

HOUSING AUTHORITY OF THE CITY OF NEW HAVEN

2009 MOVING TO WORK ANNUAL PLAN



John DeStefano, Jr., *Mayor*

Board of Commissioners

Robert Solomon, *Chairperson*
David Alvarado, *Vice Chairperson*
Louise Pearsall
Rev. Jason Turner
Sheila Carmon

Karen DuBois-Walton, Ph.D., *Executive Director*

I.	Introduction	4
A.	Overview of Agency's Goals and Objectives	4
B.	Objectives for FY 2009.....	6
II.	General Housing Authority Operating Information	13
A.	Housing Stock Information	13
B.	Lease Up Information	15
C.	Waiting List Information.....	19
D.	Rent Policies: MTW Rent Simplification Program.....	22
III.	Long-Term MTW Planning.....	23
IV.	Proposed MTW Activities.....	25
A.	Development and Modernization	25
1.	Waiver for the Allocation of Construction Supervisory Related Costs.....	25
2.	Waiver of HUD Design Guidelines.....	26
3.	Implement Local Total Development Cost (TDC) limits.....	26
4.	Waiver of Hard Cost Cap (HCC)	27
5.	Development of 122 Wilmot Road.....	27
i.		
6.	Simplified Disposition/Demolition Procedures.....	28
7.	Partial Demolition of Farnam Court.....	29
8.	Phase III of Quinnipiac Terrace.....	29
9.	Acquisition of Parcel on 60 Peck Street for HOPE VI.....	30
B.	Operations	30
1.	Low Income Public Housing Program	30
2.	Housing Choice Voucher Program.....	36
C.	Finance and Management	46
1.	HANH Investment Policy.....	46
D.	Community and Economic Development	47
1.	Supportive Housing Services in HANH Public Housing Developments	47
2.	Prison Re-entry Initiative.....	48
V.	On-Going MTW Activities.....	50
A.	Development and Modernization	53
1.	West Rock Revitalization: Rockview and Brookside.....	54
2.	Eastview Terrace Modernization:.....	55
3.	William T. Rowe Major Modernization:.....	56
4.	Modernization of 4 Elderly Developments: Prescott Bush Mall.....	58
5.	Other Capital Projects.....	58
B.	Operations	73
1.	Rent Simplification.....	73
2.	Income Targeting.....	80

3.	MTW Rent Standards to Promote Expanded Housing Opportunities	81
4.	Expanded Family Choice in Moves.....	82
5.	Other Measures for Deconcentrating Poverty & Expanding Housing Opportunities ...	83
6.	Project-Based Section 8 (HCV) Program	85
7.	Vacancy Reduction Initiative	86
8.	Low Income Public Housing UPCS Inspections.....	88
9.	Housing Choice Voucher HQS Inspections	89
C.	Finance and Management	91
1.	HANH Implementation of Project Based Accounting	91
2.	Asset Based Management.....	92
D.	Community and Economic Development	93
1.	Resident Services.....	93
2.	Supportive Housing Services in HANH Public Housing Developments	94
3.	Family Self-Sufficiency (FSS) Program.....	96
4.	Section 8 Homeownership Program (SEHOP).....	97
5.	Promoting Self Sufficiency	99
6.	Community Service Requirement	99
7.	Section 3, Employment, and Training Efforts.....	100
VI	Sources and Uses of Funding	103
VII.	Administrative	127

I. Introduction

A. Overview of Agency's Goals and Objectives

Following the 1998 QHWRRA legislation for public housing reform, public housing authorities are required to develop and submit to HUD Five-Year Plans and Annual Plans that articulate key policies and objectives for effective administration of its federal housing programs.

In 2001, the Housing Authority of the City of New Haven (HANH) was awarded Moving to Work (MTW) status as part of the federal MTW Demonstration Program. HANH is one of 32 housing authorities nationwide selected for participation in the MTW Demonstration Program. During HANH's MTW term, in lieu of the standard PHA Annual Plan and Five-Year Plan documents, HANH is required to develop and submit to HUD MTW Annual Plans that articulate HANH's key policies, objectives, and strategies for administration of its federal housing programs to most effectively address local needs, in accord with the terms of HANH's MTW Agreement.

This MTW Annual Plan states HANH's MTW goals and objectives, our current status toward achieving these goals and objectives, and our planned activities and objectives for FY 2009 (October 1, 2008 to September 30, 2009).

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 in our local communities. The purpose of the MTW Program, as established by Congress, is to identify innovative local approaches for providing and administering housing assistance that accomplish 3 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, 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.
3. To increase housing choice for low income families.

Through the MTW Program, MTW agencies may request exemptions or waivers from existing regulations in order to pursue strategies that may result in more effective operations and services to 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 in order to allocate resources according to local determinations of the most effective use of funds in order to address local needs.

The MTW Program also 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.

HANH's MTW program and flexibility includes, and is limited to, the following HUD programs: HANH's Public Housing Program (LIPH Operating Fund subsidy), Public Housing Capital Fund Program (CFP formula grants), and Section 8 (Housing Choice Voucher) Program for vouchers on yearly ACC cycles.

According to the MTW Agreement, HANH's MTW program does *not* include HUD grant funds committed to specific grant purposes, namely: HANH's HOPE VI grants for Monterey Place, HANH's HOPE VI grants for Quinpiac Terrace/Riverview, any future HOPE VI Revitalization grants and other competitive grant funds awarded for specific purposes. These grant funded programs committed to specific purposes require HANH to provide periodic reports to HUD. Although these grant funded programs are not included in HANH's MTW program, HANH has included information, where relevant, regarding these grant funded programs in this MTW Annual Plan for FY 2009.

HANH's original MTW Agreement with HUD became effective retroactively to October 1, 2000. The initial seven-year term of HANH's MTW status expires on September 30, 2008. HUD proposed a new, revised MTW Agreement that would provide MTW status for 10 years. HANH executed the Amended and Restated Moving to Work Agreement on May 2, 2008. The Amended and Restated MTW Agreement governs HANH's MTW status through 2018. 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 HANH Board of Commissioners approved the Amended and Restated MTW Agreement through Resolution No. 02-22/08-R on February 26, 2008.

HANH's MTW program is the product of an extensive planning process, conducted from 1998-2000, to establish long-term plans for improving our agency's operations and for transforming our public housing stock. During 2006-2007, HANH engaged in a planning process in order to update and reinvigorate our agency's plans. As a result of this planning process, HANH developed a Three-Year Strategic Plan for FYs 2007-2009. This Three Year Plan forms the basis of the agency's long-term planning process. The MTW planning process provides the agency with a mechanism for updating its long-term strategy on an annual basis by enabling HANH to take stock of the progress of its on-going activities and by addressing new concerns by establishing new goals and objectives for FY 2009. The 2009 Annual MTW Plan set forth a long-term vision for the agency for the next 10 years. The long-term vision for the agency centers on streamlining its processes to become more effective and innovative. The long-term vision also calls for the agency to enhance its efforts to promote the economic self-sufficiency of its residents and to increase the housing choices for them and its program participants, as well. The agency recognizes that its long-term viability rest with the economic well being of its residents and the variety of housing choices that it is able to provide them. The long-term vision

also calls for the agency to develop relationship with local non-profit organizations to enhance the delivery of its programs, as well as looking to develop commercial ventures that will both expand housing choices in addition to making the agency more efficient.

HANH's 2009 MTW Annual Plan was made available for public review and a public hearing was held on July 30, 2008. Changes were made in the plan based upon public comment prior to presenting the plan to the Board. As an example, significant revision was made to the proposed initiatives relating to use of HCV to assist families who are victims of foreclosure. On August 14, 2008 the Board of Commissioners passed Resolution #08-185/08-S approving the 2009 MTW Annual Plan.

B. Objectives for FY 2009

During FY 2009 HANH proposes several additional new initiatives designed to increase the efficiency and cost effectiveness of the program, increase resident/participant self sufficiency and to increase participant's housing choices. HANH proposes the following new initiatives which are more fully described in "Section IV: Proposed MTW Activities":

Planning and Development

- Waiver of CFR 990 requirements for fee for service for development staff to allow funding through a cost allocation basis. The costs of construction supervision, physical needs assessments and inspections are development-specific. These expenses consist of documented costs that are incurred during the construction phase of each project. At HANH, the front-line activities of construction supervision, physical needs assessments and inspections are performed by personnel working out of the COCC, within the department of Design, Planning & Construction. It is HANH's goal to develop and implement an allocation plan for costs associated with these services.
- Waiver of HUD Design Guidelines. HUD design guidelines do not reflect the local marketplace and housing quality standards. HANH has identified the need for larger rooms and additional amenities which are incorporated at other PHAs.
- Waiver of HUD Total Development Cost Limits. HUD TDC limits do not reflect the local marketplace conditions for development and redevelopment activities. HANH has identified the need to establish reasonable cost formulas which will be reflected in new TDC limits. The TDC limits consist of the subset Housing Construction Cost (HCC) limits.
- Waiver of Hard Cost Cap (HCC). HUD TDC limits do not reflect the local marketplace conditions for development and redevelopment activities. HCC represents a subset of the TDC limits. HANH has requests implementation of its own TDC limits and use of the HCC would unnecessarily restrict this newly acquired flexibility. Therefore HANH proposes to waive the HUD HCC limits.
- Development of 122 Wilmot Road. HANH is in the process of purchasing a property located @ 122 Wilmot Road. The redevelopment of the site shall include commercial and possibly off-site residential for Rockview Development and the HOPE VI application to be submitted June 2008.

- Simplified Disposition/Demolition Procedures. HANH proposes to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition, and Dispositions/Demolition Applications from MTW Agencies."
- Partial Demolition at Farnam Court. This is a relatively densely populated urban site. The relative density of the site increases the difficulty of providing safe and decent housing and of promoting housing choice for low income families. HANH proposes to reduce the number of units at the site through partial and selective demolition.

Low Income Public Housing Program

- Incentives for families at or above 50% of AMI to lease up in family developments. HANH proposes to offer incentives to families whose income is in the 50 to 80% AMI range who are applicants for HANH family developments. HANH's marketing will target these families and offer a package of incentives to choose HANH developments. Incentives may include any of the following that are commonly used in the private rental market: rent rebates, free or discounted cable television, paid moving expenses, unit upgrades, security system monitoring for one year, etc. HANH will study the market and tailor the incentive package to meet the market needs. Applicants will apply through HANH's site based waiting lists and will be selected in that order utilizing income targeting.
- LIPH Preference for Re-Entry Population. The city of New Haven is engaged in a comprehensive program development for the increasing re-entry population. Individuals returning to the community are often ill equipped for successful re-entry due to lack of support services, inadequate job skills and difficulty obtaining housing. HANH has determined that many of these individuals end up residing illegally in LIPH units with family members. The City is investing and leveraging dollars to support a comprehensive program that provides wrap around supportive services and job training for individuals. To support this program, HANH proposes to house a limited number of these individuals in its family developments. HANH will grant preference on the LIPH waitlist for up to 12 individuals enrolled in the comprehensive service program.
- Schedule for rent schedule adjustment. HANH has previously adopted rent simplification procedures which were approved by HUD and implemented on January 1, 2008. These procedures were silent on how the rent schedule will be adjusted over time. HANH proposes a procedure for implementing rent schedule adjustments based upon local market conditions.

Housing Choice Voucher Program

- Two and three year HAP contracts. HANH proposes modification of the existing annual HAP contract to create a two year and three year HAP contract. HANH proposes to waive the requirement that the term of the HAP contract is the same as the term of the lease as set forth in 24 CFR Part 982.51 for each Housing Choice Voucher, and in place of this requirement, HANH proposes to renew such HAP contracts contemporaneously with each recertification which may be done biennially or triennially pursuant to the HANH Rent Simplification Policy for the Housing Choice Voucher Program. This serves

to simplify the administrative burden for participants, landlords and HANH staff. A new HAP agreement will only be required in cases where the rental terms are changing, e.g. rent increases, or for moves.

- Landlord Protection Program. A common landlord complaint centers on instances where participants “skip out” of the unit without giving adequate notice and leaving the landlord with an unplanned loss of rental income. Oftentimes, there are damages to the unit that must be abated which requires use of the security deposit. This circumstance can leave otherwise eligible landlords unwilling to participate in the HCV program in the future. In an attempt to alleviate the concern caused by lack of rental income in situations where the “skip out” is not the fault of the landlord, HANH proposes a Landlord Protection Program where the landlord is eligible for up to 60 days HAP payments while seeking a new tenant.
- HCV set-aside for victims of foreclosure. New Haven, like many municipalities is facing an increasing crisis related to mortgage foreclosures. The loss of property by a landlord often threatens the residential status of the HCV participant. As an effort to protect vulnerable residents, HANH proposes to establish a preference for eligible HCV participants and applicants, up to 50 vouchers annually, to prevent homelessness among this population. HANH has determined that it is within its authority under the Moving to Work Program to work with the City and other community organizations to design and implement an intercept program intended to provide for neighborhood stabilization. This effort can be accomplished by returning foreclosed homes to ownership as quickly as possible and by working with households on the cusp of foreclosure to prevent otherwise avoidable displacement.

HANH is committed to creating a demonstration program using the budget authority of 50 Housing Choice Vouchers to provide one or more of the following resources in coordination with other resources being brought to the problem by our community partners. In addition to the standard use of these vouchers for neighborhood stabilization, using the Section 8 budget authority in a creative manner, we envision there being two “tools” that we can add to the other resources being coordinated to confront this community-wide problem.

- Additional Project Based Voucher Allocation. In FY 09 HANH proposes to make available **100** Section 8 project-based vouchers for extremely low to very low-income households. These project-based vouchers will be sited in areas determined to be priorities by HANH. Section 8 project-based vouchers will be offered to either new projects (new construction or rehabilitation) or existing housing. No more than 50 project-based vouchers per proposed project will be approved.

Through this initiative, owners of quality affordable housing will be offered the opportunity to receive allocations of vouchers that can be "attached" to their rental housing for an extended period of time through contracts with HANH. Thus owners will gain the benefit of a multi-year contract ensuring a Section 8 approved rent for their properties for an extended period. Eligible extremely low (households at 30% Area Median Income or below) and very low-income households (households at 50% Area Median Income or below) will gain the benefit of quality affordable housing at a price

that they can afford. All will benefit by preserving this important housing assistance for use in New Haven.

HANH's PBV program is designed to ensure that PBV assistance is used to support goals that could not be equally achieved through the use of tenant-based voucher assistance. HANH's PBV voucher program is committed to the following priorities:

1. Supportive housing for families and persons with disabilities;
 2. Accessible housing for persons with mobility limitations;
 3. Affordable housing opportunities in mixed-income developments and in neighborhoods that under serve low-income families, including neighborhoods with low minority concentrations of poverty (Appendix II lists qualifying New Haven neighborhoods) ;
 4. Neighborhood revitalization projects, including redevelopment of HANH's public housing communities;
 5. Assisting families in imminent danger of homelessness, due to foreclosures on the properties where they reside.
- Mandatory Direct Deposit. During FY09 HANH proposes to mandate the use of direct deposit for HAP payments to all landlords. HANH introduced direct deposit during FY 08 to ease the administrative burden of processing check payments. 45% of landlords have signed up to date. Landlord satisfaction with this option has been high. HANH proposes to mandate this service beginning in FY 09.
 - Merge Housing Choice Voucher waitlists. **During FY09, HANH proposes to merge the HCV Tenant Based and Project Based lists.** Participants are often unaware of the distinctions and would likely accept any housing for which they qualified. Given that after one year lease up in a PBV unit, should the participant choose to leave in good standing, s/he is eligible to receive a tenant based voucher anyway; HANH sees little value in maintaining separate wait lists. HANH's, HCV waiting list will be organized in such a manner to allow HANH to accurately identify and select families for assistance in the proper order according to the admission policy and the preference category.

Community and Economic Development

- Expand Supportive Services to HANH's Mixed Population Developments. During FY 2009, HANH intends to expand its supportive housing programs to 2 additional Mixed Population developments: Crawford Manor (109 units) and Fairmont Heights (98 units). Each of these additional programs will model the three existing program designs and will provide services to 25 residents in each development.
- Resident Services for Re-Entry Population. HANH proposes to provide transitional housing for 1 year to 12 individuals returning from prison to New Haven. HANH's Resident Services program will complete an assessment to identify areas of need and make referrals to community agencies that are engaged in local re-entry initiatives such

as Project More and Columbus House. While residing in HANH's housing, these individuals may participate in our Family Self Sufficiency program

Finance

- Financial Investment Policy. HANH proposes to implement an investment strategy to maximize its return on funds.

In accordance with the above FY 2009 priorities, HANH has established concrete and measurable objectives to guide us toward achieving our agency's goals and three-year objectives. The following table states HANH's FY 2009 objectives.

The MTW activities that are being proposed for FY 2009 are set forth in the following chart. These activities are grouped according to the three statutory MTW goals.

Goal 1. Reduce Cost and Achieve Greater Effectiveness in Federal Expenditures

Goal 2. Give Incentives to Families with Children Whose Heads of Household are Either Working, Seeking Work, or Participating in Job Training, Educational or Other Programs that Assist in Obtaining Employment and Becoming Economically Sufficient.

Goal 3. Increase Housing Choices for Low Income Families

Proposed MTW Activities for FY 2009

Goal	Description of Activity	Baseline	Benchmarks
1.1	Waiver of the Methodology for Tracking the Allocation of Construction Supervisory Cost	5 percent of affected staff time spent of tracking cost	<ul style="list-style-type: none"> • Reduce staff time associated with tracking cost • Improve cost control of construction projects • Reduce overall cost of project through better management
1.2	Implement Energy Conservation Performance Contracting	Approximately 25% of operating budget spent on energy cost	<ul style="list-style-type: none"> • Complete energy audit • Negotiate performance contracting • Obtain HUD approval
1.3	Decentralize Procurement	Approximately 3 months spent on competitive bidding process	<ul style="list-style-type: none"> • Establish protocols for decentralization • Train staff in use of procurement software • Implement process • Reduce time and cost of procuring goods and services
1.4	Implement Methodology for Changing Income Tiered Rents	Currently rents are pegged to 28.5 percent of tenant's gross income	<ul style="list-style-type: none"> • Review changes in Fair Market Rents • Compare changes to existing income tiered rents • Modify rents based on changes in fair market rents
1.5	Implement Two and Three Year Lease for Housing Choice Voucher Housing Assistance Payment Contracts	Contracts are for one year period	<ul style="list-style-type: none"> • Outreach to landlord and participants • Modify HAP Contract • Implement program and reduce cost of contract modification

1.6	Implement Mandatory Direct Deposit for Housing Choice Voucher Landlords	Currently about 45 percent of landlords participate in program	<ul style="list-style-type: none"> • Outreach to landlords • Monitor participation rate • Implement program when participation rate equals 90 percent of landlords
1.7	Implement Investment Policy to Maximize Return on Investment	Current yield on investment is less than 2 percent	<ul style="list-style-type: none"> • Compare state investment policy with federal guidelines • Determine extent of flexibility gained under state law • Analyze cash flow needs • Procure investment manager • Implement more aggressive investment strategy to increase yield above baseline
1.8	Provide Marketing Incentives to Attract Higher Income Eligible Families to HANH Developments	Average income of families is approximately \$12,000 annually	<ul style="list-style-type: none"> • Develop list of incentives • Conduct outreach and marketing • Modify preferences • Increase percent of families on wait list that are above 50 percent of median but below
2.1	Development of Commercial Property at 122 Wilmot	Underused, deteriorated property	<ul style="list-style-type: none"> • Complete pre-development • Complete design • Develop financial plan • Develop marketing plan
2.2	Increase Supportive Services in HANH Developments	Currently operates three programs	<ul style="list-style-type: none"> • Issue RFP for new providers • Obtain matching funds • Implement new programs • Achieve 60 percent capacity 6 months after implementation
2.3	Prison Re-Entry Support Program	Lack of admittance due to screening criteria	<ul style="list-style-type: none"> • Implement LIPH wait list set aside • Partner with local non-profit organizations to provide services
3.1	Implement Local Driven Design Guidelines	Informal local guidelines exist	<ul style="list-style-type: none"> • Obtain data on market driven guidelines • Finalize draft guidelines • Obtain public and resident comments • Implement policy • Improve housing choices
3.2	Implement Local Total Development Cost (TDC) Limits	Baseline data developed	<ul style="list-style-type: none"> • Compare data with local cost data • Obtain public and resident comments • Implement local TDC
3.3	Waive Hard Cost Cap(HCC) Requirement	HUD HCC are being used	<ul style="list-style-type: none"> • Eliminate use of HCC cap • Improve housing choices • Improve quality of housing and increase the income range of residents at new developments
3.4	Implement Simplified Demolition/Disposition Process	2 -4 months for demolition disposition approval	<ul style="list-style-type: none"> • Examine streamlined standards • Determine advantages of streamlined standards • Reduce time for processing applications
3.5	LIPH Preference for Re-Entry Population Pilot Program	No set-aside or preference	<ul style="list-style-type: none"> • Modify ACOP for more flexible screening criteria • Implement Program
3.6	Housing Choice Voucher Landlord Protection Plan	Complaints from landlords regarding unplanned rental income loss	<ul style="list-style-type: none"> • Outreach to participants and landlords • Modify Administrative Plan • Modify HAP Contract • Reduce landlord complaints

3.7	Increase Project Based Voucher Program	39 Project Based unit under MTW	<ul style="list-style-type: none"> • Issue RFP • Select Proposal • HUD Subsidy Layering • Sign AHAP • Increase units in program • Planning and Design • Demolition Proposal to HUD • Bid for Demolition Contractor • Revise Revitalization Plan • Develop Preliminary Drawings • Obtain all state and local approval • Obtain financing • Utilization of 50 vouchers for foreclosure protection program
3.8	Partial Demolition of Farnam Court	Relatively high density, defensible space	
3.9	Implement Phase III of Quinnipiac Terrace	HANH will revise the final phase of the project to include up to 20 homeownership units and up to 50 mixed income rental units	
3.10	HCV Set-aside for Victims of Foreclosure	No current set-aside or preference	

II. General Housing Authority Operating Information

A. Housing Stock Information

HANH's current LIPH housing stock of 2,123 reflects a reduction of more than 800 units since the beginning of HANH's MTW status, when HANH's housing stock included 2,965 total units. The vast majority of this reduction is due to units demolished for redevelopment. The following table provides actual counts of units for FY2008. Included in the count are 114 new construction units at Quinnipiac Terrace and 25 new scattered site units purchased under Cisneros v HANH. HANH has budget authority for 4,379 Housing Choice Vouchers. HANH has leased 2,834 Housing Choice Vouchers, which includes 39 supportive housing vouchers. HANH also administers 80 single room occupancy vouchers. (The SRO vouchers are not included in the MTW program). HANH plans to increase utilization to 3,299 HCVs during FY09. The table below provides detailed information.

Housing Stock Information

Housing Program & Type	Current	Planned FY 09	Units to Be Removed During FY 2009	Units to Be Added During FY 2009
Public Housing				
General Occupancy	893	893	0	0
Mixed Population	920	748	-172	0
Elderly	146	146	0	0
Scattered Site	164	183	0	+19
Public Housing Subtotal	2,123	1,970	-172	+19
Section 8 (HCV)				
Tenant Based	2,772	2,955		+183
PBV Fellowship I	18	18		
PBV Fellowship II	5	5		
PBV Norton Court- ALSO Cornerstone	10	10		
Quinnipiac Terrace Phase 1	23	23		
PBV ALSO Cornerstone	6	6		
NEW Project based		282		+282
Section 8 (HCV) Subtotal	2,834	3,299	0	+465
HANH Total	4,957	4,769	-172	+484

HANH proposes to remove 172 units at William T. Rowe during FY 2009. Rowe has been a non-performing property. This 172 unit, mixed population development, located in the City of New Haven's medical district will be redeveloped as a mixed use, mixed finance development. HANH proposes to select a developer for this project during FY09 and develop a mixed finance development plan.

HANH will complete scattered site acquisitions as agreed to in the Cisneros decision. The addition of 19 LIPH units represents the last 19 units to be added to HANH's ACC.

HANH proposes to lease an additional 282 HCVs as indicated below during FY2009. Additional planning underway utilizes an additional 155 HCVs in FY2010 and beyond. Each proposed initiative is explained in detail in Section IV: Proposed MTW Initiatives.

Anticipated PBV utilization in FY2009 (total 282):

- 60 elderly disabled PBV units in Park Ridge development
- 50 Tenant Based Vouchers issued for the homelessness protection due to foreclosure program
- 100 PBV units issued in response to HANH's RFP for development of accessible housing, housing in areas of low poverty and low minority concentration and supportive housing for the disabled population.
- 23 PBV units in the Quinnipiac Terrace II redevelopment.
- HANH is also planning to utilize PBVs in the following development projects currently in design or under construction:
 - 49 PBV units at Eastview Terrace

Anticipated PBV utilization FY2010 and beyond (total 155):

- 20 PBV units in former Shartenberg development.
- HANH is also planning to utilize PBVs in the following development projects currently in design or under construction:
 - 50 PBV units at Brookside
 - 35 PBV units at Rockview
 - 50 PBV units at William T. Rowe
-

Housing Choice Voucher Program-Supportive Housing and SROs

Number of Units		Units of Supportive Housing	Description
18		Fellowship I	13 SRO
			1 Handicapped Efficiency Apt
			2 unit with 1 bedroom
			2 units with 2 bedroom
5		Fellowship II	2 units are 1 bedroom

			3 units are 2 bedrooms
10		Norton Court- Also Cornerstone	All units are 1 bedroom
6		Also Cornerstone	2 units are 2 bedroom
TOTAL 39			4 units are 3 bedroom
Number of Units		SRO Moderate Rehab Program	Description
80 ¹		52 Howe Street	All 80 units are SRO

B. Lease Up Information

Low Income Public Housing (LIPH)

Total LIPH Units	Total LIPH Units Available for Lease	Current units leased	Anticipated to be Leased	Description of Development	Anticipated Issues in Leasing Units
17	16	16	0	Katherine Harvey Terrace	No anticipated Issues. Fully occupied
26	26	25	1	Newhall Gardens	No anticipated issues
58	0	0	0	Prescott Bush	Currently vacant. Under rehabilitation.
45	44	43	1	Constance Baker Motley	No anticipated issues
146	86	84	2	ELDERLY ONLY	
240	238	202	36	Farnam Courts	Leasing up long term vacancies. Complete Capital improvement projects. Improve marketing of the development to be addressed through new proposed MTW marketing initiative.
7	6	5	1	County & Henry Streets	No anticipated issues.
35	33	27	6	Essex Townhouses	Leasing up long term vacancies. Complete Capital improvement projects. Improve marketing of the development to be addressed through new proposed MTW marketing initiative.
40	38	36	2	Valley Townhouses	No anticipated issues.

¹ Please note: SRO vouchers are not included in HANH's MTW program.

52	49	48	1	Waverly Townhouses	No anticipated issues.
53	53	0	53	Eastview Terrace	Complete new construction and rehabilitation
201	195	162	33	McConaughy Terrace	Leasing up long term vacancies. Complete Capital improvement projects. Improve marketing of the development to be addressed through new proposed MTW marketing initiative.
151	149	114	35	Westville Manor	Leasing up long term vacancies. Complete Capital improvement projects. Improve marketing of the development to be addressed through new proposed MTW marketing initiative.
114	114	114	0	Quinnipiac Terrace Phase I and Phase II	No anticipated issues. HOPE VI new construction
893	875	708	167	GENERAL OCCUPANCY	
65	63	32	31	Winslow Celentano	Leasing up long term vacancies. Complete capital improvement projects
109	107	92	15	George Crawford Manor	Improve marketing of the development
100	99	88	11	Abraham Ribicoff Cottages and Abraham Ribicoff Cottages Extension	No anticipated issues.
93	88	76	12	Robert T. Wolfe	Leasing up long term vacancies. Complete capital improvement projects
17	16	14	2	Valentina Macri Court	No anticipated issues.
150	145	101	44	Charles T. McQueeney	Leasing up long term vacancies. Complete capital improvement projects
116	113	90	23	Matthew Ruoppolo Manor	Leasing up long term vacancies. Complete capital improvement projects
172	170	68	102	William T. Rowe	Leasing up long term vacancies. Complete capital improvement projects. Possible disposition.
98	95	93	2	Fairmont Heights	No anticipated issues.

920	896	654	242	MIXED POPULATION	
183	182	155	27	SCATTERED SITE	No anticipated issues
2,142	2,039	1,601	438	GRAND TOTAL	

Note: An additional 19 units being added to total number of existing units (2,123) as a result of scattered site acquisitions that are being added to ACC.

MTW Housing Choice Voucher Lease Up Information

Current Number of MTW Housing Choice Vouchers (HCV)	Current Units Leased	Anticipated HCV Planned to be Leased ²	Description of Each Project Based Project	Anticipated Issues in Leasing Units
4,379				HANH anticipates challenges related to identifying accessible units and units in non-impacted areas.
	2,772	183	Tenant Based Project Base/Supportive Housing	
	18	0	Fellowship I 13 SRO 1 Handicapped Efficiency Apt 2 units with 1 Bedroom 2 units with 2 bedrooms	
	5	0	Fellowship II 2 units are 1 bedroom 3 units are 2 bedroom	
	10	0	Norton Court All units are 1 bedroom	
	6	0	Also Corner Stone 2 units are 2 bedroom 4 units are 3 bedroom	
	0	23	Quinnipiac II 18 units are 2 bedrooms, 3 units are 3	

² Anticipated to be lease in FY2009 unless otherwise noted)

0	60	bedrooms, 2 units are 4 bedrooms Park Ridge All 60 units are 1 bedroom for Elderly or Disable RFP for PBV	
0	100		Identification of properties with accessible features in areas that meet the site selection criteria. City and HANH must enter into an Inter Agency Agreement to provide the capital funding.
0	20 (anticipated lease up in FY2011)	Shartenberg	Development of a viable redevelopment plan. Selection of a developer.
0	50 (anticipated lease up in FY2011)	William T. Rowe	Development of a viable redevelopment plan.
0	35 (anticipated lease up in FY2012 or beyond)	Rockview	Development of a viable redevelopment plan.
0	50 (anticipated lease up in FY 2011)	Brookside	Development of a viable redevelopment plan.
0	49	Eastview Terrace	Construction in accordance with schedule and timely leasing of units.
0	50		Tenant Based vouchers issues in Homelessness due to Foreclosure Protection Program

Total MTW Budget Authority	Total Currently Under Lease	Anticipated Lease Ups FY2009	FY 2009 Anticipated Utilization	
4,379	2,834	465	3,299	

C. Waiting List Information

(1) HANH's Waiting Lists

HANH maintains the following categories of waiting lists for admission to its Public Housing and Section 8 (HCV) programs:

- **Public Housing General Occupancy Site-Based Waiting Lists.** All lists are presently closed. HANH maintains site-based waiting lists for its General Occupancy public housing. General Occupancy housing is open to any qualifying family who meets standard eligibility criteria, including income eligibility. HANH's General Occupancy housing is predominantly composed of apartments with 2 or more bedrooms, and predominantly serves families with children or other larger households. HANH's General Occupancy waiting lists are presently closed and they have been closed since 2007. However, from April 2008 to June 2008 HANH opened five (5) site based waiting lists for 4 and 5 bedroom units only. The developments were Farnam Courts, Essex Townhouses, Valley Townhouses, Waverly Townhouses and Westville Manor. During FY2009 HANH will continue to assess the available units versus the number of applicants on the various site-based waiting lists and will periodically re-open a General Occupancy waiting list for specific sites and/or specific bedroom sizes for a specific period of time.
- **Public Housing Mixed Population Site-Based Waiting Lists.** All lists are presently open. HANH maintains site-based waiting lists for its Mixed Population public housing. Eligibility for Mixed Population housing is limited to persons who are elderly (age 62+) or persons with disabilities. HANH's Mixed Population housing is predominantly composed of efficiency and one-bedroom apartments, and predominantly serves single-person households or couples. There are a small number of two-bedroom apartments which predominantly serve persons requiring live-in aides. The Mixed Population waiting lists have remained open for several years, and continue to remain open at present. The Mixed Population waiting list was last purged in December 2007.
- **Public Housing Elderly-Designated Site-Based Waiting Lists.** All lists are presently open. HANH maintains site-based waiting lists for its elderly only designated public housing. The four (4) site-based elderly only waiting lists are Constance B. Motley, Katherine Harvey Terrace, Newhall Gardens and Prescott Bush. Eligibility for elderly designated housing is limited to persons who are elderly (age 62+). When there are insufficient senior families, near-elderly families will be admitted to designated properties. Because of the bedroom size of apartments (predominantly efficiencies and one-bedrooms), HANH's elderly-designated housing predominantly serves single persons and couples. These four (4) site based waiting lists are currently open for applications, and HANH does not anticipate that they will close during FY 2009. HANH will conduct a purge of the waiting list in December 2008.
- **Public Housing Accessible Units.** This waiting list is currently open for applications, and HANH does not anticipate it closing during FY 2009. HANH maintains a separate waiting list for admission to its accessible public housing apartments. This waiting list is not site based and applicants will be offered an accessible unit as it becomes available in any development in the agency. It has been HANH's practice to keep this waiting list open, given the significant housing needs of persons who require accessible housing. To ensure that persons who need accessible units are aware that HANH has a separate waiting list for Accessible units, HANH will conduct affirmative marketing to inform eligible households of the availability of these units, HANH will market these units by placing advertisements in local newspapers and by working with the disability advocates, tenant resident leaders, community groups and other interested parties. Sixteen units in the five partially elderly

designated developments meet Uniform Federal Accessibility Standards and remain available to both elderly and non-elderly disabled persons needing accessible units. Priority for these 16 units shall be given to persons that are mobility impaired.

Public Housing Supportive Housing Programs. HANH has developed supportive housing programs on-site in three of its Mixed Population developments and maintains separate site-based waiting lists for new admissions to its public housing supportive housing programs. Eligibility for HANH’s supportive housing programs is limited to persons with disabilities who elect to, and are eligible to, receive the supportive services provided by the supportive housing program. The supportive housing program waiting lists are presently open, and HANH does not anticipate that they will close during FY 2009. (Applicants who do not elect to, or are not eligible to, receive the supportive services may apply for housing at these and any other Mixed Population sites through HANH’s site-based Mixed Population waiting lists.) The supportive housing program waiting lists are presently open for admissions, and HANH does not anticipate that they will close during FY 2009. Because of the significant number of residents and applicants with behavioral health disabilities, HANH intends to expand its supportive housing programs to additional Mixed Population developments. HANH will establish additional program-specific supportive housing waiting lists for new admissions as additional supportive housing programs are established. More detailed information about HANH’s public housing supportive housing programs is provided in this MTW Annual Plan section on Resident Programs.

Housing Choice Voucher Waitlists

The following table details the HCV program waitlists.

Housing Program & Type	Applicants	Elderly, Disabled and Family	Single
Tenant Based	539	390	149
Project Based	158	78	80
Supportive Housing	16		16

- **Section 8 (HCV) Tenant-Based Assistance.** HANH maintains a single waiting list for all applicants for tenant-based voucher assistance. HANH’s Section 8 (HCV) waiting list is presently closed. HANH last purged the tenant based wait list on January 7, 2007. HANH anticipates that we will re-open this waiting list during FY 2009.
- **Section 8 (HCV) Project-Based Supportive Housing Programs.** HANH has committed project-based Section 8 (HCV) assistance for several supportive housing programs. HANH maintains separate waiting list for each project-based supportive housing program. The project wait list was purged on December 3, 2007. These waiting lists are presently open, and HANH does not anticipate that they will close during FY 2009.

During FY09, HANH proposes to merge the HCV Tenant Based and Project Based lists.

Participants are often unaware of the distinctions and would likely accept any housing for which they qualified. HANH’s, HCV waiting list will be organized in such a manner to allow HANH to

accurately identified and select families for assistance in the proper order according to the admission policy and the preference category.

- **Section 8 (HCV) Project-Based SROs.** HANH maintains a waiting list for 80 SRO units that receive project-based voucher assistance.

With the exception of the Section 8 (HCV) tenant-based waiting list, all other HANH waiting lists are maintained in order by the date and time the application was received by HANH. Waiting lists may be further organized by housing type, site, and bedroom size for which the family is eligible.

The Section 8 (HCV) tenant-based waiting list is maintained according to an order previously determined by lottery.

(2) Site-Based Waiting List Procedures

HANH has established site-based waiting lists for all of its public housing developments. Under HANH's site-based waiting list procedures, a family seeking HANH public housing assistance may apply for housing at any or all HANH developments in which they would wish to live and for which they are eligible. When an apartment becomes available at a HANH public housing development, the apartment will be offered to the first eligible family on the waiting list for that site and requiring the appropriate bedroom size.

HUD regulations permit housing authorities to implement site-based waiting lists, in order to promote family choice of housing, provided that the housing authorities ensure that their site-based waiting lists procedures are implemented in full compliance with civil rights laws and obligations. This includes an analysis of changes in the race and ethnicity demographics of residents. HANH's current analysis is provided later in this Section.

(3) Preferences

For its public housing program, HANH does not presently provide any preferences for admission.

For its Section 8 (HCV) program, HANH's Administrative Plan includes a "singles preference" that provides preference for elderly persons and persons with disabilities to receive preference before other single-person applicants who are neither elderly nor disabled.

HANH is presently in the process of revising both its ACOP and its Administrative Plan. For both the Public Housing and the Section 8 (HCV) programs, HANH is considering introducing new preferences for families displaced by government actions, and to families who are victims of domestic violence or other threats of violence in addition to the preferences for elderly and disabled families

HANH will also include in its Administrative Plan, fifty (50) Special Admissions vouchers for families who are enrolled in the FSS Homeownership Program.

HANH will also set aside twenty-three (23) Special Admissions vouchers for homeless families.

HANH notes that, according to its current Administrative Plan, HANH's project-based voucher program policies include a system of preferences related to admission to supportive housing programs, for the purpose of permitting applicants to select their preference for receiving supportive services through one or

more specific programs. A similar system of preferences is provided in the ACOP for admission to HANH's public housing supportive housing programs. As HANH is presently in the process of revising the ACOP and Administrative Plan, HANH intends to remove this language regarding "preferences" for HANH's supportive housing program. It is not necessary for the public housing program, as HANH maintains separate waiting lists for each program. In the project-based Section 8 (HCV) program, an October 2005 final rule for project-based assistance programs permits HANH to establish separate site-based waiting lists for each project.

(4) Admission to *Cisneros* Scattered Site Public Housing

HANH owns 154 scattered site units developed under a *CCA v. Cisneros* Settlement Agreement. According to this Agreement, HANH will develop 29 additional scattered site units, for a total of 183. Admission to HANH's *Cisneros* scattered site public housing units is limited to transfers of current public housing residents. Participants in HANH's Family Self-Sufficiency Program receive preference for admission to scattered site units.

(5) Admissions Policies for Mixed Finance Developments

HANH's public housing portfolio presently includes two mixed finance HOPE VI developments: Monterey Place, and Quinnipiac Terrace. The housing in both developments is owned and managed by private companies, according to management agreements, which have established their own policies for admissions and occupancy, according to the following guidelines:

- The management agent of the mixed finance development must establish written policies for admissions and occupancy.
- The admissions and occupancy policies for the mixed finance development must be submitted to, and approved by, HANH.
- The admissions and occupancy policies for the mixed finance development must comply with HUD regulations and federal fair housing and civil rights requirements.

In addition, HANH intends to engage in mixed finance redevelopment of its Eastview Terrace, Rockview, Brookside, and William T. Rowe public housing developments. As part of mixed finance redevelopment, HANH or its agents may establish admissions and occupancy policies for these mixed finance developments, according to the same guidelines stated above.

D. Rent Policies: MTW Rent Simplification Program

HANH's MTW authority permits HANH to develop and test alternate policies for establishing the rent contributions of families in the public housing and Section 8 (HCV) program. During FY 2007, HANH undertook an extensive planning process for establishing alternative rent policies. A primary purpose is to reduce the administrative burden of the recertification and rent calculation process. Our planning process included more than a dozen meetings with TRCs and public housing residents, a broadly-noticed meeting for Section 8 participants, which more than 300 families attended, regular ongoing consultation with the Resident Advisory Board, and regular ongoing consultation with New Haven Legal Assistance. It has also included extensive data analysis of the effects of MTW Rent Simplification Program on existing public housing residents and Section 8 participants.

III. Long-Term MTW Planning

MTW Goal	Description of Long Term (10 Years) Strategic Plan
<p>1. Reduce cost and achieve greater cost effectiveness in Federal expenditure.</p>	<ul style="list-style-type: none"> • Streamline administrative functions in LIPH and HCV program operations through transition to paperless systems and electronic files. • Continued process of streamlined administration of HCV program through introduction of HQS self certification program for model landlords. • Exploration of regional provision of housing authority services on a fee for service basis. • Disposition and/or conversion of remaining non performing assets. • Continued investment in technological advances to reduce administrative burden and create model wired and wireless communities. •
<p>2. Give incentives to families with children whose heads of household are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self sufficient</p>	<ul style="list-style-type: none"> • Develop transitional models of assistance that move families toward self sufficiency and away from subsidized housing in progressive steps. • Expansion of resident owned business initiatives leading to an increase in the number of HANH contracts executed with such business enterprises and support for these businesses successfully competing for non-HANH work. • Expansion of cost effective training programs and increase in number of residents participating in such. • Expansion of supportive services programming to provide needed supports to families as they move toward self-sufficiency. In the long term, on-site supportive services is critical to our effective management of Mixed Population developments—perhaps equally important to security improvements--as more than 90% of our Mixed Population waiting lists are persons with disabilities and, based on recent admissions, the majority have significant behavioral health disabilities.

MTW Goal	Description of Long Term (10 Years) Strategic Plan
	<ul style="list-style-type: none"> •
<p>3. Increase housing choices for low income families</p>	<ul style="list-style-type: none"> • Complete final revitalization effort of HANH's LIPH housing stock through revitalization of remaining properties, e.g., Valentina Macri and Ribicoff Cottages and Extension. • HANH will seek to address the housing crisis experienced by the otherwise eligible re-entry population by assisting with housing choices for individuals who are being serviced through a comprehensive service approach to re-entry. • Development of home ownership options (West Rock and Quinnciac Terrace redevelopments) • Promotion of housing opportunities for income eligible local workforce through LIPH and HCV programs. • Promote development opportunities in non-HANH developments through use of housing choice vouchers to create mixed income, mixed finance viable housing opportunities for participants. • Scattered site acquisition of properties for accessible housing units

IV. Proposed MTW Activities

HANH's MTW plan has established an aggressive goal for redevelopment and capital improvements in order to transform its public housing into housing of choice, reducing cost and achieving greater cost effectiveness in Federal expenditures and promoting economic development. This Section describes HANH's proposed MTW activities for FY 2009.

A. Development and Modernization

1. Waiver for the Allocation of Construction Supervisory Related Costs

- i. **Description.** The costs of construction supervision, physical needs assessments and inspections are development-specific. These expenses consist of documented costs that are incurred during the construction phase of each project. At HANH, the front-line activities of construction supervision, physical needs assessments and inspections are performed by personnel working out of the COCC, within the department of Design, Planning & Construction. It is HANH's goal to develop and implement an allocation plan for costs associated with these services. HANH proposes to allocate costs in accordance with OMB Circular A-87, Cost Principles for State, Local and Indian Tribal Governments.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
- iii. **Anticipated Impact.** This initiative will lower HANH's administrative cost of having to track time cards. Five percent of staff time is currently dedicated to this task. The cost for administration related to tracking will be reduced by 5% for the effected department and staff time devoted to construction management supervision will increase.
- iv. **Baseline/Benchmarks.** Dollar amount and number of change orders will be reduced as a result of increased oversight.
- v. **Data Collection Process.** HANH maintains a change order log for each contract. Monthly review of the dollar amount and number of change orders will occur.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C, Section B.I.d provides authorization for HANH's expenditures to comply with OMB Circular A-87, which provides basic guidelines for the use of federal funds.

2. Waiver of HUD Design Guidelines

- i. **Description.** HANH seeks a waiver of the HUD design guidelines as HUD design guidelines do not reflect the local marketplace and housing quality standards. HANH has identified the need for larger rooms and additional amenities which are incorporated at other PHAs.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families.
- iii. **Anticipated Impact.** HANH's design standards provide larger units with additional amenities. These units are more marketable and expands the quality of housing for low-income families. Projects that are completed using the new guidelines will provide quality space and thereby housing of choice. It is anticipated that HANH will experience a faster lease up and fewer turnovers.
- iv. **Baseline/Benchmark.** The properties shall conform to the Design Standards established and set forth in "HANH's Design Standards Manual". HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
- v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C, Section C.12 provides authorization for HANH to establish reasonable and modest design guidelines.

3. Implement Local Total Development Cost (TDC) limits.

- i. **Description.** HUD TDC limits do not reflect the local marketplace conditions for development and redevelopment activities. HANH has identified the need to establish reasonable cost formulas which will be reflected in new TDC limits. The TDC limits consist of the subset Housing Construction Cost (HCC) limits.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families.
- iii. **Anticipated Impact.** HANH's design standards provide larger units with additional amenities. These units are more marketable and expand the quality of housing for low-income families. Projects that are completed using the new guidelines will provide quality space and thereby housing of choice. It is anticipated that HANH will experience a faster lease up and fewer turnovers.
- iv. **Baseline/Benchmark.** The properties shall conform to the Design Standards established and set forth in "HANH's Design Standards Manual". HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.

- v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C, Section C.16 provides authorization for HANH to establish reasonable cost formulas for development and redevelopment activities.

4. Waiver of Hard Cost Cap (HCC)

- i. **Description.** HUD TDC limits do not reflect the local marketplace conditions for development and redevelopment activities. HANH has identified the need to establish reasonable cost formulas which will be reflected in new TDC limits. The TDC limits consist of the subset Housing Construction Cost (HCC) limits. HANH has requested the authorization to implement its own local TDC and that the use of the HCC would unnecessarily restrict this newly acquired flexibility. There are many variables that affect the relationship between the TDC and HCC and therefore we propose to waive the requirement for HCC.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families.
- iii. **Anticipated Impact.** HANH's design standards provide larger units with additional amenities. These units are more marketable and expand the quality of housing for low-income families. Projects that are completed using the new guidelines will provide quality space and thereby housing of choice. It is anticipated that HANH will experience a faster lease up and fewer turnovers.
- iv. **Baseline/Benchmark.** The properties shall conform to the Design Standards established and set forth in "HANH's Design Standards Manual". HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
- v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C, Section C.16 provides authorization for HANH to establish reasonable cost formulas for development and redevelopment activities.

5. Development of 122 Wilmot Road

- i. **Description.** HANH is in the process of purchasing a property located @ 122 Wilmot Road. The redevelopment of the site shall include commercial and possibly off-site residential for Rockview Development and the HOPE VI application to be submitted June 2008.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families and give incentives to families with

children whose heads of household are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

- iii. **Anticipated Impact.** The impact of the completed project shall promote housing choice for low income families by providing retail, medical and other neighborhood services necessary to creating a long term sustainable community. Also, there will be opportunities provided to residents for establishing a resident-owned business to be located in the newly developed commercial area.
- iv. **Baseline/Benchmark.** Currently this site generates little to no employment opportunities. Number of jobs created, small business creation and improved lease up rates and decreased turnover rates are anticipated.
- v. **Data Collection Process.** Job creation will be tracked through monthly reports created by the City's Commission on Equal Opportunities and HANH's internal tracking log.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities.

6. Simplified Disposition/Demolition Procedures

- i. **Description.** Our MTW states that provisions of Section 18 of the Act of 1937 shall apply, but a clarification of the implementing regulations at 24 CFR Part 970 and 24 CFR Part 58 is needed to enable HANH to reduce its cost and achieve greater cost effectiveness in Federal expenditures. The following requests for clarification and/or modification are required:
 - a. HANH requests that disposition of vacant land or vacant underutilized or unused building/s that is deemed to be excess land or buildings be included as a "categorical exclusion" under 24 CFR Part 58.35(a); thereby reducing the time and cost associated with property of little or no use to the Authority. It should be noted that acquisition is already listed in this part as a categorical exclusion.
 - b. A waiver of 24 CFR Part 970.13(b) is also needed to permit HANH to dispose of vacant land or vacant underutilized buildings without having to conduct an environmental review.
 - c. The Secretary has discretion under 24 CFR Part 970.9 to determine the circumstances under which HANH has to offer property that is to be disposed of to resident organizations. HANH is requesting that when property is to be disposed of pursuant to sealed bidding or at the fair market value that HANH be exempt from offering such properties to resident organizations since they will have the option to submit responses to said bids. This will provide these organizations with the opportunity to acquire these properties but at the same time reduce time and cost of disposition. Preference for resident organizations can be specified as part of the procurement documents.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
- iii. **Anticipated Impact.** The environmental review process would be completed in a reduced timeframe and costs associated would be reduced.
- iv. **Baseline/Benchmarks.** Disposition and demolition approval timeframes will be reduced and project timelines will be increased with added productivity.
- v. **Data Collection Process.** Project monitoring log
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section C. 8 provides authorization to HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition, and Dispositions/Demolition Applications from MTW Agencies."

7. Partial Demolition of Farnam Court

- i. **Description.** This is a relatively densely populated urban site. The relative density of the site increases the difficulty of providing safe and decent housing and of promoting housing choice for low income families. HANH proposes to reduce the number of units at the site through partial and selective demolition.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families.
- iii. **Anticipated Impact.** The impact of the completed project shall promote housing choice for low income families by reducing density therefore improving the quality of housing and making the development more marketable to low income families.
- iv. **Baseline/Benchmark.** Current density per acre needs to be reduced.
- v. **Data Collection Process.** Construction monitoring logs.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities.

8. Phase III of Quinpiac Terrace

- i. **Description.** HANH will revise the Revitalization Plan for Phase III of the Project. Phase I and Phase II are completed. Phase III will include a mix of mixed income rental and homeownership units as well as the acquisition of an offsite parcel.
- ii. **How Activity Relates to Statutory Objectives.** This activity will expand the range of housing choices. Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for

providing and administering housing assistance that increase housing choices for low-income families.

- iii. **Anticipated Impact.** The impact of the completed project shall promote housing choice for low income families by reducing density therefore improving the quality of housing and making the development more marketable to low income families.
- iv. **Baseline/Benchmark.** Site is vacant and deteriorated.
 - Develop Preliminary Drawings
 - Obtain all state and local approval
 - Obtain financing
- v. **Data Collection Process.** Construction monitoring logs.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities.

9. Acquisition of Parcel on Peck Street for HOPE VI

- i. **Description.** HANH will revise the Revitalization Plan for Phase III of the Project. Phase I and Phase II are completed. Phase III will include a mix of mixed income rental and homeownership units as well as the acquisition of an offsite parcel. HANH will use non-public housing funds for the acquisition; therefore project will not be subject to the requirements of 24 CFR Part 941
- ii. **How Activity Relates to Statutory Objectives.** This activity will expand the range of housing choices available to HANH low income families in an area that is under-going substantial revitalization.
- iii. **Anticipated Impact.** The impact of the completed project shall promote housing choice for low income families by increasing the range of housing options available to HANH low-income families.
- iv. **Baseline/Benchmark.** Current land is vacant and underused.
- v. **Data Collection Process.** Construction monitoring logs.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities.

B. Operations

1. Low Income Public Housing Program

a. Energy Conservation/Performance Contracting

- i. **Description:** HANH has experienced escalating utility costs related to gas and electricity consumption. Energy costs are a major component of HANH's operating budget. As HANH undertakes kitchen, bathroom and heating upgrades at various locations, HANH is replacing fixtures and equipment with energy-efficient models. During FY2008 HANH

expended almost \$6.0 million in utility expenses. During FY09, HANH proposes an energy conservation program that builds upon the initial energy assessment completed by Ameresco during FY06. The Ameresco study identified a number of capital improvements that will improve the energy efficiency of HANH's properties. These include replacement of heating systems, windows, energy efficient lighting, water saving measures, etc. Building upon the basis established by the study, HANH will enter into a performance based contract to implement these recommended capital investments. Additionally, HANH shall seek to procure for electricity and gas in the open market in an effort to realize rate savings. As established in Attachment D of the Amended and Restated MTW Agreement, HANH's baseline utility consumption will remain frozen and HANH shall waive the requirements of 24 CFR 990.185 which requires the recalculation of the Rolling Base Consumption Level (RBCL). HANH shall retain its frozen energy consumption level for the life of the demonstration program based upon the three-year rolling base in effect in the base year. HANH shall multiply this frozen consumption by utility rates that are in effect at the time of budget submission. HANH shall be held harmless for any changes in utility prices (resulting in year-end adjustments for actual utility rates) but takes the risk/reward for any change in consumption. Any reduction in utility rates that result from administrative actions taken by the agency will be shared equally with HUD in accordance with regulations in effect upon execution of the Amended and Restated MTW Agreement.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
- iii. **Anticipated Impact.** It is anticipated that HANH will realize real savings as well as cost avoidance. During FY 09 HANH will seek to execute an agreement and begin capital investments in energy saving measures. Additionally, HANH will seek to establish lower electricity and gas power generation rates. It is anticipated that the actual savings will be experienced during FY2010. It is anticipated that HANH will realize real savings as well as cost avoidance by the installation of energy efficient appliances and fixtures, low-flow toilets and the other energy saving measures incorporated in the replacements.
- iv. **Baseline/Benchmarks.** HANH's utility expenditures for FY2008 was almost \$6.0 million. HANH will measure this initiative through comparison of real savings as well as assessment of cost avoidance realized. With the improvements, operating costs will be reduced through utility savings and significantly fewer work orders.

- v. **Data collection process.** Actual consumption levels and expenditures will be tracked monthly from the utility invoices in an internal tracking system.
- vi. **Authorization.** This initiative was authorized under Attachment D-3 of the Amended and Restated MTW Agreement executed on May 2, 2008.

b. Marketing Incentives to Attract Higher Income Eligible Families to HANH's Family Developments

i. Description

HUD's income targeting regulations require that least 40% of new admissions to the public housing program must be extremely low-income families (less than 30% of the area median). Housing authorities may be required to undertake affirmative measures to ensure that they comply with HUD's income targeting requirements.

HANH has provided demographic data regarding the income levels of current residents and waiting list applicants in a prior Section of this MTW Annual Plan. As this data indicates, the vast majority (85% or more) of HANH's current residents and applicants are extremely low-income. HANH's existing program already satisfies HUD's income targeting requirements, with well more than 40% of new admissions being extremely low income families, without HANH taking any special measures.

With over 85% of HANH's residents at the extremely low-income level, this creates challenges in creating viable communities. The result becomes communities plague by the social challenges of the extremely poor accompanied by the challenges of the financial viability of the property.

During FY09 HANH will aggressively market its properties to new populations in an attempt to further stratify the income mix of these developments while still satisfying the requirement to admit at least 75% very low income residents.

HANH proposes to offer incentives to families whose income is in the 50 to 80% AMI range who are applicants for HANH family developments. HANH's marketing will target these families and offer a package of incentives to choose HANH developments. Incentives may include any of the following that are commonly used in the private rental market: rent rebates, free or discounted cable television, paid moving expenses, unit upgrades, security system monitoring for one year, etc. HANH will study the market and tailor the incentive package to meet the market needs. Applicants will apply through HANH's site based waiting lists and will be selected in that order utilizing income targeting.

This initiative is anticipated to improve the income mix in Farnam Court, Westville Manor, McConaughy Terrace and Essex Townhouses, all properties that are noted in the Plan's Lease Up Information chart as having anticipated lease up issues.

- ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance reduce cost and achieve greater cost effectiveness in Federal expenditures and increase housing choices for low-income families.
 - iii. **Impact of Activity.** By increasing the income mix in HANH's developments, HANH will create more viable communities that are more secure, stable and financially sustainable.
 - iv. **Baseline and Metrics for Measuring Performance.** At the start of FY09 the income mix for each development will be documented. Currently, over 85% of HANH's residents are at the extremely low-income level. Success in this initiative will be measured by assessing the income mix of new applicants and the income increases attained by current residents. HANH will measure change in rental income and unit turnover rate.
 - v. **Data Collection Process .** The income of all new and existing families is captured in HANH's data management system, ELITE. This data will be analyzed quarterly and used to target admissions.
 - vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section C.3 authorizes HANH to develop and adopt a local policy designed to provide for deconcentration and income mixing in public housing communities.
- c. **LIPH Preference for Re-Entry Population Pilot Program**
- i. **Description.** LIPH Preference for Re-Entry Population. The city of New Haven is engaged in a comprehensive program development for the increasing re-entry population. Individuals returning to the community are often ill equipped for successful re-entry due to lack of support services, inadequate job skills and difficulty obtaining housing. Doubling up of families is a concern to HANH and is a major indicator of homelessness. The City is investing and leveraging dollars to support a comprehensive program that provides wrap around supportive services and job training for individuals. To support this program, HANH proposes to house a limited number of these individuals in its family developments. HANH will grant preference on the LIPH waitlist for up to 12 individuals enrolled in the comprehensive service program. HANH proposes to waive the time limit on criminal background exclusion related to non mandatory exclusions for admission to public housing and will grant a preference for up to 12 admissions at a time into family developments for individuals enrolled in the city's comprehensive re-entry program.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choice for low-income families.
- iii. **Impact.** HANH anticipates that this program will assist in the successful re-entry into the community of up to 12 individuals. We expect to reduce recidivism among this population, see an increase in employment, lease compliance and rent payment.
- iv. **Baseline and Proposed Benchmarks.** HANH currently tracks lease violations and pursues evictions against families with unauthorized lodgers. HANH anticipates a reduction in this number over time. As a small pilot study, HANH recognizes that overall crime numbers may not decrease as a result of this. However, recidivism for this population will be tracked.
- v. **Data Collection Process.** Data will be collected on these individuals as part of an overall evaluation of the success of this initiative on reducing recidivism and increasing successful job, housing and community functioning.
- vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section C.2 authorizes HANH to develop and adopt local preferences and admission policies and procedures for admission into the public housing program in lieu of HUD statutes.

d. Decentralized Procurement.

- i. **Description.** During FY 2006, HUD issued new requirements for public housing Operating Subsidy, including specific requirements for project-based management. HUD's Project-Based Management model requires significant organizational changes and changes in management and administration of the public housing program, including:
 - Development of Asset Management Property (AMP) groupings
 - Project-based budgeting
 - Project-based accounting
 - Development of fee structures, and
 - Allocation of reserves among AMPs

During FY 08 HANH completed its AMP groupings, developed project based budgets and project based accounting and developed fee structures. This will continue in FY 09 as HANH will also allocate reserves among the AMPS, further refine the AMP groupings and de-centralize procurement functions. In accordance with HUD's Final Rule, procurement will be transferred to the property and AMP level. Property management staff will be trained on applicable State and Federal procurement statutes, rules and regulations. Additionally, HANH procurement policies will be amended to reflect a de-centralized model

that is consistent with Project-Based Management model. HANH will identify a limited number of procurements that will be done centrally for a fee charged to the AMPs. This will include services such as: general legal counsel, labor counsel, insurance and worker's compensation. HANH proposes that each AMP be treated as its own entity for the purpose of procurement.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
 - vii. **Anticipated Impact.** HANH's move toward de-centralized procurement will further move the agency toward full compliance with Project-Based management principles. Additionally, it is anticipated that this will result in reduced administrative costs as staff positions related to centralized procurement will become obsolete. During FY 08, HANH budgeted for three full time equivalents (2 Contract Administrators and 1 Contract Specialist). The annualized fiscal savings (salary and benefits) for these positions is approximately \$200,000. Additionally, as properties gain greater control over procurement processes administrative efficiencies can be gained. HANH currently operates a centralized warehouse. HANH proposes to dispose of this warehouse.
 - viii. **Baseline/Benchmarks.** Baseline data on the number and dollar amount of total HANH contracts shall be maintained from FY 08. Benchmarks to be tracked will include the number and dollar amount of contracts executed under the new de-centralized procurement strategy. Additionally, HANH will carefully monitor for any potential violations of procurement policies.
 - ix. **Data collection Process.** All HANH procurements will be tracked through HANH's data management system, ELITE Procure IT. This allows accurate and detailed management information on all procurements and expenditures.
 - x. **Authorization.** During FY 2006, HUD issued new requirements for public housing Operating Subsidy, including specific requirements for project-based management. No additional MTW authorizations are required.
- e. **Proposed Rent Increases**
- i. **Description.** Under Rent Simplification, HANH has set LIPH resident and HCV participant rents in a rent tiered structure. Currently the rents are set at 28.50 percent of income for income tiers of \$1000.00 starting at \$2,500.00. Using this band-based rent schedule allows the HANH and residents to move away from verifying every last dollar earned and deducted during the recertification process. HANH will need to annually review the rent tiered structure and determine if the rent structure needs to be adjusted due to the changing **income limits** and Fair Market Rents set by The Department of Housing and Urban Development (HUD). HUD is required by law to set the

income limits that determine the eligibility of applicants for HUD's assisted housing programs.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures and increase housing choice for low-income families.
- iii. **Impact.** By reviewing and adjusting the rent tiered structure, HANH will ensure that LIPH residents and HCV participants are continuing in long-term self-sufficiency and that they are paying their adequate share of dwelling rent which is essential to the operations at HANH.
- iv. **Baseline/Benchmarks.** Currently 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.
- v. **Data Collection Process.** HANH will need to annually review the median and mode percentage of the TTP through data collected from the Elite system and compare it to any increases in the HUD Income Limits Documentation system and determine if an increase in the rent structure is necessary
- vi. **Authorizations.** Amended Restated Moving to Work Agreement. Attachment C, Section C.11 and Attachment C, Section D.2.a

2. Housing Choice Voucher Program

a. Two year and Three year Housing Assistance Payment Contracts

- i. **Description.** Two and three year HAP contracts. HANH proposes modification of the existing annual HAP contract to create a two year and three year HAP contract. HANH proposes to waive the requirement that the term of the HAP contract is the same as the term of the lease as set forth in 24 CFR Part 982.51 for each Housing Choice Voucher, and in place of this requirement, HANH proposes to renew such HAP contracts contemporaneously with each recertification which may be done biennially or triennially pursuant to the HANH Rent Simplification Policy for the Housing Choice Voucher Program. This serves to simplify the administrative burden for participants, landlords and HANH staff. A new

- HAP agreement will only be required in cases where the rental terms are changing, e.g. rent increases, or for moves.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance that increase housing choices for low income families.
 - iii. **Anticipated Impact.** This, in conjunction with the previously approved and implemented Rent Simplification procedures, is anticipated to further reduce the administrative burden of administering the HCV program. The simplified process will benefit participants, landlords and HANH staff. Given that recertifications are now on the two and three year cycle, it is appropriate that HAP contracts coincide. Landlords remain able to enter into annual lease agreements with participants, however, should they choose to renew for two or three years there will be no need for a new HAP contract unless the terms of the rental agreement are changing. In addition to program satisfaction measures, HANH anticipates associated cost savings related to this initiative.
 - iv. **Baseline/Benchmarks.** Currently all landlords enter into an annual contract. During FY 09 it is anticipated that 1/3 of elderly/disabled participants' landlords will enter into a 3 year HAP contract and ½ of all other families.
 - v. **Data collection process.** Execution of the HAP contract will be tracked through the agency's HCV data management system, ELITE. Copies of all contracts will remain in the participant file.
 - vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section D.1.a and D. 1.b. authorizes HANH to determine the length of the lease period, when vouchers expire and when vouchers will be reissued.

b. Landlord Protection Plan

- i. **Description.** A common landlord complaint centers around instances where participants "skip out" of the unit without giving adequate notice and leaving the landlord with an unplanned loss of rental income. Oftentimes, there are damages to the unit that must be abated which requires use of the security deposit. This circumstance can leave otherwise eligible landlords unwilling to participate in the HCV program in the future. In an attempt to alleviate the concern caused by lack of rental income in situations where the "skip out" is not the fault of the landlord, HANH proposes a Landlord Protection Program where the landlord is eligible for up to 60 days HAP payments while seeking a new tenant. The landlord must self-certify that the unit meets HQS prior to payment being authorized. Additionally, the landlord must complete the move out documentation. In order to qualify for the plan, the landlord must pursue a claim against the participant in small claims court and be

able to provide documentation of such efforts. HANH will investigate claims under the Landlord Protection Plan and the participant will be entitled to the HANH grievance process prior to any termination of benefits. The landlord shall make every effort to lease the unit. HANH will provide the landlord with referrals when available to assist in occupancy. The landlord will not be eligible for the benefit if s/he intentionally keeps the unit vacant.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low income families.
- iii. **Anticipated Impact.** Currently it is estimated that 1% of participants leave the rental unit without adequate notice and due to no fault of the landlords. The impact of paying an additional 2 months subsidy for these units is estimated to be \$60,000 (30 occurrences annually x \$990 (average monthly subsidy) x 2months). However, it is anticipated that landlords will be willing to remain in the program and continue to provide this housing opportunity to participants thereby promoting housing choice.
- iv. **Baseline/Benchmarks.** Currently it is estimated that 1% of participants leave the rental unit without adequate notice and due to no fault of the landlords. HANH will track the number of “skip outs” during FY 09 and the fiscal impact of the landlord protection program. This data will be analyzed on a quarterly basis.
- v. **Data collection process.** Data will be tracked through the agency’s data collection system, ELITE. Landlord satisfaction will be assessed with a satisfaction survey.
- vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section D. 1. d. authorizes HANH to determine a damage claim and/or vacancy loss policy and payment policy for occupied units that differs from the policy requirements currently mandated in the 1937 Act and its implementing regulations.

c. **Mandatory Direct Deposit**

- i. **Description.** HANH believes that our ability to effectively manage our HAP payment process will be greatly enhanced by implementing a mandatory direct deposit of all landlords who participate in the Section 8 Program. HANH proposes to implement this only after reaching 90% of landlords for existing landlords. At that point, it would become mandatory for all landlords to enroll. HANH proposes that this be mandatory immediately upon lease up for any new landlord. The proposed processing system will reward landlords with a timely and accurate HAP payment. Over the years HANH efforts to enroll landlords in direct deposit has been less than 10% of the total number of landlords. This

- would increase efficiency while easing HANH burden to accurately administer over 1400 HAP Payment to landlords.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
 - iii. **Impact.** HANH anticipates that implementation of this initiative will minimize landlord complaints of non-payment of HAP payments and reduce administrative cost of administrating the program.
 - iii. **Baseline/Benchmarks.** Currently HANH serves over 1400 landlords and approximately 634 have Authorized Agreement for Direct Deposits which is about 45%. HANH mails over 750 checks every month. HANH seeks to increase direct deposit utilization to 90% by December 1, 2008. Once the 90% threshold is met, all existing owners will be required to receive HAP payments via direct deposit.

New Owners will be required to enter into Direct Deposit Agreement no later than August 1, 2008.

- v. **Data Collection.** Data will be tracked through the agency's data management system.
- vi. **Authorization.** The amended and Restated MTW Agreement Attachment C Section D.1.a authorizes HANH to determine the term and content of the HAP contracts to owners during the term of the MTW demonstration.

d. Project Based Voucher RFP to increase housing choice

- i. **Description:** Project Based Voucher RFP. Additional Project Based Voucher Allocation. In FY 09 HANH proposes to make available 100 Section 8 project-based vouchers for extremely low to very low-income households. These project-based vouchers will be sited in areas determined to be priorities by HANH. Section 8 project-based vouchers will be offered to either new projects (new construction or rehabilitation) or existing housing. No more than 50 project-based vouchers per proposed project will be approved. Through this initiative, owners of quality affordable housing will be offered the opportunity to receive allocations of vouchers that can be "attached" to their rental housing for an extended period of time through contracts with HANH. Thus owners will gain the benefit of a multi-year contract ensuring a Section 8 approved rent for their properties for an extended period. Eligible extremely low (households at 30% Area Median Income or below) and very low-income households (households at 50% Area Median Income or below) will gain the benefit of quality affordable housing at a price that they can afford. All will benefit by preserving this important housing assistance for use in New

Haven. HANH's PBV program is designed to ensure that PBV assistance is used to support goals that could not be equally achieved through the use of tenant-based voucher assistance. HANH's PBV voucher program is committed to the following priorities:

1. Supportive housing for families and persons with disabilities;
2. Accessible housing for persons with mobility limitations;
3. Affordable housing opportunities in mixed-income developments and in neighborhoods that under serve low-income families, including neighborhoods with low minority concentrations of poverty (Appendix II lists qualifying New Haven neighborhoods) ;
4. Neighborhood revitalization projects, including redevelopment of HANH's public housing communities;
5. Assisting families in imminent danger of homelessness, due to foreclosures on the properties where they reside.

HANH will select proposals only for PBV units that are eligible housing located in sites that promote the following PBV goals:

- Deconcentrating poverty and expanding housing and economic opportunities;
- Promoting civil rights laws and regulations;
- Minimizing minority concentration;
- Other site selection standards and goals related to ensuring housing quality and expanded opportunity for low income families.

Site Selection Standards

Following are the basic site requirements for HANH PBV units:

- Locating PBV-assisted housing on this site is consistent with the goals of deconcentrating poverty and expanding housing and economic opportunities;
- Locating PBV-assisted housing on this site is consistent with the goals of civil rights laws and regulations;
- Locating PBV-assisted housing on this site is consistent with the goals of providing equal housing opportunity and minimizing minority concentration;
- The site must meet the HQS standards at 24 CFR 982.401(l).
- The site must be adequate in size, exposure and contour to accommodate the number and type of units proposed; adequate utilities and streets must be available to service the site.
- The site must promote greater choice of housing opportunities and avoid undue concentration of assisted persons in areas containing a high proportion of low-income persons
- The site must be accessible to social, recreational, educational, commercial, and health facilities and services, and other municipal facilities and services that are at least equivalent to

- those typically found in neighborhoods consisting largely of unassisted standard housing of similar market rents.
- The site must be so located that travel time and cost via public transportation or private automobile from the neighborhood to places of employment providing a range of jobs for lower income workers is not excessive. While it is important that housing for the elderly not be totally isolated from employment opportunities, this requirement need not be adhered to rigidly for elderly housing.
 - The site and housing units must comply with Section 504 of the Rehabilitation Act and other fair housing and civil rights laws and requirements for effectively serving persons with disabilities.
 - In addition, the following site requirements are applicable to all new construction projects:
 - The neighborhood must not be one which is seriously detrimental to family life or in which substandard dwellings or other undesirable conditions predominate, unless there is actively in progress a concerted program to remedy the undesired conditions.
 - The site must not be located in an area of minority concentration.

Deconcentrating Poverty and Expanding Opportunities

HANH will provide PBV assistance only for housing units whose location is consistent with the goals of de-concentrating poverty and expanding housing and economic opportunities.

New Haven as a whole has a poverty rate of 24%, and the large majority of Census Tracts within New Haven have poverty rates exceeding 20%. HANH has established the following site selection standards aimed at deconcentrating poverty and expanding housing opportunity by committing its PBV assistance to sites that either (a) have a low poverty rate, or (b) contribute to neighborhood revitalization, including expanded housing and economic opportunities.

In determining whether a proposed PBV housing site promotes these goals, HANH will be guided by the following standards:

- Projects located in Census Tracts that have a poverty rate of less than 20% will be considered to satisfy the goal of deconcentrating poverty.
- For sites that are not located in Census Tracts with poverty rates of less than 20%, HANH will be guided by the following standards:
 - Projects located in Census Tracts (or Census Tract Block Groups) that have a poverty rate lower than the New Haven average;

- Projects that are part of neighborhood revitalization and located within a Census tract that is part of an EZ/EC/RC community;
- Projects in neighborhoods or communities undergoing significant revitalization,

The following indices will be used in determining neighborhoods and communities That are undergoing revitalization:

- Evidence of other housing and community development revitalization in the community;
- Investments of public or private funds in the community to promote revitalization and goals of deconcentrating poverty and expanding housing and economic opportunities;
- Development of new market rate housing units in the community;
- Reductions in the community’s poverty rate over the past 5 years;
- The site provides meaningful opportunities for educational and economic advancement.

Site Standards Related to Minority Concentration

The site for newly constructed PBV housing units must not be located in an area of minority concentration (with the exceptions below), and must not be located in a racially mixed area if the project will cause a significant increase in the proportion of minority to non-minority residents in the area.

Exceptions: A project may be located in an area of minority concentration only if:

- Sufficient, comparable opportunities exist for housing for minority families in the income range to be served by the proposed project outside of areas of minority concentration; or
- The project is necessary to meet overriding housing needs that cannot be met in that housing market.

“Sufficient, Comparable Opportunities.” The requirement of “sufficient” comparable opportunities does not require that, in every locality, there be an equal number of assisted units within and outside of areas of minority concentration. Rather, application of this “sufficient” standard should produce a reasonable distribution of assisted units each year that, over a period of several years, will approach an appropriate balance of housing choices within and outside of areas of minority concentration. An appropriate balance in any jurisdiction must be determined in light of local conditions affecting the range of housing choices available for low-income minority families and in relation to the racial mix of the locality’s population.

Units may be considered “comparable opportunities” if they have the same household type (elderly, disabled, family, large family) & tenure type (owner/renter); require roughly the same tenant contribution toward rent; serve the same income group; are located in the same housing market; & are in standard condition.

Application of this sufficient, comparable opportunities standard involves assessing the overall impact of HUD-assisted housing on the availability of housing choices for low-income minority families in and outside areas of minority concentration, and must take into account the extent to which the following factors are present, along with other factors relevant to housing choice:

- A significant number of assisted housing units are available outside areas of minority concentration.
- There is significant integration of assisted housing projects constructed or rehabilitated in the past 10 years, relative to the racial mix of the eligible population.
- There are racially integrated neighborhoods in the locality.
- Programs are operated by the locality to assist minority families that wish to find housing outside areas of minority concentration, and comparable housing opportunities have been made available outside areas of minority concentration through other programs.
- Minority families have benefited from local activities (e.g., acquisition and write downs of sites, tax relief programs for homeowners, acquisitions of units for use as assisted housing units) undertaken to expand choice for minority families outside of areas of minority concentration.
- A significant proportion of minority households have been successful in finding units in non-minority areas under the tenant-based assistance programs.

“Overriding Housing Needs.” Application of the “overriding housing needs” criterion, for example, permits approval of sites that are an integral part of an overall local strategy for the preservation or restoration of the immediate neighborhood and of sites in a neighborhood experiencing significant private investment that is demonstrably improving the economic character of the area (a “revitalizing area”).

However, an “overriding housing need” may not serve as the basis for determining that a site is acceptable if the only reason that the housing need cannot otherwise be feasibly met, in other areas, is that discrimination on the basis of protected categories, including race, renders sites outside areas of minority concentration unavailable, or if the use of this standard in recent years has had the effect of circumventing the obligation to provide housing choice.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance that increase housing choices for low income families.
- iii. **Anticipated Impact.** HANH’s proposal will make available an additional 100 units of housing of choice for eligible housing choice voucher participants. This initiative is geared toward increasing housing choice for families including persons with disabilities including mobility impairments. Additionally, it will offer housing opportunities in neighborhoods that currently under-serve low income and minority families. Finally, this voucher assistance will provide

housing opportunities for eligible families who are in danger of homelessness due to foreclosure of their current rental unit.

- iv. **Baseline/Benchmarks.** Actual units developed in response to this RFP will serve as the metric.
- v. **Data collection process.** HANH will track utilization of the PBVs issued as a result of this RFP and the impact on assisting eligible families access housing that is accessible, that provides supportive services to disabled populations, or is located in areas of low poverty and minority concentration
- vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C – Section B.2. Partnerships with For Profit and Non-Profit Entities authorizes HANH to partner with other entities to implement and develop eligible activities. Further, the Amended and Restated MTW Agreement Attachment C- Section D.1.e authorizes HANH to determine the percentage of housing voucher assistance that it is permitted to project-base, and criteria for expending funds for physical improvements on those units that differs from the percentage and criteria requirements currently mandated in the 1937 Act and its implementing regulations.

e. HCV preference and set-aside for victims of foreclosure.

- i. **Description:** New Haven, like many municipalities is facing an increasing crisis related to mortgage foreclosures. The loss of property by a landlord often threatens the housing of the HCV participant. As an effort to protect vulnerable residents, HANH proposes to establish a preference for eligible HCV participants and applicants, up to 50 tenant based vouchers annually, to prevent homelessness among this population.

The Housing Authority of the City of New Haven (HANH) in coordination with the City of New Haven has identified the detrimental impact of the subprime mortgage crisis on the neighborhoods of the City. It is an issue that has had a direct negative effect on some of the recent revitalization and community investment made by the City and the Housing Authority and is an open risk to the unwinding of this investment.

HANH has determined that it is within its authority under the Moving to Work Program to work with the City and other community organizations to design and implement an intercept program intended to provide for neighborhood stabilization. This effort can be accomplished by returning foreclosed homes to ownership as quickly as possible and by working with households on the cusp of foreclosure to prevent otherwise avoidable displacement.

HANH is committed to creating a demonstration program using the budget authority of 50 Housing Choice Vouchers to provide one or more of the following resources in coordination with other resources being brought to the problem by our community partners. In addition to the standard use of these vouchers for neighborhood stabilization, using the Section 8 budget authority in a creative manner, we envision there being two “tools” that

we can add to the other resources being coordinated to confront this community-wide problem.

One use of the Section 8 budget authority would be to provide a project-based voucher for rental units in an owner-occupied two or three family structure for homes that have been recently subject to foreclosure. This structure would be one that has been identified by the City in consultation with our other partners as being located on a street and specific block for which its continued occupancy as home-ownership would prevent a possible return of blighted conditions or other deterioration of a fragile community fabric.

We anticipate that the new purchasers would be of moderate income but whose financial profile from an underwriter's viewpoint would require the consistency of rental income that a project-based voucher brings. While this program to a great extent is implementable under the existing 24 CFR §983 regulations, we would be looking to target purchasers who while employed (or if disabled and unable to work, otherwise capable of supporting a properly structured mortgage), would agree to participate in economic development and training programs with the intent of increasing economic opportunity and thus reducing the need for the rental subsidy stream as a condition of their ability to support their mortgage.

Another use of the Section 8 budget authority, which we see as the more innovative aspect of our demonstration program, is the use of Section 8 budget authority as a "shallow" subsidy to work with current homeowners who are at risk of foreclosure. This "shallow" subsidy would be part of a multi-pronged approach that would combine financial counseling and assistance in renegotiating loan terms.

While these two "tools" are well established methods to address a household's financial crisis, we would add a third "tool" in the form of a "shallow" subsidy sufficient to keep the household's overall housing cost burden under 50% of AMI.

Access to either aspect of our demonstration program would be on an application basis. The application would come from the individual household – either the existing owner or a household that has been through a home-ownership counseling program that meets or exceeds HUD's standards for such a program.

Specific guidelines and standards with respect to the aforementioned "tools" are currently being developed in coordination with our community partners. Once completed, we will make them available to HUD for review and comment.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low income families.
- iii. **Anticipated Impact.** This homelessness protection pilot program is designed to assist up to 50 family's access housing when the home they are renting goes into foreclosure and the family is notified of eviction. The family must otherwise be in good standing. Such families will be granted a preference on the HCV waitlist similar to families who are displaced due to governmental action.
- iv. **Baseline/Benchmarks.** Currently no families are participating in this program. It is anticipated that up to 50 families will apply and be granted such assistance.
- v. **Data collection process.** This preference will be entered into the agency's data management system and applicants will be tracked as such. Data will be collected as to family demographics and income, lease up rates and length of assistance.
- vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C –Section D.4. Waiting List Policies authorizes HANH to establish preferences that differ from the currently mandated program requirements of the 1937 Act and its implementing regulations

C. Finance and Management

1. HANH Investment Policy

- i. **Description of Each Activity.** HANH intends to implement the investment policy to maximize return on investment by investing them in accordance with State law to the extent they do not conflict with applicable federal law. HANH's strategy will maximize returns on investment, ensure safety of investments and maintain liquidity of assets.
- ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
- iii. **Impact of Activity on Reaching Goal.** The investment income will be used to enhance the operating reserves to be used to carry out the mission and reach the goals of the MTW activities.
- iv. **Baseline and Metrics for Measuring Performance.** During the current year we anticipated an investment income of only \$ 280,000. We will measure our investment strategy by measuring the return during the upcoming year, on a periodic basis.

- iv. **Data Collection Process and Metric Used to Measure How Activity will Achieve Goal.** HANH will monitor the investment return on a monthly basis. Based on this monitoring negotiations will be made with financial institutions to realign the investment portfolio as deemed necessary. Monitoring monthly bank statements.
- v. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section B.5 authorizes HANH to adopt investment policies consistent with state law to the extent such policies are in compliance with applicable OMB circulars and other federal laws.

D. Community and Economic Development

1. Supportive Housing Services in HANH Public Housing Developments

i. **Description.** HANH believes that our ability to effectively manage our large Mixed Population developments depends upon our ability to provide intensive, on-site services. This is particularly crucial in large high-rise developments, where residents must share common space (lobbies, elevators, hallways, etc.). HANH's supportive housing programs represent a significant investment by HANH, as the intensive level of services costs approximately \$9,500 per resident per year. Each of the 3 existing programs brings matching funds representing at least 50% of the program cost. Nonetheless, HANH believes this investment is crucial to our effective management of these properties, for the quality of life of residents, and for the ability of many residents to maintain housing, maintain lease compliance, and live independently and effectively in their communities.

In 2001, in partnership with ALSO-Cornerstone, Inc., HANH established a supportive housing program in its Ruoppolo Manor public housing development, a Mixed Population development with 116 units. The Ruoppolo Supportive Housing Program provides intensive services to 25 residents with behavioral health disabilities. The program's offices and program space are located within the building, and staff is on-site extended hours (8 a.m. to 8 p.m.) seven days a week. Services include intensive case management; assistance in helping residents access mental health and addiction services, daily living skills programming, counseling and regular sessions related to sobriety, anger management, conflict resolution, and other clinical health needs, as well as a full range of basic support needs (income, benefits, medical health, transportation, legal assistance). The program has been very effective in helping some of HANH's most troubled residents to maintain lease compliance and to live independently and effectively in their community. In addition to the intensive services for 25 residents, with the staff's on-site presence, the program also provides services to all residents of the building, for example, helping residents with paperwork or service referrals, as well as community activities.

During 2007, HANH expanded its supportive housing programs to two additional Mixed Population developments: McQueeney Towers, a development with 150 units, the supportive housing program provides intensive services to 30 residents and Robert T. Wolfe, a development with 93 units, the supportive housing program serves 25 residents. During FY 2009, HANH intends to expand its supportive housing programs to 2 additional Mixed Population developments: Crawford Manor (109 units) and Fairmont Heights (98 units). Each of these additional programs will model the three existing program designs and will provide services to 25 residents in each development.

ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

iii. **Impact.** Residents participating in the program will become engaged in appropriate treatment and medication therapy consequently decreasing symptoms that prevent them from living independently and effectively in their communities. Case management services will enable residents to better organize their lives and be referred for other services they may need. HANH anticipates an increase in lease compliance, rent payment, decreased unit turnover and nuisance behavior.

iv. **Baseline/Benchmarks.** Currently no such services are provided in these developments. HANH seeks to provide services to 25 residents. During FY 09 HANH will achieve 60% of capacity in 6 months and full utilization in 12 months.

v. **Data Collection.** Monthly Reports will be provided by the service provider. Incident reports involving residents enrolled in program Property Manager reports on nuisance activity Financial system tracking of rent collection

vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

2. Prison Re-entry Initiative

i **Description.** Every month New Haven experiences an influx of individuals returning to the City after a period of incarceration. Some have completed their sentences but many have been discharged due to prison overcrowding. These individuals return to the City without a place to live, very few supports and often no possibility of obtaining employment. The ability of ex-

offenders to lead crime free lives must be supported as they re-enter life outside of prison walls. Area of needed support are housing, employment, substance abuse and mental health treatment and community support.

HANH proposes to provide transitional housing for 18 months to 12 individuals returning from prison to New Haven. HANH's Resident Services program will complete an assessment to identify areas of need and make referrals to community agencies that are engaged in local re-entry initiatives such as Project More and Columbus House. While residing in HANH's housing, these individuals may participate in our Family Self Sufficiency program.

ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

iii. **Impact.** Individuals needs will be identified through completed assessment and appropriate referrals will be made. Individuals will be lease compliant, and address barriers to self sufficiency Individuals will successfully transition back into the community Recidivism rates for the 12 individuals will decrease and will remain in the community.

iv **Baseline/Benchmarks.** HANH will provide 12 individuals with transitional housing Individuals will be referred to appropriate service providers 6 individuals will comply with service plan; 6 individuals will be lease compliant

v. **Data Collection.** CED will monitor on a monthly basis the following:

Number of individuals placed in transitional housing

Number of individuals who are lease compliant

Number of individuals referred for services

Number of individuals compliant with service plan

Number of individuals employed

Rate of recidivism

vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

V. On-Going MTW Activities

This section includes a description of HANH's on-going MTW activities that were previously approved by HUD. These on-going activities are set forth in the following chart and more detailed narrative descriptions are set forth under each functional area. Some activities may support more than one MTW goal and, therefore, may be listed twice.

On-Going MTW Activities for FY 2009

Goal	Description of Activity	Baseline	Benchmarks
1.1	Winslow-Celentano Elevator Replacement	Elevator B beyond useful life	<ul style="list-style-type: none"> Complete replacement of elevator B Lease up vacant "B" units Provide accessibility for mobility impaired families
1.2	Fairmont Window Replacement	Excessive high energy costs Difficult to operate	<ul style="list-style-type: none"> Planning and Design Select windows Issue Invitation for Bids Replace 1/3 of windows Reduce energy consumption
1.3	McConaughy Terrace Modernization	Vacancy rate in excess of 10 percent due to deferred maintenance Excessive work orders to address deferred maintenance Relative poor quality of housing for low income families	<ul style="list-style-type: none"> Complete installation of new roofs Begin installation of new windows Complete site work Begin installation of new infrastructure Reduce vacancy rate to 5 percent Reduce lease up time and improve housing choices
1.4	Charles McQueeney Towers	Lack of accessible units Lack of quality housing	<ul style="list-style-type: none"> Complete modernization Provide 10 percent accessible units Reduce vacancy rate to 5 percent
1.5	Robert T. Wolfe Modernization	Lack of accessible units Excessively high vacancy rate Excessive work orders due to deferred maintenance	<ul style="list-style-type: none"> Complete modernization Lease vacant units Outreach to residents in need of accessible units Reduce vacancy rate to 5 percent Satisfy Section 504 requirements Reduce water consumption
1.6.	Crawford Manor Modernization	Excessively high vacancy rate Vacancies due to façade deterioration	<ul style="list-style-type: none"> Prepare bid specifications Issue Invitation for Bids Repair 10 vacant units Decrease vacancy rate to 5 percent Reduce number of work orders
1.7	Ruoppolo Manor Modernization	Blighted condition due to boarded	<ul style="list-style-type: none"> Prepare bid

1.8	7 Shelton Disposition	up windows Excessive vacancies Lack of accessibility due to elevator downtime Blighted condition Excess expenses associate with maintaining vacant lot	<ul style="list-style-type: none"> • specifications • Issue Invitation for Bids • Begin construction • • Submit application to HUD • Obtain HUD approval • Transfer site upon proof of firm commitment from purchaser • Submit application to HUD • Obtain HUD approval • Dispose of site • Negotiate with purchase • Submit disposition application to HUD • Obtain HUD approval • Develop alternative to centralized warehouse • Dispose of property • Continue implementation • Periodic review of progress • Monitor reduction in paperwork and cost • Complete initiatives • Reduce vacancy rate to 5 percent • Reduce inspection by 20 percent • Complete sampling to ensure compliance • Reduce inspections by 30 percent • Complete sampling to ensure compliance • Continue implementation • Conduct outreach • Complete 225 assessment of families • Expand program to two additional Mixed Population development • Outreach • Enroll residents • Complete assessments • 30 residents to complete job skills training • 20 percent of families will show improved credits and increased savings • Outreach to covered individuals • Increase compliance to 30 percent • Outreach • Training • Increase award amount to 10 percent • Submit HOPE VI Application • Demolish Brookside
1.9	39 County Disposition	Blighted condition Excess expenses associated with maintaining lot	
1.10	Warehouse Disposition	Relative high cost of operating warehouse	
1.11	Rent Simplification	Ineffective method of spending federal funds	
1.12	Vacancy Reduction Initiatives	9 percent vacancy rate	
1.13	LIPH Public Housing UPCS Inspections	Inspect every unit each year	
1.14	Housing Choice Voucher HQS Inspections	Over 4,000 inspections a year	
1.15	Implement Project Based Budgeting	Implementation began in FY 2008	
2.1	Resident Services for Families (ROSS)	225 Assessment completed	
2.2	Supportive Housing for Mixed Population Developments	Case management provided to 80 residents in 3 developments	
2.3	Family Self Sufficiency Program	93 residents enrolled in FSS Program	
2.4	Promote Self Sufficiency	93 families enrolled in FSS	
2.5	Community Service Requirement	Compliance below 30 percent threshold	
2.6	Section 3 Employment training	Less than one percent of contract awarded to section 3 businesses	
3.1	West Rock Revitalization	Rockview has been demolished and Brookside is scheduled for demolition	

3.2	Complete Phase 1 of Eastview Terrace	Construction Started	<ul style="list-style-type: none"> • Obtain Zoning Variance • Obtain City Planning approval • Obtain other approval • Submit Mixed Finance Proposal for Phase 1 • Complete 102 units • Lease up 102 units • Reduce Vacancy • Provide new housing choices
3;3	William T. Rowe	63 percent of units vacant and scheduled for modernization	<ul style="list-style-type: none"> • Select developer • Develop Mixed Finance Proposal • Submit Mixed Finance Proposal
3.4	Modernization of 4 Elderly Developments	3 developments have been completed	<ul style="list-style-type: none"> • Start construction • Complete 75 of construction of final development
3.5	Security Improvements	Relatively high level of crimes reported	<ul style="list-style-type: none"> • Develop Specifications • Issue Invitation for Bids • Select Contractor • Begin Work • Complete Installation • Monitor Crime Statistics
3.6	Renovation of Acquired Scattered Site Properties	Complete occupancy of 183 Units	<ul style="list-style-type: none"> • Select Contractor • Complete Renovation • Select tenants • Lease units
3.7	Vacancy Upgrades	Vacancy rate at 9 percent	<ul style="list-style-type: none"> • Complete Assessments • Complete Environmental Remediation • Issue Invitation for Bids • Reduce vacancy rate to 5 percent
3.8	Install Fence at Ribicoff	Lack of Defensible Space	<ul style="list-style-type: none"> • Complete Implementation • Reduce turnovers • Increase occupancy rate
3.9	Two New Playgrounds at Quinnipiac Ridge and St. Anthony	Lack of amenities for families	<ul style="list-style-type: none"> • Complete modernization • Reduce turnovers • Increase occupancy rate
3.10	Brookside Demolition	Blighted influence	<ul style="list-style-type: none"> • Issue Invitation for Bids • Select Contractor • Demolish buildings
3.11	Eastview Terrace Disposition	Blighted influence	<ul style="list-style-type: none"> • Complete Design for Phase 1 • Obtain state and local approval for Phase 1 • Obtain all financing for Phase 1 • Close Phase 1 • Transfer property for Phase 1 to ownership entity
3.12	Rockview and Brookside Disposition	Blighted influence	<ul style="list-style-type: none"> • Complete Design for Phase 1 • Obtain state and local approval for Phase 1 • Obtain all financing for Phase 1 • Close Phase 1 • Transfer property for Phase 1 to ownership entity

3.13	William T. Rowe Disposition	Excessively high vacancy rate	<ul style="list-style-type: none"> • Select developer • Complete Feasibility Analysis • Develop Mixed Finance Proposal • Obtain HUD approval of Mixed Finance Proposal • Obtain financing commitments
3.14	122 Wilmot Acquisition	Lack of amenities in community and blighted influence	<ul style="list-style-type: none"> • Determine most appropriate use of site • Develop financing plan • Select developer • Obtain financing
3.15	Disposition of 51-55 Division Street	Vacant and underused site	<ul style="list-style-type: none"> • Determine most appropriate use • Submit disposition application to HUD • Obtain HUD approval of disposition
3.16	Income Targeting	85 percent of families are at extremely low-income level	<ul style="list-style-type: none"> • Develop alternative rent policies to enhance income mix • Outreach to potential applicants • Increase percent of families who are not extremely low income to more than 15 percent
3.17	Promote Expanded Housing Opportunities for HCV Program	Lease-up rate in areas of low poverty concentration below SEMAP baseline standard	<ul style="list-style-type: none"> • Increase lease up rate in non-impacted area to above SEMAP standard
3.18	Expanded Family Choices in Moves	Families not permitted to pay more than 40 percent on move	<ul style="list-style-type: none"> • Increase limit to 50 percent for families with incomes above 30 percent of median income
3.19	Other Measures for De-concentrating Poverty and Expanding Housing Opportunities	Families living in non-impacted area below SEMAP baseline standard	<ul style="list-style-type: none"> • Increase number of HCV families living in non-impacted area to level above SEMAP baseline
3.20	Project Based HCV Program	Currently less than 40 units in program	<ul style="list-style-type: none"> • Issue Request for Proposals • Complete review of proposals • HUD subsidy layering review • Complete Part 58 Environmental Reviews • Enter into HAP contracts for 229 unit
3.21	Section 8 Homeownership Program	16 families have purchased home	<ul style="list-style-type: none"> • Outreach • Training • 3 families to purchase homes

A. Development and Modernization

1. West Rock Revitalization: Rockview and Brookside

- i. **Description** During FY 2007, HANH procured a Master Developer for West Rock redevelopment. Redevelopment of Rockview, which has already been demolished, is projected to include new construction of roughly 200 affordable rental units, with a total project cost of \$60 million. Funding includes \$18 million of HANH funds, \$33 million in equity raised by tax credits, and \$9 million of debt financing and grant funds. Brookside, similarly, is projected for new construction of roughly 200 affordable rental units, plus 95 Section 8 (HCV) vouchers for replacement, with a total project cost of \$60 million or more. Brookside has received HUD approval for the demolition of all the existing buildings. Anticipated funding for Brookside includes \$12 million of HANH funds, \$32 million in equity raised by tax credits, and \$16 million in debt financing and grant funds. The plans for redevelopment of Rockview and Brookside may be revised as financing and design plans are finalized. HANH intends to submit an application for HOPE VI funding for Rockview redevelopment.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families.
- iii. **Anticipated Impact.** The impact of the completed project shall provide a mixed finance and mixed income development with 215 new units located at Brookside and 216 new units of quality housing of choice for New Haven's low income population. Also, the completed development will provide 80 home ownership opportunities. The construction process will provide significant opportunities to resident owned businesses being designated a portion of work. The development shall include amenities for residents and their children with an addition to the community center, playgrounds and community "greens". The community center contains offices, large community room, learning center, space for management and resident services offices. Support and health services for the residents will be available within the development with an established relationship with neighboring Southern Connecticut State University. The redevelopment of Rockview and Brookside will replace a blighted area with a quality development and will enhance the neighboring developments of Ribicoff Cottages, Ribicoff Extensions and Westville Manor.
- iv. **Baseline/Benchmarks.** Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%. Also, HANH anticipates real savings in operating costs due to the energy efficient appliances, energy conscious materials and new construction encompassing roofs, plumbing, electrical, storm water drainage, etc. in the redeveloped project.

- v. **Data Collection Process.** Monthly Financial and Lease reports shall be provided to HANH by the onsite management company, Interstate Realty Management Company.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities, Section B.1.c provides authorization to HANH that these activities may be carried out by the Agency, by an entity, agent or instrumentality of the Agency, Section B.1.e. provides authorization to HANH that capital funds may be used, Section B.2 provides authorization to HANH that the Agency may partner with for-profit and non-profit entities.

2. **Eastview Terrace Modernization:**

- i. **Description.** Eastview Terrace is a General Occupancy development with 142 units that had severely deteriorated and is in the process of undergoing redevelopment. During FY 2006, all remaining residents of Eastview Terrace had been relocated. During FY 2007, HANH conducted demolition of 9 buildings (52 Units) and abatement of all units. HANH had a March 2008 closing for mixed finance redevelopment of the site. Phase 1 construction began in Fall 2007 and is expected to be completed in July 2009. It includes major renovations of 90 existing units, new construction of 12 additional units, and new construction of a community center. Phase 2 will include new construction of 25 units, with a total of 127 units when completed. The project includes significant site improvements, including improved parking and security measures as well as construction of a community center.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families and Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures

- iii. **Anticipated Impact.** The impact of the completed project shall provide 102 units in Phase I of quality housing of choice for New Haven's family population and Phase II shall provide an additional 25 units. The development shall include amenities to the residents and their children with the addition of the new community center in Phase 1 and adjacent playground for young children. The community center has a multi-purpose room which is half court size to provide an area for the older children to gather and play basketball during the winter months. The safety of the residents is being enhanced by the addition of a fencing and security systems to the development.
- iv. **Baseline/Benchmarks.** Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%. It is anticipated that HANH will realize real savings in operating costs due to the energy efficient appliances, energy conscious materials and new construction encompassing roofs, plumbing, electrical, storm water drainage, etc. in the redeveloped project.
- v. **Data Collection Process.** Monthly Financial and Lease reports shall be provided to HANH by the onsite management company, Winn Residential Management.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities, Section B.1.c provides authorization to HANH that these activities may be carried out by the Agency, by an entity, agent or instrumentality of the Agency, Section B.1.e provides authorization to HANH that capital funds may be used, Section B.2 provides authorization to HANH that the Agency may partner with for-profit and non-profit entities.

3. **William T. Rowe Major Modernization:**

- i. **Description:** William T. Rowe is a 171-unit Mixed Population development that is severely deteriorated and has significant capital needs. During FY 2008, HANH issued an RFP to secure a Master Developer for William T. Rowe redevelopment. HANH also has engaged a consultant for the purpose of pursuing supportive service funding for William T. Rowe residents. During FY 2009, it is HANH's objective to submit a mixed finance plan to HUD. It is HANH's intent that investment in William T. Rowe include not only bricks-and-mortar improvements but, also, supportive services for its residents.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibilities to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures and increase housing choices for low income families.
- iii. **Anticipated Impact.** It is anticipated that HANH will experience a reduction in operating expenses and enhanced revenues as we increase our mix of tenancy and reduced vacancy rate.
- iv. **Baseline/Benchmarks.** Current vacancy rate is 63%. Operating loss is approximately \$600,000 annually. During FY 09, HANH anticipates receiving approval of its Mixed Finance Plan from HUD.
- v. **Data Collection Process.** Vacancy reports and financial data management reports will be tracked monthly.
- vi. **Authorization.** Attachment C- Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing.

4. **Modernization of 4 Elderly Developments: Prescott Bush Mall**

- i. **Description:** HANH's MTW objectives include major modernization of 4 elderly-designated developments with 182 total units: Constance Baker Motley, Katharine Harvey Terrace, Newhall Gardens, and Prescott Bush Mall. Renovations of Constance Baker Motley were completed in July 2005. Katharine Harvey Terrace was completed during FY 2006, and Newhall Gardens was completed in early FY 2007. During FY 2008, construction will begin at the fourth and final elderly development, Prescott Bush Mall, which is projected for completion and reoccupancy during FY 2010 as an elderly-only designated development.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families and Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** The impact of the completed project will provide 56 units of quality housing of choice for the elderly and the disabled of New Haven and of those 6 will be UFAS compliant accessible units. It will assist in stabilizing a neighborhood by the modernization of approximately a full city block. The residents will be in a safe and secure environment.
- iv. **Baseline/Benchmarks.** It is anticipated that HANH will realize real savings in operating costs due to the energy efficient appliances, energy conscious materials.
- v. **Data Collection Process.** Actual work orders and expenditures shall be tracked monthly.
- vi. **Authorization by Amended and Restated Moving to Work Agreement.** Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section B.1.b.vii authorizing HANH to use MTW funds for the preservation of public housing and /or Housing Choice Voucher units provided all rehabilitation is done in accordance with the requirements of Section 504 of the Rehabilitation Act.

5. **Other Capital Projects**

In addition to the redevelopment and major modernization projects described above, HANH plans several major capital projects to be conducted or initiated during FY 2008. The following is a summary of major projects and strategies.

1. Winslow-Celentano Elevator Replacement:

- i. **Description.** HANH is completing elevator upgrades at Winslow-Celentano by replacing the single elevator with a 504 compliant cab and holeless elevator system servicing the “B” units of the development. The elevator servicing the “A” units was replaced in 2006.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families and Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** The impact of the completed project provides reliable and UFAS compliant access to the units located in Building B supplying quality housing of choice for the elderly-disabled population.
- iv. **Baseline/Benchmark.** HANH anticipates reduced operating costs with a new elevator. Also, HANH shall be providing quality housing by the reliability of service provided by the new elevator and the ease of use by the disabled.
- v. **Data Collection Process.** Actual work orders and expenditures shall be tracked monthly.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section B.1.b.vii authorizing HANH to use MTW funds for the preservation of public housing and /or Housing Choice Voucher units provided all rehabilitation is done in accordance with the requirements of Section 504 of the Rehabilitation Act.

2. Fairmont Window Replacement:

- i. **Description.** HANH acquired the elderly and disabled 98-unit development in 1981 as part of its portfolio. Constructed in 1969, Fairmont requires new windows to replace the heavy double-hung windows that are difficult for seniors and disabled to operate. The new windows will reduce energy costs
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** The impact of the completed window replacement

project provides improved living conditions by reducing drafts and the ease of operating the new windows for the elderly-disabled residents. Energy savings should be realized.

- iv. **Baseline/Benchmark.** HANH anticipates savings due to the energy efficient windows with better insulation ratings. HANH will measure the savings through the utility costs at the property.
- v. **Data Collection Process.** The monthly costs shall be compared to the previous year's expenditures.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing.

3. Security Improvements:

- i. **Description.** HANH is continuing its ongoing efforts to provide safe and secure living environments for its residents. Security camera equipment installation was completed in FY 2008 at Farnam Courts. HANH is now proceeding with security cameras at Westville Manor, Cornell Scott Ridge, and Essex Townhouses.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The impact of the completed project provides reduced crime against HANH's residents, reduced illegal and unwanted activity within the development and provides identity and ownership to the residents.
- iv. **Baseline/Benchmarks.** HANH currently tracks all incident reports and damage claims agency-wide. The benchmark is the reduced incident reports and destruction to the property.
- v. **Data Collection Process.** Once the security cameras are installed, the incident reports shall be tracked monthly.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing

4. Renovation of Recently-Acquired Scattered Site Properties:

- i. **Description.** HANH entered into a Settlement Agreement approved by the U.S. District Court in July 1995 with regard to Christian Community Action, Inc., et al. v. Cisneros, et al., Civil Action No.:3:91CV00296. The Settlement Agreement requires HANH to develop or acquire 183 scattered site public housing units to replace units at the former Elm Haven Extension development. HANH identified and will purchase within FY 2008, the final units required to meet its obligation to provide 183 units

under the CCA v. Cisneros litigation. The units are located in areas of non-minority concentration, and offer opportunities for public housing families to reside in neighborhoods that might otherwise be unavailable to them. Prior to occupancy, HANH will make the necessary repairs as identified in the pre-purchase assessments.

- i. **How Activity Relates to Statutory Objectives.** Statutory Objective. Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families. In addition, the acquisitions are obligations pursuant to a Federal Court settlement decree obligating HANH to replace units demolished at the former Elm Haven Extension with scattered-site units. The Settlement Agreement imposes certain criteria and conditions regarding the scattered site acquisitions.
- ii. **Anticipated Impact.** The scattered site acquisitions will afford residents a broader range of housing opportunities and the opportunity to reside within areas of non-minority concentration. The housing opportunities will be quality housing of choice and result in improved living conditions for HANH residents.
- iii. **Baseline Benchmarks.** On May 22, 2007, HANH was granted authorization by its Board of Commissioners to implement an Acquisition Plan with regard to scattered-site acquisitions. HANH has also established site, neighborhood and design standards with which the properties must comply. HANH residents that participate in the FSS (Family Self Sufficiency) program are offered first priority to scattered site units.
- iv. **Data Collection Process.** HANH will measure FSS participation through FSS enrollment and continued participation. Also, LIPH lease and occupancy data shall be utilized to monitor scattered sites.
- v. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C, Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.13 authorizing HANH to acquire sites without prior HUD approval. Also, HANH's Acquisition Plan was established pursuant to the authority granted to the Housing Authority of the City of New Haven (HANH) in the Moving-to-Work (MTW) Agreement executed with the U.S. Department of Housing and Urban Development (HUD) (Appendix A, Section VII.D., page 9).

5. Vacancy Upgrades:

- i. **Description.** Some of HANH's vacant units require environmental remediation and a larger scope of repairs that exceeds the scope of routine vacancy turnaround performed by in-house staff. In an effort to reduce the back-log of such vacancies and bring them back on-line, HANH is working through an IQC construction manager to prepare specifications

for groups of units, solicit bids and make the necessary repairs in a coordinated approach to rent the units and increase HANH's revenue stream.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The renovation of the vacancies will rehabilitate the units, reduce the backlog and assist the Agency in achieving a 5% vacancy rate. It is anticipated in that the development as a whole will be enhanced where vacancies presently exist by removing the appurtenances of blighted conditions, plywood on windows, welding and padlocks on doors. Much needed housing shall be provided to the community.
- iv. **Baseline/Benchmarks.** HANH has waiting lists for occupancy within the developments and the timeframe for remaining on the waiting list shall be reduced.
- v. **Data Collection Process.** Review of the waiting lists on a monthly basis.
- vi. **Authorization.** Amended and Restated Moving To Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing

6. Fencing at Ribicoff Cottages and Extensions

- i. **Description.** HANH has identified the need to provide fencing and security gates at Ribicoff Cottages and Ribicoff Extensions. Due to the demolition of the buildings at Rockview and the forthcoming demolition of Brookside buildings there is a critical need to provide security for the elderly residents that are presently located in an isolated area.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The impact of the completed project shall be to improve the quality of the community and the safety of HANH's residents.
- iv. **Baseline/Benchmarks.** HANH currently tracks all incident reports and damage claims agency-wide. The benchmark is the reduced incident reports and destruction to the property.
- v. **Data Collection Process.** Once the fencing and gates are installed, the incident reports shall be tracked monthly.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial

rehabilitation of housing, Section B.1.b.v provides authorization to HANH to provide safety, security and law-enforcement measures and activities to protect residents of housing for crime.

7. Two New Playgrounds at Quinnipiac Ridge and St Anthony's I

- i. **Description.** The need for playgrounds was identified with the community organization, the Q-Ridge Community Action Committee comprised of HANH, Harbour Crest Condominiums, Cherry Hill Condominiums and Hidden Quarries Condominium. There was a need for defined play areas for the children of the residents of St. Anthony's I, St. Anthony's II and Quinnipiac Ridge to provide a safe and secure area/s for play. The development of two playgrounds serves two age groups, two to five year olds and five to twelve year olds, with age appropriate equipment and amenities.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The impact of the completed project provides a safe environment for the residents' children to play. It eliminates dangerous conditions of the children playing within parking lots and on the streets.
- iv. **Baseline/Benchmarks.** The additional amenity for the children will improve lease up rates and decrease turnover rates.
- v. **Data Collection Process.** HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section B.1.b.v provides authorization to HANH to provide safety, security and law-enforcement measures and activities to protect residents of housing for crime.

8. Construction Management Projects:

HANH's MTW plans include capital improvement objectives for the transformation of HANH's public housing into housing of choice. HANH has contracted with 3 firms to provide construction management services to increase our capacity in managing capital improvement projects at 6 HANH public housing developments. The construction management firms provided updated needs assessments, with cost estimates, and will oversee roughly \$32,000,000 capital projects at the following HANH developments: McConaughy

Terrace, Charles T. McQueeney Towers, Essex Townhouses, Matthew Ruoppolo Manor, George Crawford Manor, and Robert T. Wolfe.

A. McConaughy Terrace:

- i. **Description.** McConaughy Terrace is in the process of undergoing a modernization which includes hazmat abatement, site work, storm drainage improvements, selected demolition, new gabled roofs on all the buildings, replacement of existing doors and windows and the addition of new window shutters.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families and Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** The impact of the completed project provides improved living conditions by the significant modifications to the development that are both structural and aesthetic in nature which will improve lease up rates and decrease turnover rates. The units will not have water infiltration from the roofs and windows, routine ponding on site and sanitary backups.
- iv. **Baseline/Benchmark.** With the improvements, operating costs will be reduced through utility savings and significantly fewer daily work orders and improve lease up rates and decrease turnover rates.
- v. **Data Collection Process.** HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%. Review of past years utility consumption and costs and monthly review of work order requests.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing

B. Charles McQueeney Towers:

- i. **Description.** Charles McQueeney Towers is in the process of undergoing a modernization. At this time, phases have been completed which include the replacement of the domestic hot water system, the water saving measures and the duct cleaning and repair to the ventilation. The projects to be completed in FY 2009 shall include the

renovation to kitchens, bathrooms and remodeling 15 units and the public lobby to 504 compliance, weatherproofing the exterior façade and balconies.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families and Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** The impact of the completed project provides improved living conditions and housing of choice to New Haven's elderly and disabled will improve lease up rates and decrease turnover rates. The completed UFAS compliant units address HANH's commitment to the Voluntary Compliance Agreement signed in September 2007
- iv. **Baseline/Benchmark.** With the improvements, operating costs will be reduced through utility savings and significantly fewer work orders and improve lease up rates and decrease turnover rates.
- v. **Data Collection Process.** Review of past year's utility consumption and costs and monthly review of work order requests.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section B.1.b.vii authorizing HANH to use MTW funds for the preservation of public housing and /or Housing Choice Voucher units provided all rehabilitation is done in accordance with the requirements of Section 504 of the Rehabilitation Act.

C. **Essex Townhouses:**

- i. **Description.** Essex Townhouses is in the process of undergoing a modernization. At this time phases have been completed which include fencing and access gate, replacement of entrance doors, windows, sliding glass doors, and bilco doors. The projects to be completed in FY 2009 shall include replacement of kitchens, baseboard heating and vacancies.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The impact of the completed project provides improved living conditions in one of HANH's family developments which will improve lease up rates and decrease turnover rates. The water

- intrusion issues and drafts will have been eliminated.
- iv. **Baseline/Benchmark.** With the improvements, operating costs will be reduced through utility savings and significantly fewer work orders.
 - v. **Data Collection Process.** Review of past year's utility consumption and costs and monthly review of work order requests.
 - vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing

D. Robert T. Wolfe

- i. **Description.** Robert T. Wolfe is in the process of undergoing a modernization which shall include the weatherproofing of the exterior façade and balconies, remodeling 10 units to 504 compliance, installation of new skylight and flashing.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families and Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** The impact of the completed project provides improved living conditions and housing of choice to New Haven's elderly and disabled.
- iv. **Baseline/Benchmark.** With the improvements, operating costs will be reduced through utility savings and significantly fewer work orders.
- v. **Data Collection Process.** Review of past year's utility consumption and costs and monthly review of work order requests.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section B.1.b.vii authorizing HANH to use MTW funds for the preservation of public housing and /or Housing Choice Voucher units provided all rehabilitation is done in accordance with the requirements of Section 504 of the Rehabilitation Act.

E. Crawford Manor:

- i. **Description.** Crawford Manor is in the process of undergoing a modernization which shall be completed in phases. At this time, 7 vacant units were turned over for occupancy and an additional 10 vacancies have

been identified. The exterior façade has been identified in the needs assessment to be weatherproofed.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The impact of the completed project provides units as housing of choice to New Haven's elderly and disabled.
- iv. **Baseline/Benchmark.** HANH has waiting lists for occupancy within the developments and the timeframe for remaining on the waiting list shall be reduced.
- v. **Data Collection Process.** Review of the waiting lists on a monthly basis.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section B.1.b.vii authorizing HANH to use MTW funds for the preservation of public housing and /or Housing Choice Voucher units provided all rehabilitation is done in accordance with the requirements of Section 504 of the Rehabilitation Act.

F. Ruoppolo Manor:

- i. **Description.** Ruoppolo Manor is in the process of undergoing a modernization which shall be completed in phases. At this time, vacancies have been identified to be turned over for occupancy.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The renovation of the vacancies will rehabilitate the units, reduce the backlog and assist the Agency in achieving a 5% vacancy rate. The development as a whole will be enhanced where vacancies presently exist by removing the appurtenances of blighted conditions, plywood on windows, welding and padlocks on doors.
Baseline/Benchmark. HANH has waiting lists for occupancy within the developments and the timeframe for remaining on the waiting list shall be reduced.
- iv. **Data Collection Process.** Review of the waiting lists on a monthly basis.
- v. **Authorization.** Amended and Restated Moving to Work Agreement, acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section B.1.b.vii authorizing HANH to use MTW funds for the preservation of public housing and /or Housing Choice Voucher units provided all rehabilitation is done in accordance with the requirements of Section 504 of the Rehabilitation Act.

9. Demolition Activities

HANH's redevelopment plans include demolition plans for the following developments:

- A. **Brookside:**
 - i. **Description.** HANH plans mixed-finance Revitalization of this General Occupancy development with 295 total units. All units are approved for demolition. Phase I includes demolition of 118 units in 13 buildings.
 - ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
 - iii. **Anticipated Impact.** With the completion of the construction of new units, it is anticipated that the additional quality units will improve lease up rates and decrease turnover rates.
 - iv. **Baseline/Benchmark.** HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
 - v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
 - vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

10. Disposition Activities

Several of HANH's redevelopment activities include mixed finance redevelopment, requiring ownership by a private corporation. HANH's aggressive redevelopment plans thus will require disposition of properties to an eligible owner corporation. The following are HANH's disposition plans.

- A. **Eastview Terrace**
 - i. **Description.** HANH intends to dispose Eastview Terrace Phase II to Glendower, Inc., an affiliated corporation, for the purposes of securing financing for mixed finance redevelopment.
 - ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design

and test various approaches for providing and administering housing assistance that increase housing choices for low-income families

- iii. **Anticipated Impact.** With the completion of the construction of the 25 new units in Phase II, it is anticipated that the additional quality units will improve lease up rates and decrease turnover rates.
- iv. **Baseline/Benchmark.** HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
- v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

B. Rockview and Brookside

- i. **Description.** HANH intends mixed finance redevelopment of Rockview and Brookside, which will require disposition to an eligible owner corporation.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** With the completion of the construction of new units, it is anticipated that the additional quality units will improve lease up rates and decrease turnover rates.
- iv. **Baseline/Benchmark.** HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
- v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

C. William T. Rowe:

- i. **Description.** HANH is preparing redevelopment plans for William T. Rowe, which are expected to include mixed finance redevelopment.

During FY 2008, HANH may dispose of William T. Rowe for mixed finance redevelopment purposes.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** With the completion of the redevelopment project, it is anticipated that the available units will improve lease up rates and decrease turnover rates.
- iv. **Baseline/Benchmark.** HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
- v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

D. **7 Shelton Avenue:**

- i. **Description.** HANH intends to dispose of its property at 7 Shelton Avenue. The property was purchased by HANH's affiliate corporation, Glendower, for new housing development. The site cannot be used for development of scattered site public housing, under the *CCA v. Cisneros* settlement, as it is located in an impacted neighborhood.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** Reduce costs of maintenance of the property.
- iv. **Baseline/Benchmark.** Eliminating the property from maintenance contracts and insurance policies. Placing funds from sale into HANH's investment plan.
- v. **Data Collection Process.** Monthly revenue statement.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

E. **39 County Street:**

- i. **Description.** 39 County Street is part of Development #4-15, County and Henry Streets. Other units in this development have been modernized. HANH has determined that the extent of repairs required for 39 County Street is excessive, and HANH is in the process of selling the property through an Invitation for Bids to a non-profit organization for renovation and a home ownership opportunity.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** Reduced operating costs and added revenue from the sale.
- iv. **Baseline/Benchmark.** Eliminating the property from maintenance contracts and insurance policies will reduce expenditures. Placing funds from sale into HANH's investment plan.
- v. **Data Collection Process.** Monthly revenue statement.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

F. **HANH's Warehouse:**

- i. **Description.** With the transition to HUD's Asset Management Model, HANH believes that maintenance of a large centralized warehouse may present management problems for project-based management, and may prove to be unaffordable. HANH may dispose of its warehouse.
- ii. **How activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures
- iii. **Anticipated Impact.** Reduced operating costs and added revenue from the sale.
- iv. **Baseline/Benchmark.** Eliminating the property from maintenance contracts and insurance policies will reduce expenditures. Placing funds from sale into HANH's investment plan.
- v. **Data Collection Process.** Monthly revenue statement.

- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

G. 55 Division Street

- i. **Description.** HANH intends to dispose of 55 Division St. to Glendower, Inc., an affiliated corporation, for the purposes of securing financing for mixed finance redevelopment. This real property will be included in the Rockview redevelopment as off-site unit development.
- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** With the completion of the construction of the new off-site units in the Rockview redevelopment, it is anticipated that the additional quality units will improve lease up rates and decrease turnover rates.
- iv. **Baseline/Benchmark.** HANH currently tracks vacancy time and turnovers through the agency's data management system. Currently HANH makes 3-5 offers for every vacant unit and the turnover rate is 15%.
- v. **Data Collection Process.** Unit lease up and turnover time will be tracked on an annual basis through the agency's data management system.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii authorizing HANH to engage in the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing, Section C.8 authorizing HANH to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition and Disposition/Demolition applications from MTW Agencies"

11. Mixed Finance Acquisition

A. Rockview and Brookside

- i. **Description.** As part of the development of the Rockview and Brookside sites HANH will acquire a commercial parcel located at 122 Wilmot Road, New Haven, Connecticut. The parcel is located at the Southwest corner of Wilmot Road and Brookside Avenue, and represents the gateway to the West Rock parcels which are slated for development. The property will be developed for commercial and/or residential uses ancillary to the residential development. Historically, the remoteness of

the West Rock residential area now under development has been an area isolated from retailers and service facilities. The absence of these essential parts of community infrastructure from this area have led to the isolation of residents, particularly those who do not have cars. This isolation, if allowed to continue in the new development of West Rock, would be a major impediment for families to select the West Rock development as their home.

- ii. **How Activity Relates to Statutory Objectives.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families
- iii. **Anticipated Impact.** The parcel will be developed with retail and/or service providers, which will create not only jobs for residents, but also access to essential services,
- iv. **Baseline/Benchmark.** Currently this site generates little to no employment opportunities. Number of jobs created, small business creation and improved lease up rates and decreased turnover rates are anticipated.
- v. **Data Collection Process.** Job creation will be tracked through monthly reports created by the City's Commission on Equal Opportunities and HANH's internal tracking log.
- vi. **Authorization.** Amended and Restated Moving to Work Agreement, Attachment C: Section B.1.b.ii provides authorization to HANH to use MTW funds for the acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing or commercial facilities.

B. Operations

1. Rent Simplification

i. Description:

As an MTW agency, HANH is authorized to develop and test alternate policies for more effective administration of its housing programs. This Section provides a descriptive statement of key rent simplification policies relevant to HANH's MTW activities and the annual planning process. In addition, this Section describes key occupancy policies for HUD and public information, monitoring, and compliance purposes. HANH implemented its Rent Simplification Policy on January 1, 2008. To date, 851 LIPH and 987 HCV families have been recertified under the new program.

HANH's occupancy policies are codified in two policy documents: the Admissions and Continued Occupancy Policy (ACOP) for the public housing program and the Administrative Plan for the Section 8 Housing Choice

Voucher Program (Administrative Plan). These policy documents contain HANH's policies governing eligibility, selection, admissions, assignment, and occupancy of families, the calculation of families' rent contribution, and other policy issues relevant to continued housing assistance. Both policy documents are submitted to HUD. They are available to the public upon request at HANH's main office at 360 Orange Street.

During FY 08 HANH revised both policy documents to incorporate new policies for implementing HANH's new MTW Rent Simplification. HANH's MTW Rent Simplification Program applies to both HANH's public housing and Section 8 (HCV) programs, with the following exceptions:

- MTW Rent Simplification Program does not apply to the 2 HOPE VI mixed-finance developments, Monterey Place and Quinnipiac Terrace, which are subject to existing management agreements.
- MTW Rent Simplification Program does not apply to 2 programs receiving project-based Section 8 (HCV) assistance that are specifically excluded from HANH's MTW authority: West Village Apartments SROs, and Fair Haven Elderly Development housing.

Under the rent simplification program, elderly and disabled families are required to complete recertifications every three years. All other families are required to complete recertifications every two years.

In-between required recertifications, families are required to report to HANH, within 30 days, any changes in household composition, and any increases in total family income of \$200 per month above the previously reported income amount. These changes in family composition or income will result in an interim recertification.

Families also may request interim recertifications due to reductions in income. HANH will process requests for interim recertifications for rent reductions only when the income change is reasonably expected to last at least 90 days. HANH will not process more than 3 interim recertifications for rent reductions in any 12 month period. HANH will not process requests for rent reductions for families with seasonal employment when the seasonal duration of income has already been incorporated into the annualized income calculations.

Annualized Income Calculations

HANH will annualize all income calculations. For families with seasonal employment or otherwise fluctuating income, HANH will annualize projected income based on the family's present income but accounting for the family's income history of the past year or other reasonable time period.

Items Included in Income Calculations

- Income from assets will be included in income and rent calculations only for assets with a value exceeding \$50,000.

- All income from foster care payments and adoption assistance payments will be excluded from income and rent calculations.
- HANH’s income and rent calculation policies will not include the Earned Income Disregard.
- HANH’s income and rent calculation policies will not include imputed welfare income.

As HANH implements its MTW Rent Simplification Program, HANH will continue to examine and refine policies regarding items included in income calculations for increased efficiency in the administration of our housing assistance programs.

Elimination of Deductions & Adjusted Income

HANH’s MTW Rent Simplification Program eliminates all deductions (and the resulting Adjusted Income calculations). This includes both standard deductions for elderly/disabled families and for families with children. It also includes deductions for medical expenses, childcare expenses, and disability assistance expenses. HANH’s family data indicates that the vast majority of families have very similar deduction amounts. Calculation and verification of deduction amounts requires a significant administrative burden only in order to determine an amount that could have been predicted in advance. It is more efficient to eliminate the deduction and adjusted income process and, instead, to incorporate a fixed reduction in families’ rent contributions. HANH’s MTW Rent Simplification Program provides a fixed rent reduction for all families, which is already incorporated into our Rent Schedule and therefore requires no calculations by staff.

While the vast majority of families have very similar deduction amounts, there are a small number of outlier families with very significant expenses that are currently deductible. HANH has incorporated into its MTW Rent Simplification Program specific policies providing for rent reductions for families with extraordinary expenses, which are described below.

Simple Rent Schedule

Under HANH’s MTW Rent Simplification Program, there are no rent calculations. Families’ rent contributions are determined according to a simple Rent Schedule based on income tiers. A selection from the Rent Schedule follows as a demonstration.

Annual Income Range			Rent
\$0	To	\$2,499	\$50
\$2,500	To	\$3,499	\$59
\$3,500	To	\$4,499	\$83
\$4,500	To	\$5,499	\$107
\$5,500	To	\$6,499	\$131
\$10,500	To	\$11,499	\$249
\$40,500	To	\$41,499	\$962

Following are the policy commitments that govern HANH's Rent Schedule for its MTW Rent Simplification Program.

- The Rent Schedule will be based on families' total Annual Income. With the elimination of deductions, there is no Adjusted Income calculation.
- The Rent Schedule will be based on income tiers. (For example, the above sample Rent Schedule provides for thousand-dollar income tiers.) HANH staff will be required to verify and document that a family's income properly falls within a specific income tier, but we can move away from the excessive administrative burden of requiring precision to the dollar.
- The amount of rent in the Rent Schedule is 28.5% of monthly income, based on income at the low end of the Annual Income Range.

Minimum Rents

The minimum rent is \$50 per month for all families in both the public housing program and the Section 8 (HCV) program. For the Section 8 (HCV) program, this represents an increase in the minimum rent, which previously had been \$25 per month. HANH's policies include provisions for families for whom the minimum rent would be a hardship. These hardship policies are described in Section vii below.

Public Housing Flat Rents

HANH continues to provide flat rents for its public housing developments according to a schedule provided in its ACOP. HANH's MTW Rent Simplification Program includes specific policy changes related to flat rents:

- A family's rent contribution will be the flat rent amount at any time that the flat rent amount is lower than the income-based rent contribution provided by the Rent Schedule. Families do not need to specifically elect to receive the lower, flat rent. HANH will automatically provide families with the lower, flat rent amount.
- Recertification policies specific to flat rents will be eliminated. Current restrictions on flat rent families moving between flat rents and income-based rents will be eliminated. Families who pay the flat rent amount will be subject to the same recertification policies as any other families.

Transition Policies

For any currently-assisted family that would be subject to a rent increase, as a result of the MTW Rent Simplification Program, HANH will phase in the rent increase over a 5-year period, as follows:

- If the MTW Rent Simplification Program results in a rent increase of less than \$25, there shall be no rent increase during the 1st year, and the rent increase shall be implemented only beginning the 2nd year of implementation.
- If the MTW Rent Simplification Program results in a rent increase of more than \$25, there shall be no rent increase during the 1st year and, as

applicable, a rent increase up to \$25 in the 2nd year, up to \$50 in the 3rd year, up to \$75 in the 4th year, up to \$100 in the 5th year.

These transition policies apply only to changes in family rent contributions due to policy changes of the MTW Rent Simplification Program. The transition policies do not apply to rent changes due to changes in reported family income. The transition policies also do not apply to changes in the minimum rent for the Section 8 (HCV) program. The transition policies do not apply to new admissions.

Implementation of HANH's MTW Rent Simplification Program

HANH began its MTW Rent Simplification Program effective January 1, 2008. During the first year of implementation, HANH planned to conduct recertifications of 100% of families, according to the MTW Rent Simplification Program policies. Beginning in FY 09 HANH will implement its alternate recertification policies (elderly and disabled families every 3 years, and all other families every 2 years).

- ii. Statutory objective. Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance reduce cost and achieve greater cost effectiveness in Federal expenditures and give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.
- iii. Anticipated Impact. HANH's Rent Simplification Program is designed to reduce the administrative burden of administering the program thereby developing a more cost effective program while also providing incentives for families to increase their self sufficiency. During the implementation year, FY08, all families were scheduled to be seen to establish the baseline data. As such, the actual number of recertifications has not reduced significantly. However, this is anticipated to change during FY09 when only 1/3 of elderly/disabled families and 1/2 of all other families will be seen. The administrative demand has diminished, however, with both staff and residents/participants noting the decreased paperwork. During FY 09 HANH anticipates reducing the staffing level for administrative staff administering the HCV and LIPH programs by approximately 5 FTEs realizing a savings of over \$250,000. These savings shall be reinvested in the agency's MTW program.
- iv. Baseline/Benchmarks. All incomes, previous deductions, rents and subsidies were recorded for each resident/participant prior to transition to rent simplification. This provides the baseline data against which change is measured. This database also provides the baseline rents

that are compared to ensure that no resident/participants rent increases beyond the approved levels during years 1 through 5 of the implementation. Additionally, personnel costs were documented at the start of the implementation and will be analyzed during FY09 to determine actual personnel savings. Finally, all hardship exemption requests and action taken are documented and analyzed.

- v. Data collection process. Data is collected and maintained in the agency's data management system, ELITE. Additionally, annual satisfaction surveys will be conducted to ascertain resident feedback regarding the new rent simplification process.
- vi. Authorization. HANH's Amended and Restated MTW Agreement Attachment C Section C.11 and Section D.2 authorizes HANH to develop alternative rent policies and term limits.
- vii. Hardship Policy. HANH's policies include exemption from the minimum rent for families for whom the minimum rent would be a hardship. HANH's policies for hardship exemption for the minimum rent will be identical to the current regulatory requirements, with the following exceptions:
 - Hardship rents will be limited to a 90-day period. At the time that HANH processes the hardship rent interim recertification, HANH will also process a second interim recertification effective 90 days later with rent at the minimum rent level of \$50.
 - All families requesting a hardship rent exemption from the minimum rent will be required to enroll in HANH's Family Self-Sufficiency Program within the 90-day period of their hardship rent. HANH may continue hardship exemptions from the minimum rent, beyond the 90-day limit, for families that have enrolled in and are compliant with the Family Self-Sufficiency Program.
 - All elderly families and disabled families are exempt from these requirements, unless the family includes other adult family members who are not elderly or disabled.

Rent Reductions for Families with Exceptional Expenses

HANH's family data indicates that the vast majority of families have very similar deduction amounts. HANH's MTW Rent Simplification Program provides a fixed rent reduction for all families, which is already incorporated into our Rent Schedule and therefore requires no calculations by staff. While the vast majority of families have very similar deduction amounts, there are a small number of outlier families with very significant expenses that are currently deductible. The number of families is small, but the amount of their expenses is very large, and therefore the elimination of deductions would present a substantial hardship to these families with extraordinary expenses. HANH has incorporated into its MTW Rent Simplification Program specific policies for families with extraordinary expenses.

Families with extraordinary medical, childcare, or disability assistance expenses may request a rent reduction. HANH has established a schedule of rent reductions for families with extraordinary expenses, as follows:

Rent Reduction Schedule

Amount of Annual Expenses			Reductions
\$2,000	to	\$3,999	\$75
\$4,000	to	\$5,999	\$125
\$6,000	to	\$7,999	<i>Hardship Review</i>

Extraordinary medical, childcare, and disability expenses must be documented and verified according to current policies and the current requirements of HUD regulations. However, as the rent reductions are based on tier-amounts of expenses, families do not need to provide documentation of every expense but, instead, need to provide documentation only of sufficient eligible expenses to qualify for that tier of rent reduction. Likewise, HANH staff need only verify and document that a family’s eligible exceptional expenses fall within the tier, but we can move away from the excessive administrative burden of requiring precision to the dollar. Families will be required to report any changes in exceptional expenses that would affect their rent amounts. Rent reductions due to exceptional expenses may not reduce rents below the minimum rent amount.

MTW Hardship Review

Under no circumstance shall a HANH-assisted family be expected to spend more than 40% of annual income for the following combined expenses:

- Rent contributions according to the MTW Rent Schedule;
- Utility allowance amounts, when applicable;
- Eligible medical, childcare, and/or disability assistance expenses; and
- For families with 4 or more children, the equivalent of the current HUD deductions of \$400 per child per year.
- For elderly or disabled households, the equivalent of the current HUD deduction of \$480 per year.

Any family with combined expenses exceeding 40% of annual income may request review and reduction of their rent calculation by HANH’s MTW Hardship Review Committee. The Hardship Review Committee may take the following actions:

- Set rent below \$50 for a period not to exceed ninety days. The head of households and other adults in the family will be

referred to the Family Self-Sufficiency Program, with the exception of any person who is elderly or disabled.

- If a family has extraordinary expenses that exceed \$6,000, the Hardship Review Committee may provide a larger rent reduction, based on the amount of the family's expenses.
- Set rent at the Rent Schedule amount closest to the family's prior rent amount, for a specified period of time.
- Phase in rent increases, resulting from Rent Simplification policies, for a specified period of time beyond the five-year transition.
- Any appropriate combination of remedies listed above.

2. Income Targeting

- i. **Description.** HUD's income targeting regulations require that least 40% of new admissions to the public housing program must be extremely low-income families (less than 30% of the area median). Housing authorities may be required to undertake affirmative measures to ensure that they comply with HUD's income targeting requirements.

HANH has provided demographic data regarding the income levels of current residents and waiting list applicants in a prior Section of this MTW Annual Plan. As this data indicates, the vast majority (85% or more) of HANH's current residents and applicants are extremely low-income. HANH's existing program already satisfies HUD's income targeting requirements, with well more than 40% of new admissions being extremely low income families, without HANH taking any special measures.

With over 85% of HANH's residents at the extremely low-income level, this creates challenges in creating viable communities. The result becomes communities plague by the social challenges of the extremely poor accompanied by the challenges of the financial viability of the property.

During FY09 HANH will aggressively market its properties to new populations in an attempt to further stratify the income mix of these developments while still satisfying the requirement to admit at least 75% very low income residents. HANH's admission preferences have been programmed to draw families in accordance with this requirement. Additionally, HANH seeks to increase the self sufficiency of the existing public housing residents through the FSS initiatives and resident support services discussed below.

- ii. **How Activity Relates to MTW Statutory Goal**

Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and

administering housing assistance reduce cost and achieve greater cost effectiveness in Federal expenditures and give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

- iii. **Impact of Activity.** By increasing the income mix in HANH's developments, HANH will create more viable communities that are more secure, stable and financially sustainable.
- iv. **Baseline and Metrics for Measuring Performance.** At the start of FY09 the income mix for each development will be documented. Currently, over 85% of HANH's residents are at the extremely low-income level. Success in this initiative will be measured by assessing the income mix of new applicants and the income increases attained by current residents.
- v. **Data Collection Process .** The income of all new and existing families is captured in HANH's data management system, ELITE. This data will be analyzed quarterly and used to target admissions.
- vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section C.3 authorizes HANH to develop and adopt a local policy designed to provide for deconcentration and income mixing in public housing communities.

3. MTW Rent Standards to Promote Expanded Housing Opportunities

i. Description.

Under HANH's MTW Agreement with HUD, HANH is authorized to develop its own Leased Housing Program through exceptions to the standard HCV program, for the purposes of creating a successful program with stable landlords, high-quality properties, and mixed-income neighborhoods. This includes reasonable policies for setting rents and subsidy levels for tenant-based assistance. During FY 2008, HANH began to implement MTW Rent Standards that allow HANH to approve exception rents in the following cases:

- Wheelchair accessible units
- Large bedroom-size units (4 bedrooms or larger)
- Expanded housing opportunities in neighborhoods with low concentrations of poverty
- Housing opportunities in new development projects that include significant public investment to promote revitalization of neighborhoods
- Mixed-income housing opportunities that promote expanded housing opportunities and deconcentration of poverty

In addition, HANH approved budget-based rent increases for landlords who make major capital improvements in their property, including accessibility modifications.

These initiatives will continue in FY 09.

Requests for MTW Rent Standards will be reviewed on a case-by-case basis. Under no circumstances may HANH approve an MTW Rent Standard above 150% without prior HUD approval. HANH will reexamine its MTW Rent Standards monthly to ensure that 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.

- ii. **How Activity Relates to MTW Statutory Goal.**
Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choice for low-income families.
- iii. **Impact of Activity.** HANH's ability to approve exception rents will have the impact of expanding housing choice for low income families that otherwise have difficulty accessing housing under the HCV program. Approval of exception rents shall slightly increase the annual expenditures under the HCV program.
- iv. **Baseline and Metrics for Measuring Performance.** Baseline data on rental subsidy and requests for accessible units will be tracked. Metric for measurement will be the lease up rate for families in need of housing that is accessible, large unit size and in areas of low poverty.
- v. **Data Collection Process.** Lease up rates and number of vouchers that were not utilized will be tracked. For families who have difficulty finding an appropriate unit, the reasons will be documented. Comparison will be made between the baseline and the families who were able to lease up due to the exception rents. This data is tracked through the agency's data management system, ELITE.
- vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section D.2.a authorizes HANH to adopt and implement any reasonable policy to establish payment standards, rents or subsidy levels for tenant-based assistance that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations.

4. Expanded Family Choice in Moves

i. Description

Under the current regulations, a family may not elect to lease an apartment with a rent that requires the family to contribute more than 30% of their income toward housing costs, except after the first year of occupancy of the apartment. HANH's alternative MTW Voucher Program will eliminate this restriction for families after their first year of participation in the Voucher Program. For the purposes of promoting family choice and expanded housing opportunities,

HANH will allow families to lease housing with a higher rent burden provided that the family's total contribution to housing costs does not exceed 40% of income.

- ii. **How Activity Relates to MTW Statutory Goal.**
Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increase housing choices for low-income families.
- iii. **Impact of Activity.** By giving families the option of contributing up to 40% of their income, additional housing options become possible for participants. The result will be increased housing options for participants without additional subsidy cost.
- iv. **Baseline and Metrics for Measuring Performance.** Family satisfaction with their housing choices will be measured through a participant survey at lease up. The survey will be re-administered at the family's next certification to assess how satisfied the family is with their housing choice and to ascertain what additional amenities and benefits that family achieved by leasing the more expensive unit. Additionally the family will be queried about what rent burden was imposed. Annually, HANH will analyze all participants rent paid as a percentage of their annual income to assess rent burden changes under rent simplification.
- v. **Data Collection Process and Metric Used to Measure How Activity will Achieve Goal.** Data will be collected through the agency's data management system, ELITE, and through participant questionnaires.
- vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section D.2.a authorizes HANH to adopt and implement any reasonable policy to establish payment standards, rents or subsidy levels for tenant-based assistance that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations.

5. Other Measures for Deconcentrating Poverty & Expanding Housing Opportunities

- i. **Description.**
The Housing Choice Voucher program is intended to promote family choice, in particular, to help families move into neighborhoods with lower minority concentrations and, particularly, lower concentrations of poverty. In the City of New Haven, the average poverty rate is 24%, and the majority of Census

Tracts within New Haven have poverty rates exceeding 20%. In the New Haven-Meriden PMSA, the poverty rate is 9.7%. HANH's aim is to encourage families to consider opportunities in the lower poverty neighborhoods within New Haven and nearby suburbs. HANH's activities to promote expanded housing opportunities include the following:

- HANH has developed detailed maps and data regarding the poverty rates and minority concentrations of Census Tracts within HANH's PMSA.
- HANH has developed outreach materials to provide Section 8 (HCV) families with detailed information about the opportunities in low-poverty neighborhoods, including the locations of schools, churches, transportation routes, shopping centers, and major employment opportunities.
- HANH has HUD approval for exception rents in many low poverty neighborhoods, both within New Haven and the nearby suburbs, where higher rents may limit families' opportunities.
- HANH has established a full-time staff position, the Landlord/Tenant Liaison, to coordinate HANH's expanded housing opportunities activities and related services.

ii. **How Activity Relates to MTW Statutory Goal.**

Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that increases housing choices for low-income families.

iii. **Impact of Activity.** By providing participants with additional information to aid their housing search in areas of low-poverty and through the ability to pay exception rents, HANH may facilitate participants' expanded housing search. It is anticipated that more participants will locate and lease units in areas of low poverty.

iv. **Baseline and Metrics for Measuring Performance.** During FY 09, this initiative will be measured by assessing lease up rates in areas of low poverty.

v. **Data Collection Process.** Lease up rates by census tract will be captured in the agency's data management system, ELITE. Baseline lease up rates in eligible census tracts will be recorded. Annual evaluation will compare lease up rates to baseline.

vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section D.2.a authorizes HANH to adopt and implement any reasonable policy to establish payment standards, rents or subsidy levels for tenant-based assistance that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations.

6. Project-Based Section 8 (HCV) Program

i. Description.

In its Administrative Plan, HANH has established site and neighborhood standards to ensure that HANH's project-based voucher program promotes statutory and local goals of deconcentrating poverty and expanding housing and economic opportunities. The "Proposed MTW Initiatives" section provides the selection from the Administrative Plan that describes HANH's site and neighborhood standards for its project-based voucher program. In addition to the PBV Goals set forth in the Administrative Plan and included below, HANH has determined that the use of PBV's shall serve the MTW Program Goal Number 3, "to increase housing choice for low income families." The PBV sites selection standards as set forth below serve Goal Number 3 of the MTW Plan. In addition to existing PBV initiatives, i.e. Fellowship Place, ALSO Cornerstone and Continuum of Care, during FY 08, HANH expanded the PBV initiative by successful negotiations with HUD authorizing the ability to enter into a HAP contract with Park Ridge Associates providing an additional 60 elderly/disabled project base units.

ii. How Activity Relates to MTW Statutory Goal.

Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance to increase housing choices for low-income families.

iii. **Impact of Activity.** HANH currently serves 37 families through the PBV program at Fellowship Place, ALSO Cornerstone and Continuum of Care. During FY 08, HANH successfully negotiated with HUD the ability to enter into a HAP contract with Park Ridge Associates providing an additional 60 elderly/disabled project base units thereby increasing housing choice for low income elderly and disabled families.

iv. **Baseline and Metrics for Measuring Performance.** This initiative is measured by lease up and occupancy rates at each development.

v. **Data Collection Process and Metric Used to Measure How Activity will Achieve Goal.** Occupancy data is captured in the agency's data management system, ELITE, and is tracked annually.

vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section C.3 authorizes HANH to develop and adopt a local policy designed to provide for deconcentration and income mixing in public housing communities

7. Vacancy Reduction Initiative

i. Description

Vacancy Reduction Initiative

- To reduce the current backlog of routine vacancies from 9% (132 units) to a 5% routine vacancy rate (89 vacancies) will require preparation and occupancy of at least 43 current vacant units.
- Based on FY 2006, FY 2007 and FY 2008 statistics, HANH has roughly 10% attrition. We anticipate roughly 140-160 new vacancies due to routine move-outs and transfers.
- Several Construction Management and other capital projects will be completed during FY 2009. These include capital projects at Crawford Manor (7 units), Robert T. Wolfe (9 units), Winslow Celentano (29 units), and Ruoppolo Manor (14 units). This is a total of 59 units returning on-line after completion of capital projects. Units at Crawford Manor, Robert T. Wolfe, and Ruoppolo Manor (30 total units) will be prepared for occupancy as part of the capital improvement projects. All 59 units will require transfer/admissions processing. Occupancy of these units may also involve return relocations, requiring vacancy preparation and admissions processing of the units temporarily occupied during construction. Return relocations are estimated at 20 units. All vacancy preparation work is anticipated to be relatively limited, as units were prepared for the temporary relocation, and the temporary relocation was relatively recent.
- McQueeney's CM capital projects are expected to maintain up to 51 units off-line during FY 2008 and into FY09 for major capital improvements. As capital improvements are planned in phases of 12-16 residents, they will require multiple transfer processing as residents move out and move back for short time periods while their units are under construction.

Projected Vacancy Rate for the End of FY 2009

HANH's objective is to achieve and maintain a 5% routine vacancy rate by the end of FY 2009.

- During FY 2007, HANH contracted with the City's Commission on Equal Opportunities (CEO) to provide pre-employment and on-the-job construction training for HANH public housing residents. The CEO on-the-job training program, taught by union trainers, prepares 4-5 HANH vacancies per quarter, and is targeted to units requiring major work, such as fire units. HANH anticipates that this program will continue through FY 2009, and is expected to complete 16-20 severely-damaged units during the year.
- Additionally, during FY08 HANH invested over \$1 million in vacant unit rehabilitation contracts to turnover units. During FY09 HANH will continue to contract for these services, although at a much reduced level.
- HANH's aim is for its in-house staff to prepare 18 vacant units per month, roughly 220 units per year.

- HANH holds weekly vacancy meetings with all Property Management staff and Intake staff to monitor and measure progress in preparing and leasing vacant units.
- HANH's Property Management staff prepares weekly vacancy reports, which are provided to the Director of Operations, the Chief Operating Officer, and the Executive Director. Monthly reports are provided to the Board of Commissioners' Services Committee, which oversees all property management functions.
- During FY 2007, HANH reorganized its public housing intake functions, so that all intake staff report to the Director of LIPH Occupancy, and all public housing intake functions are the responsibility of the Chief Operating Officer. This reorganization is part of HANH's transition to HUD's Asset Management model, and it increases property management control over and accountability for intake functions, including all processing of new admissions and transfers.
- During FY 2008, as part of HANH's increased efforts to address routine vacancies, HANH revised and improved its internal vacancy status reports. We have built our reporting capacity for automated reports based on electronic vacancy data (from 50058s, through our Emphasys Elite reporting system) that can incorporate vacancy preparation planning data such as inspection dates, work start dates, projected ready dates, and actuals.
- During FY 2007, HANH has transitioned its system for all intake processing to its Emphasys Elite system, including all unit offer processing for new admissions as well as transfers. This again minimizes the need for maintaining additional manual reports and incorporates intake functions more closely with vacancy preparation and availability.

ii. **How Activity Relates to MTW Statutory Goal.**

Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance reduce cost and achieve greater cost effectiveness in Federal expenditures and increase housing choices for low-income families.

iii. **Impact of Activity.** Through HANH's significant MTW investment, HANH has been able to turnover units that had remained off line due to the inability of HANH staff to keep pace with the turnovers. HANH's vacancy rate has reduced from 12% in FY07 to 9% in FY08. HANH's continued investment will allow that agency to reach the goal of 5% vacancy rate by FY09. This will create more viable properties, increase rent collection and create housing opportunities for families in need.

iv. **Baseline and Metrics for Measuring Performance.** Vacancy rates are tracked on a weekly basis. Monthly performance statistics are compiled and analyzed monthly, quarterly and annually. Success will be measured by improved vacancy rate and movement toward the FY09 goal.

v. **Data Collection Process and Metric Used to Measure How Activity**

will Achieve Goal. Vacancy data is captured in the agency's data management system, ELITE.

- vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section B.1.b.vii authorizes HANH to preserve public housing units currently serving people of low income provided that all construction is done in accordance with requirements of Section 504 of the Rehabilitation Act.

8. Low Income Public Housing UPCS Inspections

i. Description

HUD has previously approved HANH's proposal to adjust its LIPH unit inspection protocols. HANH previously conducted UPCS inspections of 100% of units and sites each year. UPCS inspections include the entire housing stock, including vacant units. The UPCS inspections cover all five areas covered in HUD's REAC standards: Dwelling Units, Common Areas, Site, Building Exteriors, and Building Systems. Any deficiencies identified through HANH's UPCS inspections generate work orders to correct the deficiencies.

HANH has established a preventive maintenance plan with a regular periodic schedule of inspections, particularly focused on site, building, and systems maintenance issues.

HANH conducts housekeeping inspections as part of all routine inspections and on an as-need basis.

During FY 2008, HANH implemented alternative inspection policies that include inspection of a random sampling of no less than 20% of units, based on the results of HANH's preventive maintenance program, development performance, and other management needs. This activity will continue in FY09.

ii. How Activity Relates to MTW Statutory Goal.

Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for proving and administering housing assistance reduce cost and achieve greater cost effectiveness in Federal expenditures.

- iii. **Impact of Activity.** A comprehensive preventative maintenance program ensures that units, sites, buildings and systems receive regular inspections. Consistent oversight of work order completion rates ensures that the work that is identified is performed in a timely manner. As such, HANH has implemented a cost effective initiative that reduces the number of UPCS inspections that must be completed each year. By targeting UPCS inspections at properties most in need, HANH can maximize use of limited resources.
- iv. **Baseline and Metrics for Measuring Performance.** FY 07 provided the baseline data during which all units were inspected. During FY08, 20% of the units have been identified for UPCS inspection. The actual percentage of units inspected will remain the metric. Work order requests, timeliness of work completion and REAC scores will be additional measures of success.
- v. **Data Collection Process and Metric Used to Measure How Activity will Achieve Goal.** Unit inspections are calculated in the agency's data management system.
- vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section C.9 authorizes HANH to develop simplified property management practices including alternative property and system inspection protocols.

9. Housing Choice Voucher HQS Inspections

i. Description

HUD previously approved HANH's alternative MTW Voucher Program. This authorized HANH to implement alternate inspection procedures, in which property owners with a history of successful inspections will be subject to HQS inspections every two years, rather than annually. HANH's alternate inspection policy will alter only the current requirement that 100% of units are re-inspected annually. HANH does not intend to alter policies requiring pre-inspection of every unit prior to lease-up. Nor does HANH intend to alter policies related to quality control inspections or enforcement of HQS.

HANH's MTW Agreement provides authority for HANH to develop and test alternative methods for administering its Section 8 (HCV) program. During FY 2008, HANH's MTW Voucher Program will implement alternative inspection requirements: property owners with a history of successful inspections will be subject to HQS inspections every two years, rather than annually.

HANH will continue to conduct pre-contract HQS inspections of 100% of proposed units, as well as follow-up Quality Control inspections of approximately 10% of units inspected.

If inspections identify a health and safety deficiency, it must be corrected within 24 hours. When inspections identify other HQS deficiencies, these must be corrected within 30 days or HANH will abate the landlord's rent.

HANH's routine inspections are performed, under contract, by the City of New Haven's Livable City Initiative (LCI) division, which is the City agency responsible for building code inspections and other monitoring. HANH's Section 8 (HCV) department includes staff who have been HQS certified so that HANH can assist by conducting inspections in-house. Quality Control inspections are performed in-house by HANH staff.

Throughout the years that HANH has contracted with LCI to perform inspections, HANH and LCI have continued to work together to improve coordination and to resolve problems. During FY 2007, LCI moved to electronic recording of inspection results, including reporting directly into HANH's Emphasys Elite system, which significantly increases the timeliness of reporting of inspections, inspection results, and deficiencies requiring enforcement activity.

ii. **How Activity Relates to MTW Statutory Goal.**

Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.

- iii. **Impact of Activity.** It is anticipated that HANH's HQS inspection initiative will reduce the administrative burden of requiring inspections annually on properties that have a proven track record with the agency of compliance. Additionally, savings are anticipated as the agency fully transitions to the new model. During FY08 all properties continued to receive annual inspections. During FY09 properties that have had two years of consistent passes will be exempt from inspection. During FY10 it is anticipated that the agency's expenditures in this areas will be reduced by 30%.
- iv. **Baseline and Metrics for Measuring Performance.** HANH will track the pass rate for agencies and the number of agencies that are exempt. Based upon this HANH will calculate the savings on an annual basis. Resident complaints will be logged to determine any negative impact of not inspecting units. Finally, landlord and resident satisfaction surveys will be conducted.
- v. **Data Collection Process and Metric Used to Measure How Activity will Achieve Goal.** Data will be tracked through the agency's data management system, ELITE and through tracking logs. Survey results will be compiled and analyzed annually.
- vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section D.5 authorizes HANH to develop and adopt a local policy designed certify Housing Quality Standards.

C. Finance and Management

1. HANH Implementation of Project Based Accounting

- i. **Description of Each Activity.** HANH has begun the implementation of Project Based Accounting. We have established accounts such that we can produce financials statement at each AMP Level. These changes are contained within the attached supplement (the supplement) to the Financial Management Handbook, Handbook 7475.1 REV., CHG-1, "Changes in Financial Management and Reporting for Public Housing Agencies Under the New Operating Fund Rule (24 CFR 990) – Revised, April 2007." HANH as adapt these changes.
- ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
- iii. **Impact of Activity.** Implementation of this plan will bring us in compliance with the requirements of Asset Based management and enable us to manage our core business at the AMP level. The financial

information will enable HANH to manage their developments more effectively.

- iv. **Baseline and Metrics for Measuring Performance.** Currently all cost associated with operating the AMP were not adequately changed to the respective AMPS. With the implementation of Asset Based Accounting HANH will be making appropriate changes at the AMP level as prescribed in the HUD Hand book.
- v. **Data Collection Process and Metric Used to Measure How Activity will Achieve Goal.** HANH will monitor this on a monthly basis through our Accounting system and provide such records to the Property Managers.
- vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section B.1 authorizes HANH to establish single fund budget with full flexibility.

2. Asset Based Management

- i. **Description.** During FY 2006, HUD issued new requirements for public housing Operating Subsidy, including specific requirements for project-based management. HUD's Project-Based Management model requires significant organizational changes and changes in management and administration of the public housing program, including:

- Development of Asset Management Property (AMP) groupings
- Project-based budgeting
- Project-based accounting
- Development of fee structures, and
- Allocation of reserves among AMPs

During FY 08 HANH completed its AMP groupings, developed project based budgets and project based accounting and developed fee structures. This will continue in FY 09 as HANH will also allocate reserves among the AMPS, further refine the AMP groupings and de-centralize procurement functions.

- ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that reduce cost and achieve greater cost effectiveness in Federal expenditures.
- iii. **Impact of Activity.** Implementation of this plan will bring us in compliance with the requirements of Asset Based management and enable us to manage our core business at the AMP level. The financial information will enable HANH to manage their developments more effectively. This will allow each AMP to manage at a decentralized level

and be accountable for their own budgets. Any services that are provided by the Central Office will be on a fee for service basis.

- iv. **Baseline and Metrics for Measuring Performance.** Currently all cost associated with operating the AMP were not adequately changed to the respective AMPS. With the implementation of Asset Based Accounting HANH will be making appropriate changes at the AMP level as prescribed in the HUD Hand book.
- v. **Data Collection Process and Metric Used to Measure How Activity will Achieve Goal.** HANH will monitor this on a monthly basis through our Accounting system and provide such records to the Property Managers.
- vi. **Basis of Authorization for Activity.** The Amended and Restated MTW Agreement, Attachment C- Section B.1 authorizes HANH to establish single fund budget with full flexibility.

D. Community and Economic Development

1. Resident Services

i. Description, ROSS RSDM Resident Services for Families

HANH's ROSS RSDM program for families provides case management and coordination of services for public housing families with children. It is staffed with two full-time Resident Services Coordinators, under the supervision of HANH's Resident Services Manager. The program provides full-family services responsive to the varied needs of residents referred for or seeking help, ranging from intensive services for at-risk families, to family self-sufficiency programs targeted particularly to increasing economic self-sufficiency.

ROSS RSDM Resident Services for Elderly & Disabled Residents

This ROSS RSDM program provides case management and coordination of services for public housing residents who are elderly or disabled. It is staffed with two full-time Resident Services Coordinators, under the supervision of HANH's Resident Services Manager. The program has a particular focus of targeting intensive services to at-risk residents, residents with mental health or behavioral health disabilities, or other substantial underserved needs. Its purpose is to help elderly and disabled residents to live independently and effectively in their communities.

ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other

programs that assist in obtaining employment and becoming economically self-sufficient.

iii. **Impact.** Residents' needs will be identified through complete assessment of needs and appropriate referrals will be made. Residents will be able to be lease compliant, improve health status and will address barriers to self sufficiency. Assists elderly and disabled residents live independently and effectively in their communities.

iv. **Baseline and Metrics for Measuring Performance.** Resident Services Coordinators will complete assessments and action plans on 225 residents/year.

v. **Data Collection.** The MTW Monthly report will be monitored to measure the following:

- Number of assessments and action plans
- Number of referrals to community services for month

vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C-Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

2. Supportive Housing Services in HANH Public Housing Developments

i. **Description.** HANH's Mixed Population developments increasingly serve persons with behavioral health disabilities, including serious mental health problems often combined with substance abuse. In the absence of services, many residents have difficulties maintaining lease compliance and living independently and effectively in their public housing communities. This has implications for HANH's ability to manage the property effectively and, most importantly, for the quality of life of fellow residents. HANH anticipates that the number of Mixed Population residents with serious behavioral disabilities will continue to grow exponentially, as 90% of our waiting list is comprised of non-elderly persons with disabilities.

HANH believes that our ability to effectively manage our large Mixed Population developments depends upon our ability to provide intensive, on-site services. This is particularly crucial in large high-rise developments, where residents must share common space (lobbies, elevators, hallways, etc.).

In 2001, in partnership with ALSO-Cornerstone, Inc., HANH established a supportive housing program in its Ruoppolo Manor public housing development, a Mixed Population development with 116 units. The Ruoppolo Supportive

Housing Program provides intensive services to 25 residents with behavioral health disabilities. The program's offices and program space are located within the building, and staff is on-site extended hours (8 a.m. to 8 p.m.) seven days a week. Services include intensive case management; assistance in helping residents access mental health and addiction services, daily living skills programming, counseling and regular sessions related to sobriety, anger management, conflict resolution, and other clinical health needs, as well as a full range of basic support needs (income, benefits, medical health, transportation, legal assistance). The program has been very effective in helping some of HANH's most troubled residents to maintain lease compliance and to live independently and effectively in their community. In addition to the intensive services for 25 residents, with the staff's on-site presence, the program also provides services to all residents of the building, for example, helping residents with paperwork or service referrals, as well as community activities.

During 2007, HANH expanded its supportive housing programs to two additional Mixed Population developments. In McQueeney Towers, a development with 150 units, the supportive housing program provides intensive services to 30 residents. In Robert T. Wolfe, a development with 93 units, the supportive housing program serves 25 residents. During FY 2008, HANH intends to expand its supportive housing programs to 2 additional Mixed Population developments: Crawford Manor (109 units) and Fairmont Heights (98 units).

HANH's supportive housing programs represent a significant investment by HANH, as the intensive level of services costs approximately \$9,500 per resident per year. Each of the 3 existing programs brings matching funds representing at least 50% of the program cost. Nonetheless, HANH believes this investment is crucial to our effective management of these properties, for the quality of life of residents, and for the ability of many residents to maintain housing, maintain lease compliance, and live independently and effectively in their communities.

ii. How Activity Relates to MTW Statutory Goal. Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist obtaining employment and becoming economically self-sufficient.

iii. Impact. Residents participating in the program will become engaged in appropriate treatment and medication therapy therefore decreasing symptoms that prevent them from living independently and effectively in their communities. Case management services will enable residents to better organize their lives and

be referred for other services they may need. Services will assist residents of mixed population live independently and effectively in their communities.

iv. **Baseline and Metrics for Measuring Performance.** Existing programs in Robert T Wolf and Ruoppolo manner provide services to 25 residents. McQueeney Towers has 30 treatment slots available A;; programs are expected to reach 60% of capacity 6 months and 100% 12 months

v. **Data Collection**

- Monthly Reports
- Incident reports involving residents enrolled in program
- PM reports on non-payment of rent and nuisance reports

vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

3. Family Self-Sufficiency (FSS) Program

- i. **Description.** 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. While the ultimate goal is economic self-sufficiency, HANH's FSS program works with each family where they are today: some families may need to build family stability, others may need to build employability, other families are already employed and working toward career development, and other families may also wish to work toward homeownership. During FY 2007, HANH expanded its staff by hiring a 3rd FSS Coordinator, which provides the program with capacity to serve 150 total families in its Home Ownership Program. Each family may participate for up to 5 years, and, during their program enrollment, any incremental rent increases due to increased earned income are saved in escrow, on behalf of the family, which the family may use upon graduation for approved self-sufficiency purposes. In 2007, HANH revised its FSS program to include additional goals to assist residents in addressing a full range of barriers to achieving self sufficiency and employment. This change has allowed us to provide much needed services to a larger number of LIPH and Section 8 residents. Service referrals focus on remedial education, literacy classes, GED preparation, vocational and financial management. In 2008 HANH invested in a Job Skills/Employability program designed to assist resident in becoming job ready. The program includes GED prep and classes, resume writing, appropriate work attire, interview skills job placement and support after employment. In September 2007, HANH opened a state of the art Computer/Learning Lab located in the West Rock neighborhood.

- This lab offers classes to address the barriers experienced by adults and youth. The center is open five (5) days a week 9:00am – 8:00pm.
- ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.
 - iii. **Impact.** Residents will progress towards self-sufficiency by addressing barriers they experience. Residents will achieve economic self-sufficiency through employment.
 - iv. **Baseline and Metrics for Measuring Performance.** 30 residents will complete job skills/employment training program 60 residents will participate in programs/activities that move them toward self sufficiency.
 - v. **Data Collection**
 - Monthly reports from vendors
 - Monthly MTW reports
 - Number enrolled in classes/activities
 - Number of resident service referrals to FSS
 - Number of participants completing job skills program
 - Number of participants employed
 - Number of participants employed for 6 months
 - vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

4. Section 8 Homeownership Program (SEHOP)

- i. **Description.** Since 2003, HANH has operated a SEHOP program that allows Section 8 (HCV) voucher holders to use their housing assistance toward mortgage and other homeownership costs. HANH's SEHOP program is available to FSS participants who wish to become first-time homeowners and who have satisfied all SEHOP requirements, including income, employment, homeownership training, and other requirements intended to increase families' successful homeownership. Public housing families who have completed the program and are mortgage-ready will be awarded Section 8 vouchers for SEHOP homeownership.

To date, HANH's SEHOP program has helped 16 HANH-assisted families, including 4 public housing families, become first-time homeowners, and several additional families are mortgage-ready.

During FY 2008, HANH significantly expanded its homeownership program, targeting particularly families who were former residents of HANH's Brookside and Rockview developments. HANH is beginning its West Rock revitalization plan, which will include 90 homeownership units, and HANH wishes to ensure that these homeownership opportunities are available to our former West Rock families. Although construction likely will not be completed for 3-5 years, HANH recognizes that many families require several years to build income and repair credit issues before they are ready for homeownership, so we are beginning to outreach to former residents of West Rock. Also during 2008, HANH expended the benefits of the program to include a capital improvement allowance for all residents who have purchased homes through this program.

ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

iii. **Impact.** Residents will improve their credit and ability to build income. 16 HANH assisted residents have purchased homes including 4 public housing families

iv. **Baseline and Metrics for Measuring Performance.** Promote the purchase of 10 homes. 3 residents will be ready to purchase during 2009.

v. **Data Collection.** Number of individuals enrolled in program
Number of individuals with improved credit and income
Number of homes purchased

vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section. Section B.1.vi authorizes HANH to provide Housing Choice Voucher assistance or project- based rental assistance (under Section 8 (o) , alone or in conjunction with other private or public sources of assistance.

5. Promoting Self Sufficiency

- i. **Description.** HANH believes promoting self-sufficiency is most effectively accomplished through helping residents to access services and supports. Within that context, HANH's MTW Rent Simplification Program includes a new Incremental Earnings Exclusion for families who participate in HANH's Family Self Sufficiency Program (FSS). HANH presently plans for this Incremental Earnings Exclusion to phase in increases in earned income over the five year term of a family's participation in the FSS program. For example: HANH will exclude from the determination of annual income 100% of any incremental earnings from wages or salaries earned by any family member during the first year that a family member is enrolled in the program; 75% exclusion for the second year the family member is enrolled; 50% exclusion for the third year the family member is enrolled; and 25% for the fourth year the family is enrolled the FSS program. There is no exclusion in the fifth year or thereafter.
- ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.
- iii. **Impact.** Residents will report increase in earned income Resident will improve credit and build income for the first four years of the program.
- iv. **Baseline and Metrics for Measuring Performance.** 0% of program participants will show improved credit and saved income
- v. **Data Collection**
 - Credit Reports
 - Record of Savings Account
- vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

6. Community Service Requirement

- i. **Description.** HANH has implemented the federal community service requirement for public housing residents, according to written procedures provided in HANH's ACOP. HANH has established a database and systems for identifying and

tracking families who are not evidently exempt from these requirements. HANH has assigned responsibility to a specific staff person, the Senior Family Self Sufficiency Coordinator to follow up with all families who may be subject to the requirement. This staff person communicates with each family, helps families to document exemption where appropriate, helps families to document compliance where appropriate, and helps other family members to access appropriate community service or self-sufficiency opportunities. HANH's primary aim is that this federal requirement not be a meaningless, punitive requirement but rather, that it be an opportunity for HANH to identify and assist family members in accessing employment opportunities.

ii **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming self-sufficient.

iii. **Impact.** All economically eligible residents will comply with the Community Service Requirement by completing 8 hours of service or will be enrolled in FSS program.

iv. **Baseline and Metrics for Measuring Performance.** HANH will increase CSR compliance to 30%

v. **Data Collection**

Database of eligible residents

Tracking of families who are not exempt.

vi. **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

7. Section 3, Employment, and Training Efforts

i. **Description.** HANH is undertaking more than \$200 million in capital investments over the next 3-5 years. HANH is making significant investments to ensure that these capital projects result in economic opportunities for our public housing residents and other low-income families. HANH has hired a Business Development Manager responsible for coordinating all Section 3 activities. The Business Development Manager is responsible for negotiation and approving Section 3 plans for all contracts, and overseeing subsequent enforcement of Section 3 plans by contractors. Most importantly, the

Business Development Manager is responsible for matching Section 3 residents and businesses with available employment opportunities.

HANH recognizes that many public housing residents may not have the work history or skills for many Section 3 jobs. To build residents' employability, HANH has partnered with the City of New Haven's Commission on Equal Opportunities to provide the Career Development School, which provides pre-employment training followed by on-the-job training, led by union trainers in the 5 construction trades, working on renovations to HANH vacant units. Upon graduation, residents are eligible for union apprenticeship. The Career Development School holds 4 quarterly training sessions per year, each serving 16-20 residents.

To support the development of resident-owned businesses, and other Section 3 businesses, HANH has partnered with Empower New Haven to provide business development training and technical assistance. HANH has committed more than \$200,000 to a revolving loan fund. The program currently has 13 participants.

ii. **How Activity Relates to MTW Statutory Goal.** Section 204(a) of the 1996 Appropriations Act provides that public housing agencies that administer Section 8 and public housing shall have the flexibility to design and test various approaches for providing and administering housing assistance that give incentives to families with children whose heads of households are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

iii. **Impact.** Section 3 – HANH's capital projects will result in economic opportunities for its public housing residents. CEO Construction training – Build residents employability. ENH RLF – promote self sufficiency through resident owned businesses.

iv. **Baseline and Metrics for Measuring Performance.** Section 3 – Develop database of Section 3 residents and skills

Identify contracting opportunities for residents by matching Section 3 residents with available employment opportunities. HANH will meet the following

- 10% Section 3 residents
- 20% Section 3 businesses
- 20% MBE
- 6.9% WBE

CEO – Enroll 16 residents/session

Participants will complete training and become union members

Participants will be employed as apprentices

ENH – Conduct 2 sessions/year

Graduate 10 residents per session

Residents will have a viable business plan 3 months after graduation

v. **Data Collection**

Section 3 – Monthly reports on:

Number of Section 3 residents entered in database

Number of Section 3 residents employed by contractors

HUD 2516 report

HUD 60002

DOL 4710 report

CEO – Monthly reports on progress and:

Number enrolled in program

Number completing training program

Number of participants in union as apprentice

Number of participants employed

ENH Monthly reports

Number of residents enrolled in program

Number of graduates

Number of viable business plans submitted within 3 months of graduation

Number of loans granted.

vi **Authorization.** The Amended and Restated MTW Agreement, Attachment C- Section B. 1. b.iii authorizes HANH to provide case management activities , such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services , employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.

VI. Sources and Uses of Funding

This Section provides HANH's FY 2009 operating budget for HANH's public housing and Section 8 programs.

* The \$9,114,984 surplus in Section 8 funds is used for Development projects and Resident Services initiatives.

ACCT #	DESCRIPTION	2009 LIPH	Budget 2009 Section 8
REVENUE ACCOUNTS			
311000	DWELLING RENTAL	4,109,610	\$0
311002	TENANT STIPENDS	-104,755	\$0
311003	TENANT DEFAULTS	-29,301	0
311004	TENANT REFUNDS	-51,760	\$0
311100	FSS RENT CONTRA	0	\$0
319000	NONDWELLING RENTAL	949,800	\$0
311005	VACANCY LOSS	-330,364	\$0
361000	INTEREST ON INVESTMENTS	1,000,000	\$0
369000	OTHER INCOME	208,722	\$0
369500	OPERATING FUND TRANSFERS IN/(OUT)	0	(\$9,114,984)
369900	EARNED FEES	1,017,000	\$0
802000	C/Y CONTRIBUTION EARNED - OP SUBSIDY		\$47,052,180
802000	C/Y CONTRIBUTION EARNED - OP ADD-ONS	13,532,042	\$0
TOTAL OF REVENUE ACCOUNTS:		20,300,993	37,937,196
EXPENSE ACCOUNTS			
ADMINISTRATIVE			
411000	ADMINISTRATIVE SALARIES	2,428,360	\$1,617,507
412001	COMPENSATED ABSENCES	0	\$0
TOTAL ADMINISTRATIVE WAGES		2,428,360	1,617,507
LEGAL			
413000	LEGAL- GENERAL	246,000	\$0
413001	LEGAL - LABOR	40,000	\$40,000
413002	LEGAL- EVICTION	100,000	\$0
413003	LEGAL- SETTLEMENT	35,000	\$0

413004	LEGAL - LITIGATION	30,000	\$0
	TOTAL LEGAL	451,000	40,000
TRAVEL AND OTHER			
414000	TRAINING	150,000	\$40,170
415000	TRAVEL	30,900	\$3,924
417000	ACCOUNTING FEES	20,600	\$5,150
417100	AUDITING	40,685	\$7,210
	TOTAL TRAVEL AND OTHER	242,185	56,454
SUNDRY			
419001	OFFICE SUPPLIES	88,275	\$24,519
419002	PRINTING	46,350	\$7,210
419003	PUBLICATIONS	6,566	\$0
419004	MEMBERSHIPS	48,999	\$0
419005	TELEPHONE/COMMUNICATIONS	115,717	\$115,718
419006	POSTAGE	78,746	\$28,840
419007	BANK CHARGES	20,000	\$84,460
419008	OFFICE CLEANING	5,150	\$20,600
419009	CONSULTANTS	150,000	\$140,000
419010	COMPUTER MAINTENANCE	40,000	\$50,640
419011	OFFICE MACHINE RENTAL/MAINTENANCE	32,960	\$10,506
419012	MAINTENANCE ANSWERING SERVICE	10,450	\$5,000
419013	PAYROLL	25,903	\$4,521
419016	MISCELLANEOUS	14,000	\$15,000
419017	TEMPORARY HELP	0	\$0
419018	COMPUTER EQUIPMENT	0	\$0
419020	TENANT SEARCHES	54,000	\$60,000
419022	ADVERTISING	113,000	\$15,450
419024	BEAUTIFICATION AWARDS	10,000	\$0
419026	EMPLOYEE EDUCATIONAL ASSISTANCE	32,188	\$5,150
419027	SAFETY COMMITTEE	1,030	\$0
419028	EXECUTIVE DISCRETIONARY	25,750	\$0
419029	RELOCATION	155,000	\$54,000
419030	MTW EXPENSES	5,000	\$5,000
419031	MANAGEMENT FEE	0	\$0
419032	ASSET MANAGEMENT FEE	0	\$0
419033	ACCOUNTING FEE	0	\$0
419034	CONSTRUCTION SUPERVISORY FEE	0	\$0
	TOTAL SUNDRY	1,079,084	646,614
TENANT SERVICES			
421000	TENANT SERVICES SALARIES	494,112	\$348,778
422000	TENANT SERVICES	159,000	\$0
423000	TENANT SERVICE CONTRACT COSTS, TRAINING	770,000	\$0
	TOTAL TENANT SERVICES	1,423,112	348,778

UTILITIES			
431000	WATER	336,600	\$0
431001	SEWER	440,000	\$0
432000	ELECTRIC	3,600,000	\$0
433000	GAS	1,540,000	\$0
434000	FUEL	44,691	\$0
439000	OTHER	48,551	\$0
	TOTAL UTILITIES	6,009,841	\$0
441000	MAINTENANCE LABOR	2,228,586	\$0
MATERIALS			
442001	ELECTRICAL	20,600	\$0
442002	HVAC	30,900	\$0
442003	FIRE PREVENTION	8,734	\$0
442004	PLUMBING	77,210	\$0
442005	JANITORIAL/CLEANING [?]	66,367	\$0
442006	VEHICLE	40,321	\$0
442007	MISCELLANEOUS	22,580	\$0
442008	GROUNDS	16,167	\$0
442009	BUILDING MATERIALS	56,466	\$0
442010	TOOLS & EQUIPMENT	30,247	\$0
442011	APPLIANCES	167,546	\$0
442014	PEST CONTROL	14,724	\$0
442015	ELEVATOR	1,339	\$0
442017	WINDOWS	28,267	\$0
442019	DOORS & HARDWARE	30,900	\$0
442020	PAINTING	41,448	\$0
442021	COMPACTOR	8,652	\$0
442023	SNOW REMOVAL	9,683	\$0
442026	VACANCY MATERIALS	92,700	\$0
443027	GRAFFITI REMOVAL	1,114	\$0
	MATERIALS TOTALS	765,965	0
CONTRACTS			
443001	ELECTRICAL	25,750	\$0
443002	HVAC	165,577	\$0
443003	FIRE PREVENTION	95,575	\$0
443004	PLUMBING	136,685	\$0
443005	JANITORIAL/CLEANING	40,211	\$0
443006	VEHICLE	137,237	\$0
443007	MISCELLANEOUS	23,960	\$0
443008	GROUNDS	172,010	\$0
443009	BUILDING	0	\$0
443010	TOOLS & EQUIPMENT	30,035	\$0
443011	APPLIANCES	10,774	\$0
443013	TRASH REMOVAL	191,614	\$0

443014	PEST CONTROL	114,282	\$0
443015	ELEVATOR	89,749	\$0
443017	WINDOWS	126,171	\$0
443019	DOORS & HARDWARE	51,712	\$0
443020	PAINTING	20,434	\$0
443021	COMPACTOR	17,201	\$0
443023	SNOW REMOVAL	66,950	\$0
443026	VACANCY CONTRACT	384,000	\$0
443027	GRAFFITI REMOVAL	27,999	\$0
	CONTRACTS TOTAL	1,927,925	0
	PROTECTIVE SERVICES		
446000	PROTECTIVE SERVICES LABOR	0	\$0
447000	PROTECTIVE SERVICES MATERIALS	1,599	\$0
448000	PROTECTIVE SERVICES CONTRACT COST	444,558	\$0
	PROTECTIVE SERVICES TOTAL	446,157	0
	GENERAL EXPENSE		
451000	INSURANCE	979,978	\$3,284
452000	PILOT	0	\$0
453000	TERMINAL LEAVE PAYMENTS	0	\$0
454000	EMPLOYEE BENEFIT CONTRIBUTIONS	1,711,803	\$819,031
457000	COLLECTION LOSSES	360,965	\$0
459000	OTHER GEN EXPENSE, INC PRIOR PERIOD INSURANCE ADJ	2,000	\$494,215
	GENERAL EXPENSE TOTAL	3,054,746	1,316,530
	TOTAL OPERATING EXPENSES:	20,056,963	4,025,882
	EXTRAORDINARY EXPENSE		
461000	LABOR	0	\$0
461001	ELECTRICAL	9,270	\$0
461002	HVAC	18,565	\$0
461003	FIRE PREVENTION	0	\$0
461004	PLUMBING	0	\$0
461005	JANITORIAL/CLEANING	10,300	\$0
461006	VEHICLE	0	\$0
461007	MISCELLANEOUS	62,843	\$0
461008	GROUNDS	0	\$0
461010	TOOLS & EQUIPMENT	0	\$0
461011	APPLIANCES	0	\$0
461013	REFUSE REMOVAL	4,120	\$0
461014	PEST CONTROL	5,150	\$0
461015	ELEVATOR	5,150	\$0
461017	WINDOWS	0	\$0
461019	DOORS & HARDWARE	0	\$0
461020	PAINTING	0	\$0
461021	COMPACTORS	0	\$0

461023	SNOW REMOVAL	32,136	\$0
461024	ROOFING	42,144	\$0
461025	BUILDING REPAIR	0	\$0
461030	VACANCY CONTRACTS	0	\$0
	EXTRAORDINARY EXPENSE TOTAL	189,677	0
CASUALTY			
462010	NONCAP CASUALTY - LABOR / HAP OCCUPIED UNITS	0	\$33,826,416
462020	NONCAP CASUALTY - MATERIALS / HAP DAMAGES & FRAUD	0	\$1,030
462030	NONCAP CASUALTY - CONTRACTS / HAP MISCELLANEOUS	0	\$62,072
462040	PROCEEDS - INSURANCES / FSS EXPENSE	0	\$21,796
	TOTAL CASUALTY	0	33,911,314
CAPITAL ACCOUNTS			
612000	DISPOSITION OF NONEXPENDABLE EQUIP	500	\$0
752000	REPLACEMENT OF NONEXPENDABLE EQUIPMENT	1,400	\$0
754010	BETTERMENTS & ADDITIONS	0	\$0
756000	CASUALTY LOSSES CAPITALIZED	0	\$0
	GAIN/LOSS ON SALE OF FIXED ASSETS	50,000	
	CAPITAL ACCOUNTS TOTAL	51,900	\$0
TOTAL OF ALL EXPENSE ACCOUNTS:		20,298,540	37,937,196
NET PROFIT/LOSS BEFORE DEPRECIATION:		2,453	0
480000	DEPRECIATION EXPENSE	0	\$0
NET PROFIT (OR LOSS):		2,453	0

Replacement Housing Factor (RHF) Plan

HANH's Capital Fund grants include Replacement Housing Factor (RHF) grant funds which may be used only for specific activities in the development of new replacement housing units. RHF grants are awarded in two separate increments annually. HUD permits agencies to "pool" RHF grant increments over time (a five-year period) in order to accumulate sufficient funds for replacement housing development activities, provided that the housing authority provides a plan for their use of the pooled RHF funds. If an agency elects to pool its RHF grant increments, the deadlines for obligation and expenditure of RHF funds will be based on the latest grant in the pool.

During FYs 2002-2006, HANH received 11 RHF grant increments totaling approximately \$3.7 million. HANH has elected to pool for use for the development of replacement housing in Eastview Terrace Phase I, according to the development plans described above. The RHF funds will be obligated by March 2008, and expended by November 2010, according to the RHF deadlines:

Contract executed with Construction Manager	May 2007
Contracts executed for construction work	September 1, 2007
Mixed finance proposal to HUD	September 1, 2007
Phase I closing	October 12, 2007
Construction begins	October 15, 2007
Phase I substantial completion	May 2009

During FY 2007, HANH received 2 RHF grant increments totaling approximately \$1.1 million. HANH has elected to pool for use for the development of replacement housing for the development of Rockview and Brookside. The RHF funds will be obligated and expended according to the RHF implementation schedule.

Three Year Capital Plan

HANH has developed a rolling Three Year Capital Plan to guide the expenditure of capital funds.

**HANH MULTI-YEAR CAPITAL PLAN
IN MILLIONS OF DOLLARS**

	Commitments During					Grand Total
	2008			2009	2010	
	Committed	Not Committed to Date	Total	Total	Total	
	18.958	14.529	33.487			33.487
	10.316		10.316	3.900	3.900	18.116
	1.173		1.173	0.500	0.500	2.173
	4.000		4.000			4.000
		3.558	3.558			3.558
		4.000	4.000	8.000	8.000	20.000
HTF (DECD Housing Trust Fund) Flex Funds						
FHLB Brookside						
LIHTC Brookside						
State HTF Brookside						
HOPE VI Demo Brookside						
City Brookside						
LIHTC Rockview						
HOPE Demo - Rockview						
State Housing Trust Fund Rockview						
City Funds- Rockview						
Tax Exempt Bonds - Rockview						
Debt Financing Rockview						
Debt Financing Eastview						
Developer Fees-Eastview						
FHLB Eastview						
State Housing Trust Fund Eastview						
LIHTC Eastview						
DECD Grant - Housing Trust Fund				2.500		2.500
DECD Grant - Flex Funds				2.000		2.000
Bank of America Loan						
Replacement Housing Fund (RHF)	3.761		3.761			3.761
Affordable Housing Grant						
MTW Funds	26.310		26.310			26.310
HOPE VI Quinnipiac Terrace						
City Funds - QT						
Tax Credit HOPE VI - QT						

122 Wilmot	0.750		0.750		0.750
Brookside Mixed Finance Redevelopment				10.000	20.000
Brookside UST Removal & Demo 13 Bldgs		1.500	1.500		1.500
Westville Manor Erosion Control Westville 2nd Egress (included in B&C Grp 2)		1.500	1.500		1.500
Westville Manor Doors	0.475		0.475		0.475
		0.181	0.181		0.181
Rowe Redevelopment				3.000	3.000
	3.100		3.100		3.100
Valley Boilers		0.135	0.135		0.135
Valley Doors	0.260		0.260		0.260
Valley Radiation	0.204		0.204		0.204
Waverly Boilers		0.135	0.135		0.135
Waverly Doors	0.211		0.211		0.211
Waverly Radiation	0.241		0.241		0.241
McQueeney Ventilation	0.125		0.125		0.125
McQueeney Façade		0.350	0.350		0.350
McQueeney Faucets, Toilets	0.390		0.390		0.390
McQueeney Kitchens, Baths, ADA	3.500		3.500		3.500
McConaughy Hazmat/Demo	1.615		1.615		1.615
McConaughy Pitched Roofs, Doors, etc.	5.940		5.940		5.940
McConaughy Site Work	1.438		1.438		1.438
McConaughy Storm Drain Cleaning	0.050		0.050		0.050
McConaughy Sewers		1.500	1.500		1.500
McConaughy Furnaces		0.600	0.600		0.600
McConaughy Windows				3.065	3.065
McConaughy Painting		0.291	0.291		0.291
	0.140		0.140		0.140
Wolfe Rehabilitation		1.150	1.150	1.150	2.300
Prescott Bush Hazmat, Selective Demo, Site work, Concrete		0.944			0.944
			0.944		
Prescott Bush Electrical		0.699	0.699		0.699
Prescott Bush General Trades, Elevator, Roofing	3.000		3.000		3.000
Prescott Bush Flooring & Painting		0.623	0.623		0.623
Prescott Bush Mechanical		1.700	1.700		1.700

Crawford Manor & Façade				1.775		1.775
Crawford Vacancies (completed)	0.126		0.126			0.126
Essex Fence & Access Gate	0.050		0.050			0.050
Essex Entrance Doors	0.075		0.075			0.075
Essex Kitchens, Heating, Screen Doors, Vacancy		0.551	0.551			0.551
Essex Windows, Bilco Doors, Sliders	0.376		0.376			0.376
Essex Site				0.150		0.150
Ruoppolo Renovations				0.985		0.985
Newhall Fire Remediation		0.100	0.100			0.100
QT Phase 2		0.500	0.500			0.500
Q Ridge Playground		0.085	0.085			0.085
		0.103	0.103	0.175	0.072	0.350
	3.000			0.700		3.700
			3.000			
		0.215	0.215			0.215
Motley Mechanical	0.050		0.050			0.050
Motley Drainage Remediation				0.100		0.100
Subtotal	62.517	18.337	80.854	36.495	18.351	135.700
Contingency ~ 5%	3.126	0.917	4.043	1.825	0.918	6.785
Total Development Costs	65.643	19.254	84.897	38.320	19.269	142.485
Net Sources Over (Uses) By Year			3.208	(20.920)	(6.869)	(24.580)
Cameras: Essex, Fulton, Scott Ridge				0.075		0.075
Water Savings		0.400	0.400			0.400
Farnam Windows		0.121	0.121	0.679		0.800
Celentano Roof - repair in lieu of replace		0.100	0.100			0.100
Fairmont Fence		0.500	0.500			0.500
Fairmount Windows		0.600	0.600			0.600
Val Macri Roof		0.150	0.150			0.150
Westville Manor Erosion Control		1.500	1.500			1.500
Valley Boilers		0.135	0.135			0.135
Waverly Boilers		0.135	0.135			0.135
Wolfe Rehabilitation		1.150	1.150	1.150		2.300
Crawford Manor Façade				1.775		1.775
Ruoppolo Renovations						

CM Fees - 7 major projects reduce by 10%			0.300		0.300
Motley Drainage Remediation			0.100		0.100
Eastview Phase II			3.600		3.600
Rockview Mixed Finance Redevelopment			5.000	5.000	10.000
McConaughy Windows			2.000		2.000
Contingency @5% of Proposed Deferred	0.240	0.240			0.240
Reductions	5.031	5.031	14.679	5.000	24.710
Revised Development Budget	65.643	14.223	79.866	23.641	117.775
Net Sources Over (Uses) By Year		8.239	(6.241)	(1.869)	0.130

**HANH MULTI-YEAR CAPITAL PLAN
STATUS AT APRIL 15, 2008
IN MILLIONS OF DOLLARS**

		Commitments During			2009	2010	
		2008					
		Committed	Not Committed to Date	Total	Total	Total	
Sources							
Cash on Hand		18.958	14.529	33.49			33.487
Capital Fund Program (CFP)		10.316		10.32	3.9	3.9	18.116
Replacement Housing Fund (HF)		1.173		1.173	0.5	0.5	2.173
State Bond Money - Environmental		4		4			4
Public Housing Development Program			3.558	3.558			3.558
Surplus from CV Program			4	4	8	8	20
ECD							
	HTF (DECD Housing Trust Fund)						
	Flex Funds						
Deferred Developer							
West Rock							
	FHLB Brookside						
	LIHTC Brookside						
	State HTF Brookside						
	HOPE VI Demo Brookside						
	City Brookside						
	LIHTC Rockview						
	HOPE Demo - Rockview						
	State Housing Trust Fund Rockview						
	City Funds-Rockview						
	Tax Exempt Bonds - Rockview						

vacancies	Turnover of Existing Vacant Units B&C Grp 1	0.113		0.113			0.113
	Turnover of Existing Vacant Units B&C Grp 2	0.187		0.187			0.187
	Turnover of Existing Vacant Units 5 Waverly fire	0.8		0.8			0.8
	Proposed Vacancy Turnover CM Farnam & Westville Vacancies	0.1		1.2	1.2		1.2
				0.1		0.657	
Supportive services for Mental Health Section 3		0.591		0.591		0.212	0.155
Reinforcement & Training Opportunities		0.124		0.124			0.124
Job skills		0.125		0.125			0.125
Ability			0.106	0.106		0.144	0.25
kyur Baseline		0.15		0.15			0.15
ameraz: plus Essex, Fulton, Sewhall & Cott Ridge						0.103	
Agency Wide				1.158	1.158		1.261
Saving					0.64		0.64
Water Savings			0.4	0.4			0.4
Project-- Farnam, Crawford, Coppolo, & Conaughy Farnam						0.679	
Scattered Site-- CA	Farnam Windows			0.121	0.121		0.8
	Cisneros 21 Units	2.4		2.4			2.4
	Scattered Site Rehab New Acquisitions		0.4	0.4			0.4
	Fulton Street Turnkey	1.2		1.2			1.2
	Scattered Sites						
	Capital Repairs	0.9		0.9			0.9
Celentano	Celentano Roof			0.2	0.2		0.2

Fairmont	Celentano Elevator B		0.185	0.185			0.185
	Fairmont Roof		0.4	0.4			0.4
	Fairmont Fence		0.5	0.5			0.5
Fairmont	Fairmont Windows		0.6	0.6			0.6
	Val Macri Roof		0.15	0.15			0.15
Eastview	Eastview Mixed Finance						
	Eastview Phase 2	30.071		30.07	3.6		30.071
Rockview	Rockview Mixed Finance				10		
	Rockview Redevelopment					8	18
Brookside	295 Wilmot Roof		0.055	0.055			0.055
	122 Wilmot	0.75		0.75			0.75
Brookside	Brookside Mixed Finance				10		
	Brookside UST Removal & Demo 13 Bldgs		1.5	1.5		10	20
Westville	Westville Manor Erosion Control		1.5	1.5			1.5
	Westville 2nd Egress (included in B&C Grp 2)						
Waverly	Westville Manor Doors	0.475		0.475			0.475
	Waverly Sewer line		0.181				0.181
Waverly	Waverly Sanout-ibicoff Ext., Waverly, McConaughy Ave			0.181			
	Rowe Redevelopment				3		3
Hartenberg Alley	Hartenberg Alley	3.1		3.1			3.1
	Valley Boilers		0.135	0.135			0.135
Waverly	Valley Doors	0.26		0.26			0.26
	Valley Radiation	0.204		0.204			0.204
Waverly	Waverly Boilers		0.135	0.135			0.135
	Waverly Doors	0.211		0.211			0.211
	Waverly Radiation	0.241		0.241			0.241

McQueeney	McQueeney Ventilation	0.125		0.125		0.125
	McQueeney Façade		0.35	0.35		0.35
	McQueeney Faucets, Toilets	0.39		0.39		0.39
McConaughy	McConaughy Kitchens, Baths, ADA	3.5		3.5		3.5
	McConaughy Hazmat/Demo	1.615		1.615		1.615
	McConaughy Pitched Roofs, Doors, etc.	5.94		5.94		5.94
	McConaughy Site Work	1.438		1.438		1.438
	McConaughy Storm Drain Cleaning	0.05		0.05		0.05
	McConaughy Sewers		1.5	1.5		1.5
	McConaughy Furnaces		0.6	0.6		0.6
	McConaughy Windows				3.065	3.065
	McConaughy Painting		0.291	0.291		0.291
	Wolfe				1.15	1.15
Wolfe Access Gate	0.14		0.14		0.14	
Wolfe Rehabilitation	Wolfe Rehabilitation		1.15	1.15		2.3
	Prescott Bush Hazmat, Selective Demo, Site work, Concrete		0.944	0.944		0.944
Prescott Bush	Prescott Bush Electrical		0.699	0.699		0.699
	Prescott Bush General Trades, Elevator, Roofing	3		3		3
	Prescott Bush Flooring & Painting		0.623	0.623		0.623
	Prescott Bush Mechanical		1.7	1.7		1.7
Crawford Manor	Crawford Manor & Façade				1.775	1.775

Essex	Crawford Vacancies (completed)	0.126		0.126			0.126
	Essex Fence & Access Gate	0.05		0.05			0.05
	Essex Entrance Doors	0.075		0.075			0.075
	Essex Kitchens, Heating, Screen Doors, Vacancy		0.551	0.551			0.551
Ruoppolo	Essex Windows, Bilco Doors, Sliders	0.376		0.376			0.376
	Essex Site				0.15		0.15
	Ruoppolo Renovations				0.985		0.985
Newhall	Newhall Fire Remediation		0.1	0.1			0.1
Winnipiac	QT Phase 2		0.5	0.5			0.5
	Q Ridge Playground		0.085	0.085			0.085
Computer upgrades M fees--7 major projects-- Ash, Crawford, Holfe, Ruoppolo, Essex, McQueeney, & McConaughy balance to (complete) QC CM Ridge Play Area, Valley & Laverly Boilers, vacancies, & Water Saving Lotley		3			0.175		0.35
					0.7	0.072	3.7
			0.215	0.215			0.215
Reserves	Motley Mechanical	0.05		0.05			0.05
	Motley Drainage Remediation				0.1		0.1
	Subtotal	62.517	18.337	#####	36.5	18.35	135.7
	Contingency ~ 5%	3.126	0.917	4.043	1.825	0.918	6.785

	Total Development Costs						
		65.643	19.254	#####	38.32	19.27	142.49
	Net Sources Over (Uses) By Year			3.208	#####	6.869	-24.58
Proposed							
Deferred							
Projects							
	Cameras: Essex, Fulton, Scott Ridge				0.075		0.075
	Water Savings Farnam		0.4	0.4			0.4
	Windows		0.121	0.121	0.679		0.8
	Celentano Roof - repair in lieu of replace			0.1			0.1
	Fairmont Fence		0.5	0.5			0.5
	Fairmount Windows			0.6			0.6
	Val Macri Roof		0.15	0.15			0.15
	Westville Manor			1.5			1.5
	Erosion Control		1.5				1.5
	Valley Boilers		0.135	0.135			0.135
	Waverly Boilers		0.135	0.135			0.135
	Wolfe			1.15	1.15		2.3
	Rehabilitation Crawford Manor		1.15		1.775		1.775
	Facade						
	Ruoppolo Renovations				0.3		
	CM Fees - 7 major projects reduce by 10%						0.3
	Motley Drainage Remediation				0.1		0.1
	Eastview Phase II				3.6		3.6
	Rockview Mixed Finance				5		
	Redevelopment McConaughy					5	10
	Windows				2		2
	Contingency @5% of Proposed Deferred			0.24			0.24
	Reductions		5.031	5.031	14.68	5	24.71
	Revised	65.643	14.223	79.87	23.64	14.27	117.78

	Development Budget					
	Net Sources Over (Uses) By Year		8.239	-6.24	-	1.869
						0.13

**HANH MULTI-YEAR CAPITAL PLAN
IN MILLIONS OF DOLLARS**

	Commitments During					Grand Total
	2008			2009	2010	
	Committed	Not Committed to Date	Total	Total	Total	
	18.958	14.529	33.487			33.487
	10.316		10.316	3.900	3.900	18.116
	1.173		1.173	0.500	0.500	2.173
	4.000		4.000			4.000
		3.558	3.558			3.558
		4.000	4.000	8.000	8.000	20.000
HTF (DECD Housing Trust Fund) Flex Funds						
FHLB Brookside						
LIHTC Brookside						
State HTF Brookside						
HOPE VI Demo Brookside						
City Brookside						
LIHTC Rockview						
HOPE Demo - Rockview						
State Housing Trust Fund Rockview						
City Funds- Rockview						
Tax Exempt Bonds - Rockview						
Debt Financing Rockview						
Debt Financing Eastview						
Developer Fees-Eastview						
FHLB Eastview						
State Housing Trust Fund Eastview						
LIHTC Eastview						
DECD Grant - Housing Trust Fund				2.500		2.500
DECD Grant - Flex Funds				2.000		2.000
Bank of America Loan Replacement Housing Fund (RHF)	3.761		3.761			3.761
Affordable Housing Grant						

Redevelopment Eastview Phase 2				3.600		3.600
Rockview Mixed Finance Redevelopment				10.000	8.000	18.000
295 Wilmot Roof		0.055	0.055			0.055
122 Wilmot	0.750		0.750			0.750
Brookside Mixed Finance Redevelopment				10.000	10.000	20.000
Brookside UST Removal & Demo 13 Bldgs		1.500	1.500			1.500
Westville Manor Erosion Control Westville 2nd Egress (included in B&C Grp 2)		1.500	1.500			1.500
Westville Manor Doors	0.475		0.475			0.475
		0.181	0.181			0.181
Rowe Redevelopment				3.000		3.000
	3.100		3.100			3.100
Valley Boilers		0.135	0.135			0.135
Valley Doors	0.260		0.260			0.260
Valley Radiation	0.204		0.204			0.204
Waverly Boilers		0.135	0.135			0.135
Waverly Doors	0.211		0.211			0.211
Waverly Radiation	0.241		0.241			0.241
McQueeney Ventilation	0.125		0.125			0.125
McQueeney Façade		0.350	0.350			0.350
McQueeney Faucets, Toilets	0.390		0.390			0.390
McQueeney Kitchens, Baths, ADA	3.500		3.500			3.500
McConaughy Hazmat/Demo	1.615		1.615			1.615
McConaughy Pitched Roofs, Doors, etc.	5.940		5.940			5.940
McConaughy Site Work	1.438		1.438			1.438
McConaughy Storm Drain Cleaning	0.050		0.050			0.050
McConaughy Sewers		1.500	1.500			1.500
McConaughy Furnaces		0.600	0.600			0.600
McConaughy Windows				3.065		3.065
McConaughy Painting		0.291	0.291			0.291
	0.140		0.140			0.140
Wolfe Rehabilitation		1.150	1.150	1.150		2.300
Prescott Bush Hazmat, Selective Demo, Site work, Concrete		0.944				0.944
			0.944			

Prescott Bush Electrical		0.699	0.699			0.699
Prescott Bush General Trades, Elevator, Roofing	3.000		3.000			3.000
Prescott Bush Flooring & Painting		0.623	0.623			0.623
Prescott Bush Mechanical		1.700	1.700			1.700
Crawford Manor & Façade				1.775		1.775
Crawford Vacancies (completed)	0.126		0.126			0.126
Essex Fence & Access Gate	0.050		0.050			0.050
Essex Entrance Doors	0.075		0.075			0.075
Essex Kitchens, Heating, Screen Doors, Vacancy		0.551	0.551			0.551
Essex Windows, Bilco Doors, Sliders	0.376		0.376			0.376
Essex Site				0.150		0.150
Ruoppolo Renovations				0.985		0.985
Newhall Fire Remediation		0.100	0.100			0.100
QT Phase 2		0.500	0.500			0.500
Q Ridge Playground		0.085	0.085			0.085
		0.103	0.103	0.175	0.072	0.350
	3.000			0.700		3.700
		0.215	0.215			0.215
Motley Mechanical	0.050		0.050			0.050
Motley Drainage Remediation				0.100		0.100
Subtotal	62.517	18.337	80.854	36.495	18.351	135.700
Contingency ~ 5%	3.126	0.917	4.043	1.825	0.918	6.785
Total Development Costs	65.643	19.254	84.897	38.320	19.269	142.485
Net Sources Over (Uses) By Year			3.208	(20.920)	(6.869)	(24.580)
Cameras: Essex, Fulton, Scott Ridge				0.075		0.075
Water Savings		0.400	0.400			0.400
Farnam Windows		0.121	0.121	0.679		0.800
Celentano Roof - repair in lieu of replace		0.100	0.100			0.100
Fairmont Fence		0.500	0.500			0.500
Fairmount Windows		0.600	0.600			0.600
Val Macri Roof		0.150	0.150			0.150
Westville Manor Erosion Control		1.500	1.500			1.500
Valley Boilers		0.135	0.135			0.135

Waverly Boilers		0.135	0.135			0.135
Wolfe Rehabilitation		1.150	1.150	1.150		2.300
Crawford Manor Façade				1.775		1.775
Ruoppolo Renovations						
CM Fees - 7 major projects reduce by 10%				0.300		0.300
Motley Drainage Remediation				0.100		0.100
Eastview Phase II				3.600		3.600
Rockview Mixed Finance Redevelopment				5.000	5.000	10.000
McConaughy Windows				2.000		2.000
Contingency @5% of Proposed Deferred		0.240	0.240			0.240
Reductions		5.031	5.031	14.679	5.000	24.710
Revised Development Budget	65.643	14.223	79.866	23.641	14.269	117.775
Net Sources Over (Uses) By Year			8.239	(6.241)	(1.869)	0.130

VII. Administrative

Attachment A

Board Resolution Approving This FY 2009 MTW Annual Plan

To: Board of Commissioners
From: Karen DuBois-Walton, Ph.D., Executive Director
Date: August 13, 2008
RE: Approval of MTW Annual Plan for FY 2009

ACTION: Recommend that the Board of Commissioners adopt Resolution Number 08-185/08-S.

TIMING: Immediately.

DISCUSSION: In 1997, Congress authorized HUD to approve up to 30 public housing authorities as Moving to Work (MTW) pilot programs. On November 20, 2000, the Board approved the submission of a MTW application. HUD subsequently granted MTW status and signed an agreement with HANH on September 28, 2001, which is retroactive to October 1, 2000.

HUD and the MTW agencies worked to develop the Restated and Amended MTW Agreement which continues the demonstration project through the end of the agency's fiscal year 2018. The HANH Board of Commissioners approved Resolution #02-22/08-R on February 26, 2008 authorizing the execution of the Amended and Restated MTW Agreement. The Amended and Restated MTW Agreement was executed on May 2, 2008.

As a MTW agency, HANH is required, in lieu of the one year/five year Housing Agency Plan, to provide an Annual MTW Plan and an Annual MTW Report. The MTW Annual Plan for FY 09 was made available for public review on June 26, 2008. A public hearing was held on July 30, 2008. At this time HANH submits for Board approval the MTW Annual Plan for Fiscal Year 2009. We request the Board's authorization for the Executive Director to submit to the U.S. Department of Housing and Urban Development (HUD) the MTW Annual Plan for FY 2009 and all related or required certifications and HUD forms, of which the attached document is a part, and all necessary documentation and submissions of the Plan.

FISCAL IMPACT:

None.

STAFF:

Karen DuBois-Walton, Ph.D., Executive Director

Housing Authority of the City of New Haven

Resolution Number: 08-185/08-S

APPROVING HANH'S MTW ANNUAL PLAN FOR FY 2009

WHEREAS, the U.S. Department of Housing and Urban Development (HUD) has granted Moving to Work (MTW) status to the Housing Authority of the City of New Haven (HANH); and

WHEREAS, HUD has signed a Restated and Amended MTW Agreement with HANH, which will be generally beneficial to the operations of the Housing Authority; and

WHEREAS, a requirement of the MTW Deregulation Demonstration program is for HANH to submit an Annual MTW Plan;

NOW, THEREFORE, THE BOARD OF COMMISSIONERS hereby authorizes the Executive Director to submit to the U.S. Department of Housing and Urban Development (HUD) the Moving to Work Annual Plan for FY 2009 and all related or required certifications and HUD forms, of which this document is a part, and all necessary documentation and submissions for the receipt of public housing operating, Section 8, and Comprehensive Grant Program funds, and make the following certifications and agreements with HUD in connection with the submission of the Plan and implementation thereof:

1. HANH held a public hearing regarding the Plan.
2. HANH 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.
3. In relation to Development Choice:
 - HANH will regularly submit required data to HUD's MTCS in an accurate, complete and timely manner (as specified in PIH Notice 99-2);
 - The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
 - Adoption of site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
 - HANH shall take reasonable measures to assure that such waiting list is consistent with affirmatively furthering fair housing;
 - HANH will provide for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR part 903.7.
4. In relation to rent policies, the HANH certifies that:
 - The HANH Board approves of this policy and has approved the required analysis of the impact of such policies specified in Article I, Section I of the MTW Agreement and,
 - HANH is in compliance with all provisions of that section.
5. HANH will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. HANH will comply with the Architectural Barriers Act of 1968 and 24CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. HANH 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.

8. HANH will submit with the Plan a certification with regard to a drug free workplace required by CFR Part 24, Subpart F.
9. HANH will submit with the Plan a certification 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.
10. HANH 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.
11. HANH will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. HANH will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities. In accordance with 24 CFR Part 58.
13. With respect to public housing, HANH 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.
14. HANH will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. HANH will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. HANH 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 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
17. HANH will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and the MTW Agreement executed by HANH and HUD and will utilize funds made available under the Capital Fund, Operating Fund and Section 8 tenant-based assistance only for activities that are allowable under applicable regulations as modified by the MTW Agreement and included in its Plan.
18. The HANH Executive Director is hereby authorized and directed to finalize the MTW Plan, including such modifications as the Executive Director deems necessary and appropriate and in the best interest of HANH, and to sign any and all documents related thereto, and to take any and all such actions ancillary thereto and in furtherance of the foregoing.

I hereby certify that the above resolution was adopted by a majority of the Commissioners present at a meeting duly called at which a quorum was present, on August 13, 2008.

 Karen DuBois-Walton
 Secretary/Executive Director

08/13/08
 Date

REVIEWED:
 BERCHEM, MOSES & DEVLIN, P.C.
 GENERAL COUNSEL

By: _____
 Rolan Joni Young, Esq.
 A Partner

**PHA 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 Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning October 1, 2008, 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 PHA made the proposed Plan and all information relevant to the public hearing available for public inspection at least 30 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the Plan and invited public comment.
2. The 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.
3. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
4. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
5. The PHA will comply with the Architectural Barriers Act of 1968 and 24CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
6. The 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.
7. The PHA has submitted with the Plan a certification with regard to a drug free workplace required by CFR Part 24, Subpart F.
8. The PHA has submitted with the Plan a certification 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.
9. The 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.
10. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
11. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities. In accordance with 24 CFR Part 58.
12. With respect to public housing, the 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.
13. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
14. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
15. The 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 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).

16. The 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.
17. 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 PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority New Haven
PHA Name

CT004
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)

Name of Authorized Official	Title
Robert Solomon	Chairman
Signature	Date
X	8/13/08

ATTACHMENT C

STATEMENT OF AUTHORIZATIONS

TO
AMENDED AND RESTATED MOVING TO WORK AGREEMENT
BETWEEN
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
AND
AGENCY

A. General Conditions

1. This Statement of Authorizations describes the activities that the Public Housing Authority (Agency) may carry out under the Moving to Work (MTW) Demonstration program, subject to the terms and conditions of the Amended and Restated Moving to Work Demonstration Agreement (Restated Agreement) between the Agency and the U.S. Department of Housing and Urban Development (HUD).
2. Unless otherwise provided in Attachment D of the Restated Agreement, the Agency's MTW Demonstration Program applies to all of the Agency's public housing assisted units (including Agency-owned properties and units comprising a part of mixed-income, mixed finance communities) tenant-based Section 8 voucher assistance (hereinafter referred to as the "Housing Choice Voucher Program"), Section 8 project-based voucher assistance under Section 8(o) and Homeownership units developed using Section 8(y) voucher assistance.
3. The purpose of the Statement of Authorizations is to delegate to the Agency the authority to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient ways to provide housing assistance and incentives to self-sufficiency to low, very-low, and extremely low-income families. The authorizations listed in this Attachment C are granted fully without requiring any additional HUD authorizations, as necessary to implement the activities described in the Annual MTW Plan. The Agency may proceed with activities based upon these authorizations once the activity has been included in the Annual MTW Plan, in accordance with Attachment B, and HUD has approved the Plan and activities. HUD will review and approve these documents to ensure that the Annual MTW Plan has provided meaningful citizen participation, taking into account comments from a public hearing and any other comments on the proposed program, as well as providing for, receiving, and meaningfully considering comments from current and prospective residents who would be affected. HUD will also review in order to ascertain that these activities are within the MTW authorizations provided by HUD.
4. The Agency reaffirms that it will comply with all applicable nondiscrimination and equal opportunity requirements set forth in 24 CFR 5.105(a), and will administer its programs and activities in a manner affirmatively to further fair housing. In particular, the Agency

must make reasonable modifications and accommodations needed by applicants and residents and must make units accessible in accordance with the Needs Assessment and Transition Plan as required under Section 504 of the Rehabilitation Act of 1973 and its implementing regulations.

B. Authorizations Related to Both Public Housing and Section 8 Housing Choice Vouchers

1. Single Fund Budget with Full Flexibility

This authorization waives certain provisions of Sections 8 and 9 of the 1937 Act and 24 C.F.R. 982, and 990 as necessary to implement the Agency's Annual MTW Plan.

- a. The Agency may combine funding awarded to it annually pursuant to Section 8(o), 9(d) and 9(e) of the 1937 Act into a single, authority-wide funding source ("MTW Funds"). However, section 9(d) funds are still subject to the obligation and expenditure deadlines and requirements provided in section 9(j) despite the fact that they are combined in a single fund. The funding amount for the MTW Funds may be increased by additional allocations of housing choice vouchers to which the Agency is entitled over the term of the Agreement. Special purpose vouchers will not be included in the MTW Funds during their initial term, though some may be included in the MTW Funds upon renewal.
- b. The Agency may use MTW Funds for any eligible activity under Sections 9(d)(1), 9(e)(1) and Section 8(o) of the 1937 Act. Within the scope of the permissible eligible activities, the Agency can carry out the purposes of the MTW Demonstration Program to provide flexibility in the design and administration of housing assistance to eligible families, to reduce cost and achieve greater cost effectiveness in Federal expenditures, to give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient, and to increase housing choices for low-income families, through activities that would otherwise be eligible under sections 8 and 9 of the 1937 Act, including, but not limited to, the following activities:
 - i. Provision of Capital funds or operating assistance to housing previously developed or operated pursuant to a contract between HUD and the Agency or newly acquired or developed pursuant to section ii below.
 - ii. The acquisition, new construction, reconstruction or moderate or substantial rehabilitation of housing (including, but not limited to, assisted living, or other housing as deemed appropriate by the Agency, in accordance with its mission), or commercial facilities consistent with the objectives of the demonstration. Such activities may include but are not limited to real property acquisition, site improvement, development of utilities and utility services and energy efficiency systems, conversion, demolition, financing, administration and planning costs, relocation and other related activities; provided, however, that prior HUD

approval is required for the development of any incremental public housing units, pursuant to Section 9(g)(3) of the 1937 Act.

- iii. The provision of housing or employment-related services or other case management activities, such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services, employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section.
 - iv. The provision of management services, including preparation of work specifications, loan processing, inspections, tenant selection, management of tenant and project-based rental assistance and management of housing projects or other facilities or operations developed under this program.
 - v. The provision of safety, security, and law enforcement measures and activities appropriate to protect residents of housing from crime.
 - vi. The provision of Housing Choice Voucher assistance or project-based rental assistance (under Section 8(o)), alone or in conjunction with other private or public sources of assistance.
 - vii. The preservation of public housing and/or Housing Choice Voucher units currently serving people of low income or the acquisition and/or development of new units for people of low income, provided that all rehabilitation and construction is done in accordance with the requirements of Section 504 of the Rehabilitation Act and where applicable, the design and construction requirements of the Fair Housing Act.
 - viii. If the Agency chooses to establish single fund flexibility, the Agency is authorized to use housing assistance payments for purposes other than payments to owners, so long as these purposes are consistent with other eligible uses of section 8 and section 9 funds.
- c. These activities may be carried out by the Agency, by an entity, agent, or instrumentality of the Agency, a partnership, a grantee, contractor, or other appropriate party or legal entity.
 - d. The Agency's expenditures must comply with OMB Circular A-87, which provides basic guidelines for the use of federal funds, and with this MTW Agreement.
 - e. The Agency may use capital funds (including development and replacement housing factor funds) in accordance with this Agreement.

2. Partnerships with For-Profit and Non-Profit Entities

The Agency may partner with for-profit and non-profit entities, subject to 24 C.F.R. Part 85 and 941.602(d), including, mixed-income, mixed-finance development partners and third party management companies, as well as affiliates and instrumentalities of the Agency ("Agency Partners"), to implement and develop all or some of the initiatives that may comprise the Agency's MTW Demonstration Program. The Agency may, with respect to MTW eligible activity and when working with or partnering with such partners, make available to Agency Partners the least restrictive regulatory requirements allowable based on Agency's participation in the MTW Demonstration Program and that agreements with Agency Partners may reflect the implementation of less restrictive regulatory requirements. *This authorization waives certain provisions of Sections 13 and 35 of the 1937 Act and 24 C.F.R. 941 Subpart F as necessary to implement the Agency's Annual MTW Plan.*

3. Definition of Elderly Family

The Agency is authorized to amend the definition of elderly to include families with a head of household or family member who is at least 55 years old, and must be in compliance with the all Fair Housing Requirements, in particular the Housing for Older Persons Act of 1995. *This authorization waives certain provisions of Section 3 (b)(3) and (G) of the 1937 Act and 24 C.F.R. 5.403 as necessary to implement the Agency's Annual MTW Plan.*

4. Transitional/Conditional Housing Program

The Agency may develop and adopt new short-term transitional housing programs, consistent with an eligible use of section 8 and 9 funds, with supportive services in one or more buildings in collaboration with local community-based organizations and government agencies. Successful participants in these programs will be eligible for transfer to the Agency's public housing or housing choice voucher programs. The Agency will ensure that these programs do not have a disparate impact on protected classes, and will be operated in a manner that is consistent with the requirements of Section 504 of the Rehabilitation Act. More specifically, under no circumstances will residents of such programs be required to participate in supportive services that are targeted at persons with disabilities in general, or persons with any specific disability. In addition, admission to any of the programs developed under this section will not be conditioned on the presence of a disability or a particular disability. This section is not intended to govern the designation of housing that is subject to Section 7 of the 1937 Act. *This authorization waives certain provisions of Sections 3, 4, 5, 8, and 9 of the 1937 Act and 24 C.F.R. 941, and 960 Subpart B as necessary to implement the Agency's Annual MTW Plan.*

5. Investment Policies

Subject to HUD approval, the Agency is authorized to adopt investment policies consistent with state law to the extent such policies are in compliance with applicable OMB circulars and other federal laws. The Agency shall invest only in securities authorized under state law that will allow the flexibility to invest productively and efficiently. *This authorization waives certain provisions of Section 6(c)(4) of the 1937 Act and 24 C.F.R. 982.156 as necessary to implement the Agency's Annual MTW Plan.*

C. Authorizations Related to Public Housing Only

1. Site Based or Geographic Area Waiting List System

The Agency is authorized to implement a locally designed waiting list system in lieu of the specific procedural requirements of 24 C.F.R. Part 903 provided that it provides applicants with a reasonable choice of location in accordance with title VI of the Civil Rights Act, the Fair Housing Act, and other applicable civil rights requirements. The Agency may implement additional site-based waiting lists under this MTW Agreement. Such additional site-based waiting lists will be developed, at the Agency's option, to address various situations, including, but not limited to the following: (1) any existing or new or mixed-income, mixed finance communities; (2) any on-site and/or off-site public housing replacement units developed in support of the Agency's redevelopment or HOPE VI efforts, if any; (3) any specially designated public housing or project-based communities; and (4) combining or separating waiting lists for Section 8 tenant-based or project-based assistance, public housing rental communities, homeownership opportunities, and mixed-income, mixed-finance communities. *This authorization waives certain provisions of Section 6(r) of the 1937 Act and 24 C.F.R. 903.7 as necessary to implement the Agency's Annual MTW Plan.*

2. Local Preferences and Admission and Continued Occupancy Policies and Procedures

The Agency is authorized to develop and adopt local preferences and admission policies and procedures for admission into the public housing program in lieu of HUD statutes, regulations or other requirements based in the 1937 Act so long as the families assisted qualify as low income, and that the total mix of families assisted meets the requirements of part I.C of the Amended and Restated MTW Agreement. The Agency is required to revise the Admissions and Continued Occupancy Policy (ACOP), to implement changes in public housing occupancy policy as a result of the MTW program. Regardless of changes to the Agency's adopted ACOP policies and procedures, the Agency must comply with Sections I(B)(1) and II(D) of this Agreement. The Agency is subject to state and local preferences law. *This authorization waives certain provisions of Section 3 of the 1937 Act and 24 C.F.R. 960.206 as necessary to implement the Agency's Annual MTW Plan.*

3. Deconcentration Policy

The Agency is authorized to develop and adopt a local policy designed to provide for deconcentration and income mixing in public housing communities. *This authorization waives certain provisions of Section 16(3)(B) of the 1937 Act and 24 C.F.R. 903.2 as necessary to implement the Agency's Annual MTW Plan.*

4. Initial, Annual and Interim Income Review Process

The Agency is authorized to restructure the initial, annual and interim review process in the public housing program in order to affect the frequency of the reviews and the methods and process used to establish the integrity of the income information provided. In addition, the Agency is expressly authorized to adopt a local system of income verification in lieu of the current HUD system. For example, the Agency may implement alternate time frames for validity of verification or adopt policies for verification of income and assets through sources other than those currently allowed under the 1937 Act. *This authorization waives certain provisions of sections 3(a)(1) and 3(a)(2) of the 1937*

Act and 24 C.F.R. 966.4 and 960.257, as necessary to implement the Agency's Annual MTW Plan.

5. Use of Public Housing as an Incentive for Economic Progress

The Agency is authorized to modify current public housing occupancy policies to use housing as an incentive for making economic progress, as long as Section II.C. of the MTW Agreement is adhered to. Such modifications may include revising maximum income limits for admission or continued occupancy. Families denied admission or continued occupancy shall continue to be entitled to the right to an informal hearing. *This authorization waives certain provisions of Section 6(c) of the 1937 Act and 24 C.F.R. 960.201, as necessary to implement the Agency's Annual MTW Plan.*

6. Incentives for Underutilized Developments

The Agency is authorized to develop and offer incentives that will attract applicants to developments, or portions thereof, which have been difficult to market. *This authorization waives certain provisions of Section 3(a)(2) and 3(a)(3)(A) of the 1937 Act and 24 C.F.R. 960 subpart B as necessary to implement the Agency's Annual MTW Plan.*

7. Simplification of the Development and Redevelopment Process for Public Housing

This authorization waives certain provisions of Sections 4, 5, 9, 24, 32 and 35 of the 1937 Act and 24 C.F.R. 941 as necessary to implement the Agency's Annual MTW Plan.

- a. The Agency may, at its own discretion, allow any authorizations and regulatory relief granted to the Agency pursuant to this MTW Agreement to inure to the benefit of the Agency's Partners with respect to MTW eligible activities, and HUD hereby agrees to the amendment of any and all evidentiaries necessary to implement the least restrictive regulatory requirements allowable.
- b. The Agency is authorized to establish reasonable low-income homeownership programs, such as a lease-to-own program, that are not limited by the existing public housing homeownership requirements, provided that units can only be sold to current public housing residents and that any disposition of current public housing units must be approved in advance by HUD. Any disposition application will be submitted and processed in accordance with this Agreement.

8. Streamlined Demolition and Disposition Procedures

The Agency may choose to follow HUD's "Streamlined Processing Instructions for Disposition, Demolition, and Disposition/Demolition Applications from MTW Agencies."

9. Simplification of Property Management Practices

The Agency is authorized to simplify property management practices as follows:

- a. The Agency is authorized to deploy a risk management approach in establishing property and system inspection protocols and frequencies in lieu of the HUD requirements of annual inspections by Agencies, as long as these protocols assure that housing units assisted under the demonstration meet housing quality standards approved or established by the Secretary. *This authorization waives certain provisions of Section 6 (f) of the 1937 Act and 24 C.F.R. 902-Subpart B as necessary to implement the Agency's Annual MTW Plan.*

- b. The Agency is authorized to develop and adopt a new form of local lease and establish community rules, grievance procedures, tenant self-sufficiency requirements and reasonable tenant fees based on proven private management models (subject to State and local laws), provided that no-cause evictions are not permitted. *This authorization waives certain provisions of Section 6 (l) of the 1937 Act and 24 C.F.R. 966 Subparts A and B as necessary to implement the Agency's Annual MTW Plan.*
10. Special Admissions and Occupancy Policies for Certain Public Housing Communities
 The Agency is authorized to involve a broad spectrum of community stakeholders, including advocacy groups, in a process to explore and adopt reasonable restrictions for occupancy of specific public housing buildings in the Agency's inventory. Buildings, or portions of buildings (floors, units), may be designated as Smoke-Free, Pet-Free or Assisted Living (or other similar reservations). The Agency may establish admissions preferences in order to establish these special occupancy requirements. A key goal of this initiative will be to ensure that the Agency is able to maintain and improve the quality of life in the Agency communities. These reservations or policies must not have a disparate impact on protected classes and must be operated in a manner that is consistent with the requirements of Section 504 of the Rehabilitation Act. Any such designations or policies will include adequate safeguards for the disabled, including protections for disabled persons who are Agency residents and those seeking housing assistance. Residents can voluntarily participate in any of the services provided. Once adopted, the designations or policies will be updated and reviewed as part of the Annual MTW Plan and Report submitted by the Agency for HUD's review. In particular, the Agency will review the demographic make-up of its current resident population and applicants to assess the need for and support any changes to its designations or policies. *This authorization waives certain provisions of Sections 3, 6, 7, 16, and 31 of the 1937 Act and 24 C.F.R. 945 subpart C, 960 Subparts B, D, E and G as necessary to implement the Agency's Annual MTW Plan.*
11. Rent Policies and Term Limits
 The Agency is authorized to determine family payment, including the total tenant payment, the minimum rent, utility reimbursements and tenant rent. The Agency is authorized to adopt and implement any reasonable policies for setting rents in public housing including but not limited to establishing definitions of income and adjusted income, or earned income disallowance that differ from those in current statutes or regulations. The Agency is authorized to adopt and implement term limits for its public housing assistance. Such policies must include provisions for addressing hardship cases. *This authorization waives certain provisions of Section 3(a)(2), 3(a)(3)(A) and Section 6(l) of the 1937 Act and 24 C.F.R. 5.603, 5.611, 5.628, 5.630, 5.632, 5.634 and 960.255 and 966 Subpart A as necessary to implement the Agency's Annual MTW Plan.*
12. Design Guidelines
 The Agency is authorized to establish reasonable and modest design guidelines, unit size guidelines and unit amenity guidelines for development and redevelopment activities that will replace HUD guidelines with guidelines that reflect local marketplace conditions for quality construction in its locality so long as all units meet housing quality standards approved by the Secretary. *This authorization waives certain provisions of Sections 4, 5, and 9 of the 1937 Act and 24 C.F.R. 941.202, 941.203, 941.401, and 941.403 as*

necessary to implement the Agency's Annual MTW Plan.

13. Site Acquisition

The agency is authorized to acquire sites without prior HUD approval, provided that the agency certifies that HUD site selection requirements have been met. *This authorization waives certain provisions of 24 C.F.R. 941.401 as necessary to implement the Agency's Annual MTW Plan.*

14. Commercial Business Venture

The Agency is authorized to enter into commercial business ventures as part of its neighborhood revitalization or affordable housing strategies or other strategies designed to serve as catalysts for revitalization of public housing or surrounding communities. Any venture must be consistent with eligible uses of funds under Sections 8 and 9 of the 1937 Act. *This authorization waives certain provisions of 24 C.F.R. 941 subpart F as necessary to implement the Agency's Annual MTW Plan.*

15. Available Property

The Agency is authorized to make available public housing property including dwelling and non-dwelling spaces and vacant land for the purpose of providing services, programs and capital improvements that benefit residents and program participants. *This authorization waives certain provisions of Section 9 of the 1937 Act and 24 C.F.R. 990 Subpart B as necessary to implement the Agency's Annual MTW Plan.*

16. Total Development Cost (TDC) limits

The agency is authorized to establish reasonable cost formulas for development and redevelopment activities that will replace HUD's TDC limits in order to reflect local marketplace conditions for quality construction in its locality. *This authorization waives certain provisions of Section 6(b) of the 1937 Act and 24 C.F.R. 941.306 as necessary to implement the Agency's Annual MTW Plan.*

D. Authorizations Related to Section 8 Housing Choice Vouchers Only

1. Operational Policies and Procedures

The Agency is authorized to determine the following basic operational policies and procedures for all Section 8 assistance the Agency is provided under section 8(o) of the 1937 Act:

- a. The Agency is authorized to determine the term and content of Housing Assistance Payment (HAP) contracts to owners during the term of the MTW demonstration. However, any revised HAP contract must include language noting that the funding for the contract is subject to the availability of Appropriations. *This authorization waives certain provisions of Section 8(o)(7) of the 1937 Act and 24 C.F.R. 982.162 as necessary to implement the Agency's Annual MTW Plan;*
- b. The Agency is authorized to determine the length of the lease period, when vouchers expire and when vouchers will be reissued. *This authorization waives certain provisions of Sections 8(o)(7)(a), 8(o)(13)(F) and 8(o)(13)(G) of the 1937 Act and 24 C.F.R. 982.303, 982.309 and 983 Subpart F as necessary to implement the Agency's Annual MTW Plan;*

- c. The Agency is authorized to define, adopt and implement a reexamination program that differs from the reexamination program currently mandated in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of Section 8(o)(5) of the 1937 Act and 24 C.F.R. 982.516 as necessary to implement the Agency's Annual MTW Plan;*
- d. The Agency is authorized to determine a damage claim and/or vacancy loss policy and payment policy for occupied units that differs from the policy requirements currently mandated in the 1937 Act and its implementing regulations. Damage and vacancy authority are subject to state and local laws. *This authorization waives certain provisions of Section 8(o)(9), of the 1937 Act and 24 C.F.R. 982.311 as necessary to implement the Agency's Annual MTW Plan;*
- e. The Agency is authorized to determine the percentage of housing voucher assistance that it is permitted to project-base, and criteria for expending funds for physical improvements on those units that differs from the percentage and criteria requirements currently mandated in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of Section 8(o)(13) of the 1937 Act and 24 C.F.R. 983 as necessary to implement the Agency's Annual MTW Plan;*
- f. The Agency is authorized to determine property eligibility criteria, including types of units currently prohibited by Section 8 regulations, as well as shared living facilities. If the Agency chooses to use this authorization, it will need to provide a transition plan to both the affected residents and HUD prior to the end of the demonstration. *This authorization waives certain provisions of Section 8(p) of the 1937 Act and 24 C.F.R. 983.53-54 and 982 Subparts H and M as necessary to implement the Agency's Annual MTW Plan; and*
- g. The Agency is authorized to establish its own portability policies with other MTW and non-MTW housing authorities. *This authorization waives certain provisions of Section 8(r) of the 1937 Act and 24 C.F.R. 982 Subpart H as necessary to implement the Agency's Annual MTW Plan.*

2. Rent Policies and Term Limits

- a. The Agency is authorized to adopt and implement any reasonable policy to establish payment standards, rents or subsidy levels for tenant-based assistance that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. The Agency is authorized to adopt and implement any reasonable policies to calculate the tenant portion of the rent that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of Sections 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 C.F.R. 982.508, 982.503 and 982.518, as necessary to implement the Agency's Annual MTW Plan;*

- b. The Agency is authorized to determine contract rents and increases and to determine the content of contract rental agreements that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of Sections 8(o)(7) and 8(o)(13) of the 1937 Act and 24 C.F.R. 982.308, 982.451 and 983 Subpart E as necessary to implement the Agency's Annual MTW Plan;*
- c. The Agency is authorized to develop a local process to determine rent reasonableness that differs from the currently mandated program requirements in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of Section 8(o)(10) of the 1937 Act and 24 C.F.R. 982.507 as necessary to implement the Agency's Annual MTW Plan;* and
- d. The Agency is authorized to implement term limits for HCV units designated as part of the MTW demonstration. *This authorization waives certain provisions of Sections 8(o)(7) and 8(o)(13)(F)-(G) of the 1937 Act and 24 C.F.R. 982 Subpart L and 983 Subpart E as necessary to implement the Agency's Annual MTW Plan.*

3. Eligibility of Participants

- a. The Agency is authorized to determine income qualifications for participation in the rental assistance program that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations, as long as the requirements that i) at least 75 percent of those assisted under the demonstration are "very low-income" as defined in section 3(b)(2) of the 1937 Act, ii) substantially the same number of low-income persons are assisted under the demonstration as would be without the MTW authorizations contained herein, and iii) a comparable mix of families are assisted under the Agreement as would have been otherwise in Section I.C. of the MTW Agreement are met. *This authorization waives certain provisions of Sections 16(b) and 8(o)(4) of the 1937 Act and 24 C.F.R. 5.603, 5.609, 5.611, 5.628, and 982.201 as necessary to implement the Agency's Annual MTW Plan;* and
- b. The Agency is authorized to adopt and implement any reasonable policy for verifying family income and composition and for determining resident eligibility that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of 24 C.F.R. 982.516 and 982 Subpart E, as necessary to implement the Agency's Annual MTW Plan.*

4. Waiting List Policies

The Agency is authorized to determine waiting list procedures, tenant selection procedures and criteria and preferences, including authorizing vouchers for relocation of witnesses and victims of crime that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. *This authorization waives certain provisions of Sections 8(o)(6), 8(o)(13)(J) and 8(o)(16) of the 1937 Act*

and 24 C.F.R. 982 Subpart E, 982.305 and 983 Subpart F as necessary to implement the Agency's Annual MTW Plan.

5. Ability to Certify Housing Quality Standards

The Agency is authorized to certify that housing assisted under MTW will meet housing quality standards established or approved by HUD. The certification form will be approved or provided by HUD. *This authorization waives certain provisions of Section 8(o)(8) of the 1937 Act and 24 C.F.R. 982, Subpart I as necessary to implement the Agency's Annual MTW Plan.*

6. Local Process to Determine Eligibility

The Agency is authorized to adopt a local process for determining whether units meet certain eligibility requirements, provided such requirements are part of the 1937 Act. *This authorization waives certain provisions of Section 8(o)(13) of the 1937 Act and 24 C.F.R. 983 Subpart D as necessary to implement the Agency's Annual MTW Plan.* This includes, but is not limited to, the following:

- a. The minimum expenditure requirement and the timing of rehabilitation and construction of units.
- b. The type of funds that may be used to rehabilitate or construct units.
- c. Procedures to determine whether or not units meet the Agency's requirements regarding rehabilitation and construction, including what information is required to be submitted by owners to the Agency.

7. Establishment of an Agency MTW Section 8 Project-Based Program

The Agency is authorized to develop and adopt a reasonable policy and process for project-basing Section 8 tenant-based leased housing assistance, which includes the components set forth below:

- a. The Agency is authorized to project-base Section 8 assistance at properties owned directly or indirectly by the Agency that are not public housing, subject to HUD's requirements regarding subsidy layering. If the Agency chooses to project-base Section 8 assistance at such properties, the Agency recognizes and accepts that such units would no longer be eligible for operating subsidy provided under Section 9(e) of the 1937 Housing Act or for future capital funds provided under section 9(d) for those units if it chooses to use this authorization. Project-based assistance for such owned units does not need to be competitively bid, nor are the owned units subject to any required assessments for voluntary conversion. *This authorization waives certain provisions of Sections 8(o)(13)(B and D) of the 1937 Act and 24 C.F.R. 982.1, 982.102 and 24 C.F.R. Part 983 as necessary to implement the Agency's Annual MTW Plan;*
- b. The Agency is authorized to establish a reasonable competitive process or utilize an existing local competitive process for project-basing leased housing assistance at units that meet existing Housing Quality Standards, or any standards developed by the Agency pursuant to this MTW Agreement and approved by the Secretary, and that are owned by non-profit, or for-profit housing entities. *This authorization waives certain provisions of 24 C.F.R. 983.51 as necessary to implement the*

Agency's Annual MTW Plan;

- c. The Agency is authorized to duly adopt, according to the requirements of local law, alternate standards for determining the location of existing, newly constructed or substantially rehabilitated housing to receive subsidy; provided, however, *that in lieu of the Site Selection Standards currently set forth in 24 C.F.R. Section 983.57*, the agency will comply with the following requirements:
 - i. The Agency will comply with the Fair Housing Act and Title VI of the Civil Rights Act of 1964, and implementing regulations thereto, in determining the location of newly constructed or acquired public housing units.
 - ii. Units may be located in the agency's jurisdiction, including within, but not limited to, the following types of urban areas: (1) an area of revitalization that has been designated as such by the governing jurisdiction, including Redevelopment Areas and Enhanced Enterprise Communities, (2) an area where public housing units were previously constructed and were demolished, (3) a racially or economically impacted area where the agency plans to preserve existing affordable housing, (4) in connection with a HOPE VI or other HUD funded master planned development, (5) in areas where a needs analysis indicates that subsidized housing represents a low percentage of the total number of housing units in the area, or (6) relocating units to an area with a lower concentration of public housing units.
 - iii. Conduct a housing needs analysis indicating that there is a real need for the housing in the area; and
 - iv. When developing or substantially rehabilitating six or more Section 8 project-based units, the agency will: (1) advise current residents of the subject properties and representative community groups in the vicinity of the subject property by letter to resident organizations and by public meeting, of the agency's revitalization plan; and (2) certify to HUD in its Annual MTW Report that the comments from Residents and representative community groups have been considered in the revitalization plan. Documentation evidencing that the agency has met the stated requirements will be maintained at the housing authority and submitted to HUD in its Annual MTW Report.
- d. All units that receive project-based Section 8 assistance must meet either (i) existing HQS standards established by the Secretary or (ii) a local standard for communities receiving project-based Section 8 assistance developed by the Agency and approved by the Secretary pursuant to this MTW Agreement, as applicable. *This authorization waives certain provisions of Section 8(o)(8) of the 1937 Act and 24 C.F.R. 982 Subpart I as necessary to implement the Agency's Annual MTW Plan.*

8. Homeownership Program

- a. The Agency is authorized to establish reasonable Section 8 homeownership programs that are not limited by the existing Section 8 homeownership requirements. *This authorization waives certain provisions of Section 8(o)(15) and 8(y) of the 1937 Act and 24 C.F.R. 982.625 through 982.643 inclusive as necessary to implement the Agency's Annual MTW Plan; and*
- b. The Agency is authorized to permit current public housing residents who are on a merged waiting list to obtain a Section 8 homeownership voucher. *This authorization waives certain provisions of Sections 8(o)(15) and 8(y) of the 1937 Act and 24 C.F.R. 982.625 through 982.643 inclusive as necessary to implement the Agency's Annual MTW Plan.*

E. Authorizations Related to Family Self Sufficiency

The Agency is authorized to operate any of its existing self-sufficiency and training programs, including its Family Self-Sufficiency (FSS) Program and any successor programs exempt from certain HUD program requirements. These may include those requirements governing program size or participation, including whether to establish escrow accounts and other rent incentives and whether to establish mandatory self-sufficiency participation requirements. If the Agency receives dedicated funding for an FSS coordinator, such funds must be used to employ a self-sufficiency coordinator. In developing and operating such programs, the Agency is authorized to establish strategic relationships and partnerships with local private and public agencies and service providers to leverage expertise and funding. However, notwithstanding the above, any funds granted pursuant to a competition must be used in accordance with the NOFA and the approved application and work plan. *This authorization waives certain provisions of Section 23 of the 1937 Act and 24 C.F.R. 984 as necessary to implement the Agency's Annual MTW Plan.*

12-11-07

ATTACHMENT D

LEGACY AND COMMUNITY-SPECIFIC AUTHORIZATIONS

**TO
AMENDED AND RESTATED MOVING TO WORK AGREEMENT
BETWEEN
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
AND THE
HOUSING AUTHORITY OF THE CITY OF NEW HAVEN**

[The Agency does not have any legacy and community-specific authorizations. If, upon review by the Agency or as a result of public comments in the public process, changes are required to this section, HUD will work with the Agency to add language to ensure that this Attachment D serves the interests of all concerned parties.]