	2017: 7 major crimes 2016: 1 major crimes	Yes

** The baseline and benchmark were updated for specificity in FY17. They previously referred to the entire ECC/HANH portfolio, rather than only Farnam Courts.*
*** These baselines will be updated to Farnam Courts data beginning FY19, per the FY19 Annual Plan.*

Challenges or Changes

All benchmarks were achieved, and no changes were made to this activity. ECC/HANH does anticipate changes to the metrics to remove REAC Scores and replace with the Number of Work Orders and Emergency Work Orders. This initiative meets the statutory objective of increasing housing choice. See appendix for Work order data.

Initiative 1.11 – Increase the Percentage of Housing Choice Voucher Budget Authority for the Agency that is permitted to Project-Base from 20 Percent up to 25 Percent

Approved in FY13 and implemented in FY14.

Housing Choice

Description and Status

This initiative continues redevelopment efforts of underperforming public housing assets and increases housing choices for residents. The authority allows ECC/HANH to use up to 25% of housing vouchers to leverage funds for redevelopment of ECC/HANH's aging public housing stock.

This initiative was considered prior to the advent of the RAD program. The percentage of MTW project-basing did not include the full conversion of ACC sites to PBVs. The adoption of RAD increased the proportion of the portfolio allowable for project-basing. ECC/HANH's current percentage of non-RAD project-based MTW vouchers is 12%, equivalent to a total of 680 vouchers.[12]

Impact

During FY14, ECC/HANH project-based 14% of its budgeted voucher authority. During FY15, ECC/HANH closed on Ribicoff 9% and Ribicoff 4%. During FY16, ECC/HANH closed on Fair Haven and Farnam Phase I. During FY19, ECC/HANH closed on 70 units for RAD II (Waverly, Fulton Park, and Stanley Justice) and plans to close on Farnam Phase II and Valley Townhouses during FY20. ECC/HANH's total voucher authority at the end of FY19 is 5,544.

This initiative allows ECC/HANH to support its continued mission to increase housing choice and to address the redevelopment needs of certain projects. During FY19, ECC/HANH preserved an additional 70 units for households at or below 80% AMI under the RAD program that would otherwise not be available.

Outcomes

HUD-Required Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 units (frozen 2001 base)	Decrease of 5% from previous year	2019: 1,634 LIPH units 2018: 1,705 LIPH units 2017: 1,849 LIPH units 2016: 2,310 LIPH units 2015: 2,447 LIPH units 2014: 2,447 LIPH units 2013: 2,613 LIPH units	Yes
CE #4: Increase in Resources Leveraged				
Brookside I	1.7	2.0	2016: 2.3 2015: 2.3	Yes
Brookside II	1.7	2.0	2016: 7.5 2015: 7.5	Yes
Rockview I	1.7	2.0	2016: 4.6 2015: 4.6	Yes
122 Wilmot Road	1.7	2.0	2016: 3.2 2015: 3.2	Yes
Brookside Homeownership	1.7	2.0	2016: 1.7 2015: 1.6	Yes

12 *FY19 HANH divided the total number of Project Based Vouchers into the Total Voucher Authorization to come up with the percentage of Non-RAD PBV units (680/5,544).*

Ribicoff I	1.7	2.0	2016: 6.1 2015: 6.1	Yes
Ribicoff II	1.7	2.0	2016: 1.2 2015: 1.2	No
Quinnipiac Terrace I	1.7	2.0	2016: 5.5 2015: 5.5	Yes
Quinnipiac Terrace II	1.7	2.0	2016: 8.6 2015: 8.6	Yes
Quinnipiac Terrace III	1.7	2.0	2016: 4.2 2015: 4.2	Yes
Eastview I	1.7	2.0	2016: 0.6 2015: 0.6	No
Rowe	1.7	2.0	2016: 4.5 2015: 4.5	Yes
Farnam Phase 1	1.7	2.0	2016: 3.1	Yes
Fair Haven	1.7	2.0	2015: 3.1	Yes

**Baselines taken from Quinnipiac Terrace/Quinnipiac Terrace 2*

Internal Metrics

Redevelopment Metrics				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase in Agency Revenue – Farnam Phase 1 Redevelopment Fees	$0	$0	2017: $890,453	Yes
Increase in Agency Revenue – Ribicoff 9% Redevelopment Fees	$0	$0	2016: $2,000,000	Yes
Increase in Agency Revenue – Ribicoff 4% Redevelopment Fees	$0	$0	2016: $2,077,570	Yes
Increase in Agency Revenue – Fair Haven Redevelopment Fees	$0	$0	2016: $2,905,743	Yes
Increase in agency revenue - Rowe redevelopment fees	$0	$0	2014: $893,374	Yes
Increase in agency revenue - Brookside Phase 1 redevelopment fees	$0	$0	2014: $1,081,094	Yes
Increase in agency revenue - Brookside Phase 2 redevelopment fees	$0	$0	2014: $725,704	Yes
Increase in agency revenue - Rockview Phase I redevelopment fees	$0	$0	2014: $744,389	Yes
Increase in agency revenue - 122 Wilmot Road redevelopment fees*	$0	$0	2014: $1,419,767	Yes

Internal Metric #12: HCV Budget Authority for the Agency that is Permitted to Project-Base

Overall ECC/HANH percentage of PBV/HCV**	11% (FY13)	25%	2019: 12% 2018: 11% 2017: 11% 2016: 18% 2014: 14%	Yes

* ECC/HANH has created a new stream of revenue from redevelopment activities. The redevelopment fees and ECC/HANH administrative costs are reimbursed by the development budget and revenue is reinvested in future redevelopment efforts.

** *ECC/HANH calculated the percentage as follows: FY14, figures from MTW 2015 Annual Plan, (664 – 96 RAD)/ (4,147 – 96 RAD) = 14%. FY13, figures from MTW Report 2013, 387 / 3,319 = 11%. FY 2018 annual report (1205-663)/(5,488-663 RAD) =11%*

Challenges or Changes

With the RAD portfolio award, ECC/HANH expects that percentage to increase to 32% of the portfolio during FY20 and FY21, however, the percentage of non-RAD PBV units will not exceed 25%. ECC/HANH does not anticipate any changes to the initiative or metrics and does not require different authorizations from what was initially proposed. This initiative meets the statutory objective of increasing housing choice.

Initiative 1.12 – Development of Replacement Public Housing Units with MTW Block Grant Funds

Housing Choice

Approved in FY13 and implemented in FY14.

Description and Status

ECC/HANH has been very active in redeveloping and repositioning its aging public housing stock by leveraging private investment through the mixed-finance process and replacing units with a variety of affordable housing types, including public housing, project-based vouchers and tax credit units. ECC/HANH has also been at the forefront of using its MTW authority creatively to complement and enhance these efforts. With the absence of HOPE 6, Choice Neighborhoods, or other similar funding authority, MTW flexibility has proven an invaluable tool in the ongoing replacement of obsolete public housing units. MTW flexibility has allowed ECC/HANH to undertake the large-scale redevelopments identified below by providing capital funding as well as RAD PBV overhang funding. This infusion of MTW funds allows us to structure funding proposals that maximize non-MTW funds to the greatest extent possible. ECC/HANH is committed to maximizing all non-MTW funding sources for every development activity. ECC/HANH's three most recent redevelopment projects, Rockview Phase 2, Farnam Phase 2, and Valley Street all include highly competitive 9% Low Income Housing Tax Credits made possible by the infusion of MTW funds.

The infusion of MTW funds through capital or PBV overhang is necessary due to the extraordinary costs related to these redevelopment activities. Redevelopment activities necessitate the demolition of all existing buildings, abatement of hazardous materials, soil remediation and often completely reconstructed infrastructure. In addition to new water, sewer, and storm water service, new roadways will need to be constructed. As traditional sources have decreased, MTW funding allows us to successfully compete for third party funds while also assuring that construction is completed using high-quality, sustainable, and energy efficient design. The following table illustrates how ECC/HANH has maximized the use of MTW funds over time. MTW leverage ranges from 3-1 to over 10-1. These 14 projects have a combined overall development cost of $482 million with an MTW infusion of $75.6MM, for a leveraged amount of $407 million.

Development Name	Year Converted	LIPH Units	PBV Units	Total # of Assisted Units	# of Market Rate Units	Total # of Units	Overall Development Costs	MTW Share	MTW Per Unit	MTW Leverage
Eastview Terrace Phase 1	2009	53	49	102	0	102	$43,110,362	$3,591,481	$35,210.60	12
Quinnipiac Terrace 3	2010	17	16	33	0	33	$15,013,613	$836,120	$25,336.97	18
William T. Rowe	2010	46	32	78	26	104	$40,710,905	$7,907,927	$76,037.76	5
Brookside Phase I	2011	50	50	100	0	100	$40,618,730	$6,625,828	$66,258.28	6
Brook. Phase II	2012	50	51	101	0	101	$29,798,133	$1,633,849	$16,176.72	18
Wilmot Crossing	2012	0	47	47	0	47	$18,806,305	$1,626,517	$34,606.74	12
Rockview Phase I	2013	30	47	77	0	77	$33,407,238	$5,791,932	$75,219.90	6
Ribicoff 9%	2014	0	44	44	11	55	$22,469,185	$4,075,502	$74,100.04	6
Ribicoff 4%	2014	0	51	51	0	51	$21,551,269	$10,101,565	$198,069.90	2
Farnam Courts-Fair Haven	2015	0	57	57	0	57	$29,814,177	$6,895,829	$120,979.46	4
Farnam Court Phase I onsite	2016	0	86	86	8	94	$42,410,000	$13,511,025	$143,734.31	3
Rockview Phase 2**	2019	0	62	62	16	78	$34,047,566	$2,635,483	$33,788.24	13
Farnam Courts-Phase 2*	2020	0	88	88	23	111	$53,309,246	$3,720,000	$33,513.51	14
Westville Manor*	TBD	0	87	87	22	109	$57,661,000	$6,742,000	$61,853.21	9
Total		**360**	**856**	**1216**	**45**	**1261**	**$482,727,729**	**$75,695,058**		

In FY13, ECC/HANH proposed to begin a new initiative to develop public housing replacement units with MTW block grant funds, while making use of MTW authority to waive or substitute certain program rules. ECC/HANH pursued this initiative at certain sites in FY13, including Farnam Courts and Abraham Ribicoff Cottage and Extension, but intended to use this same model at other sites to be identified in the future. We've continued this process with Rockview Phase 2, Farnam Phase 2, and the proposed Westville Manor initiative.

ECC/HANH uses MTW block grant funds, drawn collectively from Public Housing Operating Funds and Capital Funds and Section 8 Housing Choice Voucher funds, to develop public housing units through a mixed-finance process. The units are operated as public housing for purposes of admissions, continued occupancy, resident rights, and certain other rules. However, for purposes of providing ongoing operating assistance, ECC/HANH used its MTW authority to design and fund a local program to develop replacement public housing units under a local housing assistance payments contract with the owner entity, with operating assistance being utilized in a manner like the project-based voucher program. Among other things, this approach allows ECC/HANH to pay debt service on private loans taken out to support redevelopment projects. To the extent necessary, under its MTW authority ECC/HANH revised required forms to provide for this mix of applicable rules and sought the necessary HUD approvals.

Development Name	PH Units[13]	PBV Units	Total # of Assisted Units	# of Market Rate Units	Total # of Units
Eastview Terrace	**53**	**49**	**102**	**0**	**102**
Quinnipiac Terrace I	**58**	**23**	**81**	**0**	**81**
Quinnipiac Terrace 2	**56**	**23**	**79**	**0**	**79**
Quinnipiac Terrace 3	**17**	**16**	**33**	**0**	**33**
Brookside Phase I	**50**	**50**	**100**	**0**	**100**
Brookside Phase II	**50**	**51**	**101**	**0**	**101**
Rockview Phase I	**30**	**47**	**77**	**0**	**77**
William T. Rowe	**46**	**32**	**78**	**26**	**104**
Wilmot Crossing	**0**	**47**	**47**	**0**	**47**
Monterey Place	**0**	**42**	**42**	**0**	**42**
Monterey Place 2	**0**	**7**	**7**	**0**	**7**
Monterey Place 3	**0**	**45**	**45**	**0**	**45**
Monterey 4	**0**	**42**	**42**	**0**	**42**
Monterey 5	**0**	**17**	**17**	**0**	**17**
Monterey Phase 2R	**0**	**28**	**28**	**0**	**28**
William Griffin	**0**	**4**	**4**	**0**	**4**
Edith Johnson Towers	**0**	**95**	**95**	**0**	**95**
Ribicoff 9%	**0**	**44**	**44**	**11**	**55**
Ribicoff 4%	**0**	**51**	**51**	**0**	**51**
Farnam Courts - Fair Haven	**0**	**57**	**57**	**0**	**57**
Farnam Court - Phase I onsite	**0**	**86**	**86**	**8**	**94**
Farnam Courts - Phase 2 onsite*	**0**	**88**	**88**	**23**	**111**
Rockview Phase 2**	**0**	**62**	**62**	**16**	**78**
Westville Manor*	**0**	**87**	**87**	**22**	**109**
Total	360	856	1216	45	1261

[13] Public Housing Units at Eastview Terrace has since converted to RAD.

During FY13, ECC/HANH issued bonds for the Redevelopment of Ribicoff Cottages and Ribicoff Cottages Extension, and Farnam Courts phase 1 redevelopments to augment Low Income Housing Tax Credits. The off-site component of the Farnam Courts Transformation Plan, Fair Haven, was awarded 9% tax credits. During FY14, ECC/HANH moved forward with its redevelopment plans to close the two projects during FY15. ECC/HANH closed on Ribicoff 9% and Ribicoff 4% during FY15, closed on Fair Haven and Farnam Phase I during FY16, closed in Rockview 2 in FY 19, and plans to close on Farnam Phase II during FY19, and Westville Manor during FY 20-21.

A number of actions related to the replacement of public housing units occurred this fiscal year. ECC/HANH successfully obtained all necessary funding for Farnam Phase 2 onsite (111 units/86 RAD) through competitive funding rounds sponsored by the Connecticut Housing Finance Agency and the State Department of Housing. All funds are in place to close and complete Farnam Courts Phase 2 and it is anticipated that Farnam Courts Phase 2 will begin construction in early 2020. ECC/HANH has also obtained City of New Haven approval to undertake the transformation of Westville Manor (see initiative 1.17) as well as HUD approval for the use of Rockview Phase 2, which closed in FY19, as an off-site location for the first Phase of the Westville Manor redevelopment. ECC/HANH's plan is to apply for LIHTC equity and other funding for the first phase of Westville Manor during CY 2020.

Impact

The replacement of public housing units under this initiative will have the impact of promoting housing choice for low-income families by reducing density therefore improving the quality of housing, a more marketable housing development, reduction of crime, an increase in occupancy, and economic development of the surrounding neighborhood with new businesses and a renewed sense of community. Additionally, with a renewed place to call home, ECC/HANH anticipates an increase in self-sufficiency participation, which has been shown at other redevelopment efforts within our portfolio. This initiative will result in the replace of an aging and economically disadvantaged housing development with a resident oriented mixed income and mixed-use community. Though the use of MTW funding plays a vital role in the repositioning of unsustainable LIPH developments, ECC/HANH has created a process to maximize the leverage of MTW funds. This leverage ranges from 3-1 to over 10-1, demonstrating the maximization of non-MTW funding sources. ECC/HANH accomplished this through an ambitious and rigorous process to assure that all non MTW resources are leveraged to the greatest extent possible by competing for and receiving competitive funding through the 9% LIHTC, 4% LIHTC, State of Connecticut CHAMP program, and other funding.

The goal of this initiative is to transform obsolete and unsustainable housing developments with vibrant new developments while maintaining affordable housing opportunities for our residents. The use of MTW block funds have produced over 1,200 quality affordable housing units. The ability to reposition the aging LIPH stock utilizing MTW Block funds allows for cost effectiveness by maximizing the leveraging of non-MTW funding. In 2016, 152 additional new housing units were made available, including 95 PBV units at Ribicoff Cottages, and 57 PBV units at Fair Haven (Chatham and Eastview). In FY18, this was increased by 86 RAD PBV units at Farnam Court Phase 1 on-site.

Challenges or Changes

The challenges to completing this initiative are two-fold. First, the reduction of capital funding opportunities at both the Federal and State level has increased the difficulty in obtain the leveraged funds necessary to complete what are either substantial rehabilitation or full-scale redevelopment activities. To maximize the leverage of MTW funds, the 9% Low Income Housing Tax Credit (LIHTC) has become a critical source of funds but is also a very competitive funding source. In Connecticut, in most years only approximately 30% of 9% applications are awarded. For developments requiring less than substantial rehabilitation, non-competitive 4% LIHTC funds are used.

Our second main challenge is assuring that substantial rehabilitations and demolition/rebuilds are done in a manner that minimizes impacts on our residents. For most developments, residents will need to relocate either temporarily or, in the case of demolition/redevelopment, for greater than 1 year. Though still guaranteed RAD reoccupancy rights, the New Haven housing market is very "tight" especially for multi-bedroom units. The occupancy rights of our LIPH units is also very high. These factors require that we plan relocation activities very early in the process and stagger actual developments. ECC/HANH has a dedicated relocation unit to assist in this process.

Initiative 1.15-1.17 – RAD Finance Development for Rockview Phase II Rental and Westville Manor Transformation Plan

Housing Choice

Approved in FY14 and implemented in FY17.

Description and Status

ECC/HANH has strategically redeveloped the West Rock neighborhood at four low-income public housing sites. To date, redevelopment at Brookside, Rockview, Ribicoff Cottages and Wilmot Crossing has all been completed, transforming obsolete public housing and commercial sites into vibrant mixed-income communities. Westville Manor, a 150-unit LIPH development is the only community not yet redeveloped (see Initiative 1.17). The redevelopment effort has brought 300 units of affordable and market rate rental housing, new homeownership units, and upgraded community space and commercial space into the West Rock community. ECC/HANH has also worked successfully with the City of New Haven and the Town of Hamden to open a long-closed road, creating an access way into the community from the Town of Hamden.

Impact

West Rock Community: The West Rock community, which originally included Rockview Apartments, Brookside Manor, and Ribicoff Cottages, was developed as affordable housing in the 1950s and 1960s in what at that time was an outlying area with little access to public service or job opportunities. Westville Manor was constructed in the Westrock neighborhood in the 1980s. ECC/HANH's goal has been to redevelop these aged and poor performing assets with a viable, sustainable, and connected community known as the Westrock Redevelopment Plan. To date, Rockview Apartments, Brookside Manor, and Ribicoff Cottages have all been demolished and reconstructed through a series of development projects funded through mixed finance vehicles. In addition to these three redevelopments, ECC/HANH also developed Wilmot Crossing on a gateway location to the Westrock neighborhood. Wilmot Crossing includes senior and disabled housing, a community store, and a full-service medical clinic. These activities have transformed obsolete public housing into vibrant mixed-income communities that brought 300 units of affordable and market rate rental housing, homeownership, associated community space and commercial space into the West Rock community. To assure connectivity, ECC/HANH worked successfully with the City of New Haven and the Town of Hamden to open a long-closed road creating an access way into the community from the Town of Hamden, providing access to retail and employment opportunities.

Westville Manor Transformation Plan: Westville Manor is a 150-unit low-income public housing development, and the only ECC/HANH property in the West Rock neighborhood that has not yet been redeveloped. Westville Manor was targeted for redevelopment for several reasons: the development is challenged for access, egress and security due to poor design, and has a lack of defensible space as it is surrounded by the densely forested West Rock Ridge State Park. The development is situated in steep terrain with poor drainage leading to water infiltration issues. Due to these design flaws Westville Manor has become increasingly obsolete.

The Westville Manor transformation plan will include the demolition of all units and the replacement units either onsite or at Rockview Phase 2 (Initiative 1.15), within walking distance of Westville Manor. Rockview Phase 2, which has been approved by HUD as an offsite component of Westville Manor, is currently under construction with a completion in the summer of 2020 (described above). Westville Manor will contain 62 HUD approved replacement units, leaving a balance of 81 RAD replacement units to be constructed on the current site of Westville Manor. The redeveloped property will tie into the West Rock State park trail system, allowing residents to take full advantage of the location's natural setting.

It is the intent of ECC/HANH to fully redevelop Westville Manor development in the West Rock neighborhood under a RAD/mixed finance model. ECC/HANH has prioritized the redevelopment of the West Rock neighborhood through a series of investments and redevelopments that have completely replaced the obsolete public housing developments located in this neighborhood. The redevelopment of Westville Manor will necessitate the phased demolition of all existing buildings, abatement of hazardous materials, the construction of 109 units including 87 townhouse style units, and completely reconstructed infrastructure. In addition to new water, sewer, and storm water service to alleviate groundwater and runoff issues, a series of three new roadways will be constructed which will be conveyed to the City of New Haven upon completion of the development. The long-term sustainability achieved through high construction standards and passive house design will likely require that the TDC initiative be triggered and that the MTW flexibility be used to provide capital costs and to supplement operating costs through a "RAD PBV overhang" to allow for the maximization of private financing. ECC/HANH will make every effort to maximize the leverage of non-MTW resources through the 9% LIHTC, state funding programs, and private financing.

To initiate the Westville Manor redevelopment plan, ECC/HANH contracted with a Master Planner entity to lead and design the planning process. A series of community meetings and a design charrette were conducted in August and September of 2018 to obtain community and resident input. Residents, a number of community-based organizations and private supporters of Westville Manor helped shape the framework of the redevelopment vision. A major participant group were current Westville Manor residents. Residents played a key role in multiple charrette committees and were an invaluable resource in the design and layout of the overall development as well as unit. The process included break –out sessions and drop-ins where residents voiced their opinions on several aspects of the vision. The three- day design charrette was an intensive and productive workshop with effective community participation and real time feedback resulting in a consensus plan.

In addition to supporting the provision of high quality affordable rental housing to the residents of the Westville Manor community, input from the community has focused on providing comprehensive, high quality supportive services programming for residents, promoting long-term economic self-sufficiency and providing residents with access to training, educational opportunities and employment.

The on-site units will be replaced through a bifurcated process to assure that resident displacement will be minimized, and that unit demolition will occur in phased manner upon receipt of funding. The on-site redevelopment plans include the incorporation of 20% market rate units to assure that the replacement development is not only sustainable but also a neighborhood of choice. It is the intention of ECC/HANH to seek 9% LIHTC funding in the fall of 2020 for the first 50-unit phase and in 2021 for the second 59-unit phase.

During this fiscal year ECC/HANH received the approval from both the City of New Haven City Plan Commission and the Board of Alders for the Westville Manor Planned Development District (PDD). These approvals allow ECC/HANH to proceed with the completion of architectural plans and other required development documents. The ECC/HANH goal is to apply in the fall of 2020 for competitive 9% Low Income Tax Credits through the Connecticut Housing Finance Agency. HUD has a approved a CHAP for this development. The project architect and construction manager at risk have been procured and the pre-construction process is proceeding as planned.

The intent of the redevelopment process was to assure that current residents were fully engaged in the planning process and that their input would be obtained at every step of the way through-out this community engagement process. Historically, on a national level, the input of current and potential residents was often undervalued. ECC/HANH's past experience with residents and resident groups has demonstrated that resident input is often the best source for design input. Resident's initial inputs led to the formulation of guiding principles. Based on these principles, five main themes were identified and discussed: Safety & Security; a Community Center, Supportive Service/ jobs; Recreation. The following are a list of main points discussed amongst several:

- Safety through community vigilance
- Address back yard security
- Need front yards & better street lights
- Improve access & connectivity
- Nature walks, bus shelter & benches
- Community service/ mixed use building:
- Create opportunities for youth
- Celebrate neighborhood identity
- Avoid stacking of family units

Development of Rockview Phase 2: As an off-site component of Westville Manor, Rockview Phase 2 is a critical component of ECC/HANH's long-term redevelopment of the West Rock neighborhood as the first phase in the Westville Manor redevelopment. Rockview Phase 2 is a 78-unit townhouse development located on a portion of the site of the former Rockview Apartments. ECC/HANH is proposing to construct 62 RAD unit sand 16 non-income restricted units. Rockview Phase 2 will cross-cut and coordinate with a number of other initiatives, including TDC, the development of replacement public housing units, and the aforementioned Westville Manor. The development goals of Rockview Phase 2 are threefold: 1) develop 62 RAD units within a mixed-income development of 78 units, 2) complete a critical piece of the redevelopment of the West Rock neighborhood, and 3) to serve as the initial off-site phase of Westville Manor, allowing for the future redevelopment of Westville Manor.

MTW flexibility is required to complete both Rockview Phase 2 and the Westville Manor on-site redevelopment. These developments will trigger the requirement for TDC flexibility. Both are being constructed per ECC/HANH's design standards. These design standards require the inclusion of more costly, yet sustainable, construction standards including but not limited to cementitious siding, quality flooring, and energy efficient HVAC and design component. These townhouse units are being constructed to meet full HERS compliance. In addition to sustainable design standards, the project includes the construction of new infrastructure including, water, sanitary sewer, storm sewer, and the construction of two new streets which will be conveyed to the City of New Haven upon completion. MTW flexibility through the provision of capital funds and RAD PBV overhang is required to assure that the funding application would be competitive under competitive 9% LIHTC competition. For Rockview Phase 2, these assistance vehicles allowed ECC/HANH to maximize the leverage of non-MTW funding sources, including a HUD 221(d) loan and State of Connecticut capital funding. The same financial structure is anticipated for Westville Manor. The financial closing for Rockview Phase 2 occurred on June 20, 2019 and is under construction with all units to be delivered and occupied by the summer of 2020. Project construction is on schedule and within budget. Funding was obtained from multiple funding sources including 9% LIHTCs and the award of $5.6MM of State of Connecticut soft funds. The development will be financed through the HUD 221(d)(4) loan program.

The successful completion of Rockview Phase 2 will result in the creation of 62 RAD units that will serve as off-site replacement housing for Westville Manor. Rockview Phase 2 will also include 16 units of non-income restricted housing. This non-restricted housing will encourage an economically diverse community. HUD has approved using the 62 RAD units as an off-site component of Westville Manor (see initiative 1.17), furthering the ECC/HANH initiative of replacing public housing units with MTW block grant funds. The development of Rockview Phase 2 will include the creation of two public roads to be conveyed to the City of New Haven upon completion.

The replacement of public housing units under this initiative will have the impact of promoting housing choice and improving the quality of life for low-income families by reducing density and creating a sustainable mixed-income housing development, reduction of crime, an increase in occupancy, and economic development of the surrounding neighborhood with new businesses and a renewed sense of community.

The impact of the completed project is expected to promote housing choice for low-income families. As an off-site component of Westville Manor, it is the first step in the replacement of a poor-performing asset while improving housing choice options and reducing density. These actions will improve the quality of housing and will make the development more marketable, improving the lease-up rate and decreasing turnover. ECC/HANH has also used the MTW capital contribution of $2.6MM to leverage an additional $31.4 MM in non-MTW private and public financing. ECC/HANH also anticipates a reduction in crime and an increase in occupancy, which also supports the development of the surrounding neighborhood with new businesses and a renewed sense of community. Because the Rockview Phase 2 site is currently vacant land, there are no current displacement impacts on ECC/HANH residents.

The goal of is to transform an obsolete housing complex into a vibrant mixed-income housing choice development that would both maintain affordable housing opportunities for our residents while creating a vibrant new neighborhood that will include a public park and the construction of a community centric low-rise 20 unit building that will include community meeting space, management offices, and various social service offices. The impact of the completed project is expected to promote housing choice for low-income families by eliminating a poor-performing housing option and improving housing choice options, reducing density and therefore improving the quality of housing and making the development more marketable, improving the lease-up rate and decreasing turnover and increasing connectivity to commercial and job centers through expanded bus service being added in conjunction with the redevelopment. ECC/HANH also anticipates a reduction in crime and an increase in occupancy, which also supports development of the surrounding neighborhood with new businesses and a renewed sense of community.

Outcomes

HUD-Required Metrics

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI because of this activity (increase)	150 units	143 units	N/A	N/A
HC #2: Units of Housing Preserved *				
Number of new housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 (frozen 2001 base)	2,529	N/A	N/A

** Per FY19 Plan, HC#3 will no longer be reported on under this initiative beginning FY19.*

Internal Metrics

Internal Metric #10: Turn Over Cost				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Turnover cost per unit for Rockview Phase II Rental	N/A	N/A	N/A	N/A

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Turnover cost per unit for West Rock	N/A	N/A	N/A	N/A

Challenges or Changes

In accordance with the FY19 plan. ECC/HANH updated metrics by removing HC#2 Units of Housing Preserved, HC#3 Decrease in Wait List Time, and Internal metric #10 Turnover cost. This initiative meets the statutory objective of increasing housing choice.

Self-Sufficiency

Initiative 2.1 – Family Self-Sufficiency (FSS) Program

Approved and implemented in FY07.

Description and Status

ECC/HANH's FSS program provides intensive counseling and case management services to help participant families achieve their self-sufficiency goals, according to each family's needs. Adding new services has allowed ECC/HANH to provide much needed support to a larger number of LIPH and Section 8 residents. Service referrals focus on:

- remedial education
- literacy classes
- GED preparation
- vocational and job skills/employability
- financial management

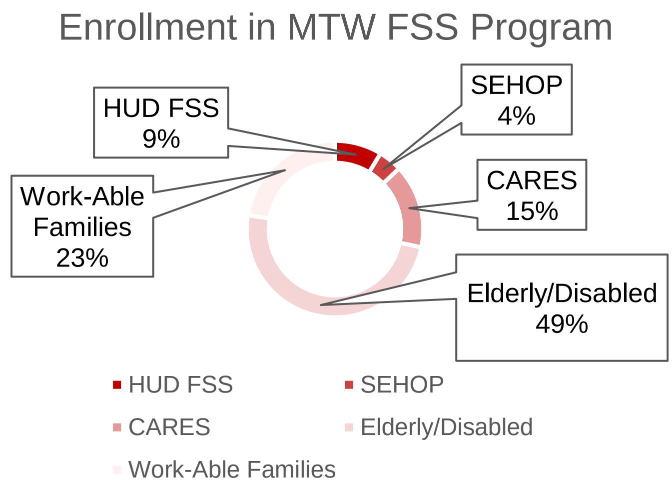
Since its implementation in FY07, ECC/HANH has continued to add new services and programs for participants. For example, ECC/HANH has invested in computer Learning Labs that offer services to assist families move toward self-sufficiency. ECC/HANH also created a specialized training program that offers training in fields with employment opportunities in New Haven, such as healthcare or automobile repair. This program aims to provide residents the skills necessary to obtain employment or increase earnings. ECC/HANH continues to provide classes and trainings to residents that are experiencing barriers to employment. Classes include, but are not limited to:

- pre-GED
- GED
- literacy
- financial literacy
- basic, intermediate, and advanced computer training

- job skills and life skills classes prior to applying for jobs

The MTW FSS program serves over 1,150 families. This includes:

- 570 Elderly/Disabled households
- 260 identified work-able families enrolled in MTW funded slots
- 178 families enrolled in the CARES Program
- 100 families enrolled in the HUD FSS grant-funded slots
- 60 Section Eight Homeownership Program (SEHOP) vouchers



RESIDENT SPOTLIGHT

Garland Short, 48, is enjoying homeownership. As a Family Self Sufficiency (FSS) Homebuyer, Garland used his escrow savings in November of 2017 to purchase his first home. Garland now lives in a home with two of his four children, both whom are in college. "From the projects to homeownership, all in all, we're really grateful for FSS homeownership," he says. Garland says that previously as a housing authority tenant, the ability to live in one of ECC/HANH's single family properties with his four children was great preparation for homeownership. "We moved into one of the [ECC/HANH] houses, which put us in a better housing situation, and we were taking care of maintenance, raking leaves and shoveling snow, which prepared us for the responsibilities of homeownership." Garland initially found out about the FSS Homebuyer program through a ECC/HANH staff person and found it to be an "excellent program." He says that he mainly appreciated the chance to work with a credit counselor and learn more about the responsibility of maintaining a home as a homeowner.

The following table details the number of enrollment slots for each program.

Program	Number of Slots	Benefits from Escrow	Owner	Supports
HUD FSS Grant Funded Slots	150	Yes	FSS Coordinators	RSCs, CED Managers & Supervisors, MSW
CARES Program	Up to 178	Yes	CARES Coordinator	CED Managers & Supervisors, MSW
Work-able families	60 200	Yes Yes	Program Managers FSS Coordinators	FSS Coordinators, CED Managers & Supervisors, RSCs & MSW
Elderly/Disabled	570	No	RS Coordinators	CED Managers & Supervisors, MSW, Recreational therapist,

				FSS coordinators
TOTAL	**1157**			

Impact

This initiative is expected to increase the self-sufficiency of residents through employment, specialized training, higher education and increased earnings. Currently, every FSS participant can attend workshops and seminars offered by the CED Family Self Sufficiency and Resident Owned Business programs. ECC/HANH also coordinates programs through the Connecticut Association Human Services, CONNCAT Training School, and HUD Homebuyer seminars, among other resources.

In FY19, ECC/HANH continued to work with the Planning Coordinating Committee (PCC), made up of community partners, to provide training and resources to assist FSS participants in achieving self-sufficiency goals. Participating residents receive assistance in securing gainful employment as well as onsite job training through partnerships with local employers.

Training and resources in FY19 have included:

- CED hosted 3 onsite job fairs for residents as well as onsite OSHA training, in which 14 residents were trained. Over 35 residents were hired for employment as a result of these efforts. The job fairs were held with People Ready, Giordano Construction, and Prete Construction. Residents were able to attend the job fairs, have on-the-spot interviews, and receive training at no cost.
- FSS offered many onsite programs, including computer literacy classes, financial literacy classes, that are offered in rotation at various Learning Labs throughout the portfolio. Through these efforts, 263 residents have participated at ECC/HANH Learning Labs.
- 88 residents participated in an on-site basic computer program and received a desktop computer through a local community partner and will be offered an opportunity to attend upcoming advance computer program in partnership with the New Haven Free Public Library. 26 participants (100% of the participants) graduated an 8-month financial literacy program offered through Connecticut Association for Human Services (CAHS) and over 100 residents were offered and attended onsite workshops around various financial literacy topics and received resources & training on Financial Resiliency, Financial Coaching & Credit Maintaining from the same organization.
- 88 residents participated in an on-site basic computer program and received a desktop computer through a local community partner and will be offered an opportunity to attend upcoming advance computer program in partnership with the New Haven Free Public Library. 26 participants (100% of the participants) graduated an 8-month financial literacy program offered through Connecticut Association for Human Services (CAHS) and over 100 residents were offered and attended onsite workshops around various financial literacy topics and received resources & training on Financial Resiliency, Financial Coaching & Credit Maintaining from the same organization.

While all the participants in this program are seeking self-sufficiency, many of the programs and their associated benchmarks excluded the particular context of Elderly/Disabled residents. In addition to the above program offerings, Elderly/Disabled residents receive services that assist them in aging in place and prevent isolation. In an effort to communicate the full program offering available to participants, the CED department has created a comprehensive program catalog of onsite programs that will be updated and distributed to residents on a quarterly basis.

Additionally, through the Connect Home Initiative, 100 tablets have been purchased for use in the FSS program to help bridge the digital divide for residents who are seeking employment. The tablets will be used for both job search assistance and skills development. Participants will be able to utilize the tablets at home and during onsite sessions with coordinators.

In addition to the training and resources made available to residents, CED staff, including FSS staff, have also undergone training to be able to offer more information and expertise to program participants. For example, all staff have received a “Your Money, Your Goals” financial literacy training, which is also offered to all participants. A partnership with the City of New Haven Financial Empowerment Center has also just been secured to bring credit counseling training to staff, as well as onsite credit counseling and training to participants in the program. In addition, in FY19, CED staff, including Managers and Supervisors, FSS and Resident Service Coordinators, and the Recreational Therapist, received training in one-on-one budgeting through a grant from the Consumer Financial Protection Bureau as well as a self-sufficiency service coordination group facilitation training through Nan McKay, to assist in working directly with residents. Staff will now be able to provide workshops and 1:1 budget counseling to residents onsite at developments.

FSS will continue to offer programming beneficial to all residents, including a focus on empowerment, childcare, financial literacy, and mental health. In FY20, ECC/HANH will continue to promote class offerings to better serve residents’ needs and will continue to partner with other agencies that are a part of the Program Coordinating Committee (PCC). With the services provided by ECC/HANH to include computer classes, job skills training and assisting families in finding employment, ECC/HANH expects the average household earnings will increase and residents will continue to meet self-sufficiency goals.

Outcomes

HUD-Required Metrics

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earnings (wages) of households enrolled in FSS Program**	$4,082 (2013)	Steady increase in average household earnings	2019: $21,815 2018: $33,421 2017: $26,372 2016: $23,544 2015: $21,543 2014: $17,738	No

SS #3: Increase in Positive Outcomes in Employment Status				
Employed full-time*** Employed part-time Enrolled in an educational program Enrolled in job training program Unemployed Other	2014 - Employed FT: 22 - Employed PT: 93 - Enrolled in education: 228 - Enrolled in job training: n/a - Unemployed: 113 - Other: N/A	Steady increase in full-time employment for FSS participants	2019: - Employed FT: 78 - Employed PT: 13 - Enrolled in Education: 165 - Enrolled in Job Training: 8 - Unemployed: 591 2018: - Employed FT: 70 - Employed PT: 20 - Enrolled in education: 137 - Enrolled in job training: - Unemployed: 37 - Other (Elderly/Disabled): 10 - Self-employed: 2017: - Employed FT: 38	Partial

SS #3: Increase in Positive Outcomes in Employment Status				
			- Employed PT: 22 - Enrolled in Education: 0 - Enrolled in Job Training: 12 - Unemployed: 12 - Other (Elderly/Disabled): 10 - Self-employed: 1 2016: - Employed FT: 21 - Employed PT: 13 - Enrolled in education: 69 - Enrolled in job training: 15 - Unemployed: 8 - Other (Elderly/Disabled): 6 - Self-employed: 1 2015: - Employed FT: 30 - Employed PT: N/A - Enrolled in education: 170 - Enrolled in job training: N/A - Unemployed: 7 - Other: N/A	

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of FSS households that have taken vocational and computer classes (excluding Specialized Training)	155 (2013)	200	2019: 184 2018: 137 2017: 44 2016: 45 2015: 178 2014: 310	No

** This data excludes SEHOP, CARES, elderly/disabled, resident-owned business services, and specialized services*
*** Average earnings include wages and other earnings. Note that 20% of FSS participants did not have income in FY17, but 50% in FY14 and 52% in FY13. In FY19 this average includes Work-able, FSS, & CARES Families.*
**** Full-time employment if earned income (wages + self-employment) equates to 30 hours/week at CT minimum wage; unemployed assumes no wages. All FSS participants in FSS Log considered to be enrolled in educational program.*

At baseline ECC/HANH's FSS program was serving approximately 450 families and has grown to over 1,100. At baseline 25% of the families were employed and 25% were unemployed. As the program has grown we have specifically targeted unemployed families such that this year data is presented for almost 900 families. Due to this targeting, our metric for employment status shows an increase in unemployed families this year.

Internal Metrics

FSS Classes Metrics				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Literacy course (Adult Basic Education) participants and average reading level	2014: 12 participants Range from 1st through 3rd grade reading level	Participants will reach average of 7th grade reading level	2019: 2 participants 2018: 0 participants 2017: 0 participants 2016: 6 participants 6 graduates at 7th grade level 2015: 6 participants 0 graduates at 7th grade level	No
Computer course graduates for basic and intermediate levels	2014: Basic: 18 Intermediate: 5	10 intermediate course graduates annually	2019: 88 2018: 1 participant 2017: 20 participants received Microsoft certifications 2016: Basic: 9 Intermediate: 1 2015: Basic: 6 Intermediate: 1	Yes
GED graduates by years in GED course	2013: - 1 year or less: 2 - 1–2 years: 2 - More than 2 years: 4	Steady increase in course participants receiving GED in less than 2 years	2019: 5 2018: 0 2017: - 1 year or less: 0 - 1–2 years: 0 - More than 2 years: 0 2016: - 1 year or less: 0 - 1–2 years: 2 - More than 2 years: 0 2015: - 1 year or less: 0 - 1–2 years: 0 - More than 2 years: 0 2014: - 1 year or less: 0 - 1–2 years: 2 - More than 2 years: 1	Yes

FSS Classes Metrics				
Job skills class graduates and their earned income	2014: Graduates: 0 Average earned income: n/a	10 graduates of the job skills class annually with earned income of at least 30 hours per week at minimum wage	2019: 14 2018: 0 2017: Graduates: 0 Average earned income: n/a 2016: Graduates: 3 Average earned income: n/a 2015: Graduates: 33 Average earned income: n/a	Yes

Challenges or Changes

A key challenge for the FSS program is around promoting literacy for residents. One challenge has been in securing community partnerships to offer onsite programming for Adult Literacy and GED courses, as it has been difficult to meet the minimum number of participants required. Additionally, a survey administered by CED to residents revealed that many are uncomfortable admitting needs and taking onsite programs for literacy and GED, as it makes them feel vulnerable in the community. To better connect and serve participants, ECC/HANH is currently working with an organization known as Literacy Volunteers as well as Adult Education in New Haven to create a referral chain that will provide residents with confidentiality when connecting with and participating in literacy or GED programs. Participant surveys have also indicated a high need and interest in providing onsite English as a Second Language (ESOL) courses. We are working with the same organization to provide onsite ESL programming during FY20.

Additionally, Prior to FY19, the metrics for MTW FSS were not tracked for CARES, SEHOP and Elderly/Disabled participants. In FY19, the metrics are inclusive of all the programs that MTW FSS program serves, including up to: 150 families enrolled in the HUD FSS grant-funded slots, 60 Section Eight Homeownership Program (SEHOP) vouchers, 178 families enrolled in the CARES Program, 570 Elderly/Disabled households, and 260 identified work-able families enrolled in MTW funded slots. These numbers indicate the number of slots available to service residents. The average earnings (wages) of households enrolled in FSS in FY19 was $21,815. While there is a significant difference in average earning between the FY18 earnings of $33,431, the current data is reflective of all participants in MTW FSS, rather than only HUD FSS.

Self-Sufficiency

Initiative 2.2 – Incremental Earned Income Exclusion

Approved and implemented in FY08.

Description and Status

This initiative was introduced in 2008 as a pilot incentive for FSS Program participants. The intention was to allow participants to begin saving funds resulting from earned income exclusions, as applicable. Given the anticipated upfront savings, the aim of the program was to enable FSS Program families to save for and achieve their goals of higher education, credit repair, entrepreneurship, savings, homeownership, among other goals.

The Incremental Earnings Exclusion was structured through phased increases in earned income over the five-year term of a family's participation in the FSS program. For example, during the first year, ECC/HANH excludes 100% of any incremental earnings from wages or salaries earned by any family member from the determination of annual income and corresponding rent calculations.

- Earned income increases (from the effective date of contract) of participants are excluded in increments according to the year of participation: 1st year of participation = 100%, 2nd year of participation = 75%, 3rd year of participation = 50%, 4th year of participation = 25%, 5th year of participation = 0%. During the 5th year, FSS staff include all earned income in rent calculations.
- Note that during this period, if there is a contract, participants will not earn escrow benefits during the 1st year and may or may not during the following years based on the rent increase and income exclusions.

Impact

Although the program has seen an 81% increase in average earned income since the program's inception in FY08, average incomes and participation have decreased in the past several years. The number of individuals eligible for the Earned Income Exclusion was 19 in FY19 as compared to 29 in FY18. Participants' average earned incomes decreased from $35,169 in FY17 to $27,870 in FY18 and remained steady at $27,813 in FY19.

Outcomes

HUD-Required Metrics

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average income of households affected by this policy in dollars	$15,363 (2008)	Steady increase in average household income	2019: $27,813 2018: $27,870 2017: $35,169 2016: $28,423 2015: $15,946	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Employed full-time Employed part-time Enrolled in an educational program Enrolled in job training program Unemployed Other	2008: Employed FT: 27 Employed PT: N/A Enrolled in education: N/A Enrolled in job training: N/A Unemployed: 10 Self-Employed: 1	Steady increase in the percentage of participants who are employed full-time	2019: - Employed FT: 16 - Employed PT: 2 - Enrolled in Education: 19 - Enrolled in Job Training: n/a - Unemployed: 0 - Self-Employed: 1 2018: Employed FT: 27 Employed PT: 0 Enrolled in education: 29 Enrolled in job training: n/a Unemployed: 2 Self-Employed: 0 2017: Employed FT: 18 Employed PT: 7 Enrolled in education: 0	No

			Enrolled in job training: 0 Unemployed: 1 Other: 1 2016: Employed FT: 8 Employed PT: 3 Enrolled in education: 0 Enrolled in job training: 0 Unemployed: 0 Other: 3 2015: Employed FT: 30 Employed PT: N/A Enrolled in education: N/A Enrolled in job training: N/A Unemployed: 12 Self-Employed: 0	
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Number of households enrolled in Earned Income Exclusion	57 (2008)	Steady increase from previous year	2019: 19 2018: 29 2017: 28 2016: 14 2015: 45	No

** Full-time employment if earned income (wages + self-employment) equate to 30 hours/week at CT minimum wage; unemployed assumes no wages.*

Challenges or Changes

As a result of low participation and the limited number of clear self-sufficiency outcomes from this initiative, ECC/HANH began to phase out the Incremental Earnings Exclusion beginning in FY19. As of October 1, 2018, no new participants have been added to the IEE program. All current FSS participants received notification of the phase out. For those who are still eligible, FSS Coordinators will continue to exclude incremental earnings from wages or salaries earned by family members. All participants currently receiving the benefit will continue to do so until one of the following occurs:

- the clock on the program timeline runs out, meaning the benefit is used up in its entirety by the participants;
- the individual exhausts the benefit;
- or the individual forfeits the benefit by not meeting the IEE program requirements.

ECC/HANH is replacing this Initiative with a new initiative known as REACH. Under the terms of the IEE Program, that agency assumed the costs of the discounted rent for all program participants, regardless of whether they met the objectives of the initiative. With a more targeted approach to financial incentives, the REACH program is expected to result in agency cost savings through reduced costs per resident.

Initiative 2.3 – CARES (Caring About Resident Economic Self-Sufficiency)

Approved in FY12 and implemented in FY13.

Self-Sufficiency

Description and Status

Implemented in 2013, ECC/HANH implemented a new pilot program to promote HUD's mission to promote self-sufficiency throughout the agency. ECC/HANH developed a pilot self-sufficiency plan for the Brookside Phase II and Rockview Rental development that encompassed HUD's continued mission to increase self-sufficiency among residents and promote accountability. The C.A.R.E.S. Program (Caring About Resident Economic Self-Sufficiency) introduced the concept of term limits into the public housing and Section 8 programs administered by ECC/HANH. All residents, except those who are exempt under the program requirements, will be subject to a 72-month time limit on receiving rental assistance. The second component of the program requires certain individuals to participate in an extensive 24- month case management, supportive services program designed to overcome barriers to becoming self-sufficient. Residents returning to Brookside Phase I after redevelopment are exempt but can voluntarily participate in the program. ECC/HANH will use its MTW flexibility to fund the required social services component of this program.

Prior to signing a lease at the newly redeveloped Brookside Phase II Rental site, all residents will have a pre-orientation that will explain the CARES Program. At the end of the 72-month limit receiving rental assistance, the rent will be adjusted to a flat rent (public housing) or market rent (PBV), less any prorated assistance for household members who are seniors, 18 years of age or under, disabled or otherwise exempt, as described in the plan.

ECC/HANH recognizes that there are individuals who due to no fault of their own will not be able to achieve self-sufficiency on their own. Non-exempt individuals who have an Individual Service Plan (ISP) and case manager and show progress towards the goals of the plan will continue to be able to receive rental assistance if they continue to make progress towards their goals. There are two levels of engagement in the program: Full CARES and Transition CARES. This engagement is outlined here:

Full CARES Participant

- Has education and job skills that match demand in labor market
- Typically works full-time and earns a livable wage

Transition CARES Participant

- Does not have education and/or job skills that match demand in labor market
- Typically works part-time and/or needs job training to obtain higher wages or full-time employment

Residents and participants are incentivized to enroll in the CARES program because of the intensive supportive services offered, the escrow payment, and the increased control over the use of their escrow account funds (including subsidy dollars). In addition to the intensive supportive services for 24 months during the 72-month rental period, residents also receive a lump sum payment. The amount is deposited into an escrow account (REEF) and released upon graduation from CARES. The monthly subsidy payment will be pre-determined at an initial assessment conducted prior to lease up.

The funds in the REEF (accessible at or after year three) may be used to cover the following costs:

- a hardship (as defined under the Hardship Policy and Guidelines)
- purchase of a vehicle to attain or maintain employment (a one-time payment not to exceed $3,000 after all other options have been exhausted)
- costs to start a small business (a one-time payment not to exceed $2,500 after all other options have been exhausted)

- purchase of a computer
- enrollment in higher education, subject to the approval of ECC/HANH

While most intensive supportive services are provided during the first two years of the program, all participants continue to be able to avail themselves of support as needed. ECC/HANH anticipates that as barriers are addressed, the need for such intensive support will wane. This policy and procedural change has resulted in modifications to the MTW Plan, ACOP and Administrative Plan.

Impact

The CARES program continues to provide case management, resources and tools to support participants in reaching self-sufficiency. At the end of FY19, 120 participants were enrolled in the CARES program. Based on the total number of units at both Brookside II & Rockview, program can hold up to 177 participants at any given time, however, the number can be higher if families who transfer from Brookside II or Rockview to Brookside I decide to continue to participate. Currently there are 5 participants at Brookside phase I who transferred to units from Brookside phase II and Rockview and opted to continue to participate in CARES. Additionally, our total number of participants include families who participated at any time throughout the year who either became exempt or moved out. The total count for FY 2019 included 142 participants of which 120 remained at the end of the FY. The total includes all families who participated in CARES throughout the year including those who graduated, moved out or became exempt. The table below outlines the breakdown of families at these sites during FY19.

CARES Participation during FY19		
Program	Participants	Notes
Full CARES	69	5 out of 69 are BSI
Transition CARES	51	
Total at end of FY19	**120**	**115 BSII/ROCKVIEW**
Exemption	55	
Vacancy	8	

In FY19 the CARES coordinator continued to focus on reinforcing the principles of the program and improving communications with participants, including more streamlined email promotions for workshops and other events. The CARES program continues to provide case management, resources and tools to support participants in reaching self-sufficiency. During FY19 the average income of all participants was $29,530. Comparatively, in Brookside Phase I, which is not under the CARES program, residents have an average earned income of $15,604. This represents an 84% difference when comparing average earned incomes for both CARES and Non-CARES groups.

All FULL CARES participants living in both Brookside Phase II and Rockview Phase I are currently employed full-time with household incomes increasing in FY19; averaging $38,147 earned income per year, which shows a percentage increase of 4.72% from FY18 $36,388. In part, a portion of the increase in earned income mentioned above can be attributed to the number of Transition CARES participants who graduated into Full CARES by increasing their number of work hours and wages. There was also a 4.35% increase in the average earned income of Transition CARES participants seven participants moved from Transition CARES into Full CARES (3 from Brookside Phase II and 4 from Rockview Phase I).

Additionally, the approximate amount of funds in each participant's REEF account is $10,526. The average amount requested by CARES participants to cover costs is $2,458.47, which suggests that residents utilize an average 23.35% of the REEF account if they tap into it prior to graduation. Requests to cover costs are submitted and reviewed by a CARES committee with representatives from ECC/HANH and local agency partners.

Below is a table highlighting the requests from CARES residents to utilize their individual REEF accounts to cover the following costs:

Request to Cover Cost	Total Amount Requested	Total Amount Approved	Request to Cover Cost
Purchase of a vehicle (16)	$46,500.00	$46,500.00	Purchase of a vehicle (16)
Down payment on a home (1)	$10,448.11	$10,448.11	Down payment on a home (1)
Purchase of a Computer (1)	$500.00	$349.00	Purchase of a Computer (1)
Enrollment in Higher Education	$14,449.00	$14,449.00	Enrollment in Higher Education (6)
Start a small business (1)	$1,000.00	$1,000.00	Start a small business (1)
A hardship (3)	$10,066.00	$9491.47	A hardship (3)
Other (7)	$13,100.00	$11,184.51	Other (7)
Denied requests (3)	$8,000.00	$0.00	Denied requests (3)
Total Requests (38)	**$104,063.11**	**$93,422.09**	**Total Requests (38)**

In addition to required one-on-one meetings with a Coordinator, CARES staff conducts outreach to engage all residents by continuing communication with flyers, case management, weekly email chain with updates and information among staff and participants, which enable our residents to effectively gain and maintain access to resources that can assist participants in pursuing opportunities in achieving self-sufficiency program requirements. During FY19, there have been many successes within the program which include, many employment opportunities which resulted in employment and many residents furthered their education, which resulted in better employment opportunities and promotions.

Program Type	Registered	Completed	Percentage
Financial Literacy Program (CAHS)	26	26	100%
Adult Classes	5	0	0%
College-4 yr	19	0	0%
Computer Classes	11	10	91%
Credit 101 workshop	22	18	81.81%
Kareus Homebuyer	17 pre-registered 14 walk-in	31	100%
Liberty Bank Home ownership workshop	18	13	72%
OSHA Training	3	3	100%
Resident Owned Business Introduction	10	10	100%

There is also a noted decrease in the number of families receiving TANF with 6.15 % of Brookside residents (4 Transition and 2 Full) and 0% of Rockview residents currently in receipt of temporary cash assistance. Of the residents currently receiving TANF, 4 residents work (3 full-time and 1 part-time) and 1 plans to become exempt from CARES as her children are receiving SSI. Of those who are working full-time, 2 residents are caring for extended relatives, including a grandchild and nephew through both full and temporary custody.

Currently every participant in the CARES program is receiving on-going support and assistance thru Family Self Sufficiency homeownership, Resident Owned Business, Connecticut Association Human Services support, CONNCAT Training School and external Homeownership programs which includes HUD Homebuyer seminars as well as other resources in hopes of reaching self-sufficiency. There CARES is proving successful as we are seeing residents graduate with significant escrow savings, consistent and full time, well-paying employment.

Additionally, many of the CARES residents are graduating the program early with several entering homeownership. There were 7 residents who graduated early from the program, 4 of whom purchased homes during FY19. Oct 2018- Sept 2019 and successfully graduated before the 72-month CARES limit. The 3 participants who graduated early and did not pursue homeownership all had full time employment and were able to pay market rents.

CARES Early Graduates + Disbursements from REEF		
	Costs covered from REEF	**Amount Disbursed from REEF**
Participant 1	$0.00	$10,723.86
Participant 2	$1,400.00	$10,448.11
Participant 3	$0.00	$14,685.28
Participant 4	$0.00	$20,299.68
Participant 5	$0.00	$8,184.70
Participant 6	$0.00	$12,884.82
Participant 7	$0.00	$10,820.90
Participant 8	$0.00	$6,942.14
Total Participants: 8		**Total Disbursed: $94,989.49**

Outcomes

HUD-Required Metrics

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average Income for Full Cares and Transition CARES participants*	Average income of population: $16,897 in Fiscal Year 2013	Average family income of $45,000 by program completion (Full CARES)	2019: BSII Transition: $17,994.37 BS II Full: $43,018.02 Rockview I Transition: $16,622.25 Rockview I Full: $40,489.26 2018: Brookside Phase II Transition: $16,121.21 Full: $39,525.60 Rockview Phase I Transition: $19,709.13 Full: $33,252.64 2017: Brookside Phase II Transition: $14,808 Brookside Phase II Full: $17,030 Rockview Phase II Transition: $18,330 Rockview Phase II Full: $28,009 2016: Brookside Phase II Transition: $14,000 Brookside Phase II Full: $32,000 Rockview Phase II Transition: $14,450 Rockview Phase II Full: $30,000 2015: Transition: $14,200 Full: $31,500 2014: Transition: $15,300 Full: $29,200	N/A

SS #2: Increase in Household Savings				
Unit of Measurement	**Baseline**	**Benchmark****	**Outcome**	**Benchmark Achieved?**
Average amount of savings/escrow of participants affected by this policy in dollars (REEF accounts)	Zero	$8,000 per participant	2019: Brookside: $10,064.60 Rock view: $10989.00 2018: Brookside: $10,314.31 Rockview: $10,831.51 2017: Brookside: $10,443.62 Rockview: $10,825.59 2016: Brookside: $8,000 Rockview: $3,000 2015: $8,100 per participant** 2014: $0 2013: $0	Yes

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of participants enrolled in education /job development training	Zero	10% annual increase in enrollment of education/job development classes	2019- 66 participants total (may have attended more than one education job/training below) 48 in Financial Literacy Classes 19 in 4-year colleges/trade schools 5 in adult education 10 in computer class 3 OSHA Training 2018: 69 participants total 26 financial literacy classes 23 participants in training 15 participants in 4-year colleges 5 participants in adult education 2017: 64 participants total 25 participants in literacy classes 31 participants in training 4 participants in 4-year colleges 2 in graduate school 12 participants in adult education 2016: 35 participants total 6 participants in literacy classes 8 participants in training 6 participants in 4-year colleges 2 in graduate school 2 participants in adult education 2015: 21 participants in literacy classes 20 participants in training 6 participants in 4-year colleges or graduate school 2014: 36 participants in literacy classes 31 participants in training 5 participants in 4-year colleges 2013: 26 participants in literacy classes 0 participants in training 0 participants in 4-year colleges	No

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline**	**Benchmark*** **	**Outcome**	**Benchmark Achieved?**
Percentage of households receiving TANF assistance	2013: 4 (11% of Transition CARES)	Reduction by 20% of prior year households receiving TANF	2019 Total: BrooksideTransition:4 Brookside Full: 2 Rockview Full: 0 Rockview Transition: 0 2018: _ total participants Brookside Phase II Transition: 4 Full: 3 0.04% of Full CARES Rockview Transition: 1 0.07% of Transition CARES Full: 0 2017: 13 total participants Brookside Phase II Transition: 3 0.05% of Transition CARES Rockview Transition: 10 14% of Transition CARES 2016: 17 total participants Brookside Phase II Transition: 7 8.5% of Transition CARES Rockview Transition: 10 12% of Transition CARES 2015: 8 total participants 9% of Transition CARES 2014 N/A	Yes

SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark*** **	**Outcome**	**Benchmark Achieved?**
Number of participants receiving services aimed to increase self-sufficiency (participants who have completed CARES action plans)	Zero	10% annual increase	2019: 142 2018: 148 2017: 127 2016:139 2015:175 2014:117 2013: 62	No
SS #8: Households Transitioned to Self-Sufficiency				
Number of households who receive zero subsidy at the end of year six	Zero	12 by the end of the program; Estimated length of the program is six years in total	2019: 8 2018: 0	Yes

** Weighted income figures across Brookside and Rockview participants*
*** Benchmark was created in FY17 and may be reevaluated in FY19.*
**** While this benchmark has been met, it may be reevaluated in FY19 to reflect the idea that there will always be a certain percentage of new participants on TANF and the goal of transitioning those participants off TANF after enrollment.*
***** This benchmark may be reevaluated in FY19 to reflect the fact that participation is capped by the number of residents in the two developments.*

Internal Metrics

Enrollment				
Unit of Measurement	**Baseline**	**Benchmark***	**Outcome**	**Benchmark Achieved?**
Number of Full CARES participants	Zero	25% Increase in Full CARES	2019:69 2018:75 2017: 64 2016:56 2015:83 2014:48 2013: 24	Yes
Number of Transition CARES participants	Zero	25% Reduction in Transition CARES	2019: 51 2018: 73 2017: 63 2016:82 2015: 92 2014:68 2013:38	No
Non-compliant with program requirements				

Number of participants compliant with the program's requirements	Zero	60% of new participants will remain compliant	2019: 133 (94%) 2018: 69 (46%) 2017: 127 (100%) 2016:64(46%) 2015:158(90%) 2014:80(98%) 2013:62 (83%)	Yes

** These benchmarks may be reevaluated in FY19 to reflect the fact that participation is capped by the number of residents in the two developments and the importance of serving new residents who may be fit for Transition CARES. In the future, the benchmark may focus on the percentage of new participants who are transitioned to Full CARES within a certain amount of time.*

Challenges or Changes

There are no significant changes to the CARES initiative. Challenges related to the CARES program in FY19 are described below:

<u>Program Compliance</u>: Although the number of new participants who are complaint with program requirements (90%) has exceeded the benchmark of 60% of participants, this nonetheless represents a program challenge. Program staff are working toward ensuring 100% program compliance.

<u>TANF Enrollment</u>: Although enrollment in TANF is still below the program benchmark, one challenge has been that Full CARES participants are still enrolled in TANF, despite being employed full-time. These are residents that are taking care of dependent children, and because of their household size and income, may nonetheless qualify for TANF benefits. Program staff are aware of this and working with these families on appropriate case management to increase their self-sufficiency.

<u>Decrease in CARES enrollment</u>: The total enrollment in CARES decreased from 148 in 2018 to 120 in 2019. This is explained due to participants who chose to reset, and those who have graduated.

Self-Sufficiency

Teacher-in-Residence

Approved in FY15 and implemented in FY16.

Description and Status

The Teacher-in-Residence program is part of an ECC/HANH youth initiative known as ECC Believes. The initiative is based on the premise that although some disadvantaged young people can rise above their circumstances to advance academically, personally, and professionally, most require intensive supports from an array of service providers and community-based organizations. ECC/HANH is leveraging a new housing policy to advance academic outcomes for student residents. The initiative is also a motto that ECC/HANH believes in—that each of our students can achieve excellence through individual and family supports to help them on their way towards success.

ECC Believes is comprised of supports that expand upon the ongoing work of ECC/HANH and the nationally recognized New Haven Public Schools. This initiative is research-based, supported by best practices, and founded on feedback from ECC/HANH residents, ECC/HANH staff, and community stakeholders. As such, the youth initiative focuses on:

1. Academic supports and afterschool programming to reduce the achievement gap

2. Parent and family engagement in children’s education
3. Increasing program opportunities that support post-secondary education

Launched in FY16, as part of ECC Believes, ECC/HANH sought to make academic supports readily available to the approximately 2,000 school-age youth residing in our developments. Modeled after the Officer-in-Residence program implemented through HUD approval, ECC/HANH proposed a new MTW initiative that would offer housing to teachers in exchange for the delivery of homework help and tutorial services for our youth. Teachers housed through ECC Believes are called “Teachers-in-Residence.”

The initiative aims to serve both ECC/HANH youth and their families. First, the initiative focuses on necessary academic assistance. Second, having the Teacher-in-Residence onsite also aims to help bridge an historical divide between educators and our families, working to build community and shift traditional relationships between teachers and parents. In turn, the program creates space for experiential learning, living, and communication. By grounding support where families live, the initiative aims to build relational pathways from the home into the classroom.

Teachers in the pilot program, as part of an agreement between ECC/HANH and each teacher, are required to provide educational assistance to ECC/HANH’s youth at two properties: McConaughy Terrace and Valley Townhouses. The teacher is currently housed at the McConaughy Terrace development.

The Educational assistance provided by each Teacher is defined as follows:

- Conduct a site-based homework help program at the developments in which the Teacher in Residence resides, in conjunction with ECC/HANH staff, throughout the school year;
- Provide homework help and/or tutoring for students in their respective ECC/HANH developments;
- Facilitate site-based meetings for parent residents, in conjunction with ECC/HANH staff, so that parents may better understand how to navigate the New Haven public schools; and
- Participate in the Tenant Resident Council.

Impact

During FY19, the Teacher-in-Residence program operated at McConaughy Terrace. Children from the neighboring Valley Townhouses were also invited to attend the afterschool program, allowing the program to reach a larger number of ECC/HANH youth across developments. The Teacher-in-Residence program targets school-aged youth between the ages of 6 through 13. Of the 274 youth living at McConaughy Terrace (243 youth) and Valley Townhouses (31 youth) under the age of 18, 156 are considered school-aged and eligible to participate in afterschool programming.

In FY19, to circumvent challenges in securing data on students’ academic outcomes from the school system, the Teacher-in-Residence began to incorporate the “Math and Reading IXL program” into the curriculum. The teacher was able to secure this data from students participating in the program without securing a release of information from the New Haven Public Schools, while still accessing data on students’ progress that is aligned with school assessment measures in reading and math. This allowed the teacher to assess and track individual academic growth in reading and writing, as well as highlight challenging areas in both subjects. The Math and Reading IXL program is aligned with Connecticut Common Core math standards and spans from Pre-K to high school with coverage of grade level concepts and applications. The introduction of Math and Reading IXL will enable the Teacher-in-Residence to gain baseline data at the beginning of the afterschool program and immediately begin working on student's levels and challenges without waiting for the school progress report, months after programming begins. For example, the first quarter progress report is provided in mid-fall, while the final quarter progress report is provided at the end of the school year, which can be as late as the end of June.

The introduction of the IXL program also provides children the opportunity for ongoing practice and introduction of new concepts in preparation for district assessments and larger state exams that are administered later in the year.

During FY19, the Math and Reading IXL program was rolled out to effectively assess students' knowledge and track growth. Math and Reading IXL provides a diagnostic assessment that identifies students' grade levels and provides individual student plans to work on areas of need. Students are continuously working through the diagnostic assessment to achieve their grade levels score. Students are encouraged to practice skills at home and in school (during class computer time with Teacher permission). Math and Reading IXL provides students continuous online practice in areas of need as well as acceleration in skills as appropriate to student achievement.

The ECC/HANH CED department has been working on ways to expand the impact of the Teacher in Residence program. In FY19, CED partnered with a local church program to engage youth and co-sponsor a Saturday program with the Teacher-in-Residence for the youth at McConaughy Terrace and Valley Townhouses. The program consists of programming such as arts & crafts and educational programming. The TIR assisted with gathering the youth and encouraging participation. Additionally, the CED department and the Teacher hosted an Egg Hunt in which children were invited to participate in activities and information about the afterschool program was sent home. The event targeted children from both McConaughy, and Valley Townhouses as well as neighboring Westville Manor.

The CED department is also partnering with New Haven Public Schools to host "Coffee and Conversation" meetings onsite with residents and the superintendent. The Teacher-in-Residence also attends those meetings and is available to meet with parents about the program afterwards.

The Teacher-in-Residence has also been working directly with the Resident Services Coordinator (RSC) on improved outreach strategies with families, such as door-to-door introductions and a referral system to recommend families who could benefit from the program, such as working parents in need of afterschool care. The Teacher-in-Residence has also been working with the existing Tenant Resident Council at Valley Townhouses to help improve the program model, including adjusting the days of the week and appropriate times to better serve the community, and also by hosting a holiday party with raffle prizes to incentivize parents to attend and learn about the program. This has attributed slightly to an increase in participation.

During FY19, the Teacher-in-Residence also coordinated a summer camp that included field trips and a summer lunch program. Children were offered the opportunity to participate in several uniquely designed summer sessions that included the interactive use of manipulative aimed to foster mathematics and literacy, interactive field trips throughout the community (including several Yale museums, the beach and local businesses) as well as the roll out of a Reading Challenge to motivate summer reading. The overall goal of the program is to engage children in creativity, communication, collaboration and critical thinking all while reinforcing STEAM and literacy concepts in an innovative way!

For FY20, there are plans to host workshops for parents to assist them with navigating the PowerSchool dashboard for families to be connected to school and classroom progress and activities so they can have up to date access to progress reports and grades. Additionally, ECC/HANH has partnered with United Way to offer the Circle of Security Parenting Group at the same time as the afterschool program as a way to engage parents in the afterschool program and also benefit from resources while their child or children are benefiting from the program.

Outcomes

HUD-Required Metrics

SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark*** **	**Outcome**	**Benchmark Achieved?**
Number of households receiving consultation and/or technical assistance	0	65% of school-aged children	2019: 32 (20%) 2018: 12 (33%) 2017: 25 2016: N/A	No

Internal Metrics

Enrollment				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of children at each session	10	10% Annual Increase	2019: 16 average daily attendance 2018: 6 2017: 10	Yes
Minimum of 15 children enrolled over the course of the year	20	5% Annual increase	2019: 32 2018: 12 2017: 25	Yes
Increase student achievement in Literacy				
Improvement in individual reading levels	N/A	80% of students will increase one reading level (equivalent to one year's growth)	2019: 90% 2018: 75% 2017: 90%	Yes.
Increase student achievement in Mathematics				
Improvement in individual mathematics levels	N/A	80% of the students will increase one math level (equivalent to one year's growth)	2019: 75% 2018: No data collected during FY18. 2017: No data collected during FY17.	No

Challenges or Changes:

Challenges or changes related to the Teacher-in-Residence program in FY19 are described below:

Access to student data: Securing academic outcomes proved to be an overall challenge for the afterschool program. Students enrolled students do not attend consistently and their academic reading and math progress could not be tracked using school data, because their parents/guardians did not provide a report card, opted out of signing the release of information, or the release could not be secured by the teacher. Some of the parents who refused to sign the released shared they were not comfortable with the housing authority's ability to access their child's school information. Without this release, ECC/HANH does not have access to data regarding school attendance and reading and writing levels. In FY19 there were also continued challenges with securing report cards. An unfortunate challenge is that report cards must be picked up my parents at the school, which can make it difficult to secure from parents. Without the parental consent, ECC/HANH cannot access the report card information from the NHPS. Efforts are being made to personally contact parents to secure a copy once break is over as well as create an incentive for the youth to bring in their report cards.

Consistent attendance: A challenge in FY19 has been the resident relocation project that is occurring on site at McConaughy Terrace. Each week, there are up to 12 families moving in and out for extended periods of time which is affecting attendance and consistency within the afterschool program.

Introduction of Connect Home tablets: Through the Connect Home program, 100 tablets have been purchased for use in the afterschool program to help bridge the digital divide for families, serve as an assessment tool for the teacher, and support academics during programming time. The tablets will be used for both assessments and programming and the children will be allowed to bring the tablets back and forth from the program.

Cost Effective

Initiative 3.1 – Rent Simplification

Approved in FY07 and implemented in FY08.

Description and Status

The full description of ECC/HANH's rent simplification program can be found in appendix 6.

ECC/HANH's rent simplification activities include the following major elements:

i. **Multi-year recertification cycles**. ECC/HANH utilizes the Enterprise Income Verification (EIV) system for all third-party verifications. In FY09, ECC/HANH implemented the multi-year recertification cycles that recertifies work-able families every two years and elderly/disabled families every three years. MTW families that do not meet the definition of elderly or disabled definition will be considered work-able families.

- Triennial cycle (every three years) for elderly/disabled households (defined as head, co-head, or spouse is elderly and/or disabled)
- Biennial cycle (every two years) for work-able households (those that do not meet the elderly/disabled definition)
    - **Rationale**: Very little change in income takes place with elderly/disabled families on fixed income on an annual basis. Given this consistency, there is little financial incentive for ECC/HANH to verify the income of elderly/disabled families annually. Work-able families will also benefit from two-year cycles as they will not pay incremental rent increases on any income increases for the two years between recertifications.
    - **Expected impact**: Administrative savings, increased resident satisfaction and reduced need for interim recertifications.

ii. **Simplified Rent Tiers that incorporate deductions.** Rent tiers were built to simplify the rent calculation. Rents are based on $1,000.00 income bands starting at $2,500.00. Rent is based on the mid-point of each income band. In addition, ECC/HANH eliminated standard deductions for elderly, disabled and non-elderly households.

- **Rationale**: Using a band-based tiered rent schedule allows families to move away from verifying every dollar earned and deducted.

- **Expected impact**: Less intrusive recertification process and increased understanding of the rent calculation methodology.

iii. **Exceptional expense tiers.** Households with exceptional expenses may request a rent reduction. This includes large families (with more than two children). It also includes families with excessive medical, disability assistance, or childcare expenses. Participants are not required to provide documentation of every expense and are instead expected to provide documentation sufficient to meet the appropriate tier. The amount of monthly rent reduction is established at the mid-range of the tier. Households with exceptional expenses will receive a direct reduction of the monthly rent. Regardless of the reduction, all participants must contribute a minimum of $50 towards their monthly rent.

Tiered Amount of Expenses	Monthly Rent Reduction
$ 2,000 - $ 3,999	$75 (equivalent to $3,000 deduction)
$ 4,000 - $ 5,999	$125 (equivalent to $5,000 deduction)
$ 6,000 +	Hardship Review

- **Rationale:** Excessive resources are dedicated to verifying deductions for childcare, medical and disability allowances. Third-party verifications of these amounts are difficult to accomplish, and the agency often relies upon second- and first-party verifications of these deductions. Obtaining verification data also places an undue burden on the resident.

- **Expected impact:** Administrative savings, simplified process for residents/participants and fewer recertification appointments are expected. Additionally, rent tiers have been built to minimize impact on residents during the initial years and to phase in rent increases over time. Residents will not experience an overwhelming rent burden but will be incentivized to increase their earnings over time as their rent gradually increases. The impact on income has been tracked.

iv. **Minimum Rent of $50.** ECC/HANH established a minimum rent of $50 with the expectation that everyone pays something for housing. Residents who are unable to pay the minimum rent of $50 can request a hardship exemption for a $0 rent payment. To qualify, individuals must meet with the ECC/HANH Hardship Committee to determine the nature and length of the hardship. Rent is then modified accordingly based on the information collected. To move these residents towards self-sufficiency, they are referred to the Family Self-Sufficiency program if the adult household member is neither elderly nor disabled.

- **Rationale:** All families should pay something for their housing.

- **Expected impact:** HCV subsidy should decrease, and PH rent rolls should increase. ECC/HANH will monitor the number of families on minimum rent and hardship requests to gauge the impact on families.

v. **Transition to Avoid Hardships.** There will be a transition period of one year from the current income-based rent determination process to the new income-tiered rent determination process. No family will have an increase in Total Tenant Payment (TTP) during the first year they are subject to the requirements of this Rent Simplification Policy.

- Year 1: No family will have an increase in TTP
- Year 2: No family shall be subject to an increase in TTP greater than $25/month
- Year 3: No family shall be subject to an increase in TTP greater than $50/month
- Year 4: No family shall be subject to an increase in TTP greater than $75/month
- Subsequent years: No family shall be subject to an increase in TTP greater than $100/month

Increases are based on a family's monthly TTP in the year immediately preceding the implementation of the Rent Simplification Policy.

- **Rationale:** Limit undue hardship to families due to minimum rents and streamlining of deductions.
- **Expected impact:** No sudden increase in hardship applications due to rent simplification activities.

Impact

Multi-year recertification schedules. In FY19 there were 1,248 HCV recertifications scheduled. This is a 65% decrease in annual certs from the approximate 3,628 recertifications processed in FY07, prior to implementation of the Rent Simplification policy in 2008. In addition, there were 1,522 interim recerts completed for HCV in FY19.

Now that biennial and triennial recertifications have gone through a full cycle, the downward trend will not be as significant and will only fluctuate based on the number of families who enter or leave the program on an annual basis. There has also been a 47% reduction in printing costs since 2007 due to a reduction in the number of annual recertifications for families.

The biennial/triennial recertification process has reduced the required staff time to process the recertifications, reduced the burden for residents and participants from having to recertify annually, provided documentation for every dollar expense for deductions, and allowed families to save money for any increase in wages in between recertification cycles.

Minimum rent. In FY16, 94 applications were received and 55 (59%) of those applications were approved. In FY17, 73 hardship requests were received and 67 (92%) were approved. ECC/HANH continues to monitor trends in hardship applications. Since 2012, there has been a 70% decrease in requests received. It is anticipated that applications will trend downward with approvals will steadily increase as fewer inappropriate applications are received, appropriate applications are processed and approved, and ultimately more residents are able to obtain employment and thus do not need minimum rent or exemptions.

Simplification of deductions. Even though the rent calculation was simplified with tiered rents and simplified deductions, most time savings have resulted from a decrease in the number of recertifications processed and a reduction in time required to process a recertification. This year, annual staff hours increased by an estimated 24% as a result of changes associated with staffing and additional recertification projects taken on by the HCV team. In 2017 we saw a significant decrease in staff hours of about 104% in comparison to baseline year, 2007.

Outcomes

HUD-Required Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Savings related to staff reduction due to implementation of multi-year recertification*	$0	($133,000)	2019: $184,101 2018: $178,739 2017: $173,533 2016: $168,479 2015: $163,572 2014: $158,808 2013: $154,182 2012: $149,691 2011: $145,332 2010: $141,099 2009: $136,990 2008: $133,000	Yes, in 2008 there was a LIPH Director and HCV Director; The LIPH Director position was eliminated. HCV director position (salary + benefits) in 2008 position was combined.
Total annual cost of printing and mailing documents related to annual recertification (excluding staff time; PH and HCV combined). *	$26,923 (2007)	$13,750	2019: $11,964 2018: $16,123 2017: $14,344 2016: $17,391 2015: $12,705 2014: $14,927 2013: $13,338 2012: $16,924 2011: $14,597 2010: $23,639 2009: $26,340 2008: $26,175	No

*Annual HCV Director Salary from previous year multiplied by 3% increase.

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total annual staff time in hours to complete annual recertifications (PH and HCV combined) **	12,238 (2007)	5,000 annual staff hours	2019: 4,671[14] 2018: 15,138 2017: 5,998 2016: 7,273 2015: 5,313 2014: 6,133 2013: 4,850 2012: 6,154 2011: 5,308 2010: 8,596 2009: 9,578 2008: 9,518	Yes
CE #3: Decrease in Error Rate of Task Execution				
Average percentage error rate in calculating rents in annual recertifications (% files reviewed with errors)	11% of files (2011)	5% of files	2019: 10% of files (HCV) 2018: 0% of files (HCV) 2017: 1% of files (HCV) 2016: 1% of files (HCV) 2015: 24% of files (HCV) 2014: 24% of files (HCV) 2013: 15% of files (HCV) 2012: 10% of files (HCV)	No

** 4,895 PH+HCV recertifications (2007); 2,310 (2015); 3,162 (2016); 2,000 (benchmark); $5.50 total cost per recertification packet: $2.50 average cost of postage and $3.00 printing (60-page recertification packet at $.05 per page) per recertification pre- and post-new schedules.*
*** 4,895 PH+HCV recertifications (2007); 2,714 (2014); 3,162 (2016); 2,500 (benchmark); 2.5 hours average staff time (both PH and HCV) per recertification pre-rent reform per 2007-time study and 2.3 hours post-rent reform from 2014 HCV activity time study (average of work-able and elderly/disabled households recertification processing time)*

Internal Metrics

Rent Simplification Initiative Metrics				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome***	**Benchmark Achieved?**
Number of hardships approved and hardship applications	2012: 122 approved/ 243 applications No baseline data available prior to 2012	No significant increase in hardships	2019: 18 approved/18 received 2018: 35 approved/102 applications 2017: 67 approved /73 applications 2016: 55 approved/94 applications 2015: 42 approved/111 applications 2014: 40 approved/213 applications 2013: 54 approved/195 applications	Yes

[14] Total number of annual staff time for HCV includes all HCV certs under Rent Simplification. Number of units where rent simplification is not utilized were backed out of the total annual cert count.

Rent Simplification Initiative Metrics (continued)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome***	**Benchmark Achieved?**
Number of families on minimum rent	28 (HCV - 2010) 170 (PH - 2007)	Decrease in minimum rent households	2019: 246 (HCV/LIPH);246 2018: 412 (HCV); 165 (PH) 2017: 380 (HCV); 171 (PH) 2016: 360 (HCV); 233 (PH) 2015: 348 (HCV); 213 (PH) 2014: 341 (HCV); 233 (PH) 2013: 314 (HCV); 212 (PH) 2012: 287 (HCV); 180 (PH) 2011: 227 (HCV); 183 (PH) 2010: 28 (HCV); 153 (PH) 2009: 33 (HCV); 147 (PH) 2008: 121 (HCV); 161 (PH)	No
Number of annual interims processed (PH and HCV combined)	1,280 (2007)	1,300	2019: 1,522 (HCV) 194(LIPH) 2018: 949 (HCV); 282 (LIPH) 2017: 2493 2016: 2497 2015: 1551 2014: 1539 2013: 1363 2012: 1967 2011: 1598 2010: 1196 2009: 1364 2008: 1140	No

** The 2016 number of hardship applications and approvals was updated to the correct number.*

Challenges or Changes

ECC/HANH does not anticipate any changes to the initiative or metrics and does not require different authorizations from what was initially proposed. This initiative meets the statutory objective of cost effectiveness.

Cost Effective

Initiative 3.5 – HCV Rent Simplification/Cost Stabilization Measures

Approved and implemented in FY08. Updated in FY14.

Description

ECC/HANH enacted Rent Simplification measures consistent with the FY08 MTW Plan. This initiative expands upon those streamlining measures. This initiative replaced previous Initiative 3.3 (closed out) and was transitioned once HCV organizational changes and caseload optimization were completed.

This activity has three components:

Part 1. HQS Inspections on Biennial/Triennial Schedule

Unit inspections and rent increases are placed on a schedule consistent with recertifications to coincide. However, HCV participants and landlords can request a special inspection, if necessary, at any point that deficiencies are suspected.

- **Rationale**: History has demonstrated that most units inspected annually pass on the first inspection. It is reasonable to assume that given high pass rates, the quality of the housing lends itself to less frequent inspections.
- **Expected impact**: Savings in staff time related to inspection scheduling and a reduction in cost of the inspection contract with the City of New Haven are expected.

Part 2. Self-Certification for Fails Not Related to Health/Safety
ECC/HANH will use a self-certification process to follow-up with non-life threatening HQS inspection violations. Landlords and participants will be able to self-certify and submit documentation of corrected deficiencies for regularly scheduled HQS inspections. All participants retain the right to request a special inspection at any time.

- **Rationale**: Currently, approximately 860 HQS inspections fail for items that are not health and safety related. The cost of these inspections is approximately $61,000.00.
- **Expected impact:** The number of re-inspections related to minor fails that are not health and safety related is expected to decrease.

Part 3. Landlord Rent Increases on Biennial/Triennial Schedule
Landlord rent increases are only processed at the time the family is recertified. These recertifications take place biennially for work-able families and triennially for Elderly/Disabled families. HQS inspections are placed on the same schedule as HCV recertification. Since HCV caseload optimization will change recertification dates, HQS inspection dates have changed correspondingly. See Initiative 3.1 for definitions of Elderly/Disabled and work-able families.

- **Rationale**: Requests for rent increases were allowed annually. Among the 3,500+ landlords, an average of 700 rent increases were requested and approved annually. This represents 20% of the assisted units, which suggests that most landlords are not requesting annual increases.
- **Expected impact**: Savings in HCV staff time is expected because of reduction in the number of requests related to landlord rent increases.

Impact

ECC/HANH saw cost savings in biennial/triennial rent increases. FY19 saw a 50% decrease in rent increases from FY18, during which 70 rent increases were approved and processed. This represents an 90% decrease from 729 rent increases in FY13, the year prior to implementation.

Outcomes

HUD-Required Metrics

Metrics Related to Inspections Components (1,2) of Activity				
CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Cost of inspection contract with City of New Haven	$259,000 (2014) *	25% reduction of inspection contract cost with City	2019: $275,379 2018: $275,379 2017: $275,379 2016: $275,379 2015: $275,379	Yes
CE #2: Staff Time Savings				
Total HANH internal staff inspection scheduling time (annual hours) **	904 hours (2014)	367 hours	2019: 1,352 hours 2018: 674 hours 2017: 670 hours 2015: 778 hours	No Total scheduled inspections FY19 5,407

** ECC/HANH's current (2014) inspection contract with the City of New Haven costs $259,000. This number includes 860 inspections for fail items that are not health and safety related. These inspections cost $61,000 to process. The proposed policy will allow self-certification for these issues.*
*** # of HCV program inspections under current MTW inspection policy is 2,484. # annual HQS inspections expected to be further reduced to 1,467 due to proposed MTW elderly/disabled population change and proposed biennial/triennial inspection protocol; Staff spend 15 minutes scheduling "annual" HQS inspections. FY 2015 inspections = 3,111; 3,616 in FY 2014. Note that the outcomes include the initial and special inspections.*

The baseline cost of the inspection contract was $259,000 for a total portfolio of 3,338 vouchers. During FY19, ECC/HANH spent $275,379 for a total portfolio of 4,591 vouchers. This is a reduction from $76 per voucher to $60 per voucher and represents cost savings. Staff time spent remained constant at .27 per voucher to .29 per voucher.

Metrics Related to Biennial/Triennial Landlord Rent Increase Component (3) of Activity				
CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Cost (in annual HAP) of processing landlord rent increases	$573,000 (2014) *	$200,000	2019: $115,140 2018: $296,520 2017: $453,324 2016: $437,580 2015: $343,932 2014: $573,000	No
CE #2: Staff Time Savings				
Annual staff time (hours) spent processing landlord rent increases	401 hours (2014) **	0 hours	2019: 70 hours 2018: 141 hours 2017: 278 hours 2016: 232 hours 2015: 210 hours	No

** ECC/HANH processed 401 annual landlord rent increases in FY14 with average annual HAP increase of $1,429 ($119 per month). ECC/HANH processed 210 HCV landlord rent increases in FY15.*
*** ECC/HANH processed 401 annual landlord rent increases in FY14. 2014-time study found that landlord rent increases take an average of one hour to process.*

Internal Metrics

Special Inspections				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of HCV special inspections	157 special inspections (2015)	No significant increase over baseline	2019: 208 2018: 277 2017: 274 2016: 338 2015: 157	No

**Self-certifications inspections were implemented mid-year 2017.*

Challenges and Changes

ECC/HANH does not anticipate any changes to the initiative or metrics and does not require different authorizations from what was initially proposed. This initiative meets the statutory objective of cost effectiveness.

Fulton Park Modernization

Approved in FY11.

Housing Choice

Description

This initiative was approved in FY11, placed on hold in FY12, and reactivated in FY16. The Fulton Park development was included in the RAD conversion for FY16. ECC/HANH completed a RPCA and submitted a RAD application for the rehabilitation of Fulton Park on October 9, 2015. The Authority received RAD approval in spring of 2016 and is in the process of converting. The Fulton Park project is now part of the RAD Phase II expected to be completed during FY20.

Challenges and Changes

ECC/HANH does not anticipate any changes to the initiative or metrics and does not require different authorizations from what was initially proposed. This initiative meets the statutory objective of increasing cost effectiveness and increasing housing choice.

Initiaitve 3.6 Expanded Jurisdiction: Creating Housing Opportunities Outside of the City of New Haven in Areas of Opportunity

Self-Sufficiency

Approved in FY19.

Description

This initiative proposes to expand the jurisdiction of the ECC/HANH and its instrumentalities to develop affordable housing or site project-based vouchers in areas that have been identified as “opportunity areas.” The City of New Haven is in close proximity to many towns that are considered to have high or very high opportunity. These are also areas that have been slow to develop housing for families or disabled residents. ECC/HANH and its instrumentality, The Glendower Group, are a major developer and subsidizer of affordable

housing in this region, and well equipped to address this challenge. This initiative proposes to allow ECC/HANH and Glendower to expand its reach into neighboring areas of opportunity.
ECC/HANH Seeks to:

- Identify and locate ECC-Residents in high opportunity, non-impacted areas. (The majority of the census tracts in ECC/HANH current jurisdiction are impacted areas).

- Support the development of preservation of affordable housing in the broader New Haven metropolitan area or in other areas as needed.

Proposed Services Offerings to Jurisdictions, Local Governments, PHAs and other entities include the following

1. Provide Development Services (on a fee for service basis) with other PHA or jurisdictions to support the development or preservation of affordable housing based on our track record and experience in completing this type of project;

2. Provide capital planning and project coordination/ management to other PHAs on a contractual basis. With almost $250M in development over past decade, ECC has the experience and capacity to support smaller PHA the development and administration of their capital plan, in ways that should reduce administrative expenses, which should increase dollars invested in properties;

3. Continue to provide Relocation Services for PHAs and Jurisdictions. The Glendower Group, an ECC/HANH affiliate, has coordinated relocation efforts for the Hartford, New London, Ansonia and Waterbury Housing Authorities on a fee for service basis in prior years. ECC/HANH is only providing services for relocation efforts; other PHAs/jurisdictions are not using ECC/HANH housing stock.

4. To use ECC/HANH voucher and capital resources (when available) in non-impacted areas, to create housing opportunities for New Haven Residents and affordable housing opportunities to individuals and families in these areas where inventory is often limited;

5. To provide direct or coordinated resident services to PHA, RAD or LIHTC projects that have goals of promoting resident's self-sufficiency. Agency has developed a FSS-like program that it would offer to other PHAs that we believe will move residents towards self-sufficiency and reduce dependence on housing subsidies over time; and

6. Explore the possibility of managing the Section 8 program for smaller PHAs in surrounding communities. ECC has invested in data management and reporting systems and has the ability to increase administrative activities without significant increases in overhead, which would result in cost savings for smaller PHAs who may struggle with providing these services based on the number of vouchers the agency manages.

Impact

The Housing Authority issued 40 PBV for a development in the Town of Branford, a non-impacted community. The developer will be constructing new units with construction starting in 2020 and lease-up in 2021. ECC/HANH will seek to utilize vouchers in this manner in 2020.

Outcomes

HUD-Required Metrics

HC#1: Additional units of housing made available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Housing units	0 units developed outside the jurisdiction of the City of New Haven in areas defined as "areas of opportunity"	Up to 5% of overall voucher authority will be project-based to developments outside the city in "areas of opportunity"	N/A	N/A

Initiative 3.7 Non-Traditional Supportive Housing with Time Limited Support for Families Transitioning from Homelessness

Self-Sufficiency

Housing Choice

Approved in FY19.

Description

ECC/HANH proposes to co-develop non-traditional housing supports for units of affordable housing for families transitioning from homelessness. This support is targeted toward families seeking economic self-sufficiency following shelter and transitional housing offered through a community provider. The first project developed under this proposed initiative would be a 19-unit development owned by Christian Community Action (CCA). Program participants would be identified from shelters owned and managed by CCA and from other family shelter providers in the greater New Haven area. Families will receive case management support to achieve work goals that support independent living in 24 to 36 months, with a maximum period of housing subsidy support for 36 months. This activity will be a 10-year PILOT program and at the conclusion of the pilot period, the Authority will determine if it will make this Initiative a permanent activity.

Program Participants would be identified from shelters owned and managed by CCA and from other family shelter providers in the greater New Haven area. Families will receive case management support to achieve work goals that support independent living in 24 to 36 months. Once families graduate from the program, they will receive an additional year of support and mentorship. These services will be provided by CCA's ARISE Center. The ARISE (Accessing Resources for Independence, Skill-Building and Employment) Center serves families that are residing within the CCA Hillside Family Shelter (HFS) and Stepping Stone Transitional Housing Program (SSTHP), as well as serving families for up to one year after they have moved from a CCA housing program and into permanent housing. The purposes of the ARISE Center services are to increase employability and promote family health, wellness and stability through the work of the ARISE Employment Services and Child and Family Services.

ECC/HANH proposes to provide non-traditional housing support modeled on the housing choice voucher program with subsidy paid at the 110% payment standard. Program income generated from the use of housing choice vouchers will be used to support necessary improvements to the building and to offset a portion of the administrative expenses associated with the program delivery model.

All Program Participants will agree to a maximum period of housing subsidy support of 36 months. At the end of the program period, unless otherwise authorized, it is the expectation that families will move into non-subsidized permanent housing, identify subsidized housing options inside or outside of the City of New Haven, or pursue other housing options for their families. Program participants can be placed on the ECC/HANH PBV waitlist, and are eligible to occupy one of the agency's project-based units while they are enrolled in the program or after their matriculation from the program. Participation in the program does not guarantee any housing assistance beyond the 36-month program period.

This activity will be a 10-year PILOT program and at the conclusion of the pilot period, the Authority will determine if it will make this Initiative a permanent activity. The 10-year pilot program is based on the following assumptions. (a) 1-year acquisition, renovations and initial lease up period for program participants. (b) Completion of three thirty-six-month program cycles for participants, which will be approximately 50 individuals and families. Our goal during this period is for 70% of our families to transition out of the program with higher incomes and into non-subsidized housing options. Participants who either do not meet the program requirements and are voluntarily or involuntarily released from the program, or who fail to identify housing options for themselves when the program will be completed, will have to seek outside support to address their unmet housing needs. All program participants will continue to have access to ARISE Center staff once they leave the program to support their efforts to become or remain self-sufficient.

In the event that program model does not meet its intended results, ECC/HANH, working in concert with CCA, can either choose to make significant changes to the program model, or transition the development into more traditional subsidized housing development for families in New Haven, that would be subject to the normal requirements of ECC/HANH.

Selection Process, Eligibility and Criteria Families will be selected for participation of CCA's Moving to Work Program based on submission of completed application, income guidelines and willingness to fully participated in the Program.

Families that are homeless or at risk of homelessness, where the heads of household make a commitment to participate fully in the Program must submit a pre-application. All completed pre-applications will be time and date stamped and added to a waitlist maintained by CCA Workforce Housing Program. As openings becomes available families will be scheduled for a pre-screening interview. The Pre- Screening staff (the director of housing services and family coaches) will conduct a needs assessment focusing on the following areas: income, employment, childcare, housing and health, description of the Program goals and opportunities for the family to move to greater independence. The family will complete a full application to the Program. Along with the "full application" families will be required to submit the following documentation: proof of homelessness (letter from shelter provider), proof of income from all income sources, photo identification, birth certificate, social security card, health insurance card for all household members and immunization record (all the children).

To be eligible, household income cannot exceed the income limit of the New Haven-Meriden Area Median Income of Very Low (50%) Income Limit (see income guideline below), and the family desire to move closer to independence by articulating their willingness to fully participate in the workforce housing program for a successful exit to permanent housing.

Income Criteria: Total Household income cannot exceed the income limit for each household size:								
New Haven-Meriden Area Median Income - Very Low (50%) Income Limit								
Household size	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
Income Limit:	**32,100**	**36,700**	**41,300**	**45,850**	**49,550**	**53,200**	**56,900**	**60,550**

Impact

The Authority has been working with the CCA, a community provider, on a timeline for rehabilitation and financing. We anticipate that the financing will be secured and closed by the second quarter of 2020 with the rehabilitation in the third quarter of 2020.

Outcomes

HUD-Required Metrics

SS#1: Increase household income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Family income	As families are enrolled baseline household income will be determined. At baseline, family income will be below levels required for unassisted housing	33% of families will experience an increase in family income	N/A	N/A

SS#3: Increase positive outcomes in employment status				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Enrollment in part- and full-time employment	At baseline, all families will be engaged in workforce training or educational program, part time employment or full-time employment	The number of families enrolled in PT and FT employment will increase	N/A	N/A

SS#8: Households transitioned to self sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Transition to access housing without assistance	At baseline, no families will meet economic self-sufficiency measures as indicated by ability to lease unassisted in the market	About 33% of families are anticipated to reach self-sufficiency goals in year one	N/A	N/A

HC#1: Additional units of housing made available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Housing units	At baseline, 0 units of term limited nontraditional housing are available.	By year one, 18 new units of term limited nontraditional housing units will be available	N/A	N/A

ON-HOLD ACTIVITIES

Initiative 1.16 – Crawford Manor Transformation Plan

Approved in FY13, implemented in FY16, and placed on hold in FY17.

Housing Choice

Description and Status

As one of the older, more blighted developments in the ECC/HANH portfolio, Crawford Manor is an ideal focus for a neighborhood transformation plan. As such, ECC/HANH applied for a Choice Neighborhoods Initiative (CNI) Planning Grant, which would have allowed for a comprehensive approach to neighborhood transformation. If awarded, CNI would have provided for up to $500,000 in funding to develop a transformation plan to revitalize Crawford Manor and the surrounding neighborhood.

As part of the transformation plan, ECC/HANH proposed not only a redevelopment of the housing units at Crawford Manor, but also the transformation of the surrounding community to promote the self-sufficiency of ECC/HANH residents and economic development along the nearby Route 34 corridor. Through collaboration with other community partners, including the Economic Development Corporation, City of New Haven, and the Board of Education, ECC/HANH had expected to: (1) redesign the infrastructure to create more traffic flow through the community, (2) redesign the housing units to be more spacious, (3) remove barriers that individuals and families face by providing supportive services, and (4) address other critical components raised throughout the planning process. The supportive services would have included improved access to jobs, high quality early learning programs, public assets, public transportation, and high-quality public schools and education programs.

Under ECC/HANH's MTW Agreement with HUD, ECC/HANH is authorized to develop its own Leased Housing Program through exceptions to the standard HCV program. During FY08, ECC/HANH began to implement MTW Rent Standards that allow ECC/HANH to approve exception rents. Under no circumstances may ECC/HANH approve an MTW Rent Standard above 150% FMR without prior HUD approval. ECC/HANH will reexamine its MTW Rent Standards monthly to ensure that ECC/HANH does not exceed 120% of the FMRs in the mean Rent Standard, which includes HAP payments to landlords, tenant rent payments to landlords, and any utility allowance amounts.

Impact

ECC/HANH was not successful in receiving the Choice Neighborhood Initiative Planning Grant. As a result, this initiative has been placed on hold. ECC/HANH continues to investigate opportunities to redevelop this property. Designed by famed architect Paul Rudolph, Crawford Manor is listed on the National Register of Historic Places. ECC/HANH has initiated discussions with the State Historic Preservation and Historic Tax Credit Office regarding potential state and federal historic tax credits for this property to supplement LIHTC and private financing. This initiative continues to be on hold as of FY19.

Outcomes

HUD-Required Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	104 units	99 units	2016: 109 units	Yes

Challenges or Changes

Establishment of Incentive Grant Program for ECC/HANH Residents Participating in Agency's Family Self-Sufficiency Program – "REACH"

Approved and placed on hold in FY19 to prepare for implementation.

Description

ECC/HANH proposes to phase out and replace the Earned Income Exclusion program with the REACH Grant Program. Managed by FSS Case Managers, the REACH Grant will provide cash assistance to residents seeking to achieve defined self-sufficiency goals. Residents who are already enrolled in the HUD FSS Program or ECC/HANH CARES Program will not be eligible. ECC/HANH residents that have elected to participate in the agency's non-HUD FSS Program will be able to apply for and receive up to $500 per year for up to five years to support progress toward goals established as part of an Individual Self Sufficiency Plan.

The REACH Grant Program seeks to reduce barriers and facilitate short term "wins" for residents as they move toward self-sufficiency. REACH grant funds will not roll over from year to year, as the program is intended to encourage goal setting and achievement within each year of participation. This is a departure from the structure of other ECC/HANH self-sufficiency programs, such as HUD FSS or CARES, where participants can become eligible to build or grow dollars in escrow accounts, which can be used for automobile purchases, down payments for homeownership, or educational expenses. Instead, the REACH Grant aims to support our residents in different ways. The grant is designed to be an accelerator that enables the first or next step in a resident's pursuit of their goals, without a great deal of bureaucracy, but with full transparency. We anticipate that REACH Grant Funds will be used by residents in the following ways:

- books for school or educational courses
- application or enrollment fees
- uniforms
- testing requirements
- tools and equipment for work
- technology
- small emergencies

- short term transportation needs

In establishing the REACH Grant program, ECC/HANH is attempting to determine if there is a direct correlation between access to financial incentives and goal achievement for participants in the FSS Program. ECC/HANH aims to see not only how these funds are impacting the lives of our participants, but also to illustrate how small incentives can result in reducing subsidies. Grant awards must be made in the context of the self-sufficiency goals established by the participant and will be tracked using a new case management system. This will allow FSS Case Managers to track the impact of the REACH grant on participants' progress toward self-sufficiency goals.

This initiative seeks to meet the HUD goal of giving incentives to families with children where the head of household is working, is seeking to work, or is preparing to work by participating in job training, educational programs or programs that assist people to obtain employment and become economically self-sufficient. By providing support to head of households, the grant is designed to help households overcome the barriers that often prevent individuals from achieving a defined self-sufficiency goal. ECC/HANH envisions the REACH grant program as the "But for Stopper," helping households to eliminate obstacles that stop their progress. The program model is designed to give individuals the resources they need to move forward independently, without creating a reliance on financial support for their future success.

Impact

This program is scheduled to be launched in FY20 and is in planning stages. ECC/HANH is in the process of finalizing policies and procedures for the launch. Metrics will be provided in the FY20 report and forward. As mentioned above, the REACH program will replace the IEE program. Under the terms of the IEE Program, that agency assumed the costs of the discounted rent for all program participants, regardless of whether they met the objectives of the initiative. With a more targeted approach to financial incentives, the REACH program is expected to result in agency cost savings through reduced costs per resident. ECC/HANH also expects that tracking the impact of the REACH grant will be more feasible than the IEE Program it is replacing.

CLOSED OUT ACTIVITIES

Activity	Plan Year Approved/ Implemented	Year Closed Out
Initiative 1.1 – Development of Mixed-Use Development at 122 Wilmot Road	Approved in FY09. Development was completed and occupied in September 2013.	FY14
Initiative 1.3 – Fungibility	Approved in FY12 and implemented in FY13. HUD provided guidance that this was no longer required to be listed as an MTW initiative.	FY13
Initiative 1.13 – Creation of a Commercial Business Venture at 122 Wilmot Road	Approved in FY13. MTW authorization no longer required.	FY14
Initiative 1.14 – Redevelopment of 99 Edgewood Avenue (Dwight Gardens). ECC/HANH will use MTW Block Grant Banks to develop housing through a mixed finance process.	Approved in FY13. Never implemented.	FY14
Initiative 3.2 – UPCS Inspections	Approved and implemented in FY08. MTW authorization no longer required.	FY13
Initiative 3.3 – Revised HQS Inspection Protocol	Approved and implemented in FY11. Replaced with Initiative 3.5.	FY15
Initiative 3.4 – Mandatory Direct Deposit for Housing Choice Voucher Landlords	Approved and implemented in FY10. MTW authorization no longer required.	FY14

LIPH Income Targeting: Marketing Initiatives for Higher Income Eligible Families	Approved in FY08. Placed on hold in FY14 and closed out in FY16.	FY16
INITIATIVE 1.5—HCV PREFERENCE AND SET-ASIDE FOR VICTIMS OF FORECLOSURES	Approved in FY09. Implemented in FY10. Closed out in FY19.	FY19

Initiative 1.1 – Development of Mixed-Use Development at 122 Wilmot Road

Housing Choice

Approved in FY09, implemented and closed in FY14. The development was completed and occupied in September 2013.

Outcomes

HUD-Required Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 units (frozen 2001 base)	2,529 units	2014: 2,447 units 2013: 2,613 units	No
CE #4: Increase in Resources Leveraged				
122 Wilmot Road dollars leveraged	1.7	2.0	2015: 3.2	Yes
Farnam Phase 1	1.7	2.0	2016: 3.1	Yes
Fair Haven	1.7	2.0	2015: 3.1	Yes

** Baselines taken from Quinnipiac Terrace/Quinnipiac Terrace 2*

Internal Metrics

Redevelopment Metrics				
Internal Metric #1: Increase in Agency Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase in agency revenue - 122 Wilmot Road redevelopment fees*	$0	$0	2014: $1,419,767.	Yes

Redevelopment Metrics (continued)				
Internal Metric #2: REAC Scores				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
REAC scores	REAC score of 80 for ECC/HANH's developments (those not reflecting local or increased TDCs)	10% increase; REAC scores would reach 88	Refer to Appendix 8: ECC/HANH Development REAC Scores for specific data points.	Yes

Internal Metric #4: TDC				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average (Actual TDC - TDC at HUD's limits)/number of units	Zero at program's inception	This metric cannot be narrowly defined into a single figure. However, ECC/HANH's goal is not to exceed HUD's approved alternative TDC limit.	Brookside I: 50 units at $107,700/unit Quinnipiac: 17 units at $71,800/unit Rowe: 78 units at $16,700/unit	Yes
Internal Metric #5: HCC				
Average (Actual HCC -HCC at HUD's limits)/number of units	Zero at program's inception	This metric cannot be narrowly defined into a single figure. However, ECC/HANH's goal is not to exceed HUD's approved alternative HCC limit.	Brookside I: 50 units at $132,000/unit Quinnipiac: 17 units at $66,000/unit Rowe: 78 units at $33,787/unit Brookside II: 50 units at $27,900/unit	Yes
Internal Metric #6: Utility expenses per unit**				
Reduction of utility expenses per unit, pre- and post-redevelopment – electric	Valley Waverly: $10,800 per unit in 2012.	5% reduction. Electric utility expenses would reach approximately $10,300 per unit.	2012: Eastview Terrace—$9,863/unit Quinnipiac Terrace—$5,685/unit	Yes
Reduction of utility expenses per unit, pre and post redevelopment – gas	Valley Waverly: $730 per unit in 2012.	5% reduction. Gas utility expenses would reach approximately $790 per unit.	2012: Eastview Terrace—$333/unit Quinnipiac Terrace—$415/unit	Yes

Internal Metric #7: Crime rate				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Crime rate statistics, pre and post redevelopment	Quinnipiac major crimes in FY 2003: 13. West Rock (122 Wilmot, Brookside I and II) major crimes in FY 2005: 47.	10% reduction in number of major crimes.	Quinnipiac Terrace: 2012: 3 major crimes 2014: 4 major crimes 2016: 2 major crimes West Rock (122 Wilmot, Brookside I and II): 2014: 7 major crimes West Rock (122 Wilmot, Brookside I and II) 2012: 25 major crimes	Yes

** ECC/HANH has created a new stream of revenue from redevelopment activities. The redevelopment fees are paid by investors and compensates ECC/HANH for administrative costs.*
*** In 2012, ECC/HANH calculated utilities savings by comparing post-redevelopment average per-unit utility costs at Eastview Terrace and Quinnipiac Terrace to average per-unit utility cost at Valley Waverly, which is not a redeveloped building. ECC/HANH requested data from the public utility to update the later fiscal years but did not receive that information.*

Cost Effective

Initiative 1.3 – Fungibility of MTW Funds

Approved in FY12, implemented and closed in FY13. HUD provided guidance that this was no longer required to be listed as an MTW initiative. Fungibility is provided under MTW single fund flexibility and activities using that flexibility only are included in Section V of the MTW Annual Report.

Cost Effective

Initiative 1.13 – Creation of a Commercial Business Venture at 122 Wilmot Road

Approved in FY13 and closed out in FY14. HUD instructed ECC/HANH to close-out this activity as MTW authorization was no longer required. It was combined with Section V: Initiatives Requiring MTW Funding Flexibility Only, Major Redevelopment Efforts at West Rock. The description and outcomes of the activity appear in that section of the report.

Housing Choice

Initiative 1.14 – Redevelopment of 99 Edgewood Avenue (Dwight Gardens)

Approved in FY13 and closed out in FY14. ECC/HANH will use MTW Block Grant Banks to develop housing through a mixed finance process.

Cost Effective

Initiative 3.2. – UPCS Inspections

Approved and implemented in FY08 and closed out in FY13. MTW authorization is no longer required.

Before this activity was implemented, ECC/HANH conducted UPCS inspections of 100% of units and sites each year. UPCS inspections include the entire housing stock, including vacant units. Beginning in FY08 and every year subsequent, ECC/HANH completed a random sampling of no less than 20% of units for UPCS inspections. This allowed ECC/HANH to reduce the number of UPCS inspections that must be completed each year. By targeting UPCS inspections at properties most in need, ECC/HANH was able to maximize use of limited resources to reduce costs and maintain its overall agency REAC scores.

Outcomes

HUD-Required Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Cost of inspection contract (US Inspection Group)	$16,447 (2008)	50% of cost of inspection contract	$16,286 (2013 - Pre-REAC); $11,286 cost of inspections (2012)	Yes. >50% reduction achieved in 2009. 31% reduction between 2008 and 2012

Internal Metrics

USPS Inspection Metrics				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Agency-wide REAC scores	82.11 (2008)	No significant change from baseline	2012: 82.03 2011: 81.29 2010: 76.62 2009: 79.59	Yes

Initiative 3.3 – Revised HQS Inspection Protocol

Cost Effective

Approved and implemented in FY11 and closed out in FY15. This initiative was replaced with Initiative 3.5.

By reducing the number of required HQS inspections, ECC/HANH realized cost and staff time savings while still maintaining Quality Control inspections of approximately 10% of these units, and the standard of 24-hour correction requirement for health and safety deficiencies. Additionally, the protocol requires HQS deficiencies to be corrected within 30 days or ECC/HANH will abate the landlord's rent. Quality Control inspections are performed in-house by ECC/HANH staff.

Outcomes

HUD-Required Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Cost of inspection contract with City of New Haven*	$287,446 (2013)	Limited or no change in cost of City inspection contract	2015: $275,379 2014: $258,701	Yes
CE #2: Staff Time Savings				

Total ECC/HANH internal staff inspection scheduling time (annual hours)	1,093 annual staff hours (2013)	759 annual staff hours	904 annual staff hours (2014)	No

** FY14 includes 3,616 inspections including HQS, reinspections, initials, and specials: Benchmark based on 3,036 inspections including HQS, reinspections, initials, and specials; Baseline FY13: 4,372 including HQS, reinspections, initials and specials; 15 minutes staff time scheduling per inspection.*

Initiative 3.4. – Mandatory Direct Deposit for Housing Choice Voucher Landlords

Cost Effective

Approved and implemented in FY10 and closed out in FY14. MTW authorization is no longer required for this initiative.

ECC/HANH's ability to effectively manage its HAP payment process has been enhanced by implementing mandatory direct deposit of all landlords who participate in the HCV program. To reach the goal of 100% direct deposit utilization, all new owners are required to enter in direct deposit agreements starting in FY10. Implementation of this initiative rewards landlords with timely and accurate HAP payments.

This increased efficiency has eased ECC/HANH's burden to accurately administer 1,370 HAP payments to landlords, reducing the number of paper checks processed monthly which has in turn reduced the cost of administrating the HCV program. This initiative was also expected to minimize landlord complaints of non-payment of HAP payments.

Outcomes

HUD-Required Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Landlord check processing cost savings*	$57,060 (2009)	$117,000	2014: $102,420 2013: $86,490 2012: $84,150 2011: $82,620 2010: $80,010	Yes

** Estimated monthly processing cost per check of $7.50 ($90 annually per landlord). Benchmark based on 100% participation of 1,300 HCV landlords.*

Internal Metrics

Mandatory Direct Deposit for HCV Landlords Metric				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of landlords enrolled in direct deposit program (and percentage of total landlords*)	634 (49%) (2009)	100% direct deposit utilization	2014: 1,138 (83%) 2013: 961 (70%) 2012: 935 (70%) 2011: 918 (69%) 2010: 889 (67%)	No, but enrollment increased significantly in 2014.

** There were 1,367 HCV landlords in 2014, 1,370 in 2013, 1,329 in 2012, 1,321 in 2011, 1,320 in 2010, and 1,300 in 2009.*

LIPH Income Targeting: Marketing Initiatives for Higher Income Eligible Families

Cost Effective

Approved in FY08, placed on hold in FY12, closed out in FY16.

This initiative was first approved in FY08. In FY09, the implementation of marketing initiatives for higher income eligible families began with the development of marketing materials. In FY10, the re-entry pilot implementation was delayed. The policies and procedures were established and revisions to the Admission and Continued Occupancy Policies were implemented. In FY11, outreach was set to continue, and ECC/HANH expected to bring the initial residents into the program. Due to ECC/HANH's focus on redevelopment activities, however, this initiative was placed on hold in FY12 and no actions were taken to reactivate the initiative. In FY16, ECC/HANH closed out the initiative.

Initiative 1.5—HCV Preference and Set-Aside for Victims of Foreclosures

Approved in FY09 and implemented in FY10 and closed out at the beginning of FY19.

This initiative was intended to prevent the displacement of families due to foreclosure. ECC/HANH was able to assist families with the foreclosure vouchers at a time when homes were being foreclosed at high rates. Following implementation in FY10, the demand for HCV vouchers for victims of foreclosure decreased during FY17 and FY18. In addition, many participants either ported out to another jurisdiction or left the HCV program, further reducing the need for the number of set-aside vouchers. At the end of FY18 there were 18 families leased and in the 1st quarter of 2018, there were 17 families leased.

Now that the market has stabilized and there are fewer foreclosures, the demand for HCV foreclosure vouchers has decreased, and the initiative's wait list is now closed. ECC/HANH will allocate the remaining vouchers and close out the initiative in FY19.

Vouchers Set-Aside for Victims of Foreclosure – FY18	
Average household income	$17,667
Average monthly housing assistance payment	$955
Total monthly housing assistance payments	$15,160
Annual housing assistance payments	$181,920

Vouchers Set-Aside for Victims of Foreclosure (FY16 - FY18)		
End of Fiscal Year	# of Vouchers Set-Aside	# of Vouchers Leased
2018	24	17
2017	24	18
2016	40	24

Outcomes

HUD-Required Metrics

HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would need to move due to foreclosure	0 households (2009)	24 TBVs available for foreclosure protection	2018: 17 leased 2017: 18 leased 2016: 24 leased 2015: 35 leased 2014: 26 leased 2013: 24 leased 2012: 24 leased 2011: 25 leased 2010: 25 leased	Yes. The need for the initiative has decreased and so the foreclosure waitlist is now closed.

V. SOURCES AND USES OF FUNDS

(V) SOURCES AND USES OF MTW FUNDS
ANNUAL MTW REPORT

A. ACTUAL SOURCES AND USES OF MTW FUNDS

i. Actual Sources of MTW Funds in the Plan Year

The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

UNAUDITED/SINGLE AUDIT SUBMISSION TO FASS-PH, FY2018		
LINE ITEM #	**DESCRIPTION**	**TOTAL**
290	Total Assets and Deferred Outflow of Resources	$36,377,767
600	Total Liabilities, Deferred Inflows of Resources and Equity - Net Assets/Position	$36,377,767
70000	Total Revenue	$100,938,729
96900	Total Operating Expenses	$25,158,775
97000	Excess of Operating Revenue over Operating Expenses	$76,779,954
10000	Excess (Deficiency) of Total Revenue Over (Under) Total Expenses	$(3,297,353)

Line 10000 includes $7,114,318 of depreciation expense. Excluding depreciation expense Line 10000 would show an excess of revenues over expenses of $3,816,453.
Primary gain on disposal of assets (related to RAD II) of $6M, higher tenant revenue of $700K due to timing of RAD conversions, higher than plan other income $130K
Primarily due to severance which was not paid during 2019 due to timing of RAD conversions.

ii. Actual Uses of MTW Funds in the Plan Year

The MTW PHA shall submit unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

iii. Describe Actual Use of MTW Single Fund Flexibility

ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY
Single fund flexibility is made possible by the MTW program. This enables ECC/HANH to make improvements at some of its developments, enables vacancy prep which increases occupancy, enables major redevelopment efforts, and enables provision of services to residents through the SEHOP Capital improvement Program as well as the Resident Services for elderly/disabled.

B. LOCAL ASSET MANGEMENT PLAN

i. Did the MTW PHA allocate costs within statute in the Plan Year? No

ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year? Yes

iii. Did the MTW PHA provide a LAMP in the appendix? Yes

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

In FY19, ECC/HANH changed the LAMP to charge each program a management fee to COCC, equivalent to 10% of program revenues or expenses. This was approved as part of our 2019 MTW plan and was implemented accordingly.

MTW ACTIVITIES THAT USE ONLY MTW SINGLE FUND FLEXIBILITY					
Label	**Description**	**Cost Effective**	**Expand Housing Choice**	**Increase Self-Sufficiency**	**Status**
1.9	Increase the Allowed Percentage of Project-Based Voucher (PBV) Units from 75 Percent to 100 Percent in a Mixed-Finance Development	✓	✓		Ongoing
	Project Modernization – Various Projects		✓		Ongoing
	Vacancy Reduction – Various Projects		✓		Ongoing
	Major Redevelopment Efforts at West Rock - Eastview Terrace (leased up 6/30/2009)		✓		Closed
	Major Redevelopment Efforts at West Rock - Rockview Phase I (leased up 2/28/2011)		✓		Closed
	Major Redevelopment Efforts at West Rock - Quinnipiac Terrace III (leased up 7/31/2011)		✓		Closed
	Major Redevelopment Efforts at West Rock - William T. Rowe (Land Swap, leased up 10/31/2011)		✓		Closed
	Major Redevelopment Efforts at West Rock - Brookside Phase II (West Rock, leased up 2/1/2013)		✓		Closed
	Major Redevelopment Efforts at West Rock - Brookside Phase I (West Rock, leased up 7/23/2013)		✓		Closed
	Major Redevelopment Efforts at West Rock - Brookside Homeownership (West Rock, ongoing)		✓		Ongoing
	Major Redevelopment Efforts at West Rock - 122 Wilmot Road (West Rock, leased up 12/31/2013)		✓		Ongoing
	Major Redevelopment Efforts at West Rock - Ribicoff 4%		✓		Ongoing
	Major Redevelopment Efforts at West Rock - Ribicoff 9%		✓		Ongoing
	Major Redevelopment Efforts at West Rock - Farnam Courts		✓		Ongoing

MTW ACTIVITIES THAT USE ONLY MTW SINGLE FUND FLEXIBILITY (continued)					
Label	**Description**	**Cost Effective**	**Expand Housing Choice**	**Increase Self-Sufficiency**	**Status**
	Major Redevelopment Efforts at West Rock - Rockview Phase II		✓		Ongoing
	Major Redevelopment Efforts at West Rock – Westville Manor		✓		Ongoing
	Resident-Owned Business Development			✓	Ongoing
	SEHOP Capital Improvement Program			✓	Ongoing
	Prison/Community Reentry			✓	Ongoing
	Cap on Project-Based Units in a Project		✓		Closed[15]

Initiative 1.9 – Increase the Allowed Percentage of Project Based Voucher (PBV) Units from 75 Percent to 100 Percent in a Mixed Financed & RAD Development

Approved in FY12 and implemented in FY13.

Description and Status

ECC/HANH has completed a Project Needs Assessment (PNA) of its entire portfolio. The PNA shows that over the next 20 years, ECC/HANH's needs would exceed available funds by a ratio of more than 3:1. To address this funding gap and help assure the long-term viability of the portfolio, ECC/HANH is using the PNA to develop an asset management strategy for each of its developments. Part of this strategy may include converting existing public housing to Project-Based Assistance under Section 8(o) (13). ECC/HANH would dispose of properties under Section 18 of the Housing Act of 1937 or Rental Assistance Demonstration (RAD) prior to conversion to Project-Based Vouchers.

ECC/HANH analyzed the feasibility of converting Annual Contribution Contract ("ACC") units to Project-Based Units using criteria like those set forth under Section 22. ECC/HANH will increase its flexibility to allocate the number of units in a project from 75% (as previously approved by HUD) to 100%, which will allow for the conversion of ACC units to PBV units. This will provide the cash flow necessary to enable ECC/HANH to borrow private funds to rehabilitate aging developments in the portfolio. ECC/HANH also seeks to waive the requirement of one-year tenancy to allow participants greater flexibility.

Mobility is offered by allowing tenants the option to vacate the development during rehabilitation and to choose between returning upon the completion of the rehabilitation or to accept a Tenant-Based Voucher to relocate

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[15] Closed out in FY12 and replaced by the initiative "1.9: Increase the Allowed Percentage of Project-Based Units from 75 Percent to 100 Percent in a Mixed-Finance Development.

permanently. ECC/HANH will provide all the assistance and counseling as required under Section 18 or the Uniform Relocation Act, if applicable.

Attachment C. Section D(e) authorizes ECC/HANH to determine the percentage of housing voucher assistance that it is permitted to project-base. Section D(e) waives certain provisions of Section 8(o) (13) of the Act that prohibits ECC/HANH from awarding more than 25 percent of the dwelling units in any building with project-based assistance. In cases in which project-based units are needed to ensure viability of mixed-finance projects, ECC/HANH, under its 2010 Plan, received authorization to project-base up to 75 percent of the units in the development, provided the project leverages non-public housing authority investments and increases housing choices for low-income families. ECC/HANH continues to use its authorization to project-base up to 100 percent of the units in a public housing development that is disposed of in connection with the submission of a Section 18 disposition application to HUD.

ECC/HANH will limit the number of project-based units in non-mixed-finance projects to no more than 50 percent of the units in the project. ECC/HANH may project-base up to 75 percent of the units in such project, if the project meets the following criteria:

1. Will provide replacement units for public housing units lost because of demolition or disposition;
2. Is undertaken in an area where significant investments are being made;
3. Will help to reduce the concentration of very low-income families, or
4. Is located in areas that provide increased access to transportation or employment opportunities.

Under the prior MTW Demonstration Agreement, ECC/HANH was specifically authorized to provide assistance up to 50 percent of the units in a project. This authorization has been essential in helping to promote increased housing opportunities, as well as in leveraging private funds. HUD's development of the Rental Assistance Demonstration (RAD) Program has made this initiative unnecessary for projects approved for RAD conversion.

This initiative includes the following buildings:

- Ribicoff 9% closed during FY15
- Ribicoff 4% closed during FY15
- Fair Haven and Farnam Phase I closed during FY16
- Plan to close on Farnam Phase II during FY18

Impact

This initiative helps to increase the supply of affordable housing in areas that: promote de-concentration of poverty, offer accessibility to employment, schools, shopping and transportation, and are undergoing other significant investments. ECC/HANH has a development pipeline that will utilize this initiative. ECC/HANH exceeded the benchmark for leveraged dollars (with a 2:1 ratio) and saw a decrease in crime (by 10 percent). During FY19 70 LIPH units converted to PBV via RAD.

Outcomes

HUD-Required Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 units (frozen 2001 base)	Decrease of 5% from previous year	2019: 1634 LIPH units 2018: 1705 LIPH units 2017: 1849 LIPH units 2016: 2310 LIPH units 2015: 2447 LIPH units 2014: 2447 LIPH units 2013: 2613 LIPH units	Yes

CE #4: Increase in Resources Leveraged (MTW Leverage Ratios)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Brookside I	1.7	2.0	2016: 2.3 2015: 2.3	Yes
Brookside II	1.7	2.0	2016: 7.5 2015: 7.5	Yes
Rockview I	1.7	2.0	2016: 4.6 2015: 4.6	Yes
122 Wilmot Road	1.7	2.0	2016: 3.2 2015: 3.2	Yes
Brookside Homeownership	1.7	2.0	2016: 1.7 2015: 1.6	Yes
Ribicoff I	1.7	2.0	2016: 6.1 2015: 6.1	Yes
Ribicoff II	1.7	2.0	2016: 1.2 2015: 1.2	No
Quinnipiac Terrace I	1.7	2.0	2016: 5.5 2015: 5.5	Yes
Quinnipiac Terrace II	1.7	2.0	2016: 8.6 2015: 8.6	Yes
Quinnipiac Terrace III	1.7	2.0	2016: 4.2 2015: 4.2	Yes
Eastview I	1.7	2.0	2016: 0.6 2015: 0.6	No
Rowe	1.7	2.0	2016: 4.5 2015: 4.5	Yes
Farnam Phase 1	1.7	2.0	2016: 3.1	Yes
Fair Haven	1.7	2.0	2015: 3.1	Yes

**Baselines taken from Quinnipiac Terrace/Quinnipiac Terrace 2*

Internal Metric #1: Increase in Agency Revenue*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Increase in Agency Revenue – Farnam Phase 1 Redevelopment Fees	$0	$0	2017: $890,453	Yes
Increase in Agency Revenue – Ribicoff 9% Redevelopment Fees	$0	$0	2016: $2,000,000	Yes
Increase in Agency Revenue – Ribicoff 4% Redevelopment Fees	$0	$0	2016: $2,077,570	Yes
Increase in Agency Revenue – Fair Haven Redevelopment Fees	$0	$0	2016: $2,905,743	Yes
Increase in agency revenue - Rowe redevelopment fees	$0	$0	2014: $893,374	Yes
Increase in agency revenue - Brookside Phase I redevelopment fees	$0	$0	2014: $1,081,094	Yes
Increase in agency revenue - Brookside Phase II redevelopment fees	$0	$0	2014: $725,704	Yes
Increase in agency revenue - Rockview Phase I redevelopment fees	$0	$0	2014: $744,389	Yes
Increase in agency revenue - 122 Wilmot Road redevelopment fees*	$0	$0	2014: $1,419,767	Yes

** ECC/HANH has created a new stream of revenue from redevelopment activities. The redevelopment fees and ECC/HANH administrative costs are reimbursed by the development budget and revenue is reinvested in future redevelopment efforts.*

Internal Metrics

Redevelopment Metrics				
Internal Metric #7: Crime rate				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Crime rate statistics, pre and post redevelopment	Quinnipiac major crimes in FY 2003: 13. West Rock (122 Wilmot, Brookside I and II) major crimes in FY 2005: 47	10% reduction in number of major crimes.	Refer to Appendix 12: Number of Major Crimes.	Yes

Challenges or Changes

The benchmarks were achieved, and no changes were made to this activity.

Vacancy Reduction

Implemented in FY08.

Description of Activity

ECC/HANH currently uses the funding flexibility to reduce vacancy by performing more unit turnover. To reduce vacancy, ECC/HANH has set a standard time period for unit turns by bedroom size. Typically, a 0- or 1-bedroom unit turn should occur within a 5-week period. A larger 3 to 5-bedroom unit may take several weeks longer, particularly if hazardous materials such as asbestos or lead have been found in the unit. MTW funding allows ECC/HANH to bulk, abate hazardous materials, renovate the unit and manage all administrative functions supporting vacancy reduction.

Impact

ECC/HANH currently has an adjusted occupancy rate of 96% and plans to continue to improve from the baseline FY08 vacancy rate of 10%. Efforts will continue during FY20.

During FY19 LIPH suffered from low occupancy percentages for several reasons. Due to the proposed RAD conversion the agency did not re-occupy 39 vacant dwelling units within the RAD identified developments.

Additionally, the Farnam Courts development has been completely vacated for development purposes, leaving 92 vacant units that are planned for demolition. To help reduce the vacancy rate, ECC/HANH has focused their attention on occupying the non-RAD portfolio. It is expected that occupancy percentage will increase significantly with the removal of dwelling units at Farnam Courts.

Outcomes*

HUD-Required Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 units (frozen 2001 base)	Decrease of 5% from previous year	2019: 1,634 units 2018: 1,705 units 2017: 1,849 units 2016: 2,310 units 2015: 2,447 units 2014: 2,447 units 2013: 2,613 units	Yes

Internal Metrics

Internal Metric #2: REAC Scores				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
REAC scores	REAC score of 80 for ECC/HANH's developments (those not reflecting local or increased TDCs)	10% increase. REAC scores would reach 88.	Refer to Appendix 8: ECC/HANH Development REAC Scores for specific data points.	No. The average REAC score for the ECC/HANH portfolio in FY18 was 81.

Internal Metric #3: Average work order				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Work orders per property	N/A	Brookside Phase I: 1000 (10 work/year) Brookside Phase II: 1000 QT1: 560 QT2: 580 QT3: 170 Eastview: 1020	Refer to Appendix 9: Work Orders, FY09 to FY19 for specific data points.	No. The average number of work orders per building increased from 2016 to 2017, with the average in 2017 being 922 work orders per building, which is higher than half of the benchmarks presented for this metric.
Internal Metric #8: Occupancy				
Occupancy	FY01: Brookside Phase I: 85% Brookside Phase II: 0% Quinnipiac I: 83% Quinnipiac II: 0% Quinnipiac III: 0% FY08: Rowe: 76%	95%	Refer to Appendix 11: LIPH Occupancy for specific data points.	No. The overall occupancy for all ECC/HANH properties was 91% in FY18.

** Metrics will be revaluated and updated in FY19, per the FY19 plan.*

Challenges and Changes

None.

Major Redevelopment Efforts at West Rock (Previously Included Initiative 1.13)

Approved in FY10.

Description

ECC/HANH received approval from HUD to dispose of the Brookside property in FY10. ECC/HANH requested HUD approval for disposal of Rockview in FY12. Per HUD direction, Initiative 1.13 was moved to this section of the report, because only single fund flexibility was required.

The West Rock revitalization is a project to redevelop two obsolete public housing developments, Rockview Terrace and Brookside, and one additional parcel that previously contained a commercial building. The 491 public housing units and the retail building that have stood on the three sites, will be replaced with a mix of Project-Based Section 8/LIHTC rental, public housing/LIHTC rental and affordable homeownership housing totaling 472 units, along with 8,987 square feet of retail space at the 122 Wilmot site. The rental units will consist of 392 units—352 family townhouse units and 40 senior units in a mid-rise building. The homeownership component will consist of 38 units.

The project will be carried out in multiple phases. The revitalization of the Brookside site will consist of two rental phases and one homeownership phase. The revitalization of the Rockview site will be carried out in two rental phases and two homeownership phases. The estimated cost of the revitalization of all three sites is between $150 and $200 million.

This project includes the redevelopment of:

- Brookside Phase I and II (Rental)
- Brookside (Homeownership)
- 122 Wilmot
- Rockview Terrace Phase I and II (Rental)
    - Phase I: Completed and leased up in FY14.
    - Phase II: Offsite component of Westville Manor redevelopment. Awarded a 9% LIHTC allocation in FY19, construction to continue in FY20.
- Rockview (Homeownership)
- Ribicoff 4% and 9%:
    - 4%: Completed in FY14.
    - 9%: Completed in FY15.

During FY14, the Rockview Rental Phase I was completed and leased up. Ribicoff was completed in two phases in 2015 and 2016. Rockview Phase 2 was awarded a 9% LIHTC allocation and will begin construction in the FY19. Rockview Phase 2 is the offsite component of the redevelopment of Westville Manor.

ECC/HANH has partnered with Michaels Development Company, a nationally known affordable housing developer with a large portfolio, to redevelop the Brookside and Rockview public housing sites. Brookside, Rockview and the commercial space located at 122 Wilmot Road have all been demolished. During FY10, construction began on the infrastructure necessary for both the Brookside rental and homeownerships phases.

The redevelopment of Rockview, Brookside and Wilmot Road are all part of ECC/HANH's MTW Plan. ECC/HANH's goals in undertaking the project are to:

- replace blighted public housing developments and commercial building on the three sites with high-quality, well-designed, residential and commercial units,
- provide upgraded affordable rental and homeownership opportunities to residents,
- improve essential services to residents, and

- improve the quality of the surrounding neighborhood and integrate it more fully into the surrounding city.

In FY14, Initiative 1.13 – Creation of a Commercial Business Venture at 122 Wilmot Road, was combined with this initiative. The following paragraphs describe the additional activities formerly included in Initiative 1.13.

The Glendower Group, Inc., or an affiliate thereof, has developed a mixed-use facility at 122 Wilmot Road in accordance with 24 CFR 941, Subpart F and ECC/HANH's MTW Agreement Attachment C, Section 14 of the Amended and Restated MTW Agreement. The 122 Wilmot Road development is a part of ECC/HANH's West Rock Redevelopment efforts. The mixed-use facility will provide the Glendower Group Inc., or an affiliate thereof, an opportunity to develop one or more cooperative ventures to facilitate economic growth and build wealth in the West Rock community.

During FY13, Glendower began a new initiative to provide working capital to cooperative corporations through the purchase of shares, which may also entail lending. These cooperative ventures will serve the West Rock community that includes the following ECC/HANH developments:

- Brookside I
- Brookside II
- Rockview I
- Ribicoff Cottages and Extension
- Westville Manor
- McConaughy Terrace
- 122 Wilmot Road
- Valley and Waverly Townhouses

In FY14, ECC/HANH/Glendower continued outreach to the community for businesses that would be interested in being housed in the Crossings at Wilmot Road development and started to explore the feasibility of a cooperative venture being housed in the facility. In FY15, ECC/HANH/Glendower closed on the redevelopment of Ribicoff Cottages and Ribicoff Cottages Extension.

Buildings			Redevelopment	
Site	**Completed Construction**	**Lease up**	**TDC HCC Limits**	**PBV and Income**
122 Wilmot Rd (WestRock)	10/31/2013	12/31/2013	x	x
Brookside Phase I (WestRock)	8/10/2012	7/23/2013	x	x
Brookside Phase II (WestRock)	11/1/2012	2/1/2013	x	x
Rockview Phase I (WestRock)	12/31/2013	2/28/2011	x	x
Ribicoff Cottage 9%	12/1/2015	12/30/2015	x	x
Ribicoff Cottages 4%	February 2015	April 2016	x	x
Westville Manor	Under Design	N/A	x	x

Impact

ECC/HANH has successfully completed Brookside Phase 1, Brookside Phase 2, Rockview Phase 1, Brookside Homeownership, Ribicoff 4%, and Ribicoff 9% developments. All developments are now occupied.

The Rockview Phase II development will be an offsite component of the Westville Manor redevelopment. ECC/HANH received a 9% LIHTC allocation and closed on Rockview Phase II as of July 2019. This redevelopment effort will continue in FY20 and will include the redevelopment of the existing community center.

Outcomes

HUD-Required Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	2,965 units (frozen 2001 base)	Decrease of 5% from previous year	2019: 1,634 units 2018: 1,705 units 2017: 1,849 units 2016: 2,310 units 2015: 2,447 units 2014: 2,447 units 2013: 2,613 units	Yes

HC #6: Increase in Homeownership Opportunities				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households that purchased a home because of the Brookside Homeownership Program	Zero at program's inception	By the end of the program, ECC/HANH expects that 20 first- time homebuyers will be homeowners. The program has been in place for	FY19: Homeownership units built: 0 Purchased: 0 FY18: Homeownership units built: 0 Purchased: 0 FY17:	Yes

		2 years. By the end of FY13, ECC/HANH expected that 12 units would be built.	Homeownership units built: 0 Purchased: 0 FY16: Homeownership units built: 0 Purchased: 0 FY14: Homeownership units built: 12 Purchased: 2 FY13: Homeownership units built: 10 Purchased: 5	

Internal Metrics

Redevelopment Metrics				
Internal Metric #2: REAC Scores				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
REAC scores	REAC score of 80 for ECC/HANH's developments (those reflecting alternate TDCs)	10% increase. REAC scores would reach 88.	Refer to Appendix 8: ECC/HANH Development REAC Scores for specific data points.	Yes
Internal Metric #3: Average work order				
Work orders per property	N/A	Brookside Phase I: 1,000 (10 work/year) Brookside Phase II: 1,000 QT1: 560 QT2: 580 QT3: 170 Eastview: 1,020	Refer to Appendix 9: Work Orders, FY09 to FY19 for specific data points.	Yes
Internal Metric #6: Utility expenses per unit*				
Reduction of utility expenses per unit, pre and post redevelopment – Electric	Valley Waverly: $900 per unit per month in 2012.	5% reduction. Electric utility expenses would reach approximately $858.33 per unit.	2017: Ribicoff 4%: $159.52 Ribicoff 9%: $183.81 Wilmot: $143.41	Yes

Internal Metric #6: Utility expenses per unit* (continued)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduction of utility expenses per unit, pre and post redevelopment – Gas	Valley Waverly: $60.83 per unit per month in 2012.	5% reduction. Gas utility expenses would reach approximately $65.83 per unit.	2017: Ribicoff 4%: $13.28 Ribicoff 9%: $22.21 Wilmot: $9.88	Yes
Internal Metric #7: Crime rate				
Crime rate statistics, pre and post redevelopment	Quinnipiac major crimes in FY 2003: 13 West Rock (122 Wilmot, Brookside I and II) major crimes in FY 2005: 47	10% reduction in number of major crimes.	2017: 1 major crime in each of Ribicoff 4%, Ribicoff 9% and Wilmot	Yes
Internal Metric #8: Occupancy				
Occupancy	FY01: Brookside Phase I: 85% Brookside Phase II: 0% Quinnipiac I: 83% Quinnipiac II: 0% Quinnipiac III: 0% FY08: Rowe: 76%	95%	Refer to Appendix 11: LIPH Occupancy for specific data points.	Yes

** In 2012, ECC/HANH calculated utilities savings by comparing post-redevelopment average per-unit utility costs at Eastview Terrace and Quinnipiac Terrace to average per-unit utility cost at Valley Waverly, which is not a redeveloped building. ECC/HANH requested data from the public utility to update the later fiscal years but did not receive that information. Utility costs began being presented by per unit per month in FY17.*

Point-in-Time Occupancy Rates				
Development Name	**2018**	**2017***	**2016**	**Other Years**
Brookside Phase I	92.00%	98.00%	100.00%	2013: 100%; 2014: 97%
Brookside Phase II	94.00%	100.00%	100.00%	2013: 100%; 2014: 98%
Rockview Phase 1 Rental	100.00%	96.67%	100.00%	N/A
Average Occupancy		**98.22%**	**100.00%**	**N/A**

Challenges and Changes

None.

Resident-Owned Business Development Program

Implemented in FY11.

Description

Implemented in FY11, ECC/HANH continues to strengthen the Resident-Owned Business (ROB) Development program by providing educational, financial management and other business growth training and technical services. Training and workshops include but are not limited to:

- minority business certifications
- bidding process
- certified payroll process
- licensing
- bonding
- liability insurance
- business plans
- bookkeeping

Under this program, ECC/HANH serves residents that start their own businesses by providing technical assistance services. It is expected that ROBs will operate primarily in construction trades. ECC/HANH support includes the following:

- assistance in the outreach, recruitment, and potential contractor's capacity assessment.
- a computerized database for Section 3, MBE, WBE and other small businesses to access for potential contract opportunities.
- computer access for Resident-Owned Businesses ("ROBs") to obtain information on construction contract advertisements and communicate with other owners regarding potential contracting opportunities.
- one-on-one consultation with ROB's business consultant once a week.
- quarterly training workshops to explain ownership and the basic business tools required to successfully operate a newly formed business. This will include, but is not limited to, instructional training in business plan development and business conduct, OSHA 10, bookkeeping, clerical, financial and payroll management, contract negotiating, and cost estimating skills.

ECC/HANH continues to provide a revolving loan fund to which ROBs may apply for loans up to $25,000 by submitting a bona fide business plan and letter of intent for a pending contract award option.

The prerequisites for the loan program are:

1. Only ECC/HANH Resident-Owned Business Concerns may apply for the revolving loans
2. The business' principal must commit to enrolling in ECC/HANH's Family Self Sufficient Program ("FSS").

FSS is designed to work specifically with participants on basic personal financial capability skills through workshops on credit, banking basics, budgeting, saving, and insurance. Loan applications are reviewed by an ECC/HANH loan committee. Loan repayments are scheduled over a 12-month period. A total of $250,000 in MTW flexible funds is dedicated to the Revolving Loan Fund. ECC/HANH has invested $136,898 in loans to Resident Owned Businesses.

- **Rationale:** ECC/HANH provides training and technical assistance to a group of residents that require mentorship and assistance to start a sustainable business. This will continue to enhance Section 3

Resident-Owned-Business Concerns internal capacity and ability to procure both public and private competitive contract awards.

- **Expected Impact:** An increase in the economic well-being of those residents who successfully start and sustain their own businesses.

Impact

The ROB program has increased the economic well-being of residents who have successfully started and sustained their own businesses. For FY19, the average income of ROB households is $26,751, an increase of $1751 from $25,000 in FY18, an increase of seven percent.

During FY19, the Resident Owned Business (ROB) program served 76 participants, all of whom received individual assessments and entrepreneurship consultation and/or training. To date, the ROB program has launched 29 businesses. The businesses range in interests and include a cleaning services and livery service. Of the 29 residents who have launched a business through the ROB program, 10% remain active business owners. Of those three who still have active businesses, all have been in operation for at least four years.

To learn more about program participants, ECC/HANH conducted meetings with the existing Resident Owned Businesses at the end of FY19. Through personal interviews and outreach, three business owners confirmed that their businesses (cleaning services, livery service and a construction company) are currently in operation. As of FY19, only one of the current resident owned businesses had utilized a loan from ECC/HANH to assist with expansion of a livery business. Another current business reported that they had inquired about applying for a loan, and the third business that was contacted indicated that they are still in operation but had not been interested in receiving any additional support from ECC/HANH. There were an additional three Resident Owned Businesses that did not respond to outreach efforts. For those Resident Owned Businesses that reported businesses that are no longer in operation, residents gave a number of responses to attribute to the change. Reasons included: current full-time employment, limited time to focus on the business and personal challenges.

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households or individuals affected by this policy in dollars	$38,785 (2014)	$24,850*	2019: $26,751 2018: $25,000 2017: $26,000 2016: $15,679 2015: $12,880	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Number of households receiving consultation and/or technical assistance	7 (2012)	10	2019: 76 2018: 53 2017: 36 2016: 11 2015: 3 2014: 5 2013: 5	Yes
Number of households receiving training**	7 (2012)	10	2019: 29 2018: 25 2017: 16 2016: 8 2015: 3 2014: 5 2013: 5	Yes

** The benchmark represents a 30% AMI published by HUD for a household of 4 individuals living in New Haven, CT.*

*** Training includes topics such as cost estimating, owning a business, business planning, financial management, contracts and proposals, etc.*

Internal Metrics

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Enrollment				
Number of individuals or households participating in the program	0 (2010)	5	2019: 3 2018: 53 2017: 36 2016: 8 2015: 3 2014: 5 2013: 5 2012: 7 2011: 13	No
Loan Amounts of Dollars Transferred				
Dollar amount of loans provided by the program (incremental)	0 (2010)	$25,000	2019: $0 2018: $12,000 2017: $22,000 2016: $7,382 2015: $0 2014: $0 2013: $74,423 2012: $0 2011: $33,093	No
Amount of Loans Outstanding				
Dollar value of loans outstanding (not to exceed)	$91,389 (2012)	$50,000	2019: $8,000 2018: TBD 2017: $16,400 2016: 6,700 2015: $7,382 2014: $10,541 2013: $29,959	Yes
Number of Loans				
Number of loans outstanding	5 (2012)	2	2019: 1 2018: 1 2017: 1 2016: 1 2015: 1 2014: 1 2013: 2	No
Amount Under Contract with ECC/HANH				
Amount under contract with HANH ($ revenue)	$2,250,000 (2012)	$2,925,000	2019: $0 2018: TBD 2017: $0 2016: $0 2015: $0 2014: $0 2013: $7,800,000	No

Challenges and Changes

Although 29 participants actively received assistance in FY19, the referral process and program delivery model has been evaluated to maximize the number of residents who can take advantage of training opportunities available through the program. Resident Services Coordinators and FSS Coordinators are referring residents who show an interest in job creation, training and business development. In addition, in FY19, the program was presented to larger groups of residents at monthly Family Self-Sufficiency meetings and larger community events to maximize resident access to resources that promote self-sufficiency. At those meetings, 76 households were presented with information regarding the ROB program.

Programmatic improvements include weekly open forum sessions where residents can understand what they need to know before starting their own business, hear stories from other residents who have been successful in the program, and learn how to write a business plan, as well as many other business resources. Residents who are still interested after attending an open forum session are invited to a one-on-one assessment with a business professional to establish business goals. Additionally, to make the program available to all residents, the open forum sessions and programs will be held in the morning and evening to accommodate working residents.

Additionally, the CED department has reviewed the contract for services to implement methods and systems to most effectively grow and sustain successful entrepreneurs with an overall goal of long-term business success for the residents. The program will first target work-able families who are actively seeking employment and will begin to incorporate a more detailed structure to the recruitment, training, and ongoing support mechanisms. It will run cycles so those serious about pursuing a business are recruited, complete 80 hours of training and following, and then receive support on individual capabilities, weaknesses and progression in the start-up/operations process. Overall, this method will provide more service options to the ROBs as well as serve as a tool to measure program outcomes.

In line with Section 3 of the HUD Act of 1968, the ECC/HANH is offering an exciting series of trainings to help its residents grow professionally, enhance their employability, and learn how to start a new business. These are each one-week courses. Residents must be able to complete the full course to receive certification and those entering the Business Development course must attend the full series. Residents will learn how to create and operate a small resident owned business. At the completion of the course, there will be extensive follow-up and technical support as participants move toward business creation. Our priority is to develop businesses that can contract with ECC/HANH for the work they procure.

Prison Community Reentry

Implemented in FY10.

Description

ECC/HANH serves individuals who have reentered society following incarceration by offering mentoring, training, and housing. ECC/HANH Reentry program candidates are referred by the City of New Haven. ECC/HANH interviews candidates immediately upon receipt of the referral. Assessments focus on a candidate's needs, strengths, and the challenges they will likely face during reentry. Upon acceptance to the program, participants sign a one-year lease, affording them housing while they work toward their reentry goals. Goals are identified in an individualized service plan. Participants who suffer from a mental health illness or substance abuse disorder must be compliant with treatment, employed, or enrolled in a training program. While working on completion of identified goals, reentry participants must also comply with probation or parole requirements. After a year, individual progress is assessed. Participants who have successfully achieved their individual service plan goals complete the program, which means they no longer receive mentoring/training, but remain housed. Individuals who have not met their service plan goals by the completion of the first year may remain in the program as they continue to work toward their goals.

When the Reentry Program was initiated in June 2010, ECC/HANH established a preference for a maximum of 12 Low-Income Public Housing (LIPH) units, as well as housing choice vouchers (HCV), for individuals returning to the community following incarceration. By utilizing existing resources, gaining local government support, and leveraging resources, ECC/HANH has been able to provide direct support and connect participants to existing services. ECC/HANH provides case management and job training programming to assist with gaining employment. Through community partnerships, ECC/HANH has also been able to connect those reentering with:

- primary care services
- additional job readiness programs
- dental services
- mental health treatment
- peer recovery support services
- access to higher education through a partnership with the local Gateway Community College

Participants receive case management services that assist them in identifying needs and coordinating referrals and services. ECC/HANH expects participants to engage in community supportive services and job skills training. As with other LIPH residents, reentry participants are expected to remain lease compliant (i.e. pay rent on time) and not be a nuisance to other residents. The program's maximum capacity is now 16 housing units.

- **Rationale:** The reentry population is a particularly vulnerable population that often returns to a community where they face challenges in finding housing and employment. Many reentry participants lack the skills necessary for employment or, if they have the skills, are not hired due to their criminal history. Participants may also require special assistance to break a cycle of behavior that places them at risk of returning to prison.
- **Expected impact**: The reentry program expects to enable participants to begin a journey toward self-sufficiency through remaining stably housed, gaining employment, and avoiding recidivism. This is hugely beneficial to the individual and his/her family, and to the community through gaining a productive member and reducing criminal behavior and prison-related expenses.

Impact

During FY19, ECC/HANH assisted 33 participants in total between the LIPH and HCV programs. Of the 33 participants, 6 were assisted through the LIPH program and the remaining 27 participants were HCV voucher recipients. Of the total, 8 of the participants were employed during the year.

While it is the hope of the agency that goals such as employment and increased income be met by work-able adults, self-sufficiency or "graduation" in the context of this program is defined as an individual's capacity to supply for his or her own needs without external assistance. Participants should be able to live independently with no nuisance issues, while paying rent on time and having access to medical and supportive services in order to continue to live independently. This is particularly relevant for the many families housed through this initiative who are disabled persons and unable to work.

Ultimately, individuals have an opportunity to receive housing as well as specialized training, access to mental health treatment, counseling, opportunities to become independent and self-sufficient in the community of which they are now a part. Individuals are able to have a place to call home, where they feel safe. This not only provides a permanent residence, it also allows them the ability to focus their efforts on accessing resources and employment opportunities. This program helps participants to reconnect with their communities in a positive way after their release from incarceration. It helps create stability and a sense of belonging and for many a sense of security.

LIPH: For the LIPH participants, monthly meetings were held to discuss the current LIPH participants' progress in achieving identified goals. This program has provided the LIPH prison reentry participants the ability to work one-on-one with a services coordinator. As a result, five of the six of the LIPH participants were lease compliant. In FY19, 1 of the 6 LIPH residents was evicted for non-payment of rent and re-incarceration during their tenancy. Three of the six LIPH residents graduated the program, as they met the yearlong case management goals of being lease compliant and residing independently and responsibly.

HCV: For the HCV participants, services are provided by partners in the community, more specifically with the agencies to ECC/HANH via the Housing Choice voucher program. Monitoring of housing choice vouchers as it relates to port outs that have been absorbed by other PHAs and End of Participation is crucial because it allows for new participants to come into the program when those vouchers are released.

HUD-Required Metrics

SS #3: Increase in Positive Outcomes in Employment Status*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Percentage of new individuals employed	0 (2010)	50% would be employed	2019: 3/33 (10%) 2018: 4/38 (11%) 2017: 2/3 (66%) 2016: 1/15 (.06%) 2015: 0/5 (0%) 2014: 1/2 (50%) 2013: 0/2 (0%)	No
Percentage of new individuals remained employed for more than six months	0 (2010)	50% will be employed for more than six months	2019: 8/33 (24%) 2018: 12/38 (32%) 2017: 2/3 (66%) 2016: 1/15 (.06%) 2015: 0/5 2014: 1/2 (50%) 2013: 0/2	No
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Percentage of new individuals referred for services**	0 (2010)	All individuals will be enrolled in Family Support Service or FSS Program	2019: 0/33 (0%) 2018: 38/38 (100%) 2017: 0/3 (0%) 2016: 0/15 (0%) 2015: 5/5 (100%) 2014: 2/2 (100%) 2013: 2/2 (100%)	No

SS #5: Households Assisted by Services that Increase Self Sufficiency (continued)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Percentage of new individuals compliant with plan	0 (2010)	50% will be compliant with Service Plan***	2019: 32/33 (96%) 2018: 38/38 (100%) 2017: 3/3 (100%) 2016:15/15 (100%) 2015: 5/5 (100%) 2014: 2/2 (100%) 2013: 1/2 (50%)	Yes
SS #8: Households Transitioned to Self Sufficiency****				

New participant graduation from the program	0 (2010)	50% will Graduate the program	2019: 3/33 (10%) 2018: 8/8 (25%) 2017: 1/3 (33%) 2016: 12/15 (80%) 2015: 0/5 (0%) 2014: 1/2 (50%) 2013: 1/2 (50%)	No

** Employed is defined as "living directly from an individual's profession or business." ECC/HANH includes part-time work in this definition.*
*** ECC/HANH includes in "referred for services" services such as computer training, job-skill/employability training, mental health and or drug and alcohol counseling.*
**** An Individual Service Plan (ISP) identifies skills a resident need to reinforce with training programs and employment search coaching. This plan also addresses the individual's physical, emotional, social and personal development needs. Compliance with the ISP means that the individual is meeting the plan's objectives.*
***** ECC/HANH defines self-sufficiency or graduation in the context of this program as an individual's capacity to supply for his or her own needs without external assistance.*
Counts for all metrics Include participants from the Reentry Programs in HCV.

Internal Metrics

Enrollment				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Percentage of new individuals leased in permanent housing	0 (2010)	100% of enrolled individuals	2019: 30/33 (91%) 2018: 38 (100%) 2017: 3 (100%) 2016: 15 (100%) 2015: 5 (100%)	No
Recidivism				
Percentage of new individuals who experienced recidivism (returned to prison)	0 (2010)	50% would be re-incarcerated	2019: 1/33 (.03%) 2018 0/38 (0%) 2017: 0/3 (0%) 2016: 0/15 (0%) 2015: 0/5 (0%) 2014: 2/2 (100%) 2013: 1/2 (50%)	Yes

Challenges and Changes

Since the program's inception, the agency has faced challenges with successfully housing many of the applicants referred to us by the referring. Unfortunately, the current housing portfolio does not include many units for single, non-Elderly/Disabled households. While we recognize this challenge, the program is not currently limited to work-able families. ECC/HANH will continue to monitor and look for opportunities to expand the applicant pool to include more work-able families. ECC/HANH will continue to monitor areas for improvement, including: graduation rates, enrollment in FSS, and employment, all of which are areas where benchmarks were not met**.** This initiative meets the statutory objective of increasing family self-sufficiency.

Resident Services for Elderly/Disabled

As of 2003, ECC/HANH implemented its Resident Services for Elderly/Disabled initiative in one of the buildings. The initiative was then extended to three additional sites in 2007. As of FY19, resident services have been expanded to all Elderly/Disabled Developments.

Description

The Resident Services program supports the quality of life of the residents, to live independently and to maintain self-sufficiency. The case management services received continues to help residents to live independently in ECC/HANH communities, avoid eviction, and delay or prevent a move to a higher level of care. To carry out Elderly/Disabled programming, the Resident Services Coordinators (RSCs) take on a number of responsibilities to ensure a high quality of life for Elderly/Disabled residents. To begin, RSCs conduct needs assessment on each resident. Depending on their individual needs, residents are placed in a "high, medium or low" category of case management. Once a needs assessment is conducted, RSCs then develop an Individual Service Plan. On average, intensive case management is provided to an approximate 40 residents on a monthly basis. In addition, the RSCs also provide educational programming tailored to the resident, such as financial literacy to learn to manage a budget.

Impact

As of FY19, all Elderly/Disabled sites have access to the Resident Services Program. The Resident Services program for Elderly/Disabled is staffed by Resident Services Coordinators, a recreational therapist, and a CED staff who holds a master's in social work (MSW), in addition to a part-time temporary Elderly Consultant. In FY19, the Elderly/Disabled Resident program had a total of 640 cumulative residents access services throughout the year. This is a 12% increase in total participants from FY18.

Outreach efforts for the Elderly/Disabled program have continued to grow over the past several years. These efforts have increased through conducting ongoing needs assessments, and coordinating group meetings, such as the Tenant Resident Councils and Resident Advisory board. In FY16, the average monthly outreach efforts totaled 361. Currently, in FY19 the outreach efforts totaled 592, which represents an increase of 64% from initial year and 16% increase from FY18, when services were outreach efforts totaled 512. The increase in families serviced and outreach efforts can be attributed to many program features, including the addition of the Recreational Therapist, the increase of programming offered onsite, the care coordination and case management of the Resident Service Coordinators, interventions through the staff with an MSW and the collaboration with an Elderly Consultant.

Out of the 640 residents enrolled in the program in FY19, 45 residents are employed. Of the employed residents, 18 work full time and 27 work part-time. The majority of the residents that are employed are independent and are very involved in their community by way of participating and volunteering in services and programming provided by ECC/HANH. For example, residents volunteer on the Resident Advisory Board and the Tenant Resident Council, serve at the Food Bank or volunteer with other community organizations connected to ECC/HANH. This volunteerism is consistent with an increase in volunteer services in MTW programs across the CED department.

As part of the Elderly/Disabled programming, participants can connect with the recreational therapist. The recreational therapist offers services to improve cognitive functions, promote overall physical health, increase socialization, and decrease the risk of isolation. The programs that are offered are geared toward strengthening an individual's five domains of health: physical, emotional, spiritual, social and cognitive health. The recreational therapist offers an array of programming such as: yoga, knitting, word games, walking groups, and coffee socials. This is particularly important for the 30% of residents who require intensive supportive services. The recreational therapist provides programming and one-on-one services to an average of 120 to 140 residents on a weekly basis. Upon working with the recreational therapist, residents have shown an increase in reconnecting with support services in the community and increased socialization within the development and community, as well as improved quality of life.

During FY19, RSCs facilitated a number of relocation efforts in support of ongoing RAD conversions. Supportive services are coordinated before, during and after the relocation has taken place. The RSCs have also assisted with eviction prevention efforts by providing 1:1 budgeting and coordinating services based on a household's need.

As a result of this initiative, ECC/HANH continues to provide services that are beneficial to the residents, and that have shown an increase in participation.

HUD-Required Metrics

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of individuals enrolled	102 (2012)	100	2019: 640 2018: 569 2017: 98 2016: 96 2015: 92 2014: 98 2013: 105	Yes
Average number of outreach efforts conducted per month	62 (2013)	85	2019: 532 2018: 512 2017: 455 2016: 361 2015: 227 2014: 126	Yes
Average number of group meetings held per month	128 (2013)	85	2019: 176 2018: 198 2017: 159 2016: 170 2015: 151 2014: 118	Yes

** ECC/HANH defines self-sufficiency in the context of the Elderly/Disabled program as an individual's ability to live independently and be lease compliant without case management services.*

Internal Metrics

Compliant with Action Plan				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of individuals compliant with Action Plan*	83 (2013)	80	2019: 625 2018: 551 2017: 98 2016: 91 2015: 80 2014: 95	Yes
Non-compliant with Action Plan				
Number of individuals non-compliant with Action Plan	22 (2013)	< 25	2019: 15 2018: 18 2017: 0 2016: 5 2015: 12 2014: 3	Yes

**Action Plan is a document that contains goals - it is prepared by a case manager after interviewing a resident. Compliance with the action plan is evaluated by the case manager.*

Challenges and Changes

While employment is valued and encouraged, this initiative is not intended to assist individuals in this population to become employed. As mentioned in the 2019 plan, metric #3 Increase in Positive Outcomes in Employment Status will no longer be reported.

Creation of New Instrumentality Entities to Support ECC/HANH Goals and Strategic Planning Activities

Approved and implemented in FY17.

Description

ECC/HANH has initiated the planning and formation of new affiliate-instrumentality entities to support the Agency's short- and long-term plans to establish a new corporate structure, better align revenues, and provide more coordinated and effective services to residents. These new instrumentality entities will be vehicles for ECC/HANH to partner with financial institutions and other investors to continue to redevelop and modernize the ECC/HANH portfolio of properties and support the agency's mission of creating and preserving affordable housing opportunities and supportive services for low income and working families, the elderly and persons with disabilities. The business activities of these instrumentality entities will include:

- property management and consultant services
- development of mixed-use and mixed-income real estate projects
- social services and program activities for developments (ECC/HANH properties and others)

Through the establishment of new affiliate entities, ECC/HANH seeks to achieve the following:

- reduce costs and achieve greater cost effectiveness of federal expenditures.
- give incentives to families with children whose heads of household are working, seeking work, or are participating in job training or other programming that assists in obtaining employment and becoming economically self-sufficient.
- increase housing choices for low-income families.

The goal of this initiative is to reduce costs and achieve greater cost effectiveness while increasing family self-sufficiency and housing choice.

The ECC Board of Commissioners, on January 17, 20117, adopted a resolution authorizing the creation of 360 Management Group, a property management instrumentality entity. The purpose of this instrumentality is to:

1) Act as a third-party property management agent for former LIPH units being converted to RAD-HCV units, PBV-HCV units, LIHTC and market rate units and;
2) Support the preservation of affordable housing within the City of New Haven and within other municipalities or jurisdictions that have adopted a similar mission or have similar needs.

Impact

360 Management Group Company received its 501(c)(3) status in March 2018 and assumed property operations and compliance management for 312 units. Subsequently, 360 Management assumed an additional 144 units with the conversion of RAD Group I in May 2018 and 70 units with the conversion of RAD Group II in April 2019. Currently, 360 Management manages compliance and property management activities for 526 units.

Property	Unit
East View Terrace I	102
Fairhaven -EVT II	25
Fairhaven -Chatham	32
TwinBrook (Ribi 4)	51
TwinBrook (Ribi 9)	55
Wilmont	47
Prescott Bush	56
C.B. Motley	45
Katherine Harvey	17
New Hall Gardens	26
Stanley Justice	7
Fulton Park	12
Waverly Gardens	51
Total	**526**

Outcomes

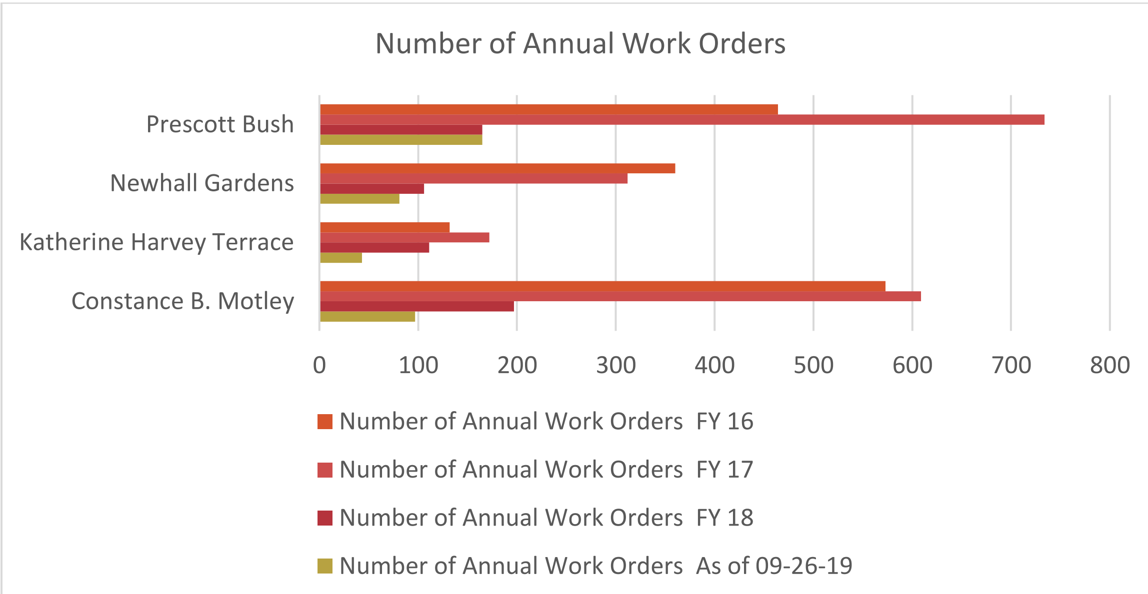
Below is the impact of the conversions on the goal to reduce costs associated with property management activities assumed by 360 Management. For FY2019, Metrics only include RAD group 1 as this is the only site where metrics could be collected for a full year under RAD. In 2020 ECC/HANH will be able to report data for RAD I & RAD II.

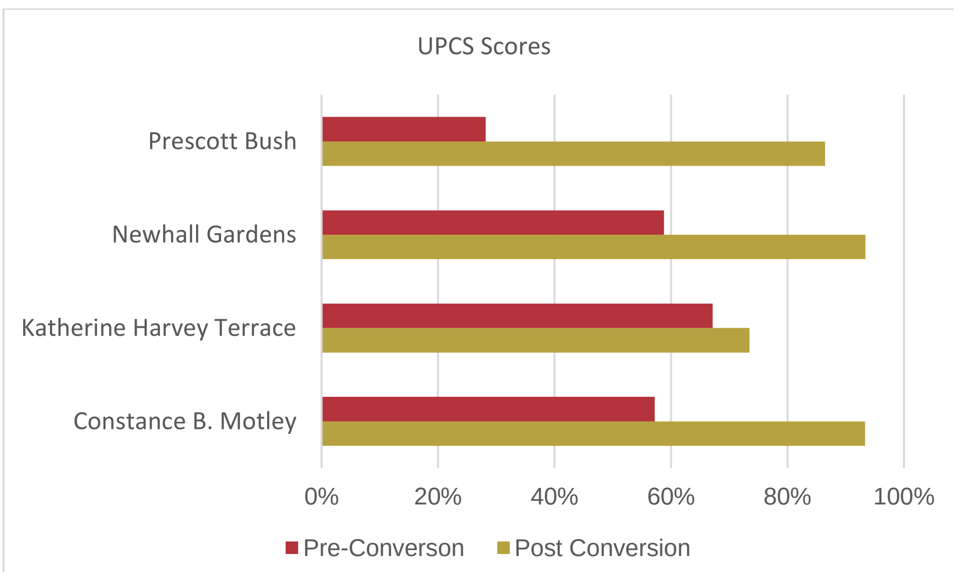
CE #1: Agency Cost Savings

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
*Savings related to Property Management Affiliate [**Total cost of task in dollars (decrease)]	2017: $1,845,476.	10% Reduction	2019: $314,216.90 (Full RAD year) 2018: 64,519 (combo year)	Yes: Comparison savings from 2017 (Full LIPH Year) to 2019 (Full RAD Year) showed a 17% decrease. 2018 was a combo year with a portion in LIPH & a Portion in RAD, showing a Savings of 3.5%.
Total Operating Expenses (TOE). 2017 total operating expenses for RAD group I were approximately $1,845,476.	2017: $1,845,476	10% reduction in operating expenses	2019: $1,531,259.10 2018: $1,781,157. 2017	Yes, 2019 is the first full year for RAD I. There was a 17% decrease in TOEs. Some of the costs under 2018 were under LIPH and a portion under the RAD I. This still showed a decrease in TOEs of 3.5%

Internal Metrics

- Decreased work orders by 79%. Refer to Appendix 9: Work Orders, FY09 to FY19 for specific data points.
- Increased Uniform Inspection Scores by 64%.





Challenges and Changes

There were no challenges or changes during FY19.

CLOSED OUT ACTIVITIES THAT REQUIRE MTW FLEXIBILITY ONLY

Cap on Project-Based Units in a Project

Implemented in FY10 and closed out in FY12.

Outcomes

Internal Metrics

Units Created				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of Units to be Created	New Rowe: 32 units QT III: 16 units Brookside Phase I: 50 units Dwight Coop.: 40 units	New Rowe: 0 units QT III: 16 units Brookside Phase I: 1 unit under construct. Dwight Coop.: 0 units	ECC/HANH participation in Dwight Coop. canceled; all other benchmarks were on target to be met	Yes
Percentage Project-Based Vouchers	New Rowe: 31% QT III: 48% Brookside Phase I: 50% Dwight Coop.: 50%	New Rowe: 0% QT III: 48% Brookside Phase I: 1 under construct. Dwight Coop.: 0%	ECC/HANH participation in Dwight Coop. canceled; all other benchmarks were on target to be met	Yes

VI. ADMINISTRATIVE

A. Progress on correction and elimination of observed deficiencies cited in monitoring visits, physical inspections, or other oversight and monitoring mechanisms.

ECC/HANH does not currently have open Voluntary Compliance Agreements.

B. Results of Agency-Directed Evaluations of Demonstration.

ECC/HANH has contracted with Enterprise Community Partners to position the agency for a future evaluation of its MTW program and each of its initiatives. Enterprise is now in the final year of a three-year contract to complete ECC/HANH's MTW Plans and Reports each year. Enterprise has provided data collection recommendations to ensure ECC/HANH is collecting data for metrics to support proper reporting and support a future evaluation and has previously coordinated with ECC/HANH's data collection software provider for optimal data collection. In the final year of the contract, Enterprise will complete several case studies of ECC/HANH programs to document program design, identify lessons learned, and prepare the agency for future evaluation.

C. HOTMA Reporting requirements

HOTMA 120%							
	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Number of Families residing in Public Housing Administered by the agency who had incomes exceeding the applicable Income limitation (120% AMI)	3						
Number of Families on the LIPH waitlist as of the end of the FY	4461						

D. Certification that ECC/HANH has met the three Statutory Requirements

1) 75% of families assisted must be below 50% of AMI at admission

In FY19, 91.6% of the families receiving ECC/HANH assistance are below 50% AMI at admission. Thus, ECC/HANH has met the requirement that 75% of families assisted be below 50% of AMI at admission. ECC/HANH has met this requirement every year since becoming an MTW organization.

New Admissions Only – FY07 through FY18												
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Total number of newly admitted families assisted	344	329	344	425	433	447	238	402	560	676	947	673
Number of families with incomes below 50% AMI	332	310	322	387	394	410	229	372	522	606	872	650
Percentage of families with incomes below 50% AMI	96.5%	94.2%	93.6%	91.0%	90.9%	91.7%	96.2%	92.5%	93.2%	90.0%	92.1%	96.5%

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Total number of newly admitted families assisted	347											
Number of families with incomes below 50% AMI	318											
Percentage of families with incomes below 50% AMI	91.6%											

2) Baseline for the Number of Eligible Low-Income Families to Be Served

ECC/HANH has served considerably more families since achieving MTW status, primarily through its modernization and redevelopment efforts made possible by MTW flexibility. During FY19, ECC/HANH served 24% more families than at baseline.

Families Served in FY2018 Compared to Baseline

Baseline number of families to be served (total number of families)		4827
Total number of families to be served this fiscal year	HCV: 4565	6006
	LIPH: 1441	
Numerical difference above baseline		1179
Percentage difference above baseline		24.42%

ECC/HANH (CT004)								
	FY01	**FY02**	**FY03**	**FY04**	**FY05**	**FY06**	**FY07**	**FY08**
Families Served through MTW Public Housing	1,970	2,086	1,895	1,737	1,640	1,553	1,531	2,359
Families Served through MTW Vouchers	2,857	2,889	2,997	3,176	3,454	3,312	3,106	3,030
Other Families Served through MTW	0	0	0	0	0	0	0	0
NUMERATOR – Total Families Served	**4,827**	**4,975**	**4,889**	**4,913**	**5,094**	**4,865**	**4,637**	**5,389**
Number of Families (Public Housing)	1,970	2,086	1,895	1,737	1,640	1,553	1,531	2,359
Incremental Increase to Baseline	0	116	0	0	0	0	0	389
Incremental Decrease to Baseline	0	0	75	233	330	417	439	0
Number of Families (Vouchers)	2,857	2,889	2,994	3,176	3,454	3,312	3,106	3,030
Incremental Increase to Baseline	0	32	140	319	597	455	249	173
Incremental Decrease to Baseline	0	0	0	0	0	0	0	0
TOTAL FAMILIES SERVED	**4,827**	**4,975**	**4,889**	**4,913**	**5,094**	**4,865**	**4,637**	**5,389**
% TOTAL	**100%**	**103%**	**101%**	**102%**	**106%**	**101%**	**96%**	**112%**

ECC/HANH (CT004)								
	FY09	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**FY15**	**FY16**
Families Served through MTW Public Housing	1,898	2,017	2,294	2,161	2,590	2,141	3,410	2,134
Families Served through MTW Vouchers	3,042	3,075	3,089	2,975	3,323	3,338	2,181	3,762
Other Families Served through MTW	0	0	0	0	0	0	0	0
NUMERATOR – Total Families	**4,940**	**5,092**	**5,383**	**5,136**	**5,913**	**5,479**	**5,591**	**5,896**

Served								
Number of Families (Public Housing)	1,898	2,017	2,294	2,161	2,590	2,141	2,181	2,134
Incremental Increase to Baseline	0	47	324	191	620	171	1,440	164
Incremental Decrease to Baseline	72	0	0	0	0	0	0	0
Number of Families (Vouchers)	3,042	3,075	3,089	2,975	3,323	3,338	3,410	3762
Incremental Increase to Baseline	185	218	232	118	466	481	0	905
Incremental Decrease to Baseline	0	0	0	0	0	0	676	0
TOTAL FAMILIES SERVED	**4,940**	**5,092**	**5,383**	**5,136**	**5,913**	**5,479**	**5,591**	**5,896**
% TOTAL	**102%**	**105%**	**111%**	**106%**	**122%**	**114%**	**116%**	**122%**

ECC/HANH (CT004)								
	FY17	**FY18**	FY19					
Families Served through MTW Public Housing	1,774	1,589	1,441					
Families Served through MTW Vouchers	4,315	4,591	4,565					
Other Families Served through MTW	0	0	0					
NUMERATOR – Total Families Served	**6,089**	**6,180**	**6006**					
Number of Families (Public Housing)	1,774	1,898	1,441					
Incremental Increase to Baseline	0	0	0					
Incremental Decrease to Baseline	196	124	529					
Number of Families (Vouchers)	4,315	4,591	4,565					
Incremental Increase to Baseline	1,458	0	1,708					
Incremental Decrease to Baseline	0	276	0					
TOTAL FAMILIES SERVED	**6,089**	**6,180**	**6,006**					
% TOTAL	**126%**	**128%**	**124%**					

Incremental Increases/Decreases to Baseline			
Reason for Change	**Program**	**Year of**	**Change**
Voucher Baseline - ECC/HANH gives "Section 8 Participant Demographics" on page 184 of their FY2002 Annual MTW Report. This number is given as of the beginning of FY2002 (which would be October of 2001). This is very close to when ECC/HANH signed their MTW Agreement. Best number available.	HCV	FY01	2,857
Public Housing Baseline - ECC/HANH gives public housing households served as 1,146 (families) and 824 (elderly) at the beginning of FY2002 (which would be October of 2001). This is very close to when ECC/HANH signed their MTW Agreement. Best number found.	PH	FY01	1,970
Public Housing - 154 actual units demo/dispo in 2002. Pulled from Demo/dispo report on PIC data page, pulled on 04.06.11.	PH	FY02	-154
Public Housing - 36 HOPE VI public housing units added in 2002. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY02	36
Vouchers - 77 Enhanced Vouchers became part of MTW program on 8/1/02.	HCV	FY02	77
Public Housing - 277 actual units demo/dispo in 2004. Pulled from Demo/dispo report on PIC data page, pulled on 04.06.11.	PH	FY04	-277
Vouchers - Housing Conversion for Ethan Gardens (28 in 01/05). Housing Conversion for Eastview Terrace (30 in 05/05).	HCV	FY05	58
Public Housing - 143 actual units demo/dispo in 2005. Pulled from Demo/dispo report on PIC data page, pulled on 04.06.11.	PH	FY05	-143
Vouchers - Housing Conversion for Canterbury Gardens (34 in 12/05).	HCV	FY06	34
Public Housing - 58 HOPE VI public housing units added in 2006. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY06	58
Public Housing - 153 actual units demo/dispo in 2007. Pulled from Demo/dispo report on PIC data page, pulled on 04.06.11.	PH	FY07	-153
Public Housing - 28 HOPE VI public housing units added in 2007. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY07	28
Public Housing - 90 actual units demo/dispo in 2008. Pulled from Demo/dispo report on PIC data page, pulled on 04.06.11.	PH	FY08	-90
Public Housing - 28 HOPE VI public housing units added in 2008. Pulled according to "Production Year" in ACC unit construction spreadsheet.	PH	FY08	28
Public Housing - 53 new units brought online at Eastview Terrace.	PH	FY09	53

Incremental Increases/Decreases to Baseline			
Public Housing - 295 actual units demo/dispo in 2009. Pulled from Demo/dispo report on PIC data page, pulled on 04.06.11.	PH	FY09	-295
Vouchers - Housing Conversion for 77-79 Orchard Street Apartments (6 in 08/10).	HCV	FY10	6
Vouchers - William T. Rowe Apartments (9 in 7/11).	HCV	FY11	9
Public Housing - ADJUSTMENT - Demo/dispo report for FY2010 was updated to show one actual unit demolished.	PH	FY11	-1
Public Housing - 50 new units brought online at Brookside Phase I.	PH	FY12	50
Public Housing - 34 new units brought online at The Wilmont Crossing at West Rock and 50 new units at Brookside Phase II.	PH	FY13	84
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 5.2.17	PH	FY14	-193
Public Housing - 30 units brought online at Rockview Phase 1 Rental (11/30/13 Actual DOFA Date)	PH	FY14	30
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 5.2.17	PH	FY15	-120
Vouchers - 95 PH units converted to RAD PBV (44 units at Ribicoff Cottages 9%, 51 units at Ribicoff Cottages 4%).	HCV	FY15	95
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 5.2.17	PH	FY16	-55
Vouchers - Termination Opt Out (198 units in 4/16, 15 units in 6/16, 53 units in 8/16)	HCV	FY16	266
Vouchers - 55 units converted to RAD PBV at Farnam - Fair Haven 9%	HCV	FY16	55
Vouchers - PH Conv to PBV (86 units at Farnam 4%, 42 units at Monterey 4, 28 units at Monterey Place Phase 2R, 210 units at Monterey 1B)	HCV	FY17	367
Public Housing - Pulled from Demo/Dispo Report on PIC data page, pulled on 8.31.18	PH	FY17	-582
Vouchers	HCV	FY18	276
Public Housing	PH	FY18	124
Vouchers	HCV	FY19	148
Public Housing	PH	FY19	-26

Data Source for Number of Families Served				
2001 - Vouchers - Pulled from page 184 of ECC/HANH's FY 2002 Annual MTW Report.	FY01	2,857	Baseline 4827 total Families Served	
September 2001 - Public Housing - Pulled from last page of ECC/HANH's FY 2002 Annual MTW Report.	FY01	1,970		
FY 2002 - Vouchers - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY02	2,889	101.12%	
FY 2002 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY02	2,086	105.89%	1.030660866
FY 2003 - Vouchers - Pulled from September 2003 VMS Report that includes 2,946 MTW and 48 All Other.	FY03	2,994	104.80%	1.012844417
FY 2003 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY03	1,895	96.19%	
FY 2004 - Vouchers - Pulled from September 2004 VMS Report that includes 3,176 MTW.	FY04	3,176	111.17%	
FY 2004 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY04	1,737	88.17%	1.017816449
FY 2005 - Vouchers - Pulled from September 2005 VMS Report that includes 3,333 MTW and 121 HOPE VI.	FY05	3,454	120.90%	
FY 2005 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY05	1,640	83.25%	1.05531386

FY 2006 - Vouchers - Pulled from September 2006 VMS Report that includes 3,306 MTW, 1 All Other and 5 Tenant Protection.	FY06	3,312	115.93%	
FY 2006 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY06	1,553	78.83%	1.007872385
FY 2007 - Vouchers - Pulled from September 2007 VMS Report that includes 3,106 MTW.	FY07	3,106	108.72%	
FY 2007 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY07	1,531	77.72%	0.960638077

FY08 - Vouchers - Pulled from September 2008 VMS Report that includes 3,030 MTW.	FY08	3,030	106.06%	
FY08 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY08	2,356	119.59%	1.115806919
FY09 - Vouchers - Pulled from September 2009 VMS Report that includes 3,042 MTW.	FY09	3,042	106.48%	
FY09 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY09	1,898	96.35%	1.023409985
FY10 - Vouchers - Pulled from September 2010 VMS Report that includes 19 Homeownership, 2,873 MTW, 168 Ports and 15 Tenant Protection.	FY10	3,075	107.63%	
FY10 - Public Housing - Pulled from ECC/HANH FY10 Annual MTW Report (page 11).	FY10	2,017	102.39%	1.054899524
FY11 - Vouchers - Unit month average pulled from VMS (see third tab).	FY11	3,089	108.12%	1.115599751

FY11 - Public Housing - Pulled from Development Detail Report for September 27, 2011. Includes 178 units approved for demo/dispo. This is out of 2,542 (occupancy rate of 90%).	FY11	2,294	116.45%	

Data Source for Number of Families Served (continued)				
2001 - Vouchers - Pulled from page 184 of ECC/HANH's FY 2002 Annual MTW Report.	FY01	2,857	Baseline 4827 total Families Served	
September 2001 - Public Housing - Pulled from last page of ECC/HANH's FY 2002 Annual MTW Report.	FY01	1,970		
FY 2002 - Vouchers - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY02	2,889	101.12%	
FY 2002 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY02	2,086	105.89%	1.030660866
FY 2003 - Vouchers - Pulled from September 2003 VMS Report that includes 2,946 MTW and 48 All Other.	FY03	2,994	104.80%	1.012844417

FY 2003 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY03	1,895	96.19%	
FY 2004 - Vouchers - Pulled from September 2004 VMS Report that includes 3,176 MTW.	FY04	3,176	111.17%	
FY 2004 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY04	1,737	88.17%	1.017816449
FY 2005 - Vouchers - Pulled from September 2005 VMS Report that includes 3,333 MTW and 121 HOPE VI.	FY05	3,454	120.90%	1.05531386

FY 2005 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY05	1,640	83.25%	
FY 2006 - Vouchers - Pulled from September 2006 VMS Report that includes 3,306 MTW, 1 All Other and 5 Tenant Protection.	FY06	3,312	115.93%	
FY 2006 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY06	1,553	78.83%	1.007872385
FY 2007 - Vouchers - Pulled from September 2007 VMS Report that includes 3,106 MTW.	FY07	3,106	108.72%	
FY 2007 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY07	1,531	77.72%	0.960638077

FY08 - Vouchers - Pulled from September 2008 VMS Report that includes 3,030 MTW.	FY08	3,030	106.06%	
FY08 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY08	2,356	119.59%	1.115806919
FY09 - Vouchers - Pulled from September 2009 VMS Report that includes 3,042 MTW.	FY09	3,042	106.48%	
FY09 - Public Housing - Pulled from ECC/HANH FY09 Annual MTW Report (page 22).	FY09	1,898	96.35%	1.023409985
FY10 - Vouchers - Pulled from September 2010 VMS Report that includes 19 Homeownership, 2,873 MTW, 168 Ports and 15 Tenant Protection.	FY10	3,075	107.63%	
FY10 - Public Housing - Pulled from ECC/HANH FY10 Annual MTW Report (page 11).	FY10	2,017	102.39%	1.054899524
FY11 - Vouchers - Unit month average pulled from VMS (see third tab).	FY11	3,089	108.12%	1.115599751

FY11 - Public Housing - Pulled from Development Detail Report for September 27, 2011. Includes 178 units approved for demo/dispo. This is out of 2,542 (occupancy rate of 90%).	FY11	2,294	116.45%	

FY12 - Vouchers - Pulled from ECC/HANH's FY12 Annual MTW Plan. (Page 8)	FY12	5,119	179.17%	
FY12 - Public Housing - Pulled ECC/HANH's FY12 Annual MTW Plan. (Page 8)	FY12	2,094	106.29%	1.49430288
FY13 - Vouchers - Pulled from ECC/HANH's FY13 Annual MTW Plan. (Page 8)	FY13	3,025	105.88%	
FY13 - Public Housing - Pulled ECC/HANH's FY13 Annual MTW Plan. (Page 8)	FY13	2,094	106.29%	1.06049306
FY14 - Public Housing - Pulled from Elite dated November 5, 2014.	FY14	2,141	108.68%	
FY14 - Vouchers - Pulled from Elite dated November 5, 2014.	FY14	3,338	116.84%	1.135073545
FY15 - Public Housing- Pulled from Elite dated November 24, 2015.	FY15	3,410	173.10%	
FY15 - Vouchers- Pulled from Elite dated November 24, 2015.	FY15	2,181	76.34%	1.158276362
FY16 - Public Housing- Pulled from Elite dated October 28, 2016.	FY16	2,134	108.32%	
FY16 - Vouchers- Pulled from Elite dated October 28, 2016.	FY16	3,762	131.68%	1.221462606
FY17 - Public Housing- Pulled from Elite dated September 30, 2017.	FY17	1,774	90.05%	
FY17 - Vouchers- Pulled from Elite dated September 30, 2017.	FY17	4,315	151.03%	1.261446033
FY18 - Public Housing- Pulled from Elite dated September 30, 2018.	FY18	1,589	76.17%	1.280298322

FY18 - Vouchers- Pulled from Elite dated September 30, 2018.	FY18	4,591	158.91%	
FY19 - Public Housing- Pulled from Elite dated September 30, 2019.	FY19	1,441	73.14%	1.2442

Baseline for the Mix of Family Sizes to Be Served

Since baseline, ECC/HANH's portfolio has had several changes as a result of redevelopment efforts prior to RAD and more recently as a result of ongoing RAD conversion efforts. As can be seen, depending on the agency's development projects each year, the number of families served per member size can either increase or decrease. During FY19 ECC/HANH saw a 9% increase in 1-person households served. This can be attributed to the return to occupancy of elderly/disabled units that had been taken off-line for modernization and redevelopment, and the inclusion of 1-bedroom units in newly redeveloped family developments.

Baseline Family Sizes Served by ECC/HANH							
Baseline	**1 person**	**2 people**	**3 people**	**4 people**	**5 people**	**6+ people**	**Total**
Ratio of family sizes to be maintained	32%	24%	20%	13%	6%	5%	100%
Number of families served by family size	2448	1374	1061	613	314	196	6006
Ratio of families served by family size	41%	23%	18%	10%	5%	3%	100%
Percentage Difference	9%	-1%	-2%	-3%	-1%	-2%	0

VII. APPENDICES

Appendix 1: Documentation of Public Hearing and Public Comment Period

Elm City Communities, The Housing Authority of New Haven
PUBLIC HEARING: MOVING TO WORK 2019 ANNUAL REPORT

Monday, November 25, 2019 @ 4:00 P.M.
360 Orange Street, New Haven, CT 06511

Those present included:

Leasley Negrón, ECC
Maza Rey, ECC
Latoya McCrea, ECC
Catherine Hawthorne, ECC
Catherine Branch, ECC
Edward LaChance

Leasley Negrón called the public hearing to order at 4:00 p.m.

Ms. Negrón read the legal notice aloud which stated the reason the public hearing was being called.

> Section VII (A) (f)(ii) of the Authority's Moving to Work Agreement requires that before the Agency can file its Approved Annual Moving to Work Report to the U.S. Department of Housing and Urban Development (HUD), it must conduct a public hearing, consider comments from the hearing on the proposed amendments, and obtain approval from the Board of Commissioners.
>
> Pursuant to said Section, a public hearing is being held to receive comments and recommendations on Monday, November 25, 2019 at 4:00 PM, at the 3rd floor Board of Commissioners Conference Room at 360 Orange Street, New Haven, CT 06511. A copy of the report was made available for review starting Friday, October 25, 2019 on the Authority's website at www.elmcitycommunities.org and at the front desk in the main lobby area at 360 Orange Street.
>
> The public was invited to provide written comments addressed to ECC/HANH MTW 2019 Report, Attn: Maza Rey, P.O. Box 1912, New Haven, CT 06509-1912. Any individuals requiring a reasonable accommodation to participate in the hearing were asked to call Teena Bordeaux, Reasonable Accommodations Coordinator for ECC/HANH at 498-8800 extension 1507 or at the TDD Number 497-8434.

At 4:03 p.m., the meeting was opened to take public comments.

Public Comments:

There were no attendees from the public and there were no public comments.

Adjournment:

Ms. Negrón thanked the participants and the public hearing was adjourned at 4:15 p.m.

Board Resolution

Certificate of Compliance

OMB Control Number: 2557-0216
Expiration Date: 01/31/2021

CERTIFICATIONS OF COMPLIANCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF PUBLIC AND INDIAN HOUSING

Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan/Report for the MTW PHA Plan Year beginning (October 1, 2018), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

(1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.

(2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.

(3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).

(4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.

(5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.

(6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.

(7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.

(8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

(9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.

(10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

(11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

(12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

(13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

(14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

(15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

(16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

(17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

(18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

(19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

(20) The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.

(21) The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

(22) All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

The Housing Authority of New Haven
MTW PHA NAME

CT004
MTW PHA NUMBER/HA CODE

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).

Erik Clemons
NAME OF AUTHORIZED OFFICIAL

Chairman
TITLE

SIGNATURE

12/18/2019
DATE

* ***Must be signed by either the Chairman or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.***

Appendix 2: Alternative TDC and HCC Limits

ECC/HANH's local total development cost (TDC) limits as approved by HUD.
The following pages detail ECC/HANH's Alternate TDCs.

HUD HCC 2013							
	0	**1**	**2**	**3**	**4**	**5**	**6**
Detached	$ 96,195	$ 122,916	$ 144,239	$ 170,801	$ 200,549	$ 219,593	$ 237,542
Row House	$ 78,165	$ 102,750	$ 121,542	$ 148,120	$ 176,091	$ 194,147	$ 211,074
Walk Up	$ 71,663	$ 97,219	$ 123,709	$ 161,949	$ 201,180	$ 226,579	$ 251,643
Elevator	$ 81,545	$ 114,163	$ 146,781	$ 195,708	$ 244,635	$ 277,253	$ 309,871

HUD HCC FACTORS							
	0	**1**	**2**	**3**	**4**	**5**	**6**
Detached	-33.31%	-14.78%	16.60%	18.42%	39.04%	52.24%	64.69%
Row House	-35.69%	-15.46%	-1.75%	21.87%	44.88%	59.74%	73.66%
Walk Up	-42.07%	-21.41%	0.00%	30.91%	62.62%	83.16%	103.42%
Elevator	-44.44%	-22.22%	0%	33.33%	66.67%	88.89%	111.11%

ECC/HANH HCC 2013							
	0	**1**	**2**	**3**	**4**	**5**	**6**
Detached	$ 145,318	$ 185,685	$ 217,896	$ 258,023	$ 302,962	$ 331,731	$ 358,846
Row House	$ 118,081	$ 155,221	$ 183,609	$ 223,759	$ 266,014	$ 293,290	$ 318,861
Walk Up	$ 108,259	$ 146,866	$ 186,882	$ 244,651	$ 303,915	$ 342,285	$ 380,149
Elevator	$ 109,828	$ 153,759	$ 197,690	$ 263,587	$ 329,483	$ 373,414	$ 417,346

HUD TDC 2013							
	0	**1**	**2**	**3**	**4**	**5**	**6**
Detached	$ 168,342	$ 215,103	$ 252,419	$ 298,901	$ 350,961	$ 384,288	$ 415,699
Row House	$ 136,788	$ 179,813	$ 212,699	$ 259,210	$ 308,159	$ 339,757	$ 369,380
Walk Up	$ 125,410	$ 170,134	$ 216,490	$ 283,411	$ 352,064	$ 396,513	$ 440,376
Elevator	$ 130,472	$ 182,661	$ 234,850	$ 313,133	$ 391,416	$ 443,605	$ 495,794

ECC/HANH TDC 2013							
	0	**1**	**2**	**3**	**4**	**5**	**6**
Detached	$228,357	$291,790	$342,408	$405,464	$476,083	$521,291	$563,900
Row House	$185,556	$243,918	$288,528	$351,622	$418,022	$460,885	$501,068
Walk Up	$170,121	$230,789	$293,673	$384,452	$477,581	$537,877	$597,377

Elevator	$178,470	$249,858	$321,246	$428,328	$535,410	$606,798	$678,186

PERCENT CHANGE ECC/HANH TDC 2008-2013							
	0	**1**	**2**	**3**	**4**	**5**	**6**
Detached	15.00%	13.00%	10.73%	9.54%	9.11%	9.20%	8.94%
Row House	1.50%	2.94%	2.73%	5.14%	6.20%	6.94%	7.49%
Walk Up	16.75%	16.65%	17.70%	18.47%	20.73%	21.86%	23.14%
Elevator	10.45%	10.45%	10.45%	10.45%	10.44%	10.45%	10.45%

RECENT CHANGE COMPARISON HUD TO ECC/HANH TDC							
	0	**1**	**2**	**3**	**4**	**5**	**6**
Detached	0.76%	0.74%	0.73%	0.64%	0.72%	0.72%	0.71%
Row House	0.66%	0.67%	0.67%	0.73%	0.69%	0.70%	0.70%
Walk Up	0.76%	0.76%	0.77%	0.79%	0.79%	0.80%	0.80%
Elevator	-0.20%	-0.20%	-0.20%	-0.20%	-0.20%	-0.20%	-0.20%

Appendix 3: Local Asset Based Management

Under the First Amendment to the MTW Agreement 10-15-08, ECC/HANH is permitted to design and implement its own Local Asset Based Management Program so long as the ECC/HANH and HUD agree that the principles and understanding outlined in the Amendment are adhered to.

- ECC/HANH developed a program wherein Excess Operating Reserves are funded from the General Fund Account and will be used to cover deficits through a journal voucher once per year to ensure that the transfer of funds from the General Fund to a project to cover any operating deficits are reflected on the income and expense statement of the project.
- ECC/HANH uses project-based accounting and project-based budgeting for direct costs incurred by each property.
- ECC/HANH considers its cost allocation plan for the entire operation of the Agency, rather than a strict focus on only the MTW program. This cost allocation plan addresses the larger ECC/HANH operation as well as the specific information required related to the MTW Program.
- All associated activities funded under the MTW Single Fund authority are deemed as a single cost objective. The MTW Program cost objective includes the Asset Management Projects in the public housing program, housing choice vouchers – both project-based and tenant-based vouchers, development activities funded from MTW, resident services, case management services, capital fund program, and any other activity that is permitted under the Amended and Restated MTW Agreement.
- ECC/HANH's proposed cost allocation system is more comprehensive than HUD's Asset Management System, which is a fee-for-service approach specific to the asset management projects in the public housing program. In consideration of ECC/HANH's other programs such as business activities, ECC/HANH's proposed LAMP addresses much broader than public housing properties and includes the entire ECC/HANH operation.
- ECC/HANH will use a simple fee system of charging up to 10% of the project/program funds to cover the costs of the Central Office Cost Center (COCC). ECC/HANH views the up to 10% fee as reasonable when compared to the fees earned for administering other programs or non-profit affiliates.

Proceeds from the energy performance contracts and other non-federal sources to support project operations are not reflected in the operating statements for each project. The COCC operates on the allowable fees as described above. ECC/HANH systematically reviews information regarding the financial, physical and management performance of each project and identifies non-performing assets. All non-performing assets will have a management plan that includes a set of measurable goals to address. During FY 2009, ECC/HANH conducted an updated Physical Needs Assessment for each project. The work was completed in FY2010 and was fully reported in the FY10 report. Finally, ECC/HANH has implemented a Risk Management Program in accordance with §990.270.

Appendix 4: ECC/HANH MTW Evaluation

Executive Summary
A 2015 evaluation of ECC/HANH's MTW program found the following:

- MTW has been used extensively by ECC/HANH to assist in redeveloping many of its properties. Various MTW flexibilities related to fungibility, income limits, project-based vouchers, and development and construction cost limits have been used to help redevelop over 800 affordable units. Through these projects ECC/HANH was also able to earn nearly $5 million in developer fees.

- ECC/HANH has had success using MTW flexibilities to implement activities that have led to 40K hours of staff time savings and over $500K in cost savings. Key activity drivers of these savings include rent simplification's biennial/triennial reexam schedules, biennial/triennial HQS inspections, mandatory direct deposit for HCV landlords, and limiting HCV landlord rent increases to once per reexam cycle.

- MTW flexibility has also been used to create special programs that serve sub-populations with unique challenges including families facing homelessness and foreclosure and former prisoners who are re-entering the community. ECC/HANH has also aided families seeking to move into lower poverty areas through its deconcentration initiative.

The evaluation provided the following recommendations:

1) Improve core self-sufficiency activities by advancing case management and classes.
2) Streamline the number of self-sufficiency programs and review service alternatives.
3) Transform MTW data collection and reporting by advancing data management and streamlining processes.
4) Enhance staff involvement in setting and meeting MTW goals.
5) Continue to streamline administrative processes.
6) Evolve MTW rent policy to enhance motivations for work-able families to work.
7) Raise awareness for MTW programs with clients and partners.

ECC/HANH has been working toward these recommendations. In 2016, the agency contracted with Enterprise Community Partners to position the agency for a future evaluation of its MTW program and each of its initiatives. Enterprise is mid-way through its three-year contract to complete ECC/HANH's MTW Plans and Reports each year and has coordinated with ECC/HANH's data collection software provider for optimal data collection. Enterprise has provided data collection recommendations to ensure ECC/HANH is collecting data for metrics to support proper reporting and to support a future evaluation.

Enterprise Community Partners found the following:

ECC/HANH continues to support housing choice for their residents by redeveloping and repositioning aging low-income public housing developments, replacing demolished units with a variety of affordable housing types, increasing participation in the RAD program, renovating offline units, upgrading units, and making accessibility improvements. These efforts could produce positive ripple effects throughout the city of New Haven, especially near the West Rock Neighborhood where ECC/HANH is working to redevelop all public housing properties. Positive community impacts are being reported at the two ECC/HANH properties for which crime data was analyzed, both of which have had reductions in the number of major crimes. ECC/HANH's efforts to provide housing choice for vulnerable populations continues to increase.

ECC/HANH continues to work toward improving its self-sufficiency programming, especially for particularly vulnerable populations. To assist the most vulnerable, ECC/HANH continues to serve a high proportion of very low-income households, with 76% of HCV households being very low-income and 84% of LIPH households being very low-income in 2019. Some groups have seen positive outcomes. During 2019 96 elderly/disabled residents transitioned to self-sufficiency, 3 prison-reentry participants transitioned to self-sufficiency and 7 CARES participants graduated from the program.

The self-sufficiency programs saw increased participation in 2019, including FSS, Teacher In Residence, Resident Owned Business, and Elderly/Disabled Supportive Services. ECC/HANH continues to focus efforts on increasing participation.

ECC/HANH has demonstrated continued cost effectiveness by deriving agency revenue from redevelopment fees, leveraging private investment through the mixed-finance process, and reducing administrative burden. The Rent Simplification initiative has saved an average of nearly 7,000 hours of staff time per year since 2008, while the HCV Rent Simplification/Cost Stabilization Measure initiative saved over 200 hours of staff time in 2015 and 2016. Since 2008, ECC/HANH has saved over $166,000 in printing and mailing costs alone by changing the annual recertification schedule. In 2016, ECC/HANH implemented a new quality assurance process that decreased their average error rate for calculating recertifications to just 1%, reducing administrative burden even further.

Despite efforts to increase the cost effectiveness of its development activities, ECC/HANH still faces challenges due to the high construction costs of the area. To drive down costs, ECC/HANH have improved development design, adhered to competitive bidding procedures and encouraged competition among contractors. However, according to RS Means cost data for 2014, construction costs in the New Haven metropolitan area were 110.2% of the national average.[1] Comparatively, many much more populous cities experience construction costs lower than the national average: Atlanta (87.5%), Denver (93.3%), Los Angeles (107.3%), Phoenix (88.7%) and Washington, DC (97.7%). The 2014 construction costs in New Haven increased by 0.05% from 2010, suggesting that 2017 costs may be even higher than 110.2% of the national average.[2]

ECC/HANH has also focused on further engaging staff with the MTW reporting process and updating their data collection processes and infrastructure. In 2016, Enterprise Community Partners presented metrics and data collection recommendations to ECC/HANH leadership and held listening sessions with ECC/HANH data stewards, which resulted in better tailored metrics and data collection recommendations. ECC/HANH continues to work with the team at Enterprise to evaluate programs, and metrics and to administer case studies.

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[1] The costs represented in the RS Means cost data publications are based on national averages for materials and installation.

[2] At time of the submission of this report, ECC/HANH did not have access for the 2017 RS Means data for the New Haven metro area. Because 2010 construction costs increased by .05% from 109.7% of the national average in 2010 to 110.2% of the national average in 2014, so ECC/HANH expects that 2017 construction costs are even higher than 110.2% of the national average.

Appendix 5: Procedures for Rent Simplification for the Public Housing Program

Public Housing Program Rent Simplification
Elm City Communities, The Housing Authority of New Haven (ECC/HANH) believes there is a better way to administer essential housing programs, one that encourages long-term self-sufficiency for both the program participants as well as the agency.

Rent Simplification: Equity & Efficiency
The proposed system rewards families who increase their incomes and provides them with more opportunities to save while easing ECC/HANH's burden of administering these housing programs.

Everyone Should Contribute
ECC/HANH believes that every family should contribute towards their housing. Under Rent Simplification, the criteria under which a family can claim zero income and not pay any rent are not changed. What will change is the amount of time families will be permitted to request an interim adjustment. The minimum rent will remain at $50.00 per month.

Fiscal Equity for ECC/HANH
Rent Simplification is forecast to be revenue-neutral. In other words, the implementation of Rent Simplification will not increase the amount of rental revenue to the ECC/HANH

Approvable Method
Rent Simplification allows all stakeholders to easily understand how tenant rents are determined, and armed with some basic income data, anticipate what future rents will be. This will allow families to easily plan for future expenses and savings.

Measurable Reduction in Administrative Time
By simplifying the rent determination and deduction procedures in Federal Public Housing, Rent Simplification makes the job of recertifying tenants significantly easier.

Transition to Avoid Hardships
ECC/HANH has devised a system that is not only revenue neutral for the organization but will not result in any undue hardship to our families. There will be a transition period of one year from the current income-based rent determination process to the new income tiered rent determination process. Families will not experience an increase in Total Tenant Payment (TTP) during the first year they are subject to the requirements of this Rent Simplification Policy. Please note that this hold harmless provision does not apply to increases in TTP that result from an increase in family annual income above the amount earned in the reporting period immediately preceding the family being subject to Rent Simplification. No family shall be subject to an increase in TTP of greater than $25.00 a month during the second year that the family is subject to the Rent Simplification Policy. The increase in TTP during the third year the family is subject to Rent Simplification shall not exceed $50; $75 a month during the fourth year; and $100 a month above the monthly TTP in the year immediately following the implementation of Rent Simplification.

Asset Exclusion
Asset exclusion is raised to $50,000.00. Increasing the asset exclusion amount allows residents to accumulate more assets before they are calculated as income. Families will self-certify that they do not have assets more than $50,000.00.

Earned Income Disallowance
The Federal Earned Income Disregard (EID) will continue to be implemented. The maximum amount of time a family can be enrolled in the Federal EID is 24 months. After the 24 months have been exhausted, the family may elect to participate in the Family Self Sufficiency (FSS) program for the remaining 24 months so long as any family

member is enrolled in FSS. Participation in both programs combined cannot exceed 48 months. When the family joins the FSS program 50% of incremental earnings are excluded for 12 additional months after the end of receiving EID for 24 months and 25% for another 12 months for a total for 48 months of income disallowance. The optional income disregard provided under this paragraph is limited to lifetime eligibility of 48 months.

For families who do not receive the Federal EID, they may choose to enroll directly into the optional FSS Earned Income Disregard so long as any member of the household is enrolled in FSS Program. Incremental earnings from wages or salaries are excluded in the first 12 months; 75 percent in the second 12 months; 50% in the third 12 months; and 25% in the fourth 12 months. A family is limited to 48 months of eligibility for this optional EID. This will allow more families to enter and benefit from the program. In no event shall the family receive the FSS exclusion and the Federal EID during the same period.

Family Self Sufficiency (FSS) Income Exclusion
The average income of our public housing residents is approximately $12,000.00 per year. In order to promote long-term sustainable economic self-sufficiency of the residents, all families that enroll in the FSS program who are members of Very Low Income families will have all incremental earnings and benefits from any qualified Federal, State or Local employment training program or training of a family member (including programs not affiliated with the local government) excluded from the determination of Annual Income, so long as the family member is enrolled in ECC/HANH's FSS Program.

Additionally, any incremental earning by any family member while enrolled in the FFS Program will be excluded from the determination of Annual Income at the following rate: 100% during the 1st year, 75% in 2nd year, 50% in 3rd year, 25% in 4th year and 0% during the 5th year of FSS participation. In addition to regularly scheduled recertifications, the family member will have their rent re-determined at the end of the FSS Program or termination from the Program.

In addition to expanding the scope of the existing exclusion to include Federal and State programs, an optional exclusion will be provided to cover the incremental increases and wages and salaries so long as that family member is enrolled in the ECC/HANH FSS Program.

There is not a requirement that these increases in rental income must go into an escrow account. Families will be permitted to retain these additional earnings.

Other Exclusions
All adoption assistance payments will be excluded from income calculations under Section 5.609(c) (8) (x11) as the $480 dependent deduction is eliminated. All income earned by full-time college students will no longer be included in the determination since there will no longer be the $480 dependent deduction to offset income.

Annualized Income Calculation
Prospective and past income may be used to calculate resident rents, especially for families with irregular or sporadic employment histories. For families with income of up to and including $5,000.00 will be accepted under self-certification. For families earning more than $5,000.00 of wages and salaries, proof of income will be requested. Pay stubs covering the most recent four weeks of employment or a W-2 or 1099 within 180 days of the effective date of recertification. We must complete EIV or other UIV as required by HUD.

Annual Reexaminations
Reexaminations are currently conducted every year for non-elderly households and every two year for elderly and disabled households. ECC/HANH spend on average three hours per annual reexamination. ECC/HANH must perform more than 3,200 LIPH reexaminations every year. This is inordinately time consuming and an exceedingly complex process. Under Rent Simplification, annual reexaminations will occur every two years for non-elderly households and every three years for elderly and disabled households. These changes will allow families who experience increases in income to retain all increased earnings between annual

reexaminations. Families with individuals who are subject to the eight-hour community services requirement will be reviewed annually for all household members exempt from having to meet the community services requirement. During the first year all families will be recertified. This process will be phased in over a three-year period.

Effective FY 2015 (October 2014), ECC/HANH updated its definitions of elderly/disabled and work-able families. Under the policy change, an elderly/disabled family will be defined as one in which all adult members (excluding live-in attendants) are elderly and/or disabled. A work-able family will be one that does not meet the new elderly/disabled definition. Work-able households under the new definition will have reexaminations every two years (biennial schedule) and elderly/disabled households will have annual reexaminations every three years (triennial schedule).

ECC/HANH believes this new definition more closely matches the spirit of a work-able family since all work-able families would have at least one work-able adult. Under the prior definition, an elderly/disabled family only needed a head, co-head, or spouse to be elderly or disabled which led to some families with work-able adults being categories as elderly/disabled. This change will also give ECC/HANH the ability to better track earnings and employment for work-able families. An improved population division will give ECC/HANH the flexibility to implement work-able specific rent policy changes in the future if it so chooses.

Deductions for Exceptional Expenses

Excess resources are dedicated to verifying deductions for child care, medical and disability allowances. Third party verifications of these amounts are difficult to accomplish, and the agency often relies upon second- and first-party verifications of these deductions. Obtaining verification data also places an undue burden on the resident. To simplify this process, ECC/HANH will eliminate standard deductions for these amounts for elderly, disabled and non-elderly households.

Households with exceptional expenses may request a rent reduction. This includes large families with more than two (2) dependents. This also includes families with high medical expenses, disability assistance expenses or childcare expenses.

The amount of expense is set in $2,000.00 tiers. This allows ECC/HANH to move away from verifying every dollar. Tenants are not required to provide documentation of every dollar of expense. Rather, tenants need only provide documentation sufficient to meet the appropriate tier. The amount of monthly rent reduction is established at the mid-range of the tier. Households with exceptional expenses will receive a direct reduction of the monthly rent. However, no tenant will have rent reduced below a rent of $50.00 as a result.

Rent Reduction for Households with Exceptional Expenses	
Tiered Amount of Expenses	**Monthly Rent Reduction**
$ 2,000 - $ 3,999	$ 75 (equivalent to $3,000 deduction)
$ 4,000 - $ 5,999	$ 125 (equivalent to $5,000 deduction)
$ 6,000 +	Hardship Review

Changes in Family Composition

Residents are still required to get permission from the Housing Manager and the Director of Housing Management to add anyone to a household and to report changes in family composition. A family's rent is recalculated if the addition or subtraction of a household member results in an income change of $200.00 per month or more, or that causes the family to move from one income tier to another. This increase in rent does not count as an interim reexamination.

Mandatory Interim Reexaminations Policy

Residents must request an interim reexamination if any of the following conditions occur:

- Change in family composition affects the voucher size or bedroom size.
- The addition of a family member 18 years of age or older.
- Change in family composition causes the family to move from one income tier to another with a higher rent schedule.
- Addition of a live-in aid.
- Income increase following an interim rent reduction.
- Subsequent change following an exceptional deduction granted by ECC/HANH.

Optional Interim Reexaminations Policy
Residents have the option to request three (3) interim reexaminations during every twelve (12) month period. Interim reexaminations may be granted in the following instances:

- Decrease in family income that is expected to last 90 days or more if it will result in a change in the family's income tier (this exclude seasonal workers; please see below).
- Increase in Exceptional Expenses of at least $2,000.00.

Interim rents normally remain in place until the next scheduled reexamination. If a family experiences an increase in income it is not necessary for the family to report this increase in income until the next scheduled certification date, except when the increase occurs after an interim decrease has been processed.

Households receiving a requested interim rent reduction must report any subsequent income increase to ECC/HANH within thirty (30) days of occurrence. Failure to report the change within thirty (30) days results in retroactive rent changes and depending on the severity of the circumstances, may result in lease termination.

Seasonal workers who are employed for period less than 12 months annually will have their rent calculated over a 12-month period using the 9 or 10 months of income earned. During the months the worker is not actively working, the family will not be able to request a rent reduction as the rent has already been adjusted over a 12-month period.

Permanent loss of income (i.e., death of an income earner) results in a permanent, rather than interim, rent reduction. This decrease in rent does not count as an interim reexamination. Under this circumstance, the family is not required to report a subsequent increase in income until the next scheduled certification.

Verification of Annual Income from Wages and Salaries and Assets
To reduce the administrative burden associated with the verification of income ECC/HANH will amend its Admission and Continued Occupancy (ACOP) to specify that:

- For earnings from wages and salaries where Annual Income for the prior period of up to and including $5,000.00, self-certification from family is all that shall be required as verification of income.
- For earnings from and salaries of more than $5,000.00 the most recent pay stubs for recent 4 weeks of employment, or W-2 or 1099 within 180 days of the anniversary date shall be required in addition to the self-certification, but only to the extent that verification of Annual Income is not available from a third-party source of Upfront Income Verification.
- Self-certification of all sources of Annual Income shall be required in all cases.
- For families with total assets of $50,000.00 or less a self-certification of said assets shall be required.

Income Tiered Rents Calculated within $1,000 Bands
Rents are based on $1,000.00 income bands starting at $2,500.00. Using a band-based rent schedule allows the ECC/HANH and residents to move away from verifying every dollar earned and deducted.

At January 31, 2007, both the median and mode percentage of Total Tenant Payment (TTP) to annual income is 28.5 percent. That is, most families pay 28.5 percent of their family income (before utility allowance) as rent. Fifty-two (52) percent of households pay 28 percent or more of annual income for TTP; six percent pay less than 10 percent; 13 percent pay between 10 and 20 percent; and 26 percent pay between 20 and 27 percent of income as TTP.

Rent will be set at 28.5 percent of income for income tiers of $1000.00 starting at $2,500.00. The rent will be calculated at the lower end of each tier. For example, for the $2,500.00 to $3,499.00 tier, the rent will be calculated at 28.50 percent of $2,500.00. Families with incomes below $2,500.00 will be charged the minimum rent. Families will be permitted to apply for a hardship if verifiable proof is if household total expenses exceed $2,000.00.

Minimum Rents and Flat Rents
Families with annual income below $2,500.00 will pay a minimum rent of $50.00. In no event shall any family pay less than 25 percent of its Annual Income for TTP.

All residents paying a rent of $50.00, except for elderly and disabled families, are referred to the Family Self Sufficiency (FSS) Program for job or benefit counseling. Families may still choose the existing Flat Rent option for public housing.

Zero Income Households
Families with Annual Income below $2,500 annually shall pay the minimum rent of $50.00 per month.

<u>All families placed on minimum rent, except for elderly and disabled families, will be referred to the Family Self Sufficiency Program.</u>

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term hardship exemption from the minimum rent requirements. All families placed on minimum rent must be informed in writing of the procedures for applying for a hardship exemption from the Minimum Rent Requirement and the ability to have minimum rent waived. All families who apply for such hardship exemption, except for elderly persons and persons with disabilities, will be referred to the Family Self Sufficiency Program to assist the family in moving towards self-sufficiency.

ECC/HANH will notify all families of their right to request a hardship exemption from the minimum rent requirements. Residents will be notified of their right to request a hardship exemption through the Application for Exemption from Minimum Rent, a copy of which will be provided to tenants at lease-up, at each recertification appointment and mailed to residents at each interim recertification. The policy and procedures for requesting such hardship exemption will also be included in tenant rent change notifications, the form lease agreement and all form documents related to the exemption process.

Criteria for Hardship Exemption from Minimum Rent Requirement
A family is automatically exempt from the minimum rent requirements for a 90-day period when the family's circumstances fall into any one of the following criteria:

- When a family has lost eligibility or is awaiting eligibility determination from a Federal, State or local assistance program;
- When the family would be evicted because it is unable to pay the minimum rent;
- When the income of the family has decreased because of changed circumstances, including loss of employment;
- When a death in the family has occurred; or
- Other circumstances determined by ECC/HANH to be reasons to waive the minimum rent requirement (collectively, the "Criteria for Minimum Rent Exemption").

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term hardship exemption from the minimum rent requirement. A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days. A long-term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days.

A family may only receive one hardship exemption from the minimum rent requirement during a twelve-month period, unless a tenant is elderly, disabled, or enrolled in ECC/HANH's Family Self Sufficiency Program. The minimum rent requirement may be waived more than once during a twelve-month period if at least one adult member of the household enrolls in the Family Self Sufficiency Program (the "FSS Program"). Elderly and disabled families are not required to enroll in the FSS Program.

Once ECC/HANH identifies a resident's need for a hardship exemption from the minimum rent requirement or the family requests such exemption, the minimum rent shall be suspended immediately for a period of 90 days.

Hardship Review Committee
All "Applications for Exemption from Minimum Rent" shall be forwarded to the Hardship Review Committee. The Hardship Review Committee shall consist of the President or his/her designee, the Chief Operations Officer or his/her designee, the Service Center Director or his/her designee, and the Sr. VP of Community and Economic Development or his/her designee. At the family's request, the Hardship Review Committee may include one (1) resident of ECC/HANH who is in good standing.

The Application for Exemption from Minimum Rent shall originate from the family or from a ECC/HANH employee whenever evidence exists that the family falls into any one of the Criteria for Minimum Rent Exemption.

When a resident applies, or an ECC/HANH employee applies on behalf of a resident, ECC/HANH will suspend the minimum rent requirement commencing on the first of the month following the date of the application for a period of 90 days.

The resident cannot be evicted for nonpayment of minimum rent while resident's Application for Exemption from Minimum Rent is pending or during the 90-day period of suspension, whichever is longer.

The Hardship Review Committee shall send a letter to all resident families who have applied for hardship exemption from minimum rent stating:

- That ECC/HANH has received an Application for Exemption from Minimum Rent,

- That ECC/HANH will suspend the minimum rent requirement for 90 days effective as of the first of the next month and the effective dates of the 90-day suspension,
- That there can be no eviction for non-payment of rent during the suspension period;
- The date for a meeting with the resident to discuss the hardship exemption request, giving the resident family at least ten days' notice of such meeting and informing the resident that he or she may have one opportunity to reschedule the meeting; and
- That, except for elderly and disabled families, the resident family has been referred to the FSS program and will not be able to receive a hardship exemption more than 90 days without enrolling in the program.

The Hardship Review Committee will review the circumstances surrounding the request and determine if the request is temporary, long-term or nonexistent.

- If the Committee determines that ***the hardship is of a temporary nature (the hardship is expected to last less than 90 days)***, at the end of the 90-day period, the resident's rent will be reinstated to the minimum rent retroactively to the initial date of suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owed to ECC/HANH.
- If the Committee determines that the ***hardship is of a long-term nature (the hardship is expected to last more than 90 days),*** the tenant shall be exempt from the minimum rent requirement from the first of the month following the date of the application for exemption from the minimum rent until such time that the hardship no longer exists.
  - ECC/HANH may deny a resident a long-term exemption from the minimum rent requirement, if the resident fails to attend the scheduled meeting with the Hardship Review Committee. ECC/HANH will provide each resident one opportunity to reschedule the meeting. If the resident fails to attend the scheduled meetings, ECC/HANH may deny the long-term exemption from the minimum rent requirement. The letter scheduling the meeting shall inform residents that persons with disabilities are entitled to reasonable accommodation about this requirement.
  - Except for Elderly or Disabled families, no tenant shall be exempt from the minimum rent requirement for more than 90 days during a one-year period unless at least one member of the family who is 18 years of age or older enrolls and actively participates in ECC/HANH's FSS Program for job or benefit counseling. Such family member(s) shall enroll in the FSS Program within 30 days from the date of the Application for Exemption from Minimum Rent.
- If the ***hardship is determined to be non-existent,*** the resident will be responsible for paying rent to ECC/HANH for any rent that was suspended while the tenant's Application for Exemption from Minimum Rent was pending. The minimum rent shall be re-instated retroactively to the initial date of the suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owed to ECC/HANH.

Upon completion of the review process, the Hardship Review Committee shall render a written recommendation to the President, who shall then adopt or reject the recommendation and shall issue a written decision that states as follows:

- **If the hardship exemption is determined to be temporary:**
  - That a temporary hardship exemption was granted;

- The effective dates of the exemption;
- The basis for the decision to grant a temporary hardship exemption, including that a long-term exemption was denied and the reason that such long-term exemption was denied; and
- That the resident has a right to enter into a reasonable repayment agreement with ECC/HANH for the minimum rent that was suspended and is now owing to ECC/HANH.

- **If the hardship exemption is determined to be long-term:**
  - That a long-term hardship exemption was granted;
  - Whether the long-term exemption is permanent or subject to periodic review and, if subject to periodic review, when such review will take place;
  - That all non-elderly, non-disabled residents are required to comply with FSS requirements as a condition of the receipt of a long-term exemption; and
  - That the resident must notify ECC/HANH within 10 days if the hardship ceases to exist because the resident has obtained a source of income sufficient to pay (at least) the minimum rent.
- **If the hardship is determined to be non-existent:**
  - That a hardship exemption was denied;
  - The reason for such determination; and
  - The terms and conditions on which the resident family must pay back the minimum rent that was suspended and is now owing to ECC/HANH.
  - All letters concerning Hardship Review Committee determinations shall state that any resident who disagrees with the decision may request a grievance in accordance with ECC/HANH's grievance procedures, a copy of which will be included with the written decision. In cases where a grievance is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

Mixed Families
For mixed families, where some households include members with citizenship or eligible immigration status as well as those without, rents are calculated using the simplification model. Subsidy is then prorated using current methods.

Fraud Prevention
After two or more instances of job loss or income drop within ninety (90) days of a scheduled reexamination (based on current and prior reexamination history), ECC/HANH set a rent based on the past year's W-2 or other information available for income verification. Households are advised that this is a potential fraud issue and that they have the right to submit a grievance through the normal process to more fully explain the reasons for the pattern of income loss. ECC/HANH will set the rent after the Conference Panel review. Households with two or more instances of job loss or income drop within ninety (90) days of a scheduled certification do not have access to the Hardship Review Committee.

Rent Simplification Implementation - Public Housing
Residents will receive notice of the new policy on July 1, 2007 and the policy will take effect on January 1, 2008 for all reexaminations with an anniversary effective date on or after January 1, 2008 and for all new lease-ups and residents requesting interim reexaminations after January 1, 2008.

A staggered approach is used to integrate the two year and three-year reexamination cycles.

- Initially in fiscal year 2008, all families will be re-examined during the first year.
- In the second year of the program (2009), two thirds of the elderly/disabled families will be re-examined and one half of the non-elderly/non-disabled families.
- In the third year of the program (2010), one third on the elderly/disabled families will be re-examined and one-half of the remaining non-elderly/non-disabled families.

Rent Simplification is expected to be fully implemented by December 31, 2010.

Low Income Public Housing (LIPH) Program Rent Simplification Tier Schedule			
$0 - $26,499		$26,500 - $49,500	
Income Range	Rent	Income Range	Rent
$0 - $2,499	$50	$26,500 - $27,499	$629
$2,500 - $3,499	$59	$27,500 - $28,499	$653
$3,500 - $4,499	$83	$28,500 - $29,499	$677
$4,500 - $5,499	$107	$29,500 - $30,499	$701
$5,500 - $6,499	$131	$30,500 - $31,499	$724
$6,500 - $7,499	$154	$31,500 - $32,499	$748
$7,500 - $8,499	$178	$32,500 - $33,499	$772
$8,500 - $9,499	$202	$33,500 - $34,499	$796
$9,500 - $10,499	$226	$34,500 - $35,499	$819
$10,500 - $11,499	$249	$35,500 - $36,499	$843
$11,500 - $12,499	$273	$36,500- $37,499	$867
$12,500 - $13,499	$297	$37,500 - $38,499	$891
$13,500 - $14,499	$321	$38,500 - $39,499	$914
$14,500 - $15,499	$344	$39,500 - $40,499	$938
$15,500 - $16,499	$368	$40,500 - $41,499	$962
$16,500 - $17,499	$392	$41,500 - $42,499	$986
$17,500 - $18,499	$416	$42,500 - $43,499	$1,009
$18,500 - $19,499	$439	$43,500 - $44,499	$1,033
$19,500 - $20,499	$463	$44,500 - $45,499	$1,057
$20,500 - $21,499	$487	$45,500 - $46,499	$1,081
$21,500 - $22,499	$511	$46,500 - $47,499	$1,104
$22,500 - $23,499	$534	$47,500 - $48,499	$1,128
$23,500 - $24,499	$558	$48,500 - $49,449	$1,152
$24,500 - $25,499	$582	$49,500 and Above	$1,176
$25,500 - $26,499	$606		

Hardship Waiver Policy and Guidelines
Families with Annual Income below $2,500 annually shall pay the minimum rent of $50.00 per month. All families placed on minimum rent, except for elderly and disabled families, will be referred to the Family Self Sufficiency Program.

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term hardship exemption from the minimum rent requirements.

All families placed on minimum rent must be informed in writing of the procedures for applying for a hardship exemption from the Minimum Rent Requirement and the ability to have minimum rent waived.

All families who apply for such hardship exemption, except for elderly persons and persons with disabilities, will be referred to the Family Self Sufficiency Program to assist the family in moving towards self-sufficiency.

ECC/HANH will notify all families of their right to request a hardship exemption from the minimum rent requirements and in accordance with the provisions set forth herein. Residents will be notified of their right to request a hardship exemption through the Application for Exemption from Minimum Rent, a copy of which will be provided to tenants at lease-up and at each recertification appointment and mailed to residents at each interim recertification. The policy and procedures for requesting such hardship exemption will also be included in tenant rent change notifications, the form lease agreement and all form documents related to the exemption process.

1. Criteria for Hardship Exemption from Minimum Rent Requirement

A family is automatically exempt from the minimum rent requirements for a 90-day period when the family's circumstances fall into any one of the following criteria:

- When a family has lost eligibility or is awaiting eligibility determination from a Federal, State or local assistance program;
- When the family would be evicted because it is unable to pay the minimum rent;
- When the income of the family has decreased because of changed circumstances, including loss of employment;
- When a death in the family has occurred; or
- Other circumstances determined by ECC/HANH to be reasons to waive the minimum rent requirement (collectively, the "Criteria for Minimum Rent Exemption").

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term hardship exemption from the minimum rent requirement.

A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days.

A long-term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days.

A family may only receive one hardship exemption from the minimum rent requirement during a twelve-month period, unless a tenant is elderly, disabled, or is enrolled in ECC/HANH's Family Self Sufficiency Program. The minimum rent requirement may be waived more than once during a twelve-month period if at least one adult member of the household enrolls in the Family Self Sufficiency Program (the "FSS Program"). Elderly and disabled families are not required to enroll in the FSS Program.

Once ECC/HANH identifies a resident's need for a hardship exemption from the minimum rent requirement or the family requests such exemption, the minimum rent shall be suspended immediately for a period of 90 days.

2. Initiation of Hardship Exemption Review

An Application for Exemption from Minimum Rent may originate from either a ECC/HANH employee or the resident family.

ECC/HANH employees must complete and submit an Application for Exemption from Minimum Rent on behalf of a resident family whenever any evidence exists that the family falls into any one of the Criteria for Minimum Rent Exemption (as set forth above).

A resident family also has the right to request a hardship exemption from minimum rent. Such request must be in writing and must state the family circumstances that qualify the family for a hardship exemption.

3. Notification of the Right to a Hardship Exemption

ECC/HANH will notify all families of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the Application for Exemption from Minimum Rent, a copy of which will be provided to residents at lease up and at each recertification appointment or mailed to residents for interim recertifications.

ECC/HANH will also notify all families in writing of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the following documents: resident rent change notifications when monthly rent is set at the minimum rent, the form lease agreement and all form documents related to the hardship exemption process.

ECC/HANH will also notify all families in all the above documents that all families that are exempt from the minimum rent requirement will be referred to the Family Self Sufficiency (FSS) Program to assist the family in moving toward self-sufficiency. Elderly and disabled families are not required to participate in the FSS program.

4. Hardship Review Committee

All "Applications for Exemption from Minimum Rent" shall be forwarded to the Hardship Review Committee.

The Hardship Review Committee shall consist of the President or his/her designee, the Chief Operations Officer or his/her designee, the Service Center Director or his/her designee, and the Assistant President of Community and Economic Development or his/her designee. At the family's option, the Hardship Review Committee may include one (1) resident of ECC/HANH who is in good standing.

The Application for Exemption from Minimum Rent shall originate from the family or from a ECC/HANH employee whenever evidence exists that the family falls into any one of the Criteria for Minimum Rent Exemption.

When a resident applies, or an ECC/HANH employee applies on behalf of a resident, ECC/HANH will suspend the minimum rent requirement commencing on the first of the month following the date of the application for a period of 90 days.

The resident cannot be evicted for nonpayment of minimum rent while resident's Application for Exemption from Minimum Rent is pending or during the 90-day period of suspension, whichever is longer.

The Hardship Review Committee shall send a letter to all resident families who have applied for hardship exemption from minimum rent stating:

- that ECC/HANH has received an Application for Exemption from Minimum Rent,

- that ECC/HANH will suspend the minimum rent requirement for 90 days effective as of the first of the next month and the effective dates of the 90-day suspension,
- that there can be no eviction for non-payment of rent during the suspension period;
- the date for a meeting with the resident to discuss the hardship exemption request, giving the resident family at least ten days notice of such meeting and informing the resident that he or she may have one opportunity to reschedule the meeting; and
- that, except for elderly and disabled families, the resident family has been referred to the FSS program and will not be able to receive a hardship exemption more than 90 days without enrolling in the program.

The Hardship Review Committee will review the circumstances surrounding the request and determine if the request is temporary, long term or nonexistent.

- If the Committee determines that ***the hardship is of a temporary nature (the hardship is expected to last less than 90 days)***, at the end of the 90-day period, the resident's rent will be reinstated to the minimum rent retroactively to the initial date of suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

- If the Committee determines that the ***hardship is of a long-term nature (the hardship is expected to last more than 90 days),*** the tenant shall be exempt from the minimum rent requirement from the first of the month following the date of the application for exemption from the minimum rent until such time that the hardship no longer exists.

  ECC/HANH may deny a resident a long-term exemption from the minimum rent requirement, if the resident fails to attend the scheduled meeting with the Hardship Review Committee. ECC/HANH will provide each resident one opportunity to reschedule the meeting. If the resident fails to attend the scheduled meetings, ECC/HANH may deny the long-term exemption from the minimum rent requirement. The letter scheduling the meeting shall inform residents that persons with disabilities are entitled to reasonable accommodation about this requirement.

  Except for Elderly or Disabled families, no tenant shall be exempt from the minimum rent requirement for more than 90 days during a one-year period unless at least one member of the family who is 18 years of age or older enrolls and actively participates in ECC/HANH's FSS Program for job or benefit counseling. Such family member(s) shall enroll in the FSS Program within 30 days from the date of the Application for Exemption from Minimum Rent.

- If the ***hardship is determined to be non-existent,*** the resident will be responsible for paying rent to ECC/HANH for any rent that was suspended while tenant's Application for Exemption from Minimum Rent was pending. The minimum rent shall be re-instated retroactively to the initial date of the suspension. The resident will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

Upon completion of the review process, the Hardship Review Committee shall render a written recommendation to the President, who shall then adopt or reject the recommendation and shall issue a written decision that states as follows:

- **If the hardship exemption is determined to be temporary:**
  - That a temporary hardship exemption was granted;

- the effective dates of the exemption;
- the basis for the decision to grant a temporary hardship exemption, including that a long-term exemption was denied and the reason that such long-term exemption was denied; and
- that the resident has a right to enter into a reasonable repayment agreement with ECC/HANH for the minimum rent that was suspended and is now owing to ECC/HANH.

- **If the hardship exemption is determined to be long-term:**
  - that a long-term hardship exemption was granted;
  - whether the long-term exemption is permanent or subject to periodic review and, if subject to periodic review, when such review will take place;
  - that all non-elderly, non-disabled residents are required to comply with FSS requirements as a condition of the receipt of a long-term exemption; and
  - that the resident must notify ECC/HANH within 10 days if the hardship ceases to exist because the resident has obtained a source of income sufficient to pay (at least) the minimum rent.
- **If the hardship is determined to be non-existent:**
  - that a hardship exemption was denied;
  - the reason for such determination; and
  - the terms and conditions on which the resident family must pay back the minimum rent that was suspended and is now owing to ECC/HANH.

All letters concerning Hardship Review Committee determinations shall state that any resident who disagrees with the decision may request a grievance in accordance with ECC/HANH's grievance procedures, a copy of which will be included with the written decision. In cases where a grievance is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

Termination of Long-Term Exemptions

ECC/HANH may conduct periodic reviews of all long-term hardship exemptions to determine if the hardship continues to exist and, for non-elderly and non-disabled residents, whether the resident is complying with FSS requirements.

If ECC/HANH determines that a family is no longer eligible for a long-term hardship exemption (because the hardship no longer exists or the non-elderly/non-disabled tenant has not complied with FSS requirements), ECC/HANH shall notify the family of the proposed termination of the long-term hardship exemption, the effective date of the proposed termination, and the reason for such proposed termination. This letter shall be delivered to the resident by first class mail no later than thirty (30) days prior to the effective date of the proposed termination. Any resident who disagrees with the proposed termination may request a grievance in accordance with ECC/HANH's grievance procedures, a copy of which will be included in the notice of termination. In cases where an appeal is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

The President may waive any or all these requirements in cases where he/she determines that the hardship conditions are likely to be permanent.

Public Housing Rent Simplification Summary: Exceptions to LIPH Regulations			
Topic	**Regulatory Provision**	**Current Policy**	**Alternative MTW Policy for Public Housing Program**
Annual Income	24 CFR Part	Any income derived from an asset to	Excludes asset from the determination

Public Housing Rent Simplification Summary: Exceptions to LIPH Regulations			
Topic	**Regulatory Provision**	**Current Policy**	**Alternative MTW Policy for Public Housing Program**
	5.609(a)(4) 5.609(c)(8)(x11)	which any member of the family has access. Adoption assistance payments for any child more than $480.00 received.	of annual income to the extent the amount does not exceed $50,000. All income earned by fulltime student will be excluded who is over 18. Students who are HOH or spouse are not excluded. All income earned by a family from adoption assistance will be excluded.
Income Exclusion for Person Enrolled in FSS Program	24 CFR Part 5.609(b)(1)	Incremental earnings and benefits resulting in any family member from participation in a qualifying State or local employment training programs (including training programs not affiliated with a local government) and training of a family member as resident management staff.	Exclude 100 percent of any incremental earnings from wages or salaries earned by any family member during the first year of FSS program participation, 75% in 2nd year, 50% in 3rd year, 25% in 4th year and 0% in 5th year, if the household is enrolled in the FSS Program. This will not exceed 5 years. A family's eligibility to receive this optional income disallowance is limited to a total of 48 months. In addition, for families that qualify and receive the federal EID, the total number of months that a family may receive the optional income disallowance provided for under this subparagraph and under the Federal Earned Income Disregard (EID) may not exceed 48 months. In no event shall the family receive the exclusion provided for under this subparagraph during the same period said family member is receiving the federal EID as set forth in 24 CFR Part 5.617. Additionally, the current exclusion covering incremental earnings of any family participating in a state or local program will be expanded to include any qualifying federal program, whether the member is enrolled in the FSS program.
Business Income for Resident Owned Businesses	24 CFR Part 5.609(b)(2)	The net income from the operation of a business or profession is included in determining annual income.	Exclude 100 Percent of any net income derived from the operation of a businesses; provided the business qualifies as a resident owned business under 24 CFR Part 963.5. During the first year of enrollment in FSS program 100 percent; 75 percent in the second year; 50 percent in the third year; 25 percent in the fourth year; 0 percent exclusion thereafter.

Public Housing Rent Simplification Summary: Exceptions to LIPH Regulations			
Topic	**Regulatory Provision**	**Current Policy**	**Alternative MTW Policy for Public Housing Program**
Earned Income Disallowance	24 CFR Part 960.255	Incremental income earned by a family member, provided the increase in income is the result (1) of employment of a family member was previously unemployed for one or more years prior to employment; (2) increased earnings by a family member during participation in any economic self-sufficiency or other job training program; or (3) result of new employment or increased earnings of a family member during or within six months after receiving assistance, benefits or services under any state program for temporary assistance for needy families	ECC/HANH will continue to implement the Earned Income Disregard (EID). The maximum amount of time a family may participate in the program combined with the Family Self Sufficiency Program (FSS) is 48 months. After 24 months, when the EID is exhausted, the family member may enter the FSS Program and 50% of their earnings may be excluded. They will then continue to exclude 25% in the fourth year and 0% thereafter. This will allow more families to enter and benefit from the program. In no event shall the family receive the exclusion provided for under this subparagraph during the same period said family member is receiving EID as set forth in 24 CFR Part 5.617. In addition, the total number of months that a family may receive the exclusion provided for under this subparagraph and under the EID may not exceed 48 months.
Mandatory Deductions	24 CFR Part 5.611	(1) $480 for each dependent; (2) $400 for any elderly family or disabled family; (3) The sum of the following to the extent the sum exceeds three percent of annual income: (i) Un-reimbursed medical expenses of any elderly family or disabled family; and (ii) reimbursed reasonable attendant care and auxiliary apparatus expenses for each member of the family who is a person with disabilities; (4) Any reasonable child care expenses necessary to enable a member of the family to be employed or to further his or her education.	Eliminate the outlined mandatory deductions under this part. These deductions will be considered as Exceptional Expense Deductions.
Additional (Exception) Expenses Deductions	24 CFR 5.611	A PHA may adopt additional deductions from annual income. ECC/HANH had none	Families with verifiable deductions more than $2,000 will be allowed to request that these additional expenses be used in determining TTP. These verifiable deductions must exceed $2,000 and shall be the sum of (1) Mandatory Deductions determined in accordance with Section 5.611 (2), plus non-reimbursed utility expenses (except telephone and cable).
Total Tenant Payment	24 CFR 5.628	(a) Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts,	The Total Tenant Payment (TTP) will be based upon (1) income-tiered TTP structure or the minimum TTP $50 for a

Public Housing Rent Simplification Summary: Exceptions to LIPH Regulations			
Topic	**Regulatory Provision**	**Current Policy**	**Alternative MTW Policy for Public Housing Program**
		rounded to the nearest dollar: (1) 30 percent of the family's monthly adjusted income; (2) 10 percent of the family's monthly income; (3) If the family is receiving payments for welfare assistance from a public agency and a part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or (4) The minimum rent, as determined in accordance with Sec. 5.630.	family with income of up to $2,500 annually.
Hardship Provision for Exceptional Expenses	24 CFR 5.611(2))	A PHA may adopt additional deductions from annual income. The PHA must establish a written policy for such deductions.	A family may be exempt from minimum rent as follows: When the family has lost eligibility for or is awaiting an eligibility determination for a Federal, State or local assistance program, including a family that includes a member who is a non-citizen; When the family would be evicted because it is unable to pay the minimum rent; When the income of the family has decreased because of changed circumstances, including loss of employment. Family whose shelter expenses, plus un-reimbursed medical, childcare and disability expenses exceed 40 percent of annual income or whose medical, childcare or disability expenses of $6,000 or more annually may seek a deduction in rent for exceptional expenses.
Minimum Rent	24 CFR 5.630	A family may be exempt from minimum rent of $50.00 as follows: (i) When the family has lost eligibility for or is awaiting an eligibility determination for a Federal, State, or local assistance program, including a family that includes a member who is a non-citizen; (ii) When the family would be evicted because it is unable to pay the minimum rent; (iii) When the income of the family has decreased because of changed circumstances; (iv) a death has occurred in the family's household; (v) Any other circumstances to be considered by the PHA to be reason to waive the minimum rent requirement.	A family may only receive one hardship exemption from the minimum rent requirement during a twelve-month period, unless a tenant is elderly, disabled, or is enrolled in ECC/HANH's Family Self Sufficiency Program. The minimum rent requirement may be waived more than once during a twelve-month period if at least one adult member of the household enrolls in the Family Self Sufficiency Program (the "FSS Program"). Elderly and disabled families are not required to enroll in the FSS Program.

Public Housing Rent Simplification Summary: Exceptions to LIPH Regulations			
Topic	**Regulatory Provision**	**Current Policy**	**Alternative MTW Policy for Public Housing Program**
Utility Allowances and Reimbursements	24 CFR 5.632(a) and (b)	Tenant Paid Utilities to be deducted from TTP to determine tenant rent.	No change. ECC/HANH will pay all utilities except for electricity at Westville Manor, Fairmont Heights, McConaughy Terrace and all Scattered Site properties.
Annual Reexamination of Income and Family Composition	24 CFR 960 Part 257	Reexamination of income must occur every year, except every two years for elderly or disabled households.	Reexamination of income will occur every three years for Elderly and Disabled families and every two years for all other families. Annual update of changes in family composition for persons 18 years of age and older that are added or subtracted from the family. ECC/HANH will do UIV and submit a 50058 annually. Additionally, the Community Service requirement will be reviewed annually for all household members who are not disabled, working less than 20 hours per week or enrolled in classes under the FSS program.
Interim Reexamination	24 CFR 960 Part 257	A family may request an interim reexamination of family income because of any changes since the last examination. The owner must make the interim reexamination within a reasonable time after the family request. Currently, family must report any change in income that amounts to $200 or more a month.	A family can request only three interim re-examinations each 12 months with the exceptions of those conditions where they are required to report certain changes in family composition or certain changes in family income. A family, except for elderly or disabled or a family enrolled in FSS, may make one request for an interim for a hardship exemption every 12 months.
Verification of Wages, Salaries and Assets below $5,000 and Assets below $50,000	24 CFR 5.659	The owner must obtain and document in the family's file third party verification of the following factors or must document in the file why third-party verification was not available :(1) Reported family annual income; (2) The value of assets; (3) Expenses related to deductions from annual income; and (4) Other factors that affect the determination of adjusted income.	Only a self-certification will be required for income up to and including $5,000.00. For income above $5,000.00 two most recent pay stubs or a W-2 or 1099 dated within 90 days of effective date of re-examination. ECC/HANH will continue to conduct EIV or UIV. Asset exclusion is raised to $50,000.00 and only self-certification will be required.
Determination of Tenant Total Payment (TTP)	24 CFR 5.628	a) Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts, rounded to the nearest dollar: (1) 30 percent of the family's monthly adjusted income; (2) 10 percent of the family's monthly income; (3) If the family is receiving payments for welfare assistance from a public agency and a	TTP based upon income-tiered approach. No family shall be subject to an increase in TTP of greater than $25.00 a month during the second year that the family is subject to the Rent Simplification Policy. The increase in TTP during the third year the family is subject to Rent Simplification shall not exceed more than $50 during the third

Public Housing Rent Simplification Summary: Exceptions to LIPH Regulations			
Topic	**Regulatory Provision**	**Current Policy**	**Alternative MTW Policy for Public Housing Program**
		part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or (4) The minimum rent	year; $75 a month during the fourth year; and $100 a month above the monthly TTP in the year immediately preceding the implementation of Rent Simplification. The families TTP after the fifth year shall be whatever amount is determined under Rent Simplification. These limitations on rent increase shall only apply to increases in TTP that result from the imposition of Rent Simplification and not for increases that result from changes in family composition or changes in family income.

Appendix 6: Procedures for Rent Simplification for the Section 8 MTW Voucher Program

Housing Choice Voucher Program Rent Simplification
ECC/HANH believe there is a better way to administer essential housing programs. ECC/HANH is committed to an approach that encourages long-term self-sufficiency for both the program participants as well as the agency.

The Rent Simplification policies apply only to the Housing Choice Voucher (HCV) Program included under the agency's MTW Program. The Moderate Rehabilitation Program, Mainstream for Elderly, Welfare to Work and Enhanced Vouchers are not covered by these policies.

Rent Simplification: Equity & Efficiency
The proposed system rewards families who increase their incomes and provides them with more opportunities to save while easing ECC/HANH's burden of administering these housing programs.

Everyone Should Contribute
ECC/HANH believe that every family should contribute towards their housing. Under Rent Simplification, the criteria under which a family can claim zero income and not pay any rent remains the same. What will change is the amount of time families will be permitted to request an interim adjustment. The minimum rent will be increased from $25.00 per month to $50.00 per month for the HCV Program.

Fiscal Equity for ECC/HANH
Rent Simplification is forecast to be revenue-neutral. In other words, the implementation of Rent Simplification will not increase the amount of rental revenue to ECC/HANH.

Approvable Method
Rent Simplification allows all stakeholders to easily understand how tenant rents are determined, and armed with some basic income data, anticipate what future rents will be. This will allow families to easily plan for future expenses and savings.

Measurable Reduction in Administrative Time
By simplifying the rent determination and deduction procedures in Federal Public Housing, Rent Simplification makes the job of recertifying tenants significantly easier.

Transition to Avoid Hardships
ECC/HANH has devised a system that is not only revenue neutral for the organization but will not result in any undue hardship to families. There will be a transition period of one year from the current income-based rent determination process to the new income tiered rent determination process. No family will have an increase in Total Tenant Payment (TTP) during the first year they are subject to the requirements of this Rent Simplification Policy. Please note that this hold harmless provision does not apply to increases in TTP that result from an increase in family annual income above the amount earned in the reporting period immediately preceding the family being subject to Rent Simplification. No family shall be subject to an increase in TTP of greater than $25.00 a month during the second year that the family is subject to the Rent Simplification Policy. The increase in TTP during the third year the family is subject to Rent Simplification shall not exceed $50; $75 a month during the fourth year; and $100 a month above the monthly TTP in the year immediately following the implementation of Rent Simplification.

Asset Exclusion

Asset exclusion is raised to $50,000.00. Increasing the asset exclusion amount allows residents to accumulate more assets before they are calculated as income. Families will self-certify that they do not have assets more than $50,000.00.

Earned Income Disallowance

The Earned Income exclusion under Sec. 5.617 for Self-Sufficiency incentives for persons with disabilities who experience increases in annual income is eliminated. Instead, family members over the age of 18 who enroll in ECC/HANH's Family Self Sufficiency (FSS) Program, and receive earnings and benefits from participation in qualifying Federal, State or City of New Haven employment training programs (including training programs not affiliated with a local government), and training of a family member while enrolled in the FSS Program, will have all Incremental earnings and benefits resulting to the family member excluded from determination of Annual Income so long as the family member is enrolled in ECC/HANH FSS Program.

Family Self Sufficiency (FSS) Income Exclusions

The average annual income of our participants in the HCV Program is approximately $15,700.00 and the median is $12,900.00 per year. In order to promote long-term sustainable economic self-sufficiency of the residents, all families that enroll in the FSS program who are members of Very Low Income families will have all incremental earnings and benefits from any qualified Federal, State or Local employment training program training of a family member (including programs not affiliated with the local government) excluded from the determination of Annual Income so long as the family member is enrolled in ECC/HANH's FSS Program.

Additionally, any incremental earning by any family member while enrolled in the FFS Program will be excluded from the determination of Annual Income at the following rates: 100% during the 1st year, 75% in 2nd year, 50% in 3rd year, 25% in 4th year and 0% during the 5th year of FSS participation. In addition to regularly scheduled recertifications, the family member will have their rent re-determined at the end of the FSS Program or termination from the Program.

Families may choose to enroll directly into the optional FSS Earned Income Disregard so long as any member of the household is enrolled in FSS Program. Incremental earnings from wages or salaries are excluded in the first 12 months; 75% in the second 12 months; 50% in the third 12 months; and 25% in the fourth 12 months. A family is limited to 48 months of eligibility for this optional IEE.

In addition to expanding the scope of the existing exclusion to include Federal and State programs, an optional exclusion will be provided to cover the incremental increases and wages and salaries so long as that family member is enrolled in the ECC/HANH FSS Program.

There is no requirement that these increases in rental income must go into an escrow account. Families will be permitted to retain these additional earnings.

Other Exclusions

All adoption assistance payments will be excluded from income calculations under Section 5.609(c) (8) (v) as the $480 dependent deduction is eliminated. All income earned by full-time college students will no longer be included in the determination since there will no longer be the $480 dependent deduction to offset income.

Annualized Income Calculation

Prospective and past income may be used to calculate resident rents, especially for families with irregular or sporadic employment histories. For families with income of up to and including $5,000.00 ECC/HANH will accept a self-certification. For families earning more than $5,000.00 of wages and salaries ECC/HANH will require pay stubs covering the most recent four weeks of employment or a W-2 or 1099 within 180 days of the effective date of recertification. ECC/HANH must complete EIV or other UIV as required by HUD.

Annual Reexaminations

Reexaminations are currently conducted every year for non-elderly households and every two years for elderly and disabled households. ECC/HANH spends on average three hours per annual reexamination. Under Rent Simplification, annual reexaminations will occur every two years for non-elderly households and every three years for elderly and disabled households. These changes will allow families who experience increases in income to retain all their increased earnings between annual reexaminations. During the first year all families will be recertified. This process will be phased in over a three-year period.

Effective FY 2015 (October 2014), ECC/HANH updated its definitions of elderly/disabled and work-able families. Under the policy change, an elderly/disabled family will be defined as one in which all adult members (excluding live-in attendants) are elderly and/or disabled. A work-able family will be one that doesn't meet the new elderly/disabled definition. Work-able households under the new definition will have reexaminations every two years (biennial schedule) and elderly/disabled households will have annual reexaminations every three years (triennial schedule).

ECC/HANH believes this new definition more closely matches the spirit of a "work-able" family since all work-able families would have at least one work-able adult. Under the prior definition, an elderly/disabled family only needed a head, co-head, or spouse to be elderly or disabled which led to some families with work-able adults being categorized as elderly/disabled. This change will also give ECC/HANH the ability to better track earnings and employment for work-able families; and the better population division will give ECC/HANH the flexibility to implement work-able specific rent policy changes in the future if it so chooses.

Deductions for Exceptional Expenses
Excess resources are dedicated to verifying deductions for child care, medical and disability allowances. Third party verifications of these amounts are difficult to accomplish, and the agency often relies upon second- and first-party verifications of these deductions. Obtaining verification data also places an undue burden on the resident. To simplify this process, ECC/HANH will eliminate standard deductions for these amounts for elderly, disabled and non-elderly households.

Households with exceptional expenses may request a rent reduction. This includes large families (more than two children). It also includes families with high medical expenses, disability assistance expenses, or childcare expenses. Combined, exceptional expenses must total no less than $2000.00 for family to qualify for the additional monthly rent deduction.

The amount of expense is set in $2,000.00 tiers. This allows ECC/HANH to move away from verifying every dollar. Tenants are not required to provide documentation of every dollar of expense; rather, tenants need only provide documentation sufficient to meet the appropriate tier.

The amount of monthly rent reduction is established at the mid-range of the tier.

Households with exceptional expenses will receive a direct reduction of the monthly rent. However, no tenant's rent will be reduced below a rent of $50.00 as a result.

Rent Reduction for Households with Exceptional Expenses	
Tiered Amount of Expenses	**Monthly Rent Reduction**
$ 2,000 - $ 3,999	$ 75 (equivalent to $3,000 deduction)
$ 4,000 - $ 5,999	$ 125 (equivalent to $5,000 deduction)
$ 6,000 +	Hardship Review

Changes in Family Composition
Residents are still required to get permission from the Housing Choice Voucher staff to add anyone to a household and to report changes in family composition. A family's rent is recalculated if the addition or subtraction of a household member results in an income change of $200.00 per month or more, or if the

addition/subtraction of a household member causes the family to move from one income tier to another. This increase in rent does not count as an interim reexamination.

Mandatory Interim Reexaminations Policy
Residents must request an interim reexamination if any of the following conditions occur:

- Change in family composition that affects the voucher size or bedroom size.
- The addition of a family member 18 years of age or older
- Change in family composition that causes the family to move from one income tier to another with a higher rent schedule.
- Addition of a live-in aid
- Income increase following an interim rent reduction
- If ECC/HANH grants an exceptional deduction for any family and there is a subsequent change then the family must report that change to ECC/HANH.

Optional Interim Reexaminations Policy
Residents have the option to request three (3) interim reexaminations during every twelve (12) month period. Interims may be granted in the following instances:

- Decrease in family income that is expected to last 90 days or more if it will result in a change in the family's income (exclude seasonal workers; see below)
- Increase in Exceptional Expenses of at least $2,000.00

Interim rents normally remain in place until the next scheduled reexamination. If a family experiences an increase in income it is not necessary for the family to report this increase in income until the next scheduled certification date, except when the increase occurs after an interim decrease has been processed.

Households receiving a requested interim rent reduction must report any subsequent income increase to ECC/HANH within thirty (30) days of occurrence. Failure to report the change within thirty (30) days results in retroactive rent changes, and depending on the severity of the circumstances, lease termination.

Seasonal workers who are employed for a period less than 12 months annually will have their rent calculated over a 12-month period using the 9 or 10 months of income earned. During the months the worker is not actively working, the family will not be able to request a rent reduction as the rent has already been adjusted over a 12-month period.

Permanent loss of income (i.e. death of an income earner) results in a permanent, rather than interim, rent reduction. This decrease in rent does not count as an interim reexamination. Under this circumstance, the family is not required to report a subsequent increase in income until the next scheduled certification.

Verification of Annual Income from Wages and Salaries and Assets
To reduce the administrative burden associated with the verification of income ECC/HANH will amend its Admission and Continued Occupancy Policy (ACOP) to specify that:

- For earnings from wages and salaries where Annual Income for the prior period is up to and including $5,000.00, self-certification from family is all that shall be required as verification of income.
- For earnings and salaries of more than $5,000.00, the most recent pay stubs for recent 4 weeks of employment, or a W-2 or 1099 within 180 days of the anniversary date shall be required in addition to

the self-certification. This is required only to the extent that verification of Annual Income is not available from a third-party source of Upfront Income Verification.

- Self-certification of all sources of Annual Income shall be required in all cases.
- For families with total assets of $50,000.00 or less, a self-certification of said assets shall be required.

Income Tiered Rents Calculated within $1,000 Bands
Rents are based on $1,000.00 income bands starting at $2,500.00. Using a band-based rent schedule allows the ECC/HANH and residents to move away from verifying every dollar earned and deducted. (See HCV Program Rent Simplification Tier Schedule)

Currently, almost 58 percent of the families in the HCV Program pay 25 percent or more of Annual Income for TTP; approximately 18 percent pay between 20 and 25 percent of Annual Income for TTP; approximately 17 percent pay between 10 and 20 percent of Annual Income for TTP; and approximately 7 percent pay less than 10 percent of Annual Income for TTP.

Currently, the median TTP is $251.00 per month. The median Housing Assistance Payment is $725.00 per month. The median Tenant Rent (TTP minus utility allowance) to owner is $121.00 per month. One of the goals of the Rent Simplification is that it be revenue neutral.

Total Tenant Payment for HCV families shall be set at 28.5 percent of the lower range of each income band. For example, for a family with Annual Income between $2,500.00 and $3,499.00, the TTP rent will be calculated at 28.5 percent of $2,500.00. Families with incomes below $2,500.00 will pay the minimum rent of $50.00. Families will be permitted to submit documentation for Additional or Excess Deductions where they have verifiable proof that total deductions as defined herein equal or exceed $2,000.00.

Minimum Rents
Families with annual income below $2,500.00 will pay a rent of $50.00.

Zero (0) Income Households
A family claiming zero ($0) rent is automatically exempt from the minimum rent requirements for a 90-day period when the family's circumstances fall into any one of the following criteria:

- When a family has lost eligibility or is awaiting eligibility determination from a Federal, State or local assistance program;
- When the family would be evicted because it is unable to pay the minimum rent;
- When the income of the family has decreased because of changed circumstances, including loss of employment;
- When a death in the family has occurred; or
- Other circumstances determined by ECC/HANH to be reasons to waive the minimum rent requirement (collectively, the "Criteria for Minimum Rent Exemption").

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term exemption from the minimum rent requirement and the HAP will be adjusted accordingly.

A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days.

A long-term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days.

A family may only receive one hardship exemption from the minimum rent requirement during a twelve-month period, unless a participant is elderly, disabled or is enrolled in ECC/HANH's Family Self-Sufficiency Program. The minimum rent requirement may be waived more than once during a twelve-month period if at least one adult member of the household enrolls in the Family Self Sufficiency Program (the FSS Program). Elderly and disabled families are not required to enroll in the FSS Program.

Once ECC/HANH identifies a participant's need for a hardship exemption from the minimum rent requirement or the family requests such exemption, the minimum rent shall be suspended immediately for a period of 90 days.

Hardship Review

All "Applications for Exemption from Minimum Rent" shall be forwarded to the Hardship Review Committee.

The Hardship Review Committee shall consist of the President or his/her designee, the Chief Operations Officer or his/her designee, the Service Center Director or his/her designee, and the Assistant President of Community and Economic Development or his/her designee. At the family's option, the Hardship Review Committee may include one (1) participant of ECC/HANH who is in good standing.

The Application for Exemption from Minimum Rent shall originate from the family or an ECC/HANH employee if the family experiences any one of the Criteria for Minimum Rent Exemption.

When a participant applies, or an ECC/HANH employee submits an application on behalf of a participant. ECC/HANH will suspend the minimum rent requirement for 90 days commencing on the first of the month following the date of the application and will adjust the HAP payment accordingly.

The participant's assistance cannot be terminated for nonpayment of minimum rent while the participant's Application for Exemption from Minimum Rent is pending or during the 90-day period of suspension, whichever is longer.

The Hardship Review Committee shall send a letter to all participant families who have applied for Hardship Exemption from Minimum Rent stating:

- that ECC/HANH has received an Application for Exemption from Minimum Rent;
- that ECC/HANH will suspend the minimum rent requirement for 90 days effective as of the first of the next month and the effective date of the 90-day suspension;
- that there can be no termination of assistance for non-payment of rent during the suspension period;
- the date for a meeting with the participant to discuss the hardship exemption request, giving the participant family at least ten days' notice of such meeting and informing the participant that he or she may have one opportunity to reschedule the meeting; and
- that, except for elderly and disabled families, the participant family has been referred to the FSS program and will not be able to receive a hardship exemption more than 90 days without enrolling in the program.

The Hardship Review Committee will review the circumstances surrounding the request and determine if the request is temporary, long term or nonexistent.

- If the Committee determines that ***the hardship is of a temporary nature (the hardship is expected to last less than 90 days***), at the end of the 90-day period, the participant's rent will be reinstated to the minimum rent retroactively to the initial date of suspension. The participant will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

- If the Committee determines that the ***hardship is of a long-term nature (the hardship is expected to last more than 90 days),*** the tenant shall be exempt from the minimum rent requirement from the first of the month following the date of the application for exemption from the minimum rent until such time that the hardship no longer exists.
  - ECC/HANH may deny a participant a long-term exemption from the minimum rent requirement, if the participant fails to attend the scheduled meetings with the Hardship Review Committee. ECC/HANH will provide each participant one opportunity to reschedule the meeting. If the participant fails to attend the scheduled meetings, ECC/HANH may deny the long-term exemption from the minimum rent requirement. The letter sent to schedule the meeting shall inform participants that persons with disabilities are entitled to reasonable accommodation about this requirement.
  - Except for Elderly or Disabled families, no tenant shall be exempt from the minimum rent requirements for more than 90 days during a one-year period unless at least one member of the family who is 18 years of age or older enrolls and actively participates in ECC/HANH's FSS Program for job or benefit counseling. Such family member(s) shall enroll in the FSS program within 30 days from the date of the Application of Exemption from Minimum Rent.
- If the hardship is determined to be nonexistent, the participant will be responsible for paying rent to ECC/HANH for any rent that was suspended while the Application for Exemption from Minimum Rent was pending. The minimum rent shall be re-instated retroactively to the initial date of the suspension. A participant will have an opportunity to enter into a reasonable repayment agreement with ECC/HANH for any back rent that is due and owing to ECC/HANH.

Upon completion of the review process, the Hardship Review Committee shall render a written recommendation to the President, who shall then adopt or reject the recommendation and shall issue a written decision that states as follows:

- If the hardship exemption is determined to be short term:
  - that a short-term hardship exemption was granted;
  - the effective dates of the exemption;
  - the basis for the decision to grant a short-term exemption, including that a long-term exemption was denied and the reason that such long-term exemption was denied; and
  - that the participant has a right to enter into a reasonable repayment agreement with ECC/HANH for the minimum rent that was suspended and is now owed to ECC/HANH.
- If the hardship exemption is determined to be long term:
  - that a long-term hardship exemption was granted;
  - whether the long-term exemption is permanent or subject to periodic review and, if subject to periodic review, when such review will take place; and
  - that all non-elderly, non-disabled participants are required to comply with FSS requirements as a condition of the receipt of a long-term exemption; and

    - that the participant must notify ECC/HANH within 10 days if the hardship ceases to exist because the participant has obtained a source of income sufficient to pay (at least) the minimum rent.
- If the hardship is determined to be non-existent:
    - that a hardship exemption was denied;
    - the reason for such determination; and
    - the terms and condition on which the participant family must pay back the minimum rent that was suspended and is now owing to ECC/HANH.

All letters concerning Hardship Review Committee determinations shall state that any participant who disagrees with the decision may request an informal hearing in accordance with ECC/HANH's hearing procedures, a copy of which will be included with the written decision. In cases where a hearing is sought, no action shall be taken by ECC/HANH until the grievance process is completed.

Mixed Families
For mixed families, where some households include members with citizenship or eligible immigration status as well as those without, rents are calculated using the simplification model; subsidy is then prorated using current methods.

Fraud Prevention
After two or more instances of job loss or income drop within ninety (90) days of a scheduled reexamination (based on current and prior reexamination history), ECC/HANH set a rent based on the past year's W-2 or other information available for income verification. Households are advised that this is a potential fraud issue and that they have the right to submit a grievance through the normal process to more fully explain the reasons for the pattern of income loss. ECC/HANH will set the rent after the Conference Panel review.

Households with two or more instances of job loss or income drop within ninety (90) days of a scheduled certification do not have access to the Hardship Review Committee.

Rent Simplification Implementation – Housing Choice
Residents will receive notice of the new policy on July 1, 2007 and the policy will take effect on January 1, 2008 for all reexaminations with an anniversary effective date on or after January 1, 2008 and for all new lease-ups and residents requesting interim reexaminations after January 1, 2008.

A staggered approach is used to integrate the two-year and three-year reexamination cycles.

- Initially in fiscal year 2008, all families will be re-examined during the first year.
- In the second year of the program (2009), two thirds of the elderly/disabled families will be re-examined and one half of the non-elderly/non-disabled families.
- In the third year of the program (2010), one third on the elderly/disabled families will be re-examined and one-half of the remaining non-elderly/non-disabled families.

Rent Simplification has been fully implemented since December 31, 2010.

SEMAP Waivers
The SEMAP verification methods and ratings are set forth under 24 CFR Part 983. As a result of the Rent Simplification Plan, many of these indicators will either no longer be relevant or ECC/HANH and/or HUD will be unable to measure ECC/HANH's performance; therefore, ECC/HANH will request a waiver of the following SEMAP indicators beginning October 1, 2007.

- Sec. 985.3(c) Determination of Adjusted Income.

  Beginning October 1, 2007, Total Tenant Payment will be based Annual Income by income tiers. Additional, ECC/HANH will no longer include assets of less than $50,000 in the determination of Annual Income. There will no longer be any Mandatory Deductions; therefore, a waiver of this Section is required.

- Section 985.3(j) Annual reexaminations.

  This indicator shows whether the PHA completes a reexamination for each participating family at least every 12 months (24 CFR 5.617). A waiver of this indicator is required since ECC/HANH will no longer reexamine every family each year.

- Section 985.3(m) Annual HQS Inspections.

  This indicator shows whether the PHA inspects each unit under contract at least annually. (24 CFR 982.405(a). ECC/HANH will no longer inspect every unit every year but will instead inspect units according to the families' biennial or triennial recertification schedule.

- Section 985.507(m) Rent to Owner: Reasonable Rent.

- Section 985.3(n) Lease-Up.

  This indicator shows whether the PHA enters HAP contracts for the number of units reserved under ACC for at least one year. Due to the funding fungibility under MTW, Section 8 funds are used according to the priorities set forth in the MTW Annual Plan.

Alternative Inspection Schedule
ECC/HANH will no longer inspect each unit every year, but will instead inspect units according to the families' biennial or triennial recertification schedule, unless:

- The participant or landlord requests a special inspection due to violations noticed by either party.

Hardship Waiver Policy and Guidelines
Families with Annual Income below $2,500 annually shall pay the minimum rent of $50.00 per month.

Except for elderly and disabled families, all families placed on minimum rent will be referred to the Family Self Sufficiency Program.

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term hardship exemption from the minimum rent requirements.

All families placed on minimum rent must be informed in writing of the procedures for applying for a hardship exemption from the Minimum Rent Requirement and the ability to have minimum rent waived.

All families who apply for such hardship exemption, except for elderly persons and persons with disabilities, will be referred to the Family Self Sufficiency Program to assist the family in moving towards self-sufficiency.

ECC/HANH will notify all families of their right to request a hardship exemption from the minimum rent requirement and in accordance with the provisions set forth herein. Participants will be notified of their right to request a hardship exemption through the Application for Exemption from Minimum Rent, a copy of which will be provided to participants at lease-up and at each recertification appointment and mailed to participants at each interim recertification. The policy and procedures for requesting such hardship exemption will also be included in participant rent change notifications, Application for Exemption from Minimum Rent and all form documents related to the exemption process.

Criteria for Hardship Exemption from Minimum Rent Requirement.
A family is automatically exempt from the minimum rent requirements for a 90-day period when the family's circumstances fall into any one of the following criteria:

- When a family has lost eligibility or is awaiting eligibility determination from a Federal, State or local assistance program;
- When the family would be evicted because it is unable to pay the minimum rent;
- When the income of the family has decreased because of changed circumstances, including loss of employment;
- When a death in the family has occurred; or
- Other circumstances determined by ECC/HANH to be reasons to waive the minimum rent requirement (collectively, the "Criteria for Minimum Rent Exemption").

If a family is unable to pay the minimum rent because of a financial hardship, the family is eligible for a temporary or long-term exemption from the minimum rent requirement and the HAP will be adjusted accordingly.

A temporary hardship exemption exists when none of the above criteria is expected to last for more than 90 days.

A long-term hardship exemption exists when at least one of the above criteria is expected to last for more than 90 days.

A family may only receive one hardship exemption from the minimum rent requirement during a twelve-month period, unless a participant is elderly, disabled or is enrolled in ECC/HANH's Family Self-Sufficiency Program. The minimum rent requirement may be waived more than once during a twelve-month period if at least one adult member of the household enrolls in the Family Self Sufficiency Program (the FSS Program). Elderly and disabled families are not required to enroll in the FSS Program.

Once ECC/HANH identifies a participant's need for a hardship exemption from the minimum rent requirement or the family requests such exemption, the minimum rent shall be suspended immediately for a period of 90 days.

Initiation of Hardship Exemption Review
An application for Exemption from Minimum Rent may originate from either an ECC/HANH employee or the participant family.

ECC/HANH employees must complete and submit an Application for Exemption from Minimum Rent on behalf of a participant family whenever any evidence exists that the family falls into any one of the Criteria for Minimum Rent Exemption (as set forth above).

A participant family also has the right to request a hardship exemption from minimum rent. Such request must be in writing and must state the family circumstances that qualify the family for a hardship exemption.

Notification of the Right to a Hardship Exemption
ECC/HANH will notify all families of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the Application for Exemption from Minimum Rent, a copy of which will be provided to participants at lease up and at each recertification appointment or mailed to participants for interim recertifications.

ECC/HANH will also notify all families in writing of the ability to receive a hardship exemption from minimum rent and the procedures for applying for such a hardship exemption in the following documents: participant rent change notifications, the Application for Exemption from Minimum Rent and all form documents related to the hardship exemption process.

ECC/HANH will also notify all families in all the above documents that all families that are exempt from the minimum rent requirements will be referred to the Family Self Sufficiency (FSS) Program to assist the family in moving toward self-sufficiency. Elderly and disabled families are not required to participate in the FSS program.

Exceptional Expenses
Applicability - Deductions permitted under 24 CFR Part 5.611(a) shall be permitted only to the extent that the sum of anticipated deductions permitted under said Part 5.611(a) for the year are expected to equal or exceed $2,000. Families with Exceptional Expenses that equal or exceed $2,000 may request a rent deduction. The amounts of expenses are set in $2,000 tiers. This allows ECC/HANH to move away from verifying every dollar of every deduction. Participants will no longer be required to provide documentation for every dollar of expenses, but, instead, participants need only provide documentation sufficient to the expenses of the appropriate tier.

The amount of the rent deduction is established at the mid-range of each tier. Families with Exceptional Expenses will receive a reduction in the rental payment as set forth on the following table:

- Families must have more than two qualifying dependents to qualify for additional Dependent Deductions.
- The Elderly/Disabled deductions shall not be used in determining Exceptional Expenses.
- Dependent deduction shall only be allowed for families with more than two dependents because the standard amount of this deduction has been included in the determination of the percentage used to calculate tenant rent.

Rent Reduction for Households with Exceptional Expenses	
Tiered Amount of Expenses	**Monthly Rent Reduction**
$ 2,000 - $ 3,999	$ 75 (equivalent to $3,000 deduction)
$ 4,000 - $ 5,999	$ 125 (equivalent to $5,000 deduction)
$ 6,000 +	Hardship Review

Elderly persons and persons with disabilities always have the right to request a Reasonable Accommodation(s).

Rents are determined in accordance with the methods and income measures set forth in ECC/HANH's Public Housing Rent Simplification Policies.

Attachment C-1: Exceptions to HCV Regulations			
Topic	**Exceptions to HCV Program Regulations**	**Current Policy**	**Alternative MTW Policy for Housing Choice Voucher Program**
Annual Income	24 CFR Part 5.609(a) (4)	Any income derived from an asset, to which any member of the family has access.	Excludes assets, from the determination of annual income, if the amount is $50,000 or less. All income earned by a fulltime student will be excluded. All income earned by a family from adoption assistance will be excluded.
Income Exclusion for	24 CFR Part 5.609(b)(1)	Incremental earnings and benefits to any family member, received from	Exclude 100 percent of any incremental earnings from wages or salaries earned by any

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Person Enrolled in FSS Program		participation in a qualifying **State or local employment training** program, (including training programs not affiliated with a local government); and training of a family member participating as resident management staff.	family member during the first year of FSS program participation, 75% in 2nd year, 50% in 3rd year, 25% in 4th year and 0% in 5th year, if the household is enrolled in the FSS Program. This will not exceed 5 years. Additionally, the current exclusion covering incremental earnings of any family participating in a state or local program will be expanded to include any qualifying **federal** program, whether the member is enrolled in the FSS program.
Business Income for Resident Owned Businesses	24 CFR Part 5.609(b)(2)	The net income from the operation of a business or profession is included in determining annual income.	During the first year of enrollment in the FSS program, exclude 100 percent of any net income derived from the operation of a business; provided the business qualifies as **a resident owned business** under 24 CFR Part 963.5. • 50 percent exclusion during the second year; • 25 percent exclusion the third year.
Earned Income Disallowance for Persons with Disabilities	24 CFR Part 5.617(a)	Incremental income earned by a previously unemployed disabled person in the 12 months prior to becoming employed, provided the increase in income is the result of: (1) employment of a family member, previously unemployed for one or more years prior to employment; (2) increased earnings by a family member during participation in any economic self-sufficiency or other job training program; or (3) result of new employment or increased earnings of a family member during or within six months after receiving assistance, benefits or services under any state program for temporary assistance for needy families.	Eliminated since any family member that enrolls in the FSS program will have all incremental earnings excluded if the member remains in the FSS program.
Mandatory Deductions	24 CFR Part 5.611	(1) $480 for each dependent; (2) $400 for any elderly family or disabled family; (3) The sum of the following, to the extent the sum exceeds three percent of annual income: (i) Un-reimbursed medical expenses of any elderly family or disabled family; and(ii) reimbursed	Eliminate all mandatory deductions.

Attachment C-1: Exceptions to HCV Regulations			
Topic	**Exceptions to HCV Program Regulations**	**Current Policy**	**Alternative MTW Policy for Housing Choice Voucher Program**
		reasonable attendant care and auxiliary apparatus expenses for each member of the family who is a person with disabilities (4) Any reasonable childcare expenses necessary to enable a member of the family to be employed or to further his or her education.	
Additional (Exception) Expenses Deductions	24 CFR 5.611	None	Families with verifiable deductions that or exceed of $2,000 will be allowed to request that these additional expenses be used in determining TTP. These verifiable deductions must equal or exceed $2,000 and shall be the sum of: Mandatory Deductions determined in accordance with Section 5.611 (a), plus non-reimbursed utility expenses (except telephone).
Total Tenant Payment	24 CFR 5.628	Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts, rounded to the nearest dollar: (a) 30 percent of the family's monthly adjusted income; (b) 10 percent of the family's monthly income; (c) If the family is receiving payments for welfare assistance from a public agency and a part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or (d) The minimum rent, as determined in accordance with Sec. 5.630.	TTP to be based upon (1) income-tiered TTP structure or the minimum TTP $50 for a family with income of up to $2,500 annually.
Hardship Provision	24 CFR 5.630(b)	A family may be exempt from minimum rent as follows: (i) When the family has lost eligibility or is waiting an eligibility	A family whose shelter expenses, plus un-reimbursed medical, childcare and disability expenses exceed 40% of annual income or

Attachment C-1: Exceptions to HCV Regulations			
Topic	**Exceptions to HCV Program Regulations**	**Current Policy**	**Alternative MTW Policy for Housing Choice Voucher Program**
		determination for a Federal, State, or local assistance program, including a family that includes a member who is a non-citizen; (ii) When the family would be evicted because it is unable to pay the minimum rent; (iii) When the income of the family has decreased because of changed circumstances, including loss of employment.	whose medical, childcare or disability expenses of $6,000 or more annually may seek hardship.
Minimum Rent	24 CFR 5.630	$25.00 for HCV. $50.00 for LIPH.	HCV increased from $25.00 a month to $50.00 a month so that LIPH and HCV have same minimum rent amount. $50.00 for HCV. $50.00 for LIPH.
Utility Allowances and Reimbursements	24 CFR 5.632(a) and (b)	Tenant Paid Utilities to be deducted from TTP to determine tenant rent.	No change. Tenant paid utilities to be deducted from TTP to determine tenant rent.
Medical Deductions	24 CFR 5.611(c)		No longer applicable unless they exceed applicable threshold.
Annual Reexamination of Income and Family Composition	24 CFR 982.516	Reexamination of income must occur every year, except every two years for elderly or disabled households.	Reexamination of family income will occur every three years for Elderly or Disabled families and every two years for all other families, instead of every year. Reexamination of family composition will only occur if a family notifies ECC/HANH of a change in family composition since this will affect the determination of appropriate size unit. Annual update of changes in family composition for persons 18 years of age and older that are added or subtracted from the family. ECC/HANH will do UIV and submit a 50058 annually.
Interim Reexamination	24 CFR 982.516	A family may request an interim reexamination of family income for any changes since the last annual reexamination. ECC/HANH must conduct the interim reexamination within a reasonable period after the family request. Currently, family must report any change in income that exceeds $200 or more a month.	A family may request a maximum of three interim re-examinations within a 12-month period, except for those conditions under which they are required to report certain changes in family composition or certain changes in family income. A family, except for elderly or disabled, may only make **one** request for an **interim reexamination** for a hardship exemption each 12 months, unless one (1) household member is enrolled in the FSS program.
Verification of Wages, Salaries and Assets below $5,000 and Assets	24 CFR 5.659	ECC/HANH must obtain and document in the family's file third party verification of the following factors, or must document in the file why third-party verification was not available:	Only a self-certification will be required for income up to and including $5,000. For income above $5,000, two most recent pay stubs or a W-2 or 1099 dated within 90 days of effective date of re-examination will be

Attachment C-1: Exceptions to HCV Regulations			
Topic	**Exceptions to HCV Program Regulations**	**Current Policy**	**Alternative MTW Policy for Housing Choice Voucher Program**
below $50,000		(1) Reported family annual income; (2) The value of assets; (3) Expenses related to deductions from annual income; and (4) Other factors that affect the determination of adjusted income.	required. ECC/HANH will continue to conduct EIV or UIV.
Determination of Tenant Total Payment (TTP)	24 CFR 5.628	Determining total tenant payment (TTP). Total tenant payment is the highest of the following amounts, rounded to the nearest dollar: (1) 30 percent of the family's monthly adjusted income; (2) 10 percent of the family's monthly income; (3) if the family is receiving payments for welfare assistance from a public agency and a part of those payments, adjusted in accordance with the family's actual housing costs, is specifically designated by such agency to meet the family's housing costs, the portion of those payments which is so designated; or (4) The minimum rent.	TTP based upon income-tiered approach. No family shall be subject to an increase in TTP greater than $25.00 a month during the second year the family is a participant in the Rent Simplification Policy. The increase in TTP during the third year of the Rent Simplification Policy shall not exceed $50 a month. The increase in TTP during the fourth year of the Rent Simplification Policy shall not $75 a month. The increase in TTP during the fifth year shall not exceed $100 a month above the monthly TTP in the year immediately preceding the implementation of Rent Simplification Policy. **These limitations on rent increase shall only apply to increases in TTP that result from the implementation of the Rent Simplification Policy and not rent increases that result from changes in family composition or changes in family income.**
Annual Inspections	24 CFR Part 982.405(a)	ECC/HANH must inspect each unit annually during Section 8 assisted occupancy. 24 CFRP Part 982.405 (a) states that: The PHA must inspect the unit leased to a family prior to the initial term of the lease, at least annually during assisted occupancy, and at other times as needed, to determine if the unit meets the HQS. (See §982.305(b)(2) concerning timing of initial inspection by the PHA.)	ECC/HANH will no longer inspect every unit every year, but will instead inspect units every two years, unless the first unit inspection conducted after the implementation of the Rent Simplification Policy shows that the unit; (1) failed an inspection, or (2) the unit had a failed inspection in the three years prior to the implementation of the Rent Simplification Policy. A unit must have three consecutive years without a failed inspection to qualify for the bi-annual inspection. **Units for which landlords are requesting increases in HAP payment will also be**

Attachment C-1: Exceptions to HCV Regulations			
Topic	**Exceptions to HCV Program Regulations**	**Current Policy**	**Alternative MTW Policy for Housing Choice Voucher Program**
			inspected prior to ECC/HANH granting any such increase.
Waiver of SEMAP Indicator	24 CFR Part 985.3(c).		**Determination of Adjusted Income**. Beginning October 1, 2007, Total Tenant Payment will be based on Annual Income by income tiers. Additional, ECC/HANH will no longer include assets of less than $50,000 is the determination of Annual Income. There will no longer be any Mandatory Deductions; therefore, a waiver of this Section is required by HUD.
Waiver of SEMAP Indicator	24 CFR Part 985.3(m)		**Annual HQS Inspections**. This indicator shows whether the PHA inspects each unit under contract at least annually. (24 CFR 982.405(a). ECC/HANH will no longer inspect every unit every year but will instead inspect a unit every two years unless the unit's inspection history indicates a need for an annual inspection as set forth above.
Waiver of SEMAP Indicator	24 CFR Part 985.3 (n)		**Lease-Up**. This indicator shows whether or not ECC/HANH enters HAP contracts for the number of units reserved under ACC for at least one year. ECC/HANH currently has a waiver of this provision and request that it be extended until September 30, 2008.
Portability procedures	24 CFR Part 983.355 (c) (1)	ECC/HANH would like to have the ability to re-determine the eligibility of adult household members by performing a background check to ensure that family members do not have a criminal background.	

HCV Program Rent Simplification Tier Schedule				
$0 - $26,499			**$26,500 - $49,500**	
Income Range	**Rent**		**Income Range**	**Rent**
$0 - $2,499	$50		$26,500 - $27,499	$629
$2,500 - $3,499	$59		$27,500 - $28,499	$653
$3,500 - $4,499	$83		$28,500 - $29,499	$677
$4,500 - $5,499	$107		$29,500 - $30,499	$701

$5,500 - $6,499	$131		$30,500 - $31,499	$724
$6,500 - $7,499	$154		$31,500 - $32,499	$748
$7,500 - $8,499	$178		$32,500 - $33,499	$772
$8,500 - $9,499	$202		$33,500 - $34,499	$796
$9,500 - $10,499	$226		$34,500 - $35,499	$819
$10,500 - $11,499	$249		$35,500 - $36,499	$843
$11,500 - $12,499	$273		$36,500- $37,499	$867
$12,500 - $13,499	$297		$37,500 - $38,499	$891
$13,500 - $14,499	$321		$38,500 - $39,499	$914
$14,500 - $15,499	$344		$39,500 - $40,499	$938
$15,500 - $16,499	$368		$40,500 - $41,499	$962
$16,500 - $17,499	$392		$41,500 - $42,499	$986
$17,500 - $18,499	$416		$42,500 - $43,499	$1,009
$18,500 - $19,499	$439		$43,500 - $44,499	$1,033
$19,500 - $20,499	$463		$44,500 - $45,499	$1,057
$20,500 - $21,499	$487		$45,500 - $46,499	$1,081
$21,500 - $22,499	$511		$46,500 - $47,499	$1,104
$22,500 - $23,499	$534		$47,500 - $48,499	$1,128
$23,500 - $24,499	$558		$48,500 - $49,449	$1,152
$24,500 - $25,499	$582		$49,500 and Above	$1,176
$25,500 - $26,499	$606			

Appendix 7: Actual Capital Expenses and Portfolio Capital Needs

Table of General Description of All Actual Capital Expenses During the Plan Year

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
Crawford ADA Storefront & Entry access system Upgrades	$40,000	$60,000	$0	$0	$0	$0	$100,000	Project supports MTW goal to further ADA access to our properties by upgrading common areas in existing buildings. Project designed during FY19; ready to bid.
Crawford Fire Panel & Fire Pump	$25,000	$450,000	$0	$0	$0	$0	$450,000	Building Fire alarm panel & fire pump at end of useful life. Fire pump need not in original budget. Alarm system now requires including addressing features for smoke alarms. Project designed during FY19; ready to bid.

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
Crawford Manor Compactor	$110,000	$13,875	$13,875.00	$0	$0	$13,875.00	$13,875	Replacement trash compactor installed. Completed.
McConaughy Sewer Replacement, in Phases	$1,439,000	$100,000	$0.00	$0	$0	$0	$5,000,000	Repairs & replacement to be coordinated with City Engineering & Greater New Haven Water Pollution Control Authority. Investigation completed in FY19 for implementation in FY20.
McConaughy Driveways & parking lots; Catch Basin repair	$250,805	$250,000	$0.00	$0	$0	$0	$325,000	In FY18, Operations staff completed paving in 4 McConaughy parking lots. Project designed, bid & awarded in FY19 for remaining lots & driveways. Construction started fall 2019.

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
McConaughy Interior Upgrades including Continuation of Furnace & Hot Water Heater Replacement, in Phases	$212,500	$2,000,000	$978,682.10	$978,682.10	$0	$0	$2,275,000	Furnace & hot water heater replacement project implemented in phases. 66 apartments completed in prior funding years; 135 remaining units designed, bid & awarded in FY19. Expected substantial completion in fall of 2019, but extending into FY20 due to complexities of temporary relocation of families during abatement & construction. Anticipate increased energy efficiency and resident comfort. Interior stair repairs etc. at 116 S. Genesee & 514 Valley to be completed by 10-31-19.

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
Westville Manor ACM Abate bathrooms	$30,000	$14,626	$14,626.00	$14,626	$0	$0	$14,626	Operations provided work for subfloor and flooring replacement. CFP funding addressed abatement only. Completed 60 Wayfarer & 27 Wayfarer. Operations to fund remaining or defer to RAD scope of work.
Lead Testing by Certified Inspector for all scattered site Multi units (changing to lead-related work not covered by lead grant)	$270,064	$270,064	$0.00	$0	$0	$0	$270,064	ECC was awarded a FY17 HUD Lead Based Paint Grant for $986,260 which was not known at time of MTW 2019 Plan original submission. These testing funds now being repurposed for lead property-related renovations not covered by lead grant. Consultants are preparing lead abatement plans.

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
Scattered Sites EAST & WEST: Replacement of DHW and HVAC systems	$567,950	$567,950	$4,209.79	$4,209.79	$0	$0	$567,950	Where gas services is available & conversion feasible (6 properties), replace inefficient oil-fired furnaces & boilers with gas-
Scattered Site Multifamily Cornell Scott Pave Driveways, Parking Lots, Striping	$190,000	$190,000	$0.00	$0	$0	$0	$190,000	Paving is beyond its useful life & is being replaced. Project designed and bid during FY19. Substantial completion expected fall 2019.
Essex Heating System--Boiler Room Upgrade	$350,000	$50,000	$0	$0	$0	$0	$50,000	Boiler room improvements needed for code compliance. Portions of system had already been upgraded--scope of work reduced. Project designed, quotes solicited. No responses; project re-solicited & awarded for completion during FY20.
McQueeney Domestic Hot	$175,000	$22,405	$22,405	$0	$0	$22,405	$600,000	Re-engineer and replace 2 hot water boilers and five

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
Wolfe Skylight Replacement and Associated Abatement & Repairs	$75,000	$75,000	$0	$0	$0	$0	$75,000	Replace leaking skylight and roof section; repair associated water damage; perform related hazardous material abatement. Project designed during FY19. Ready to bid.
Agency wide Vacancy Reduction	$100,000	$38,336.27	$49,964.27	$18,583.80	$17,500.47	$13,880.00	$50,000	Hazardous materials abatement completed in 2 units at McConaughy (116 & 74 S Genesee), 1 unit at Westville (71 Lodge), 3 units at Wolfe (#105, 107, 108) & 1 unit at Crawford (#21). Operations to fund further vacancy work or defer to RAD.

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
IQC A&E	$100,000	$250,000	$401,974.72	$401,974.72	$0	$0	$250,000	A&E consultant firms assisted with design & construction management needs agency wide, also continued provision of needs assessments. Budget increase due to multiple project needs.
IQC Environmental	$100,000	$250,000	$157,011.65	$155,396.65	$1,615	$0	$250,000	Environmental consultant firms assisted with potential hazardous materials testing, preparation of scopes and abatement monitoring needs agency wide. Budget increase due to multiple project needs.
Administration Salaries-Benefits (CFP only)	$253,111	$295,000	$295,619.12	$295,619.12	$0	$0	$295,000	Covers portion of 3 staff salaries & benefits to support CFP activities. Budget increased to reflect actual costs.

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
CFFP Bond Debt	$773,800	$837,962.50	$837,962.50	$837,962.50	$0	$0	$837,962.50	Post defeasance bond debt is $837,962.50 for FY19 in accordance with HUD repayment schedule. $773,800 is CFP 2018 budget amount.
RAD Group 2 First Year Funding	$0	$0.00	$122,389.00	$122,389.00	$0	$0	$122,389.00	As required by HUD, CFP formula funds were allocated at closing for RAD Group 2 (Waverly, Stanley Justice and Fulton Park) for the 9 months of calendar year remaining from the Housing Assistance Payment (HAP) Contract effective date of 4-1-19.

Description	Original Planned Capital Expenditures FY19	Revised Planned Capital Expenditures FY 2019	Actual Capital Expenditures During FY 2019 as of 9-30-19	CFP Total	MTW Total	Other Total	Total Estimated Project Cost	Comments
AMP remediation	$0	$19,874.50	$19,874.50	$0	$19,874.50	$0	$20,000	Asbestos remediation in 1 unit at McConaughy (63 Harper); 1 unit at Essex (#10); 1 unit at Crawford (#35); 2 units at Fairmont (#106B & #208A); mold remediation in 1 unit at Valley (224 Valley) & 1 unit at McConaughy (88 S Genesee). Completed.
Total	**$5,062,230**	**$5,755,093.27**	**$2,918,593.65**	**$2,829,443.68**	**$38,989.97**	**$50,160.00**	**$11,756,866.50**	

Table of 2019 ECC/HANH Portfolio Capital Needs

Property	GPNA / RAD	2019 REHAB	Year 2019	Year 2 - 5	TOTAL 1-5	Year 6 - 10	Year 11 - 20	Total Per Site	* Safe Harbor Percentages	Safe Harbor % and Total per Site	** Architect Assess-ment (AE)
George Crawford Manor	RAD/LIPH/AE	0	1,225,008	610,119	1,835,127	962,098	1,777,793	4,575,018	1,692,757	6,267,775	17,243,299
Essex Town-houses	RAD/LIPH/AE	0	366,081	771,508	1,137,589	553,941	1,939,145	3,630,675	1,343,350	4,974,025	8,865,651
Cornell Scott Ridge	RAD/LIPH	0	790,557	541,177	1,331,734	389,943	6,643,393	8,365,070	3,095,076	11,460,146	11,460,146
Robert T Wolfe	RAD/LIPH	1,369,884	184,771	230,317	1,784,972	382,155	1,309,151	3,476,278	1,286,223	4,762,501	4,762,501
Westville Manor	RAD/LIPH	0	1,244,136	2,287,348	3,531,484	1,809,638	5,619,822	10,960,944	4,055,549	15,016,493	15,016,493
Valley Town-houses	RAD/LIPH	821,049	130,987	738,559.00	1,690,595	462,733.00	725,823.00	2,879,151	1,065,286	3,944,437	3,944,437
Mc-Conaughy Terrace	GPNA / RAD/LIPH	0	3,923,983	1,028,648	4,952,631	266,942	2,285,541	7,505,114	2,776,892	10,282,006	10,282,006
David Echols	GPNA / RAD/LIPH	0	204,995	46,926	251,921	32,875	138,510	423,306	156,623	579,929	579,929
Chamber-lain Court	GPNA / RAD/LIPH	0	138,515	58,094	196,609	39,714	198,954	435,277	161,052	596,329	596,329
St Anthony I and II	GPNA / RAD/LIPH	130,552	658,928	173,115	962,595	438,896	2,150,430	3,551,921	1,314,211	4,866,132	4,866,132

Property	GPNA / RAD	2019 REHAB	Year 2019	Year 2 - 5	TOTAL 1-5	Year 6 - 10	Year 11 - 20	Total Per Site	* Safe Harbor Percentages	Safe Harbor % and Total per Site	** Architect Assess-ment (AE)
Kingswood	GPNA/ LIPH	0	289,039	80,256	369,295	154,377	262,047	785,719	290,716	1,076,435	1,076,435
63 - 70 Fulton Street	GPNA/ LIPH	0	59,062.00	30,553.00	89,615	136,797.00	119,710.00	346,122.00	128,065	474,187	474,187
County and Henry Street	GPNA/ LIPH	0	55,508	24,691	80,199	19,789	147,663	247,651	91,631	339,282	339,282
SSites_398 AND 400 CONCORD STREET_ 17 ORCHARD AVENUE _145 WEST PARK AVENUE	GPNA/ LIPH	0	2,060	106,468	108,528	327,991	427,618	864,137	319,731	1,183,868	1,183,868
SSites_546 WOODWARD_ 759QUINN _8-10 TERRACE _80 WHITTIER_90-92 TERRACE _35 WESTBROOK _565 and 571	GPNA/ LIPH	0	38,507	203,797	242,304	664,550	1,454,167	2,361,021	873,578	3,234,599	3,234,599

Property	GPNA / RAD	2019 REHAB	Year 2019	Year 2 - 5	TOTAL 1-5	Year 6 - 10	Year 11 - 20	Total Per Site	* Safe Harbor Percentages	Safe Harbor % and Total per Site	** Architect Assess-ment (AE)
CENTRAL AVENUE _ 1091TOWNSEND											
SSites_859 WOODWARD_21LONGHILL TERRACE _148RAY ROAD	GPNA/ LIPH	0	13,583	95,567	109,150	151,750	372,982	633,882	234,536	868,418	868,418
SSites: 1: 11 Single-Family Homes	GPNA/ LIPH	0	179,286	102,753	282,039	134,055	139,306	555,400	205,498	760,898	760,898
SSites: 3: 9 Single-Family Homes and Duplexes	GPNA/ LIPH	0	220,365	94,791	315,156	228,110	129,692	672,958	248,994	921,952	921,952
SSites: 2 and 4: 19 Single-Family Homes and (1)Duplex / Vary from 1 to 2 stories.	GPNA/ LIPH	0	89,968	87,727	177,695	148,253	305,612	631,560	233,677	865,237	865,237
295 Wilmot Comm-unity Building	LIPH	0	-	-	-	-	-	-	-	-	-

Property	GPNA / RAD	2019 REHAB	Year 2019	Year 2 - 5	TOTAL 1-5	Year 6 - 10	Year 11 - 20	Total Per Site	* Safe Harbor Percentages	Safe Harbor % and Total per Site	** Architect Assess-ment (AE)
ECC Commer-cial Offices	LIPH	0	-	7,633,000	7,633,000	-	-	7,633,000	2,824,210	10,457,210	10,457,210

** NOTE: Safe Harbor Percentages:*

- *Sales tax, Insurance, General Conditions, Building permits, Contractor's Contingency and Utility Fee Allowance: 14%*
- *Contractor's OH&P: 10%*
- *Design & Estimate Contingency: 10%*
- *Escalation: 3%*

*** NOTE: Comparison of Architect's Assessment (AE) and Safe Harbor % Site Total. Infer (AE) numbers are significantly higher because escalation % isn't high enough due to compression of years/$$ from 2016 to 2019 and more detail in the AE estimate.*

Appendix 8: ECC/HANH Development REAC Scores, 2009 to Present

Development	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Brookside Phase I			95		92						
Brookside Phase II			91		95						
Constance Motley					90						
Crawford Manor			78	69			88				
Edith D Johnson Towers					95						
Eastview Terrace/								95			
Farnam Courts/		36		56							
Katherine Harvey Terrace			86			95					
McConaughy Terrace								82	78	58	70
McQueeney			63	70				64	59	85	54
Monterey 1						96					
Monterey 2						92					
Monterey 4						92					
Monterey 5						91					
Newhall Gardens				96							
Prescott Bush Mall					97						
Quinnipiac Terrace Phase I			82		88		98	89			
Quinn. Terrace Phase II			93		85						
Quinn. Terrace Phase III				85							
Ribicoff Cottages -EXT								82	82	68	91
Robert T Wolfe		71		85				82	49	80	51
Rockview Phase I			97		96						
Ruoppolo/Fairmont							86	79	65	61	56
St. Anthony II			58								
Val Macri					94						
Waverly Townhouses			65								
Westville Manor			58					47	51	35	90
Wilmot Crossing/						93					
Winslow-Celentano			58	70			84	71	74	72	53
WT Rowe			90		99						
Scattered Sites II			80								
Scattered Sites III		58	67	61							

Appendix 9: Work Orders, FY09 to FY19

Development	FY19	FY18	FY17	FY16	Other Years
Brookside Phase I	494	No data	No data	461	FY13: 1,311
Brookside Phase II	440	No data	No data	472	
Rockview I	274		N/A	N/A	FY14: 1,562
Charles T. McQueeney	1,113	769	1,008	1,312	N/A
Constance Motley	97	197	609	573	N/A
Crawford Manor	768	907	1,461	No data	N/A
Eastview Terrace	62	951	1,323	625	N/A
Essex Townhouses	156		220	190	N/A
Fairhaven Chatham	25	238	92	No data	N/A
Fairhaven Eastview	14	176	129	No data	N/A
Fairmount Heights	770	588	756	1,024	N/A
Farnam Courts	94	298	607	1,002	N/A
K. Harvey Terrace	43	111	172	132	N/A
Matthew Ruoppolo	504	440	535	607	N/A
McConaughy Terrace	1,369	1,512	2,981	1,612	N/A
Newhall Gardens	81	106	312	360	N/A
Prescott Bush	165	165	734	464	N/A
Quinnipiac Terrace Phase I	488		2,826	531	FY13: 204
Quinn. Terrace Phase II	481		2,815	608	FY13: 273
Quinn. Terrace Phase III	238		1,148	277	FY13: 289
Ribicoff 4% & 9%	705	1,222	404	122	N/A
Robert T. Wolfe	516	336	978	465	N/A
Scattered Sites	541	1,348	1,586	990	N/A
St Anthony	175		52	No data	N/A
Valley/Waverly	534	775	1,339	1,470	N/A
Westville	563	710	961	1,206	N/A
Wilmot	1,119	1,346	338	175	N/A
William T. Rowe	485				N/A
Winslow Celentano	341	649	933	765	N/A

Appendix 10: Utility Consumption, FY16 to Present

Electricity Consumption: Electricity Utility Costs Per Unit Per Month

Development	FY19	FY18	FY17	FY16	Other Years
Eastview I	$68.27		$68.97	$75.07	FY12: $821.92
Fair Haven	$121.30		$124.57	No data	
Quinnipiac	No data		No data	No data	FY12: $473.75
Ribicoff 4%	$165.78		$159.52	No data	
Ribicoff 9%	$200.13		$183.81	No data	
Wilmot	$185.40		$143.41	No data	
WT Rowe	No data		$671.59	$105.46	
Valley	$142.35		No data	No data	FY12: $900.00

Gas Consumption: Gas Utility Costs Per Unit Per Month

Development	FY19	FY18	FY17	FY16	Other Years
Eastview I	$7.49		$11.99	$7.00	FY12: $27.75
Fair Haven	$21.19		$31.17	No data	
Quinnipiac	No data		No data	No data	FY12: $34.58
Ribicoff 4%	$24.13		$13.28	No data	
Ribicoff 9%	$24.27		$22.21	No data	
Wilmot	$26.75		$9.88	No data	
WT Rowe	No data		$32.22	$6.02	
Valley	$76.69		No data	No data	FY12: $60.83

Appendix 11: LIPH Occupancy

Development #	Site	Occupancy Percentage Rate
CT004000001	Westville M	97.99%
CT004000004	McConaughy	92.35%
CT004000005	Valley 2s	97.18%
CT004000010	Crawford	94.44%
CT004000011	McQueeny	83.22%
CT004000012	Winslow	90.63%
CT004000013	Wolfe	92.39%
CT004000014	Farnam	1.09%
CT004000015	Ruoppolo 2s	84.47%
	Fairmont 4s	84.38%
CT004000016	QT I	96.55%
CT004000017	QT II	100.00%
CT004000018	QT III	100.00%
CT004000020	Essex	90.91%
CT004000021	St. Anthony II	95.83%
CT004000022	Scattered Site II	95.45%
CT004000023	Scattered Site III	86.54%
CT004000075	Rowe	97.83%
CT004000076	Brookside I	94.00%
CT004000077	Brookside II	96.00%
CT004000081	Rockview	96.67%
CT004000082	Val Macri	100.00%
	87%	

Appendix 12: Number of Major Crimes, FY12 to Present

Development	2019	2018	2017	2016	2014	2012
Eastview I		9	7	1	0	0
Ribicoff 4%			1	0	N/A	N/A
Ribicoff 9%			1	0	N/A	N/A
Quinnipiac Terrace		7	0	2	4	3
West Rock (122 Wilmot, Brookside I and II)		2	N/A	N/A	7	25
Westville		8	1	0	0	0
Winslow Celentano	0	0	0	0	1	
William T Rowe		4	0	1	0	0
Farnam Phase I (Mill River Crossing)	1	1				
Fair Haven	1	3				
Wilmot		2	1	0	0	N/A